

46TH GENERAL ASSEMBLY

HELSINKI, 10 OCTOBER 2025

FINAL WORKING PAPERS

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Dear Members,

Further to the Calling Note and the first set of Working Papers (170/25), you will find below some further information and working papers for the 46th General Assembly meeting to be held on **Friday, 10 October 2025** in Helsinki, from **08h45 to 16h30**.

VENUE

The 46th General Assembly will take place at:

Teknologiateollisuus
Eteläranta 10 P.O. Box 10
00131 Helsinki
Finland

DINNER

The **dinner on Thursday, 9th October 2025** will take place on an island which requires that we reach the restaurant together. To this end, we have received the following instructions from TIF.

Members are asked to meet at the offices of **Technology Industries of Finland, Eteläranta 10, at 18h25**. The group will walk (200 m) to the pier from which the ferry to Suomenlinna departs. As the ferry will not wait for the group, participants are required to be at our meeting point on time. In Suomenlinna the restaurant is about 300 m walk from the pier.

Please note that it is already quite cool at sea in October, so TIF recommends wearing warm clothes.

LISTS OF PARTICIPANTS

The **list of participants attending the dinner on 9 October** and the **46th General Assembly on 10 October 2025** are attached respectively as per *enclosures 1 & 2*. Should you notice any mistake, please contact me immediately.

PRACTICAL INFO

46th General Assembly
10 October 2025
08h45 – 16h30

VENUE
Teknologiateollisuus
Eteläranta 10 P.O. Box 10
00131 Helsinki
Finland

DINNER
9 October 2025
19h00-22h00

FINAL AGENDA & WORKING PAPERS

The **final agenda** is attached as per *enclosure 3*.

ITEM 1 - NATIONAL ROUNDTABLE ON MAJOR SOCIAL DEVELOPMENTS : LABOUR LAW AND COLLECTIVE BARGAINING

Should you have any written input ready in advance for our roundtable, please do not hesitate to send it to me.

ITEM 3 A - REVISION OF THE BUDGETARY RULES – AS FROM 2027

As you know, the Board members have been working on the preparation of new budgetary rules for several months now. For those of you who are not members of the Board, you should have received the information via your regional representative.

However, in order to ensure proper information of all participants to the General Assembly, you will find below the Board recommendations for the new budgetary rules:

- 1. A new system is created as from 2026 limiting the Ceemet membership fee to 4% of the national budget, except for members already falling under another special measure (e.g. the Eastern countries).**
- 2. A cumulative clause is added: no member can pay an annual fee lower than the one paid in 2025.**
- 3. The system will be reviewed in three years to assess its efficiency.**

On top of this new system, Ceemet should strive to :

- Cooperate as much as possible with other employers / industry associations
- Work on a strategy to attract new members - also with national members
- Investigate possibilities of sponsorship
- Check which national members would be ready to second staff at the Secretariat.

These recommendations are sent to the 46th General Assembly in Helsinki for final adoption.

ITEM 3B - ADOPTION OF BUDGET 2026

Following the recommendation of the Board of Directors, you will find attached a **proposed budget for 2026** (*enclosure 4*). It foresees an increase of **+5,8%**, which aims to cover the inflation for 2026 and the increase of working time of Hilde Thys. This proposal is recommended to the General Assembly for adoption.

ITEM 3C - ADOPTION OF CONTRIBUTION 2026

For 2026, the Board proposes an extraordinary solution as regards the Ceemet contributions.

Indeed, in order to limit the fall back on the reserve fund and ensure the financial sustainability of the Ceemet, the Board recommends the following:

- **The contributions for 2026 will be increased by 5%;**
- **France, United-Kingdom, Germany and Turkiye will be applied 0.5 point on top of their current coefficient.**

The **table of contributions for 2026** is attached as per *enclosure 5* for adoption at the 46th General Assembly.

ITEM 3D - NEW RULES FOR THE COMPOSITION OF THE BOARD

On 23rd June 2025, the 101st Board discussed some **new rules governing the composition of the Board** to take into consideration recent evolutions at Ceemet.

These rules are the following:

1. Members can obtain a seat as permanent member in the Board when the pay contribution fee level 5 (and not 6 anymore);
2. When a regional group reaches a total amount of 10 points of contributions, members can obtain a second seat. It will be the case for the Nordic Group as from 2026.

