



NEW
Collective Bargaining Agreement
for bank employees

2018-2020

Context

The current collective bargaining agreement for bank employees (the “CBA”) hails from the 1980s and has been adapted numerous times over the years. The general evolution of the banking sector, in particular the development of jobs and business lines in the banking sector, made an overhaul revision unavoidable.

The ABBL and the trade unions worked together for 18 months on 5 main topics:

Classification of functions

Remuneration

Organisation of working time

Employability and training

Well-being

In light of the significant modifications and the far-reaching impact of these changes, the CBA will be implemented in its entirety over a period of three years.

The
NEW
CBA
is

Adapted to a rapidly changing sector

1

Clearer and more transparent

2

Financially more attractive

3

1

NEW
Classification
OF FONCTIONS

Classification

OF FONCTIONS

The new CBA presents, inter alia, a new well-defined and patent matrix of competencies. Pursuant thereto, the former group 1 – 6 classification will disappear by 2020 and be replaced by a revised group classification running from A - D. Each employee will hence be categorised in one of these 4 new groups in light of his function and role.



This categorisation will take into account five evolution criteria:

1 | Knowledge

This criterion benchmarks the extent of which an employee is able to apprehend the information, principles, competencies and knowledge required for the specific function. For such purpose and in particular, the academic background, the relevant professional experience as well as the technical capabilities, including the linguistic competences, are evaluated.

2 | Complexity

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

3 | 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.

4 | Human relations

This criterion measures the level, the nature, the variety and the complexity of human relations in regard of the particular function and duty.

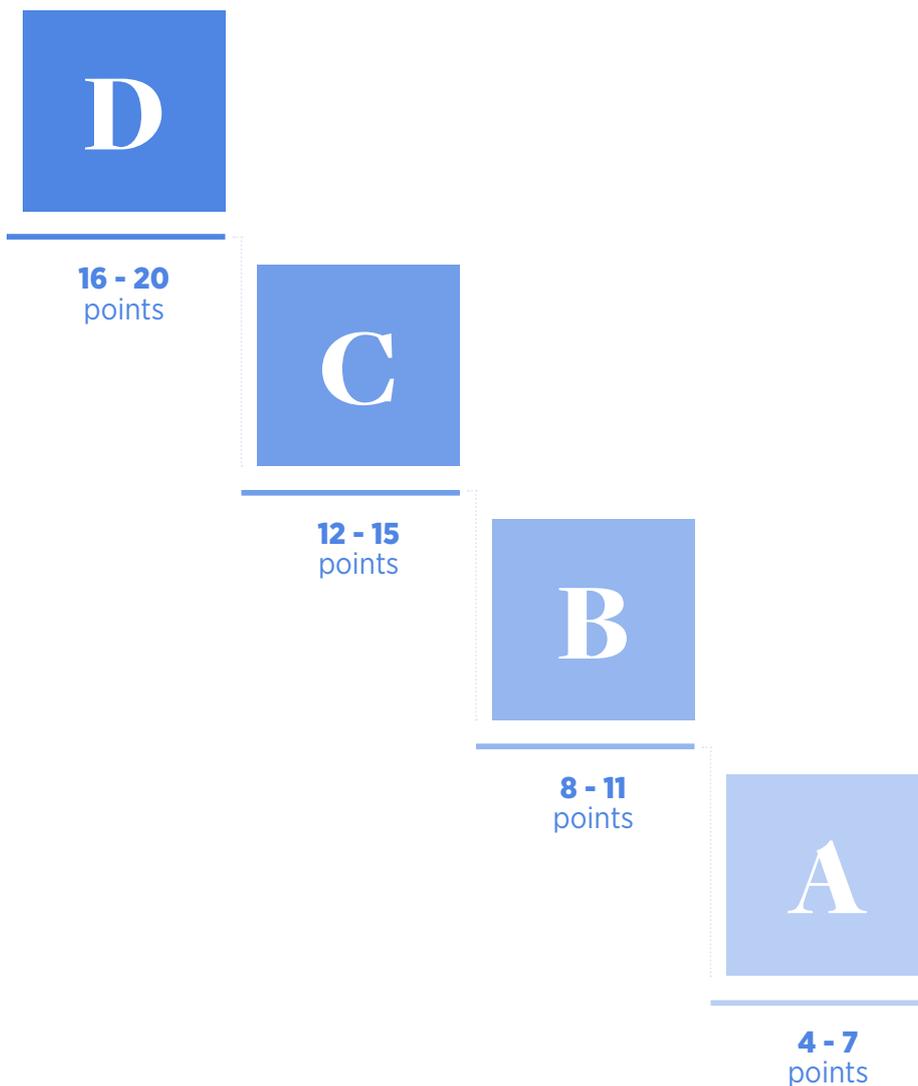
5 | Team management, coordination and expertise

