



ANNUAL ACTIVITY REPORT 2025

FOREWORD

Gregor Tomschizek

President

Dear readers,

I am pleased to present the **2025 Annual Activity Report** of the Federation of European Social Employers.

The Social Employers are committed to strengthening employers' organisations, social dialogue and meaningful cooperation and engagement between employers and employees in the social services sector, both at European and national levels.

In 2025, these efforts reached a significant milestone with the joint signing of the Framework of Actions on Retention and Recruitment in Social Services by the Social Employers and EPSU. This important initiative sets out the social partners' shared goals and actions to address workforce shortages and high staff turnover in the sector. It represents the first major achievement of the European Sectoral Social Dialogue Committee for Social Services, established in 2023.

Throughout the year, the Social Employers focused on improving working conditions, strengthening skills and training, building the capacity of employers and social dialogue, and promoting gender balance, notably through EU-funded projects such as InGoodShape, Care4Skills, DEVCOBA, and EQUAL-CARE.

In the policy field, the Social Employers also contributed to two important European initiatives: the Quality Jobs Roadmap and the new Action Plan for the Implementation of the European Pillar of Social Rights.

Our achievements would not have been possible without the collective efforts of our members and partners. The Social Employers ended 2025 with 34 members in 20 European countries. We thank all our members and our network for their continued good collaboration and support.

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THE SOCIAL EMPLOYERS IN SHORT

The Federation of European Social Employers is the voice of employers in the field of social services at European level. The Social Employers is a recognised EU Social Partner, part of the Sectoral Social Dialogue Committee for Social Services.

Social Services employers are some of the biggest job creators in Europe today. We also contribute significantly to the European economy and play a crucial role in implementing the European Pillar of Social Rights principles.

We understand social services to comprise of all care and support services, especially for older persons, persons with disabilities and children as well as other persons in disadvantaged situations.

OUR OBJECTIVES



- Strengthen the position of employers in social services at European and national level.
- Influence European legislation, in particular through European social dialogue structures.
- Stimulate the exchange of good practices.



- Establish common positions between our members, and negotiate with European Trade Union Associations representing workers in social services, to ensure quality service provision and quality jobs.

GOVERNANCE AND STRUCTURE

| Board Members

Gregor Tomschizek, President

Board member of Sozialwirtschaft Österreich and
Managing Director of Volkshilfe Niederösterreich (Austria)

Jiří Horecký Vice-President

President of APSS ČR
(Czech Republic)

Stéphane Racz Vice-President

Director General of
NEXEM (France)

Diana Chiriacescu Treasurer

Director of FONSS
(Romania)

Elise Lay Secretary

Legal Advisor at UNIPSO
(Belgium)

Diane Grech Galea Board member

Agenzija Sapport (Malta)

Dionysios Serras Board Member

The Net (Greece)

Joel Kuuva Board member

Hyvinvointialan liitto
(Finland)

José Luis Pareja Rivas Board Member

LARES (Spain)

Justyna K. Ochędzan Board member

WRZOS (Poland)

Martine Ewerard Board member

COPAS (Luxembourg)

Michiel Kooijman Board member

Actiz (Netherlands)

Rifat Fersahoglu-Weber Board member

AWO Bezirksverband
Braunschweig (Germany).

General Assembly

The Social Employers is an independent, democratic and participatory organisation governed by a General Assembly, made up of all the member organisations.

Board

The Board includes representatives of member organisations from each country we have members in.

In 2025, the General Assembly met on 11 June, and the Board met four times throughout the year, on 26 February, 11 June, 25 June and 5 November.

Secretariat

The Secretariat is based in Brussels and coordinates and supports the implementation of the Social Employers activities.

Sylvain Renouvel
Director

Alina Pavičevac
Senior Project & Policy Officer

Lana Pope
Project & Communications Officer

SOCIAL DIALOGUE

Three Sectoral Social Dialogue Committees meetings took place in 2025, with two working groups (20 March, 26 June) and one Plenary session (6 November).

Main achievements

During the **first working group meeting**, social partners discussed the drafting of the Framework of Actions on Retention and Recruitment in Social Services and agreed on the next steps. They also heard about a promising practice from Norway aimed at recruiting more men into the health and care sectors. In addition, participants received an update from the European Commission on the follow-up to the European Care Strategy, with a focus on workforce and skills.

The **second working group** marked a pivotal moment with the joint signing of the Framework of Actions on Retention and Recruitment in Social Services by the Social Employers and EPSU. Negotiated jointly, this milestone initiative sets out the social partners' goals and actions to address workforce shortages and high turnover. It also calls on governments and funding authorities to help make care jobs more attractive, sustainable, and rewarding.

