



AGVBANKEN

JUNE 2025

Hybrid work 2025: progress at a high level

Results from employee
survey in the private
banking industry

Hybrid: a healthier way to work

Since the early 2020s, fundamental changes have been taking place in the world of work, especially in knowledge-based services. Work has become much more flexible, and this change has been beneficial to both companies and employees. The developments in private banking provide insight into **the adjustments being made in office and knowledge work** as a whole, as the industry has always been a pioneer when it comes to implementing new technologies and work models.

It is clear that, despite the volatility of previous years, the changes occurring in the world of work are by no means over, and the development of hybrid work shows no signs of slowing down. For this reason, we have produced an up-to-date spotlight study to supplement our opening study on hybrid work forms from 2023 ('The real new normal') – as always, based on representative survey data from the private banking industry. ►

INTRODUCTION

► The findings are encouraging: **the new hybrid forms of work are making work more efficient, motivating and healthy overall**, as high levels of responsibility and autonomy can be achieved thanks to the professional attitude of everyone involved.

For corporate and HR managers, and for executive managers in particular, the freedoms opened up by hybrid work are being experienced as an opportunity to achieve better motivation and performance – without having to sacrifice occupational health and safety or healthy work organisation. At the same time, many employees are willing and able to take on more responsibility in their work and how it is organised, without overburdening themselves. This results in **progress at a high level** in the organisation of working conditions – despite all the changes taking place in the course of a profound transformation. Private banks thus remain **modern and attractive employers**.

AGV Banken, June 2025

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Overview of the main findings

SUMMARY

- **Hybrid is established and here to stay:** Hybrid work – i.e. a mixture of working in the office/workplace and remote work – has become firmly established in knowledge-based services and will remain a key feature of the world of work. Although the percentage of remote work has declined somewhat recently, hybrid work remains by far the predominant form of work: in private banking, more than half of employees work in a hybrid working environment and more than three quarters work away from the office at least occasionally.
- **Hybrid is everywhere:** While flexible and remote work was once reserved for particular activities, hybrid work is now present in all areas in private banks. Key roles such as IT, back office, organisation and HR, where an above-average percentage of tasks can be carried out away from the office, continue to dominate. However, 40 per cent of frequent hybrid workers are now based in the area of investment banking, corporate banking, private banking and retail banking (including branch work). The statistics also show that hybrid work is not available exclusively to executives and has become firmly established among the workforce as a whole.

SUMMARY

- **Remote work is more than just working from home:** In hybrid work, the most common form of remote work continues to be working from home. However, remote work now increasingly includes working from locations away from the home, such as working from satellite offices and coworking centres, on customer premises and on trips. There has also been a significant increase in the percentage of employees who are able to work remotely from other (European) countries. And given the increasing number of employees with care obligations, it can be expected that greater working flexibility will also become established for workers who have relatives in need of care.
- **Hybrid, a healthier way to work:** Hybrid forms of work have no negative impact on the satisfaction or health of employees. Both the overall satisfaction and the subjective sense of well-being among frequent hybrid workers are very high, at similar levels as for all employees in the private banking industry. And complaints such as stress, exhaustion and depressed mood are much lower in hybrid work than the overall average.

SUMMARY

- **Integrated work processes:** Two years ago, executives and employees were still struggling to synchronise work processes in hybrid teams. However, the majority of companies now seem to have overcome these initial problems: both frequent hybrid workers and executives in hybrid work environments rate their goal achievement and efficiency as above average. In other words, hybrid work processes have a positive effect on work performance and profitability.
- **‘Next-level’ work balance:** The balance between work and private life in private banks, which was already good, is given an extra boost by hybrid forms of work. 85 per cent of hybrid workers rate their work balance as positive, which is 6 percentage points more than the average for all employees. Hybrid work also has no negative impact on the separation of work and private matters.

SUMMARY

- **High team and management quality:** The good rating for hybrid work processes is based on the consistently high team and management quality. The amount of trust between executives and hybrid workers in particular seems to have remained intact – a key factor for success when teamwork is spread across multiple locations. Something else that stands out is the above-average rating for team organisation, which indicates that communication is working well.
- **Hybrid workers particularly committed:** The less employees work when sick ('presenteeism') or take sick leave without being ill ('absenteeism'), the better are typically work conditions and employee commitment. Hybrid work also has a positive impact here, with both values below the average in this group. This implies that hybrid workers have higher levels of commitment to their employers.

SUMMARY

- **Flexible work locations and flexible working hours go hand in hand:** Employees in the private banking industry who have more freedom to choose where they work also have more flexible working hours. Almost one half (48 per cent) of hybrid workers can organise their working hours with high flexibility (flexi-time without core working hours or trust-based working hours), compared with 38 per cent of all employees. This high level of flexibility results in hybrid employees having above-average satisfaction with how their working hours are organised (90 per cent positive ratings).
- **No increase in working hours:** Despite the common concern that flexible mobile works could result in longer working hours, this is not the case. In the private banking industry, hybrid workers actually work shorter hours than other employees, work overtime much less (almost a quarter below average) and work on evenings and weekends much less often. They do, however, use their flexibility to work early in the morning more often – without increasing their working hours overall.

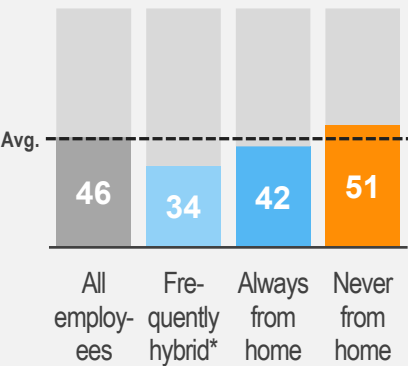
02

Typology

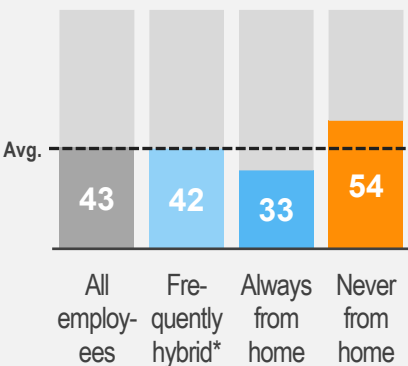
Hybrid: more key roles, less management/care oblig.

Private banking industry 2025, as % of employees

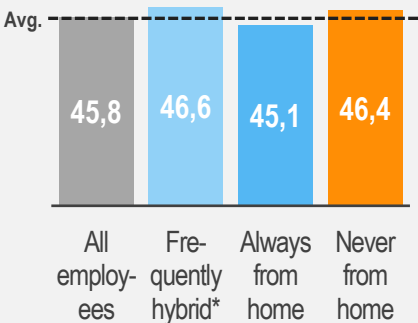
Managerial responsibility



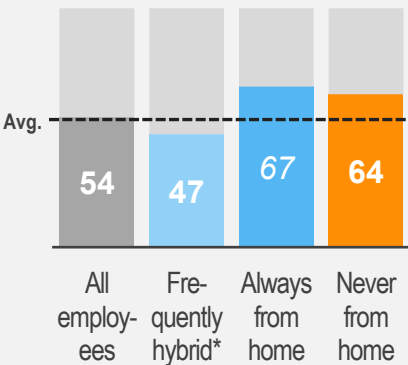
Pay-scale remuneration



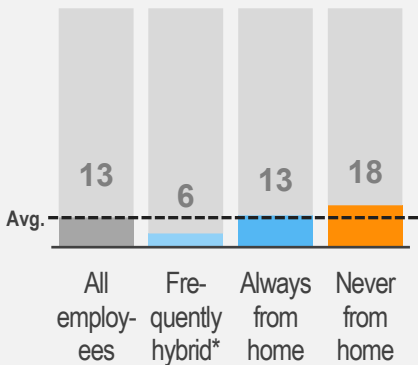
Average age (years)



