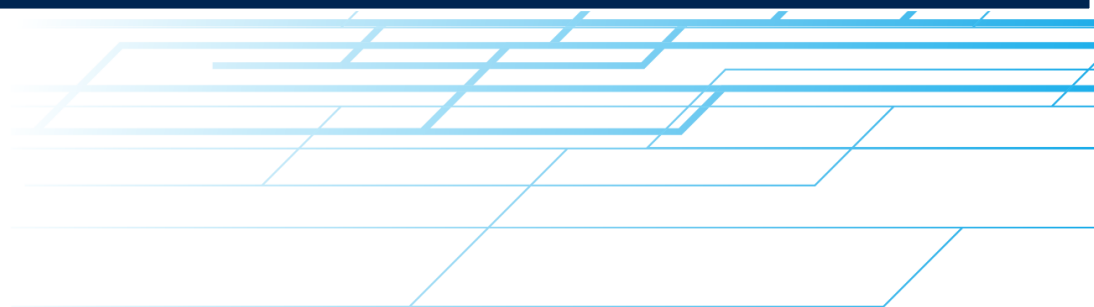


IMPACT OF BANKING REGULATION ON EMPLOYMENT

FINAL REPORT



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Introduction

Final Report: Impact of Regulation on Employment in the Banking Industry - Pillar I Agreement Number: VS/2016/0423

Since 2007 many national and European regulations and a general trend towards austerity have impacted the banking sector across the EU28.

There is a common belief among the EU social partners that employment policies have been, and continue to be, impacted by austerity measures and constrained fiscal environments. In addition, ongoing regulations without first assessing the impacts of previous measures are placing a high burden on employers and employees. Furthermore, the social partners are convinced that the high speed in which these regulations are issued makes compliance more difficult.

The aim of this report is to record statistical material on the banking industry, which includes general data on the employment situation in the banking sector by country and by sector for the EU28. Data from 2016 was compared with 2013 and 2007, where available.

The report presents the following figures:

1. Total number of employees
2. Total number of branches
3. Age groups
4. Level of education
5. Full-Time / part-time contract
6. Permanent / temporary contract
7. Gender
8. Level of hierarchy
9. Pay structure (fix-/ variable pay)
10. Reasons for job losses (ERM)
11. Ranking of reasons (ESP)
12. Reasons for restructuring (ESP)
13. Changes in job profiles 1 (based on EBM data)
14. Changes in job profiles 2 (based on ESP data)

In order to get a consistent and comparable picture, we analysed several data on European level, namely Eurostat, ECB, Eurofound and EY. The main figures which are used in this report come from Eurostat, namely the LFS (Labour Force Survey) and from the ECB (European Central Bank). These surveys are consistent for all 28 European member states and therefore comparability is guaranteed. As further sources the European Banking Barometer (EBB) by EY, the European Restructuring Monitor (ERM) by Eurofound and the Structure of Earnings Survey (SES) by Eurostat were used. To verify the results and to fill missing figures, a questionnaire was distributed among the members of the European Social partner (ESBG, EBF-BCESA, EABG, UNI) in Oct/Dec 2017. In addition five interviews with banking experts in France, Germany, Italy, Spain and Poland were conducted in February 2018.

The results of the above were presented at the Final Meeting, which took place in Brussels on 28 June 2018. The presentation of the firm that was awarded the contract to undertake the survey, Kantar Live, is attached as Annex 1 and includes a summary of achievements and problems encountered. Annex 2 covers the International Standard Classification of Occupations (ISCO 08) - part II and the International Standard Classification of Education (ISCED). Annex 3 includes the two distributed questionnaires, used for this survey.

Methodology, Sources and Constraints

Impact of Regulation on Employment in the Banking Industry

The aim of this report was to record statistical material on the banking industry, which includes general data on the employment situation in the banking sector by country and for the EU28. Data from 2016 was compared with 2013 and 2007, if available.

The focus was to generate an overview on the development of the total employment situation including specific splits by gender, age, type of employment, level of education, level of hierarchy and pay structure. Furthermore we wanted to get information on the trigger for this development and on the job profiles, which were more or less affected. The data should provide a basis for further research in the planned pillar II.

Methodology and Sources:

In order to get a consistent and comparable picture, Kantar Live analysed data mainly on European level from **Eurostat (LFS and SES)** and the **European Central Bank (ECB)**, also data from **Eurofound (European Restructuring Monitor)** and **EY (European Banking Barometer)** was used. For a validation of the data and to close possible gaps, Kantar Live carried out a survey among the **(ESP)** European Social partners (ESBG, EBF-BCESA, EABG, UNI) from October to December 2017. In addition, interviews with banking experts **(ESP)** in 5 larger European countries (France, Germany, Italy, Spain and Poland) were conducted in February 2018.

Presentation of Results:

In this Excel report, we provided all available data sources **side by side** to give the possibility for further analysis, comparisons and cross checks. For the total figures for example we displayed data from **LFS, ECB and ESP**. In contrast for the number of branches only figures from **ECB** were available. With each of the figures (number of employees, branches etc.), we delivered a short explanation on the data and one or more screen shots of PowerPoint slides from the accompanying presentation for a better visualization. In the PowerPoint presentation, we focused mainly on one data source, which served best the needs of the project.

In general, we have **coloured some cells**, which means the following:

A. **Orange cells** mean that these figures are missing. B. **Yellow cells** mean that these figures are calculated by Kantar Live. For example, a missing share for female was calculated from the existing value for male. C. **Green cells** mean that these figures were corrected by Kantar Live, for example when the share of male and female was obviously mixed up in the source.

Selection and Constraints of Sources:

For the **total employment figures**, we focused on data from the European Central Bank (**ECB**) which was validated with data from the members of the European Social partners (**ESP**). This data reflected the actual situation most accurately. A comparison between the ECB data per country and the ESP members' data (15 countries) showed large similarities, which validated both data sources. As ECB provided only total data, we had to use another source for the further splits.

The data for the following **splits** derives mainly from Eurostat, namely the Labour Force Survey (**LFS**). This survey is consistent for all 28 European member states and therefore comparability is guaranteed. The data is obtained via a population survey by the national statistical offices. There is one restriction, that the data is not specific for the banking industry and includes also holding companies, trusts, funds and other financial service activities. Another limitation of Eurostat is that by carrying out splits and cross-tabulations, the data base can become rather small so that gaps in the data can occur. Then the cells are left blank by Eurostat or are flagged with a warning signal. To verify the validity of the data, a comparison with the European Social partners (ESP) members data was conducted. We received 24 questionnaires from the ESP members, which covered 15 countries, but some questionnaires contained gaps.

Comparing both data sources, we found that the data is not identical but similar in many cases. Thus we mainly focused on the LFS data in the presentation, as these data were more complete.

It is noted that in some cases we noticed deviations between the sources or the data base was quite small. In such cases, and if needed, further research with a larger number of respondents is recommended.

Recommendations for further clarifications:

We would recommend to clarify the following points in a larger survey or by the means of further interviews:

- The number of employees per branch for Luxembourg was extremely high compared to the other countries.
- The percentage of part-time contracts for Malta was quite different in ESP compared to LFS data.
- The share of female executives in Latvia and Hungary should be verified, due to their questionable high percentages.
- The percentage of Executives and female Executives should be verified in general, due to strong variations between ESP and LFS.
- Also the definitions per country for "Executives" in the ESP data should be further analysed and compared to the LFS definition.
- Pay structure was mainly based on ESP data for 10 countries. A survey based on more than 10 countries would have more significance.
- The reasons for restructuring and herewith job losses are based mainly on 5 expert interviews. A larger survey would have more significance and would reveal more differences by country.
- Changes in job profiles were based on EBB data and 5 expert interviews. The results of both surveys show large similarities but should be founded on a larger information base to get more validity.

Furthermore: The effects of certain regulations should be further analysed, also in terms of their concrete enactment in the respective countries and subsequent job reductions.

- Another focus should be on the expected and estimated future developments in the banking industry, driven by digitalization, market forces and regulation.

Summary

The four social partners – EBF-BCESA, ESBG, EACB and UNI Europa Finance – have carried out a project funded by the European Commission in order to assess the impact that banking regulation has had on employment. Please find below the conclusions that we have drawn from the data collection exercise.

1. Total number of employees

In the EU28 we observe a total loss of 440,200 employees (-14%) from 2007 to 2016 in the banking sector. This shows data from the European Central bank (ECB) and also data from the members of the European social partners (ESP).

The spectrum of country profiles was wide over the period 2007-2016 ranging from significant job losses in some countries (-115.700 highest drop) to moderate job creations in others (+6.800 highest increase). The significant decrease in the number of employees in some large countries significantly affected the general drop at EU level. Reasons for domestic trends are most often country specific and cannot be generalised. Recent policies aiming at the consolidation of the EU banking sector and the restructuring of banks' branch networks have undoubtedly influenced the decline in employment. In parallel, the digitisation process in recent years has increased the demand for digital skills thus reshaping the equilibrium of the job markets in the banking sector.

2. Bank branches:

The decline in bank branches between 2007 and 2016 (-22%) was stronger than the decline in employees (-14%) for the EU28. The average number of employees by branch was 14.7 in 2016 compared to 13.3 in 2007 for the EU28. So we observe an increase in the number of employees by branch in 20 EU countries, due to a stronger decrease in branches compared to employees. A possible explanation is that employees were distributed to other branches after the closing of their branch.

Regulation in the banking sector has put pressure on the number of branches and the number of employees. However, the impact on employment was not as extensive as the impact on the number of branches. This consolidation process is the result of both policy decisions and market trends including digitisation. To cope with this new environment, financial institutions are adjusting their business models to increase client proximity while restructuring their network of branches.

3. Age:

A shift to senior age groups can be observed in the EU28 since 2007.

Looking at the total figures, notably the youngest age group 15-24 shows the largest decrease (-38%), followed by 25-39 (-19%), and finally the middle-aged group 40-54 shows a small reduction (-5%). Only the age group 55+ shows an increase of +35%.

Looking at the relative percentages, the groups 25-39 and 40-54 are of course still the largest. In 2007 the largest age group was 25-39 with 44%. In 2016 the largest group shifted to 40-54 with 41%.

The ageing trend of the average bank employee can be interpreted by: i) the stricter requirements on HR hiring procedures as a consequence of the 2007 financial crisis thus increasing the difficulties in recruiting young profiles; ii) the nature of the post-crisis job supply focusing on high-skill labour due to higher regulatory pressure; iii) the competition of new players such as FinTechs increasing the pressure on hiring job seekers belonging to the younger age groups (15-24 and 25-39 year olds).

4. Education level:

There is a relative decline in low (-3%) and medium (-11%) education levels compared to an increase in a higher education level (+15%) for the EU28 between 2007 and 2016. This development correlates with an increase in higher age groups. A similar development with varying degrees can be seen in nearly all countries.

The growth of the share of profiles with higher education in the banking sector can be explained by a heightened regulatory pressure and a more complex environment. As a consequence, banks need to recruit more experienced staff with higher degrees.

Compliance with multiple regulations obliges banks to choose employees with higher qualifications.

5. Part-Time:

Behaviours regarding part-time jobs adoption is clearly different across EU countries. While this practice seems to be widely accepted in countries belonging to the Western block of the EU (where part-time can represent from 24% to 28% of total banking jobs), it remains relatively modest in Eastern countries (below 1% in some countries). About 50% of all countries show a decrease vs. 50% increase in part-time contracts. The changes are mainly only slight. The relative decrease in part-time contracts in some countries was globally compensated by the relative similar increase in other countries. Logically then, the EU28 average remained stable at +0.3% points.

The development of part-time activities can be explained by the following key factors: i) the entrance of new seekers into the job market made necessary by the need for a higher household income in some countries; ii) the increase in wages in some countries allowing the possibility for one member of the household to work part-time; iii) the development of teleworking practices; iv) the need for more flexibility from households to lead in parallel personal and professional lives in a context of widely-accepted gender equality.

6. Permanent contracts:

Permanent contracts still make up the majority in all countries and range from 72% to 99% of total banking jobs in 2016 depending on the country. A majority of 20 countries show a small decrease compared to 8 countries with a slight increase from 2007 to 2016. The EU28 average shows also a minor decrease of 1.5% points.

Despite the recent development of part-time activities, permanent contracts remain the predominant form of employment in the banking sector. Yet adjustments are being made on permanent contracts enhancing flexibility for the workers and allowing them to perform their jobs remotely or giving them the opportunity to adapt their working hours in line with professional objectives and personal duties.

7. Gender:

Women still make up the majority in the banking industry with 52% in 2016 (LFS data, in ESP data: even more with 54%). In 20 countries female employees exceed 50%. The share of female employees is higher in Eastern European countries (as high as 70% in some countries), than in Western European countries (below 45% in some countries).

Comparing LFS with ESP data, the percentage of female employees is similar but not identical by country. In 7 countries, the percentage is slightly higher in ESP data, in 3 countries it is lower. We observe a decrease in female employees in 18 countries vs and increase in 10 countries. The strongest reduction amounted to 10% points while the largest increase reached about 16%. The EU28 remained relatively stable with -1.1% points.

Banking is one of the sectors that shows equality in employment between males and females. This is especially true in Eastern European countries where gender equality is uneven across sectors and where the banking industry could be seen as a leading and innovative sector in this respect.

8. Level of hierarchy:

In the EU28 we observe a total decrease in the number of managers (-33%), clerks (-32%) and technicians (-9%) vs an increase in professionals (+87%) from 2007 to 2016 in the banking industry.

Executives:

In 2016, the share of executives in total employment ranged from 4% to 23% in EU countries. Several groups of countries with different trends can be observed: on one hand the group of fastest decline where the share of executives plunged by 8-12%, and on the other hand the group where the number of executives was quickly expanding with rates ranging from 8% to 9.5%. The EU23 average amounted to 12% in 2016 with a decrease since 2007 in the LFS data. In comparison the ESP average for the EU10 is 17% with a slight increase. The differences in the definition for executive positions across member states reduces the reliability of trends observed at EU level.

Female Executives:

The share of female executives varies widely with a scope going from 19% for the smallest share of female executives to 64% for the largest share. Six countries with larger shares show a decrease, whereas the majority of 13 countries with mainly smaller shares report an increase. The EU19 average indicates a small increase of 2.2% points.

Banks are gender agnostic in regards to employment and grant a high importance to skills and leadership. Over-representation of male executives seems to be changing but more time is needed to confirm this trend.

9. Pay Structure:

The pay structure was analysed on one hand by Eurostat SES data for section K (banking and insurance). This data was only available for the years 2006, 2010 and 2014. On the other hand we used ESP members' data for 2007, 2013 and 2016 for 10 countries. As the latter is more specific for the banking industry and covers the requested years, we recommend focusing on these results. In both sources, we had a reduction in the percentage of variable pay since 2007.

ESP: In the ESP data variable pay varies from 0% to 17%. Only one country experienced an increase in variable pay (+5%) while other countries encountered a decrease in variable pay. The EU average amounts to 7% in 2016.

Eurostat SES: As of 2014, the percentage of variable pay varied from 2% to 21% in EU countries. The EU average amounted to 14%. 18 countries show a decrease compared to 6 countries with an increase.

Post-crisis remuneration policies carried out at EU level have impacted both managerial and non-managerial income with the effect of decreasing the share of variable income in total income.

10. Reasons for Internal Restructuring:

A survey from Eurofound analysed that 82% of all published events report “internal restructuring” as the reason for job cuts in the financial industry (banking and insurance for the EU28) from 2007 to 2016. Internal restructuring is from the banking sector’s point of view more a consequence than a reason, therefore Kantar Live conducted a survey among the ESP members to get further indications. In the study four reasons were described to be most important, namely the financial crisis, market forces, digitisation and regulation. The current situation and the reduction in employment is induced by mutual interdependencies of these factors. According to expert interviews, market forces and digitisation are the main triggers, followed by regulation. The impact of the financial crisis seems to be more indirect due to stricter regulations. But the situation is different by country and this result may also vary.

Comments to the main factors:

Financial crisis:

1. More indirect than direct impact through increased cost pressure caused by stricter regulations, changed policies, mergers etc.
2. Job losses were more eminent after bust of the dotcom bubble. Nevertheless bank liquidations after the crisis, decreased branches and employees.

Market Forces

1. Historically low interest rates and a low GDP impact remunerations.
2. Increased competition by non-banking competitors: FinTech.
3. Consolidations and restructurings after many mergers and acquisitions.

Digitalisation

1. Technological innovation modifies the customer demand and customer relationship and fosters the arrival of new competitors, e.g. FinTech.
2. New business models: RoboAdvisors, Artificial Intelligence, digital central staff functions, e.g. in HR reduce the need for personnel.
3. Employment gains by new job profiles, e.g. in IT, will not compensate the immense job losses, e.g. in retail banking.

Regulation

1. Increased costs due to more complicated processes, e.g. for documentation.
2. Directive Basel III increased requirements on the equity ratio, which ties up capital.
3. PSD2, the European Payment Service Directive, forces the banks to disclose customer and account data which increases competition, e.g. of fintechs.

We should try to collect additional data in the second phase of the project in order to arrive to a more accurate basis for more specific conclusions. The pure numbers of losses do not reflect the efforts of employers and unions and social partners in general (including works councils) in mitigating the effect of the job losses.

A recent study across EU countries has revealed that around 82% of job losses in the banking industry between 2007 and 2016 can be attributed to “internal restructuring”. As a matter of fact, internal restructuring should be perceived as a consequence of environmental change that induced job losses rather than as a root cause. The key drivers of internal restructuring are, from the most important to the least important, as follows: i) market forces, ii) digitisation, iii) banking regulation; iv) the 2007-2008 financial crisis.

Regarding market forces, the environment in which banks have been operating since the financial crisis has been tough and turbulent. Low GDP growth among the EU28 countries combined with a low-interest rate monetary policy has put pressure on the profitability of financial institutions and forced them to adopt new commercial strategies. The entry of new competitors (e.g. FinTechs) on the banking market has also pushed traditional financial services providers to internally reorganise themselves in depth to meet new kinds of customer demands. Finally, the consolidation of the banking assets triggered by policy makers in the EU28 has led to a series of mergers and acquisitions and opened the door for organisational change and cost rationalisation at institutional level.

The advent of the digital era for financial services also played a role in internal restructuring. Technological innovations have created new customer demands, has reshaped customer relationships and has initiated the entry into the market of new competitors. About human resources, financial institutions are adapting new business models including the use of RoboAdvisors, Artificial Intelligence and digital central staff functions with a downsizing impact on labour-intensive tasks.

Another reason that led to internal restructuring is regulation. More complicated processes are leading to higher costs for banks. New prudential rules initiated by Basel III led to higher capital requirements and a need for banks to increase their prudential buffers thus reducing their capacity to reach out to the real economy. Also, the European Payment Services Directive (PSD2) has forced the banks to disclose customer and account data which increases competition.

Finally the financial crisis indirectly impacted financial institutions through a series of subsequent events such as increased cost pressure caused by stricter regulations, changed policies and mergers. The decline in economic conditions also led to a rise of NPLs which in some rare cases led to liquidation thus negatively impacting employment.

11. Changes in job profiles:

We used a survey by EY, the European banking monitor (EBM), which covered 12 European countries as a starting point and complemented and verified the results by 5 interviews with banking experts in large European countries (France, Germany, Italy, Spain and Poland).

EBM stated that banking managers in 12 EU countries estimated in 2016 the major headcount reductions in administration, head-office functions and retail and business banking.

Job gains are expected in compliance and asset management, which is a contrast to 2013.

ESP: Banking experts in 5 EU countries expect for the next 10 years more loss than gain. Major loss is expected in administration and retail banking, gain is expected mainly in compliance and IT. The situation will of course differ between the countries.

Summarising, the overall expectations for the EU from EBM and ESP does not match completely but in the main aspects.

Reasons and Expectations for changed job profiles in the last and next 10 years:

Past: 2007 to 2016 (last 10 years)

1. Simpler activities were already either outsourced or automated, e.g. for payment transactions, loan processing and administration.
2. Alliances of joint data centres reduced the needed IT-experts, as one expert serves several centres. In Spain there were strong reductions among IT-experts caused by subcontracting and outsourcing to third parties.
3. In the past traditional (retail) banking was most developed, currently the trend (caused by digitisation and market pressure) goes more into asset management, private and corporate banking and internet banking.
4. In some countries the workforce remained relatively stable due to decrease and increase, e.g. in France and Poland but in others we had tremendous reductions, e.g. in Germany and in Spain.

Future: 2017 to 2027 (next 10 years)

1. Further big mergers among European banks are expected (comparable to HypoVereinsbank and Unicredit), which will affect employment.
2. New skills needed among the employees will evolve and organisations have to adapt.
3. Digital technologies and automation affects all areas and will decrease employment e.g. in payment and loan processing, head office and administration and retail banking.
4. IT experts with new skills are needed for the further digitalisation and automation but often these positions are outsourced. FinTechs will cause rivalry, but will also be taken over, which will lead to rising employee figures due to integration.
5. Regulation will create new jobs in compliance, but will also change job profiles. On the other hand, it might put pressure on jobs.
6. Changes in customer demand (e.g. self-decidors in finance), will cause the need for new business models, which means opportunities for new jobs, e.g. in product development.

The changes in job profiles reflect the changing world of banking.

