

# proximité

Proximity  
The banking  
industry  
2025



FÉDÉRATION  
BANCAIRE  
FRANÇAISE



# **INFLUENCE**

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# proxima

"True to their values of proximity, solidity and usefulness, French banks continue to act positively and provide solutions for a sustainable environment, a digital transition that offers the best of technology and a more cohesive society."



**Daniel Baal**  
Chairman of the FBF

**Maya Atig**  
Chief Executive Officer of the FBF



### Proximity

In an uncertain economic environment and a complex political context, French banks are robust, actively serving their customers and financing the economy.

They are committed to maintaining their proximity to customers and delivering high-quality services for a reasonable price. The banking model in France combines a strong local presence with multi-channel banking services. These complementary channels allow them to propose a diversified, innovative offering accessible to all and tailored to customers' needs. Banks adapt their products and services to changing uses while protecting customers and their data. In this respect, the industry is continuing its fraud prevention initiatives with a new communication campaign involving the public authorities.

### Commitment

Banks' close relationship with their customers allows them to provide appropriate responses to customers facing difficulties. Strong measures are in place and significant progress has been made to identify vulnerable customers and limit their fees for banking incidents.

French banks are among the country's largest private employers and are also strongly committed to professional integration, employment and the attractiveness of positions in banking. Each year, they invest to train their employees and anticipate the skills of the future, particularly in technology, as artificial intelligence is transforming banking businesses.

Banks help their customers manage their green transition and are increasingly channelling capital flows to contribute to and accelerate the energy and environmental transition.

### Sovereignty

Simplification is essential to preserve European sovereignty and strengthen banks' ability to support companies. As the competitiveness gap between Europe, the United States and Asia is widening, and the implementation of Basel III since 1 January 2025 is locking up billions of euros in capital that could be used to finance the European economy, the industry regrets that the recommendations regarding the Savings and Investment Union have yet to be implemented in practice. In this context, the banking profession has made clear proposals for easing the prudential constraints on banks, which would improve their financing capacity, ensure fair competition with other countries and regions and eliminate unnecessary gold-plating and complexity.

The payments sector is emblematic of this issue. As well as having established the CB (Cartes Bancaires) Group in France, which ensures the sovereignty of domestic payments, French banks are also heavily engaged in developing private pan-European solutions capable of ensuring European sovereignty in cross-border payments without relying on a central bank digital currency. As the ECB pursues its retail digital euro project, positioning it as a response to stablecoins, French banks are promoting the development of a wholesale digital euro that would further facilitate interbank transactions and payment flows.

### A vital role

Faced with these challenges, the course is clear. True to their values of proximity, solidity and usefulness, banks continue to act positively and provide solutions for a sustainable environment, a digital transition that offers the best of technology and a more cohesive society. Today, more than ever, they play a vital national role in serving the economy, local areas and citizens.

# data rama

over **99%**

of French people have a bank account,  
compared with 95% in the eurozone

Cour des Comptes, 2021

nearly  
**62,000**

non-cash payments  
per minute in France

ECB, 2024

**94%**

of French people  
use their bank's  
website or app

FBF IFOP survey, 2026



**89%**

of French people  
have a positive image  
of their bank

FBF IFOP survey, 2026



**1 in 3** bank branches

in the eurozone  
is located in France

ECB/Eurostat, 2024

**5**

French banks among  
the 10 biggest banks  
in the eurozone

S&P Global, 2025



more than  
**71,000**

ATMs

Banque de France, in mainland France, December 2024



**38,600**

new hires in 2024

FBF scope

**373,600**

employees,  
representing 20% of  
the eurozone banking sector

FBF scope, 2024



**317**

banks

ACPR, January 2026

**4**

French banks among  
the world's top  
10 green loan  
issuers

Dealogic, 2024



**2.2%**

banks' contribution  
to total added value  
in France

Insee 2025, FBF calculations

**€1,285bn**

in outstanding  
home loans

Banque de France,  
December 2025



more than  
**€96bn**

in financing for  
renewable energy assets

FBF, 2024

**€3,139bn**

in loans to businesses  
and consumers

Banque de France,  
December 2025

**€471bn**

in green and sustainability-linked  
loans

FBF, 2024



**€1,408bn**

in loans to businesses

Banque de France, December 2025

## JANUARY

### 1 January

Implementation of the CRR3/CRD6 banking package finalising the transposition of Basel III in the EU.

### 27 January

FBF and AMAFI response to ESMA on the EMIR 3.0 Active Account Requirement.

## FEBRUARY

### 12 February

37th report of the Observatory of Household Borrowing (*Observatoire des Crédits aux Ménages*).

### 19 February

8th AFB Conference on the integration of young athletes facing barriers to employment into the banking sector.

### 24 February

Omnibus I Directive: French Banks' proposals for an ambitious and effective Europe (*Cutting the red tape*).

## MARCH

### 6 March

FBF-France Active "Women and business creation" survey.

### 13 March

Retail Investment Strategy: position of the main players in the Paris financial market.

### 17 March

10th edition of the "Invite a banker to class" initiative and results of the FBF-Harris Interactive survey on children's financial education.

### 18 March

The banking industry reaffirms its support for the French defence industry and publishes an initial estimate of financing via bank lending.

### 19 March

FBF event in Brussels and publication of an economic analysis for better financing of the economy in France and Europe.

## APRIL

### 3 April

The FBF welcomes the CCSF report on changes related to the new status of individual entrepreneurs.

### 15 April

Publication of an interbranch report on the impacts of generative artificial intelligence (GenAI) in the banking sector.

### 18 April

FBF response to the European Commission's targeted consultation on the application of the market risk prudential framework (FRTB).

# highlights 2025

## MAY

### 6 May

The FBF welcomes the report by the CCSF Chairman on clients' perception of AML/CTF obligations.

### 22 May

FBF response to the European Commission on general purpose AI (GPAI) models.

### 26 May

FBF communication on French banks' financing for the green transition.

## JUNE

### 2 June

National Payments Committee (CNMP – *Comité National des Moyens de Paiement*) statement on payment sovereignty: (re)act now and prepare for the future.

### 5 June

The FBF welcomes the launch of the Finance Europe label for long-term savings.

### 6 June

FBF response to the EBA on implementation of the AML/CTF package.

### 11 June

FBF response to the European Commission on the Savings and Investment Union.

### 16 June

National campaign to promote banking professions (first phase).

### 20 June

A delegation from the FBF takes part in the Paris Air Show.

### 21 June

National campaign on payment fraud prevention (first phase).

## JULY

### 1 July

The FBF welcomes the first report from the Observatory of Financial Savings Products (OPEF – *Observatoire des Produits d'Épargne Financière*).

### 10 July

FBF survey of French banks on access to financing for women entrepreneurs.

### 11 July

FBF response to the European Commission on the treatment of securitisation in the LCR.

### 17 July

Employment in banking: 38,600 new hires in 2024.

### 18 July

FBF response to the European Commission's Guidance on High-Risk Artificial Intelligence Systems.

### 24 July

Banque de France report on public access to cash.

## AUGUST

### 1 August

EBA stress tests confirm the resilience of the French banking system in a particularly severe scenario.

## SEPTEMBER

### 1 September

Daniel Baal succeeds Slawomir Krupa as FBF Chairman.

### 9 September

Report by the Observatory of Payment Instrument Security (OSMP – *Observatoire de la Sécurité des Moyens de Paiement*): low levels of fraud on all payments.