Responsibility for child care



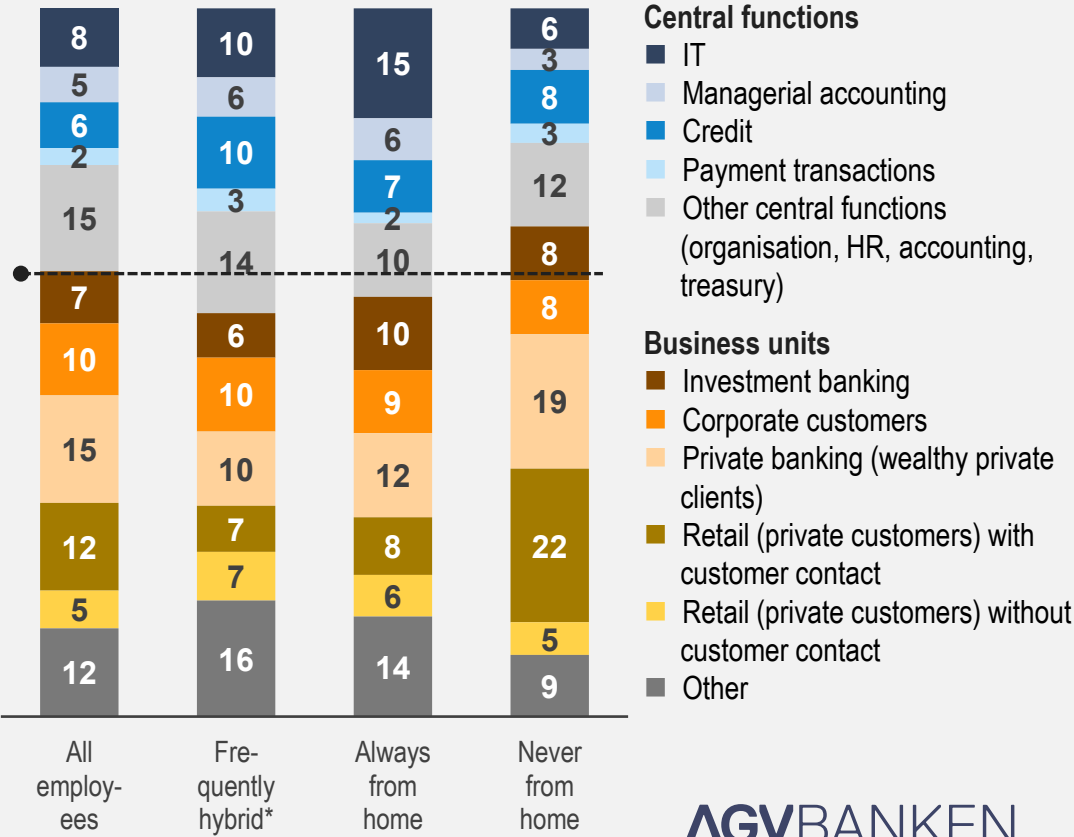
Care obligations



* Employees working in a hybrid team environment and working from home always or several times a week

Source: Representative employee survey in the private banking sector, Kantar on behalf of AGV Banken

Activity areas



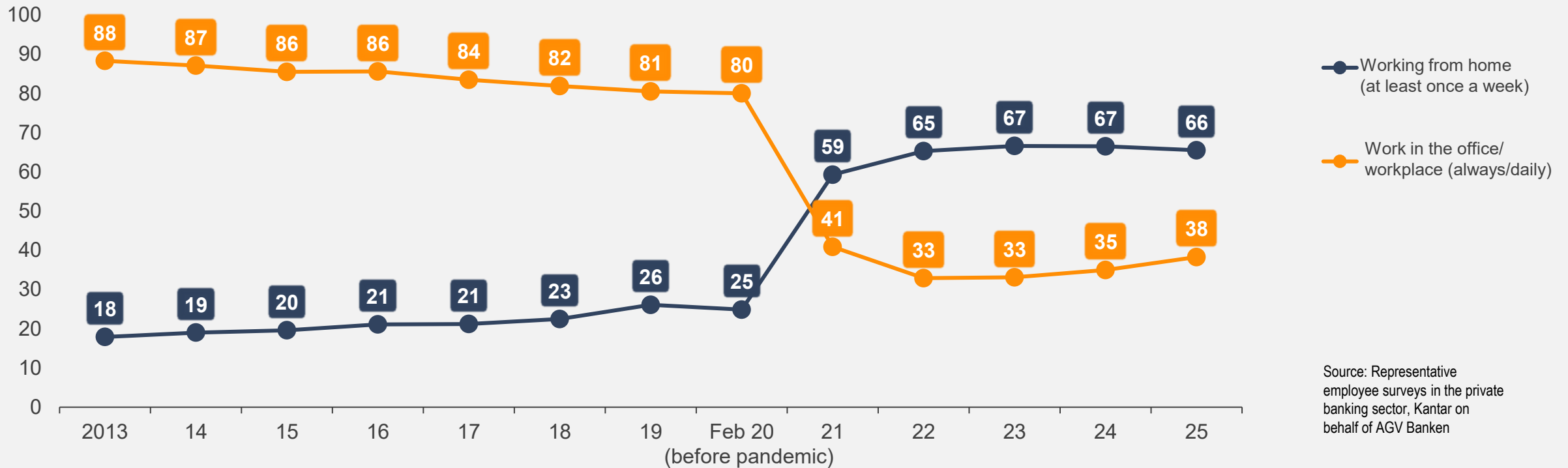
03

Amount of mobile and hybrid work

Two thirds working more frequently from home

Workplaces

Private banking industry, as % of employees

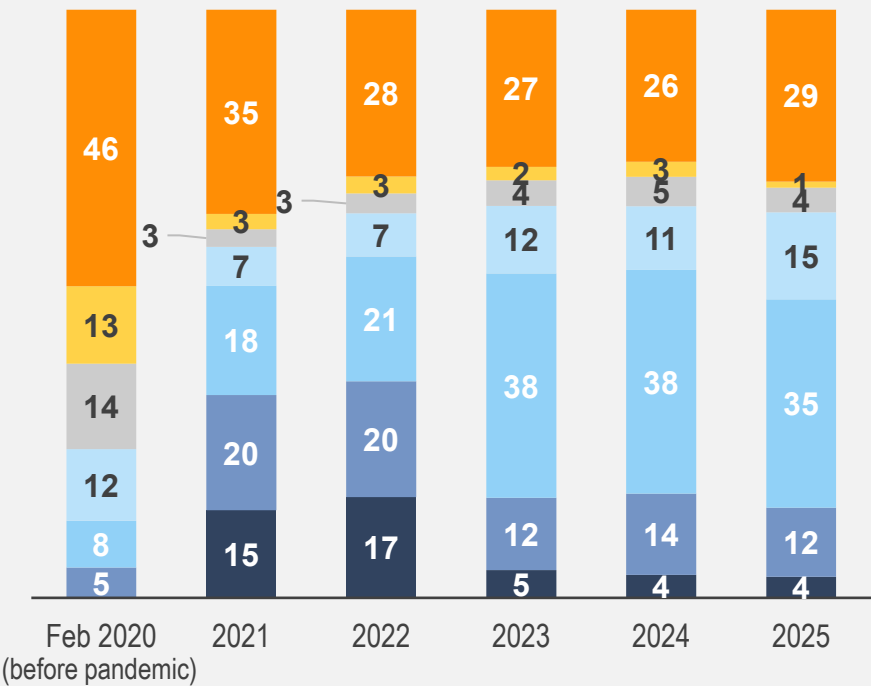


Source: Representative employee surveys in the private banking sector, Kantar on behalf of AGV Banken

Hybrid well established, office increasing again

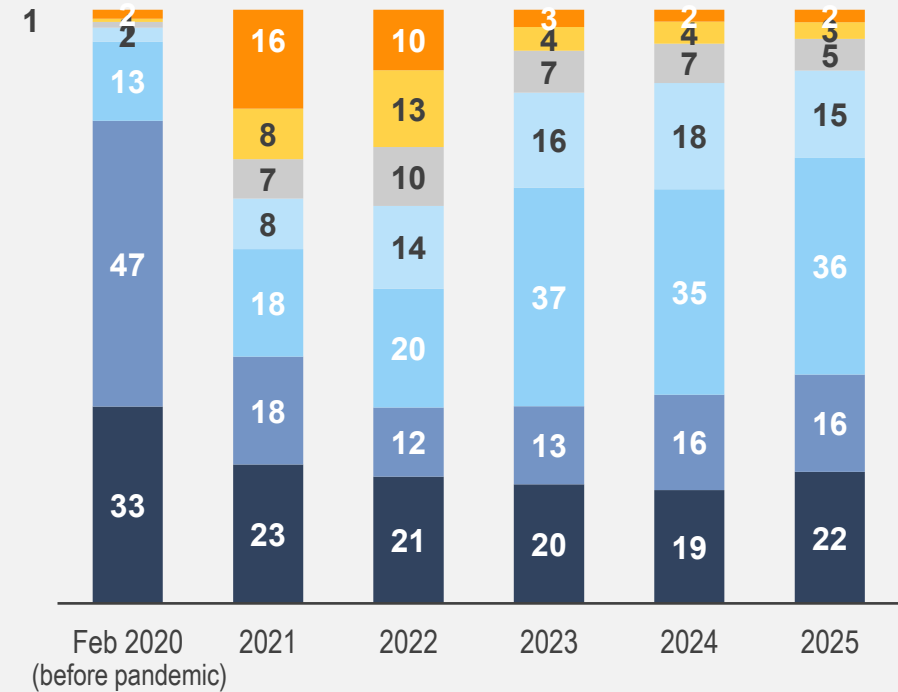
Work at home

Private banking industry, as % of employees



Work at office/company

Private banking industry, as % of employees



Source: Representative employee surveys in the private banking sector, Kantar on behalf of AGV Banken

