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Eurofound
European Monitoring Centre on Change
European Restructuring Monitor

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Abstract
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Keywords
European Union, restructuring, job creation, job loss

Comments
Suggested Citation
Macroeconomic trends and prospects

Economic recovery in the EU has some positive tailwinds at last. These come in three forms; reduced oil prices are a significant boon to the EU as it is a major net importer; the ECB's decision to adopt unconventional monetary policy options previously implemented in other developed economies (quantitative easing) appears to be providing positive stimulus; and this has contributed to lowering the value of the euro against other currencies, boosting demand for European exports. Forecast growth for 2015 in the most recent forecast from DG ECFIN was 1.7% in the EU (somewhat higher than the 1.3% achieved in 2014). Labour markets appear to be firmer than at any time since the global financial crisis: aggregate unemployment in the EU has declined steadily to 9.8% since the third quarter of 2013 (225 KB PDF); unemployment rates were lower in 22 of the Member States in February 2015 compared to a year earlier; and job vacancy rates are increasing. Growth, however, remains reliant on consumer demand, with investment continuing to lag. The strange combination of booming stock markets, very loose monetary policy, deflation and below-par growth also suggests that episodes of financial instability cannot be discounted.

Job creation and job loss at a glance

The ERM recorded a total of 254 cases of restructuring between 1 January and 31 March 2015. Of these, 123 were cases of announced restructuring involving job loss and 129 were cases involving announced job creation; two cases involved both job loss and job creation. These cases comprised a total of 43,023 job losses and 61,448 announced job gains. Internal restructuring accounted for 76% of the announced job losses — seven percentage points higher than in the previous quarter. The proportion of job losses attributable to bankruptcy and closure stood at 15% of the total, merger and acquisition declined from 9% in the previous quarter to 5% in the first quarter of the year, whereas offshoring and relocation remained somewhat stable (4%). In this quarter, the announced job gains in the ERM outnumbered job losses, after two consecutive quarters showing the opposite trend. In terms of geographical distribution, Germany recorded the greatest number of announced job losses (8,847 jobs), followed closely by Poland (8,235 jobs). Other countries recording high number of job losses were the UK (5,859) and Sweden (4,533). Germany also recorded the highest number of job gains (16,035), followed by the UK (12,495), Portugal (7,325) and Poland (7,255).

<table>
<thead>
<tr>
<th>2015 Q1</th>
<th>Announced job loss</th>
<th>Announced job gain</th>
</tr>
</thead>
<tbody>
<tr>
<td>EU28</td>
<td>43,383</td>
<td>61,448</td>
</tr>
<tr>
<td>EU28 change</td>
<td>-46%</td>
<td>42%</td>
</tr>
<tr>
<td>Big increases* by country</td>
<td>Poland ++; Portugal +; Sweden +</td>
<td>Spain ++; Portugal ++; Germany ++; Bulgaria ++; Croatia +</td>
</tr>
<tr>
<td>Big increases* by sector</td>
<td>none</td>
<td>Transportation/storage ++; Real estate +; Health ++; Financial services ++; Accomodation/food +</td>
</tr>
</tbody>
</table>

Note: * Comparing the quarter to the four-quarter moving average; ++ = >100%; + = >50%; excludes country or sector if quarter average and 2015 Q1 <1,000 job losses/gains.

Source: ERM, January–March 2015.
## Top 5 cases of job loss and job creation

<table>
<thead>
<tr>
<th>Date</th>
<th>Company</th>
<th>Job losses</th>
<th>Location</th>
<th>Sector</th>
<th>Type of restructuring</th>
</tr>
</thead>
<tbody>
<tr>
<td>13/01/2015</td>
<td>Poczta Polska</td>
<td>5,000</td>
<td>Poland</td>
<td>Transportation and storage</td>
<td>Internal restructuring</td>
</tr>
<tr>
<td>06/02/2015</td>
<td>Siemens</td>
<td>3,300</td>
<td>Germany</td>
<td>Manufacturing</td>
<td>Internal restructuring</td>
</tr>
<tr>
<td>11/03/2015</td>
<td>Ericsson</td>
<td>2,200</td>
<td>Sweden</td>
<td>Manufacturing</td>
<td>Internal restructuring</td>
</tr>
<tr>
<td>28/01/2015</td>
<td>Tesco</td>
<td>2,000</td>
<td>UK</td>
<td>Retail</td>
<td>Internal restructuring</td>
</tr>
<tr>
<td>04/03/2015</td>
<td>PKO BP</td>
<td>1,100</td>
<td>Poland</td>
<td>Financial services</td>
<td>Internal restructuring</td>
</tr>
</tbody>
</table>

