



European Union of Independent Trade Unions (CESI)

Activity Report 2025

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I. STRUCTURAL DEVELOPMENTS IN THE CESI

- On December 12, 2024, CESI held its ninth Congress in Brussels under the motto *Independence, Unity, Progress: Empowering today's workforce for tomorrow*¹. Keynote speakers included current EU Employment Commissioner Roxana Mînzatu, former EU Employment Commissioner Nicolas Schmitt, European Economic and Social Committee (EESC) President Oliver Röpke, European Parliament Vice-President MEP Victor Negrescu and Employment Committee Chair MEP Li Andersson.

Within the framework of a total of 54 motions, Congress decided, among others, a moderate approximation of the membership fees to the inflation of recent years and an extension of the term of mandate between the regular Congresses from four to five years.

At the Congress, the following elected representatives were elected by show of hands:

President

Romain	Wolff	CGFP	Luxembourg	re-elected
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Secretary general

Klaus	Heeger	-	-	re-elected
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Treasurer

Urs	Stauffer	ZV	Switzerland	re-elected
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Vice-Presidents

Dagmara	Iwanciw	WZZ-FO	Poland	newly elected
Javier	Jordán de Urríes	CSIF	Spain	re-elected
Milena	Popovic Samardzic	SDMCG	Montenegro	re-elected
Norbert	Schnedl	Eurofedop	Europe	re-elected
Patrick	Fey	CNV Connectief	Netherlands	re-elected
Péterné Erzsébet	Boros	MKKSZ	Hungary	re-elected
Roberto	Di Maulo	Confisal	Italy	re-elected
Volker	Geyer	dbb	Germany	newly elected

Auditor

Claude	Reuter	FGFC	Luxembourg	newly elected
Heinz	Katerkamp	dbb	Germany	re-elected
Marina	Surina	CNV Connectief	Netherlands	re-elected

Deputy Auditor

Manfred	Wiedner	Eurofedop	Europe	newly elected
Rainer	Lindholm	TVML	Finland	newly elected
Rubén	García Bernal	FASGA	Spain	re-elected

Arbitration Commission – Members

Laura	Alupoae	USLIP	Romania	newly elected
Thomas	Sohst	DBwV	Germany	re-elected
Albert	Van Der Smissen	NCF	Netherlands	re-elected

Arbitration Commission – Deputy Members

Paula	Carqueja	ANP	Portugal	newly elected
Pierre	Favre	CSEN	France	newly elected
Jean-Paul	Soyer	U4U	Europe	newly elected

- **Successes in advocacy:** CESI's efforts to systematically deepen contacts with officials and policy-makers of the European institutions, in particular with the European Commission and Members of the European Parliament (MEPs), continue to be successful. In this way, CESI ensures effective representation of interests in all relevant legislative and non-legislative activities of the EU. In addition to the European Commission's Directorate-General for Employment, Social Affairs and Inclusion, CESI in the European Parliament focuses not only on members of the Employment Committee (EMPL), but also on those of the Committees on Economic and Monetary Affairs (ECON), Taxation (FISC), Security and Defence (SEDE), Transport and Tourism (TRAN), Culture and Education (CULT) and Women's Rights and Gender Equality (FEMM).

In addition to CESI's legislative advocacy – including on new directives on the right to disconnect, fair internships, strengthened European Works Councils (EWCs), reformed public procurement legislation and employee-friendly artificial intelligence (AI) in the workplace – CESI focuses on bilateral lobbying for and with individual member organisations on specific concerns vis-à-vis the EU institutions. Among others, CESI organised so-called lobby days on employment conditions for train drivers for the ALE² and on challenges in the automotive industry with the Italian CONFESAL³. Lobby Days in the European Parliament on employment policy were held in Strasbourg on 11 and 12 February⁴ and will be repeated on 16 and 17 December, also in Strasbourg. On 16 April, CESI Secretary-General Klaus Heeger was invited to a high-level consultation with EU Employment Commissioner Roxana Mînzatu on the planned EU Quality Jobs Roadmap.⁵

A particular double success in advocacy in 2025 were decisions by the European Parliament in favour of the creation of intergroups in the areas of civil protection & disaster management and education & skills.⁶ The creation of an Intergroup on Education & Skills, an initiative of the European Federation of Education Employers (EFEE), had been promoted by CESI; the Intergroup on Civil Protection and Disaster Management was successfully proposed by French MEP Grégory Allione on the initiative of CESI. On 9 September, CESI was invited to the European Parliament Intergroup on Civil Protection and Disaster Management with a delegation of firefighters, including from the dbb, to report on the challenges of fire and rescue forces during operations.⁷ CESI plans to initiative a similar event in 2026 for the public health and care staff sector.

- **Creation of the CESI Seniors:** On the initiative of the dbb, which submitted a corresponding application to the last CESI Congress, a platform called the *CESI Seniors* was set up in CESI to represent the interests of older generations among its members at the European level. After a first preparatory meeting on 2 September, Horst Günther Klitzing (dbb) was elected President at the constitutive meeting on 5 November in Brussels. The group is meant to concentrate on topics such as retirement provision, health care, further training opportunities in old age and the preservation of the quality of life in retirement and during pension. In addition, the CESI Seniors are supposed to serve as a platform for the exchange of best practices at European level.
- **Council of Europe in focus:** In 2025, CESI was more actively involved than before in the Conference of International Non-Governmental Organisations (INGOs) of the Council of Europe. CESI has been a member of the committee for many years. As the representative body of international non-governmental organisations (INGOs) with participatory status at the Council of Europe, the INGOs Conference facilitates the participation of organised civil society in the work of the Council of Europe. More specifically, it serves as a platform for civil society to interact with the Council of Europe in achieving its objectives. It also promotes, more generally, participatory democracy, active citizenship and freedom of association. From 13 to 16 October, CESI took part in the annual conference of the INGOs Conference, which took place in Strasbourg.⁸

- **Involvement as a European social partner:** As a social partner, CESI remains firmly anchored in the European sectoral social dialogue. This is also important in order to retain the prerogatives for social partners as set out in Articles 154 and 155 TFEU in the European legislative process. According to a cross-sector representativeness study by Eurofound published last year, CESI represents more than 6 million members within the EU, not counting those members from non-EU countries.

After CESI was able to join a newly created Social Services Social Dialogue Committee in 2023 after long negotiations, CESI is now represented, directly or indirectly through member organisations, in six sectoral committees: central government administrations, local and regional governments, postal services, education, social services and civil aviation.

