



Association des Banques et Banquiers, Luxembourg  
The Luxembourg Bankers' Association  
Luxemburger Bankenvereinigung



**COLLECTIVE BARGAINING AGREEMENT**  
**FOR BANK EMPLOYEES**  
**2024-2026**

This text is a translation of the French version.

In the event of any divergence between the French text and the English text, the French text shall prevail.

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This agreement is concluded between:

1. The Luxembourg Bankers' Association, having its registered office in Luxembourg, acting for and on behalf of its members as listed below:

Avanzia Bank SA  
Agricultural Bank of China (Luxembourg) SA  
Allfunds Bank SAU, Luxembourg Branch  
Andbank Luxembourg SA  
Banca March SA, Luxembourg Branch  
Banco Bradesco Europa SA  
Banco Santander (Brasil) SA, Luxembourg Branch  
Bank GPB International SA  
Bank Julius Baer Europe SA  
Bank of America Europe DAC, Luxembourg Branch  
Bank of China LTD, Luxembourg Branch  
Bank of Communications (Luxembourg) SA  
Bank Pictet & Cie (Europe) AG, succursale de Luxembourg  
Banking Circle SA  
Bankinter Luxembourg SA  
Banque de Commerce et de Placements SA, succursale de Luxembourg  
Banque de Luxembourg SA  
Banque Degroof Petercam Luxembourg SA  
Banque Havilland SA  
Banque Internationale à Luxembourg SA  
Banque J. Safra Sarasin (Luxembourg) SA  
Banque Populaire ALC, succursale du Luxembourg  
Banque Raiffeisen SC  
Banque Transatlantique Luxembourg SA  
Barclays Bank Ireland plc, Luxembourg Branch  
Bemo Europe - Banque Privée SA  
BGL BNP Paribas SA  
Bourse de Luxembourg SA  
BPER Bank Luxembourg SA  
Brown Brothers Harriman (Luxembourg) SCA  
BTG Pactual Europe SA  
CA Indosuez Wealth (Europe) SA

CaixaBank Wealth Management Luxembourg SA  
China Construction Bank (Europe) SA  
China Everbright Bank (Europe) SA  
China Merchants Bank Co. LTD, Luxembourg Branch  
CIBC Capital Markets (Europe) SA  
Citco Bank Nederland NV, Luxembourg Branch  
Citibank Europe PLC, Luxembourg Branch  
Clearstream Fund Centre Luxembourg SA  
Commerzbank Finance & Covered Bond SA  
Creand Wealth & Securities (Banque de Patrimoines Privés SA)  
Credit Suisse (Luxembourg) SA  
DekaBank Deutsche Girozentrale, Succursale de Luxembourg  
Delen Private Bank Luxembourg SA  
Deutsche Bank Luxembourg SA  
DNB Luxembourg SA  
DZ PRIVATBANK SA  
Edmond de Rothschild (Europe) SA  
EFG Bank (Luxembourg) SA  
Elavon Financial Services DAC, Luxembourg Branch  
Eurobank Private Bank Luxembourg SA  
European Depositary Bank SA  
Goldman Sachs Bank Europe SE, Luxembourg Branch  
Hamburg Commercial Bank AG, Luxembourg Branch  
Hauck Aufhäuser Lampe Privatbank AG, Niederlassung Luxemburg  
HSBC Continental Europe, Luxembourg SA  
Industrial and Commercial Bank of China (Europe) SA  
ING Luxembourg SA  
Intesa Sanpaolo Bank Luxembourg SA  
Intesa Sanpaolo Wealth Management SA  
Itaú BBA Europe SA, Luxembourg Branch  
J.P. Morgan SE, Luxembourg Branch  
John Deere Bank SA  
Lombard Odier (Europe) SA  
Mediobanca International (Luxembourg) SA  
Mirabaud & Cie (Europe) SA  
Mitsubishi UFJ Investor Services and Banking (Luxembourg) SA  
Mizuho Trust & Banking (Luxembourg) SA

Natixis Corporate and Investment Banking Luxembourg SA  
Nomura Bank (Luxembourg) SA  
NORD/LB Luxembourg S.A. Covered Bond Bank, SA  
Northern Trust Global Services SE  
Novo Banco SA, Succursale de Luxembourg  
PayPal (Europe) SARL et Cie, SCA  
Quintet Private Bank (Europe) SA  
Rakuten Europe Bank SA  
Royal Bank of Scotland International LTD, Luxembourg Branch (The)  
Skandinaviska Enskilda Banken AB, Luxembourg Branch  
SMBC Nikko Bank (Luxembourg) SA  
Société Générale Luxembourg SA  
State Street Bank International GmbH, Zweigniederlassung Luxemburg  
Sumitomo Mitsui Trust Bank (Luxembourg) SA  
Svenska Handelsbanken AB (Publ), Luxembourg Branch  
Swissquote Bank Europe SA  
The Bank of New York Mellon SA/NV, Luxembourg Branch  
UBS Europe SE, Luxembourg Branch  
UniCredit International Bank (Luxembourg) SA  
Union Bancaire Privée (Europe) SA  
VP Bank (Luxembourg) SA  
Wüstenrot Bausparkasse AG, Niederlassung Luxemburg

represented by:

Mr Yves STEIN  
Chairman,

duly empowered for this purpose,  
party of the first part

and

1. *The Association Luxembourgeoise des Employés de Banque et Assurance (ALEBA)*,  
represented by:

Mr Roberto MENDOLIA  
President,

duly empowered for this purpose,

and

2. *The Onafhängege Gewerkschaftsbond Lëtzebuerg (OGB-L)*,  
represented by:

Ms Sylvie REUTER  
Secrétaire centrale du syndicat secteur financier,

duly empowered for this purpose,

and

3. *The Lëtzebuenger Chrëschtliche Gewerkschafts-Bond – Syndicat des Employés du Secteur Financier (LCGB-SESF)*,  
represented by:

Ms Maria-Héléna MACEDO  
Secrétaire syndicale,

duly empowered for this purpose,

parties of the second part.



## General provisions

### **Art. 1. - Preamble**

The purpose of the present agreement is to regulate the labour relationship between banks and their employees and, to that end, to supplement the relevant legal provisions in force.

Outside the sectoral collective agreement for bank employees, more favourable agreements may be reached by mutual agreement either between the ABBL and the signatory parties to this agreement in the Joint Committee (*Commission Paritaire*) in accordance with the provisions described in Art. 9, or between the staff delegation and the management of a bank on the practical application of the agreement, taking into account the specific characteristics of the establishment concerned.

All the appendices hereto form an integral part of the collective bargaining agreement.

### **Art. 2. - Scope**

The present agreement governs relations and general labour conditions between the members of the Luxembourg Bankers' Association listed above<sup>1</sup> and their employees employed on a permanent basis in the Grand Duchy of Luxembourg, with the exception of:

- I. employees belonging to the senior management referred to in Art. L. 162-8 of the Labour Code.

For the purposes of this article, senior managers are employees who receive a salary that is significantly higher than that of employees covered by the collective agreement or otherwise rated, taking into account the time required to perform their duties, whether that salary constitutes remuneration for the exercise of genuine and effective managerial power or if the nature of their duties involves well-defined authority, a substantial degree of independence in the organisation of their work and extensive freedom in terms of working hours and, in particular, the absence of any constraints on working hours.

All clauses in a collective agreement, a subordinate agreement or an individual employment contract that purport to exclude employees who do not fulfil all the conditions from the effects of the applicable collective agreement or subordinate agreement are null and void.

Furthermore, all labour legislation, including on working hours and overtime, is applicable to employees who do not fulfil all the conditions.

- II. persons working under an apprenticeship contract, whose status is governed by Title I of Book I of the Labour Code.

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<sup>1</sup> Belonging to Category A as defined by the internal regulation of the ABBL, together with the Bourse de Luxembourg S.A.

### **Art. 3. - Duration - Notice of termination**

This agreement is concluded for a term of three years, i.e., for the period running from 1 January 2024 to 31 December 2026.

The agreement may be terminated by either party by means of a registered letter sent at the latest one (1) month and at the earliest three (3) months before its expiry.

Termination pursuant to the foregoing paragraph is regarded as a request for negotiations to be opened pursuant to Art. L. 162-2 of the Labour Code. The party giving notice must attach to its letter of termination the draft text of an agreement including the points which need to be reviewed.

Upon being terminated, the agreement shall cease to be effective from the date of entry into force of a new agreement or from the time when the failure of the negotiations is established by a finding that conciliation has proved to be impossible, pursuant to the provisions of Art. L. 164-5 of the Labour Code.

### **Art. 4. - Recruitment**

The employment contract between the employer and the employee, whether concluded on a fixed-term or open-ended basis, shall be set out in writing.

The employment contract shall be drawn up in duplicate, with the employer keeping the first copy and the employee being given the second copy. In addition to the provisions of Art. L. 121-4(2) of the Labour Code, the employment contract shall specify:

- a) the duty group of the employee;
- b) any provisions that may have been expressly agreed between the parties by way of derogation from or addition to the present agreement.

If an employee switches from working for one employer to another employer within the banking sector, the employee's basic salary will remain the same, to the extent that the employee is employed within the same function.

The description and weighting of the function for which the employee is hired shall be set out in an annex to the employment contract.

On joining the establishment, every person who is recruited shall:

- receive a copy of the currently applicable collective agreement (either in electronic form or as a hard copy),
- be advised of his or her rights and duties,
- be informed of the working procedures of the staff delegation. This shall, as a matter of principle, be done by the latter.

The staff delegation shall within one week receive a list of the persons who have been recruited, indicating the departments to which they have been assigned and their type of contract (fixed-term contract, open-ended contract, employment on a temporary basis, internships with the exception of school-linked internships, part-time work).

Every employee recruited by a bank is required to undergo a medical examination on recruitment, pursuant to the provisions of the Art. L. 326-1 of the Labour Code. The health service in the financial sector is the Association for Occupational Health in the Tertiary and Financial Sectors (ASTF).

## Art. 5. - Trial period

The trial period is governed by Articles L. 121-5 and L. 122-11 of the Labour Code.

## Art. 6. - Termination of the employment contract

- 1) Termination of the employment contract is governed by Art. L. 124-1 et seq. of the Labour Code.

Upon termination of an employment contract, the employer shall notify the staff delegation thereof without delay.

The notice periods are as follows:

- when notice is given to the employee:

Notice period	Years of service
2 months	< 5 years of service
4 months	> 5 and < 10 years of service
6 months	> 10 years of service

- when notice is given to the employer:

Notice period	Years of service
1 month	< 5 years of service
2 months	> 5 and < 10 years of service
3 months	> 10 years of service

The monthly amounts of severance pay are as follows:

Monthly amounts	Years of service
0 monthly amount	< 5 years
1 monthly amount	≥ 5 years
2 monthly amounts	≥ 10 years
3 monthly amounts	≥ 15 years
6 monthly amounts	≥ 20 years
9 monthly amounts	≥ 25 years
12 monthly amounts	≥ 30 years

In the event of termination of the employment contract, the employee may enter into negotiations with his/her employer, with or without the support of his/her trade union and/or staff representative, with a view to obtaining an accompanying benefit or severance allowances additional to those provided for by law and specified above.

- 2) In the event of restructuring, reorganisation or cessation of business, the periods of notice shall be increased, where notice is given to the employee, as follows:

Notice period	Years of service
4 months	< 5 years of service
8 months	≥ 5 and < 10 years of service
12 months	≥ 10 years of service

In the event of redundancy for economic reasons of an employee who, at the date of notice of termination of his/her employment, is within less than 12 months from becoming entitled to take retirement, and subject to no extra-legal compensation being granted to him/her pursuant to an individual or collective arrangement, the notice period indicated above shall be extended until the date when he/she becomes entitled to take retirement.

The severance allowance stipulated in Art. L. 124-7 of the Labour Code shall be increased as follows:

Monthly payments	Years of service
1 monthly payment	after 1 year
2 monthly payments	after 8 years
3 monthly payments	after 13 years
7 monthly payments	after 18 years
11 monthly payments	after 23 years
15 monthly payments	after 28 years
18 monthly payments	after 33 years

In order to make it easier for an employee who has been given notice of redundancy for economic reasons to find new employment, he/she shall be entitled to benefit, at his/her request, from an outplacement measure or a training budget allocation of between EUR 5 000 and EUR 8 000, in order to preserve his/her employability. A specialised provider shall take care of setting up the outplacement measure. The relevant employee is required to make his/her request for an outplacement measure or training budget allocation no later than one (1) month after the notification of the grounds of redundancy for economic reasons. The procedures and criteria for such measure or allocation are to be set up between the employer and the staff delegation. If there is no staff delegation, those procedures and criteria shall be determined directly between the employer and the employee concerned. The relevant employees are invited to seek advice from the trade unions which are signatories to this agreement.

For employees affected by a social plan, outplacement measures will be negotiated as part of that social plan.

- 3) If any change occurs in the employer's legal situation, in particular by reason of succession, sale, amalgamation, conversion of capital resources, or transformation into a company, all contracts of employment which are in force on the date of such change shall subsist as between the new employer and the staff of the relevant companies, in accordance with Art. L. 127-1 et seq. of the Labour Code and without there being any need for a new employment contract or transfer letter to be signed by the employees concerned thereby.

Thus, during the first two (2) years following the aforementioned change, it shall neither be possible to terminate the employment contract on grounds of reorganisation or restructuring, nor to modify the employment contract to the detriment of the employees in accordance with Art. L. 121-7 of the Labour Code, unless the staff delegation has given its agreement.

- 4) By way of derogation from the first paragraph of Art. L. 124-2(1) of the Labour Code, the procedure for the preliminary interview shall apply to every employer who regularly employs no fewer than 100 persons.

Similarly, by way of derogation from the third paragraph of Art. L. 124-2(1) of the Labour Code, the preliminary interview may be fixed to take place no earlier than on the fourth working day following that on which the registered letter was dispatched, or the written notice handed over against receipt, as stipulated in the first subparagraph of this paragraph.

This derogation in favour of the employees concerned cannot invalidate any other provision relating to termination of the employment contract, nor in particular the provisions of Art. L. 121-6 (4) of the Labour Code stipulating that, where a certificate of incapacity for work is submitted after receipt of the letter inviting the person concerned to attend the preliminary interview, this shall in no way affect the validity of the dismissal procedure which has been initiated.

## **Art. 7. - Disciplinary measures**

A disciplinary measure can only be taken after a discussion with the relevant employee. Upon request by the employee, a second discussion may take place within eight (8) days, in the presence of a member of the staff delegation, except if the employer has already invited such representative to attend the first discussion. Where the employee has requested a second discussion, no written warning or reprimand can be pronounced before this second discussion has taken place. Any such written warning or reprimand shall de facto be null and void.

Where an official decision to issue a warning or reprimand is taken, the employee is entitled to answer and put forward his/her justification in writing. That justification shall be included as an official document in the employee's file. It may be drawn up after consultation of the staff delegation.

Copies of the warning, the reprimand and/or the suspension shall be provided without delay to the staff delegation.

Warnings and reprimands shall cease to have any effect in the context of the employer-employee relationship after 24 months from the date of their issue.

In order to regulate disciplinary measures which may have specific features depending on the company concerned, an agreement will be negotiated internally by mutual agreement with the staff delegation, if there is one, and included in its entirety in the internal rules of procedure. Questions relating to the length of time warnings are to be kept on file are to be discussed internally within each company.

## **Art. 8. - Activities outside the bank**

Employees may not take on any employment outside the bank without first informing the management, which shall determine whether or not the activity in question is compatible with the profession of a bank employee.

If the employee considers that a refusal of authorisation to pursue an activity outside the bank is unjustified, he/she may consult the staff delegation. Where necessary, the staff delegation may refer the matter to the Joint Commission set up pursuant to Article 9 of this agreement.

## **Art. 9. - Joint Committee**

A Joint Committee is established between the signatories to this agreement. It shall consist of a maximum of nine members on each side and its task shall be to try to resolve problems that may arise concerning the application and interpretation of the collective agreement. It shall also define the objectives and procedures of future collective agreements.

The Joint Committee shall meet whenever necessary, with the aim of adapting and improving the present agreement in line with new laws or regulations, in the form of amendments hereto, negotiated during the period of validity of the present agreement.

The Joint Commission shall further have the right to adopt a decision in the case of an employee contesting his or her function classification with his/her employer.

## **Art. 10. - Information to be provided to the staff delegation**

In order to enable the employees' representatives to monitor the correct application of this agreement, and without derogating from the provisions of the law concerning the obligations and consultation of delegations, the staff delegation shall obtain in particular the following data in strict confidence:

1. Amount of the total reference salary bill;
2. The total amount of the envelope reserved for salary increases as provided for by this agreement;
3. Number of beneficiaries of a salary increase;
4. Breakdown of beneficiaries by function group, seniority and age group;
5. Number and percentage of employees who have not received an increase in the last 3 years (excluding indexation);
6. Remuneration statistics broken down by gender, together with the methodology applied to those statistics;
7. Number and percentage of employees who have not received training in the last 2 years; the staff delegation will obtain information showing both employees who have not received any training and employees who have only undergone compulsory training, for example training imposed by law or by the CSSF;
8. Details of the weighting of the various functions;
9. Upon request by the staff delegation, the employer shall provide it with the necessary information to enable it to give an opinion for or against overtime working.

The data concerning the breakdown of the beneficiaries (point 4) shall not be provided for companies employing fewer than 100 employees.

In relation to points 1 to 7, these statistics are to be provided each year, and as regards increases (points 1 to 6), within 3 months of the date on which the payment is made.

## **Art. 11. - Whistle blowing and protection of the persons concerned**

Establishments falling within the scope of this agreement shall put in place an internal whistle blowing arrangement in compliance and in accordance with the applicable legal and regulatory provisions (CSSF Circular 12/552, as amended, Law of 16 May 2023 on the protection of persons who report breaches of Union law and Art. L.271-1 et seq. of the Labour Code).

Any whistle blower who reports suspicions in good faith shall suffer no reprisals of any kind whatsoever for having reported the infringements, while respecting the procedure laid down in the code adopted within the enterprise concerned. However, an employee who makes a report in bad faith shall not enjoy this protection. Any person alleged to be implicated will be protected, having due regard to the interests and rights of all the parties concerned.

## **Art. 12. - Security measures**

All employees shall be afforded adequate protection against attacks.

For this purpose, reference is made to the currently valid “protocol of agreement on security in banks”.

For the transport of funds on public roads, the employers undertake to make exclusive use of specialised companies acting within the framework of the Law of 12 November 2002 on private security and surveillance activities.

The banks shall take out an insurance policy covering their personnel in the event of death or invalidity resulting from an attack suffered in their capacity as an employee in the service of the bank.

The sums payable shall be as follows:

- in the event of death: 20 000 EUR (ind. 100);
- in the event of total permanent disability: 40 000 EUR (ind. 100);
- in the event of partial permanent disability: degressive scale, depending on the degree of disability established.

The Association for Occupational Health in the Tertiary and Financial Sectors (ASTF) provides medical and psychological follow-up for employees who suffer trauma following a hold-up.

### **Art. 13. - Safeguarding employees' careers and job maintenance plan**

Prior to any restructuring/reorganisation, banks shall discuss with the staff delegations the measures to be implemented with a view to maintaining employment and avoiding any redundancies.

## Chapter 1 - Classification

### **Art. 14. - Function groups**

As of 1 January 2020, the employers have implemented, with respect to the relevant staff, the new functions classification method in line with the five (5) assessment criteria broken down into four (4) groups (A, B, C, D).

#### **1) Five classification criteria**

##### Knowledge

This criterion benchmarks the extent to which an employee is able to apprehend the information, principles, competencies and knowledge required for the specific function. This includes, in particular, the person's academic background, relevant professional experience and technical knowledge, including linguistic skills.

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|----------|--|
| Level 1: | <ul style="list-style-type: none"><li>• No academic background</li><li>• And/or no previous experience</li></ul>   |
| Level 2: | <ul style="list-style-type: none"><li>• Academic background (example: A level +2)</li><li>• And/or initial professional experience required (example: up to 2 years)</li></ul> |
| Level 3: | <ul style="list-style-type: none"><li>• Higher academic training (example: Bachelor)</li><li>• And/or significant professional experience (example: up to 5 years)</li></ul>   |
| Level 4: | <ul style="list-style-type: none"><li>• Higher academic training (example: Master)</li><li>• And/or proven professional experience (example: minimum 5 years)</li></ul>        |

##### Complexity

This criterion measures the variety and complexity of the tasks, steps, processes and/or methods required for carrying out the work. This includes, in particular, the ability to identify, analyse and find solutions when executing the tasks.

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|----------|---|
| Level 1: | <ul style="list-style-type: none"><li>• Standardised and homogeneous tasks</li><li>• Limited ability to analyse issues</li></ul>  |
| Level 2: | <ul style="list-style-type: none"><li>• Various tasks within a limited field of activity</li><li>• Ability to analyse and proactively evaluate solutions is required</li></ul>                    |
| Level 3: | <ul style="list-style-type: none"><li>• Various tasks in different fields of activity</li><li>• Critical analysis of issues with solution-oriented recommendations is required</li></ul>          |
| Level 4: | <ul style="list-style-type: none"><li>• Diverse range of complex tasks</li><li>• In-depth analysis and searching for continuous improvement requiring the appraisal of unusual problems</li></ul> |

##### Impact

This criterion measures the impact of a particular occupation on the overall performance of a given department/line of work. Accordingly, this touches upon an employee's ability to make sound judgements and the added value provided.

- |          |  |
|----------|--|
| Level 1: | <ul style="list-style-type: none"><li>• Limited impact on the performance of the department</li><li>• Limited impact on the decision-making process</li></ul>                              |
| Level 2: | <ul style="list-style-type: none"><li>• Direct but limited impact on the performance of the department</li><li>• Advisory implication in the decision-making process</li></ul>             |
| Level 3: | <ul style="list-style-type: none"><li>• Direct impact on the performance of the department</li><li>• Participation in the decision-making process (recommendations are expected)</li></ul> |
| Level 4: | <ul style="list-style-type: none"><li>• Direct impact on the performance of the department/line of work</li><li>• Active participation in the decision-making process</li></ul>            |



## Human relations

This criterion measures the level, the nature, the variety and the complexity of the human relations involved in the exercise of the function.

- |          |  |
|----------|--|
| Level 1: | <ul style="list-style-type: none"><li>• Collaboration with similar functions within the same department</li><li>• Limited to exchanges of information</li><li>• Little interaction with internal or external clients</li></ul>   |
| Level 2: | <ul style="list-style-type: none"><li>• Interaction with a restricted number of departments and internal contact with employees of the same level</li><li>• Mainly exchanges of information, reasoning</li><li>• Adaptation of behaviour to the different internal/external interlocutors and different situations</li></ul> |
| Level 3: | <ul style="list-style-type: none"><li>• Interaction with several departments and contact at different levels on more complex subjects</li><li>• Reasoning</li><li>• Solution-oriented approach to work for internal/external clients</li></ul>   |
| Level 4: | <ul style="list-style-type: none"><li>• Interaction with numerous departments on complex and unusual subjects</li><li>• Negotiation skills, ability to influence and convince</li><li>• In-depth knowledge of the needs of internal/external clients and/or development of networking</li></ul>                              |

## Team management, coordination and expertise

This criterion measures the employee's ability to manage and/or oversee teams and engage in project management, as well as the employee's level of specific expertise required for the function concerned. This includes, in particular, the employee's ability to anticipate important or strategic developments as well as his/her ability to motivate and build commitment amongst members of staff.

- |          |  |
|----------|--|
| Level 1: | <ul style="list-style-type: none"><li>• Functional supervision (example: leave/holiday planning) of a small group (e.g. 1 to 3 persons), or</li><li>• Coordination of homogenous resources for short-term projects/tasks, or</li><li>• Provision of expertise by responding to questions from others in his/her field of work with a view to resolving their technical issues</li></ul>  |
| Level 2: | <ul style="list-style-type: none"><li>• Functional/organisational supervision (e.g. allocation of tasks) of a restricted number of persons (e.g. &gt; 3), or</li><li>• Coordination of disparate resources for short-term projects/ tasks, or</li><li>• Recognised as a reference person in his/her field of work by using his/her knowledge to solve issues or assist with projects falling outside his/her field of work. Plays an advisory role</li></ul> |
| Level 3: | <ul style="list-style-type: none"><li>• Direct supervision of a moderate number of persons (e.g. &lt; 5), or</li><li>• Coordination of disparate resources for complex medium-term projects/tasks, or</li><li>• Demonstrates his/her capacity to understand the implications of executed tasks and to anticipate significant developments in his/her field of expertise (monitoring)</li></ul>   |
| Level 4: | <ul style="list-style-type: none"><li>• Direct supervision of a larger number of persons (e.g. &gt; 5) and/or role of coach, or</li><li>• Coordination of disparate resources in the context of strategic long-term projects/tasks, or</li><li>• Demonstrates his/her capacity to understand the implications of executed tasks and important/strategic developments in his/her field of expertise</li></ul>   |

## **2) Classification of functions**

Each function is classified according to five (5) evaluation criteria.

Each criterion is ranked in four (4) levels, with points being allocated to each level. Only the overall sum of the points for the five (5) criteria will determine the final classification in one of the 4 groups.

Based on this initial assessment, each function is put into a defined group in light of the employee's ability to fulfil the expected roles and responsibilities.