1. Total number of employees LFS
[Source: Eurostat/LFS NACE 64](#)

ECB

[Source: ECB](#)

NACE 64	* (other years: 2008-2012 hidden!)				
total figures	2007	2013	2016	Total change	% Change
EU 28	4,155,082	3,760,130	3,738,735	-416,347	-10%
EU 15*	2,795,386	2,592,620	2,610,570	-184,815	-7%
Austria	84,481	92,411	85,294	813	1%
Belgium	106,892	66,198	61,256	-45,636	-43%
Bulgaria	31,989	38,161	39,616	7,627	24%
Croatia	27,083	27,599	19,779	-7,305	-27%
Cyprus	14,903	15,118	11,114	-3,789	-25%
Czech Republic	60,324	77,768	63,829	3,505	6%
Denmark	61,484	52,864	51,740	-9,744	-16%
Estonia	5,915	7,630	7,701	1,786	30%
Finland	32,150	25,465	29,763	-2,388	-7%
France	485,256	500,408	529,423	44,167	9%
Germany	783,864	755,013	751,388	-32,476	-4%
Greece	81,313	71,679	62,408	-18,904	-23%
Hungary	58,544	58,345	61,896	3,353	6%
Ireland	64,324	65,018	62,519	-1,805	-3%
Italy	449,896	411,539	404,829	-45,067	-10%
Latvia	14,197	14,759	16,587	2,390	17%
Lithuania	13,505	11,007	11,794	-1,711	-13%
Luxembourg	16,478	23,685	17,686	1,209	7%
Malta	4,698	5,616	6,382	1,684	36%
Netherlands	142,092	148,354	141,598	-494	0%
Poland	271,102	249,881	255,756	-15,346	-6%
Portugal	70,546	60,560	74,802	4,256	6%
Romania	69,393	90,710	83,540	14,147	20%
Slovakia	29,713	31,980	25,825	-3,887	-13%
Slovenia	14,155	14,284	11,981	-2,174	-15%
Spain	343,396	256,090	261,352	-82,043	-24%
Sweden	54,823	53,346	59,715	4,892	9%
United Kingdom	762,567	534,641	529,160	-233,407	-31%

64.1, banking

total figures	2007	2013	2016	Total change	% Change
EU 28	3,240,403	2,963,284	2,800,191	-440,212	-14%
EU 15*	2,276,538	2,103,653	2,004,675	-271,863	-12%
Austria	77,731	75,980	72,957	-4,774	-6%
Belgium	67,080	58,237	54,728	-12,352	-18%
Bulgaria	30,953	32,756	30,352	-601	-2%
Croatia		21,704	20,607	-1,097	-5%
Cyprus	11,286	11,142	10,663	-623	-6%
Czech Republic	40,037	39,742	41,202	1,165	3%
Denmark	49,644	36,367	41,123	-8,521	-17%
Estonia	6,319	4,861	4,924	-1,395	-22%
Finland	25,025	22,402	21,965	-3,060	-12%
France	424,732	416,262	402,010	-22,722	-5%
Germany	691,300	655,600	628,121	-63,179	-9%
Greece	64,720	51,242	42,628	-22,092	-34%
Hungary	41,905	40,642	37,767	-4,138	-10%
Ireland	41,865	29,832	27,091	-14,774	-35%
Italy	340,443	306,607	295,305	-45,138	-13%
Latvia	12,826	10,029	8,803	-4,023	-31%
Lithuania	10,303	8,392	8,643	-1,660	-16%
Luxembourg	26,139	26,237	26,062	-77	0%
Malta	3,670	4,197	4,752	1,082	29%
Netherlands	114,424	96,423	85,803	-28,621	-25%
Poland	173,955	179,385	173,043	-912	-1%
Portugal	60,979	55,820	46,584	-14,395	-24%
Romania	66,039	58,612	55,396	-10,643	-16%
Slovakia	19,779	18,540	19,788	9	0%
Slovenia	12,051	11,218	10,055	-1,996	-17%
Spain	275,506	215,953	186,982	-88,524	-32%
Sweden	48,457	53,594	55,260	6,803	14%
United Kingdom	503,235	421,508	387,577	-115,658	-23%

Available countries from ESP members are marked also in other sources
 EU15: Reduced EU total (instead of EU28) as comparison to ESP members data

64.1, banking

total figures	2007	2013	2016	Total change	% Change	NACE-Code
EU 28						
EU 15	2,204,672	2,053,541	1,967,352	-237,319	-11%	
Austria						
Belgium	57,639	49,459	46,405	-11,233	-19%	banking
Bulgaria						
Croatia						
Cyprus	8,169	7,034	9,785	1,616	20%	banking
Czech Republic						
Denmark	51,358	47,240	44,760	-6,598	-13%	banking
Estonia						
Finland	21,696	22,863	21,676	-20	0%	banking
France*	378,800	373,500	370,300	-8,500	-2%	banking
Germany	662,650	630,350	608,399	-54,251	-8%	64
Greece						
Hungary						
Ireland						
Italy	344,644	316,000	308,500	-36,144	-10%	64
Latvia	13,334	9,845	8,686	-4,648	-35%	banking
Lithuania						
Luxembourg	26,140	26,234	26,060	-80	0%	64
Malta	1,401	1,400	1,487	86	6%	64
Netherlands	147,000	132,000	114,000	-33,000	-22%	64
Poland	167,172	174,300	168,800	1,628	1%	banking
Portugal						
Romania						
Slovakia						
Slovenia	12,250	11,201	9,820	-2,430	-20%	banking
Spain	270,855	212,991	189,280	-81,575	-30%	64
Sweden	41,564	39,125	39,394	-2,170	-5%	64.1
United Kingdom						

*France: data of 2012 instead of 2007

% change	2007/2016		
	LFS 64	Members	ECB
EU 28	-10%		-14%
EU15	-7%	-11%	-12%
Austria	1%		-6%
Belgium	-43%	-19%	-18%
Bulgaria	24%		-2%
Croatia	-27%		-5%
Cyprus	-25%	20%	-6%
Czech Republic	6%		3%
Denmark	-16%	-13%	-17%
Estonia	30%		-22%
Finland	-7%	0%	-12%
France	9%	-2%	-5%
Germany	-4%	-8%	-9%
Greece	-23%		-34%
Hungary	6%		-10%
Ireland	-3%		-35%
Italy	-10%	-10%	-13%
Latvia	17%	-35%	-31%
Lithuania	-13%		-16%
Luxembourg	7%	0%	0%
Malta	36%	6%	29%
Netherlands	0%	-22%	-25%
Poland	-6%	1%	-1%
Portugal	6%		-24%
Romania	20%		-16%
Slovakia	-13%		0%
Slovenia	-15%	-20%	-17%
Spain	-24%	-30%	-32%
Sweden	9%	-5%	14%
United Kingdom	-31%		-23%

total figures	2016		
	LFS 64	Members	ECB
EU 28	3,738,735		2,800,191
EU 15	2,610,570	1,967,352	2,004,675
Austria	85,294		72,957
Belgium	61,256	46,405	54,728
Bulgaria	39,616		30,352
Croatia	19,779		20,607
Cyprus	11,114	9,785	10,663
Czech Republic	63,829		41,202
Denmark	51,740	44,760	41,123
Estonia	7,701		4,924
Finland	29,763	21,676	21,965
France	529,423	370,300	402,010
Germany	751,388	608,399	628,121
Greece	62,408		42,628
Hungary	61,896		37,767
Ireland	62,519		27,091
Italy	404,829	308,500	295,305
Latvia	16,587	8,686	8,803
Lithuania	11,794		8,643
Luxembourg	17,686	26,060	26,062
Malta	6,382	1,487	4,752
Netherlands	141,598	114,000	85,803
Poland	255,756	168,800	173,043
Portugal	74,802		46,584
Romania	83,540		55,396
Slovakia	25,825		19,788
Slovenia	11,981	9,820	10,055
Spain	261,352	189,280	186,982
Sweden	59,715	39,394	55,260
United Kingdom	529,160		387,577

Comments 1:

- The total number of employees were obtained through the
 - Eurostat Labour Force Survey (LFS)**, that was conducted in each of the 28 member states.
 - Figures from the **European Central Bank (ECB)**.
 - Data collected by the **ESP members** (15 countries)

Please mind that the Eurostat LFS figures are available for all years (2007 to 2016), the other years are currently hidden. To open them, please mark the rows 2007, 2013 and 2016, click the right mouse button and then click on "display" or "show".

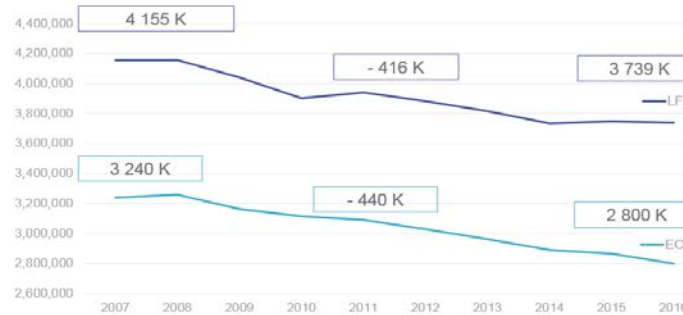
We had to work with different sources as **Eurostat LFS - NACE 64** was the only source, which provided the requested splits on the other hand, it was not specific for banking as NACE 64 covers banking but also holdings, trust, funds and other financial activities.

We therefore decided to work for the **total employment figures** with data from **ECB** as this source focused on banking specific data.

A comparison between ECB data per country and the ESP members data (15 countries) showed large similarities, which validated both data sources.

Eurostat LFS and ECB: Total number of employees in EU28

LFS and ECB data show a similar decrease but on a different level. We used ECB as more banking specific. Total loss of 440 200 employees (-14%) from 2007 to 2016 in the banking sector in EU28 in ECB data.



Definitions:
LFS – NACE 64 : Financial services activities, except insurances and pension funding
 64.1 Monetary intermediation incl. central banking
 64.2 Activities of holding companies
 64.3 Trusts, funds and similar financial entities
 64.9 Other financial service activities, except insurance and pension funding
 For the **splits**, we used data from **Eurostat LFS**, as the only available source which provided full coverage.
ECB: Credit Institutions (as defined in the Community Law)
 For the **total figures**, we used the numbers from **ECB** and the **ESP members**, as these data are more specific for the banking industry.

Comments 2:

All sources LFS, ECB and ESP data showed a decrease in employee figures from 2007 to 2016.

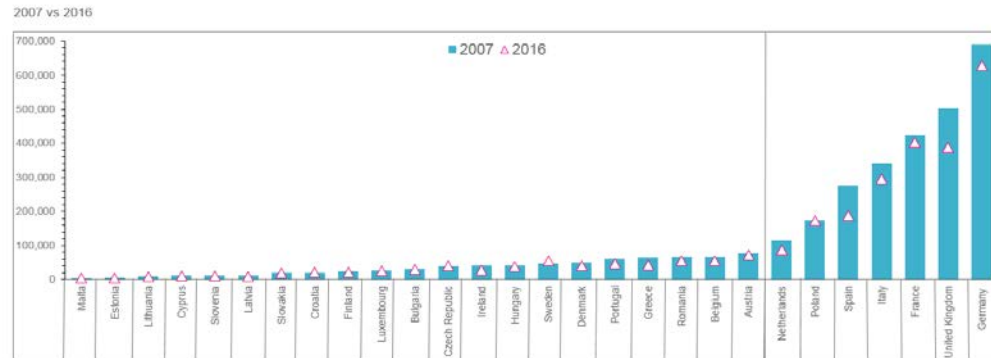
We had a total loss of 440 200 employees (-14%) from 2007 to 2016 in the banking sector in EU28 in ECB-data.

The largest decrease took place in the UK (-115 700), Spain (-88 500), Germany (-63 000), and Italy (-45 100). Gains happened only in three countries. The largest gain was in Sweden with +6 800 from 2007 to 2016.

The largest percentage loss was observed in Ireland (-35%), Greece (-34%), Spain (-32%) and Latvia (-31%). Major percentage gains happened in Sweden (14%) and Malta (29%).

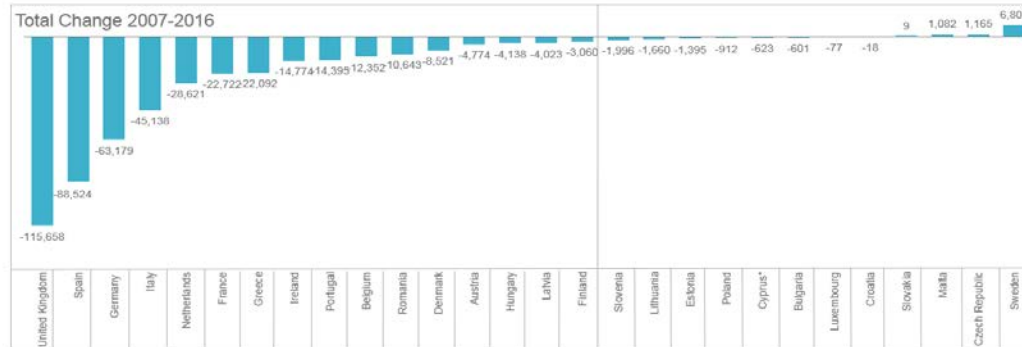
ECB: Total number of employees (2007/2016) by country

Decrease in 25 countries vs. increase in 3 countries. Largest decrease of total figures in UK, Spain and Germany



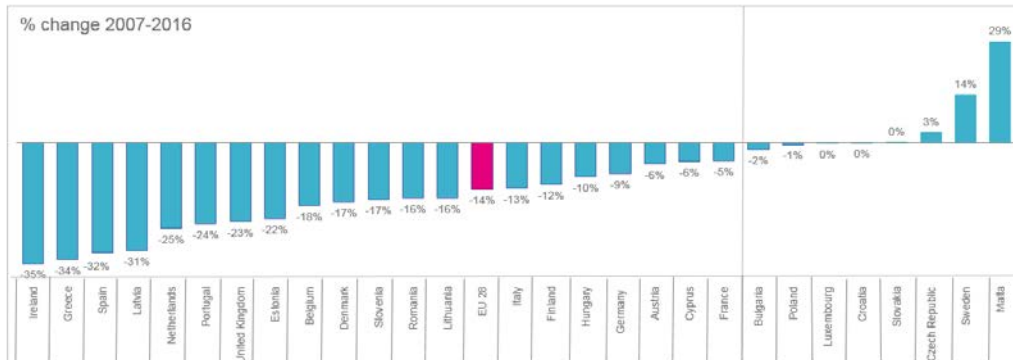
ECB data – Total change between 2007 and 2016

Major job losses in UK, Spain, Germany, Italy and the Netherlands, gains in Malta, Czech Republic and Sweden.



ECB data – Percentage change between 2007 and 2016

Major percentage loss in Ireland, Greece, Spain and Latvia. Increase: Sweden and Malta. EU28 average is -14%.



2a. Total number of branches (banks)
ECB

total figures	2007	2016	Change in %
EU 28	244,078	190,059	-22%
Austria	4,266	3,934	-8%
Belgium	4,425	3,347	-24%
Bulgaria	5,827	2,945	-49%
Croatia	1,189	1,142	-4%
Cyprus	921	544	-41%
Czech Republic	1,862	1,958	5%
Denmark	2,194	995	-55%
Estonia	266	99	-63%
Finland	1,693	1,039	-39%
France	39,560	37,261	-6%
Germany	39,777	32,026	-19%
Greece	3,850	2,332	-39%
Hungary	3,387	2,746	-19%
Ireland	1,158	1,029	-11%
Italy	33,230	29,335	-12%
Latvia	682	261	-62%
Lithuania	970	506	-48%
Luxembourg	229	230	0%
Malta	104	106	2%
Netherlands	3,604	1,674	-54%
Poland	11,607	13,647	18%
Portugal	6,055	4,928	-19%
Romania	6,340	4,798	-24%
Slovakia	1,169	1,293	11%
Slovenia	711	583	-18%
Spain	54,500	28,807	-47%
Sweden	1,988	1,734	-13%
United Kingdom	12,514	10,760	-14%

2b. Number of Employees
per branch

2007	2016	Change
13.3	14.7	1.5
18.2	18.5	0.3
15.2	16.4	1.2
5.3	10.3	5.0
17.3	18.0	0.7
12.3	19.6	7.3
21.5	21.0	-0.5
22.6	41.3	18.7
23.8	49.7	26.0
14.8	21.1	6.4
10.7	10.8	0.1
17.4	19.6	2.2
16.8	18.3	1.5
12.4	13.8	1.4
36.2	26.3	-9.8
10.2	10.1	-0.2
18.8	33.7	14.9
10.6	17.1	6.5
114.1	113.3	-0.8
35.3	44.8	9.5
31.7	51.3	19.5
15.0	12.7	-2.3
10.1	9.5	-0.6
10.4	11.5	1.1
16.9	15.3	-1.6
16.9	17.2	0.3
5.1	6.5	1.4
24.4	31.9	7.5
40.2	36.0	-4.2

Source: ECB

Comments:

For the number of branches compared to number of employees, ECB sources were used.

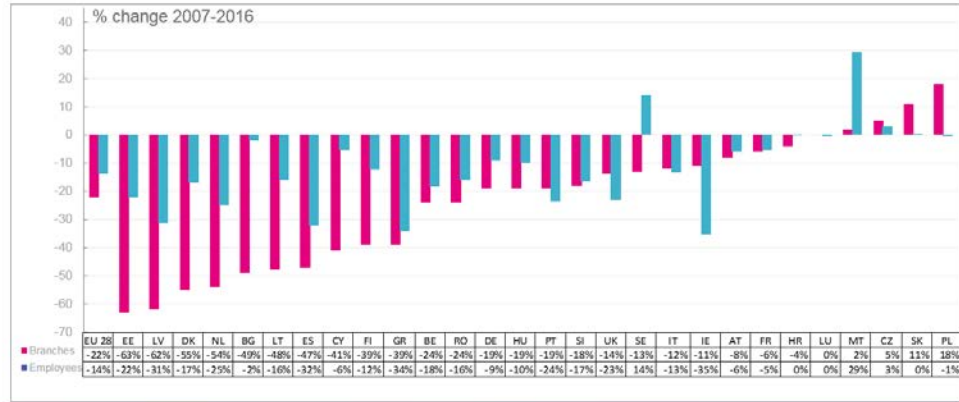
The decline in number of branches turned out to be stronger (-22%) than the decline in employees (-14%) for EU28 between 2007 and 2016.

The average number of employees per branch was 15 in 2016 compared to 13 in 2007 for EU28. 19 countries showed a decrease compared to only 9 countries with an increase. This is a further indication for a stronger decline of branches compared to employees since 2007.

The number of employees per branch for Luxembourg was extremely high compared to the other countries, this should be verified by further research.

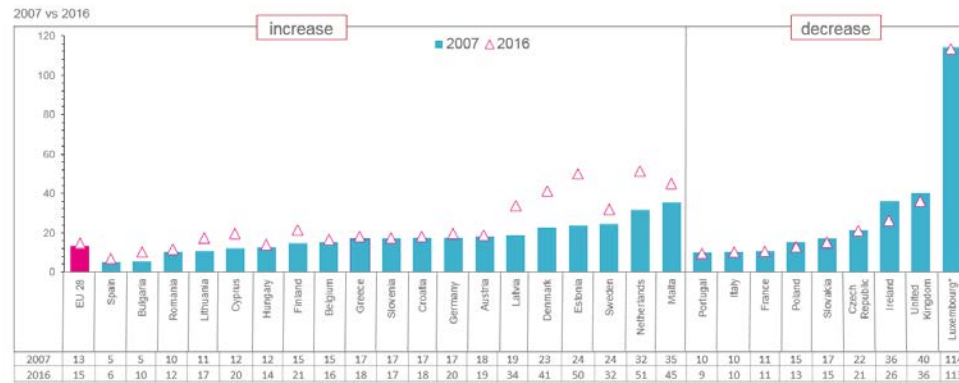
Decline of the number of bank branches vs employees (2007/2016)

Decline of bank branches (-22%) is stronger than decline of employees (-14%) for EU28



Average number of employees per branch (2007 vs 2016)

Average number of employees by branch was 15 in 2016 (13 in 2007) for EU28. Increase in number of employees by branch in 19 EU countries, due to stronger decrease of branches compared to employees.



