



NEWSLETTER

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OCB♦L

Artificial Intelligence: A Strategic Lever to Transform Work in Luxembourg

Artificial intelligence (AI) is profoundly reshaping the world of work in Luxembourg, particularly in the banking sector. Its rate of adoption already exceeds that of all previous technologies, to the point where it can be described as a new industrial revolution. Massive automation of repetitive tasks, the rise of “augmented” roles, and the reshaping of skills: the change will be rapid, deep, and irreversible.

An accelerated transformation over the next five years:

The next five years will be marked by an intense transition. Contrary to commonly expressed concerns, it is likely that more new jobs will be created than eliminated, but this dynamic will come with considerable pressure on continuous training.

Another crucial challenge is the ability of Luxembourg banks to integrate AI within a demanding regulatory environment. Institutions that successfully combine innovation and compliance will gain a decisive advantage.

One thing is certain: those who miss the AI shift will lose skills, productivity, and ultimately fall behind competitors that are better equipped—particularly international banks that are already highly advanced in automation.

Automation of tasks and the most impacted sectors:

The automation of repetitive processes will accelerate. A large share of administrative tasks, basic analyses, and standardized reporting will be handled by AI engines. The most exposed sectors include:

- finance and banking
- insurance
- accounting
- customer service
- legal

This is not about massive job losses, but rather a deep transformation of existing roles. AI and robotics will enable the emergence of “augmented” jobs, where humans rely on intelligent tools to increase efficiency and accuracy.

Concrete examples in Luxembourg banks:

- Automation of KYC/AML: automatic extraction of client data, anomaly detection, reduction of false positives in transaction monitoring
- Intelligent processing of payment instructions: automatic error correction, faster validation of cross-border transactions
- Automated reconciliation: real-time matching between internal systems and international platforms (SWIFT, Clearstream)
- Intelligent document management: automatic classification of contracts, archiving compliant with CSSF requirements

AI as a cognitive assistant:

AI will become a true cognitive assistant, capable of:

- automatically generating documents
- analyzing massive volumes of data in seconds
- producing, correcting, or optimizing computer code
- supporting managers in decision-making

Highly standardized roles will come under pressure: banking back-office, call centers, data entry, repetitive manual checks—all tasks that will gradually be taken over by intelligent systems.

Concrete examples in Luxembourg banks:

- Automated analysis of financial reports for asset managers: KPI extraction, sector benchmarking, generation of summaries
- Automatic drafting of regulatory reports (MiFID, UCITS, PRIIPs) with consistency checks
- Multilingual chatbots capable of responding 24/7 to an international client base
- Decision-support tools for risk managers: scenario simulations, automated stress testing, detection of emerging risks

The good news is that AI does not replace humans, but it does require the emergence of hybrid skills, combining business expertise with technological proficiency.

A changing job market

In the near future, the most sought-after profiles will be:

- more versatile
- capable of using AI tools on a daily basis
- committed to continuous learning to keep pace with rapid technological change

Skills will have a shorter lifespan, forcing companies to invest heavily in internal reskilling and lifelong learning.

Concrete examples in Luxembourg banks:

- Creation of "Augmented KYC Analyst" roles: professionals able to oversee AI-generated analyses
- Emergence of "Data Compliance Officers": experts combining regulatory knowledge and data governance
- Training customer advisors to use predictive analytics tools to personalize recommendations
- Growth of "Tech + Finance" profiles: data analysts, AI engineers, process automation specialists

An essential regulatory framework:

Ignoring AI will not be an option. A robust regulatory framework will be required to ensure:

- enhanced cybersecurity
- protection against increasingly sophisticated fraud and cyberattacks
- responsible and ethical use of technologies



Concrete examples for Luxembourg:

- Compliance with the European AI Act, which imposes transparency, documentation, and control over models used in banks
- Strengthening of CSSF requirements regarding the management of AI-related risks and technology outsourcing
- Deployment of AI-based fraud detection systems capable of identifying suspicious behavior in real time
- Auditability of algorithms to ensure the absence of bias in automated decisions (credit approval, scoring, monitoring)

Companies and employees alike will need to learn to see AI not as a threat, but as a strategic ally. The key issue is not whether AI will transform work, but how to support this transformation in order to make the most of it.