### 15 September

National campaign to promote banking professions (second phase).

### 26 September to 16 October

*Talent Handicap* digital event with the participation of banks.

### 29 September

FBF response to EFRAG on the revision of ESRS non-financial reporting standards.

## OCTOBER

### 2 October

FBF response to the EBA on the governance and supervision of retail banking products.

### 9 October

Implementation of the Verification of Payee (VoP) requirement to secure bank transfers.

### 14 October

FBF response to the European Commission on the Digital Omnibus package designed to simplify digital rules.

### 15 October

FBF response to the European Commission on the European Affordable Housing Plan.

### 23 October

The 2025 report of the Observatory of Corporate Financing (OFE – *Observatoire du Financement des Entreprises*): the banking profession reaffirms its major role in financing and supporting businesses.

## NOVEMBER

### 4 November

First FBF/Syntec meetings on the skills of the future.

### 6 November

FBF/ASF/IFOP survey on the financing of energy renovation works.

### 6 November

The law aimed at stepping up efforts to combat bank fraud provides for the creation of a national file of suspicious bank accounts.

### 17 November

Publication of the FBF guide on "Financing political life: local elections".

### 24 November

FBF IFOP survey on French people's view of the economic dynamism of French suburbs.

### 27 November

25th anniversary of the signing of the articles of association creating the FBF.

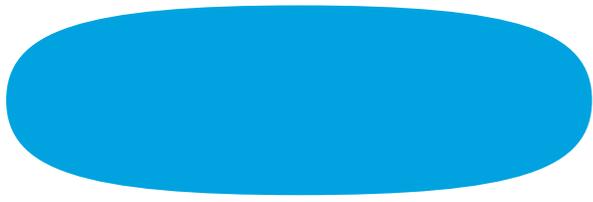
## DECEMBER

### 2 December

National campaign on payment fraud prevention (second phase).

### 15 December

FBF proposals for the simplification and review of the regulatory prudential framework.



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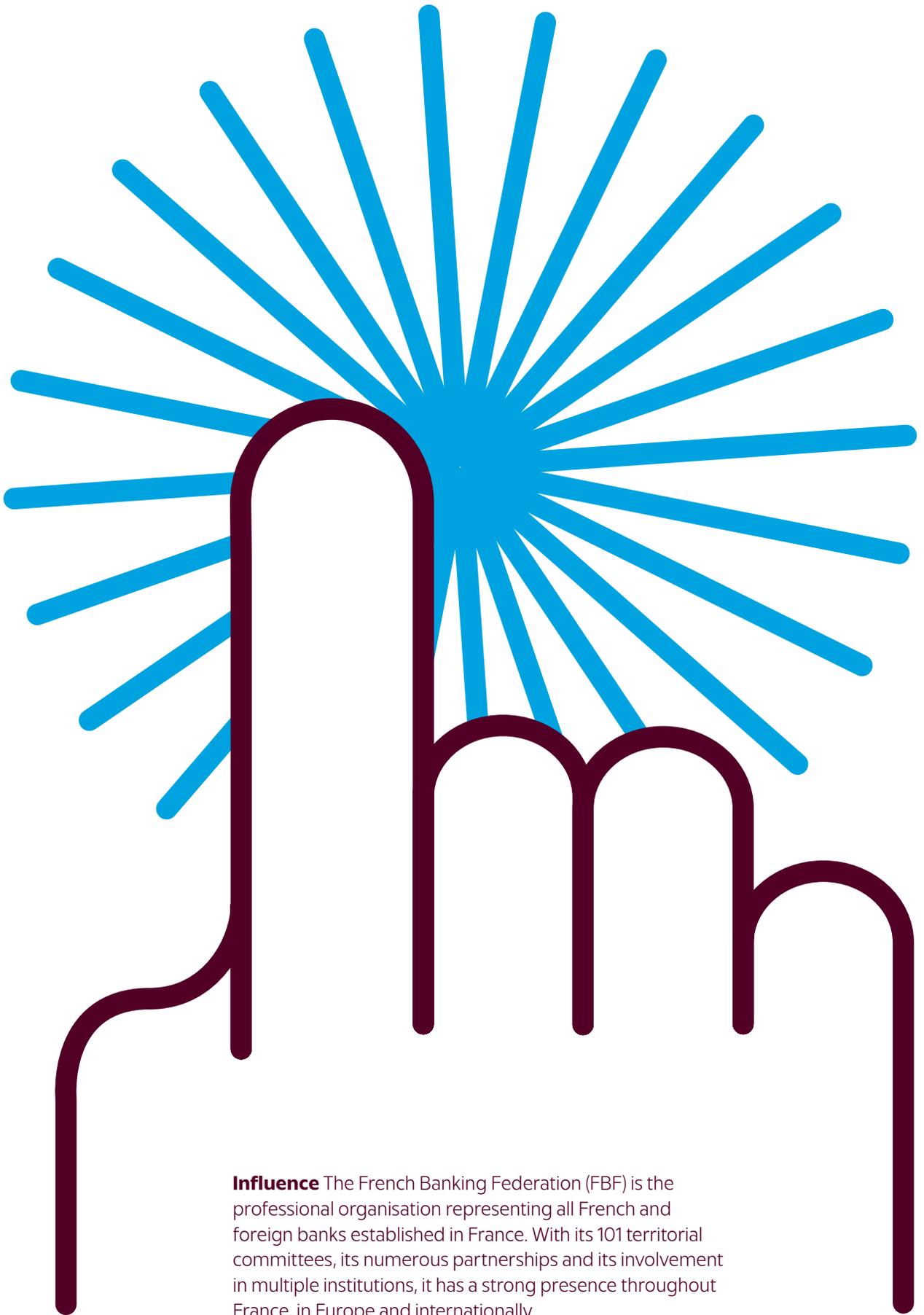
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**Influence** The French Banking Federation (FBF) is the professional organisation representing all French and foreign banks established in France. With its 101 territorial committees, its numerous partnerships and its involvement in multiple institutions, it has a strong presence throughout France, in Europe and internationally.

# The French Banking Federation



## 25 years old

The FBF celebrated its 25th anniversary in 2025! It was created on 27 November 2000 by its eight founding members: the AFB, BNP Paribas, Caisse Nationale des Caisses d'Épargne et de Prévoyance, Confédération Nationale du Crédit Mutuel, Crédit Agricole S.A., Crédit Lyonnais, Groupe Banque Populaire and Société Générale.

### 317 member banks

The FBF's mission is to promote the banking and financial industry in France, in Europe and around the world. It determines the profession's positions and makes proposals to the public authorities and economic and financial authorities. It represents **317 banks, including 116 foreign banks<sup>(1)</sup>**. Regardless of their size and legal status, credit institutions authorised as banks and branches of credit institutions in the European Economic Area are automatically members of the FBF, if they so wish, which then becomes their professional body. The central institutions of cooperative or mutual banking groups and the AFB are also automatically members<sup>(2)</sup>.

