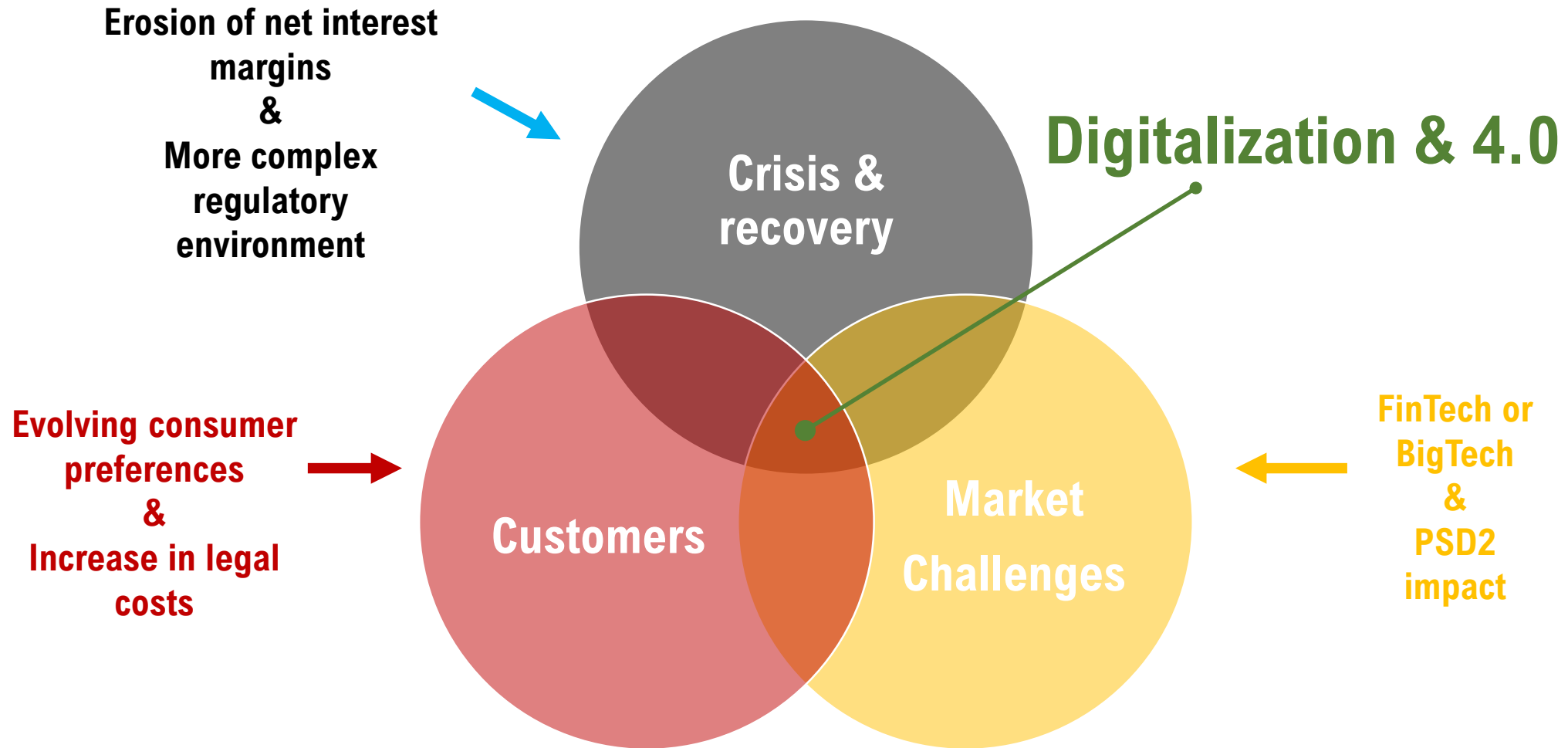


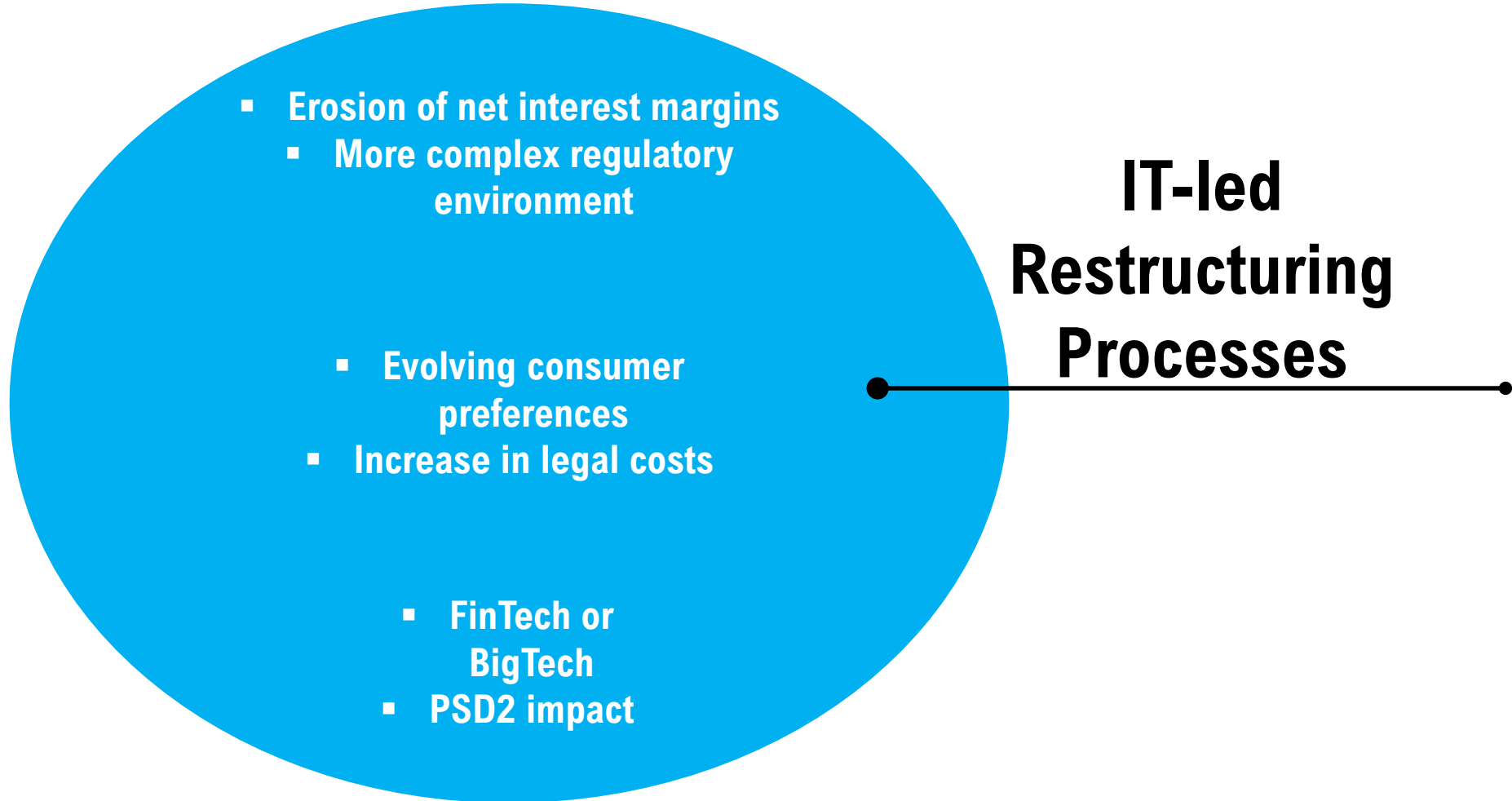
Digitalization, Restructuring Strategies & EWCs in Europe

