

Minutes of the 2025 General Meeting

On Tuesday June 3, 2025, ALEBA held its General Meeting at the Chambre des Salariés, providing an opportunity to bring our members together to discuss a number of vital issues, ensuring the continued strength and relevance of our union. From approving the accounts and budgets to updating our Articles of Association in line with new legislation, this AGM was also an opportunity to discuss future projects and debate ALEBA's position.

The AGM also saw the election of Nathalie Mininno as General Secretary, to replace Delphine Nicolay, who is stepping down after almost 5 years in a post that was originally intended to be *ad interim*. ALEBA would like to extend its warmest thanks to Delphine for her efforts, her dedication and her determination to keep trade unionism alive and moving forward.

The meeting also saw another change in the Executive Board, with the appointment of Roland Christnach as Deputy Treasurer, handing over his post of Treasurer to Katarzyna Rzosinska.

Alain Martin has also joined the ALEBA Board of Directors and Executive Committee.

Finally, the Supervisory Committee, comprising Lucien Elvinger, Gilbert Beffort and Nico Knepper, will be replaced by Fabrizio Salucci, Jan Lange and Alain Back.

We would like to thank all the members who joined us for this evening of dialogue and debate, and who are helping to keep our union alive!

You will find below:

- The minutes of the Annual General Meeting
- The President's speech
- Outgoing General Secretary Delphine Nicolay's activity report
- Welcome address by incoming General Secretary Nathalie Mininno
- Executive Committee member Thierry Roland's speech

Minutes of the Annual General Meeting held on Tuesday 3 June 2025

1. Welcome and President's message
2. Approval of the minutes of the previous General Meeting:
 - There being no quorum, the Ordinary General Meeting is closed and the Extraordinary General Meeting is opened by the Chairman.
2. Approval of the minutes of the previous General Meeting:
 - The minutes are approved.
3. Annual report on the Association's activities by the Board of Directors, represented by the General Secretary
4. Annual accounts
 - a. Report on the annual accounts by the Board of Directors represented by the Treasurer General Roland Christnach
 - Roland Christnach thanks the Supervisory Committee and Deputy Treasurer Alain Back and Secretary Vera Antunes for their cooperation. He explains that the financial result is down, mainly due to the increase in payroll costs and the reduction in directors' fees.
 - Alain Martin asks whether the increase in membership fees in April has caused many members to leave. Roberto Mendolia replies that only around ten members have left for this reason.
 - b. Christian Hoeltgen of the Mutuelle de l'ALEBA explains that he has identified a shortfall of around 600 members and requests clarification. In response, Roberto Mendolia and Yves America explain that this was due to around 300 members not paying their dues and around 300 members paying by card.
 - c. Report of the Supervisory Committee represented by Lucien Elvinger
 - After checking the invoices and asking questions which were satisfactorily answered, the Supervisory Committee recommends that expenditure be reduced and that discharge be given to the Treasurer.
 - d. Report of the Statutory Auditors

- *As the auditor is not present, this item is adjourned and will be the subject of a new Extraordinary General Meeting.*
- e. Approval of the annual accounts for the year ended 31 December 2024
 - *This item is adjourned and will be the subject of a new Extraordinary General Meeting.*
- 5. Presentation and approval of the budget for the 2025 financial year by the Board of Directors represented by the Deputy Treasurer Katarzyna Rzosinska
 - Katarzyna Rzosinska explains in particular that the Legal department is now outsourced for greater financial stability.
 - Roeland Sprenger expresses his shock at the financial results. He asks how the 2029 social elections will be financed. Roberto Mendolia replies that the accounts presented are burdened by provisions for future years.
 - Christian Hoeltgen criticises the costs of the corporate bodies, and in particular the emoluments paid to the members of the Executive Committee and the Board of Directors. Roberto Mendolia and Yves America reply that this criticism is difficult to accept when one considers the time invested.
 - Laurent Mertz takes the floor. He wishes to acknowledge the commitment of the members of ALEBA and make a few comments:
 - Firstly, with regard to directors' fees: over the last 20 years, its fraction has donated the equivalent of millions of euros in directors' fees to ALEBA. What about large companies like Clearstream or Société Générale, where we also have delegates who should be able to earn us directors' fees?
 - On the subject of outsourcing services: he warns ALEBA not to adopt practices that it is fighting against in other companies.
 - On the subject of the number of members: he felt it would be more accurate to talk about 8,000 members rather than 10,000.
 - Regarding the reduction in the number of members: how long will the Association be able to operate on this model? Is sustainability guaranteed?
 - Roberto Mendolia replies that the low point has been reached and that we will now bounce back. On the subject of the ALEBA staff: yes, we have had to let go of two people and not replace two others following their departure. On the whole, we can say that we have kept costs under control.

