

Limitations

The main limitation of the projections is that it is unclear to which extent data from the previous years will be representative for demographic developments in the coming years. In particular, new HR policies such as the new career framework, the end of the current CTS programme or the cost stabilization can be expected to influence the inflow and outflow per salary band. However, since the effect of the new policies is yet to be seen, they can not be included as reliable prediction factor at this point in time.

Furthermore, while the current ad hoc analysis gives a general indication of what trends can be expected over the next years, a more elaborate analysis could focus on including additional demographic variables and employee details such as the contract type, tenure and CTS information for salary band F/G to J.

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