



THE RESERVE IS FULL. ACCESS IS THE CONSTRAINT.

The Kenya Talent Balance Sheet 2026

Kenya's finance sector holds almost 214,000 professionals. Very few of them are applying.

Banking & Finance

Edition 1

As at September 2026

1:1,138

open posts to finance
professionals

213,970

finance professionals
in Kenya



Kenya's finance sector holds almost 214,000 professionals. Very few of them are applying.

Banks track capital to the shilling, but most don't track talent the same way. This statement sets out the sector's talent the way a bank reports its balance sheet: what it holds, what's moving in and out, and where demand sits.

The notes explain each line

TALENT ASSETS · TWO-THIRDS IN BANKING & FINANCIAL SERVICES



213,970

finance professionals in Kenya across banking, financial services, insurance and investment

MARKET DEMAND

188

open LinkedIn job posts for this entire talent pool

1:1,138

one open post per 1,138 professionals: most talent isn't looking

For every open post, there are **1,138** professionals.

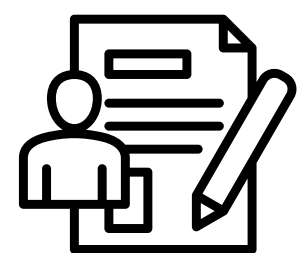
The strongest candidates won't see an advert. Reaching them takes a search, not a post.