3. Age groups

LFS

Source: Eurostat/LFS

NACE 64 %	2007				2013				2016				Change 2007/ 2016 (percent points)			
	15-24	25-39	40-54	55+	15-24	25-39	40-54	55+	15-24	25-39	40-54	55+	15-24	25-39	40-54	55+
EU 28	8.23%	43.67%	38.57%	9.53%	5.64%	41.14%	40.41%	12.81%	5.69%	39.23%	40.77%	14.31%	-2.54	-4.44	2.20	4.78
Austria	10.04%	40.70%	42.15%	7.11%	7.76%	37.88%	43.69%	10.68%	10.03%	36.78%	39.25%	13.94%	-0.01	-3.92	-2.90	6.83
Belgium	5.40%	41.12%	44.11%	9.37%	2.19%	37.23%	45.68%	14.90%	2.30%	32.95%	46.43%	18.33%	-3.10	-8.16	2.31	8.95
Bulgaria		48.34%	37.03%			57.16%	32.04%			50.25%	34.65%			1.91	-2.38	
Croatia	2.26%	46.12%	44.68%	6.94%	1.14%	46.89%	38.15%	13.82%	1.56%	50.76%	38.22%	9.47%	-0.70	4.64	-6.46	2.53
Cyprus	6.87%	45.66%	38.97%	8.50%	1.61%	47.86%	44.66%	5.86%	1.42%	45.69%	42.97%	9.92%	-5.45	0.03	4.00	1.42
Czech Republic	8.19%	47.81%	32.67%	11.33%	5.69%	44.23%	39.77%	10.31%	5.78%	48.50%	38.63%	7.08%	-2.41	0.69	5.97	-4.25
Denmark	6.80%	30.69%	44.94%	17.56%	7.11%	33.46%	39.25%	20.19%	6.05%	30.26%	43.95%	19.73%	-0.75	-0.43	-0.99	2.17
Estonia		62.39%	17.01%			55.30%	28.30%			54.24%	28.74%			-8.15	11.73	
Finland	4.82%	27.56%	47.35%	20.28%	6.80%	34.01%	38.91%	20.28%	3.80%	40.38%	36.65%	19.16%	-1.02	12.83	-10.69	-1.12
France	5.86%	36.67%	43.49%	13.98%	5.61%	40.92%	38.15%	15.31%	6.85%	40.38%	36.59%	16.18%	0.99	3.72	-6.91	2.20
Germany	10.54%	39.59%	38.72%	11.14%	9.89%	29.79%	43.21%	17.12%	9.25%	27.26%	44.73%	18.76%	-1.29	-12.33	6.01	7.62
Greece	5.32%	47.42%	38.58%	8.68%	1.64%	43.03%	46.45%	8.88%	1.23%	39.94%	51.46%	7.37%	-4.08	-7.47	12.87	-1.32
Hungary	7.70%	49.09%	35.80%	7.41%	4.80%	46.17%	39.32%	9.71%	2.57%	48.29%	39.64%	9.50%	-5.14	-0.79	3.84	2.09
Ireland	17.59%	50.39%	26.41%	5.61%	4.05%	55.32%	31.40%	9.23%	5.31%	52.80%	33.08%	8.81%	-12.28	2.41	6.67	3.19
Italy	2.45%	38.81%	48.56%	10.18%	0.51%	32.54%	51.32%	15.63%	0.92%	28.34%	50.81%	19.92%	-1.53	-10.47	2.25	9.75
Latvia	12.99%	48.83%	25.99%	12.19%	11.54%	67.62%	15.90%	4.94%	11.47%	53.33%	27.18%	8.02%	-1.52	4.50	1.18	-4.16
Lithuania		64.93%	20.55%			62.23%	29.83%			61.34%	20.72%			-3.59	0.17	
Luxembourg	2.19%	47.60%	45.64%	4.56%	3.27%	40.53%	46.62%	9.58%	2.58%	38.89%	50.45%	8.08%	0.39	-8.71	4.81	3.51
Malta	11.00%	59.22%	23.93%	5.85%	6.33%	61.63%	25.81%	6.23%	13.68%	52.76%	26.41%	7.15%	2.68	-6.46	2.48	1.30
Netherlands	6.94%	47.54%	36.63%	8.89%	2.54%	35.05%	47.96%	14.45%	2.00%	28.99%	50.99%	18.02%	-4.94	-18.55	14.36	9.13
Poland	8.42%	52.57%	33.17%	5.85%	4.83%	59.40%	26.97%	8.80%	3.02%	59.71%	27.42%	9.86%	-5.40	7.14	-5.74	4.01
Portugal	2.63%	43.40%	40.89%	13.08%	0.45%	39.92%	47.25%	12.38%	2.18%	38.51%	48.47%	10.83%	-0.45	-4.88	7.58	-2.24
Romania		58.70%	34.61%			61.08%	29.35%			57.02%	34.99%			-1.67	0.37	
Slovakia	10.30%	53.64%	31.73%	4.33%	6.61%	58.07%	26.52%	8.80%	5.17%	53.39%	30.80%	10.63%	-5.13	-0.25	-0.93	6.30
Slovenia	3.94%	40.98%	46.71%	8.37%	2.43%	48.16%	41.74%	7.68%	2.37%	36.84%	48.24%	12.55%	-1.58	-4.14	1.54	4.19
Spain	4.14%	46.55%	38.60%	10.71%	2.78%	41.26%	46.32%	9.63%	3.07%	43.03%	43.73%	10.16%	-1.07	-3.51	5.13	-0.55
Sweden	5.78%	39.29%	38.08%	16.85%	6.95%	39.67%	39.42%	13.97%	7.86%	36.47%	40.32%	15.34%	2.08	-2.82	2.25	-1.51
United Kingdom	14.12%	48.24%	32.08%	5.56%	8.07%	48.77%	34.50%	8.66%	8.31%	46.63%	35.09%	9.96%	-5.81	-1.61	3.02	4.40

data is calculated by Kantar
 data is missing

3. Age groups

ESP members

Source: Questionnaires to ESP members/ 10-12/2017

64.1, banking %	2007				2013				2016				Change 2007/ 2016 (percent points)			
	15-24	25-39	40-54	55+	15-24	25-39	40-54	55+	15-24	25-39	40-54	55+	15-24	25-39	40-54	55+
EU 28	5.54%	41.36%	40.35%	12.76%	3.72%	40.84%	42.97%	12.09%	3.68%	36.01%	45.82%	14.49%	-1.86	-5.35	5.47	1.72
Austria																
Belgium	5.18%	36.55%	44.75%	13.51%	2.99%	35.86%	45.35%	15.80%	2.36%	32.25%	46.76%	18.63%	-2.82	-4.30	2.01	5.12
Bulgaria																
Croatia																
Cyprus	4.56%	49.09%	35.30%	11.05%	0.31%	43.02%	52.75%	3.92%	0.69%	38.62%	53.23%	7.46%	-3.88	-10.47	17.93	-3.59
Czech Republic																
Denmark	6.73%	32.16%	44.40%	16.71%	4.33%	32.54%	43.50%	19.64%	4.47%	31.22%	42.70%	21.60%	-2.26	-0.94	-1.70	4.89
Estonia																
Finland	2.44%	23.40%	51.17%	22.99%	2.66%	34.63%	39.61%	23.10%	2.49%	36.40%	36.95%	24.16%	0.05	13.00	-14.22	1.17
France*	2.50%	42.60%	34.80%	20.10%	2.80%	43.00%	35.30%	18.70%	2.80%	43.20%	37.20%	16.80%	0.30	0.60	2.40	-3.30
Germany	5.74%	39.56%	46.85%	7.84%	3.02%	30.88%	53.94%	12.15%	2.41%	28.62%	53.42%	15.55%	-3.33	-10.94	6.57	7.71
Greece																
Hungary																
Ireland																
Italy	3.04%	38.06%	51.13%	7.77%	0.86%	26.39%	51.89%	14.79%	0.81%	26.14%	52.20%	20.85%	-2.23	-11.92	1.07	13.08
Latvia	12.99%	48.83%	25.99%	12.19%	11.54%	67.62%	15.90%	4.94%	11.47%	53.33%	27.18%	8.02%	-1.52	4.50	1.19	-4.17
Lithuania																
Luxembourg	4.55%	54.07%	38.16%	3.22%	1.63%	42.93%	50.04%	5.41%	1.80%	41.00%	50.08%	7.12%	-2.75	-13.07	11.92	3.90
Malta	7.06%	55.90%	32.90%	4.14%	6.95%	45.20%	41.35%	6.50%	9.35%	39.60%	44.45%	6.60%	2.29	-16.30	11.55	2.46
Netherlands	6.94%	47.54%	36.63%	8.89%	2.54%	35.05%	47.96%	14.45%	2.00%	28.99%	50.99%	18.02%	-4.94	-18.55	14.36	9.13
Poland					4.00%	62.00%	29.00%	6.00%								
Portugal																
Romania																
Slovakia																
Slovenia																
Spain	5.25%	35.71%	42.62%	16.43%	2.50%	39.38%	52.32%	5.81%	1.00%	35.50%	58.00%	5.50%	-4.25	-0.21	15.38	-10.93
Sweden	5.00%	34.20%	39.80%	21.10%	5.90%	33.30%	42.70%	18.10%	6.20%	33.30%	42.50%	18.00%	1.20	-0.90	2.70	-3.10
United Kingdom																

*France: data of 2012 instead of 2007

3. Age groups

Comments:

The age groups analysis is based on Eurostat LFS-data. LFS data and the ESP members data show similarities.

Both sources show the same development, an increase in higher and decrease in younger age groups.

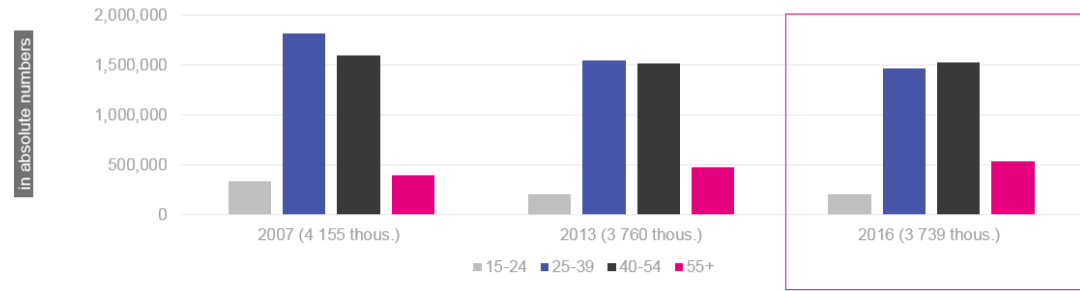
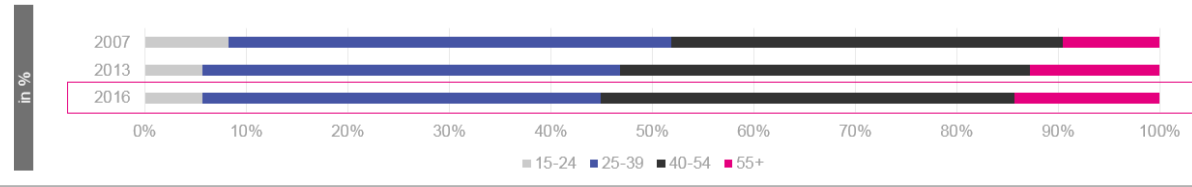
Looking at the total figures, notably the younger age groups (15-24) show a decrease (-38%), followed by (25-39) (-19%) and also the middle aged group (40-54) shows a small reduction (-5%). Only the age-group 55+ shows an increase of +35%.

Looking at the relative percentages, the groups (25-39) and (40-54) are of course still the largest. In 2007 the largest age group was (25-39) with 44%. In 2016 the largest group shifted to (40-54) with 41%.

This is the case for LFS but also for ESP members data for the EU average. Also the 55+ group shows an increase in both sources. The ESP members source is of course incomplete with only 13 countries covered.

Age groups – EU28 (2007, 2013, 2016) – Shift to senior age groups

The younger age groups show a decrease (15-24) (-38%), (25-39) (-19%) and also (40-54) (-5%), whereas the age-group 55+ shows an increase of +35% of the total numbers.



Total figures

EU 28 totals	15-24	25-39	40-54	55+
2007 (4.155 thous.)	342,076	1,814,717	1,602,485	395,804
2013 (3.760 thous.)	212,224	1,546,910	1,519,326	481,709
2016 (3.739 thous.)	212,880	1,467,192	1,524,653	535,072

EU 28 %	15-24	25-39	40-54	55+
2016	5.7%	39.2%	40.8%	14.3%
2013	5.6%	41.1%	40.4%	12.8%
2007	8.2%	43.7%	38.6%	9.5%

Change 07/16	-129,196	-347,525	-77,832	139,268
% Change 07/16	-38%	-19%	-5%	35%

4. Level of education

LFS

Source: Eurostat/LFS

NACE 64 %	2007			2013			2016			Change 2007/2016 (percentage points)		
	low	medium	high	low	medium	high	low	medium	high	low	medium	high
EU 28	7.12%	49.29%	43.34%	4.33%	42.44%	52.89%	3.92%	37.84%	58.06%	-3.2	-11.5	14.7
Austria	5.64%	78.94%	15.42%	5.83%	73.46%	20.71%	4.84%	39.27%	55.88%	-0.8	-39.7	40.5
Belgium	4.92%	28.89%	66.19%	2.41%	23.19%	74.39%	1.68%	20.59%	77.74%	-3.2	-8.3	11.5
Bulgaria	0.80%	31.61%	67.59%	0.53%	26.59%	72.87%	1.08%	20.74%	78.17%	0.3	-10.9	10.6
Croatia	1.63%	64.20%	34.16%	0.39%	53.74%	45.87%	0.93%	50.38%	48.69%	-0.7	-13.8	14.5
Cyprus	2.10%	41.85%	56.05%	1.23%	26.33%	72.44%	1.84%	20.62%	77.54%	-0.3	-21.2	21.5
Czech Republic	0.36%	67.36%	32.28%	0.27%	52.20%	47.52%	0.00%	43.48%	56.52%	-0.4	-23.9	24.2
Denmark	8.34%	60.04%	30.05%	4.56%	49.83%	44.91%	6.57%	45.07%	47.46%	-1.8	-15.0	17.4
Estonia	0.00%	38.87%	61.13%	0.00%	19.96%	80.04%	1.30%	33.74%	64.96%	1.3	-5.1	3.8
Finland	8.60%	24.99%	66.41%	4.21%	25.07%	70.72%	1.83%	19.78%	78.39%	-6.8	-5.2	12.0
France	10.36%	36.77%	52.87%	4.87%	25.48%	69.65%	4.22%	19.71%	76.08%	-6.1	-17.1	23.2
Germany	4.12%	69.04%	26.84%	4.21%	66.34%	29.42%	3.47%	64.18%	32.22%	-0.7	-4.9	5.4
Greece	4.59%	40.10%	55.31%	1.66%	34.87%	63.47%	2.25%	33.77%	63.98%	-2.3	-6.3	8.7
Hungary	1.74%	56.18%	42.08%	0.31%	45.42%	54.28%	0.49%	38.91%	60.60%	-1.3	-17.3	18.5
Ireland	4.39%	35.20%	58.65%	4.59%	22.85%	72.56%	2.65%	19.34%	78.01%	-1.7	-15.9	19.4
Italy	5.53%	64.21%	30.26%	4.11%	58.92%	36.97%	2.98%	55.78%	41.24%	-2.5	-8.4	11.0
Latvia	3.11%	32.41%	64.48%	2.25%	15.20%	82.55%	2.67%	19.15%	78.18%	-0.4	-13.3	13.7
Lithuania			80.40%			87.65%			83.61%			3.2
Luxembourg	11.53%	44.32%	44.16%	4.30%	30.66%	63.75%	5.11%	23.14%	65.04%	-6.4	-21.2	20.9
Malta	18.14%	48.25%	33.62%	8.12%	47.23%	44.65%	7.92%	49.10%	42.98%	-10.2	0.9	9.4
Netherlands	8.68%	36.99%	54.21%	6.61%	32.86%	59.90%	5.83%	31.38%	62.54%	-2.9	-5.6	8.3
Poland	0.40%	40.40%	59.20%	0.54%	26.13%	73.32%	0.53%	26.94%	72.53%	0.1	-13.5	13.3
Portugal	18.96%	35.67%	45.37%	8.24%	37.03%	54.73%	5.30%	31.39%	63.31%	-13.7	-4.3	17.9
Romania	1.03%	35.41%	63.56%	0.55%	20.46%	78.99%	0.15%	17.22%	82.63%	-0.9	-18.2	19.1
Slovakia	0.00%	53.55%	46.45%	0.00%	44.04%	55.96%	0.19%	44.98%	54.83%	0.2	-8.6	8.4
Slovenia	0.84%	56.72%	42.44%	0.51%	43.22%	56.27%	0.00%	28.10%	71.90%	-0.8	-28.6	29.5
Spain	6.41%	28.40%	65.19%	2.44%	18.75%	78.81%	1.13%	13.07%	85.80%	-5.3	-15.3	20.6
Sweden	5.31%	53.91%	40.78%	1.93%	47.08%	50.99%	2.67%	44.19%	52.98%	-2.6	-9.7	12.2
United Kingdom	13.91%	46.25%	38.80%	9.36%	39.21%	49.71%	10.15%	33.97%	55.40%	-3.8	-12.3	16.6

data is calculated by Kantar
 data is missing

[Definition: Education levels](#)

Comments:

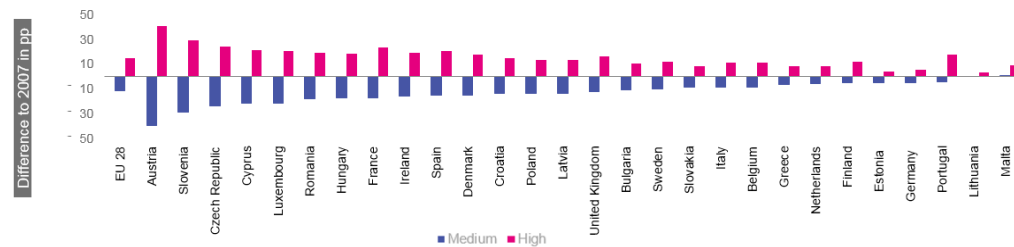
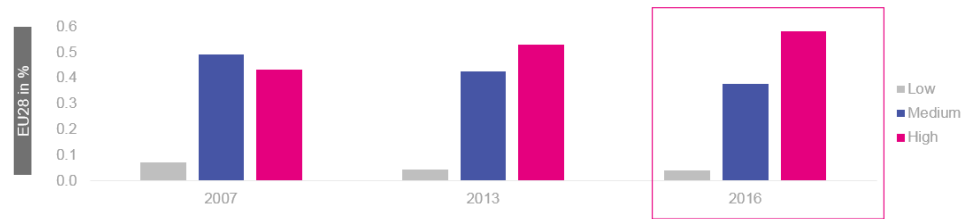
For the level of education we used the Eurostat LFS source only. The education levels were split in three levels: low, medium and high. The detailed definition can be found in the link above.

You can see an overall decline of the medium education level (-12 percent points) for EU28 and an opposed increase of higher education level (+15 percent points) between 2007 and 2016.

There is a similar development with varying degrees in nearly all the countries.

Level of education – EU28 and country level

General decline of medium education level (-12 pp) and opposed increase of higher education level (+15 pp).



5. Full- or part-time

LFS

Source: Eurostat/LFS

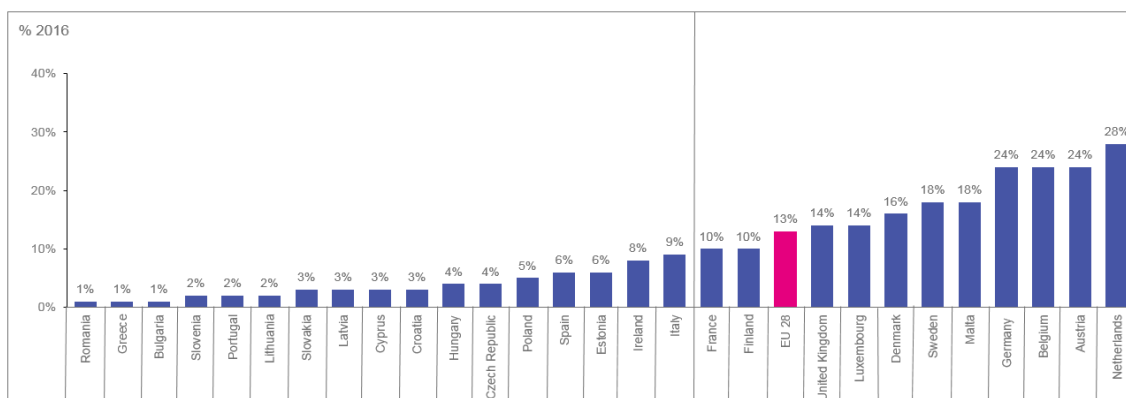
NACE 64 %	2007		2013		2016		Change 2007/16 part-time (pp)
	full-time	part-time	full-time	part-time	full-time	part-time	
EU 28	90.72%	9.22%	91.05%	8.95%	90.61%	9.39%	0.17
Austria	82.08%	17.92%	76.54%	23.46%	75.85%	24.15%	6.23
Belgium	79.32%	20.68%	83.76%	16.24%	75.87%	24.13%	3.45
Bulgaria	98.39%	1.61%	99.27%	0.73%	99.03%	0.97%	-0.64
Croatia	100.00%	0.00%	99.37%	0.63%	97.02%	2.98%	2.98
Cyprus	99.12%	0.88%	99.64%	0.36%	97.05%	2.95%	2.07
Czech Republic	94.23%	5.77%	93.29%	6.71%	95.84%	4.16%	-1.61
Denmark	82.09%	17.84%	83.72%	16.28%	83.54%	16.46%	-1.38
Estonia	86.12%	13.88%	92.01%	7.99%	93.99%	6.01%	-7.87
Finland	90.88%	9.12%	93.28%	6.72%	90.46%	9.54%	0.42
France	89.02%	10.98%	88.53%	11.47%	90.22%	9.78%	-1.20
Germany	80.55%	19.45%	77.65%	22.35%	75.85%	24.15%	4.70
Greece	98.69%	1.31%	99.32%	0.68%	99.01%	0.99%	-0.32
Hungary	96.60%	3.40%	93.64%	6.36%	96.37%	3.63%	0.23
Ireland	87.22%	12.78%	89.13%	10.87%	92.23%	7.77%	-5.01
Italy	90.64%	9.36%	89.32%	10.68%	90.54%	9.46%	0.10
Latvia	94.92%	5.08%	99.58%	0.42%	97.36%	2.64%	-2.44
Lithuania	98.22%	1.78%	98.86%	1.14%	98.11%	1.89%	0.11
Luxembourg	88.10%	11.90%	86.71%	13.29%	86.18%	13.82%	1.92
Malta	89.84%	10.16%	81.86%	18.14%	82.09%	17.91%	7.75
Netherlands	65.67%	34.33%	71.74%	28.26%	71.63%	28.37%	-5.97
Poland	94.60%	5.40%	95.65%	4.35%	95.30%	4.70%	-0.70
Portugal	96.13%	3.87%	98.61%	1.39%	97.75%	2.25%	-1.62
Romania	100.00%	0.00%	99.73%	0.27%	99.26%	0.74%	0.74
Slovakia	100.00%	0.00%	95.86%	4.14%	96.68%	3.32%	3.32
Slovenia	98.30%	1.70%	98.30%	1.70%	98.41%	1.59%	-0.10
Spain	97.35%	2.65%	97.58%	2.42%	93.96%	6.04%	3.39
Sweden	79.17%	19.11%	81.06%	18.94%	82.01%	17.99%	-1.12
United Kingdom	82.91%	17.09%	85.46%	14.54%	85.55%	14.45%	-2.64

data is calculated by Kantar

Definition: [Full-time/part time.](#)

Part-time contract – Percentage of all employees in 2016

Part-time work seems to be more widespread in Western or economically stable countries (Netherlands, Austria and Belgium 24-28%) than in weaker economies, such as Romania, Greece and Bulgaria (~0-1%).