Each employee is categorised in one of the four (4) function groups:

Group A: 4-7 points

Group B: 8-11 points

Group C: 12-15 points

Group D:  $\geq$  16 points

The creation of any new function within the company shall be communicated to the staff delegation, and its classification in the respective function groups shall be done in consultation with the staff delegation. Progress will be achieved by means of the acquisition and use of skills, either via increased proficiency in the function or by progressing towards new roles and responsibilities.

Such progress will be noted during the annual performance evaluation process, the practical details of which will be determined internally by each establishment in consultation with the staff delegation.

A review of the various job descriptions will be carried out in consultation with the staff delegation at regular intervals to be defined within the company.

## Chapter 2 - Remuneration

### **Art. 15. - The remuneration system**

#### **1) General provisions**

The provisions on remuneration set out hereafter shall apply pro rata according to the working time.

#### **2) Skill-acquisition assumption**

It is assumed that employees joining or who have joined the financial sector since 2018 acquire a skillset within the first ten (10) years of their career of at least one (1) % per year up until the threshold of their functional group.

#### **3) Basic salary**

The basic salary is the monthly salary resulting from the application of the scales set out in the present agreement and the salary increases provided for herein.

The basic salary does not include any loyalty bonus or training allowance.

The basic salary, as defined above, constitutes the basis of calculation for the 13<sup>th</sup> month allowance as well as for the remuneration for overtime hours.

The calculation of the reference salary bill is made on the basis of the salaries paid in December of the relevant year to employees who are still in service on 1 January of the following year.

The reference salary bill is the sum of all employees' basic salaries covered by the present agreement.

#### **4) Year 2024**

##### **A. Salary scale**

The figures stated below correspond to the basic monthly salaries expressed in EUR at index 100.

<b>Groups</b>	<b>Start of scale</b>	<b>Threshold</b>
A	364	402.08
B	397.8	439.42
C	494.9	546.68
D	595.9	658.24

Each group corresponds to a guaranteed minimum reference salary for full-time work.

Any salary increase occurring upon a change of group cannot be less than EUR 15 (index: 100).

##### **B. Salary increase**

As of 1 January 2024, grant of a salary increase in the form of an overall envelope of 1.0% (net of any amounts already paid in 2024). The skill-acquisition assumption is included in the percentage of the overall envelope.

This increase is calculated on the basis of the reference salary bill as defined above. The amount of an increase may not be less than EUR 5 (index 100).

**C. Loyalty bonus for groups A to D**

A loyalty bonus, rewarding the employee's fidelity and loyalty to his/her employer, is to be paid out as an annual payment and is calculated on the basis of the employee's seniority. It is presented as a percentage of the basic salary, as follows:

<b>Years of service</b>	<b>% basic salary</b>
2	25%
3	30%
4	40%
5	50%
6	60%
7	60%
8	65%
9	65%
10	70%
11	75%
12	80%
13	80%
14	85%
15	85%
<b>16 years or more</b>	<b>90%</b>

The loyalty bonus is paid out together with the salary for the month of June, to employees employed on 15 June and whose employment contracts are not subject to a notice of termination on that date.

Employees are paid pro rata according to their working time during a reference period extending from 1 June of the preceding year to 31 May of the current year.

The maximum bonus amount is limited to 755 EUR (index: 100).

For the purpose of calculating the loyalty bonus, maternity leave is treated as a period of effective work.

**D. One-off salary adjustment for certain employees**

For the purposes of this agreement, and by way of a one-off, exceptional adjustment, employees who joined the company before 2014, who have been in the same function group since the introduction of the new classification and whose salary is equal to or greater than:

A	379
B	422
C	530
D	639

but less than:

A	402.08
B	439.42
C	546.68
D	658.24

will have their salary adjusted to the new threshold indicated above.

As far as possible, that increase is to be charged to the percentage of the global envelope for the year 2024.

## 5) Year 2025

### A. Salary scale

The figures stated below correspond to the basic monthly salaries expressed in EUR at index 100.

Groups	Start of scale	Threshold
A	364	402.08
B	397.8	439.42
C	494.9	546.68
D	595.9	658.24

Each group corresponds to a guaranteed minimum reference salary for full-time work.

Any salary increase occurring upon a change of group cannot be less than EUR 15 (index: 100).

### B. Salary increases

On 1 January 2025, a salary increase will be granted in the form of an overall envelope of 0.5%.

This increase is calculated in relation to the reference salary bill as defined above. The amount of an increase may not be less than EUR 5 (index 100).

### C. Exceptional bonus

A one-off exceptional bonus of 500 EUR (gross) will be paid together with the salaries for the month of January 2025 to all employees in service whose employment contracts are not subject to a notice of termination as at 31 December 2024.

It will be paid pro rata according to the working time of the employee concerned and the months worked during a reference period extending from 1 January 2024 to 31 December 2024.

### D. Loyalty bonus for groups A to D

A loyalty bonus is paid in accordance with the modalities set out in Article 15.4.C of this agreement.

## 6) Year 2026

### A. Salary scale

The figures stated below correspond to the basic monthly salaries expressed in EUR at index 100.

<b>Groups</b>	<b>Start of scale</b>	<b>Threshold</b>
A	364	402.08
B	397.8	439.42
C	494.9	546.68
D	595.9	658.24

Each group corresponds to a guaranteed minimum reference salary for full-time work.

Any salary increase occurring upon a change of group cannot be less than EUR 15 (index: 100).

**B. Salary increases**

On 1 January 2026, a salary increase will be granted in the form of an overall envelope of 1.0%.

This increase is calculated in relation to the reference salary bill as defined above. The amount of an increase may not be less than EUR 5 (index 100).

**C. Loyalty bonus for groups A to D**

A loyalty bonus is paid in accordance with the modalities set out in Article 15.4.C of this agreement.

## **Art. 16. - “13th month” allowance**

At the end of the year, the employee shall be entitled to the payment of a “13<sup>th</sup> month” allowance in an amount equal to the basic salary plus, as the case may be, the seniority bonus payable by the employer to the employee for the month of December.

If the employee is recruited during the course of the year, he/she shall receive at the end of the year a 13<sup>th</sup> month allowance calculated pro rata according to the number of months worked since his/her recruitment.

If the contract (on a trial basis open-ended or fixed-term) is terminated by the employee or by the employer, the employee shall receive with his/her final salary the 13<sup>th</sup> month allowance calculated pro rata according to the number of months worked during the year.

## **Chapter 3 - Organisation of working time**

### **Art. 17. - Working hours**

Without prejudice to the provisions of the present agreement, working hours are governed by Book II – Regulation and work conditions, Title I – Working time, of the Labour Code.

The working hours of a full-time employee shall be 8 hours per day and 40 hours per week, spread in principle over 5 working days.

The 40 weekly working hours may, however, be spread over 6 days or less. If the weekly working hours are spread over 5 days or less, the contractual working hours may by mutual agreement be extended to nine (9) hours per day, provided the total working hours do not exceed the normal weekly working hours applied in a specific company.

The term “working hours” means the period during which the employee is at the disposal of his/her employer.

In accordance with the relevant legal provisions, every company must put in place a system for identifying the exact number of hours worked by the employee.

Every company is required to record in a special register or a file the start, end and duration of the day’s work, together with all prolongations of the normal working time, and hours worked on Sundays and official public holidays or at night. That register/file also helps to ensure employees’ safety and security by facilitating the handling of emergencies. It is to be produced whenever so demanded by officials of the *Inspection du Travail et des Mines* (Labour and Mines Inspectorate).

The working hours are determined after consultation with the staff delegation.

### **Art. 18. - Organisation of working time**

The employer is free to set up an organisational working plan or, alternatively, a system of flexitime in accordance with the relevant legal provisions.

The reference period may be extended to a maximum of 4 months.

An employer’s decision to set up a flexitime system as well as its modalities, content and schedule, including any modifications thereto, must be taken in agreement with the staff delegation or, if there is no staff delegation, the employees concerned.

A transitional period not exceeding six (6) months may be negotiated internally with regard to the former flexitime provisions.

For legal reference periods not exceeding one (1) month in duration, the internal regulations on flexitime may fix a maximum number of excess working hours that can be carried forward to the next following reference period.

The purpose of flexitime is to allow an employee to organise, from one day to the next, the duration and schedule of his/her working hours, in compliance with the relevant legal provisions as well as the rules laid down by the present agreement, taking into account clients’ needs, the constraints applicable to the particular organisational needs of the various department, and the overall efficient functioning of the employer institution.

The relevant employee is individually responsible for the proper management of the individual working schedule governed by the present agreement.



The organisation of the system of making up for hours lost and granting time off in compensation for overtime worked is designed as far as possible to reduce surpluses and deficits of working hours to zero at the end of the reference period.

Time off in compensation shall in principle be determined according to the wishes of the employee in so far as this is compatible with the needs of the service and the justified wishes of other employees of the company. The employee must be duly informed of the grounds for any refusal.

The number of debit hours to be carried forward to the next following reference period, and the relevant procedure in that regard, shall be established within each company by the internal rules on flexitime.

Working hour debits shall be offset against rest days.

Procedures for the authorisation and verification by the hierarchical superiors of hours worked under this system shall likewise be set up at employer level.

## **Art. 19. - Overtime work**

### **1) Overtime work**

#### **A. Definition**

The performance of any overtime work shall be conditional on the authorisations and procedures laid down by law and in the banks' internal rules.

#### **B. Remuneration of overtime work**

##### **a) Normal hourly salary for the payment of overtime work**

The normal hourly salary is obtained by dividing the basic monthly salary as defined in the present agreement, plus one-twelfth of the 13<sup>th</sup> month, by the flat-rate figure of 173.

##### **b) Rate of increase in the case of remuneration for overtime work**

An increase of 50% shall be applied to the basic salary in the case of payment in cash for overtime work.

##### **c) Recompense for overtime worked**

Overtime working shall be recompensed as follows:

- either by payment in cash at the rate of 150%; or
- by a compensation of paid time off amounting to one hour and a half hour of time off per one hour of overtime worked; these hours may be converted into days off to be taken within one year following the date of the overtime statement; or
- by a combination of the above two solutions; or
- in the event of a specific allocation as defined below, by application of a rate of compensatory time-off amounting to 175%.

This specific allocation is reserved for carefully designated particular instances for which both the principle and the implementing procedures may be adopted by the company after informing and consulting the staff delegation. These cases are:

- early retirement of employees reaching the age of 50;

- enrolment for reskilling training.

In the case of daily working exceeding 10 hours or weekly working exceeding 48 hours, within the limits laid down by Art. L. 211-5 et seq. of the Labour Code (force majeure or unforeseeable events), overtime hours which are paid shall be settled together with the salary for the month following that in which the overtime hours were worked.

In the case of overtime at the end of the reference period, overtime hours which are paid shall be settled together with the salary for the month following the date of the overtime statement.

## 2) Sunday working

### A. Principle

All Sunday working must be reported to the Labour and Mines Inspectorate (*Inspection du Travail et des Mines*) pursuant to Art. L. 231-2 of the Labour Code.

### B. Remuneration

In respect of each hour worked on a Sunday, the employee shall be entitled to his/her normal hourly salary plus 70%.

### C. Compensation

Hours worked on Sundays may be compensated by time off in accordance with Art. L. 231-7 of the Labour Code.

If hours worked on a Sunday are offset by corresponding paid time off during the week, the supplement of 70% alone is payable.

## 3) Working on public holidays

### A. The existing public holidays

#### a) **Statutory public holidays**

In principle, employees shall not work on the following statutory public holidays:

- New Year's Day
- Easter Monday
- 1 May
- 9 May (Europe Day)
- Ascension Day
- Whit Monday
- The National Holiday
- Assumption
- All Saints' Day
- Christmas Day
- St Stephen's Day (Boxing Day)

**b) Bank holidays**

The following days are to be regarded as non-working bank holidays:

- Good Friday,
- and the afternoon of Christmas Eve.

The calendar of bank holidays is communicated every year.

**B. Remuneration**

**a) Statutory public holiday**

For each hour worked on a statutory public holiday, the employee shall be entitled to his/her normal hourly salary (100%) as defined in Article 19. I. B. a) of the present agreement, to which is added remuneration for hours effectively worked (100%) plus 100%, i.e. his/her normal hourly salary increased by 200%.

Work performed on a statutory public holiday which falls on a Sunday is remunerated at the rates laid down in the statutory provisions in force.

**b) Bank holiday**

As regards remuneration for hours worked on a bank holiday, these are to be treated in the same way as those worked on a Sunday; in addition to the increase of 70%, an employee who has worked on a bank holiday shall be entitled to one compensatory day off.

**C. Information to be provided to the staff delegation**

The staff delegation shall be informed in advance of any working to be done on a statutory public holiday.

**4) Night work**

**A. Definition**

Night work is regarded as all work done between the hours of 10 p.m. and 6 a.m.

**B. Remuneration**

In respect of each hour worked between 10 p.m. and 6 a.m., the employee shall be entitled to his/her normal hourly salary plus 30%.

**5) Saturday working**

Where, for reasons of work organisation, a bank employee is asked by his/her hierarchical superior to work on a Saturday, these hours will be multiplied by a factor of 1.25 to determine the number of hours to be taken into account for the computation of overall working time.

If application of the coefficient of 1.25 causes the number of hours worked to exceed 10 hours a day or 48 hours a week, or an average of 40 hours a week at the end of the reference period, the excess hours will be regarded as overtime.

However, this regime does not apply to employees whose work on Saturdays falls within the normal and regular contractual organisation of their work during a 40-hour week spread over 5 working days. However, this shall not affect rights legally acquired at the time of entry into force of this agreement.

Employees who are occasionally required to work on a Saturday, in particular to handle exceptional workloads, where these hours are added to the normal duration of work and cannot be compensated, will receive immediately, i.e. at the latest together with the salary for the month following that in which the Saturday working took place, remuneration for the hours worked on a Saturday and the supplements for overtime (100% + 50%), without application of the coefficient of 1.25.

Employees will of course only benefit from this latter provision in cases where the Saturday working is done at the express request of the employer.

**6) Cumulative payment for overtime work, work on Sundays and public holidays, and night work<sup>2</sup>**

**Table of increases**

	<b>Normal hourly salary</b>	<b>Increase</b>	<b>Cumulative total</b>
Overtime work	100%	50%	150%
Work on Sundays	100%	70%	170%
Work on public holidays	100%	200%	300%
Work on bank holidays	100%	70%	170%
Night work (10 p.m. to 6 a.m.)	100%	30%	130%

The increases stipulated for overtime work, night work, work on Sundays and public holidays, shall be paid on a cumulative basis.

Explanatory tables can be found in Appendix 2.

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<sup>2</sup> by way of example and on the basis of a 50% increase

## **Art. 20. - Atypical working**

Any employee who is obliged to place him/herself at the disposal of the business outside the normal daily working hours shall be entitled to compensation as stipulated in the internal rules of the business concerned and/or in his/her individual employment contract.

If a lump sum is provided for in respect of on-call duty, that amount shall be indexed.

In companies having more than 150 employees, those internal rules must be negotiated and put in place by mutual agreement with the staff delegation.

## **Art. 21. - Annual leave**

All employees are entitled, in accordance with the provisions of the Labour Code (Art. L.233-1 - Art. L.233-20 and Art. L.251-1 - Art. L.254-1), to paid recreational leave the legal duration of which is 26 days.

In addition to recreational leave, there are the following age-related leaves

- 1 day of leave for employees aged between 45 and 49 (application: the year in which the employee's birthday falls);
- 2.5 days for employees aged between 50 and 54 (application: the year in which the employee's birthday falls);
- 3.5 days for employees aged 55 and over (application: the year in which the employee's birthday falls).

The leave must be taken in accordance with the legal provisions.

The leave may be taken in whole days and in half-days (4 hours). The specific procedures shall be decided within each company.

If the leave has to be postponed for compelling reasons relating to the needs of the service, the employer will be required to cover the costs incurred by the employee by reason of the fact that he or she has been obliged to make such change.

An employee who changes employer in the course of the month, and who would thus lose the recreational leave days for that month, will be entitled to those leave days from his/her new employer, provided that both employers concerned are bound by the present collective agreement.

## **Art. 22. - Rest days**

Employees are entitled to 8.5 rest days per year.

Procedure for application:

- For reasons of organisation of work, rest days may be fixed collectively for the entire sector after consulting the Joint Commission established by Article 9 of this agreement.
- In that case, they shall be so fixed at the time when the calendar of public holidays is drawn up. Employees who are in service on the date so fixed shall benefit from those days of collective rest.
- If, as a result of needs of the service, some employees are unable to benefit from those days off on the stipulated date, they shall be entitled to the corresponding number of compensatory rest days.
- Any rest day or days taken individually by employees shall be so taken during periods of slack activity.
- Rest days shall be offset against any statutory reduction in the duration of work.
- In other respects, the procedures for rest days shall be the same as those stipulated for days of leave.

- One or more rest days may be fixed collectively for the particular bank or for parts of it, after consulting the staff delegation. Leave days fixed collectively by the bank must be notified to the employees at the latest during the first quarter of the year.

### **Art. 23. - Special leave**

An employee who is obliged, for personal reasons, to absent him/herself from work shall be entitled to the following special leave, whilst retaining his/her full right to remuneration:

- 1) one half of a working day for blood and/or plasma donors;
- 2) one day on the occasion of the death of a relative up to the second degree of the employee or his/her spouse or partner (grandfather, grandmother, grandson, granddaughter, brother, sister, brother-in-law, sister-in-law);
- 3) three days on the occasion of the death of a first-degree relative of the employee or his/her spouse or partner (father, mother, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepson, stepdaughter);
- 4) five days on the occasion of the death of his/her spouse or partner;
- 5) five days on the occasion of the death of a child, stillborn child or child born prematurely who subsequently dies;
- 6) two days for each parent in the case of marriage of a child;
- 7) six days on the occasion of the marriage of the employee;
- 8) three days on the occasion of the declaration of partnership of the employee;
- 9) two days in the case of moving house over a period of three (3) years of employment with the same employer, except where the employee has to move for professional reasons;
- 10) ten days for the father or, as the case may be, the person recognised by the applicable national legislation as being the second parent by virtue of the place of residence or the nationality of the child or parent concerned, whereby that person is authorised to establish parentage in relation to the child without having to resort to the procedure for adoption, in the case of the birth of a child. In the case of a multiple birth, the right to parental leave is acquired in respect of each of the children comprised in the same birth or adoption;
- 11) ten days in the case of fostering a child of less than sixteen (16) years with a view to his/her adoption, except if the employee has already taken advantage of the right to adoption leave;
- 12) end-of-life care leave in accordance with Art. L.234-65 et seq. of the Labour Code;
- 13) one day over the course of a 12-month period of employment for reasons of force majeure connected with urgent family reasons in the case of sickness or accident rendering the immediate presence of the employee absolutely essential, as provided for by Art. L.233-16 of the Labour Code;
- 14) five days of "carer's leave", as provided for by Art. L.233-16 of the Labour Code.

Special leave must be taken on the occasion of the event which gives entitlement thereto and at the latest within one week of its occurrence. The employee shall benefit from the full special leave, regardless of the number of months of the year for which he/she has worked.

An employee who is living in a partnership registered in accordance with Article 3 et seq. of the Law of 9 July 2004 on the legal effects of certain partnerships, as amended, may benefit from all the forms of special leave.

### **Art. 24. - Leave for trade union purposes**

Paid leave for trade union purposes and trade union training shall be agreed whenever necessary in each bank between the staff delegation and the management for the members of the staff delegation, In accordance with Article 35.5 of the present agreement.

## **Art. 25. - Leave for family reasons**

Employees are entitled to leave for family reasons within the limits and on the conditions stipulated by Art. L.234-50 et seq. of the Labour Code.

## **Art. 26. - Submission of certificates and supporting documents**

The digital transmission of a valid, legible document justifying an absence is accepted within the legally prescribed deadlines.

## **Chapter 4 - Work-life balance**

- 1) With a view to promoting a healthy balance between employees' private life and work life, and to increase employees' productivity and job satisfaction, each company is encouraged to evaluate and, as far as possible, put in place flexible work options designed to meet the specific needs of the business and of its employees. These may include – without this list being exhaustive – flexible working hours, teleworking, a compressed working week, reduction of working time, the setting-up of a time savings account and/or other arrangements suited to the needs of individual employees and of the organisation.

The practicalities for the implementation of these measures will be determined in consultation with the staff delegation and in compliance with the statutory and regulatory provisions in force.

- 2) With a view to applying for flexible working arrangements, each employee shall have the right to a discussion with his/her employer, on condition of having completed a minimum of six months' continuous service with the same employer. The term "flexible working arrangements" means options allowing employees to adapt their work regime, e.g. remote working, flexible working hours, reduction of working time, unpaid leave and/or progressive early retirement.
- 3) At the request of the staff delegation, the banks undertake to establish a framework enabling the private life of employees to be better reconciled with their professional life. To that end, the staff delegation may call on experts or advisers from the trade unions represented within the delegation. In the absence of a staff delegation, employees may call on specialists from the trade unions that are signatories to this collective agreement.

### **Art. 27. - Internal rules to be put in place**

#### **1) Right to disconnect**

Where employees use digital tools for work purposes, a regime to ensure compliance with the right to disconnect outside working hours, adapted to the particular situation of the company, must be established at the level of the company concerning, as the case may be, the practicalities and technical measures for disconnecting from the digital tools, awareness-raising and training measures and the arrangements for compensation in the event of exceptional derogations from the right to disconnect. That specific regime is to be established at the level of the company, respecting the competences of the staff delegation if such delegation exists or, in the absence thereof, in agreement with the company's employees. In that event, the introduction of the specific regime and any modifications thereof shall take place after the staff delegation has been informed and consulted pursuant to Article L. 414-1 of the Labour Code or by mutual agreement between the employer and the staff delegation in companies employing 150 or more persons, in accordance with Article L. 414-9 of the Labour Code.

#### **2) Teleworking**

The Agreement of 20 October 2020 on the legal regime for teleworking, set out in Appendix 3, forms an integral part of the present agreement.

Pursuant to Article 8 thereof, the employer undertakes, where teleworking is done on a regular basis, to defray the costs directly incurred on account of the teleworking, at the rate of not less than EUR 3 per month (index: 100).

#### **3) Protection against moral harassment**



## **Art. 28. - Agreement on the Time Savings Account (TSA)**

Upon request by staff delegations, banks are required to enter, within 30 days, into negotiations with a time savings account (TSA) institution enabling employees to save up hours by agreement with their employer, within the statutory and mutually agreed limits, with a view to taking leave during a period in the future. Staff delegations must attach to their request a draft agreement covering the points to be negotiated. If the employer refuses to enter into negotiations, the staff delegation concerned may refer the matter to the Joint Committee.

The TSA must respect the general principles laid down by Art. L. 235-1 et seq. of the Labour Code.

## **Art. 29. - Authorised absence from the office**

- 1) Any absence on the instructions of the employer shall be at the expense of the latter.
- 2) Any absence at the initiative of the employee is at his/her expense.

However, the following tolerances are allowed:

- visits to authorities and similar institutions whose working hours coincide with the hours of work in the banking sector;
- attendance for school examinations;
- legal summonses;
- medical examinations required by law;
- and, within reasonable limits, visits to doctors, X-rays, ophthalmological examinations, various analyses and post-operational care.

The staff delegation may verify application of these rules.

## **Chapter 5 - Employability and Training**

The term “employability” signifies the set of abilities, skills, knowledge, experience and personal attributes of an employee, which together bolster his/her professional position, thereby enhancing his/her chances of success and development and safeguarding his/her professional career.

The term “training” signifies the set of means put in place by the employer and specialised training companies to enable employees to develop the knowledge, skills and aptitudes required for the current and future needs of the employer and to ensure, for the employees, a successful career and employability.

The signatories to the present agreement recognise the importance of employability and training. Those two pillars are becoming essential in order to enhance employees’ skills and to ensure their adaptation to technological and professional developments. Thus, responsibility for developing employability, and for ensuring that advantage is taken of training opportunities, lies not only with the employer but also with the employee and his/her hierarchical superior, adopting a collaborative and proactive approach.

The social partners undertake to discuss future training and labour needs in the banking sector within the Joint Committee.

### **Art. 30. - General principle**

The training and employability programme is designed, generally, not only to sustain and keep up to date an employee’s current knowledge and skillset, but also to assist employees in acquiring new skills, whether in relation to their activity, developments in their line of work or the evolution of their career path.

In addition, given the emergence of artificial intelligence in the banking sector, employees need to be made aware of and guided in relation to it and, where necessary, trained in how to use it and its potential implications for the professional environment.

Attention is drawn to the fact that Article L. 414-3 et seq. of the Labour Code form an integral part of the present agreement and that employers are required to inform and consult the staff delegation about matters concerning, in particular, training and employment developments. However, the drawing-up of the company’s overall training plan, as indicated above, is the responsibility of the bank by way of mutual agreement between the employer and the staff delegation in the case of companies employing 150 or more persons, and in consultation with the staff delegation in the case of companies employing fewer than 150 persons.

### **Art. 31. - Right to, and duty to provide for, individual development, and shared responsibility**

Within each company, every employee must have the benefit of an individual career development plan, drawn up in agreement with his/her hierarchical superior and/or the human resources department. That plan is designed to help the employee to acquire relevant skills throughout his/her career. It is drawn up and reviewed once per year, for example at the time of the individual performance assessment interview or target-setting exercise.

The employer must ensure that employees can maintain their knowledge and skills at a level adequate to allow them to perform their duties efficiently and in a professional manner.

This collective responsibility forms part of an active collaboration between the employee and his/her hierarchical superior. In other words, they must together identify the employee’s training needs and career development opportunities.