These recommendations are submitted to the 46th General Assembly for approval and will apply as from 2026.

Furthermore, as regards the composition of the Board, the 102nd Board recommends Marcel Marioni (Swissmem) as the new representative of the Central Group. His mandate will run until the end of the current mandate, i.e. until December 2027. This recommendation is made to the 46th General Assembly for adoption.

ITEM 4 - REVIEW OF THE CEEMET EMPLOYERS' STRATEGY

As announced in the previous set of working papers, you will find attached - as per *enclosure 6* - the **updated version of the implementation plan of our Ceemet strategy** to develop the voice of employers in Europe / Brussels. The idea is to check whereas these actions are still valid. This exercise will serve as a first step to revise our full strategy in 2 years.

ITEM 5 - AI AT WORK: UNLOCKING PRODUCTIVITY GAINS WHILE NAVIGATING REGULATORY PRESSURES

For our discussion on Artificial Intelligence, you will find attached the **Ceemet survey on the use of data and AI in the MET industries** published early September 2025 (*enclosure 7*).

Please be reminded that you will be asked to share with the participants any relevant developments occurring at national level.

ITEM 6 - CEEMET MAIN ACTIVITIES

To anticipate the presentation under this item, please find attached the **updated version of the Ceemet Lobbying Action plan** as per *enclosure 8*.

For any question on the meeting, please do not hesitate to reach out to me.

Kind regards

Delphine

Enclosures:

1. List of participants – dinner
2. List of participants - Ga
3. Final agenda
4. Proposed budget 2026
5. Proposed contributions 2026
6. Revised implementation plan
7. Ceemet survey – use of data and AI
8. Ceemet updated Lobbying Action Plan

46th General Assembly 10 October 2025, Helsinki

List of participants - DINNER 09/10/2025

AUSTRIA	Mr. Andreas MÖRK
BELGIUM	Mr. Stephan VANHAVERBEKE Mr. Pieter-Jan GERMEAUX
FINLAND	Ms. Minna HELLE Mr. Janne MAKKULA Mr Ville LEPPÄNIEMI Mr Henrique LAITENBERGER
FRANCE	Mr. Hubert MONGON & Ms. Anne MONGON Ms. Lucile UHRING
GERMANY	Mr. Oliver ZANDER Ms. Indra HADELER
HUNGARY	Mr. Laszlo DEAK
NETHERLANDS	Mr. Erik TIEROLF Ms. Eva VAN DER BOOM
NORWAY	Ms. Carla BOTTEN-VERBOVEN
SPAIN	Ms. Yolanda SANZ MARTIN Mr. Andres SANCHEZ DE APELLANIZ
SWEDEN	Mr. Andreas EDENMAN Mr. Marcus DAHLSTEN
SWITZERLAND	Mr. Marcel MARIONI
UK	Mr. Stephen PHIPSON Mr. Richard RUMBELOW
Ceemet	Mrs. Delphine RUDELLI Ms. Viktorya MURADYAN Ms. Hilde THYS

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10th October 2025, Helsinki

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List of participants

AUSTRIA (WKO)	Mr. Andreas MÖRK - Division Manager
BELGIUM (Agoria) Politics	Mr. Pieter-Jan GERMEAUX , Manager Social Dialogue & Politics Mr. Sephan VANHAVERBEKE – Strategic Advisor Social Dialogue &
DENMARK (DI)	Mr. Christoffer SKOV – Director
FINLAND (TIF)	Ms. Minna HELLE – CEO Mr. Janne MAKKULA – Executive Director, Labour Market, Entrepreneurship & Regional Operations Mr Ville LEPPÄNIEMI - Legal advisor Mr. Henrique LAITENBERGER – Head of EU Affairs
FRANCE (UIMM)	Mr. Hubert MONGON – Director General Ms. Lucile UHRING – Head of European and International Affairs
GERMANY (Gesamtmetall) Education	Mr. Oliver ZANDER – Director General Ms. Indra HADELER – Managing Director International Relations and
HUNGARY (MAGEOSZ)	Mr. Laszlo DEAK – Managing Director
ITALY (Federmeccanica)	Mr. Stefano FRANCHI – Director General (tbc) Ms. Francesca POLLI – Industrial Relations and International Affairs (tbc)
NETHERLANDS (FME)	Mr. Erik TIEROLF – Head of Employment & Labour Market Ms. Eva VAN DER BOOM – Policy advisor Labour market & Education
NORWAY (Norsk Industri)	Ms. Carla BOTTEN-VERBOVEN – Director

