



Cluny Forum 2015

Cluny Forum is an initiative lead by motivated young professionals between 25 and 45 from all sectors of the economy. Its aim is to imagine and propose concrete measures for a French-German co-construction supporting the standard of living and quality of life for the European citizen in a sustainable way.

National and European associations, businesses and public authorities are welcome to contribute to the proposals and/or test them in order to learn and grow together. "Le Trait d'Union Franco-Allemand" is the association animating the Cluny Forum.

The 2015 annual meetup held in Berlin under the patronage of Emmanuel Macron, France's Minister of Economy, Industry and Digital Affairs focused on French-German co-operation in order to

- 1. Enhance mutual understanding and passion**
- 2. Tackle youth unemployment**
- 3. Promote the development of management talent between the two countries and**
- 4. Improve access to international markets for start-ups**

Since then working groups continued to detail proposals, identify practical and concrete steps and integrate external partners or their employers into the process.

Within the 4 domains, 5 key projects have been kicked off and are reviewed for pilot launch right now

- French-German cross-mentoring program on topics that matter; pilot project with Cluny Forum
- Youth Employment is MOOC¹
- How to strengthen the European industrial footprint and motivate a change in mind-set towards the essential importance of industry for Europe?
- How to define and reveal an intercultural French-German talent and adapt company talent management programs?
- How to stimulate the development of start-ups targeting France and Germany as core markets?

¹ MOOC = Massive Open Online Course

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French-German cross-mentoring program on topics that matter; pilot project with Cluny Forum

The aim is to both build a closer Cluny Forum community and develop individual competencies related to French-German matters. Furthermore the program actively develops support and learning competencies, boosts communication skills and an open mind to professional subjects outside the personal comfort zone.

A Cluny Forum member could be a mentor on a particular matter and a mentee on another depending on his experience. Outside help and experience can be called upon where needed.

How would such a program be organised:

- one year duration
- individual application as a mentor or a mentee
- matching process by the project team based on an evaluation criteria list
- scheduled monthly mentoring meetings over a year – 10 to 12 individual sessions of 2 to 3 hours (virtual or physical)
- a review workshop after 6 months to discuss topics that went well and those that could be improved
- a closing workshop at the end of the year and a networking event with all mentor-mentee tandems that have taken part

If successful, learnings can be shared with employers and the program be extended to be beneficial to others, even in terms of organisation.

What's next:

- identify a pilot mentoring program with a limited scope (09/2015) followed by a matching process and continuous formalisation
- kick-off of first pilot mentoring sessions (01/2016)
- feedback and roll-out (2017)

Youth Employment is MOOC

Close to 2million young people are unemployed in France and Germany. And what is worse than to start your adult life without perspectives?! At the same time there is a large number of qualified jobs vacant in both countries. Even if unemployed often have blue collar education, they are not necessarily badly educated, but rather focused on a different specialisation. Upgrading this unused talent pool represents a prime opportunity for companies to refill their talent pipelines and an important financial and social interest for both states. The aim is to train youth for vacant positions via MOOCs², starting with skilled or highly skilled candidates.

Major digital players have launched similar initiatives. Companies like Google, Facebook and Salesforce propose MOOCs in order to recruit their resources (cf. appendix). The advantage for both job seekers and public job agencies lies in the very focused and short training of the candidate in order to make him fit for employment (average duration of a MOOC to be 6-8 weeks).

How would such a program be organised:

- co-construction of a dedicated MOOC with the corporate partner and public job agencies
- provision of open position by corporate partner to train candidates for
- awareness building through job agencies and online to attract traffic and users to the platform
- test and learn of the MOOC with regular feedback
- follow-up with the corporate partners of first candidates recruited in order to enhance selection and training

Again, if a pilot proves successful it can be rolled out to either same sector companies or be used to build MOOCs for other sectors.

What's next:

- contact pilot corporates that will provide open positions, funding and resources to co-construct the MOOC (09/2015)
- ensure buy-in by public authorities to contribute expertise and money and ensure awareness during the pilot (Q3/2015)
- build first pilot MOOC (Q4/2015)

² MOOC = Massive Open Online Course

How to strengthen the European industrial footprint and motivate a change in mind-set towards the essential importance of industry for Europe?