213,970
Finance professionals



188
Open LinkedIn posts



1:1,138
Posts to professionals

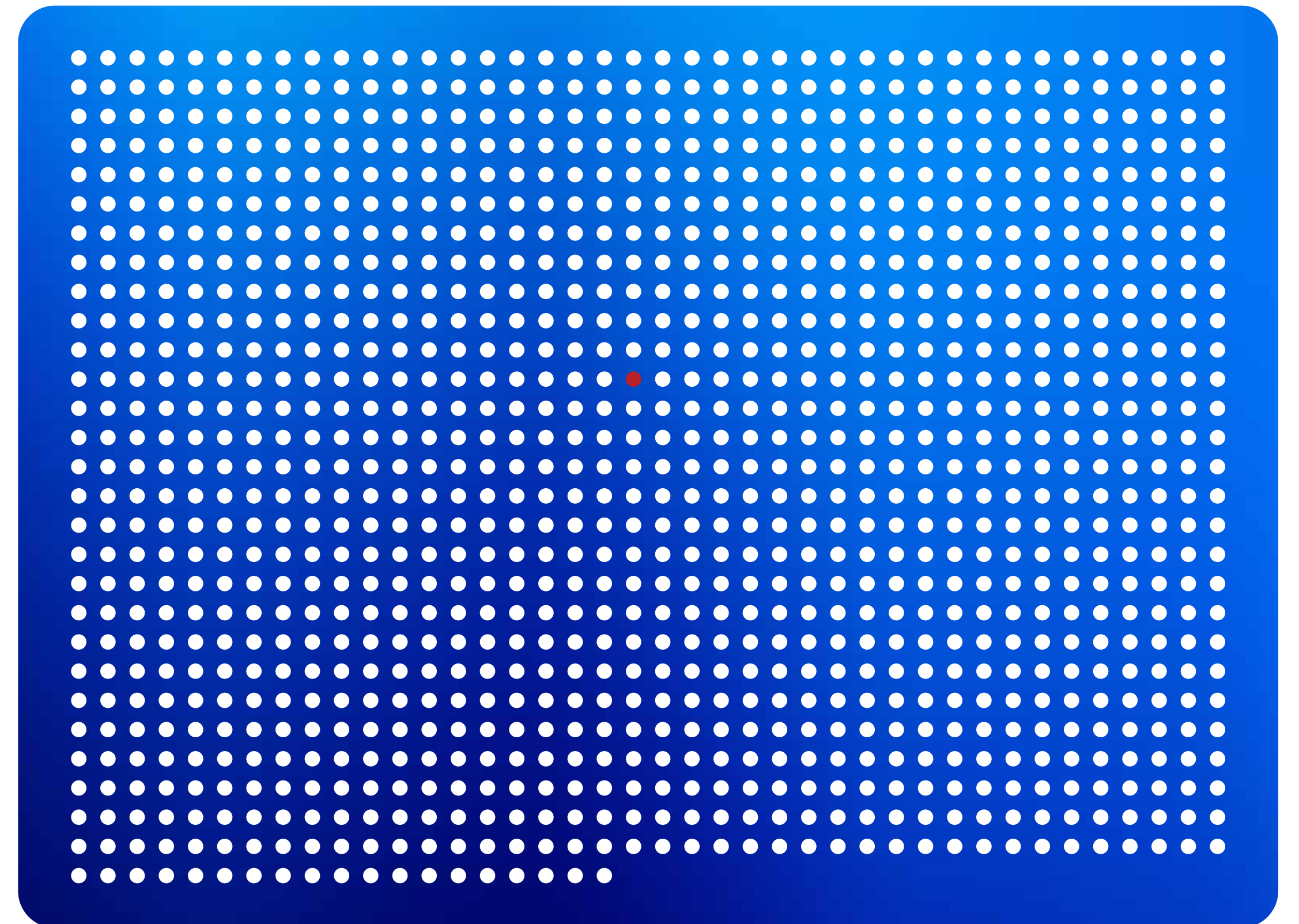


27
Open banking posts



**Most of the talent
is employed, not
job-hunting.**

- 1 open job post
- 1,138 professionals, one per dot



Statement of Talent Position

Kenya · banking & finance talent pool · September 2026.
Each line is explained in the notes that follow.

TOTAL TALENT POOL

213,970

finance professionals in Kenya

SHARE OF THE POOL



● Banking	36%
● Financial services	30%
● Insurance	15%
● Investment & capital markets	7%
● Development finance, PE, credit & other	12%

Talent assets: professionals by industry

	NOTE	2026
Banking	1	77,395
Financial services	1	63,639
Insurance (including insurance carriers)		32,450
Investment management & capital markets		14,590
Development finance, private equity, credit, savings & other		25,896

Total talent pool

213,970

Quality of assets

Highest qualification: master's degree or MBA	7	32%
Highest qualification: bachelor's degree	7	65%
Recent graduates from the top 10 universities	7	9,089

Talent movement: tracked moves, last 12 months

Banking: people hired from tech for each one lost to tech (205 in, 76 out)	2	2.7×
Kenya: people lost to the Gulf for each one gained (139 out, 74 in)	3	1.9×

Market demand

Open job posts on LinkedIn	1	188
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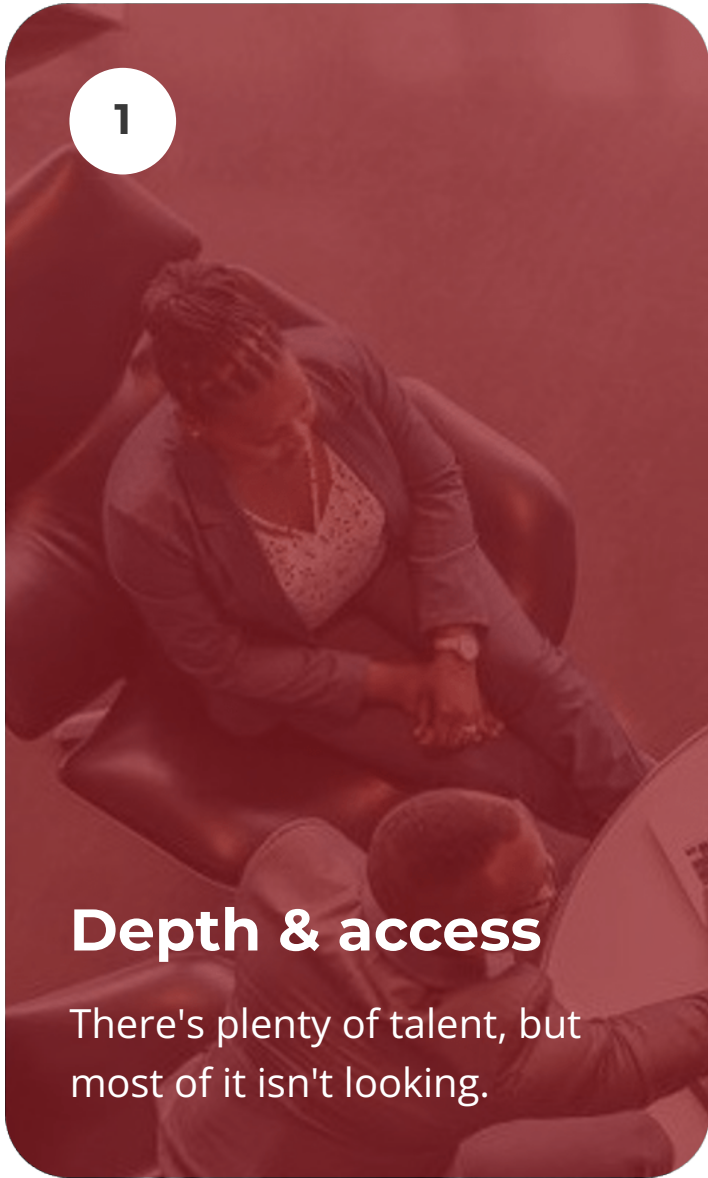
Professionals per open post

