

Key figures and trends in banking employment in 2020

Press briefing, 22 June 2021

Employment in the banking sector

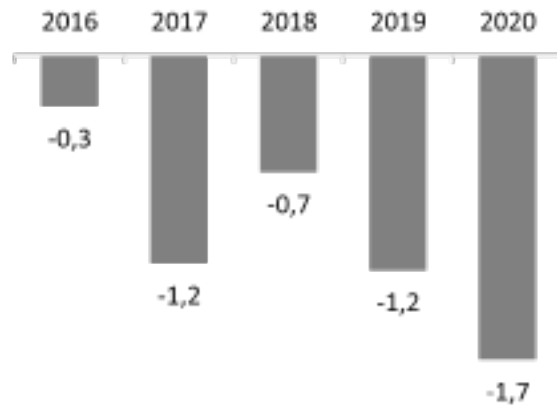
354,000 employees* (FBF)

at 31/12/2020

or 1.8% of private sector employment in France

186,800
(AFB)

167,000
(Mutual banks)



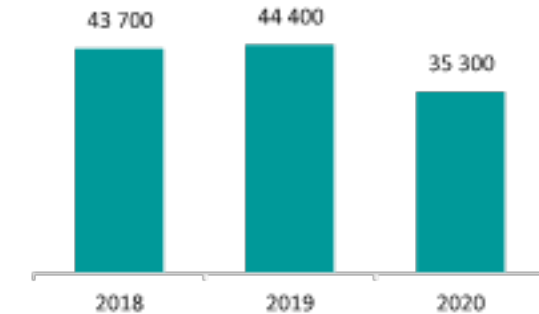
An average 1% decrease
in workforce over the last
5 years

15,200 work-study
programme participants

at 31/12/2020

An important and dynamic player on the
labour market

HIRINGS
(Permanent + Fixed-term without work-study
programme participants)



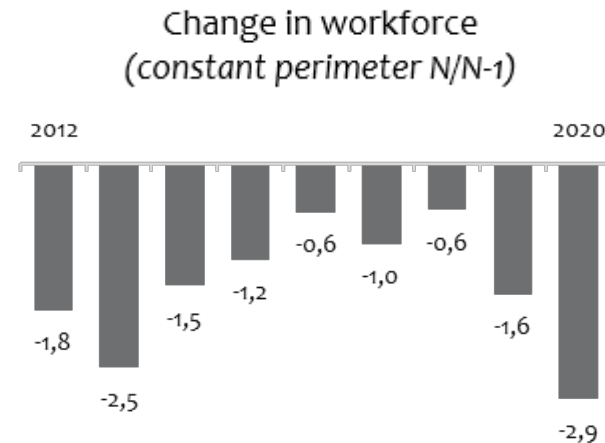
6 of 10 recruitments on permanent contract

* Rounded figure. Permanent + fixed-term workforce excluding work-study

Employment in the banking sector (AFB branch)

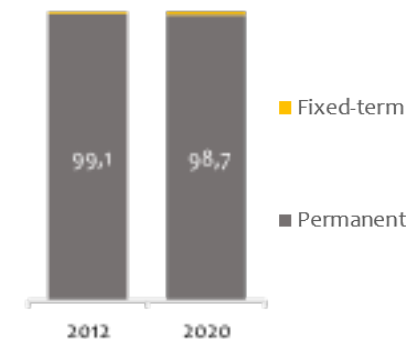
Workforce: sustainable and very highly skilled jobs

186,800 employees at 31/12/2020

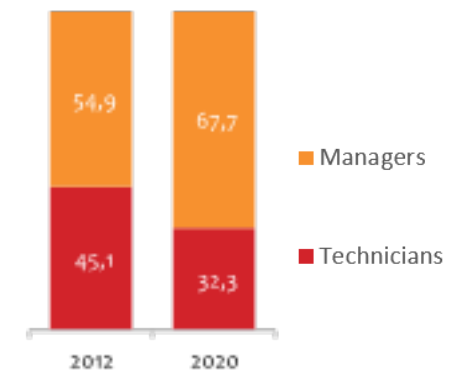


-1.5% on average since
2012

99% of
employees on
permanent
contracts at
31/12/2020



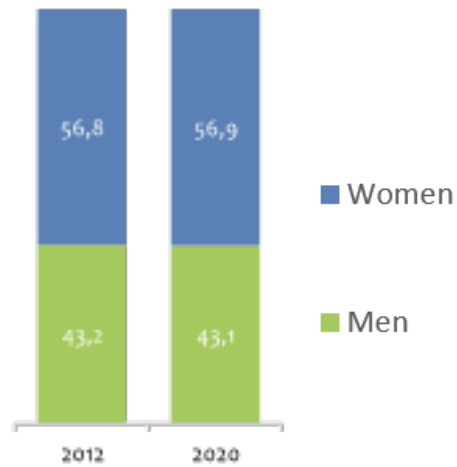
68% managers
(+13 points since 2012)