Industrial production is a key factor for creating or maintaining local know-how and further innovation. Innovation happens at individual company levels. National economies cannot survive on the long term merely by “being innovative” and outsourcing their production to other countries though. Industrial production creates surrounding service industries. Europe can currently not offer enough jobs for young and less educated people. Some national and EU initiatives address re-industrialisation, but public and political mind-sets are still focused on innovation and high level education as key factors rather than industrial production. Thus Europe needs a strong discussion about how to ensure or bring back industrial production.

The aim of the initiative is create and animate an active discussion about the topic on all levels: civil society, companies, public administration. Therefore a paper of convictions has been formalised and will be shared on different online and social networks to create discussion and connect supporting parties.

How would such an initiative be organised:

- paper of conviction formalised and shared
- benchmarking of organisations and online resources for their views on industrial footprint
- organisation of communication / animation plan and shared responsibilities

Through the active discussions, Cluny Forum looks for consolidating key elements from decision makers facilitating or hindering the development of the European industrial footprint and share them with those who can have an impact on change.

What's next:

- publish the paper of convictions on the Cluny Forum media (09/2015)
- benchmark organisations and online resources (ongoing)
- launch discussions on the different media (from 09/2015)

How to define and reveal an intercultural French-German talent and adapt company talent management programs?

Talent programs, there are plenty - intercultural misunderstandings in business environments, too. Why not filling the gap and working on a better and proactive understanding of French and German specificities and therefore ease cooperation between both countries?

The aim of the project is to enhance existing talent programs by elements related to French-German behaviours, integrate mentors and best practice from an individual company, make companies share mutual experiences and enhance their talents together.

How would such a program be organised:

- enhancement of company talent program with elements relevant to new learning techniques and French-German specificities
- integration of mentors with the relevant experience
- integration of exchange sessions among talents related to relational issues
- formalised feedback after talent program

Also for this pilot, it can be rolled out to other companies as soon as it proves conclusive.

Next steps:

- run questionnaire on existing practice and needs through HR departments of Cluny Forum members (ongoing)
- identify pool of potential pilot companies (Summer 2015)
- review current programs and build enhancements, maybe with the help of several companies (Q3/2015)
- propose pilot to HR departments of pool of companies and start pilot (end 2015)

How to stimulate the development of start-ups targeting France and Germany as core markets?

There are quite a number of initiatives to support start-ups in their early phases like co-working spaces, incubators, accelerators, etc. When it comes to test the prototype, early service or product on the market, start-ups struggle to find the right contacts though.

Getting the first client from the neighbouring country is an even bigger challenge for young entrepreneurs and the psychological barrier is high when it comes to trust a start-up from the neighbouring country. The mutual knowledge about the start-up environment is limited. There can be a lack of local legal and administrative knowledge as there is no harmonisation between both countries (labour market regulation, rules for company creation, health & safety ...). Despite French-German cooperation in various political and business areas, there is no real French-German start-up community, yet.

The aim of the initiative is to investigate the need for such community, what its key ambition would be and which private or public organisation could support such community should a need be considered. Such community or event could for example be held as a side-event to major business fairs.

Once this community is created, it could be the starting point for identifying key actions to enhance the environment for start-ups and simplify their lives in order to help them grow, create value and jobs.

Next steps:

- finalise interviews with key stakeholders on their stance relative to the matter (ongoing)
- contact and win one or two key businesses or business organisations to support the initiative with their knowledge and network (Q3 & Q4/2015)
- Formalise a recommendation for the need of a community (or not), its key attributes and how to possibly set it up (Q4/2015)

Further reading

Mentoring @ Cluny Forum: French-German Mentoring Program on topics that matter



The „Mentoring @ Cluny Forum“ program targets the participants of the Cluny Forum and provides them a great opportunity to obtain support in achieving professional objectives, foster personal development and further develop their network.

The word „Mentoring“ refers here to a relationship of support, discussion, exchange and learning in which an experienced individual (the Mentor) invests his/her wisdom and expertise in the development of another individual (the Mentee) who is expected to gain competences and achieve professional objectives. The aim is not to provide Mentees with ready-made solutions, but to help them develop their own resources and solutions in order to tackle the problems they may be faced with, and to help them become the persons they wish to be.

