

## Speech by Maxime Legrand at the Tripartite Social Summit

Topic: addressing labour shortages

Dear President Von der Leyen,  
dear President Michel,  
dear Prime Minister Sanchez,  
dear colleagues,

As President of CEC European Managers, I will speak today on behalf of the Liaison Committee with Eurocadres, the joint representation of managers in European social dialogue.

Yes, employers have faced increasing difficulties to recruit over the last years.  
Yes, it's a big challenge because we are losing competitiveness and competence.  
But above all, it's a missed opportunity for those far away from the job market.

While fair pay remains key, people's expectations towards jobs are changing as the requirements of the future are changing. The climate and health crises and digital opportunities too give rise to new types of jobs and skills.

We have set our ambition to succeed in the green and digital transitions, not least with the Green Deal Industrial Plan. We have a purpose. Yet, it is in the digital, green and some other sectors that the labour market gaps are the largest. Here precisely, we should lead in building innovation capacity.

With this lasting paradox, we must question our approach. We know that jobs need to be attractive. We know that skills are an investment like others. But people also need trust, perspectives, and above all, work must be able to improve life and living conditions.

The European Year of Skills is an invitation to deliver concretely by investing in workers' and managers. We can capitalize on improving the attractiveness of the EU labour market to recruit workers both from within and outside the EU.

For social acceptance, this means making sure that all needed measures have been taken with unemployed people here in Europe that also want to build Europe's future. This requires leadership and social partnership at all levels.

Our vision is to make social dialogue a co-shaping on crucial issues structuring our economy and society. To bridge the gaps, we need to design flexible lifelong learning offers together. This is also a call to competent EU agencies.



**EUROPEAN MANAGERS**

More than ever, we need leaders who can take people on board and restore trust. With record levels of resignations and mental health issues, it's about rethinking the design of organisations and policies. Purpose, participation, and a sustainable impact is what many workers, managers, younger and older generations, expect.

Thank you for your attention.