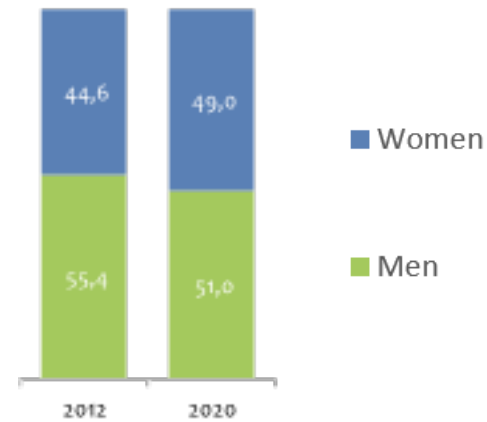
15 years average time of service

Workforce: growing proportion of women managers

57% women
(stable since 2012)

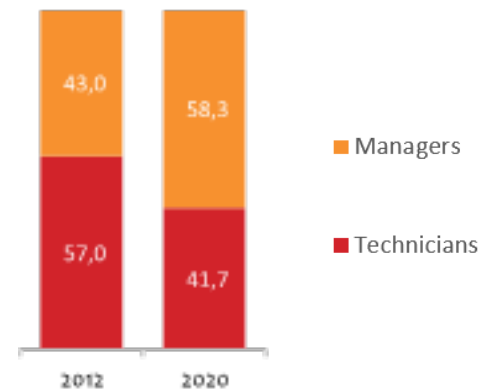


MANAGERS



1 of 2 managers is a woman
(+4.4 points since 2012)

WOMEN

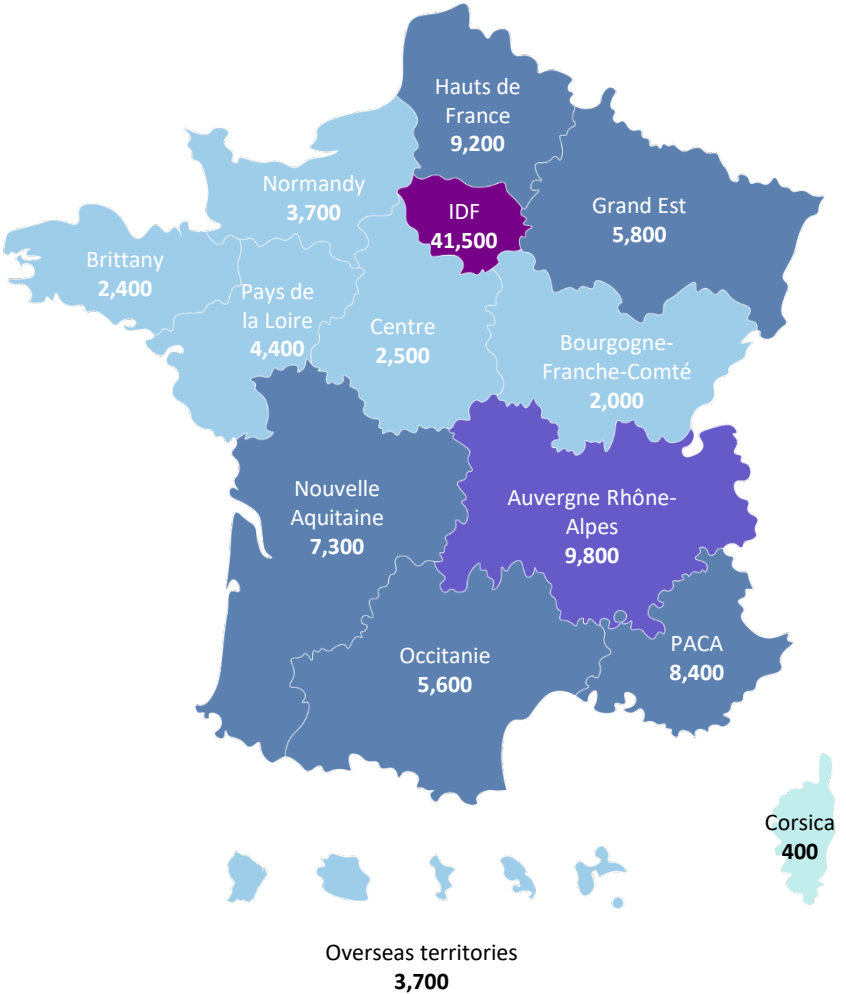
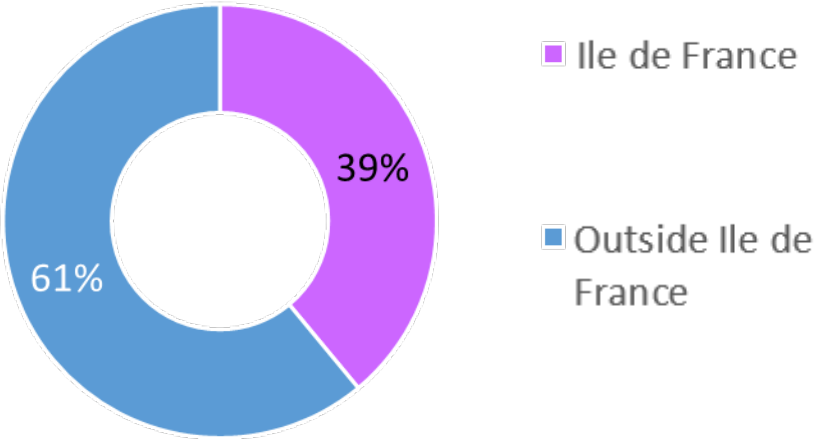