Digitalization & Restructuring processes: an overview

Digitalization: Key issues



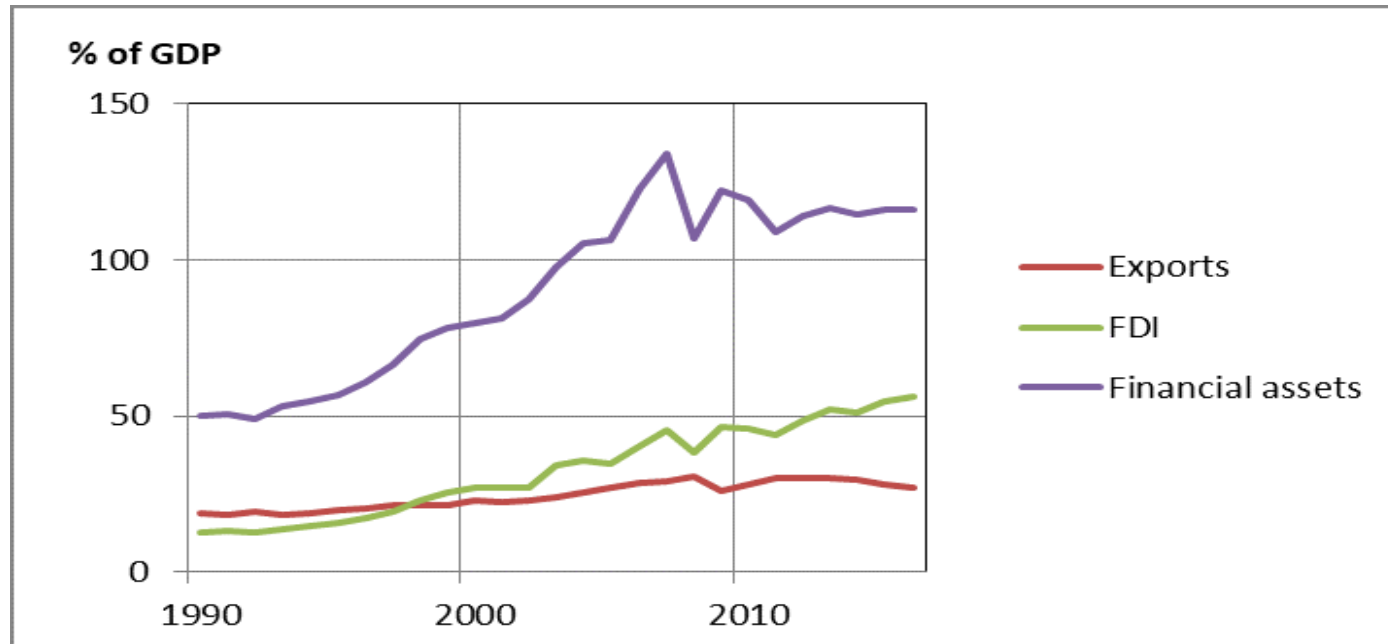
Digitalization & Restructuring processes



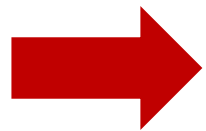
Restructuring processes

- A pervasive feature of the global market.
- Is now part of the ordinary tool of organizational or business strategy
- No longer necessarily associated with organizational decline and failure
- Very often restructuring continues to lead to a reduction in the number of employees, even in companies with high profitability

Restructuring processes & Financial sector



- Global Financial Assets value is higher than FDI + Exports
- Financial Sector is leading a deeper Global market integration



