

Employment in the banking sector (figures for 2015)

In 2015, the French banking sector was an active participant in the jobs market, with banks represented by the French Banking Federation **hiring more than 39,000 people, up from 35,000 in 2014** (*).

Banking sector recruitment

In 2015, the employment rate (*no. of hires in year N / no. of employees in year N-1*) was 9.4%, according to the AFB employment survey**.

2 out of 3 new jobs were on permanent contracts, compared with 2 out of 10 at national level**.

■ Under 30s in the majority

Since 2013, more than half the people hired have been under 30 (59% in 2015, as have **49.6%** of new hires at management level. The average age of new hires is 30.4 years (28.8 years for technical staff and 32.1 years for managers).

■ **Banks are hiring an increasing number of women.** In 2015, 56% of new hires were women, taking the overall representation of women in bank workforces to 57.2%. 46.6% of management-grade employees were women in 2015, up from 46% in 2014.

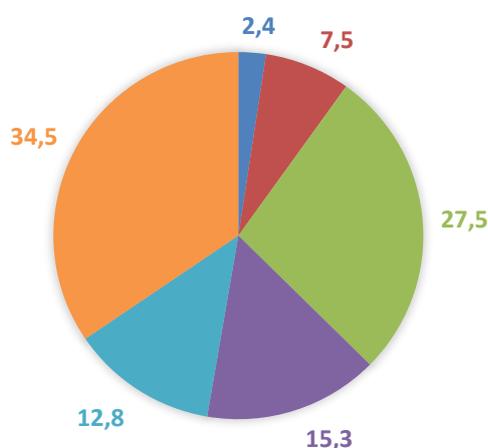
■ Qualification levels of new recruits are rising

The number of people hired with **four or five years of university-level education** remains very high (more than 47% in 2015), which reflects how the banking profession is changing. Young people are employed in head office support roles, or in branches, as account managers for business/SME customers, or as asset managers. Two-thirds of new hires were manager-grade staff.

Two or three years of university-level education are still in demand, especially for commercial roles (just under 43% of new hires in 2015). Overall, more than 9 out of 10 new hires have completed two or more years of university-level education.

BREAKDOWN OF NEW HIRES (FIXED-TERM AND PERMANENT CONTRACTS) BY LEVEL OF EDUCATION

■ < Bac ■ Bac or Bac +1 ■ Bac + 2 ■ Bac + 3 ■ Bac + 4 ■ Bac +5 or more



Work/study contracts

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(*) The FBF (French Banking Federation) represents all entities operating in the banking sector in France: commercial banks that are members of the AFB (French Bankers' Association), as well as cooperative and mutual banks. In 2014, the data collection process was changed, with the aim of expanding the database. As a result, some changes were made to the methodology for monitoring hires and departures, which in previous years did not allow for direct comparison between certain indicators.

(**) The AFB is the member association for commercial banks operating in France, and represents 201,100 of the 371,600-plus employees working for banks in France.

■ In 2015, more than **6,000 people**** were employed in banks on work/study schemes (apprenticeships, vocational training contracts or international internships), usually on a higher technician certificate (BTS) or university technology diploma (DUT) (19.3%), undergraduate degree (28.9%) or master's degree (51.8%) programme. Work/study schemes are an important recruitment tool for employers and provide employees with a good start to their careers. Moreover, 70% of participants are in a job six months after obtaining their qualification, of which **56.3% are working for their work/study employer**.

Most work/study participants are young women: 61.4%.

57.8% of work/study participants are between 20 and 24, while 42.2% are 25 or older. The posts most commonly held by work/study participants are branch assistant (19.7%), account manager for individual customers (17.7%) and marketing/communications executives (8%).

Banking sector roles**

■ Banking offers a range of different roles

Around half of bank staff work in **commercial roles** (49.9%). In 2015, **57.3%** of new hires took on commercial roles. In the future, branch assistant and account manager jobs for individual and business customers should continue to represent a large proportion of jobs in banking.

Support roles (managerial functions are represented across all the main areas of banking) accounted for **20.9% of staff** in 2015. These are specialist functions, with jobs generally at management level (legal advisers, tax experts, internal auditors, accountants, logistics experts, etc.). These roles account for an increasing number of jobs. They represented 20.3% of new hires in 2015.

Order processing jobs are also on the rise (+0.4% compared with 2014), accounting for **26.6% of staff** in 2015. These roles represented 20.3% of new hires in 2015.

Employees

■ Permanent employees

98.5% of bank employees have a permanent employment contract.

■ Employees are generally more qualified

Recruitment at higher grades and career development training have led to a much higher overall level of employee qualifications. In 2010, more than half of staff were at a management level (52.4%) for the first time. This trend has continued: in 2015, **59.4%** of employees were managers, compared with 57.7% in 2014.

■ A growing proportion of women, particularly at management level

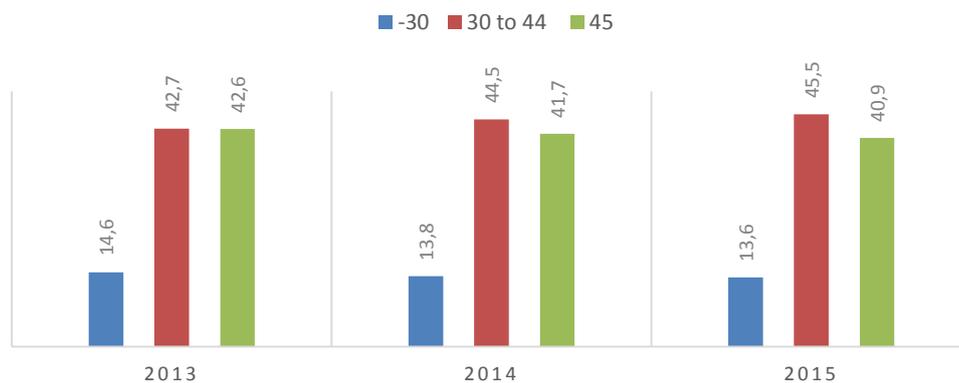
The number of women in banking has been increasing for several years, reaching **57.2% of staff** in 2015. Women also make up the majority of new hires, with more than **56%** in 2015.

46.6% of managers are women (up from 46% in 2014 and 45% in 2013). To put this into context, women represent 47.8% of the working population and 30.3% (29.6% in 2014) of managers at France's 60 largest companies.

■ The average age is high, but stable - the workforce is getting younger

The average age is stable at **42**, as young people account for a significant proportion of new recruits, balancing the ageing section of the workforce: the proportion of staff aged 45 and over is falling, while the 30-44 age group is expanding (45.5%).

EMPLOYEES BY AGE GROUP



Continuing training

■ In 2015, banks spent **around 3.5%** of their payroll on continuing training, compared with the average for French companies of 2.7%.

Banks thus enable their employees to enhance their skills and develop their careers. Four out of five employees receive training at least once a year.

Internal promotion also enabled **12.8%** of technical staff to gain a promotion in 2015.

■ Recognised routes for employees to develop their careers within banking are the certificate (BP) and higher technician certificate (BTS) in banking (individual and business client options), and ITB (Institut technique de banque) and CESB (Centre D'Etudes Supérieures De Banque) courses.

A committed approach to labour relations

French banks attach great importance to the quality of labour relations. A key event in 2016 was the signing of a pay agreement for staff working for AFB-member banks following the mandatory annual negotiations. In addition, the commitments made for 2015-2017 as part of the statement of conclusions on the Responsibility Pact are in the process of being implemented: for example, 40,000 new hires during the period, an increase in work/study contracts, an increase in the proportion of women in management and the creation of professional certification for digital skills.