



Call for Tender for subcontracting external expertise
EU-funded Project (101051930) of the banking sector social partners (UNI
Europa with EBF, ESBG and EACB)

Banking in 2030 – How will the current global trends, especially AI, shape the post-Covid19 pandemic future of the European banking industry and its employees?

1. Background

The European Social Partners for the banking sector (EBF-BCESA and Associated Partners EACB, ESBG, and UNI Europa Finance) have a long history of running successful, joint EU-funded projects.

The European Commission granted funding for a 2016-2020 two-waves project on the 'Impact of banking regulation on employment. Analysing best practice at European, national and company level and developing joint approaches through European Social Dialogue', which was successfully completed.

This new project builds on the structure and findings of the previous ones, adding however a new dimension represented by digitalisation and Artificial Intelligence in the aftermath of the Covid-19 pandemic. The Project has the following objectives: (1) to perform a qualitative analysis on how the development of **Artificial Intelligence and digitalisation**, will affect the banking industry and its employees in the upcoming decade and what will be the effects of the **COVID19 pandemic** and banking regulation in this scenario (2) exchange experiences and examples on the impact of AI/digitalisation and the Covid-19 pandemic on the banking sector in Europe and the effects on the employees; and (3) based on these findings, to develop and present to relevant stakeholders a joint European Social Partner approach to provide recommendation on how to mitigate the impact of Artificial Intelligence and Covid-19 through legislation and how Social Partners can positively support these changes.

2. Purpose of the Contract

The European Social Partners are subcontracting external expertise to support us in our work on the above project objectives, for the 24-month duration (starting on 1st July 2022). Specifically, we will require an external consultancy to carry out research and analysis on the impact of digitalisation/AI and the consequences of Covid-19 pandemic had on Europe's banking sector employers and employees.

The external consultancy will also be tasked with assessing and bringing together best practice examples from the social partners at the European, national and company level in dealing with the impact of digitalisation and AI – notably by using the information shared and provided during the project's three workshops.

The external consultancy will be asked to present their interim research reports at these workshops and draw up minutes and conclusions afterwards.

The external consultancy will work closely with the project steering group to bring all these areas of research together to draft the final project report and help contribute to the development of the joint European Social Partner approach on how to ensure their influence in the regulatory process aimed at coping with these trends.



3. Task description

The external consultancy's main tasks will be to:

- research and analyse already available material and surveys on general trends and the impact of AI and digitalisation on the banking industry and its employees in the EU including implications for the future. The research will be general and not focused on specific countries. If available and useful also other countries such as the US could be included.
- Undertake 20 interviews (web-cam interviews, 10 for each side of the industry) with AI experts representing the employers' and employees' views other relevant organisations and stakeholders who can provide further details and insight on their perceived impact of digitalisation, in particular AI, and COVID19 on the sector;
- provide interim reports on their research, notably to be presented at the 3 project workshops;
- prepare minutes and conclusions, and action relevant follow-up from the 3 workshops;
- collect, compare and analyse the good practice examples shared during the workshops, include these conclusions in the final project report and highlight findings to the project steering group, contributing to the development of the joint European Social Partner approach;
- prepare the final project report, in coordination with the project steering group, to be presented at the project's final conference.

The project steering group and the project management group will maintain regular contact with the external consultancy, follow progress on the external consultancy's work, and advise and steer the direction of this work as and when necessary to ensure it continues to meet the project's objectives.

The external consultancy will also take part in 4 one-day (50% in person ,50% hybrid) steering group meetings in Brussels throughout the course of the project, as well as in the 3 workshops (to be held in France, Sweden and Croatia) (2 days – day 1 steering group, day 2 workshop) and the final conference (to be held in Brussels) (1 day –conference).

4. Time schedule and reporting

- *July-August 2022*: Respond to call for tender.
- *15 November 2022*: Attend project steering group meeting (in the framework of the European social dialogue meeting) in Brussels, to receive outline of tasks, deadlines and expected results.
- *December 2022*: Begin desk research and prepare interim reports, to be presented at Workshop 1 (February 2023 Paris, France).
- *16-17 February 2023*: Attend steering group pre-meeting (16 February 2023) and project workshop 1 (17 February 2023) in Paris, and present research outline and preliminary outcomes from the desk research.
- *Early March 2023*: Provide minutes, conclusions, and follow-up from workshop 1 to the steering group.
- *Mid-March-end-June 2023*: Continue research and prepare background documents and further interim reports to be presented at workshop 2 (July 2023 – Stockholm, Sweden).

- *End May 2023:* Attend project steering group meeting in Brussels/online, for mid-term evaluation of the project and to begin developing the joint European Social Partner approach.
- *By early June 2023:* Provide mid-term report to the steering group.
- *June 2023:* Attend steering group pre-meeting (Day 1 June 2023) and project workshop 2 (Day 2 June 2023) in Stockholm, and present interim research report.
- *July 2023:* Provide minutes, conclusions, and follow-up from workshop 2 to the steering group.
- *July - October 2023:* Continue research and prepare background documents and final interim report to be presented at Workshop 3 (October 2023 – Zagreb, Croatia).
- *October 2023:* Attend steering group pre-meeting (October) and project workshop 3 (October) in Zagreb, and present final interim research report.
- *By end of October 2023:* Provide minutes, conclusions, and follow-up from workshop 3 to the steering group.
- *November 2023:* Attend project steering group meeting in Brussels/online, to continue developing the joint Social Partner approach.
- *December 2023 -March 2024:* Finalise research and project final report, in close cooperation with the project steering group.
- *March 2024:* Attend project steering group meeting in Brussels/online to finalise project report, including the joint European Social Partner approach.
- *May 2024:* Attend project final conference (May) in Brussels to present the final project report, including the joint European Social Partner approach.

5. Payments and standard contract

The payments for this work will be made as follows:

- 40% upon signing the contract (Q4 2022);
- 40% following the mid-term evaluation of the project (Q3 2023);
- 20% upon presentation of the final version of the report and the final conference (Q2 2024).

6. Price

We estimate to have 2 staff from the external consultancy to undertake the tasks set, totalling 180 days of work over the course of the project, at a cost of € 1,000 a day, VAT included. The project steering group will confirm this with the successful applicant in due course.

Travel and accommodation costs will be covered by means of the project's budget according to the European Commission's reimbursement rules & thresholds (economy class for air travel, first class for train travel, taxi costs are not reimbursed).

7. Selection criteria



The work will be awarded to the Contractor whose offer represents the best value for money - taking into account the following criteria:

- Proposed methodology;
- expertise knowledge and experience in the areas of research mentioned under point 3;
- track record demonstrating experience of supporting similar projects.
- Available resources in the requested timeline.

The principles of transparency and equal treatment will be respected with a view to avoiding any conflicts of interest.

8. Procedure and selection of the bids

This call for tenders will be published on the EBF and project partners' website on 1 July 2022. Interested parties should send their tender as soon as possible, but no later than **22 July 2022**.

Interested parties must submit their proposals in electronic format to EBF Senior Finance Officer François Seynaeve by email to f.seynaeve@ebf.eu, and refer to "Call for Tenders - AI and Digitalisation: Banking in 2030".

The bids received will be reviewed and assessed by an evaluation committee comprising representatives of all the Project Consortium's members and they will produce an evaluation report for admissible and rejecting bids.

The Tender representing best value for money taking into account the above criteria will be selected.

