

SGIEU.25/AC20-GA.21
18 DECEMBER 2025

SGI EUROPE STATUTORY MEETINGS
10 DECEMBER 2025,
09:00 – 12:30

Centrale Raad voor het Bedrijfsleven – Conseil central de l'économie
Blijde Inkomstlaan 17-21 – Avenue de la Joyeuse Entrée 17-21
1040 BRUSSEL – 1040 BRUXELLES

In person ONLY meeting

**MEETING OF THE ADMINISTRATION COUNCIL AND GENERAL ASSEMBLY TOGETHER WITH
THE CHAIRS, VICE CHAIRS AND GENERAL RAPPORTEURS OF THE BOARDS AND TASK
FORCES**

DRAFT MINUTES		
ITEM	DOCUMENT	ACTION
1. Draft agenda	SGIEU.25/AC09-GA10	Approved
2. Draft Minutes of the meeting of 25 June 2025	SGIEU.25/AC07-GA08	Approved
ITEMS FOR DISCUSSION AND APPROVAL		
3. Election of the Presidential Team for the mandate period December 2025-2028	Letter to the national correspondents SGIEU-25/CORR-02 Explanatory note SGIEU.25/AC11-GA12 CVs	Election of the President Ingbert Liebing delivered a short intervention emphasising the importance of cooperation with members and active participation in SGI Europe's structures. President Bolo proposed confirming Ingbert Liebing's election. Ingbert Liebing was elected unanimously President Bolo thanked Ingbert Liebing for his work as Vice President and welcomed the transition. Election of Vice Presidents Pascal Bolo recalled SGI Europe Statutes stating «<i>the election and the revoking of its <u>three</u> Vice-Presidents;</i>» and Rules of Procedures stating that “<i>The</i>

		<i>President and the <u>three</u> Vice-presidents shall be chosen from among those individuals considered as representative of the member enterprises and organisations. As regards the three Vice-Presidents, gender balance must be respected.”</i> Having received four candidacies for three available posts a vote by secret ballot has been organised. At this point Ingbert Liebing invited the Assembly to consider a cooperative solution for the composition of the new team, hence avoiding a vote. After discussions with the General Secretary and Stefan Chaykov, he proposed co-opting Mr Chaykov as Vice President. He underlined the strong profile of all candidates and the importance of gender balance. The three officially nominated candidates presented themselves. Stefan Chaykov also confirmed his availability to be coopted. The General Assembly accepted to avoid an election by secret ballot. Consequently, the General Assembly unanimously elected the three candidates as Vice Presidents and approved the co-optation of Mr Chaykov for the period of one year Consequently, Mr Chaykov stepped down Vice-Chair of the Sustainability Board.
4. Draft SGI Europe Work Programme 2026	Draft SGI Europe Work Programme 2026	3. Draft SGI Europe Work Programme 2026 The General Secretary introduced the Draft SGI Europe work programme 2026. She recalled that the document reflects the collaborative approach with members since it was, as usual, co-created with the Chairs and Vice Chairs of Boards and Task Forces Presentation of the priorities for the Boards and Task Forces Chairs and vice chairs presented their priorities for 2026 (see attached PPT), summarising ongoing and planned activities: • Corporate priorities: priorities presented by the General Secretary, including the need to

		position SGI Europe in the current EU policy paradigm, continue to build relationships with EU institutions and double-down on membership recruitment. • Social Affairs Board (SAB): priorities presented by Jeanette Grenfors, including legislative and non-legislative items, skills matching activities, and contributions from task forces. • Internal Market Board (IMB): update by Nadine Fischer; input from Luigi Del Giacco on SME definition and Omnibus discussions; bilateral outreach activities (both with other SGI Europe sections and the Secretariat) highlighted by Benjamin Gallepe. Sustainability Board (SUSTB): interventions from Alain Tacoen, Michele Falcone (Water TF), Wouter Gekiere (Communications TF) Mihai Chirca (Transport) and Elmar Thyen (Energy TF). The General Secretary invited more interactive discussions in future General Assembly meetings and clarified coordination between boards on cross-cutting issues, including Omnibus files. The Work Programme 2026 was unanimously adopted.
5. Synchronisation of the mandates of the General Secretary and Chairs & Vice Chairs of the Boards and Task Forces.	Explanatory note SGIEU.25/AC12-GA13	Pascal Bolo presented the proposal and context thereof. He stressed the importance for an association to follow established Rules and not change them that in his opinion it would make no sense to change our rules every 6 months or every year but of course leaves it up to the General Assembly to decide if we nevertheless change the rules in this regard. He gave the floor to the General Secretary, who confirmed the Secretariat's preference to synchronise mandates, enabling them to know quite quickly with