Enjoy the read.



Frank BLOCK,
Vice-President of the OGBL Financial Sector

1 / PAY TRANSPARENCY: WHAT WILL REALLY CHANGE FOR EMPLOYEES IN LUXEMBOURG

From 2026 onwards, pay transparency will become a reality in Luxembourg. This development stems from European Directive 2023/970, adopted in May 2023, which requires Member States to strengthen equal pay between women and men. Luxembourg must transpose this directive into national law by 7 June 2026 at the latest.

But beyond these legal obligations, what will really change for employees—particularly in the financial sector, where nearly half of workers are cross-border commuters? And what will be the concrete impact on everyday professional life?

Why this directive?

A still concerning reality

Despite an existing legal framework, pay inequalities persist across Europe. According to Eurostat data, women still earn on average **around 12% less per hour than men** in the European Union. **This gap has lasting consequences, notably contributing to a pension gap of approximately 26%.**

One of the main obstacles identified is **the lack of transparency in pay systems**, making discrimination difficult to detect and challenge.

Without visibility, how can employees compare, understand, or question an unjustified situation?

The European directive is based on a simple but powerful principle: every employee should be able to understand how their salary is determined and fairly compare their situation with colleagues in comparable roles.

A clear objective: reducing pay inequalities

The main objective of the directive is to reduce pay gaps between women and men for the same work or work of equal value.

To achieve this, the European Union aims to provide employees with greater visibility on pay

rules while imposing stronger obligations on employers regarding justification and monitoring.

This is not about enforcing identical salaries for everyone, but ensuring that pay differences are based on objective, measurable, and non-discriminatory criteria.

More transparency from recruitment onwards

The directive does not only concern current employees—it also applies from the recruitment stage.

In practice:

- Candidates will have the right to know the starting salary or salary range before the interview or in the job offer.
- Employers will no longer be allowed to ask candidates about their salary history (current or previous salary).
- Job titles and offers must be written in a non-sexist, neutral, and non-discriminatory manner.

These rules aim to make negotiations more balanced and to limit unjustified pay gaps from the moment of hiring.

New rights for employees

For employees already in position, the directive introduces several new rights:

- The right to request information about their individual pay level and average pay levels, broken down by gender, for comparable roles.
- The right to know the criteria used to determine salary increases, bonuses, and career progression.

These criteria must be objective, transparent, and accessible, enabling everyone to understand how their pay is determined and evolves.



A key point: clauses prohibiting discussion of salaries will become ineffective. Employees will be free to discuss their pay for equality purposes without fear of sanctions, strengthening a culture of transparency. The directive explicitly recognizes this right.

Increased obligations for companies

Companies will be required to collect and report pay data to the relevant authorities in order to monitor gender pay gaps.

When an unjustified pay gap of at least 5% is identified:

- the employer must carry out a joint pay assessment with employee representatives;
- if no objective justification is provided and no correction is made within six months, corrective measures must be implemented.

Labour inspectorates and equality bodies may also intervene and request explanations.

As highlighted by the CSL in its April 2021 note on the proposed directive on pay transparency, labour inspectorates and equality bodies will be able to intervene to demand explanations and ensure compliance. The CSL also stresses that limiting these obligations to large companies leaves some employees without protection; to ensure real equality, all companies should be covered.

A specific challenge for Luxembourg and cross-border workers

In a country where nearly half of the workforce consists of cross-border commuters, this directive represents a significant cultural shift.

Differences in pay related to seniority, scarce skills, experience, or market practices between residents and cross-border workers are not prohibited—but they must be clearly and objectively explained and justified.

This transparency will allow employees to understand why certain differences exist and to verify that they are not based on discriminatory criteria.