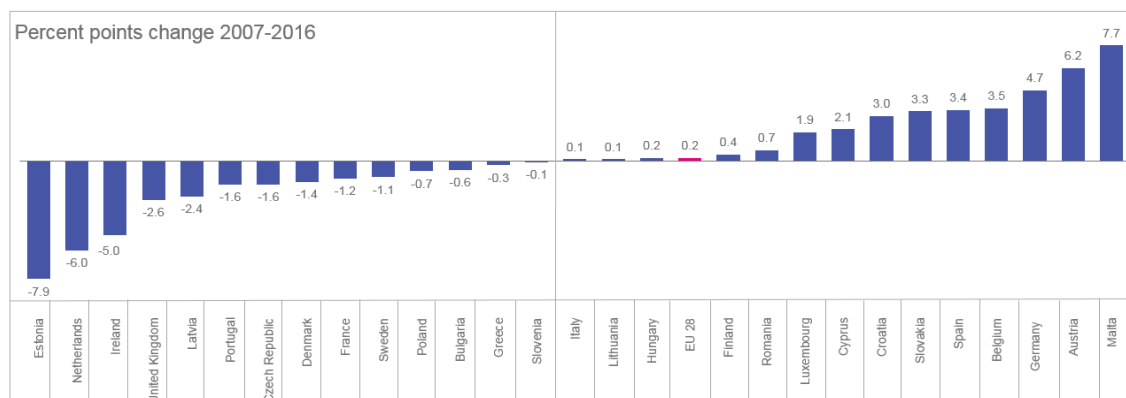
64.1, banking

%	2007		2013		2016		Change 2007/16 part-time (pp)
	full-time	part-time	full-time	part-time	full-time	part-time	
EU 13	86.55%	13.45%	87.15%	12.85%	87.04%	12.96%	-0.49
Austria							
Belgium	72.69%	27.31%	72.39%	27.61%	71.19%	28.81%	1.50
Bulgaria							
Croatia							
Cyprus	99.98%	0.02%	99.93%	0.07%	99.93%	0.07%	0.05
Czech Republic							
Denmark	81.14%	18.86%	83.20%	16.80%	84.65%	15.35%	-3.51
Estonia							
Finland	91.50%	8.50%	92.30%	7.70%	92.60%	7.40%	-1.10
France*	88.30%	11.70%	88.00%	12.00%	88.50%	11.50%	-0.20
Germany	82.0%	18.0%	77.66%	22.34%	75.14%	24.86%	6.85
Greece							
Hungary							
Ireland							
Italy	91.75%	8.25%	89.75%	10.25%	88.00%	12.00%	3.75
Latvia	94.92%	5.08%	99.58%	0.42%	97.36%	2.64%	-2.44
Lithuania							
Luxembourg	87.76%	12.24%	80.28%	19.72%	81.52%	18.48%	6.24
Malta	96.65%	3.35%	100.00%	0.00%	98.35%	1.65%	-1.70
Netherlands	65.67%	34.33%	71.74%	28.26%	71.63%	28.37%	-5.97
Poland							
Portugal							
Romania							
Slovakia							
Slovenia							
Spain	97.50%	2.50%	97.50%	2.50%	97.50%	2.50%	0.00
Sweden	75.30%	24.70%	80.60%	19.40%	85.10%	14.90%	-9.80
United Kingdom							

*France: data of 2012 instead of 2007

Part-time contract – Change between 2007 and 2016

Part-time contracts decreased in Estonia, the Netherlands and Ireland by -5 to -8 percent points and increased in Malta, Austria, Germany and Belgium by 4 to 8 pp. The EU28 average remained stable at +0.2 percent points.



Comments:

The part-time analysis is based again on Eurostat LFS data.

Part-time work seems to be more widespread in Western or economically stable countries (Netherlands, Austria and Belgium 24-28%) than in weaker economies, such as Romania, Greece and Bulgaria (~0-1%).

About 50% of all countries show a decrease vs. 50% increase in part-time contracts.

Part-time contracts decreased in Estonia, the Netherlands and Ireland by -5 to -8% percent points and increased in Malta, Austria, Germany and Belgium by 4 to 8 percent points. The EU28 average remains stable at +0.2 percent points.

The ESP members data show slightly higher results for part-time (EU13: 13%), than the Eurostat LFS data (9.4%). Also the country data shows small differences from 0 up to 5 pp for part-time, but all results point into the same direction.

The only exception is Malta, where the results are quite different. ESP part-time is 1.6 % and Eurostat LFS: 18%.

6. Temporary or permanent

LFS

Source: Eurostat/LFS

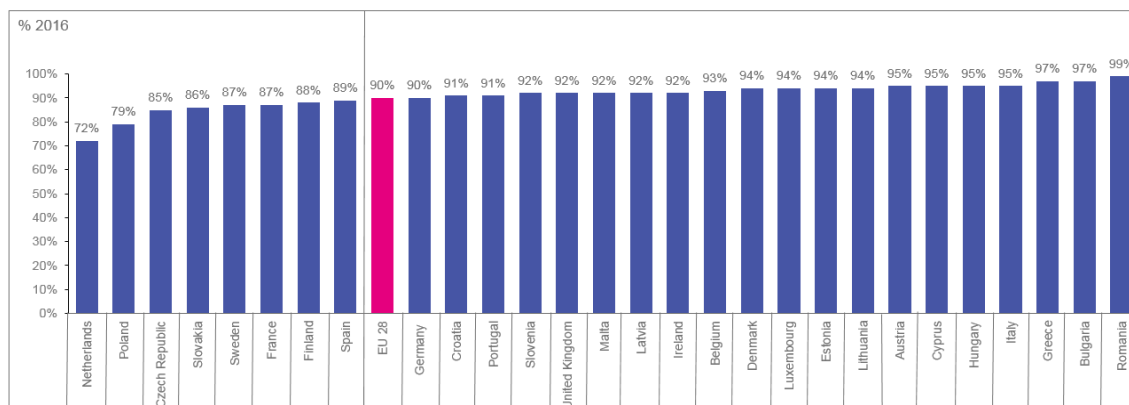
NACE 64 %	2007		2013		2016		Change 2007/16 permanent
	permanent	temporary	permanent	temporary	permanent	temporary	
EU 28	91.11%	6.34%	90.46%	5.82%	89.61%	6.58%	-1.50
Austria	95.65%	3.97%	96.42%	3.30%	95.37%	4.43%	-0.28
Belgium	93.47%	2.09%	94.08%		93.27%		-0.19
Bulgaria	93.71%		97.95%		97.44%		3.73
Croatia	95.40%		95.95%		91.38%		-4.01
Cyprus	98.09%		96.39%		94.71%	5.29%	-3.38
Czech Republic	80.59%	4.59%	81.42%	3.76%	84.75%	5.61%	4.15
Denmark	94.98%	3.66%	95.45%		93.65%		-1.33
Estonia	97.65%		94.43%		94.22%		-3.43
Finland	89.95%	8.22%	90.58%	8.46%	88.05%	11.01%	-1.90
France	93.77%	5.64%	89.79%	7.79%	87.22%	10.30%	-6.55
Germany	91.88%	7.39%	90.52%	7.69%	90.35%	7.98%	-1.52
Greece	96.77%	3.23%	96.07%	2.16%	96.83%	2.64%	0.07
Hungary	89.56%		94.16%		94.80%		5.25
Ireland	91.16%	4.33%	89.75%	5.68%	91.93%	3.96%	0.77
Italy	91.44%	4.60%	92.64%	2.49%	95.06%	1.59%	3.63
Latvia	96.31%		96.16%		92.39%		-3.92
Lithuania	97.91%		99.75%		94.49%		-3.42
Luxembourg	95.49%	4.51%	94.34%	3.54%	94.14%		-1.35
Malta	94.23%		94.15%		91.97%	7.52%	-2.25
Netherlands	86.38%	11.06%	74.82%	8.44%	72.02%	6.11%	-14.35
Poland	81.40%	14.58%	80.22%	15.86%	78.75%	17.70%	-2.66
Portugal	85.81%	13.25%	95.72%		90.66%	7.63%	4.85
Romania	99.63%		97.90%		99.26%		-0.37
Slovakia	83.80%		78.89%		86.01%		2.22
Slovenia	92.22%	7.41%	90.55%	8.31%	91.92%	7.56%	-0.29
Spain	86.60%	10.60%	93.81%	5.67%	89.32%	9.62%	2.71
Sweden	89.56%	9.54%	89.27%	8.84%	87.38%	8.39%	-2.18
United Kingdom	93.38%	3.18%	92.49%	2.85%	91.60%	2.06%	-1.78

data is missing

[Definition: Temporary and Permanent work](#)

Permanent contract – Percentage of all employees in 2016

Permanent contracts still make up the majority in all countries and range from 72% in the Netherlands to 99% in Romania.



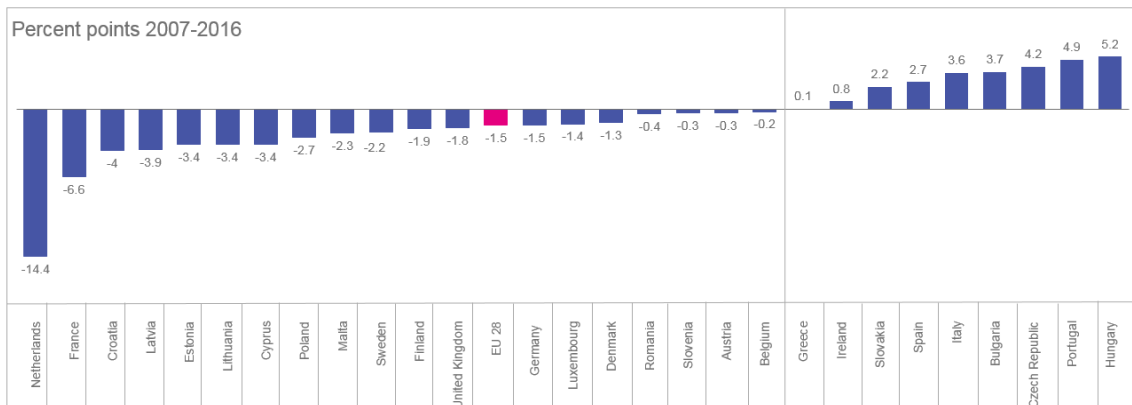
64.1, banking

%	2007		2013		2016		Change 2007/16 permanent
	permanent	temporary	permanent	temporary	permanent	temporary	
EU 12	96.03%	3.72%	95.12%	3.39%	94.15%	3.59%	-1.88
Austria							
Belgium	97.98%	2.02%	99.17%	0.83%	99.10%	0.90%	1.12
Bulgaria							
Croatia							
Cyprus	97.93%	2.07%	99.69%	0.31%	97.67%	2.33%	-0.26
Czech Republic							
Denmark	96.34%	3.66%	97.67%	2.33%	97.61%	2.39%	1.26
Estonia							
Finland							
France*	99.10%	0.90%	98.80%	1.20%	98.70%	1.30%	-0.40
Germany			93.20%	6.10%	93.30%	5.40%	0.10
Greece							
Hungary							
Ireland							
Italy	98.41%	1.59%	99.32%	0.68%	99.32%	0.68%	0.91
Latvia	96.31%		96.16%		92.39%		-3.92
Lithuania							
Luxembourg			96.86%	3.14%	97.23%	2.77%	0.37
Malta	98.14%	1.86%	95.65%	4.35%	92.24%	7.76%	-5.90
Netherlands	86.38%	11.06%	74.82%	8.44%	72.02%	6.11%	-14.35
Poland							
Portugal							
Romania							
Slovakia							
Slovenia							
Spain	97.50%	2.50%	97.50%	2.50%	97.50%	2.50%	0.00
Sweden	92.20%	7.80%	92.60%	7.40%	92.70%	7.30%	0.50
United Kingdom							

*France: data of 2012 instead of 2007

Permanent contract – Change between 2007 and 2016

Largest decrease in the Netherlands (-14.4 pp) vs. small increase in Hungary, Portugal and Czech Republic (4.2-5.2 pp). EU28: Small decrease of -1.5 percent points.



Comments:

The data for permanent and temporary work is based again on Eurostat LFS data.

Permanent contracts account for the majority in all countries and range from 72% in the Netherlands to 99% in Romania in 2016. EU28 average amounts to 90% permanent contracts.

The majority of 20 countries shows a small decrease compared to 8 countries with a slight increase. EU28 average shows also a decrease of 1.5 percent points, so there seems to be not much variation or change towards temporary contracts.

The largest decrease of the share of permanent jobs was observed in the Netherlands (-14,4 percent points) vs. a small increase in Hungary, Portugal and Czech Republic (4.2-5.2 percent points). EU28 showed a decrease of 1.5 percent point since 2007s.

The ESP members data shows on average slightly higher percentages of permanent work (94%) and lower shares of temporary (3.6%) for EU12.

7. Gender

LFS

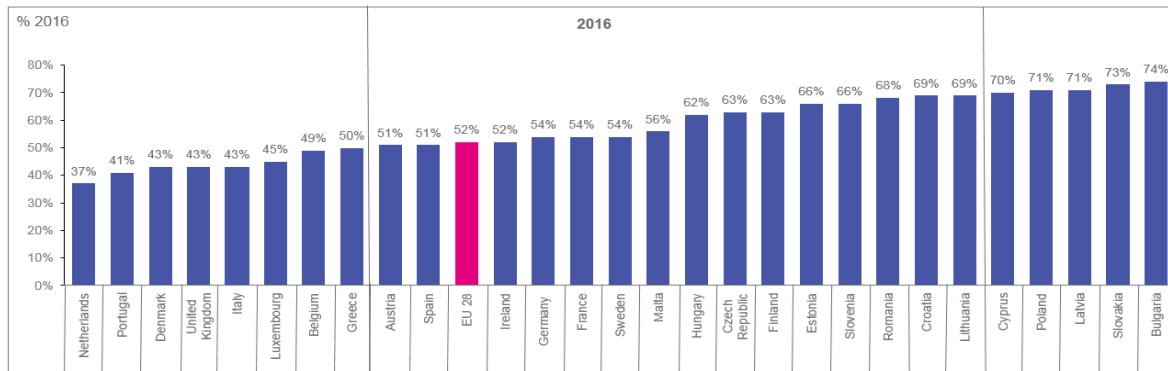
Source: Eurostat/LFS

NACE 64 %	2007		2013		2016		Change 2007/16 female (pp)
	male	female	male	female	male	female	
EU 28	46.66%	53.34%	47.70%	52.30%	47.80%	52.20%	-1.15
Austria	45.58%	54.42%	43.38%	56.62%	49.08%	50.92%	-3.49
Belgium	53.52%	46.48%	53.65%	46.35%	51.06%	48.94%	2.45
Bulgaria	27.74%	72.26%	34.82%	65.18%	26.19%	73.81%	1.55
Croatia	25.58%	74.42%	17.00%	83.00%	30.79%	69.21%	-5.21
Cyprus	46.07%	53.93%	51.24%	48.76%	30.03%	69.97%	16.04
Czech Republic	33.38%	66.62%	45.91%	54.09%	37.27%	62.73%	-3.89
Denmark	50.68%	49.32%	52.50%	47.50%	57.17%	42.83%	-6.48
Estonia	28.34%	71.66%	25.01%	74.99%	33.53%	66.47%	-5.19
Finland	30.08%	69.92%	35.69%	64.31%	37.01%	62.99%	-6.93
France	42.79%	57.21%	47.49%	52.51%	46.02%	53.98%	-3.23
Germany	42.79%	57.21%	44.85%	55.15%	45.93%	54.07%	-3.14
Greece	48.49%	51.51%	47.59%	52.41%	49.98%	50.02%	-1.49
Hungary	30.29%	69.71%	34.35%	65.65%	37.90%	62.10%	-7.62
Ireland	39.24%	60.76%	46.08%	53.92%	47.98%	52.02%	-8.74
Italy	61.35%	38.65%	56.71%	43.29%	57.20%	42.80%	4.16
Latvia	31.12%	68.88%	33.79%	66.21%	29.16%	70.84%	1.96
Lithuania	25.42%	74.58%	24.52%	75.48%	31.29%	68.71%	-5.86
Luxembourg	55.81%	44.19%	59.36%	40.64%	55.12%	44.88%	0.69
Malta	47.51%	52.49%	43.35%	56.65%	44.05%	55.95%	3.46
Netherlands	52.95%	47.05%	63.64%	36.36%	63.29%	36.71%	-10.34
Poland	28.48%	71.52%	31.13%	68.87%	28.95%	71.05%	-0.47
Portugal	53.31%	46.69%	60.63%	39.37%	59.26%	40.74%	-5.95
Romania	29.84%	70.16%	32.60%	67.40%	31.62%	68.38%	-1.78
Slovakia	35.15%	64.85%	36.11%	63.89%	26.96%	73.04%	8.19
Slovenia	27.86%	72.14%	35.70%	64.30%	34.49%	65.51%	-6.62
Spain	59.25%	40.75%	55.19%	44.81%	49.20%	50.80%	10.05
Sweden	47.65%	52.35%	44.96%	55.04%	45.80%	54.20%	1.84
United Kingdom	50.12%	49.88%	52.25%	47.75%	56.66%	43.34%	-6.55

Available countries from ESP members are marked also in other sources
 data is calculated by Kantar

Gender – Percentage of female employees in 2016 – female majority

In 20 countries female employees exceed 50%. Share of female employees is higher in Eastern European countries, such as Bulgaria, Slovenia and Latvia (>70%), than in Western European countries such as Netherlands, Portugal, Denmark and UK (<45%).



ESP members

Source: Questionnaires to ESP members/ 10-12/2017

64.1, banking

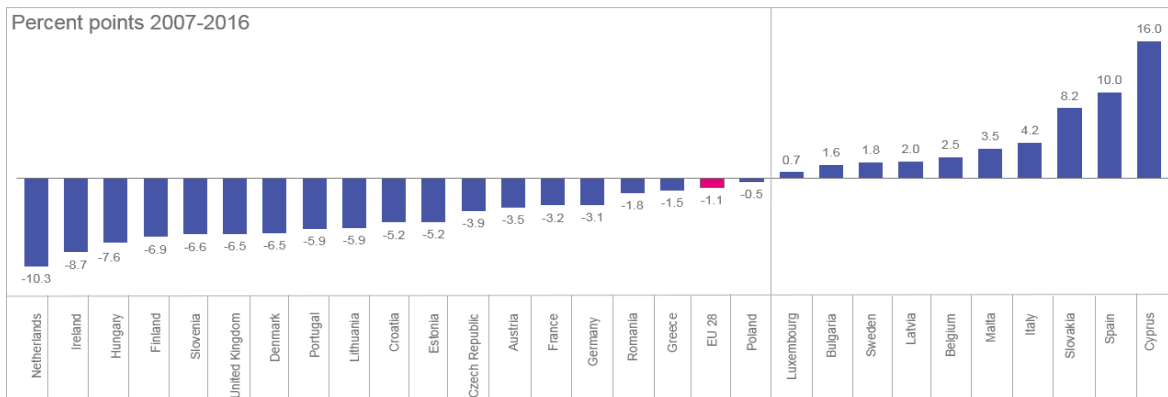
%	2007		2013		2016		Change 2007/16 female (pp)
	male	female	male	female	male	female	
EU 10	47.54%	52.46%	44.54%	55.46%	46.42%	53.58%	1.13
Austria							
Belgium	52.26%	47.74%	49.83%	50.17%	49.29%	50.71%	2.97
Bulgaria							
Croatia							
Cyprus	47.84%	52.16%	43.46%	56.54%	39.83%	60.17%	8.01
Czech Republic							
Denmark	47.58%	52.42%	50.79%	49.21%	52.31%	47.69%	-4.73
Estonia							
Finland	22.74%	77.26%	29.08%	70.92%	31.77%	68.23%	-9.03
France*	43.16%	56.84%	42.86%	57.14%	42.88%	57.12%	0.28
Germany							
Greece							
Hungary							
Ireland							
Italy	55.68%	44.29%	53.50%	46.50%	54.79%	45.21%	0.92
Latvia							
Lithuania							
Luxembourg	53.11%	46.89%	53.67%	46.33%	53.75%	46.25%	-0.64
Malta	47.20%	52.80%	41.75%	58.25%	40.33%	59.67%	6.87
Netherlands							
Poland			25.00%	75.00%			
Portugal							
Romania							
Slovakia							
Slovenia							
Spain	59.82%	40.18%	52.00%	48.00%	50.21%	49.79%	9.61
Sweden	46.00%	54.00%	48.00%	52.00%	49.00%	51.00%	-3.00
United Kingdom							

*France: data of 2012 instead of 2007

Gender – Change in the share of female employees (2007-2016)

Decrease in 18 countries vs increase in 10 countries. Reduction of 10 percent points (pp) in the Netherlands compared to 16 pp increase in Cyprus. EU28: - 1.1 percent points.

Percent points 2007-2016



Comments:

The Gender analysis is based on Eurostat LFS due to a higher completeness of data.

In EU28 the majority of employees in the banking industry is female with 52% in 2016. In 20 countries female employees exceed 50%. The share of female employees is higher in Eastern European countries, such as Bulgaria, Slovenia and Latvia (\Rightarrow 70%), than in Western European countries such as Netherlands, Portugal, Denmark and UK ($<$ 45%).

From 2007 to 2016, we had a larger total decrease of female employees with about -264 900 (-12%) compared to male employees with about -151 500 (-8%);

Looking at the shares of males and females, we observe a relative decrease of female employees in 18 countries vs increase in 10 countries between 2007 and 2016. Largest reduction of 10 percent points was in the Netherlands compared to largest increase in Cyprus with 16 percent points. The EU28 average showed a slight decrease of - 1.1 pp.

ESP: Comparing ESP and LFS data, the development between 2007 and 2016 is similar by country, beside two countries Luxembourg and Sweden, where we had a slight decrease in ESP compared to an increase in LFS. In general the differences are so minor, that the overall situation (shares of males and females) can be assessed as stable.