Nearly 60% of women are
managers (+15 points since 2012)

Women account for 50.4% of all employees and 42.2% of managers and highly skilled workers (Insee, 2020 Social Profile).

Workforce: 61% of Network employees are outside Ile-de-France

Breakdown of workforce in network (%)



Fewer departures

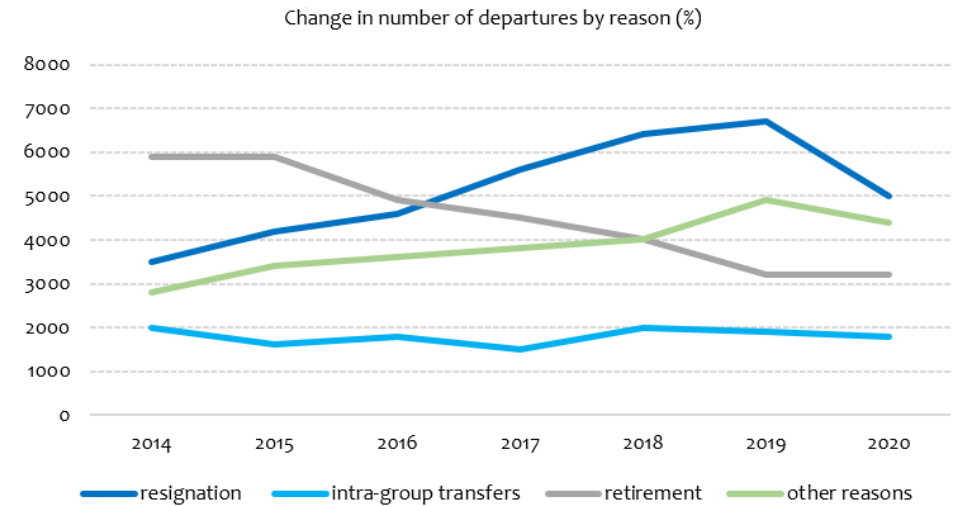
Well-managed churn (6.6%)¹; down 1.5 points compared to 2019

Resignations greatly affected by the health crisis

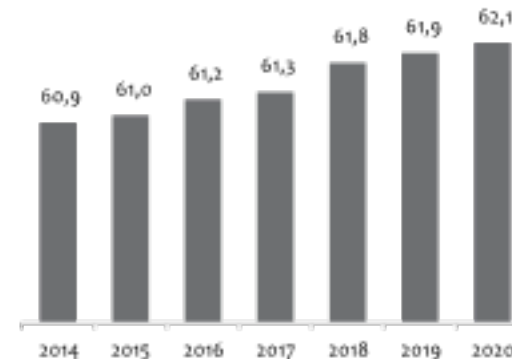
1 of 5 departures was for retirement in 2020 (stable volume)

