



INSTALLERS' SUMMIT

17 – 18 October 2019, Montreux, Switzerland



GCP EUROPE
The voice of efficient building engineering services



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AIE Annual General Meeting

17 October 2019 | Montreux

Statutory Documents

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AGM 19-01

ANNUAL GENERAL MEETING I AGENDA

17 October 2019 | Montreux, Switzerland | 15:30 – 17:30

1. Welcome by the President	G. Constantin EIT.Swiss
2. Verification of registration of delegates	G. Constantin EIT.Swiss
3. Nomination of scrutinizers	G. Constantin EIT.Swiss
4. Approval of the agenda AGM 19-01	G. Constantin EIT.Swiss
5. Approval of 2018 AGM minutes AGM 19-02	G. Constantin EIT.Swiss
6. Report from Management Committee	G. Constantin EIT.Swiss M. Bailey ECA A. Delepoulle FFIE
7. Assessment of 2019 achievements AGM 19-03	G. Concas AIE
7a. Report from Task Forces & Working Groups I. Policy II. Technical III. Value Chain IV. BIM V. Budget	A. Delepoulle FFIE E. Tianen STUL M. Bailey ECA J. Martinsson IN G. Constantin EIT.Swiss
8. Setting of 2020 Objectives AGM 19-03	G. Concas AIE
9. Presentation of Management Committee financial oversight practices & of 2018 audited accounts and balance sheet AGM 19-04 , AGM 19-06	M. Bailey ECA G. Gran NELFO
10. Approval of the accounts and discharge of the Board	G. Gran NELFO
11. Presentation of forecast December 2019 and of 2020 draft budget AGM 19-05 , AGM 19-06	G. Gran NELFO
12. Approval of the 2020 budget	G. Gran NELFO
13. Welcome to external guests	G. Constantin EIT.Swiss
14. Presentation of AIE's new name and next rebranding steps	G. Concas AIE
15. Next year's AGM	G. Concas AIE
16. Any other business, group picture	All members



MINUTES

Council of Delegates | 21 September 2018 | Stockholm, Sweden

1. Welcome by the President

Thomas Carlsson introduces himself as AIE's President representing Sweden for those who are attending the General Assembly for the first time. He thanks the Swedish association for hosting AIE and the event in Stockholm. He also thanks the associations who are not AIE members, but have travelled to join us for our annual event – this includes the NECA from the US, ECASA from South Africa, EETEL from Estonia, and RSI from Iceland.

2. Verification of the registration of delegates

Under AIE's statutes, the General Assembly can be held when 50% of its members are present and have registered to vote, with each member country has the right to one vote. The voting registration filled out by member countries before the meeting begun shows that all AIE members are present and the meeting can be held.

3. Nomination of scrutinisers

Thomas Carlsson asks for volunteers for scrutinisers – as per AIE tradition the current and next hosts of the General Assembly are the scrutinisers, therefore a representatives of Installatorforetagen and Simon Hammerlei of VSEI volunteer. These two scrutinisers are confirmed by Thomas Carlsson.

4. Approval of the agenda

Giorgia Concas suggests rearrange a couple points on the original agenda. At this point, we have already addressed points 3 (verification of registration of delegates) and 5 (nomination of scrutinisers) on the original agenda, in order to ensure that the General Assembly is in accordance with AIE statutes. Giorgia Concas suggest moving onto point 6 (approval of minutes of last year's General Assembly) next and taking the following structure for the rest of the agenda:

- a. Looking at AIE's past and present – both from a content and financial point of view
- b. Looking at AIE's future – again, both from a content and financial point of view
- c. Board elections
- d. Extraordinary General Assembly – votes on minor changes to AIE statutes
- e. Preview from our hosts of next year's General Assembly in Montreux, Switzerland

This agenda is approved by all voting members.

5. Approval of the minutes of 2017 General Assembly

Thomas Carlsson asks the General Assembly to approve the minutes of last year's General Assembly in Vienna – all voting members approve.

6. Appointment of Secretary General



Thomas Carlsson explains to the General Assembly that AIE has had a new Secretary General, Giorgia Concas, since April, as per the service agreement with SolarPower Europe. He then introduces Giorgia Concas, along with the new Communications Advisor, Alyssa Pek, to the General Assembly and they both say a few brief words about themselves.

Giorgia Concas explains that she has over 10 years of policy experience in the energy sector, working as a Senior Policy Advisor for SolarPower Europe. She is eager to bring this knowledge to AIE, and has already been very active since entering into this role in April.

Alyssa Pek discusses her experience in communications in both the energy sector, with SolarPower Europe, and beyond, with various other associations. She explains that she has deep knowledge of digital communication platforms, such as Social Media, website design, and graphic design, as well as more classical communication platforms, such as press releases and news articles. She sees great potential in AIE and is happy to be working with the whole AIE team.

Thomas Carlsson explains that as per AIE statutes, a new Secretary General must be appointed by the General Assembly and asks all members to vote on the appointment of Giorgia Concas as AIE's Secretary General – all members vote yes.

7. Report from the Management Committee

Martin Bailey overviews the transition that AIE has undergone this year to its new Secretariat in Brussels. He explains that at last General Assembly, the previous Secretary General of AIE, Evelyne Schellekens, announced that she would be leaving AIE and the General Assembly appointed the Management Committee, composed of Martin Bailey, Thomas Carlsson, and Gerard Constantin, to find a solution. A decision was taken to outsource AIE's secretariat via a service contract, and after many interviews, the Management Committee selected SolarPower Europe as a service provider, with Giorgia Concas named as Secretary General and Alyssa Pek named as Communications Advisor. Between January and March 2018, there was a content and practical handover between the old and new secretariat, facilitated by the Management Committee. In early March, there was an announcement to AIE members and the outside world that AIE was changing secretariat, and on 1 April, Giorgia Concas and Alyssa Pek officially started in their new roles.

Martin Bailey outlines the three main pillars of this service contract:

- i. **Simplification:** AIE now has one contract that covers all essential needs, including staff, accountant, office space, IT equipment and support, office insurances, etc.
- ii. **Professionalism:** SolarPower Europe is an established association on a growing trend, and AIE now has access to their expertise and advice to unlock the potential of the association.
- iii. **Resource Efficiency:** as the new offices are in the center of the Brussels Bubble, there is now facilitated access to information and intelligence to policy and energy stakeholders.

Thomas Carlsson explains that since the new secretariat began their roles in April, there has already been substantial improvement on both the policy/content and communication fronts. In terms of policy/content the frequency of policy updates for AIE members has increased, and their quality as well as layout has been approved. The new secretariat has also introduced webinars as a new service



to provide supplementary information to AIE members. AIE has now also managed to position itself, both alone and with other stakeholder associations, on new topics/areas including electromobility and digitalisation. On the communications side, the new secretariat has made big steps forward, with significant improvements to the design and content of the website and newsletter. AIE is also now active on social media, which is a tool that is increasingly important for visibility and influence in Brussels. Giorgia Concas has also increased the number of AIE speaking opportunities, representing AIE at a few very high-level conferences this year.

8. Assessment of AIE's 2015-2018 Strategic Roadmap

Thomas Carlsson explains that in 2015, Evelyne Schellekens, Giorgia Concas's predecessor, prepared a 3-year strategic roadmap for AIE, which served as the basis for the work of the association. This roadmap focused on the main subjects and EU policy areas that have an impact on our sector, detailing how AIE engages on these issues. The roadmap also included, albeit to a lesser extent, AIE communication and cooperation with the external world, with our stakeholders and neighbouring sectors, AIE internal work/cooperation with and communication towards its members, as well as the financial and membership aspects of our association.

Content & Policy

- The main area of work for the AIE throughout these past three years has been so called "Energy Union" legislation. During these past few years, EU institutions have revised important pieces of energy legislation related to energy efficiency, renewables, electricity markets and more, to support the decarbonization and the decentralization of energy in Europe. AIE has actively influenced this revision process from the initial stakeholders' consultation phase to the negotiations and adoptions stages. We have worked alone, but more often in cooperation with partner organisations, such as the other installers' associations, GCP Europe and AREA.
- AIE has followed also more specific product policy and standardization initiatives. Product policy initiatives are mainly energy labeling and eco-design rules for specific appliances. As Terje Hanssen will explain later, at every technical task force meeting there is an exchange of information about relevant standardisation activities and the task force has followed the development of eco-design rules for lighting products, solar PV, building automation and control systems etc.
- AIE has held several discussions, including tomorrow's conference, on the impact of digitalization on our sector. The paper shown on the slide is a manifesto we co-signed with organisations in the construction sector asking EU policy makers to support the digitalization of our sector. As you will hear later from Kris Van Dingenen, we have even established a working group to maximise the benefits from the growth of Building Information Modelling for installers in Europe.
- A topic that AIE has recently engaged in is electromobility. Alexis Delepoulle will explain later what exactly we have achieved in this area.



- Another important topic we have been active on is health and safety. We organised numerous exchanges of information about electrical safety standards across Europe and we also contributed to data collection on electrical fires in residential buildings. Evelyne Schellekens chaired a Forum for Electrical Domestic Safety for a few years.
- Last but not least, AIE has worked on the enhancement and the promotion of electricians' skills in Europe. We have been part of an EU project developing on-line training modules for electricians on home automation and smart meter technologies (SMARTEL project) and we have participated in EU Competitions for Young Electricians, with Adrian Sommer from Switzerland and his experts team preparing the actual competitions, with the secretariat cheering on the competitors and promoting their work on social media during the actual competitions.

Representation & External Communications

- AIE has connected with an extensive network of stakeholder organisations on various topic areas:
 - Electrical Value Chain – EUEW
 - Building Value Chain – GCP Europe, EBC, Orgalime, Lighting Europe
 - Electricity Sector – Eurelectric, SolarPower Europe
 - E-mobility Sector – Charge Point, Renault Nissan, ABB
 - Fire Safety Stakeholders – Fisuel ECI
 - Electrical Installation Sector – EuroSkills
- The main channel to communicate about and promote our sector has been our newsletter, recently revamped by the new Communications Advisor, Alyssa Pek.

Communication with Members

- Our internal AIE communication has relied on:
 - Website – Members are and Dropbox to exchange information, intelligence and documents.
 - Info-Flashes – recently renamed policy updates, this has been used to inform members about important discussions or decisions in Brussels.
 - Meetings of the Working Groups and Task Forces, along with annual events such as the General Assembly.

Finances & Membership

- The area where AIE has underperformed is finances and memberships. We have lost a few members from Southern Europe, and our income has thus decreased, forcing us to use part of the reserves. We will have to work much harder on this front in order to bring AIE back on a growing trend.

9. Report from Task Forces & Working Groups



Giorgia Concas explains that AIE currently has three main Working Groups that guide AIE's activities: the Energy Working Group, the Technical Working Group, and the Value Chain Working Group, which includes the BIM Working Group. At a Board meeting in May, it was decided that it was in fact more accurate to rename the Task Forces to Working Groups, as these are ongoing projects with no definite end date. On top of this, to clarify the difference between the Energy and Technical Working Groups, the Energy Working Group has been renamed the Policy Working Group. AIE also hopes to create a Budget Task Force, which will be charged with the mission of supporting the Secretariat on financial issues by reformulating the membership fee formula and seeking out financial diversification opportunities.

Alexis Delepoulle discusses that he was named the new Chairman of the Policy Working Group at a Board meeting in May, thanking his predecessor Francis Bouquillon and stating that he is thrilled to take on this new role. He explains that Working Groups are important fora where AIE members can engage, shape the conversation, and influence the activities of AIE. It is by participating in AIE Working Groups that members can therefore maximize the value and benefits of their AIE membership. He also outlines the topics covered by both the Policy and Technical Working Groups, explaining that although they cover many of the same topics, each Working Group will discuss a different aspect of this topic. For example, when discussing solar PV installations, the Technical Working Group will discuss operation and maintenance or fire safety, while the Policy Working Group will discuss regulatory framework for self-consumption of solar energy. Ultimately, product policy and standardization are the only two topics that are dealt with only by the Technical Working Group.

Alexis Delepoulle then outlines the three main objectives of the Policy Working Group:

Firstly, it is to share information about EU and national policies and legislation. This can be both done through internal presenters or external speakers who are specialized in a specific policy issue. For example, at the latest Policy Working Group meeting in May, a representative from Eurelectric specialized in the Primary Energy Factor came to give an update about the status of legislation and potential impacts. This exchange of information is crucial for the Working Group to decide what its priorities will be and how/if they will take action.