1 1,138

What's driving the numbers?

Each note explains one line on the statement and ends with what it means for a bank's hiring plans for 2027.

1



Depth & access

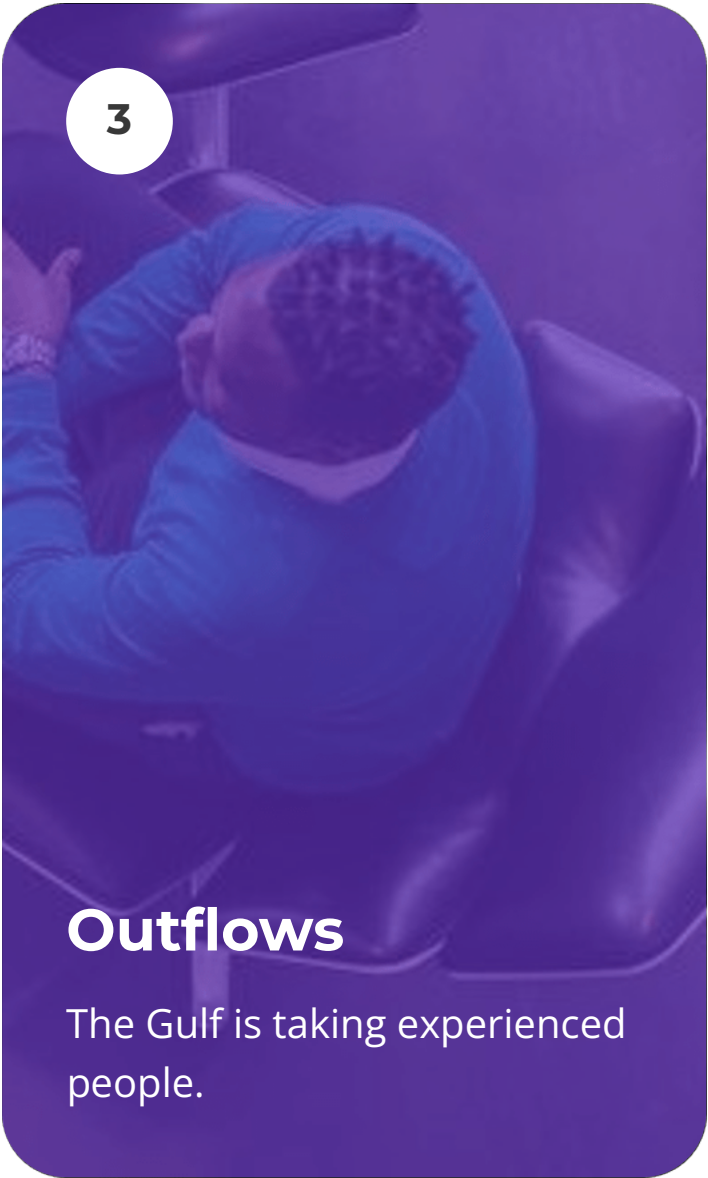
There's plenty of talent, but most of it isn't looking.

2

Inflows

Banks are hiring from tech, and winning.

3



Outflows

The Gulf is taking experienced people.