8. Level of hierarchy (in %)

LFS

Source: Eurostat/LFS

NACE 64 in %	2007						2013						2016						Change 2007/16 ISCO 1 Executives Female (pp)	
	ISCO1 Executives Managers			ISCO2-9 Other			ISCO1 Executives Managers			ISCO2-9 Other			ISCO1 Executives Managers			ISCO2-9 Other				
	total	male	female	total	male	female	total	male	female	total	male	female	total	male	female	total	male	female		
EU 28	15.96%	66.55%	33.45%	84.04%	42.88%	57.12%	12.86%	67.38%	32.62%	87.14%	44.79%	55.21%	11.87%	64.36%	35.64%	88.13%	45.57%	54.43%	2.19	
Austria	8.40%	77.26%	22.74%	91.60%	42.68%	57.32%	9.46%	85.88%	14.12%	90.54%	38.94%	61.06%	7.98%	72.06%	27.94%	92.02%	47.08%	52.92%	5.20	
Belgium	18.35%	69.80%	30.20%	81.65%	49.86%	50.14%	18.21%	66.47%	33.53%	81.79%	50.79%	49.21%	16.06%	58.84%	41.16%	83.94%	49.58%	50.42%	10.96	
Bulgaria																				
Croatia																				
Cyprus	11.43%	78.75%	21.25%	88.57%	41.86%	58.14%	6.80%	87.41%	12.59%	93.20%	48.60%	51.40%	12.33%	62.14%	37.86%	87.67%	25.52%	74.48%	16.61	
Czech Republic	11.59%	54.03%	45.97%	88.41%	30.67%	69.33%	9.16%	75.66%	24.34%	90.84%	42.91%	57.09%	9.27%	55.74%	44.26%	90.73%	35.38%	64.62%	-1.71	
Denmark	10.46%	78.69%	21.31%	89.54%	47.41%	52.59%							4.45%			95.55%				
Estonia																				
Finland	20.45%	78.28%	21.72%	79.55%	17.69%	82.31%	14.70%	72.83%	27.17%	85.30%	29.29%	70.71%	12.17%	63.49%	36.51%	87.83%	33.34%	66.66%	14.80	
France	32.08%	60.15%	39.85%	67.92%	34.58%	65.42%	25.21%	63.26%	36.74%	74.79%	42.17%	57.83%	21.06%	63.31%	36.69%	78.94%	41.40%	58.60%	-3.16	
Germany							3.84%	71.15%	28.85%	96.16%	43.80%	56.20%	4.44%	76.16%	23.84%	95.56%	44.53%	55.47%	-5.01	
Greece	13.76%	69.62%	30.38%	86.24%	45.12%	54.88%	9.49%	64.48%	35.52%	90.51%	45.82%	54.18%	5.13%	65.83%	34.17%	94.87%	49.12%	50.88%	3.79	
Hungary	11.38%	36.61%	63.39%	88.62%	29.47%	70.53%	8.01%			91.99%	37.34%	71.37%	8.20%	39.91%	60.09%	91.80%	37.72%	62.28%	-3.31	
Ireland	22.36%	54.93%	45.07%	77.64%	34.72%	65.28%	15.19%	64.13%	35.87%	84.81%	42.84%	57.16%	16.44%	52.74%	47.26%	83.56%	47.05%	52.95%	2.20	
Italy	10.73%	83.69%	16.31%	89.27%	58.67%	41.33%	4.33%	90.25%	9.75%	95.67%	55.19%	44.81%	4.20%	81.44%	18.56%	95.80%	56.14%	43.86%	2.26	
Latvia	12.41%	28.10%	71.90%	87.59%	31.55%	68.45%	11.73%			88.27%			15.68%	36.24%	63.76%	84.32%	27.85%	72.15%	-8.13	
Lithuania																				
Luxembourg	6.01%	93.47%	6.53%	93.99%	53.40%	46.60%	4.55%	87.53%	12.47%	95.45%	58.01%	41.99%	4.04%	71.80%	28.20%	95.96%	54.41%	45.59%	21.67	
Malta	20.16%	85.64%	14.36%	79.84%	37.88%	62.12%	24.19%	69.72%	30.28%	75.81%	34.94%	65.06%	22.56%	54.71%	45.29%	77.44%	40.94%	59.06%	30.92	
Netherlands	10.30%	79.93%	20.07%	89.70%	49.85%	50.15%	15.48%	82.12%	17.88%	84.52%	60.25%	39.75%	18.42%	73.15%	26.85%	81.58%	61.07%	38.93%	6.78	
Poland	7.96%	55.33%	44.67%	92.04%	26.16%	73.84%	12.86%	45.72%	54.28%	87.14%	28.98%	71.02%	10.32%	49.81%	50.19%	89.68%	26.55%	73.45%	5.52	
Portugal							17.53%	86.00%	14.00%	82.47%	55.24%	44.76%	17.22%	74.46%	25.54%	82.78%	56.10%	43.90%	11.54	
Romania																				
Slovakia	12.73%	68.20%	31.80%	87.27%	30.33%	69.67%	7.67%			92.33%			12.45%			87.55%				
Slovenia	8.16%	60.73%	39.27%	91.84%	26.85%	73.15%	8.81%	57.30%	42.70%	91.19%	33.61%	66.39%	17.63%	52.95%	47.05%	82.37%	30.53%	69.47%	7.79	
Spain	16.05%	78.66%	21.34%	83.95%	55.54%	44.46%	23.02%	67.23%	32.77%	76.98%	51.59%	48.41%	20.26%	54.14%	45.86%	79.74%	47.94%	52.06%	24.52	
Sweden	8.74%	68.14%	31.86%	91.26%	45.68%	54.32%	10.41%	63.59%	36.41%	89.59%	42.80%	57.20%	8.74%	52.80%	47.20%	91.26%	45.67%	54.33%	15.34	
United Kingdom	28.85%	65.02%	34.98%	71.15%	44.07%	55.93%	19.67%	69.80%	30.20%	80.33%	47.95%	52.05%	17.05%	72.48%	27.52%	82.95%	53.42%	46.58%	-7.46	

data is calculated by Kantar
 data is missing
 data is corrected

[Please mind the definition of Executives/Managers in the ISCO-classification](#)

8. Level of hierarchy (total figures)

LFS

NACE 64 total figures	2007						2013						2016						Change 2007/16 ISCO 1 Executives Female (%)	
	ISCO1 Executives Managers			ISCO2-9 Other			ISCO1 Executives Managers			ISCO2-9 Other			ISCO1 Executives Managers			ISCO2-9 Other				
	total	male	female	total	male	female	total	male	female	total	male	female	total	male	female	total	male	female		
EU 28	663,239	441,405	221,834	3,491,843	1,497,290	1,994,553	483,484	325,787	157,697	3,276,646	1,467,700	1,808,946	443,782	285,615	158,167	3,294,953	1,501,628	1,793,325	-28.7%	
Austria	7,094	5,481	1,613	77,387	33,026	44,361	8,742	7,507	1,235	83,669	32,584	51,085	6,809	4,907	1,903	78,485	36,952	41,533	17.9%	
Belgium	19,613	13,690	5,923	87,279	43,517	43,763	12,052	8,011	4,041	54,146	27,501	26,645	9,835	5,787	4,049	51,420	25,492	25,928	-31.6%	
Bulgaria																				
Croatia																				
Cyprus	1,704	1,342	362	13,199	5,525	7,675	1,028	899	129	14,089	6,847	7,242	1,370	851	519	9,744	2,487	7,257	43.2%	
Czech Republic	6,992	3,778	3,214	53,332	16,359	36,973	7,120	5,387	1,733	70,648	30,313	40,335	5,918	3,299	2,619	57,911	20,490	37,421	-18.5%	
Denmark	6,429	5,059	1,370	55,055	26,104	28,951							2,304			49,436				
Estonia																				
Finland	6,574	5,146	1,427	25,577	4,525	21,052	3,743	2,726	1,017	21,722	6,362	15,360	3,622	2,300	1,322	26,141	8,716	17,425	-7.4%	
France	155,681	93,639	62,042	329,575	113,980	215,595	126,144	79,797	46,347	374,264	157,828	216,436	111,480	70,578	40,902	417,943	173,045	244,898	-34.1%	
Germany							28,969	20,612	8,357	726,044	317,975	408,069	33,337	25,390	7,947	718,052	319,732	398,320	-4.9%	
Greece	11,190	7,791	3,400	70,123	31,638	38,485	6,802	4,386	2,416	64,877	29,727	35,150	3,202	2,108	1,094	59,207	29,081	30,126	-67.8%	
Hungary	6,660	2,438	4,222	51,884	15,292	36,592	4,675			53,671	20,041	38,305	5,078	2,027	3,051	56,818	21,434	35,385	-27.7%	
Ireland	14,386	7,903	6,483	49,938	17,341	32,597	9,876	6,333	3,542	55,142	23,624	31,518	10,280	5,422	4,859	52,239	24,578	27,661	-25.1%	
Italy	48,282	40,409	7,873	401,615	235,625	165,989	17,839	16,100	1,739	393,699	217,280	176,420	17,011	13,853	3,158	387,818	217,708	170,110	-59.9%	
Latvia	1,762	495	1,267	12,435	3,923	8,511	1,732			13,027			2,601	942	1,658	13,986	3,895	10,091	30.9%	
Lithuania																				
Luxembourg	990	925	65	15,488	8,270	7,218	1,077	943	134	22,608	13,116	9,492	714	513	201	16,972	9,235	7,737	211.5%	
Malta	947	811	136	3,751	1,421	2,330	1,358	947	411	4,258	1,488	2,770	1,440	788	652	4,942	2,024	2,919	379.4%	
Netherlands	14,632	11,696	2,936	127,460	63,543	63,917	22,963	18,857	4,107	125,390	75,554	49,837	26,082	19,079	7,003	115,516	70,544	44,972	138.5%	
Poland	21,590	11,946	9,643	249,512	65,263	184,248	32,140	14,696	17,444	217,742	63,105	154,637	26,384	13,143	13,241	229,371	60,908	168,463	37.3%	
Portugal							10,618	9,131	1,486	49,943	27,588	22,355	12,883	9,593	3,290	61,918	34,734	27,185	121.4%	
Romania																				
Slovakia	3,782	2,579	1,203	25,931	7,864	18,067	2,452			29,527			3,215			22,610				
Slovenia	1,155	702	454	12,999	3,490	9,509	1,258	721	537	13,026	4,378	8,648	2,112	1,118	994	9,869	3,013	6,855	119.1%	
Spain	55,115	43,354	11,761	288,281	160,103	128,178	58,960	39,641	19,319	197,130	101,698	95,432	52,949	28,667	24,283	208,403	99,916	108,486	106.5%	
Sweden	4,793	3,266	1,527	50,030	22,855	27,175	5,553	3,531	2,022	47,792	20,454	27,338	5,218	2,755	2,463	54,497	24,889	29,608	61.3%	
United Kingdom	219,983	143,023	76,960	542,584	239,138	303,446	105,189	73,417	31,772	429,451	205,932	223,519	90,214	65,383	24,831	438,946	234,465	204,481	-67.7%	

ESP members

Source: Questionnaires to ESP members/ 10-12/2017

64.1, banking in %	2007						2013						2016						Change 2007/16 ISCO 1 Executives Female (pp)
	ISCO1 Executives Managers			ISCO2-9 Other			ISCO1 Executives Managers			ISCO2-9 Other			ISCO1 Executives Managers			ISCO2-9 Other			
	total	male	female	total	male	female	total	male	female	total	male	female	total	male	female	total	male	female	
EU 10	15.48%	76.74%	23.27%	84.52%	42.91%	57.09%	16.12%	68.88%	27.94%	83.88%	43.20%	56.65%	16.70%	70.40%	29.60%	83.30%	43.29%	56.71%	6.33
Austria																			
Belgium	5.1%	79.9%	20.1%	94.9%	50.8%	49.2%	5.6%	75.9%	24.1%	94.4%	48.3%	51.7%	5.4%	74.5%	25.5%	94.6%	47.8%	52.2%	5.40
Bulgaria																			
Croatia																			
Cyprus	5.9%	78.3%	21.7%	94.1%	45.9%	54.1%	4.5%	75.7%	24.3%	95.5%	41.9%	58.1%	4.1%	72.0%	28.0%	95.9%	38.4%	61.6%	6.32
Czech Republic																			
Denmark	2.2%	84.6%	15.4%	97.8%	46.8%	53.2%	6.8%	75.0%	25.0%	93.2%	49.0%	51.0%	5.2%	77.2%	22.8%	94.8%	50.9%	49.1%	7.39
Estonia																			
Finland	8.8%	64.7%	35.3%	91.2%	18.7%	81.3%	5.6%	56.3%	43.8%	94.4%	27.5%	72.5%	5.7%	57.1%	42.9%	94.3%	30.2%	69.8%	7.58
France*	54.9%	55.4%	44.6%	45.1%	28.2%	71.8%	56.2%	54.7%	45.3%	43.8%	27.7%	72.3%	61.1%	52.9%	47.1%	38.9%	27.1%	72.9%	2.48
Germany																			
Greece																			
Hungary																			
Ireland																			
Italy	2.2%	88.8%	11.4%	97.8%	55.2%	44.8%	2.3%	59.3%	8.8%	97.7%	53.9%	44.7%	2.1%	86.2%	13.8%	97.9%	54.1%	46.0%	2.46
Latvia																			
Lithuania																			
Luxembourg	32.9%	73.8%	26.2%	67.1%	43.0%	57.0%	34.0%	72.6%	27.4%	66.0%	43.9%	56.1%	36.3%	70.3%	29.7%	63.7%	44.3%	55.7%	3.51
Malta	2.8%	97.5%	2.5%	97.2%	45.7%	54.3%	3.6%	84.1%	15.9%	96.4%	40.2%	59.8%	2.6%	81.2%	18.8%	97.5%	39.3%	60.7%	16.36
Netherlands																			
Poland																			
Portugal																			
Romania																			
Slovakia																			
Slovenia																			
Spain	29.6%	80.3%	19.7%	70.4%	50.9%	49.1%	30.2%	73.9%	26.1%	69.8%	53.5%	46.5%	32.3%	73.2%	26.8%	67.7%	53.2%	46.8%	7.16
Sweden	10.4%	63.9%	36.0%	89.6%	43.8%	56.2%	12.2%	61.4%	38.6%	87.8%	46.2%	53.8%	12.3%	59.4%	40.6%	87.7%	47.5%	52.5%	4.60
United Kingdom																			

*France: data of 2012 instead of 2007. Data for France covers only banks under collective agreement AFB. In these kind of banks (about 50% of the total), there are more Executives than Non-Executives.

Level of hierarchy

Comments:

For information on the level of hierarchy (by gender), we used again data from the LFS, Labour Force Survey from Eurostat. Complete data was not available for all countries (orange cells) and some figures were obtained by calculations of Kantar (yellow cells). Some figures were corrected (green cells), according to plausibility checks of the data. In this case the figures for male were changed with the figures for female, as they were obviously mixed up.

For EU28 in 2016, the largest group is still the clerks with 1.3 million employees, but with a decrease of 32% compared to 2007. Also the managers show a decrease of 33% from 663 K to 443 K. The only increase could be noted in the group of professionals with 87% up to 1.0 mio. employees.

Executives:

The share of executives is varying and ranges from 4% in Luxembourg, Italy and Germany to 23% in Malta and 21% in France in 2016. The EU average amounts to 12%.

We can observe a decrease of the share of executives in 13 countries vs an increase in 8 countries. There is no data for 7 countries. The largest decline of the share of executives was in UK, France and Greece (- 8 to -12 pp), vs the largest increase of executives in Slovenia and the Netherlands (+8 to +9.5 pp).

The ESP data differ partly from the LFS data. This should be verified if possible.

Female Executives:

The share of female executives varies from 19% in Italy to 64% in Latvia in LFS data. The shares in Latvia and Hungary should be verified, due to their questionable high values.

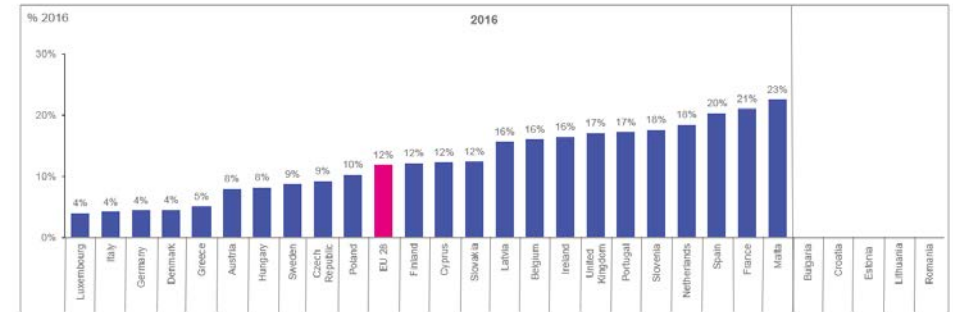
We observe a total decrease of female executives for EU21 of -63 700 (-29%) compared to a decrease of male executives of -155 800 (-35%) from 2007 to 2016. Looking at the relative shares of female executives, Slovenia shows the largest decrease (-14 pp) whereas Malta (+31 pp) and Spain (+25 pp) show the largest increase since 2007. Six countries show a decrease, whereas 13 countries show an increase in the share of female executives. EU28 average has a small increase of +2 pp.

The ESP data differ partly from the LFS data. This should be verified if possible.

Concluding, there is a strong variation between the countries concerning the shares of executives and also female executives. ESP and LFS data varies. LFS shows mainly a decrease in the shares of executives, ESP mainly an increase. Concerning the female executives both sources display mainly an increase in the shares. Furthermore the definitions per country for "executives" in the ESP data should be further analysed and compared to the LFS definition.

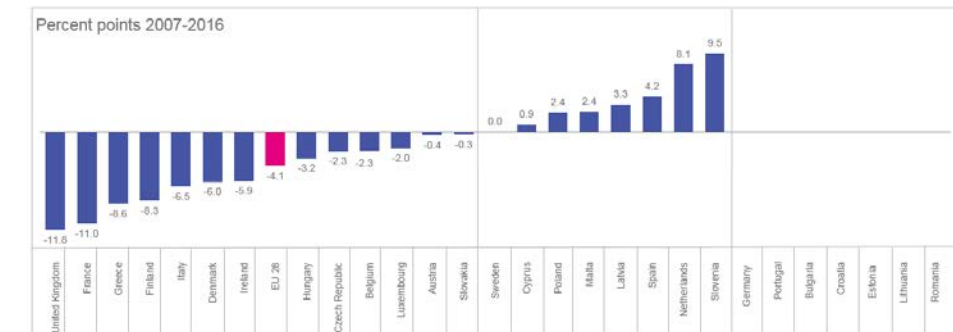
Level of hierarchy – Percentage of executives – 2016

Share of executives ranges from 4% in Luxembourg, Italy and Germany to 23% in Malta and 21% in France. EU average is 12%.



Level of hierarchy – Share of executives - Change between 2007 and 2016

Largest decline of executives in UK, France and Greece (- 8 to -12 percent points), vs largest increase of executives in Slovenia and the Netherlands (8 to 9.5 percent points).

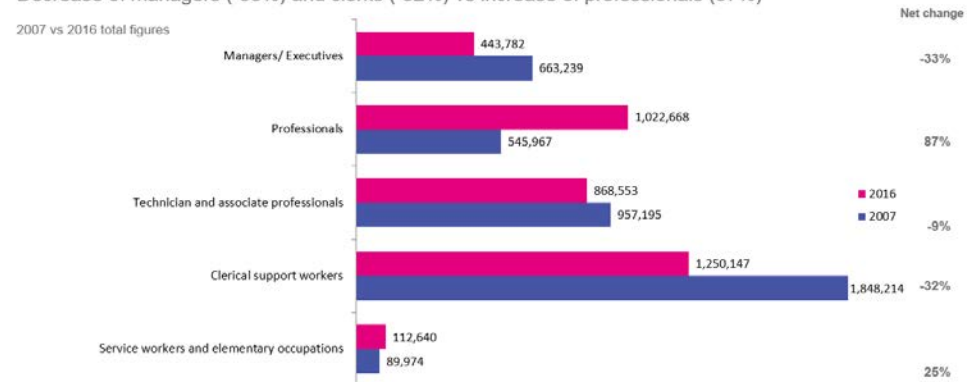


Level of hierarchy

Total figures	2007	2016	total change	% change
Service workers and elementary occupations	89,974	112,640	22,666	25%
Clerical support workers (clerks)	1,848,214	1,250,147	-598,067	-32%
Technician and associate professionals	957,195	868,553	-88,642	-9%
Professionals	545,967	1,022,668	476,701	87%
Managers/ Executives	663,239	443,782	-219,457	-33%
Totals	4,104,589	3,697,790	-406,799	-10%

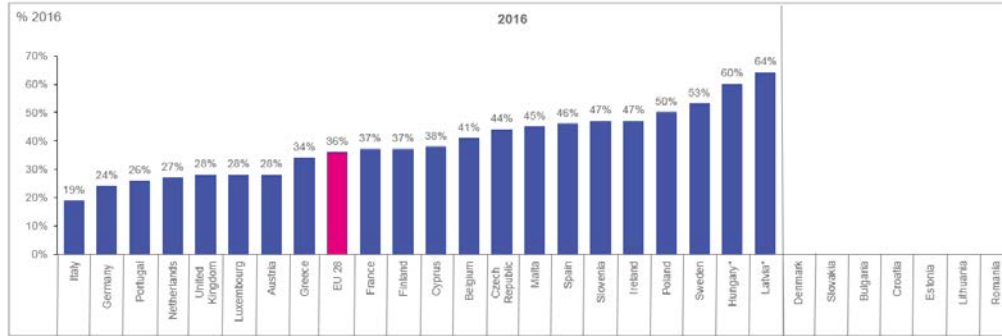
EU28 – Level of hierarchy for 2007 vs 2016

Decrease of managers (-33%) and clerks (-32%) vs increase of professionals (87%)



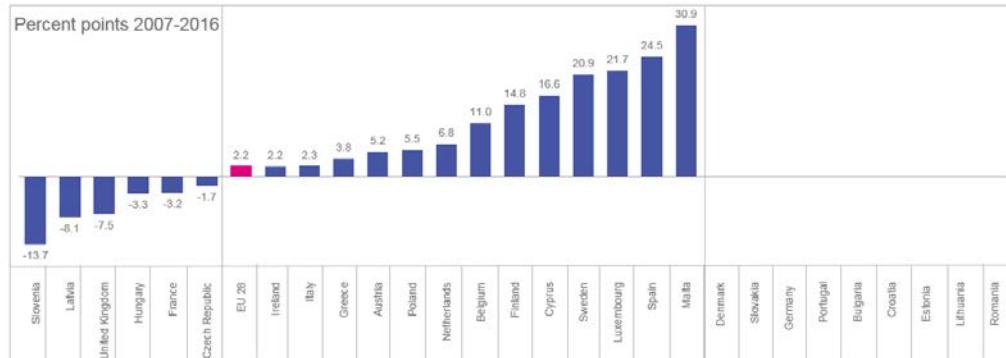
Level of hierarchy – Percentage of female executives – 2016

The share of female executives varies from 19% in Italy to 64% in Latvia. The share of female executives in Latvia and Hungary should be verified, due to their questionable high percentages.