Should the current Commission Decision 98/500/EC on the establishment of sectoral dialogue committees⁹ be revised, as already announced in 2023, and provide more pluralistic rules for the European social dialogue, as CESI has always advocated, CESI could possibly join other committees for sectors in which the CESI is representative, according to Eurofound's representativeness studies, established social partners on the employee side, however, do not want to accept any further new organisations for reasons of vested interests.

In the social dialogue committee in which CESI is represented and receives regular invitations to take part, CESI would welcome an overall higher participation rate of its members.

- **Expansion of the activities of the Europe Academy:** After CESI had increasingly applied to the European Commission for larger and longer co-financed projects in recent years – not least in order to further diversify the financial sources of the CESI – the work of the Europe Academy was relatively important within CESI in 2025 (see Part VI below). While in the past the Europe Academy usually implemented two projects at the same time, in the recent past it implemented up to four projects at the same time, which increasingly tied up staff resources. From 2026, the balance in the CESI General Secretariat is to be realigned in the direction of legislative representation of interests.
- **Fifth CESI Summer Days:** The CESI *Summer Days* brand has become an established brand in Brussels. After a very positive experience with the first four Summer Days (2019, 2022, 2023, 2024), CESI held a successful fifth edition on 26/27 June 2025 under the motto Active Labour Market Policies in Europe.¹⁰ As with previous events, the Summer Days 2025 offered a combination of keynote speeches by experts, interactive workshops and breakout sessions for CESI members and external interested stakeholders from other Brussels-based umbrella organisations and EU institutions. In 2026, CESI will once again hold its Summer Days.
- **Challenges with member participation at meetings:** Since the end of the Covid pandemic and the resulting trend towards hybrid meetings and events, CESI has faced new challenges in member retention. On the one hand, hybrid meetings allow less financially strong unions that do not have the resources to regularly send representatives to meetings in Brussels to participate more in and benefit from CESI through online participation in meetings. On the other hand, CESI notes that even potent member organisations are increasingly refraining from participating in meetings and events with their representatives in person. CESI has been trying to counteract this by reimbursing at least in large parts of costs for many meetings and events.

- **Member engagement in social media:** CESI continues to be active with its own profiles on Youtube, Facebook, LinkedIn and X/Twitter and seeks to constantly professionalise them further. However, CESI would like to see greater commitment and cooperation from its members in the form of likes, retweets and comments.

II. HORIZONTAL WORK FOCUS AREAS

In 2025, the General Secretariat worked on the following main horizontal priority themes, set in coordination with the Board and the Programme Commission:

- The EU's defence capability, as a prerequisite for economic and social prosperity
- An EU agenda for competitiveness in line with social progress
- Decent employment and working conditions in the public and private sectors
- Social and physical safety in the workplace – including mental health, harassment and discrimination
- An agenda for high-performing public services and investments in the resilience of public services and their staff
- Fair green and digital transitions and artificial intelligence (AI) in the workplace
- Public procurement with binding rules for decent employment and working conditions
- Future-proof trade unions and trade unionism in changing labour markets and economic systems

The work topics for 2026 will be revised selectively by the Programme Commission and the Board before the end of 2025.

III. NEWS FROM THE COMMISSIONS AND EXPERT COMMISSIONS

Most meetings and conferences of CESI's Commissions and Expert Commissions continue to take place in hybrid form. CESI regrets that many affiliates from member organisations participate in meetings almost exclusively online, even if the CESI reimburses travel expenses often at least in large parts.

The following table summarises the recent and current activities, meetings and leaderships of CESI's various Commissions and Expert Commissions:

Commission or Expert Commission	Leadership (since Congress in December 2024)	Last meeting(s)	Next meeting(s)	Work topics 2025 (Selection)
Employment & Social Affairs	President: Eva Fernández Urbón, CSIF (ES) Vice-Presidents: Sabrina Pellerito, CISAL (IT) Maik Wagner, dbb (DE) Matthäus Fandrejewski, dbb (DE)	16.5.2025 (in Berlin) ¹¹ 5.11.2025	2-3 meetings 2026 (tbc)	Interest representation regarding: <ul style="list-style-type: none"> • a new EU directive on the right to disconnect and fair telework • the revision of the EU directive on European Works Councils • a new EU directive on high-quality traineeships • a new action plan to implement the European Pillar of Social Rights and a new EU Quality Jobs Roadmap • a revision of the EU directives on public procurement The Working Group on the Future of Work, created in 2020, assists the Commission in the area of its tasks. This applies in particular to issues of the fair green-digital transition and the implementation of the Pillar of Social Rights in the member states.
Women's Rights & Gender Equality	President: Synnöve Nüchter, dbb (DE) Vice-Presidents: Carmen Jaffke, CGFP (LU) Romana Deckenbacher, Eurofedop	16.5.2025(in Berlin) ¹² 5.11.2025	2-3 meetings 2026 (tbc)	Interest representation regarding: <ul style="list-style-type: none"> • the implementation of the EU directives on work-life balance, pay transparency, violence against women and women on boards • a new EU Roadmap for Women's Rights and a new EU Gender Equality Strategy for 2026-2030 Raising awareness about gender-neutral algorithms in labour markets and employment relationships

Commission or Expert Commission	Leadership (since Congress in December 2024)	Last meeting(s)	Next meeting(s)	Work topics 2025 (Selection)
Education, training & research	President Luc Viehé, Spelc (FR) Vice-Presidents: Ettore Michelazzi, CISAL (IT) Danielle Woestenberg, CNV (NL)	25.9.2025 ¹³	2 meetings in 2026 (tbc)	Interest representation regarding: <ul style="list-style-type: none"> • a new EU Teachers' Agenda, including its aspects related to employment, working conditions and investment in education • a new EU Action Plan on Basic Skills and a Strategic Plan for STEM Education • a new EU Roadmap for the Future of Digital Education and Training and the revision of the Digital Education Action Plan • European School Alliances, a strengthening of the infrastructure for school alliances, as well as student exchanges and semesters abroad at secondary/secondary school level • a new European strategy for vocational education and training (VET), including the implementation of the 2020 Osnabrück Declaration on Vocational Education and Training, as well as the strengthening of the Centres of Vocational Excellence and their networks in Europe • the work topics of the European social dialogue 'Education'
Post & Telecoms	President Manfred Wiedner, Eurofedop Vice-President: Christina Dahlhaus, dbb (DE) Samuël Goldberg, CNV (NL)	24.10.2025 (in Brussels) ¹⁴	1-2 meetings 2026 (tbc)	Interest representation regarding: <ul style="list-style-type: none"> • a revision of the EU Postal Services Directive and EU Parcel Delivery Regulation (EU) 2018/644, in a joint campaign with UNI Europa • a restriction of deliveries on Sundays • a regulation of nearshoring to Eastern Europe in the telecoms sector • the work topics in the European social dialogue 'Postal services' Raising awareness about the workload and work intensity of staff in the postal and telecommunications sector

