

MINUTES – 239/26 – 21/09/2026

105th Board of Directors – 9 September 2026

DATE:

9 September 2026

LOCATION

Ceemet Offices - Brussels

The Chairman, **Hubert Mongon** (France) welcomed the delegates (enclosure 1) and the agenda was approved (enclosure 2).

ITEM 1 – ADOPTION OF MINUTES OF THE 104th BOARD OF DIRECTORS

The minutes of the 104th Board of Directors were agreed in a written procedure and sent to Ceemet members on 16 March 2026 (cir: 76/26). They were **endorsed at the meeting for the record**.

ITEM 2 – STATUTORY ISSUES

2a. Election of the new Chair of the Board

Hubert Mongon reminded the participants that his mandate as Chairman of the Board of Directors, is coming to an end. He continued that following consultation with Ceemet Board members he suggests Mr. **Oliver Zander**, CEO of Gesamtmetall (Germany) to be elected as the new Chairman of the Ceemet Board of Directors for the period from January 2027 until December 2029. The participants showed unanimity as regards the proposal.

Mr. Zander accepted his nomination and highlighted that it was a great pleasure for him to work with Ceemet and the members, in a positive, constructive and always friendly atmosphere. He also thanked very warmly, on behalf of all members, Hubert Mongon for his leadership over the last six years and his great achievements in growing Ceemets' visibility.

Decisions:

- The Board unanimously approved the recommendation to elect Mr. Zander as Chairman for the period from January 2027 until December 2029.
- Mr Zander accepted the election and thanked the members for the trust they put in him.
- This decision will be put to the 48th General Assembly (Madrid, 16 October 2026) for adoption.

2b. Election of the President and Vice-Presidents

The mandates of Jose Miguel Guerrero, the current President, and his Vice-Presidents, Rainer Ludwig and Rosa Wilkinson, are coming to an end in October 2026. Delphine Rudelli informed the participants that she was currently investigating for the replacement of the President. She added that, in line with Ceemet tradition to ensure continuity at the head of the organisation, she had received the proposal from Confemetal to elect Jose Miguel Guerrero, Ceemet outgoing President, as Vice President. Also, Make Uk is proposing Rosa Wilkinson for a second mandate as Vice President of Ceemet.

The formal election of the President and Vice Presidents will take place at the 48th General Assembly in Madrid on 15/16 October 2026.

ITEM 3 – BUDGETARY ISSUES

3a. Proposed Budget for 2027

Delphine Rudelli presented the draft budget for 2027 (*enclosure 3*). It foresees an increase of **+3,3%**, which aims to cover, among others, the expected inflation for next year. The discussion that followed highlighted that all members were satisfied with Ceemet's efforts to find avenues for the reduction of the expenditures (e.g. with the new offices). They acknowledged that an overall increase was however necessary to take into account the annual (compulsory) indexation.

Decisions

- 1. The Board agreed to the proposed budget which foresees an increase of 3,3%**
- 2. This recommendation will be submitted to the 48th General Assembly for approval.**

3b. Ceemet proposed Contributions for 2027

Delphine Rudelli presented the **proposed contributions** for 2027 (*enclosure 4*), insisting on the fact that none of the proposed scenarios cover the full budget. The subsequent discussion highlighted the following positions;

Stefano Franchi (IT) is grateful that he can benefit from the protection clause which provides oxygen to Federmeccanica. However, he insisted that Federmeccanica is always asked by members to "do more with less". Therefore, increasing the Ceemet contribution to 3% is too much and he could only accept a maximum of +2%. He also asked if the Board could commit not to increase the contributions for 2028.

For the **Nordic** group, **Marcus Dahlsiten (SE)**, informed the Board that three Nordic members could accept an increase of 5% when one would prefer 3%. For **Janne Makkula (FIN)**, Ceemet is an efficient organisation for which the members need to provide the necessary budget, in a sustainable

manner. Answering his question on the Ceemet reserves, **Delphine Rudelli** explained that the situation is (very) slowly improving each year and the reserves now stand at **462,284€**. The (confidential) table showing the evolution of the reserves will be sent to the Board members.