- The budget is approved.
6. Discharge of the members of the Board of Directors and the auditor
- *As the auditor is not present, this item is adjourned and will be the subject of a new Extraordinary General Meeting.*
7. Appointment of the approved auditing firm
- *As the auditor is not present, this item is adjourned and will be the subject of a new Extraordinary General Meeting.*
8. Resignations, dismissals, termination of terms of office, appointment and/or re-election of directors
- Alain Martin joins the ALEBA Board of Directors and the Finance Committee.
 - Roland Christnach is stepping down as General Treasurer to become Deputy Treasurer; Katarzyna Rzosinska is appointed General Treasurer.
 - Delphine Nicolay steps down as General Secretary; Nathalie Mininno is appointed General Secretary.
9. Election of members of the Supervisory Committee
- Lucien Elvinger, Gilbert Beffort and Nico Knepper are stepping down from the Supervisory Board; Fabrizio Salucci, Jan Lange and Alain Back are elected in their place.
10. Amendments to the Articles of Association
- Roberto Mendolia presents the association's new articles of association.
 - Fabrizio Salucci notes that the Comité des Sages was not included and asks what its role and powers are. Roberto Mendolia explains that the Executive Committee had given them their mandate.
 - Roeland Sprenger asks whether the 'commercial' name of ALEBA (Association Luxembourgeoise des Employés ayant Besoin d'Assistance) will be included in the Articles of Association. Roberto Mendolia replies that it will not.
 - It is suggested that the number of board members should be limited to one member per company plus one alternate rather than three members per company. Mr Mendolia notes this suggestion and explains that it would be put to a vote by the Executive Committee and/or the Board of Directors.
 - Laurent Mertz asks what language the articles of association will be filed in, and whether the trade union bureau will be included. Roberto

Mendolia replies that the language of submission will be French and that the Trade Union Bureau will not be included.

11. Presentation of the Association's projects

- Thierry Roland offers a few words of encouragement. He hopes that the union members, and in particular the delegates, will bring more members to the Association, which will help to keep it alive. He reminds us that while ALEBA's challenges are evolving, its resources are also evolving, and that it cannot remain static.

12. Miscellaneous

- Jean-Louis Lannoo asks whether ALEBA, through its President, will call for a demonstration on the national day of action on 28 June. He considers that not taking part in the procession would be an admission of weakness on the part of our Association, which is supposed to defend the interests of all workers in the country. He invites Roberto Mendolia to give his opinion.
- Fabrizio Salucci agrees and asks that ALEBA be more visible on this and other issues, in particular the meeting between Prime Minister Luc Frieden and the country's majority unions on 9 July.
- Thierry Roland takes the floor and gives his opinion: he recommends not joining the other unions whose methods he disapproves of.
- The Comité des Sages, through Fabrizio Salucci, Martine Birmann, Alain Back and Jan Lange, explains that it would be hypocritical not to take part in this day of demonstrations on pensions, even though ALEBA has organised round tables and questioned the ministers in charge of the issue on several occasions.
- Frédéric Roveda calls on Roberto Mendolia and asks him to motivate the troops to take part in this day of national mobilisation.
- A vote is held: with 7 votes against, one abstention and 60 votes in favour, the General Meeting decides that ALEBA will be present on the day and will officially call for demonstrations. A press release will be drawn up to this effect.

Closing of the Extraordinary General Meeting by Chairman Roberto Mendolia.

Those present are invited to join the Casino Syndical for a friendly drink.

Annex 1: Roberto Mendolia's speech

Introduction

Ladies and gentlemen of the Board of Directors, the Executive Committee, the Mutuelle Committee, the Pensioners' Association,

Dear Delegates,

Dear members of the Trade Union Bureau,

Dear ALEBA members

Dear colleagues, dear partners,

It is always with great pride, but also with a great deal of clear-sightedness, that I take the floor today to review the past year.

It has been a **pivotal year for our union**, marked by significant victories, internal challenges, and far-reaching reforms in our socio-professional environment.

