



ASSOCIATION DES BANQUES ET BANQUIERS LUXEMBOURG



COLLECTIVE BARGAINING AGREEMENT

FOR BANK EMPLOYEES

2018 – 2020

This text is a translation of the French version.

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

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This agreement is hereby concluded between:

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

ABLV Bank Luxembourg S.A.
ABN AMRO Bank (Luxembourg) S.A.
Avanzia Bank S.A.
Agricultural Bank of China (Luxembourg) S.A.
Allfunds Bank International S.A.
Andbank Luxembourg
Banca March, S.A., Luxembourg Branch
Banca popolare dell'Emilia Romagna (Europe) International S.A.
Banco Bradesco Europa S.A.
Bank GPB International S.A.
Bank Julius Baer Europe S.A.
Bank of China (Luxembourg) S.A.
Bank of China Limited Luxembourg Branch
Bank of Communications (Luxembourg) S.A.
Bank of Communications Co., Limited Luxembourg Branch
Bankinter Luxembourg S.A.
Banque BCP S.A.
Banque Carnegie Luxembourg S.A.
Banque de Commerce et de Placements S.A., Luxembourg Branch
Banque de Luxembourg
Banque de Patrimoines Privés
Banque Degroof Petercam Luxembourg S.A.
Banque Hapoalim (Luxembourg) S.A.
Banque Hapoalim (Suisse) S.A., Succursale de Luxembourg
Banque Havilland S.A.
Banque Internationale à Luxembourg S.A.
Banque J. Safra Sarasin (Luxembourg) SA
Banque Puilaetco Dewaay Luxembourg S.A.
Banque Raiffeisen
Banque Transatlantique Luxembourg S.A.
BEMO Europe - Banque Privée
BGL BNP Paribas S.A.
BNP Paribas Securities Services, Luxembourg Branch
BNP Paribas, Luxembourg Branch

Bourse de Luxembourg
Brown Brothers Harriman (Luxembourg) S.C.A.
CA Indosuez Wealth (Europe)
CACEIS Bank Luxembourg Branch
Caixa Geral de Depósitos, Succursale de Luxembourg
Catella Bank S.A.
China Construction Bank (Europe) S.A.
China Construction Bank Corporation, Luxembourg Branch
China Everbright Bank (Europe) S.A.
China Everbright Bank Co. Ltd., Luxembourg Branch
China Merchants Bank Co., Ltd., Luxembourg Branch
Citco Bank Nederland N.V., Luxembourg Branch
Citibank Europe plc, Luxembourg Branch
Clearstream Banking
Commerzbank AG, Filiale Luxemburg
COMMERZBANK Finance & Covered Bond S.A.
Compagnie de Banque Privée Quilvest S.A.
Credem International (Lux) S.A.
Credit Suisse (Luxembourg) S.A.
Danske Bank International S.A.
DekaBank Deutsche Girozentrale Luxembourg S.A.
DekaBank Deutsche Girozentrale, Succursale de Luxembourg
Delen Private Bank Luxembourg S.A.
DEPFA Pfandbrief Bank International S.A.
Deutsche Bank Luxembourg S.A.
DNB Luxembourg S.A.
DZ PRIVATBANK S.A.
East-West United Bank S.A.
Edmond de Rothschild (Europe)
EFG Bank (Luxembourg) S.A.
Eurobank Private Bank Luxembourg S.A.
Fideuram Bank (Luxembourg) S.A.
Fortuna Banque s.c.
Freie Internationale Sparkasse S.A.
Hauck & Aufhäuser Fund Platforms S.A.
Hauck & Aufhäuser Privatbankiers AG, Niederlassung Luxemburg
HSBC Bank Plc, Luxembourg Branch
HSBC Private Bank (Luxembourg) S.A.
HSH Nordbank AG, Luxembourg Branch

HSH Nordbank Securities S.A.
Industrial and Commercial Bank of China (Europe) S.A.
ING Luxembourg
Internaxx Bank S.A.
Intesa Sanpaolo Bank Luxembourg S.A.
J.P. Morgan Bank Luxembourg S.A.
John Deere Bank S.A.
KBL European Private Bankers S.A.
Keytrade Bank Luxembourg S.A.
Landesbank Baden-Württemberg, Luxembourg Branch
Lombard Odier (Europe) S.A.
M.M.Warburg & CO Luxembourg S.A.
Mediobanca International (Luxembourg) S.A.
Mirabaud & Cie (Europe) S.A.
Mitsubishi UFJ Investor Services & Banking (Luxembourg) S.A.
Mizuho Trust & Banking (Luxembourg) S.A.
Natixis Bank
Nomura Bank (Luxembourg) S.A.
NORD/LB Luxembourg S.A. Covered Bond Bank
Nordea Bank S.A.
Northern Trust Global Services PLC, Luxembourg branch
Novo Banco S.A., Succursale de Luxembourg
PayPal (Europe) S.à r.l. et Cie, S.C.A.
Pictet & Cie (Europe) S.A.
Postbank Luxemburg - eine Niederlassung der DB Privat- und Firmenkundenbank AG
Rakuten Europe Bank S.A.
RBC Investor Services Bank S.A.
RCB Bank Ltd, Luxembourg Branch
RiverBank S.A.
Royal Bank of Scotland International Limited, Luxembourg Branch (The)
Skandinaviska Enskilda Banken S.A.
SMBC Nikko Bank (Luxembourg) S.A.
Société Générale Bank & Trust
Société Générale Capital Market Finance S.A.
Société Générale Financing and Distribution
State Street Bank Luxembourg S.C.A.
Sumitomo Mitsui Trust Bank (Luxembourg) S.A.
Svenska Handelsbanken AB (Publ), Luxembourg Branch
The Bank of New York Mellon (International) Ltd., Luxembourg Branch

The Bank of New York Mellon S.A./N.V., Luxembourg Branch

UBS EUROPE SE, Luxembourg Branch

UniCredit International Bank (Luxembourg) S.A.

UniCredit Luxembourg S.A.

Union Bancaire Privée (Europe) S.A.

VP Bank (Luxembourg) SA

Wüstenrot Bausparkasse AG, Niederlassung Luxemburg

represented by:

Mr Guy HOFFMANN
Chairman

duly empowered for this purpose,

party of the first part

and

2. The *Association Luxembourgeoise des Employés de Banque et Assurance* (ALEBA),

represented by:

Mr Gilles STEICHEN
Vice-President

duly empowered for this purpose,

and

3. The *Onofhängege Gewerkschaftsbond Lëtzebuerg* (OGB-L),

represented by:

Ms Véronique EISCHEN
Member of the *bureau exécutif* of the OGB-L

duly empowered for this purpose,

and

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

represented by:

Mr Patrick MICHELET
Secrétaire syndical

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 complement the relevant legal provisions in this respect.

In light of the changes occurred in the financial sector, the social partners have taken the opportunity to profoundly revise the fundamentals of the previous collective bargaining agreement. In order to gradually phase-in the new model, the parties have agreed to put in place a transitional period.

Based on the elements set out in the new collective bargaining agreement and in light of the specificities of a particular bank, the general management of said bank may also freely grant, together with the staff delegation, a more favourable practical application of the agreement.

All the annexes to this document form an integral part of the collective bargaining agreement.

Art. 2. - Area of application

The present agreement governs relations and general labour conditions between the members of the Luxembourg Bankers' Association listed above¹ and their employees employed on a permanent basis in the Grand Duchy of Luxembourg, with the exception of

- a) employees belonging to the senior categories referred to in Art. L. 162-8 of the Labour Code. For the purposes of this paragraph, the term "Senior Executives" refers to employees whose salary is significantly higher than that of the employees covered by the collective bargaining agreement or based on a different scale, given the time required to perform the duties if the salary is justified by a genuine and effective management authority or if the nature of the tasks completed includes a clearly defined authority, substantial independence for the purpose of the organisation of work and considerable freedom to determine working hours and, in particular, the absence of constraints governing working hours.
- b) persons benefitting from an apprenticeship contract, the status of which is governed by the first Title of the first Book of the Labour Code.

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 2018 to 31 December 2020.

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

¹ Belonging to Category A as defined by the internal regulation of the ABBL, together with the Bourse de Luxembourg

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

The agreement which has been terminated shall cease to be effective from the date of entry into force of a new agreement or from the time at which the failure of the negotiations is established by a report that conciliation was 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 on a temporary or permanent basis, shall be set out in writing.

The employment contract shall be drawn up in duplicate. The employer shall keep the first copy on record and the employee shall receive 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 or addition to this agreement.

If an employee switches work from one ABBL member bank to another ABBL member bank, the basic salary of the employee will remain the same, to the extent the employee is employed within the same function.

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 hardcopy),
- 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 chairman of the staff delegation, or his replacement, shall receive a list of the persons who have been recruited within seven days, indicating the departments to which they have been assigned and their type of contract (temporary contract, indefinite contract, interim work, internships with the exception of school-linked internships, part-time work).

Every employee recruited by a bank is required to pass 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 Art. L. 121-5 and L. 122-11 of the Labour Code.

Art. 6. - Termination of the employment contract

- 1) The 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.

- 2) In periods of restructuring or cessation of activity, the periods of notice shall be increased as per the following:

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

In periods of restructuring or cessation of activity, the severance allowance stipulated in Art. L. 124-7 of the Labour Code shall also be increased as per the following:

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 preserve the employability of an employee who has been made redundant for economic reasons, the employee is entitled to benefit, at his request, from an outplacement measure or from a training budget. A specialised provider shall take care of setting up the outplacement measure. The relevant employee is required to make his request for an outplacement measure or training budget allocation no later than one (1) month after the termination notification on the grounds of redundancy for economic reasons. The procedures and criteria for such allocation need to be set up between the employer and the staff delegation. If there is no staff delegation, the procedures and criteria for such allocation need to 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 of this agreement.

