

APB'S MEMBERS HUMAN RESOURCES AND BRANCH NETWORK OVERVIEW - 2023

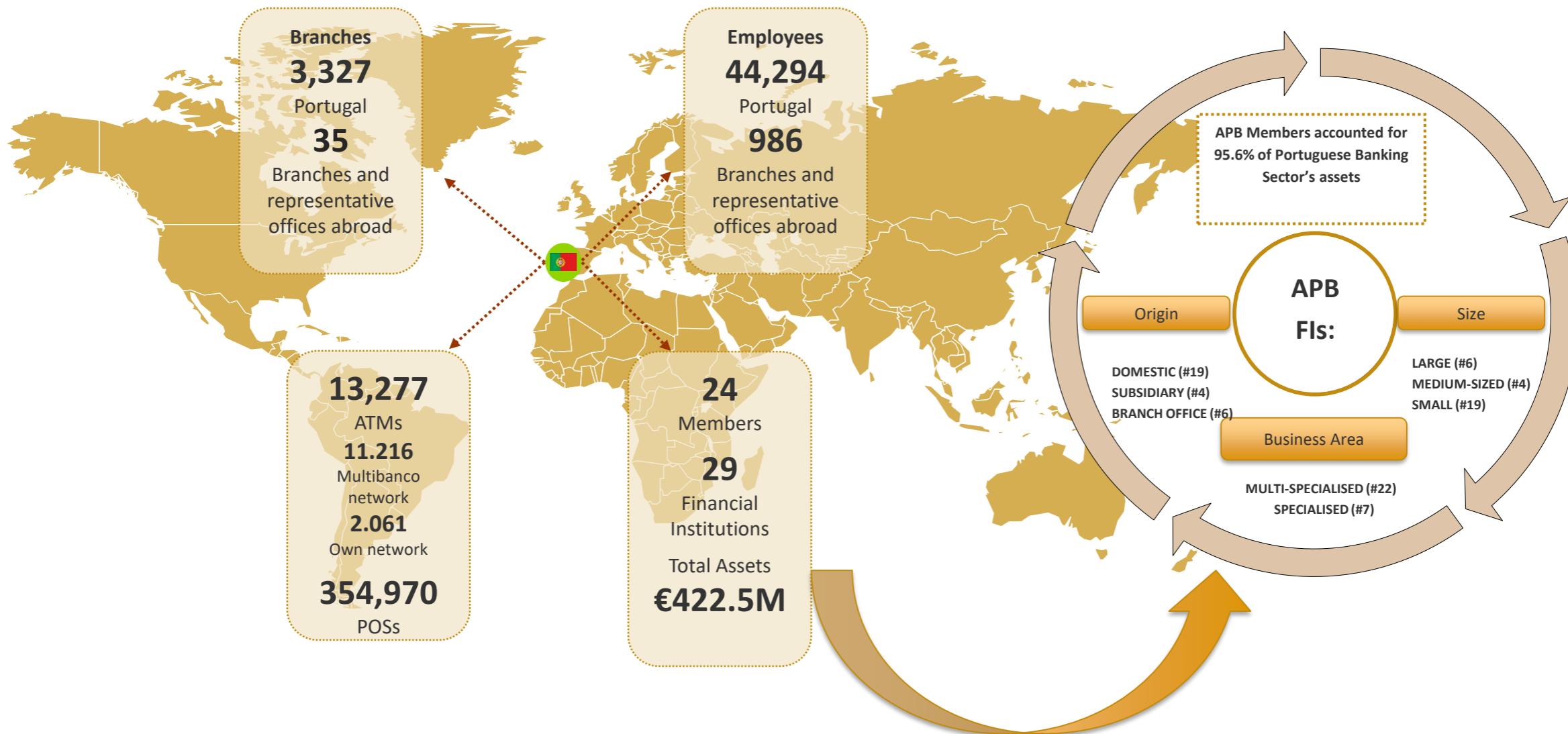
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- ❑ This analysis was carried out on the Human Resources and Branches relating to domestic activity and activity carried out abroad, through representative offices and branches, in 2023, of the APB's member financial institutions (FIs). This analysis is based on information on 24 APB members, including 29 FIs which, on December 31, 2023, accounted for 95.6% of the total value of the Portuguese consolidated banking assets. However, whenever a comparative analysis was carried out over time, it was necessary to consider the aggregate information for 28 FIs, except for the indicators relating to training, where 23 FIs were considered.
- ❑ The most important aspects of the analysis (sample of #28 FIs) are as follows:
 - ❑ The number of employees of APB Members totaled 43.475, representing around 1% of the country's employed population. In 2023, the number of employees increased by 0.8% compared to the previous year (+340 employees), this evolution being mainly explained by the contribution of one Member, with a very specific business activity, which continued to hire staff. Excluding the contribution of this Member, the number of employees would have fallen by 1.1% (or 395 employees).
 - ❑ In terms of the profile of human resources, in 2023 there was i) an increase in the representation of the older age groups (aged 45 or over); ii) an increase in the weight of employees with higher education; iii) an increase in the representation of the female gender, which already represents more than 50% of the total number of employees and; iv) a slight increase in the average age of employees, which rose from 49.9 years to 50.1.
 - ❑ APB members invested 18.5 million euros in training (10.8% more than in 2022), representing 1.4% of general administrative expenses. In 2023, this figure corresponded to an average cost per trainee of 417 euros, which compares to 382 euros in the previous year.
 - ❑ The Member branch network consisted of 3,245 branches, down 1.1% on the previous year (i.e. less 36 branches), compared to -4.8% in 2022.
 - ❑ As a result of the restructuring processes that have been implemented, the sector has significantly downsized its operating structures. However, productivity in terms of assets generated per branch and assets per employee continues to be lower than the Euro Area average.