As participant of the Cluny Forum you have the possibility to engage in a mentoring relationship in two different ways:

1

You have a clear professional objective, a project or a new responsibility for which you wish support from a Mentor -> Join the program and become a **Mentee**

2

You have already gained professional experience and you want to share it with a graduate or a younger member of the Cluny Forum -> Join the program and become a **Mentor**

There is no limitations on the topics. The only condition should be that the Mentoring has something to do with French-German cooperation, e.g.

- Founding of a new company in the neighbouring country
- Exchange on French-German cooperation in small and medium-sized companies
- Support during first managerial responsibility in a French/German company
- Support during job-search in the neighbouring country
- Exchange within an industry to develop new business opportunities
- ...

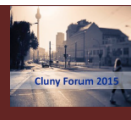
Main objective is to strengthen individual relationships between France and Germany



Main benefits

| Cluny Forum | Mentee | Mentor |
|--|---|---|
| <ul style="list-style-type: none"> • Increase awareness of the Cluny Forum in the French-German society • Strengthen connections with industry, politic and society • Develop the leadership potential of the members • Create networking opportunities and gain new members • Boost the cultural understanding and communication of participants | <ul style="list-style-type: none"> • Foster professional and personal development • Increase cultural awareness and get to know other corporate cultures and structures • Get professional support in achieving own objectives • Get neutral feed-back and new impulses/ideas • Develop network • Exchange knowledge and experience | <ul style="list-style-type: none"> • Develop further leadership, communication and coaching skills • Share acquired knowledge and experience and support younger generation • Achieve new experiences in different sectors and cultures • Gain additional professional knowledge and new perspectives • Acquire new networking opportunities • Gain insight into ambitions, talents and perceptions of future leaders |

A one-year mentoring program between French-German Mentee-Mentor tandems



- | | |
|-----------------------------------|--|
| Applica tion | Interested members of the Cluny Forum send their applications before xxx to become Mentor or Mentee |
| Matchi ng | Mentors and Mentees are matched according their objectives and areas of interest. The objective is to create French-German Mentee-Mentor tandems |
| Kick- off | On XXX a kick-off is organized between Mentor and Mentee to clarify the objectives and describe in more details the mentoring process |
| Mento ring proce s | Monthly meetings between Mentors and Mentees and a review workshop with the „Mentoring team“ after 6 months |
| Closing | At the end of mentoring process, we organized a closing workshop and a networking event with all tandems that have taken part to the program |

How is the Program organized?

The Program is developed over one year. Each participant of the Cluny Forum can apply as a Mentor or a Mentee.

After detailed review of the mentee's profile and professional objectives, we will start the matching process. The objective is to create French-German Mentee-Mentor tandems.

As soon as a suitable Mentor has been identified and accepted by the Mentee, we will start the Mentoring process by a kick-off meeting. Mentees schedule monthly meetings with Mentors throughout one year, 10 to 12 individual sessions of 2 to 3 hours.

After 6 months we organize a review workshop to discuss things that went well and things that could be improved.

At the end of mentoring process, we organized a closing workshop and a networking event with all tandems that have taken part to the program

Next steps and perspectives



Today



YOUTH EMPLOYMENT IS MOOC (YEM)

JUNE 2015

CLUNY FORUM PROJECT TEAM & IVERSITY

AGENDA

What is "Youth Employment is MOOC"?

Who are the stakeholders and their benefits?

How to realize this project together?

EUROPEAN YOUTH UNEMPLOYMENT IS A PARADOX

Unemployed young people look for jobs ...



