

# Employment in banking: dynamic and responsible



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# foreword

In 2024, the French banking sector continues to recruit massively, with 38,600 new hires, and key employment indicators – stable, highly skilled, diverse and inclusive – are strengthened. Banks are notable for a controlled reduction in their workforce – 373,600 employees at the end of 2024 – while observing a decline in the number of departures.

The number of work-study trainees continues to grow and turnover, still decreasing (8.4%), remains well below the national average.

The banking sector confirmed its status as a responsible employer that offers long-term (over 98% permanent contracts) and highly-qualified jobs. With women accounting nearly 57% of its employees, the banking sector advocates for gender equality and pursues robust policies for older workers.

With over 200 jobs related directly to the economy and society, the banking sector is able to provide dynamic and diverse career paths.

The banking sector is extremely committed to youth – half of new hires are under the age of 30 – and attaches great importance to professional integration and training. Ambitious training policies help increase their employability and develop their skills, while partnerships with associations promote professional integration for those who have difficulty entering the workforce.

French banks are gradually adapting their businesses with technological innovations and changing digital consumption methods. They are anticipating the skills that will be needed in the future and overcoming the challenges of a societal transformation.

**Maya Atig**

Chief Executive Officer of the FBF

# A fast-moving sector



**1.7%**

the banking sector's share  
of private sector employment

Source: FBF, 2024

more than  
**98%**

of employees  
are on permanent contracts

Source: AFB, 2024

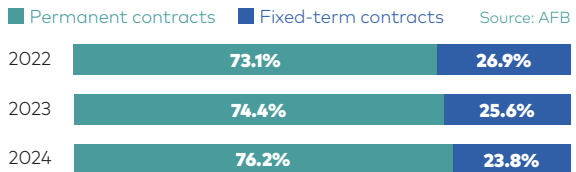
## *One of the leading private-sector employers\**

The French banking sector is a major player on the jobs market. It is one of the leading private-sector employers in France.

- **As of the end of 2024, 373,600 employees** (permanent, fixed-term and work-study contracts) work in banks that are members of the Fédération bancaire française (FBF), accounting for 1.7% of all private-sector staff.
- **With 38,600 new hires in 2024,** French banks continue to recruit actively.

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

### New hires by type of contract



*In 2025, the FBF, the AFB and OPCO Atlas are launching a second national campaign to enhance the attractiveness and visibility of banking professions. Two priority targets: young people seeking guidance or employment, and people undergoing retraining.*



# 60.4%

of employees hired  
on permanent contracts  
were managerial grade

Source: AFB, 2024

## Long-term employment...<sup>\*\*</sup>

French banks are demonstrating a responsible workforce adaptation policy through a gradual and socially controlled readjustment.

- **Over 76% of new hires** in 2024 were on permanent contracts (vs. 67% in 2017 and a national average of 16%).
- **Over 98% of sector jobs** are permanent contracts.
- **Turnover fell further in 2024 (8.4%)**: it is still well below the national average (21%).
- Employees have **15 years' seniority** on average.

## ... and highly qualified jobs

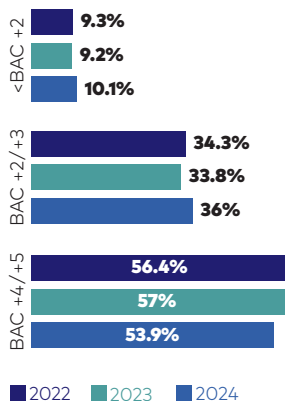
Jobs in the sector are highly or very highly qualified, and open to individuals with different levels of qualifications.

- **Candidates with 4 or 5 years of higher education** accounted for 54% of permanent new hires in 2024.
- **Candidates with 2 or 3 years of higher education accounted for 36%**, while candidates with less than 2 years accounted for 10%.
- **73% of the workforce were managerial grade** in 2024, up 18.1 points since 2012.