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

- 3) If any change occurs in the employer's legal situation, in particular by succession, sale, amalgamation, conversion of capital resources, conversion into company form, all the contracts of employment which are in force on the date of such change shall continue to run 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 the requirement to draft a new employment contract or a letter of transfer, to be signed by the relevant employees.

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 the sense of the provisions set out in Art. L. 121-7 of the Labour Code, unless the staff delegation has given its agreement.

- 4) By derogation from Art. L. 124-2 (1) first subparagraph of the Labour Code, the procedure for the preliminary interview shall apply to every employer who regularly employs not less than 100 persons.

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

This derogation in favour of the employees concerned cannot invalidate any other provision relating to the termination of the employment contract, nor in particular the provisions of Art. L. 121-6 (4) of the Labour Code stipulating that the presentation of the certificate of incapacity from work made after receipt of the letter inviting the person concerned to attend the preliminary interview in no way affects the validity of the dismissal procedure which has been opened.

Art. 7. - Disciplinary measures

A disciplinary measure can only be taken after a discussion with the relevant employee. Upon the employee's request, 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 a representative to the first discussion. In case 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 is considered 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 justification in writing. This justification is included as an official document in the employee's file. It may be drafted after consultation of the staff delegation.

Copies of the warning, the reprimand and the suspension shall be provided to the staff delegation.

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 said activity is compatible with the profession of a bank employee.

If the employee considers that 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 Commission

A Joint Commission is set up between the signatories of the collective agreement, including eight (8) members for the employers and eight (8) members for the trade unions. It shall examine issues within the profession as well as issues arising in relation to the practicalities of the collective bargaining agreement. It shall also define the objectives and procedures for collective bargaining agreements to be concluded in the future.

The Joint Commission shall further have a decision right in case of an employee contesting his function classification with his employer.

Art. 10. - Information to be submitted to the Staff Delegation

To enable the employees' representatives to verify correct application of this agreement, the staff delegation may obtain the following data:

1. Amount of the reference salary mass;
2. Overall envelope reserved for salary increases foreseen by the present agreement;
3. Number of employees being granted a salary increase;
4. Distribution of these employees with respect to the duty groups;
5. Number and percentage of employees not having received an increase for the last 3 years (except indexation);
6. Number and percentage of employees not having participated in training courses for the last 3 years.

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

These statistics must be supplied each year within 3 months of the date on which the payment is made.

The provision of figures is a purely internal exercise intended for the staff delegation alone (mixed committee for establishments employing 150 employees or more, staff delegation for the others) of the establishments concerned and the most stringent confidentiality must be respected.

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

Establishments falling within the scope of application of this agreement shall put in place an internal whistle blowing arrangement in compliance with the CSSF circulars (amended CSSF circular 12/552) and having regard to Art. L.271-1 et seq of the Labour Code. A guarantee is given that the whistle blower who reports suspicions in good faith shall suffer no adverse consequence of any kind whatsoever for having acted in this way while respecting the procedure laid down in the code adopted in the enterprise. However, an employee who makes a report in bad faith shall not benefit from this protection. A guarantee is given that the person who is accused will be protected, having due regard to the interests and rights of all the parties concerned.

Art. 12. - Security measures

All employees shall benefit from 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: digressive 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.

Chapter 1 – Classification

Art. 13. - The duty groups

A. Transitory provisions for the years 2018 and 2019

For the years 2018 and 2019, the staff covered by the present agreement is assigned to the 6 duty groups defined by the present agreement.

B. General provisions as from the year 2020

As of 1 January 2020, the employer shall implement, with respect to the relevant staff, the new functions classification method in line with the five (5) evolution criteria provided for the respective four (4) groups.

Five classification criteria

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.

- Level 1:
 - No academic background
 - And/or no previous experience
- Level 2:
 - Academic background (example: A level +2)
 - And/or first professional experience required (example: up to 2 years)
- Level 3:
 - Higher academic training (example: Bachelor)
 - And/or significant professional experience (example: up to 5 years)
- Level 4:
 - Higher academic training (example: Master)
 - And/or confirmed professional experience (example: minimum 5 years)

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.

- Level 1:
 - Standardised and homogeneous tasks
 - Limited ability to analyse issues

- Level 2:
 - Various tasks within a limited activity
 - Ability to analyse and proactively evaluate solutions is required
- Level 3:
 - Various tasks in different fields of activity
 - Critical analysis of issues with solution-oriented recommendations is required
- Level 4:
 - Diverse range of complex tasks
 - In-depth analysis and search for continued improvement requiring the evaluation of unusual problems

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.

- Level 1:
 - Limited impact on the performance of the department
 - Limited impact on the decision process
- Level 2:
 - Direct but limited impact on the performance of the department
 - Advisory implication in the decision-taking process
- Level 3:
 - Direct impact on the performance of the department
 - Participation in the decision-taking process (recommendations are expected)
- Level 4:
 - Direct impact on the performance of the department / line of work
 - Active participation in the decision-taking process

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.

- Level 1:
 - Collaboration with similar functions within the same department
 - Limited to an exchange of information
 - Little interaction with internal or external clients
- Level 2:
 - 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
- Level 3:
- Interaction with several departments and contact at different levels on more complex subjects
 - Reasoning
 - Solution-oriented work for internal/external clients
- Level 4:
- Interaction with numerous departments on complex and unusual subjects
 - Negotiation, ability to influence and convince
 - In-depth knowledge of the needs of internal/external clients and/or development of networking

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.

- Level 1:
- 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
 - Provision of expertise by responding to questions in his field of work in order to resolve technical issues
- Level 2:
- 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
 - 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
- Level 3:
- 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)

- Level 4:
- 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

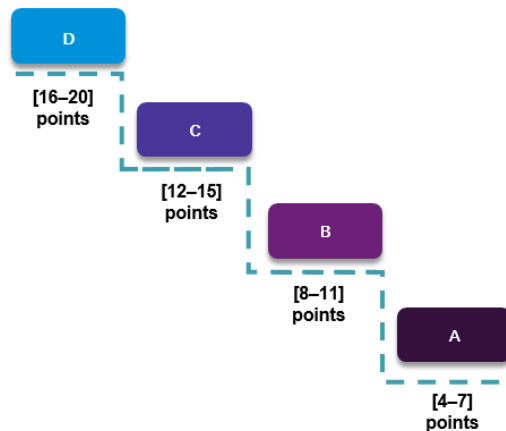
Classification of functions

As of 2020, each function will be classified taking into account five (5) evolution criteria.

This classification will focus on five (5) evolution criteria, which will in turn be ranked in four (4) levels with specific points being allocated to each level. Only the overall sum of points for the five (5) criteria will define 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) groups of function.



The main component of salary evolution is the acquisition, the development and the use of skills, either by way of furthering the proficiency of the current function or by progressing towards new roles and responsibilities.

The progression will be evaluated as part of the annual performance assessment process set up and designed internally by each institution.

It is assumed that employees in the financial sector acquire a skillset within the first eight (8) years of their career up to one (1) % per year up until the threshold of their functional group. This skill-acquisition assumption is included in the percentage of the global envelope.

Employees hired in 2018 and in 2019 take advantage of the same conditions as set out in the preceding paragraph in relation to the skill-acquisition assumption.

Chapter 2 – Remuneration

Art. 14. - The remuneration system

A. General provisions

The provisions on remuneration set out hereafter shall apply prorata of the working time.

B. Year 2018

1. 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 stated herein.

The basic salary does not include any seniority allowance, any conjunctural allowance and/or any training allowance.

The basic salary, as defined above, is the basis of calculation for the 13th month allowance as well as for the remuneration for overtime hours.

The calculation of the reference salary mass is made on the basis of an employee's salary in December of the relevant year if the employee is still in service on 1 January of the following year.

The reference salary mass is calculated by adding to the sum of all employees' basic salaries one 13th of the non-recurring merit allowances which may have been paid in the previous year to employees who have reached or passed the second threshold.

2. Start of scale, threshold 1 and threshold 2

Each of the below groups correspond to a guaranteed minimum reference salary for full-time work.

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

Salary scale for 2018

Groups	Start of scale	Threshold 1	Threshold 2
I	317.89	460.64	475.88
II	336.70	479.45	509.54
III	374.09	516.40	579.93
IV	441.02	567.51	658.98
V	533.64	660.14	762.01
VI	573.70	700.20	814.55

On 1 January 2018, the seniority steps, the guarantee linked to seniority and the seniority allowance have been applied in accordance with the provisions of the former collective bargaining agreement.

3. Conjunctural bonus

A conjunctural bonus has been paid along with the salary for June 2018, at the latest in July 2018, based on the following scale:

Year of recruitment	Duty group					
	I	II	III	IV	V	VI
2017	136	164	191	219	246	273
2016	546	628	778	997	1'310	1'473
2015	955	1'091	1'364	1'773	2'373	2'673
2014	1'091	1'228	1'500	1'910	2'509	2'809
2013	1'364	1'500	1'773	2'182	2'782	3'082
2009-2012	1'910	2'182	2'455	2'782	3'191	3'600
2004-2008	2'319	2'591	2'863	3'191	3'600	4'010
1999-2003	2'727	3'000	3'273	3'600	4'010	4'418
Before 1999	3'136	3'409	3'682	4'010	4'418	4'827

This bonus is payable to employees employed on 15 June 2018 and whose employment contracts are not subject to a notice of termination on that date.

Employees are paid prorata to their working time during a reference period extending from 1 June 2017 to 31 May 2018.

The maternity leave is treated as a period of effective work.

C. Year 2019

1. Basic salary and reference salary mass

On 1 January 2019, the seniority allowances are fully merged with the monthly basic salary of 31 December 2018 as per the following scale:

Year of recruitment	Amount to be included (ind. 100)
2015 and 2016	5 EUR
2014 and 2013	10 EUR
2012, 2011 and 2010	15 EUR
2009 and before	20 EUR

For employees benefitting from a seniority allowance that is higher than foreseen for their year of recruitment, the merger into the basic salary will include the total amount paid out in December 2018.