II. APB's MEMBERS FINANCIAL INSTITUTIONS ANALYSIS (#29 FIs) - 2023



Source: FIs, APB.

Large financial institutions represent 5% or more of aggregate assets, medium-sized represent between 1% and 5% and small financial institutions represent 1% or less of aggregate assets. Financial institutions' business is classified as "specialised" if they engage exclusively or mostly in one of the following activities: consumer credit, mortgages, car loans and investment banking. In all other cases, they are classified as multi-specialised.

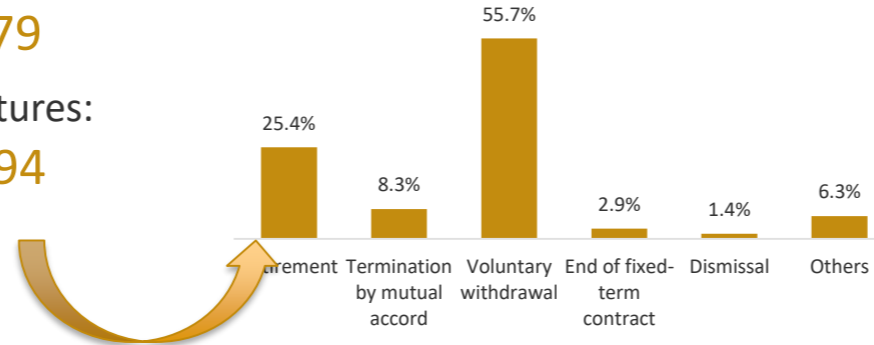
III. HUMAN RESOURCES: SUMMARY 2023

The banking sector is an active employer in the Portuguese labor market.

Total employees
Domestic activity
44,294
Permanent employment contracts
98.0%

Hiring:
3,779
Departures:
3,294

Reasons for employee's departures



The number of people employed by APB Members represents around 1% of the total employed population.

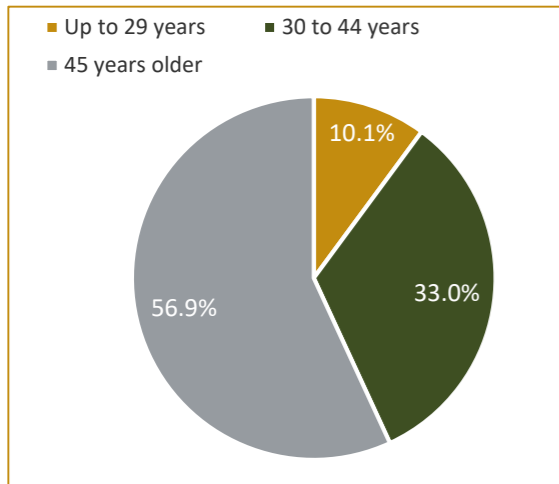
51.6% of the workforce in the banking sector are women, slightly higher than the national average (~50%). Around 40% of management positions are held by women.

Employment in the sector is highly qualified: 70.7% of employees have higher education qualifications, compared to 32.5% for the Portuguese labor market.

Around 98.0% of employees have a permanent employment contract, which compares with 82.7% for the national average.

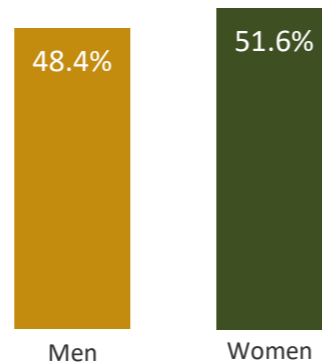
In terms of age profile, the average age of employees has been increasing and stands at 50.1 years. Around 56.9% of Associates' employees are in the highest age bracket (>= 45 years), which is above the national average (51.3%).

