

# 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.

**40,300**  
HIRINGS IN 2021

Source : FBF\*



It is one of the leading private sector employers in France. **The 350,400 people** working in banks member of the Fédération bancaire française (FBF), make up **1.7% of all private sector salaried staff in France\***.

Total headcount has been slightly declining since 2016 (minus 1.2% on average).

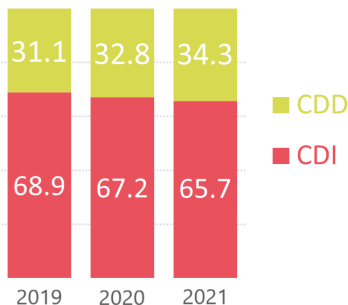
\* The FBF scope includes all companies in the banking sector: commercial banks belonging to the Association française des banques (AFB) and also cooperative and mutual banks.

## Sustainable jobs

The sector offers long-term jobs: **two-thirds of hirings are on permanent contracts in banks**. More than 98% of bank employees have a permanent contract of employment.

## NEW HIRINGS BY TYPE OF CONTRACT (in %)

Source: AFB\*\*



\*\* 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

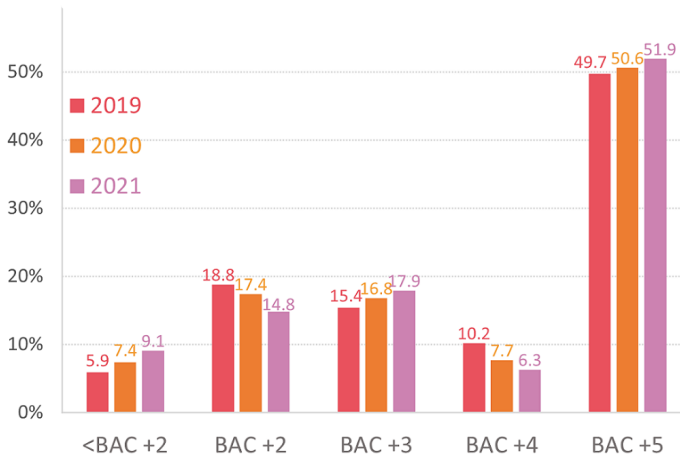
Jobs in the sector are **increasingly highly qualified**. Young people with post-grad qualifications (Bac +4/5 and more) account for more than half of new recruits (58.2% in 2021).

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 51.9% in 2021.

Also, **two-thirds of those hired** were managerial grade: 65.1% in 2021 (+7 points since 2014).

## PERMANENT HIRINGS BY QUALIFICATIONS (in %)

Source: AFB



## A majority of young people under 30 years of age hired

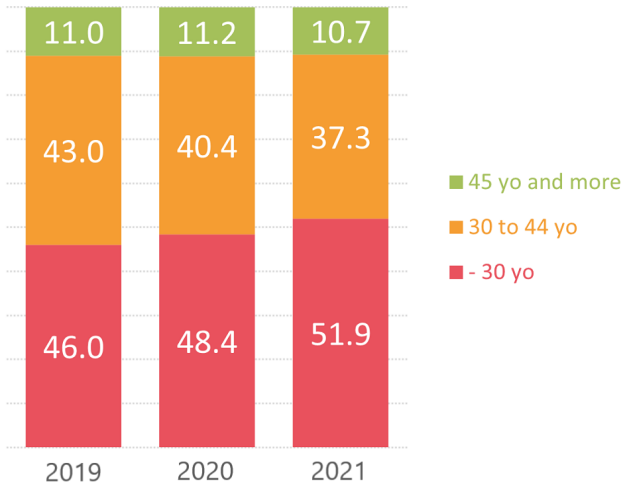
Young people under the age of 30 continue to dominate in most career paths recruiting new staff. The customer relationship jobs for retail clients (reception officer, account manager, asset advisor) are often entry-level jobs for those starting out on a banking career. Other careers such as IT and

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

In 2021, employees under 30 made up 52% of new recruits. At the same time, the gradual rise in the average age at hiring is confirmed: 31.9 years in 2021 (+0.6 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 **49.4% of managers are women** (+5 points since 2012). To put this in proportion, women make up 50.3% of employees in France and 42.6% of managerial grade professionals (Insee, the French National Institute for Statistics and Economic Studies - 2021).