4

Skills mix

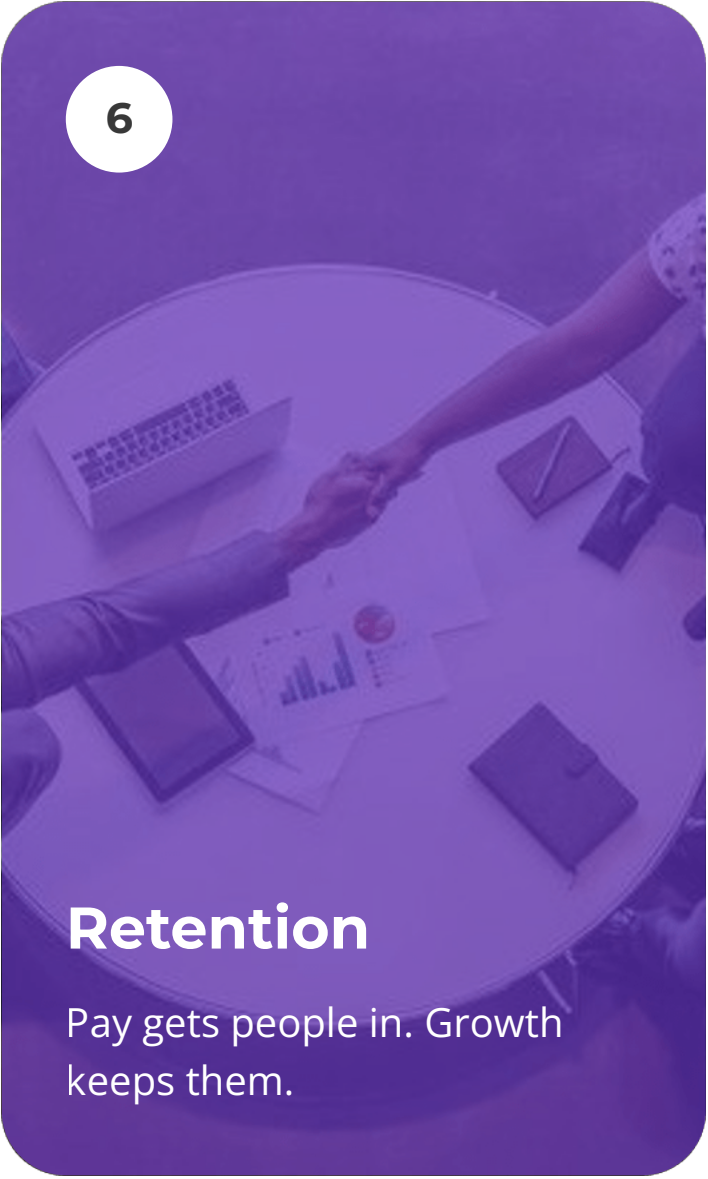
Controls, credit and digital skills are growing fastest.

5

Front line

The front line is the biggest group.

6



Retention

Pay gets people in. Growth keeps them.

7

Pipeline

The graduate pipeline goes beyond the usual campuses.

Balancing the sheet

Four steps for 2027.

Note 1 · Depth & access

There's plenty of talent, but most of it isn't looking.

There are 77,395 banking professionals in Kenya and just 27 open banking posts on LinkedIn. Most of the sector's talent is employed, not job-hunting.

INDUSTRY	PROFESSIONALS	OPEN POSTS	DEMAND
Banking	77,395	27	Low
Financial services	63,639	88	Moderate
Insurance	18,885	3	Low
Investment management	7,458	4	Moderate
VC & private equity	2,975	2	Very high

Single LinkedIn industry categories. The statement combines categories, so its Insurance and Investment lines are larger.