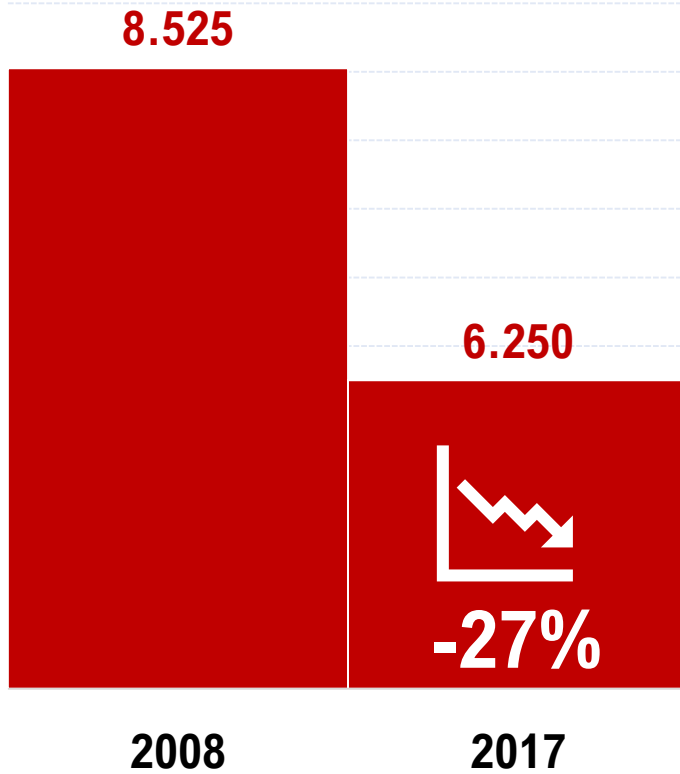
Finance & Technology are the greatest driver of the restructuring processes of Agroindustry, Manufacturing and Services on the Global scale.