SERBIA (Serbian Association of Employers)	Mr. Srđan DROBNJAKOVIĆ – Director
SPAIN (Confemetal)	Ms. Yolanda SANZ MARTIN – Director International Mr. Andres SANCHEZ DE APELLANIZ – Secretary General
SWEDEN (Teknikföretagen)	Mr. Andreas EDENMAN – Chief Legal Officer Mr. Marcus DAHLSTEN – Chief Negotiator
SWITZERLAND (Swissmem)	Mr. Marcel MARIONI – Head Employer Politics
UK (Make UK)	Mr. Stephen PHIPSON - Chief Executive Officer Mr. Richard RUMBELOW – Director of International Business
Ceemet	Mrs. Delphine RUDELLI – Director General Ms. Viktorya MURADYAN – Public Affairs & Public Relations Manager Ms. Hilde THYS – Senior Legal Adviser Ms. Pauline DUBOIS-GRAFFIN – Policy Adviser
SPEAKERS	Mr. Timo JAATINEN – Permanent Secretary, Ministry of Economic Affairs & Employment

46th General Assembly

10 October 2025, Helsinki

FINAL AGENDA

Welcome & introduction by the Chair

Item 1 National roundtable on major social developments : labour law and collective bargaining

Including a key note on the **Finnish labour market** by the **Permanent Secretary, Mr. Timo Jaatinen** from the Ministry of Economic Affairs and Employment

Including a discussion on **where the EU-UK relationship stand**

Coffee break

Item 2 Adoption of minutes of 45th General Assembly, 6th May 2025

Item 3 Budgetary & Statutory issues

- a. Revision of the budgetary rules – as from 2027
- b. Adoption of Budget 2026
- c. Adoption of Contribution 2026
- d. New rules for the composition of the Board

Item 4 Review of the Ceemet Employers' Strategy

Lunch break

Item 5 AI at Work: Unlocking productivity gains while navigating regulatory pressures

Item 6 Ceemet activities (if time so allows)

- a. Update on the European Employers' Institute
- b. Main lobbying files

Item 7 AOB

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10 October 2025, Helsinki

PROPOSED BUDGET FOR 2026

	Budget 2026	¹	Budget 2025		Budget 2024	
I – BUDGET REQUIREMENT						
1. Personnel (estimated figures for 2025)	957,588	+8,1%²	885,320	+5.9%	836,000	+2%
2. Office/meeting room Expenditure	187,792	+3.45%	181,590	+2,3%	177,500	+10%
Rent office	147,142	+4.4% ³	140,940	+4,4%	135,000	+15%
Rental charges	Incl.		Incl.	-	Incl.	-
Maintenance & repairs	Incl.		Incl.	-	Incl.	-
Brussels Meeting expenditures	15,000	0%	15,000	0%	15,000	-9%
Archives	-		-	-	-	
Parking	Incl.				3,700	+12%
Mailing	250	0%	250	0%	250	-50%
Phone	100	0%	100	-60%	250	-50%
Office supplies	3,500	0%	3,500	0%	3,500	+0%
Photocopier (<i>lease</i>)	1,800	0%	1,800	0%	1,800	-17%
Printing	1,500	0%	1,500	0%	1,500	-30%
IT Services – <i>estimate</i>	6,000	0%	6,000	+50%	4,000	+21%
Abonnement / Documentation	12,500	0%	12,500	0%	12,500	+0%
3. Financial & Administrative Services	27,500	0%	27,500	0%	27,500	-9,5%
Accounting services	12,000	0%	12,000	0%	12,000	-16%
Keeping of pers. Files	12,500	0%	12,500	0%	12,500	+3%
Bank charges	1,900	0%	1,900	0%	1,900	-30%
Taxes on assets	1,100	0%	1,100	0%	1,100	+0%
Local and regional taxes ^e	Incl.		Incl.	-	Incl.	
4. Travel expenditures	20,000	0%	20,000	0%	20,000	-4%
5. Representation expenses	36,000	0%	36,000⁴	50%	24,000	-5%
6. Communication, contacts w/media	31,000	0%	31,000	0%	31,000	-3%
7. Unforeseeable costs	0	100%	9,000	0%	9,000	-9%
8. Contribution to Ceemet "Reserve Fund"	-	-	-	-	-	
9. Depreciations^e	2,000	0%	2,000	0%	2,000	-9%
<u>TOTAL</u>	<u>1,261,880</u>	<u>+ 5,8%</u>	<u>1,192,410</u>	<u>+5.8%</u>	<u>1,127,000</u>	<u>+2,32%</u>