A gradual timeline depending on company size

Reporting obligations will be introduced progressively:

- 250 employees and more: annual reporting from June 2027
- 150 to 249 employees: reporting every three years from June 2027
- 100 to 149 employees: reporting every three years from 2031
- Fewer than 100 employees: generally voluntary (unless national law provides otherwise)

Remedies, compensation, and employee protection

The directive strengthens employee protection: easier access to legal proceedings (even after employment ends), the possibility of collective actions at group or sector level, and the right to full compensation in cases of proven discrimination.

A major development is the reversal of the burden of proof: if an employee presents evidence suggesting discrimination, it is up to the employer to prove that no discrimination has occurred. Employees may also recover legal costs and expert fees, removing a significant financial barrier to taking legal action.

A cultural and legal transformation

Pay transparency does not impose uniform salaries. It ensures that pay differences are based on objective and understandable criteria, not on gender or any other form of discrimination.

For employees in Luxembourg, it represents a new tool for dialogue—promoting fairness, trust, and a better understanding of pay policies in an increasingly competitive and international labour market.

A major evolution of Luxembourg labour law

Although Luxembourg already has rules prohibiting pay discrimination, the European directive marks a turning point by introducing concrete obligations of transparency and justification.

For employees, it is above all a new tool for understanding and dialogue around pay in an increasingly internationalized and competitive labour market.

However, the directive has triggered mixed reactions among employers. Some express concerns about the administrative and financial burden associated with implementing the new transparency requirements.



Angélique LAZZARA,
Central Secretary of the
OGBL Financial Sector



What does not change

It is important to note that:

- the directive does not impose absolute pay equality between all employees;
- pay differences will remain possible if based on legitimate criteria (experience, responsibilities, performance, specific skills, etc.);
- the aim of transparency is above all to strengthen trust, fairness, and understanding of pay rules.



Key takeaways

- The directive promotes transparency, not salary uniformity.
- Employees will gain new rights to information and legal recourse.
- Employers will have to document and justify their pay policies.
- Luxembourg must adapt its legislation by June 2026.



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LUXEMBOURG :

THE FINANCIAL CENTRE UNDER PRESSURE, WITH WORK QUALITY IN QUESTION



Luxembourg's financial centre continues to project an image of stability, attractiveness, and performance. Macroeconomic indicators remain solid, employment is holding up, and the financial sector remains one of the central pillars of the national economy.

But behind this reassuring façade, another indicator is gradually deteriorating: the quality of work.

The latest data from the Quality of Work Index Luxembourg, published by the Chamber of Employees (CSL) in collaboration with the University of Luxembourg, highlights an intensification of work and a decline in employee well-being. This trend directly affects the financial sector,

which is undergoing profound structural transformation.

A sharp rise in stress

The figures speak for themselves. According to the 2025 edition of the Quality of Work Index:

- 36% of employees face a medium or high risk of burnout (compared to 16% ten years ago)
- more than 30% suffer from sleep disorders
- one in four employees reports deteriorated emotional well-being
- 7% say they have already had suicidal thoughts

As early as 2024, 51% of employees reported high mental stress.

In RTL Today in February 2025, Nora Back, President of the CSL, summed up the situation bluntly:

"People are increasingly falling ill, both physically and psychologically."

The deterioration of professional relationships, the intensification of workloads, and the erosion of positive work resources (autonomy, recognition, cooperation) create a worrying combination.



Finance particularly exposed

Although the Quality of Work Index does not systematically break down all sectors, specialized analyses indicate that around 30% of employees in finance and insurance have reported a decline in job satisfaction since 2021.

The financial sector is now subject to constant transformation:

- accelerated digitalisation
- automation of certain functions
- increasing regulatory pressure
- heightened requirements in compliance and risk management
- repeated reorganisations and team mergers
- continuous pursuit of profitability

Change is no longer exceptional—it has become structural.

In this context, employees report chronic overload, a loss of professional reference points, and increasing difficulty in projecting themselves into the future. Performance under constant pressure comes at a human cost.