1. Major trade union successes

Let's start with our most tangible achievement:

- ALEBA's two flagship Collective Labour Agreements (CLAs) were successfully negotiated and signed in the banking and insurance sectors, with significant advances for employees.
- More recently, the Orange CLA was also finalised, despite a complex context.
- In terms of development, we won the social elections at HUT (formerly Caritas) with 4 out of 7 seats, confirming the relevance of our approach on the ground, and the desire of other sectors to finally see ALEBA there.
- Finally, on the legal front, thanks to our partnership with law firm **Mbonyumutwa**, we won an appeal victory concerning teleworking meal vouchers. This ruling will benefit all workers in the country, and not just in the financial sector.

2. Government reforms: a clear and firm position

The year was also marked by a government programme of reforms directly affecting the workplace:

- Pension reform,
- Extension of opening hours,
- Revision of the collective bargaining framework.

On this last point, we must denounce the persistent refusal of the so-called 'representative' unions to invite us to negotiations, even where we have elected delegates.

This strategy of exclusion is unfair and undemocratic, and we will fight it with all the legal and political means at our disposal.

In an uncertain context, also marked by the recent State of the Nation address, ALEBA has maintained a constant line: rigorous analysis, responsibility, and refusal of ideological posturing.

3. Union defence, litigation, and structural issues

- We initiated or defended actions on key issues: lunch vouchers, unfair dismissals, but also hours worked on public holidays, for which we are considering an appeal to the Supreme Court.
- The Banque Havilland case kept our Legal Department busy for many months.
- We are keeping a close eye on bank mergers, where some employers are seeking to circumvent collective labour agreements.
- We remain particularly active on cross-border issues, which are often neglected in bilateral agreements, despite their importance to the country's development.

4. Internal restructuring and reform of the Articles of Association

ALEBA lives exclusively from its membership fees and a few directors' fees paid to its directors in large companies. The latter are declining.

Successive indexations and the increase in the payroll have forced us to rethink the way we operate.

- The legal department has been reorganised. From now on, empathetic employees in the front office will welcome and assist our members while preparing their legal files, and lawyers from the bar will ensure rigorous processing in the back office.
- This new structure ensures greater control, tighter deadlines, and better budget management.
- Our Articles of Association have been revised to comply with the new law on non-profit organisations. We will be presenting the changes to you at this General Meeting.
- A number of lawsuits inherited from the past are still pending and require careful budget management.
- Finally, the terms and conditions of legal assistance and the agreements with partner lawyers have been completely revised to guarantee quality, accessibility, and responsiveness.

5. Functioning of the committees

I would like to pay tribute to the commitment and efficiency of our committees:

- The Members' Committee, which is developing the number of members, partnerships, sponsorship, and exclusive benefits for our affiliates.
- The Treasury Committee, which has strengthened our control and monitoring tools.
- The Development Commissions, which structure and prepare our union presence in every company in the country.
- The Comité des Sages, which prepares an ALEBA strategy on complex issues.

Each contributes to making ALEBA more modern, more visible, and closer to its members.

6. Visibility and new partnerships

Our presence has been asserted in the public arena thanks to:

- Events such as the Business Run, the Salon des Migrations et des Cultures, and soon our Delegates Day.
- New partners, enabling members to obtain discounts or extended reimbursements via our mutual insurance company, making the subscription almost painless.
- Our website brings together all the good deals and advantages available through your membership.

7. Adjustment of membership fees

After five years of stability, we have been forced to adjust our membership fees in order to maintain the quality of our services. A difficult decision, but one that is essential to guarantee our independence and efficiency.

8. Ongoing training for delegates

Increasing the skills of our delegates remains one of our strategic pillars.

This year, training courses were offered in:

- Harassment prevention,
- Negotiation of Collective Labour Agreements and redundancy plans,
- Reading pay slips,
- And many other practical topics that are useful on the ground.

9. New faces and strengthened governance

I would like to highlight:

- The strengthening of our partnership with one of the BCEE unions,
- The arrival of a new General Secretary and a new Treasurer,
- The creation of the role of Membership Manager, responsible for monitoring membership and liaising with our members.

10. Future investments and budgetary caution

An IT budget is planned to modernise our internal tools.

The renovation of our head office is also on the agenda.

All of this while maintaining a reserve to deal with any convictions in cases still in progress.

Conclusion

ALEBA is moving forward. It is evolving. It adapts.

Above all, it remains true to its values: **independence, rigour, dialogue, and commitment to the employees of Luxembourg.**

Thank you for your confidence and your presence.

Let's continue together to build a strong, inclusive, and forward-looking ALEBA.

Thank you all very much.