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

Classification

OF FONCTIONS

This categorisation will take into account 5 evolution criteria, which will in turn be arranged in 4 levels with specific points being allocated to each level. Only the overall **sum** of points for the 5 criteria will define the categorisation in one of the 4 groups.



Classification

OF FONCTIONS

Criteria	Level 1	Level 2	Level 3	Level 4
<p>Knowledge</p> <p>Training experience and specific knowledge (technical, linguistic, ...)</p>	<ul style="list-style-type: none"> › No academic background › And/or no previous experience 	<ul style="list-style-type: none"> › Academic background (example: A level +2) › And/or first professional experience required (example: up to 2 years) 	<ul style="list-style-type: none"> › Higher academic training (example: Bachelor) › And/or significant professional experience (example: up to 5 years) 	<ul style="list-style-type: none"> › Higher academic training (example: Master) › And/or confirmed professional experience (example: minimum 5 years)
<p>Complexity</p> <p>Diversity of tasks, analysis and solution of problems</p>	<ul style="list-style-type: none"> › Standardised and homogeneous tasks › Limited ability to analyse issues 	<ul style="list-style-type: none"> › Various tasks within a limited activity › Ability to analyse and proactively evaluate solutions is required 	<ul style="list-style-type: none"> › Various tasks in different fields of activity › Critical analysis of issues with solution-oriented recommendations is required 	<ul style="list-style-type: none"> › Diverse range of complex tasks › In-depth analysis and search for continued improvement requiring the evaluation of unusual problems
<p>Impact</p> <p>Impact on the performances</p> <p>Capacity of judgment required for decision taking</p>	<ul style="list-style-type: none"> › Limited impact on the performance of the department › Limited impact on the decision process 	<ul style="list-style-type: none"> › Direct but limited impact on the performance of the department › Advisory implication in the decision-taking process 	<ul style="list-style-type: none"> › Direct impact on the performance of the department › Participation in the decision-taking process (recommendations are expected) 	<ul style="list-style-type: none"> › Direct impact on the performance of the department / line of work › Active participation in the decision-taking process

Classification

OF FONCTIONS

Criteria	Level 1	Level 2	Level 3	Level 4
<p><i>Human relations</i></p> <p>Interdepartmental collaboration and relational capacities, client service</p>	<ul style="list-style-type: none"> › Collaboration with similar functions within the same department › Limited to an exchange of information › Little interaction with internal or external clients 	<ul style="list-style-type: none"> › Interaction with a restricted number of departments and internal contact with employees of the same level › Exchange of information mainly, reasoning › Adapting to the behaviour of different internal/ external contact persons and different situations 	<ul style="list-style-type: none"> › Interaction with several departments and contact at different levels on more complex subjects › Reasoning › Solution-oriented work for internal/ external clients 	<ul style="list-style-type: none"> › 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
<p><i>Team management, coordination and expertise</i></p> <p>Team leading, coordination and project management, level of expertise necessary for the function</p>	<ul style="list-style-type: none"> › Functional supervision (example: holiday planning) of a small group (example : 1 to 3 persons) › Or coordination of equivalent resources for short-term projects/tasks › Or puts his expertise at disposal by responding to questions of others in his field of work in order to resolve technical issues 	<ul style="list-style-type: none"> › Functional / organisational supervision (example: distribution of tasks) to a restricted number of persons (example : >3) › Or coordination of various resources for short-term projects/ tasks › Or 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. 	<ul style="list-style-type: none"> › Direct supervision of a small number of persons (example : <5) › Or coordination of various resources for mid-term complex projects/tasks › Or shows his capacity to understand and anticipate the implications of executed tasks and important evolutions in his field of expertise (supervision) 	<ul style="list-style-type: none"> › Direct supervision of a larger number of persons (example : >5) and/or role of coach › Or coordination of various resources strategic long-term projects/tasks › Or shows his capacity to understand the implications of executed tasks and important / strategic evolutions in his field of expertise