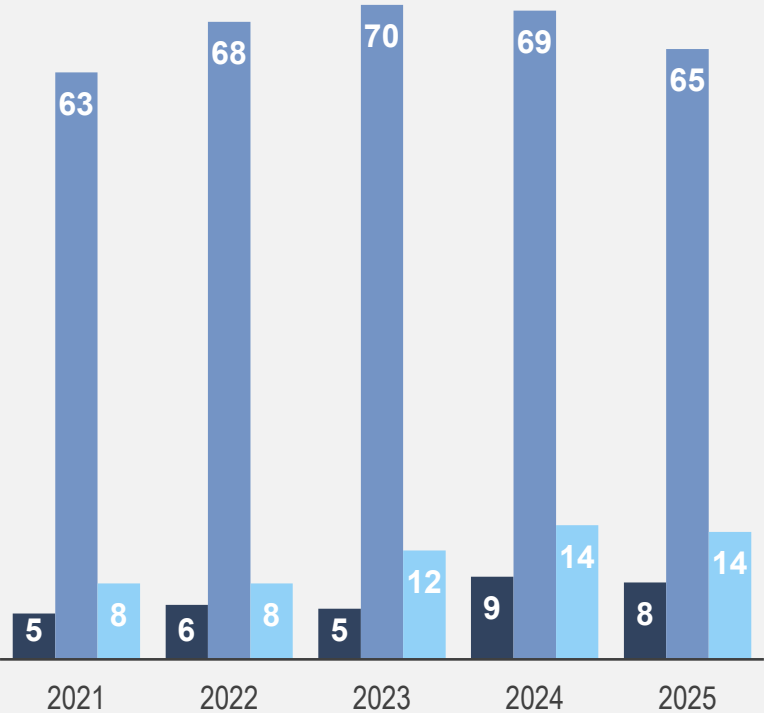
Increasingly mobile/flexible and international

Work away from office/company

Private banking industry, as % of employees

Mobile work at least partially

- At fixed teleworking location
- In home environment
- Away from home environment (at customer premises, on trips, at satellite office / coworking centre etc.)

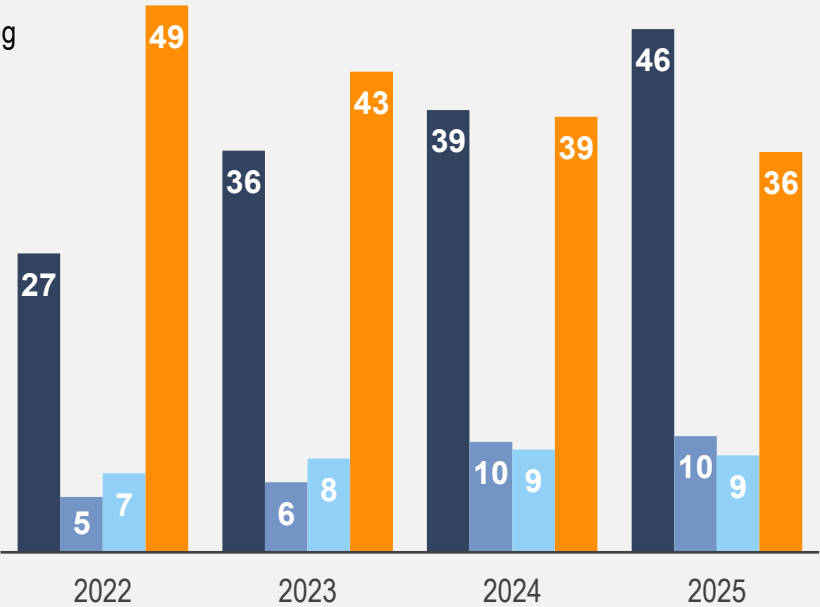


Mobile working outside of Germany

Private banking industry, as % of employees, working outside of office/workplace at least occasionally

Agreement/permission to work remotely outside of Germany

- Within the EU
- Within Europe (including non-EU countries)
- Outside of Europe (worldwide)
- No

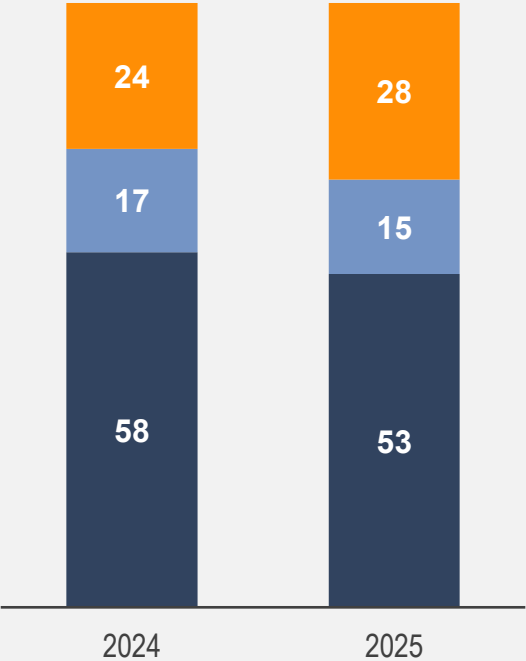


Hybrid dominates

Hybrid work environment in the team

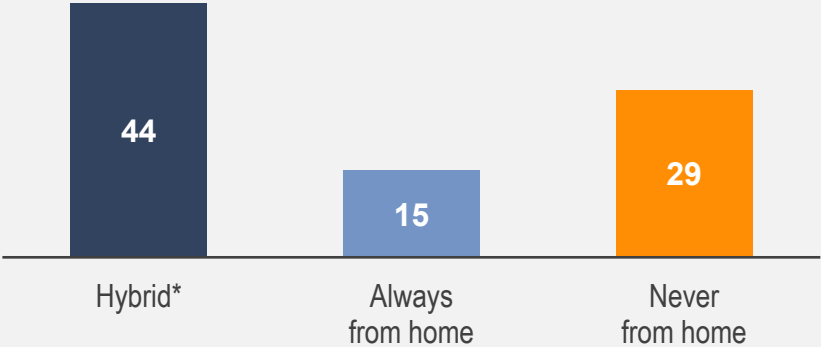
Type of collaboration in the team
Private banking industry, as % of employees

- Hybrid collaboration (partly in office/workplace, partly remote)
- Virtual collaboration ([almost] everyone always remote)
- Collaboration in the office ([almost] everyone always in office/workplace)



Hybrid work

Individual mode of working
Private banking industry 2025, as % of employees



* Employees working in a hybrid team environment and working from home at least once a week

Source: Representative employee survey in the private banking sector, Kantar on behalf of AGV Banken