Analysing the training needs is thus a shared responsibility between the employee, his/her hierarchical superior and the employer. The relevant approach to such analysis is, however, a matter for the employer and may vary from one company to another.

### **Art. 32. - Right of access to training**

Throughout his/her professional career, the employee is entitled to access training suitable to meet his/her development needs as identified jointly with his/her hierarchical superior. Those needs may be linked to different stages such as onboarding, promotions, changes of position and regulatory or technical developments.

Employees have the right to training as soon as they are recruited and throughout their professional life. This enhances the adaptability and progression of skills in line with changes in their functions and in the banking sector. The company will implement the employee's individual training plan in accordance with its internal procedure.

Any other request by the employee for training must follow the procedure established within his/her company. Such request shall be considered by his/her hierarchical superior, where appropriate assisted by the human resources department, who shall assess its merits and its feasibility in terms of timing and budgetary resources. The grounds for any refusal must be given in writing. In that event, the employee has a right of appeal as provided for in Article 35.3.

### **Art. 33. - Types of training**

The company recognises the importance of continuous learning and training throughout the career of its employees. To that end, it offers different types of training, each adapted to meet specific needs:

#### **1) Onboarding training**

Each new employee should be offered an integration programme, known as an onboarding programme.

This programme should generally be presented as a modular training programme which can be adapted to the individual needs of an employee, in light of his/her skills and prior experience. The duration of the programme may hence vary from one employee to another but may in no case be shorter than 48 hours, which should cover the minimum reference base for complete integration as further described hereafter.

The integral onboarding training should include:

- introduction to the banking sector and the financial environment as well as basic regulatory obligations,
- function-specific training for the post which the employee is to occupy, and
- knowledge of the company and its internal procedures and processes.

Each new employee thus benefits from an individual specific training programme monitored at all stages by the employer.

Employees without prior experience in the financial sector need, as a matter of principle, to undergo the onboarding training, including in particular an introduction to the job, within the first 12 months of the start of their employment.

## 2) Employability and skill development training programme

### A. Ongoing training

The goal of ongoing training is to ensure the employability of the employee, by enabling him/her to acquire knowledge and/or to maintain his/her current skills in relation to his/her work and career development.

Each employee has a right of access to the training offered, as defined above.

#### 1. **Training bonus:**

The employee shall be granted a bonus amounting to the gross sum of EUR 250 (not index-linked) per 40 hours of training attended outside normal working hours and during a reference period running from 1 September to 31 August of the following year. Payment shall be made at the end of the reference period.

#### 2. **Enrolment costs:**

Payment: The employer shall advance the enrolment costs and shall bear those costs in their entirety if the employee completes the course successfully.

#### 3. **Cost charge:**

If the employee fails the examination despite having attended the course and sitting the examination, the cost for the course shall be split 50/50 between the employer and the employee.

If the employee fails, not having assiduously attended the course and/or not having sat the examination, the cost for the course shall be borne in its entirety by the employee and withheld from the 13<sup>th</sup> month allowance.

#### 4. **Training leave:**

The employee shall be entitled to training leave for all training courses necessarily involving a final examination, as follows:

- ½ day's leave if the length of the training is equal to or longer than 20 hours;
- 1 day if the length of training is equal to 40 hours;
- ½ day's leave more for each segment of 20 hours.

The overall training leave may not exceed a maximum of two (2) days' leave per year, regardless of the length and number of training courses attended.

### B. Retraining

The term "retraining" refers to all training measures aimed at ensuring the employability, both within the company and in the banking sector generally, of employees falling within the scope of the collective agreement whose job may change significantly, or even be abolished.

Articles L. 414 et seq. of the Labour Code form an integral part of this agreement.

#### 1. **The training objective**

The general purpose of retraining is to enhance the long-term employability of staff whose tasks are at risk of being profoundly affected by technological progress and the working methods resulting

therefrom. The retraining should enable employees to reorient their career path within the company and/or the banking sector by giving them the tools, where relevant, to take up new responsibilities.

However, the retraining does not entitle employees to any financial advantages.

## **2. Assessment of knowledge and skills**

Before taking a training course, an employee is required to undergo a series of assessments of his/her language skills as well as, generally, the skills and professional knowledge that he/she needs to possess. The employer may nevertheless decide to grant an employee an exemption from all or part of the assessments.

The assessment results are personal to the employee and may not be disclosed to the employer until the employee has definitively confirmed his/her intention to take part in the training course.

## **3. Training plan**

The training plan, adopted together with the employee, should be based on a modular approach aimed at enabling the employee to take advantage of tailor-made training which takes into account the individual level of knowledge of the employee. The content of the training plan should be relatively wide-ranging, so as to provide training designed to be general. The training itself should start as early as possible while taking into account the smooth functioning of the department in which the employee works.

The training plan should include:

- courses for individual development,
- courses ensuring knowledge development, and
- optional courses, including language courses.

In the event of disagreement regarding the content of the training as well as the planning, the employee has the right to discuss any modification of the training or the planning thereof with the head of training. He/she may decide to be accompanied in such discussion by a member of the staff delegation.

## **4. Skills diagnosis**

The diagnosis regarding skills in the financial sector is organised either by the House of Training or by an equivalent internal service. The personalised training plan of any employee will be based on the results of the diagnosis.

Recourse may be had to other tools or specialists in order to supplement the diagnosis in relation to the skills and potential of the employee concerned.

## **5. Implications for the merit assessment system**

Participation by the employee in retraining shall not have any impact on the assessment of his/her merit.

## **6. Right to complete the training course in the event of redundancy for economic reasons**

An employee whose employment contract is terminated for economic reasons shall be entitled to complete a retraining programme which has already begun, on the existing terms and conditions. The employer, having taken the decision to terminate the employment relationship, shall bear any resulting costs. In the event of insolvency of the employer, the banking community shall bear the resulting cost.

All the above training courses may be attended either in digital mode (online) or by way of presence in person, synchronously or asynchronously. They may be implemented, in particular, via the following measures:

- informal collective or individual tutoring aimed at introducing and sharing good practices in the application of tasks and relevant tools for a new role or one which is changing;
- coaching and mentoring programmes (internal or external) aimed at ensuring that professional advice and support are regularly provided by the direct hierarchy and/or by colleagues charged with organising the development of new employees;
- training courses developed by in-house specialists (or internal trainers) or, where necessary, with the help of external training specialists. Such training courses should meet the specific needs of the company and should be open only to employees of the company;
- internal training courses/internships in the different departments;
- online “e-learning” training;
- distance training or learning sessions;
- all training programmes, whether certifying or non-certifying, offered to the public by recognised specialist establishments chosen and/or validated by the employer.

## **Art. 34. - Training budget and individual grant**

### **1) Annual budget**

For the years 2024-2026, the employer will grant, for training and employability, an annual budget of 1.65% of the reference salary bill as defined in Article 15. The amounts that may be taken into account in the budget constitute eligible expenses in accordance with the statutory provisions in force.

That annual budget of 1.65% of the reference salary bill, although calculated for each year, may vary from one year to the next during the three-year period covered by this agreement. Accordingly, it is envisaged that that budget will represent an average over the three years under consideration, thus offering a certain flexibility in its allocation.

That budget is dedicated exclusively to the development of the employees covered by the present agreement.

### **2) Establishment of an individual training allocation**

Each employee shall be entitled to benefit from a share of the annual budget allocated for training, as referred to in Article 32.1.

With this in mind, and in order to ensure that the said budget is allocated to all, and not just to some of the employees of the company, each employee shall be entitled to an individual training allocation equivalent to a minimum of 16 hours of training per year, apart from and in addition to compulsory training and retraining.

The employee shall be responsible for managing his/her individual training allocation. He/she must, with the help of his/her hierarchical superior and/or the human resources department, proactively make the application to undergo a given training course, connected with his/her current or future post and/or with the company's business.

The individual training allocation is to be used up by no later than 31 December in each year.

Each employee may, upon request, access a record showing how much of his/her individual allocation he/she has used up.

## Art. 35. - Final provisions

### 1) Training outside working hours

Given that time spent undergoing training is treated as working time, any training is in principle provided during working hours. If, exceptionally, the training takes place outside working hours, reference should be made to the provisions of Art. L. 542-10et seq. of the Labour Code.

### 2) Training partners

For each type of training, the employer may approach any suitable organisation.

### 3) Appeal

In cases where a request for training has been refused in accordance with the rules applying within the company, the employee may appeal against such refusal to an internal appeal body, composed of the following:

- the person in charge of human resources management or his/her delegate;
- the hierarchical superior;
- the employee, assisted if he/she so wishes by a member of the staff delegation, or in the absence;
- of such a delegation, by another member of staff of the company.

The final decision shall, however, rest with the employer, which shall justify its decision in a written communication addressed to the employee. In such a case, the employee shall retain a right of appeal to the Joint Committee.

### 4) Informing and consulting the staff delegation

The staff delegation shall be provided, by no later than 31 May in the year following the year in question, with a detailed breakdown of the training budget actually used up.

In accordance with Article L. 414-9 of the Luxembourg Labour Code, in companies having at least 150 employees and without prejudice to the application of any other relevant legal provisions or contractual agreements, decisions regarding the establishment or implementation of any collective ongoing professional training programme or actions must be taken by mutual agreement between the employer and the staff delegation.

### 5) Eligible training courses for members of the staff delegation

As part of the regulations on training for trade union purposes, the ABBL and the trade unions have agreed on the principle of extension of the trainings pursuant to Article L. 415-10 of the Labour Code. Delegates may now take part not only in the trainings provided by the EST (Higher Employment School) but also in those provided by the CFSL (Luxembourg Centre for Trade Union Training). The training courses provided by the CFSL are organised exclusively by the trade unions.

If the employer and the delegates decide by joint agreement that training at the House of Training is useful, the delegate may be enrolled, subject to the agreement of the trade unions. In that case, the costs of enrolment are payable by the employer.

Links to eligible trainings:

- EST: <http://www.lifelong-learning.lu>
- HOT: <https://www.houseoftraining.lu/>
- ALEBA: <http://www.aleba.lu/>
- OGB-L: <http://www.ogbl.lu/>
- LCGB: <http://lcgb.lu/fr>

## **Chapter 6 - Well-being**

### **Art. 36. - Work at a visual display screen/Work without natural light**

#### **1) Work at a visual display screen**

The employer undertakes to respect the provisions of the Grand-Ducal Regulation of 4 November 1994 on the minimum occupational safety and health rules for work at visual display screens.

Any person permanently working at a visual display screen shall be allowed 15 minutes' rest for each continuous period of four hours' work at the screen.

Those rest periods cannot be aggregated or carried forward. The employer shall arrange the rest periods as follows:

- The 15 minutes' rest must be taken during the 3<sup>rd</sup> hour of service in each data-inputting period of 4 hours. The head of department responsible shall decide whether a general break is to be taken or a break arranged by sections of the department. In the event of a breakdown of the computer system for 15 minutes or more between the end of the second hour and/or during the third hour of data inputting, the rest period shall not be allowed. Similarly, it shall not be due if the employee is authorised to leave the place of work during the same period.
- In the case of urgent work and at the request of a senior employee, the break may be interrupted or carried forward in part until a later time on the same day.
- During the break, employees may not leave the bank; the employee concerned shall not disturb the work of other colleagues in the same department or in other departments.

#### **2) Work without natural light**

Employees working in an office without natural light shall benefit from a reduction of the weekly working time of one hour. For employees aged 50 or more, the reduction of the weekly working time shall be two hours.

Employees who so request for health reasons shall be exempted from work in an office without natural light, provided that the customary medical justification is produced or, if necessary, a medical examination is performed by the employee's general practitioner and a doctor from the ASTF.

The Safety Representative and the designated worker shall together determine the premises recognised as being without light.



## Art. 37. - Equality of remuneration

The present agreement ensures compliance with the principle of equal opportunities for men and women both in respect of access to occupational training and promotion and as regards working conditions and remuneration. The banks shall, where appropriate, give access to further training measures for employees who have been absent because of an interruption of their career, so as to enable them to perform the duties assigned to them. The relevant procedures shall be determined by the banks in consultation with the Works Committees or, in their absence, the staff delegations.

Equal opportunity plans, as provided for by Art. L.162-12 of the Labour Code, shall be drawn up at the level of the banks after consultation of the joint committees or, in their absence, the staff delegations.

## Art. 38. - Protection against sexual and moral harassment

- 1) The banks undertake not to tolerate within their business sexual harassment and/or moral harassment as respectively defined by Art. L.245-1 et seq. and Art. L.246-1 et seq. of the Labour Code. They shall make sure that every employee has a workplace which respects the dignity of the individual and is free from any sexual or moral harassment of any kind whatsoever. They further undertake to implement all the measures necessary to prevent and resolve cases of sexual and moral harassment should they occur, under the best possible conditions and in total confidence.

The companies undertake to comply with the legal obligations relating to protection against sexual and moral harassment in the workplace. In addition to the provisions of the Labour Code, the Convention of 25 June 2009 on harassment and violence in the workplace, negotiated by the Luxembourg social partners and declared to be generally binding on 15 December 2009 (annexed to the present agreement), continues to apply.

Disciplinary sanctions to be taken in the event of any sexual or moral harassment are to be determined within each banking establishment.

- 2) The *Association pour la Santé au Travail dans les Secteurs Tertiaire et Financier* (ASTF = Occupational Health Association for the Tertiary and Financial Sectors) has put in place a suitable counselling structure to assist victims of sexual or moral harassment.

Since the date of its creation in December 1994, the ASTF has developed a wide range of services for businesses in the financial sector, designed to help them to promote the health, safety and well-being of their employees.

In the context of a sectoral agreement dated 9 July 2013 (annexed to the present agreement), the social partners and the ASTF have placed the ASTF's moral and sexual harassment counselling unit on a formalised footing, in order to increase awareness of the assistance that it provides to banking sector employees who are victims of harassment and to enable employers to refer to it in their internal procedures relating to harassment.

### A. What procedure is laid down?

The employee is given an anonymous appointment free of charge with an occupational physician of the ASTF.

Based on his/her training and professional experience, the occupational physician will be able to assist the victim, notably as follows:

- by helping him or her to deal with the initial emotional shock,
- by providing moral and psychological support,
- by assessing the gravity of the situation,
- by acting as an intermediary between the victim and the employer.

In a 2<sup>nd</sup> stage, and if the employee so wishes, an appointment is arranged with one of the ASTF's occupational psychologists.

The aim of the consultations will be to make the person concerned understand whether or not he/she is a victim of moral or sexual harassment, to inform him/her of possible further action to be taken, and above all, to help him/her to rebuild his/her life.

The ASTF will provide further details of the procedure followed and of the options available to the employee.

**B. What are the advantages for the employee?**

**1. Optional**

Recourse to the ASTF's counselling unit is optional for the employee.

It is for the employee him/herself to decide in whom he/she wishes to confide.

**2. Free service**

No charge is made for consultations at the ASTF.

Where the employee decides to alert his/her employer to the situation of moral or sexual harassment, the occupational physician may accompany him/her in this step, if the employee so wishes.

**3. Discretion/Anonymity**

The employer will not be informed of the fact that an employee has contacted the counselling unit at the ASTF.

That initial contact and all consultations will take place in total discretion, respecting medical secrecy.

**4. Professionalism**

The medical team receiving the employees is comprised of trained persons who have experience in dealing with problems associated with the world of work.

They will handle all complaints in a competent, serious and confidential manner, listen and speak to the victim, provide support, suggest solutions and help the victim to choose follow-up appropriate to the particular situation.

## **Art. 39. - Psychosocial risks**

- 1) The social partners are committed to the prevention of psychosocial risks (in consultation with the ASTF) and undertake to give concrete form to this prevention at the level of the Joint Committee.

The Joint Committee will organise, together with the ASTF, a meeting to review the sector at least once a year and may decide on action based on that report.

- 2) The social partners are committed to the prevention of psychosocial risks and the quality of life at work in general.  
Undertakings, in collaboration with the staff delegation, are committed to the prevention of psychosocial risks in the medium and long term.

To this end, they will put in place structured measures enabling each employee to become involved in this process by proposing improvements to his or her working conditions, and by offering the opportunity to develop personal resources to better prevent and deal with the risks identified.

## **Art. 40. - Corporate social responsibility**

The companies undertake to implement improvements, in consultation with the staff delegation, of measures related to CSR/Corporate Social Responsibility, for example:

- development of a guide to best practices where an employee returns from a long-term absence;
- priority given to re-employment for the rare cases where an employee's employment contract is automatically terminated because he or she has reached 78 weeks of sickness out of a reference period of 104 weeks and he/she becomes fit again within 6 months after the end of the contract;
- encouraging cohesion within the company by combating all forms of discrimination in respect of recruitment, remuneration or career development;
- promotion of well-being at work (e.g. ergonomic offices, sports hall, jogging club, workplace crèches, etc.);
- improvement and monitoring of working conditions (health and safety at work);
- promotion of diversity by integrating different groups (nationalities, age, gender, minorities, physical ability/disability);
- investing in employees' skills and promoting ongoing training;
- factoring in the individual needs of employees (e.g. career plan, support with regard to work requirements, motivation in light of the employee's personality, etc.);
- motivating employees by introducing innovative work models (e.g. teleworking);
- drawing up an agreement on a policy for part-time working;
- specific measures to mitigate climate change;
- bonus system to promote car-pooling;
- bonus system to encourage the use of public transport (train or bus);
- sustainable mobility training;
- specific measures for managing long-term sickness;
- specific measures for managing disability;
- measures to encourage the retention of older people in work.

## **Art. 41. - Background check**

The background check is a well-known procedure whereby a company verifies that persons really are who they say they are. Companies carrying out a background check may do so at the time of recruitment and/or during the course of the contractual employment relationship where such checks are required by the regulator in the performance of its supervisory role (e.g. in the case of a candidate for a post involving the performance of key functions).

Drawn up and signed in five copies in Luxembourg on **1 August 2024**, each party to retain one original, with a copy being sent to the Labour and Mines Inspectorate (*Inspection du Travail et des Mines*).

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**Yves STEIN**

Chairman

Association des Banques et Banquiers  
Luxembourg (ABBL)

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**Roberto MENDOLIA**

President

Association Luxembourgeoise des Employés  
de Banque et Assurance (ALEBA)

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**Sylvie REUTER**

Secrétaire Centrale du Syndicat Secteur  
Financier

Onofhängege Gewerkschaftsbond Lëtzebuerg  
(OGB-L)

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**Maria-Helena MACEDO**

Secrétaire Syndicale

Lëtzebuerger Chrëschtliche Gewerkschafts-  
Bond (LCGB-SESF)

## **Appendix 1**

### **Legal framework for the trial period and the termination of the contract**

#### **Art. L. 122-11**

- 1) The contract of employment concluded for a fixed duration may stipulate a trial period in conformity with the provisions of Art. L. 121-5.

Where the contract does not stipulate a fixed duration, the trial period shall be calculated by reference to the minimum duration of the contract.

- 2) The trial period shall be taken into account for the purpose of the calculation of the maximum duration of the contract referred to in Art. L. 122-4 of this law.
- 3) The contract comprising a trial period may be terminated by the procedures and under the conditions set out in Art. L. 121-5.
- 4) Where the contract is not terminated during the trial period under the conditions stipulated in the foregoing paragraph before the expiry of the trial period agreed between the parties, the employment contract shall be deemed to have been concluded for the duration agreed in the contract with effect from the date of entry into service.

#### **Art. L.121-5**

- 1) Without prejudice to the provisions of Art. L. 122-8 (2), the employment contract concluded for an indefinite period may make provision for a trial period.

The trial period must be stipulated in the written document referred to in Art. L. 121-4, paragraph (1) for each employee individually no later than on the date on which he or she takes up his or her duties, failing which said trial period shall be null and void.

The provisions of the previous paragraph shall not apply when the collective bargaining agreement applicable to the establishment contains a provision stipulating that the employment contract of every newly recruited employee shall be preceded by a trial period in conformity with the provisions of this article.

In the absence of a written document stating that the contract has been concluded for a trial period, it shall be deemed to have been concluded for an indefinite period; proof to the contrary shall not be admissible.

- 2) The trial period agreed between the parties may not be less than two weeks or more than six months.

By derogation from the provisions of the foregoing paragraph the maximum trial period may not exceed:

1. three months for an employee whose level of professional training is below that of the certificate of technical and professional aptitude delivered after a course of technical education;
2. twelve months for an employee whose gross monthly starting salary reaches a level stipulated in a Grand Ducal decree.

Where the trial period does not exceed one month, it shall be expressed in whole weeks; a trial period exceeding one month shall be expressed in whole months.

In the event of suspension of execution of the contract during the trial period, said period shall be extended by a duration equivalent to that of the suspension without the extension of the trial period being allowed to exceed one month.

- 3) The trial period cannot be renewed.
- 4) The contract subject to a trial period may not be terminated unilaterally during the minimum trial period of two weeks, except on the serious reasons set out in Art. L.124-10.

Without prejudice to the provisions of the foregoing paragraph, the contract with a trial period may be terminated under the provisions stipulated in Art. L.124-3 and L.124-4 in which case the contract shall terminate on the expiry of a period of notice which shall not be less than:

- the same number of days as the trial period agreed in the contract has weeks;
- four days per month of the trial period agreed in the contract subject to a minimum of fifteen days and a maximum of one month.

The trial period shall be governed by the provisions of Art. L.121-6 of this law and Art. L.337-1 – L.337-6.

- 5) When the contract which includes a trial period is not terminated under the conditions set out in the foregoing paragraph before the expiry of the trial period agreed between the parties, the employment contract shall be deemed to have been concluded for an indefinite period from the date on which the employee took up his or her duties.

\*\*\*

The following table provides an illustration of the provisions of Art. L.121-5:

<b>Duration of trial period</b>	<b>Period of advance notice</b>
	(calendar days)
2 weeks	2 days (*)
3 weeks	3 days
4 weeks	4 days (**)
2 months	15 days
3 months	15 days
4 months	16 days
5 months	20 days
6 months	24 days
7 months	28 days
8 to 12 months	1 month

(\*) To the extent that the trial period cannot be terminated during a minimum initial period of 2 weeks, it may be inferred that no contract may in fact be concluded with a trial period of 2 weeks.

(\*\*) In conformity with the law, a trial period which does not exceed one month must be expressed in whole weeks, while a trial period exceeding one month must be expressed in whole months; it follows that the law does not seem to provide for a trial period of one month.

**Art. L.124-1 et seq.**

1) The contract of employment shall be terminated in compliance with the currently valid statutory provisions.

The statutory periods of notice shall be as follows:

- when notice is given to the employee

<b>Period of notice</b>	<b>Years of service</b>
2 months	< 5 years of service
4 months	≥ 5 and < 10 years of service
6 months	≥ 10 years of service

- when notice is given to the employer

<b>Period of notice</b>	<b>Years of service</b>
1 months	< 5 years of service
2 months	≥ 5 and < 10 years of service
3 months	≥ 10 years of service

Pursuant to Art. L. 124-7 of the Labour Code, an employee who benefits from a permanent contract and is dismissed by the employer, without the latter being authorised to do so by Art. L. 124-10 of said code, shall be entitled to a severance allowance equal to

<b>Monthly payments</b>	<b>Years of service</b>
1 monthly payment	After 5 years
2 monthly payments	After 10 years
3 monthly payments	After 15 years
6 monthly payments	after 20 years
9 monthly payments	After 25 years
12 monthly payments	After 30 years

An employer who has terminated a definitive contract of employment shall notify the staff delegation thereof without delay.