A trend beyond Luxembourg

This phenomenon is not isolated. In March 2024, the Financial Times revealed that an internal survey at the European Central Bank showed that nearly 40% of its staff felt exposed to burnout risk.

Insomnia, migraines, chronic fatigue: the symptoms described reflect growing pressure within European financial institutions.

Data from Eurofound's European Working Conditions Survey confirms this trend: around 20% of European workers report a poor work-life balance, often linked to increased job demands and reduced autonomy.

Luxembourg's financial sector is therefore part of a broader dynamic of work intensification.

Concrete consequences on the ground

In Luxembourg, burnout is not automatically recognized as an occupational disease unless a direct link with working conditions is established. However, the Labour Code imposes a general obligation on employers to ensure safety and prevent psychosocial risks.

On the ground, trade union representatives in the financial sector observe:

- an increase in long-term sick leave linked to exhaustion
- significant presenteeism (employees continuing to work despite fragile health)
- a rise in internal redeployment requests for medical reasons
- a growing number of conflicts and harassment situations

These situations, once occasional, are becoming recurrent.

A strategic challenge for the financial centre

The issue now goes beyond the social sphere alone.

In an environment where competitiveness relies on expertise, regulatory compliance, and trust, the psychological strain on teams represents a tangible operational risk. Human capital management is becoming a strategic issue: talent retention, employer reputation, and business continuity.

A strong financial centre is not based solely on economic performance. It also depends on the stability of its workforce and the quality of work.

The sector's transformation is necessary. Innovation, digitalisation, and regulatory adaptation are unavoidable. But when restructurings follow one another without sufficient visibility for employees and without increased attention to working conditions, fragility becomes structural.

Competitiveness and quality of work: rebuilding the balance

Long seen as a protected and privileged sector, Luxembourg's financial industry is entering a phase where work quality is becoming a strategic indicator in its own right.

The question is now central:

can Luxembourg's competitiveness remain sustainable if it relies on the continuous intensification of work?

Defending the quality of work is not an obstacle to the development of the financial centre—it is a condition for its long-term sustainability.

The remaining question is whether this issue will be fully integrated into governance strategies... or whether it will continue to grow silently behind strong economic performance figures.



Angélique LAZZARA,
Central Secretary of the
OGBL Financial Sector



Nassima BERKOUCHI,
Deputy Central Secretary –
OGBL Financial Sector



20th
Anniversary

Labor & Culture Festival

→ neimënster, Luxemburg Grund

10:00 > Start of the event

**10:30 > 1 May rally
& speech by Nora Back**
president of the OGBL

**12:00 > Concerts, shows
& exhibitions**
for young and old

ogbl.lu/1mai

OGB•L
— THE TRADE UNION



3

COLLECTIVE AGREEMENTS IN BANKING AND INSURANCE



The 2024–2026 Collective Agreements for Banks and Insurance Are Approaching Expiry

The collective agreements currently in force in the banking and insurance sectors for the 2024–2026 period are soon set to expire. In this context, the OGBL Financial Sector team, supported by working groups dedicated to various themes—such as working time and organization, careers and skills, working conditions and social protection, as well as the legal framework, modernization of the collective agreement, and remuneration—has already launched a series of workshops to develop the new set of demands.

These meetings will take place regularly on a weekly basis, with the aim of encouraging reflection, the exchange of ideas, and the enrichment of proposals. The objective is to gather the priorities of volunteer

delegates and to build a stronger, coherent catalogue of demands firmly rooted in workplace realities.

The workshops for the Banking Collective Agreement began this Tuesday, 17 March, and participating delegates have shown strong engagement, putting forward concrete ideas directly inspired by the needs identified in their respective sectors.

This new set of demands will serve as the basis for the upcoming negotiations with the ABBL and is expected to be formally submitted around November or December 2026. This work will help ensure that employees' interests are effectively defended and that future collective agreements accurately reflect the needs and expectations of staff in the financial sector.