Level of hierarchy – Percentage of female executives - 2007 vs 2016

Slovenia shows the largest decrease (-14 percent points) whereas Malta (31 pp) and Spain (25 pp) the largest increase in the share of female executives. EU19 average reports a small increase of 2.2 percent points.



9. Pay structure (Fix / Variable Pay)

SES

[Source: Eurostat/SES](#)

NACE K	2006		2010		2014		Change 2006/14 variable (pp)
	fix	variable	fix	variable	fix	variable	
EU 28	79.51%	20.49%	82.78%	17.22%	85.86%	14.14%	-6.35
Austria	77.14%	22.86%	78.99%	21.01%	79.18%	20.82%	-2.04
Belgium	86.00%	14.00%	88.38%	11.62%	92.10%	7.90%	-6.10
Bulgaria	89.04%	10.96%	90.48%	9.52%	90.38%	9.62%	-1.34
Croatia			94.30%	5.70%			
Cyprus	91.93%	8.07%	91.08%	8.92%	92.56%	7.44%	-0.63
Czech Republic	91.14%	8.86%	87.97%	12.03%	86.78%	13.22%	4.36
Denmark	97.84%	2.16%	98.25%	1.75%	97.81%	2.19%	0.02
Estonia	85.29%	14.71%	96.83%	3.17%	96.31%	3.69%	-11.02
Finland	92.19%	7.81%	91.47%	8.53%	90.87%	9.13%	1.32
France	84.66%	15.34%	85.12%	14.88%	83.92%	16.08%	0.74
Germany	84.20%	15.80%	85.42%	14.58%	83.91%	16.09%	0.29
Greece	82.32%	17.68%	79.59%	20.41%	83.71%	16.29%	-1.40
Hungary	85.35%	14.65%	84.68%	15.32%	88.25%	11.75%	-2.90
Ireland	87.08%	12.92%	90.99%	9.01%			
Italy	87.00%	13.00%	83.51%	16.49%	84.95%	15.05%	2.05
Latvia	80.78%	19.22%	92.17%	7.83%	91.56%	8.44%	-10.78
Lithuania	88.91%	11.09%			93.61%	6.39%	-4.70
Luxembourg	80.21%	19.79%	82.35%	17.65%	81.31%	18.69%	-1.10
Malta	85.15%	14.85%	91.37%	8.63%	94.67%	5.33%	-9.52
Netherlands	88.21%	11.79%	79.68%	20.32%			
Poland			93.77%	6.23%	93.94%	6.06%	6.06
Portugal	76.81%	23.19%	80.39%	19.61%	85.35%	14.65%	-8.54
Romania	90.30%	9.70%	90.45%	9.55%	92.42%	7.58%	-2.12
Slovakia	90.93%	9.07%	93.25%	6.75%	94.65%	5.35%	-3.71
Slovenia	85.96%	14.04%	89.94%	10.06%	92.20%	7.80%	-6.24
Spain	72.19%	27.81%	81.19%	18.81%	82.18%	17.82%	-9.99
Sweden	87.67%	12.33%	92.71%	7.29%	94.65%	5.35%	-6.99
United Kingdom	69.36%	30.64%	76.91%	23.09%	83.12%	16.88%	-13.76

Please mind the definition of fixed and variable pay

 data is missing

Comments:

For the structure of variable and fixed pay, we focused on the ESP members data, as these data was more banking specific and available for the requested years 2007, 2013 and 2016. A limitation was that we could cover only 10 countries with this data.

As a comparison we used the SES (Structure of Earnings Survey) from Eurostat

The restrictions of this survey were

- Only for NACE-Code K available (whole financial sector including banking and insurance)
- Only for the years 2006, 2010 and 2014 available.

Results:

In the ESP members data, the share of variable pay varied from 0% in Malta and Cyprus to 17% in Spain in 2016. The EU average amounts to 7%. The overall decrease of variable pay in the available countries amounted to -2.2 pp.

SES: In the SES data, the share of variable pay varied also a lot from 2% in Denmark to 21% in Austria in 2014. EU average amounted to 14%. The EU average shows a decrease in variable pay of -6.35 pp between 2006 and 2014.

Concluding, there is a decrease of variable pay in both data sources, but the ESP members data shows in general a lower level of variable pay (ESP: 7% to LFS: 14% in 2016), also in the past.

64.1, banking

	2007		2013		2016		Change 2007/16 variable (pp)
	fix	variable	fix	variable	fix	variable	
EU 10	76.04%	9.68%	91.28%	8.32%	92.52%	7.48%	-2.20
Austria							
Belgium							
Bulgaria							
Croatia							
Cyprus	100.00%	0.00%	99.98%	0.02%	99.88%	0.12%	0.12
Czech Republic							
Denmark	94.80%	5.20%	94.90%	5.10%	95.20%	4.80%	-0.40
Estonia							
Finland	92.80%	7.20%	88.80%	11.20%	88.40%	11.60%	4.40
France*	86.30%	13.70%	86.00%	14.00%	86.70%	13.30%	-0.40
Germany	93.95%	6.05%	94.19%	5.81%	94.17%	5.83%	-0.22
Greece							
Hungary							
Ireland							
Italy	90.00%	10.00%	94.93%	5.07%	95.90%	4.10%	-5.90
Latvia	70.00%	30.00%	93.00%	7.00%	92.00%	8.00%	-22.00
Lithuania							
Luxembourg							
Malta	100.00%	0.00%	100.00%	0.00%	100.00%	0.00%	0.00
Netherlands							
Poland			84.00%	12.00%			
Portugal							
Romania							
Slovakia							
Slovenia							
Spain			81.44%	18.56%	83.42%	16.58%	16.58
Sweden	90.70%	9.30%	95.60%	4.40%	97.00%	3.00%	-6.30
United Kingdom							

*France: data of 2012 instead of 2007

ESP: Variable pay – Percentage in 2016 and 2007 vs 2016

Variable pay varies from 0% in Malta and Cyprus to 17% in Spain. In Finland we had a small increase but in the other seven countries a decrease of variable pay. EU average amounts to 7% in 2016.



10. Reasons for job losses

Eurofound/ERM

Source: Eurofound

Banking industry 01/2007-12/ 2016

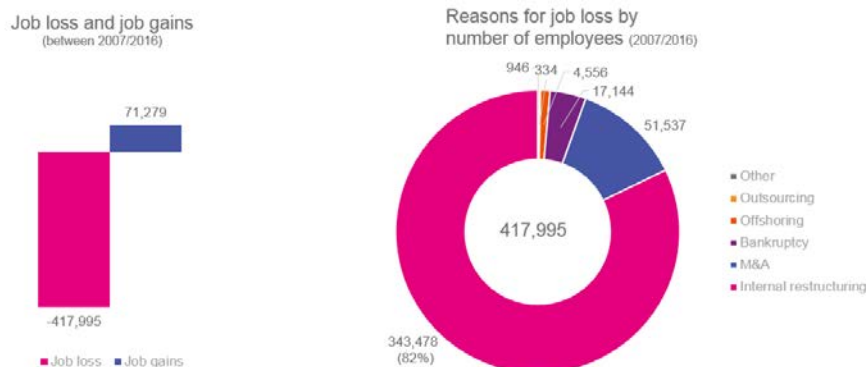
total figures	Total of Job Gain	Total of Job Loss	Internal restructuring	M&A	Bankruptcy	Offshoring	Outsourcing	Other	Job Loss / Gain
EU28	71,279	-417,995	343,478	51,537	17,144	4,556	334	946	-346,716
Austria	100	-5,825	5,575		100	150			-5,725
Belgium	4,580	-17,154	15,641		170	1,278	65		-12,574
Bulgaria	200								200
Croatia		-1,124		1,124					-1,124
Cyprus		-1,745	1,614					131	-1,745
Czech Republic	3,377	-1,805	1,805						1,572
Denmark		-4,241	3,491	150		600			-4,241
Estonia	100								100
Finland	220	-2,777	2,527		250				-2,557
France	8,187	-23,604	22,174	490	940				-15,417
Germany	3,510	-55,170	45,145	7,500	2,525				-51,660
Greece	411	-18,832	17,772		460			600	-18,421
Hungary	150	-2,551	2,206		130			215	-2,401
Ireland	2,417	-6,823	5,767		1,056				-4,406
Italy	7,750	-61,227	49,789	9,671	1,767				-53,477
Latvia		-1,189	1,189						-1,189
Lithuania	3,484	-1,448	552		896				2,036
Luxembourg		-1,391	888		354	149			-1,391
Malta	600	-130	130						470
Netherlands		-35,230	27,270	5,900	2,000	60			-35,230
Poland	21,128	-28,745	23,082	5,400	263				-7,617
Portugal		-6,226	4,246	1,680	300				-6,226
Romania	1,800	-4,520	4,520						-2,720
Slovakia		-700	700						-700
Slovenia	254	-1,638	1,638						-1,384
Spain	930	-34,862	21,718	12,237	907				-33,932
Sweden	220	-2,810	1,480	200	1,130				-2,590
United Kingdom	11,861	-96,228	82,559	7,185	3,896	2,319	269		-84,367
Total	71,279	-417,995	343,478	51,537	17,144	4,556	334	946	-346,716

Comments: In the European Restructuring Monitor (ERM), set up by Eurofound, the impact of large scale restructuring events was monitored since 2002. For this project, the events from January 2007 to December 2016 were analysed for EU28. The data is based on announcements in national media sources and records job losses and gains and the published reasons for it. Since 12/2002 to date more than 1.400 events have been recorded in the financial sector. Between 1/2007 and 12/2016 738 cases of job loss and 261 cases of job gains have been recorded (999 in total).

As the main reason for job loss they disclose "internal restructuring" with 82% . We see problems with this result as
 a) Only published redundancies are included in the statistic.
 b) Internal restructuring is from our point of view more a consequence than a reason, therefore we conducted a survey among the ESP members to get further indications.

Main reasons for redundancies in the financial industry in EU28

82% of all published events report "internal restructuring" as the reason for job cuts. This result was further deepened in a questionnaire to ESP members.



11. Ranking of Reasons for Restructuring

ESP members

[Source: Questionnaires to ESP members/ 10-12/2017](#)

2017/18

# number of points	Financial crisis	Market forces	Digitalisation	Regulation	Customer demand	Management errors	Fraud and Manipulation	Bank Consolidation /Merger	Early retirement schemes	Choices of management and owners, pressure of ROE increase	Employers dissatisfaction with the quality of performance
EU - total	122	98	95	80	62	51	45	18	10	10	7
Austria											
Belgium		9	10		8						
Bulgaria											
Croatia	10	8		6		7		9			
Cyprus	10	9	7	6	5	8					
Czech Republic											
Denmark											
Estonia											
Finland	9	8	18	16	19					10	
France											
Germany	8	10	10	9	9	6	7				
Greece											
Hungary											
Ireland											
Italy	18	14	12	8	10	16	20				
Latvia	9	8	10	4	6	5	3				7
Lithuania											
Luxembourg											
Malta											
Netherlands											
Poland	10	9	8	9							
Portugal											
Romania											
Slovakia											
Slovenia	10										
Spain	28	15	13	13	5	9	15	9	10		
Sweden	10	8	7	9							
United Kingdom											
Total	122	98	95	80	62	51	45	18	10	10	7
Ranking	1	2	3	4	5	6	7				

11. Ranking of Reasons for Restructuring

ESP members

Source: Questionnaires to ESP members/ 10-12/2017

Explanations/Reasons (in short)	more indirect impact, bank liquidation; Increased need for compliance and regulation etc;	Interest rates, merger; increased competition with new fin-techs;	More efficiency due to digitalisation, automation	as a consequence of the financial crisis; increased costs and efforts	driven by digitalisation	difficult to evaluate	increased costs but no major factor	Merger			
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Comments:

The ESP members stated from 10/2017 to 12/2017 the most important triggers or reasons for internal restructuring which induced job losses in their country. The results derive out of 15 questionnaires.

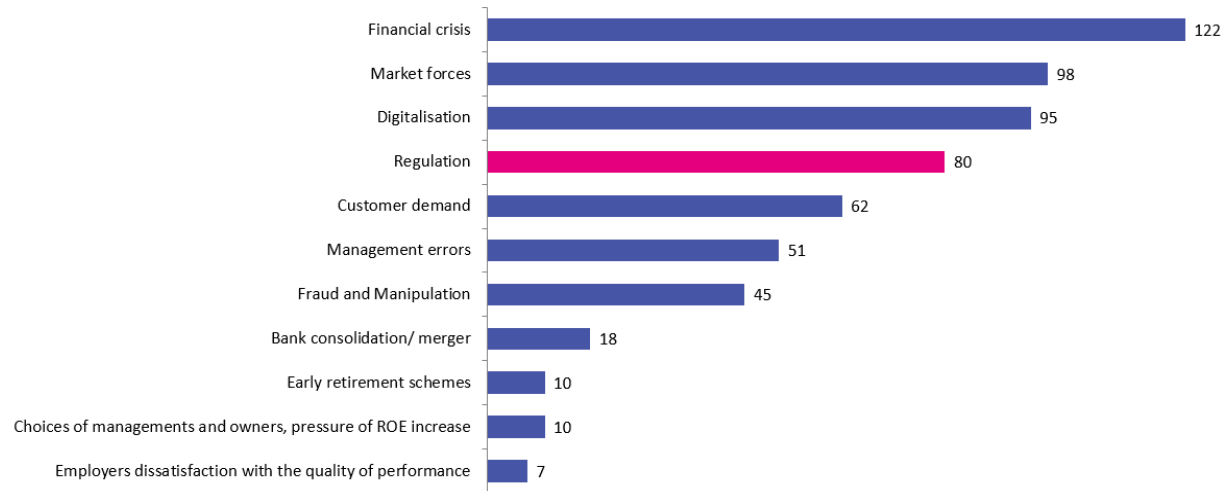
The most important reason got 10 points, the second 9, the third 8 and so on. The number of points were added up. Reasons were ranked accordingly by the largest number of points.

The explanations for the decisions are summarized out of 4 questionnaires at the bottom of the table. (The other questionnaires did not contain any explanations).

The financial crisis, market forces, digitalisation and regulation were described to be the main trigger.

What were the reasons for “internal restructuring”?

Financial crisis, market forces, digitalisation and regulation were named as the main trigger. Regulation ranks in fourth place



12. Reasons for Restructuring

ESP members data & expert interviews

[Source 1: Questionnaires to ESP members 10-12/2017](#)

From 10/2017 to 12/2017 a questionnaire was distributed among the members of the Social partners in 28 EU countries. One question was the reason for internal restructuring and herewith job loss since 2007. In February 2018 Kantar conducted short interviews among banking experts in 5 major European countries again about the reasons for internal restructuring to deepen the topic. The results were combined and displayed in the following.

Digitalisation, Market forces and Regulation were described as the main reasons. The Financial crisis was stated as to be important but more indirectly e.g. because it caused higher regulation. Please mind the **yellow coloured Summary section** at the beginning of each row!

2017/2018

	Summary	Germany	France	Spain
<p>Q1. Financial crisis was named as one important factor impacting internal restructuring resp. job losses. Do you agree or disagree? Please explain why.</p>	<p>1. More indirect impact through increased cost pressure caused by stricter regulations, changed policies, mergers etc. than direct impact.</p> <p>2. Job losses were more eminent after bust of dotcom bubble, than after financial crisis.</p> <p>3. Bank liquidations after the crisis, decreased branches and employees.</p>	<p>If we regard stricter regulation as a consequence of the financial crisis, the crisis has a significant impact on employment due to increased cost pressure (see below). However, the direct influence of the financial crisis (2008) on employment was limited as employment remained relatively stable in the first years after the crisis. Job losses in the financial industry after the burst of dotcom bubble (2000) were much larger than after the financial crisis.</p>	<p>This is not the only factor. Three major factors of transformation exert a pressure on the bank in the medium and long term:</p> <ul style="list-style-type: none"> - historically low interest rates that impact the remunerations of institutions. The effects are negative: the average remuneration of outstanding credits is down and will remain at low rates for several years, hence a GDP without an increase, - regulation which increases costs and promotes the emergence of competition, - the technological innovation that modifies the customer relationship and fosters the arrival of new competitors. 	<p>The last financial crisis is one important factor, however job losses caused by the recent financial crisis don't look quite as horrifying. Drastic job losses have been in recent years also previous to the financial crisis in Spain at least in our sector.</p>
<p>Q2. Market forces was named as one important factor impacting internal restructuring resp. job losses. Do you agree or disagree? Please explain why.</p>	<p>1. One important factor are historically low interest rates that impact the remunerations of institutions. The effects are negative: the average remuneration of outstanding credits is down and will remain at low rates for several years, combined with a GDP without increase. Banks have to introduce fees and to find other sources of financing.</p> <p>2. Consolidations and restructurings after many mergers and acquisitions caused major employee reductions.</p> <p>3. Some countries, e.g. Germany are simply "overbanked", which puts enormous pressure on costs.</p>	<p>Compared to their competitors in Europe and worldwide, German banks still underperform in key performance indicators such as cost-effectiveness and profitability. Moreover, Germany is still considered as "overbanked". Regarding the enormous cost pressure due to digitalisation, regulation and changed customer behaviour, the need for restructuring and consolidation will last for many years. On the other hand, there is increased competition e.g. by Fin-techs. Especially German Banks are affected by the zero interest rates, which forced them to introduce fees, which is new to Germany but common to many other European countries.</p>	<p>Beside other forces, historically low interest rates impact the remunerations of institutions. The effects are negative: the average remuneration of outstanding credits is down and will remain at low rates for several years, also a GDP without an increase.</p>	<p>I agree, because employment statistics are at the heart of many EU policies.</p> <p>Internal reductions of workforce on the banking sector are also due to restructurings after mergers and acquisitions proceedings among Spanish Banks.</p>
<p>Q3. Digitalisation was named as one important factor impacting internal restructuring resp. job losses. Do you agree or disagree? Please explain why.</p>	<p>1. Digitalisation already changes business models considerably and will do so in an intensified way over the next years,</p> <p>2. Technological innovation modifies the customer relationship and fosters the arrival of new competitors.</p> <p>3. Especially in retail banking, we witness enormous redundancies driven by digitalisation.</p> <p>4. Employment gains by new job profiles will not compensate the job losses.</p> <p>5. It fosters the arrival of new, non-banking competitors, e.g. Fintechs.</p>	<p>Digitalisation already changes business models considerably and will do so in an intensified way over the next years, e.g. Robo Advisors, artificial intelligence, digital central staff functions, e.g. in HR. In retail banking, we already witness enormous redundancies driven by digitalisation. Other business areas will follow soon. Employment gains by new functions developing due to digitalisation will probably not rudimentary compensate the job losses in other divisions.</p>	<p>It is not a question of job destruction but of sound job changes. Digitalisation is a major factor for the future of banking institutions. It brings opportunities in the customer relationship, it should allow to increase productivity and performance in internal processes and it improves knowledge of the customer portfolio and its needs. At the same time, it fosters the arrival of new competitors.</p>	<p>It's one important factor but the workers affected don't end up unemployed, but rather move to a different occupation. Such job polarization contributes to increased economic inequality. Technology is one of the key drivers of long-term economic growth.</p>

12. Reasons for Restructuring

[2. Interviews among banking experts in 5 countries \(Germany, France, Italy, Spain and Poland\), 2/2018](#)

2017/2018

	Poland	Italy	Sweden (quest.)	Croatia (quest.)
<p>Q1. Financial crisis was named as one important factor impacting internal restructuring resp. job losses. Do you agree or disagree? Please explain why.</p>	<p>Financial crisis was an important factor, but in Poland it had an indirect impact. Poland was not hit by the crisis directly. Polish banking sector was influenced indirectly, because international banks operating in Poland were in trouble in their home countries. They had to undergo restructuring, and this had an impact on Polish banks. E.g. KBC (Belgium) or AIB (Ireland) have sold their branches in Poland to other owners (who decided to restructure the branches to their needs).</p>	<p>The financial crisis and the real economy crisis, which has involved the country at all levels, has deeply influenced banks operational processes, which, in the meantime, had to adapt to the new regulation, mainly European, and to its parameters.</p>	<p>Increased need for compliance etc.</p>	<p>Bank liquidation</p>
<p>Q2. Market forces was named as one important factor impacting internal restructuring resp. job losses. Do you agree or disagree? Please explain why.</p>	<p>I agree. There are more and more financial products in the market. The customers are more educated, and require more sophisticated services, also available almost around the clock. To meet their needs and stay competitive on the market, banks have to restructure internally, and change the profiles of their employees. Besides, there are several types of institutions offering financial products which are not under the same regulations in all EU countries (e.g. fin-techs).</p>		<p>Increased competition with new fin-techs</p>	<p>Decrease in number of branches, merger</p>
<p>Q3. Digitalisation was named as one important factor impacting internal restructuring resp. job losses. Do you agree or disagree? Please explain why.</p>	<p>I agree. This is related to marketing issues. To be able to compete successfully with other market players, and to offer more sophisticated products, banks (and other financial institutions) have to introduce digitalization. Especially in activities which are repeatable. Also, introducing IT analytical tools reduces time and excludes human errors, which in turn influences the role of analyst.</p>	<p>Digitalisation is changing significantly (faster than expected) the relation with customers and the networking and business models;</p> <p>in the meantime, the same factors have opened markets to new non traditional competitors increasing competitiveness in the sector and recalling the important issue of having an adequate level playing field from the regulatory point of view in order to avoid an asymmetric alteration of competitiveness.</p>	<p>More efficiency due to digitalisation</p>	

