

EVIDENT AI TALENT BANKS

The race for AI banking talent. Mapped.

TALENT
REPORT



2025/04

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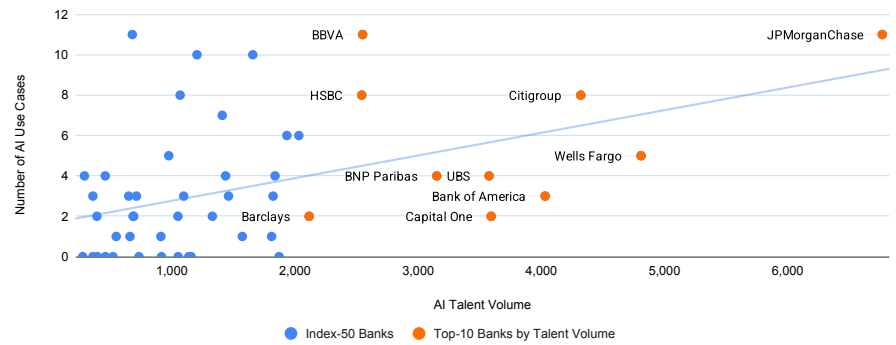
Key Findings

1

MORE TALENT = BETTER OUTCOMES

The leading banks on AI talent have disclosed a greater volume and a more diverse set of use cases than banks with less mature talent stacks. They are also more likely to disclose estimates of ROI. Investment in AI talent translates directly into AI outcomes.

MORE TALENT = BETTER OUTCOMES



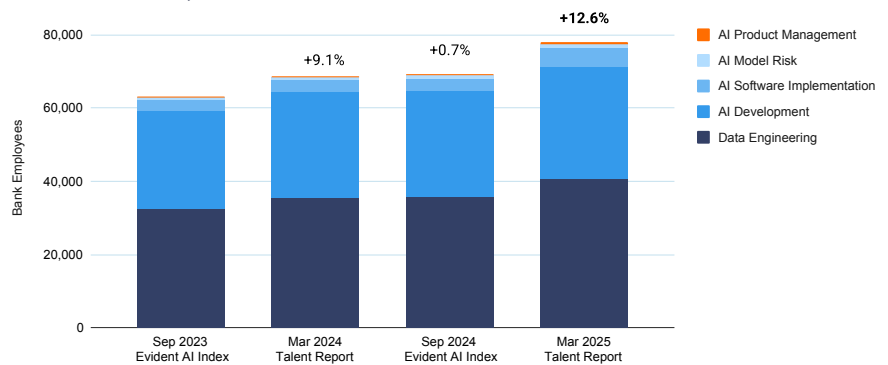
March 2025, n=170 publicly documented use cases

2

RECORD GROWTH OF TALENT STACK

Across the 50 banks tracked by Evident, the AI talent stack has grown 12.6% over the last six months, representing the fastest growth rate observed over the past two years. Today, 1-in-50 bank employees now work in AI and data related roles.

AI TALENT VOLUME, BY CAPABILITY AREA



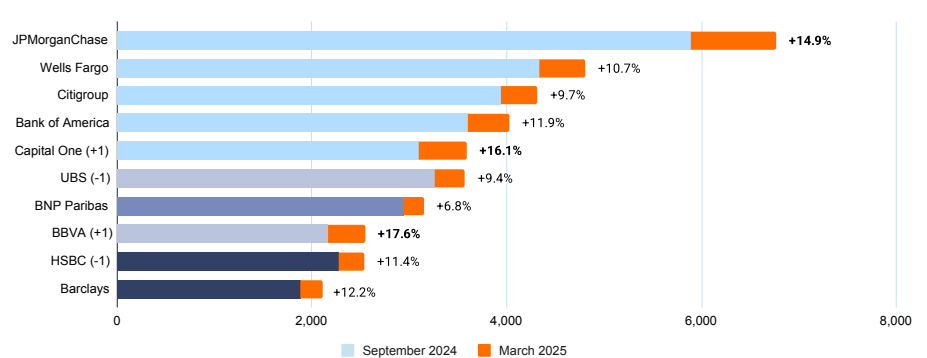
September 2023 - March 2025

3

JPMC LEADS; BBVA GROWING FAST

The top-10 banks by talent volume remain unchanged, with JPMorganChase, Wells Fargo, and Citigroup leading the way. Among these leading banks, BBVA is growing the fastest (+17.6%) due to expansion of its AI Factory model in Mexico and Turkey.