Angélique LAZZARA,
Central Secretary of the
OGBL Financial Sector



Nassima BERKOUCHI,
Deputy Central Secretary –
OGBL Financial Sector



4 EXPERIENCE FEEDBACK ON THE BANKING COLLECTIVE AGREEMENT

Interview with Francis CAPITANI, President of OGBL Financial Sector

As the 2024–2026 Banking Collective Agreement (CCT Banques) approaches its expiry, we spoke with Francis CAPITANI, released delegate at BGL and President of OGBL Financial Sector, to gather his insights on the launch of the working groups and reflection days.

1. How did you experience the 2024–2026 Banking Collective Agreement negotiations?

The negotiations were quite hostile from the ABBL, which did not want to make any improvements to the CCT. On top of that, they wanted to take away certain benefits, which we managed to block. A clear red line from the ABBL was immediately drawn: no across-the-board increases. Thanks to our negotiations, we were still able to implement improvements and achieve an increase in the overall salary envelope, just not in a linear way.

2. What lessons did you take from this?

It seems that at all levels, whether with employers or the government, social dialogue is becoming increasingly difficult. For the financial sector, which achieves record years every year—and again this year, strong profit growth is expected for 2025—the benefits passed down to employees are just crumbs. The real beneficiaries are the management and shareholders, who put pressure on conventioned employees and “pseudo-managers,” who receive no significant increases. As a result, the middle class is gradually being eroded. Yet a strong economy absolutely needs a healthy middle class.

3. What do you expect from the next Banking Collective Agreement?

I expect that the next CCT Banques will prioritize social dialogue and that we won't be confronted with red lines at the very first meeting. The ABBL must understand that the strong profits are achieved by all employees, not just a few executives lining their own pockets. Part of

these profits must be passed on to the conventioned employees. If we are not careful and we diminish the appeal for cross-border workers to come and work with us, we will face a serious problem in the coming years. The ABBL always complains about a labor shortage, but they are partly responsible if Luxembourg's financial centre becomes less attractive year after year.

4. In your view, what are the main challenges for employees in the sector?

The challenges are enormous, with rising inflation and increasing prices, particularly for fuel. All sector employees feel this burden growing heavier, and they believe the financial sector could improve the situation by providing significant linear salary increases. In recent years, however, the focus has mostly been on cost reduction. We have a situation where costs decrease but profits soar, which is illogical and will seriously harm our country's economic cycle. If employees lose their purchasing power, consumption declines, and the economy's engine collapses. And to be clear, an index increase is not a salary increase—it is merely compensation for lost purchasing power.

Thanks to Francis CAPITANI for sharing his insights! His responses help readers better understand the stakes and the importance of preparatory work for the next Banking Collective Agreement.



Francis CAPITANI
President of OGBL Financial Sector

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EXPERIENCE FOCUS: INSURANCE COLLECTIVE AGREEMENT

Interview with Patrick SCHNEIDER

As the next negotiation period for the 2024–2026 Insurance Collective Agreement (CCT Assurances) approaches, we also spoke with Patrick SCHNEIDER, released delegate at Lalux, to gather his impressions and analysis of the working groups and upcoming topics.

1. How did you experience the 2024–2026 Insurance Collective Agreement negotiations?

What surprised me most—positively—was the pleasant atmosphere in which the negotiations took place. At no point were there extreme tensions. Speaking time was mainly reserved for spokespersons, while knowing that anyone could temporarily take the floor to express themselves.

Depending on the topics addressed, some issues were discussed and concluded quickly, while others, more complex, required several negotiation meetings.

2. What lessons did you take from this experience?

Stay calm, and a solution will be found for every problem. This is the result of many preparatory meetings, and this exercise should be maintained for the future CCT. Good preparation is half the battle won.

3. What do you expect from the next Insurance Collective Agreement?

Ideally, we should not start from scratch in order to avoid wasting energy unnecessarily. Points retained in previous CCTs should not be reset, as they were the result of long discussions and mutual agreement.

One recurring issue is the elimination of the cyclical bonus (which unfortunately appears every three years), which will never pass union approval.