Commission or Expert Commission	Leadership (since Congress in December 2024)	Last meeting(s)	Next meeting(s)	Work topics 2025 (Selection)
Public Administrations	<p>President: Otto Aiglsperger, Eurofedop</p> <p>Vice-Presidents: Andreas Hemsing, dbb (DE) Carlos Martínez Navarrete, CSIF (ES) – vacant until summer 2025 and since, CSIF will appoint a successor in the near future</p>	Meeting in autumn 2025 cancelled due to lack of registrations	1-2 meetings 2026 (tbc)	<p>Interest representation regarding:</p> <ul style="list-style-type: none"> • an EU strategy for a Union of Readiness and improving civil protection and disaster management in the EU, including the employment dimension of the workers affected • an improved digital public infrastructure, a strategy for a European Data Union, and the implementation and compliance of EU-wide AI rules in the public sector • improved recruitment and retention of staff in public administrations, in particular through good employment and working conditions • an agenda for resilient public services in Europe, in particular with regard to increased investment and the recognition and support of public administrations and their staff to cope with crises • the work topics of the European Social Dialogue ‘Central Government Administrations’ and ‘Local and Regional Governments’ as well as ‘Social Services’
Defence	<p>President Sebastian Käding, DBwV (DE)</p> <p>Vice-President Imke von Bornstaedt-Küpper, dbb (DE) Walter Hirsch, Eurofedop</p>	4.11.2025	2 meetings in 2026 (tbc)	<p>Interest representation for:</p> <ul style="list-style-type: none"> • creating conditions for a high-quality, common and credible security architecture in Europe – for which adequate employment and working conditions of military personnel are prerequisite • the building of a true European Defence Union and a new EU Preparedness Union Strategy and EU Preparedness Law • a European civil defence mechanism inspired by the Union Civil Protection Mechanism – including civil-military coordination frameworks • Increased military mobility, including through dual-use transport corridors

Commission or Expert Commission	Leadership (since Congress in December 2024)	Last meeting(s)	Next meeting(s)	Work topics 2025 (Selection)
Health Services	President Paloma Repila, SATSE (ES) Vice-President: Gorica Djokic, SLFS (Serbia) Joost Veldt, CNV (NL)	8.5.2025 (in Belgrade) ¹⁵	2 meetings in 2026 (tbc)	Interest representation for: <ul style="list-style-type: none"> • sustainable health systems and an EU contingency plan for the health workforce, including dimensions related to employment and working conditions and a European minimum patient-to-staff ratio to address shortages of medical staff • a more coherent EU framework to address challenges in the field of long-term carers and to achieve better employment conditions for carers in private households • closing the gender care gap • the work topics on the European Social Dialogue ‘Social Services’

IV. NEWS FROM AKADEMIE EUROPA

- Following the CESI Congress, a new Board for the Europe Academy was elected in June 2025:¹⁶

Marcello Pacifico	President	CISAL	Italy
Alain Larrata	Vice-president	Avenir Secours	France
Claude Heiser	Vice-president	CGFP	Luxembourg
Dietmar Knecht	Vice-president	dbb	Germany
Laura A. Villaseñor Roa	Vice-president	SATSE	Spain
Miguel Venegas Carrasco	Vice-president	Valorian	Spain
Pepa Alvarez Rello	Vice-president	CSIF	Spain
Sonia García Gómez	Vice-president	ANPE	Spain

- **Completed projects:** Between November 2024 and 2025, two projects were successfully completed:

1. a project *The needs of public services and their staff in times of crisis* ('Synchrisis'). The aim of the project was to find solutions across Europe and to discuss how to prepare public services and their staff for exceptional challenges and crises that Europe has been facing in recent years, among them skills shortages, migration, public health emergencies and defence threats. The project included the following elements:

- eight online events for CESI member organisations to compare challenges across Member States. Various sectors of the public service were covered, among them health, education and public administrations.
- 13 European and national hybrid seminars for CESI member organisations in the different EU Member States to identify and analyse national cross-sectoral challenges.
- a final conference and a subsequent digital communication campaign¹⁷ to bring together the findings of the events and promote them externally.

The final conference took place on 13 December 2024 in Brussels,¹⁸ following the CESI Congress on the day before.

2. a project on *Trade union participation in active labour market policies (ALMPs) of the EU and its Member States* ('Activer'). This project aimed to strengthen the awareness of unions in the design and implementation of active labour market policies (ALMPs). The project consisted of:

- a series of national seminars organised by CESI and its members in several EU countries to discuss and analyse their needs in the design and implementation of active labour market policies. In total, the following seminars took place: On 17/18 December 2024 with Spanish member union Valorian in Madrid,¹⁹ with the Italian CONFSAI on 3 April in Salerno,²⁰ with the Romanian TESA on 25 April, with the Polish WZZ on 13 June 2025 in Kazimierz Dolny²¹ and with the Lithuanian RJPS on 11 July 2025 in Vilnius.²²
- a European conference in spring 2025 on the role of workers, trade unions and social partners in the development and implementation of active labour market policy measures in Europe.²³ The conference, which was held as CESI Summer Days 2025, also served to take stock of past and planned EU measures in the field of active labour market policy.

- four training courses for CESI members on how to participate effectively in labour market policy. One focus was on the increased use of EU instruments of active labour market policy.

The project ended with a study prepared in collaboration with the Brussels-based think tank European Policy Centre (EPC)²⁴ and a digital multimedia awareness-raising campaign.²⁵

- **Ongoing and new projects:** CESI is currently running two other projects, each of which has qualified for an Action Grant from the European Commission.

1. A project *EU contribution to gender equality in the workplace and the role of workers and their representatives* ('eQualPro'): The eQualPro project is dedicated to promoting gender equality in the workplace and aims to address persistent challenges. Specifically, three goals are pursued:

- firstly, to provide CESI trade unions and members with a comprehensive overview of the EU's role in promoting gender equality in the workplace. This is intended to raise awareness of the benefits of the EU and encourage trade unions to continue their commitment to promoting gender equality.
- secondly, to analyse current trends in gender equality in the context of digital transformation and teleworking.
- third, to discuss on novel risks associated with artificial intelligence (AI) and digital technologies. The project aims to develop strategies to mitigate risks associated with AI and digital technologies and to ensure that digital advances improve gender equality rather than increasing existing inequalities.