TOP-10 BANKS, BY AI TALENT VOLUME (ALL CAPABILITY AREAS)



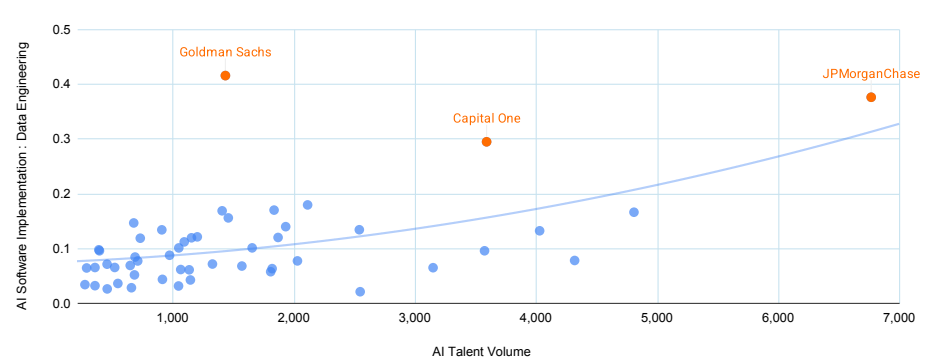
March 2025, n=77,953 bank employees

4

LEADERS PUSH IMPLEMENTATION

Leading banks exhibit a high ratio of Implementation : Data Engineering talent. In particular, JPMorganChase, Capital One, and Goldman Sachs pave the way, signaling a growing focus on implementing AI use cases and scaling adoption across the enterprise.