Delphine, Nathalie... I'm handing over to you.

Annex 2: Annual report on the association's activities by the Board of Directors, represented by the General Secretary Delphine Nicolay

"Ladies and Gentlemen of the Board of Directors, the Executive Committee, the Mutual Association Committee and the Pensioners' Association,

Ladies and Gentlemen Delegates, dear members of the Trade Union Bureau,

Dear members,

It is with great emotion and pride that I present to you today the annual report of our association, in my capacity as Secretary General – and for the last time, since you will be called upon to ratify the appointment of my successor in a few moments.

To make this speech accessible to everyone, simultaneous translation into German will be provided.

I'd like to start by mentioning our activities within the Trade Union Coordination:

Our Coordination unit is actively pursuing the development of our delegations and our members. Composed of Sandra Carvalho, Charlotte Fossoul (currently on parental leave) and Romain Augé, it was strengthened last summer by Christophe Pelot (EMI contract, whose salary is paid by ADEM) and François Guérin on fixed-term contracts. All are committed to their presence in the field.

Two major victories stand out:

- At the social elections last April at HUT (formerly CARITAS), ALEBA won 4 seats out of 7, displacing OGBL.
- Following the CACEIS/RBC merger and the organisation of new elections, the positions of Chairman, Secretary and Equality Delegate were entrusted to ALEBA delegates.

Unfortunately, the “1,000 law” (in companies with more than 1,000 employees, only national unions can appoint a liberated delegate, excluding sectoral unions) continues to restrict our influence, as demonstrated by our inability to free up our President Jean-Louis Lanoo, as the threshold had not been reached. We will continue to fight to change this discriminatory provision.

The coordination is involved in training courses at the EST in Remich, an excellent opportunity to approach various sectors and neutral delegates.

We are continuing our delegation visits to promote the benefits of ALEBA membership, with the invaluable support of COMEX members and retirees who, I would remind you, are very willing to share their experience as guests. It is important to pass on our knowledge to the delegations in place.

Communication and visibility

The Communications team (Léna Pignon, Evgeniia Lisianskaia and Florian Tresch) actively monitors social networks and takes part in all ALEBA events. They are very active in proposing projects/articles and are also responsible for all the events organised by ALEBA, including training courses for our delegates (CSL/EST). Unfortunately, we're seeing a drop in attendance at these training courses in 2025, compared with the buzz after the 2024 social elections. I would like to take this opportunity to inform all our delegates once again that the ALEBA training catalogue remains open and we hope to see you all again at these sessions over the next half-year.

We encourage all delegates to continue to take part in the trilingual courses in the ALEBA catalogue.

Since our last AGM on 13 June 2024, we have carried out a number of actions:

- **21 June 2024:** Meeting with Finance Minister Gilles Roth
- **19 September 2024:** Business Run
- **19 November 2024:** Meeting with the Minister for Health and Social Security Martine Deprez
- **19 November 2024:** National representation: meeting with the Minister of Labour Georges Mischo

- **22 November 2024:** Demonstration: stop tax discrimination against cross-border commuters!
- **23 January 2025:** New Year's reception: our President's greetings to the Spot
- **26 February 2025:** Round table on pension reform in Luxembourg
- **8 March 2025:** Participation in the 2025 Feminist March
- **15-16 March 2025:** The 42nd Festival of Migrations, Cultures & Citizenship
- **22 May 2025:** Meeting with the Director of Taxation Carlo Fassbinder

We offer a wide range of services for your delegations or teams, such as visits by our coordinators to your establishments, or meetings with members of the Executive Committee directly in your staff delegations.

Together with our partners, we have organised online sessions on Luxembourg taxation (with over 150 participants) and offer assistance with Luxembourg and cross-border tax returns.

Services, mutual benefit scheme and secretariat

The secretariat is provided by Vera Antunes, supported by Gloria Dall'Oro (EMI contract, whose salary is paid by ADEM). Together, they manage the accounts, registrations and all requests relating to member benefits.

Various committees have been set up, and the Comex and retired members of ALEBA have shown a keen interest in them. They remain open to all, and we are counting on you to join us and continue to develop our union for all. In particular, the Members' Committee negotiated new partnerships:

- Total petrol card (discount >5c/l);
- EFPA training courses with a 20% discount on continuing vocational training and membership of EFPA Luxembourg;
- ALEBA birth grant increased to EUR 150.

All new members also receive a welcome letter containing details of these benefits.

I would now like to inform you of recent developments within our organisation.

