

- **200.000** companies
- **16 million** direct &
- **35 million** indirect jobs in the EU
- EU **social partner**

## Membership Development Strategy 2026–2027

October 2026, Brussels

### 1. Executive summary

This document sets out a rolling Membership Development Strategy for Ceemet for the 2026–2027 period. It is designed to guide the Board and the General Assembly in systematically expanding geographic representation and deepening Ceemet’s authority as a leading European employer association. This is a living document that will be reviewed on an annual basis.

The strategy is structured around five pillars: a clear statement of strategic goals, a country-by-country membership map, a prioritised outreach and engagement approach, a rolling roadmap with review milestones, and a governance framework for membership decisions.

Membership is grouped into four geopolitical categories — EU Member States, EEA Countries, EU Candidate Countries, and Allied Countries — reflecting Ceemet’s core mandate and long-term expansion logic.

### 2. Strategic goals and objectives

Membership development is the primary mechanism through which Ceemet builds policy influence, sectoral representation, and geographic authority. The following goals define the direction of this strategy.

#### 2.1 Policy influence and advocacy

A broader and more representative membership base directly strengthens Ceemet’s standing with EU institutions and policymakers. Maximally possible coverage across EU Member States, in particular, is a prerequisite for credible pan-European advocacy. Priority should be given to recruiting in countries where Ceemet currently lacks representation but where employer organisation structures for the MET sector already exist. This also includes countries with which Ceemet has been in touch previously, but the membership didn’t work out at the moment for various reasons.

#### 2.2 Revenue growth

Membership fees constitute the core revenue stream. Each new national employer organisation recruited represents, in the long run, a recurring annual income. The financial aspect of the membership is modelled after a tier system (observer, associate, and full membership), taking into account the number of employees in the MET sector. This system can be reviewed if necessary.

#### 2.3 Reciprocity and partnerships

In markets where direct membership recruitment is not immediately feasible due to scarce financial or administrative resources, Ceemet should pursue observer arrangements. These relationships will generate goodwill, facilitate intelligence sharing, and may serve as a pathway to full membership over time.

## 2.4 Geographic authority

The ambition of Ceemet is to be recognised as **the European voice of the MET sector** in the social field. We need presence not only across current EU Member States, but also across the EEA, key allied countries, and, in a forward-looking manner, EU candidate countries whose accession will eventually extend Ceemet's natural territory.

## 3. Membership map by country

The following tables provide a country-by-country overview of membership status, strategic priority, proposed action, and space for ongoing commentary. The tables are divided by geopolitical category. Status and action fields should be updated on a rolling basis.

Priority levels are defined as follows: High = active recruitment target within 12 months; Medium = exploratory phase, targeted within 1-3 years; Low = monitor and revisit; Retain = existing member.

### 3.1 EU Member States

The European Union currently comprises 27 Member States. Achieving full EU coverage is the organisation's highest-priority membership objective, both for advocacy credibility and sectoral representation. Of the 27 Member States, Ceemet has members in 14.

| Country        | Priority | Action                                           | Notes / Commentary                                                                                                                  |
|----------------|----------|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| Cyprus         | Medium   | Identify the stakeholder and initiate outreach   | Cyprus Employers and Industrialists Federation (OEB)                                                                                |
| Czech Republic | High     | Stakeholder identified, outreach necessary.      | Contact Cross industry association, The Confederation of Industry of the Czech Republic (SP ČR), which is member of BusinessEurope. |
| Estonia        | Medium   | Reestablish contact with EML                     | Formerly member of Ceemet and Orgalim, contact via TIF could be useful                                                              |
| Greece         | Low      | Identify stakeholder, contact the cross-industry | A priori no employer organisation, mostly shipping sector                                                                           |
| Ireland        | Low      | Monitor                                          | No active MET sector, good contact with Ibec                                                                                        |
| Latvia         | Medium   | Reestablish contact with MASOC                   | Formerly member of Ceemet                                                                                                           |

| Country    | Priority | Action                                                                                                                          | Notes / Commentary                                                                                                                |
|------------|----------|---------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| Lithuania  | Medium   | Reestablish contact with LINPRA                                                                                                 | Formerly member of Ceemet                                                                                                         |
| Luxembourg | Low      | Monitor                                                                                                                         | No active MET sector                                                                                                              |
| Malta      | Low      | Monitor                                                                                                                         | No active MET sector                                                                                                              |
| Poland     | High     | Stakeholder identified, outreach necessary.                                                                                     | Contact Lewiatan, member of Business Europe                                                                                       |
| Portugal   | High     | Reestablish contact with the New Secretary General of ANEME (Associação Nacional das Empresas Metalúrgicas e Electromecânicas). | Formerly, member of Ceemet. Ceemet was also approached by AIMAP, the second employer organisation for the MET sector in Portugal. |
| Romania    | Low      | Monitor                                                                                                                         | MET sector exists but no employer organisation.                                                                                   |
| Slovakia   | High     | Reestablish connection with Federation of Slovak Industrial and Transport Associations                                          | Exchanges happened before, but relationship needs formalisation<br><br>Contact RUZ (the Slovak Employers' Federation)             |

### 3.2 EEA Countries

The European Economic Area extends the EU Single Market to Iceland, Liechtenstein, and Norway. Norway is an existing member of Ceemet. Iceland and Liechtenstein represent smaller but strategically relevant markets given their participation in EU regulatory frameworks.

| Country       | Priority | Action     | Notes / Commentary |
|---------------|----------|------------|--------------------|
| Iceland       | Low      | Monitoring | No MET sector      |
| Liechtenstein | Low      | Monitoring | Market too small   |