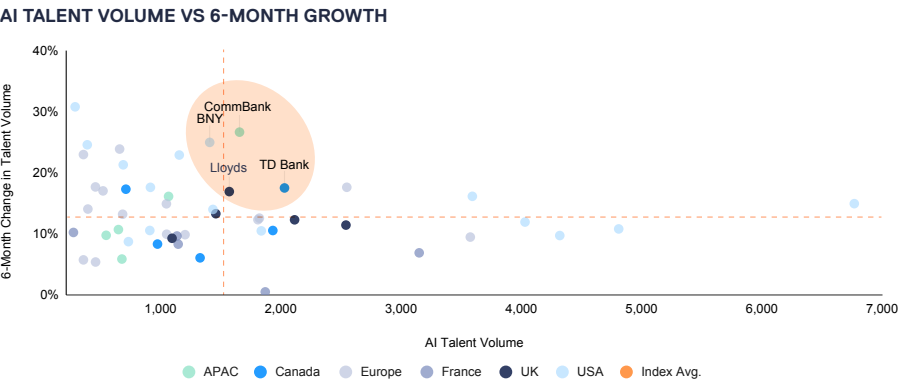
RATIO OF AI SOFTWARE IMPLEMENTATION : DATA ENGINEERING TALENT, BY BANK



March 2025, n=50 banks

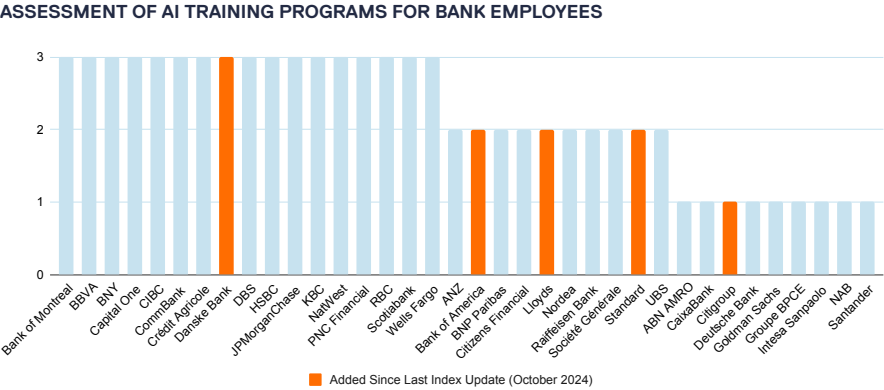
Key Findings

5 BANKS TO WATCH
Outside the top-10 banks, four additional banks (CommBank, BNY, TD Bank, and Lloyds Banking Group) are growing their AI talent stack even faster, averaging 21.5% growth at scale (>1,000 AI workers). This signals rapid acceleration of ongoing AI efforts.



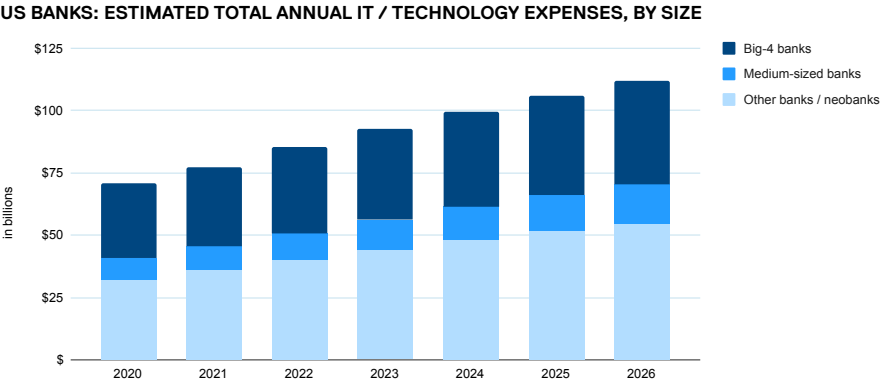
September 2024 - March 2025

6 TRAINING = TABLE STAKES
37 of the 50 banks (74%) tracked by Evident provide AI-specific training to employees. Increasingly, these efforts are aligned to rollouts of new Gen AI productivity tools, which often require phased trials by “super-users” or “sandboxed” environments to experiment in a risk-free setting.



March 2025, n=50 banks

7 LEADERSHIP BY EXAMPLE
Talent powerhouses are coupling bottom-up training programs with top-down continuing education initiatives. As we approach a critical milestone in industry tech spending, we also see a renewed focus on appointing Board Members with deep technical expertise.



2020-2026E
(Source: Insider Intelligence)

Chapter 1: Introduction



AI may have a long history dating back to the 1950s, but most banks are only entering their third consecutive year of deploying AI (specifically Gen AI) solutions at scale. For banks that got a jumpstart on these AI transformation efforts, the last few years followed a familiar script.

2023 involved a lot of education, strategic planning, and organization of the centralized teams required to ideate potential use cases and prioritize competing focus areas. Building on these foundations, 2024 was a year of experimentation and iteration, focusing on building viable POCs in areas of strategic importance and moving them into production.

In 2025, we see AI teams at leading banks grappling with implementation, specifically:

- Scaling use cases across the organization and improving time to delivery
- Driving uptake across uses with enterprise-wide rollout of AI-powered assistants
- Experimenting with agentic AI pilots in low-risk settings
- Shifting from identifying promising discrete POCs to “patterns” of shared needs across distinct lines of business

To deploy AI at scale across the enterprise requires investment in all four pillars that we track as part of our coverage: *Talent, Innovation, Leadership, and Transparency.*

TALENT	 Talent Capability	 Talent Development	
INNOVATION	 Research & Patents	 Ventures & Partnerships	 Open-Source
LEADERSHIP	 AI Narrative	 Executive Positioning	
TRANSPARENCY	 RAI Talent	 RAI Innovation	 RAI Leadership