### Nearly 150 employees

149 permanent employees work for the FBF and the AFB<sup>(3)</sup>, alongside more than 400 bankers who take part in commissions and committees. These bodies meet regularly to formulate positions and launch initiatives. Decision-making relies on preparatory work by FBF experts, technical committees and 80 ad-hoc working groups. **Discussions with members are central to the Federation's work.**

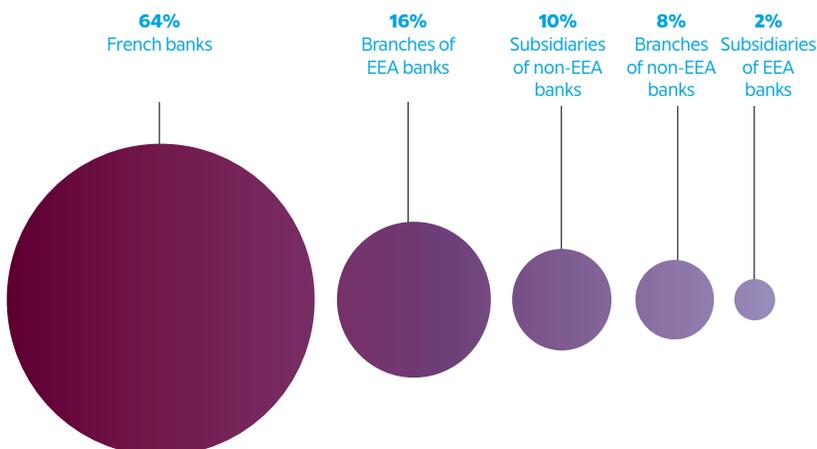
### Influence in France and abroad

The FBF is based in Paris and also has an office in Brussels. It is a member of the European Banking Federation (EBF) and represents the banking profession in numerous national, European and international organisations, including the IIF and IBFed (see page 13). The FBF is also present throughout France via a **network of 101 regional and departmental committees**. This network includes more than 1,500 bankers who regularly interact with representatives of local companies and local government and relay the profession's positions.

(1) As of 1 January 2026.

(2) The French Banking Association (AFB – *Association Française des Banques*) sits on the FBF's Executive Committee. It is the professional body representing commercial banks from a social standpoint (banking collective agreement).

(3) Including 49 FBF Mediation staff.



**317 banks are members of the FBF**

## Executive Committee



**Daniel Baal**  
Chairman of the FBF  
Chairman of the  
Confédération  
Nationale du  
Crédit Mutuel



**Jean-Laurent Bonnafé**  
Vice-Chairman of the FBF  
Director and  
Chief Executive Officer  
of BNP Paribas



**Stéphane Dedeyan**  
Treasurer of the FBF  
Chairman of the  
Management Board of  
La Banque Postale



**Olivier Gavalda**  
Chief Executive Officer  
of Crédit Agricole S.A.



**Slawomir Krupa**  
Chief Executive Officer  
of Société Générale



**Nicolas Namias**  
Chairman of the  
Management Board  
of Groupe BPCE



**Maya Atig**  
Chief Executive Officer of the FBF

**Eric Voulleminot**  
Security Advisor

## General Management Board



**Etienne Barel**  
Deputy CEO  
Investment banking and  
markets  
Sustainable finance  
Taxation  
European and international  
institutional relations  
Banking and accounting  
supervision



**François Lefebvre**  
Deputy Director General  
Retail banking and  
remote banking  
Legal and compliance  
Digital, payments and  
operational resilience



**Ermelina Debacq**  
Deputy Director General  
Communication  
Institutional relations France  
General secretariat



**André-Guy Turoche**  
Director of Social Affairs  
Social relations  
Observatory and studies

## Commissions and committees

### Forward-Looking Commission

Climate and Biodiversity Commission  
Investment Banking and Markets  
Commission  
Retail and Remote Banking Commission  
Supervisory and Prudential Commission

### Accounting Committee

Compliance and Conduct Committee  
Legal Committee  
Major Risk and Security Committee  
Means of Payment Steering Committee  
Tax Committee

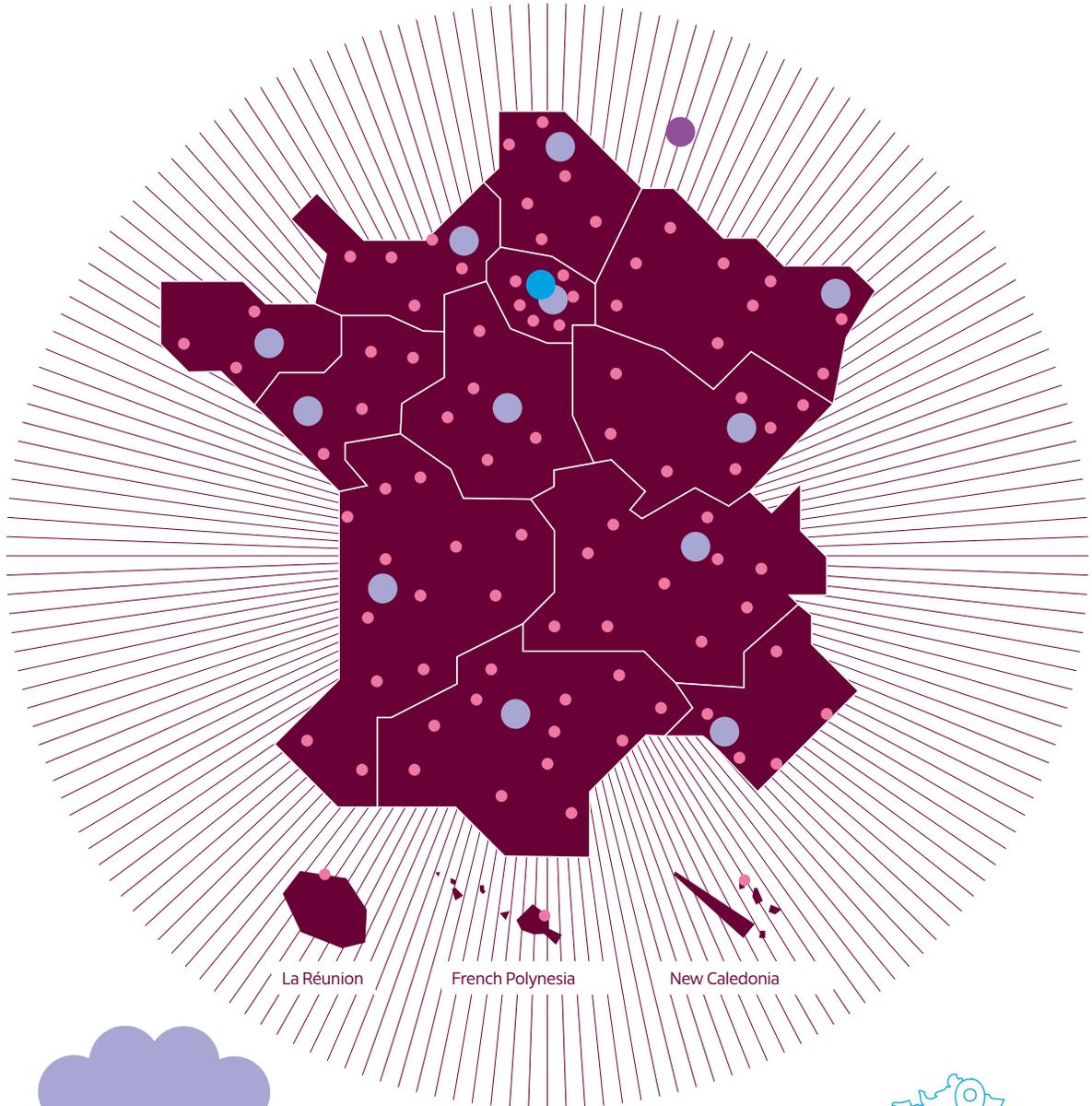
### Sherpas

The Commissions are chaired by a  
member of the Executive Committee.