The largest-scale restructuring event reported in the quarter was that of Polish national postal operator Poczta Polska, which announced a voluntary redundancy programme affecting 5,000 jobs across the country. According to trade unions, the number of dismissals may be much higher; totalling 8,000. Poczta Polska implemented a large employment reduction programme in 2013 with 4,000 announced job cuts. The second largest restructuring concerns German multinational Siemens, which announced the loss of 3,300 administrative jobs in Germany as part of a much larger restructuring programme affecting 7,800 jobs worldwide. Compulsory redundancies are ruled out under an ongoing deal with trade unions and the works council. Meanwhile, Swedish telecom company Ericsson announced 2,200 redundancies across various locations in Sweden, mainly affecting the research and development (R&D) and supply divisions, and to a lesser extent, sales and administration. Another 2,000 job losses were announced by UK hypermarket retail chain Tesco with the closure of 43 stores in the UK as part of wider efforts to cut costs. And, finally, a significant employment reduction was also announced by Polish commercial bank PKO BP, which is to cut over 1,000 jobs in 2015 in Poland.

## Announced job losses/gains

### Announced job losses

<table>
<thead>
<tr>
<th>Sector</th>
<th>Number of Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>17,717</td>
</tr>
<tr>
<td>Transportation/storage</td>
<td>6,443</td>
</tr>
<tr>
<td>Financial/insurance</td>
<td>6,028</td>
</tr>
<tr>
<td>Retail</td>
<td>4,357</td>
</tr>
<tr>
<td>Information/communication</td>
<td>3,593</td>
</tr>
</tbody>
</table>

### Announced job gains

<table>
<thead>
<tr>
<th>Sector</th>
<th>Number of Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
<td>3,900</td>
</tr>
<tr>
<td>Information/communication</td>
<td>4,316</td>
</tr>
<tr>
<td>Retail</td>
<td>12,356</td>
</tr>
<tr>
<td>Transportation/storage</td>
<td>13,110</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>15,905</td>
</tr>
</tbody>
</table>

Source: ERM, January–March 2015

## Sectoral distribution of job losses and gains

The figure plots the top NACE Rev.2 one-digit sectors in terms of announced job loss and job creation, as reported to the ERM in the first quarter of 2015. Manufacturing saw the most restructuring activity, accounting for 41% of all announced job losses and 26% of announced job gains. The transport and storage sector accounted for 15% of announced job losses and 21% of total job creation. A comparatively sizeable number of new jobs was also announced in retail, accounting for 20% of all job gains – twice the sector’s share of announced job loss during the quarter.

### Announced job losses

- Manufacturing: 17,717 jobs
- Transportation/storage: 6,443 jobs
- Financial/insurance: 6,028 jobs
- Retail: 4,357 jobs
- Information/communication: 3,593 jobs

### Announced job gains

- Health: 3,900 jobs
- Information/communication: 4,316 jobs
- Retail: 12,356 jobs
- Transportation/storage: 13,110 jobs
- Manufacturing: 15,905 jobs

Source: ERM, January–March 2015

By far, the largest case of job gains in the quarter is that of Deutsche Post DHL announcing up to 10,000 jobs in Germany (see feature). The new hires will be employed by new regional firms created under the subsidiary DHL Delivery and their employment will be based on local collective agreements resulting in lower pay. The move was harshly criticised by the German postal and transport union. Recruitment drives were also announced by supermarket chains Aldi in the UK (5,000) and Carrefour in Spain (3,000). In the same quarter, car manufacturer Audi announced 4,000 new jobs in Germany as a result of increased revenues. The company has consistently increased staff numbers in Germany over the past three years, creating about 5,500 jobs. Another large instance of job creation was announced in Portugal by the Ministério da Saúde (Ministry of Health), which unveiled plans to hire around 2,000 nursing professionals and 1,900 doctors in health centres and hospitals in a bid to improve staffing levels in the National Health Service.
Supporting access to finance

Access to finance is a major challenge for European companies, in many cases exacerbated by credit restrictions after the global financial crisis. According to a survey on access to finance published by the European Commission, smaller, younger and more innovative companies are often unable to secure the finance they need to realise the growth they have planned. At EU level, several initiatives aim at assisting companies to access finance, while at national level a variety of financial support instruments has been established to help companies prepare for business expansion, internationalisation and innovation.

As regards innovation, R&D or investments, several governments offer subsidies to businesses. An example is the Bulgarian National Innovation Fund (NIF), which offers grants for feasibility studies, innovation or further development of products, processes or services. Using a different approach, the Estonian grant for the development of knowledge and skills in companies cofinances training and participation in conferences for employees and managers as well as the use of counselling services, with the aim of improving companies’ competitiveness.