- In this report, we’re focusing exclusively on the **Talent** pillar. We’ll look at:
1. **Why Talent Matters:** *How does investment in AI talent correlate to outcomes from AI use cases?*
 2. **The Leaders & Banks to Watch:** *Which banks are retaining a clear edge in terms of talent capability? Which banks show the most progress since the last rankings update?*
 3. **Hallmarks of a Leading Bank, which include:**
 - Increasing focus on Implement talent relative to Data Engineering talent, as underlying data architecture and supporting infrastructure become primed for accelerating AI deployments (at scale)
 - Close and continuing coordination between AI experts and business leaders, allowing technical and operational teams to stay in lockstep
 - Focused hiring initiatives that cater to the needs of the best AI talent
 - Clear focus on upskilling programs for users to fuel uptake, increasingly focused on the rollout of Gen AI productivity tools
 - Continuing education for leaders designed to regularly reassess the opportunities and challenges facing an AI-first bank

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Ultimately, *people* are at the heart of this transformation.
Here’s a closer look at where we are now...

The Talent pillar of the Evident AI Index weighs 45% of the overall Index ranking. It measures the number, density, and academic background of bank employees working across the AI & Data lifecycle, as well as the visible initiatives underway to hire, retain, and develop AI talent.

To that end, the Talent pillar is comprised of two distinct sub-pillars:

1. TALENT CAPABILITY

This includes analysis of the volume of all employees working across 240+ job titles in bringing AI into production, as well as the “density” of these employees compared to the bank’s total headcount.

As of March 2025, we estimate nearly 78,000 people are working in AI-related roles across the 50 banks tracked in the [Evident AI Index](#), representing 2.04% of overall headcount.

As summarised in the table below, we assess five distinct capability areas:

CAPABILITY AREA	DEFINITION	EXAMPLES OF MATCHING JOB PROFILES
AI Development	Staff focusing on the design and creation of AI models and algorithms. Primary responsibilities include developing and optimizing AI models that can analyze data, learn from patterns, and make predictions or decisions.	→ Quant → Data Scientist → Model Developer → ML Engineer
Data Engineering	Engineering talent bridging the gap between AI Development and Implementation—combining knowledge of AI algorithms and frameworks with expertise in software engineering principles and practices.	→ Data Engineer → Data Architect → Database Administrator → Database Governance
AI Software Implementation	Anyone involved in the processes and procedures required to take AI applications and tools from planning / development to production stage—and incorporate into existing business workflows. Roles can involve significant change management as part of an overall digital transformation strategy—and extend beyond “go live” to the full lifecycle of future enhancements and upgrades.	→ Software Engineer → Systems Engineer → DevOps → Software Architect
AI Model Risk	Supervision of risks arising from the potential adverse consequences of executing decisions based on incorrect or misused models.	→ Model Risk → Model Risk Audit → Quantitative Model → Risk Model Governance
AI Product Management	These roles combine product management expertise with a deep understanding of AI technologies and applications. They act as a bridge between technical teams and business stakeholders, translating AI capabilities into products that satisfy immediate customer needs while driving long-term value.	→ Product Manager

2. TALENT DEVELOPMENT

This includes analysis of visible initiatives banks are deploying to attract, retain, and develop leading AI talent, as well as upskill the rest of the organisation. It encompasses four areas of assessment: Gender Diversity, Culture, Hiring Initiatives, and Training & Career Development.

Our analysis of hiring initiatives includes ongoing tracking of active job listings for AI-related positions on a monthly basis, providing additional insight into how aggressively banks are seeking to add to their current Talent Capability.

Chapter 1: Why Talent Matters

At Evident, we have always believed that a strong talent stack is critical to delivering value from AI at scale. Accordingly, the Talent pillar has always been the highest weighted component of the *Evident AI Index* methodology – accounting for 45% of the total Index weighting in 2024.

Ultimately, AI transformation efforts require deploying the right configuration of people at the right time to accelerate change, optimize performance, and realize results. Along the way, banks need to balance between several core capability areas.

Banks need a strong pool of AI Development talent to build and train AI models and algorithms. They need Data Engineering talent to implement modern infrastructure (e.g. streaming data pipelines, modular architecture, self-service platforms, etc.) that can support the aims and ambitions of AI initiatives. And as efforts scale, banks need Product Managers that can leverage data analysis and user insights in order to streamline application development and optimize performance with each successive rollout of new tools.