<sup>\*\*</sup> All of the employment and training figures presented in this document are for the AFB scope, unless indicated otherwise. The Association française des banques (AFB) is the professional body that represents commercial banks from a social standpoint.

## Permanent hires by qualification

Source: AFB



*Increasingly qualified new hires  
have significantly evolved  
the overall level of education  
across the workforce.*

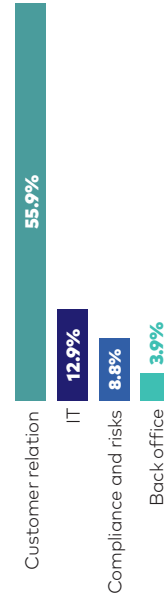
## A diverse range of roles

Advanced technology and business development roles are essential hiring areas.

- **Business development roles** accounted for more than half of the workforce in 2024 (52,4%).
- **With nearly 56% of permanent new hires**, customer relation roles are the main hiring focus, followed by IT (12.9%), compliance and risks (8.8%) and back office professions (3.9%).
- **Support services account for 34.9% of the workforce** and 24.6% of permanent new hires. They cover a range of expert roles: risk, banking processing, IT, legal and tax, marketing and communication, accounting and finance, etc.

### Permanent new hires by area

Source: AFB, 2024



# 87.7

A high professional  
gender equality index  
in the banking sector

Source: AFB, 2023

## Women are consistently taking on a greater role

Women already make up a high proportion of the banking workforce. Gender equality is a key priority, and over half of banking employees are female.

- **Nearly 57% of banking sector employees** are women (stable figure since 2018).
- Women account for 50.5% of new hires and **over half (53.3%) are hired at a managerial grade.**
- **50.5% of managers** were women in 2024 (+2.2 points since 2018).
- **59.2% of promotions** involved women.

# A committed and responsible employer

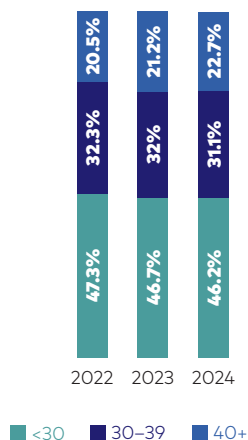
## Work-study programmes – a key priority

Banks are implementing an active policy to support young people and promote work-study programmes.

- **Employees under the age of 30** accounted for 46.2% of new hires in 2024 and were focused on customer relation roles.
- Banks signed **7,700 new work-study contracts** in 2024. 95% are apprenticeship contracts compared to only 48% in 2018 (AFB scope).
- At the end of 2024, there were **19,800 work-study participants working at banks**, up + 0.5% compared to 2023. The integration rate of work-study participants is 85% (including continuing apprenticeship studies) (FBF scope).
- **6,800 young people were working as interns** and 760 young people as international volunteering contracts (VIE contracts) in 2024.

## Permanent new hires by age

Source: AFB



# 24.5%

of young people  
on work-study contracts  
live in priority  
neighborhoods and  
are training courses from  
bac +3 to bac +5 level

Source : AFB, 2023

## Professional training – a critical issue

Investment in employees' professional education and training is a key priority for banks.

- The banking sector dedicates **4.3% of its payroll costs** to employee training, which was equivalent to €550 million in 2024 and **5.7 million hours**.
- 98% of employees benefited from at least one training programme in 2024. **More than a third of the total training hours was dedicated to seniors.**
- **The promotion rate remains high in 2024** (8.3% of the workforce) and concerns **nearly 46% of the technicians.**



over  
**950**

students trained  
on the fundamentals  
of the banking business as  
of the end of June 2025

Source: AFB

## *Integration of those who have difficulty entering the workforce*

Promotions conducted by banks, along with interbank promotions organized by the Association française des banques (AFB) in partnership with Apels and each One, support the professional integration of young people from disadvantaged neighbourhoods or highly-skilled refugees.