The basic salary does not include any loyalty bonus and/or any training allowances.

The basic salary, as defined above, is the basis of calculation for the 13th month allowance and for any overtime hours payments.

For 2019, the calculation of the reference salary mass will exceptionally be made on the basis of the employees' remunerations of January 2019.

2. Salary scale for the year 2019

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

The figures stated below correspond to the basic monthly salary expressed in EUR at index 100:

Groups	Start of scale
I	323
II	342
III	381
IV	446
V	540
VI	580

3. **Salary increases**

- The acquisition, the development and the use of skills will benefit from an overall envelope of 1% of the reference salary mass as at 1 January 2019.
- The amount of salary increases through the acquisition, the development and the use of skills cannot be less than EUR 5 (index 100).

4. **Loyalty bonus for the groups I to VI**

As of 2019, employees with a specified amount of years of service are granted a so-called loyalty bonus, rewarding their fidelity and loyalty based on seniority criteria. The loyalty bonus is paid out as an annual payment and is calculated on the basis of the seniority. It is presented in a percentage of the basic salary, as per the following:

Years of service	% basic salary
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 or more	85%

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

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

The maternity leave is treated as a period of effective work.

The maximum bonus amount is limited to 755 EUR (ind.100). Employees, whose 2018 conjunctural bonus is higher than the theoretical amount of the loyalty bonus for the current year will benefit from the higher amount.

D. Year 2020

1. Basic salary in 2020

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

The basic salary is exclusive of the loyalty bonus and the training allowance.

The basic salary as defined above constitutes the basis of calculation for the 13th month allowance and for overtime hours payments.

The calculation of the reference salary mass is made on the basis of the salary of the employees in December of the relevant year for employees still employed on 1 January of the following year.

The reference salary mass is the sum of all the basic salary of employees covered by the present agreement.

2. Salary scale for the year 2020

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

Groups	Start of scale	Threshold
A	350	379
B	390	422
C	490	530
D	590	639

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

Any salary increase in relation to a change in group cannot be less than EUR 10 (index 100).

3. Salary increases

Employees benefit from an overall envelope of 1% of the reference salary mass of 31 December 2019 rewarding the acquisition, the development and the use of skills.

Any salary increase in relation to the acquisition, the development and the use of skills cannot be less than EUR 5 (index 100).

4. Loyalty bonus for the groups A to D

A loyalty bonus is paid in accordance with the foregoing provisions set out in section 14. C. 4 above.

Art. 15. - "13th month" allowance

At the end of the year, the employee shall be entitled to the payment of a "13th month" allowance in an amount equal to the basic salary plus, if the case may be, the seniority allowance payable by the employer to the employee for the month of December.

If the employee is recruited in the course of the year, he shall receive at the end of the year a 13th month allowance on a pro rata basis to the months of work performed since his recruitment.

If the contract (on a trial basis, for an indefinite or fixed period) is terminated by the employee or by the employer, the employee shall receive with his final salary the 13th month allowance on a pro rata basis to the number of months worked during the year.

Chapter 3 – Organisation of working time

Art. 16. - Working hours

Without prejudice to the provisions of the present agreement, working hours are governed by Book II. – Regulation and work conditions, First Title – 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 be extended to nine (9) hours per day, if the total working hours do not exceed the weekly working hours applied in a specific institution.

The term "working hours" refers to the duration during which the employee is at full disposal of his/her employer.

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

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

Art. 17. - 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 can be extended to a maximum of 4 months.

An employer's decision in favour of a flexitime system as well as its modalities, content and schedule, including any modifications thereto, has to be taken in agreement with the staff delegation or, if there is no staff delegation, the relevant employees.

A transitional period of a maximum of six (6) months may be internally discussed in regard of the former flexitime provisions.

For legal reference periods with a duration not exceeding one (1) month, the internal regulations on flexitime may set a maximum number of working hours in surplus which can be transferred to the following reference period.

The purpose of flexitime is to allow an employee to determine, on a daily and independent basis, the duration and schedule of his/her working hours, in accordance with the relevant legal provisions as well as the rules set up by the present agreement. This determination needs to take into account clients' needs, the constraints applicable to the good operation of services, and the general smooth functioning of the employer.

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

The organisation of this compensation is designed as far as possible to reduce surpluses and deficits of working hours to zero at the end of the reference period.

Compensation shall in principle be determined according to the wishes of the employee in so far as that is compatible with the needs of the service and the justified wishes of other employees of the company. Any refusal must be duly justified.

The number of debit hours to be carried forward to the next reference period and the relevant procedure shall be established within each company by the regulation on flexible working time.

Working hour debits shall be offset by imputation against rest days.

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

Art. 18. - Overtime work

Work on Sundays and on public holidays

Night work

Work on Saturdays

I. Travail supplémentaire

A. *Definition*

The performance of any overtime work shall be conditional on the authorisations and procedures laid down in the internal and the statutory provisions.

B. Remuneration of overtime work

a) Definition of the 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, augmented by the seniority allowance and one-twelfth of the 13th month, by the flat-rate figure of 173.

b) Salary increase in case of overtime work

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

c) Overtime – statutory and/or agreed payments

Payment for overtime shall be made as follows:

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

This specific imputation 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 at age 50;
- enrolment for retraining.

In case of daily work superior to 10 hours or weekly work superior to 48 hours, within the limits stipulated in Art. L. 211-5 et seq of the Labour Code (case of force majeure or unpredictable 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 case of overtime at the end of the reference period hours overtime hours which are paid shall be settled together with the salary of the month following the statement drawn up at the end of the reference period.

II. Work on Sundays

A. Principle

All work on Sundays 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 normal salary plus 70%.

C. Compensation

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

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

III. Work 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

Ascension Day

Whit Monday

The National Holiday

Assumption

All Saints' Day

Christmas Day

St Stephen's Day

b) Bank holidays

In addition to the statutory holidays, the banks will also be closed on the following days which are regarded as bank holidays:

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

The calendar of bank holidays is updated every year.

B. Remuneration

a) Statutory public holiday

In respect of each hour worked on a statutory public holiday, the employee shall be entitled to his normal hourly salary (100%) as defined in article 18. I. B. a) of the present agreement, to which is added remuneration for hours effectively worked (100%) plus 100%, i.e. his normal salary increased by 200%.

Work performed on a statutory public holiday which falls on a Sunday is paid at the rates stipulated in the current statutory provisions.

b) Bank holiday

In respect to hours worked on a bank holiday, they shall be treated in the same way as those worked on a Sunday; in addition to the increase of 70%, an employee having worked on a bank holiday is entitled to one compensatory day off.

C. Information to the staff delegation

The staff delegation shall be informed in advance of each hour to be worked on a statutory public holiday.

IV. Night work

A. Definition

Is regarded as night work each hour worked between 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 normal hourly salary as defined above, plus 30%.

V. Saturday work

In cases where, for reasons of work organisation, the bank employee is asked by his 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 used 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 hours week spread over 5 working days. However, rights legally acquired at the time of entry into force of this agreement shall not be called into question.

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 immediately benefit, i.e. at the latest together with the salary for the month following that in which work was performed on a Saturday, from the payment for the hours worked 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 work is performed on Saturday at the express request of the employer.

VI. Cumulative payment for overtime work, work on Sundays and public holidays and night work²

Table of increases

	normal hourly salary	increase	accumulation
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 a Sunday and public holiday, shall be paid on a cumulative basis.

Explanatory tables can be found in annex 2.

Art. 19. - Standby service

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

Art. 20. - Annual leave

All employees shall be entitled to paid recreational leave in conformity with the provisions of the Labour Code (Art. L. 233-1 – Art. L. 233-20 and Art. L. 251-1 – Art. L. 254-1).

² by way of example and on the basis of a 50% increase

Duration of the annual leave:

- 25 days for employees aged less than 45 years;
- 25.5 days for employees aged between 45 and 49 years (application: year in which birthday occurs);
- 27.5 days for employees aged between 50 and 54 years (application: year in which birthday occurs);
- 28.5 days for employees aged between 55 years or more (application: year in which birthday occurs).

Employees who can justify that their professional career dates back for 25 years will benefit from an extra day of leave (26 days) on presentation of supporting documents.

This day's leave cannot be accumulated with the days of age-related leave.

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 imperative reasons of service, the employer would cover the costs accruing to 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, would be entitled to these leave days from his new employer, provided that both employers concerned are bound by the present collective agreement.

The period of maternity leave is treated as a period of effective work giving entitlement to annual leave.

Art. 21. - Rest days

Employees are entitled to 8.5 rest days per year.

Procedure for application:

- For reasons of organisation of work in the bank, a rest day may be fixed collectively for the entire sector after consulting the Joint Commission established in Article 9 of this agreement.
- In that case, it 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 this day of collective rest.
- If, as a result of needs of the service, some employees are unable to benefit from this free day on the stipulated date, they shall be entitled to a compensatory rest day.
- The rest day or days which are taken individually by employees shall be so taken in periods of slack activity.
- The rest days shall be imputed 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. The leave days fixed collectively by the bank must be notified to the employees at the latest during the first quarter of the year.

Art. 22. - Special leave

An employee who is obliged to leave his work fully remunerated for personal reasons shall be entitled to the following special leave:

- 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 of 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 relative of the first degree 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 the spouse or partner or a legitimate, natural or adopted child;
- 5) two days for each parent in case of marriage of a child;
- 6) six days on the occasion of the marriage of the employee;
- 7) three days on the occasion of the declaration of partnership of the employee;
- 8) two days in case of house moving for a period of three (3) years of employment with the same employer, except if the employee has to move for professional reasons;
- 9) ten days for the father in case of birth of a child;
- 10) ten days in case of welcoming a child of less than sixteen (16) years with a view to facilitate his/her adoption, except if the employee has already taken advantage of the leave of absence;
- 11) an end-of-life care leave according to the provisions of Art. L. 234-65 et seq 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 has worked.