FOR YOUR 2027 PLAN

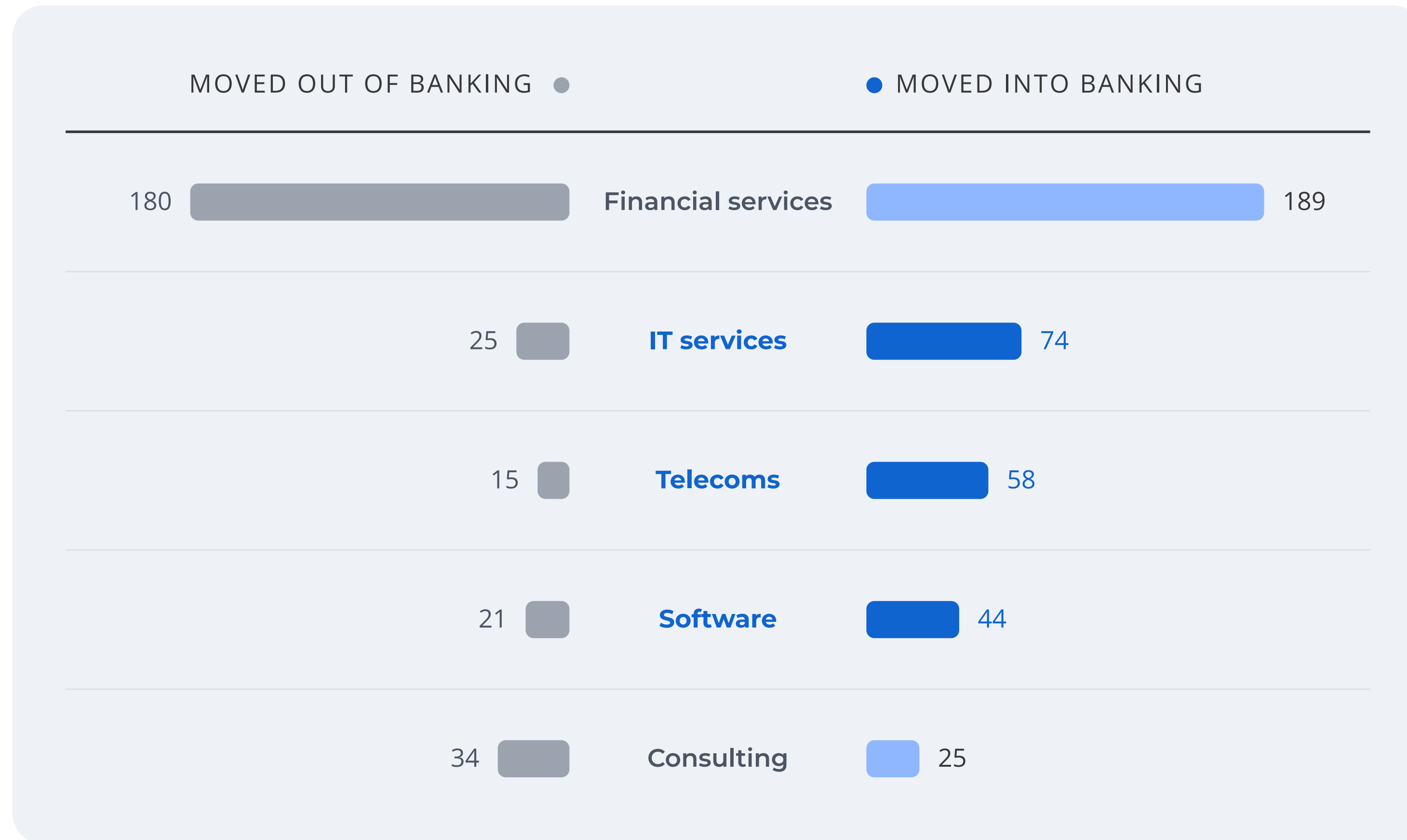
Posting a job only reaches the few people who are job-hunting. To reach the strongest candidates, you have to search for them and approach them directly.



NOTE 2 · INFLOWS

Banks are hiring from tech, and winning.

Over the past year, banking gained more people from telecoms, IT and software than it lost to them. Moves to and from other financial services almost cancel out.



Hired from tech for each one lost

2.7x

205 people in, 76 out, over 12 months

FOR YOUR 2027 PLAN

For digital roles, banks now compete with telcos and software firms. Job briefs and pay offers need to appeal to tech candidates, not just bankers.