More broadly, the AI & data talent stack reflects a long-term investment into their AI efforts. After all, hiring AI talent takes time, so the greater the talent pool the more likely a bank started on their AI journey early, and the more advanced they should now be.

As banks progress along their AI journeys, we've been able to track how investments into AI talent (i.e. an "input") translate directly into outcomes (i.e. disclosures around use cases in production and ROI) for the first time.

Three key findings:

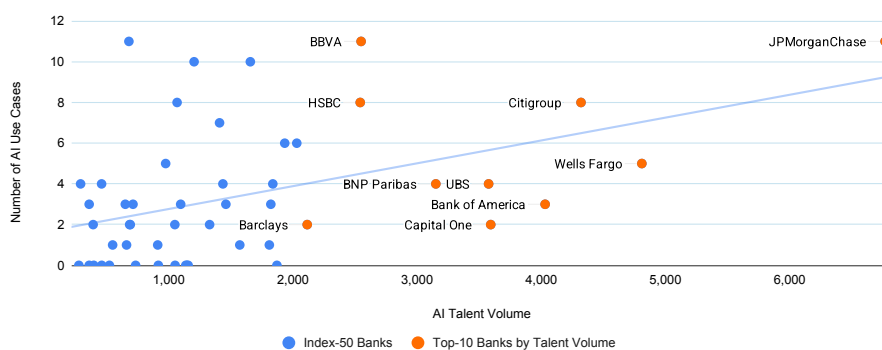
1: Banks with more AI talent have disclosed more AI use cases

When we compare the number of AI use cases publicly disclosed by the 50 major banks in the past year (see Evident's recently launched [Use Case Tracker](#)) to the volume of AI talent at the banks, we find a strong positive correlation.

Banks with the largest volume - and growth rate - of AI talent have announced the highest number of AI use cases. On average, the top-10 banks by talent volume disclosed 2x more publicly documented use cases than the rest of the banks we track.

MORE TALENT = BETTER OUTCOMES

March 2025, n=170
publicly documented
use cases



2: Banks with more AI talent disclose a more diverse pool of use cases

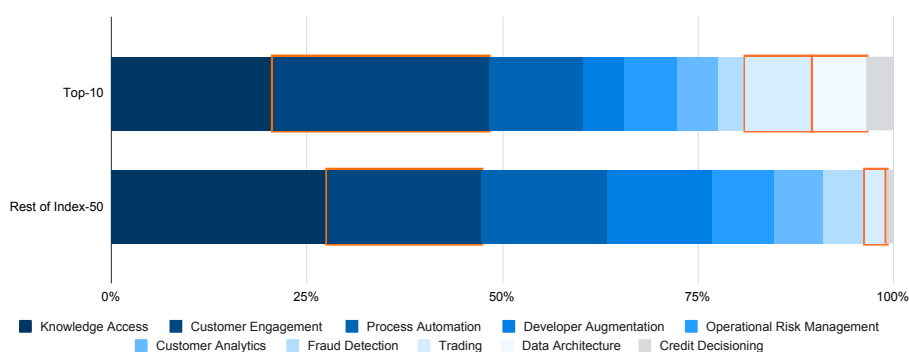
Furthermore, while the majority of the use cases banks disclose are still internally-facing and low-risk - such as **Knowledge Access** use cases that enable employees to summarize internal documents - the top-10 banks by talent volume appear to be focusing on a more diverse range of areas. For example, leading banks:

Chapter 1: Why Talent Matters

- Disclose more use cases in **Customer Engagement** - including personalized recommendation engines and genAI-enabled digital agents
- Are 3x more likely to announce use cases in **Trading** - such as those that supercharge thematic investment with machine learning methods across equities, fixed income, and commodity portfolios
- Are more likely to have announced enabling AI use cases that improve **Data Architecture** - such as those that automate the processing of unstructured data used in compliance screening, document processing, and data checking

TALENT LEADERS: COMPARATIVE FOCUS
AREAS OF AI USE CASES

April 2025, n=170
publicly documented
use cases



While public disclosures still only reveal a fraction of what's actually happening inside the banks, these leading banks appear to not only have more AI use cases in production, but also a more diverse pool of use cases in production vs the banks with a less mature AI talent stack.