External representation and governance

Since March 2024, ALEBA has had a seat on the CSL in two sectors. Our representatives systematically share issues with the COMEX.

ALEBA currently has 12 employees and a COMEX of 18 members, including:

- Roberto Mendolia, Chairman (staff, office, legal representation);
- Eliane Feller (Foyer), VP Insurance;
- Stéphane Beherlet (Sogeti), VP Connexe;
- Jean-Jacques Rieff (Northern Trust), VP PSF and Communications;
- Frédéric Roveda (Société Générale), VP Banking.

The outgoing Treasurer, Roland Christnach (LaLux), will be replaced at the next Extraordinary General Meeting.

I am also stepping down as General Secretary, and my succession will be submitted for ratification in a few moments.

The HR team will consist of Jean-Philippe Mansard (BIL) and myself. Laurent Tresch (ING) will remain in charge of training.

The Executive Committee

Since the last social elections, it includes: Nathalie Mininno, Thierry Roland, Filipe Branco, Katarzyna Rzosinska, Gilbert Maller, Fabio Loi, Abdallah Chedid, Emilio D'Oriano, Rémy Pellecchia, Steve Melan, Yves America.

Specific committees have been set up to deal with a wide range of issues. The Board of Directors has 60 members, who have met 4 times since July 2024.

Front Office and Legal Affairs

The team consists of Patrick Mendes and Esther Némouthé. Together, they manage members' legal and information requests, with the support of our partner lawyers. With their strong legal, empathy and language skills, they answer members' questions with the support of the legal team represented by our external lawyers, contracted to defend the rights and interests of our members and delegates before institutions and courts.

Over the past year, the following cases were referred to them after approval by the Executive Committee:

- **60 appeals to the CNS**, mainly appeals against declarations of aptitude or refusals to pay financial compensation;
- **9 appeals against the CCSS**;
- **3 appeals against the CASS**;
- **2 CMCM and CNPD files**;
- **8 appeals against ADEM**, for reclassification or disabled worker status, but very few unemployment appeals;
- **13 appeals against the CNAP**, often against refusals to award invalidity pensions;
- **3 appeals to the AAA**, for refusals to pay financial compensation;
- **1 file of a BEI member**;
- **0 appeal against the CEA** concerning discrimination against cross-border commuters in the allocation of family allowances; however we answer to a lot of questions by our members on the phone and by email;
- **And no fewer than 364 cases against various employers**, whether to contest redundancies, false executive status or to negotiate more advantageous settlements for our members.

On average, there is one case of dismissal per day related to the current geopolitical situation and social plans. Added to this is the fact that one in two cases involves situations of harassment or psychological distress (288 cases), which often give rise to appeals against the CNS or steps taken with the ADEM.

Our partner lawyers also provide advice on matters of general interest, particularly for our delegates in the performance of their duties. A case law handed down just one month ago, in May 2025, represents a fine recent union victory: it now obliges employers to grant meal vouchers to teleworking employees. We would like to extend our warmest thanks to Patrice Mbonyumutwa for his invaluable assistance in this matter.

This breakthrough illustrates once again ALEBA's ongoing commitment to the rights of **all employees in Luxembourg**.

Employment

I would now like to turn to the issue of employment since the last ALEBA General Meeting. We are still seeing an increase in individual redundancies, few redundancy plans, and a deterioration in working conditions (burnouts, sick leave, parental leave).

Notable redundancy plans over 12 months:

- **BNY Mellon Luxembourg**: 26/36 redundancies;
- **UBS/Crédit Suisse**: 70-80 redundancies (+70 expected in 2025);
- **Havilland**: 93 (permanent job cuts);
- **IFDS**: 24;
- **Schroders**: 20 in 2025, rising to 50 by 2026.

Despite continuing excellent financial results, outsourcing continues and working conditions are deteriorating. More burnouts, employees being made redundant after returning from parental leave or long-term sickness - it's becoming deplorable. ALEBA is taking or will take a stand via the CSL, social networks and with the Minister of Labour.

Collective Agreements

While the Banking and Insurance CLAs were signed at the beginning of 2024, we recently signed a new Collective Agreement at Orange Communications, a sector in which we had made a breakthrough in 2024.

Our aim is to impose collective agreements in the other sectors, in particular the PFS sector, representing no less than 16,000 employees.

