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PURPLE PAPER 001

GLOBAL FINANCE

Five Workforce Trends

Banking, insurance, and financial services

This paper identifies five key talent and workforce trends reshaping global finance right now, drawn from TalentNeuron's global labor market data over four years of hiring activity. From APAC's emergence as the top hiring market to intensifying competition with Big Tech and consulting firms for the same skills, these signals define how financial institutions will compete for talent.

For HR, talent acquisition and workforce planning leaders, understanding where the market is moving is the first step to securing the critical talent your business requires.

01

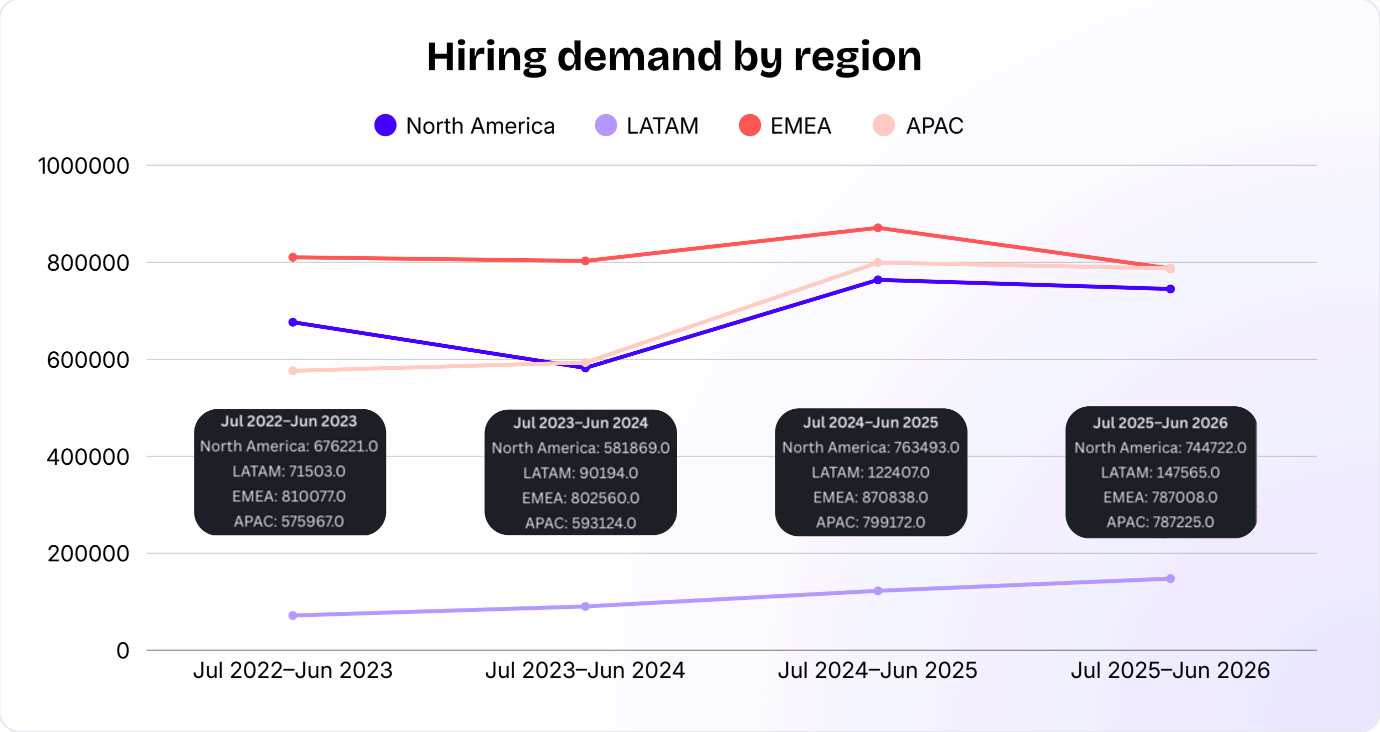
APAC becomes the top hiring market in global finance

APAC became the number one hiring market in the twelve months to June 2026, surpassing both EMEA and North America. It's the culmination of a turbulent four-year period that has reshuffled human capital across financial services: since 2022, LATAM (+27% AAGR) and APAC (+12%) have been the engines of new hiring demand, while EMEA contracted (-1%) and North America grew only modestly (+5%).

Multiple forces sit behind APAC's growth: robust corporate revenue growth, surging cross-border trade, localized digital transformation, and tightening regulatory frameworks are all pushing hiring higher, with major global institutions actively expanding their regional headcounts.

A single global "financial services hiring market" no longer exists. Hiring trends differ sharply by region, and talent strategies need to be tailored accordingly.