Secondly, the Working Group supports AIE positioning as an important stakeholder in Brussels. At the last Working Group Meeting in May, the decision was taken to submit AIE's application to the Platform for Electromobility, which was ultimately accepted. Other discussions about who to engage with, what tools to use, and other potential platforms that AIE could join are also in the conversation.

Finally, the Working Group aims to support definition and promotion of AIE's position on relevant files. Using the expertise of the Working Group members in the national context, we aim to apply this to the EU level so that AIE can best represent electrical contractors in Brussels. Recent positions developed by the Working Group, such as lowering the PEF or removing trade tariffs on solar modules from Asia, have been successfully adopted by the EU institutions and therefore will benefit electrical contractors in their respective countries.

Terje Hanssen, Chairman of the Technical Working Group, outlines the key objectives of the Technical Working Group:



Firstly, the goal of the Working Group is to share and improve technical knowledge. This is facilitated both through discussions at meetings as well as through site visits, which give the Working Group members a more hands-on understanding of certain issues.

The Working Group also aims to support AIE on technical aspects of EU policies and legislation. As the secretariat has not had any practical experience in the electrical sector, it is crucial that the Working Group is able to provide their expertise to support AIE's positioning on certain issues that require a more technical point of view to be successful. For example, the Technical Working Group has recently contributed to the SolarPower Europe report on PV operation & maintenance, providing their on the ground expert knowledge on Best Practices for the operation & maintenance of distributed solar.

Next, the Working Group promotes electrical contractors' interests in the field of standardization, mainly through IEC and CENELEC. At each meeting, there is a comprehensive update on what is happening in these fields for Working Group members to take back to their respective countries and decide if AIE needs to take action.

Promoting electrical safety and periodic verification is also a main objective of the Working Group, which is expanded upon on various issues from e-vehicle charging points to Building Automation Controls. This is important to see if there are any common issues arising across Europe to see if AIE needs to take action at the EU level.

Ultimately, the Working Group is important for AIE because of its human aspect – the Group is there to provide the opportunity for its members to learn from the experiences of electrical contractors in different countries and build relationships across borders.

a. Energy Task Force/Policy Working Group

Alexis Delepoulle explains that 2017 and 2018 have been a transition period for the Working Group, as both the AIE secretariat and the Working Group chairman have changed – nevertheless the Working Group has been active and AIE has done some intense policy work.

The Working Group supported the positioning of AIE on several policy topics, by providing input to several papers. AIE wrote two papers this year, one alone and one with a group of stakeholder associations, on electromobility. One paper calls EU policy makers to agree on legislation that supports transport electrification, while the other makes recommendations to national policy makers on how to roll-out minimum EV infrastructure requirements set by EU legislation, the new Energy Performance of Buildings Directive (EPBD). With these two papers, AIE has positioned itself as a key stakeholder on the electromobility debate in Brussels, and as a result, our association has been accepted as a member of Europe's Platform for Electromobility and Giorgia has been invited to bring the electrical contractors' voice to the annual conference of AVERE, the European association for electric vehicles. Members of this Platform include electric vehicle manufactures (Renault Nissan, Tesla), technology providers (ABB, Alstom), charging point companies (BlueSolutions, ChargePoint), environmental NGOs, electrical utilities and associations from the electrical sector. This Platform therefore gives AIE the opportunity to be among powerful stakeholders to increase the association's visibility and influence.



The Working Group has also provided input to a joint paper providing recommendations on national measures to improve electrical fire safety and meet the objectives set by the new EPBD. As a result of the efforts to position AIE on the fire safety debate in Brussels, Giorgia has been invited by the EU Commission to be a members of the EU Fire Information Exchange Platform, which was set up in the aftermath of the Grenfell Tower accident. Members of this Platform include the EU Commission, national governments representatives and lobbying organisations. AIE has the opportunity to bring the expertise of electrical contractors to this issue, with Best Practice examples and recommendations gathered from national association marks.

We have also written a paper with GCP Europe, which was finalized yesterday during the joint AIE-GCP Europe meeting in Stockholm, which discusses the importance of inspections during the implementation phase of the EPBD.

Further to publishing papers, the Policy Working Group has also given the green light for AIE to participate in several advocacy campaigns with other lobby associations and companies. The Electrification campaign, organized by mainly electrical utilities and associations representing renewable electricity technologies, promotes the message that as the electricity mix becomes cleaner thanks to renewable energy, it makes sense for the EU to adopt policies to electrify transport, heating and industrial processes whenever this is proven efficient. Another campaign that AIE has joined is the Small is Beautiful Campaign. Members of this campaign include associations representing decentralised energy technologies and associations representing local actors, which aim to include the specificities of small-scale energy technologies in EU energy legislation in order to level the playing field against large scale, centralized power plants. This has been a quite successful campaign, with adopted EU legislation, such as the Renewable Energy Directive, including favourable rules for small-scale energy technologies. Finally, AIE has been part of the campaign against the EU's Minimum Import Price on solar cells and modules from Asia along with over 200 other companies and associations. This campaign was also successful, with the EU Commission removing the Minimum Import Price earlier this month.

This Working Group is also used by Giorgia to inform AIE members about EU policies with an impact on the sector. Taking the famous Clean Energy For All Europeans Package for example, which includes many different pieces of legislation, the Working Group has supported Giorgia's policy work by pinpointing issues that are a priority for electrical contractors. One issue that has emerged from this Package is the Smart Readiness Indicator (SRI), which may become a driver for building transformation in the future. This will most likely be realized as a label indicating to what extent buildings can adapt their operations to the needs of the occupants and of the grid. AIE had developed a similar tool years ago, and we were able to present to the EU Commission our input on the SRI by explaining how we devised this tool. Another important issue that AIE has been working on in this Package is the Primary Energy Factor. AIE has advocated for many years in favour of an EU review and update of the PEF value for electricity, considering the increasing share of renewable energy in Europe's electricity generation. Although a lower Primary Energy Factor (PEF) of 2.1 was adopted when certain pieces of legislation were pushed through, the implementation of the PEF will continue to be an issue that AIE will follow closely.



Finally, the Working Group has been used as a platform for AIE members to support each other in the context of national regulatory debates by exchanging information and best practice examples from several countries. An example of this is the recently organized information gathering exercise to support the French members in the context of the ongoing debate about collective self-consumption rules in France.

b. Technical Task Force/Working Group

Terje Hanssen, explains that similar to the Policy Working Group, 2017 and 2018 has been a transition period for the Technical Working Group due to changes in the AIE Secretariat, nevertheless it can proudly report to the General Assembly on several activities.

Firstly, the Working Group has met twice this year, and at both points the discussions were enriched via the contribution of external speakers, CONSUEL, ByNubian and Autarco, who shared information and experience respectively about fire safety, IoT, and solar operation and maintenance. We also coupled one of the meetings with a very interesting site visit of a smart building and grid project.

In addition to physical meetings, the Working Group recently held two webinars. One webinar was focused on the experts' recommendations for the operation and maintenance of small-scale solar projects, and the other was based on experts' analyses of the small-scale battery storage market.

The Working Group has also supported the writing of three papers, two of which, on electromobility and fire safety, have already been mentioned by Alexis Delepoulle in his report on the Policy Working Group. The third paper was written to influence the EU Commission work on product policy measure for solar, or eco-design and/or energy labeling. EU product policy is a topic that the Technical Working Group discusses on a regular basis, as there has been an increasing willingness on the part of the EU Commission to introduce measures not for products themselves, but rather for systems, which are composed of several products. System measures would shift the implementation responsibility from manufactures and importers on to installers, greatly impacting our sector and business.

On top of the above-mentioned topics, the Working Group has discussed on a regular basis developments on the EU standardization front. These discussions are useful to identify any possible issue and need for joint actions to influence the standards to represent our interests.

All papers produced by both Working Groups are available on the AIE website on the tab Position Papers. All relevant internal documents of the Technical Working Group are available on the Working Group's Dropbox.

c. Value Chain Task Force/Working Group

Karl-Heinz Bertram introduces the Value Chain Working Group, which has so far been composed of only himself as chairman and explains that moving forward he would like to create a stronger structure and broaden this Working Group to other AIE members. Up until now, the objectives have been to collect and share information and intelligence from the electrical value chain, with updates during Board meetings, and to support increase in AIE outreach & visibility with high-level contacts on the electrical value chain.



One way this is done is through attending events across the value chain, such as the European Electrical Wholesalers' (EUEW) annual convention, which was attended by both Karl-Heinz and Giorgia this June. This event was an excellent opportunity to meet with high-level stakeholders in the sector and learning about trends and challenges that will also impact us downstream on the installation side.

A major theme of this convention was the need to adapt the value chain and embrace digitalisation. With E-Commerce becoming more and more mainstreamed, the service and margin model of the electrical contractor must adapt as more information means higher price transparency for the customer and the option of customer self-procurement. We need a digital value chain with total digital workflow for the electrical contractor, with access to data and platforms to deliver future services. Moreover, partners might also become competitors for the associations by delivering new services – therefore, associations might also find it necessary to develop their business models to keep up.

We therefore see it crucial to further strengthen this Working Group by bringing more knowledge and expertise to the table so we can help shape the best possible future for electrical contractors. We will keep you updated over the next months about news on this Working Group and opportunities to participate.

d. BIM Working Group

Kris Van Dingenen explains that Johan Martinsson, the Chairman of the BIM Working Group, was not available to come today so he is filling in for him to give the update on the BIM Working Group. Both AIE and GCP Europe feel as though electrical and mechanical contractors should be more actively influencing BIM adoption across Europe, which is why this Working Group has been created. There have so far been two meetings this year, one in March and one in June, which have served to identify the main points of BIM regarding installers. This includes BIM benefits and challenges, Working Group vision, Working Group Chairman, and tentative action points at EU and national level.

A third meeting was held yesterday within the framework of the Installers' Summit, which looked to finalise action points and distribute tasks. One of the main priorities in terms of installers and BIM is creating a common language that stakeholders across the value chain will be able to understand and put in place. In Belgium for example, they have launched a 'BIM library' that aims to standardise the objects that are used in a BIM project, which facilitates the cooperation of multiple contractors across the value chain on a single project.

AIE will keep all members updated on the initiatives and results of the BIM Working Group over the next months.

10. Presentation of the 2017 financial report

Gunnar Gran, AIE's Treasurer, overviews the 2017 balance sheet of AIE, which shows that the association ended the year at -34,843.01€. He explains that the majority of this loss is due to the cancelling of debts of all the unpaid fees from former members (Italy, Hungary, Spain, and Slovenia)– without this the deficit would have only been -10,957.89€. We are now, however, free from old credit and can move AIE's finances forward. Due to accounting errors, there are some mismatches between forecasts and results, yet, these mismatches ultimately more or else cancel each other out.



This includes for example not accruing the former secretariat's holiday pay and bonuses as well as the former accountant's services for some months in 2017.

11. Report of the auditors

Kris Van Dingenen and Philippe Riffaux, AIE's nominated auditors, present their audit reports. Both auditors confirm that they have no objections or concerns about AIE's 2017 financial books and that everything is in order.

12. Announcement of the use of external auditors for 2019

Thomas Carlsson explains that going forward, AIE will now use external financial auditors. This will simultaneously relieve a burden on members while elevating professionalism, which will be reassuring for members and the Board. Furthermore, an external view will also help AIE to improve its financial affairs. There are no objections to this proposition.

13. Approval of the accounts and discharge of PCC members

All voting members approve the 2017 financial accounts and discharge the PCC members.

14. Update on the financial situation 31 August 2018 and forecast December 2018

Gunnar Gran overviews the financial situation of AIE up to 31 August 2018, explaining that expenses will be more or less in line with forecasts.

All 14 members have paid their fees, however, the invoices still need to be reissued with VAT. At the last General Assembly, members agreed to pursue a VAT number for AIE for two main reasons; this would save AIE a lot of money in VAT on the service contract and other payments, and this allowing AIE to recuperate VAT retrospectively from the last three years. While having a VAT number does not impact other associations also with a VAT number, there is a possible impact on those who do not have a VAT number and would therefore have to pay an additional 21% on their invoice. However, bear in mind that even if AIE did not have a VAT number, national associations would still need to declare the membership fee to their fiscal authorities and pay VAT to them. Yet, as AIE is re invoicing its 2018 membership fees, it will exceptionally offer discounts to certain members who do not have a VAT number and who are not able to pay the additional 21%.