Overall, the project aims to equip CESI trade unions with the necessary knowledge and tools to promote gender equality in changing labour markets and to ensure that women can take full advantage of modern workplaces. In concrete terms, the project includes consultations of the horizontal Commissions and various sectoral Expert Commissions of the CESI as well as seminars with individual member organisations. Seminars have already been held with the Latvian LVIPUFDA in Riga on 5 April 2025,²⁶ with the Italian CISAL in Rome on 9 April,²⁷ with the Serbian SLFS on 8 May in Belgrade,²⁸ with the dbb in Berlin on 16 May,²⁹ with the Italian CISAL on 14 July, with French member unions in the European Parliament on 9 September in Strasbourg,³⁰ with the Spanish ANPE in Barcelona on 7 October, with the Romanian Usliip on 24 October, with the Spanish SATSE on 29 October and with the DBwV in Berlin on 4 November.³¹ Further events are planned with the Polish WZZ on 5 December, with the Spanish CSIF on 11 December, with the Luxembourgish CGFP on 15 January 2026 and with the Greek EPAYPS and Lithuanian RJPS in January 2026. The project is scheduled to be completed in April 2026.

2. A project *European Pillar of Social Rights: From Dialogue to Action* ('PillAct'), which has been running since July 2025 and is scheduled to end in January 2028.³² It includes a series of seminars on the employment added value of the EU with member organisations in Hungary, Italy, Poland, Romania, Serbia and Spain, as well as workshops on the instruments of European social policy with members in the Netherlands, Germany, Italy, Poland, Serbia/Montenegro and Spain. In addition, all Commissions and Expert Commissions of the CESI are to deal with the content of the project from the point of view of their respective sectors. A larger conference in Brussels – possibly in the form of the CESI Summer Days – is to mark the conclusion of the project. The first project events took place on 25 September for the education sector³³ and on 24 October for the post and telecommunications sector³⁴.

- **Planning future projects from 2026:** As every year, CESI has once again submitted a comprehensive project proposal for an Action Grant to the European Commission. A final decision on the approval of co-financing by the European Commission is still pending.

V. DEVELOPMENTS IN THE CESI YOUTH

- **CESI Youth Congress:** On July 11, CESI Youth held its fourth Congress in Vilnius.³⁵

The Congress adopted five motions on the following topics:

- Employability for young people through the EU's Union of Skills
- A new European strategy for vocational education and training (VET)
- a right to affordable and available housing for young people
- mental health of young workers
- access to secure and quality jobs for young people in the age of digitalisation and an often fragile work-life balance

Matthäus Fandrejewski (dbb), who had led the CESI Youth as a Youth Representative since its founding in 2013, did not stand for re-election due to an age limit set in the statutes. In his place, Antonello Pietrangeli of the Italian CISAL was newly elected, with Isabel Garcia of the Spanish ANPE as Vice Youth Representative. Seven Board members were elected to complete the leadership of the CESI Youth.

Antonello Pietrangeli	Youth Representative	CISAL	Italy
Isabel Garcia	Vice Youth Representative	ANPE	Spain
Ester Amores Lizcano	Board Member	SATSE	Spain
Alessandro Albergoni	Board Member	CISAL	Italy
Tania Basso	Board Member	CONFESAL	Italy
Stevie Kosch	Board Member	CGFP	Luxembourg
Sandra Paartalu	Board Member	CGB	Germany
Mantas Stanzys	Board Member	RJPS	Lithuania
Moesha Naomi Van Der Smissen	Board Member	NCF	Netherlands

- **CESI Youth work topics:** In 2025, the activities of CESI Youth activities focused primarily on advocacy concerning:
 - a new EU Action Plan on Basic Skills and a Strategic Plan for STEM Education, as well as an EU Joint Degree as a tool for high-quality learning mobility
 - a new EU Roadmap for the Future of Digital Education and Training
 - a review of the Digital Education Action Plan
 - a new European strategy for vocational education and training (VET)
 - a strengthened Erasmus+ programme and the proper implementation of the EU Youth Guarantee
 - promoting youth mobility for employment purposes and optimising EURES to meet the needs of young people

- affordable housing and financial support models for young people who, as interns or job starters, suffer disproportionately from ever-increasing housing costs and inflation
 - the proposal for a directive on quality traineeships, as part of CESI Youth's previous positioning on precarious work among young people and as part of a campaign together with the European Youth Forum (EYF)
- **Participation in youth policy activities:** CESI Youth continues to engage actively as a member in the European Youth Forum (EYF). In addition, in 2025, CESI Youth again participated in various initiatives, consultations and events of European importance, including within the framework of the European Training Network (EAN), of which CESI Youth remains a member. On 2 December, CESI Youth will hold its next event, a CESI@noon on affordable housing and the expected European Affordable Housing Plan.

While the political and organisational networking of the CESI Youth has been consolidated during the last one, in the future there will be a greater focus on the mobilisation of members within the trade union organisations of CESI and a broader participation within the CESI Youth.

VI. EXTERNAL ADVOCACY, COLLABORATION AND PARTNERSHIPS

- Since February 2014, CESI has been a member of the European Commission's consultative **expert group Platform for Good Governance in Taxation**. Following a selective selection process by the European Commission, the mandate was reaffirmed in August 2024 for a further two years. It is currently being carried out by Irene Thill of the Luxembourg member organisation CGFP with the help of the General Secretariat.
- Since September 2016, CESI has been a member of the **European Alliance for Apprenticeships (EAfA)**, a platform coordinated by the European Commission that brings together ministries with businesses, social partners, chambers, VET providers, youth organisations and think tanks, with the aim of strengthening the quality, supply, attractiveness and mobility of apprenticeships in Europe.
- Since October 2023, CESI has once again been an official partner of the **European Agency for Safety and Health at Work (EU-OSHA)** in the biennial *Healthy Workplaces Campaign*, which has been running on the topic of *Safe and Healthy Work in Times of Digitalisation*. CESI has been a partner of previous EU-OSHA campaigns for many years. The aim and task of the partner organisations is to bring the campaign topics closer to their member organisations and to provide informational resources. CESI has been recognised by EU-OSHA for its long-standing commitment.³⁶
- CESI continues to work closely with the **European Foundation for the Improvement of Living and Working Conditions (Eurofound)**. The General Secretariat meets regularly with Eurofound's staff and management to exchange information on employment policy problems and to stimulate new research projects. Cooperation on representativeness studies carried out by Eurofound is constructive (see section 'Participation in social dialogue' below).
- CESI is a member of the **European Movement International (EMI)**, in whose work it participates within the framework of the *Members Council*, *Federal Assembly* and *General Assembly*. In November 2024, CESI Secretary General Klaus Heeger was elected to the Board of the EMI. CESI also uses the EMI as a platform to communicate its work results to the public and to promote own events.