Speaking both **Switzerland and Austria**, **Marcel Marioni (CH)** informed the Board that they could accept an increase of 2%, or 3% maximum but that 5% was not possible due to the economic situation in both countries.

For the **Eastern** group, **Laszlo Deak (HUN)** highlighted that he couldn't talk to all members of the group before the meeting but, from his understanding, he could support a small increase of the contributions.

Indra Haderler (DE) supported an increase of 5% and expressed some strong concerns as regards the fall back on the reserves.

For **Richard Rumbelow (UK)**, it is disappointing that, despite the supplementary efforts made by some members in 2026, it will still be necessary to dig into the reserves for 2027. For Make UK, the increase of contributions should be set at 5%, even if he has sympathy for the difficulties faced by some members. Richard insisted that the reserves represent a safeguard for the organisation and are not meant to finance the budget.

Erik Tierolf (NL), speaking also for **Belgium**, mentioned that both FME and Agoria are suffering member losses. However, as they see the need to increase the contributions, the Bene Group can agree to an increase of 3%.

MESS, represented by **Seyda Aktekin (TUR)** would prefer a limited increase to 3% but could accept 5% if the majority so decides.

For **Yolanda Sanz (ES)**, Confemetal would prefer the smallest increase but could accept 3% as they can rely on the protection clause.

For **Hubert Mongon (FR)**, the exceptional contribution paid in 2026 by some members should not be reiterated. Even though he understands the difficulties of some members, he insisted that Ceemet isn't staffed enough, given the current economic situation and the need for more advocacy. Therefore, the contributions should be increased by 5% but, taking into account the difficulties faced by some, he proposed an increase of 3% as a compromise.

The Board members agree to the proposed compromise but insisting that, as was highlighted by **Janne Makkula**, the fall back on the reserves will be quite important which will require to find a sustainable solution for the future. This is particularly true as, according to **Marcus Dalhlsten**, members will face an even more severe situation in the future which will require more efforts from Ceemet. On a different note, **Stefano Franchi** insisted that increasing the contributions every year is not possible for Federmeccanica. **Delphine Rudelli** was confident that, at least for 2027, the fall back could be limited due to EU funding Ceemet is receiving but the other potential funding solutions (new members, sponsorship etc) will take longer to produce positive effects. For Make

Uk, it is a pity that the financial sustainability of the organisation is not guaranteed and crucial that members emphasise the work of Ceemet at national level.

Decisions:

1. The Board agreed to recommend an increase of 3% for the Ceemet contributions for 2027.
2. This recommendation will be submitted to the 48th General Assembly in Madrid for approval.

3c. Update on the AI Group case

Delphine Rudelli updated the participants as regards the situation with AI Group. Late July 2026, the conclusions were filed by Ceemet's lawyer, with a deadline for AI Group to reply which has been set at 30 October 2026. Mid-August, AI Group's Counsel contacted our lawyer to determine whether an out-of-court settlement / compromise could be reached in this dispute.

The position they put forward is that the fees for 2023 and 2024 are not due under Belgian law, but that AI Group might be willing to reach an agreement regarding the 2022 fees. In this context, they propose paying half of the amount owed for the 2022 dues i.e. 16,825 €. AI Group considers this a "middle ground," covering 50% of what could genuinely be the subject of the dispute.

The recommendation of our lawyer is either to reject the proposal and to continue with the procedure or to make a counter proposal. In any case, it is recommended not to accept the (low) proposal made by AI Group.

Following a short discussion, the members agree to reject the offer made by AI Group and to pursue the legal procedure in front of the courts.

ITEM 4 – Follow up on the Informal Board of 2 July 2026

Delphine Rudelli briefly reminded the participants that, on 31 August 2026, the Secretariat sent two draft position papers: one on the Industrial Accelerator Act and the other on the need to reduce bureaucracy. They are put to the Board for validation.