Due to this discount, AIE will close the year with a larger than foreseen deficit at the end of the year of -33,916.86€. Without this discount, we would have been in line with expectations. We realise that this is not sustainable and we must therefore find a long-term solution, which is why AIE will establish a Budget Task Force, a matter which the General Assembly will vote upon later in the agenda.

15. Presentation of AIE's 2019-2021 Strategic Plan

G rard Constantin discusses that the new Strategic Plan is much more comprehensive than the one which is currently coming to an end. We need to have a 360  plan, looking into all aspects of the association and setting clear objectives for growth in order to make AIE the strong association that our growing sector needs and deserves.

There are two main pillars of this Strategic Plan:

1. Enhance AIE representivity and credibility



In order for AIE to truly be European, we must represent all regions of Europe not solely central and northern Europe as our membership currently stands. By doing so, we will become a more credible interlocutor for the EU institutions with EU policy makers being more likely to contact us, involve us in relevant debates, and to accept our invitations to be part of our debates/events.

To reach this objective, we must acquire more members without aiming to dramatically increase our income from membership fees, as the associations from southern and eastern Europe have limited financial resources. Consequently, we must look for alternative revenue streams to grow our budget in order to compensate for the limited income coming in from membership fees. By 2021, we hope to increase to 18 members, up from 14 today.

2. Make AIE the authoritative sector representation both for the sector itself and for policy makers

We must become a reference for our sector and for policy makers. Our own sector across Europe needs to know that we exist and the value of AIE membership. Policy makers should know what we stand for, our needs and asks, so that they can bear us in mind when discussing relevant policies.

16. Presentation draft budget 2019-2021

Giorgia Concas presents the draft budget for 2019, showing that there will be a smaller budget deficit than in 2017 and 2018 of -23,100.00€. Fixed costs will increase in 2019 in order to invest in rebranding and communication outreach as well as business development, collecting sponsorships and extra-contributions income. The sponsorships and extra-contributions income are necessary for AIE to compensate for decreased income from membership fees due to the VAT issues. Although we hope to have this problem solved by the time we issue the 2019 invoices to members thanks to the Budget Task Force, we have taken a pessimistic assumption that either a membership fee reform doesn't go through or it does not bring income back up to 2017 levels. We therefore are unsure at this moment of the total income from membership fees, and must therefore vote on this preliminary budget at today's General Assembly and perform an interim budget check in Spring 2019 once the membership fee invoices have been reformed and sent out.

In 2020, we foresee that the budget will once again be balanced after several years of deficit. Our investments in communication in 2019 pay off, and income from new members and from cooperation with cooperates increases, giving us a higher total income. This year the General Assembly will be held in Brussels, and we plan on focusing our efforts on sponsorship to fund the event.

In 2021, we foresee a small budget surplus of +7,500 thanks to the investments in the past two years and stable income from associations and corporates to cover all fixed/operational costs.

17. Approval of the budget 2019

All voting members approve the presented preliminary 2019 budget, provided that there will be an interim budget check in Spring 2019.

18. Creation of Budget Task Force



All voting members approve the creation of the Budget Task Force. The members of this Task Force are: Gérard Constantin (VSEI-Switzerland), Gunnar Gran (NELFO-Norway), Alexis Delepouille (FFIE-France), Alexander Neuhauser (ZVEH-Germany), Pedro Perreira (APEL-Luxembourg), and Christian Atzmüller (WKO-Austria). The selection of these specific members reflects the diversity of small, medium, and large countries both with and without a VAT number in order to ensure an unbiased and inclusive outcome.

19. Election of AIE officers

As the outgoing President, Thomas Carlsson, has fulfilled his mandate, there is a need for elections. Janne Skogberg also announces that he will step down from the Board. The proposed changes in the Board are the following:

- President – Gérard Constantin
- Vice-President – Martin Bailey
- Member of Management Committee – Alexis Delepouille
- Member – Karl-Heinz Bertram
- Member – Gunnar Gran
- Member – Thomas Carlsson

All voting members approve the proposed Board.

20. Any other business

It is announced that the next General Assembly will be held in Montreux, Switzerland on the 16-17 October.

EXTRAORDINARY GENERAL ASSEMBLY MINUTES | 21 SEPTEMBER 2018 | STOCKHOLM

1. Verification of presence quorum

According to AIE Statutes, an Extraordinary General Assembly can be held when 75% of its members are present. Each member country is entitled to one vote. The registration sheet shows that all of AIE's members are present and the Extraordinary General Assembly can be held.

2. Proposal of modifications to AIE statutes

- a. Change of address to AIE's new offices at rue d'Arlon 69-71, 1040 Brussels, Belgium (Article 3)
- b. Change of naming of AIE's internal governance to align with other trade associations in Brussels
 - Policy Coordination Committee becomes Board
 - The Council of Delegates becomes General Assembly
 - Energy Task Force becomes Policy Working Group
 - Technical Task Force becomes Technical Working Group
 - Board Members become:



-
- President
 - Vice-President
 - Member of Management Committee
 - Member
 - Member
 - Member
- c. Clarification of the mandate of the Board
- Each Board Member when elected will serve for a mandate of three years
 - The Past President and Working Group Chairmen are not automatically a Member of the Board but can be invited to Board Meetings (Article 12.04)
 - Deletion of Article 8.04
 - More stringent requirements on the Board monitoring of the Secretariat (Article 11)
 - More general procedure for when a Board member can no longer fulfill its mandate (Article 14.05)
- d. Clarification of Member's resignation deadline
- Members must resign before the 1 June so that the Secretariat can adequately prepare the budget for the following year to be voted on at the fall General Assembly
- e. Clearer rules on the registration procedure for the General Assembly
- Members must now register and sign a registration sheet before the beginning of the General Assembly to fulfill the quorum

3. Vote on the proposed modifications

All voting members approve the proposed changes.



WORK PLAN 2019-2021: PROGRESS AND NEXT STEPS

At the CoD 2018, AIE members unanimously adopted a new Strategic Plan covering the years 2019, 2020 and 2021.

The Plan, titled “Shifting up a gear”, has the objective to take the association to the next level, enhancing its representativity and credibility, and turning it into THE authoritative sector representation in Europe.

The Plan has some sub-objectives in all relevant areas, both for 2021, the end-year of the Plan, and for 2019, the first year of the Plan.

AIE has achieved and even overshot some 2019 targets and is about to reach some others, while a few objectives are proving more challenging.

2019 ACHIEVEMENTS

Rebranding

An important objective which has been reached this year is AIE rebranding.

AIE needed to refresh its identity in order to gain more visibility and enhance its reputation. Our association deserved an ambitious, modern and clear name, away from a cryptic, difficult to spell, French acronym. Our very static and limited website also needed an overhaul, as we want a website which shows how dynamic and active our association is.

Following the greenlight obtained at last year’s CoD, with the support from the Management Committee we hired an agency, who guaranteed the delivery of the needed products for a price which was within budget for us (approx. 15,000 EUR). AIE members were given the possibility to provide input and express their preference for a new name and logo, particularly during a first brainstorming workshop and a General Secretaries meeting, and via two on-line surveys.

Today, we are close to the finish line: we have selected our new name and logo, and we are building our new website and organising a drinks reception to unveil our new identity to our stakeholders in Brussels.



Our new name will be EuropeOn. The combination among the word “Europe”, the word “On” with the O reminding of a power button, and the tagline “electrical contractors association” will provide the necessary information about who we are and what we represent,

the sector powering Europe’s economy and society. Our new name is positive, energetic and ambitious. It complements well the name of the well-known European power utilities’ association: [Eurelectric](#). Our new logo is colourful and based on trendy and relevant colours, blue for electricity



and green for environment. The power button will be our symbol and will be used on some communication material in place of our full name. It contains our new full colour palette, which we will use with a certain rationale on our website and communication material.

At the Montreux AGM in October, we will also be able to show to all members how our website will look. Our new name and logo will be unveiled to the external world and our new website will go live on **20 November during an evening drinks reception in Brussels**. The reception will be the occasion to provide information about our sector to stakeholders, raising awareness about our relevance. It will also possibly be the occasion for us to launch a campaign, centred on the evolving skills required in our sector to deliver the energy transition (see below).

[More deliverable-orientated Working Groups, a new Working Group](#)

Another set of achievements pertains to AIE Working Groups. Our established Working Groups had the objective to produce at least one tangible deliverable each; a new Value Chain Working Group had to be set up and launched.

- **Policy Working Group**

The Policy Working Group, formerly called Energy Task Force, has worked hard over the past year.

Its main deliverable are [AIE key policy asks for the new EU Commission and Parliament](#). This report, which was designed and printed last March, was then presented during a webinar and used in some meetings with policy makers in Brussels. The document is our sector's wish list and covers key areas such as electrification, smart buildings and skills. It will underpin our advocacy throughout the next years, as the basis for more specific lobby points and activities.

With the support of Policy Working Group experts from NELFO and STUL and in cooperation with Transport & Environment, a well-known European NGO, AIE also managed to release its first-ever report, titled "[Powering a new value chain in the automotive sector](#)". This publication, which was launched in November last year, has been widely used in policy debates about electromobility in Brussels, particularly during the adoption of new EU CO2 standards for cars. Some AIE member associations have also promoted the report with national media. Generally speaking, coupled with AIE's new membership in the [European Electromobility Platform](#), this report has enabled AIE's political profiling on the electromobility issue.

A big piece of work the Group is working on now is AIE's reply to a European Commission consultation on the **digitalisation of the energy sector** and its policy implications. As mentioned below, over the past year, the Group has provided support for replying to several **consultations**.

- **Technical Working Group**

The Technical WG has also been deliverable orientated in the past year.

A particularly important area the Group has worked on is [Power over Ethernet](#). Our French member FFIE has shared important knowledge with the Group about all aspects related to this technology and has led the drafting of a **guidebook** for installers which should be ready within the next few weeks or months.



It is worth also mentioning cooperation between the Group and SolarPower Europe, which has resulted in the co-authoring of a chapter of SolarPower Europe's [guidebook on operation & maintenance of solar systems](#), as well as in our participation as a speaker through ECA, our member from England, Wales and Northern Ireland, in a dedicated conference in London. We are currently in the process of evaluating further cooperation on rules for the installation of solar and storage systems.

In 2019, the Technical Working Group has also supported AIE replies to several **consultations**, as mentioned below.

Last but not least, some Technical Group experts have participated in a number of conference calls to help AIE shape the programme of a [conference on electric safety](#), which we are organizing together with ECI – the European copper industry association, and FISUEL – the International Federation for the Safety of Electricity Users. The event will take place on 20 November in Brussels and will involve several speakers from our member associations.

- **BIM Working Group**

Over the past year, the joint AIE-GCP Europe Working Group has ramped up and structured its activities.

Thanks to a number of presentations given by engaged Group members and by standardization organizations, in the past year this Group has gathered very useful **information about existing international, European and national initiatives** aimed at streamlining and standardizing BIM to facilitate adoption by technical building contractors. The gathered information has allowed the Group to draft [a to-do-list for AIE and GCP and our member associations on BIM for the next years](#). To improve clarity and transparency going forward, we have recently provided the Group with Terms of Reference.

- **Value Chain Working Group**

Last year, AIE decided to expand the activities carried out by Karl-Heinz Bertram, our Board member from Germany, and establish [a proper Working Group](#), whose mission is to contribute to the strengthening of the electrical contractors' position along the electrical and construction value chains. The Group decided to focus on the following areas: 1. Gather and publish information about the electrical contracting sector 2. Perform an internal analysis on how to optimize the electrical contracting sector in the value chain 3. Define AIE's (and AIE members) positioning vis-à-vis associations representing other industries' interests.

Under the leadership of Martin Bailey, our Board member from ECA, we have started preparing the **first edition of AIE's paper on the electrical contracting sector in Europe**, which should be released on 18 October. Using a number of different models, we have also identified a list of main challenges and opportunities for our sector, arising from internal competition, new entrants, societal trends, policy decisions, etc. Finally, we have prepared a chart overviewing all possible EU associations, which AIE should be wary of or should try and align with.

Going forward, we will make efforts to ramp up this Group's activities, in particular by structuring, harmonizing and expanding data collection from our sector, and by analyzing specific trends and



sharing best practices to ultimately help our companies expand their activities and play a greater role along the electrical and construction value chains.