04

Job satisfaction and health

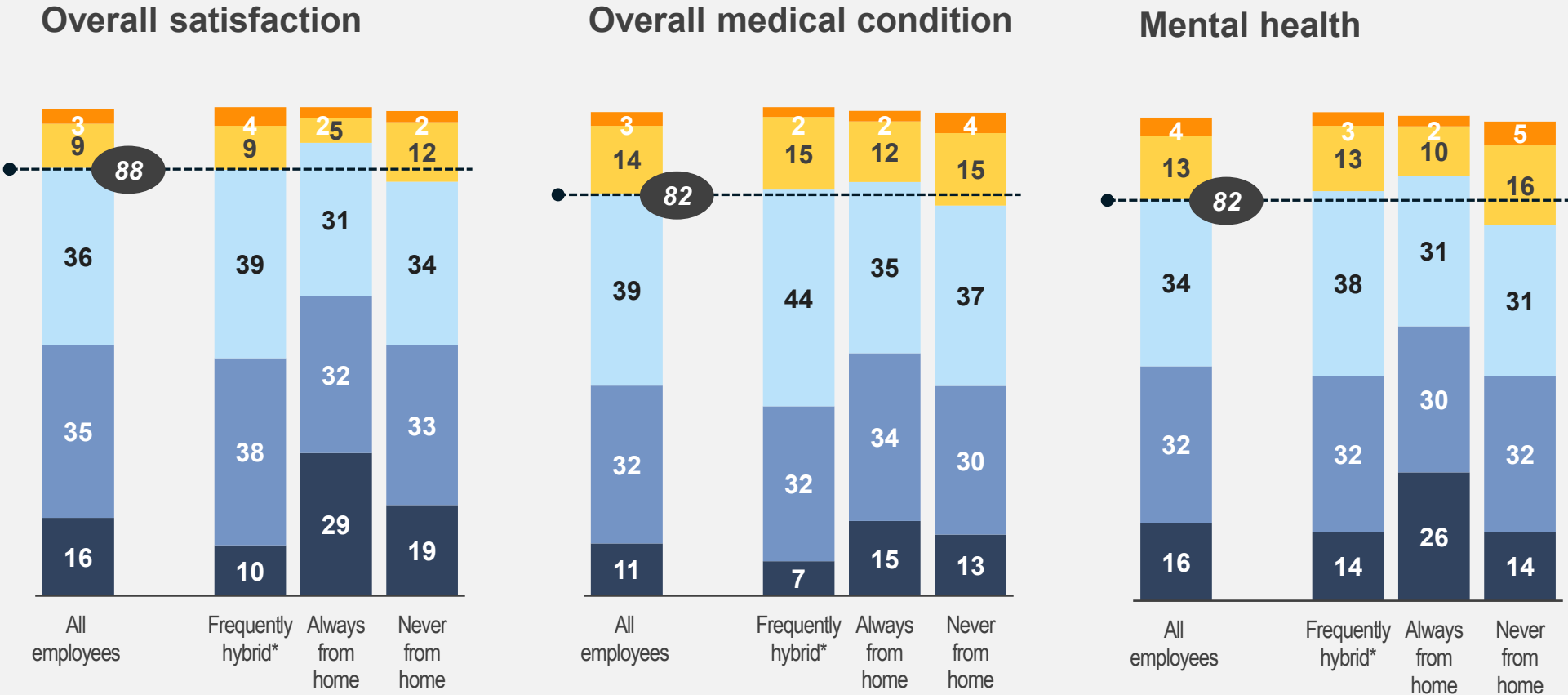
Mobile/hybrid work has no negative effect

Private banking industry,
2025, as % of employees

- Excellent
- Very good
- Good
- Acceptable
- Poor

* Employees working in a hybrid team
environment and working from home
always or several times a week

Source: Representative employee
survey in the private banking sector,
Kantar on behalf of AGV Banken

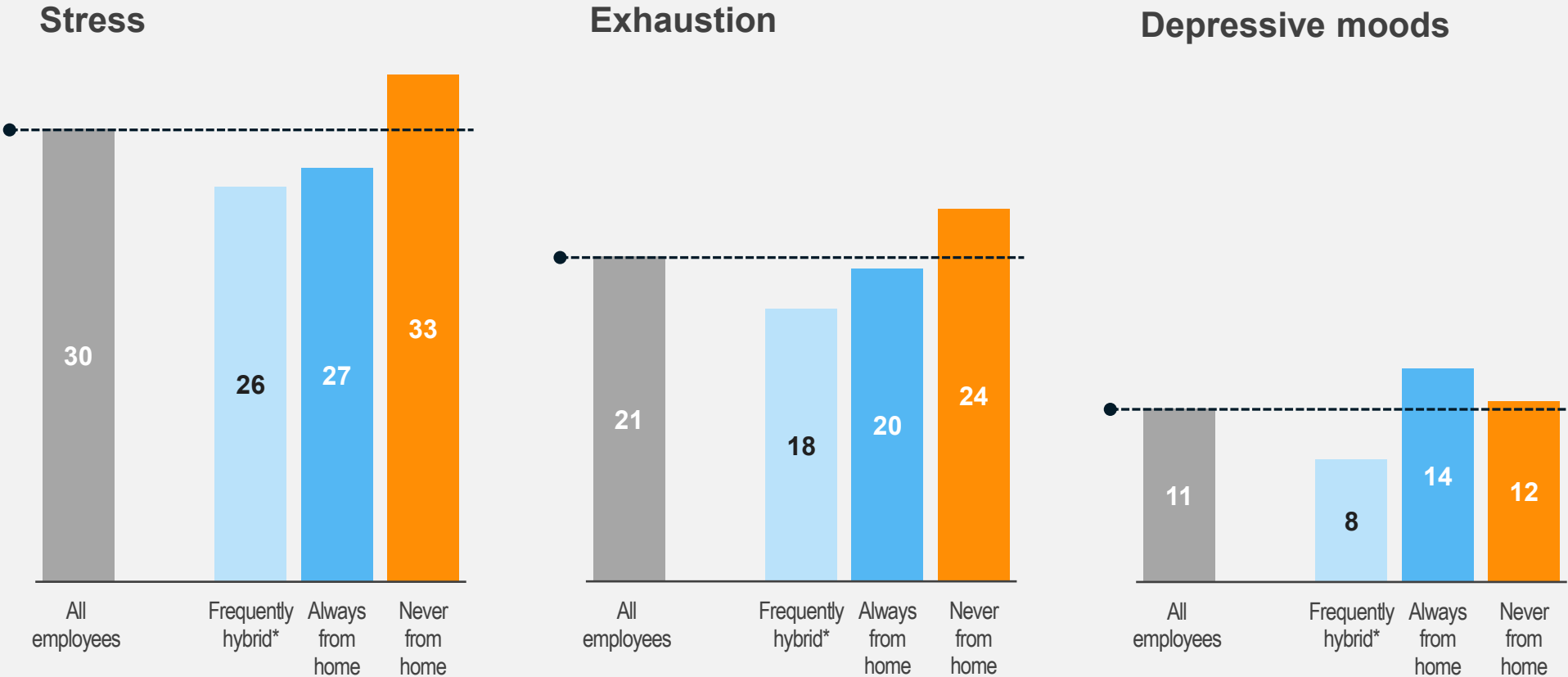


Hybrid is healthier: complaints well below average

Private banking industry, 2025, as % of employees
Top 2 (very frequently/ frequently)

* Employees working in a hybrid team environment and working from home always or several times a week

Source: Representative employee survey in the private banking sector, Kantar on behalf of AGV Banken



05

Work quality and environment

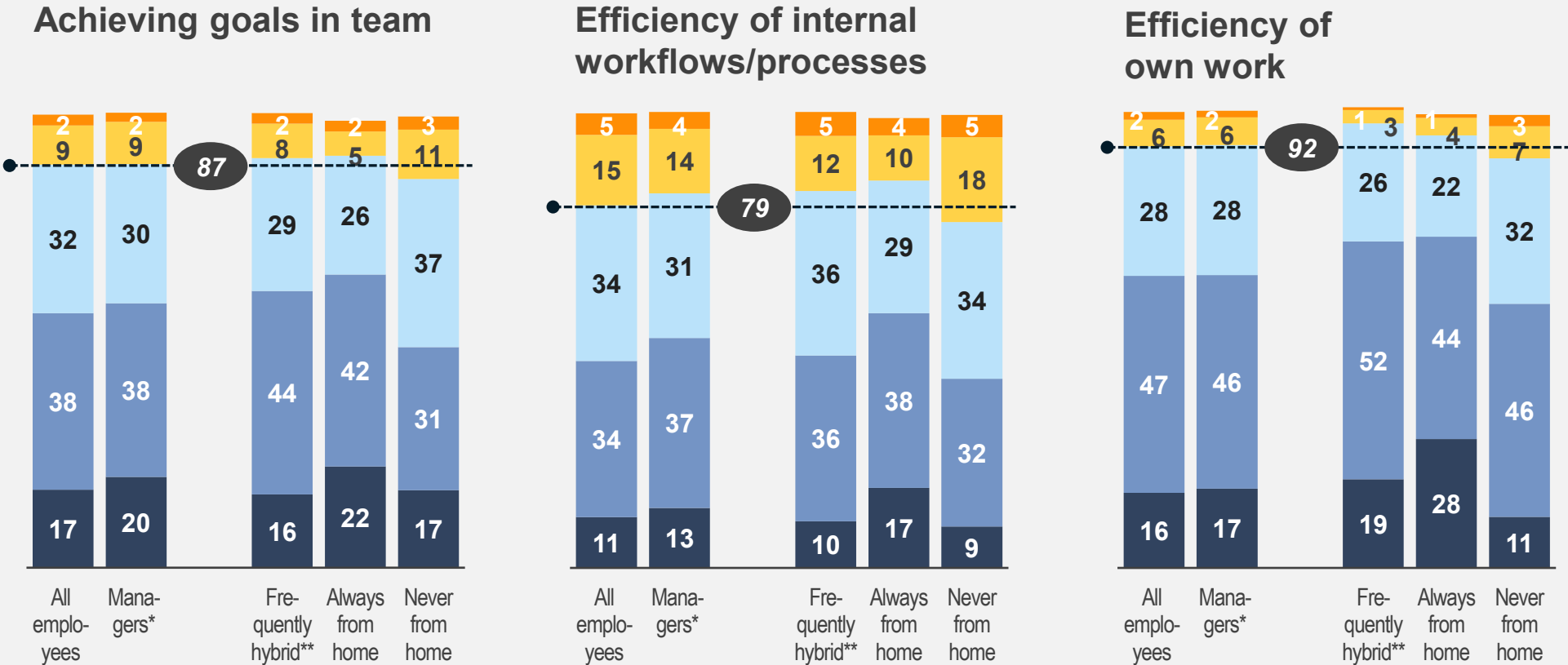
Hybrid work more efficient – also for executives