### 3.4 Candidate countries

EU candidate countries represent a forward-looking membership horizon. As these countries progress through the accession process, their regulatory alignment with the EU will deepen, making membership increasingly relevant. Serbia and Türkiye are existing members. Priority should be given to monitoring accession developments and initiating exploratory contact in countries where accession progress is active.

| Country              | Priority | Action                                            | Notes / Commentary                                                                                                                                          |
|----------------------|----------|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Albania              | Medium   | Identify stakeholder and initiate contact         | BiznesAlbania (Union of Albanian Business)                                                                                                                  |
| Bosnia & Herzegovina | Medium   | Identify stakeholder and initiate contact         | Employers' Association of the Federation of Bosnia and Herzegovina (UPFBiH)                                                                                 |
| Georgia              | Low      | Monitor                                           | Geographically too distant                                                                                                                                  |
| Moldova              | Low      | Identify stakeholder, if exists, switch to Medium |                                                                                                                                                             |
| Montenegro           | Medium   | Initiate contact                                  | The Union of Employers of Montenegro (UPCG)                                                                                                                 |
| North Macedonia      | High     | Initiate contact                                  | Contact has been established formerly with Business Confederation of North Macedonia (BCM)                                                                  |
| Ukraine              | High     | Identify stakeholders and initiate contact        | Growing defence sector, Naudi & Defence Alliance; The Federation of Employers of Ukraine (FEU); Association of Organizations of Employers of Ukraine (AOEU) |

### 3.5 Allied Countries

Allied countries are non-EU/EEA states that maintain close regulatory, economic, or political alignment with Europe, or which represent significant markets for the sector. Switzerland and the United Kingdom are existing members.

## 4. Outreach and engagement tactics

This section sets out the tactical approach for recruiting new members. Given that Ceemet recruits national employer associations rather than individual companies, outreach must be tailored to the nature of association relationships, which are typically relationship-driven, long-cycle, and sensitive to questions of mandate and representation.

For countries where no member currently exists, the primary acquisition channel is direct, cold outreach to the relevant national MET or cross-industry employer association. Ceemet intends to adopt the following outreach sequence:

### Step 1 – Identification

- Research and identify the most relevant national trade association in the target country with High and Medium priority. In some markets, there may be multiple candidate associations. Select the most credible and representative.
- Verify the association's current status, membership, and leadership using publicly available sources and, where possible, other organisations' referrals.

### Step 2 – Initial contact

- Send a personalised introductory letter or email on behalf of the Ceemet Secretary General.
- The initial contact should focus on shared interests and the value of European-level representation, not on membership fees or formalities.
- If after multiple attempts of the initial contact, the organisations are not responding, their status will be switched from medium and high to low.

### Step 3 – Exploratory conversation

- Arrange a call or meeting to explore interest. Listen carefully to the potential member's strategic priorities and frame membership in terms of how it advances those priorities.
- If the association expresses interest, provide **a membership information pack** and invite them to attend an upcoming event as a guest.
- If needed, Ceemet shall organise a visit and meeting with potential members on the ground, with an opportunity to involve member organisations which have the necessary connections or relations with the said country.

### Step 4 – Proposal and decision

- Submit a **formal membership proposal** tailored to the association, including a proposed fee tier. Allow sufficient time for the association to consult its own board.
- Follow up proactively but without pressure. Many association decisions require several months.

### Step 5 – Onboarding

- Once membership is confirmed, Ceemet shall execute a structured onboarding process: introductory briefing, introduction to Ceemet structures and processes, meeting with the team, and invitation to join Ceemet working groups.
- After one year of membership, Ceemet shall organise a dedicated online or in-person meeting to receive feedback and, in the case of associate members, to discover whether there is an interest in moving toward a full membership.

For countries where full or associate membership is not immediately appropriate for various reasons, Ceemet shall offer an observer membership framework. The framework shall define the rights and obligations of observer partners (e.g. attendance at General Assembly, access to publications, no voting rights) and a clear pathway to full membership where relevant.

## 5. Timeline

This strategy is designed as a rolling document, reviewed and updated on a quarterly basis. The following milestones provide a big picture plan for the Membership Development Strategy. Specific country targets and deadlines should be updated at each review cycle based on progress.

### 1. Immediate priorities (0–6 months)

- Confirm and validate contact details for all target national associations in high-priority EU countries (i.e. Poland, Portugal, Slovakia).
- Draft and send personalised introductory letters from the Director General to all high-priority targets.
- Establish a tracking system accompanying this document to log all outreach activity, contacts, and pipeline status.
- Hold at least 2 online or in-person meetings with high-priority targets.

### 2. Short-term (6–12 months)

- Conduct follow-up exploratory conversations with all high-priority targets and advance at least 2 to the formal proposal stage. Organise visits or trips with Ceemet members where relevant and useful.
- Identify and contact five medium-priority target associations.
- Develop or formalise partnership/observer framework for at least one, ideally two, high-priority targets.
- Report progress to Board and/or General Assembly.

### 3. Medium-term (1–2 years)

- Convert at least two high-priority targets to full membership.
- Initiate exploratory outreach to at least two more medium-priority country associations for partnership arrangements.
- Advance medium-priority EU targets to the high-priority active pipeline where possible.
- Begin monitoring low-priority targets and keep up with the accession-track candidate countries for membership readiness.

### 4. Long-Term (Ongoing rolling)

- Keep on repeating the same process of upgrading low to medium priority, medium to high, wherever possible.
- Follow up proactively with all non-members, but without pressure. Prioritise building relationships and engaging them as much as possible before thinking about full membership commitment. Many association decisions require several months.

### 5. Review schedule

- This document should be reviewed and updated, if needed, at the following intervals:

*Quarterly:* Membership table updates (status, action, notes) — Secretariat responsibility.

*Biannual:* Priority levels

*Annual:* General Assembly or Board feedback.