Age group

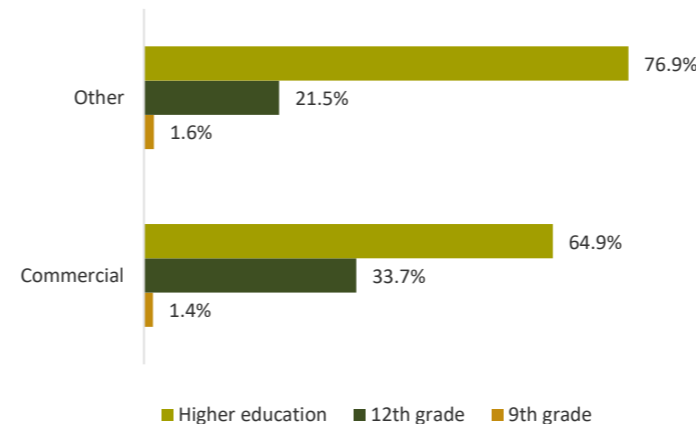


Average age: 50.1 years
Average years of service: 21.2 years

Gender



Academic qualifications/activity



Training costs **€19,5M**

Global training rate **100,3%**

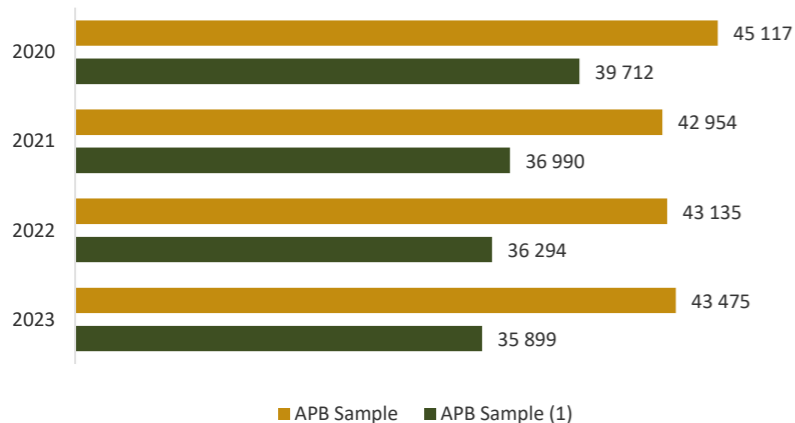
Source: FIs, APB.

Note: Training indicators are based on a sample of 25 financial institutions.

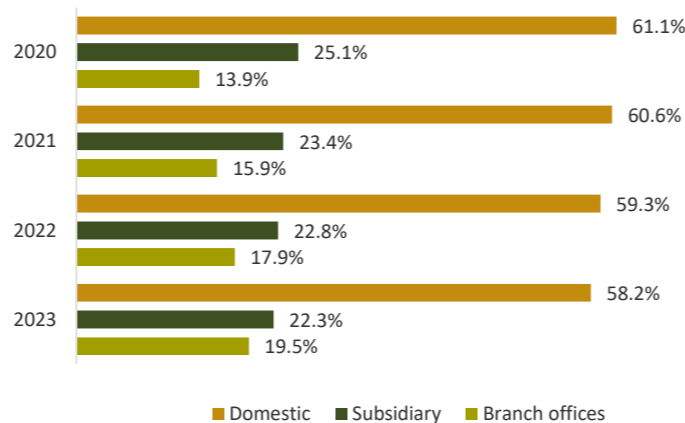
IV. HUMAN RESOURCES: EVOLUTION OF MAIN INDICATORS (2020-2023)

In 2023, the number of employees increased by 0.8% compared to the previous year, this evolution was mainly explained by the contribution of an Associate with a very specific business nature. Excluding this Associate, the number of employees would have fallen by 1.1% compared to 2022.