The discussion that follows shows great support of the members for the two drafts.

Decisions

1. The draft papers on the Industrial Accelerator Act and the reduction of bureaucracy are validated.
2. Both papers will be sent to the General Assembly for final approval.

Item 5 – Main Social files

Delphine Rudelli updated the participants on the priorities of the Irish Presidency as well as on two major files lying ahead of us: the Quality Jobs Act (announced for December 2026) and the Fair Labour Mobility Package (to be published on 15 September 2026). More information is available on the slideshow presented at the Board meeting (*enclosure 5*).

Replying to **Janne Makkula**, Delphine agreed to explore which Member States could be like-minded with Finland in supporting a horizontal message in the forthcoming Council conclusions that additional AI-specific regulation should be avoided where no regulatory gap exists, and that priority should be given to the coherent implementation of the existing framework. Delphine will revert to Janne on the possible like-minded countries.

Item 6 – AOB

Before closing the meeting, **Delphine Rudelli** gave a brief update on the European Employers' Institute.

Finally, the members accept Oliver Zander's kind invitation to hold the **106th Board meeting** in **Germany (place tbc) on Friday 12 February 2027 (with a dinner the evening before)**.

As no other items are raised, the Chair thanked the participants and concluded the 105th Board meeting.

Hubert Mongon
Chair of the Board

Delphine Rudelli
Director General

Enclosures

1. List of participants
2. Agenda
3. Proposed Budget for 2027
4. Contribution for 2027
5. Slideshow – 105 Board

Enclosure 1 – 239/26 – 21/09/2026

Participant list

105th Board meeting – Brussels, 9 September 2026

Ceemet offices- Brussels

Organisation	Name	Attendance
FRANCE (UIMM)	Mr. Hubert MONGON Director General Ms. Lucile UHRING Head of European and international affairs	In person In person
FINLAND (TIF)	Mr. Janne MAKKULA Executive Director	In person
GERMANY (Gesamtmetall)	Mr. Oliver ZANDER Director General Ms. Indra HADELER Managing Director International Relations and Education	Online In person
HUNGARY (Mageosz)	Mr. Laszlo DEAK Managing Director	In person
ITALY (Federmeccanica)	Mr. Stefano FRANCHI Director General	In person
NETHERLANDS (FME)	Mr. Erik TIEROLF Head of Employment and Labour Market	Online
SWEDEN (Technologies of Sweden)	Mr. Marcus DAHLSTEN Senior Director Negotiations	In person
SPAIN (Confemetal)	Ms. Yolanda SANZ MARTIN Director International	Online
SWITZERLAND (Swissmem)	Mr. Marcel MARIONI Head of Employer Affairs	In person
TURKEY (MESS)	Ms. Seyda AKTEKIN Chief Legal Advisor	Online

UK (MAKE UK)	Mr. Richard RUMBELOW Director of International Business	In person
Ceemet	Ms. Delphine RUDELLI Director General	In person

Enclosure 2 - 239/26 – 21/09/2026

105th Board meeting

Final Agenda

Item 1 - Adoption of minutes of 104th Board of Directors

Item 2 – Statutory issues

- a. Election of the new Chair of the Board
- b. Election of the President and Vice-Presidents

Item 3 – Budgetary issues

- a. Ceemet proposed budget for 2027
- b. Ceemet proposed contributions for 2027
- c. Update on the AI Group case

Item 4 – Follow-up of the Informal Board of 2 July 2026

- a. Statement on the Industrial Accelerator Act
- b. Review of the Better Regulation paper with a focus on simplification and reduction of bureaucracy

Item 5 – Main social files

- a. Priorities of the Irish Presidency
- b. Quality Jobs Act
- c. Fair Labour Mobility Package

Item 6 – AOB

Enclosures 3,4 &5 are attached separately to the sending e-mail.