- The work with and in the **European Women's Lobby (EWL)** continues to be constructive. At the EWL General Assembly in June 2025, Synnöve Nüchter (dbb) was elected as a member and Eva Fernández (CSIF) as a deputy Member in the Board of Administration of the EWL.³⁷ Staff of the General Secretariat of the EWL regularly participate as observers in meetings of the Commission on Women's Rights and Gender Equality in order to develop common working topics. In 2025, representatives of EWL spoke several occasions at gender equality policy project seminars of CESI, including on 16 May in Berlin and on 9 September in the European Parliament in Strasbourg.
- CESI Youth continues to play an active role in the European Youth Forum (EYF). Membership at the EYF, the biggest and most relevant horizontal interest group for youth matters in Europe, remains an important element for CESI Youth in its further networking in the Brussels political network.
- For several years now, CESI has been a member of the **European Policy Centre (EPC)**, a leading Brussels-based think tank. Since 2019, the EPC has been delivering studies for CESI as part of various projects of the Academy Europe. For the recently completed project *Trade Union participation in the active labour market policies (ALMPs) of the EU and its Member States ('Activer')*, the EPC once again provided scientific expertise to CESI.
- Since 2022, CESI has been a partner of **Reshaping Work**, a Dutch foundation that brings together interested organisations, associations and social scientists to discuss topics related to the future of work. A focus is on topics of digitisation and artificial intelligence(AI) in the workplace. For CESI, Reshaping Work is an important source to stay informed in the rapidly evolving digitisation of work at the European level.
- Since spring 2017, CESI has been a member of the **European Sunday Alliance**, a broad alliance of national Sunday alliances, trade union organisations and church associations, which advocates a work-free Sunday and reasonable working hours. CESI sits on the steering committee of the alliance. The European Sunday Alliance regularly participates in relevant social policy consultations of the European Commission, organises events and discusses the added value of a work-free Sunday in bilateral meetings with representatives of the EU institutions. The next event, a parliamentary breakfast on a work-free Sunday in times of (economic) competitiveness policy, is planned for the beginning of 2026.
- Within the framework of **EU-co-financed projects**, in which CESI forms a consortium with other institutions and organisations, CESI tries to network on specific topics and to benefit from external expertise. One example is the participation in the **SEISMEC** project,³⁸ which deals with employee-friendly AI in companies and public authorities and is funded with a total of over 10 million euros through the Horizon Europe 2020 programme. As a project partner, CESI gains insights into the implementation of AI tools in various sectors in Europe and has the opportunity to evaluate in individual pilot projects how employee interests can be protected in the best possible way with new AI at company level. CESI participated in the project's 2025 general assemblies in Thessaloniki on 21-22 October³⁹ and in Cork on 7-8 April⁴⁰, where it presented a toolkit for risk assessments of new AI in the workplace.

VII. PARTICIPATION IN THE EUROPEAN SOCIAL DIALOGUE

- **New representativeness studies**

- Since November 2024, Eurofound has published new representativeness studies for the sectors of maritime transport⁴¹, ports,⁴² footwear,⁴³ leather,⁴⁴ temporary work,⁴⁵ graphic services,⁴⁶ chemicals,⁴⁷ construction,⁴⁸ extractive industries,⁴⁹ road transport,⁵⁰ postal and courier services,⁵¹ furniture⁵² and woodworking.⁵³
- As a sectoral social partner, the study on postal and courier services is particularly important for CESI. It once again certifies that CESI meets all the necessary representativeness criteria to continue participating in the sectoral social dialogue. CESI continues to be classified as the second most representative European trade union organisation after UNI Europa – which reflects the reality.
- Eurofound is currently working on a new representativeness study in the field of central government administrations, in which CESI is also a long-standing recognised social partner. To this end, CESI is in continuous exchange with Eurofound. The publication of the study is expected in the course of 2026.

- **Social partner agreement on violence at work:** Together with other European social partner organisations – CEMR, HOSPEEM, EUPAE, UITP and ETNO on the employers' side and EPSU, CESI, ETF and ETUCE on the workers' side – CESI signed a social partner agreement on 6 May 2025 to update the European Multi-sectoral Guidelines to Prevent and Tackle Third-Party Violence and Harassment Related to Work.⁵⁴ The revised guidelines draw on the ILO Convention on Violence and Harassment (No. 190) as well as existing collective agreements at national level to address challenges arising from increasing cases of violence and harassment by third parties in the workplace since the COVID-19 pandemic. Specifically, they seek to provide trade unions and workers with a practical basis for health and risk analysis and prevention measures, e.g. through social dialogue, awareness-raising, training and clear reporting and grievance procedures.

EUROPEAN SECTORAL SOCIAL DIALOGUE *CENTRAL GOVERNMENT ADMINISTRATIONS*

- **Status of CESI's membership:** CESI is the second fully recognised social partner on the employee side, after the European Federation of Public Service Unions (EPSU). Together, CESI and EPSU form the *TUNED workers' delegation*.
- **Last and next sessions:**

Workgroup	20 February 2025	Brussels
Plenum	22 May 2025	Brussels
Workgroup	23 October 2025	hybrid
Workgroup	25. February 2026	
Plenum	2026 (to be determined)	
Workgroup	2026 (to be determined)	

- **Priority last work topics and results:**
 - The Committee's work topics for the years 2025-2026 include the topics of digitalisation, green transition, attractiveness of the sector as an employer, accessibility of the sector for people with disabilities, and modernisation processes in central administrations.
 - In the summer, the social partners submitted an application for an EU co-funded project on 'Accessibility of public employment for people with disabilities' and for a 'Checklist for social partner negotiations in central administrations in the green transition'. The funds have not yet been approved by the European Commission.
 - In the summer of 2025, the social partners adopted joint statements on a right to disconnect (see below) and the European Commission's planned EU Quality Jobs Roadmap.
 - After the social partners adopted an agreement on digitalisation in central government administrations on 6 October 2022⁵⁵, the European Commission continues to oppose a legislative proposal to make the agreement universally binding throughout the EU by means of a Council directive. This would go beyond the current scope of the agreement, which only applies to the parties or employers represented in the negotiations. Talks on this with the European Commission are ongoing.

In the area of central government administrations, the agreement provides for minimum standards in the areas of teleworking, the right to disconnect, the protection of private data and the use of artificial intelligence in the workplace. The European Commission has expressed concerns that an EU directive on central administrations could hinder the current plan to launch a horizontal EU legislative piece on the right to disconnect, and by all means wants to avoid legal problems and overlapping content.