Acknowledgements

Before concluding my activity report, I would like to honour the memory of two former members of ALEBA who have recently passed away: Pierre Back, former Secretary General of ALEBA, of which he was one of the pillars and, in particular, was responsible for its political neutrality; and Arsène Kihm, initially Coordinator within ALEBA and now a member of the Mutual Association, of which he was Secretary. ALEBA already misses both of them.

I would like to express my gratitude to the members of the ALEBA staff, who contribute every day to writing a new chapter in the history of our union.

I would also like to thank:

- **The loyal and committed pensioners:** Jan, Alain, Fabrizio, Martine, Christian, Gilbert, Fernand, Colette, Roeland;
- **The Board of Directors** and the Executive Committee for their collegial work;
- **Our CSL representatives:** Uschi Koch, Laurent Mertz, Sandra Carvalho, Roberto Mendolia.

In conclusion, thank you to all ALEBA members for your continued support. Together, we are effectively defending workers' rights, and we will continue to do so.

I would particularly like to pay tribute to our President Roberto Mendolia who, with exemplary determination, continues to courageously defend our interests in the face of political manoeuvring, always on the front line and with inspiring optimism.

Let us not forget the essential value of politically neutral trade unionism, which ALEBA proudly represents through its concrete actions.

I remain at your disposal for any questions, immediately or later by phone or email.

Thank you to the communications team for organising this event, and to all of you for your attention.

I now give the floor to our Treasurer, Roland Christnach.”

Annex 3: Welcome address by the incoming General Secretary, Nathalie Mininno

"Good evening,

My name is Nathalie Mininno, and I will succeed Delphine Nicolay as General Secretary.

It is with commitment and determination that I take on this role, aware of its importance: to defend the interests of all employees in Luxembourg.

I wish to continue the spirit of listening, dialogue, and collaboration that characterized my predecessor's term, while strengthening the presence and effectiveness of our union in the face of future challenges.

I am attentive to your expectations and remain fully committed to working for the collective interest of our members."

Annex 4: Speech by Executive Committee member Thierry Roland

"Dear colleagues,

Dear delegates,

Dear members of the Board,

It is with both pride and a sense of responsibility that I address you today, on behalf of our Commission, at a time that is both pivotal and full of promise for ALEBA.

Today, our union proudly counts over 10,000 active members - a solid foundation, united by shared values and unwavering commitment. Since March 2024, we've seen a 1% growth in membership - an encouraging sign - even if we must also acknowledge a 1% decline since December, reflecting an increasingly dynamic and challenging environment for union engagement.

Yet behind these figures lies immense potential: over 55% of our members fall within the 30 to 58 age brackets - a generation that is still very much active, experienced, and ready to pass on its knowledge.

With this in mind, we have developed a strategic booklet to support our delegates in recruiting new members.

We also organized targeted training sessions in November and December 2024, aimed at further professionalizing our work in the field.

In parallel, we secured strategic partnerships with actors like Circle K, Just Arrived, and the certification centre EFPA Luxembourg - trusted partners that strengthen our visibility, credibility, and collective impact.

But today, I want to go beyond numbers and strategy to make a sincere and hopefully unifying appeal. I call on each of you—delegates, board members, engaged members—to actively recruit new members. **Our shared goal: a 20% growth in membership per year.**

Why aim so high?

Because we belong to the baby boomer and Generation X cohorts—generations that know the value of unionism. We’ve lived through labor struggles, we understand the underlying issues, and we’ve defended rights that are now taken for granted.

But this generation – our generation – is slowly but surely approaching retirement.

We must now prepare the next generation to take over.

Yet this new generation will not wait on us. They are hyper-connected and highly demanding; they care deeply about causes that were barely discussed in our early days:

- Environmental sustainability,
- Diversity and inclusion,
- Ethical responsibility,
- Rejection of rigid schedules,
- A strong desire for work-life balance,
- Hybrid, flexible work environments that align with their values.

These aren’t passing trends. They are foundational values – and a modern union must be ready to defend them.

Yes, the challenges are evolving – but the union mission remains. And this is where ALEBA has a vital role to play. We must be a union that engages in dialogue, that innovates, that respects its history, while boldly embracing the future.

A union that builds bridges between generations, protects hard-won social achievements, and imagines new protections adapted to tomorrow’s realities.

I firmly believe that ALEBA can – and will – be the bridge between yesterday and tomorrow.

With social dialogue as our tool and our values as our foundation, we will



continue to fight for social justice, tangible solidarity, and a dignified future for every generation.

Colleagues, the future is not a threat, it is a promise.

And with ALEBA at the heart of change, we will keep that promise, together.

Thank you.”