4. In your view, what are the major challenges for employees in the sector?

Only a sector where employees are well can develop properly. In our sector, where competition is significant, there is a risk of stress mismanagement and, consequently, burnout.

Ensuring physical and mental health should become even more essential.

5. What role can the working groups and reflection days play in this context?

They allow all sector delegates to express their essential demands to ensure the sector continues to grow and remain attractive. They also help prepare delegates as effectively as possible, giving them the resources to understand and support the employees they represent.

Thanks to Patrick SCHNEIDER for sharing his insights! His responses provide valuable perspective on the stakes and importance of working groups and reflection days in preparing the next Insurance Collective Agreement.



Patrick SCHNEIDER
Délégué libéré chez Lalux

6 CROSS-BORDER PENSIONS FOR FRENCH WORKERS



A Practical Guide to Simplify Your Pension Applications in Luxembourg

The French cross-border section of Audun-le-Tiche – Villerupt – Pays-Haut of the OGBL, chaired by Gilbert MATARAZZO, has done an extraordinary job to simplify procedures with the CARSAT and support our members in their Luxembourg retirement applications. Thanks to their expertise and availability, French cross-border workers now have clear and practical guidance to secure their rights and streamline administrative steps.

To assist our members, we share below a practical guide for all French cross-border workers wishing to estimate or apply for their pension in Luxembourg:

1. Verify Your French Career Statement

From age 53, visit the CARSAT website (<https://www.lassuranceretraite.fr/portail-info/home.html>) to check your career statement. Ensure that no periods are missing, and contact your CARSAT office for any necessary corrections.

2. Register Your Children on the Statement

From age 55, make sure your children are recorded on your career statement if not already done.

3. Estimate Your Luxembourg Pension

From age 55, you can contact the CNAP (Caisse Nationale de Pension du Luxembourg) to obtain an estimate of your retirement date and the amount of your future Luxembourg pension.

4. Submit the P5000 Form

After requesting your pension estimate from CNAP, send a letter to your CARSAT explaining that you have requested a Luxembourg pension evaluation and that CNAP requires the P5000 form as part of the process for cross-border career totalization. Attach the document titled "Document à rajouter impérativement à votre demande de retraite" to facilitate processing and submission of the form.

5. Baby Years (Child-Rearing Periods)

If you have children, remember to have your child-rearing years recognized using the *Baby Year* form: <https://guichet.public.lu/dam-assets/catalogue-formulaires/retraite/demande-baby-years/demande-obtention-baby-years-fr.pdf>

A separate request is required for each child.

6. Apply for Your Luxembourg Pension

From age 56, you can submit your Luxembourg pension application through the CARSAT office to which you belong. Include the document titled "Document à rajouter impérativement à votre demande de retraite" to speed up the submission of the P5000 form.

Note: This application concerns only the Luxembourg pension. French retirement benefits are accessible from age 64.

7. Useful CARSAT Addresses for Cross-Border Workers

- **Carsat Alsace-Moselle** (Bas-Rhin, Haut-Rhin, Moselle)
36 rue du Doubs, 67011 Strasbourg Cedex 1
- **Carsat Nord-Est** (Ardennes, Aube, Marne, Haute-Marne, Meurthe-et-Moselle, Meuse, Vosges)
81-83-85, Rue de Metz, 54000 Nancy

The work of Gilbert MATARAZZO and the French cross-border section of the OGBL Audun-le-Tiche – Villerupt – Pays-Haut ensures that French cross-border workers receive precise and reliable support in preparing for retirement in Luxembourg.

To simplify your procedures, here is an **important document that must be attached to your pension application** with CARSAT. This form helps accelerate the processing of your file, particularly for transmitting information between France and Luxembourg.

l'assurance retraite
ALSACE-MOSELLE

IMPORTANT

Document à rajouter IMPÉRATIVEMENT à votre demande de retraite

Nom :

Prénom :

Numéro Sécurité Sociale :

Quel est le pays concerné par votre demande de retraite ?