		which team of Chairs and Vice Chairs they will be working with, thus sticking to the rule and maintaining the synchronisation, the remaining question being whether to resynchronise now or later. . After considering the various options, the General Assembly agreed to Option 3, thereby restoring the intended six-month overlapping structure. Indeed : To achieve synchronisation at a later stage, notably in 2031. In practice this means respecting the deadline of June 2026 for the mandate of General Secretary, letting the current Chairs & Vice Chairs complete their term in December 2027, switching to a four-year cycle thereafter to achieve full synchronisation by 2031
6. Proposal for nominations: Replacement of Vice Chairs stepping down during the course of their mandates	Explanatory note SGIEU.24/AC13-GA14 CVs	Pascal Bolo gave the floor to the General Secretary, who explained that this is a purely administrative item since the rule is that when a chair or vice chair needs to step down during their mandate, their National Section has the obligation to propose a replacement. She then presented the candidates. Pascal Bolo gave the floor to Sandra Pitorowska, candidate for the position of Chair of the Transport task force, the only present in the General Assembly meeting. The General Assembly approved the proposed appointments.
7. SGI Europe Draft budget 2026	SGIEU.25/AC14-GA15 Explanatory note SGIEU.25/AC15-GA16	The General Secretary presented the draft budget 2026, based on the attached PPT: • Stressing that several organisations relying nearly solely on external grants are presently in financial difficulty, and therefore • Wanted to thank the Assembly for the support the members give SGI Europe through their membership fees. • Explained that we have a prudential approach, and

		thus notably even before the budget is submitted to the approval of the General Assembly, we already included the requests for rebate, even if the approval of those need to come from the General Assembly, and the cost of the external recruitment agency (development at item 10 of the agenda) in the draft budget. • Concluded that the backbone of this budget is based on the Growth and Development Plan 2024-2029 Pascal Bolo • Stressed that very often during his Presidency the financial issues had been the main focus of our statutory meetings and was glad that it is finally no longer the case. • Therefore thanked the General Secretary and her team that was able to strike a sustainable balanced budget, even if we must remain cautious, which has the capacity to prepare a sustainable future in good and serene conditions. • Said that all the cross cutting matters and positions to be negotiated and compromises to be reached can be done providing we are in the right financial conditions to do this and we must provide our staff with the means to work efficiently and not have to cope with insecure conditions. • Continued to say that this work is very important and he is grateful that balance is reached by actions such as sub renting our offices etc. • Expressed the wish that the situation of National Sections and sectoral members with difficulties is provisional, and said that we should make sure that
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		whilst respecting our rules, we are there to support them. • Added that we still need to recruit and retain and it is a shared responsibility and that this contributes to maintaining the necessary level of representativeness, in order to preserve our position, and make our voice truly heard by the EU institutions. • Concluded that to keep this level of representation we need enough members both for the economic balance and our representativity as a cross-sectoral social partner, hence our very credibility. A discussion followed about the need for joint efforts, from the National Section and the General Secretariat in order to attract new members, emphasising that members themselves can be ambassadors of SGI Europe towards new potential members. In particular, Bjarte Romark offered to join the recruitment missions in Ireland in case a presentation of SGI Europe to local SGIs providers is organised.
8. Requests for rebate received and update from Austrian section	Explanatory Note SGIEU.25/AC16-GA17 Requests for rebate: Turkey Portugal Benelux Update from Austrian section	The General Secretary announced that a belated request for a rebate was received from EFEE on the eve of the statutory meetings, and that it is important to decide whether their request is approved or not, which will result in either an agreed deviation or a loss. She asked if the requests for rebate received from Turkey, Benelux and Portugal and EFEE were accepted. The General Assembly approved those requests for a rebate. The General Assembly also took note of the information sent by the Austrian section, namely that they will not pay the full amount, but the amount of 50 389.24 euros for 2026.

		Based on the above decisions, the Draft budget 2026 was approved by the General Assembly based on the Administration Council's recommendation
9. Documents for adoption	Transversal: • SGI Europe draft opinion on the Multiannual Financial Framework 2028-2034, together with its advocacy plan Sustainability board: • SGI Europe draft opinion on the EU Circular Economy Act, together with its advocacy plan	Tor Hatlevoll, Chair of the Macroeconomics Task Force, presented the draft opinion on the Multiannual Financial Framework 2028-2034. • The SGI Europe work on the MFF started in May 2025, and focused on the contribution of SGIs to the EU competitiveness and productivity, as well as the risks linked with the proposed re-centralisation of the Cohesion policy through the National and Regional Partnership Plans. • It will be a lobby tool for the upcoming year. • It shows the importance of transversal work across our boards and task forces • The work on the MFF will continue next year. The opinion on the Multiannual Financial Framework 2028-2034 was approved by the General Assembly Alain Taccoen, Chair of the Sustainability Board, presented the draft opinion on the EU Circular Economy Act. • Opportunity to showcase the transversality of the Sustainability Board, and proposing four very concrete policy recommendations on 1. mandatory minimum recycled content, 2. incentivising recycling of hard-to-recycle waste fractions, 3. improving the collection of WEEEs, 4. Harmonisation and simplification of End-of-Waste criteria The opinion on the EU Circular Economy Act was approved by the General Assembly

