

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

Enclosure 8 – Ceemet Employers’ Strategy Revision Process, Methodology & Timeline

April 2026, Brussels

1. Purpose of this document

Our current Employers’ strategy, adopted in Berlin, runs from 2022 to 2027. With four years in and the mid-term point crossed, the Secretariat proposes to initiate a structured revision process. This document presents the rationale for that revision, a proposed methodology for member engagement, and a phased timeline leading to General Assembly adoption at the Autumn 2027 General Assembly.

2. Why revise now?

The decision to open a revision process at this stage reflects both the natural rhythm of strategic planning and a genuine shift in the environment in which Ceemet and our members operate. Three distinct drivers make 2026 the right moment to begin.

2.1 A lot has been delivered

Enough time has passed since the Employers’ strategy was set in order to take a step back and look at where things stand. A number of priorities have already been delivered, and others are well underway. Now is the right moment to take time to assess what remains and plan clearly for the next five years.

2.2 A changed external landscape

Since the strategy was adopted in 2022, the European policy and regulatory context for the MET sector has shifted considerably. The renewed push for competitiveness, new frameworks governing labour market transitions, and the ongoing twin transition of MET industries have all moved faster than anticipated. A strategy designed in the post-COVID recovery context must be recalibrated to remain relevant to our members’ advocacy needs today and tomorrow.

2.3 Evolving membership composition and needs

Our membership base has not stood still. The interests, priorities, and capacity of member organisations have evolved, and in some cases, the composition of the membership itself has changed. A revision process offers the opportunity to ensure that our strategic priorities genuinely reflect the scope and the current reality of who we represent.

3. What the revision will and will not do

IN SCOPE

- Review and update strategic priorities
- Realign with member needs
- Refine Ceemet’s positioning
- Update key performance indicators

OUT OF SCOPE

- Wholesale replacement of the strategy

4. Proposed consultation methodology

Meaningful revision requires meaningful input. The Secretariat therefore proposes that the Board endorse the following consultation model:

- **Assessment:** The Secretariat will carry out an initial assessment of existing activities, identifying what has been achieved, what needs to be improved or added, and what is no longer relevant.
- **Liaison Committee consultation:** The Liaison Committee is best suited within Ceemet to support this process, given its role in political activities and General Assembly (GA) preparation. To ensure fair representation of the membership, the Committee should be restructured accordingly. Participation will remain voluntary. The Secretariat's assessment (outlining what should continue, be discontinued, or be introduced) will be shared with the Liaison Committee, which will be invited to provide its contributions.
- **Evidence gathering and drafting:** Following initial Liaison Committee consultation, regular consultations with the Liaison Committee will take place twice before each upcoming General Assembly, to monitor progress and refine the outcomes.

This approach ensures that both the Secretariat and the members are actively engaged, encouraging shared ownership and inclusiveness. It is recommended as the most suitable model for an organisation of our size, membership profile, and strategic ambitions.

5. Timeline

Phase	Timeframe	Key Activity & Milestone
Phase 0	April 2026 pre-GA	Secretariat prepares revision concept; The concept is presented at the Spring GA
Phase 1	May-June 2026	Secretariat works on the current strategy assessment and presents to the Liaison Committee for feedback
Phase 2	July-September 2026	Secretariat works on first draft of edits, in coordination with the Liaison Committee
Phase 3	Autumn GA 2026	Progress report presented by Secretariat with next steps
Phase 4	Spring GA 2027	Final discussion on the strategy
Phase 5	Autumn GA 2027	Adoption of the new Employers' Strategy, followed up revision of Microplans

Note: Exact dates will be confirmed. The Secretariat will provide regular progress updates to the Board and the GA throughout the process.