¹ Percentage of evolution between 2025 and 2026 have been rounded up to facilitate reading.² Increase is due to the following factors: mandatory indexation of 2%; in 2026, it is foreseen that Hilde Thys' working time will increase from 80% to 100% as from July. Finally, this figure foresees that Ceemet could grant better coverage for sickness insurance to employees.³ Indexation foreseen by our rental contract⁴ Includes membership fees for EEI, OIE and BIAC

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Proposed contributions for 2026

I. KEY FOR DISTRIBUTION

<u>Number of persons employed (country)</u>	<u>Coefficients / points</u>		
1 - 50.000	0,5		
50,001 - 100.000	1	700,001- 1.000.000	5
100,001 - 200.000	2	1,000,001 - 2.500.000	6
200,001 - 400.000	3	2.500.001 3.000.000	7
400,001 - 700.000	4	More than 1.000.000	8

II. SHARE OF INDIVIDUAL ORGANISATION

Point value 2024:	€ 19.062,00
Point value 2025 with 3% :	€ 20.015,00
Point value 2026 with 5% :	€ 21.016,00

<u>COUNTRY</u>	<u>COEFFICIENT</u>	<u>CONTRIBUTIONS</u>		
		2024	2025	5%
AUSTRIA	3	€ 57.186,00	€ 60.045,00	€ 63.047
BELGIUM	3	€ 57.186,00	€ 60.045,00	€ 63.047
BULGARIA	0,25	€ 4.765,50	€ 5.004,00	€ 5.254
CROATIA	0,25	€ 4.765,50	€ 5.004,00	€ 5.254
DENMARK	2	€ 38.124,00	€ 40.030,00	€ 42.032
FINLAND	3	€ 57.186,00	€ 60.045,00	€ 63.047
FRANCE	6,5	€ 114.372,00	€ 120.090,00	€ 136.604
GERMANY	8,5	€ 152.496,00	€ 160.120,00	€ 178.636
HUNGARY	0,25	€ 4.765,50	€ 5.004,00	€ 5.254
ITALY ⁵	5,25 / 6	€ 100.075,50	€ 105.078,75	€ 105.079
NETHERLANDS	3	€ 57.186,00	€ 60.045,00	€ 63.047
NORWAY	2	€ 38.124,00	€ 40.030,00	€ 42.032
SLOVENIA	0,25	€ 4.765,50	€ 5.004,00	€ 5.254
SPAIN ⁵	3 / 4	€ 57.186,00	€ 60.045,00	€ 63.047
SWEDEN	3	€ 57.186,00	€ 60.045,00	€ 60.045
SWITZERLAND	3	€ 57.186,00	€ 60.045,00	€ 63.047
TURKEY	6,5	€ 114.372,00	€ 120.090,00	€ 136.604
UNITED KINGDOM	6,5	€ 114.372,00	€ 120.090,00	€ 136.604
Total	59.25	€ 1.129.424	€ 1.145.860	€ 1.236.935

⁵ Minimum fee until national budget is published - then, application of new system: normal coefficient with 4% threshold + guarantee that Ceemet will receive at least the fee of 2025

III. PROPOSED BUDGET 2026

Proposed budget	1,261,880€	Fall back on reserve fund	24 945€
Potential contributions	1.236.935€		

ENCLOSURE 6 – 227/25 – 01/10/2025

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Enclosures 6 to 8 are attached separately to the sending e-mail.