4.0 Banking in Europe: the «Less4More» strategy

4.0 Banking in Europe: A «Less4More» Strategy

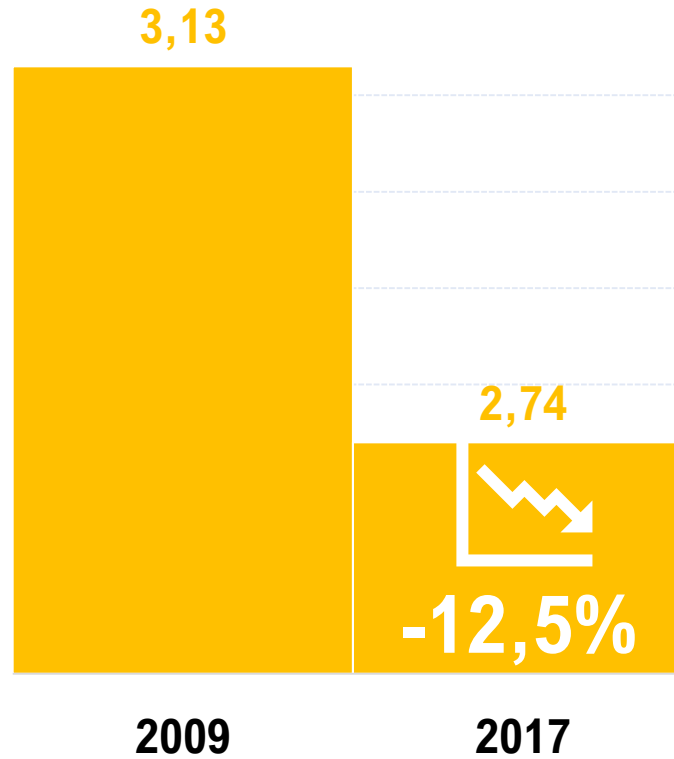
Number of Banks – EU 28

Source: EBF



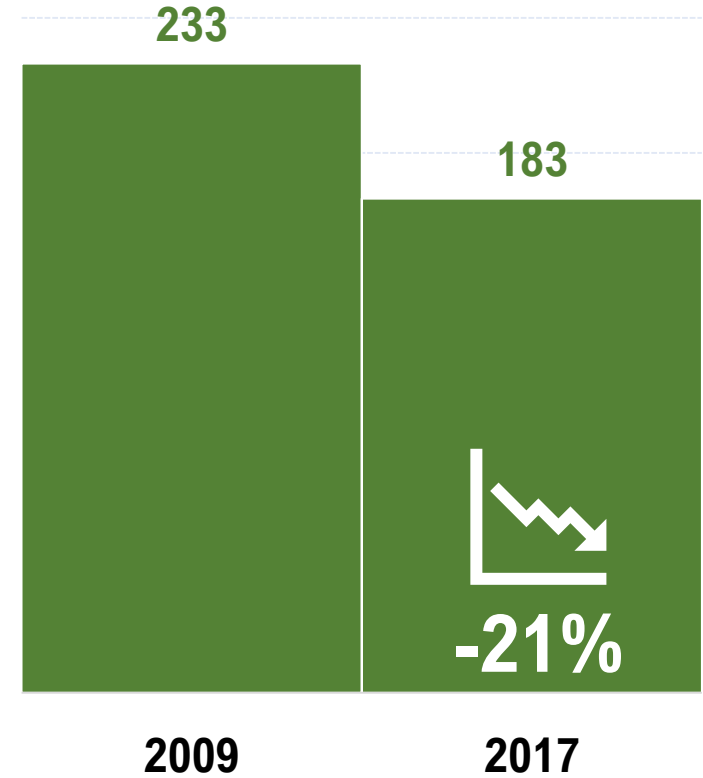
Bank Staff – EU 28

Source: EBF, millions of unit



Bank Branches – EU 28