Approx. 1M young people are unemployed in France and Germany today¹

Significant share of unemployed youths are good educated but could not find a job in their country (France, Spain, Italy or Greece)

... companies look for skilled young people



Approx. 1M job positions are vacant in France and Germany today

- Germany: Average 500K job positions vacant
- France: Around 400K job positions vacant

Upgrading this unused talent pools represents a prime opportunity for companies to refill their talent pipelines

¹ Youth unemployment rate of 34% in France and 8% in Germany
Sources: Statistica, Pôle emploi, Eurostat

YEM TAPS INTO UNTAPPED TALENT POOLS BY TRAINING YOUTHS FOR VACANT POSITIONS VIA ONLINE MOOCs

Proposed technological solution

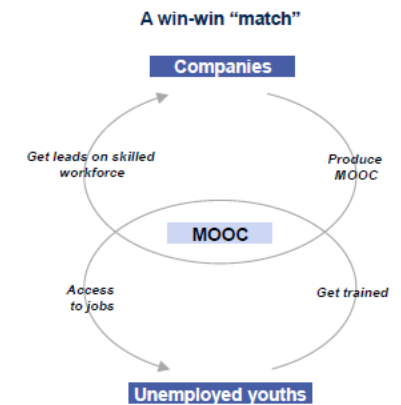
- Public platform (Iversity.org) that hosts all MOOCs as a freemium model
- Reach of Iversity with about 400'000 visitors p. month

Company solution

- Co-creation of highly professional MOOC
- Content of MOOC is chosen according to the jobs and skills needed by the company
- Upon completion of the course, feedback & structured information on top profiles that passed the course

Unemployed youth solution

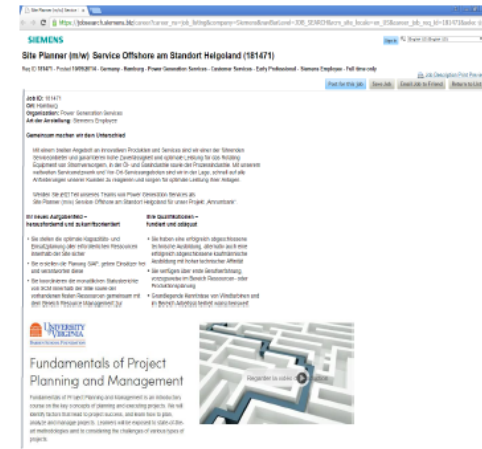
- Free use of MOOCs on Iversity platform
- Certification of skill level payable upon completion
- Utilization of certificate for vacant jobs requiring this skill



YEM TO FOCUS ON HIGHLY SKILLED / SKILLED UNEMPLOYED

| Add. training before job readiness | Target group (unemployed) | Blocking points to job readiness | Proposed YEM offer | Partners |
|------------------------------------|--|---|--|--|
| Low | Highly skilled (University degree) | <ul style="list-style-type: none"> Low visibility on vacant jobs Lack of skill certification | MOOCs per white collar worker skill families with a focus to certify the main content of the vacant positions <ul style="list-style-type: none"> i.e. MOOCs on <u>Data Mgmt / Data Science</u> to fill new jobs from Industry 4.0 | <ul style="list-style-type: none"> Corporates |
| | Skilled (High school degree) | <ul style="list-style-type: none"> Low visibility on vacant jobs Lack of skill, capability & experience to fill vacant job | MOOCs per blue collar worker skill families with a focus to develop the main processes & applications of the vacant positions <ul style="list-style-type: none"> i.e. MOOCs on production of vaccinations / working with Google glasses MOOCs on complementary skills (Language, Lean production, Kaizen, etc.) | <ul style="list-style-type: none"> Corporates Pole Emploi Bundesagentur fuer Arbeit |
| High | Unskilled (no degree) | <ul style="list-style-type: none"> Lack of motivation, skill & capability to fill vacant jobs Low visibility on vacant jobs | MOOCs on basic skills (Maths for business, German / French for business, unpacker skills, etc.) | <ul style="list-style-type: none"> Pole Emploi Bundesagentur fuer Arbeit |

HOW ONE MOOC COULD LOOK LIKE



Two important features in the MOOC:

- Description of vacant position(s) the MOOC is preparing for
- Educational curriculum to train job seekers

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BENEFITS FOR CORPORATES



1 Improved talent pipeline

- Create talent pools for new required skills (Data Manager, Data Scientist)
- Tap talent pools across the EU efficiently & effectively
- Enlargen your companies talent pool potential by promoting your MOOC over a public platform with over 400'000 visitors p. months
- Create an external certified talent pool with skills relevant for your company



2 Scalable & optimized recruitment

- Reduce costs per new recruit due to scalability of MOOC
- Reduce mismatch between vacant job requirements & candidate profiles through transparent candidate skills
- Reduce attrition of candidates during interview process due to lower skill and requirement mismatch



Improved corporate branding

- Strengthen corporate branding with young talents by using new ways to hire close to their habits
- Support governmental goals to reduce youth unemployment

1

MOOCS – A SUCCESSFUL TOOL TO CREATE EXTERNAL TALENT PIPELINES

MOOCs used by tech companies as external talent pipeline ...