## Appendix 2

### Examples in respect of increases

#### Example I

One hour of overtime worked at night (between 10 p.m. and 6 a.m.) shall be remunerated as follows:

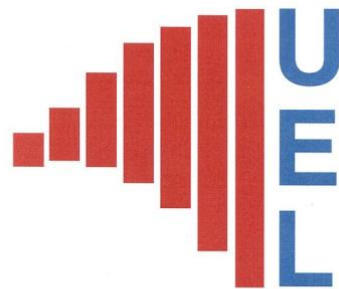
Normal hour	Overtime hour	Night work
100%	+ 50%	+ 30%
i.e. a rate of	180%	
being an increase of	80%	

#### Example II

One hour of overtime worked at night on a public holiday shall be remunerated as follows:

Normal hourly salary	100%
Supplement for working on a statutory public holiday	200%
Supplement for overtime working	50%
Supplement for night working	30%
i.e. a rate of	380%
being an increase of	280%

**Appendix 3**  
**Agreement of 20 October 2020 on the legal regime for teleworking**



**UNION DES ENTREPRISES  
LUXEMBOURGEOISES**

## AGREEMENT

The UNION DES ENTREPRISES LUXEMBOURGEOISES, hereinafter referred to as “UEL”,  
having its registered office at L-1615 Luxembourg, 7, rue Alcide de Gasperi,  
duly mandated for the purposes hereof by:

the Association des Banques et Banquiers, Luxembourg (ABBL), having its registered office at L-1468 Luxembourg, 12, rue Erasme,

the Association des Compagnies d'Assurances et de Réassurances (ACA), having its registered office at L-1468 Luxembourg, 12, rue Erasme,

the Confédération luxembourgeoise du Commerce (clc), having its registered office at L-1615 Luxembourg, 7, rue Alcide de Gasperi,

la Fédération des Artisans, having its registered office at L-1347 Luxembourg, 2, circuit de la Foire Internationale,

FEDIL, The Voice of Luxembourg's Industry, having its registered office at L-1615 Luxembourg, 7, rue Alcide de Gasperi,

the Fédération Nationale des Hôteliers, Restaurateurs et Cafetiers (HORESCA), having its registered office at L-1615 Luxembourg, 7, rue Alcide de Gasperi,

of the one part,

and

the ONOFHÄNGEGE GEWERKSCHAFTSBOND LËTZEBUERG, hereinafter referred to as “OGBL”, having its registered office at L- 4170 Esch/Alzette, 60, Boulevard Kennedy,

and

the LËTZEBUERGER CHRËSCHTLECHE GEWERKSCHAFTS-BOND, hereinafter referred to as “LCGB”, having its registered office at L-1351 Luxembourg, 11, rue du Commerce

of the other part,

have concluded the present agreement:

**AGREEMENT  
ON THE LEGAL REGIME FOR TELEWORKING**

Whereas, first, the social partners enjoying cross-industry representativeness at European level, namely BusinessEurope, UEAPME (now SMEunited), CEEP and ETUC, have signed on the basis of Article 155 of the 2009 Treaty on the Functioning of the European Union (formerly Article 139 of the 2002 Treaty establishing the European Community) a framework agreement on telework dated 11 July 2002; whereas the signatory organisations have undertaken to implement that agreement in accordance with the procedures and practices of the social partners in the Member States;

Whereas on 21 February 2006 the social partners at national level, namely the OGBL and the LCGB, on the one hand, and the UEL on the other, concluded an agreement on the legal regime of telework in order to implement the European framework agreement; whereas that agreement was declared to be of general obligation by Grand-Ducal regulation of 13 October 2006; whereas that agreement was subsequently renewed and twice declared to be of general obligation, by Grand-Ducal regulation of 1 March 2012 and by Grand-Ducal regulation of 15 March 2016;

Whereas, despite the unchanged international legal context limiting recourse to teleworking by cross-border employees due to international agreements on double taxation and Community provisions on the coordination of social security systems, telework is the subject of ever-increasing interest on the part of employees and employers; whereas, therefore, the social partners at national level consider it appropriate to modernise the said agreement so as to adapt it to the challenges of digitalisation and to regulate both regular and occasional telework; whereas the application of the current agreement is to cease when the new agreement, declared to be of general obligation, enters into force,

the signatory parties have concluded this agreement:

**Sole Article**

The signatory parties agree to request the General Declaration of the Convention, which annexed hereto, form an integral part thereof for the entire period covered by this Agreement.

The signatory parties agree to link the validity of this Agreement to its declaration of general obligation.

This Agreement is entered into for a limited period of 3 years from the date of its entry into force.

This Agreement may be terminated, wholly or in part, by the giving of three months' notice prior to its expiry date.

A copy of such notice shall be sent without delay to the *Inspection du Travail et des Mines* [Labour and Mines Inspectorate], which shall forward a copy of it to the Minister whose portfolio covers labour matters.

Where the Agreement is thus terminated by the giving of notice, it shall cease to have effect upon the entry into force of a new agreement and in any event no later than at the end of the notice period.

If the present Agreement is not terminated within the period and in accordance with the formalities laid down in the fourth paragraph above, it shall be renewed as an agreement of unlimited duration. Thereafter, it may only be terminated, wholly or in part, by the giving of three months' notice. A copy of such notice shall be sent without delay to the *Inspection du Travail et des Mines* [Labour and Mines Inspectorate], which shall forward a copy of it to the Minister whose portfolio covers labour matters.

Drawn up and signed in quadruplicate in Luxembourg on 20 October 2020.

OGBL

represented by Nora Back

President

LCGB

represented by Patrick Dury

National President

UEL

represented by Nicolas Buck

President

**AGREEMENT OF 20 OCTOBER 2020  
ON THE LEGAL REGIME FOR TELEWORK**

**Preamble: guiding principles**

Teleworking is a specific way of organising work which is governed by the provisions of the Labour Code and the provisions of this agreement.

Teleworkers enjoy all the rights recognised by labour law, by the applicable collective labour agreements, and by the company's bylaws (extra-legal benefits).

Without prejudice to the provisions of this agreement, employees shall not be discriminated against on the basis of their teleworker status.

**1. Definition of teleworking**

For the purposes of this agreement, teleworking is a way of organising or carrying out work, generally using information and communication technologies, so that work which would normally have been carried out on the employer's premises is carried out away from those premises.

For the purposes of this agreement, a teleworker is a person who teleworks in accordance with the above definition.

For the purposes of this agreement, teleworking is considered occasional when it is carried out to deal with unforeseen events or when it represents less than ten per cent on average of the teleworker's normal annual working time.

Teleworking is considered regular in other cases.

The reference period is the calendar year.

**2. Scope of application**

The scope of application of this agreement covers employees covered by the Labour Code, excluding those having the status of a public servant or a similar status.

In particular, the following shall be excluded from the scope of this agreement

- secondment abroad;
- the transport sector in the broad sense (excluding administration);
- sales representatives;
- co-working spaces, in the sense that work is performed in a satellite office of the company;
- smart working, in the sense of occasional interventions by smartphone or laptop
- outside the usual workplace or teleworking location;
- all services provided outside the company to customers.

**3. Voluntary nature of teleworking**

The employee and the employer are free to choose the teleworking arrangement, taking into account, as applicable, the provisions in force at the level of the sector or company concerned, when the employee takes up his/her duties or at a later date.

The employee's refusal of a teleworking proposal made by his/her employer shall not in itself constitute a reason for termination of his/her employment contract. Nor can refusal justify recourse to Article L. 121-7 of the Labour Code to impose that form of work.

#### **4. Role of the staff delegation and specific optional teleworking arrangements**

The staff delegation is to be regularly informed about the number of teleworkers and any changes thereto within the company. The conditions for the transmission of information are to be decided within the company.

Pursuant to this agreement, specific teleworking arrangements, adapted to the particular situation of the company or sector, may be defined at the level of the company or sector in question concerning, for example, the categories of employees excluded from teleworking, the places or types of places authorised, the rules on health and safety in the workplace, the rules on the protection of personal data and the contact persons for teleworking.

The specific regime may be defined, in particular, by means of a collective labour agreement or a subordinate agreement. In compliance with the provisions of the collective agreement or the subordinate agreement, if any, or in the absence of such provisions, the specific teleworking arrangement may also be defined at company level, in accordance with the remit of the staff delegation, if any.

Where there is a staff delegation, specific teleworking arrangements shall be introduced or modified after the staff delegation has been informed and consulted pursuant to Article L. 414-1 of the Labour Code or by mutual agreement between the employer and the staff delegation in companies with at least 150 employees pursuant to Article L. 414-9 of the Labour Code.

#### **5. Agreement between the employee and the employer**

Where teleworking is occasional, the employer shall provide the employee authorised to telework with written confirmation.

When teleworking is regular, the following elements shall be defined by mutual agreement in writing between the employer and the employee:

- the location of the telework or the methods for determining that location;
- the hours and days of the week during which the teleworker teleworks and must be reachable by the employer or the methods for determining those periods;
- the conditions of any compensation in respect of benefits in kind according to point 6 of the present agreement;
- the monthly flat rate for connection and communication costs as per point 8 of this agreement;
- the conditions of switching or returning to the classic work arrangement in accordance with point 13 of the agreement.

These elements may also be defined within the framework of the specific teleworking scheme provided for in point 4 if such exists.

#### **6. Equal treatment**

Teleworkers shall have the same rights and shall be subject to the same obligations under the applicable law and collective agreements as comparable workers on company premises.

The principle of equal treatment between teleworkers and employees working on company premises must be respected, in particular when it comes to employment conditions, working time, remuneration conditions, conditions of and access to promotion, collective and individual access to ongoing vocational training, respect for privacy and the processing of personal data for monitoring purposes in the framework of employment relations. In

addition, teleworkers must receive the same information as other employees in the company and at the same rate as the employer, or indeed the staff delegation, circulates it within the company.

However, different treatment of teleworkers may be justified on objective grounds, without prejudice to the principles of non-discrimination and equal treatment.

When regular teleworking involves a loss for the teleworker of a benefit in kind to which he/she would normally be entitled, it is up to the parties concerned to define compensation which may be specific but which must respect the principle of non-discrimination.

For the time spent teleworking, the teleworker shall not, however, be entitled to compensation when the benefit in kind is closely linked to his or her presence in the company, such as access to a parking space, a canteen or a sports hall on the company premises.

## **7. Data protection**

It is the employer's responsibility to take the measures required by law and by the European Union's General Data Protection Regulation to ensure the protection of data, including personal data, used and processed by the teleworker for business purposes.

The employer has an obligation to inform the teleworker about data protection and to train him/her to the extent necessary.

Information and training shall include all relevant laws and company rules on data protection. The employer shall inform the teleworker, in particular:

- of any restrictions on the use of computer equipment or tools such as the Internet, e-mail or mobile phones;
- of penalties for non-compliance.

It is the responsibility of the teleworker to comply with these rules.

## **8. Work equipment**

Where teleworking is regular, the employer shall provide the work equipment necessary therefor, and shall cover the costs directly generated by teleworking, in particular those related to communications. This may take the form of a monthly lump sum, to be agreed in writing between the employer and the employee.

If necessary, the teleworker may request an appropriate technical support service. The employer shall be responsible, without prejudice to Article L. 121-9 of the Labour Code, for costs related to the loss or damage of equipment and data used by the teleworker.

In the event of failure or malfunction of the work equipment, the teleworker must immediately notify the company in the manner laid down by the company.

The teleworker shall take care of the equipment entrusted to him/her.

## **9. Health and Safety**

The employer must inform the teleworker of the company's occupational health and safety policy. The teleworker shall apply those occupational health and safety policies correctly.



The teleworker shall be entitled to request an inspection visit from the company's occupational health service, from the company's health and safety representative, or from the *Inspection du Travail et des Mines* [Labour and Mines Inspectorate].

## **10. Organisation of work**

The organisation of working time shall follow the rules applicable within the company. The teleworker's workload and performance criteria shall be equivalent to those of comparable workers on the employer's premises.

The parties shall agree terms and conditions governing overtime working that are, as far as possible, in line with the company's internal procedures. The employer shall ensure that the exceptional nature of overtime is also strictly respected for teleworkers. Any provision on the right to disconnect applicable to employees working on company premises shall also apply to teleworkers.

The employer shall ensure that measures are taken to prevent teleworkers from being isolated from other workers in the company, by giving them the opportunity to meet regularly with colleagues and to have access to company information.

## **11. Training**

Teleworkers shall have the same access to training and career development opportunities as comparable workers working on the employer's premises, and shall be subject to the same evaluation policies as those other workers.

Teleworkers shall, at their request, receive appropriate training on the technical equipment available to them and on the characteristics of this way of organising work.

The teleworker's hierarchical superior and direct colleagues may also need training in this way of working and the management thereof.

## **12. Collective rights**

Teleworkers shall have the same collective rights as workers on company premises. Thus, they shall:

- have the right to communicate by any appropriate means with the representatives of the company's employees;
- be subject to the same conditions of participation in, and eligibility for election to, staff delegations;
- be included in the calculations determining the necessary thresholds for workers' representation bodies.

## **13. Switching or returning to the traditional work arrangement**

The teleworker or the employer may at any time request a switch to, or return to, working in the traditional way. When teleworking is regular, the conditions of the switch or return to the traditional work arrangement are to be agreed upon in writing between the employer and the employee at the time when the employee starts teleworking.

## **14. Amending provisions**

The signatory parties hereto also call on the legislator to amend the existing laws and regulations relating to this type of work, namely

- Article L. 414-3(1) of the Labour Code, by the addition, amongst the points set out therein, of the words: "to give its opinion on the introduction or modification of a specific teleworking scheme at company level",
- Article L. 414-9 of the Labour Code, by the addition of a point 8 reading: "the introduction or modification of a specific teleworking scheme at company level", and

- the provisions of the Labour Code concerning the safety and health of workers at work,
- the provisions of the Labour Code concerning occupational health services,
- the Grand Ducal Regulation of 4 November 1994 concerning the minimum safety and health requirements for the use of work equipment by workers at work,
- the provisions of the Labour Code concerning staff delegations relating to the safety officer,
- the above being texts that need to be adapted to this type of work.

## Appendix 4 Job descriptions

### Criteria

#### Knowledge

This criterion benchmarks the extent to which an employee is able to apprehend the information, principles, competencies and knowledge required for the specific function.  
This includes, in particular, the employee's academic background, relevant professional experience and technical capabilities, including language skills.

#### Complexity

This criterion measures the variety and complexity of the duties, steps, processes and/or methods required for carrying out the work.  
This includes, in particular, the need to identify, analyse and find solutions when carrying out tasks.

#### Impact

This criterion takes into account the impact of a particular occupation on the overall performance of a given department/line of work.  
Accordingly, this touches upon an employee's ability to take decisions taking into account the relevant added value.

#### Human relations

This criterion measures the level, the nature, the variety and the complexity of human relations with regard to the exercise of the function concerned.

#### Team management, coordination and expertise

This criterion measures the employee's capability to manage and/or oversee a team or teams, and to engage in project management, as well as the employee's level of expertise required for a specific function. This includes, in particular, the employee's ability to anticipate important or strategic developments and to motivate and build commitment amongst the other employees.

## Classification criteria matrix

Criteria	Level 1	Level 2	Level 3	Level 4
<b>Knowledge</b> Training, experience and specific knowledge (technical, linguistic, ...)	<ul style="list-style-type: none"> <li>No academic background</li> <li>And/or no previous experience</li> </ul>	<ul style="list-style-type: none"> <li>Academic background (example: A level +2)</li> <li>And/or initial professional experience required (example: up to 2 years)</li> </ul>	<ul style="list-style-type: none"> <li>Higher academic training (example: Bachelor)</li> <li>And/or significant professional experience (example: up to 5 years)</li> </ul>	<ul style="list-style-type: none"> <li>Higher academic training (example: Master)</li> <li>And/or proven professional experience (example: minimum 5 years)</li> </ul>
<b>Complexity</b> Diversity of tasks, analysis and problem-solving	<ul style="list-style-type: none"> <li>Standardised and homogeneous tasks</li> <li>Limited ability to analyse issues</li> </ul>	<ul style="list-style-type: none"> <li>Various tasks within a limited field of activity</li> <li>Ability to analyse and proactively evaluate solutions is required</li> </ul>	<ul style="list-style-type: none"> <li>Various tasks in different fields of activity</li> <li>Critical analysis of issues with solution-oriented recommendations is required</li> </ul>	<ul style="list-style-type: none"> <li>Diverse range of complex tasks</li> <li>In-depth analysis and search for continuous improvement necessitating the weighing-up of unusual problems</li> </ul>
<b>Impact</b> Impact on performance Capacity of judgement required for decision-making	<ul style="list-style-type: none"> <li>Limited impact on the performance of the department</li> <li>Limited impact on the decision-making process</li> </ul>	<ul style="list-style-type: none"> <li>Direct but limited impact on the performance of the department</li> <li>Advisory involvement in the decision-making process</li> </ul>	<ul style="list-style-type: none"> <li>Direct impact on the performance of the department</li> <li>Participation in the decision-making process (recommendations are expected)</li> </ul>	<ul style="list-style-type: none"> <li>Direct impact on the performance of the department/line of work</li> <li>Active participation in the decision-making process</li> </ul>
<b>Human relations</b> Interdepartmental collaboration and interpersonal skills, client service	<ul style="list-style-type: none"> <li>Collaboration with similar functions within the same department</li> <li>Limited to exchanges of information</li> <li>Little interaction with internal or external clients</li> </ul>	<ul style="list-style-type: none"> <li>Interaction with a restricted number of departments and internal contact with employees of the same level</li> <li>Exchange of information mainly, reasoning</li> <li>Adapting to the behaviour of different internal/external interlocutors and different situations</li> </ul>	<ul style="list-style-type: none"> <li>Interaction with several departments and contact at different levels on more complex subjects</li> <li>Reasoning</li> <li>Solution-oriented approach to work for internal/external clients</li> </ul>	<ul style="list-style-type: none"> <li>Interaction with numerous departments on complex and unusual subjects</li> <li>Negotiation, ability to influence and persuade</li> <li>In-depth knowledge of the needs of internal/external clients and/or development of networking</li> </ul>
<b>Team management, coordination and expertise</b> Team leading, coordination and management of projects/tasks, level of expertise necessary for the function	<ul style="list-style-type: none"> <li>Functional supervision (example: holiday planning) of a small group (example: 1 to 3 persons), or</li> <li>Coordination of homogeneous resources for short-term projects/tasks, or</li> <li>Provision of expertise by responding to questions from others in his/her field of work in order to resolve technical issues</li> </ul>	<ul style="list-style-type: none"> <li>Functional/organisational supervision (example: allocation of tasks) of a restricted number of persons (example: &gt;3), or</li> <li>Coordination of disparate resources for short-term projects/tasks, or</li> <li>Recognised as a reference employee in his/her field of work by using his/her knowledge to solve issues or assist with projects outside his/her field of work. Plays an advisory role.</li> </ul>	<ul style="list-style-type: none"> <li>Direct supervision of a moderate number of persons (example: &lt;5), or</li> <li>Coordination of disparate resources for complex medium-term projects/tasks, or</li> <li>Demonstrates a capacity to understand/anticipate the implications of executed tasks and significant developments in his/her field of expertise (monitoring)</li> </ul>	<ul style="list-style-type: none"> <li>Direct supervision of a larger number of persons (example: &gt;5) and/or role of coach, or</li> <li>Coordination of disparate resources in the context of strategic long-term projects, or</li> <li>Demonstrates a capacity to understand the implications of executed tasks and important/strategic developments in his/her field of expertise</li> </ul>

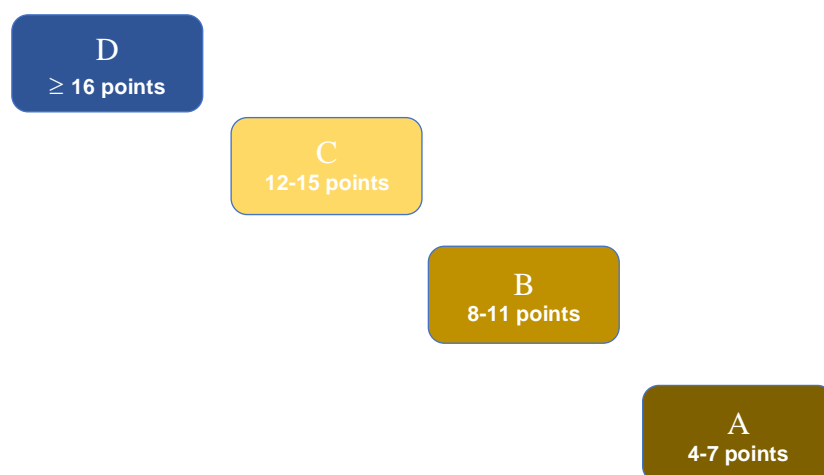
## Classification & methodologies

- Each of the levels is associated with a value. In order to ensure **fair treatment**, the progression between each level is **linear**:
  - Level 1 = 1 point
  - Level 2 = 2 points
  - Level 3 = 3 points
  - Level 4 = 4 points
  - N/A = 0
- This classification thus yields point totals varying between 4 and 20.
- For each function, the value allocated per level depends on the **skills weight** in the function concerned. This evaluation must therefore be **based on a job description**.

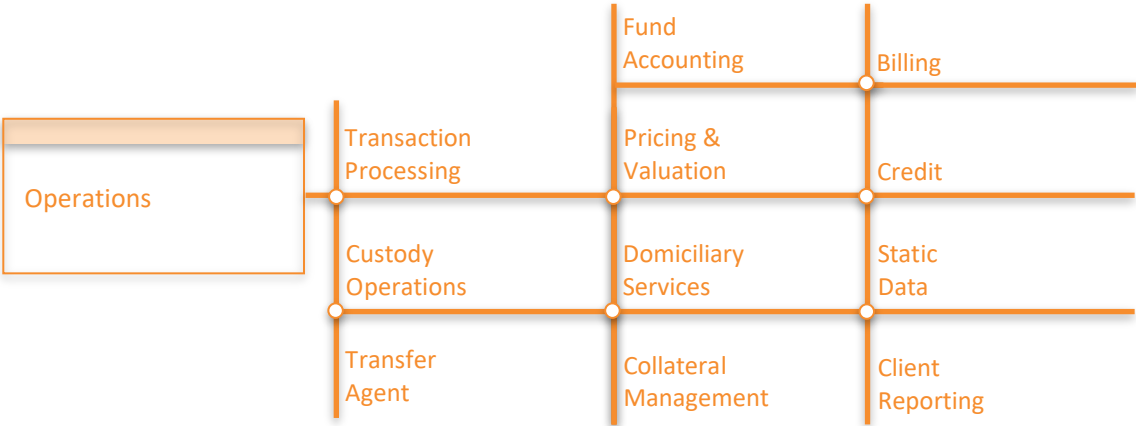
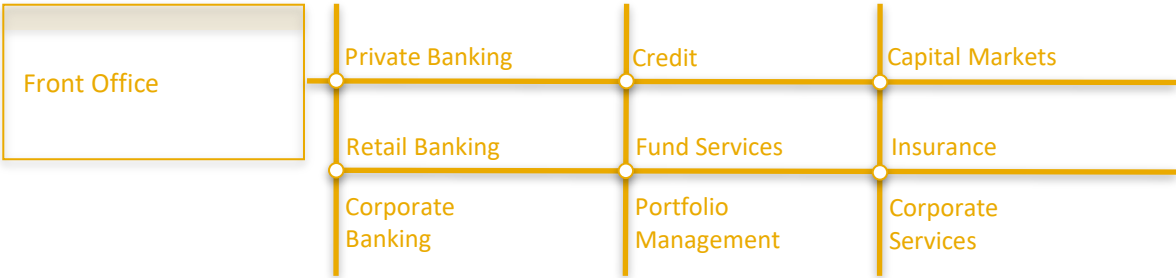
Classification criteria	
Knowledge	
Complexity	
Impact	
Human relations	
Team management, coordination and expertise	
Result	Group

- The positioning of the function is based on the points allocated in the course of the evaluation.