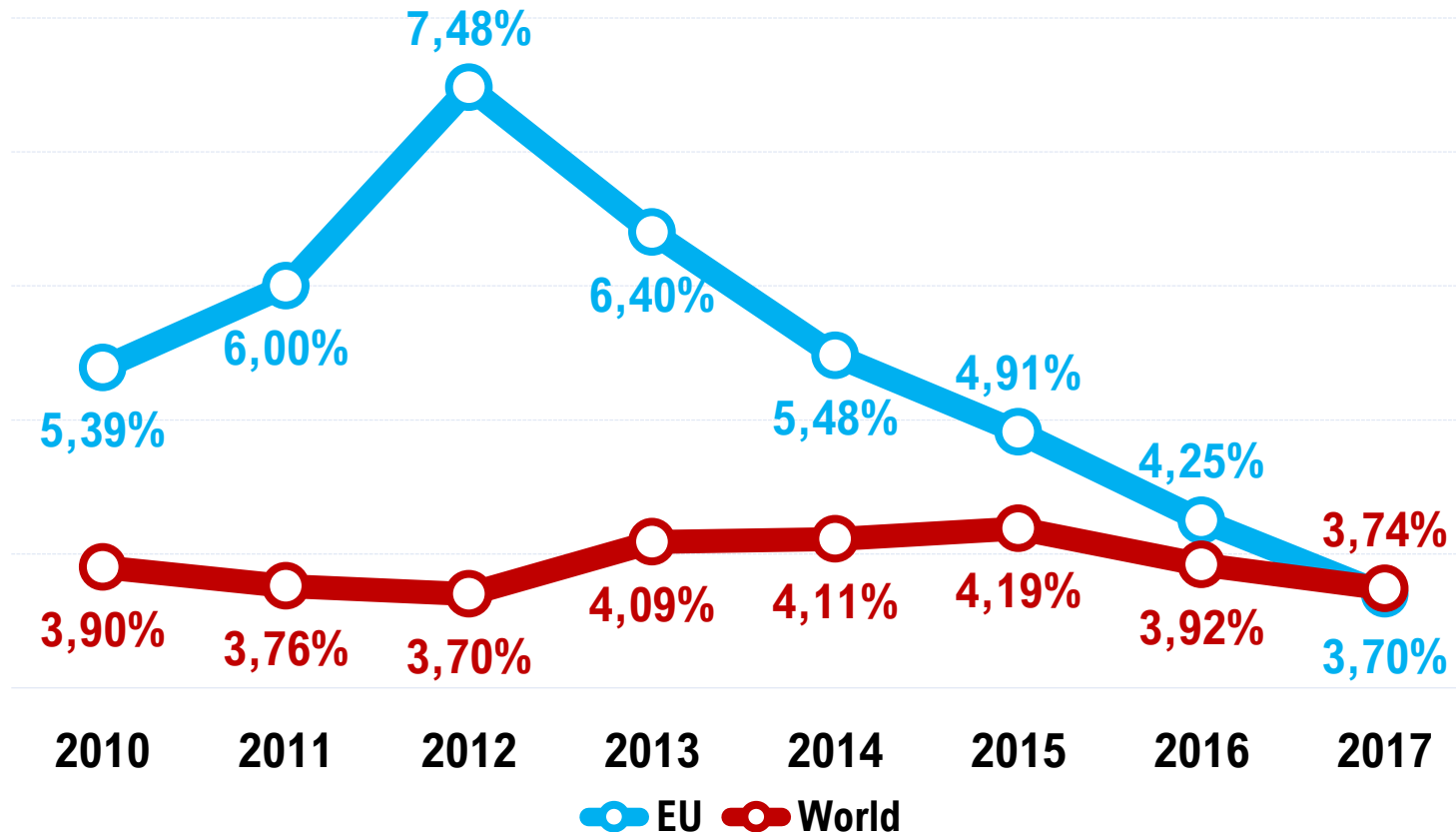
Source: EBF, thousands of unit



4.0 Banking in Europe: A «Less4More» Strategy

NPLs to gross loans Ratio

Sources: EBF and ECB

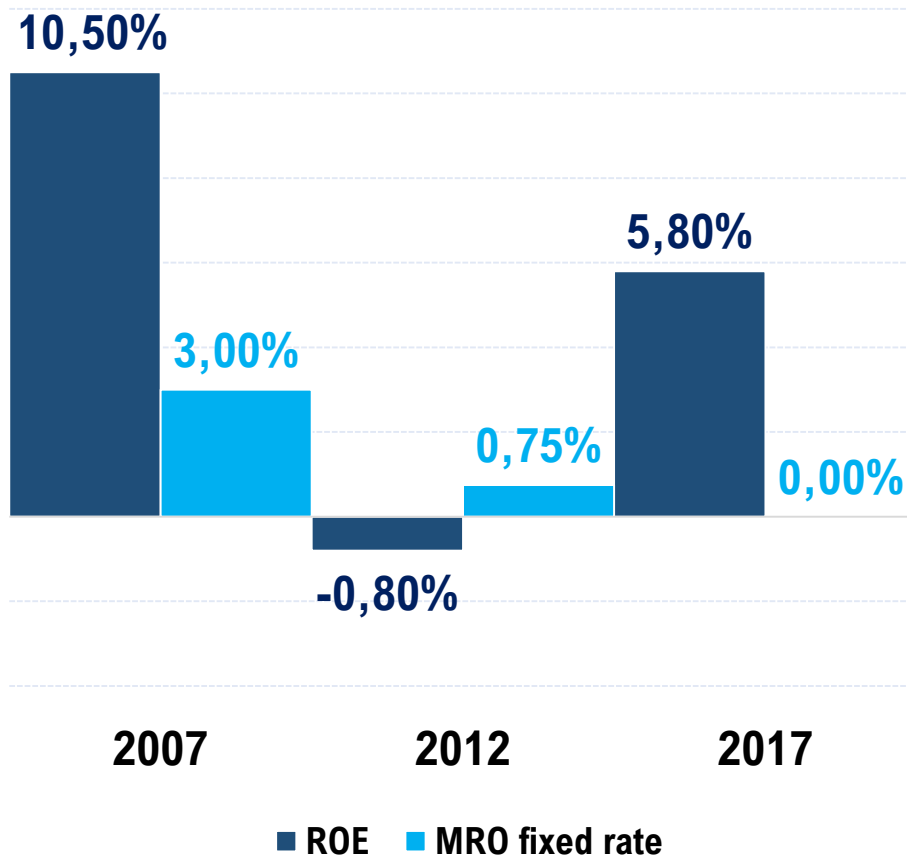


NPL stocks have decreased considerably in recent years (-40% between 2014 and 2018)