Extra-services for members

Another target we have definitely achieved relates to the introduction of some new member services, to increase AIE value.

In particular, the 2019 Plan included the objective to set up 1-2 **info-sessions or webinars or events for members**, in order to bring more knowledge to them, which we cannot share by relying only on Working Group meetings.

This is the list of web-based events we held between last year's CoD and this year's AGM:

1. November 2018: webinar on electromobility jobs in Europe, public
2. January 2019: webinar with EU Commission on EU long-term climate strategy, for AIE, EuropaCable and T&D Europe members
3. March 2019: webinar to present AIE policy asks, public
4. May and September 2019: 2 webinars with SolarPower Europe on collective self-consumption schemes in some European countries, public
5. May 2019: webinar on EU energy market design rules, AIE members
6. May 2019: webinar with STUL on the Smart Readiness Indicator and a pilot Finnish project, AIE members.

In addition to webinars, to serve our members' interests, some months ago we launched the plan to facilitate **meetings between our member associations and relevant EU policy makers in Brussels**. So far, we have managed to facilitate meetings between our French and Swedish member associations and their respective EU policy makers. It is worth mentioning that, together with SERCE and FFIE, our French members, we have met **Dominique Ristori**, the former Director General for Energy of the EU Commission. As a new legislative period starts now, we will continue this activity and evaluate options to set up lunch debates or similar on relevant national and EU issues with our members and EU policy makers.

The last member service-related objective in our 2019 Plan was to send **monthly information** to our members about relevant European policy developments. Except for periods with little policy activity in Brussels, we did keep our Policy Working Group up to date on a monthly basis.

Events, campaigns and communications

Another area in which we have met our objectives relates to communication tools we use to increase awareness among our stakeholders about our association and our sector.

The Secretary General had the goal to **participate as a speaker** in at least 3 events. With the support of our members, AIE was represented in the following conferences by the following people:

1. October 2018: AVERE e-mobility two-yearly conference in Brussels, AIE Secretary General
2. December 2018: Italian solar PV summit in Rome, AIE Secretary General



3. December 2018: European solar operation & maintenance conference in London, Luke Osborne from ECA
4. March 2019: Lighting Europe annual summit, Alexis Delepouille from FFIE
5. June 2019: EU Sustainable Energy Week, session on energy efficiency, AIE Secretary General
6. September 2019: Smart Building Alliance conference, 2 sessions, AIE Secretary General.

The 2019 Plan also included the objective to participate, possibly with leading role, in at least 1 **political communication campaign**. This is how we achieved this goal:

1. Last spring, we joined the so-called “[Climate Action Call](#)”, an unprecedented campaign gathering a broad and diverse coalition representing hundreds of cities, businesses, investors, civil society organisations, etc. to urge European leaders to take decisive action to respond to the climate emergency and limit temperature rise to 1.5°C. The campaign, which has been broadly covered by media, has helped us position our sector as a progressive industry committed and contributing to tackling climate change
2. Last summer, we joined the so-called “[Solar4Buildings](#)” campaign, launched by SolarPower Europe, calling on policy makers to cover new and renovated buildings in Europe with solar PV. Our quote and testimonial video were distributed widely on the launch day; this campaign has allowed us to position our sector at the forefront of the energy transition
3. At the moment, we are devising **our first-ever campaign**, which should encourage policy makers to adopt the right policies and measures to ensure that Europe has the right number of competent and skilled contractors to deliver its climate and energy targets; we aim to launch the campaign in conjunction with our rebranding.

Finally, our last set of 2019 objectives in the communications area relate to social media and media coverage, as well as frequency of our newsletters. Here is how we met our targets:

- We reached a total number of **830 followers** of the AIE’s and AIE Secretary General’s Twitter accounts, against a targeted number of 350
- We released **3 press statements** as planned
- We obtained **2 media mentions** (from [Business Green](#) and from [Design, Products & Applications](#) in relation to our electromobility report) against a targeted number of 3
- We sent out **newsletters** on a monthly basis as planned, except during holiday periods; moreover, we have improved the format and content of our newsletter, and this has paid off: over the past year, we have counted **clicks from** at least 8 relevant **Members of the EU Parliament**, 6 clicks from **European Commission Directors and Heads of Unit**, and 5 clicks from different **EU countries’ representation offices** in Brussels.

[Membership fee reform](#)

The successful adoption of a new membership fee system is also a very big achievement for the association.

At last year CoD, AIE established a Budget Task Force with balanced composition from AIE member associations¹ with the mission to reform the subscription fee system. The old system consisted of a

¹ Gérard Constantin, Switzerland; Alexis Delepouille, France; Gunnar Gran, Norway; Alexander Neuhäuser, Germany; Pedro Pereira, Luxembourg; Christian Atzmüller, Austria.



fixed amount and a variable amount based on countries' population. The challenges associated with this system were that 1. The lowest fees were too high for small countries, preventing their associations from joining AIE 2. Population is not a good indicator of how rich associations are, as there may be associations located in countries with a high number of inhabitants which may be poor, either because the country itself is poor, or because the association gathers only a few companies or companies with low turnover, paying a low fee.

In 2018 a third challenge emerged. AIE obtained a VAT number and started applying VAT on its bills. As some AIE members, including the biggest contributors France and Germany, cannot retrieve VAT, the AIE membership fee became too expensive for them.

Against this background, the AIE Budget Task Force worked towards a new fee system that should:

1. Be equitable and logic, and be based on fees which all current AIE members feel comfortable with, whether they retrieve VAT or not
2. Encourage new associations to join the AIE
3. Provide enough income to the AIE to run its operations, i.e. close to 200.000 EUR.

Following a face-to-face meeting, a conf-call, and bilateral calls, the Task Force delivered a proposal for a new system to the AIE Board. The Board adapted the proposal and presented it to AIE General Secretaries during a conf-call in early 2019. The principles underpinning the new system were then adopted by postal ballot according to article 20 of the AIE statutes.

The new scheme will fully enter into force in 2020, while this year's fees are middle way between the past and the future system. The new formula has variable fees, which are based on so-called "represented sector turnover", i.e. the turnover of the electro-technical companies which are members of AIE members. This system is equitable and logic, and, following the adaptations suggested by the Board, consisting mainly in the addition of country-based fixed contributions, in 2020 the new system will guarantee decent income for the AIE. We still need to prove that the formula will also encourage new members to join AIE. This new system is probably not perfect and may require adjustments in the future, but it is a good step forwards. A question which is mentioned in the Plan, which we have not touched upon yet and which we may look at in the future, is potential associated membership from companies.



Association (country)	Old system		Transition		New system			
	2018 fee, based on n.inhabitants (EUR) (rounded, excl VAT), some discounts apply	2018 fee, based on n.inhabitants (EUR) (rounded, with VAT)	2019 transition fee (EUR, excl VAT)	2019 transition fee (EUR, with VAT)	2020 fee, based on represented turnover + fixed country contribution (EUR) (excl VAT)	2020 fee, based on represented turnover (EUR) (with VAT)	membership category, represented turnover range (billion EUR/year)	represented turnover (billion EUR)
FFIE-SERCE (FR)	22.000**	27.000	22.500	27.000	23.000 + 2.000	30.250	XL, > 15	31.1 (TBC)
ZVEH (DE)	22.500**	27.000	22.500	27.000	23.000 + 2.000	30.250		21.3
ECA (England, Northern Ireland and Wales)	22.000	n/a	19.000	n/a	16.000 + 2.000	n/a	L, 6 > x ≤ 15	6.9
EIT.Suisse (CH)	9.500	n/a	10.250	n/a	11.000 + 2.000	n/a	M, 3 > x ≤ 6	6
Techniek Nederland (NL)	11.500	n/a	11.500	n/a	11.000 + 2.000	n/a		5.4
Techlink (BE)	10.000	n/a	10.500	n/a	11.000 + 2.000	n/a		5-6 (TBC)
WKO-E (AT)	8.500**	10.000	10.500	n/a	11.000 + 2.000	n/a		5.2
NELFO (NO)	9.000	n/a	10.000	n/a	11.000 + 2.000	n/a		4.8
IN (SE)	10.000	n/a	10.500	n/a	11.000 + 2.000	n/a		4.1
STUL (FI)	9.000	n/a	10.000	n/a	11.000 + 2.000	n/a		4.3
TEKNIQ (DK)	9.000	n/a	8.000	n/a	7.000 + 2.000	n/a	S, 1 > x ≤ 3	3
SELECT (Scotland)	9.000	n/a	8.000	n/a	7.000 + 2.000	n/a		1.3
APPEL (Luxembourg)	6.500**	8.000	5.000	5.500	4.000 + 2.000	7.200	XS, 0 > x ≤ 1	0.4 (TBC)
total	158.500	158.500*	158.250	158.250*	183.000	183.000*		

* VAT in Belgium is 21%; AIE collects VAT and transfers it to Belgian public administration
 ** These are discounted fees. The original, budgeted fees are the fees in next column to the right, with VAT included

2019 POLICY ACHIEVEMENTS

The 2019-2021 Plan does not have specific advocacy objectives, as it is difficult to predict future policy developments and identify exact and measurable action to influence regulations.

Nevertheless, it is worth reviewing here how our association has been successfully active on EU policy level in the last year:

- Our main achievement is the release and promotion of our **policy asks** to the new EU Commission and Parliament last March, ahead of the EU elections; as mentioned above, this document will support all our lobby efforts in the next months and years and will underpin more detailed and specific political or regulatory positions
- Our first-ever report on electromobility mentioned above has been a helpful contribution to lobby for ambitious EU legislation on [CO2 standards for cars](#). The final EU Regulation adopted some weeks after the release of our publication contains a benchmark for sales of low and zero emission vehicles by 2030 which is equivalent to the target we communicated about in our report: **35% share of electric vehicle sales**
- Together with the European Electromobility Platform, which we became a members of in 2018, we have recently started influencing with position papers and workshops the next steps in EU legislation which will enable the electromobility roll-out; in particular, we have contributed to a position paper on the possible revision of the [EU Alternative Fuels Infrastructure Directive](#), which sets requirements for clean transport infrastructure roll-out in European countries
- The dissemination of our paper on electric safety in the context of the revised Energy Performance of Buildings Directive implementation has resulted in the [clear mention of](#)



[regular inspections of electric installations](#) in the EU Commission Recommendation on the EPBD implementation released last May

- Over the past year, we have also been actively following and commenting on the **EU Long-Term Climate Strategy**. By calling for an all-encompassing electrification and for the fast deployment of small-scale power-based technologies, this Strategy builds a bright future for our sector. AIE took action particularly by organizing a webinar during which members could discuss the Strategy with an EU Commission expert ([here](#)), and by co-signing a letter from the decentralized energy community to ask for a more detailed modelling for small renewable plants and demand side response solutions ([here](#)), as well as a paper on the potential electromobility contribution to a climate-neutral Europe ([here](#))
- We have also continued monitoring and, where relevant, expressing our sector's opinion about **EU product policy** (ecodesign, energy labelling); in particular, we have replied to a EU consultation on the future of product policy ([here](#)); together with other organisations in Brussels, we have called for consistent use of the (recently revised) Primary Energy Factor across EU efficiency legislation ([here](#)); and we are currently preparing comments on ecodesign for electric panel heaters and solar PV systems
- We have also provided our views on the [Low Voltage Directive](#), which the EU Commission may revise in the future.

2019 CHALLENGES

Finance is the area in which meeting the objectives has proven challenging.

As things stand today, it seems that we will close the year with a **budget deficit which is not much bigger than targeted and certainly below 30,000 EUR**. This will however probably be **the result of prudent spending, rather than of alternative and new income sources**.

The 2019 Plan included a **sponsorship** objective of 20,000 EUR on top of the usual small annual financial contribution we receive from KNX. In order to explore potential cooperation opportunities, such as sponsorship, the Secretary General reached out to a number of companies along the electrical and construction value chains and had more than 10 meetings with solar, storage and e-mobility companies at the [Smarter-E](#) fair in Munich last June. The Secretary General also prepared a comprehensive draft sponsorship package for 2019 events. So far, however, the lack of participation from companies in our association, coupled with our limited time and human resources and with constraints linked to our event cooperation with other associations not interested in sponsorship, have resulted in our inability to sign any sponsorship deal in addition to the one with KNX.