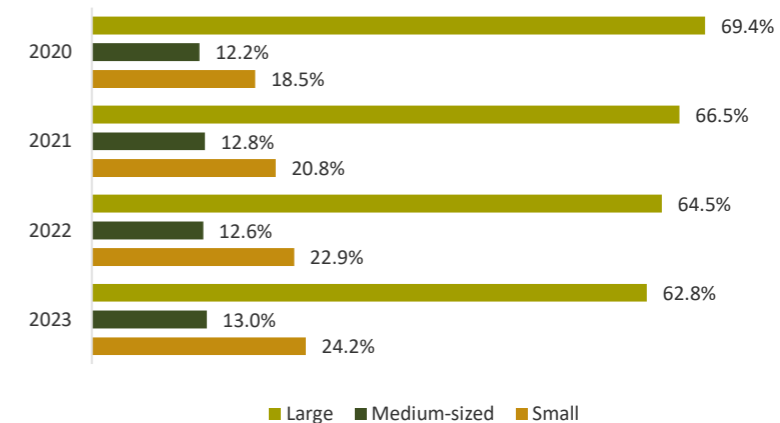
Number of employees



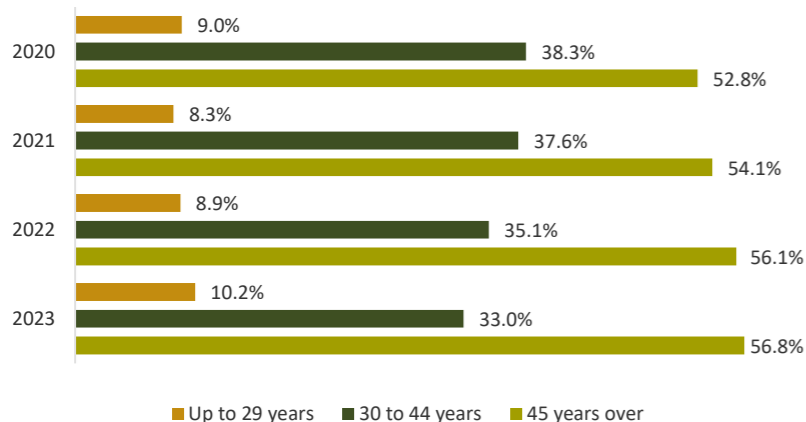
By origin / type of legal structure



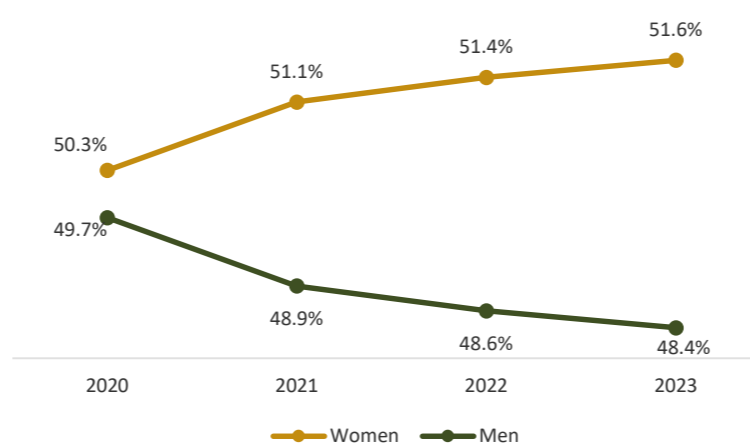
By size



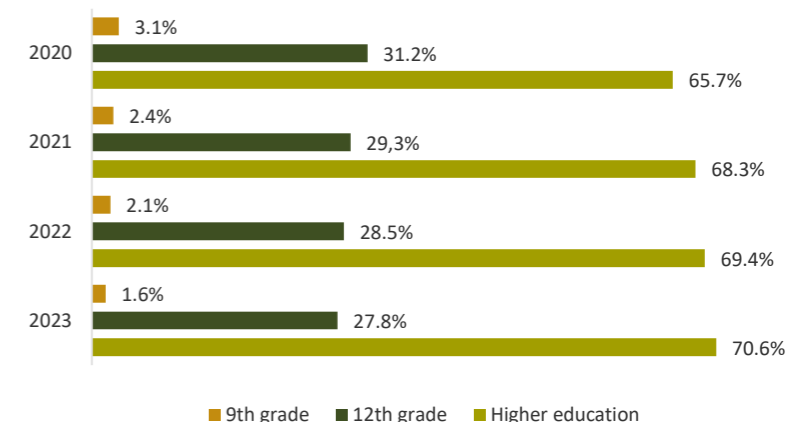
By ages



By gender



By academic qualifications



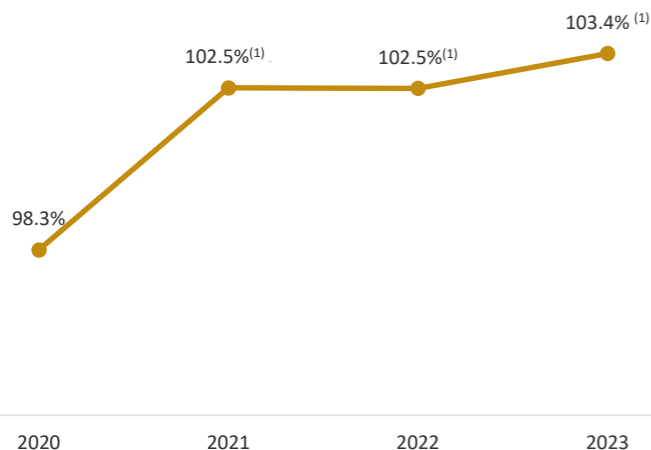
Source: FIs, APB.