Public MOOCs used by

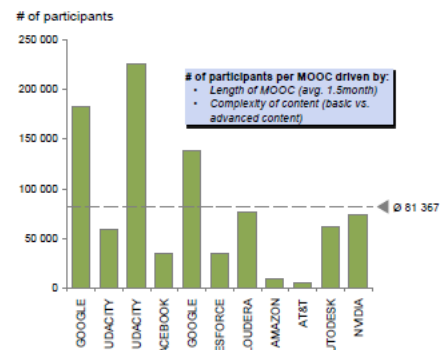


Their motivation is

- "Broadening the talent pipeline by pretraining candidates, including veterans."
- "Training developers globally, including Google employees, in Android, web, and cloud development techniques and best practices."

Source: Udacity

... reaching on average 80k participants per MOOC

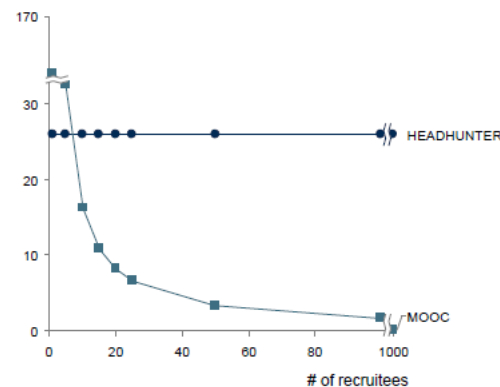


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2

SCALABLE RECRUITMENT TOOL, COST COMPETITIVE WITH TRADITIONAL CHANNELS ABOVE 10 RECRUITMENTS

Costs per new recruit in K€



Assumptions

- Recruitment via headhunter**
- Costs per new recruit of 28% of fixed salary
 - Average fixed salary of 75-125k€
 - Total per recruit costs: 20-33k€**
- Recruitment via MOOC platform**
- MOOC production costs of 50-75k€
 - Course teacher & support (1 Full time employee p.a.): 100k€
 - Total costs: 150-175k€ in the first year**

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BENEFITS FOR POLE EMPLOI / BUNDESAGENTUR FUER ARBEIT



Talent pools to fill vacant jobs

- Create talent pools within Europe to fill upcoming demand-supply gap for workers in Germany and France
- Provide rich talent pools for key capabilities required to sustain Germany's and France's leading economic position



Improved lead times to new jobs

- Reduce training cycles with MOOC lengths of (4-7 weeks) vs. traditional trainings of months
- Reduce "education to nowhere" problem (all trainings relate to a concrete job offer of companies)



Reduced costs

- Reduce costs for unemployed presence (travel costs to training courses, etc.)
- Improve transparency on input & output of trainings (cost, time and test results to be measured)



Reduce youth unemployment

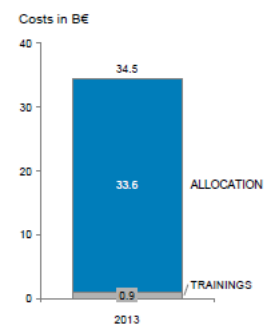
- Reduce demand / offer mismatch on European labor market through creating transparency on vacant positions in other member states
- Enlarge your toolbox of solutions to bring youths into work
- Reduce youth unemployment in Europe

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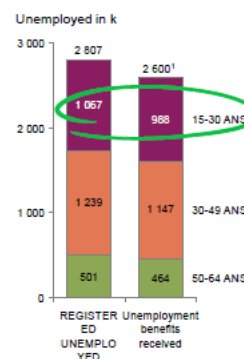
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REMINDER: CURRENTLY VERY HIGH UNEMPLOYMENT COSTS IN FRANCE WITH LEAD TIME OF OVER 460 DAYS³ TO A NEW JOB