	Summary	Germany	France	Spain
<p>Q4. Regulation was named as one important factor impacting internal restructuring resp. job losses. Do you agree or disagree? Please explain why.</p>	<p>1. Regulation has a significant impact due to increased costs. 2. Directive Basel III increased requirements on the equity ratio, which ties up capital. 3. PSD2, the European Payment Service Directive, forces the banks to disclose customer and account data which increases competition e.g. of Fintechs. 4. Regulation has complicated the customer service process due to higher requirements in documentation.</p>	<p>The stricter regulation has a significant impact on employment due to increased cost pressure. 1. Almost every working process in banks has become more expensive due to regulation-driven increased time and effort. Banks have to realise all possible savings, typically starting with their biggest cost pool which is labour costs. 2. Stronger pressure due to increased requirements on the equity ratio due to new regulations e.g. Basel III, also 3. the new Payment Services Directive (PSD2) since January 2018, which forces the banks to disclose their customer and account data to third party providers, which increases the competition e.g. by Fintechs. 4. Regulation has complicated the customer service process due to higher requirements in documentation. 5. The proprietary trading of banks was also limited by regulation, which was one of the positive developments.</p>	<p>The main effect of the regulation has been to increase costs and to favour the arrival of competing non-banking players. The new European directives and thus the creation of facilitated approvals provide a favourable framework for non-bank players. Fintechs, for example, can offer their services in less restrictive settings than banks with reduced costs. This is particularly the case in the field of payment processing.</p>	<p>The new and more restricted regulations are consequences of the financial crisis. Policy-makers have sought to rectify the damage done to the financial systems and economies by enacting a large set of financial reforms, both at the international and domestic level. Some companies have long complained that spending money following rules means there's less left over to invest in research or expand their businesses however others argue that getting rid of regulations will directly create jobs. Economists who have studied the matter say that there is little evidence that regulations cause massive job loss in the economy, and that rolling them back would not lead to a boom in job creation. It would be necessary to quantify in each company or sector.</p>
<p>Q5. Customer demand was named as one important factor impacting internal restructuring resp. job losses. Do you agree or disagree? Please explain why. (only members questionnaire)</p>	<p>1. Changed customer demand and behaviour is significantly driven by digitalisation. 2. Effect will become more important in the next years.</p>	<p>As the change of customer demand and behaviour (especially the sharp increase of self deciders in financial affairs and the sharp decrease of customer loyalty) is significantly driven by digitalisation, the influence of customer demand on employment is remarkable. We expect this factor to become even more important within the next years.</p>		
<p>Q6. Management Errors was named as one important factor impacting internal restructuring resp. job losses. Do you agree or disagree? Please explain why. (only members questionnaire)</p>	<p>1. There are effects, especially before and after the crisis, but it is difficult to evaluate them.</p>	<p>There have been partly considerable management errors in financial industry especially before and after financial crisis. However, it seems almost impossible to number the effect these errors had or still have on the banks and the employment - aside from the diagnosis that the impact of management decisions often cannot be seen immediately, often only after years or decades. In this respect, we are unable to evaluate this factor seriously.</p>		
<p>Q7. Fraud and Manipulation was named as one important factor impacting internal restructuring resp. job losses. Do you agree or disagree? Please explain why. (only members questionnaire)</p>	<p>1. Increased costs but importance will decrease within the next years.</p>	<p>Although fraud and manipulation caused high penalties and thereby increased costs over the last years, the importance of this factor for the cost structure and following pressure on employment will probably decrease within the next years.</p>		
<p>Q8. Which one of the above factors would you assess to be the most important factor to induce internal restructuring and herewith job loss?</p>	<p>1. Digitalisation and market forces seem to be the most important factors followed by regulation. 2. The impact of the financial crisis is more indirect than direct.</p>	<p>Market Forces, Digitalisation and Regulation are the most important factors which induced job reductions. Also customer demand plays an important role, but this is a part of market forces. As the change of customer demand and behaviour (especially the sharp increase of self deciders in financial affairs and the sharp decrease of customer loyalty) is significantly driven by digitalisation, the influence of customer demand on employment is remarkable. We expect this factor to become even more important within the next years.</p>	<p>Digitalisation seems to be the most impacting element. Technological developments are likely to transform organizations; It will affect management and skill needs. The banking institutions can gain opportunities out of their physical network by providing value-added services.</p>	<p>All the above factors induce internal restructuring and herewith job loss depending on the companies and sectors of the Economy, so I couldn't suggest which of them it's the most important. This should be suggested by an Economic expert.</p>

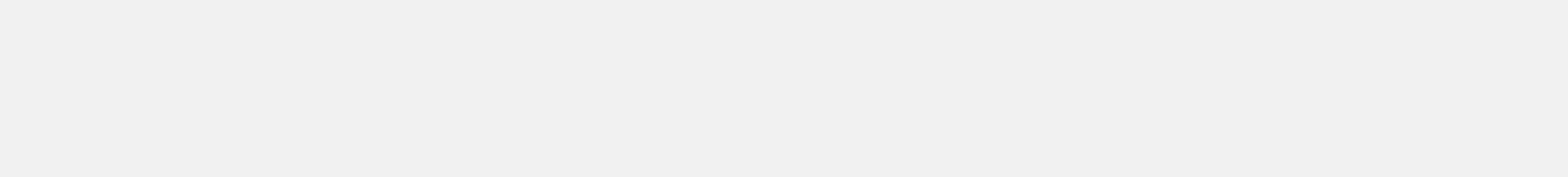
	Poland	Italy	Sweden (quest.)	Croatia (quest.)
<p>Q4. Regulation was named as one important factor impacting internal restructuring resp. job losses. Do you agree or disagree? Please explain why.</p>	<p>I agree. Although I would rather say that adding new regulations in the banking sector rather creates jobs than limits them. There are more and more data and information to be prepared and sent to various authorities and institutions, and these have to be prepared by additional staff rather.</p>	<p>Banks had to adapt to new regulations, mainly European, and to its parameters as a consequence of the financial crisis.</p>	<p>As a consequence of the financial crisis</p>	<p>Some bank didn't reach prescribed conditions</p>
<p>Q5. Customer demand was named as one important factor impacting internal restructuring resp. job losses. Do you agree or disagree? Please explain why. (only members questionnaire)</p>	<p>The customers are more educated, and require more sophisticated services, also available almost around the clock.</p>			
<p>Q6. Management Errors was named as one important factor impacting internal restructuring resp. job losses. Do you agree or disagree? Please explain why. (only members questionnaire)</p>				
<p>Q7. Fraud and Manipulation was named as one important factor impacting internal restructuring resp. job losses. Do you agree or disagree? Please explain why. (only members questionnaire)</p>				
<p>Q8. Which one of the above factors would you assess to be the most important factor to induce internal restructuring and herewith job loss?</p>	<p>I would rather say market forces and digitalization</p>	<p>The factors mentioned under points 1-4 (financial crisis, market forces, digitalization, regulation) have greatly influenced employment in the banking sector, either on a quantitative and qualitative basis. It is difficult to state which have been the principal or secondary factors.</p>		

	Summary	Germany	France	Spain
<p>Q9. It might be sometimes difficult to separate the different factors from each other, because they seem partly to be connected and to influence each other, e.g. financial crisis and regulation. What do you think about this thesis/speculation, do you see any connections?</p>	<p>There is a lot of interdependency between the main factors, which influence each other.</p> <ol style="list-style-type: none"> Stricter regulations are a consequence of the financial crisis. Customer demand is part of market forces and triggers digitalisation. Digitalisation increases IT-costs, market and innovation pressure. New competitors due to digitalisation but also regulation changing the shape of the market. 	<p>We have a lot of multiple overlaps and connections which influence each other. As mentioned already, if we regard stricter regulation as a consequence of the financial crisis, the crisis has a significant impact on employment due to increased cost pressure. Also digitalisation and market forces. Digitalisation leads to higher automation that intensifies the market pressure. The change of customer demand to more digital offers influences and changes the market significantly and enhances also the market pressure. More digitalisation increases the IT-costs and also the innovation pressure.</p>	<p>This is indeed an interdependency of the main factors that are: low interest rates / changes in customer habits / regulation / digitalisation / the arrival of new competitors such as GAFAs (Google, Apple, Facebook and Amazon). The GAFAs could position themselves as new leaders of banking intermediation, which can cause banks to lose direct access to their private customers and become simple service providers to GAFAs (BtoB).</p>	<p>I can see connections because the new and more restricted regulations are consequences of the financial crisis. Policy-makers have sought to rectify the damage done to the financial systems and economies by enacting a large set of financial reforms, both at the international and domestic level. The informal group of regulators and central bank experts that had been meeting in Basel prior to the crisis became more formal in April 2009 through the establishment of the Financial Stability Board (FSB).</p>
<p>Q10. What are your expectations about the further development of the employee figures in the banking industry (on one hand for your country, on the other hand for Europe)? Please explain why?</p>	<ol style="list-style-type: none"> The pressure on the market, which leads to restructuring and consolidation will remain, so a further continuous decline is to be expected. Further big mergers within the countries but also within European banks are to be expected. New skill needs among the employees will evolve and organizations have to adapt. 	<p>The pressure on the market, which leads to restructuring and consolidation will remain, so a further continuous decline is to be expected. The private banks have already reduced employees and branches by 1/3 due to overcapacities, and we expect a similar development with the savings and cooperative banks. We anticipate further big mergers between the savings and cooperative banks in the short run and between private banks comparable to Commerzbank /Dresdner Bank or Deutsche Bank/Postbank in the long run. Also m&a's between big European banks, comparable to the acquisition of HypoVereinsbank by Unicredit, are thinkable in the next 5 to 10 years.</p>	<p>Ongoing changes will not only impact skill needs, but they will also induce an adaptation of the organization. Organizational agility will be important. Faced with the challenge of the pace of change, the evolution of skills needed and the quantitative impacts and levers on the workforce side, it is essential to consider that human resources topics are more than ever a key issue in the development of the strategic pathway of the institutions.</p>	<p>As you will know the slow pace of recovery from the financial and economic crisis and mounting evidence of rising unemployment led the European Commission to make a set of proposals on 18 April 2012 for measures to boost jobs through a dedicated employment package, so I hope this will contribute to increase the employment in the bank industry and the rest of the Economic sectors.</p>
<p>Q11. Please give further comments and explanations on the past development (since 2007) of certain sectors in the banking industry from your point of view. What were the reasons?</p>	<ol style="list-style-type: none"> Simpler activities were already either outsourced or automated, e.g. for payment transactions and loan processing. Alliances of joint data centres reduce the needed IT-experts, as one expert serves several centres. In the past traditional banking was most developed, currently the trend goes more into asset management, private and corporate banking and internet banking. In some countries, the workforce remained relatively stable, e.g. in France but in others we had tremendous reductions, e.g. in Germany and Spain. 	<p>There is a trend, that simpler activities are either outsourced or automated. This was the case for example for payment transactions and loan processing. There are already alliances of joint data centres, e.g. between the savings and cooperative banks. So you need only one person serving several branches. The current level of automation is different. At the moment it is higher for the private banks than for the savings banks, but in the end everyone will be equally affected.</p>	<p>The workforce remained relatively stable in France despite the 2008 and 2012 crises. (Only a small decrease of 2-5%). But nevertheless, the banking sector is undergoing major transformations. The qualitative changes will be strong and will affect the business, organization and management. The quantitative impacts are not quantifiable.</p>	<p>In the past, traditional banking was the most developed area in the banking industry (in terms of external network) and currently the banking industry tries to specialize in asset management, private and corporate banking and internet banking according to the new European rules and regulations.</p>

	Poland	Italy	Sweden (quest.)	Croatia (quest.)
<p>Q9. It might be sometimes difficult to separate the different factors from each other, because they seem partly to be connected and to influence each other, e.g. financial crisis and regulation. What do you think about this thesis/speculation, do you see any connections?</p>	<p>Financial crisis is a phenomenon that repeats in economy from time to time (with different reasons). New regulations impose changes in organization structure and behaviour. They impose introduction of new principles and rules, new formulas, new policies and new obligations (documents and calculations). This requires employing persons who would do the calculations and document (data) preparation. This brings change in business models and change in the profiles of certain groups of employees.</p>	<p>We share the judgement of an interconnection of the various selected factors. This situation has forced banks to promote policies of cost retention and to give effect to significant reorganization and restructuring processes which means an increasing digitalization of processes and of banking operations: this means also a change in "how you work".</p>		
<p>Q10. What are your expectations about the further development of the employee figures in the banking industry (on one hand for your country, on the other hand for Europe)? Please explain why?</p>	<p>Seeing the complexity of banking business and the priorities of younger generations, there will be a tendency to move some of the business into internet and reduce employment in customer service. Although I would not expect that bank branches completely disappear. There may be less of them, and they can be reoriented, but still in the end people want to talk to people</p>	<p>The abovementioned tendencies in banking activity mean stable and deep changes in the organization and composition of revenues which induce to reflect on the fact that pre-crisis levels of employment in sector will never be reached again.</p>		
<p>Q11. Please give further comments and explanations on the past development (since 2007) of certain sectors in the banking industry from your point of view. What were the reasons?</p>	<p>Regulations and rules introduced at EU and domestic level</p>	<p>Constant reduction of bank branches, which means a different relationship with customers who operate through remote and online means, has changed working time and place. In the last year, thanks also to primary legislation, we have envisaged a huge increase, also through collective agreements, in any dimension of bank, of the so called "smart working", that is work performed with criteria of ample flexibility in relation with time and place of working performance.</p> <p>Working posts which will become central are the commercial ones; in new activities linked to big data and digitalization in general, it is foreseeable an increase in employment whilst it can be envisaged a decrease in administrative and executive posts.</p>		

	Summary	Germany	France	Spain
<p>Q12. Please give further comments and explanations on the anticipated development of certain sectors in the banking industry from your point of view. What are the reasons?</p>	<p>There will be cross-sectoral changes.</p> <ol style="list-style-type: none"> 1. There will be further consolidation (e.g. in Germany) in the mid term for savings and cooperative banks, but later also among private banks, which will affect employment. 2. Changes in digital technologies will on one hand decrease employment but will bring in turn new job profiles and new skill needs. The new jobs will not compensate the reductions. 3. A new regulation, under discussion is "The European Deposit Guarantee Fund", would mean that European banks are liable to each other for deposits. This would tie up capital and have in turn a negative effect on business and transactions. 4. The individualization of the customer will cause the need for new business models. It will lead to more opportunities for differentiation and provide a chance for a high-quality, specialized advice and consulting. In this context, there will also arise new opportunities in the area of product development. 5. Some Fintechs will be taken over by incumbent banks, which will lead to rising employee figures due to integration. 	<p>There will be cross-sectoral changes.</p> <ol style="list-style-type: none"> 1. Changes in digital technologies will be most noticeable, including effects on employment. 2. The individualization of the customer will lead to more opportunities for differentiation and provide a chance for a high-quality, specialized advice and consulting. In this context, there will also be new opportunities in the area of product development. 3. There will be further consolidation especially for savings banks and cooperative banks, but later also among private banks, which will reduce employment. 4. Fintechs will be taken over by incumbent banks, which will on the other hand lead to rising employee figures. 5. A new regulation, which is under discussion is "The European Deposit Guarantee Fund", which means that European banks would be liable to each other for deposits. This would tie up capital and would in turn have a negative effect on business and transactions. 	<p>The bank of tomorrow, its role, its employees, the territorial coverage are determining critical strategic issues: The right complementarity between physical network and digital presence will be a decisive factor for a seamless bank.</p> <p>High value-added businesses (corporate consulting, wealth advice, private banking, etc.) are the professions of tomorrow. These fields of business expertise and consulting, should be able to increase the margins of banking institutions.</p>	<p>The reforms to date, in light of the diagnosis of the crisis, provide some insights into what more might be needed. To identify, evaluate, and prioritize further specific reforms is challenging, however, as the "right" tools can be hard to identify and conceptual and practical issues raise many difficult trade-offs.</p> <p>There clearly is much "path-dependency" in that reforms undertaken to date can constrain choices going forward and a radical rethinking might not be feasible technically or politically. Furthermore, countries differ in many dimensions, suggesting reform choices will vary, possibly greatly. Determining approaches and constraints to reform is nevertheless best done with a clear framework in mind. The general analytical approach in this paper uses can be summarized under three themes:</p> <ol style="list-style-type: none"> 1. think system-wide and try to explicitly address market failures and externalities; 2. improve incentives, individually and collectively, of all those involved in finance; and, 3. collect more, higher quality data and conduct better analyses of that information. At the same time, the paper stresses the importance of acknowledging that many risks may remain, in part due to unknowns, so one also need to proceed cautiously and plan better for future crises. <p>Banking industry tries to adapt to the new markets in accordance with the new European banking regulation, expanding services to the most type of clients.</p>

	Poland	Italy	Sweden (quest.)	Croatia (quest.)
<p>Q12. Please give further comments and explanations on the anticipated development of certain sectors in the banking industry from your point of view. What are the reasons?</p>	<p>Regulations and rules introduced at EU and domestic level.</p>	<p>Working posts which will become central are the commercial ones; in new activities linked to big data and digitalization in general, it is foreseeable an increase in employment whilst it can be envisaged a decrease in administrative and executive posts.</p> <p>In Italy industrial plans related to the next years foresee a turn -over between employment ins and outs, lower to a one to one relation. Alongside with some commentators, it is probable that operations of aggregation will take place, with a overlap of positions.</p> <p>More in general, technology innovation will produce different effects: some professions will loose importance, others will be kept with a modification of the modalities of performance; meanwhile, as mentioned above, new professions directly linked to digitalization, processes, big data and artificial intelligence will be introduced.</p> <p>It must be also considered a progressive consolidation of the European economic growth, even if with different paces.</p> <p>Therefore, it is not feasible to develop quantitative forecasts on future employments, also in consideration of the fastness of actual changes.</p>		



13. Changes in job profiles (EBB)

European Banking Barometer (EBB)

Banking industry

in %

	EU 11 - 2013			EU 11 - 2016		
	decrease	increase	Net change	decrease	increase	Net change
Compliance, risk and finance	-9	6	-3	-18	51	33
Asset management	-12	12	0	-10	33	23
Private banking and wealth management	-14	14	0	-18	40	21
Corporate banking	-10	9	-1	-21	25	4
Operations and IT	-28	3	-25	-47	44	-3
Investment banking	-21	14	-7	-34	26	-8
Retail and business banking	-35	9	-26	-51	28	-23
Other head-office functions	-25	2	-23	-32	5	-27
Administration				-56	25	-31

2016

	Austria			Belgium		
	decrease	increase	net change	decrease	increase	net change
Compliance, risk and finance	-33		-33		22	22
Asset management	-11	22	11		22	22
Private banking and wealth management		11	11		11	11
Corporate banking	-11	22	11		11	11
Operations and IT	-44	11	-33	-33	22	-11
Investment banking	-22	11	-11			0
Retail and business banking	-44		-44	-33	22	-11
Other head-office functions	-11		-11	-33		-33
Administration	-56		-56	-44		-44

	Ireland			Italy		
	decrease	increase	net change	decrease	increase	net change
Compliance, risk and finance		28	28		20	20
Asset management	-6	17	11	-4	8	4
Private banking and wealth management	-11	6	-5	-8	12	4
Corporate banking	-11		-11	-24	12	-12
Operations and IT	-33	39	6	-28	16	-12
Investment banking	-6	6	0	-8	4	-4
Retail and business banking	-22	6	-16	-40	12	-28
Other head-office functions	-11	6	-5	-16		-16
Administration	-33	17	-16	-36	4	-32

	Poland			Spain		
	decrease	increase	net change	decrease	increase	net change
Compliance, risk and finance			0	-25		-25
Asset management			0	-13	13	0
Private banking and wealth management			0	-13	13	0
Corporate banking	-11	11	0	-25		-25
Operations and IT	-22	11	-11	-38		-38
Investment banking			0	-25		-25
Retail and business banking	-56	11	-45	-13	13	0
Other head-office functions	-22		-22	-38		-38
Administration	-56		-56	-50		-50

Comments:

The figures display results from the European Banking Barometer (EBB) of EY from 2013 and 2016. The survey was conducted in 12 EU countries.

In 2016, the greatest headcount reductions for the future were anticipated in **administration, other head-office functions and retail banking**. Recruitment will be focused on growth sectors such as **private banking**, and **wealth and asset management**. However, in contrast to 2013, most markets anticipate an increase in headcount in **compliance and risk and finance**, which reflects the prioritization of risk and regulation across the industry.

Results for Switzerland were not shown as no EU country.

Numbers reflect the percentage of respondents who answered. Respondents answering "Stay the same" or "dont know" are not displayed.

