

Shaping the future of HVB means a solid strategic framework for employees.

"We are very proud of our employees. They manage everything that is important to our clients," was the message from HVB in several daily newspapers at the start of the year. A well-earned thank you that is not often heard on a day-to-day basis. Already in 2017, the German HVB group took a significant step towards reaching the goals of the Transform 2019 program. In the first half of the year, payroll costs were reduced by 4.9%. At the same time, profit before tax rose by over 64%. And the number of staff cuts to be implemented in Germany by the end of 2019 have already been nearly achieved. The group's planned balancing act between rising earnings and falling costs has been particularly successful at HVB. Our colleagues have already done their part.

It is now a question of focusing on our colleagues to ensure a focus on the future sustainability of HypoVereinsbank as a universal bank as part of the UniCredit group. The works council and the supervisory board have **agreed on guarantees** within the scope of TRANSFORM.

The key areas in which we will shape the future over the next four years are as follows:

1. While management is eagerly moving full steam ahead with staff cuts, the same drive is not apparent regarding the implementation of the promised measures to ease workloads. It is not only CRO that is awaiting IT solutions to help manage the situation, but also other divisions of the bank, where more work is being carried out by fewer employees. Sustainability looks different. **We call upon management to fully implement the promised support measures and investment. To show creativity and fresh thinking.**
2. **Further developing HR is the best way to secure the future.** Improved possibilities for internal and forward-looking qualifications and the constant creation of new employment prospects is the right approach. In addition, we request a new definition of specialist careers. Career paths are job prospects and must be cross-departmental.

It must not be allowed to happen again that experts retire without a timely successor planning, including relevant qualifications. In some areas of the bank, there is already an urgent need for action.

We also want to **improve the work-life balance**. We request new types of work arrangement, from working from home through to creative part-time models.

We request a **new promotion system** that creates new perspectives. Achievements and personal development within the scope of delegated tasks must be openly recognized.
3. The increasing digitalization of the work place poses an enormous challenge. We need forward-looking, **intelligent personnel planning**, to ensure that employees buy into the transition process in good time. We request **significantly greater investment in employees' forward-looking skills and capabilities**. External training courses should not be a taboo.
4. The aforementioned guarantee agreement creates perspective and offers security. However, a great deal of uncertainty remains with numerous, in part pointless and tedious structural changes. Networks are becoming eroded, processes complicated, and new process interfaces are emerging.
We therefore request that the restructuring process be slowed down, in order to finally address the real problems and/or to improve processes in the long term.
5. **Careful and considerate implementation of new regulations:** In light of the growing number of regulations, we urgently need **a guarantee** that the subsequent increase in the bureaucratization of day-to-day work is not unnecessarily burdening employees. The effect of **each regulatory requirement on an employee's workload and hence personal capacity must be checked and quantified**. We request that colleagues be allowed sufficient time to familiarize themselves with new regulations, so that they can implement them properly.

In addition, **data protection must be respected**: The data stored in new IT tools, which – in the background – ensure the bank's security, should not be allowed to be used against employees. We also request clear rules to prevent unauthorized monitoring. We request additional investment for a more stable and faster IT system.

6. **Creation of a cooperative and collegial corporate culture:** In line with the **leadership principles as outlined in the agreement entitled “Führungsverständnis”**, we have taken an important step. Sincerity and sustainability will be achieved, when violations of these principals entails serious consequences.
In line with this cultural directive, employees have to be included in all change programs; the knowledge and experience of employees must always be taken into account in a decision-making processes.
Timeless values, such as respect, appreciation, fairness and collegiality, must again become a given. A key step towards this goal could be **the revision of our employee appraisal process MAG (UPM / Unicredit Performance Management)**.
The goal must be an even more consequential evaluation, independent from the bonus budget. A move away from technical processes towards honest and helpful feedback.
7. Fair and respectful conduct is the key to **hands-on health management**. Mounting pressure and work overload must be addressed. Work should not make you ill! Furthermore, **a work-life balance must not** simply be lip service to the bank’s reputation. Working hours have changed considerably in recent years and we request a corporate culture that does not confuse performance and commitment with long working hours.
8. Last but not least, we request that the **remuneration policy be discussed in-house**, in line with the Remuneration Ordinance for Institutions (InstitutsVergV).
The collective wage agreement, i.e. the grouping and classification of the current union rate is currently being revised by the trade unions ver.di and DBV (Deutscher Banken Angestelltenverband) and the employers’ association (Arbeitgeberverband).
Our request: this must not damage the status quo.
We have also ensured that the “AT-employees” (who are not covered by collective wage agreements) budget from 2018 to 2019 will be paid out **fully and for sure**. We also continue to request that TC (total compensation) employees receive transparent pay rises on a regular basis.
In recent years, the variable amount of compensation has been significantly dependent on the profit and the goodwill of the bank’s holding company. We request a fair share of profit for our colleagues.
We call for higher fixed pay with a modern bonus system!

We would love to hear your opinions, further ideas and suggestions! Please email us at:
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