This is how it breaks down:



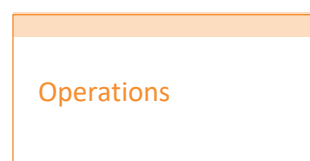
**Job descriptions – structure**



## Job description – summary



- ✓ Assistant Private Banking
- ✓ Private Banker
- ✓ Retail Banking Account Manager
- ✓ Retail Banking Relationship Manager
- ✓ Retail Banking Front Desk Officer
- ✓ Sales Executive
- ✓ Corporate Relationship Manager
- ✓ Credit Relationship Officer
- ✓ Client Services Officer
- ✓ Portfolio Manager
- ✓ Forex & Money Market Trader
- ✓ ALM Analyst



- ✓ Settlement Officer
- ✓ Cash Investigation Officer
- ✓ Cash Processing Operator
- ✓ Transaction Processing Team Leader
- ✓ Custody Corporate Operations Officer
- ✓ Tax Officer
- ✓ Transfer Agent
- ✓ Fund Accountant
- ✓ Credit Operator
- ✓ Registration Agent
- ✓ Client & Legal Reporting Administrator

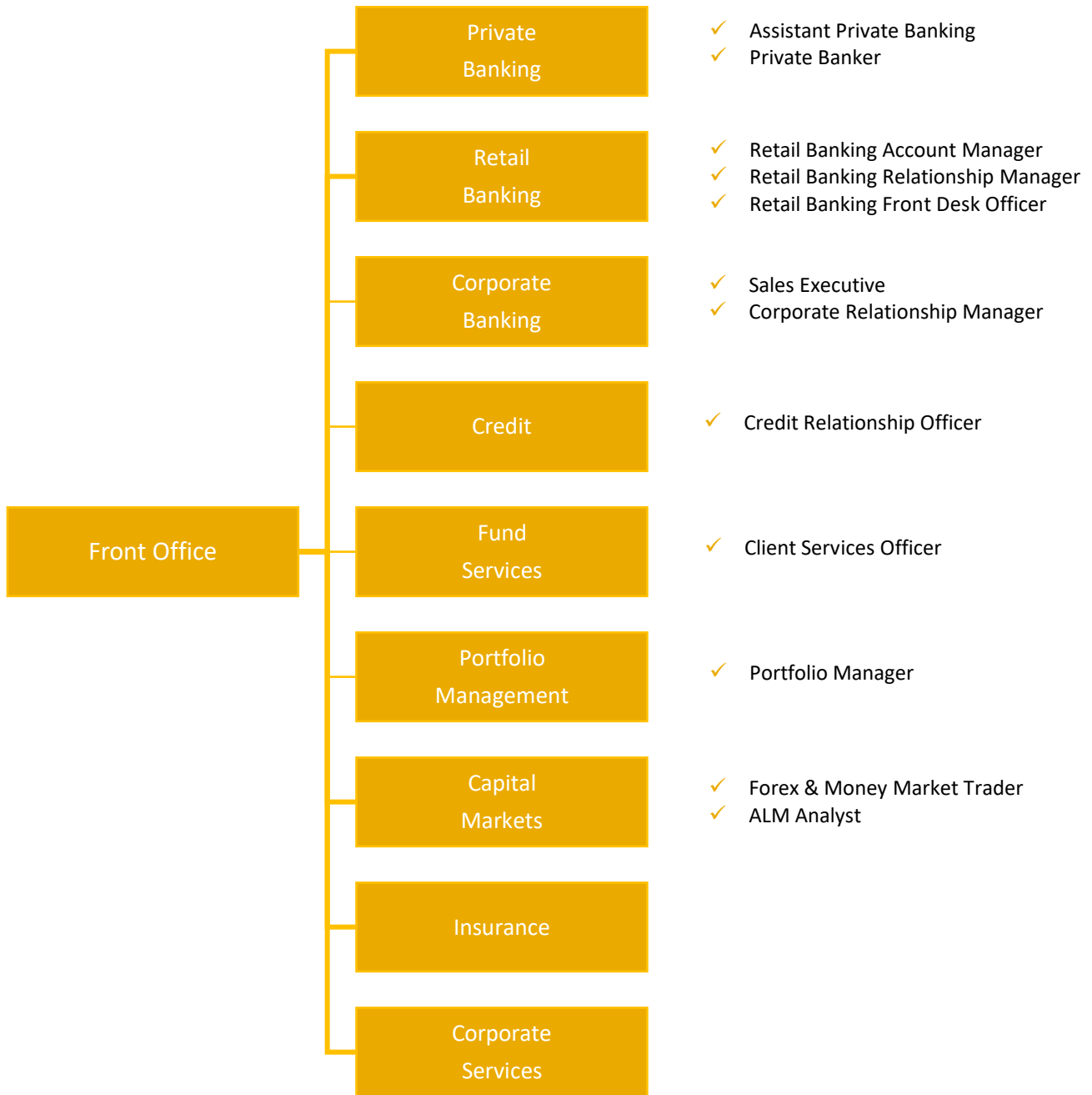
Central Services

- ✓ Financial Accounting Agent
- ✓ Financial Accounting Team Leader
- ✓ Financial Reporting & Modelling Officer
- ✓ Financial Reporting & Modelling Team Leader
- ✓ Legal Advisor
- ✓ Tax Advisor
- ✓ HR Generalist
- ✓ Training Supervisor
- ✓ Payroll Specialist
- ✓ Internal Communication Officer
- ✓ UX/UI Designer
- ✓ CRM Corporate Officer
- ✓ Personal /Executive Assistant
- ✓ Administrative Assistant
- ✓ Procurement Officer
- ✓ Facilities Agent
- ✓ Staff Services Agent
- ✓ Project Manager
- ✓ IT Architecture Specialist
- ✓ IT Software Engineer
- ✓ IT Support Officer
- ✓ IT Support Team Leader
- ✓ IT Security Officer
- ✓ Data Scientist

Control Functions

- ✓ Depository Financial Services (DFS) Analyst
- ✓ Compliance officer
- ✓ Risk Officer
- ✓ Risk Controller
- ✓ Internal Auditor





## FRONT OFFICE

### Private Banking – Assistant Private Banking

#### Tasks and responsibilities

- Contributes to the preparation and the administrative follow-up of client files (accounts opening, transaction, portfolio follow-up)
- Assures the execution of instructions received from advisors and clients and/or ensures the transmission of instructions to the competency services in order to allow their execution
- Supports private bankers with clients' data management and treasury
- Assists private bankers in the preparation of clients' meetings and ensures the follow-up on clients' reporting on a regular basis
- Prepares required documentation for internal and external meetings

#### Technical and behavioural skills

- Has a two-year university degree ("Bac+2") related to the required area of expertise
- Prior experience in a similar position would be considered an asset
- Rigour and discretion
- Sense of responsibility, dynamism, proactivity and flexibility
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	2	Academic background (example: A level +2) and/or first professional experience required (example: up to 2 years)
<b>Complexity</b>	2	Various tasks within a limited activity – analysis and proactivity required to evaluate the solutions
<b>Impact</b>	2	Direct but limited impact on department performance and advisory implication in the decision-making process
<b>Human relations</b>	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situation
<b>Team management, coordination and expertise</b>	1	Puts his expertise at disposal by responding to questions of others in his field of work in order to resolve technical issues
<b>Result</b>	9	<b>Group B</b>

## FRONT OFFICE

### Private Banking – Private Banker

#### Tasks and responsibilities

- Builds, maintains and develops relationships with European private clients (asset exceeding one million euros) in accordance with the organisation's strategy
- Advises the clients in terms of asset management including tax optimisation and investment diversification (real estate, arts, etc.)
- Applies "Know Your Client" (KYC) actions (e.g. investment profiles are formalised and followed up on)
- Introduces and markets new standard/personalised financial products and services to existing and prospective private clients
- Ensures adherence to current internal procedures, rules and regulations
- Follows the risks and builds credit records with respect to the delegations

#### Technical and behavioural skills

- Has a master's degree related to the required area of expertise and/or at least five years of experience in a similar position
- Good knowledge of financial products and services
- Good inter-personal skills
- Shows initiative and flexibility, and is result-oriented
- Sense of discretion and confidentiality
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
Knowledge	4	High academic training (example: Master) and/or a confirmed professional experience (example: minimum of 5 years) in a similar position
Complexity	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
Impact	4	Direct impact on the performance of the department / line of work and active participation in the decision-making process
Human relations	4	Interaction with numerous departments on complex and unusual subjects. Negotiation. In-depth knowledge of the needs of internal/external clients and/or development of networking
Team management, coordination and expertise	3	Shows his capacity to understand / anticipate the implications of executed tasks and important evolutions in his field of expertise (standby)
Results	18	Group D

## FRONT OFFICE

### Retail Banking – Retail Banking Account Manager

#### Tasks and responsibilities

- Is in charge of all activities related to both relationship management and portfolio management for private clients
- Analyses client needs and sets up adapted strategies
- Informs and advises clients on strategic plans by promoting the bank's products and services
- Identifies new business opportunities, and introduces new standard products and services to the market for existing and prospective private clients
- Manages clients' accounts and ensures a personalised follow-up of clients' portfolios
- Abides by all regulations related to client relationships (KYC, MiFID, etc.)
- Might have to supervise/coordinate more junior activities and share his/her experience

#### Technical and behavioural skills

- Has a bachelor's degree in trading and/or sales and/or at least five years of experience in a similar position
- Target market expertise and good knowledge of competitors
- Good negotiation skills and a very good command of commercial techniques
- Ability to build very strong and lasting relationships with clients
- Sense of discretion and confidentiality
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	4	Confirmed professional experience (example: minimum of 5 years) in a similar position
<b>Complexity</b>	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
<b>Impact</b>	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
<b>Human relations</b>	4	Interaction with numerous departments on complex and unusual subjects. Negotiation. In-depth knowledge of the needs of internal/external clients and/or development of networking
<b>Team management, coordination and expertise</b>	3	Shows his capacity to understand / anticipate the implications of executed tasks and important evolutions in his field of expertise (standby)
<b>Results</b>	17	<b>Group D</b>

## FRONT OFFICE

### Retail Banking – Retail Banking Relationship Manager

#### Tasks and responsibilities

- Is in charge of the retention and development of clients' portfolios
- Advises clients on all products
- Ensures the liaison with wealth advisors
- Organises and develops commercial activity
- Deliberates over conditions related to the delegations and the building and follow-up of records, and ensures risk control
- Ensures compliance with current laws, rules and regulations

#### Technical and behavioural skills

- Has a bachelor's degree related to the area of expertise and/or prior experience in a similar position
- Good knowledge of financial products and services
- Proactivity
- Developed commercial sense
- Initiative, flexibility and results-oriented
- Sense of discretion and confidentiality
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	3	Higher academic training (example: Bachelor) and/or significant professional experience (example: up to 5 years) in a similar position
<b>Complexity</b>	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
<b>Impact</b>	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
<b>Human relations</b>	3	Interaction with different departments and contacts established at various level on more complex topics, argumentation and solution-oriented work view for internal/external client
<b>Team management, coordination and expertise</b>	2	Is known to be a reference person in his/her field sharing his/her knowledge to projects/issues outside of its field of activity. Play an advisor role.
<b>Results</b>	14	<b>Group C</b>

## FRONT OFFICE

### Retail Banking – Retail Banking Front Desk Officer

#### Tasks and responsibilities

- Responds to primary clients' needs and acts as the first point of contact (cash operations, general enquiries, etc.)
- Identifies new business opportunities related to banking products and services sales due to interactions and discussions when at counter
- Advises and retains clients, and participates in the development of a diversified business capital through a proactive approach and an active and personalised follow-up (unusual balances, overruns, unusual movements, etc.)
- Helps identify clients requiring a specific follow-up, especially in order to recommend them to client advisors
- Provides an appropriate administrative support to client advisors if required (file screening, emails drafting, files' management, etc.)

#### Technical and behavioural skills

- Has a university degree related to the area of expertise and/or at least two years of experience in a similar position
- Good knowledge of financial products and services (especially in retail)
- Proactivity and autonomy
- Commercial sense
- Initiative and organisation
- Sense of discretion and confidentiality
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
Knowledge	3	Higher academic training (example: Bachelor) and/or significant professional experience (example: up to 5 years) in a similar position
Complexity	2	Various tasks within a limited activity – analysis and proactivity required to evaluate the solutions
Impact	1	Limited impact on the performance of the department and limited impact on the decision-making process
Human relations	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situations
Team management, coordination and expertise	1	Puts his expertise at disposal by responding to questions of others in his field of work in order to resolve technical issues
Result	9	<b>Group B</b>

## FRONT OFFICE

### Corporate Banking – Sales Executives

#### Tasks and responsibilities

- Promotes banking products and services to clients in order to negotiate new contracts and maximise benefits
- Is responsible for building and maintaining client relationships as per the organisation's strategy
- Makes commercial prospection to expand clients' portfolio
- Stays informed on the evolution of banking products and services in order to present them to existing and prospective clients
- Is in charge of the negotiation of the contract terms and conditions proposed to clients
- Abides by all regulations concerning client relationship (KYC, AML, etc.)

#### Technical and behavioural skills

- Has a master's degree related to the area of expertise and/or five years of experience in a similar position
- In-depth knowledge of banking products and services
- Good negotiation skills and a very good command of commercial techniques
- Good relational and communication skills
- Flexibility and proactivity
- Ability to work autonomously
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	4	High academic training (example: Master) and/or a confirmed professional experience (example: minimum of 5 years) in a similar position
<b>Complexity</b>	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
<b>Impact</b>	4	Direct impact on the performance of the department / line of work and active participation in the decision-making process
<b>Human relations</b>	4	Interaction with numerous departments on complex and unusual subjects. Negotiation. In-depth knowledge of the needs of internal/external clients and/or development of networking
<b>Team management, coordination and expertise</b>	3	Shows his capacity to understand / anticipate the implications of executed tasks and important evolutions in his field of expertise (standby)
<b>Result</b>	18	<b>Group D</b>

## FRONT OFFICE

### Corporate Banking – Corporate Relationship Manager

#### Tasks and responsibilities

- Manages corporate clients and acts as the principal point of contact by liaising with potential banking actors and services
- Identifies clients' needs and aspirations and accordingly offers appropriate products and services
- Ensures an active follow-up of clients and an adequate personalised follow-up
- Prepares credit records and presents them to competent decision-making authorities
- Makes commercial prospection to expand clients' portfolio
- Ensures proper execution of clients' instructions in order to provide an optimal quality service
- Is in charge of the negotiation of the contract terms and conditions proposed to clients

#### Technical and behavioural skills

- Has a master's degree related to the area of expertise and/or five years of experience in a similar position
- In-depth knowledge of banking products and services
- Good negotiation skills and a very good command of commercial techniques
- Good relational and communication skills
- Flexibility and proactivity
- Ability to work autonomously
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	4	High academic training (example: Master) and/or a confirmed professional experience (example: minimum of 5 years) in a similar position
<b>Complexity</b>	4	Diverse range of complex tasks and in-depth analysis and search for continued improvement requiring the evaluation of unusual problems
<b>Impact</b>	4	Direct impact on the performance of the department / line of work and active participation in the decision-making process
<b>Human relations</b>	4	Interaction with numerous departments on complex and unusual subjects. Negotiation. In-depth knowledge of the needs of internal/external clients and/or development of networking
<b>Team management, coordination and expertise</b>	3	Shows his capacity to understand / anticipate the implications of executed tasks and important evolutions in his field of expertise (standby)
<b>Result</b>	19	<b>Group D</b>



## FRONT OFFICE

### Credit – Credit Relationship Officer

#### Tasks and responsibilities

- Acts as the single point of contact for clients by liaising with potential banking actors/services
- Identifies clients' needs and aspirations and accordingly offers appropriate products and services
- Is in charge of the preparation of offers (simulation and negotiation) as well as the credit records (AML, etc.)
- Ensures the effective follow-up of offers along with the potential iterations
- Presents credit records to the credit committee and makes suggestions related to the credit granting decision

#### Technical and behavioural skills

- Has a two-year university degree ("BAC+2") related to the area of expertise and/or at least three years of experience in a similar position
- Analytical skills and good client relationship
- Negotiation skills
- Sense of discretion and confidentiality
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	3	Significant professional experience (example: up to 5 years) in a similar position
<b>Complexity</b>	2	Various tasks within a limited activity – ability to analyse and proactively evaluate solutions is required
<b>Impact</b>	2	Direct but limited impact on department performance and advisory implication in the decision-making process
<b>Human relations</b>	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situations
<b>Team management, coordination and expertise</b>	2	Is a reference employee in his field of work by using his knowledge to solve issues or assist with projects which are not in his field of work. Takes over an advisory role.
<b>Result</b>	11	<b>Group B</b>

## FRONT OFFICE

### Fund Services – Client Services Officer

#### Tasks and responsibilities

- Acts as the single point of contact/first level of support to manage clients' operational issues by liaising with the different operational service delivery teams (transfer agent, fund accounting, custody, etc.)
- Enters payment orders and coordinates account openings and closings
- Ensures a high level of quality in clients relationships
- Participates in the elaboration and the review of client relationship strategy and quality procedures with clients' operational managers
- Prepares reporting and activity reports
- Participates in the annual report elaboration, proposes development lines and ensures the follow-up of their implementation

#### Technical and behavioural skills

- Has a two-year university degree ("BAC+2") related to the area of expertise and/or at least 3–4 years of experience in a similar position
- Has at least two years' experience in client relationships (oral, writing, meetings)
- Good knowledge of securities, financial markets and regulations related to UCI
- Rigour, method and proactivity
- Initiative, organisation and priority management
- Sense of discretion and confidentiality
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	3	Significant professional experience (example: up to 5 years) in a similar position
<b>Complexity</b>	2	Various tasks within a limited activity – ability to analyse and proactively evaluate solutions is required
<b>Impact</b>	2	Direct but limited impact on department performance and advisory implication in the decision-making process
<b>Human relations</b>	3	Interaction with several departments and contact at different levels on more complex subjects, reasoning and solution-oriented work view for internal/external clients
<b>Team management, coordination and expertise</b>	2	Is a reference employee in his field of work by using his knowledge to solve issues or assist with projects which are not in his field of work. Takes over an advisory role.
<b>Result</b>	12	<b>Group C</b>

## FRONT OFFICE

### Portfolio Management – Portfolio Manager

#### Tasks and responsibilities

- Is responsible for the commercial development, retention of private clients' portfolio and their investment strategy
- Develops management and financial advisory activities to ensure growth of the private clients' base as well as increase in profitability
- Controls clients' asset risk-taking
- Ensures the proper documentation of clients' mandates and manages them according to their investment profiles and constraints
- Stays informed and up-to-date with the financial, legal and tax evolutions in order to adapt to the evolution of products and markets

#### Technical and behavioural skills

- Has a master's degree related to the area of expertise and/or at least three years of experience in a similar position
- Ability to work autonomously and team spirit
- Analytical skills and rigour
- Good technical skills related to financial products and market risks
- Good relational and commercial skills
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	4	High academic training (example: Master) and/or a confirmed professional experience (example: minimum of 5 years) in a similar position
<b>Complexity</b>	3	Various tasks applied in divers fields of activities and critical faculties required to analyse issues and recommend solutions
<b>Impact</b>	4	Direct impact on the performance of the department / line of work and active participation in the decision-making process
<b>Human relations</b>	4	Interaction with numerous departments on complex and unusual subjects. Negotiation. In-depth knowledge of the needs of internal/external clients and/or development of networking
<b>Team management, coordination and expertise</b>	3	Shows his capacity to understand / anticipate the implications of executed tasks and important evolutions in his field of expertise (standby)
<b>Result</b>	18	<b>Group D</b>

## FRONT OFFICE

### Capital Markets – Forex & Money Market Trader

#### Tasks and responsibilities

- Executes the clients' "custody" transactions on different markets (forex, money market, dealing services)
- Ensures long-term relationships with correspondents and counterparties by offering them appropriate products and services
- Ensures transaction risk management for each client and counterparty
- Ensures the execution of transactions by determining the pricing, negotiating with clients and counterparties, and executing the transactions on the market in accordance with the current processes
- Clearly confirms the conditions of the executed transaction to clients and counterparties
- Ensures the follow-up of transactions, transmitting client's instruction, the execution's conditions and the coverage realised for the registration

#### Technical and behavioural skills

- Has a master's degree related to the area of expertise and/or at least three years of experience in a similar position (ideally trading room experience)
- Good understanding of the market, credit, cash and operational risks, as well as good understanding of financial products (forex, money market, dealing services)
- Good accountability knowledge
- Initiative, flexibility and result-oriented
- Sense of discretion and confidentiality
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	4	High academic training (example: Master) related to her/his field of expertise
<b>Complexity</b>	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
<b>Impact</b>	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
<b>Human relations</b>	4	Interaction with numerous departments on complex and unusual subjects. Negotiation. In-depth knowledge of the needs of internal/external clients and/or development of networking
<b>Team management, coordination and expertise</b>	3	Shows his capacity to understand / anticipate the implications of executed tasks and important evolutions in his field of expertise (standby)
<b>Result</b>	17	<b>Group D</b>

## FRONT OFFICE

### Capital Markets – Asset Liability Management (ALM) Analyst

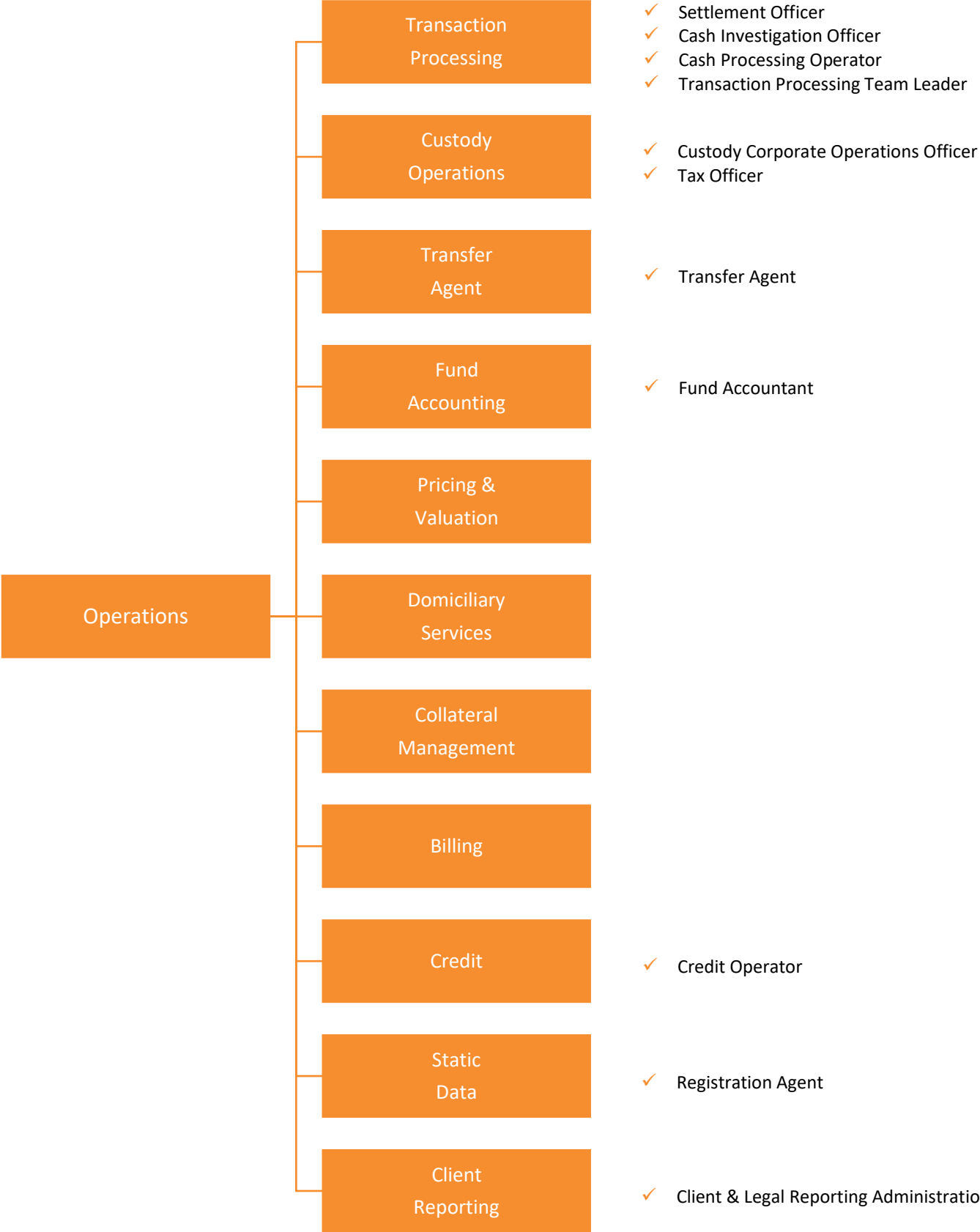
#### Tasks and responsibilities

- Manages short-term funding including intra-day liquidity management and cash clearing (treasury), and medium- and long-term financing needs
- Calculates regulatory ratios (liquidity, solvability, etc.)
- Contributes to the production and supervision of the solvability monthly reporting and to the investment project solvability measures
- Develops ALM strategies in preparing, analysing and reporting modelling scenario to mitigate risks
- Determines the maximum allocation of risky assets
- Sets up ALM indicators
- Analyses and monitors main financial risks to which the bank is exposed

#### Technical and behavioural skills

- Has a master's degree in financial/risk areas, actuarial or financial mathematics and/or at least five years of experience in a similar position
- Good knowledge of finance, and skills in financial mathematics, econometric and modelling (stochastic computations, quantitative analyses, portfolio optimisation, etc.)
- Knowledge of prudential requirements (liquidity, solvability)
- Rigour and organisation
- Sense of discretion and confidentiality
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
Knowledge	4	High academic training (example: Master) and/or a confirmed professional experience (example: minimum of 5 years) in a similar position
Complexity	4	Complex and various tasks with in-depth analysis and drive for continuous improvements requesting unusual issues assessment
Impact	4	Direct impact on the performance of the department / line of work and active participation in the decision-making process
Human relations	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situations
Team management, coordination and expertise	3	Shows his capacity to understand / anticipate the implications of executed tasks and important evolutions in his field of expertise (standby)
Result	17	Group D



## OPERATIONS

### Transaction Processing – Settlement Officer

#### Tasks and responsibilities

- Participates in all activities related to the settlement of securities operations including the pre-matching and matching of settlement instructions, the transmission of settlement instructions to counterparties and the chasing of counterparties in case of missing settlement confirmation
- Sends instructions to sub-custodians from external properties (SWIFT, FTP, fax, emails)
- Follows up on foreign exchange operations coming from securities transactions
- Prepares the daily cash reconciliation to check the availability of funds in different currencies
- Contributes to determine the daily cash and treasury needs
- Maintains a complete and up-to-date database including rules approved with counterparties

#### Technical and behavioural skills

- Has a two-year university degree (“BAC+2”) related to the area of expertise and/or at least prior experience in a similar position
- Organisation, time and priority management
- Ability to work autonomously
- Rigour and precision
- Sense of discretion and confidentiality
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank’s country of origin

Classification criteria		
<b>Knowledge</b>	2	Academic background (example: A level +2) and/or first professional experience required (example: up to 2 years)
<b>Complexity</b>	2	Various tasks within a limited activity – analysis and proactivity required to evaluate the solutions
<b>Impact</b>	2	Direct but limited impact on department performance and advisory implication in the decision-making process
<b>Human relations</b>	1	Collaboration with similar functions within the same department, limited to an exchange of information and little interaction with internal or external clients
<b>Team management, coordination and expertise</b>	1	Puts his expertise at disposal by responding to questions of others in his field of work in order to resolve technical issues
<b>Result</b>	8	<b>Group B</b>

## OPERATIONS

### Transaction Processing – Cash Investigation Officer

#### Tasks and responsibilities

- Controls and reconciles on a daily basis Nostro accounts ensuring that the information reported by the third party is aligned with the one registered in internal systems
- Is in charge of checking the differences observed in the reconciliations and of communicating and investigating with related departments
- Ensures in due time the relevance of explanations linked to discrepancies and that the gaps observed are resolved
- Generates the final settlements for cash operations
- Reports all the unreliable/fictive transactions according to the current processes defined in the bank and to the regulation requirements

#### Technical and behavioural skills

- Has a two-year university degree (“BAC+2”) related to the area of expertise and/or at least one year of experience in a similar position
- Rigour, organisation and detail-oriented
- Sense of discretion and confidentiality
- Good communication skills
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank’s country of origin

Classification criteria		
<b>Knowledge</b>	2	Academic qualification (example: 2 years university degree) and/or first professional experience required (example: up to 2 years)
<b>Complexity</b>	2	Various tasks within a limited activity – ability to analyse and proactively evaluate solutions is required
<b>Impact</b>	2	Direct but limited impact on department performance and advisory implication in the decision-making process
<b>Human relations</b>	1	Collaboration with similar functions within the same department, limited to an exchange of information and little interaction with internal or external clients
<b>Team management, coordination and expertise</b>	1	Puts his expertise at disposal by responding to questions of others in his field of work in order to resolve technical issues
<b>Result</b>	8	<b>Group B</b>



## OPERATIONS

### Transaction Processing – Cash Processing Operator

#### Tasks and responsibilities

- Coordinates all activities related to cash transactions including cash entries and outlays, direct debits, credit card insurances, etc.
- Reviews the different transactions performed by clients, identifies the potential defects or unusual operations and proposes an investigation where required
- Proactively proposes action plans to be set up in case of discrepancy
- Performs the analysis and reconciliation of monthly billings and banking fees
- Ensures that the operations are performed as per the current regulations and applies the required warning measures
- Creates reports to management on a regular basis

#### Technical and behavioural skills

- Has a two-year university degree (“BAC+2”) related to the area of expertise and/or at least 1–2 years of relevant experience in a similar position
- Good knowledge of banking operations
- Sense of discretion and confidentiality
- Rigour, organisation and priority management
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Knowledge of Access is considered as an asset
- Fluent in foreign languages useful for the position, which could include the official language of the bank’s country of origin

Classification criteria		
<b>Knowledge</b>	2	Academic qualification (example: 2 years university degree) and/or first professional experience required (example: up to 2 years)
<b>Complexity</b>	2	Various tasks within a limited activity – ability to analyse and proactively evaluate solutions is required
<b>Impact</b>	2	Direct but limited impact on department performance and advisory implication in the decision-making process
<b>Human relations</b>	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situations
<b>Team management, coordination and expertise</b>	1	Puts his expertise at disposal by responding to questions of others in his field of work in order to resolve technical issues
<b>Result</b>	9	<b>Group B</b>

## OPERATIONS

### Transaction Processing – Transaction Processing Team Leader

#### Tasks and responsibilities

- Is responsible for the quality of operational support provided to clients' transactions by guaranteeing that all the commercial life-cycle aspects are well managed, within market timeframes and within a controlled environment in order to minimise risks
- Monitors and controls the transactions by checking that the potential issues are raised or solved
- Provides clients and stakeholders information regarding failed transactions and their potential impacts on other processes in a timely manner
- Liaises with accountability centres to ensure an effective commercial flow
- Actively contributes to the continuous processes improvement
- Presents regular activity reporting to the management
- Manages the daily services related to team management (tasks allocation, skills development, performance management, holidays, backup, conflict resolution, etc.)