Private banking industry,
2025, as % of employees

- Excellent
- Very good
- Good
- Acceptable
- Poor

* In hybrid work environment
** Employees working in a hybrid team
environment and working from home
always or several times a week

Source: Representative employee
survey in the private banking sector,
Kantar on behalf of AGV Banken



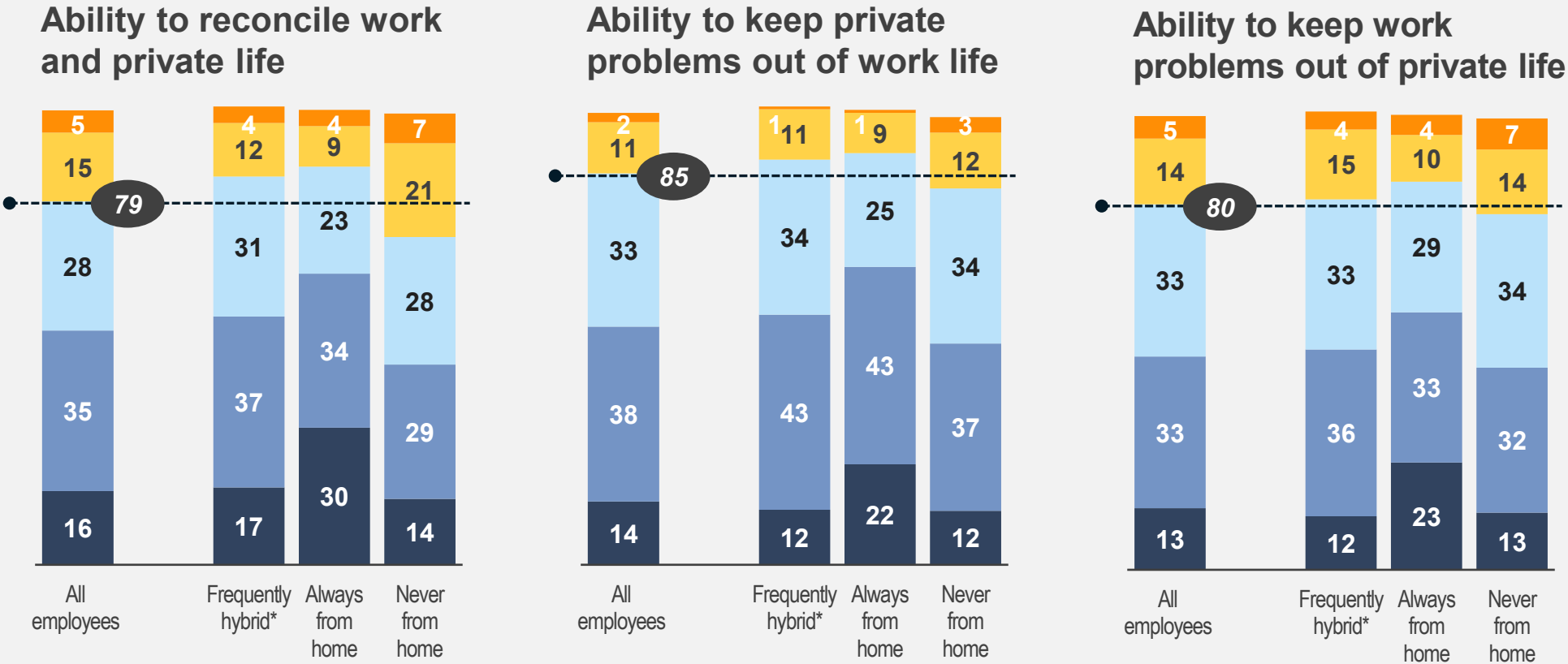
The more mobile, the better – hybrid above average

Private banking industry, 2025, as % of employees

- Excellent
- Very good
- Good
- Acceptable
- Poor

* Employees working in a hybrid team environment and working from home always or several times a week

Source: Representative employee survey in the private banking sector, Kantar on behalf of AGV Banken



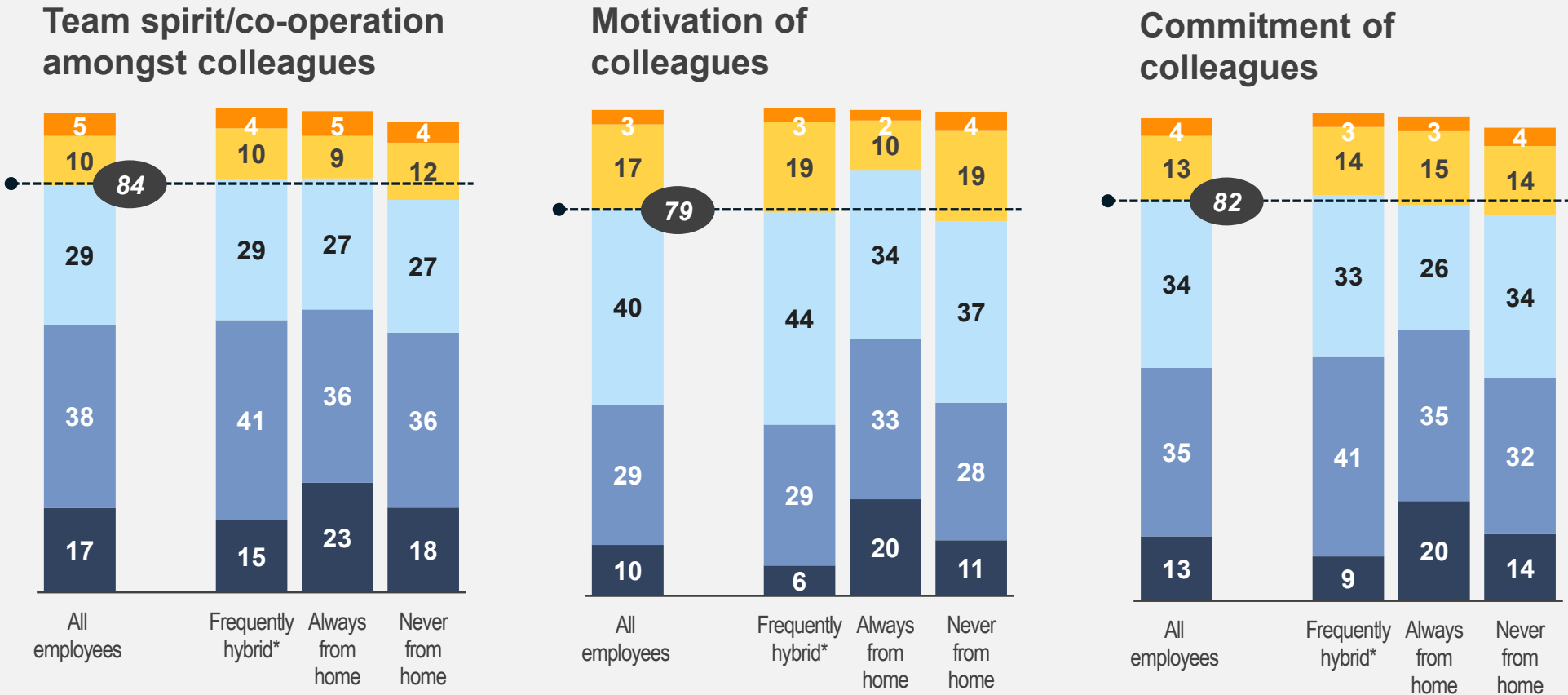
High levels, hybrid average

Private banking industry,
2025, as % of employees

- Excellent
- Very good
- Good
- Acceptable
- Poor

* Employees working in a hybrid team
environment and working from home
always or several times a week