(1) Excludes one APB member due to its specific business activity, who continues to hire employees.

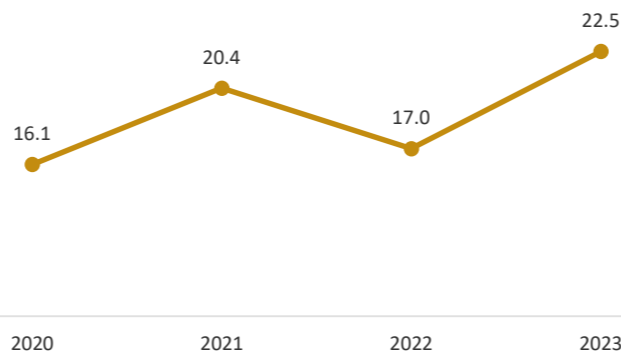
V. TRAINING: EVOLUTION OF MAIN INDICATORS (2020-2023)

Developing employees' skills is a priority objective for the banking sector.

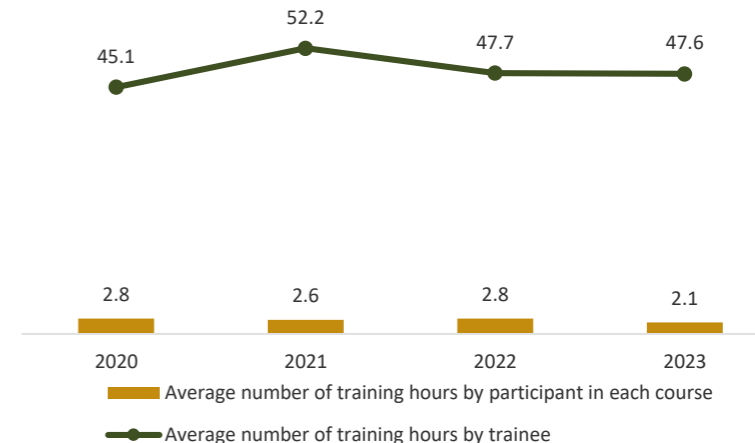
Number of trainees as a % of number of employees



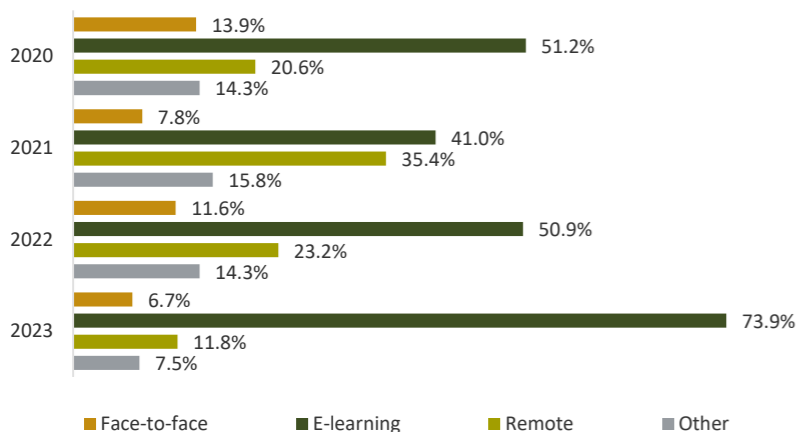
Average number of participation in training courses by trainee