In the **Plenary session**, social partners began discussing the implementation of the Framework and focused on two priority areas: skills and occupational safety and health. Various examples were shared of initiatives undertaken by employers and trade unions in these areas. The Plenary also provided the opportunity to hear expert contributions from Eurofound and EU-OSHA.



POLICY

Contribution to the New EU Action Plan for the European Pillar of Social Rights (EPSR)

The Social Employers stressed the need to turn social rights into real improvements for citizens, workers, and service providers across Europe and outlined some key priorities for the new Action Plan:

- Expand access to high-quality, affordable social services, including childcare and long-term care.
- Ensure fair wages, safe staffing levels, training, and decent working conditions in the sector.
- Strengthen social dialogue and collective bargaining in all Member States.
- Reinforce the EU Social Scoreboard with transparent monitoring and peer learning.

Contribution to the European Commission Consultation on a Quality Jobs Roadmap (June 2025)

The Social Employers, CEMR and EPSU jointly contributed to the consultation, highlighting investment in skills and lifelong learning, improved working conditions, recognition and career pathways, and effective change management as important preconditions to achieve quality jobs that are future-oriented and future-proof.

They also outlined specific areas that should be prioritised at the EU level to achieve this, and measures needed to increase collective bargaining coverage and strengthen social dialogue in the Member States.

MEETINGS AND EVENTS

European Meetings and Conferences

- Social Protection Committee, Tripartite Discussion on policy measures to tackle labour shortages in the long-term care and healthcare sectors to improve access and quality, 11 April 2025.
- European Commission, webinar on the long-term care workforce, 18 June 2025.



Other Event and Meetings

- Participation in regular “Liaison forum” meetings organised by European Commission, Social Dialogue Unit, gathering the EU level social partners.
- Brussels visit Federal Association of Independent Welfare Organisations Germany, presentation of current Social Employers activities, 26 March 2025.
- Study visit ANCOR, USA, presentation of the Social Employers and European Social Dialogue, 25 September 2025.



Project Events and Meetings

- PHS Dialogue, presentation during webinar “Fostering Employer’s Building Capacity”, 9 January 2025.
- ATORI project, presentation of the Social Employers and European Social Dialogue, online, 29 January 2025.
- IWorCon project final conference, “Working conditions and impact of AI & Digitalisation in social services”, Brussels, 6 February 2025.
- EQUAL-CARE project kick-off meeting, Palermo, 10-11 March 2025.
- Care4Skills project, transnational partners’ meetings, Athens, 7 May 2025.
- InGoodShape project kick-off meeting, Brussels, 3 June 2025.
- CEECAW project, joint presentation by the Social Employers and EPSU on current social dialogue activities, online, 23 June 2025.
- Care4Skills project, transnational partners’ meetings, Sofia, 4 -5 November 2025.
- InGoodShape study visit to Finland, “Social services, workforce challenges and social dialogue”, 25 - 27 November 2025.
- DEVCOBA project final conference, “Strengthening Collective Bargaining and Job Quality in Europe’s Care Sector”, 11 December 2025.

PROJECTS



IWorCon aims to improve the working conditions in social services sector to reinforce its attractiveness and building capacity for employers' organisations.

- August 2023 – February 2025
DG Employment, Social Affairs & Inclusion, Support for social dialogue



Developing Collective Bargaining the Care Sector (DEVCOPA) examines industrial relations in the care sector, including how collective bargaining and representation contributes to improving working conditions and reducing staff shortages.

- January 2024 – December 2025
European Commission, DG Employment, Social Affairs & Inclusion



InGoodShape supports the European Care Strategy by showcasing good practices related to the social services workforce. It also addresses physical and mental health risks such as Musculoskeletal Disorders and Psychosocial Risks and strengthens the capacity for social dialogue.

- 1 April 2025 – 31 March 2027
European Commission, DG Employment, Social Affairs & Inclusion



EQUAL-CARE aims to promote gender equality and find solutions that promote equal opportunities, fair working conditions, and improved work-life balance for formal and informal carers alike.

- 1 January 2025 – 31 December 2026
European Union, DG Just



Care4Skills develops actions for upskilling and reskilling the long-term care workforce across Europe, including by developing training programmes and curricula on digital and person-centred skills.

- 1 March 2024 - 29 February 2028
ERASMUS+

MEMBERSHIP

The Social Employers welcomed previous observer member UNISOC, Belgium, as a full member on 11 June 2025.

At the end of 2025, the Social Employers had **34 members** from **20 countries**.



UNISOC from Belgium

COMMUNICATION

- | **Website** – 5.7k active users
- | **Social media** – Over 60 posts on LinkedIn, 961 followers
- | **Newsletters** – 7 newsletters sent
- | **Media releases** – 1 media release published



<https://sociaemployers.eu/en/>



[Federation of European Social Employers](#)



[Presentation video](#)



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