Source: Representative employee
survey in the private banking sector,
Kantar on behalf of AGV Banken



Management in hybrid work forms above average

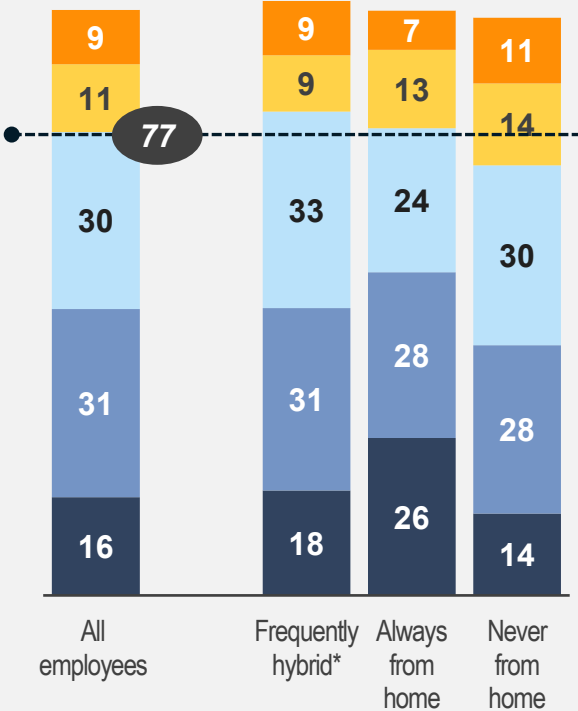
Private banking industry,
2025, as % of employees

- Excellent
- Very good
- Good
- Acceptable
- Poor

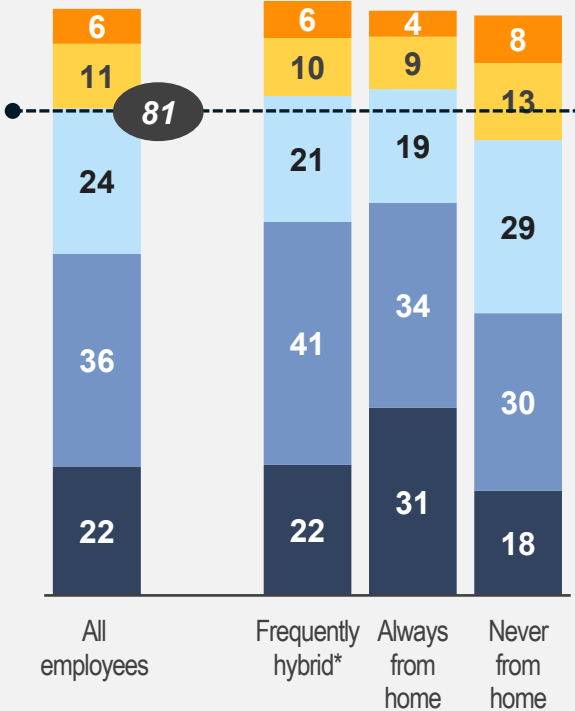
* Employees working in a hybrid team environment and working from home always or several times a week

Source: Representative employee survey in the private banking sector, Kantar on behalf of AGV Banken

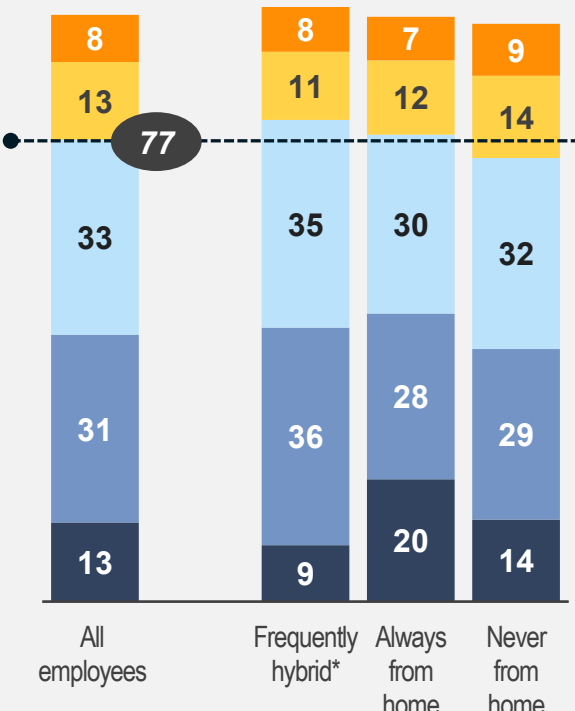
Example set by superior



Relationship of trust with the management staff



Team organisation
(workflows, routines, communication)



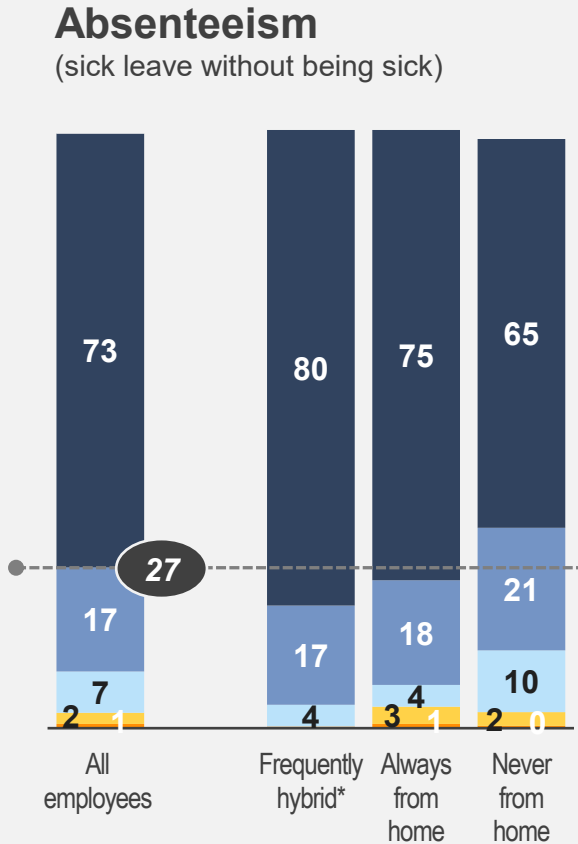
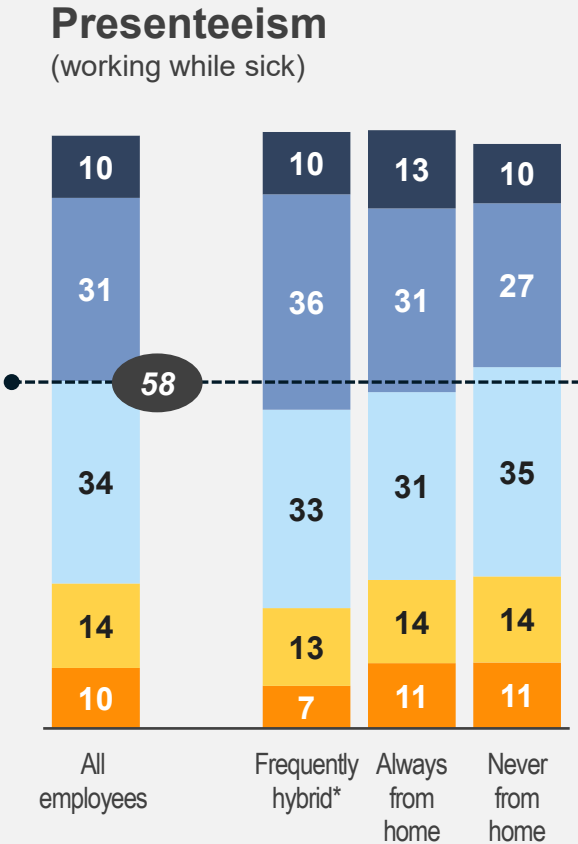
Hybrid significantly below average

Private banking industry,
2025, as % of employees

- Very frequently
- Frequently
- Occasionally
- Rarely
- Never

* Employees working in a hybrid team environment and working from home always or several times a week

Source: Representative employee survey in the private banking sector, Kantar on behalf of AGV Banken



Note regarding boundary:

In the case of *presenteeism*, overreporting is more likely to occur, i.e. a tendency can be expected to state a higher frequency than is actually the case. The reason for this is that employees still often associate presenteeism with making a special effort or having better performance, and therefore typically see it as positive. On the other hand, *absenteeism* is likely to be under-reported, as 'skiving' is frowned upon.