Examples

<i>Functions</i>	<i>Criteria</i>					<i>Results</i>	<i>Classifica- tion</i>
	<i>Knowledge</i>	<i>Complexity</i>	<i>Impact</i>	<i>Human Relations</i>	<i>Team Management, coordination and expertise</i>		
<i>Staff Services Agent</i>	1	1	1	2	0	5	<i>A</i>
<i>Transfert Agent</i>	2	2	2	3	1	10	<i>B</i>
<i>Training Supervisor</i>	3	3	3	2	2	13	<i>C</i>
<i>Financial Accounting Team leader</i>	4	3	4	3	4	18	<i>D</i>

An FAQ will be joined to the CBA in order to respond to potential questions by HR departments on the exercise of the classification of functions.

2

Remuneration

WHAT CHANGES ?

Remuneration

WHAT CHANGES ?

From 2019 on, the new remuneration system will be simpler and more modern:

The main driver for salary evolution will be **the acquisition, development and use of competencies**

An annual envelope of 1% will be granted and allocated to employees who have demonstrated new competencies

Introduction of an assumption of skill acquisition during the first eight years of entering into the financial sector up to a fixed threshold, **with a minimum of 1% per year**

Remuneration

WHAT CHANGES ?

The current seniority allowances will increase by EUR 5 (ind. 100), with the following amount being fully included in the monthly salary

<i>Year of engagement</i>	<i>Amount to be integrated (ind. 100)</i>
2015 and 2016	EUR 5
2014 and 2013	EUR 10
2012, 2011 and 2010	EUR 15
Before 2009	EUR 20

Increase of the start of scales (ind. 100)

as of 1 January 2020

<i>Groups</i>	<i>Start of scales</i>	<i>Threshold</i>
A	350	379
B	390	422
C	490	530
D	590	639

The start of scales will also be increased in 2019.

Remuneration

WHAT CHANGES ?

The elements of seniority and loyalty will be rewarded via a new single mechanism, called the loyalty bonus, which is expressed in % of the monthly salary:

<i>Years of service</i>	<i>% monthly salary</i>
2	20%
3	30%
4	40%
5	50%
6	60%
7	60%
8	65%
9	65%
10	70%
11	70%
12	75%
13	75%
14	80%
15	80%
16 years of service	85% (with a maximum of 6.000 EUR)

Grandfathering clause

This grandfathering clause ensures that the new loyalty bonus, for all employees, will be **at least the same amount as the conjunctural bonus paid in 2018.**

3

Organisation

OF WORKING TIME

Organisation

OF WORKING TIME

Reference period of 4 months



Introduction of an additional half day of leave

for employees as from the age of 45 years



All other advantages will stay in force

*for example the increase of 50% for overtime (law foresees 40%),
number of rest days, ...*

Organisation

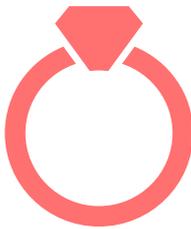
OF WORKING TIME

More favourable special leave days:



6 days

Marriage



3 days

Declaration of
partnership



5 days

Death of spouse



2 days

Marriage
of a child



1/2 day

Blood donors

4

Employability
& TRAINING



The continuous evolution of jobs in the banking sector puts a significant emphasis on employability and training criteria, which were at the centre of the CBA discussions. Accordingly, there is a consensus between the involved parties to increase the training budget to 1.5% as from 2019.

The new CBA grants the right to every employee to get an individual development plan as well as gain access to training offers discussed during the yearly evaluation between the employee and his manager.

The identified and validated training needs have to be assessed during the following year via the most appropriate way (traditional training, e-learning, mentoring, coaching, ...).

5

Well-being

The CBA puts a strong focus on the

prevention

of psycho social risks

The banking sector commits to implement, in collaboration with the staff delegation, improvement measures with regard to corporate social responsibility.

Well-being

Such as:

Promotion of well-being at the working place

(e.g. the installation of ergonomic offices, gym, jogging club, access to nursery schools close to the working place)

Part-time work

Flexible working time

in light of individual requirements of employees

Sabbatical year

Telework

Digital disconnection



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

*For more information,
please consult our website*

www.abbl.lu/CCT

where you will find explanatory films regarding the 5 themes.

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