2013 costs of unemployment in France



of unemployed by age in France (2013)



2013 KPIs

Avg. unemployment benefits p. month p. person

1 105€ p. month

Avg. unemployment duration in months

16 months³

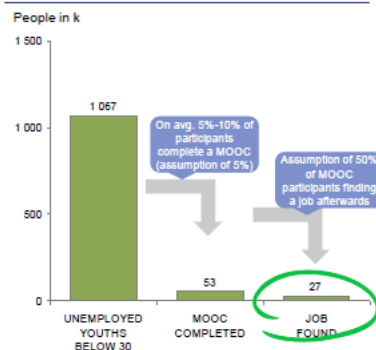
1. 2 Bk distributed based on registered unemployment split; 2. Split into 30-49 and 50-64 age based on 1% and 1% assumption; 3. Average duration of the unemployed's inscription into unemployment benefits

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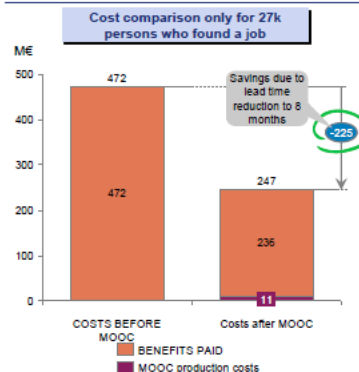
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OUR MOOC PLATFORM CAN CONSERVATIVELY BRING 20-30K YOUTHS INTO NEW JOBS AND SAVE ~200M€ FOR POLE EMPLOI

A MOOC platform could bring 20-30k youths in new jobs...



... thereby reducing costs for Pole Emploi by over 200M€



1. Lead time gains to new job achieved due to better skill level & marketability of candidate (2 months until first MOOC, 2 MOOCs x each 1.5 months and 3 months of job search – totaling 8 months)¹³
Source: YEM analyses

3

BACK-UP: SENSITIVITY ANALYSIS FOR SAVINGS AND # OF NEW JOBS CREATED

| Savings in M€ | | % of new job finders | | | | | | |
|----------------------------------|----|----------------------|------|------|------|------|------|-------|
| | | 0.5% | 1.5% | 2.5% | 3.5% | 4.5% | 5.0% | 15.0% |
| Lead time to new job (in months) | 1 | 78 | 255 | 432 | 609 | 786 | 874 | 2 644 |
| | 4 | 60 | 202 | 343 | 485 | 626 | 697 | 2 113 |
| | 6 | 48 | 166 | 284 | 402 | 520 | 579 | 1 759 |
| | 8 | 37 | 131 | 225 | 320 | 414 | 461 | 1 405 |
| | 10 | 25 | 96 | 166 | 237 | 308 | 343 | 1 051 |
| | 12 | 13 | 60 | 107 | 155 | 202 | 225 | 697 |
| | 15 | 5 | 7 | 19 | 31 | 42 | 48 | 166 |

New jobs created (in k)



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AGENDA

What is "Youth Employment is MOOC"?

Who are the stakeholders and their benefits?

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YOUR CONTRIBUTION AS CORPORATE PARTNER

What is a corporate partnership?

Corporate partners are part of an exclusive pool of 10-20 companies that can provide company-specific MOOCs

Selection criteria for participating companies

- DAX 30 or CAC40 company, with some selected SMEs
- High short-term recruiting needs
- Proven capacity & interest to be at the edge in recruitment & education

Three things from you to start YEM

- Provide a hook for unemployed youths to participate in the MOOCs, i.e. provide job offers for qualified (entry) positions
- Finance one first MOOC (50-75k€) preparing for the new position(s)
- Participate in the creation and animation of the MOOC on the Iversity platform with jobseekers

Once the first MOOC completed,

- Add additional MOOCs that help to educate / qualify jobseekers additional positions

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YOUR CONTRIBUTION AS A PUBLIC PARTNER

What is a public partnership?