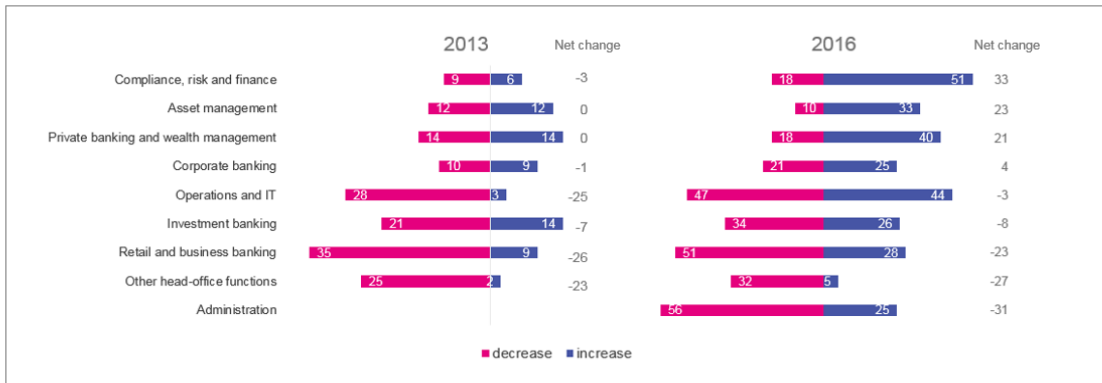
France			Germany		
decrease	increase	net change	decrease	increase	net change
-8	25	17	-19	9	-10
	17	17	-8	6	-2
-8	17	9	-6	8	2
	8	8	-13	8	-5
-8	8	0	-43	9	-34
-17	17	0	-11	2	-9
-42	8	-34	-53	4	-49
-8		-8	-13		-13
-17	8	-9	-51	8	-43

Netherlands			Nordics		
decrease	increase	net change	decrease	increase	net change
-13	13	0			0
		0			0
		0		11	11
	13	13	-44		-44
-50	13	-37	-22		-22
-38	13	-25	-22		-22
-25	13	-12	-44		-44
-13		-13	-33		-33
-13	13	0	-56	11	-45

UK		
decrease	increase	net change
-17	24	7
-17	14	-3
-31	14	-17
-21	7	-14
-41	21	-20
-41	14	-27
-24	10	-14
-34	7	-27
-41	10	-31

EBB (EU12): In which areas do you expect headcount to change?

Banking managers in 12 EU countries estimated in 2016 the major headcount reductions in **administration, head-office functions and retail and business banking**. Job gains are expected in **compliance and asset management**, which is a contrast to 2013.



KANTAR LIVE

Source: EY/European Banking Barometer; 250 interviews with senior bankers in 12 European countries: Q: "In which areas of the business do you expect headcount to change?". Countries: Austria, Belgium, France, Germany, UK, Italy, Spain, Netherlands, Ireland, Poland, Switzerland, Nordics; Interviews: Nov-Dec, 2015; Numbers reflect the percentage of respondents who answered. Respondents answering "Stay the same" or "don't know" are not displayed. Switzerland was not displayed as no EU28 country.

14. Changes in job profiles (ESP expert interviews)

Source: Interviews with banking experts in Germany, France, Italy, Spain and Poland, 2/2018

Banking industry

Feb-18

Q8. When you think about the banking industry in your country and look at the following banking sectors, do you have any indications in which of these areas there has been (since 2007) a decrease or an increase in headcount?

In the last 10 years

	Germany	France	Poland	Spain	Italy	Total increase	Total decrease	Net change
Compliance, risk and finance	3	2	3	-1	1	9	-1	8
Asset management	1	2	0	-3	3	6	-3	3
Private banking and wealth management	1	2	0	-2	3	6	-2	4
Corporate banking	-2	0	1	-2	-1	1	-5	-4
Operations and IT	1	2	2	-3	-1	5	-4	1
Investment banking	-3	-2	0	-2	-2	0	-9	-9
Retail and business banking	-3	-2	0	-3	-2	0	-10	-10
Other head-office functions	-2	-2	2	-1	0	2	-5	-3
Administration	-1	-2	-2	0	-2	0	-7	-7
*Payment transactions, loan processing	-2							-2
*Product development								

-3	strong decrease
3	strong increase
0	no change/ n.a.

Q9. Please give further comments and explanations on the past development of certain sectors in the banking industry from your point of view. What were the reasons?

Summary:

- 1. Simpler activities** were already either outsourced or automated, e.g. for payment transactions, loan processing and administration.
- 2. Alliances of joint data centers** reduced the needed IT-experts, as one expert serves several centers. In Spain, there were strong reductions among IT-experts caused by subcontracting and outsourcing with third parties.
- In the past **traditional banking** was most developed, currently the trend goes more into **asset management, private and corporate banking and internet banking**.
- In some countries, the **workforce remained** relatively **stable since 2007**, e.g. in **France and Poland** but in others we had **tremendous reductions**, e.g. in **Germany** and in **Spain**.

14. Changes in job profiles (ESP expert interviews)

Source: Interviews with banking experts in Germany, France, Italy, Spain and Poland, 2/2018

Q10. Please look at the following banking sectors and try to assess for each sector, if you would anticipate an increase or decrease in headcount in the next 5 to 10 years in your country and why?

In the next 5-10 years

	Germany	France	Poland	Spain	Italy	Total increase	Total decrease	Net change
Compliance, risk and finance	2	2	3	2		9	0	18
Asset management	0	0	0	-1		0	-1	-1
Private banking and wealth management	0	2	-2	-2		2	-4	-2
Corporate banking	-1	0	0	-2		0	-3	-3
Operations and IT	2	2	-1	-3	2	6	-4	2
Investment banking	-1	-2	0	-3		0	-6	-6
Retail and business banking	-2	-2	3	-1	-2	3	-7	-4
Other head-office functions	-3	-2	2	-1		2	-6	-4
Administration	-3	-2	-2	-1	-2	0	-10	-10
*Payment transactions, loan processing	-3						-3	-3
*Product development	2					2		2

-3	strongest decrease
3	largest increase
0	no change/ n.a.

Q11. Please give further comments and explanations on the anticipated development of certain sectors in the banking industry from your point of view. What are the reasons?

Summary:

There will be cross-sectoral changes.

1. We expect **further consolidation** (e.g. in Germany) in the mid term for savings and cooperative banks, but later also among private banks, which will affect employment.
2. **Digital technologies and automation** affect all areas and will decrease employment (e.g. payment and loan processing, head office and administration) but will bring in turn **new job profiles and skill needs**, (e.g. product development, IT). The new created jobs will not compensate the reductions. Replacement will be e.g. by Robo Advisors, artificial intelligence, replacement of central staff functions, e.g. in HR etc.
3. **Regulation** will have further impact also in future. It creates new jobs in **compliance**, risk and finance. A new regulation, under discussion, "**The European Deposit Guarantee Fund**", would mean that European banks are liable to each other for deposits. This would tie up capital and have in turn a negative effect on business and herewith employment.
4. The **individualization of the customer (e.g. self-deciders in financial affairs)** will cause the need for new business models. It will lead to more opportunities for differentiation and provide a chance for a **high-quality, specialized advice and consulting**. In this context, there will also arise new opportunities in the area of **product development**.
5. **Fintechs** will cause rivalry and market pressure, but will also be taken over by incumbent banks, which will lead to rising employee figures due to integration.

Comments 1:

The results originate from interviews among ESP banking experts in 5 countries conducted in February 2018 by Kantar.

Explanation of figures:

- Plus = increase in headcount (green),
- Minus = decrease in headcount (red).
- 1/-1 = low increase or decrease
- 2/-2 = medium increase or decrease
- 3/-3 = strong increase or decrease
- 0 = stability or data not available

Comments 2:

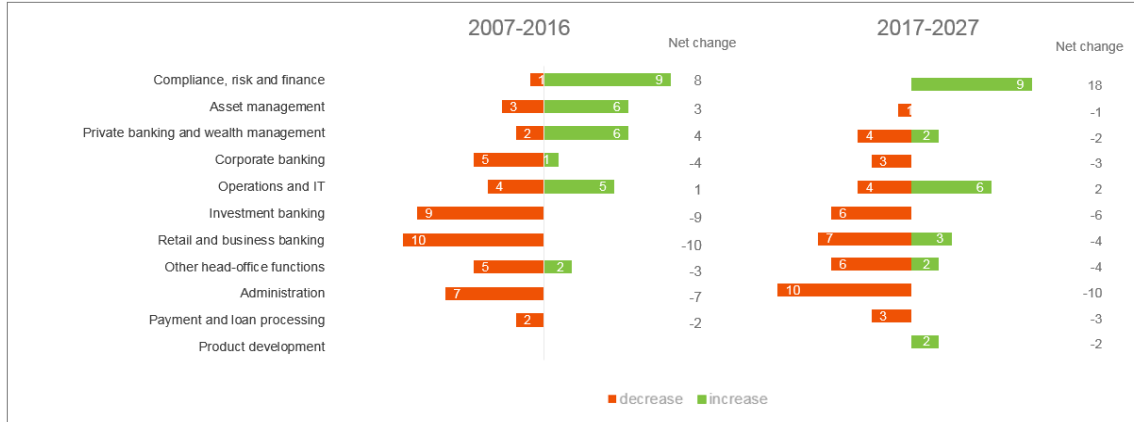
ESP banking experts in 5 EU countries estimated for the **last 10 years** the major job loss in **retail and business banking, investment banking** and **administration**. The major job gains were in **compliance, asset management** and **private banking**.

For the **next 10 years**, the experts expect more loss than gain. Gain is expected mainly in **compliance** and **IT**, further loss is expected in **administration** and **retail banking**. This results **correlate**, besides the anticipated decrease for **IT**, to a large extent with the results from the **European Banking Barometer (EBB)**.

The situation differs between the countries. For example, there is loss expected in Spain and Italy and gain in Poland.

ESP (EU5): In which areas do you expect headcount to change?

Banking experts in 5 EU countries expect for the next 10 years more loss than gain. Major loss is expected in **administration** and **retail banking**, gain is expected mainly in **compliance** and **IT**. The situation will differ between the countries.



Sources:

Eurostat LFS (Labor Force Survey): Eurostat or the **Statistical Office of the European Communities** is an organization within the European Union that collects and collates statistical information relating to member states.

The European **Labor Force Survey**, conducted by Eurostat, started in 1983 in a number of European countries. In general, individual country data is available from their accession date to the EU. The labor force surveys are carried out throughout Europe by the national statistical institutes and the results are processed centrally by Eurostat.

Scope: The European Labor Force Survey (EU-LFS) is the largest European household survey. It provides quarterly and annual data on the labor force participation of persons aged 15 and over and also persons who are not workers (inactive persons).

Data Collection: The EU-LFS, is based upon a sample of the population. About 1.8 million individuals are interviewed quarterly in the participating countries to obtain statistical information on about 100 variables. The sample rates in the individual countries vary between 0.2% and 3.3%.

Coverage: The EU-LFS currently comprises 33 participating countries. Eurostat collects data from the Labor Force Surveys of the 28 Member States of the European Union, three EFTA countries (Iceland, Norway and Switzerland) and two candidate countries, namely the Former Yugoslav Republic of Macedonia and Turkey.

[Link Eurostat-LFS](#)

Eurostat SES (Structure of Earnings Survey): The Structure of Earnings Survey (SES) is a 4-yearly survey which provides EU-wide harmonised structural data on gross earnings, hours paid and annual days of paid holiday leave. The objective is that National Statistical Institutes (NSIs) provide accurate and harmonised data on earnings in EU Member States and other countries for policy-making and research purposes.

Source: The data collection for the Structure of Earnings Survey can be obtained from 'tailor-made' questionnaires, existing surveys, administrative data or a combination of such sources, which provide the equivalent information. While accepting a degree of flexibility in the means employed for collecting the survey data, the information obtained must be of acceptable quality and be comparable between European countries.

Data Collection: The national surveys are generally conducted on the basis of a two-stage random sampling approach of enterprises or local units (first stage) and employees (second stage).

Statistical Population: The SES 2014 statistics refer to enterprises with at least 10 employees in the areas of economic activities defined by NACE Rev. 2 sections B to S excluding O. So we used section K for this analysis.

Coverage: The data covers EU-Member States, Turkey, Iceland, Norway, Switzerland, Serbia, the former Yugoslav Republic of Macedonia, and Montenegro.

Years: The data covers the years: 2002, 2006, 2010 and 2014. The next wave will be 2018, but the data will be published two years later, probably in 2020.

[Link Eurostat SES](#)

ECB: European Central Bank: The ECB produces statistics on monetary and financial indicators. Data is collected by the national central banks in each country and then sent to the ECB. Statistics are harmonized by the ECB. We used data from the ECB about banking employees and bank branches as well as a publication from Eurofound, referring to ECB sources.

[Link ECB: bank branches](#)

[Link Eurofound: bank branches](#)

Eurofound ERM: Eurofound is the European Foundation for the Improvement of Living and Working Conditions. They have set up the European Restructuring Monitor (ERM). Since 2002, the European Restructuring Monitor (ERM) has been monitoring the employment impact of large-scale restructuring events in Europe and now covers the 28 EU Member States plus Norway. The ERM offers a searchable database of restructuring events based on announcements in national media sources. Detailed information is available on this site about the data collection method, the media sources used, available information and data limitations.

Created in 2002, it has recorded more than 22.000 restructuring events to date. It is updated daily.

There is a limitation of the source as only published events are collected in the database.

[Link Eurofound ERM](#)

EY / EBB (European Banking Barometer):

The European Banking Barometer provides an overview of the macroeconomic outlook and its impact on the European banking industry, as well as the priorities banks will focus on over the next 12 months. Started in 2013, the survey consists now of 250 interviews with senior bankers across 12 markets: Austria, Belgium, France, Germany, Ireland*, Italy, the Netherlands, the Nordics, Poland, Spain, Switzerland and the UK.

The fieldwork for study 2016 was conducted via an online questionnaire and telephone interviews during November and December 2015. Respondents were interviewed from a range of financial institutions covering at least 50% of banking assets in each market. A range of bank types were interviewed in each market to help ensure the study was a fair reflection of each country's banking industry. Interviews were not conducted with subsidiaries of member or group banks.

[Link EY / EBB 2016](#)

ESP Members Questionnaire: In Fall 2017 (Oct-Dec), the members of the European Social Partners (ESP) of the Banking industry (EBF, EACB, ESBG and UNI) were asked to provide employee figures with splits for their specific country, as far as they have them available. The data was filled in an Excel questionnaire and analysed by Kantar Live. The sources of these data differ, as each country pursues different emphasis concerning their employee statistics. Results are provided adjacent the figures originating from international sources such as Eurostat and Eurofound.

Link: [ESP Members Questionnaire](#)

ESP Expert interviews: In February 2018 Kantar conducted short interviews among banking experts in 5 major European countries (Germany, France, Spain, Italy and Poland) about the reasons for internal restructuring and indications in which areas an increase or decrease of headcount has taken place in the last 10 years and is to be expected in the next 10 years. The experts were selected by the European Social Partners.

Link: [ESP Expert Interviews Questionnaire](#)

Definitions:

Nace-Code 64:

Eurostat NACE 64 Definition:

Financial services activities, except insurances and pension funding, it includes:

- 64.1 Monetary intermediation incl. central banking
- 64.2 Activities of holding companies
- 64.3 Trusts, funds and similar financial entities
- 64.9 Other financial service activities, except insurance and pension funding

Eurostat Section K: Financial and Insurance Activities

This section includes financial service activities, including insurance, reinsurance and pension funding activities and activities to support financial services. This section also includes the activities of holding assets, such as activities of holding companies and the activities of trusts, funds and similar financial entities. This includes **NACE-Code 64** (see above) and **NACE-Code 65**: Insurance, reinsurance and pension funding, except compulsory social security

ISCO: The International Standard Classification of Occupations. (ISCO-08)

The International Standard Classification of Occupations (ISCO) is one of the main international classifications for which ILO (International Labor Organization) is responsible. It belongs to the international family of economic and social classifications.

ISCO is a tool for organizing jobs into a clearly defined set of groups according to the tasks and duties undertaken in the job.

The first version of ISCO was adopted in 1957. It has been updated in 1968, 1988 and recently in 2008, called ISCO-08.

ISCO is used by Eurostat-LFS. For the requirements of this survey an analysis was only possible on the first ISCO level as we needed a combination with the NACE-Code. These are the restrictions of Eurostat. Useful for the banking sector are the following "major groups". In the analysis, we focused on "executives" (ISCO = 1) in comparison to "other employees" (ISCO: 2,3,4 and 9).

ISCO classification: (See further details below)

- 1 Executives, Senior Officials and Managers
- 2 Professionals
- 3 Technicians and Associate Professionals
- 4 Clerks
- 9 Elementary occupations

ISCO-Level	Occupation	Description and Examples
1	Executives / Managers	Chief Executives, Executive Officers, Managing Directors (essentially Board or corresponding functions in enterprises with different legal entity). Business Services and Administration Managers (e.g. Finance and HR Managers, Policy Services and Planning Manager), Sales, Marketing and Development Managers. Financial Services Branch Managers. Information and Communications Technology Services Managers.
2	Professionals	In the areas of Business, Finance, Administration and ICT perform analytical, conceptual and practical tasks to provide services in financial matters or develop and maintain information systems, (e.g. Accountants, Financial Advisors and Analysts, Database and Network Professionals)
3	Technicians and associate professionals	In the areas of Business, Finance, Administration and ICT perform technical tasks relating to financial accounting and transaction matters (e.g. Sales and Purchasing Agents, Securities and Finance Dealers and Brokers, Credit and Loans Officers, Accounting Associate Professionals, Office Supervisors)
4	Clerical support workers	Record, organize, store, compute and retrieve information, and perform a number of clerical duties in connection with money-handling operations and other internal services (e.g. General Office Clerks and Secretaries, Data Entry Clerks, Customer Services Clerks, Bank Teller, Contact Centre Information Clerks)
5	Service and sales workers	Provide personal and protective services related to catering, housekeeping and other sectors (e.g. Cooks and Waiters in Canteens, Cleaning and Housekeeping Supervisors in Offices, Building Caretaker, Valet Service, Call Centre Salespersons, Security Guards)
9	Elementary occupations	Involve the performance of simple and routine tasks which may require the use of hand-held tools and considerable physical effort, for example performing basic maintenance in offices (e.g. Cleaners and Helpers)

Full-time / Part-Time Work:

Part-time: Working less than customary or standard hours.

Permanent / Temporary Work:

"Temporary" means a limited duration of employment contract .

"Permanent" means an unlimited duration of employment contract.

Fixed / Variable Pay

Fixed pay is defined as guaranteed monthly paid salaries and wages.

Variable pay is not guaranteed, not monthly (e.g. at the end of the year) such as bonuses, allowances and allowances in kind, which is connected to performance of the employee, the unit or the company.

ISCED: The International Standard Classification of Education (ISCED) belongs to the United Nations International Family of Economic and Social Classifications, which are applied in statistics worldwide with the purpose of assembling, compiling and analysing cross-nationally comparable data. ISCED is the reference classification for organizing education programmes and related qualifications by education levels and fields. ISCED is a product of international agreement and adopted formally by the General Conference of UNESCO Member States. To simplify the comparison in the EU member states, the Eurostat LFS combines the 8 ISCED-levels to only 3 named **low**, **medium** and **high**.

ISCED classification:

Low: Less than primary, primary and lower secondary education (ISCED 2011 levels 0-2), which means up to 10 years of school education with any kind of degree.

ISCED 1: Primary education

ISCED 2: Lower secondary education

Medium: Upper secondary and post-secondary non-tertiary education (ISCED 2011 levels 3-4), which means residual category in between low and high.

ISCED 3: Upper secondary education

ISCED 4: Post-secondary non-tertiary education

High: Tertiary education (ISCED 2011 levels 5-8), which means any form of university education with a degree as described below or advanced vocational training with a high level degree such as a master craftsmen.

ISCED 5: Short-cycle tertiary education

ISCED 6: Bachelor's or equivalent level

ISCED 7: Master's or equivalent level

ISCED 8: Doctoral or equivalent level.

ISCED is used by Eurostat LFS and therefore used in this survey for the question "level of education".

The European Qualification Framework (EQF) acts as a translation device to make national qualifications more readable across Europe. EQF and ISCED-levels can be matched, please see matching table with samples below.

[Link: Complete ISCED-levels](#)

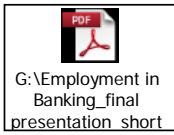
ISCED / EQF	Degree	Knowledge	Example
1	Primary education	Basic general knowledge	UK: RQF Level 1, GCSE Grades D-G, primary school; Germany: Grundschule (4 years of school)
2	Lower Secondary Education	Basic factual knowledge of a field of work or study	UK: RQF level 2, GCSE Grades A-C, Lower secondary school, Germany: e.g. mittlere Reife (up to 9 or 10 years of school)
3	Upper secondary education	Knowledge of facts, principles, processes and general concepts, in a field of work or study	UK: RQF level 3, A-levels; International Baccalaureate; Germany: Abitur, Austria: Matura, vocational school (up to 12 or 13 years of school)
4	Post-secondary non-tertiary education	Factual and theoretical knowledge in broad contexts within a field of work or study	UK: RQF level 4, HNC, Certificate of Higher Education (e.g. after 1 year of University) Germany: e.g. Berufsschule, Berufsfachschule (vocational schools), entrance qualification second cycle for University and Fachhochschule etc.)
5	Short-cycle tertiary education	Comprehensive, specialised, factual and theoretical knowledge within a field of work or study and an awareness of the boundaries of that knowledge	UK: RQF levels 5, Higher National Diploma (HND), Diploma of Higher Education (after 2 years of university), Germany: Master Craftsmen programmes at trade and technical schools (short: less than 3 years); Meister
6	Bachelor's or equivalent level	Advanced knowledge of a field of work or study, involving a critical understanding of theories and principles	UK: RQF level 6, Bachelor's degree with honours, Bachelor's Degree without honours, Graduate Certificate, Graduate Diploma; Germany: Vocational university German State-certified Engineer, Advanced Vocational programmes (more than 3 years)
7	Diploma, Master's or equivalent level	Highly specialised knowledge, some of which is at the forefront of knowledge in a field of work or study, as the basis for original thinking and/or research. Critical awareness of knowledge issues in a field and at the interface between different fields	UK: RQF level 7; Master's degree, Postgraduate Certificate, Postgraduate Diploma, Germany: Vocational university (Fachhochschule) Master's, Geprüfter Betriebswirt (IHK) (Certified Business Administrator)
8	Doctoral or equivalent level	Knowledge at the most advanced frontier of a field of work or study and at the interface between fields	UK: RQF level 8. Doctorate, PhD, Professional Doctorate

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1. Presentation of Kantar Live at Final Meeting, 28 June 2018



2. Short version of Presentation of Kantar Live at Final Meeting, 28 June 2018



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1. International Standard Classifications of Occupations (ISCO-08) - Part II



2. International Standard Classification of Education (ISCED)



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1. Questionnaire to ESP members (10/2017 - 12/2017)



2. Questionnaire for ESP expert interviews (02- 03 2018)