		Members took note of the Advocacy Plans accompanying the two Opinion and welcomed this new instrument as an effective tool for SGI Europe's lobby strategy.
ITEMS FOR INFORMATION		
10. Membership recruitment mission	Explanatory note consultancy support for membership recruitment strategy SGIEU.25/AC10-GA11	Pascal Bolo introduced the consultant selected for Ireland as part of the membership recruitment strategy.
11. SGI Europe Financial Situation as at 31 October 2025 and Projection as at 31 December	SGIEU.25/AC17-GA18 Explanatory note SGIEU.25/AC18-GA19	The General Secretary presented the Financial Situation as at 31 October 2025 and Projection as at 31 December based on the note and PPT. She added that EU funded projects are a good variable, but we cannot rely on this as very variable. Therefore, they should mainly be used to cover the salaries of Project-related staff
12. Stocktaking of SGI Europe's activities of the 2nd Semester 2025 12.1. Report from the President and General Secretary 12.2. Report from the Chairs and Vice Chairs of the boards and task forces 12.3. Report from the National Sections	Note on Projects SGIEU.24/AC19-GA20	President and General Secretary to report on main activities and achievements in second semester 2025 The chairs of the boards and task forces present their achievements in second semester 2025. National Sections and Sectoral members to inform about new developments/ members
DOCUMENTS PUBLISHED SINCE THE LAST MEETING ON 25 JUNE 2025		
13. Documents published since the last meeting on 25 June 2025	Transversal: 16 September: Policy Kit - Danish Presidency of the Council of the EU 24 October: Position Paper: Response to the call for evidence on the Anti-Poverty Strategy <i>(with SAB on the lead for approval, including inputs from the SUSTB and the IMB)</i> Social Affairs Board: 3 October 2025: The position paper on the second stage response to the consultation of social partners on telework	

	and the right to disconnect (adopted by the GA) • 9 September 2025: The position paper on a new action plan for the pillar of social rights (adopted by SAB) • 15 July 2025: The SGI Europe opinion on the future gender equality strategy post 2025 (adopted by the GA) • 24 October 2025: The SGI Europe position paper on the future anti-poverty strategy (adopted by SAB) • The update of the Position paper: SGI Europe's comments on the Financial Data Access Regulation (FIDA) (update done by the social protection taskforce) • 10 October 2025: The joint employer input on the key employment and social challenges in view of the 2026 European Semester (adopted by the Macroeconomic taskforce) Internal Market Board: • 18 July 2025: Position Paper: Input to the call for evidence on Omnibus II (InvestEU) • 31 July 2025: Position Paper: Revision of State Aid Rules on Services of General Economic Interest (SGEI), with focus on affordable housing • 25 August 2025: Position Paper: Input to the call for evidence on Omnibus IV (Small Mid-Caps) • 6 October 2025: Position Paper: Response to the public consultation on the GBER revision	
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	14 October 2025: Position Paper: Response to the call for evidence on the Digital Omnibus 4 November 2025: Position paper: Response to the call for evidence on State Aid Rules for SGEI with a focus on affordable housing Sustainability Board: 28 October 2025: SGI Europe position paper on the Reaction of the EU Water Resilience Strategy 6 November: SGI Europe position paper on the EU Circular Economy Act 20 November: SGI Europe response to the public consultation on the EU Electrification (adopted by the Energy taskforce)	
OTHER BUSINESS AND DATES OF FUTURE MEETINGS		
14. Miscellaneous		Pascal Bolo announced that the candidacies from Bulgaria and Italy to the ACGA will be sent for approval by written procedure. He also highlighted that there is still a vacant seat in the ACGA. The General Secretary asked the General Assembly to accept the participation of the Ukrainian Association of Critical Infrastructure Operators to SGI Europe work as associate member despite their currently inability to pay any form of membership fees. The General Assembly agreed based on the exceptional circumstances afflicting Ukraine. Filippo Brandolini addressed a farewell message to the assembly, and Pascal Bolo closed the meeting with a farewell speech.
15. Dates of future meetings		23 June 2026