Allemagne

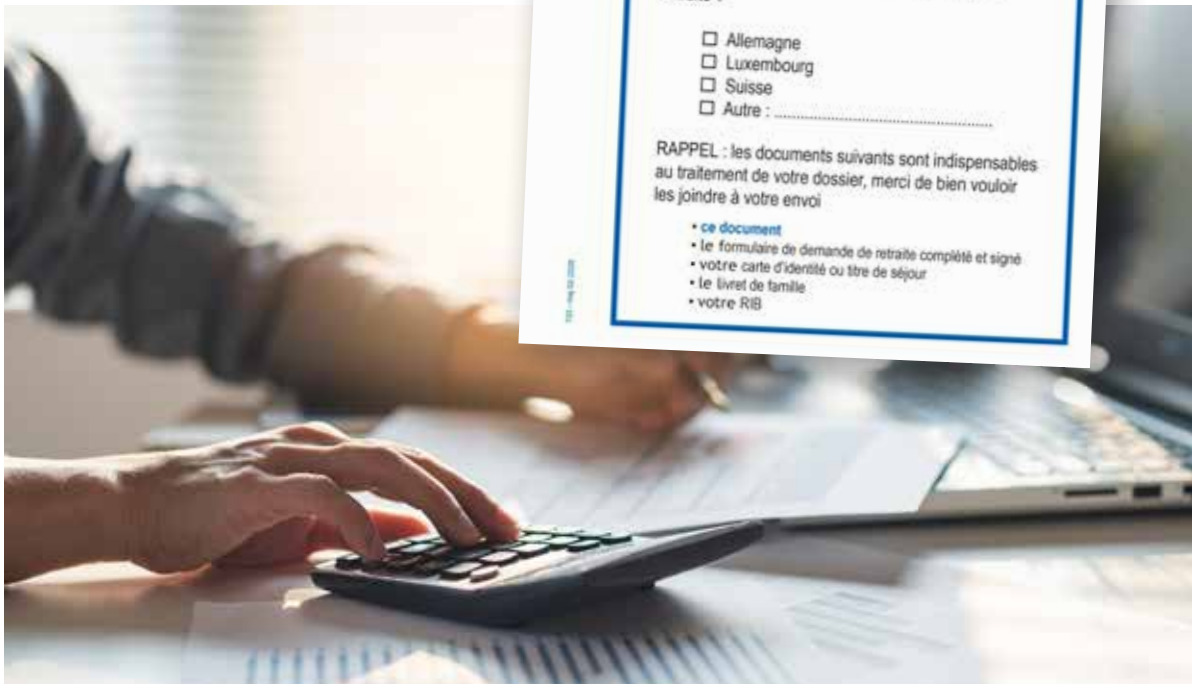
Luxembourg

Suisse

Autre :

RAPPEL : les documents suivants sont indispensables au traitement de votre dossier, merci de bien vouloir les joindre à votre envoi

- ce document
- le formulaire de demande de retraite complété et signé
- votre carte d'identité ou titre de séjour
- le livret de famille
- votre RIB





5 TRATSCH AM TRAM

EPIISODE 5 - MARCH 2026

Friday, 7:00 p.m., tram heading toward Central Station, Bibliothèque Nationale stop – Jacques Lamèche hurriedly jumps on the tram just as the doors are about to close. In a corner, he notices Marie Bigoudi, an employee at Banque du Fond, reading attentively. This isn't a casual newsletter or light reading to unwind at the end of the day—or the week...

"Marie, good evening, how are you? You don't look like your week is over yet. We're heading into the weekend."

"Weekend? I don't even know if I'll feel it! I've been assigned what I'd call a high-risk mission. I have to review an entire processing chain from A to Z to streamline it—without causing any damage."

Jacques immediately asks, "Without damage? What does that mean?"

Marie exhales and replies, "Without creating problems! We need to streamline our

processes while keeping our quality and, above all, security standards intact. And streamlining always means savings. And if we talk about savings, it usually means personnel savings! Sometimes I wonder how they expect to run a business with fewer and fewer employees. Guaranteeing efficiency without competent staff who can make smart resource decisions? In my opinion, impossible!"