3: Banks with more AI talent are more likely to disclose ROI from their use cases

The top-10 banks for talent were also 1.5x more likely to disclose an "outcome" from these use cases - whether it be a financial impact (such as cost reduction or revenue uplift) or non-financial metrics such as customer satisfaction improvements, time savings or risk reduction.

Calculating ROI is a top priority for all AI teams within banks right now, who are being tasked to justify their AI investments. But it isn't easy. Banks need to make decisions around:

- **Attributions & Measurement:** Assigning financial outcomes directly to AI initiatives is complex, due to the overlapping and multifaceted nature of banking operations. Delineating AI spending from border Tech spending across both capital investments and employee compensation is not a straight-line proposition.
- **Outcome Metrics:** AI projects often yield a variety of outcomes. This diversity makes it challenging to apply a "one-size-fits-all" ROI metric. As many AI initiatives impact multiple aspects of a bank's continuing operations, there is a growing need for measurement frameworks that span both qualitative (customer satisfaction, risk reduction) and quantitative (adoption and uptake, efficiency gains) impact.
- **Data Quality:** AI solutions are often enmeshed with legacy systems that are in the process of being overhauled or upgraded. Consequently, poor data quality or inadequate data governance can significantly undermine calculation of AI performance today (testing and evaluation) versus tomorrow (ideal state for deployment).

Some banks are still early in this journey. The fact that the leading banks are choosing to disclose the outcomes from their AI use cases implies not just that they have more use cases in production that are delivering value, but also that they have the metrics in place to be able to track ROI in the first place. We'll be exploring this more in our upcoming Outcomes Report.

↓
'AI is having a transformative effect on employee efficiency and operational excellence. Our use of AI at scale and around the world enables us to further enhance our capabilities, improve employee productivity and client service, and drive business growth.'



Aditya Bhasin
Chief Technology
& Information Officer
Bank of America

To find out more about membership, get in touch.

Evident members have exclusive access to our latest research, spanning: *Talent, Innovation, Leadership, and Responsible AI* activity across the banking sector, as well as the underlying data that fuels our reports.

The full version of the [Talent Report](#) includes:

CHAPTER 2: THE LEADERS & BANKS TO WATCH

- AI Talent Volume, by Capability Area (September 2023 - March 2025)
- Top-10 Banks, by AI Talent Volume (March 2025)
- Case Study: BBVA Analytics Transformation Unit
- AI Talent Volume vs. 6-Month Change (September 2024 - March 2025)
- Profiles of Banks to Watch, including: CommBank, BNY, TD Bank, Lloyds Banking Group

CHAPTER 3: HALLMARKS OF A LEADING BANK

- **#1** Leading banks have a higher ratio of AI Software Implementation specialists to Data Engineers
- Composition of AI Talent Stack, by Capability Area (March 2025)
- Ratio of AI Software Implementation : Data Engineering Talent, by Bank (March 2025)
- **#2** Centralized AI research teams are more important than ever, as their foundational works moves from the lab to the front office
- Top-5 Banks, by Volume of AI Research Staff (March 2025)
- **#3** Leading banks are investing in a range of specific hiring initiatives to attract the best AI Development talent
- Examples of bank activities specific to: Academic Conferences, Tech Hubs, Industry Events, and Hackathons
- **#4** Leading banks are expanding employee training programs designed to drive uptake and usage of new Gen AI productivity tools
- Assessment of AI Training Programs for Bank Employees (March 2025)
- **#5** Leading banks are doubling down on continuing education programs for Executive- and Board-level executives focused on the implications of AI on long-term strategy

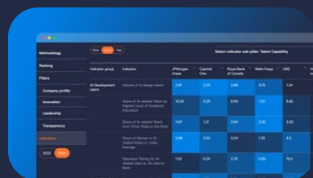
USE CASE TRACKER

In addition, Evident members have additional access to our [Use Case Tracker](#) (launched in February). This comprehensive database inventories and analyzes all the AI use cases disclosed by 50+ of the world's largest banks. Every month, the team scours media feeds, press releases, and investor relations materials to identify the latest AI use case announcements – and summarize what they do, for which lines of business, and how they are delivering ROI.