The Sherpas, upstream of the Executive  
Committee, feed into discussions and  
examine the issues and proposals, with  
the FBF General Management Board.

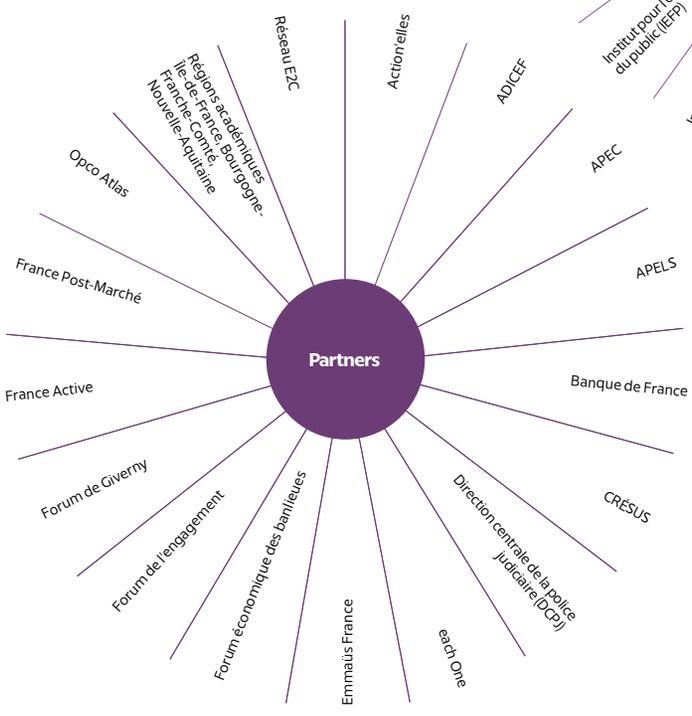
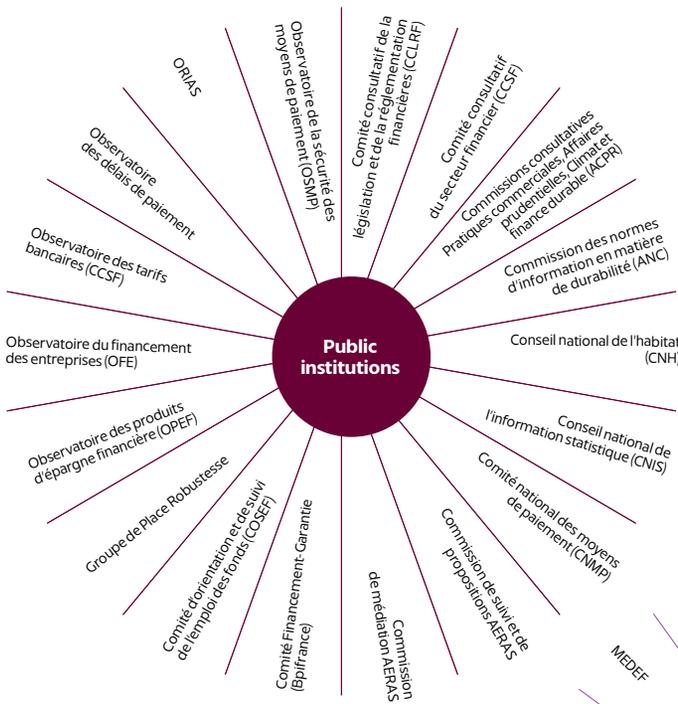
# Presence of the FBF

- FBF Paris
- FBF Brussels
- 12 regional bank committees
- 89 departmental or local bank committees



**101**  
territorial committees

**1,500**  
bankers in territorial committees



The FBF represents the banking profession in several public institutions and national, European and international organisations. It has many partners.

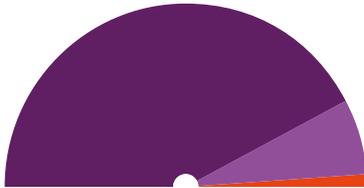
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**ing**



**Financing** As major players in financing the economy, French banks support individuals and businesses by facilitating their projects and investments. They are actively committed to the environmental transition of the economy and are stepping up alongside their customers to develop the defence industry.

# Financing the economy – a strategic priority

€1,540bn in loans to retail customers in France



- 1,285 Home loans
- 221 Personal loans
- 34 Other loans

(Source: Banque de France, December 2025)

## Responsible lending that protects borrowers

The French retail credit model allows borrowers to benefit from long-term, fixed-rate loans granted for financially-sound projects, which protects purchasing power over the long term.

- In 2025, **home loan production continued to recover**, after the low point of early 2024, boosted by some of the lowest interest rates in the eurozone (2.99%). Outstanding home loans (€1,285bn) increased slightly (+0.1%), with the amount of new loans (€158,7bn excluding renegotiations) exceeding repayments of past loans.
- **Consumer credit recorded very strong growth** (outstanding amounts up +3.6% to €221bn), with average rates much lower than elsewhere in Europe (6.11% for new loans vs 7.3% in the eurozone).
- **Access to credit remains favourable for first-time buyers**, who account for 55.9% of new loans, and for the least well-off households, which account for around half of borrowers. In this respect, **the new terms applicable to the interest-free loan (PTZ)** since 1 April 2025 for the purchase of a house or apartment anywhere in France, are encouraging.

(Sources: ECB/Banque de France, December 2025)

## New rules to come on consumer credit

The transposition into French law of the European Consumer Credit Directive, by the order of 3 September 2025 will **govern credit facilities of less than €200 and split payments**, from 20 November 2026. Overdrafts of less than €200 and outstanding for less than one month will be subject to new obligations, which may be proportionate to the amount and duration of the overdraft. The banking industry is working hard to limit the unnecessary complexities of these rules, which add to an already highly protective framework.

## Value of loan insurance

In March 2025, the banking profession adopted a "recommendation" on the distribution of loan insurance for home loans and consumer credit to ensure banks recognise **the importance of the value of the insurance policies** they sell, in borrowers' interests.

Due to changing uses, **the voice server providing information on the AERAS agreement** on payment protection insurance cover for borrowers with an increased health risk, was discontinued in January 2026. Banks promote the information website [aeras-infos.fr](http://aeras-infos.fr).

In the run-up to the local elections to be held in France in March 2026, the FBF published a guide in November 2025 on opening a bank account for the election campaign and financing the campaign.

See the guide at [fbf.fr](http://fbf.fr)



## Lending to businesses: high growth

In a sluggish global economic environment, **financing for French businesses was resilient** with €353bn in new loans granted in 2025 (outstanding amounts up +2.6% to €1,408bn). Growth in investment loans was particularly strong (+4.2% to €1,032bn) while the decline in treasury loans continued (-4.5% to €297bn). French companies' debt is mostly contracted at fixed rates and with long maturities and is less affected by the rise in interest rates, which in France are below the eurozone average (3.51% vs 3.64% for SMEs). In the fourth quarter of 2025, 96% of SMEs obtained all or a large part of the investment loans and 85% of the treasury loans they requested.

(Sources: ECB/Banque de France, December 2025)

The 2025 report of the Observatory of Corporate Financing (OFE – *Observatoire du Financement des Entreprises*) addresses **this trend in business lending** while drawing up a contrasting picture of companies' health: their fundamentals are overall strong but their activity is slowing.