The other objective which we have not been able to meet relates to **participation in a new European project**. Our Secretary General extended our network of contacts with EU associations, which one day we could partner with on an EU co-funded project. She also had a meeting with the EU Commission to better understand funding opportunities in the area of energy skills. It has however not been possible for us to actually work on a concrete project proposal, in light of our low resources and of the many activities we carried out in other areas, as explained above.



The table below is taken from the 2019 Plan presented at last year's CoD. We have colored in **dark green** the objectives we have overachieved, **light green** the objectives we have achieved, in **yellow** the objectives we have partially achieved, and in **red** the objectives which we have missed.

Objectives	By the end of 2019
Membership and budget	
Membership reform results	<ul style="list-style-type: none"> At least 1 new member association Possible for corporates to be involved in AIE activities
Sponsorship	20,000 EUR for CoD and rebranding event on top of KNX sponsorship (5,000)
EU projects	1 project with small profit margin
Overall budget	Deficit of no more than 20,000 EUR
Visibility and influence	
Campaigns	Participation (leading role) in at least 1 campaign
Events participation	Sec gen to speak in at least 3 events
Policy updates and newsletters	Monthly
Extra-services for members	1-2 info-sessions/webinars/small events
Value Chain Working Group	1 tangible deliverable, e.g. report
Energy and Technical Working Groups	1-2 tangible deliverables from each of them
Rebranding	Completed successfully
Media and social media	At least 3 media mentions, 3 press releases, 350 followers on Twitter

MOVING FORWARD: 2020 OBJECTIVES

AIE / EuropeOn: a more prominent voice in Brussels

In 2020, we want to maintain our efforts in order to take AIE closer to “Tier 1” energy sector associations in Brussels.

While in 2019, an EU election year with low policy activity in Brussels, we have worked mainly on the improvement of our image and the strengthening of our identity, next year our “embellished” association will focus on increasing its presence and weight in EU energy policy and technologies debates.

In 2020:

- We will capitalize on our new name and the storyline that goes with it to **raise policy makers’ and stakeholders’ awareness about the strategic importance and relevance of our sector**, for Europe’s climate and energy, as well as for local employment and economies
- We will leverage on AIE members’ expertise, especially in technical areas, to **influence the EU policy debate, by complementing the messages conveyed and the knowledge provided by other associations.**

Building upon this years’ Policy Asks, we will **develop more detailed positions** and influence the agenda of the new EU policy makers, and we will **organize small and medium-size events** on aspects



of building digitalization, electromobility, storage, solar, etc. in which installers can provide their expert and somehow “neutral” opinion and contribution to policy debates.

Here is a non-exhaustive list of ideas to be further explored:

- In the context of the possible upcoming revision of transport legislation to speed up transition to zero-emission technologies, lead the debate on **EV infrastructure roll-out on the ground**: how are installers acquiring the necessary competences to safely install high-quality EV chargers? Are they facing any technical issues? How is the installer community coping with increased pressure from car and/or charge point manufacturers and with their potential preference for a limited number of contracts with large installation companies, possibly acting across border?
- In the context of the upcoming EU Commission Implementing Act on interoperability requirements and non-discriminatory and transparent procedures for access to energy data, provide the installer’s view on **interoperability** challenges and approaches taken by manufacturers and distributors, and raise awareness about the possible services and associated benefits which can be offered by installers/integrators, provided they have fair access to necessary data
- Linked to the above debate, an interesting area which we could provide our views on is **cybersecurity**, which has been legislated by the EU with a framework for manufacturers and products, but which is a grey area when it comes to the integration of single products into systems
- In the context of the imminent implementation of the Clean Energy Package, inform the debate about the **compulsory installation of building automation** and control systems, self-regulating devices and smart meters, related issues, challenges, and how the installer community is getting organized to guarantee implementation.

To attract more attention and give higher resonance to our messages, we will also take part, possibly with a leading role, in **a new political communications campaign**.

We will complement all this with **more face-to-face meetings** between us and/or our members and EU policy makers. This will also be an important member service.

As far as member services are concerned, we want to continue offering more information and contacts with experts. We intend to do so by organizing **info-sessions or webinars**, but we will welcome suggestions for other activities from the members. Importantly, next year, we will also try and make sure that **AIE’s value and benefits are clear to all member association managers, and even to our members’ members**.

For the first time, next year, we will have the responsibility to **fully organize the Annual General Meeting and the attached conference and celebrations**, with no support from a hosting member. We will work hard to make sure that the conference provides a good connection between our sector and EU policy makers and stakeholders and has valuable and interesting content both for our members and for the outside world, standing out against fierce event competition in Brussels.

We will continue to keep our **Working Groups as deliverable orientated as possible**, to maximise the association’s value for members. Moreover, we will keep delivering extra-services like in 2019, such as webinars.



By doing all this, we are convinced that we will be perceived more and more as a major player and a go-to source for reliable information on energy-related topics. We will hence be **increasingly attractive** for potential new member associations, which we will keep in touch with, as well as potential sponsor companies, which we will also keep and expand contacts with next year.

Thanks to the new fee system, we will have a more sustainable economic situation and will have a **smaller budget deficit** than this year.

Objectives by 2020 AGM	
Membership and budget	
Membership	At least 1 new member association
Overall budget	Deficit of no more than 10,000 EUR
Visibility and influence	
Events	<ul style="list-style-type: none"> • Speaking slots in at least 3 events • 1 own conference + at least 2 own workshops
Policy updates and newsletters	Monthly
Working Groups	1-2 tangible deliverable per WG , e.g. report
Media and social media	3 media mentions, 1000 followers on Twitter (association + sec gen accounts)
Political communications campaign	Participate, possibly with leading role, in 1 new campaign
Policy/legislation	<ul style="list-style-type: none"> • Meet face-to-face of facilitate meetings with at least 5 policy makers • Clearly influence at least 1 EU political dossier
Value for members	
Extra member services	1-2 info-sessions/webinars
Members' awareness about AIE's value	Present AIE to board members of at least 8 AIE member associations or involve board members from at least 8 AIE member associations in AIE activities (e.g. interview articles for AIE newsletter)



2018 AUDITED RESULTS AND BALANCE SHEET

BUDGET 2018						End of the year results: 31 Dec	
	BUDGET 2018	Result 31 Dec 2018		BUDGET 2018	Result 31 Dec 2018		
European Association of Electrical Contractors							
1. Rent, insurance, phone, internet	€ 11.500,00	€ 1.692,27	Contributions (full + associate)	€ 170.006,01	€ 170.006,01		
Accountancy	€ 3.800,00	€ 2.500,00	*Full members:				
Politico	€ 7.500,00	€ 0,00	1. Austria	€ 9.619,27	€ 9.619,27		
2. Staff expenses	€ 118.000,00	€ 37.298,91	2. Belgium	€ 10.241,34	€ 10.241,34		
3. Office Expenses + catering	€ 3.300,00	€ 0,00	3. Denmark	€ 8.909,35	€ 8.909,35		
4. Amortisation of equipment	€ 3.600,00	€ 1.680,06	4. England	€ 21.804,18	€ 21.804,18		
5. AIE representation at EU meetings	€ 900,00	€ 0,00	5. Finland	€ 8.857,12	€ 8.857,12		
6. General Secretary travel expenses	€ 3.000,00	€ 5,00	6. France FFIE	€ 13.591,23	€ 13.591,23		
7. Council of Delegates meetings + GS expenses	€ 3.500,00	€ 5.109,75	7. France SERCE	€ 13.591,23	€ 13.591,23		
Simultaneous translation	€ 6.000,00	€ 3.897,39	8. Germany	€ 27.065,64	€ 27.065,64		
8. AIE Meetings - travels	€ 3.000,00	€ 785,35	9. Luxembourg	€ 7.691,34	€ 7.691,34		
AIE Meetings - catering	€ 1.500,00	€ 1.235,43	10. Norway	€ 8.793,01	€ 8.793,01		
9. Translation expenses	€ 1.000,00	€ 1.677,65	11. Scotland	€ 8.831,00	€ 8.831,00		
10. Contributions, conferences and training	€ 1.000,00	€ 908,10	12. Sweden	€ 9.894,69	€ 9.894,69		
11. Website & IT	€ 3.000,00	€ 915,00	13. Switzerland	€ 9.531,42	€ 9.531,42		
12. Promotion and communication	€ 1.000,00	€ 70,18	14. The Netherlands	€ 11.585,19	€ 11.585,19		
13. Eur. Comp. of Young Electricians (Euroskills)	€ 5.000,00	€ 2.989,64					
14. Miscellaneous	€ 500,00	€ 1.144,31	*Associate members:				
15. Impair losses of members (Italy and Spain)	€ 0,00	€ 0,00	Italy	€ 0,00	€ 0,00		
16. Bank charges	€ 200,00	€ 349,81	Spain	€ 0,00	€ 0,00		
17. Taxes	€ 450,00	€ 0,00	Hungary	?	?		
18. European Projects	€ 11.591,14	€ 11.032,87	Slovenia	?	?		
19. Provision for activities	€ 20.000,00	€ 0,00	Portugal	€ 0,00	€ 0,00		
20. Discount on membership fees (AT, FRx2, DE, LU)		€ 12.000,00					
21. SPE staff		€ 119.200,00	15. Sponsorship	€ 10.000,00	€ 5.000,00		
22. SPE other services		€ 5.800,00	16. Capital gains & interests	€ 400,00	€ 11.063,57		
TOTAL	€ 209.341,14	€ 213.868,67	17. Regularisation	€ 0,00	€ 0,00		
			18. European project	€ 11.591,14	€ 10.818,40		
			19. Reimbursement costs	€ 0,00	€ 0,00		
			TOTAL	€ 191.997,15	€ 196.887,98		
			RESULT	€ -17.343,99	€ -16.980,69		



BALANCE SHEET ON DECEMBER 31st 2018

European Association of Electrical Contractors						
ASSETS			LIABILITIES			
FIXED ASSETS			€ 3.581,60	STOCKHOLDERS' EQUITY		€ 291.499,53
Intangible assets						
Film (Being an Electrician)		€ 12.524,71		Accumulated profits		€ 308.480,22
Depreciations		€ -12.524,71				
Website		€ 25.155,90				
Depreciations		€ -21.574,30		Result 2017		€ -16.980,69
Tangible assets						
Office supplies		€ 15.004,89				
Depreciations		€ -15.004,89				
CURRENT ASSETS			€ 313.229,54	DEBTS		€ 25.311,61
Trade debtors			€ 28.090,14	Suppliers		
VAT		€ 28.090,14		Suppliers		
Doubtful debtors		€ 24.384,75		Invoice to be received		€ 12.493,16
Impairment losses clients (ASSISTAL & FEI)		€ -24.384,75				
Treasury			€ 95.207,14	Deferred charges and accrued income		
Shares		€ 0,00		VAT		€ 12.818,45
Rental guarantee (088-2517311-59)		€ 0,00		deferred charge		
Savings (088-2322579-06)		€ 95.207,14		Accrual Holiday pay vacation		€ 0,00
Portfolio Van Lanschot		€ 0,00		European project Smartel		
Cash at bank			€ 189.932,26			
Bank account (068-2337263-75)		€ 189.932,26				
TOTAL ASSETS			€ 316.811,14	TOTAL LIABILITIES		€ 316.811,14
TOTAL BALANCE SHEET			€ 316.811,14	TOTAL LIABILITIES		€ 316.811,14



FORECAST 2019 AND DRAFT 2020 BUDGET

		2019 budget - adopted in Stockholm in Sept 2018	2019 forecast - as of Sept 2019	2020 budget - to be adopted in Montreux in Oct 2019
Expenses				
1	SPE Services	154.000	154.000	160.000
	SPE Additional Services	10.000	0	0
2	Website and email hosting	1.200	1.200	1.200
3	AIE and AIE board insurances	2.500	100	2.500
4	External audit	2.500	2.500	2.500
5	Bank and other charges	700	700	700
6	Travel	6.000	6.000	6.000
7	Hosting of meetings	1.500	1.500	1.500
8	Brussels conferences and training	2.000	1.000	1.000
9	Participation in AGM+conference	3.500	3.500	20.000
	AGM interpretation	6.000	6.000	6.000
	AGM documents translation	2.000	2.000	2.000
10	Website amortisation (old and new)	6.600	6.600	3.000
11	Re-branding (visual identity and event)	15.000	15.000	0
12	Events/campaigns in Brussels			3.000
13	Promotion and communication	1.000	1.000	1.000
14	Euroskills and/or other memberships	6.000	2.000	2.000
15	EU projects	5.000	0	0
Total		225.500	203.100	212.400
Income				
1	Contribution from current members (14)	155.000	158.000	183.000
2	Contribution from new members or associated corporates	5.000	5.000	5.000
3	Capital gains and interest	400	400	400
4	KNX sponsorship	5.000	4.100	5.000
5	Sponsorship / extra-contributions	30.000	10.000	15.000
6	EU projects	7.000	0	0
Total		202.400	177.500	208.400
Result		-23.100	-25.600	-4.000



EXPLANATORY NOTE ON AIE FINANCES

AIE is a small association with a team of 1.5 – 2 FTE, an annual budget of less than 200,000 EUR and a few, main expense and income streams.