- Since 2015, **over 820 young sports talents** have been trained in the fundamentals of the banking business.
- **Over 120 refugees** have been employed in banking since 2018.
- **Over 80% signed a professionalisation contract and 76% were integrated into the workforce** on fixed-term or permanent contracts, across the Apels (Agence pour l'Éducation par le Sport) and each One programmes.

Source: AFB, end of June 2025

## *Policies on older workers*

**Banks' policies on older workers have helped to gradually increase the retirement age.**

- **The proportion of older employees in the workforce** is higher than the national average, at 30.7% for employees aged 50+ (vs. 28.4% nationally) and 19% for employees aged 55+ (vs. 16.6%)\*.
- The average retirement age in 2024 was **62.9 years** (+2 points since 2014).
- In 2024, **the departure rate of employees aged 60 stands at 22.4%** (vs. 43.2% in 2014).



**62.9**

The average retirement age  
in 2024

Source: AFB, 2024

\*Source: Dares, 2023



**Further reading at [observatoire-metiers-banque.fr](https://observatoire-metiers-banque.fr)**

Senior employees in banking:  
situation and challenges (December 2023)



# An attractive and innovative sector

## Technological businesses

Digital services, cyber security, artificial intelligence and FinTech incubation mean that banking is a highly technological sector and innovation is a concrete reality across all of its businesses.

- Diversity of inventions, rapidly spreading innovation, change of consumption habits and in work organization, data revolution, rise of artificial intelligence (AI)...  
**These are strategic changes when it comes to how businesses adapt and the skills they need.**
- To deal with these societal shifts, **banks are supporting their employees in the transformation of their jobs** by promoting professional training and internal mobility.



**94%**

**of French people**  
consult their bank's website  
or use its mobile app

**72%**

**of French people**  
say they are completely  
confident in the banks  
for the security  
of their personal data

Source: IFOP FBF study, June 2024



### Further reading at [observatoire-metiers-banque.fr](https://observatoire-metiers-banque.fr)

Inter-branch study on the issues of Generative Artificial Intelligence (GAI) in the banking sector (April 2025)



## A manager employment partnership

On 4 October 2021, the AFB and the "Association pour l'emploi des cadres" (Apec) have signed a partnership agreement to promote employment opportunities in banking and raise awareness of banking professions among managerial grade groups.

**73% of banking sector employees are managerial grade, and so raising awareness and informing this group is particularly important.**

## Anticipating the jobs and skills needed in the future

Various challenges and priorities are emerging as a result of digital and societal transformation. Banks are signing agreements with employee representative bodies to anticipate these changes.

- **Branch agreements** were signed on the update of the reference job classification in banking (March 2023), strategic management of jobs and skills (May 2020) and professional training (February 2020).
- The AFB and all unions signed an agreement on the Pro-A programme to **develop the employability of individuals** who have a diploma lower than Bac+3 (June 2022).

## Forward-looking business studies

Work conducted by the Observatoire des métiers de la banque is shaping analysis by the branch on skills requirements of banks.

- In April 2025, **an inter-branch study on the issues of Generative Artificial Intelligence (GAI) in the banking sector** provides an overview of current developments. It offers concrete recommendations to anticipate and support changes, with a focus on social dialogue and a shared transition.
- In February 2024, **the study on new skills and the transformation of professions by 2025** was updated.
- In December 2023, a study takes stock of **the place of seniors in the sector** and analyzes the impact of pension reform on the banking workforce.



### Further reading

- Business studies at [observatoire-metiers-banque.fr](http://observatoire-metiers-banque.fr)
- Banking sector businesses and training at [jinvestislavenir.fr](http://jinvestislavenir.fr), an initiative developed by Opco Atlas with the AFB

# Key figures 2024

**373,600**

employees

representing 20% of the eurozone banking sector

FBF – ECB, 2024, FBF calculations



**38,600**

new hires

FBF scope

**19,800**

work-study participants

FBF scope



1 in 2 managers

**is a woman**

AFB scope

**over 98%**

of employees are  
on permanent contracts

AFB scope





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