As part of a cross-sectoral consultation by the European Commission on an EU-wide right to disconnect in all public services and sectors of the economy, the Committee once again clarified its position in a joint letter.⁵⁶

EUROPEAN SECTORAL SOCIAL DIALOGUE *LOCAL AND REGIONAL GOVERNMENTS*

- **Status of CESI’s membership:** Members of the social dialogue on the CESI side are the dbb as a substitute member for Germany and the FGFC, MKKSz and Sloves as full members for Luxembourg, Hungary and Slovakia.

- **Last and next sessions:**

Workgroup	28 February 2025	
Workgroup	21 May 2025	
Plenum	28 October 2025	
Workgroup	4 March 2026	
Workgroup	2026 (to be determined)	
Plenum	2026 (to be determined)	

- **Priority last work topics and results:**

- The main topics of the Committee's work up to and including 2025 are (1) digitalisation in local and regional authorities, (2) violence by third parties against staff in local and regional authorities, and (3) capacity building for trade unions in local and regional governments.⁵⁷
- Since 2025, the social partners have been implementing a project to 'Strengthen local and regional social partners from Eastern Europe, on islands and in the EU candidate countries'. The project aims to strengthen social dialogue in Eastern and South-Eastern Europe, in the candidate countries and in the southern islands of the EU by equipping local and regional governments’ social partners with the tools and knowledge they need to participate effectively at national and EU level.

EUROPEAN SECTORAL SOCIAL DIALOGUE *POSTAL SERVICES*

- **Status of CESI’s membership:** Since the summer of 2017, CESI has been the second fully recognised social partner on the employee side, alongside UNI Europa. CESI is represented in the committee by the President and Vice-Presidents of the Expert Commission on Post and Telecoms: Manfred Wiedner (Eurofedop) and Christina Dahlhaus (dbb) and Samuel Goldberg (CNV) respectively. On the employee side, the cooperation with UNI Europa is positive.

- **Last and next sessions:**

Plenum	4 December 2024	Brussels
Working Group Training and Health and Safety at Work	18 March 2025	Brussels
Working Group Evolutions in the Postal Sector	18 March 2025	Brussels

Working Group Training and Health and Safety at Work	12 June 2025	online
Working Group Evolutions in the Postal Sector	12 June 2025	online
Plenum	28 November 2025	Brussels
Working Group Training and Health and Safety at Work	19 March 2026	online
Working Group Evolutions in the Postal Sector	19 March 2026	online
Working Group Training and Health and Safety at Work	3 June 2026	hybrid
Working Group Evolutions in the Postal Sector	3 June 2026	hybrid
Plenum	24 November 2026	Brussels

- **Priority recent projects and work topics and results:**

- At the moment, the social partners are implementing a project that deals with necessary retraining and further education in the context of digitisation processes and artificial intelligence in the postal sector. The project is accompanied by Ernst & Young (E&Y). In 2025, symposia were held in Rome (13/14 April), Riga (13 May) and Athens (7 October). A final symposium will be held in Paris on 27 January; and a final project conference on 15 April in Brussels.
- Since the beginning of 2025, the social partners have been implementing a new EU-co-financed project that deals with inclusion and non-discrimination in the postal sector. After a kick-off meeting, further workshops are planned for 2026. The project is being supervised by a consulting firm that will prepare a final study on the project.
- In the context of a new EU Delivery Act, which is intended to revise or possibly even replace the current EU postal services directive and EU regulation on cross-border parcel delivery services, the Committee would like to contribute a joint statement, if possible. It is not yet clear whether the social partners will be able to agree on a joint text.

EUROPEAN SECTORAL SOCIAL DIALOGUE *EDUCATION*

- **Status of CESI's membership:** CESI has the status of an Additional Social Partner alongside the European Trade Union Committee for Education and Science (ETUCE) and the European Federation of Public Service Unions (EPSU).
- **Last and next sessions:**

Plenum	19 December 2024	Brussels
Workgroup	26 March 2025	Brussels
Higher Education & Research Group	1 October 2025	hybrid
Plenum	2. December 2025	Brussels

Higher Education & Research Group	2026 (to be determined)	
Workgroup	2026 (to be determined)	
Plenum	2026 (to be determined)	

- **Priority last work topics and results:**

- The main topics of the Committee's work between 2024 and 2026 are (1) tackling the shortage of teachers and increasing the attractiveness of the teaching profession, (2) strengthening social dialogue in Europe, (3) digitalisation and innovation in education, (4) promoting education for environmental sustainability, (5) increasing investment in quality education and training, (6) promoting health and safety at work, (7) expansion of democratic school cultures, equality and inclusion in education and training, and (8) promotion of the reputation and attractiveness of professions in vocational education and training.⁵⁸
- At the last plenary session on 19 December, the social partners decided to negotiate an agreement on teleworking and the right to disconnect in the education sector. Talks on this began in the spring and have not yet been concluded.
- In the period 2025-2026, the social partners are implementing two joint projects:
 - (1) InclEDU4AllNeeds: The two-year project aims to identify and promote successful joint approaches by social partners to ensure the full inclusion of people with special needs in education systems and policies. The main result of the project is to provide practical guidelines to promote the effective inclusion of people with special needs in the education system.
 - (2) Après Covid: This project, which started in 2024 and was already completed in the summer of 2025, aimed to assess the long-term impact of the COVID crisis on psychosocial risks in the teaching profession and actively promote an equitable and sustainable education-led recovery after the Covid pandemic. It was concluded with a final report.⁵⁹ A draft of revised joint guidelines on the prevention and management of psychosocial risks in education, which was also developed as part of the project, is currently still being coordinated between the social partners.

EUROPEAN SECTORAL SOCIAL DIALOGUE *SOCIAL SERVICES*

- **Status of CESI's membership:** CESI participates in the plenary sessions of the Committee together with the European Federation of Public Service Unions (EPSU) and UNI Europa. The social partners on the employers' side are the Council of European Municipalities and Regions (CEMR) and the Federation of Social Employers of Europe (FESE).
- **Last and next sessions:**

Workgroup	20 March 2025	online
Workgroup	26 June 2025	Brussels
Plenum	6. November 2025	Brussels

Workgroup	2026 (to be determined)	
Workgroup	2026 (to be determined)	
Plenum	2026 (to be determined)	
Plenum	2026 (to be determined)	

- **Priority last work topics and results:**

- The main topics of the Committee's work between 2024 and 2026 are (1) general joint capacity building of the social partners in the social services sector, (2) staff retention and recruitment in the social services sector, (3) socially responsible public procurement for social services in Europe, and (4) the implementation of the EU Care Strategy.
- On 26 June, the social partners signed a framework agreement on staff retention and recruitment in social services.⁶⁰ The agreement sets out objectives and measures of the social partners to combat labour shortages and high staff turnover in the sector, which undermine the quality and availability of social care in Europe. It calls on governments and funding agencies to help make nursing professions more attractive, sustainable and rewarding.
- The social partners have been implementing the 'InGoodShape' project since 2025. The project aims to address two main issues that undermine the retention and recruitment of staff in the field of social services: musculoskeletal disorders and psychosocial risks.