Expenses can be grouped as follows:

- Fixed costs, such as staff, accounting and IT support, insurances, etc;
- Travel and meeting costs incurred by the staff, primarily related to the Annual General Meeting (AGM, formerly called Council of Delegates or CoD);
- Communication costs, mainly for email and website hosting and development, sometimes for publications;
- Membership in other EU organizations.

Income sources are as follows:

- Membership fees from 14 full members are the main AIE income source;
- KNX has provided additional, small financial support to AIE in recent years;
- AIE was involved in an EU co-funded project during the years 2015-2018, not yielding any profit margin; the project is now over.

2018 and 2019 developments

Contract with SolarPower Europe

- Since March 2018, most fixed costs have been covered by SolarPower Europe, which AIE has outsourced its secretariat to, via a service contract; this has led to a simplification of the AIE budget, which was already quite basic;
- The document displaying 2018 results shows the transition from the old “regime” with separate fixed costs, such as staff and office rent, from January to April, to the new “regime”, with most of the fixed costs being covered by the contract with SolarPower Europe, from March to December (1-month overlap).

VAT and membership fees reform

In 2018, AIE subjected itself to VAT and started applying VAT to its invoices; some AIE members, including Germany and France, the biggest contributors, raised concerns, as they cannot retrieve VAT and the application of VAT on their fees would lead to an unacceptable fee increase;

To address this concern:

- We applied a discount on some 2018 membership fees; this created a loss of 12,000 EUR for us;
- We set up a Budget Task Force, which reformed the membership fee system, distributing the fees in a more equitable manner;
- 2019 fees are middle way between the old system and the new system fees;
- The new fee system will enter into force in 2020.



Rebranding

Rebranding is a cost item appearing on the 2019 budget. At the CoD 2018, AIE members agreed to invest in the enhancement of AIE's visibility and reputation. With the support of a communications agency and of AIE members, we selected a new name and logo, and are now in the process of developing a new website. Later this year, we will also host an evening reception to unveil our new identity to EU policy makers and stakeholders in Brussels.

Budget deficit and sponsorship

- Like previous years, AIE closed the year 2018 with a budget deficit and it is expected that 2019 will yield a loss, too;
- Yearly losses have not and will not exceed 25,000-26,000 EUR; indeed, while investing in the strengthening of the association, the secretariat and Board are working hard to ensure that costs are contained;
- Deficits arise from the fact that the association relies on one predominant source of income – membership fees – which is insufficient to cover all costs;
- The Secretary General and the President have made efforts to collect additional funding from corporate sponsorship; so far, these efforts have however been unsuccessful.

Membership in other EU organizations

The secretariat has rationalized costs related to AIE membership in other EU associations:

- While maintaining and even increasing AIE's involvement in the skills debate, we have provisionally cancelled membership in EuroSkills;
- We have joined two influential and large European stakeholder networks, whose membership fees amount to only a few hundred EUR / year: the European Platform for Electromobility and the Electrification Alliance.

External audit and financial oversight

- In 2018, we replaced internal financial audit from AIE French speaking members with external audit performed by an accredited accounting company; external audit does of course have a cost, but it improves our professionalism, and it increases transparency and trust in our finances, while relieving our French speaking members from the responsibility of analyzing our accounts in detail;
- In 2018, we agreed with our Management Committee that the secretariat would send monthly financial transaction overviews to the Management Committee, and that the Management Committee would review and sign off transactions on a quarterly or half-yearly basis; this also helps increase member trust in AIE finances.

2020 outlook

In 2020, we will try and reduce our budget deficit, but we will certainly not be able to attain budget equilibrium. Some members have acknowledged that the following year membership fees will have to increase for AIE to finally achieve a balanced budget.



- The new membership fee system, which will fully enter into force next year, will generate higher income compared to this year; the new fee system will have basic fees based on so-called “represented sector turnover” and supplementary country fees of 2,000 EUR;
- We will continue chasing potential new member associations as well as corporate sponsors, but we will probably put less efforts on this area, hoping that our improving reputation and services will help attracting members and partners;
- Of course, rebranding costs are one-off costs and will not be incurred next year;
- We will do our utmost efforts collect funding to partially cover the costs for the organization of our 2020 Annual General Meeting in Brussels on our own, with no reliance on hosting member associations; we expect that the AGM will cost maximum 28,000 EUR (expenses line 9) and that the income from our members’ entrance fees will be of around 15,000 EUR (income line 5).

Detailed 2018 results

The 2018 budget was drafted by the former AIE Secretary General Evelyne Schellekens and the AIE Board and was adopted by the Council of Delegates in September 2017 in Vienna.

The budget layout and structure have not been amended by the new Secretary General Giorgia Concas and the Board, but a few lines have been added to account for changes linked with the outsourcing of the AIE secretariat to SolarPower Europe.

Despite several discrepancies between individual budgeted and actual expenditure and income lines, the end-of-the-year results are in line with expectations.

The year 2018 was closed with an overall deficit of around 17,000 EUR, as expected.

Main discrepancies are as follows:

- Separate fixed costs, such as rent and staff were incurred only till April. From March onwards (one-month overlap), all these costs became part of a package of services provided by SolarPower Europe to AIE;
- In 2018, AIE subjected itself to VAT and started applying VAT to its invoices; to prevent membership fees from some associations which do not retrieve VAT from growing without due notice and consent, we applied some discounts worth 12,000 EUR in total;
- Both transition costs and VAT-related losses were mostly covered by provisions amounting to 20,000 EUR, which had been agreed upon at the CoD 2017;
- AIE reached half of the sponsorship objective, as the transition did not allow time to even set up a proper fundraising strategy;
- In 2018, the Board decided to close the accounts managed by a private investment company, keeping only a savings and a current account with a regular Belgian bank; closed accounts yielded around 11,000 EUR interests.

2018 results, more in detail:

Expenses



- Rent, insurance, phone, internet, accountancy (expenses line 1), staff (line 2), office (line 3) and partly IT (line 11) expenses, which were originally planned to amount to 139,600 EUR, were eventually considerably lower (only around 42,400 EUR), because these costs were incurred from January to April;
- From March onwards (one-month overlap), these expenses were replaced by a service contract with SolarPower Europe, which in 2018 was broken down into two expense lines: line 21. SPE staff, and line 22. SPE other services, totaling 125,000 EUR;
- The transition from the old to the new regime triggered some administrative and furniture costs covered by expense line 14. Miscellaneous;
- In 2017, to prepare for possible transition costs, the CoD had made provisions of 20,000 EUR, as shown on line 19;
- Subscription to Politico, an EU affairs monitoring service, was cancelled (expense line 1), as the partnership with SolarPower Europe provides the required political intelligence to AIE;
- AIE contained travel and meeting costs in 2018 (expense lines 5, 6, 8 and 10: spent 4,600 vs planned 9,400 EUR), except for costs related to the CoD in Stockholm, which were slightly higher than planned (expenses lines 7 and 9 related to travel, interpretation and translation for CoD);
- Promotion and communication costs (line 12), Euroskills membership (line 13) and taxes were lower than foreseen;
- Expenses line 20. shows the missed membership fee income as a result of discounts to compensate for VAT as an expense.

Income

- In 2018 AIE did not lose nor gain any member; membership fees remained the main income source, complemented by a contribution worth 5,000 EUR from KNX;
- Interests were much higher than expected, thanks to the closure of the accounts managed by a private bank;
- In December 2018, AIE closed a European project called “SMARTEL”, whose costs were covered by EU funding as expected.

Cumulative reserves at the end of 2018: 291,000 EUR.

[Detailed overview of 2019 expected end-of-the-year results](#)

The 2019 budget proposal was unanimously accepted by the CoD in September 2018 in Stockholm.

This year’s budget looks simpler than the one from last year, as the contract with SolarPower Europe covers several cost items, from staff to accounting, IT support and rent and office bills.

Last year, the CoD accepted that this year there would be a loss of around 23,000 EUR and, as the situation stands today, end-of-the-year results should more or less be in line with expectations.

In a nutshell:



-
- Our main cost items are: the contract with SolarPower Europe (154,000 + optional extra-services worth 10,000 EUR, line 1), rebranding (15,000 EUR + 3,000 for new website, lines 10 and 11) and participation in the Annual General Meeting (AGM) in Switzerland (11,500 EUR, line 9); these costs are in line with expectations, except for the optional SPE extra-services, which we will not buy (see below);
 - This year's budget involves overall income from current AIE members of only 158,000 EUR (line 1), down by around 12,000 EUR compared to 2 years ago; this is because we have applied fees which are middle way between fees from the old system (with discounts) and fees from the new system;
 - Our budget has an indicative objective of 5,000 EUR expenditure (line 15) and 7,000 EUR income (line 6) from an EU project; we have however decided to invest time and resources on other areas than preparation and submission of an EU-funded project proposal;
 - Our budget involves an aggressive sponsorship objective (total 35,000 EUR, lines 4 and 5); as things stand now, it looks like we will raise less than half of this amount, as the events we would have liked to collect sponsorship income for do not lend themselves to financial support from corporations;
 - Limited income, particularly from sponsorship, is compensated by reduced costs, on extra-support from SolarPower Europe which we are not buying (line 1), lower costs for membership in European organisations (line 14), and postponement of signing of insurance for Board liability (line 3).



AIE Strategic Plan 2019-2021

Shifting up a gear





Strategic Plan 2019-2021

The Strategic Plan 2019-2021 is a 360° strategy, setting straight-forward objectives covering all key areas for our association.

With the decarbonization, digitalization and electrification of the EU economy, the electrical contracting sector is gaining in importance and this trend is set to continue for many years to come. The sector is at the forefront of new technological and business trends and it offers growing employment opportunities. EU and national policies are leading or at least accompanying the evolution that our sector is going through. For these reasons, **AIE – the only EU representative organization of the electrical contracting sector – needs to grow and make the voice of electricians better heard in Brussels.**

The overarching theme of this three-year strategic plan is “shifting up a gear” and the objective to move to the next level is two-fold:

1. **Enhance AIE representativity and credibility**
2. **Make AIE the authoritative sector representation both for the sector itself and for policy makers**

Shooting the target requires efforts on many fronts. The AIE team will work hard, counting on members’ support and engagement at all levels, from the Board/PCC, to the General Secretaries Committee and Working Groups and Task Forces.

1. **AIE: the EU association representing all electrical contractors across Europe**

Today, AIE has 14 paying members from 12 western and northern European countries (including Norway and Switzerland). However, to be a credible interlocutor for EU policy makers, we need to represent the interests of electrical contractors from all over Europe. This means that **associations from southern and/or eastern Europe** should join the AIE and actively and lastly contribute to the work of our association. As the needs and perspectives of electricians from different EU regions may be dissimilar, having more associations onboard will be both a challenge for discussions and positions within the association and an opportunity to enrich our debates and policy asks.

To make sure national associations join and remain within AIE, we need to:

- **Reform our membership fee structure**, so that AIE membership becomes affordable for national associations with limited financial resources
- **Diversify our revenue streams**, so that in spite of limited membership fee income, we can increase and improve our activities and services

AIE and national Sec Gens members gathered in a “Budget Task Force” will explore the possibility of adapting the current membership fee structure and will investigate possible new revenue stream opportunities.



It is absolutely important that any possible new membership fee rule sticks to the principles of fairness and proportionality. New revenue streams may include corporate membership and sponsorship and EU projects. As regards enhanced corporate engagement with AIE, we will make sure that AIE will not appear as tied to certain corporates and will continue to properly represent the balance between small and large businesses. Participation in new projects should be assessed carefully, to make sure that any new project would finance important activities and would not prevent the AIE team from fulfilling key and necessary tasks.