For this reason, the negative range covers the first three categories ('very frequently' to 'occasionally') for presenteeism and the first four ('very frequently' to 'rarely') for absenteeism.

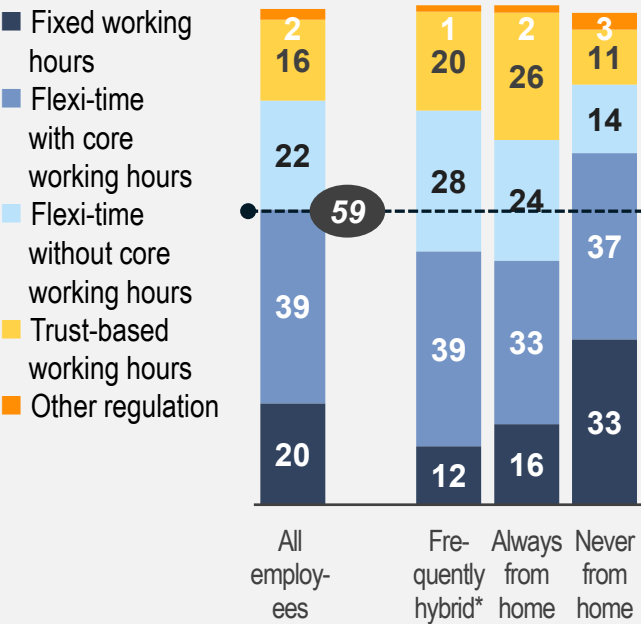
06

Working hours

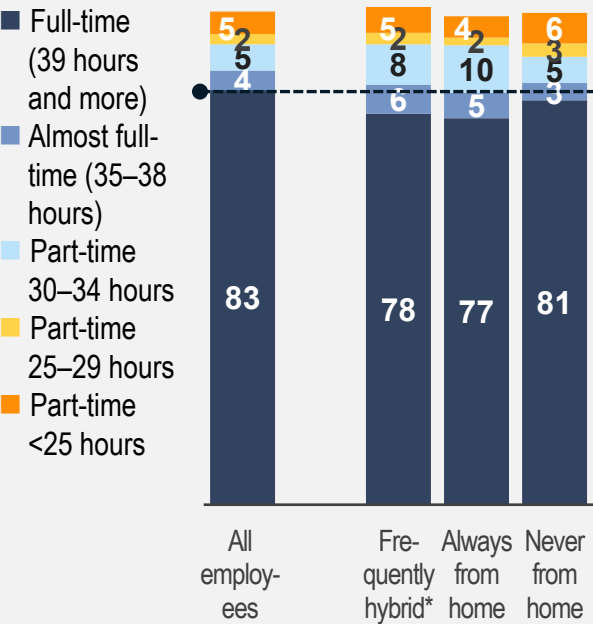
The more flexible, the more satisfied

Private banking industry 2025, as % of employees

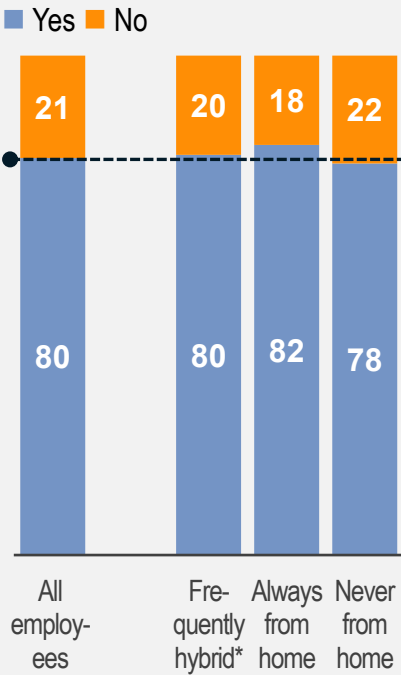
Working hours distribution



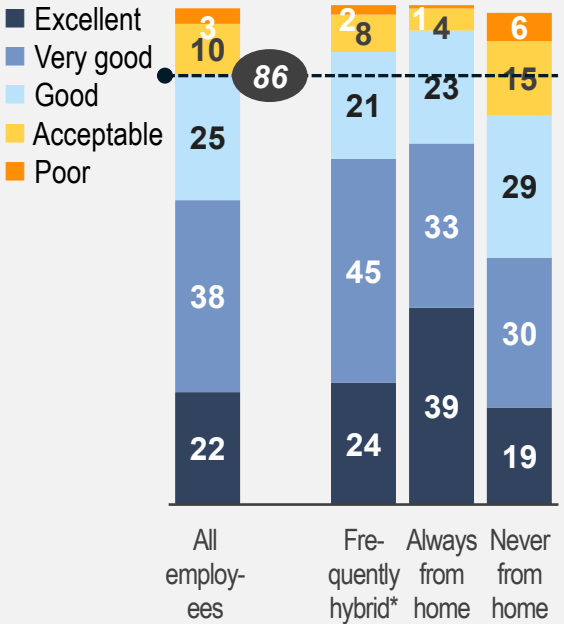
Weekly working hours



Agreed working hours as wanted?