4.0 Banking in Europe: A «Less4More» Strategy

Return on Equity & ECB's MRO

Source: EBA and EBF data



- 2007: 10,50%
- 2011/2012: Banking crisis in particular in Spain and Greece affects balance sheets of EU banks
- 2017: A significant increase in profitability despite the negative impact of net interest income

Digitalization & 4.0: a cost-cutting strategy

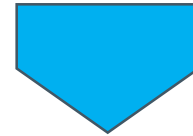
«Promising opportunities seem to arise in commercial banking. This is possibly due to the potential benefits of the new technology-based propositions such as aggregator models, use of robo-advice and application of better data analytics. This can be also seen as possible explanation of banks' growing appetite to address costs through increasing automation and digitalization»

EBA REPORT ON THE IMPACT OF FINTECH ON INCUMBENT CREDIT INSTITUTIONS' BUSINESS MODELS, 2017, page 12

4.0 Banking in Europe: A «Less4More» Strategy

Less...

Less banks (M&A), less branches, less employees



4

Digitalization & 4.0



...More

Profits with a Zero/Negative interest rates

Restructuring: Crisis Years (07/12)

EU-28 Annual average growth rate: -0,10%

Sectors	N.	GAIN-LOSS	% OF RESTRUCTURING PROCESS WITH JOB LOSSES	RESTRUCTURING JOB RATIO
PA, defence & education	376	-471.281	87,23%	10,48
Agriculture	28	-8.986	75,00%	7,24
Manufacturing, Mining&Quarring, Construction	5.092	-589.790	69,15%	2,04
Utilities	153	-10.073	64,71%	1,26
Services (without Financial)	2.764	-69.201	51,77%	1,24
Financial Services	588	-237.696	72,62%	4,44

Source: Eurodad

Restructuring: Recovery Years (13/18)

EU-28 Annual average growth rate: 1,80%

Sectors	N.	GAIN-LOSS	% OF RESTRUCTURING PROCESS WITH JOB LOSSES	RESTRUCTURING JOB RATIO
PA, defence & education	219	-14.063	61,64%	1,19
Agriculture	31	-902	48,39%	1,44
Manufacturing, Mining&Quarring, Construction	3.870	-164.965	57,49%	1,35
Utilities	172	-51.804	78,49%	2,9
Services (without Financial)	3.662	298.607	38,13%	0,74
Financial Services	584	-243.930	70,89%	6,44

Source: Eurodad

EWCs & IT-led Restructuring Processes

How did it go?

EWCs: the discussion in Sofia & Beograd...

**Ongoing
Restructuring
Processes**

EWCs: what role?