Demand is also coming from within the region, not just from global outsourcing: of the ten largest bank and insurer employers in APAC, four are APAC-headquartered (Kotak Mahindra Bank, Bajaj Finserv, DBS Bank, Paytm), three are North American (JPMorgan Chase, Citi, Wells Fargo), and three are EMEA-based (HSBC, Deutsche Bank, Standard Chartered).



Source: TalentNeuron, 2026. Analysis covers 138 countries and territories across four regions: North America (2), LATAM (33), EMEA (79), and APAC (24).

02

Finance is a tech industry

Financial-services employers aren't just hiring for banking, risk and operations anymore. They're hiring for the technical skills that now underpin those functions. Compliance roles now require SQL and Python. Risk roles increasingly demand data and automation. AI projects need people who understand finance and can build systems. Legacy modernization creates API and cloud infrastructure demand.

A compliance analyst still needs BSA/AML knowledge. A risk manager still needs risk fundamentals. But both now also need to work with data systems, understand APIs, automate workflows and operate inside technology-enabled controls. The financial professional is now working with an expanded remit and employers increasingly want people who combine technical skills with financial analysis and judgment.

Top Skills in Financial Services: Demand Volume by Region

SKILL	NORTH AMERICA	LATAM	EMEA	APAC
Banking	50,439	15,463	44,966	95,794
Operations	64,239	17,501	34,705	87,160
Risk management	50,033	5,993	35,854	49,413
Customer service	47,431	17,334	18,894	49,863
Finance	14,072	9,669	49,375	72,252
Testing	45,616	4,871	24,107	61,134
Automation	37,516	5,722	25,316	52,530
Project management	30,996	6,586	29,857	42,836
Accounting	5,621	12,940	28,464	47,731
Python	28,280	4,080	18,714	38,702
SQL	24,873	4,785	16,338	44,131
Monitoring	63,195	21,573	54,566	102,096
Microsoft Office	21,625	5,079	21,218	29,511
Implementing	44,068	14,383	49,159	70,332
APIs	22,388	2,580	11,214	31,373

Source: TalentNeuron, July 2025-June 2026; Hiring Snapshot. Global cohort (major employers)

03

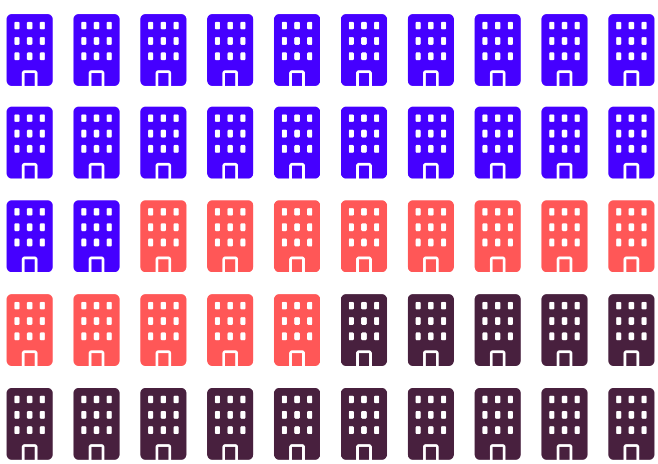
Financial services is now a talent source for big tech

North America's tech-skill penetration is the deepest of any market outside APAC. With skills such as Python and AWS consistently ranking among the most prevalent, the region's financial-services workforce has become fluent in exactly the tools Big Tech hires for. Google, Microsoft, AWS, and Amazon are frequently cited as outgoing talent destinations, a genuinely new workforce phenomenon for an increasingly valuable technical talent pool.

This sits inside a broader, global shortage. 72% of finance and insurance employers reportedly struggle to find skilled talent with the data and digitalization skills banking now needs. For the first time, AI has officially overtaken engineering as the hardest skill set to source globally. Several structural forces are driving the shortage in banking, most often cross-industry competition for the same digital talent.

Where financial-services employees go next

- Technology
- Finance
- Other



aws
Microsoft
Google
BANK OF AMERICA
WELLS FARGO
JPMorganChase
Meta
Capital One
amazon

Source: TalentNeuron, 2026. Talent Migration Snapshot. North America cohort (major employers)

04

Financial institutions look to accounting firms for skills

The global view of top employers for finance roles is a mixture of banks and accounting firms. EY and PwC are top-5 hirers in every single region, hiring in greater numbers than most of the banks themselves. However, these accounting firms also appear frequently as a source of incoming talent for banks, especially in APAC and North America.

Because so much of what EY, PwC, Deloitte, and KPMG do for financial institutions is risk, regulatory, compliance, and digital transformation consulting, these firms need to hire financial-services skills in volume just to staff client engagements.