Seniors policies are gradually raising the age of departures

¹ Compared to the national rate: 20.2%



Average retirement age

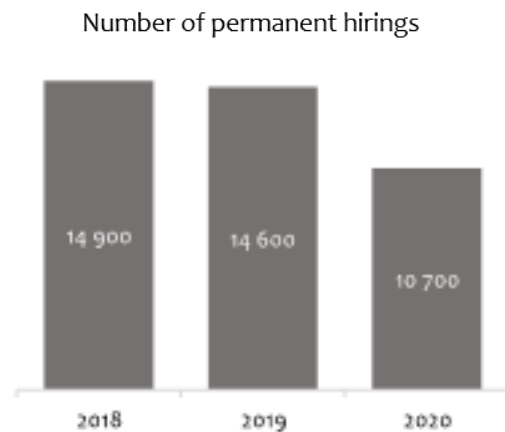


Hirings: A sector that favours permanent hires

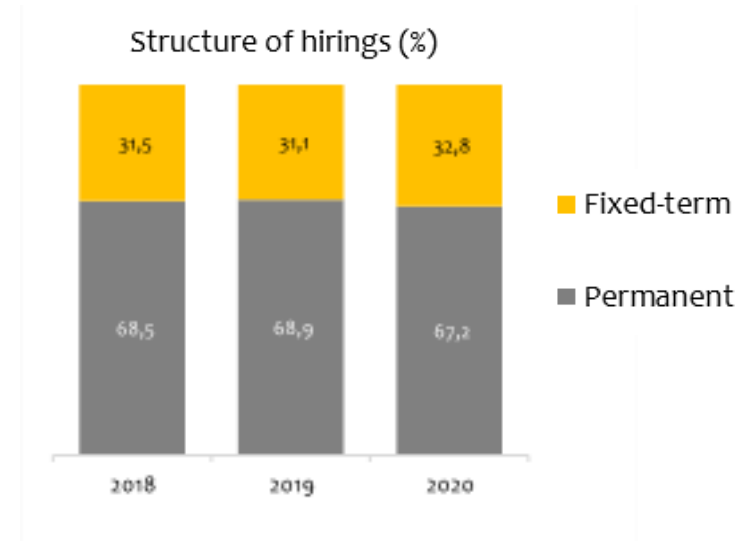
16,000 people hired in 2020

of which 10,700 on permanent contract

Nearly 7 of 10 hirings on permanent contract

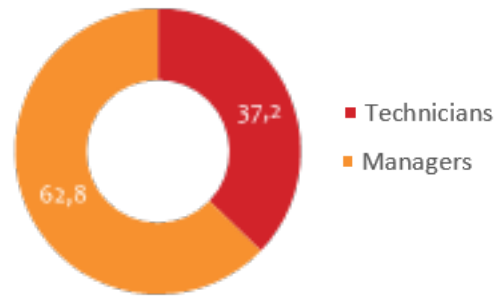


Effect of the slow-down in departures and transfers



Hirings: highly skilled recruitment profiles

Nearly $\frac{2}{3}$ of hirings (permanent contract) to manager position

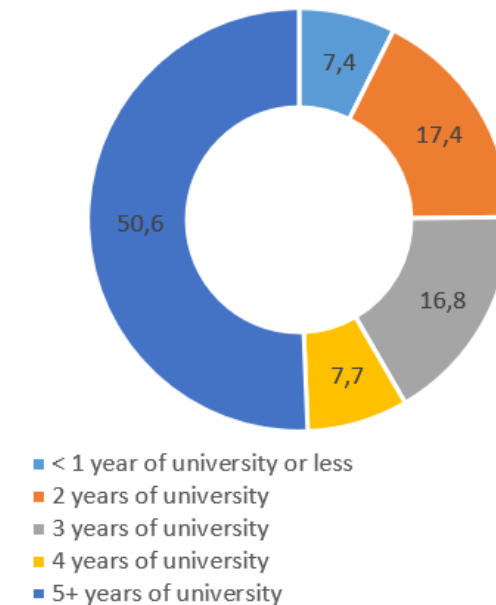


Nearly 1 of 2 recruits is under the age of 30

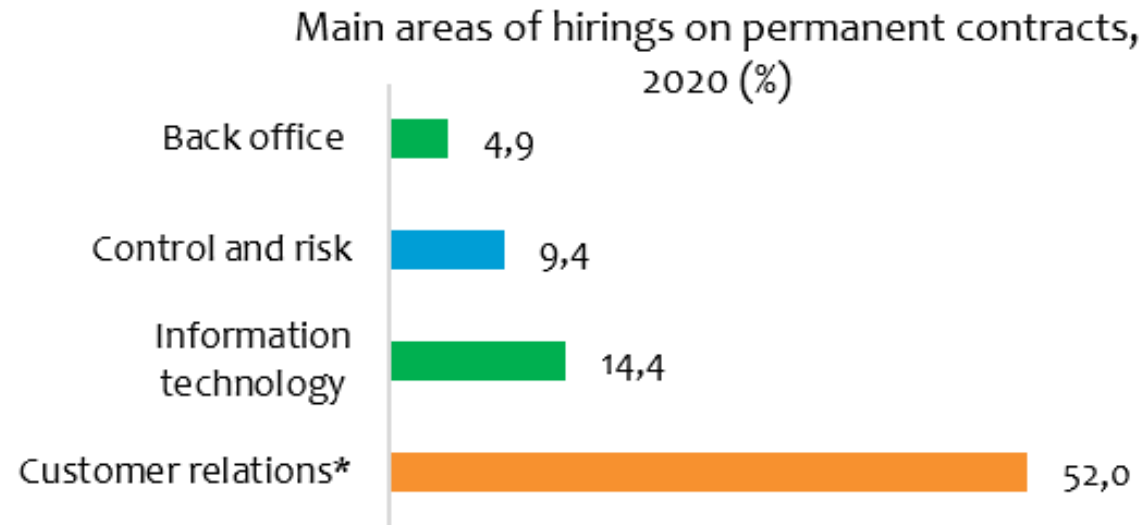
Average age on recruitment up to 32.4 years (+1 year since 2014)

Gender diversity in hirings: 51% women

Permanent contract hirings:
more than 58% with 4/5 years of university
34% with 2/3 years of university
7% with fewer than 2 years of university



Permanent contract hirings: 1 of 2 recruits in customer relations



* Branch assistant, account manager (individual, institutional and business clients), wealth advisor

Work-study programmes: a path to employment and recruiting advantage