Five years after the health crisis, **the repayment of state-guaranteed loans** is continuing, with residual amounts outstanding representing 2% of total loans to businesses. Most of these loans were taken out in 2020 and they are expected to be extinguished in 2026.

In February 2025, the FBF welcomed the CCSF's first report on the economic and financial situation of professionals who have chosen the new status of individual entrepreneur.



### Further reading

[Les Clés de la Banque guides for "Business customers" and "Financing your VSE", updated in 2025](#)

[Hearing of the FBF to the National Assembly's Defence Committee on financing the defence industry on 22 January 2025](#)

The FBF 2025 survey of French banks on **the financing of women entrepreneurs** dispelled several misconceptions. As such, the share of loans granted to women entrepreneurs is proportional to the share of women among banks' VSE/SME customers (33%). According to the 3rd FBF-France Active survey, **59% of women are keen to start a new business** but few (1 in 5) take the plunge. The obstacles include overly complex administrative procedures and insufficient initial capital for 46% of women.

## Strong support for the defence industry

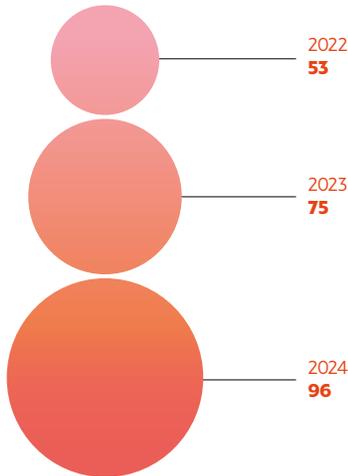
The banking sector is fully mobilised to finance the needs of the defence sector. At the end of June 2025, **the outstanding loans of major French banks amounted to more than €45bn**, two and a half times the economic weight of the defence industry. Banks also provide acquisition financing for exported French equipment (€11.5bn).

The banking profession regularly engages with the public authorities on **strengthening the financial structure of defence companies**, whose individual situation may be challenging. Within the European Banking Federation (EBF), it reiterated and supported the idea that defence financing is fully compatible with ESG criteria, as security is a necessary prerequisite of sustainability (EBF position paper of 31 October 2025).

# Green and sustainable finance: ever stronger growth

## Outstanding renewable energy project financing (in €bn)

(Source: FBF)



## Massive financing for the green transition

French banks are stepping up their drive to channel financial flows towards the energy transition. They are providing increasingly large amounts to finance transition projects carried out by their customers, whether businesses, local authorities or individuals.

- **With €96bn in renewable energy financing, up +28% in 2024**, French banks are leaders in this sector: four French banks rank among the top 10 players in the global market for renewable energy project financing. (source: IJ Global, 2024)
- **Green and sustainability-linked loans on banks' balance sheets totalled €471bn**, up 27% in one year.
- French banks support their customers by arranging green and sustainability-linked bond issues: **€102bn in green and sustainability-linked bonds** were structured on behalf of customers in 2024.
- At the same time, **French banks' exposure to the most carbon-intensive energies is very limited**, with loans of €37bn (0.36% of their total balance sheets) to the oil and gas sector and €2bn (0.02% of their total balance sheets) for thermal coal. No French banks are in the world's top 10 for fossil fuel financing. (Source: Bloomberg, 2024)

For every €1 provided in financing for fossil fuel production, €2.6 is assigned to renewable energy financing and €12 to green and sustainability-linked loans. (Source FBF)



French banks are now fully **implementing their decarbonisation trajectories** and are monitoring their customers' decarbonisation efforts. These trajectories are among the most ambitious in the world for the sectors with the highest greenhouse gas emissions.

## Committed to decarbonising homes

The banking industry's proposals to improve financing mechanisms for home renovations to improve energy efficiency (interest-free eco-loan, etc.) are regularly discussed with the public authorities. These proposals were updated in 2025 and are intended to **facilitate the financing of energy-efficiency renovations of apartment buildings**.

At the end of 2024, bank financing for the energy transition of residential property amounted to €245bn, eight times more than the share of regulated bank savings allocated to the transition (€28.7bn). (Source: Banque de France, report on regulated savings)

During the COP 30 climate conference in Brazil, the FBF took part in several events in conjunction with the Institute of Sustainable Finance. The conference ended with a minimal agreement, but for thousands of stakeholders it is an essential forum for debate on the difficulties and best practices in combating climate change.



# 43%

of homeowners have carried out renovation work to improve energy efficiency since January 2021 and 29% say they would like to do so. For 78% of homeowners, the main obstacle is the difficulty in obtaining financial assistance and finding quality and available specialists to complete the work.

(Source: FBF/ASF survey conducted by IFOP, November 2025)



**Further reading at [lesclesdelabanque.com](https://lesclesdelabanque.com)**

[Guides on "How to have an energy-efficient home" and "The interest-free eco-loan"](#)

**Further reading at [fbf.fr](https://fbf.fr)**

[FBF memo "French Banks – Leaders in sustainable finance", July 2025](#)

## Simplifying the regulatory framework to accelerate the transition

The regulatory framework for sustainable finance must accelerate the transition by effectively mobilising the necessary financing. Non-financial reporting, which is useful in establishing a common language for multiple stakeholders, must not create an administrative burden that could undermine action. Without calling into question the banking sector's commitment to sustainable financing, the FBF published a note entitled "Cutting the red tape" in February 2025, in which it proposes **focusing non-financial reporting on what is truly relevant and effective in accelerating the environmental transition, based on experience**:

- Feedback on the implementation of the Corporate Sustainability Reporting Directive (CSRD) and sustainability reporting standards (large banks published their first CSRD report in 2025) should help to better target the demands made on companies and identify what parts of their value chain are measurable and relevant to accelerate this transition;
- The Corporate Sustainability Due Diligence Directive (CS3D) must impose obligations of means proportionate to the objectives of identifying risks and preventing breaches of social and environmental rights. The FBF emphasises that France already has a law on the corporate duty of care, introduced in 2017.

The review of CSRD and CS3D (Omnibus I package), negotiated in the European institutions throughout 2025, is a step in the right direction by clarifying and making these texts more effective. Banks remains committed to ensuring that the prudential constraints affecting banks are consistent with the review of these directives and non-financial reporting standards, so they contribute to the overall objective of simplification and efficiency.

## Contribution to the protection of biodiversity and the oceans

In addition to their climate action, French banks contribute to several initiatives aimed at preserving and restoring biodiversity and natural resources. Through the financing granted to their customers, they support the **implementation of the Kunming-Montreal Global Biodiversity Framework** adopted in December 2022. They apply the ECB's guidelines for the assessment, management and reporting of nature-related risks, dependencies and impacts on their balance sheets. Banks were also involved in the collective mobilisation to mark the **United Nations Ocean Conference** held in Nice in June 2025.

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**Proximity** French banks have made the bold choice to preserve their local banking model. The usefulness of this model in customers' daily lives and its effectiveness in ensuring banking inclusion for all are widely recognised. The banking sector is also a major employer committed to professional integration and skills development.