EUROPEAN SECTORAL SOCIAL DIALOGUE *CIVIL AVIATION*

- **Status of CESI's membership:** CESI is indirectly represented in the social dialogue through its member organisation ATCEUC (European Air Traffic Controllers Association). ATCEUC is a fully recognised social partner in the Air Traffic Management Subcommittee.
- **Last and next sessions:**

Air Traffic Management Working Group	29 April 2025	Brussels
Plenum	6 November 2025	Brussels
Air Traffic Management Working Group	30 April 2026	Brussels
Plenum	5. November 2026	Brussels

- **Priority last work topics and results:**

- On 19 September, the social partners adopted a joint declaration on the 'Ratification and implementation of the 2014 Montreal ICAO Protocol'.⁶¹ In addition, a joint declaration on 'Gender balance in aviation' was adopted.⁶²
- The social partners are currently working on a joint declaration on the 'Competitiveness of the European aviation sector' and are discussing the planned revision of the EU Aviation Regulation.
- At the level of the Air Traffic Management Working Group, the social partners are currently discussing possible adjustments to duty rosters that may be necessary due to fatigue situations of air traffic controllers, as well as regulations on the right to strike for air traffic controllers in Europe.

VIII. NEW STUDIES, POSITION PAPERS AND AGREEMENTS

- CESI Activity Report 2021-2024, presented at the CESI Congress in December 2024⁶³
- Main Motion to the CESI Congress 2024 on 'Independence, Unity, Progress: Empowering the Workforce of Today for Tomorrow'⁶⁴
- 52 further proposals to the CESI Congress 2024, drafted by the CESI member organisations, Commissions and Expert Commissions as well as the CESI Youth
- 5 motions to the CESI Youth Congress
- Resolution on competitiveness in the EU⁶⁵
- Position on active labour market policies in Europe⁶⁶
- Position on calls for an EU directive on AI in the workplace⁶⁷
- Position on the revision of the EU directives on public procurement⁶⁸
- Position on an EU health workforce crisis plan⁶⁹
- Position on a new EU delivery act law to replace the EU postal services directive⁷⁰
- Position on the European agenda for teachers and trainers⁷¹
- Position on the reconciliation of defence spending and investment in the population⁷²
- Study 'From reception to integration: Leveraging a multi-stakeholder approach to displaced Ukrainians' inclusion', published in cooperation with the European Policy Centre (EPC) as part of CESI's 'Activer' project⁷³
- Joint statement of the social partners in Central Government Administrations on the planned EU Quality Jobs Roadmap of the European Commission
- Agreement of the social partners in Social Services on staff retention and recruitment⁷⁴
- Joint Declaration of the social partners for Civil Aviation on the ratification and implementation of the Montreal ICAO Protocol of 2014*⁷⁵
- Joint Declaration of the social partners in Civil Aviation on 'Gender Balance in Aviation'^{*76}

**The affiliate ATCEUC is represented in the relevant social dialogue committee.*

IX. CONSULTATION CONTRIBUTIONS FOR THE EUROPEAN COMMISSION

Consultations usually involve CESI member organisations. Contributions from members have thus also been incorporated into CESI's consultation contributions. Between November 2024 and November 2025, CESI participated in the following consultations:

- EU Multiannual Financial Framework (MFF) for 2028-2034⁷⁷
- Right to disconnect and fair teleworking⁷⁸
- EU Roadmap for Quality Jobs⁷⁹
- Action plan for the implementation of the European Pillar of Social Rights⁸⁰
- Revision of EU directives on public procurement⁸¹
- Implementing a Union of Skills⁸²
- EU Industrial Plan for the European automotive sector⁸³
- EU strategy on artificial intelligence 'Apply AI'
- EU Strategy for Gender Equality 2026-2030⁸⁴
- EU Roadmap for Women's Rights⁸⁵
- Joint contribution of the social partners in the field of Central Government Administrations on the right to disconnect and fair telework⁸⁶

X. COMPLETED AND PLANNED EVENTS

Since the end of the Covid pandemic, most of CESI's meetings and conferences take place in hybrid mode online and in Brussels. CESI regrets that many affiliates from member organisations attend meetings almost exclusively online, even if CESI reimburses travel expenses, at least to a large extent.

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November 2024 to the end of 2024

November 19	Activer project workshop in Budapest
November 19	CESI@home on investment policy
December 3	Presidium
December 3	Board
December 12	Congress
December 13	Syncrisis project final conference
December 17	Activer project workshop in Spain

Since January 2025

January 30	Presidium
January 30	Programme Commission
February 18	8th European Defence Round Table (EDRT) on Europe's Defence Readiness ⁸⁷

February 11/12	CESI Lobby Days at the European Parliament, in Strasbourg
February 28	Activer project workshop in Italy
April 5	eQualPro project workshop in Latvia
April 9	eQualPro project workshop in Italy
April 22	CESI Youth Board
April 25	Activer project workshop in Romania
May 8	Expert Commission for Health Services, in Belgrade, incl. eQualPro project workshop
May 13	Audit
May 16	eQualPro project workshop in Germany
May 16	Commission for Employment and Social Affairs, in Berlin
May 16	Commission for Women's Rights and Gender Equality, in Berlin
May 20/21	CESI Lobby Days with ALE
June 13	Activer project workshop in Poland
June 18	Presidium
June 16	Board
June 26-27	CESI Summer Days
June 27	CESI Youth Board
July 3	CESI Youth Board
July 8	Activer project workshop in Lithuania
July 11	CESI Youth Congress, in Vilnius
July 14	eQualPro project workshop in Italy
July 31	CESI Youth Board
September 2	CESI Seniors
September 9	eQualPro project workshop at the European Parliament in Strasbourg/France
September 25	Expert Commission for Education, Training and Research, incl. a PillAct project workshop
October 7	eQualPro project workshop in Spain
October 24	Expert Commission on Post & Telekom, incl. a PillAct project workshop
October 24	eQualPro project workshop in Romania
October 29	eQualPro project workshop in Spain
November 4	Expert Commission for Defence, in Berlin, incl. an eQualPro project workshop

November 5	Commission for Employment and Social Affairs
November 5	Commission on Women's Rights and Equality, incl. a PillAct project workshop
November 5	CESI Seniors
November 12	Presidium