#### Technical and behavioural skills

- Has a master's degree related to the area of expertise and/or at least five years of relevant experience in a similar position
- Team management skills
- Analytical and problem solving skills
- Rigour and organisation
- Priority management
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	4	High academic training (example: Master) and/or a confirmed professional experience (example: minimum of 5 years) in a similar position
<b>Complexity</b>	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
<b>Impact</b>	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
<b>Human relations</b>	3	Interaction with several departments and contact at different levels on more complex subjects, reasoning and solution-oriented work view for internal/external clients
<b>Team management, coordination and expertise</b>	4	Direct supervision of a larger number of persons (example: >5) and/or role of coach
<b>Result</b>	17	<b>Group D</b>

## OPERATIONS

### Custody Operations – Custody Corporate Operations Officer

#### Tasks and responsibilities

- Ensures the securities settlement treatment, control and validation for clients
- Collects securities financial information and integrates the data received from sub-custodians as well as the market data in order to get all financial information available in the database
- Checks the evolution of clients' securities values and measures the market trends risks
- Is in charge of the regular reporting related to the portfolio evolution

#### Technical and behavioural skills

- Has a two-year university degree ("BAC+2") related to the area of expertise and/or at least 2–3 years of experience in a similar position
- Good command of company financial analysis and good knowledge of stock exchanges
- Analytical and synthetic mind-set
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
Knowledge	2	Academic background (example: A level +2) and/or first professional experience required (example: up to 2 years)
Complexity	2	Various tasks within a limited activity – analysis and proactivity required to evaluate the solutions
Impact	2	Direct but limited impact on department performance and advisory implication in the decision-making process
Human relations	1	Collaboration with similar functions within the same department, limited to an exchange of information and little interaction with internal or external clients
Team management, coordination and expertise	1	Puts his expertise at disposal by responding to questions of others in his field of work in order to resolve technical issues
Result	8	<b>Group B</b>

## OPERATIONS

### Custody Operations – Tax Officer

#### Tasks and responsibilities

- Ensures that the banking tax procedures are updated and compliant with the law and with national and international tax regulations (FATCA, CRS, etc.)
- Prepares the clients' tax documents under the tax manager's supervision
- Answers potential legal and tax clients' queries
- Analyses and evaluates potential clients' risk situations and makes recommendations when required
- Monitors regular tax watches

#### Technical and behavioural skills

- Has a bachelor's degree related to the area of expertise and/or 3–5 years of a relevant experience in a similar position
- Good knowledge of banking and financial operations
- Communication, analytical and synthetic mind-set
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
Knowledge	3	Higher academic training (example: Bachelor) and/or significant professional experience (example: up to 5 years) in a similar position
Complexity	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
Impact	3	Direct impact on department performance and participation in the decision-making process (recommendations expected)
Human relations	3	Interaction with several departments and contact at different levels on more complex subjects, reasoning and solution-oriented work view for internal/external clients
Team management, coordination and expertise	3	Shows his capacity to understand / anticipate the implications of executed tasks and important evolutions in his field of expertise (standby)
Result	15	<b>Group C</b>

## OPERATIONS

### Transfer Agent – Transfer Agent

#### Tasks and responsibilities

- Is in charge of the subscription, redemption, transfer and conversion orders complying with appropriate deadlines
- Manages the daily interactions with shareholders and clients
- Anticipates the activity evolution in order to anticipate for high activity periods
- Acts as the single point of contact for investors and answers their requests within the time agreed with the clients
- Closely works with the fund distribution team to solve issues reported by the investors
- Answers clients' requests and helps in the preparation of product reports for clients
- Proactively proposes alternatives to improve the process optimisation and the activity risks

#### Technical and behavioural skills

- Has a two-year university degree ("BAC+2") related to the area of expertise and/or prior experience in a similar position
- Knowledge of UCITS and understanding of funds documentations (prospectus, application form, KIID, etc.) is considered as an asset
- Sense of responsibility, organisation, rigour and precision
- Team spirit
- Flexibility, availability and reliability
- Time management
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	2	Academic background (example: A level +2) and/or first professional experience required (example: up to 2 years)
<b>Complexity</b>	2	Various tasks within a limited activity – analysis and proactivity required to evaluate the solutions
<b>Impact</b>	2	Direct but limited impact on department performance and advisory implication in the decision-making process
<b>Human relations</b>	3	Interaction with several departments and contact at different levels on more complex subjects, reasoning and solution-oriented work view for internal/external clients
<b>Team management, coordination and expertise</b>	1	Puts his expertise at disposal by responding to questions of others in his field of work in order to resolve technical issues
<b>Result</b>	10	<b>Group B</b>

## OPERATIONS

### Fund Accounting – Fund Accountant

#### Tasks and responsibilities

- Manages the fund accounting and the NAV calculations
- Encodes the bookkeeping entries
- Ensures the check of securities, derivatives, cash movements purchases/sales, and billing payments subscriptions/redemptions and/or any other operation
- Controls and records subscriptions and redemptions
- Ensures the proper execution of transactions
- Reconciles the cash and securities and ensures the follow-up with the sub-custodian and/or external brokers

#### Technical and behavioural skills

- Has a bachelor's degree in accounting and/or at least three years of experience in a similar position
- Knowledge of the legal and regulatory framework (trading companies' law, UCITS, SICAR, SIF, etc.)
- Good accounting and financial logical skills
- Sense of responsibility, organisation, rigour and precision
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	3	Higher academic training (example: Bachelor) and/or significant professional experience (example: up to 5 years) in a similar position
<b>Complexity</b>	2	Various tasks within a limited activity – ability to analyse and proactively evaluate solutions is required
<b>Impact</b>	2	Direct but limited impact on department performance and advisory implication in the decision-making process
<b>Human relations</b>	1	Collaboration with similar functions within the same department, limited to an exchange of information and little interaction with internal or external clients
<b>Team management, coordination and expertise</b>	1	Puts his expertise at disposal by responding to questions of others in his field of work in order to resolve technical issues
<b>Result</b>	9	<b>Group B</b>

## OPERATIONS

### Credit – Credit Operator

#### Tasks and responsibilities

- Coordinates the entire credit validation process in respect of the banking credit policy
- Prepares the credit contracts and ensures the admissibility of the clients' requests (records completeness, compliance to regulation, etc.)
- Ensures the required guarantee registration (mortgage) and ensures that they comply with the banking policy
- Monitors periodic reviews of the credits held by existing clients and evaluates their solvability
- Makes regular reporting for the bank's clients

#### Technical and behavioural skills

- Has a two-year university degree ("BAC+2") related to the area of expertise and/or prior experience in a similar position
- Good command of banking operations, especially credit operations
- Rigour, organisation and communication
- Sense of discretion and confidentiality
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	2	Academic background (example: A level +2) and/or first professional experience required (example: up to 2 years)
<b>Complexity</b>	2	Various tasks within a limited activity – analysis and proactivity required to evaluate the solutions
<b>Impact</b>	2	Direct but limited impact on department performance and advisory implication in the decision-making process
<b>Human relations</b>	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situations
<b>Team management, coordination and expertise</b>	1	Puts his expertise at disposal by responding to questions of others in his field of work in order to resolve technical issues
<b>Result</b>	9	<b>Group B</b>

## OPERATIONS

### Static Data – Registration Agent

#### Tasks and responsibilities

- Is in charge of the opening/closing of clients' accounts following the legal control procedures and ensures the update of clients' records
- Is responsible for the investors' identification and for daily compliance controls (AML, etc.)
- Collects, analyses and archives the clients' compliance documents (AML/KYC) and updates them taking into account the legislation's evolution
- Is in regular contact with clients in order to update databases
- Makes the research, groups and registers data from the internal warning system
- Contributes to alert hierarchy when an administrative anomaly, an operational risk or a failure that could impact internal or final client's perceived quality is detected
- Provides support to various business lines and supporting function interlocutors

#### Technical and behavioural skills

- Has a bachelor's degree related to the area of expertise and/or prior experience in a similar position
- Good knowledge of compliance (AML/KYC) and investment funds tax specificities
- Good organisational and communication skills
- Sense of discretion and confidentiality
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	3	Higher academic training (example: Bachelor) and/or significant professional experience (example: up to 5 years) in a similar position
<b>Complexity</b>	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
<b>Impact</b>	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
<b>Human relations</b>	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situations
<b>Team management, coordination and expertise</b>	1	Puts his expertise at disposal by responding to questions of others in his field of work in order to resolve technical issues
<b>Result</b>	12	<b>Group C</b>



## OPERATIONS

### Client Reporting – Client & Legal Reporting Administrator

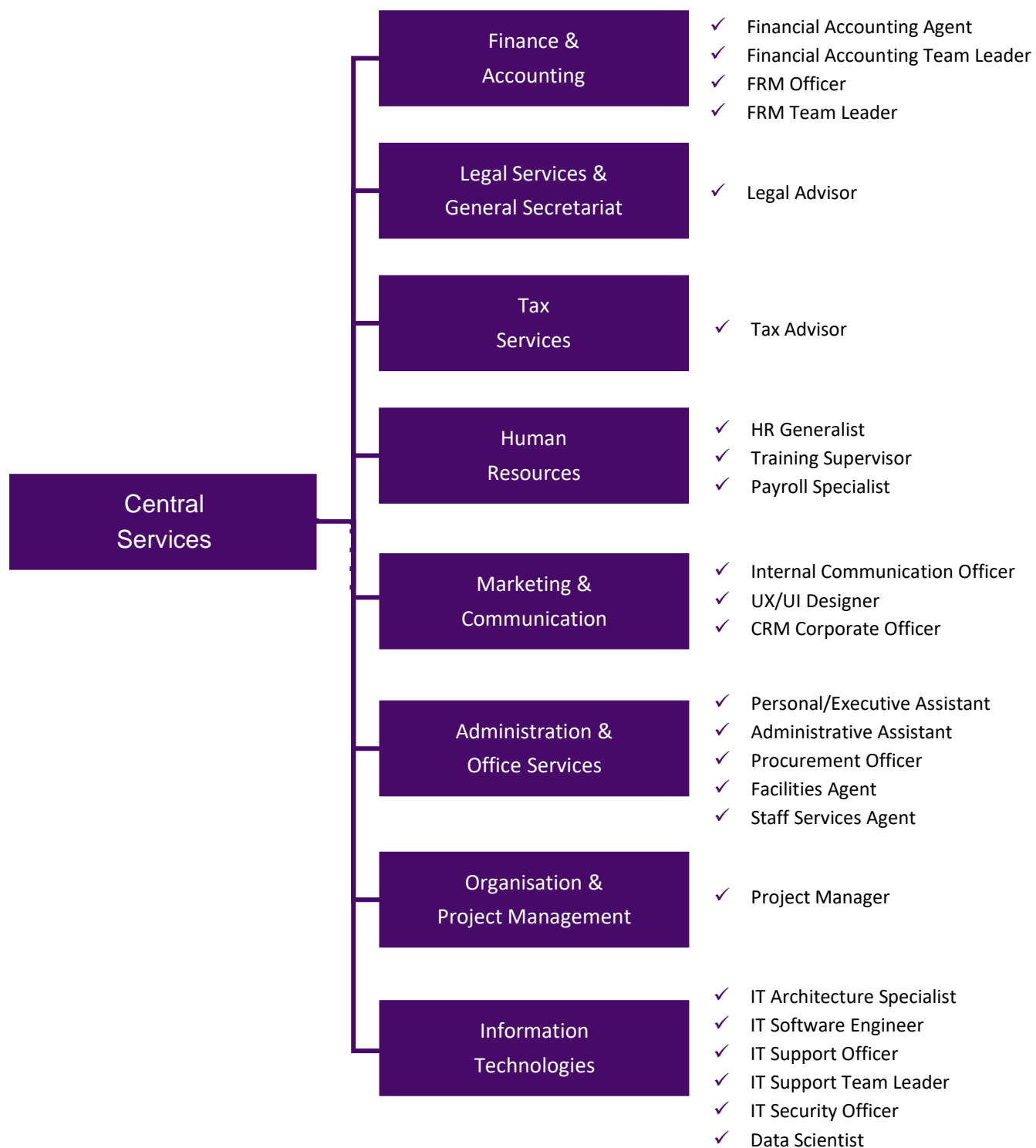
#### Tasks and responsibilities

- Ensures the writing and sending of weekly, monthly, quarterly and annual reports to both internal and external or national and international clients (summary of daily operations, clients' evaluation report requests, performance reports, etc.)
- Works closely with other banking services in order to respect the delivery deadlines and respond effectively to clients' demands
- Proactively proposes improvement and optimisation axis related to current reporting practices
- Keeps up-to-date with regulatory evolutions

#### Technical and behavioural skills

- Has a bachelor's degree related to the area of expertise and/or 3–5 years of experience in a similar position
- Good knowledge of financial markets and current related regulations
- Analytical and synthetic mind-set
- Time management skills
- Good communication skills (oral and writing)
- Sense of discretion and confidentiality
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
Knowledge	3	Higher academic training (example: Bachelor) and/or significant professional experience (example: up to 5 years) in a similar position
Complexity	2	Various tasks within a limited activity – analysis and proactivity required to evaluate the solutions
Impact	2	Direct but limited impact on department performance and advisory implication in the decision-making process
Human relations	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situations
Team management, coordination and expertise	1	Puts his expertise at disposal by responding to questions of others in his field of work in order to resolve technical issues
Result	10	<b>Group B</b>



## CENTRAL SERVICES

### Finance & Accounting – Financial Accounting Agent

#### Tasks and responsibilities

- Carries out all the financial and accounting operations (accounts payable, VAT, reconciliation, etc.) and runs the intermediate closing of accounts
- Is involved in the preparation of financial statements and in periodic reporting
- Collects and analyses the financial data and reconciles accounting statements with supporting accounting documents
- Ensures the production and preparation of financial statements, annual budget reports, forecasts and statistics in compliance to national regulations and/or international accounting standards
- Liaises with external auditors and regulatory authorities

#### Technical and behavioural skills

- Has a two-year university degree (“BAC+2”) in accounting/finance and/or two years of experience in a similar position
- Good knowledge of Luxembourg tax and accounting standards
- Organisation and rigour
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank’s country of origin

Classification criteria		
Knowledge	2	Academic background (example: A level +2)
Complexity	2	Various tasks within a limited activity – analysis and proactivity required to evaluate the solutions
Impact	2	Direct but limited impact on department performance and advisory implication in the decision-making process
Human relations	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situations
Team management, coordination and expertise	1	Puts his expertise at disposal by responding to questions of others in his field of work in order to resolve technical issues
Result	9	<b>Group B</b>

## CENTRAL SERVICES

### Finance & Accounting – Financial Accounting Team Leader

#### Tasks and responsibilities

- Is in charge of the operational implementation of the business strategy
- Anticipates and assesses the risks related to service activities
- Works closely with the other bank services/departments to get an optimal management of information and files
- Is in regular contact with external providers, auditors and lawyers
- Is responsible for the department's day-to-day operational management and supervises collaborators activities
- Acts as the key contact person for the financial accounting team with regard to methodologies, tools and good practices
- Assumes the administrative management of department employees reporting directly to him/her (leave requests, backup, etc.)

#### Technical and behavioural skills

- Has a master's degree related to the area of expertise and/or at least five years of experience in a similar position
- Good knowledge of banking and financial operations as well as of regulations related to Luxembourg and European banks
- Team management skills
- Decision-making skills
- Analytical skills and team spirit
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
Knowledge	4	High academic training (example: Master) and/or a confirmed professional experience (example: minimum of 5 years) in a similar position
Complexity	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
Impact	4	Direct impact on the performance of the department / line of work and active participation in the decision-making process
Human relations	3	Interaction with several departments and contact at different levels on more complex subjects, reasoning and solution-oriented work view for internal/external clients
Team management, coordination and expertise	4	Direct supervision of a larger number of persons (example: >5) and/or role of coach
Result	18	Group D

## CENTRAL SERVICES

### Finance & Accounting – Financial Reporting & Modelling Officer

#### Tasks and responsibilities

- Participates in the reporting and cost analysis under team leader's supervision
- Analyses the forecast differences and proposes corrective measures
- Reconciles accounting statements with results oriented from reporting and dashboards
- Proposes the reporting format and selects accurate communication topics
- Participates in the database functional administration and in budgetary work
- Participates in the set-up of productivity metrics and ensures daily follow-up, performance and activity KPI's improvement plans
- Provides his/her help in the operational procedure formalising and documents his/her tasks
- May have to collaborate with other services by becoming the operational backup of other management controllers

#### Technical and behavioural skills

- Has a master's degree related to the area of expertise and/or at least 1–2 years of experience in a similar position
- Analytical and synthetic mind-set
- Organisation and planning skills
- Rigour, sense of service and reactivity in allocated tasks
- Good collaboration and communication skills
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	4	High academic training (example: Master) and/or a confirmed professional experience (example: minimum of 5 years) in a similar position
<b>Complexity</b>	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
<b>Impact</b>	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
<b>Human relations</b>	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situations
<b>Team management, coordination and expertise</b>	2	Is a reference employee in his field of work by using his knowledge to solve issues or assist with projects which are not in his field of work. Takes over an advisory role.
<b>Result</b>	14	<b>Group C</b>

## CENTRAL SERVICES

### Finance & Accounting – Financial Reporting & Modelling Team Leader

#### Tasks and responsibilities

- Analyses on a regular basis the bank's performance throughout its products' profitability and activities, as well as provides management with relevant financial information related to profitability, activity, steering and bank's business positioning (analysis of forecast differences and proposition of corrective measures)
- Supports strategic and operational monitoring by producing management reports to help in the decision-making process and contribute to the efficiency of the management processes
- Develops management systems jointly with operational managers and external providers; sets up and assures the follow-up of dashboards
- Challenges the analytical distribution keys and analyses each improvement areas
- Works on forecasts and builds financial statements by projecting the actual business results, the estimations of the ongoing financial year and the strategic objectives defined by the management
- Assumes the administrative management and development of department employees reporting directly to him/her (leave requests, backup, coaching, etc.)

#### Technical and behavioural skills

- Has a master's degree related to the area of expertise and/or at least five years of experience in a similar position or in financial audit
- Analytical and synthetic mind-set
- Organisation and planning skills
- Team management skills
- Curiosity and critical mind-set to analyse figures
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	4	High academic training (example: Master) and/or a confirmed professional experience (example: minimum of 5 years) in a similar position
<b>Complexity</b>	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
<b>Impact</b>	4	Direct impact on the performance of the department / line of work and active participation in the decision-making process
<b>Human relations</b>	3	Interaction with several departments and contact at different levels on more complex subjects, reasoning and solution-oriented work view for internal/external clients
<b>Team management, coordination and expertise</b>	4	Shows his capacity to understand the implications of executed tasks and important / strategic evolutions in his field of expertise
<b>Result</b>	18	<b>Group D</b>

## CENTRAL SERVICES

### Legal Services & General Secretariat – Legal Advisor

#### Tasks and responsibilities

- Is in charge of the preparation of all legal documents and contracts for the bank and its customers
- Answers to mails/emails and other external contents coming from judicial authorities (lawyers, bailiffs, courts, etc.)
- Is involved in individual legal matters of litigious nature and solves internal legal problems
- Is responsible for the maintenance and execution of legal services
- Ensures a legal and regulatory watch
- Analyses the operational impacts linked to changes in legislation and initiates the required changes in the related files

#### Technical and behavioural skills

- Has a master's degree related to the area of expertise and/or at least two years of experience in a similar position
- Autonomous, organised and good analytical skills
- Sense of discretion
- Good communication skills (written and oral)
- Good knowledge of computer-based tools (Word in particular) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	4	High academic qualification (e.g. Master's degree)
<b>Complexity</b>	3	Different tasks applied in varied areas of activities and critical faculties required to analyse issues and recommend solutions
<b>Impact</b>	3	Direct impact on department performance and participation in the decision making process (recommendations expected)
<b>Human Contacts</b>	3	Interaction with different departments and contacts established at various level on more complex topics, argumentation and solution-oriented work view for internal/external client
<b>Team management, coordination and expertise</b>	3	Demonstrate the ability to understand carried out activities and anticipate relevant/strategic evolution in its field of expertise
<b>Result</b>	16	<b>Group D</b>

## CENTRAL SERVICES

### Tax Services – Tax Advisor

#### Tasks and responsibilities

- Participates in the tax strategy and procedure implementation
- Ensures a good follow-up on the company's tax topics to guarantee tax optimisation
- Resolves tax litigations together with the department manager
- Analyses and evaluates the potential risks of some situations and proposes adequate recommendations to mitigate them
- Follows up on applicable industry internal procedures and regulations
- Ensures a legal information watch on each tax topics and relays them to the organisation
- May have to supervise/coordinate with more junior resources

#### Technical and behavioural skills

- Has a master's degree related to the area of expertise and/or at least five years of experience in a similar position
- Very good knowledge of Luxembourg tax legislation/regulations
- Analytical mind-set and critical thinking
- Team spirit
- Sense of responsibility, organisation, rigour and precision
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	4	High academic training (example: Master) and/or a confirmed professional experience (example: minimum of 5 years) in a similar position
<b>Complexity</b>	4	Complex and various tasks with in-depth analysis and drive for continuous improvements requesting unusual issues assessment
<b>Impact</b>	4	Direct impact on the performance of the department / line of work and active participation in the decision-making process
<b>Human relations</b>	3	Interaction with several departments and contact at different levels on more complex subjects, reasoning and solution-oriented work view for internal/external clients
<b>Team management, coordination and expertise</b>	4	Shows his capacity to understand the implications of executed tasks and important / strategic evolutions in his field of expertise
<b>Result</b>	19	<b>Group D</b>



## CENTRAL SERVICES

### Human Resources – HR Generalist

#### Tasks and responsibilities

- Is the point of contact for both employees and managers in the various business lines of the organisation and provides guidance on HR aspects
- Participates in the analysis of what needs to be done to adapt resources to the business needs (target organisation, jobs and skills, employment management and training)
- Supports the company in its change management projects (communication, sponsors support, etc.)
- Ensures the implementation of HR policies and HR tools within the bank
- Creates and validates with the managers the promotion plans and the competency improvement areas and their breakdown throughout the different departments
- Brings his/her support in the day-to-day individual and collective resource management (recruitments, mobility, labour law, etc.)
- May have to participate in public events/conferences to represent the bank

#### Technical and behavioural skills

- Has a bachelor's degree related to the area of expertise and/or at least 2–3 years of experience in a similar position
- Good knowledge of Luxembourg labour law
- Sense of discretion and confidentiality
- Relational ease and negotiation skills
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	3	Higher academic training (example: Bachelor) and/or significant professional experience (example: up to 5 years) in a similar position
<b>Complexity</b>	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
<b>Impact</b>	2	Direct but limited impact on department performance and advisory implication in the decision-making process
<b>Human relations</b>	3	Interaction with several departments and contact at different levels on more complex subjects, reasoning and solution-oriented work view for internal/external clients
<b>Team management, coordination and expertise</b>	2	Is a reference employee in his field of work by using his knowledge to solve issues or assist with projects which are not in his field of work. Takes over an advisory role.
<b>Result</b>	13	<b>Group C</b>

## CENTRAL SERVICES

### Human Resources – Training Supervisor

#### Tasks and responsibilities

- Ensures that the employees' training requests are collected, analysed and followed up
- Creates and implements learning and development plans based on the different departments' specific needs through individual meetings with department managers
- Prepares cofounding request forms and training management annual reports within the bank
- Provides the department manager with HR indicators related to the learning and development budget utilisation
- Supervises analyses for determining all competencies to achieve the business objectives together with the related departments
- May have to define planning and task allocation of more junior colleagues under his/her functional supervision

#### Technical and behavioural skills

- Has a bachelor's degree related to the area of expertise and/or at least three years of experience in a similar position
- Sense of responsibility, organisation, rigour and analytical skills
- Team management skills
- Flexibility, availability and reliability
- Time management skills
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	3	Higher academic training (example: Bachelor) and/or significant professional experience (example: up to 5 years) in a similar position
<b>Complexity</b>	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
<b>Impact</b>	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
<b>Human relations</b>	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situations
<b>Team management, coordination and expertise</b>	2	Is a reference employee in his field of work by using his knowledge to solve issues or assist with projects which are not in his field of work. Takes over an advisory role.
<b>Result</b>	13	<b>Group C</b>

## CENTRAL SERVICES

### Human Resources – Payroll Specialist

#### Tasks and responsibilities

- Collects, controls and enters payroll components
- May have to prepare the instructions to be sent to the fiduciary or review the salary slips before the payment of wages
- Manages social's declarations and collaborates with the accounting department
- Communicates with employees for payroll/social law-related questions
- Collaborates with various administrations where employees are affiliated
- Prepares account balances
- May have to manage personnel administration tasks (e.g. preparation of entry and exit declarations, employment contracts and addendums, follow-up and update of employee's files, etc.)