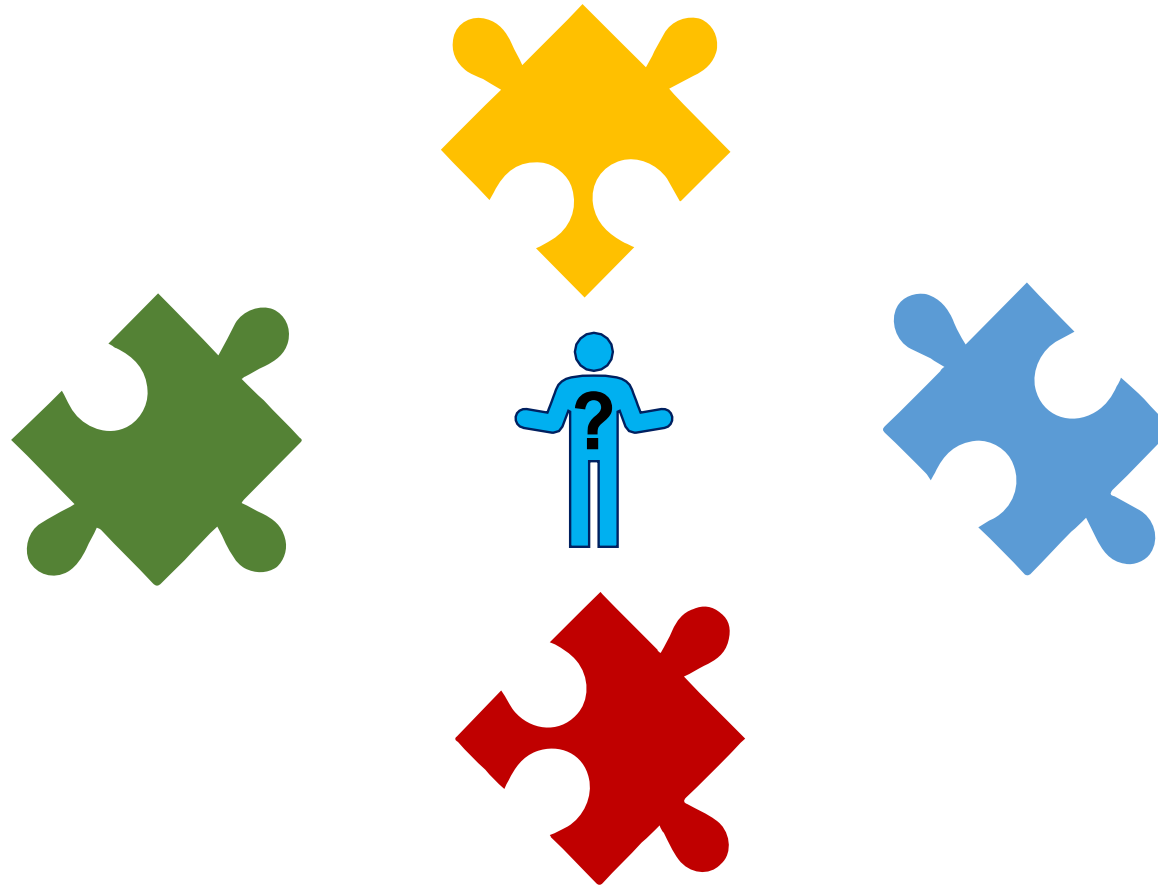
**Digitalization &
IT-led
transformation**

**New professions,
new skills, new
needs**



... & 2 main issues emerged

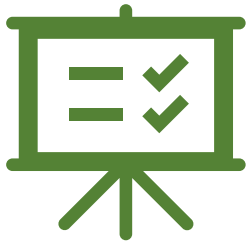
**EWCs & EU
legislation: a
critical approach**



**Banking 4.0 vs.
Unionism 1.0?**

EWCs: Information and Consultation Rights

INFORMATION



Data transmitted by the employer to the workers' representatives to enable them to take note of an issue and examine it.

CONSULTATION



Exchange of views and establishment of a dialogue between employee representatives and the employer.

EWCs: Information or Consultation in practice

- More “information” than “consultation”
- Enterprise behaviors that undermine the concept of the right to consultation by workers, replaced by unidirectional communication
- The Ambiguous "paranormative" production

EU legislation

- National differences in terms of information access (i.e. German model) vs. EWCs Directives
- Fitness Check or «Regulatory demolition»?

Banking 4.0 vs. Unionism 1.0?

4.0 BANKING



- New jobs & new career paths
- A «charming» internal marketing
- Digitalization as a key driver

1.0 UNIONISM?



- The Unions are transforming
- They are no longer 1.0 but they still have to fill a gap
 - How to intercept new needs?