MEMBER HUB FEATURES



USE CASE TRACKER
200+ AI use cases
50+ major banks
Updated monthly



INDEX DASHBOARD
AI capability benchmarking
Methodology & raw data
90+ indicators



RESEARCH REPORTS
AI adoption trends
Sector best practices
Data trackers



EVENTS & ROUNDTABLES
Evident AI Symposium
Member roundtables
Community case studies

Evident provides the most in-depth analysis and tracking of how banks are adopting AI, and publishes the annual Evident AI Index (Expanding to Insurance in June) that benchmarks the Talent, Innovation, Leadership and Responsible AI capabilities of 50 major banks.

Between Index updates, Evident members have access to in-depth analysis of each of the four Index pillars—fuelled by live data trackers and in-depth interviews with senior leaders across the sector—as well as high-profile industry events.

Evident membership includes:

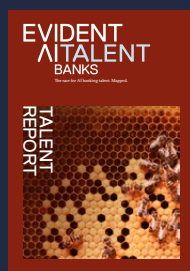
INSIGHTS

Keep up to date with the latest sector-wide AI activity with access to our latest long and short-form research:

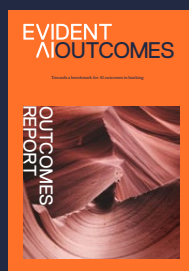
Member Hub: Evident members can access our latest insights each month, spanning 10 sub-pillars of the Evident AI Index, including Talent Development, Talent Capability, Research, Patents, Ventures, and more...

Insights Reports: flagship quarterly reports dive deeper into the latest sector-wide trends, depicting the current state of play of 50 global banks across each pillar of the Index.

Coverage includes: Talent, Innovation, Leadership, Responsible AI, and Outcomes.



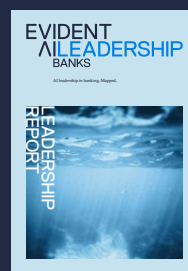
Available Now



Next Update: Q2 2025



Next Update: Q3 2025

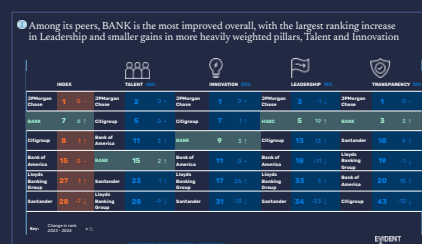


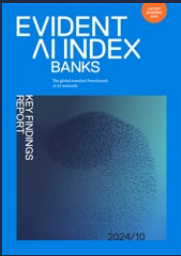
Next Update: Q4 2025

BENCHMARKING DATA





Evident members receive access to additional assets that allow them to identify opportunities, accelerate initiatives, review progress, and prepare for the next Index update. These assets include the Index Dashboard and Index Diagnostic Report. The Dashboard affords access to raw data and scores for all 50 banks across all 90 indicators underpinning the Evident AI Index. The Diagnostic Report provides a bespoke analysis of the bank's Index performance versus select peers, clearly identifying strengths and opportunities specific to individual banks.

If you are interested in learning more about your bank's performance profile, please [Contact Us](#) to learn more about Membership product offering and pricing options.





The Evident AI Index assesses the various approaches banks are taking towards AI readiness. The October 2024 Index covers 50 of the largest banks in North America, Europe, and Asia. Each bank is assessed on 100+ individual indicators drawn from millions of publicly available data points specific to four pillars: Talent, Innovation, Leadership, and Transparency.

