

EMPLOYMENT IN BANKS



- Is the banking sector an important employer?
- How is recruitment changing?
- What share of jobs go to young people and women?
- What are the promising careers?
- What challenges does the sector face?



BANKING, A LEADING EMPLOYER

A dynamic player in the job market

The French banking sector is a major player in the job market.

35,300
HIRINGS IN 2020

Source : FBF*



It is one of the leading private sector employers in France. **The 354,000 people** working in banks member of the Fédération bancaire française (FBF), make up **1.8% of all private sector salaried staff in France***.

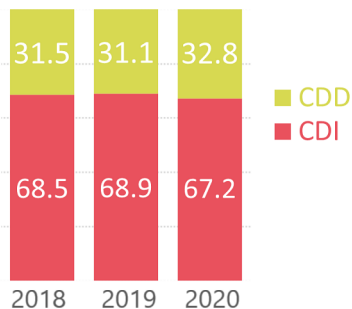
Total headcount has been slightly declining since 2012 (minus 1.3% on average).

Sustainable jobs

The sector offers long-term jobs: **near 7 out of 10 hirings are on permanent contracts in banks**. More than 99% of bank employees have a permanent contract of employment.

NEW HIRINGS BY TYPE OF CONTRACT (in %)

Source: AFB**



* The FBF scope includes all companies in the banking sector: commercial banks belonging to the Association française des banques (AFB) and also cooperative and mutual banks.

** All employment and training figures presented in this document are on the AFB scope, unless otherwise specified. The Association française des banques (AFB) is the professional body representing commercial banks in their social dimension.

Increasingly highly qualified jobs

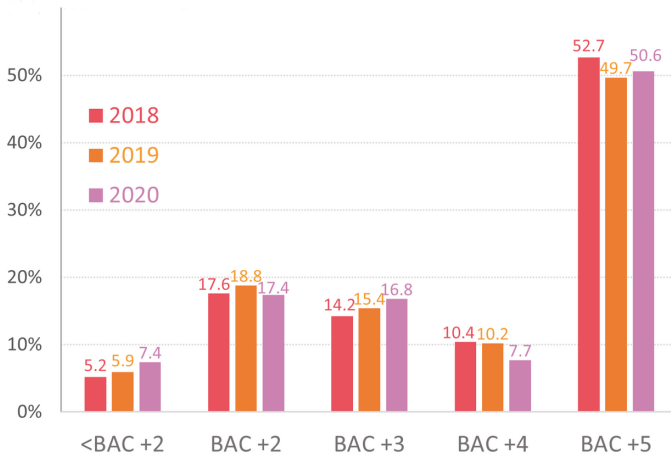
Jobs in the sector are **increasingly highly qualified**. Young people with post-grad qualifications (Bac +4/5) account for more than half of new recruits (58% in 2020).

This reflects the trend in the banking industry towards more specialised careers and was largely due to hirings of candidates with 5 years' higher education studies (Bac +5), up from 44.3% in 2016 to 50.6% in 2020.

Also, **two-thirds of those hired** were managerial grade: 63% in 2020 (+5 points since 2014).

PERMANENT HIRINGS BY QUALIFICATIONS (in %)

Source: AFB



A majority of young people under 30 years of age hired

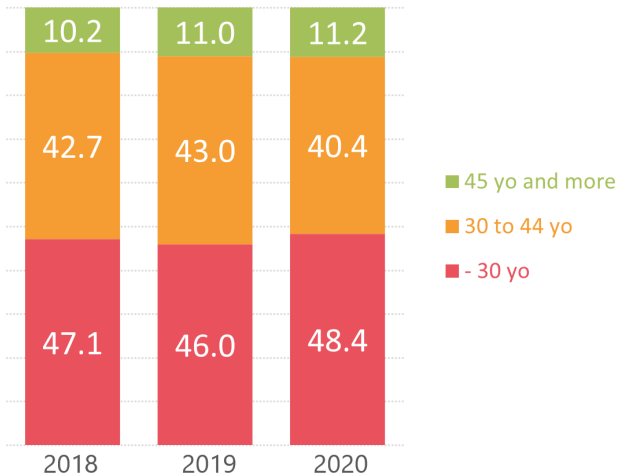
Young people under the age of 30 continue to dominate in most career paths recruiting new staff. The customer relationship jobs for retail clients (reception officer, account manager, asset advisor) are often entry-level jobs for those starting out on a banking career. Other careers such as IT and

compliance roles demand **profiles with greater experience** and these have been recruiting more heavily in recent years.

In 2020, employees under 30 made up 48% of new recruits. At the same time, the gradual rise in the average age at hiring is confirmed: 32.4 years in 2020 (+1 year since 2014).

PERMANENT HIRINGS BY AGE (in %)

Source: AFB



More women in managerial roles

Women already make up a high proportion of the banking workforce: **more than one in two bankers is a woman.**

57% of staff in banking (stable figure since 2012) and **49% of managers are women** (+4.4 points since 2012). To put this in proportion, women make up 67.6% of the total active population in France and 42% of managerial grade professionals (Insee, the French National Institute for Statistics and Economic Studies - 2020).

49%

OF 2020 MANAGERIAL GRADES WERE WOMEN

Source: AFB



**Observatoire
des métiers
de la banque**

Main tasks :

- ▶ to compile statistics on the banking workforce and the training,
- ▶ to research and report on banking business careers and the trends affecting them,
- ▶ to carry out specific studies (main employment provisions, diversity in recruitment, professional gender equality...).