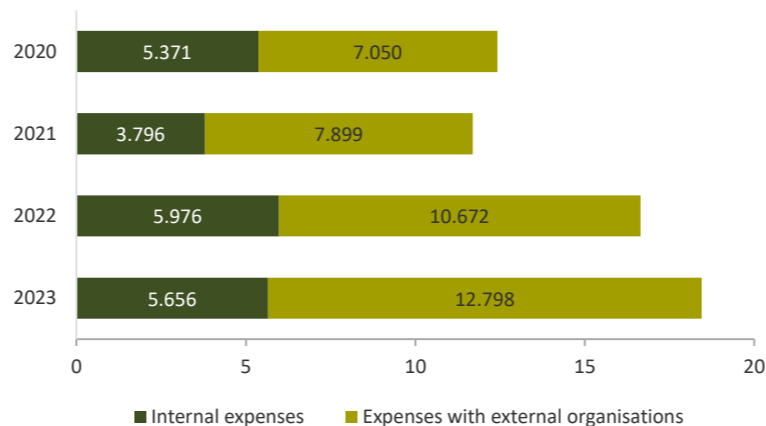
Hours in training courses



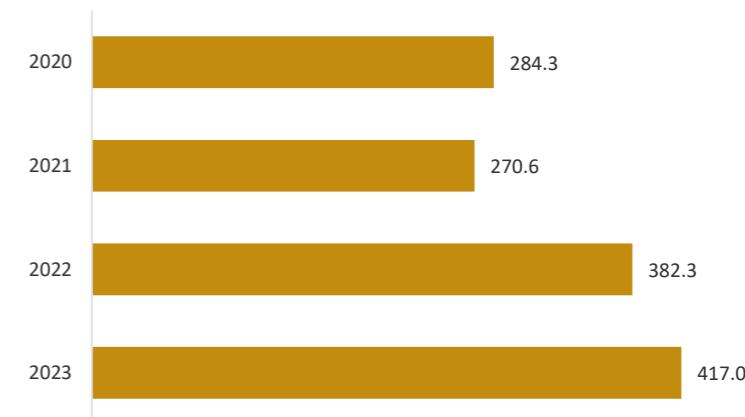
Training methods



Training costs (EUR thousand)



Training costs by trainee (EUR)



Source: FIs, APB.

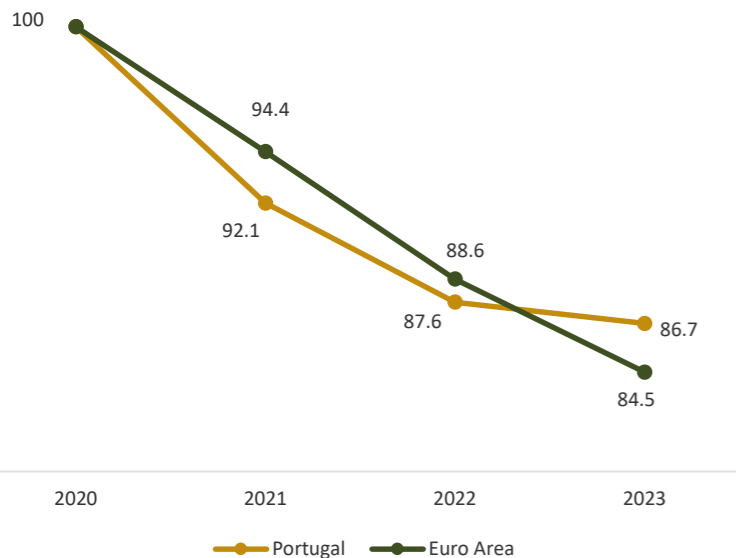
⁽¹⁾Ratio greater than 100% due to the number of departures of employees who received training during the year.

Note: Training indicators are based on a sample of 23 financial institutions.

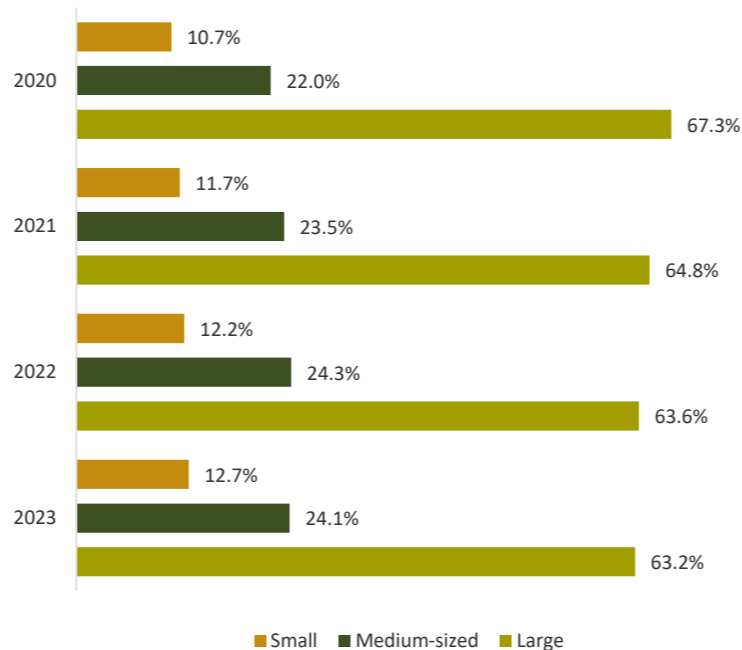
VI. BRANCH NETWORK: EVOLUTION OF MAIN INDICATORS (2020-2023)

In 2023, the downward trend in the number of branches continued, a trend that has also been seen at European level.