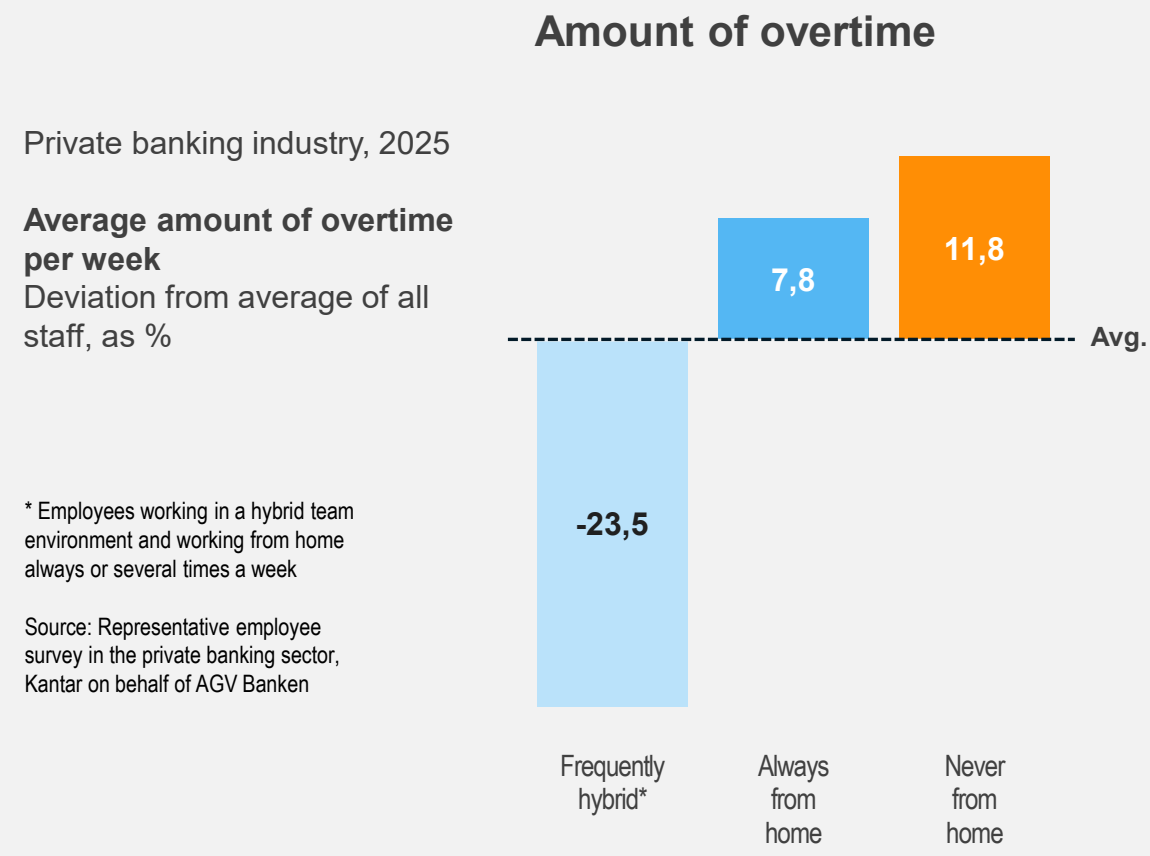
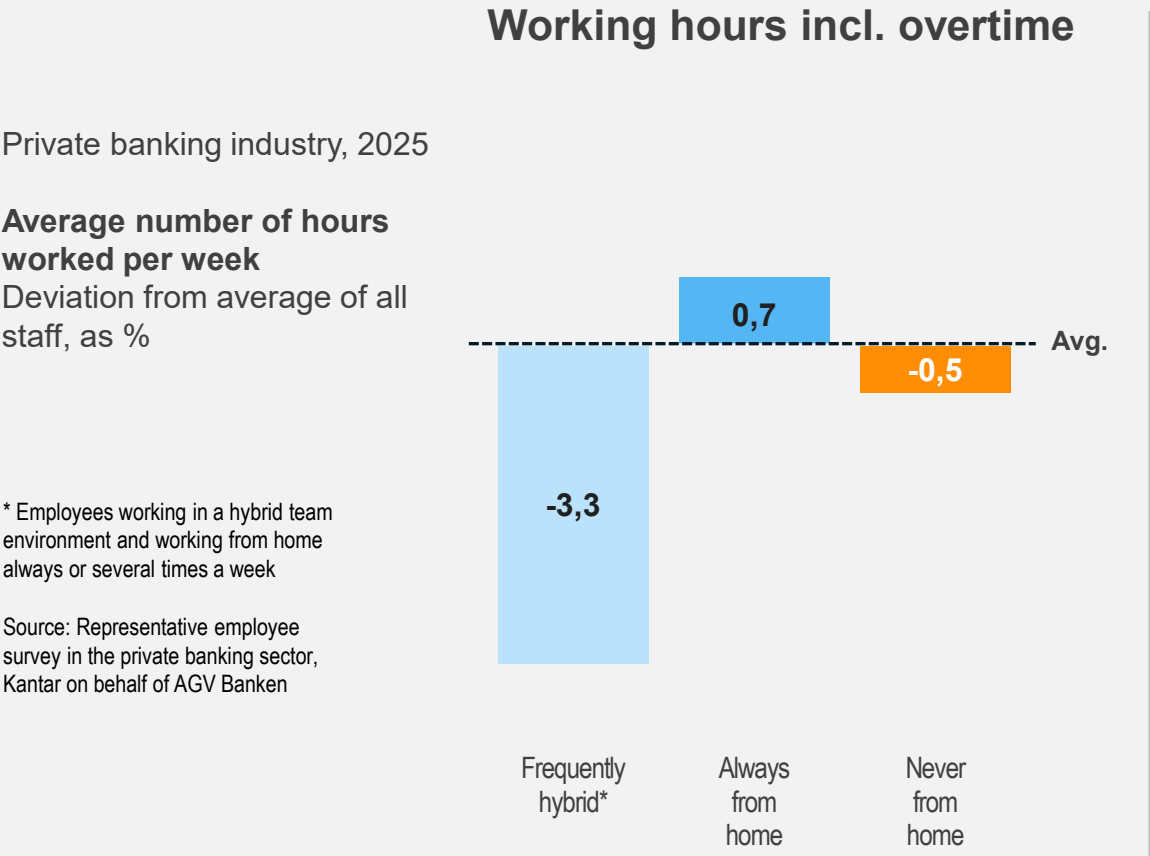


Global satisfaction with working time arrangements



* Employees working in a hybrid team environment and working from home always or several times a week
Source: Representative employee survey in the private banking sector, Kantar on behalf of AGV Banken

Significantly less overtime in hybrid work



Hybrid: evening/Sat. below avg., mornings above

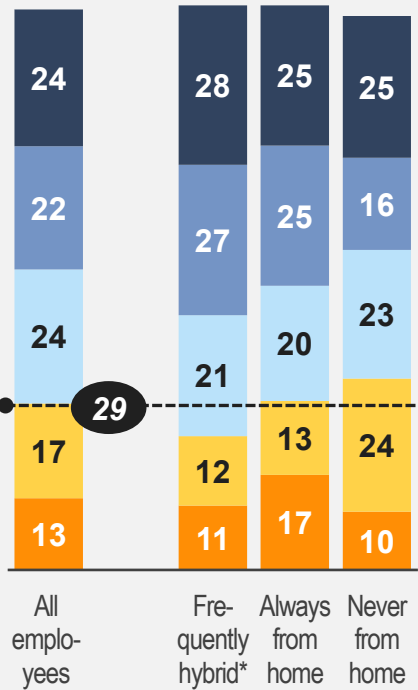
Private banking industry, 2025, as % of employees

- Very frequently
- Frequently
- Occasionally
- Rarely
- Never

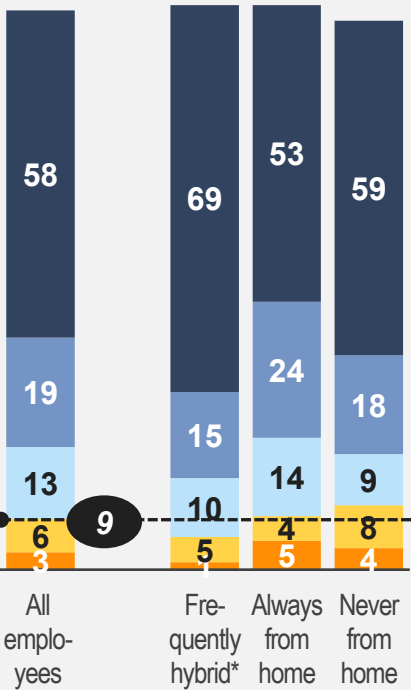
* In hybrid work environment
** Employees working in a hybrid team environment and working from home always or several times a week

Source: Representative employee survey in the private banking sector, Kantar on behalf of AGV Banken

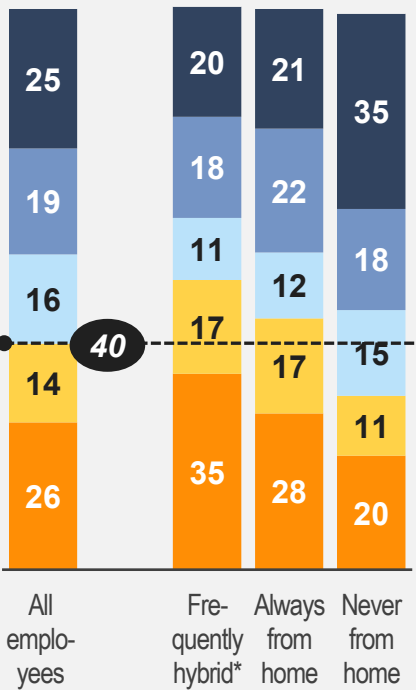
In the evening (6–8 p.m.)



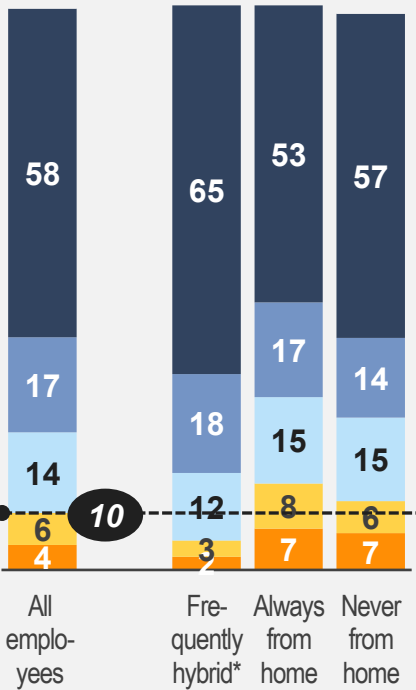
Late in the evening (8–10 p.m.)



Early in the morning (6–8 a.m.)



On Saturdays



METHODOLOGY

For this study, the social research institute Kantar surveyed 900 employees in the German private banking industry on behalf of AGV Banken in February 2025 on aspects of their work satisfaction, work quality and health. The online panel was based on the structure of the workforce in the private banking industry, and the results are representative.

The study is part of a broader employee survey that Kantar (formerly TNS Emnid) has carried out on behalf of AGV Banken since 2010.

AGVBANKEN

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