For additional information see:
www.observatoire-metiers-banque.fr



INCREASINGLY SPECIALISED CAREERS

More jobs at managerial grades

The rising level of qualifications of new hires coupled with on-the-job training leading to qualifications, has driven up the **general level of qualifications** in the banking workforce. **The proportion of employees working in managerial grade roles increased from 66% in 2019 to 68% in 2020.**

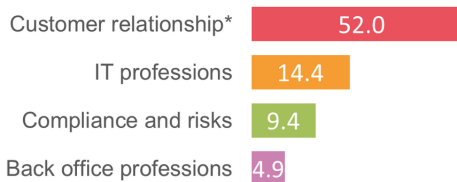
One in two jobs in customer relation

More than half of the French banking workforce works in business jobs in 2020. Direct customer relationship jobs account for more than half of permanent hirings (52.0%), ahead of **IT** (14.4%), **compliance and risks** (9.4%) and **back office professions** (4.9%).

MAIN AREAS OF PERMANENT HIRINGS

(in %)

Source: AFB



Support services represent **21% of the headcount**. These cover a range of expert roles (legal, tax, audit, accounting, logistics, etc.), often in positions with managerial responsibility. **The number of jobs in these professions continues to grow:** they accounted for 21% of new permanent hirings in 2020.

*Reception officer, account manager, asset advisor

TRAINING AND PROFESSIONAL INTEGRATION: A MAINTAINED PRIORITY

Training: a major issue

In 2020, exceptional year due to the Covid-19 crisis, **the banking sector maintained a significant training effort by devoting 3.8% of its payroll costs** (vs 4.5% on average over the period 2015-2019), close to 420 millions euros, on in-work training for its employees.

Banks thus help their employees to develop their skills and evolve within the company: **on average 97% of employees benefited from at least one training programme in 2020.**

Internal promotion is very substantial: technicians represent 53% of promotions and 15% of those promoted go on to management positions. Promotions concern 60% of women.

The Ecole Supérieure de la Banque (ESB) and in-house courses allow employees to move into higher qualified roles.

Investment in qualifications and professional development of staff is a **key issue** for banks.

An active work-study policy

The banking industry sees **professional integration as a key stage in life**. A way young people can move into work is via a work-study program (alternance) which combines in-work training with university studies. It's also an efficient recruitment method for companies and allows a good professional integration.

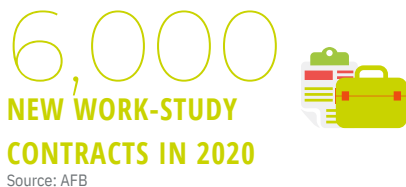


In 2020, banks initiated **6,000 new contracts** (apprenticeship or professionalisation) mostly on training at Bac+4/5 level.

They also have initiated around **1,200 international volunteering contracts** (VIE contracts) in their foreign subsidiaries (figures 2019).

At the end of 2020, 15,200 work-study participants* were working in the banks.

Banks also signed **5,000 internship agreements in 2020**, in order to receive young students during their training.



* Figures on FBF scope.

Supporting young people into work

The profession has also committed itself to a **plan to help young unemployed people into work in the banking sector**. Under this programme, the industry forges partnerships with local voluntary associations.

Besides the individual initiatives by each bank, AFB has pursued a partnership with the **Agence pour l'Éducation par le Sport (APELS)**. It allows young talents from sports clubs, who are outside the world of work, to become bankers.

In partnership with **the Medef, the Wero/each One association and the Ecole Supérieure de la Banque**, the banking sector contributes to the **work inclusion of high-skilled refugees**. Since 2018, 46 refugees have followed banking training and 40 have continued on professionalisation contract.

A FAST-CHANGING EMPLOYMENT PICTURE

Impact of digital technology

As in all industries, digital technology is a fundamental issue for banks and their transformation knows a fast acceleration. Banks are IT intensive firms, both direct contributors to the digital transformation and natural leaders in the digital financial field in France.

Customer contact and advice are core values in the banking profession.

The customer relationship changes with digital technologies. Bank branches are less busy, contacts with the bank advisor are multichannel.

83%

**OF FRENCH PEOPLE BELIEVE
THE IDEAL BANK MUST HAVE
PHYSICAL BANK AGENCIES
AND DIGITAL SERVICES**

Source: IFOP FBF survey, 2020

Digital banks also expand.

The branch networks scattered throughout every region of France are a key asset. The decrease in the number of branches is less pronounced in France (-17% between 2010 and 2020) than in the euro zone (-35%) (BCE - 2020).

There is now a synergy between the relationship banking model based on proximity and the development of digital banking services. 96% of French people use their bank's website or app (IFOP FBF survey, 2020).

While it is true that day-to-day banking is seeing changes in customer behaviour, **the careers providing expertise and customer advice are growing.**

Among other initiatives the profession has helped to create **a process leading to qualifications in a core set of digital skills available for every sector's employees.**

Innovative technologies, a strategic issue for the sector

Banks are making full use of innovative technologies to enhance their range of products and services and renew the experience they offer their clients. In this area, the Artificial Intelligence (AI) and the Blockchain propose a new application scope: better customer knowledge (KYC), financial advices and account management, payments, cybersecurity, data protection...

Those evolutions are strategic in terms of skills and jobs as revealed by the Observatoire des métiers de la banque studies.



Study available on website
www.observatoire-metiers-banque.fr

In December 2017, the first study on artificial intelligence ***“The impact of AI on the banking profession: employment and skills”***, carried out by the consulting firm Athling and piloted by a joint committee, shows that AI is progressing but that there is still time to establish a position with respect to the far-reaching transformations it will produce.

In February 2020, the Observatoire released a new survey ***“Impact of the Blockchain on banking professions and skills”***, carried out by the consulting firm Onepoint. The survey presents the main principles of the Blockchain, the opportunities and limitations of its application, and aims to identify and anticipate the impacts on the banking professions and skills.

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