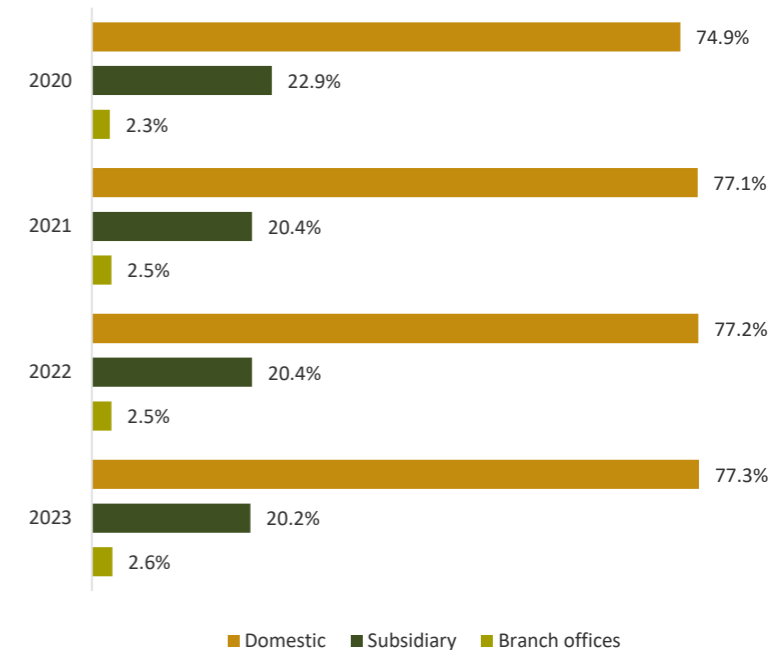
Branches (2020 = 100)