In 2020, 6,000 contracts signed despite the health crisis

1 work-study participant for 20 employees

2/3 of work-study participants are working toward a 5-year university degree, up 20 points since 2015

A sector with real employment opportunities for young people

1,200 young people hosted under VIE programme (international business volunteering)

Promoting job placement

- Job placement assistance for young athletes from priority urban neighbourhoods in partnership with the APELS 'Déclics Sportifs' programme began in 2015.

More than 400 young athletes have completed training to prepare for the job market and learn about the banking profession (APELS/ESB/bank classes)

- Job placement assistance for highly skilled refugees in partnership with WERO/EACHONE began in 2018.

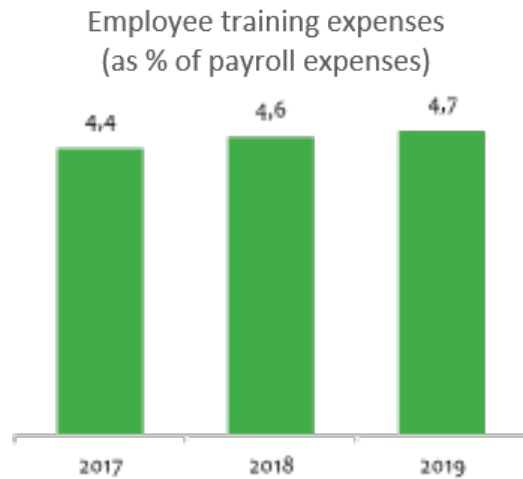
Some 46 refugees have completed training on careers in banking, 40 of whom extended their education with a professional development contract

Training: a major challenge

Employee training:

4.7% of payroll expenses

5 million hours of training



A commitment to support changes in banking jobs and to respond to new regulatory requirements