Public partners are part of a pool of institutions contributing to the creation & acceleration of the Youth Employment is MOOC project

Contributions from public partners can be in the form of

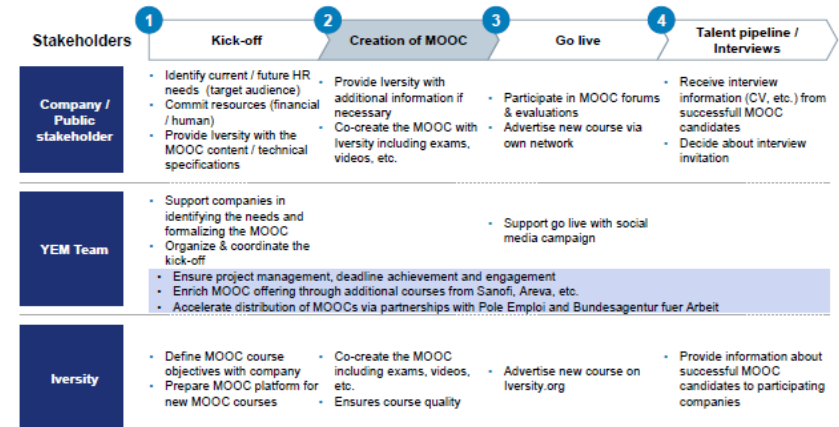
- Provide content on basic MOOCs to train unskilled unemployed
- Finance MOOCs
- Distribute MOOCs to unemployed

Three things to start YEM

- Set-up a meeting with the YEM team
- Decide on partnership & contribution to YEM
- Participate in the creation and animation of the MOOC on the Iversity platform with jobseekers

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ROLES & RESPONSIBILITIES DURING THIS PROJECT



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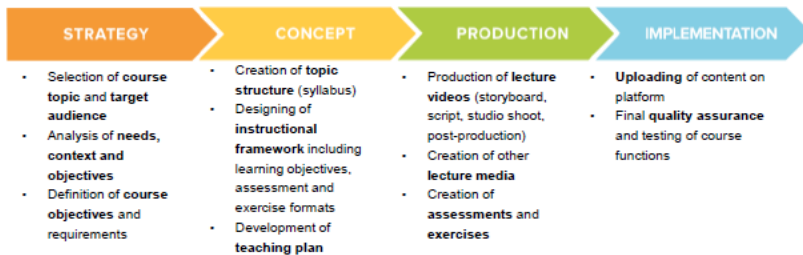
MOOC CREATION WITH OUR PARTNER IVERSITY

Iversity Course Creation Service

Based on the experience of over 65 courses, our course development team supports our partners along the course creation process. Our service encompasses course conceptualisation, production and hosting and therefore ensures a exceptional experience for the learners.

Price & Time frame

50,000 - 75,000 €
8 – 10 weeks creation time
20 – 25 man-days workload for the instructor(s)



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WHAT CAN YOU DO TO GET INVOLVED?

Next steps to launch a MOOC with YEM

Organise a kick-off meeting with the YEM team and...

- Learn more about the project and its feasibility in your organization
- Adapt the concept to your sector and your needs in terms of job vacancies

Followed by a meeting with Iversity to...

- Define the right didactic concept for your organization and the concrete positions

→ Solid grounds to set up a MOOC

How to contact us

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A French-German Initiative for a Strong Industrial Footprint in Europe

Communiqué in the Context of the Cluny Forum 2015

Industry is at the core of the European economy. It accounts for 80 per cent of Europe's exports and thus strengthens Europe's position in the global economy. It stands for 80 per cent of private R&D expenditures, maintaining and further creating innovation and local know-how. It provides both white- and blue-collar jobs across urban and rural areas.

There is no 'New Economy' without the 'Old Economy'. The idea that services can replace industrial production is a misleading misconception. The process of deindustrialisation in Europe has revealed that a declining industry leads to declining innovation and service activities. The other way round, industrial activities create a surrounding service industry – each additional job in manufacturing creates 0.5-2 jobs in other sectors.

A 'reindustrialisation only on paper' will not suffice. Since 2012, when the European Commission has set the goal to increase the share of industry in EU GDP from 16 per cent to 20 per cent by 2020, it has in fact decreased to 15.1 per cent. Thus, the political appreciation for the importance of industry has so far not translated into concrete and tangible political actions to strengthen Europe's industrial footprint.