# A banking model driven by strong relationships and inclusion



[Further reading at fbf.fr](#)

[FBF memo "Banks foster inclusion for the financially vulnerable", March 2025](#)

## Proximity maintained

In a highly competitive market, the French banking model allows banks to maintain a close relationship with their customers, **while offering high-quality, innovative products and services on attractive terms** and supporting households in all their everyday money-related needs and the various stages of their projects. The effectiveness of this model is widely recognised: 89% of French people have a positive image of their branch or their bank and 86% have a positive image of their advisor. (Source: FBF IFOP survey, 2026)

Banking services are available through multiple channels (in branches, online, by telephone, via mobile apps), with **one of the densest networks of bank branches in Europe**. With six bank branches per 100km<sup>2</sup>, one in three branches in the eurozone is located in France. (Sources: ECB/Eurostat, 2024)

Despite the decline in the use of cash in France, banks maintain a network of **more than 71,000 ATMs and private access points**. At the end of 2024, 99.9% of the population lived less than 15 minutes away from a cash point and the average time taken to reach a cash point for a person living in a village without one was less than 10 minutes. (Source: Banque de France, July 2025)

## Reasonable fees for banking services and controlled price rises

Bank fees have risen below inflation, increasing by 8% over five years, while inflation stood at +15%. The rise in bank fees in 2025 (+3.1%) reflected the delayed passing-on of price rises from the high-inflation post-Covid period, when banks froze their fees. This increase can be explained by two key components of banks' expenses: information systems and human capital.

In this respect, **the capping of inheritance-related bank fees (and full exemption in certain cases)**, introduced by the law of 13 May 2025, represents regulated pricing that fails to reflect the reality of the work of bank advisors and dedicated teams. These measures have applied since 13 November 2025.

**For financially vulnerable individuals**, French banks are continuing initiatives that contribute to better banking and financial inclusion. At the end of 2024, 4.6 million customers identified as financially vulnerable (+97.6% compared to 2015) benefited from an automatic cap on fees for banking incidents, and more than 1.1 million had subscribed to OCF services for vulnerable people. (Sources: OTB/OIB, 2025 reports)

**4.6 million**

customers identified as financially vulnerable benefit from an automatic cap on fees for banking incidents. (Source: OIB, 2025 report)

Out of around a hundred banks surveyed, 99 offer OCF services for vulnerable customers for a monthly price of €1 or less, one-third of the maximum amount set by law, 57 do not charge any fees for banking incidents to OCF customers, and 64 do not charge any intervention fees.

(Source: OIB, 2025 report)

**At the end of November 2025, the FBF participated in the second Economic Forum for the Suburbs (*Forum Économique des Banlieues*). An IFOP survey revealed strong support for local economic players among French people but public action on training, transport and development is considered insufficient.**



In spring 2025, the FBF, the Forum of Islam in France (FORIF – *Forum de l’Islam de France*) and the Ministry of the Interior published **two guides on opening an account and the right to hold a bank account**. The aim of this initiative was to improve mutual understanding of the rules applicable in banking and the specific nature of the activities of religious associations.

### **A comprehensive and diversified range of financial savings products**

The first report by the Observatory of Financial Savings Products (OPEF – *Observatoire des Produits d’Épargne Financière*), published on 1 July 2025, provides an informative overview of the wide range of financial savings products in France, based on a comprehensive, competitive, solid and constantly adapting ecosystem, serving savers of all ages and at all levels. It underscores the very comprehensive range of products, most of which are distributed by banks.

The industry welcomed this report, which highlights **the diversity of financial products and packages** and the ability of the French market to meet varied savings needs and objectives and adjust to changes in customers’ savings capacity over time.

### **More than 23 years of financial education**

Learning about finance and money management is a key factor of financial inclusion and is essential to enable informed, responsible financial choices and avoid difficulties. For this reason, the banking sector has been active in this area for more than 23 years, offering **free educational resources on the [lesclesdelabanque.com](https://www.lesclesdelabanque.com) website**, which is updated annually with new articles, guides, videos, tutorials, infographics, etc. Interactive and personalised learning modules assisted by artificial intelligence were rolled out in 2025, offering a more educational and immersive experience adapted to the user’s profile. The first two themes addressed were combating fraud and money management.

Provided from an early age, education in finance and money management provides a solid foundation for sound financial management in the future. The **“Invite a banker to class” initiative**, which teaches children the basics of money management, means of payment, savings and security, celebrated its tenth anniversary in 2025. Activities are based on school programmes for 8-11 year-olds, validated by Eduscol (website of the Ministry of Education) and are sponsored by the French Education Ministry and the Banque de France Educ Fi label. Since 2005, more than **130,000 school pupils have participated in these workshops** throughout France.

During financial education week in March 2025, the FBF published the results of its **7th barometer on financial and money management education for children**. This new Harris Interactive survey explores their thoughts about money and changes in their buying habits, as well as their exposure to scam attempts.



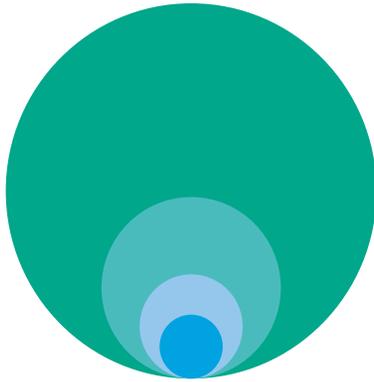
## **10 years old**

The age of the FBF’s “Invite a banker to class” programme, in which more than **130,000 students** have taken part since 2005.

# Banks are dynamic and committed employers

## Permanent new hires by type of position

(Source: AFB, 2024)



- 55.9% Customer relations
- 12.9% IT
- 8.8% Compliance & Risk Management
- 3.9% Back office

## Massive recruitment

With 373,600 employees (permanent, fixed-term and work-study contracts) at the end of 2024, the banking sector continues to recruit massively (38,600 new hires in 2024). The decline in the overall headcount (-0.7%) is low and turnover (8.4% vs 9.4% in 2023) is well below the national average (21%). Banking accounts for nearly 1.7% of private-sector salaried employment in France.

It lives up to its reputation for providing **long-term, highly-qualified, inclusive jobs and equal opportunities.**

- More than 76% of new hires were for permanent contracts (vs 67% in 2017 and a national average of 16%) and more than 98% of banking jobs are permanent contracts.
- Banking promotes gender equality: women account for 57% of the workforce, 49.5% of recruitments and 50.5% of managers.
- 60.4% of new hires were for managerial grade positions (+2.4 points since 2014), with the level of higher education ranging from 4-5 years or more (54%), to 2-3 years (36%) and less than 2 years (10%).
- Customer relations positions account for nearly 56% of permanent hires (+2 points), reflecting banks' growth momentum. These jobs are located throughout France, as a local footprint is the hallmark of French banks and an important component of their relationship-based model. (Source: AFB, 2024)

## A responsible and engaged sector

The banking sector is continuing **its policy in support of young people:** it employed 19,800 work-study students (+0.5%) and 85% of them were hired into banking at the end of their course (including continuing apprenticeship studies). Nearly one in two new hires is under the age of 30. **Bank's policies for older workers** are also contributing to a gradual increase in the retirement age (62.9 in 2024, +2 points since 2014). (Source: AFB, 2024)

**Banks are active contributors to integration and development.** One in four of the 19,800 work-study participants come from disadvantaged neighbourhoods. Partnerships (with APELS and each One) also play a role in integrating young people from disadvantaged neighbourhoods and skilled refugees into the workplace. In March 2025, Pluricité carried out a 10-year review and found that nearly 800 young sportspersons had been supported and permanently recruited into banking jobs. Following the inter-ministerial mission for "Inclusion in the workplace through sport", the banking profession and APELS issued a call to sign the *Manifesto of companies for inclusion in the workplace through sport*, alongside France Travail and the French National Olympic and Sports Committee (CNOSF).