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

Art. 23. - 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 personnel delegation and the management for the members of the staff delegation, pursuant to the provisions set out in article 30. III. 6. of the present agreement.

Art. 24. - Compassionate leave

In strictly justified social cases, and in the event of sickness or accident affecting a close member of the family of an employee, compassionate leave may be granted.

The conditions for compassionate leave will be settled within each banking institute.

Art. 25. - Leave for family reasons

The employee is 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. - 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 expense.

However, the following tolerances are allowed:

- visits to authorities and similar institutes 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, various analyses and post-operational care.

The staff delegation may verify application of these rules.

Chapter IV – Employability and Training

The term “employability” refers to the set of abilities, skills, knowledge, experience and personal attributes of an employee, which together confirm his professional position internally and/or externally. The employability determines an employee’s chances of success, evolution and protection throughout his professional career.

The term “training” refers to the set of means implemented by the employer and specialised training institutions which allow an employee to develop the knowledge and skills required for the current and future needs of the employer as well as ensure a successful career and employability internally and in the banking sector.

Ongoing professional training and employability constitute a responsibility for both the employer and the employee.

Art. 27. – Training budget

The employer allocates a training and employability budget of 1% in 2018 and 1.5% in 2019 as well as 2020, based on the reference salary mass. This budget should be used for training purposes of the employee.

Art. 28. – General principle

The employability and training program intends to sustain and keep up-to-date an employee’s current knowledge and skillset. It further is designed to assist employees in acquiring new skills, whether in relation to their activity, the developments in an employee’s field of activity or the career evolution of the employee.

This program further includes training not only in relation to internal job switching (at the request of the employee or at the proposal of the employer), but also to external job switching where the current job of an employee is subject to significant evolutions or at risk.

Art. 29. - Analysis of training needs

Analysing the training needs is a shared responsibility between the employee and the employer. The relevant approach to such analysis is however a matter for the employer and may vary from one institution to another. The employee and the immediate hierarchical superior should discuss and define, at least annually, the training needs. Based on this discussion, they should set up together a plan for personal development. For such purpose, the institution should maintain an overview of the employee’s professional skills. The elaboration of the corporate training program is set up by mutual agreement between the employer and the staff delegation for institutions with at least 150 employees and in consultation with the staff delegation for institutions with less than 150 employees.

If the analysis identifies training needs in relation to the employee's current field of activity, the relevant training needs to be at least initiated before the next assessment.

Art. 30. - Access to training

Individual training for different types of skills can be offered if there is a mutual agreement between the employee and the employer.

The employer has the right to confirm any justified training request.

There are two (2) types of training depending on the goal of the training:

- onboarding training, and
- employability and skill development program.

These trainings can be implemented through the following means:

- introductory tutoring for practical and technological aspects of a function,
- on-the-job training programs and team briefings for both new and existing employees, where they are requested to perform new duties,
- coaching and mentoring programs providing a new employee with professional advice and support by the direct hierarchical superiors and supervisors,
- specific training courses developed either by internal or external experts and/or trainers in light of specific business needs and tailor-made for the employees,
- internal trainings / internships in different departments of the institution,
- e-learning courses,
- distance training or teaching courses, and
- any other public training programs (certifying or not) by specialised training institutes.

For each type of training, the employer needs to ensure a high level of quality of trainers and content.

I. Onboarding training

Each new employee should be offered an onboarding program.

This program should be presented as a modular training program which can be adapted to the individual needs of an employee, in light of the skills and experience of the employee. The duration of the program may hence vary from one employee to another, but may in no case be shorter than 48 hours which should cover the minimum reference technical base for complete integration as further described hereafter. As such the integral onboarding training should include:

- introduction to the banking sector and the financial environment as well as basic regulatory obligations,

- function-specific training, and
- knowledge of the institution and its internal procedures and processes.

Each new employee benefits from an individual specific training program ensured at all stages by the employer.

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

II. Employability and skill development training program

a. Ongoing training

The goal of ongoing training is to ensure the employability of the employee, by way of acquiring knowledge and sustaining current skills in relation to the function and the career evolution.

Each employee has a right of access to the training offer as defined in the foregoing paragraph.

1. Training bonus:

The employee shall be granted a bonus amounting to the gross amount of EUR 250 (not index-linked) per 60 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 take over the enrolment costs if the employee completes the course successfully.

3. Cost charge:

If the employee fails the examination despite having attended the course, the cost for the course shall be split between the employer and the employee (50% each).

If the employee fails the examination after not having attended the course, the cost for the course shall be entirely taken over by the employee (against the 13th month allowance).

4. Training leave:

The employee has the possibility to benefit from a training leave for all training courses requiring a final examination as per the following:

½ day leave if the length of this 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 the training measures ensuring the employability of a particular employee both within the company as well within the banking sector. This is of particular relevant for employees covered by the collective bargaining agreement, the function of which be subject to significant changes or risk to be abolished.

1. The training objective

The general purpose of retraining is to ensure the long-term employability of staff whose tasks are at risk with regard to technological progress and the resulting working methods. The retraining should enable employees to redefine their career path within the institution and 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 the language skills as well as his general skills and specific professional knowledge. The employer may decide to grant an employee an exemption for part or all of the assessments.

The assessment results are personal to the employee and cannot be disclosed to the employer until final confirmation by the employee of 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, which will enable the employee to take advantage of a tailor-made training taking into account, in particular, the individual level of knowledge of the employee. The content of the training plan should be as large as possible for purposes of a general training. The training itself should start as early possible while taking into account the good 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, such as language courses.

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

4. Skills diagnosis

The diagnosis regarding the skills in the financial sector are either organised 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.

Other tools or specialists may be taken into consideration to complete the skills diagnosis, notably in relation to the potential of new staff.

5. Implications for the merit assessment system

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

III. General provisions

1. Training budget

Institutions subject to the collective bargaining agreement for bank employees undertake to invest an annual budget equivalent to at least 1% in 2018 and to at least 1,5% in 2019 and in 2020 of the reference salary mass. The amounts taken into account in the budget are the eligible expenses, in light of the relevant legal provisions.

2. Training outside working hours

Any training is in principle provided during working hours. If, exceptionally, the training takes place outside working hours, reference must be made to the provisions of Art. L. 542-10 *et seq.* of the Labour Code.

3. Training partners

For each type of training, the employer may contact any appropriate partner.

4. Appeal

In cases where a training request has been refused, the employee may appeal the refusal to an internal appeal body, which may be any of the following:

- the person in charge of human resources management; or
- the direct hierarchical superior;

The employee may be assisted if he so wishes, by a member of the staff delegation, or in the absence of such a delegation, by another member of staff of the relevant institution.

The final decision shall rest with the employer.

5. *Informing and consulting the staff delegation*

In accordance with article L. 414-9 of the Luxembourg Labour Code, the employer needs to take any decisions regarding collective ongoing professional training or actions in mutual agreement with the staff delegation, where the institution has at least 150 employees. This is without prejudice to any other relevant legal provisions or contractual agreements.

6. 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 based on Article L 415-10 of the Labour Code. Delegates may now not only take part 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 trainings 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/Formateur/e97195af-498f-40e6-8e74-86ffdde7af51/fr>
- HOT: <https://www.houseoftraining.lu/>
- ALEBA: <http://www.aleba.lu/>
- OGB-L: <http://www.ogbl.lu/>
- LCGB: <http://lcgb.lu/fr>

Chapter V – Well-being

Art. 31. - Work at a visual display screen

Work without natural light

I. 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 assigned to duties which are confined to data inputting and/or encoding at a visual display screen shall be:

- a) entitled to undergo an eye test once a year at no cost to the employee;
- b) allowed 15 minutes rest for each continuous period of four hours' work at the screen.

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

- 1) The 15 minutes rest must be taken during the 3rd 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.
- 2) In 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.
- 3) During the break, employees may not leave the bank: the employee shall not disturb the work of other colleagues in the same department or in other departments.

II. Work without natural light

Employees working in an office without natural light, benefit from a weekly reduction of the working time of one hour. From the age of 50, the weekly reduction of the working time is 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 performed by the employee's general practitioner and a doctor from the ASTF.

Art. 32. - Equality of remuneration

The present agreement ensures compliance with the principle of equal opportunities for men and women in respect of access to occupational training and promotion and of working conditions and salary.

The banks shall, where appropriate, give access to further training measures for employees who have been absent because of an interruption of their career; the purpose of this training is to equip them to perform their duties. 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, within the meaning of the provisions of Art. L. 162-12 of the Labour Code, shall be drawn up at the level of the banks after consultation of the Works Committees or in their absence the staff delegations.

Art. 33. - Declaration of principle concerning sexual and moral harassment

The Banks undertake not to tolerate within their business sexual harassment as defined by Art. L. 245-1 et seq of the Labour Code. They shall make sure that every employee has a work place 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 ASTF has put in place a suitable counselling structure to assist the victims of sexual or moral harassment. Disciplinary sanctions to be taken in the event of any case of sexual harassment will be determined within each banking establishment.

The agreement transposing the convention of 25 June 2009 on harassment and violence at the workplace in the banking sector reads as follows:

Sectoral Agreement on Moral Harassment

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 lack 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, 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 33 which stipulates that *“the banks undertake not to tolerate within their business sexual harassment as defined by Articles L245-1 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 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 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, these conditions have 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 concerned 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 person 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 Occupational 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 33 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 2nd 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, 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 counselling unit at the ASTF 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 enterprise 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 psycho-social 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.

Art. 34. - Psychosocial risks

The social partners commit to prevent psychosocial risks (in coordination with the ASTF) and to substantiate this prevention measures at the level of the Joint Commission.