COMPANY	RANK +/- YoY change	 TALENT Capability & development		 INNOVATION Research, patents, ventures, ecosystem		 LEADERSHIP in public comms and strategy		 TRANSPARENCY of responsible AI activities	
JPMorganChase	1		2		1		3	↓1	1
Capital One	2		1		3	↓1	14	↓6	14
Royal Bank of Canada	3		6	↑1	2	↑1	8	↓3	10
Wells Fargo	4		4		5		36	↓4	8
CommBank	5	↑1	7	↑9	12	↑8	2	↑1	5
UBS	6	↓1	3		18	↑1	15	↑2	15
HSBC	7		15	↑2	9	↑3	5	↑19	3
Citigroup	8	↑1	5		7	↑1	13	↑13	43
TD Bank	9	↑2	10	↑5	8	↓2	20	↑11	16
Morgan Stanley	10	↑7	18	↑2	4	↑3	17	↓3	42
Goldman Sachs	11	↓4	13	↓5	6	↓2	27	↓12	37
BNP Paribas	12		12	↑6	14	↓1	6	↓2	21
BBVA	13	↑13	8	↑22	20	↑1	7	↑6	26
BNY	14		20	↑3	13	↑2	10	↑2	11
Bank of America	15		11	↑3	11		18	-11	20
DBS	16	↓6	21	↑1	50	↓16	1		7
ING	17	↓9	9	↓3	19	↓9	9	↑10	24
NatWest	18	↑1	16	↓5	23	↑2	16	↑14	9
Standard Chartered	19		31	↓4	15	↑7	11	↑22	2
Scotiabank	20	↓2	22	↓1	36	↓8	22	↑1	4
Société Générale	21	↓1	17	↓8	30	↑2	23	↓7	29
CIBC	22	↑19	29	↑11	28	↑1	24	↑22	6
Intesa Sanpaolo	23	↑2	46	↑1	24	↓8	4	↑5	12
Bank of Montreal	24	↓8	27	↓2	10	↓1	39	↓17	17
Barclays	25	↓3	19	↓7	21	↓7	45	↓18	28
Deutsche Bank	26	↑3	25	↑7	16	↑24	31	↓21	33
Lloyds Banking Group	27	↑1	28	↓9	17	↑26	33	↑5	19
Santander	28	↓7	23	↑1	31	↓13	34	↓23	18
ABN AMRO	29	↓5	14	↓1	35	↓9	35	↑6	46
Rabobank	30	↑1	24	↓14	41	↑5	29	↑14	30
State Street	31	↑8	38	↓2	26	↑15	21	↑7	27
Crédit Agricole	32	↓5	34	↓3	25	↓8	28	↑6	40
ANZ	33	↑5	36	↑7	40	↑2	12	↑6	25
NAB	34	↑1	32	↑10	46	↑2	32	↓7	13
PNC Financial	35	↑1	26	↑8	38		44	↓7	35
US Bank	36	↓2	30	↓2	32	↑4	37	↑2	32
Westpac	37	↓4	37		39	↓15	19	↑17	22
KBC	38	↓1	45	↓7	22	↑11	26	↓6	39
Citizens Financial	39	↑10	33	↑8	47	↑3	30	↑14	47
Groupe BPCE	40	↑6	43	↑3	37	↓2	43	↑5	41
CaixaBank	41	↓1	40	↑8	45	↑2	38	↓32	38
Danske Bank	42	↑2	35	↑4	49	↓5	48	↓8	34
Truist Bank	43	↓13	44	↓15	34	↓7	46	↓17	45
Crédit Mutuel	44	↑1	50	↓1	27	↑3	25	↓4	31
Commerzbank	45	↓3	48	↓4	42	↓3	41	↑4	23
UniCredit	46	↓3	47	↓2	29	↓6	50	↓8	36
Raiffeisen Bank Intl	47	↓15	41	↓15	43	↓12	42	↓7	49
Nordea	48		39	↓4	48	↑1	47	↑2	44
Charles Schwab	49	↓2	42	↓9	44	↑1	40	↑7	48
First Citizens	50		49	↑1	33	↑4	49	↑1	50