#### Technical and behavioural skills

- Has a bachelor's degree related to the area of expertise and/or at least 4–5 years of relevant experience in a similar position
- Good knowledge of payroll management tools
- Good knowledge of social law
- Analytical skills and proactivity
- Sense of responsibility, organisation, rigour and precision
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
Knowledge	4	A confirmed professional experience (example: minimum of 5 years)
Complexity	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
Impact	2	Direct but limited impact on department performance and advisory implication in the decision-making process
Human relations	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situations
Team management, coordination and expertise	3	Shows his capacity to understand / anticipate the implications of executed tasks and important evolutions in his field of expertise (standby)
Result	14	<b>Group C</b>

## CENTRAL SERVICES

### Marketing & Communication – Internal Communication Officer

#### Tasks and responsibilities

- Ensures the spread of clear and dynamic information to internal network
- Writes articles for internal collaborators and ensures the intranet maintenance and the online publication of communications
- Designs and implements formats for internal event communications, press releases, articles and videos, posters, etc.
- Assures a logistic and operational support in the internal event organisation: result-oriented presentation meetings, strategy, etc.
- Assures a day-to-day media watch to propose new communication actions/channels and to broadcast new market trends
- Proposes internal communication strategy

#### Technical and behavioural skills

- Has a bachelor's degree related to the area of expertise and/or at least two years of relevant experience in a similar position
- Good verbal and written communication skills and creativity
- Sense of synthesis and analytical skills
- Rigour, organisation and proactivity
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- DTP tool skills (Photoshop, InDesign, etc.) is an asset
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	3	Higher academic training (example: Bachelor) and/or significant professional experience (example: up to 5 years) in a similar position
<b>Complexity</b>	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
<b>Impact</b>	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
<b>Human relations</b>	3	Interaction with several departments and contact at different levels on more complex subjects, reasoning and solution-oriented work view for internal/external clients
<b>Team management, coordination and expertise</b>	2	Is a reference employee in his field of work by using his knowledge to solve issues or assist with projects which are not in his field of work. Takes over an advisory role.
<b>Result</b>	14	<b>Group C</b>

## CENTRAL SERVICES

### Marketing & Communication – UX/UI Designer

#### Tasks and responsibilities

- Is in charge of B2C and B2B bank clients and internal digital interface visual information architecture
- Helps to define and implement UX/UI innovative solutions for project managers and development teams
- May have to manage workshops to understand users' needs
- Provides « user stories » to offer users a quality digital experience and to transcribe their ideas on screens and navigation (prototyping, wire framing and visual design)
- Prepares and promotes user guides and « best practices » within the company
- Assures a technical and ergonomic watch on the various web and mobile digital interfaces

#### Technical and behavioural skills

- Has a bachelor's degree related to the area of expertise and/or at least five years of relevant experience in a similar position
- Ability to transcribe cinematic and ergonomic needs
- Proposal skills and creativity
- Rigour and proactivity
- Good communication skills and team spirit
- Good knowledge of design and creation tools, wire framing and prototyping
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
Knowledge	4	A confirmed professional experience (example: minimum of 5 years)
Complexity	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
Impact	2	Direct but limited impact on department performance and advisory implication in the decision-making process
Human relations	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situations
Team management, coordination and expertise	3	Shows his capacity to understand / anticipate the implications of executed tasks and important evolutions in his field of expertise (standby)
Result	14	Group C

## CENTRAL SERVICES

### Administration & Office Services – Personal Executive Assistant

#### Tasks and responsibilities

- Prepares and organises internal and external meetings, and ensures that relevant documents are ready (meeting room bookings, preparation of agenda and reports)
- Organises management meetings in coordinating all concerned calendars
- Is in charge of one-off projects or documentary researches depending on the requirement of the management team
- Prepares and follows up on files for the proper conduct of the top management, timeliness and activity planning
- Collects and consolidates data and information synthesis/reports required for meetings
- Creates and works on the formatting of dynamic and visual presentations
- Translates some documents/presentations

#### Technical and behavioural skills

- Has a two-year university degree (Bac+2) related to the required area of expertise and/or professional experience of at least three years in a similar position
- Proactivity, rigour and organisation skills
- Sense of discretion and confidentiality
- Flexibility, availability and management skills
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
Knowledge	2	Academic background (example: A level +2)
Complexity	2	Various tasks within a limited activity – analysis and proactivity required to evaluate the solutions
Impact	2	Direct but limited impact on department performance and advisory implication in the decision-making process
Human relations	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situations
Team management, coordination and expertise	1	Puts his expertise at disposal by responding to questions of others in his field of work in order to resolve technical issues
Result	9	<b>Group B</b>

## CENTRAL SERVICES

### Administration & Office Services – Administrative Assistant

#### Tasks and responsibilities

- Ensures daily management of phone calls
- Provides administrative and secretarial support such as drafting mails, parcel shipping, and handling internal and external documents (writing, formatting, printing and sending)
- Welcomes visitors, clients and providers
- Organises business trips (transportation, accommodation, visa, etc.)
- Handles administrative tasks such as sorting/archiving, digitisation, files preparation, writing and formatting of documents
- May have to participate in some of the bank events

#### Technical and behavioural skills

- Has a high school diploma related to her/his area of expertise
- Good written and communication skills
- Sense of discretion and confidentiality
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
Knowledge	1	No academic background and/or no previous experience required
Complexity	1	Standardised and homogenous tasks
Impact	1	Limited impact on the performance of the department and limited impact on the decision-making process
Human relations	1	Collaboration with similar functions within the same department, limited to an exchange of information and little interaction with internal or external clients
Team management, coordination and expertise	0	NA
Result	4	Group A

## CENTRAL SERVICES

### Administration & Office Services – Procurement Officer

#### Tasks and responsibilities

- Evaluates requirements from different teams, looks for potential providers to carry out related services to buy related products, and maintains this relationship on a long-term basis
- Compares and assesses offers by providers
- Negotiates the terms and conditions of contracts and pricing of the proposed services
- Ensures compliance with specifications, quality of bought products/services and budget follow-up
- Updates the internal database (providers, quantities, prices) as well as the files, delivery information and invoices of bought products/services
- Prepares purchase reports, including cost analysis
- Attends trade shows to remain informed on the market trends of the sector

#### Technical and behavioural skills

- Has a bachelor's degree related to the area of expertise required and/or three years of relevant professional experience in a similar function
- Good knowledge of supply chain (sourcing, evaluation and relationships with providers)
- Negotiation skills
- Excellent communication skills
- Good interpersonal skills
- Analytical skills
- Rigour, organisation and follow-up skills
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	3	Higher academic training (example: Bachelor) and/or significant professional experience (example: up to 5 years) in a similar position
<b>Complexity</b>	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
<b>Impact</b>	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
<b>Human relations</b>	4	Interaction with numerous departments on complex and unusual subjects. Negotiation. In-depth knowledge of the needs of internal/external clients and/or development of networking
<b>Team management, coordination and expertise</b>	2	Is a reference employee in his field of work by using his knowledge to solve issues or assist with projects which are not in his field of work. Takes over an advisory role.
<b>Result</b>	15	<b>Group C</b>



## CENTRAL SERVICES

### Administration & Office Services – Facilities Agent

#### Tasks and responsibilities

- Assists in the technical preparation of requests for proposals for external providers and in the analysis of responses received
- Coordinates work performed by subcontractors and ensures that issues are solved in due time
- Assists the facilities manager in supervising proper functioning of general services such as physical security, maintenance, mailing, archiving, catering, cleaning and recycling/waste
- Participates in planning the most efficient use of space and resources (e.g. during a move), and in monitoring the output aiming to reach a suitable service level
- Responds to users' needs and to emergency related to facilities

#### Technical and behavioural skills

- Has a two-year university degree (Bac+2) related to the required area of expertise and/or professional experience of at least three years in a similar position
- Organisation and proactivity
- Good priority management skills
- Flexibility and adaptability
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	2	Academic background (example: A level +2) and/or first professional experience required (example: up to 2 years)
<b>Complexity</b>	2	Various tasks within a limited activity – analysis and proactivity required to evaluate the solutions
<b>Impact</b>	1	Limited impact on the performance of the department and limited impact on the decision-making process
<b>Human relations</b>	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situations
<b>Team management, coordination and expertise</b>	1	Puts his expertise at disposal by responding to questions of others in his field of work in order to resolve technical issues
<b>Result</b>	8	<b>Group B</b>

## CENTRAL SERVICES

### Administration & Office Services – Staff Services Agent

#### Tasks and responsibilities

- Welcomes clients, visitors and collaborators, and informs and guides them to the person or department concerned
- Manages phone calls and directs them depending on their nature
- Manages internal and external mails
- Is in charge of booking meeting rooms
- Is in charge of various administrative tasks (archiving, enveloping, etc.)
- May have to help in writing and formatting documents

#### Technical and behavioural skills

- Has an academic degree in administration or hotel management
- No professional experience required
- Interpersonal skills, comfortable speaking over the phone
- Rigour and proactivity
- Organisation and time management skills
- Flexibility, availability and reliability in communications
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	1	No academic background and/or no previous experience
<b>Complexity</b>	1	Standardised and homogenous tasks
<b>Impact</b>	1	Limited impact on the performance of the department and limited impact on the decision-making process
<b>Human relations</b>	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situations
<b>Team management, coordination and expertise</b>	0	NA
<b>Result</b>	5	<b>Group A</b>

## CENTRAL SERVICES

### Organisation & Project Management – Project Manager

#### Tasks and responsibilities

- Defines methodologies and project management processes, and ensures their application within the bank in order to optimise and facilitate work
- Manages the project portfolio
- Works closely with internal clients to define the bank's requirements and to develop efficient work relationships in order to ensure successful project implementation
- Ensures interactions with all departments to help identify and manage available and expertise resources for ongoing projects
- Ensures successful implementation of the project in terms of timeline and budget
- May have to supervise/coordinate resources needed in order to implement the work
- Directly reports to the executive committee on updates and status of project phases

#### Technical and behavioural skills

- Has a master's degree related to the required area of expertise and/or relevant professional experience of a minimum of five years in a similar position
- Good knowledge of one or more project management tools (PMP Certified, PRINCE2 or other training/certifications in project management will be considered as an asset)
- Team spirit and initiative skills
- Proactivity and dynamism
- Organisation, rigour and follow-up skills
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages is useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	4	High academic training (example: Master) and/or a confirmed professional experience (example: minimum of 5 years) in a similar position
<b>Complexity</b>	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
<b>Impact</b>	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
<b>Human relations</b>	4	Interaction with numerous departments on complex and unusual subjects. Negotiation. In-depth knowledge of the needs of internal/external clients and/or development of networking
<b>Team management, coordination and expertise</b>	3	Shows his capacity to understand / anticipate the implications of executed tasks and important evolutions in his field of expertise (standby)
<b>Result</b>	17	<b>Group D</b>

## CENTRAL SERVICES

### Information Technologies – IT Architecture Specialist

#### Tasks and responsibilities

- Develops and deploys technical conception and data architecture to address business strategy needs
- Defines specificities, models and guiding principles for the IT architecture
- Helps to set up a continuous improvement services culture, while ensuring that key systems are analysed, maintained and improved on a regular basis
- Elaborates and drafts functional, data, applications, integration and technical architecture of future IT solutions in order to ensure process optimisation
- Interacts with business representatives in order to gather the user's needs
- Carries out different infrastructure projects in close collaboration with the conception teams
- Ensures an active watch on different technological evolutions
- May have to supervise/coordinate more junior resources

#### Technical and behavioural skills

- Has a master's degree related to the required area of expertise and/or relevant professional experience of a minimum of five years in a similar position
- Strong knowledge of different enterprise architecture patterns and application architecture
- Technical skills covering the different information system aspects (infrastructure, security, monitoring, middleware, software, etc.)
- Team spirit
- Solution-oriented, analytical, structuring, drafting and presentations skills
- Communication and active listening skills for internal clients, colleagues and IT partners
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	4	High academic training (example: Master) and/or a confirmed professional experience (example: minimum of 5 years) in a similar position
<b>Complexity</b>	4	Diverse range of complex tasks and in-depth analysis and search for continued improvement requiring the evaluation of unusual problems
<b>Impact</b>	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
<b>Human relations</b>	3	Interaction with several departments and contact at different levels on more complex subjects, reasoning and solution-oriented work view for internal/external clients
<b>Team management, coordination and expertise</b>	4	Shows his capacity to understand the implications of executed tasks and important / strategic evolutions in his field of expertise
<b>Result</b>	18	<b>Group D</b>

## CENTRAL SERVICES

### Information Technologies – IT Software Engineer

#### Tasks and responsibilities

- May have to analyse different user departments and participate in solutions definition, ensuring that all requirements are respected if applicable
- Estimates workloads in different ongoing projects and proposes a provisional planning in collaboration with the project manager
- Communicates on project evolution with the project manager and clients, and proposes adjustments, if necessary
- Ensures projects are developed and deployed on the open and mainframe platform, and participates in the set-up of test and validation protocols
- Manages 'go live' with the IT system running teams, and ensures the transition support and related maintenance of live or ongoing solutions deployment

#### Technical and behavioural skills

- Has a master's degree related to the required area of expertise and/or relevant professional experience of a minimum of two years in a similar position
- Knowledge of the mainframe environment and XML techniques
- Strong knowledge in IT language (PL/SQL, SQL)
- Project management skills
- Organisation, rigour and follow-up skills
- Team spirit and initiative
- Good communication and listening skills for internal clients
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	4	High academic training (example: Master) and/or a confirmed professional experience (example: minimum of 5 years) in a similar position
<b>Complexity</b>	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
<b>Impact</b>	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
<b>Human relations</b>	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situations
<b>Team management, coordination and expertise</b>	3	Shows his capacity to understand / anticipate the implications of executed tasks and important evolutions in his field of expertise (standby)
<b>Result</b>	15	<b>Group C</b>

## CENTRAL SERVICES

### Information Technologies – IT Support Officer

#### Tasks and responsibilities

- Ensures technical assistance to clients via phone or email in order to facilitate the actions of the business teams
- Ensures that remote client issues are solved based on a priority list and issue complexity
- Installs IT material needed in meeting/conference rooms, etc.
- Creates user profiles for IT applications
- May be in charge of other IT support activities

#### Technical and behavioural skills

- Has a two-year university degree (Bac+2) related to the required area of expertise and/or prior relevant professional experience in a similar position
- Good understanding of systems and computer network
- Good communication and analytical skills
- Organisation skills and client-oriented
- Very good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	2	Academic background (example: A level +2) and/or first professional experience required (example: up to 2 years)
<b>Complexity</b>	2	Various tasks within a limited activity – analysis and proactivity required to evaluate the solutions
<b>Impact</b>	2	Direct but limited impact on department performance and advisory implication in the decision-making process
<b>Human relations</b>	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situations
<b>Team management, coordination and expertise</b>	1	Puts his expertise at disposal by responding to questions of others in his field of work in order to resolve technical issues
<b>Result</b>	9	<b>Group B</b>

## CENTRAL SERVICES

### Information Technologies – IT Support Team Leader

#### Tasks and responsibilities

- Ensures procedures related to end user support requests are followed up on, including monitoring, follow-up and coordination of support functions
- Monitors and analyses the support request evolutions and related statistics reports
- Is the point of contact for end users (identification of needs) and subcontractors (IT material management, software and telephony management, requests for proposals management, providers selection, contracts management, technical follow-up)
- Prepares the department's budget and ensures its follow-up under the supervision of the department manager
- Identifies, recommends, develops and deploys training programmes for end users in order to improve user autonomy and IT culture
- Ensures an active technologic watch
- Ensures team member management (target definitions, skills development, yearly performance review, organisation and task allocation, etc.)

#### Technical and behavioural skills

- Has a bachelor's degree related to the required area of expertise and/or relevant professional experience of a minimum of 10 years in a similar position
- Experience in team management
- Project and team management skills
- Client- and solution-oriented
- Planning and organisation
- Negotiation and problem solving abilities
- Good communication and analytical skills
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
Knowledge	4	A confirmed professional experience (example: minimum of 5 years) in a similar position
Complexity	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
Impact	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
Human relations	3	Interaction with several departments and contact at different levels on more complex subjects, reasoning and solution-oriented work view for internal/external clients
Team management, coordination and expertise	4	Direct supervision of a larger number of persons (example: >5) and/or role of coach
Result	17	Group D

## CENTRAL SERVICES

### Information Technologies – IT Security Officer

#### Tasks and responsibilities

- Participates in risk analysis on the infrastructure and banks' projects
- Maintains an IT security map (risks, security measures, processes, results, tests, etc.)
- Leads and conducts controls related to the security of information systems
- Reports potential security breaches and incidents, and follows up on their resolution
- Keeps information security procedures up-to-date and suggests improvements, if required
- Participates in raising awareness among bank employees of the risks related to information security
- Contributes to the improvement of IT security reporting and dashboards
- Ensures a 'security watch' on threats and vulnerabilities, and on related evolution

#### Technical and behavioural skills

- Has a master's degree related to the required area of expertise and/or relevant professional experience of a minimum of five years in a similar position
- Rigour and proactivity
- Good communication skills
- Organisation and client-oriented
- Good prioritisation skills
- Very good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	4	High academic training (example: Master) and/or a confirmed professional experience (example: minimum of 5 years) in a similar position
<b>Complexity</b>	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
<b>Impact</b>	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
<b>Human relations</b>	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situations
<b>Team management, coordination and expertise</b>	3	Shows his capacity to understand / anticipate the implications of executed tasks and important evolutions in his field of expertise (standby)
<b>Result</b>	15	<b>Group C</b>



## CENTRAL SERVICES

### Information Technologies – Data Scientist

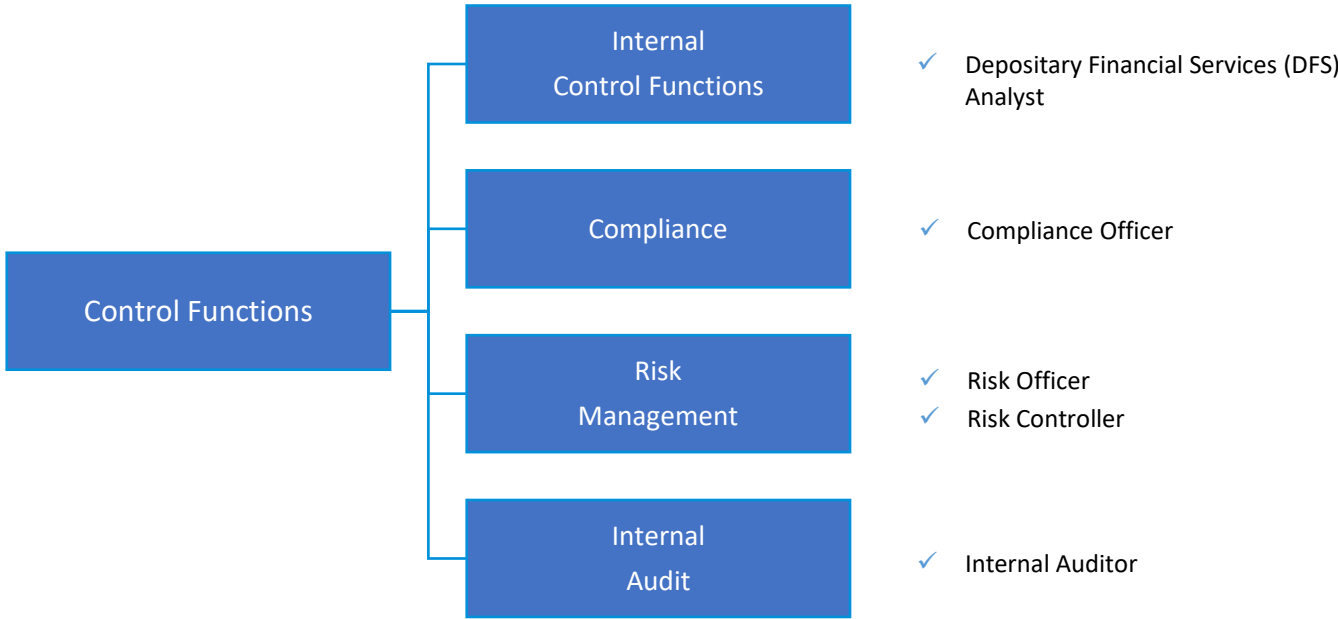
#### Tasks and responsibilities

- Explores structured and unstructured data for sensitive analysis methods
- Improves data collection process to include relevant information and extends it to other third-party information sources, if required
- Develops predictive models and machine-learning techniques to detect trends, and introduces the results in a clear and concise manner
- Actively collaborates with the IT development teams to automate data collection processes and further develops the data analytics field
- Proposes solutions addressing bank strategies in terms of data collection, selection, treatment and sharing

#### Technical and behavioural skills

- Has a master's degree related to the required area of expertise and/or relevant professional experience of a minimum of five years in a similar position
- Excellent knowledge of modelling, predictive models and machine-learning
- Excellent analytical and problem-solving skills
- Ability to understand complex concepts and to transcribe them in an intelligible manner
- Organisation and rigour
- Very good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	4	High academic training (example: Master) and/or a confirmed professional experience (example: minimum of 5 years) in a similar position
<b>Complexity</b>	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
<b>Impact</b>	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
<b>Human relations</b>	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situations
<b>Team management, coordination and expertise</b>	3	Shows his capacity to understand / anticipate the implications of executed tasks and important evolutions in his field of expertise (standby)
<b>Result</b>	15	<b>Group C</b>



## CONTROL FUNCTIONS

### Internal Control Functions – Depository Financial Services (DFS) Analyst

#### Tasks and responsibilities

- Is actively involved in the day-to-day depository operations, including capital verifications, management of subscriptions/redemptions, dividends and reconciliation of investment/equity portfolio
- Ensures that the key responsibilities deriving from the AIFM and UCITS directives are carried out in compliance with the applicable laws: monitoring of the funds' cash holdings, subscription, redemption and cancellation of funds' units, custody of financial instruments, safekeeping of assets not in a bank, etc.
- Ensures compliance of the funds for which the organisation acts as a depository bank with the applicable rules
- Conducts a regulatory watch in order to maintain a good level of information
- Analyses the potential impact of new laws, regulations and/or group policies on the bank activity
- Conducts due diligence on counterparties
- Develops and improves policies and procedures for investment compliance
- Ensures that all fund activities and policies are compliant with CSSF-driven regulations at any time

#### Technical and behavioural skills

- Has a master's degree related to the area of expertise and/or relevant professional experience of a minimum of five years in a similar position
- Good knowledge of applicable financial regulations and directives and the fund industry in Luxembourg
- Good knowledge of investment techniques and tools
- Organisation, rigour and precision
- Analytical skills
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	4	High academic training (example: Master) and/or a confirmed professional experience (example: minimum of 5 years) in a similar position
<b>Complexity</b>	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
<b>Impact</b>	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
<b>Human relations</b>	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situations
<b>Team management, coordination and expertise</b>	2	Is a reference employee in his field of work by using his knowledge to solve issues or assist with projects which are not in his field of work. Takes over an advisory role.
<b>Result</b>	14	<b>Group C</b>

## CONTROL FUNCTIONS

### Compliance – Compliance Officer

#### Tasks and responsibilities

- Ensures compliance with the bank’s processes at a high governance level and improving global performance
- Ensures an adequate documentation level of clients’ files and their compliance with regulatory requirements (FATCA, MIFID, etc.)
- Interacts with operational teams in case of non-compliance procedures
- Controls anti-money laundering and anti-terrorist financing compliance on clients and professional transactions, and provides a first analysis of clients’ files before being accepted by different committees
- Ensures that the bank operates within legal (in compliance with the legislation), contractual and ethical limits, and provides the management with related reports under the supervision of the compliance manager
- Helps to set up ethical and anti-fraud programmes etc., updates AML/KYC procedures and ensures their compliance
- Assists the compliance manager in several projects in which he is involved