Art. 35. - Corporate social responsibility

The institutions, in collaboration with the staff delegation, commit to improve any corporate social responsibility measures, including:

- set-up good governance guidelines for return from absence of long duration,
- a priority rehiring procedure for the uncommon cases in which an employee who is legally terminated for 52 weeks of sickness leave becomes apt again within 6 months of the termination,
- encouraging coherent measures combatting any forms of discrimination at work, whether in respect of gender-related remuneration or career gaps,
- promotion of well-being at work (e.g. ergonomical offices, sports, day nurseries at work, footing clubs, etc.),
- measures in favour of work-life balance (e.g. partial working time, flexitime, sabbaticals, etc.), a right to digital disconnection,
- improvement and supervision of working conditions (health and security at work),
- promotion of diversity by integrating different groups (nationalities, age, gender, minorities, handicap),
- investments in the ongoing training and qualification of the staff,
- taking into consideration of the individual needs of the employees (e.g. career plan, support with regard to work requirements, motivation in light of the employee's personality, etc.),
- motivating employees with regard to innovating work models (e.g. teleworking, etc.)

Art. 36. - Agreement on the time savings account (TSA)

At the request of the staff delegations, the banks are required, within a time limit of 30 days, to open negotiations on the creation of a time savings account (TSA) enabling employees to build up hours in agreement with their employer within the statutory and agreed limits in order to take leave at a later date. The staff delegations must attach a draft agreement to their request on the points to be negotiated. If the employer declines to open negotiations, the staff delegations may refer the matter to the Joint Commission.

If the TSA is set up, a number of general principles must be respected i.e.:

- The TSA is kept in hours;
- The employee does not need to state a reason to use the hours which he has saved;
- The employee must notify his request at least 4 months before the start of the leave for which he has applied;
- The employer is required to take a decision on the application for leave within a time limit of one month;
- The employer must grant the TSA leave. However, he may decline the leave on the requested date and ask for it to be postponed for the following reasons and under the following conditions:
 - Where a significant proportion of the employees of a particular department or business apply for TSA leave simultaneously with other long periods of leave, notably maternity leave, parental leave, extended sickness as a result of which the organisation of work would be seriously disturbed;
 - Where a substitute for the person who is on leave cannot be arranged because of the specific nature of the work done by the applicant;
 - Where the business regularly employs less than 15 people covered by an employment contract.
- If the leave is postponed, the employer must propose to the employee within one month a new date for the leave which shall not be more than two months after the date on which the requested leave was due to begin, except where expressly requested by the employee. In that case, the request by the employee can no longer be refused. For a company employing less than 15 persons, the postponement period of two months shall be increased to six months.
 - Postponement is no longer possible after the employer has given his agreement or in the event of failure to reply within four weeks.
- In principle, all leave which has been saved up must be taken during the employment relationship. If, for reasons beyond the control of the employee, he has been unable to take the saved-up leave, he shall be entitled to compensatory payment instead of such leave.

The specific measures for implementation of the TSA may be the subject of an agreement reached between the management and the staff delegation. These measures are as follows:

- Ways in which the TSA can be built up: subject to the provisions to Art. 17 and Art. 20 of the present agreement, the time savings account may in particular be built up using rest days, non-statutory leave (days of additional leave for employees above the age of 50), overtime etc.
- The circle of beneficiaries.
- The minimum and maximum limits for saved hours.
- The minimum and maximum period during which the saved hours must be used up.
- The liquidation of the TSA in all circumstances not covered by the general principles.

Drawn up and signed in five copies in Luxembourg on 12 July 2018, each party to retain one original and one original being addressed to the Labour and Mines Inspectorate (Inspection du Travail et des Mines).

Association des Banques
et Banquiers Luxembourg
ABBL

Association Luxembourgeoise des
Employés de Banque et Assurance
ALEBA

Onofhängege
Gewerkschaftsbond
Lëtzebuerg
OGB-L

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:

Duration of trial period	Period of advance notice (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

period of notice	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

period of notice	years of service
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

monthly payments	years of service
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 for increases

Example I

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

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

Example II

An hour of overtime worked at night on a public holiday is payable as follows:

Normal hour	100%
Supplement for work on a statutory public holiday	200%
Supplement for overtime work	50%
Supplement for night work	30%
I.e. a rate of	380%
Or an increase of	280%

Appendix 3

Duty groups

The classification within the groups will be based on the general criteria set out below:

Group I

Duties involving the performance of simple and repetitive tasks:

- governed by rules, instructions, working methods and procedures which have been clearly established;
- subject to direct verifications.

These duties generally require:

- abilities of precision, order and method.

Examples of duties in group I:

Mail clerk	Miscellaneous
Data keyboard operator	Transferable securities
Data keyboard operator	Management-Cash
Security guard	Miscellaneous
Dispatch clerk	Miscellaneous
Assistant accountant	Management
Filing clerk	Miscellaneous
Director's driver	Miscellaneous
Typist	Transferable securities
Administrative clerk/data keyboard operator	Management-cash
Stock manager	Miscellaneous
Safe deposit supervisor	Branches
Mail distributor	Miscellaneous

Group II

Duties involving the performance of simple, administrative or technical tasks:

- governed by rules, instructions, working methods and procedures which have been clearly established;
- subject to direct verifications.

These duties generally require:

- the ability to make suggestions for improvements based on existing techniques;
- abilities of precision, order and method;
- some ability to handle different tasks within the unit;
- a good sense of customer service;
- simple and occasional use of foreign languages.

Examples of duties in group II:

Clerical officer	Management-Cash
Clerical officer	Transferable securities
Clerical officer - credits	National and international credits
Clerical officer - documentary credits	National and international credits
Clerical officer – companies / investment funds Operator	Investment funds, holding companies
Data input - supervisor	EDP and organisation
Employee in general services department	Management -cash
Technical employee	Miscellaneous
Clerical assistant	Corporate and institutional customers
Clerical assistant - private banking	Private banking
Assistant management employee	Investment funds, holding companies
Cashier	Branches
Keeper	Transferable securities
Clerical employee - validator - skilled operator	Management - cash

Clerical employee - nostro business	Management - cash
Polyvalent clerical employee	Branches
TELECOM employee: operator	Miscellaneous
Telegraphic keys manager	Miscellaneous
Payment media manager	Miscellaneous
Printer	Miscellaneous
Maître d'hôtel	Miscellaneous
Certificate handler	Transferable securities
Applications preparer	EDP and organisation
Secretary	Transferable securities

Group III

Duties involving the management of qualified daily or assistance tasks relating to the performance of administrative and technical work or commercial tasks:

- governed by rules, instructions, working methods and procedures which have been clearly established;
- subject to periodical verifications;
- contributing indirectly to the performance of the field of activity.

These duties generally require:

- qualified, theoretical knowledge or confirmed experience;
- good relational behaviour;
- commercial abilities;
- good practice of the procedures used;
- technical understanding of the field of activity;
- a degree of initiative, autonomy and creativity;
- use of foreign languages.

Examples of duties in group III:

Deputy section head	Transferable securities
Operations manager	EDP and organisation
Payroll officer	Management
Depositary bank officer	Investment funds, holding companies
Transfer officer, register	Investment funds, holding companies
Assistant organizer	EDP and organisation
Accountant	Investment funds, holding companies
Accountant	Management
Controller	Transferable securities
"Reception" employee	Miscellaneous
Commercial employee	Branches
TELECOM employee: network manager	Miscellaneous
Documentary credits manager	National and international credits
Purchasing manager	Miscellaneous
Successions manager	Management
Disputes manager	Management
Advertising manager	Miscellaneous
Junior dealer	Markets
Junior trader	Markets
Group head	Transferable securities
Section head - Transfers	Management - Cash
Management secretary	Miscellaneous
Account keeper	Transferable securities

Group IV

Duties including responsibility for the management of a commercial, technical or administrative activity and/or supervision of a small group of staff:

- governed by general procedures;
- subject to occasional verifications;
- contributing to performance of the activity.

These duties generally require:

- qualified theoretical knowledge and/or confirmed experience;
- relational skills;
- a good ability to analyse and select the appropriate option;
- the ability to take initiatives and decisions in compliance with the set procedures and targets;
- organizing ability;
- well-developed commercial abilities;
- routine use of foreign languages.

Examples of duties in group IV:

Account manager (agent)	Investment fund, holding company
Junior Account Officer	Corporate and institutional customers
Assistant manager	Branches
EDP analyst	EDP and organisation
Public relations assistant or officer	Miscellaneous
Security officer	Management
Tax specialist (agent)	Management
Credit manager	National and international credits
Eurobank computer specialist	EDP and organisation
Programmer	EDP and organisation
Systems programmer	EDP and organisation
Group head	Branches
Head of credit management group or section	National and international credits

Head of accounting group or section	Management
Head of companies / investment fund management section	Investment funds, holding companies
Section head	Investment funds, holding companies
Section head	Management-cash
Section head - depository bank	Investment funds, holding companies
Head of accountancy section	Investment funds, holding companies
Section head	Transferable securities
Section head, transfer / register	Investment funds, holding companies
Section head, account management	Management-cash
Syndication officer	Markets

Group V

Duties including responsibility for advice, management of a commercial, technical or administrative activity and/or supervision of a team:

- governed by general procedures;
- subject to verification from time to time;
- making a significant contribution to performance of the activity.

These duties generally require:

- highly qualified theoretical knowledge and/or confirmed professional experience;
- good relational skills;
- high analytical ability;
- a degree of initiative and creativity;
- the ability to take decisions and report on them;
- proven commercial abilities;
- the ability to listen and communicate;
- the ability to manage a fixed budget;
- setting and achieving the objectives of the team;

- supervisory abilities;
- routine use of foreign languages.