That same work is what makes their alumni such attractive lateral hires for banks: a few years at a Big 4 firm exposes consultants to multiple institutions, regulatory regimes, and problem types in rapid succession, so banks get people who've already seen how the sausage is made across the industry, not just at one house.

Financial-services employers are effectively competing with auditors and advisors for the same risk, finance, and technology talent. Benchmarking hiring competition against banks alone now means missing a significant share of the real contest for talent.

Financial Services Roles: Hiring Volume by Region

COMPANY	NORTH AMERICA	LATAM	EMEA	APAC
Ernst & Young	89,703	26,996	234,916	164,306
PwC	65,822	21,720	199,834	111,243
KPMG	173,704	3,918	130,558	52,792
Deloitte	161,009	1,977	155,383	55,732
JPMorgan Chase	172,733	14,450	64,774	90,147
Citi	82,053	50,056	75,333	84,380
HSBC	11,636	16,734	56,679	107,569
Wells Fargo	208,402	1,088	2,723	42,121
Santander	21,306	40,787	77,148	346
Deutsche Bank	6,574	318	91,293	46,182

Source: TalentNeuron, 2026. Talent Migration Snapshot. Global cohort (major employers)

05

LATAM retains the greatest hiring potential

LATAM is the fastest-growing region in the dataset, positioning it every single year over the past four with a 27% AAGR. It's the only region with an unbroken streak of steady structural expansion rather than cyclical bounce.

That growth is highly concentrated, which is where the remaining potential sits. The top 15 employers in the finance industry account for roughly 61% of total demand in LATAM. Banco Azteca alone is one of the biggest hiring organizations in LATAM over the last four years, and also saw +256.5% AAGR—the highest employer growth rate anywhere in this dataset.

Banking talent is similarly concentrated geographically, overwhelmingly weighted toward Mexico City. But secondary markets are emerging: Buenos Aires (+147.4%), São Paulo (+49%), and Bogotá are growing faster than Mexico City. Santiago and others are quickly emerging as alternative locations as demand for customer service and operations roles continues to rise.

That change highlights where talent pools still exist, and where organizations competing for scarce workers need to look.

Top 10 Hiring Locations in LATAM

METRO AREA	JUL25-JUN26 (CURR. YR)	4-YR TOTAL	AAGR
Greater Mexico City	8,700	36,115	+6.8%
São Paulo Metro	4,195	11,305	+49%
San José (CR) Metro	1,420	10,270	-6.2%
Buenos Aires Metro	5,040	9,820	+147.4%
Bogotá Metro	1,815	3,770	NEW
Monterrey Metro	755	3,530	+6.1%
Guadalajara Metro	750	3,425	+13.5%
Toluca Metro	655	2,210	+5.3%
Veracruz Metro	280	1,910	-2.4%
Puebla-Tlaxcala Metro	465	1,610	+17.6%

Source: TalentNeuron, 2026. Hiring analysis. Latin America cohort (major employers)

What this means for you

Financial institutions now need a granular, region-by-region view of talent to make sound workforce decisions. A single global read on hiring, skills, or competition is no longer enough.

TalentNeuron helps financial institutions act on what these trends raise directly:

Where to hire:

Track hiring demand, skill concentration, and cost by market, to identify where APAC and LATAM growth is creating opportunit to hire in new talent markets.

Who you're really competing with:

Benchmark hiring activity, skills, and compensation against the consulting firms and technology companies now drawing from the same talent pool, not just against other banks.

Where pools of technical talent exist:

See which roles and markets carry the deepest tech-skill penetration, and where competition from Big Tech and fintech is most acute.

How concentrated your talent bets are:

Understand employer and geographic concentration in fast-growing markets like LATAM. Inform strategy with a clearer view of talent availability.

To discuss how TalentNeuron can help you develop a strategic response to these signals, contact:

MATT LONG,
LMI LEADER
talentneuron

Pick a time to connect

Methodology and Sourcing:

Methodology.

This report draws on TalentNeuron's Global Financial Services Talent Market Report, an analysis of proprietary labor market data spanning 138 countries and the four-year period from 2022 to 2026.

Data is drawn from a cohort of leading employers in the financial services industry across four regions: APAC, LATAM, North America, and EMEA.

Industry Classification.

Companies were classified into industries based on their primary business activities and core operations. Approximately 1,700 companies were used to map the financial services industry.

Regional Analysis.

Regional-level data for the financial services industry was derived by aggregating job posting data from all companies classified under financial services.

Top Competitor Selection.

Leading companies in each region were identified based on their volume of job postings over the past four years.

Location Shortlisting.

Top and fastest-growing locations were shortlisted based on hiring demand from the top companies in each region.

Growth Rates.

Growth rates are presented as average annual growth rate (AAGR) over the four-year period unless otherwise stated.