Branches by size



Branches by origin / type of legal structure

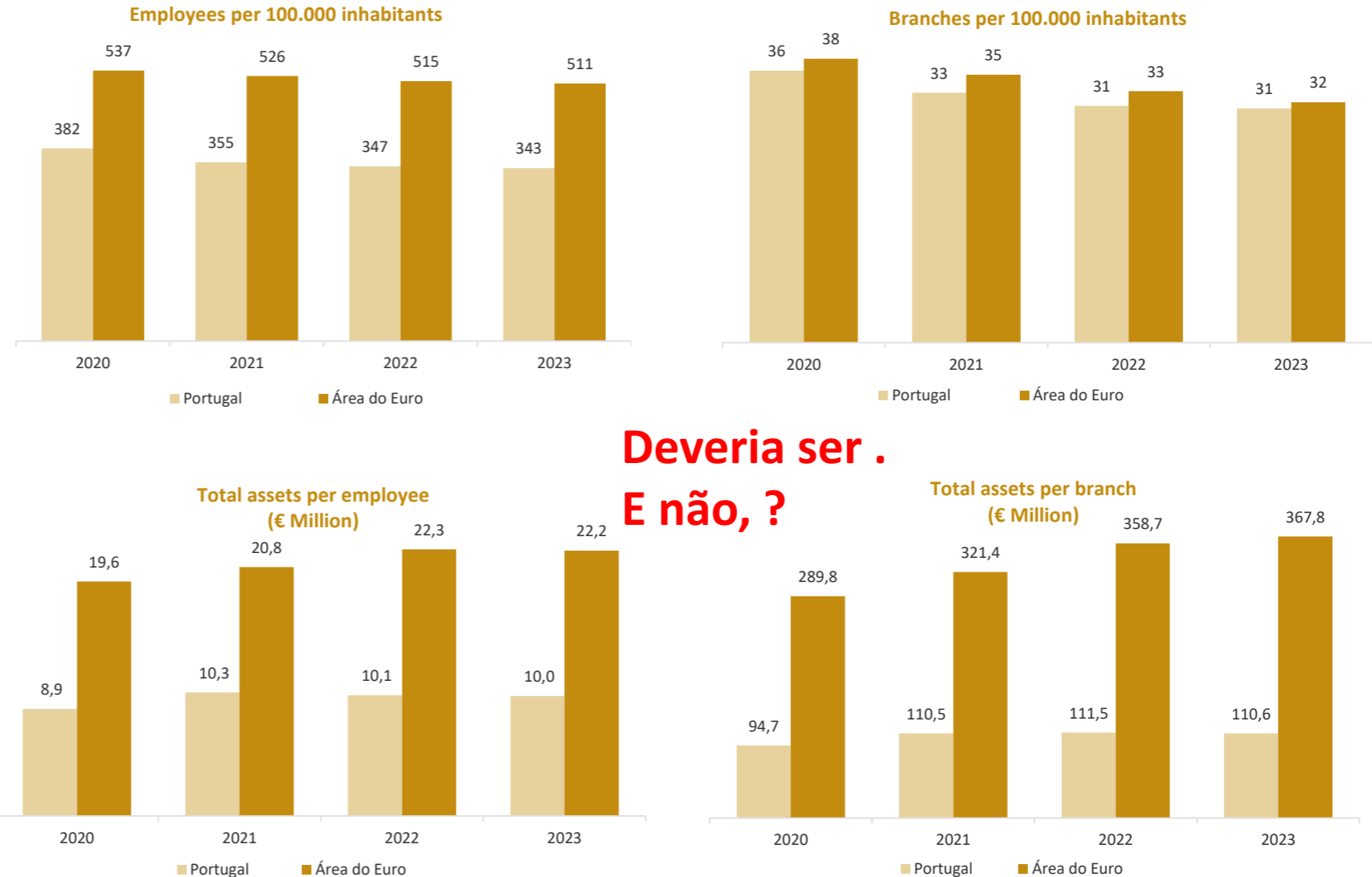


Source: FIs, APB.

VII. INDICATORS OF PRODUCTIVITY (2020-2023)

As a result of the restructuring processes that have taken place, the sector has significantly downsized its operating structures. However, productivity in terms of assets generated per branch and assets per employee remains below the Euro Area average.

	2020	2021	2022	2023
Number of employees				
Total	39 712	36 990	36 294	35 899
Annual change rate	-	-6.9%	-1.9%	-1.1%
Inhabitants per employee				
Total (number of inhabitants)	259	280	288	292
Annual change rate	-	7.8%	3.1%	1.1%
Total assets per employee				
Total (€ Million)	8,9	10,3	10,1	10,0
Annual change rate	-	15.4%	-2.1%	-0.8%
Number of branches				
Total	3 745	3 448	3 283	3 245
Annual change rate	-	-7.9%	-4.8%	-1.2%
Inhabitants per branch				
Total (number of inhabitants)	2 750	3 000	3 188	3 226
Annual change rate	-	9.1%	6.3%	1.2%
Branches per 100.000 inhabitants				
Total (number of branches)	36	33	31	31
Annual change rate	-	-8.3%	-5.9%	-1.2%
Total assets per branch				
Total (€ Million)	94,7	110,5	111,5	110,6
Annual change rate	-	16.7%	0.9%	-0.8%
Deposits per branch				
Total (€ Million)	60,9	71,8	79,0	88,5
Annual change rate	-	17.9%	10.1%	12.0%



Source: FIs, APB.

Fonte: IFs, APB e BCE. Portugal diz respeito aos Associados APB.

Note: Excludes one APB member due to its specific business activity.

VIII. SAMPLE

List of financial institutions that are members of the APB and have reported data on an individual and consolidated basis

Financial Institutions - Domestic
Banco BIC Português, S.A.
Banco Comercial Português, S.A.
Banco ActivoBank, S.A.
Banco CTT, S.A.
Banco de Investimento Global, S.A.
Banco Finantia, S.A.
Banco Invest, S.A.
Banco L. J. Carregosa, S.A.
Caixa Central - Caixa Central de Crédito Agrícola Mútuo, CRL (SICAM)
Caixa de Crédito Agrícola Mútuo de Leiria
Caixa de Crédito Agrícola Mútuo de Mafra
Caixa Económica da Misericórdia de Angra do Heroísmo
Caixa Económica Montepio Geral
Montepio Investimento, S.A.
Caixa Geral de Depósitos, S.A.
Caixa - Banco de Investimento, S.A.
Novo Banco, S.A.
BEST – Banco Eletrónico de Serviço Total, S.A.
Novo Banco dos Açores, S.A.

Financial Institutions - Subsidiaries
Banco BPI, S.A.
Banco Credibom, S.A.
Banco Santander Totta, S.A.
Haitong Bank, S.A.

Financial Institutions – Branch Offices
Abanca Corporacion Bancaria, S.A., Sucursal em Portugal
Banco Bilbao Vizcaya Argentaria, S.A. – Sucursal em Portugal
Bankinter, S.A. – Sucursal em Portugal
BNP Paribas – Sucursal em Portugal
Deutsche Bank A.G. – Sucursal em Portugal
WiZink Bank, S.A. – Sucursal em Portugal

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