Examples of duties in group V:

Account officer	Corporate and institutional customers
Analyst - market studies	Miscellaneous
Financial analyst private banking	Private banking
Systems analyst	EDP and organisation
Analyst-organizer	EDP and organisation
Internal auditor	Management
Tax studies specialist	Management
Legal studies specialist	Management
Communications officer	Miscellaneous
Quality control officer	Miscellaneous
Corporate customers adviser	Branches
Private banking adviser	Private banking
Private banking adviser	Branches
Technical coordinator	Miscellaneous
Trainer	Management
Manager	Branches
"Customer service" manager	Miscellaneous
Portfolio manager	Private banking
Human resources manager	Management
Systems engineer	EDP and organisation
Head of service	Management-cash
Sales manager	Markets
Sales officer	Markets

Senior dealer	Markets
Senior syndication officer	Markets
Senior trader	Markets

Group VI

Duties including specialised responsibility for advise, management and supervision or leadership of an extended group of staff:

- governed by precise objectives;
- subject to verification of all the results in the field of activity;
- making a direct contribution to the performance of the activity;
- benefiting from broad autonomy.

These duties generally require:

- proven managerial skills;
- understanding of the particular field of activity;
- a high technical standard;
- important analysis and decision-making abilities;
- very good relational skills;
- ability to delegate and verify delegation and to implement change;
- ability to establish a budget, define and achieve the objectives of the unit;
- constant use of foreign languages.

Examples of duties in group VI:

Data manager (DM)	EDP and organisation
Officer responsible for promotions and special financing arrangements	Investment funds, holding companies
Senior financial analyst	Corporate and institutional customers
Creative advertising officer	Miscellaneous
Head of EDP project	EDP and organisation
Head of project - organizer	EDP and organisation

Senior advisor in private banking sector	Private banking
Senior portfolio manager	Private banking
Operations manager	EDP and organisation
Departmental manager	Transferable securities
Head of management department	Investment funds, holding companies
Head of department - transfer/register	Investment funds, holding companies
Head of department - depositary bank	Investment funds, holding companies
Head of accountancy department	Investment funds, holding companies

Guarantee of classification on recruitment

- In the case of employees who have successfully completed two years of higher level or university study in a subject corresponding to the needs of the post and with an appropriate linguistic profile, the classification shall not be below Group III.
- In the case of persons holding a university diploma (at least four years) in a subject corresponding to the needs of the post and with an appropriate linguistic profile, the classification shall not be less than Group IV.
- Assessment elements:
 - a) Equivalence of the course of study with the needs of the banking sector in general.
 - b) Knowledge, apart from the basic language (including Luxembourgish) of foreign languages useful for the posts concerned: the English, German and French languages are automatically regarded as being useful for employment in a bank.

The official language of the country of origin of the parent company of the bank or, where appropriate, a different language may replace one of these three languages as a useful language. The level of knowledge of this language will be assessed by the bank itself.
 - c) Economic, commercial, financial and legal studies are automatically to be regarded as equivalent to the requirements of the banking sector.

Simultaneous performance of different duties

When several duties are permanently performed side by side, the main duty will be the determining factor. If several duties are performed for the same proportion of working time, the classification shall be determined by the higher duty level.

Changes of duties which result in a change in group

When a change of group is made the basic monthly salary will be increased at the very least by a defined minimum sum which will valorise the work and merit of the employee. These amounts are as follows:

- 10 EUR (ind. 100) for changes from group I to II and from II to III;
- 15 EUR (ind. 100) for changes from group III to IV and from IV to V;
- 20 EUR (ind. 100) for changes from group V to VI.

These amounts must be offset against the minimum progression guaranteed.

On transition from one group to another, the employee will benefit from a guarantee that his new basic salary shall not be less than the start of scale in the new group in which he is classified.

In the event of a change of group accompanied by a change of professional activity, a trial period of 6 months will be served before permanent establishment in the post. The adjustment of the salary will be made in principle upon establishment after a successful trial period.

In the event of a change of group within the same professional activity, the establishment and adjustment of the salary shall take place immediately.

Appendix 4

Job descriptions

Criteria

Knowledge	<p>This criterion benchmarks the extent of which an employee is able to apprehend the information, competencies and knowledge required for the specific function.</p> <p>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.</p>
Complexity	<p>This criterion measures the variety and complexity of the duties, steps, processes and/or methods required for carrying out a specific task.</p> <p>This includes, in particular, the ability to identify, analyse and find solutions when executing the tasks.</p>
Impact	<p>This criterion takes into account the impact of a particular occupation on the overall performance of a given department / line of work.</p> <p>Accordingly, this touches upon an employee's ability to take decisions taking into account the relevant added value.</p>
Human relations	<p>This criterion measures the level, the nature, the variety and the complexity of human relations in regard of the particular function and duty.</p>
Team management, coordination and expertise	<p>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.</p>

Classification criteria matrix

Criteria	Level 1	Level 2	Level 3	Level 4
Knowledge Training, experience and specific knowledge (technical, linguistic, ...)	<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)
Complexity Diversity of tasks, analysis and solution of problems	<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
Impact Impact on the performances Capacity of judgment required for decision taking	<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
Human relations Interdepartmental collaboration and relational capacities, client service	<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, ability to influence and convince In-depth knowledge of the needs of internal/external clients and/or development of networking
Team management, coordination and expertise Team leading, coordination and project management, level of expertise necessary for the function	<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 Provision of expertise by responding to questions 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 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 / 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

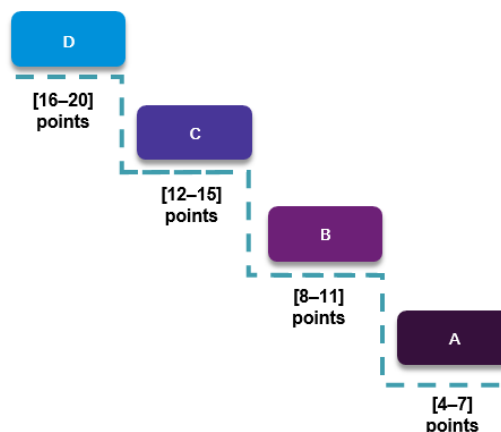
Classification & methodologies

- 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 job, the value allocated per level depends on the **skills weight**. This evaluation must therefore be **based on a job description**.

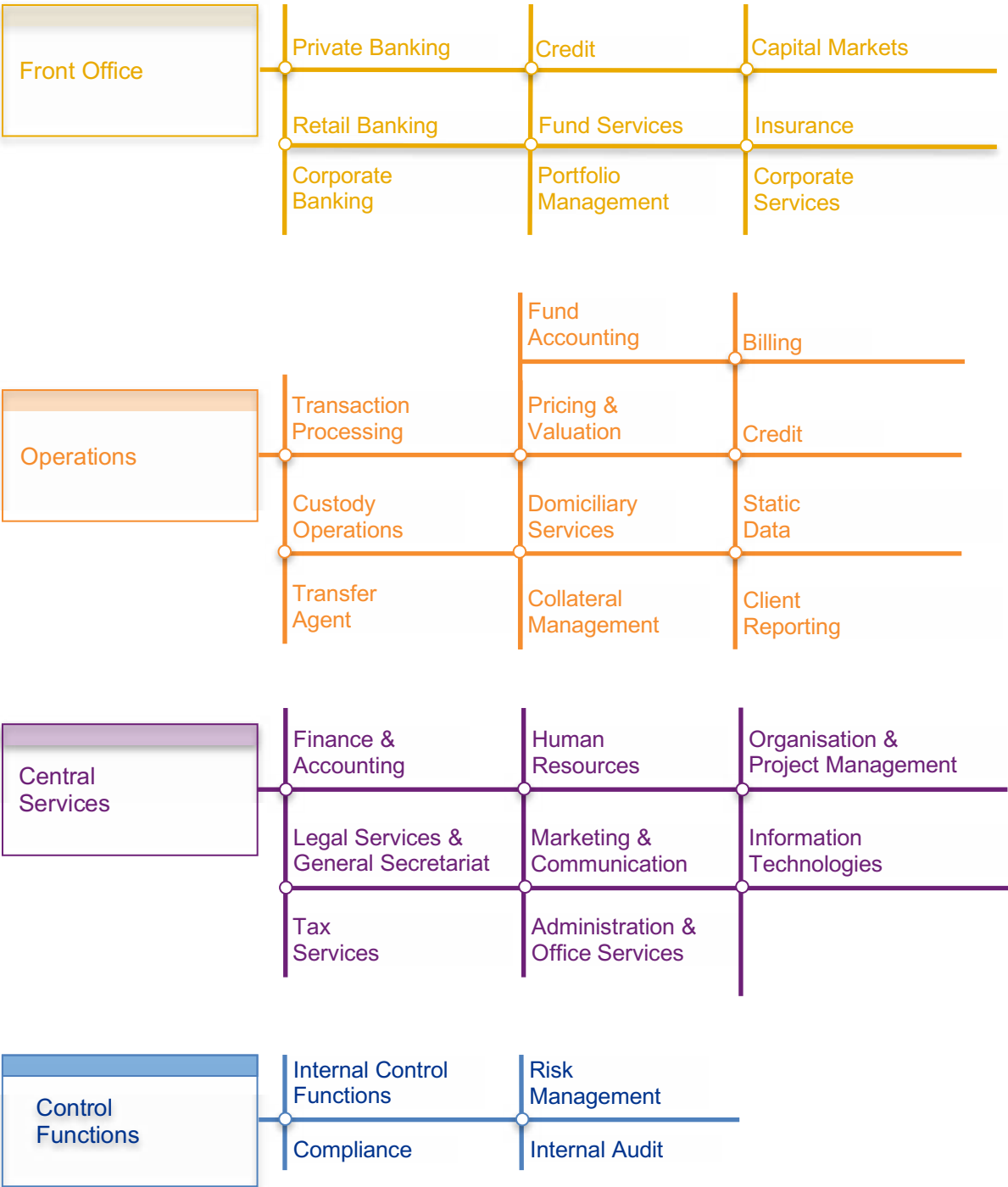
Classification criteria	
Knowledge	
Complexity	
Impact	
Human relations	
Team management, coordination and expertise	
Result	Group

- The job positioning is based on granted points along the evaluation.