Increasing our revenues, possibly via new streams, will allow AIE to return to a balanced budget and to finance new activities and services, as well as to finance the staff that is needed to deliver these activities and services. AIE must enter a virtuous circle, whereby increased revenues help AIE become stronger and have a better value proposition for new members, who with their contributions again support the growth in AIE profits.

Objectives	June 2018	By end of 2021
Number of member associations	14 member associations from western and northern Europe	18 member associations, incl from southern and eastern Europe
Total revenue / year	Avg 180,000 EUR	Avg 230,000 EUR
Sponsorship/partnership income / year	5,000 EUR	Avg 30,000 / year
Participation in EU projects	1 (ending in Dec 2018, no profits)	1 profitable project
Number of FTE	1.5	2-2.5

2. AIE: the authority for the EU electrical contracting sector

The many transformations and evolutions, which our sector is going through, are leading on the one hand to an increasing number of policy areas and initiatives impacting our electricians, and on the other hand to a growing need for cooperation with neighboring sectors.

Electrical contractors in Europe are impacted at least by the following EU policy areas:

1. Energy (renewable energy, energy efficiency...)
2. Electricity (AC/DC debate, electrification, ...)
3. Safety, incl fire safety (inspections, renovation, ...)
4. Buildings (renovation, new technologies)
5. Products regulation (energy labelling, eco-design,...)
6. Standardization (of products, processes,...)
7. Transport (electromobility)
8. Digitalization (along the electrical and the construction value chains)
9. Public procurement (environmental sustainability, digitalisation requirements, SMEs participation,...)
10. SMEs (protection and support)



11. Fiscal rules (e.g. VAT Directive)
12. Education and employment (skilling and up-skilling, education and training)
13. Competition/internal market (posting of workers, regulated professions, ...)

AIE should monitor and pass on information about developments happening in all these areas. We should also position ourselves on and influence some of these key areas. Only this way, we will have a clear value proposition, and we will be able to retain our members and have new associations join.

To be able to do so, in 2019-2021 we will:

- **Sharpen our involvement in EU stakeholders fora/groups/associations**, in order to easily obtain information about relevant debates at EU level that we can pass on to our members, and in order to more effectively influence relevant discussions. Today we are members of WorldSkills Europe, we participate in the Electrification Alliance, in the Small Is Beautiful Campaign, in FEEDS and we are in the process of joining the Electromobility Platform. In the future, provided that benefits outweigh the costs, we may join i.a. the Renovate Europe campaign and EUAPME – the EU Association of SMEs. These or other organizations, which we may decide to be members of in the future, should allow us to be abreast of topics such as building renovation, safety, electromobility, SMEs, employment, public procurement, fiscal and competition policies, etc



- **Organize workshops or webinars with specialists and policy makers on specific policy areas which we cannot actively follow** but which our members are interested in, as an additional member service
- **Facilitate contacts between our member associations and EU policy makers** from the same country, esp. Members of the EU Parliament; for instance, AIE could organize short lunch or evening debates on national issues which are relevant for EU-level discussions or vice-versa
- **Strengthen cooperation with the electrical and construction value chains**, delivering common positions and advocacy strategies on topics of common interest e.g. digitalization and BIM
- **Maximize efficiency and productivity of the existing and upcoming Working Groups and Task Forces**, for these groups to continue to be valuable information exchange hubs, but also to more strongly help AIE increase visibility and influence
- Increase relevance and frequency of **policy updates/info-flashes** for members, to provide them with timely, high-quality and complete information and intelligence.

In parallel, we should first, be on the frontline on topics which are very important for us, and secondly, we should improve our visibility and reputation, by working on our “brand recognition”.



In the next three years, AIE will **lead at least one successful campaign**, which will benefit our sector and make our association and electrical contractors more known in Brussels at the same time.

Even if the name “AIE” is associated with a strong and long history and legacy, a more explicit name for our association would be beneficial in terms of recognition, image and reputation. We need **a name, which relates to the sector we represent**, and which sticks to people’s mind. This is important in Brussels, where thousands of associations try to be out there and make contact with the EU institutions.

Alongside a new name, we need **a fresher logo and a more modern website**. Besides allowing quicker and easier updates from the AIE team, our future website will show that we are a dynamic association, active on all relevant issues. This will make us more attractive for other stakeholders and for policy makers.

The sec gen will **speak in more events** and **AIE will organize at least one flagship event per year in Brussels**, to enhance our visibility and reputation.

Finally, as Twitter and Politico become the most consulted media by EU policy makers, we will **strengthen our social media activity and media outreach** so as to increase our chances that our messages reach politicians in Brussels. We will try and place posts, quotes and articles on the most relevant social media and media whenever we reach a milestone and we will build a strong network with the communication advisors within our member organizations, to spread our messages down to the national level.

Objectives	June 2018	By end of 2021
New visual identity (name, logo, website)	//	Process completed, positive feedback received
Number of info-sessions/webinars/events for members	0	2/year
Frequency of policy updates for members	Bimonthly	At least monthly
Number of AIE events in Brussels	0	At least 1/year
Number of sec gen public speeches	2/year	6/year
Number of campaigns led by AIE	0	At least 1
Social media activity	60 Followers/ Retweet	Avg. 1 1,000 Followers/ Avg. 10 Retweets
Media coverage, number of articles mentioning AIE	0	1/month
Number of press releases	2/year	6/year



2019: let's get the ball rolling

2019 will be a calm year from a policy perspective, because in spring there will be elections of the Members of the EU Parliament and of new EU Commissioners. The relatively low need for policy engagement in the first half of the year will allow us to focus on internal reforms and strategy:

- We will discuss and decide on financial contributions from our association members and from possible associated corporates
- We will devise a business development strategy, to attract funding from corporates
- We will discuss and make important decisions about how we profile ourselves in Brussels, via our new name, visual identity, website, rebranding event and 2020 Brussels CoD / annual general meeting and conference
- We will take strategic decisions on cooperation with other associations across the electricity and construction value chains
- We will strengthen our Working Groups, positioning ourselves on key topics
- We will devise and introduce new member services.

Our 2019 objectives and activities are as follows:

1. Lay the groundwork for membership and budget growth

- **Make sure that the CoD 2019 votes through the membership reforms** suggested by our Budget Task Force:
 - these reforms will make the membership fees more affordable for associations with limited resources, allowing us to gain at least 1 new member by the end of the year and putting us on the right track towards Europe-wide representation
 - the reforms will also allow us to offer the possibility to corporates to participate in the association activities in return for a financial contribution – such financing, which we will raise in 2020, will enable us to start new activities, improving our value proposition for other new member associations
- **Raise funding from sponsorship** of the CoD / annual general meeting in Switzerland and from sponsorship of our rebranding event; this will be key if we want to have a sustainable budget situation, while not raising the membership fees, risking to lose some of our member associations
- **Become involved in 1 new valuable EU project**, making sure that benefits largely outweigh the costs, and that the project finances necessary or useful activities.

2. Reach a turning point in terms of visibility and influence

- **Optimize participation in stakeholders' fora and organizations**, to maximize our intelligence gathering, visibility and influence; our decisions will also be influenced by the policy priorities set by the new EU Commission



- Participate, possibly in a leading position, in **at least 1 campaign** together with one or more stakeholders' fora and organisations and have the AIE sec gen participate as a **speaker in at least 3 events**
- **Deliver monthly policy updates to members and issue monthly newsletters for the outside world**, promoting the electrical contracting sector and profiling AIE as the leading organization for the sector
- **Deliver 1 or 2 extra-services to our members**, such as info-sessions/webinars with policy makers and specialists on topics of interest, or small events to network with new EU policy makers
- **Give a clear direction to the Value Chain Working Group**: have this Group deliver at least 1 report and plan with this Group a “Value Chain Conference” for the following year
- **Make sure that the Policy and Technical Working Groups achieve at least 1 or 2 tangible results**, such as the positioning of AIE on specific topics
- **Implement a successful rebranding**:
 - prepare the transition to a new name, logo and website, keeping the members involved, making sure that they fully endorse the new AIE identity at the CoD 2019
 - organize a successful event in fall 2019 to unveil and celebrate the new identity; make sure that this event will allow our members to network with corporates from across the electrical and construction value chain and with policy makers
 - make sure that costs are fully or almost fully covered by sponsorship
- **Communicate promptly about any relevant deliverables**, using social media and press releases, increase the number of Twitter followers and of media mentions.

Objectives	By the end of 2019
Membership and budget	
Membership reform results	<ul style="list-style-type: none"> • At least 1 new member association • Possible for corporates to be involved in AIE activities
Sponsorship	20,000 EUR for CoD and rebranding event on top of KNX sponsorship (5,000)
EU projects	1 project with small profit margin
Overall budget	Deficit of no more than 20,000 EUR
Visibility and influence	
Campaigns	Participation (leading role) in at least 1 campaign
Events participation	Sec gen to speak in at least 3 events
Policy updates and newsletters	Monthly
Extra-services for members	1-2 info-sessions/webinars/small events
Value Chain Working Group	1 tangible deliverable, e.g. report
Energy and Technical Working Groups	1-2 tangible deliverables from each of them
Rebranding	Completed successfully



Media and social media	At least 3 media mentions, 3 press releases, 350 followers on Twitter
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ANNEX 2

AIE ARTICLES OF THE ASSOCIATION

Approved by the General Assembly on 21 September 2018 in Stockholm



Article 1

The European Association of Electrical Contractors (A.I.E.) - hereinafter described as "The Association" – is composed of national associations representing electrical installation contractors, who carry out electrical installations relating to high, medium and low voltage and the equipment associated therewith and provide all kinds of current consuming devices and appliances including electrical, electronic, communication and similar systems.

Article 2 – OBJECTS

The object of The Association is to act on behalf of its members in accordance with the principle of subsidiarity:

- 2.01 – To co-ordinate and promote the common interests of European electrical contractors.
- 2.02 – To monitor and influence the legislative and consultative process of the European Union relevant to the businesses of European electrical contractors.
- 2.03 – To facilitate the exchange of relevant information between members.

Article 3 – REGISTERED OFFICE

The registered office of The Association is in d’Arlon 69-71, 1040 Brussels. It may be transferred to any other location or a branch office may be established by decision of the General Assembly taken in accordance with article 24 at a meeting duly convened by notice to all full members which notice shall include intimation of the proposed transfer.

Article 4 – MEMBERSHIP

- 4.01 – Membership of The Association consists of:
 - 1° Full members as described in article 1;
 - 2° Associate members consisting of national associations or organisations whose resources prevent full participation in the work of The Association.
 - 3° Corresponding members consisting of non- European national associations or organisations of electrical contractors whose geographical situation prevent full participation in the work of The Association. Their admission can be pronounced provisionally.
- 4.02 – Applications for membership shall be addressed to the secretariat of The Association.
 - If a request of membership comes from an association from a European country, which is already represented within the Association as full member, the positive opinion of the association who is a full member will be required before any decision of admission is taken.
- 4.03 – The General Assembly of The Association has all powers to determine on all matters relating to membership and the conditions of membership of The Association.
- 4.04 – All members newly admitted to The Association are supplied with a copy of the Articles of The Association on admittance and shall thereafter be bound thereby.



Article 5 – RESIGNATION

A member of The Association may resign by 30 June of each year by giving notice in writing to the secretariat, which shall forthwith notify the members. Such notice of resignation shall be without prejudice to the right of The Association to claim such subscription as may be due by the resigning member.

Article 6 – EXPULSION

6.01 – The Management Committee may propose to the General Assembly the expulsion of a member from The Association for any of the following reasons:

- Non-payment of the contributions duly levied on the member after repeated formal notification,
- Failure to conform to the Articles of Association of The Association,
- Acting in a manner detrimental to The Association or consistent failure to contribute to the cooperation which must exist among the members within The Association.

6.02 – A member in respect of whom an intention for expulsion has been proposed shall be given three months' notice of the intention to expel, with the Management Committee's reason for the proposed action. Within that period the member in receipt of the notice shall have the right to appeal to the General Assembly. The General Assembly may ask for any information it may require and representatives of the appealing member may have the opportunity to give the appropriate answers or explanations. The decision of the General Assembly on the appeal is taken by secret ballot, a two-thirds majority of qualified votes being required to determine the matter. Representatives of the appellant member shall not be qualified to participate in the ballot.