Some of the national measures provide favourable credits to companies. In the framework of the Go International Slovenia programme, enterprises intending to establish export relations for the first time or to expand their international coverage get access to credits provided by a state-owned bank. Other initiatives offer a loan guarantee for firms having difficulties in securing access to bank credits without such collateral. The Italian SMEs guarantee fund, for example, guarantees up to 80% of the credit amount a small or medium-sized enterprise (SME) has negotiated with its bank (up to a limit of €2.5 million). Also addressing SMEs, the Dutch growth facility offers financial institutions a guarantee of up to 50% for risk capital related to business growth or business transfer.

In some countries, such as Austria, Germany, Luxembourg and Spain, there exist platforms organised by the government or business organisations that match companies looking for investors with ‘business angels’ who provide both capital and their expertise, experience and contacts with networks.

Job creation at Deutsche Post DHL

The first quarter has seen significant announced job creation at the German postal services organisation Deutsche Post DHL. In January 2015, the company announced that it intended to create up to 10,000 new jobs in Germany by 2020. The jobs will be created in its parcel delivery business, which is growing rapidly. The organisation estimates that a total of 25,000 new jobs could be created by 2025. Along with other former postal services monopolies around Europe, Deutsche Post has experienced a reduction in its letter delivery business but an expansion in parcel deliveries, due in particular to the rise of online retailing. However, the parcel delivery business is becoming increasingly competitive, with organisations such as online retailer Amazon also carrying out more of its own deliveries.

One specific aspect of the announcement relates to the employment terms being offered. The new jobs at Deutsche Post DHL will be created in the organisation’s subsidiary DHL Delivery and the employees will not therefore be paid in accordance with the pay rates of Deutsche Post’s in-house agreement, but rather in accordance with collectively agreed rates of pay for the logistics sector, which are lower. This development has been criticised by the trade union ver.di, which has accused Deutsche Post of side-stepping its in-house pay agreement. Deutsche Post has countered that its pay costs were too high and that, by doing this, it has enabled the creation of a large number of open-ended contracts.

A company spokesperson stated that: parcel delivery is not sustainable under existing wage agreements; its personnel costs were around twice as high as those of its competitors; and attempts to negotiate more ‘market-adjusted’ rates with the union in house had so far failed. Overall, the parcel delivery sector is experiencing considerable restructuring and growth, with the emergence of new multinationals. At present, Deutsche Post DHL is the world’s largest logistics company, employing around 435,000 people worldwide, with a turnover of €55 billion in 2013. Recent developments include an announcement made in April 2015 by the US delivery company FedEx of a potential merger with the Dutch parcels delivery firm TNT Post, in order to deliver in Europe. TNT Post competes directly with Royal Mail in the UK, under the brand name Whistl.

The postal services sector has experienced a degree of industrial unrest in recent years. In 2009 and 2010, workers at Deutsche Post DHL organised a campaign in support of improvements to working conditions and...
About the ERM
The European Restructuring Monitor (ERM) is a unique EU-wide dataset on larger-scale restructuring events. It monitors the announced employment effects of restructuring in the EU28 and Norway. The ERM is updated on a daily basis and data can be used for statistical analysis. It relies on reports in selected media titles (three to five per country).

Financial support instruments targeted at the management of change – to handle current restructuring events – seem to be less widespread. In Cyprus, state guarantees for loans granted to businesses facing financial problems are provided to state-owned enterprises in financial difficulties; these guarantees can ensure the long-term viability of businesses seeking access to finance. The French national fund for the renewal of disadvantaged areas provides funding for SMEs undergoing economic restructuring in their region.

More information on public and social-partner based measures supporting companies and employees in restructuring is available at Eurofound’s restructuring support instruments database.

CASE IN FOCUS
Job creation at Deutsche Post DHL (contd)
Similarly, initiatives exist to attract foreign investors to invest in promising national businesses. CzechInvest – Investment and Business Development Agency, for example, files applications for investment incentives with the relevant governing bodies in the Czech Republic and provides information on the national economic situation if foreign investors want to get involved in domestic companies.

More information on public and social-partner based measures supporting companies and employees in restructuring is available at Eurofound’s restructuring support instruments database.

CASE IN FOCUS
Job loss at Poczta Polska
The biggest case of announced job loss in the first quarter also took place in the postal sector. In January, Poczta Polska, the Polish national postal operator, announced a new job reduction plan affecting about 5,000 workers. The redundancies are expected to be implemented by the end of 2015. While the conditions of the restructuring programme are still being negotiated with the local trade unions, it is thought likely that the job cuts will occur through voluntary measures. Union representatives have expressed fears that the job cuts envisaged could be as high as 8,000 and have said that strike action remains a possibility.

According to previous announcements, the company shed 4,000 jobs in both 2013 and 2014. Poczta Polska employs around 78,000 workers across the country and while still wholly state-owned is considered likely to seek at least partial privatisation in coming years. As of 2013 and the final stage of EU postal liberalisation, Poczta Polska is in competition with other companies for all forms of postal delivery (letter, courier and bulk).