Please find below the repartition:



Job descriptions – structure



Job description – summary



Front Office

- ✓ 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



Operations

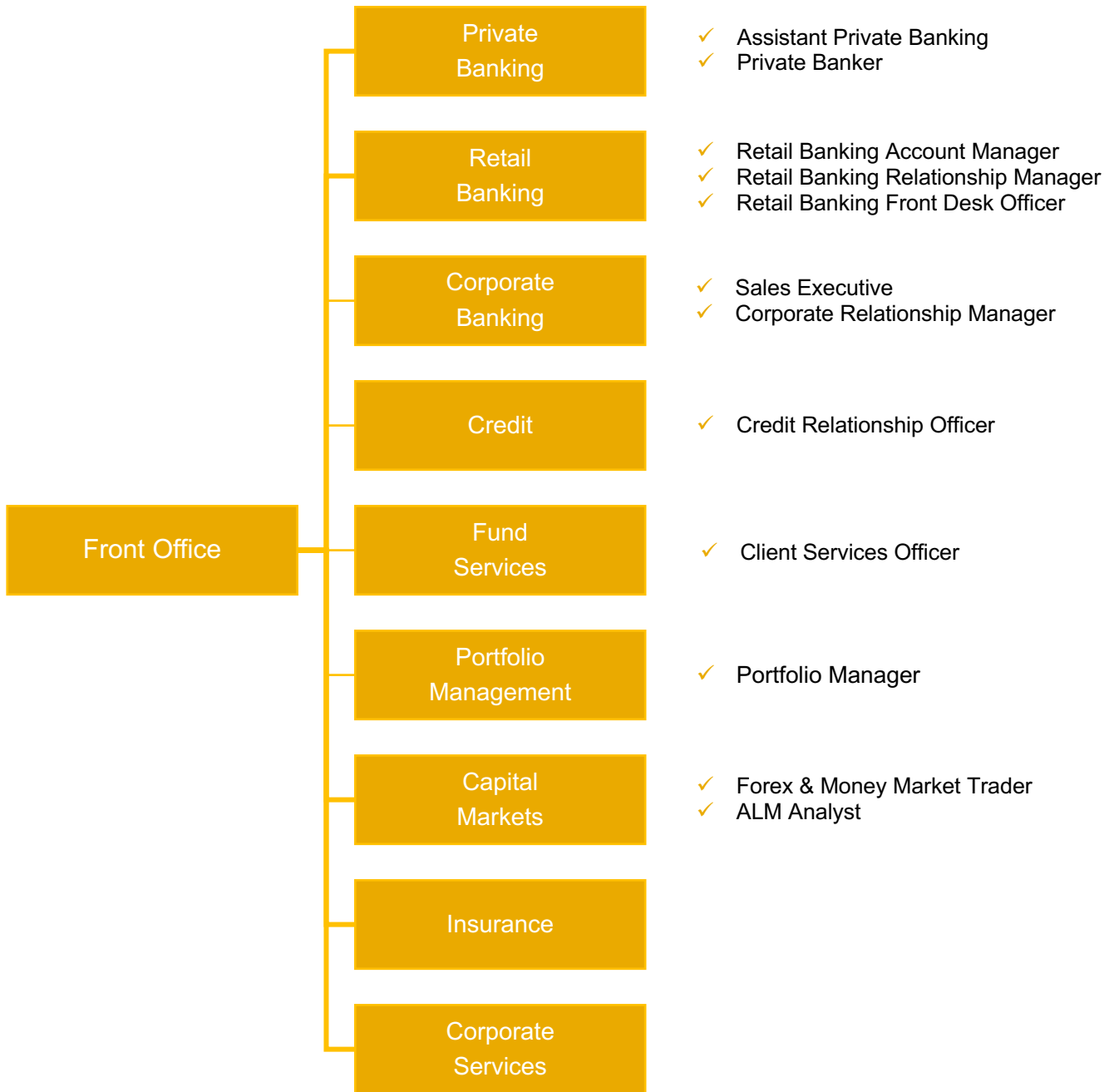
- ✓ Settlement Officer
- ✓ Cash Investigation Officer
- ✓ Cash Processing Operator
- ✓ Transaction Processing Team Leader
- ✓ Custody Corporate Operations Officer
- ✓ Tax Officer
- ✓ Transfer Agent
- ✓ Fund Accountant
- ✓ Credit Operator
- ✓ Registration Agent
- ✓ Client & Legal Reporting Administrator

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		
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	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
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	Group 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		
Knowledge	4	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	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	17	Group D

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		
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 the performance of the department and participation in the decision-making process (recommendations are expected)
Human relations	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
Team management, coordination and expertise	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.
Results	14	Group C

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	Group 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		
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)
Result	18	Group D

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		
Knowledge	4	High academic training (example: Master) and/or a confirmed professional experience (example: minimum of 5 years) in a similar position
Complexity	4	Diverse range of complex tasks and in-depth analysis and search for continued improvement requiring the evaluation of unusual problems
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)
Result	19	Group D

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		
Knowledge	3	Significant professional experience (example: up to 5 years) in a similar position
Complexity	2	Various tasks within a limited activity – ability to analyse and proactively evaluate solutions 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	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.
Result	11	Group 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		
Knowledge	3	Significant professional experience (example: up to 5 years) in a similar position
Complexity	2	Various tasks within a limited activity – ability to analyse and proactively evaluate solutions is required
Impact	2	Direct but limited impact on department performance and advisory implication 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	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.
Result	12	Group C

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		
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 applied in divers fields of activities and critical faculties required to analyse issues and recommend solutions
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)
Result	18	Group D

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		
Knowledge	4	High academic training (example: Master) related to her/his field of expertise
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	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)
Result	17	Group D

FRONT OFFICE

Capital Markets – Asset Liability Management (ALM) Analyst

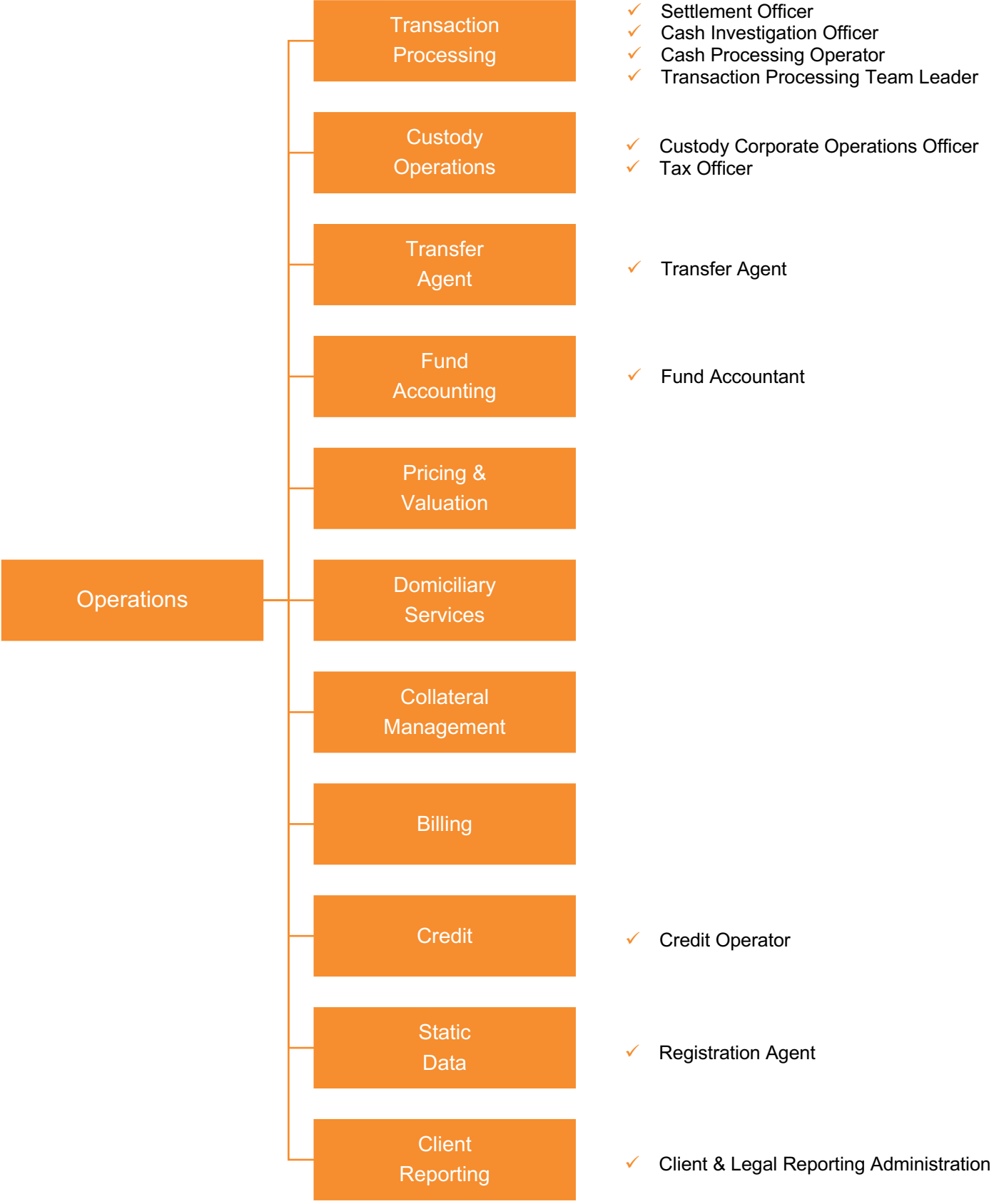
Tasks and responsibilities

- 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		
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	Group 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		
Knowledge	2	Academic qualification (example: 2 years university degree) and/or first professional experience required (example: up to 2 years)
Complexity	2	Various tasks within a limited activity – ability to analyse and proactively evaluate solutions is required
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	Group 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		
Knowledge	2	Academic qualification (example: 2 years university degree) and/or first professional experience required (example: up to 2 years)
Complexity	2	Various tasks within a limited activity – ability to analyse and proactively evaluate solutions 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	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	Group 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		
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	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