Jacques Lamèche catches his breath and responds, "That's the eternal puzzle in most businesses. We can't deny that in our sector, technological progress has always been the driving thread: thirty years ago, in payments, the client brought us a paper order; then standardized transfers were processed via optical reading without human intervention; and today, most payments are delivered electronically by companies and individuals. Yes, we need fewer data-entry employees, but they have been



retrained to monitor electronic transfers or perform other tasks. This retraining was supported by unions to prepare those whose jobs were replaced by technology, often with job guarantees. That's the eternal balance of progress versus working conditions—our traditional business.”

Marie Bigoudi gathers her papers and puts them in her bag. The tram has just passed the Glacis stop, where passengers are moving about.

“Yes, I have to admit that particular episode is still vivid in my memory, perhaps because we've experienced it in other banking areas. Yes, we won't stop technological progress; if we don't do it, another institution will show us how. On the other hand, I wonder what the impact on our jobs will be if the intelligence we naturally have and develop daily is replaced by artificial intelligence. That scares me a bit. When I was younger, I saw 2001: A Space Odyssey, where an AI computer completely takes over a space mission and doesn't hesitate to sacrifice an astronaut.”

Jacques Lamèche, deep in thought, replies: “I don't know where this will lead. No one really knows the impact of AI yet, but I do know it's front-page news both economically and politically. We know that if companies see an advantage—of course an economic, i.e., financial advantage—they will pursue it with full energy. Expected profits have always been the strongest driver for investment. And investment will be needed, with or without AI. Today, some predict this will be the fifth industrial revolution—it might change the entire world. Maybe. In any case, we will always stand with workers, because that's our mission and our duty. Today, after months of

stalled discussions and negotiations between social partners, a small light appears at the end of the tunnel: the government has recognized the need to bring together the country's active forces, including unions, to sit at a table and discuss artificial intelligence and its probable consequences for work and workers. For the first time in a long while, the government seems to be making progress.”

“Oh, so you've been invited. You're back to play your full role. That's reassuring. Is this a consequence of the June mobilization? If so, we know the remedy. But I remain skeptical about my company's future, its involvement in progress, and also about my own fate and that of my colleagues.”

“It's completely normal to have many questions; no one knows the future—neither we nor the government have access to a crystal ball. We are realists and strive to ensure the proper functioning of the mechanisms regulating work and workers—with or without AI. We will always be on the workers' side, without exception. And it's not just Luxembourg unions; across Europe, unions share the same mission and objectives. AI is a topic we follow together, without losing sight of employee well-being.”

“Speaking of well-being, I won't be thinking about this new project all weekend. I'll rest, and if it's sunny on Sunday, I'll go out into my garden and maybe glance at my documents... but rest comes first! Thanks for your perspective. I feel a bit reassured. Have a good weekend, Jacques.”

“Good weekend, Marie.”

The two part ways in front of the station to continue their journeys home.



Serge SCHIMOFF,
Member of the Executive
Board and Vice President
of OGBL



Finance lunch

@CSL

How About We Talk About You?

Want to chat over a good meal in a relaxed setting?

Got questions about your rights, your collective agreement, or just your everyday work life?

The OGBL Financial Sector invites you to a personalized lunch at the CSL.

No fixed day — you decide!

Call us to reserve your spot for a friendly, useful moment 100% dedicated to you.

Quick booking:

T. +352 54 05 45 927

A lunch, some conversation, your answers:

- Informing you
- Listening to you
- Supporting you

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Let's meet, talk about your realities, and build your solutions together.

FINANCE LUNCH – Your time, your moment.

OGB•L Financial Sector

OGBL Financial Sector

Highlights







Labour law and social law explained!

Discover our brochure 'What you need to know' which provides you with lots of useful info.
Available in 4 languages (FR/DE/EN/PT) at our SICA agencies or downloadable online:



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