The *Rencontres de l'AFB* conference held in February 2025 focused on the integration into banking of young sportspeople having difficulty finding employment. The event included a presentation of the Pluricité report and testimonials from young people, integration and diversity managers at banks, a trade union representative and APELS.



### **[Further reading at fbf.fr](https://www.fbf.fr)**

[Opinion Way survey for OpcoAtlas on the attractiveness of banking jobs \(July 2025\)](#)

[FBF memo "Employment in banking: dynamic and responsible" memo \(December 2025\)](#)

## **Promoting jobs in banking: a new campaign and forum for disabled workers**

In 2025, the FBF, the AFB and the skills operator Atlas renewed their campaign to attract and promote jobs in banking. After a first phase dedicated to recruitment (June/July), a second phase focused on promoting the advantages of these jobs (September/October). Under the slogan "**Become a Banker**", the campaign highlighted the wide range of roles and the variety of professions and positions that are accessible to all profiles. The campaign was broadcast on platforms popular with young people in France: BeReal, Demotivateur, Le Média Positif, Deezer, Spotify, YouTube, TF1+, etc.

The Opco Atlas survey for the FBF, published in October, looked at **awareness and the attractiveness of jobs in banking among young people** aged 18 to 24. While the banking sector appeals to more than one in two young people (55% say they are interested in banking jobs), awareness of the types of jobs is limited to those known to the general public, mainly those in bank branches.

In autumn 2025, **the Banque Talents Handicap Forum** highlighted the policies of French banks for disabled workers and promoted the diversity of banking jobs with the aim of fostering the employment of people with disabilities. This 100% digital forum reinforced the conviction that inclusion is an asset and a driver of collective commitment for increasingly responsible banking.

## **Training and anticipating the skills of the future**

Digital services, cyber security and artificial intelligence mean that banking is a highly technological sector and innovation is very much a reality across all of its businesses. To support their employees in the transformation of their jobs, **banks facilitate professional training and internal development**. They allocate 4.3% of their payroll to **employee training**. (Source: AFB, 2024)

## **The OMB published two new reports in 2025 on GenAI in banking and on new CSR skills for the banking sector.**

The work of the Observatory of Banking Professions (*OMB – Observatoire des Métiers de la Banque*) shapes industry analysis on banks' jobs and skills requirements. In April, the inter-branch report **on the impacts of generative artificial intelligence (GenAI)** in the banking sector took stock of developments and proposed concrete recommendations to support change.

At the First Conference on the Skills of Tomorrow (*Premières Rencontres sur les Compétences de Demain* - November 2025), the FBF and Fédération Syntec warned of the urgent need to promote the attractiveness, quality and accessibility of scientific and technological jobs in France. They published proposals for an ambitious educational and economic strategy in the field of science, to boost employment and competitiveness.

**SHOW  
reel  
agency**



**Sovereignty** The banking profession calls for a regulatory framework adapted to the challenges of innovation, security and long-term growth of the European economy. Europe will only achieve full strategic autonomy if it is competitive.

# Developing Europe's financial sovereignty



## 5

French banks are among the 10 biggest banks in the eurozone.

(Source: S&P Global, 2025)

## A strong and resilient banking sector

With the application of the CRR3/CRD6 package on 1 January 2025, which finalised the transposition of Basel III requirements in the EU, banks' capital requirements are now **much higher than the initial objectives of the reform launched in 2010**. The GARP study carried out for the EBF demonstrates the extent of this locked-in capital, while the EBA's 2025 stress tests confirmed banks' capacity to withstand extreme shocks.

Within the EU, **the universal model of French banks ensures stability and resilience**. The wide range of business lines within a single group enables banks to offer a variety of services and products while ensuring diversified sources of income. At the end of 2024, the CET1 ratio (15.6%) and liquidity coverage ratio (145.9%) of the major French banks far exceeded minimum requirements.

(Source: ACPR, Situation of Major French Banking Groups)

## Ease requirements to ensure sustainable growth

To maintain the banking industry's ability to finance lasting economic growth, innovation and the energy transition in a highly competitive environment, **the prudential constraints weighing on banks must be eased**. The EBF has made proposals to this effect (included by the EBF in its *"Simply competitive"* report of July 2025), with three priorities:

- improving banks' ability to finance the European economy;
- ensuring a level playing field with other jurisdictions;
- eliminating gold-plating and unnecessary complexity in Europe.

The industry hopes that the European Commission's report on the regulatory framework for banks, expected in 2026, will lead to a review of prudential rules.

The **market risk prudential framework (FRTB)**, which has been postponed until 1 January 2027, must be suspended beyond this date pending the implementation of comparable requirements in other jurisdictions (the United States and the United Kingdom in particular).

The **securitisation reform** launched on 17 June 2025 must allow access to more sources of market financing. The EBF is closely watching the situation to ensure that the reform has a real impact on the development of an efficient and secure securitisation market.

On 19 March 2025, the EBF organised an event in Brussels on strengthening the competitiveness of banking and finance for an increasingly strong European economy. It published a report on European banks' capital requirements with a view to improving financing in France and Europe.

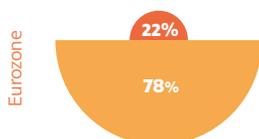
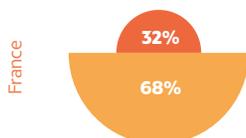
A 1% reduction in banks' capital requirements would rapidly increase the supply of credit by around 10%, according to Frédéric Gonand, professor of economics at Paris Dauphine University. Without calling into question banks' financial solidity, his report argues for intelligent management of capital requirements.

March 2025 report available at [fbf.fr](http://fbf.fr).

### Sources of financing for businesses

(Source: Banque de France, Q2 2025)

- Capital markets
- Credit



### Progress towards the Savings and Investment Union

The banking profession calls for the **full integration of EU capital markets** to meet financing needs for innovation, growth and the strengthening of EU sovereignty. This requires a simplification of financial regulations, increased supervisory convergence and a mandate for the European Supervisory Authorities (ESAs) to foster competitiveness, as the FBF indicated in its response to the European Commission consultation on 11 June 2025. The legislative package published by the European Commission on 4 December 2025 is a step towards the construction of the **Savings and Investment Union (SIU)**, but does not give ESAs a competitiveness mandate.

To better direct savings towards the capital markets, the banking profession participated in the launch of the **"Finance Europe" label** in June 2025. This label identifies savings products that finance the European economy and should help direct individuals' savings to businesses.

French banks' relationship-based universal banking model of is an asset for increasing savings investment in financial products and the development of capital markets. In this respect, certain provisions of the **Retail Investment Strategy (RIS)** must be simplified to streamline customer journeys, allow banks to continue offering a wide range of financial products to all, and ensure the sustainability of the universal banking model.

### Increasing the attractiveness of the Paris Financial Centre

The banking sector is a strategic industry in France, as recognised by 83% of French people (source: IFOP FBF survey, 2026). The attractiveness and legal certainty of the Paris marketplace are essential to safeguarding an efficient financial market, the foundation for financing the economy.

- On 18 March 2025, the FBF joined the **"Manifesto for better financing for businesses through the capital markets"**, an initiative aimed at making the Paris stock exchange more attractive.
- The banking profession supports the European regulation of 8 October 2025, which sets **the securities settlement-delivery cycle at one day from October 2027**. The FBF is participating in the work of the Banque de France and the AMF on the migration of the Paris financial centre to "T+1".