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	Group 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	Group C

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		
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	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	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	Group 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		
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 – ability to analyse and proactively evaluate solutions is required
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	9	Group 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		
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	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	Group 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 researches, 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		
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 the performance of the department and participation in the decision-making process (recommendations are expected)
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	12	Group C

OPERATIONS

Client Reporting – Client & Legal Reporting Administrator

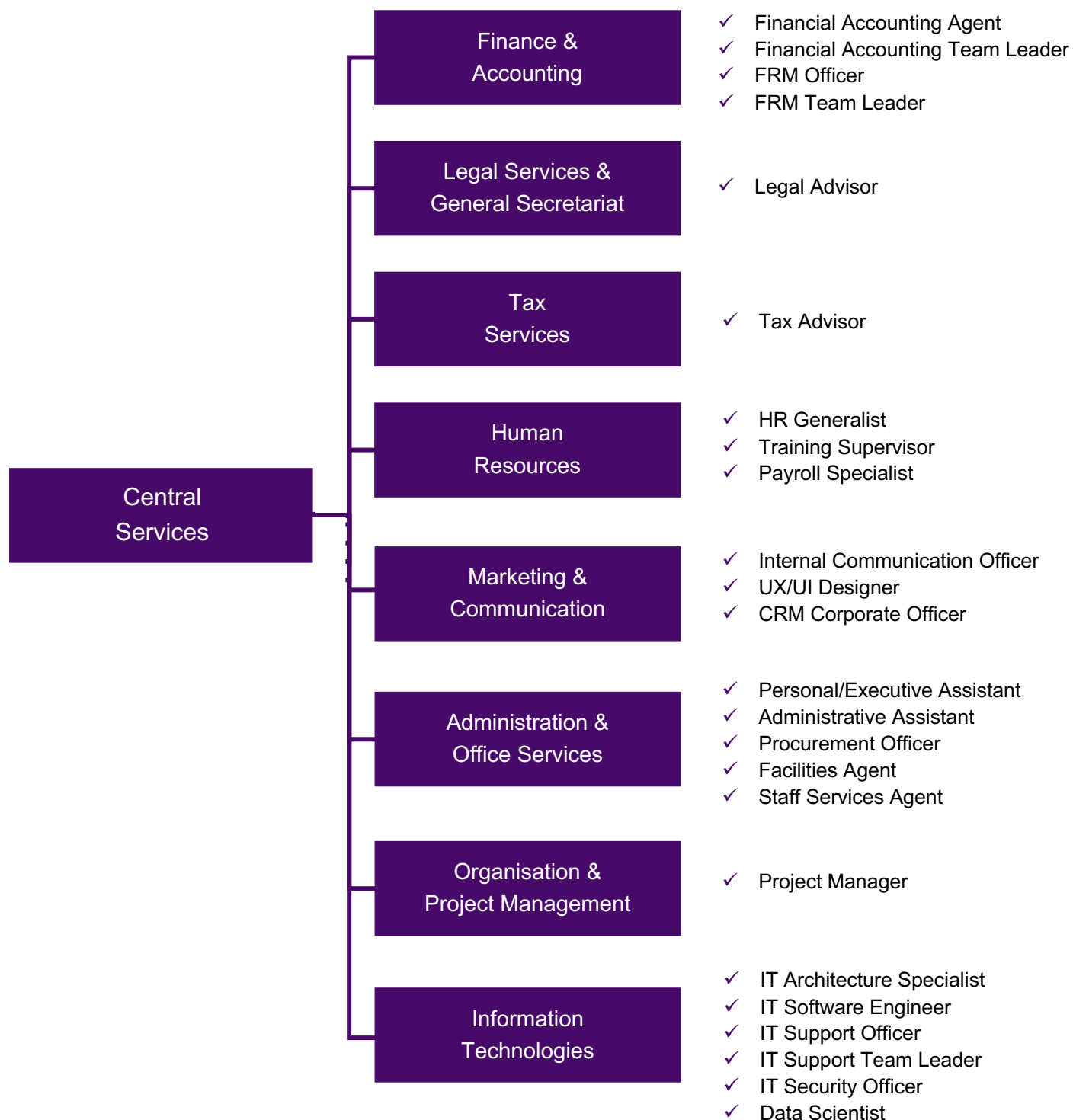
Tasks and responsibilities

- 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	Group 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	Group 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		
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	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
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	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.
Result	14	Group C

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		
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	Shows his capacity to understand the implications of executed tasks and important / strategic evolutions in his field of expertise
Result	18	Group D

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		
Knowledge	4	High academic qualification (e.g. Master's degree)
Complexity	3	Different tasks applied in varied areas of activities and critical faculties required to analyse issues and recommend solutions
Impact	3	Direct impact on department performance and participation in the decision making process (recommendations expected)
Human Contacts	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
Team management, coordination and expertise	3	Demonstrate the ability to understand carried out activities and anticipate relevant/strategic evolution in its field of expertise
Result	16	Group D

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		
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	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	Shows his capacity to understand the implications of executed tasks and important / strategic evolutions in his field of expertise
Result	19	Group D

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		
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	2	Direct but limited impact on department performance and advisory implication 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	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.
Result	13	Group C

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		
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 the performance of the department and participation in the decision-making process (recommendations are expected)
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	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.
Result	13	Group C

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	Group C

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		
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 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	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.
Result	14	Group C

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
- Propositions 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	Group 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		
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 the performance of the department and participation in the decision-making process (recommendations are expected)
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	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.
Result	15	Group C

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		
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	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	8	Group 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		
Knowledge	1	No academic background and/or no previous experience
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	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	0	NA
Result	5	Group A

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		
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	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
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)
Result	17	Group D

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		
Knowledge	4	High academic training (example: Master) and/or a confirmed professional experience (example: minimum of 5 years) in a similar position
Complexity	4	Diverse range of complex tasks and in-depth analysis and search for continued improvement requiring the evaluation of unusual problems
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	Shows his capacity to understand the implications of executed tasks and important / strategic evolutions in his field of expertise
Result	18	Group D

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		
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	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
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	15	Group C

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		
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	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	Group 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		
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	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
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	15	Group C

CENTRAL SERVICES

Information Technologies – Data Scientist

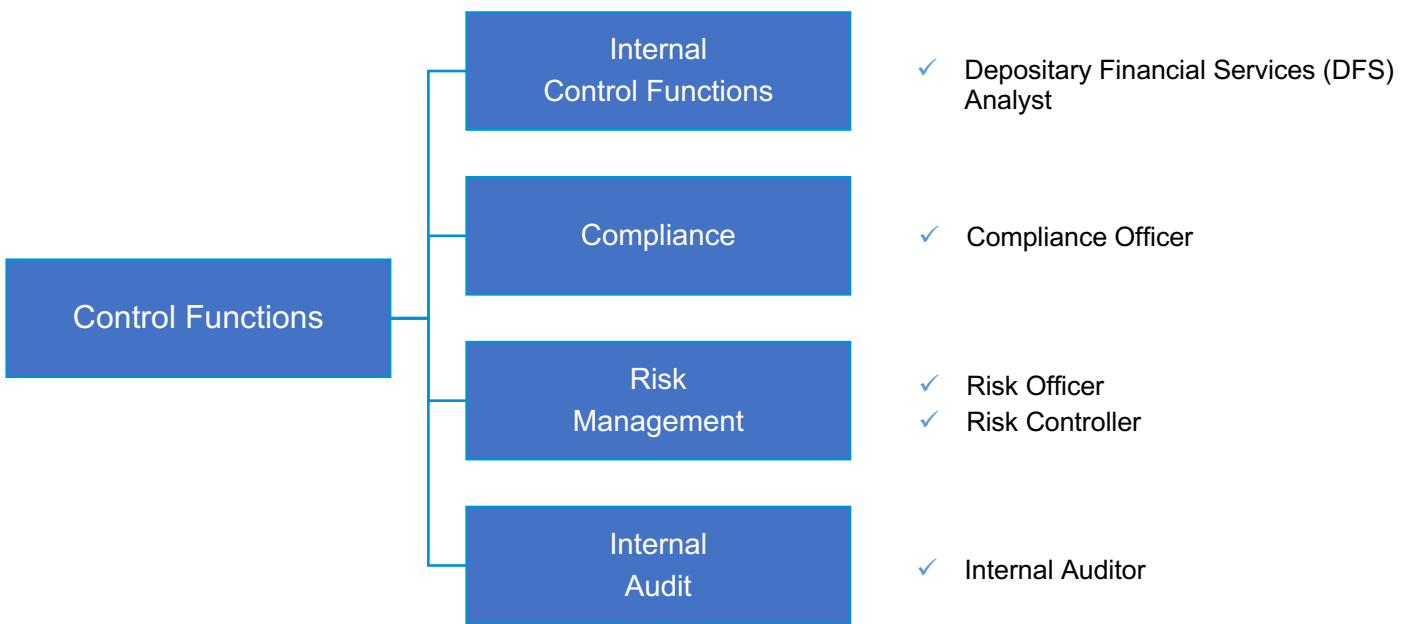
Tasks and responsibilities

- 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		
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	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
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	15	Group C



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		
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	3	Direct impact on the performance of the department and participation in the decision-making process (recommendations are expected)
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	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.
Result	14	Group C

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		
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 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	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
Result	15	Group C

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		
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 the performance of the department and participation in the decision-making process (recommendations are expected)
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	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.
Result	13	Group C

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 institutions
- 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		
Knowledge	4	High academic training (example: Master) and/or a confirmed professional experience (example: minimum of 5 years)
Complexity	4	Diverse range of complex tasks and in-depth analysis and search for continued improvement requiring the evaluation of unusual problems
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	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
Result	17	Group D

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		
Knowledge	4	High academic training (example: Master)
Complexity	3	Various tasks in different fields of activity and critical analysis of issues with solution-oriented recommendations is require
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	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.
Result	15	Group C