36 hours per year of training on customer relations skills

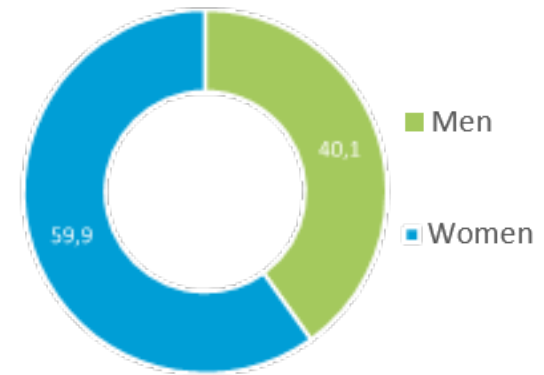
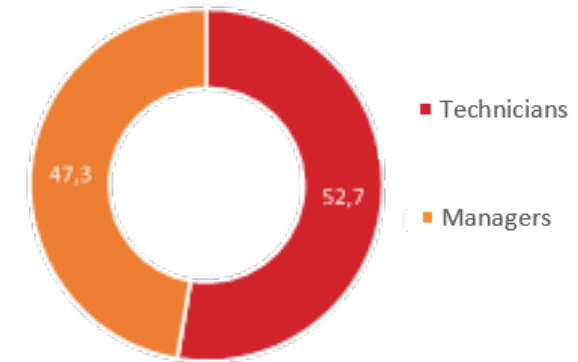
2020 figure will be available in October 2021

Promotions: moving up the social ladder

Technicians account for 53% of promotions, versus just 32% of the workforce.

15% of promoted employees become managers.

60% of promotions are given to women (versus 57% of the total workforce)



Forward-looking studies

- **The Observatory of Banking Activities at the AFB is conducting joint research on future transformations in banking careers.**

Some key takeaways from the studies published in 2020:

'Changes to the finance function in banking'

- Finance professions (accounting and management inspection) in the banking sector are facing profound changes and radical departures from traditional models.
- To support these business lines, the HR function has mobilised considerable resources in terms of jobs (slight increase in the workforce despite a steep drop in the overall headcount at banks, hiring of new profiles) and training, in particular.



[Study: report](#)

[Replay: presentation of study](#)

Forward-looking studies

- **The Observatory of Banking Activities at the AFB is conducting joint research on future transformations in banking careers.**

Some key takeaways from the studies published in 2020:

'Management in banking: evolution, revolution or reinvention?'

- As regards management, banks are advancing and innovating
- There are rich and robust managerial training pathways
- Lockdown: a successful collective experience, ripe with learnings and a source of pride



[Study report](#)

[Replay: Tomorrow begins today, the remote business](#)

Forward-looking studies

'Changes in compliance and risk professions'



[Study: report](#)
[Replay: presentation of study](#)

- These functions must tackle new challenges, linked in particular to the use of new risk and fraud detection models founded on an ever more intensive use of data and the development of artificial intelligence. These changes, which are sources of opportunities, are bringing about new transformations and adaptations.
- Completely unprecedented systems to integrate, train and develop were rolled out by Human Resources teams. Thanks to these, banks were able to in-source to a wide extent the deployment in record time of a broad array of new areas of expertise required by this profound transformation.

Promoting careers in banking

- To build awareness about careers in banking, the AFB worked with Opco Atlas, the Ministry of National Education and Youth and the Ministry of Higher Education, Research and Innovation to produce six career videos.

Banking? So many jobs to discover!



[Chloé, age 22,](#)
[Retail customer account manager](#)



[Mehdi, age 25,](#)
[Data analyst](#)

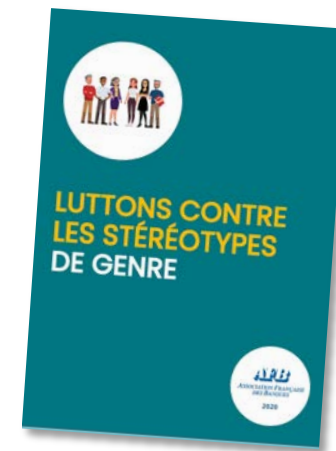


[See all the videos](#)

A dynamic, high-quality social dialogue



The AFB has taken concrete actions to raise awareness about gender stereotypes in the banking sector by creating a [video](#) and an infographic, co-developed with union organisations.



The 'Rencontres de l'AFB' kicked off on 19 November 2020 with a joint symposium on 'Remote work in the banking sector: What are the new challenges?'



A dynamic, high-quality social dialogue

- Around 100 joint meetings covering all labour-related topics
- Signature of the **Branch agreement on 'Professional training'** (5 Feb. 2020)
- Signature of the **Branch agreement on 'Employment and Skills Management Planning'** (27 May 2020)
- Concerted actions during the health crisis: joint statement from banks/union organisations (20 April 2020)
- Preparations for new negotiations in 2021 on remote work, quality of life at work, staff representatives careers, jobs, etc.