# Payments and security: strategic issues for Europe

## Ensuring the independence of European payments

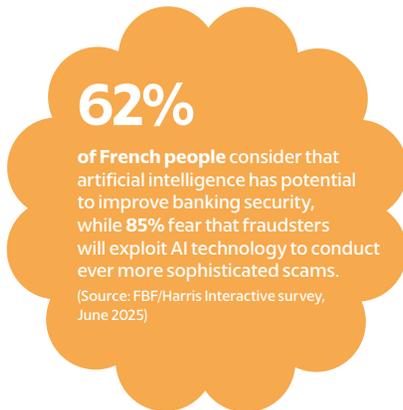
The development of innovative European payment projects contributes to the continent's sovereignty. For the banking profession, strengthening the EU's autonomy in this area requires **the deployment of private banking solutions**, as the payments industry already has all the technical bricks to establish the EU's strategic independence, for example the Cartes Bancaires (CB) network in France.

The industry welcomes initiatives by private players to interconnect their payment solutions, such as that announced by the European Payments Alliance (EuroPA) and the European Payments Initiative (EPI) in June 2025. French banks made the Wero peer-to-peer payment app available to their customers in 2025.

Faced with the rise of dollar stablecoins, the banking profession wants a **legal framework to allow the issuance of euro stablecoins** to complement the wholesale digital euro. It continues to question what need will be met by the ECB's retail digital euro project.

## Innovation in security: pillars of the digital transition

Since January 2025, the European **Regulation on digital operational resilience for the financial sector (DORA)** has strengthened the security of the financial system in response to cyber risks. The banking industry was heavily involved in the implementation of this regulation, but operational difficulties remain, in particular with regard to incident reporting and coordination with other texts (NIS2 Directive, Cyber Resilience Act).



Against a backdrop of digital transformation, banks are constantly investing to simplify users' experience while ensuring data protection and transaction security.



### Further reading at [fbf.fr](https://fbf.fr)

[FBF/Harris Interactive survey "French people and cybersecurity": focus on people aged 60 and over \(June 2025\), focus on people under 35 \(December 2025\)](#)

**The regulation on a European digital identity framework (eIDAS 2)** aims to enable every EU citizen to have a European Digital Identity Wallet. The implementation of this EU Digital Identity Wallet is a major project with multiple impacts at a legal and compliance level, for the customer experience, in terms of anti-fraud measures, etc. Banks are investing to be ready by the end of 2027.

The banking industry is very concerned about the **proposed Financial Data Access regulation (FiDA)**, which raises key questions about data sovereignty and security without identifying what purpose it would serve. The policy of simplification and the EU Data Strategy should help question the merits of this sector-focused text.

In October 2025, the *Groupe de Place Robustesse*, of which the FBF is a member, carried out a crisis management exercise simulating a major flood of the Seine, coordinated by the Paris Prefecture of Police.



2/3

of French people contact their bank when they receive a suspicious message or call from their banker.

(Source: FBF/Harris Interactive survey, June 2025)



### Strong measures for payment security

On 9 October 2025, French banks launched **the Verification of Payee (VoP) service**, pursuant to the European regulation on instant credit transfers.

This system aims to secure bank transfers by checking that the payee's name matches the recipient account's IBAN. It provides enhanced protection against fraud, particularly fraud related to identity theft or bank account manipulation.

The **law of 6 November 2025 aimed at strengthening the prevention of bank fraud** created a centralised national file of bank accounts identified and reported as being suspicious in terms of fraud risk by banks' internal control systems. This central file will allow information to be shared between payment service providers (PSPs).

The FBF welcomes the **European agreement on payment services (PSD3/PSR)** of 27 November 2025, which recognises the liability of digital platforms for fraud prevention, including their financial liability.

### Increased vigilance, but the risk remains

According to the Observatory of Payment Instrument Security (OSMP – *Observatoire de la Sécurité des Moyens de Paiement*), **means of payment fraud is under control**: while the use of non-cash means of payment continued to rise in 2024 (+5.2% increase in the number of transactions, +3.4% increase in payment amounts), the annual amount of fraud has been stable since 2022, at just under €1.2bn.

According to the FBF/Harris Interactive 2025 barometer, **people are increasingly cautious of scams**, particularly older people: 54% of French people say they have experienced an attempted bank data scam and 1 in 10 say they have fallen victim to such a scam.

These figures are encouraging but given the increasingly credible and sophisticated attempts at manipulation, particularly using artificial intelligence, **vigilance remains the watchword**. To reiterate best practice and raise awareness of payment fraud prevention, the Ministry of the Economy, Finance and Industry, the Banque de France, the FBF and the OSMP conducted a new awareness-raising campaign in June and December 2025, in addition to ongoing actions via the educational programme *Les Clés de la Banque*.

# Financial security: a high level of compliance



More than

## \$25bn

Compliance cost for the financial sector in France according to Forrester (November 2023)

## AML/CFT: raising awareness to ensure maximum vigilance

French banks have considerable compliance systems, in a constantly evolving regulatory framework, to ensure the financial security of the banking system. This is shown by the **CCSF report of May 2025 on customers' perception of anti-money laundering and counter-terrorist financing (AML/CFT) obligations**, which revealed that public knowledge of these obligations is still limited and recommended raising awareness to facilitate their understanding and acceptance. For the FBF, strengthening customer education is essential for maximum vigilance.

The FBF is contributing to work to simplify regulations on **politically exposed persons (PEPs)**. The objective is to introduce an obligation to inform PEPs about their status and related obligations, or even produce a national list of persons exercising politically exposed functions.

## A key role in dealing with money laundering risks

In a context of heightened risks and changing practices, banks maintain a high level of compliance in terms of AML/CFT, risk analysis, suspicious transaction reporting, asset freezing and other economic sanctions. The banking sector is **the leading contributor of information to the financial intelligence unit Tracfin** (around 50% of reports). The steady increase in suspicious transaction reports from credit institutions (+22.3% in 2024) illustrates their continuous commitment and demonstrates the sector's overall maturity in AML/CTF.

Banks continuously implement **economic sanctions against the countries and entities targeted by these measures**. In 2025, they implemented new restrictive measures on the Russian economy.

The banking industry also contributes to the FATF's work on payment transparency (revised recommendation 16) and on the prevention of the financing of proliferation and sanctions evasion (update of recommendation 7).

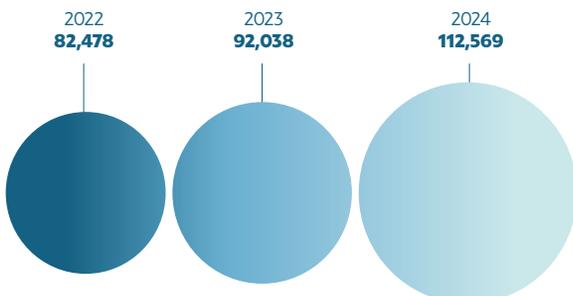
The banking profession is working hard to prepare for **the application of the new European AML/CTF rules** (adopted in 2024) from 10 July 2027.



More than

## 340

French decrees, European decisions and regulations imposing financial sanctions or asset freezes implemented by banks in 2025.



**Suspicious transaction reports to TRACFIN by credit institutions (number)** (Source: Tracfin, 2025 report)



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