Planned during the next few months

November 27	Programme Commission
November 27	Board
November 18	CESI@noon on staff shortages in the health care sector
November 28	CESI Youth Board
December 2	CESI@noon on affordable housing
December 4	CESI@noon on employee-friendly artificial intelligence (AI)
December 5	eQualPro project workshop in Poland
December 11	eQualPro project workshop in Spain
16/17 December	CESI Lobby Days at the European Parliament, in Strasbourg
January 15	eQualPro project workshop in Luxembourg

Brussels, November 2025



Klaus Heeger, Secretary General

XI. APPENDIX – FOOTNOTES

- ¹ <https://www.cesi.org/posts/2024-congress-cesi-sets-path-into-new-eu-mandate>
- ² <https://www.cesi.org/posts/cesi-hosts-lobby-days-for-ale>
- ³ <https://www.cesi.org/posts/hearing-automotive-industry>
- ⁴ <https://www.cesi.org/posts/cesi-in-strasbourg-to-discuss-european-commission-work-programme-with-meps>
- ⁵ <https://www.cesi.org/posts/cesi-participates-in-social-partner-kick-off-on-eu-quality-jobs-roadmap>
- ⁶ <https://www.cesi.org/posts/lobby-successes-cesi-welcomes-new-european-parliament-intergroups-on-civil-protection-and-the-future-of-education>
- ⁷ <https://www.cesi.org/posts/cesi-ep-civil-protection-firefighters>
- ⁸ <https://www.cesi.org/posts/cesi-at-council-of-europe-conference-of-international-ngos>
- ⁹ <https://eur-lex.europa.eu/legal-content/DE/TXT/HTML/?uri=CELEX:01998D0500-20130701>
- ¹⁰ <https://www.cesi.org/posts/cesi-summer-days-2025>
- ¹¹ <https://www.cesi.org/posts/cesi-commissions-on-employment-and-gender-equality-elect-new-leadership>
- ¹² <https://www.cesi.org/posts/cesi-commissions-on-employment-and-gender-equality-elect-new-leadership>
- ¹³ <https://www.cesi.org/posts/cesi-calls-for-more-investments-in-education>
- ¹⁴ <https://www.cesi.org/posts/expert-commission-post-telecoms-on-new-eu-delivery-act>
- ¹⁵ <https://www.cesi.org/posts/cesi-in-belgrade-healthcare-sector>
- ¹⁶ <https://www.cesi.org/posts/new-cesi-academy-board>
- ¹⁷ <https://www.cesi.org/posts/syncrisis-campaign>
- ¹⁸ <https://www.cesi.org/posts/syncrisis-final-conference-strengthening-public-services-in-an-era-of-ongoing-crises>
- ¹⁹ <https://www.cesi.org/posts/activer-seminar-in-spain>
- ²⁰ <https://www.cesi.org/posts/activer-event-in-italy-unions-driving-skills-and-inclusion>
- ²¹ <https://www.cesi.org/posts/cesi-and-wzz-host-seminar-on-active-labour-market-policies>
- ²² <https://www.cesi.org/posts/activer-conference-vilnius-youth>
- ²³ <https://www.cesi.org/posts/cesi-summer-days-2025>
- ²⁴ https://d1xp398qalq39s.cloudfront.net/content/From_Reception_to_Reconstruction_Policy_Brief.pdf
- ²⁵ <https://www.cesi.org/posts/activercampaign-trade-unions-in-action>
- ²⁶ <https://www.cesi.org/posts/strengthening-equality-and-union-partnership-in-riga>
- ²⁷ <https://www.cesi.org/posts/gender-equality-in-public-administration-a-cesi-debate-in-rome>
- ²⁸ <https://www.cesi.org/posts/cesi-in-belgrade-healthcare-sector>
- ²⁹ <https://www.cesi.org/posts/equalpro-berlin-added-value-equality-policies-in-germany>
- ³⁰ <https://www.cesi.org/posts/equalpro-strasbourg-womens-rights>
- ³¹ <https://www.cesi.org/posts/stronger-implementation-of-european-equality-policies-in-education>
- ³² <https://www.cesi.org/posts/pillact-from-dialogue-to-action>
- ³³ <https://www.cesi.org/posts/cesi-calls-for-more-investments-in-education>
- ³⁴ <https://www.cesi.org/posts/expert-commission-post-telecoms-on-new-eu-delivery-act>
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- ³⁷ <https://www.cesi.org/posts/cesi-elected-into-ewl-board>
- ³⁸ <https://www.cesi.org/posts/cesi-joins-forces-with-erasmus-university-rotterdam-in-the-frame-of-seismec-project>
- ³⁹ <https://www.cesi.org/posts/cesi-seismec-general-assembly-in-thessaloniki>
- ⁴⁰ <https://www.cesi.org/posts/cesi-at-seismec-on-trade-union-perspectives-on-human-centric-ict>
- ⁴¹ <https://www.eurofound.europa.eu/en/publications/all/representativeness-study-maritime-transport>
- ⁴² <https://www.eurofound.europa.eu/en/publications/all/representativeness-study-ports>
- ⁴³ <https://www.eurofound.europa.eu/en/publications/all/representativeness-study-footwear-2025>
- ⁴⁴ <https://www.eurofound.europa.eu/en/publications/all/representativeness-study-tanning-and-leather>
- ⁴⁵ <https://www.eurofound.europa.eu/en/publications/all/representativeness-study-temporary-agency-work>
- ⁴⁶ <https://www.eurofound.europa.eu/en/publications/all/representativeness-european-social-partner-organisations-graphical-sector>
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- ⁵⁰ <https://www.eurofound.europa.eu/en/publications/all/representativeness-european-social-partner-organisations-road-transport-sector>
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- ⁵² <https://www.eurofound.europa.eu/en/publications/all/representativeness-european-social-partner-organisations-furniture-sector-1755208292213>
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- ⁵⁴ <https://www.cesi.org/posts/violence-is-not-part-of-the-job>
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- ⁵⁶ https://www.epsu.org/sites/default/files/article/files/FV%20SDC_CGA_Second_Stage_Consultation_Response%20Draft%20Tuned%20%2B%20EUPAE.pdf
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- ⁶³ https://cdn.prod.website-files.com/67911412a89ff81c0e28e4d4/67e3cf6a8723a4372127c13e_CESI%20Activity%20Report%202024%20screen.pdf
- ⁶⁴ https://cdn.prod.website-files.com/67911412a89ff81c0e28e4d4/68f641c5fa470a60498231ec_25.1_Main%20Motion%20EN.pdf
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