#### Technical and behavioural skills

- Has a bachelor’s degree related to the area of expertise and/or at least three years of experience in a similar position
- Good knowledge of the banking regulatory environment
- Very good analytical skills
- Organisation, rigour and precision
- Sense of discretion and confidentiality
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank’s country of origin

Classification criteria		
<b>Knowledge</b>	3	Higher academic training (example: Bachelor) and/or significant professional experience (example: up to 5 years) in a similar position
<b>Complexity</b>	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
<b>Impact</b>	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
<b>Human relations</b>	3	Interaction with several departments and contact at different levels on more complex subjects, reasoning and solution-oriented work view for internal/external clients
<b>Team management, coordination and expertise</b>	3	Shows his capacity to understand / anticipate the implications of executed tasks and important evolutions in his field of expertise (standby) and coordination of heterogeneous resources in the scope of project/tasks having a long-term perspective
<b>Result</b>	15	<b>Group C</b>

## CONTROL FUNCTIONS

### Risk Management – Risk Officer

#### Tasks and responsibilities

- Defines the debtor risk profile (private client/individual/companies) by using several analysis and evaluation criteria (financial ratios, deficiency probabilities, etc.)
- Analyses funding requests, prepares credit analysis and approbations, taking into account the industrial, commercial, legal and financial risks, and makes recommendations to the credit committees
- Participates in the management and control of the company risk-monitoring policy implementation, and ensures the applied methodologies are regulatory compliant
- Coordinates and communicates the critical account information to the different stakeholders, all along the credit lifecycle
- Receives alerts and issues recommendations in response to identified risks
- Carries out regulatory and financial reporting
- Ensures the relationships are maintained with banking authorities and external auditors

#### Technical and behavioural skills

- Has a bachelor's degree related to the area of expertise and/or at least three years of experience in a similar position
- Good knowledge of banking products
- Good knowledge of market risks and evaluation methodologies
- Good knowledge of micro-economy financial analysis techniques and accounting (banking)
- Organisation, rigour and precision
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	3	Higher academic training (example: Bachelor) and/or significant professional experience (example: up to 5 years) in a similar position
<b>Complexity</b>	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is required
<b>Impact</b>	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
<b>Human relations</b>	2	Interaction with a restricted number of departments and internal contact with employees of the same level, mainly exchange of information, reasoning, and adapting to the behaviour of different internal/external contact persons and different situations
<b>Team management, coordination and expertise</b>	2	Is a reference employee in his field of work by using his knowledge to solve issues or assist with projects which are not in his field of work. Takes over an advisory role.
<b>Result</b>	13	<b>Group C</b>

## CONTROL FUNCTIONS

### Risk Management – Risk Controller

#### Tasks and responsibilities

- Is responsible for the official risk evaluation process and ensures a continuous monitoring of risk activities
- Advises different services on their ability to maintain a solid risk management framework (indicators' identification, follow-up, set up of action plans to mitigate the risks, etc.)
- Helps to fulfil risk and governance evaluation requirements
- Identifies and corrects the potential control deficiencies
- Proposes improvement in the bank operational risk policy to the top management and the risk committee
- May have to supervise/coordinate the more junior resources (analysts) and share experience

#### Technical and behavioural skills

- Has a master's degree related to the area of expertise and/or relevant professional experience of 5–7 years in a similar position
- Very good knowledge of the regulatory environment of financial companies
- Experience in operational risk management and with risk evaluation methodologies
- Team management and very good communication skills
- Proactivity, autonomy, solution-oriented
- Analytical skills and detail-oriented
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank's country of origin

Classification criteria		
<b>Knowledge</b>	4	High academic training (example: Master) and/or a confirmed professional experience (example: minimum of 5 years)
<b>Complexity</b>	4	Diverse range of complex tasks and in-depth analysis and search for continued improvement requiring the evaluation of unusual problems
<b>Impact</b>	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
<b>Human relations</b>	3	Interaction with several departments and contact at different levels on more complex subjects, reasoning and solution-oriented work view for internal/external clients
<b>Team management, coordination and expertise</b>	3	Direct supervision of a consequent number of people (example: >5) and/or coach role and demonstrate the ability to understand carried out activities and anticipate relevant evolution in its field of expertise
<b>Result</b>	17	<b>Group D</b>

## CONTROL FUNCTIONS

### Internal Audit – Internal Auditor

#### Tasks and responsibilities

- Actively participates in the yearly audit plan deployment approved by the top management, in an independent manner and taking into account the regulatory requirements, follow-up on recommendations, risk mapping and requests of executive bodies
- Assures the position’s functional and hierarchical independence in order to avoid any conflict of interest
- Controls the internal control and risk management system efficiency of the bank
- Carries out controls and analyses the practices of each department in order to evaluate the reliability of documents and procedures in place and to know their level of compliance
- Measures the accuracy and integrity of financial information provided
- Prepares consolidated observation reports
- Proposes new directives/procedures in order to improve internal services operations and efficiency
- Ensures direction-validated recommendations are effectively implemented

#### Technical and behavioural skills

- Has a master’s degree related to the area of expertise, and/or relevant professional experience of a minimum of two years in a similar position or four years of external audit
- Audit technical skills
- Analysis and correlation skills, and conscientiousness
- Organisation and coordination skills
- Good knowledge of computer-based tools (Word, Excel, PowerPoint) and Outlook
- Fluent in foreign languages useful for the position, which could include the official language of the bank’s country of origin

Classification criteria		
<b>Knowledge</b>	4	High academic training (example: Master)
<b>Complexity</b>	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is require
<b>Impact</b>	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
<b>Human relations</b>	3	Interaction with several departments and contact at different levels on more complex subjects, reasoning and solution-oriented work view for internal/external clients
<b>Team management, coordination and expertise</b>	2	Is a reference employee in his field of work by using his knowledge to solve issues or assist with projects which are not in his field of work. Takes over an advisory role.
<b>Result</b>	15	<b>Group C</b>

## **Appendix 5**

### **Sectoral Agreement of 9 July 2013**

#### **1. Moral harassment during working relations – The legal situation in Luxembourg**

At present, there is no specific law on moral harassment in Luxembourg.

However, the courts and tribunals remedy this by stipulating that the obligation of the employer concerning moral harassment results from Article 1134 of the Civil Code. This Article 1134 states that *“agreements (including contracts of employment) must be performed in good faith”*.

According to the reasoning of the courts and tribunals, the requirement created by Article 1134 of the Civil Code of ensuring that employees benefit from normal working conditions obliges the employer, as the sole holder of authority to direct and organise the enterprise, to take all necessary measures to prevent or put an end to all forms of moral harassment within his enterprise.

It must likewise be noted that, by a convention of 25 June 2009, the Luxembourg social partners (UEL, OGB-L, LCGB) transposed a European framework agreement on harassment and violence at work.

The convention of 25 June 2009 was declared generally binding on 15 December 2009 and now has the status of a regulation. That convention forms an integral part of the collective bargaining agreement for bank employees.

Finally, looking more specifically at the banking sector in particular, the collective bargaining agreement for bank employees has for a long time included a declaration of principle concerning sexual and moral harassment in its Article 34 which stipulates that *“the banks undertake not to tolerate within their business sexual harassment as defined by Articles L.245-1 et seq. of the Labour Code. They shall make sure that every employee has a workplace which respects the dignity of the individual and is free from any sexual or moral harassment of any kind whatsoever. They further undertake to implement the measures necessary to prevent and resolve cases of sexual and moral harassment should they occur, under the best possible conditions and in total confidence. The ASTF has put in place a suitable counselling structure to assist the victims of sexual or moral harassment. (...)”*

#### **2. Definition of the notion of moral harassment**

The convention of 25 June 2009 on harassment and violence at the workplace defines the notion of moral harassment as follows:

*“Moral harassment occurs when a person who is dependent on the enterprise commits unauthorised, repeated and deliberate actions towards a worker or a manager, with the aim or effect of:*

- *either infringing their rights or their dignity;*
- *or damaging their working conditions or jeopardising their professional career by creating an intimidating, hostile, degrading, humiliating or offensive environment;*
- *or else causing damage to their physical or mental health.”*

The Courts and tribunals give the following definition:

*“Moral harassment in the enterprise takes the form of repeated unlawful conduct whose vexatious or humiliating nature or impairment of dignity interferes with the performance of the contract of employment of the person who is the victim of such conduct. The hierarchical position of the perpetrator of the harassment has no influence whatsoever upon the legal qualification. The act may be committed by the employer, by a hierarchical superior or by a work colleague.”*

#### **3. The employer confronted with moral harassment**

The employer must ensure that his employees benefit from normal working conditions.



If, as a result of moral harassment, those conditions become abnormal for an employee, the responsibility of the employer as the head of the enterprise may be involved, even if he is not himself the perpetrator of the moral harassment.

This harassment may be caused by a hierarchical superior of the employee or by a work colleague.

According to the Courts and tribunals, the obligation of the employer to provide normal working conditions for his employees requires him, as the sole possessor of the authority to direct and organise the enterprise, to take all measures necessary to prevent or put an end to all forms of moral harassment within his team.

Consequently, the employer must put in place specific measures to prevent acts of moral harassment and to intervene if they do occur.

The convention of 25 June 2009, which is attached to the collective bargaining agreement for bank employees, lays down general principles concerning the aspect of prevention of acts of moral harassment at work and that of dealing with acts of moral harassment.

The implementation of these two aspects and the relationship between them will be determined in a spirit of respect for the terms of reference of the staff delegation.

#### **A. The aspect of prevention of moral harassment**

Here are some specific points which the employer must include and develop in his internal procedure for the prevention of moral harassment:

- a declaration of principle that moral harassment is not tolerated within the enterprise;
- creation of an awareness among employees, both workers and managers, of the definition of moral harassment, the ways of managing such harassment within the enterprise and the penalties which may be imposed upon the perpetrator of acts of moral harassment (*for instance, the ASTF offers training sessions on the subject of moral harassment*);
- training of employees, both workers and managers, on the policy of prevention and protection against harassment at the workplace;
- identification of a competent discussion partner in the area of prevention of, and protection against, harassment at the workplace;
- definition of the resources and procedures made available to the victim.

#### **B. The aspect of dealing with acts of moral harassment**

The employer shall define an internal procedure to be followed if a problem of moral harassment occurs.

The procedure shall be drawn up having regard in particular to the following matters:

- how to deal discreetly and confidentially with a complaint of moral harassment;
- the person who is the competent discussion partner to receive and deal with the complaint;
- the time limits for dealing with the complaints;
- the way in which a complaint of moral harassment will be dealt with;
- the support from which the victim will benefit;
- the type of external assistance which the person can request;
- the penalties which the employer may impose in the event of moral harassment or if false accusations are made.

The employer must also stipulate in his internal procedure that neither the victim nor any worker or manager may suffer reprisals for having reported acts of proven harassment at the workplace.

The employer must impose proportionate penalties on the persons who is found guilty of harassment and must do everything in his power to prevent a recurrence of the situation.

The effectiveness of the internal procedures will be assessed after any case in which moral harassment has occurred.

#### **4. Channels of assistance available to employees**

The employee must decide in whom he wishes to confide. The employee remains free in particular to consult one or more of the following entities:

- a member of the staff delegation;
- the head of personnel;
- another person of his choice;
- the ASTF;
- a trusted doctor;
- the trade union organisations;
- lawyers.

The victim remains absolutely free to make his own choice.

#### **5. Special redress for financial sector employees: the Association for Occupational Health in the Tertiary and Financial Sectors**

Since its creation in December 1994, the Association for Occupation Health in the Tertiary and Financial Sectors, ASTF for short, has developed a wide range of services for enterprises in the financial sector designed to help them to promote the health, safety and wellbeing of their employees.

Following the adoption of the law on sexual harassment, this range of services has been extended to employees who purport to be victims of sexual harassment to whom the ASTF offers its advice.

For some time now, as stipulated in Article 38 of the Collective Bargaining Agreement for Bank Employees, this assistance provided by the ASTF has been widened informally to include employees who complain of being the victims of moral harassment.

The social partners and the ASTF propose to provide a formal basis via this sectoral agreement for this counselling unit of the ASTF to deal with cases of moral harassment; the intention is to make the availability of this assistance to employees in the banking sector who are victims of moral harassment better known and to enable the employer to refer to this assistance in his internal procedure for dealing with moral harassment.

##### **A. What procedure is laid down?**

The employee is given an anonymous appointment free of charge with an occupational physician of the ASTF. In a 2<sup>nd</sup> stage, and if the employee so wishes, an appointment is arranged with one of the psychologists or psychosocial assistants at the ASTF.

Based on their training and professional experience, the psychologist or psychosocial assistant of the ASTF will be able to assist the victim, notably as follows:

- by helping him or her to deal with the first emotional shock,
- by providing moral and psychological support,
- by assessing the gravity of the situation,
- by acting as an intermediary between the victim and the employer.

The aim of the consultations will be to make the person concerned understand whether or not he is a victim of moral harassment, to inform him of possible further action to be taken, and above all help to rebuild his own life.

The ASTF will provide further details of the procedure followed and of the options available to the employee.

## **B. What are the advantages for the employee?**

### **Optional**

Consultation of the ASTF's counselling unit is optional for the employee.

The employee must himself decide in whom he wishes to confide – the employee remains at liberty to consult one or more of the entities referred to in Article 4 above.

### **Free service**

No charge is made for the first three consultations at the ASTF.

If the employee decides to alert his employer to the situation of moral harassment, the ASTF may propose follow-up for the employee beyond the third session; subsequent consultations will then be charged to the undertaking concerned.

### **Discretion/Anonymity**

The employer will not be informed of the fact that an employee has contacted the counselling unit at the ASTF. This initial contact and the consultation will take place in absolute discretion, respecting medical secrecy.

### **Professionalism**

The psychologists and the psychosocial assistant who receive the employees are trained persons who have experience in dealing with problems associated with the world of work.

They will handle all complaints in a competent, serious and confidential manner, listen and speak to the victim, provide support, suggest solutions and help the victim to choose follow-up appropriate to the particular situation.

**Appendix 6**  
**Convention of 25 June 2009 on harassment and violence in the workplace**

CONVENTION  
OF 25 JUNE 2009  
ON HARASSMENT AND VIOLENCE AT THE WORKPLACE



## CONVENTION

THE UNION DES ENTREPRISES LUXEMBOURGEOISES (UNION OF LUXEMBOURG ENTERPRISES), referred to by the acronym UEL, with registered office at L-1615 Luxembourg, 7, rue Alcide de Gasperi, duly mandated for the present purposes by

the Luxembourg Bankers' Association (ABBL), with registered office at L-2449 Luxembourg, 59, boulevard Royal,

the Association of Insurance Companies (ACA), with registered office at L-8081 Bertrange, 75, rue de Mamer,

the CLC (Luxembourg Confederation of Commerce), with registered office at L-1615 Luxembourg, 7, rue Alcide de Gasperi,

the Federation of Artisans (FDA), with registered office at L-1347 Luxembourg, 2, circuit de la Foire Internationale,

the Fedil – Business Federation Luxembourg, with registered office at L-1615 Luxembourg, 7, rue Alcide de Gasperi,

the National Federation of Hoteliers, Restaurateurs and Café Operators (HORESCA), with registered office at L-1615 Luxembourg, 7, rue Alcide de Gasperi,

parties of the first part, and

the ONOFHÄNGEGE GEWERKSCHAFTSBOND LËTZEBUERG, referred to by the acronym of OGB.L, with registered office at L-4170 Esch/Alzette, 60, Boulevard Kennedy

and

LËTZEBUERGER CHRËSCHTLECHE GEWERKSCHAFTS-BOND, referred to by the acronym of LCGB, with registered office at L-1351 Luxembourg, 11, rue du Commerce parties of the second part, hereby conclude the present convention:

## CONVENTION ON HARASSMENT AND VIOLENCE AT THE WORKPLACE

Whereas, first of all, the social partners who represent different enterprise activities at European level, more particularly BusinessEurope, UEAPME, CEEP and CES, have signed an independent framework agreement concerning harassment and violence at the workplace dated 26 April 2007 on the basis of Art. 139 of the Treaty on the European Union; whereas the signatory organisations have undertaken to implement that agreement in compliance with the procedures and practices specific to the social partners in the Member States of the EU and in the countries of the European Economic Area (within three years of its signing);

whereas, further, the social partners believe that harassment and violence are unacceptable behaviour on the part of one or more persons and may take several different forms, some of them being more readily identifiable than others; whereas such actions have the aim or effect of violating the dignity of workers, affecting their health and/or creating a hostile working environment; whereas the different forms of harassment and violence may adversely affect the workplace;

whereas, finally, the objective of the European Framework Agreement is to make employers, workers and their representatives better aware and clearer in their own minds as to the nature of harassment and violence at the workplace, to provide employers, workers and their representatives at every level with a pragmatic framework enabling problems of harassment and violence at the workplace to be identified, prevented and managed; whereas it is important therefore for the signatory parties to this convention to transpose this objective at national level; whereas such transposition in no way prejudices the signing of sectoral agreements and/or the conclusion of more specific agreements within the enterprises with a view to preventing such behaviour and better assisting the victims of such actions;

the signatory parties have concluded the present convention:

### **1. General provisions**

Harassment and violence are caused by unacceptable forms of behaviour by one or more workers or managers or, in the case of violence, possibly by persons from outside the enterprise and which may have as their aim or effect the violation of the dignity of workers or managers, causing damage to their health and/or creating a hostile working environment.

The signatory parties undertake to prevent such behaviour in all its forms at the workplace. They further define a number of approaches which the enterprises may adopt to assist the victims of such actions. To that end, they lay down general principles concerning the prevention of, and protection against, acts of harassment and violence at the workplace, information and consultation, together with general guidelines for the implementation of those principles. They take the view that acts of harassment and violence at the workplace must not be tolerated within the enterprise.

The signatory parties further believe that the victim and witness of any such form of behaviour must not suffer prejudicial consequences because they have reported or resisted a situation of harassment or violence.

Within the framework of this convention, the signatory parties use the terms worker, employer and manager with the following definitions:

- the term “worker” designates every employee, trainee and apprentice dependent upon the enterprise and any pupil or student employed during the educational holidays in the enterprise;
- the term “employer” designates any natural person or corporate body who or which is responsible for the working relationship with the worker or the manager and who or which is in charge of the enterprise;
- the term “manager” designates every person in the hierarchy within the enterprise who is authorised,

in one way or another, to give orders to the workers.

## **2. Provisions specific to moral harassment**

### **Definition**

Moral harassment occurs when a person who is dependent upon the enterprise commits unauthorised, repeated and deliberate actions towards a worker or a manager, with the aim or effect of:

- either infringing their rights or their dignity;
- or damaging their working conditions or jeopardizing their professional career by creating an intimidating, hostile, degrading, humiliating or offensive environment;
- or else causing damage to their physical or mental health.

### **Prevention of moral harassment at the workplace**

#### **Prohibition of acts of harassment at the workplace**

In consultation with the staff representatives, the employer will state, if necessary by including a provision to this effect in the internal regulation, that he will not tolerate any form of harassment within the enterprise. The employer will point out that each worker and manager is responsible for preventing the occurrence of such acts of harassment at the workplace.

#### **Creation of an awareness on the part of workers and managers**

In consultation with the staff representatives, the employer will take steps to make workers and managers aware of this issue using the available means of internal communication. This awareness creation will concern the definition of harassment, the methods by which such situations are to be managed within the enterprise and the sanctions to be imposed upon the perpetrator or perpetrators of acts of harassment.

#### **Preventive measures**

Within the framework of the prevention policy, the employer will determine, in consultation with the staff representatives, the measures to be taken to protect workers and managers against harassment at the workplace.

The preventive measures may be determined in whole or in part by agreements between the social partners. If they are set out in an agreement at sectoral level, each enterprise will be responsible for implementing these measures, unless it has its own measures that are equivalent to the provisions of the agreement.

These measures which must be adapted to the nature of the activities and the size of the enterprise may relate in particular to:

- the information and training of the workers and managers in respect of the policy of prevention of, and protection against, harassment at the workplace;
- the identification of a competent discussion partner in the area of prevention of, and protection against, harassment at the workplace;
- the definition of the resources and procedures made available to the victims who wish to seek assistance.

#### **Internal assessment if acts of harassment occur**

If acts of harassment towards workers and/or managers occur, the employer will make an internal assessment of the effectiveness of the preventive measures and of the possible implementation of new preventive measures to be taken, in particular in relation to the organisation of the enterprise, the review of the procedures applied in the event of harassment and the information for the workers. This assessment and subsequent reassessments will be made in consultation with the staff representatives.



## Management of acts of harassment

### Definition of a procedure to manage acts of harassment

The employer, acting in consultation with the staff representatives, will implement a procedure to manage problems of harassment on the basis of the internal assessment and subsequent reassessments of harassment within the enterprise.

The management procedure may be determined in whole or in part by agreements between the social partners. If it is set out in an agreement at sectoral level, each enterprise will be responsible for implementing this procedure, unless it has its own procedure which is equivalent to the provisions of the agreement.

The procedure will be based, in particular, on the following considerations:

- the parties will act with all the discretion needed to protect the dignity and private life of each individual;
- no information will be disclosed to any parties who are not involved in the case;
- complaints will be examined without delay and dealt with in a reasonable time frame;
- each party must be heard at the earliest possible opportunity and will be entitled to be assisted by a staff representative during the interview;
- each complaint will be dealt with impartially;
- each complaint must be backed by detailed information;
- false accusations will not be tolerated and may lead to disciplinary measures or sanctions which may even include dismissal;
- external assistance may be provided to analyse and deal with complaints;
- victims will benefit from support, the nature of which will be determined within the enterprise in the absence of any sufficiently precise agreement on this subject between the social partners applicable to the enterprise.

### Actions and sanctions against the perpetrator of acts of harassment

The sanctions which the employer may impose in the event of harassment will be similarly determined in a clear and transparent manner after consulting the staff representatives. If harassment is proven, appropriate measures will be taken against the perpetrator or perpetrators. These may include disciplinary measures and sanctions which may even include dismissal.

### Protection of the victim and witness of acts of harassment

A stipulation will be made to the effect that the victim of harassment at the workplace cannot be the subject of reprisals following the reporting of, or resistance to, an act of harassment, that his file will be treated with the utmost discretion and that measures intended to end the harassment may not be taken to the detriment of the victim.

In addition, no worker or manager may be the subject of reprisals for having reported acts of harassment which occurred at the workplace.

## **3. Provisions specific to violence at the workplace Definition**

Violence at the workplace occurs when a worker or a manager is the victim of aggression caused by one or more deliberate actions on the part of another person which are designed to damage, or have the effect of damaging, their physical or mental integrity. The violence may be perpetrated by persons who belong to the enterprise or by third parties. It may take the form of a single action of some gravity or more than one action of a similar or different kind.

### Prevention of violence at the workplace

### Prohibition of acts of violence at the workplace

In the case of violence which may be caused by persons who are dependent upon the enterprise, the employer will state, in consultation with the staff representatives, if necessary by including a provision to this effect in the internal regulation, that he will not tolerate any form of violence within the enterprise. The employer will point out that each worker and manager is responsible for preventing the occurrence of such acts of violence at the workplace.

#### Creation of an awareness on the part of workers and managers

In consultation with the staff representatives, the employer will take steps to make workers and managers aware of this issue using the available means of internal communication. This awareness creation will concern the definition of violence, the methods by which such situations are to be managed within the enterprise and the sanctions to be imposed upon the perpetrator or the perpetrators of acts of violence.

#### Preventive measures

Within the framework of the prevention policy, the employer will determine, in consultation with the staff representatives, the measures to be taken to protect workers and managers against violence at the workplace.

The preventive measures may be determined in whole or in part by agreements between the social partners. If they are set out in an agreement at sectoral level, each enterprise will be responsible for implementing these measures, unless it has its own measures that are equivalent to the provisions of the agreement.

These measures which must be adapted to the nature of the activities and the size of the enterprise may relate in particular to:

- the definition of a risk plan taking due account of the specific features of the activity of the enterprise;
- the material steps, appropriate to the risks of the enterprise, taken on the premises in order to prevent violence perpetrated at the workplace by persons from outside the enterprise;
- the information and training of the workers and managers in respect of the policy of prevention of, and protection against, violence at the workplace;
- the identification of a competent discussion partner in the area of prevention of, and protection against, violence at the workplace;
- the definition of the resources and procedures made available to the victims who wish to seek assistance.

#### Internal assessment if acts of violence occur

If acts of violence towards workers and/or managers occur, the employer will make an internal assessment of the effectiveness of the preventive measures and of the possible implementation of new preventive measures to be taken, in particular in relation to the organisation of the enterprise, the review of the procedures applied in the event of violence and the information for the workers. This assessment and subsequent reassessments will be made in consultation with the staff representatives.

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In addition, no worker or manager may be the subject of reprisals for having reported acts of violence which occurred at the workplace.

#### **4. Final provisions**

The signatory parties hereby stipulate that this agreement shall be reviewed after a period of five years of the date on which it is signed at the request of any of the parties and may be the subject of a subsequent revision.

The signatory parties further agree that no unnecessary burdens shall be imposed upon small and medium-sized enterprises for the purpose of implementing this agreement.

Finally, the signatory parties agree that this agreement does not prejudice the right of the social partners to conclude, at the appropriate level, further agreements for the implementation of this Convention, taking due account of the specific needs of the parties concerned.

This Convention was drawn up in four copies and signed in Luxembourg on 25 June 2009.

In case of contradiction between the English and the French version, the French version shall prevail.

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