Europe needs to change its mindset towards industry. The societal acceptance for industry is declining despite its evident importance for the economy. The acceptance and support seems to stop where individuals cannot comprehend how they personally take advantage from industrial projects and activities. The public understanding of a manufacturing sector as key for sustainable growth and economic prosperity needs to be strengthened – a task that businesses, social partners, business organisations and non-governmental organisations can only achieve together and in cooperation with the political decision-makers.

Why do We Need French-German Cooperation to Strengthen the Industry?

The rationale for French-German cooperation has its historical, political and cultural roots. France and Germany have been the driving force behind industrial projects linked to the European integration process, starting with the European Coal and Steel Community and becoming very concrete with the establishment of Airbus as Europe's biggest aerospace producer. Therefore, it seems logical that the two economic heavyweights come together to shape the industrial future of Europe.

Both France and Germany are facing domestic challenges. France seems to be paralysed in its economic situation and unable to push through much needed structural reforms in order to ensure the industrial competitiveness. As much as Germany has profited from innovative technology and external trade in the past, as loud are the critics nowadays when it comes to an open discussion

on the acceptance of new technologies and promising trade deals, such as the Transatlantic Trade and Investment Partnership.

Tackling these domestic challenges paves the way for attracting new industries an assuring that existing industrial production is not further off-shored. For the future success of European industry, it will be key that France and Germany jointly overcome these challenges and approach European questions together.

Where We Need More Cooperation – Five Fields of Action under the Framework of an Increased Public Acceptance for Industry

There are five policy fields of action to strengthen the industrial footprint in Europe. **Increasing the public acceptance for industry should work as a guiding principle** and needs to be horizontally applied across the different fields of action.

1. Foster investment decisions: Reliable and quickly responding framework conditions for investments

Permitting processes for building new industry plants need to be transparent, predictable and fast while assuring public acceptance and legal compliance. We need to quickly clarify long-term political agendas in critical investment areas because companies will only invest and drive technology innovation in these fields when they have planning stability.

2. Combine market potential into an integrated European digital single market

The digital transformation can unlock substantial additional growth in Europe – in case the right framework conditions are created and uniformly applied across the EU. Action is needed particularly in the following fields:

- Harmonise data protection to overcome the current issue that country data protection law cannot be applied, as data is to a high degree hosted outside the respective countries,
- Incentivise investment in European server capacity to bring data hosting back to Europe,
- Apply smart data as this is linked to the development of "Industrie 4.0",
- Protect intellectual property in the digital world appropriately.

3. Make labour-intensive industries competitive by providing flexible labour markets and competitive cost of labour

Priority should be given to the following points:

- Maintain the freedom of negotiations between social partners on wages and wage increases as this helps to respond to global business challenges,
- Adapt taxation systems to the end that value-adding activities have lower tax burdens (e.g. decrease taxation of labour at the expense of tax increases in other areas) and align changes in taxation approaches across Europe.

4. Better coordinate European interests in global markets to improve the strategic position towards needed resources

Strategic European business interests in the global commodity and resource markets will only be heard when communicated with one single voice. We should strengthen the work of a European Chamber of Commerce in regions and countries that are of special interest of the European economies to better coordinate and strengthen joint European interests and activities.

5. Make energy-intensive industries competitive by assuring cost-competitive and sustainable energy supply

National support schemes should be designed with the aim to leverage the supply of energy sources and strengthen the independency from energy imports. On a European level, coordinated action is needed to:

- Increase power network connections between neighbour countries and improve the network capacity management,
- Incentivize investments in power (technologies) enabling a more effective management of (back-up) capacities across Europe based on a functioning European energy market,
- Support R&D for power generation and storage technologies according to market mechanisms to allow that resources are used most efficiently.

These five fields of action can only be tackled successfully when the acceptance for industry in broader society can be increased. Acceptance is required for (1) the work done by persons being employed in the industrial sector, (2) the industrial sites which create jobs in their surroundings and (3) the technology much needed to foster innovation and stay competitive.