6.03 – A member expelled shall, from the date of the expulsion decision, cease to be a member and shall not be entitled to receive a return of any subscription or contribution for the current financial year or any share of the accrued funds of The Association.

Article 7 – ORGANISATION AND MANAGEMENT

7.01 – The policy of The Association shall be determined by the General Assembly and its business shall be administered by the Management Committee.

7.02 – There shall be a Board, responsible for the implementation of the general policy of The Association,

7.03 – There shall be a General Secretaries' Committee, which shall contribute to the achievement of the objects of The Association.

7.04 - The Board and the Management Committee shall be chaired by the President. The General Secretaries' Committee shall be chaired by the Secretary General of The Association.



7.05 – The General Assembly shall establish working groups or task forces as may be required and these may be granted powers to act on behalf of The Association where appropriate. The General Assembly shall establish the terms of reference, time scales and life of all working groups and task forces.

7.06 – The Board may establish working groups or task forces and may modify the terms of reference of those working groups or task forces already existing, when such decision cannot wait until the next meeting of the General Assembly. The General Assembly will be asked to ratify such decisions retrospectively at its next following meeting.

7.07 – Each working group or task force shall be chaired by a person appointed by the Board, to which it shall report at regular intervals.

Article 8 – EXERCISE OF POWERS

8.01 – The General Assembly shall, subject to the provisions of these Articles, exercise all the powers of The Association and shall act in its name.

8.02 – The Management Committee shall administer the business affairs of The Association in accordance with the guidelines defined by the General Assembly and do all that is necessary to carry out the day-to-day functioning of The Association.

8.03 – The President of The Association is its legal representative and acts in its name.

Article 9 – MEETINGS OF THE GENERAL ASSEMBLY

9.01 – The General Assembly meets each year.

9.02 – Extraordinary meetings may be called at the request of the Board or by request in writing of a majority of the full members of The Association.

Article 10 – ORGANISATION OF MEETINGS

10.01 – Notices of meetings of the General Assembly shall be issued by the Secretary General of The Association to the members. Such notices shall contain particulars of the business to be dealt with at such meetings together with such available reports, papers or other information to be transmitted to the members of the General Assembly.

10.02 – Notices of the ordinary annual meetings of the General Assembly are issued at least one month in advance of the date of the meetings but such time of notice may be reduced in the case of an extraordinary meeting, to two weeks.

10.03 – Meetings of the General Assembly are presided by the President of The Association, or failing him/her, by the Vice-President. Another General Assembly member may be appointed by the meeting, if the aforesaid conditions cannot be fulfilled.



10.04 – Any item, to be registered on the agenda of the General Assembly, shall be received, in writing, by the Secretary General four weeks before the meeting. Such items must be voted according to the conditions of article 13; members of The Association shall be informed of such items prior to the meeting. Any other item put forward at a meeting of the General Assembly shall only be accepted for inclusion in the agenda provided two thirds of those present and eligible to vote are in agreement.

Article 11 – OTHER MEETINGS

The Board shall meet at least three times per year. The Management Committee shall have at least two-monthly contacts with the Secretary General of The Association.

Article 12 – REPRESENTATION AT MEETINGS

Representation of members at meetings is as under:

12.01 – General Assembly

Each member country is represented at meetings of the General Assembly by one delegate with the right of vote, ideally the President of the national association or, alternatively, another contractor. This delegate may be accompanied by other representatives of his or her association. All participants will be authorised to participate in the debates. The delegate of each full member, having the right of vote, shall sign a presence register giving him or her the mandate to vote.

12.02 – Management Committee

The Management Committee shall consist of:

- The President
- A Vice-President
- An elected Member
- The Secretary General (without right to vote).

At the President's discretion, any person of his/her choice may be invited from time to time. The immediate Past President may be invited to the meetings (without right to vote).

12.03 – Board

The Board shall consist of:

- The members of the Management Committee elected by the General Assembly under Articles 14.01, 14.02 and 14.03,
- Three Members elected by the General Assembly under Article 14.04,
- The Secretary General (without right to vote).

The immediate Past President as well as Working Group or Task Force Chairmen, may be invited to the meetings (without right to vote).



At the President's discretion, any other person of his choice may be invited.

The Board is responsible to the General Assembly, to which it shall present an annual report, which shall be submitted in advance together with the documents covered in article 10.01.

12.04 – General Secretaries' Committee

The General Secretaries' Committee shall consist of:

- The General Secretaries, General Delegates or Directors of Members.

Its remit shall be to contribute to the implementation of the objects of The Association by:

- Strategic monitoring;
- Exchanging information between members and/or providing information to the Board;
- Any other task, which may be entrusted to it by the General Assembly or by the Board.

Article 13 – VOTING

13.01 – Each full member shall have the right to exercise one vote at any meeting of the General Assembly at which it is represented. This rule shall apply irrespective of the number of delegates it may send to the meeting and the single vote shall not be transferable.

13.02 – Members which will not have paid their contributions before end of June will be forfeit of voting rights at the next General Assembly.

13.03 – All voting at meetings shall be by show of hands unless one full member or the President requires a roll-call vote or a vote by ballot.

13.04 – Any proposal of resolution, related to one point of the agenda, shall be submitted to vote.

13.05 – Except as provided in articles 6.02, 24 and 26.01 any resolution or matter to be decided at any meeting is decided by a simple majority of the votes cast. The President or other chairman shall not be entitled to exercise a casting vote. In the event of an equal number of votes being cast for and against the resolution or question the same is regarded as rejected.

13.06 – The quorum of all meetings of the General Assembly is any number of votes (one per member country) representing more than 50 % of the current full membership of The Association entitled to vote.

13.07 – In the Board, each national member-association shall only have one vote, whatever number of representatives that it may have present.

Article 14 – ELECTION OF BOARD MEMBERS



14.01 – The General Assembly shall elect, every three years, a President chosen from the representatives of the General Assembly for a three years mandate. In the case where there is no new candidate for the office of President, the General Assembly may re-elect the existing President for one extra year.

The President shall not be eligible for re-election until a period of two years at least has elapsed since his/her previous service as President. Only electrical contractors active in the industry may be elected as Board members.

14.02 – The General Assembly shall elect, every three years, a Vice President chosen from the representatives on the General Assembly for a three years mandate.

14.03 – The General Assembly shall elect, every three years, a Member of the Management Committee, chosen from the representatives on the General Assembly for a three years mandate.

14.04 - The General Assembly shall also elect every three years, three members among the representatives of the General Assembly as Members within the Board for a three years mandate.

14.05 – In the event of one or more Board Members not being able to fulfil their functions, the Board may adopt interim solutions until the next meeting of the General Assembly.

Article 15 – SECRETARY GENERAL

15.01 – The General Assembly shall have power to appoint a Secretary General of The Association at such remuneration and upon such conditions as it thinks fit and may remove and replace any person so appointed.

15.02 – The General Assembly may enter into such arrangements as it may consider requisite for secretarial staff or services for the conduct of the business of The Association.

15.03 – The Secretary General is responsible for the carrying out of the executive and secretarial work of The Association under the general supervision of the President and subject to the direction of the Management Committee.

15.04 – The Secretary General is responsible for the maintenance and safe custody of the minutes, reports, records, accounts and other documents of The Association and shall make these available for production to the General Assembly when so required.

Article 16 – INTERNAL REGULATIONS

16.01 – Any procedure of internal work, not specified in the present Articles of Association, may be stated precisely by internal regulations.



16.02 – These internal regulations, and successive modifications, are drawn up by the Management Committee and approved by the Board.

Article 17 – MEMBERSHIP SUBSCRIPTION

17.01 – The General Assembly shall determine annually the subscription and or levies payable by the classes of membership (referred to in article 4). Subscriptions or levies may be in such form as the General Assembly shall consider appropriate. They may consist of a fixed part or a proportionate part or both.

17.02 – The subscription and or levies hereinbefore referred to may only be amended at the annual general meeting of the General Assembly.

17.03 – The Secretary General shall notify all members within one month of any decision made to amend the subscriptions and or levies as hereinbefore provided.

Article 18 – FINANCE AND ACCOUNTS

18.01 – The financial year of The Association shall commence on the 1st January in each year and terminate on the 31st December in the same year. The Secretary General, subject to the direction and control of the General Assembly, shall keep proper accounts of the income and expenditure of The Association. The Secretary General shall provide periodic reports on the state of the finances of The Association to the Management Committee.

18.02 – Annual accounts shall be submitted for the approval of the General Assembly. Such annual accounts are certified by the person or persons appointed to audit them as hereinafter provided.

18.03 – The General Assembly shall appoint a suitable person or more persons to audit the accounts of The Association and such auditor or auditors shall have power to call for the production of such information, papers, bank and other certificates as may be required to enable the certification of The Association's annual accounts to be made.

18.04 – Two calendar months, at least, before each annual meeting of the General Assembly the Secretary General shall make out and deliver to the auditor or auditors a statement of the receipts and expenditure and balance sheet up to the 31st December in each year. Audited copies of the accounts and balance sheet are sent to each member (as defined in article 4.01) at least one month before the date of the meeting of the General Assembly at which the accounts and balance sheet are to be considered.

18.05 – For each General Assembly, after consultation with the Management Committee and where necessary any delegates of members, the Secretary General shall prepare estimates of the income and expenditure for the twelve months commencing on the first day of January



next following. These estimates are issued to all members.

18.06 – The General Assembly may invest and employ any funds of The Association which are not for the time being required for the usual business of the Association in such securities as it may think fit and may at the Management Committee's discretion leave the funds at The Association's bankers unemployed. When funds are invested they are invested in the name of The Association.

Article 19 – SIGNATURES

The signatures for financial affairs on behalf of The Association are that of the President or a Vice-President or the Secretary General. Above five thousands Euros, a written agreement from the President is necessary.

Article 20 – POSTAL BALLOT

In urgent matters a postal ballot may be held by a decision of the Board of Directors. Such vote is exercised by the person authorised by each member to exercise it. In the event of an equal number of votes being cast for and against the resolution of question, the same is regarded as rejected.

Article 21 – MINUTES

The Secretary General is responsible for the issue and preservation of the minutes of meetings. Every entry in the minute of the proceedings when approved at the next meeting and signed by the chairman shall, in the absence of proof of the contrary, be deemed to be a correct record.

Article 22 – LANGUAGE INTERPRETATION AND TRANSLATION

The General Assembly shall have power to determine, from time to time, the arrangements for language interpretation at meetings and for translations, where appropriate, of proceedings of The Association. The Council may nominate official languages to be used for interpretation and translation and may vary these from time to time as may be considered desirable.

Article 23 – INDEMNITY

If any prosecution, action or proceeding at law be commenced or carried on against any person appointed in the business of The Association for proceedings or acts done by him/her in the proper discharge of his/her or their properly authorised duty towards The Association, such person or persons shall be defended in and indemnified from and against all expenses of such prosecution, action, proceeding at law out of the funds of The Association.



Article 24 – ALTERATION TO ARTICLES

Alteration to these Articles are made only at a meeting of the General Assembly held in accordance with a notice issued in terms of the Articles to all members setting forth the terms of the proposed alteration. Such alteration shall only become effective if approved by not less than two-thirds of the votes cast at any such meeting.

Article 25 – HONORARY MEMBERSHIP

The General Assembly may grant honorary membership or any other honorary membership or any other honorary title for exceptional services rendered to The Association by former Presidents or Vice-Presidents or by any other person.

Article 26 – DISSOLUTION

26.01 – The Association may be dissolved by the vote of not less than two-thirds of the votes of the full members represented at a special meeting of the General Assembly called for the purpose. Not less than two months clear notice of such meeting is given as referred in article 9 to all members and the notice shall set forth the reasons for the proposed dissolution of The Association.

26.02 – A special meeting of the General Assembly may be called only upon the resolution of the Board or upon the written requisition of not less than half of the members qualified to vote in terms of these Articles.

26.03 – Upon the resolution for dissolution being approved at such special General Assembly meeting, the meeting shall forthwith resolve upon the disbursement of the funds and assets of The Association and any and every resolution dealing or purposing to deal with such disbursement or with the parties amongst whom or the proportions in which the funds and assets is disbursed, or the manner or time of such disbursement is effective if approved by a simple majority of the votes cast at such meeting.