# 49,4%

**OF 2021 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](http://www.observatoire-metiers-banque.fr)



# INCREASINGLY SPECIALISED CAREERS

## More jobs at managerial grades

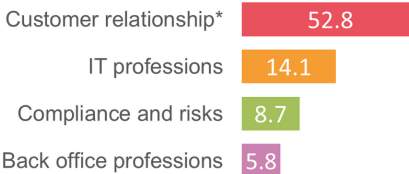
The rising level of qualifications of new hires coupled with on-the-job training leading to qualifications, has driven up the **general level of qualifications** in the banking workforce. **The proportion of employees working in managerial grade roles increased from 68% in 2020 to 69% in 2021.**

## One in two jobs in customer relation

**Almost half of the French banking workforce works in business jobs** in 2021 (49%). Direct customer relationship jobs account for more than half of permanent hirings (52.8%), ahead of **IT** (14.1%), **compliance and risks** (8.7%) and **back office professions** (5.8%).

## MAIN AREAS OF PERMANENT HIRINGS (in %)

Source: AFB



**Support services** represent **22% 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 19% of new permanent hirings in 2021.

\*Reception officer, account manager, asset advisor

# TRAINING AND PROFESSIONAL INTEGRATION: A MAINTAINED PRIORITY

## Training: a major issue

In 2021, **the banking sector devoted 4.3% of its payroll costs** (vs 3.8% in 2020), close to 485 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 99% of employees benefited from at least one training programme in 2021.**

**Internal promotion** is very substantial: in 2021, technicians represent 49% 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 2021, banks initiated **6,800 new contracts** (apprenticeship or professionalisation) mostly on training at Bac+4/5 level.

They also have initiated **750 international volunteering contracts** (VIE contracts) in their foreign subsidiaries.

At the end of 2021, 16,400 work-study participants\* were working in the banks.

Banks also signed **5,800 internship agreements in 2021**, 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. Since 2017, 123 young people have followed banking training: 94% have signed a professionalisation contract.

In partnership with **the each One association**, the banking sector contributes to the **work inclusion of high-skilled refugees**. Since 2018, 66 refugees have followed banking training of which 85% have signed a 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.

# 81 %

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

Source: IFOP FBF survey, 2022

Digital banks also expand.

The branch networks scattered throughout every region of France are a key asset, and among the densest in the euro zone: with 35,691 branches, nearly one branch out of three in the euro zone is located in France (ECB - 2021).

**There is now a synergy between the relationship banking model based on proximity and the development of digital banking services.** 95% of French people use their bank's website or app (IFOP FBF survey, 2022).

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.**

## Anticipating how jobs are going to change

For several years now, banks have been committed **to supporting their employees as their jobs change**, particularly through professional training. While favouring internal promotions, this policy helps banks to anticipate and plan for the skills of the future, help employees master them and **meet the needs for adaptation in the banking sector and changes in customer expectations**.

In this respect, the acceleration of the digital transformation in the banking sector and the use of innovative technologies have a strategic impact



Study available on website  
[www.observatoire-metiers-banque.fr](http://www.observatoire-metiers-banque.fr)

in terms of the skills and jobs needed. The Observatoire des métiers de la banque regularly does research on these changes: the first study on artificial intelligence **“The impact of AI on the banking profession: employment and skills”** in December 2017, **“Impact of the Blockchain on banking professions and skills”** in February 2020.

In October 2021, the Observatoire published **a study on rapidly changing jobs in the banking sector where there is a significant risk of skills becoming obsolete**. This study is part of the Pro-A programme that aims to develop the employability of individuals that do not have an undergraduate degree. It allows individuals to take a conversion course with training that leads to a certification.

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