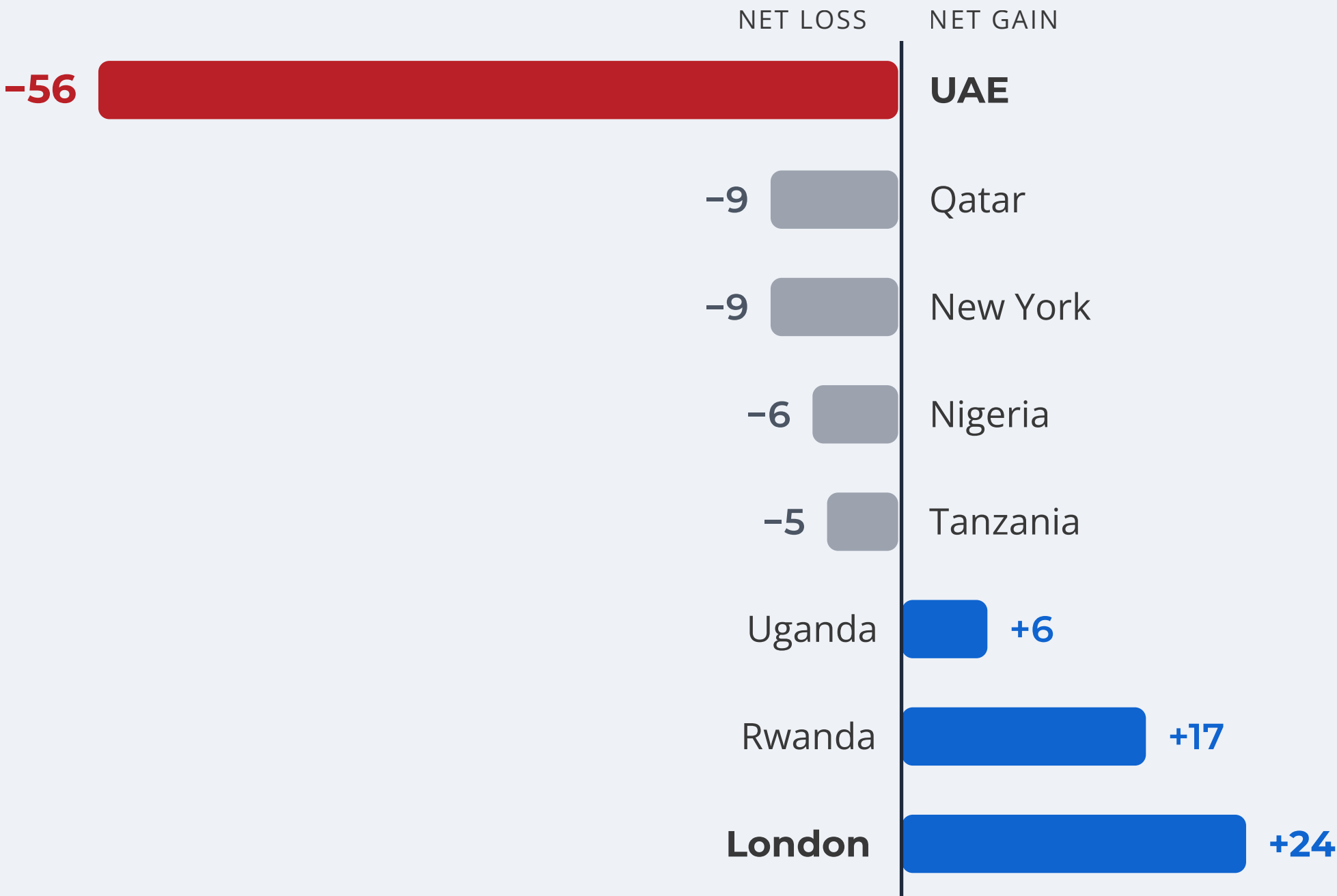


NOTE 3 · OUTFLOWS

The Gulf is taking experienced people.

Kenya lost 109 finance professionals to the UAE and gained 53 back, about two out for every one in. London, Rwanda and Uganda send more people to Kenya than they take.

Net moves of finance professionals to and from Kenya



Tracked LinkedIn member moves over the last 12 months. They show direction, not total volumes.

Lost to the Gulf for each one gained

1.9x

139 out, 74 in · Gulf = UAE and Qatar

FOR YOUR 2027 PLAN

Retention and succession plans should expect Gulf job offers to be tempting your mid-career staff. Returning diaspora talent is also a hiring source worth tapping.



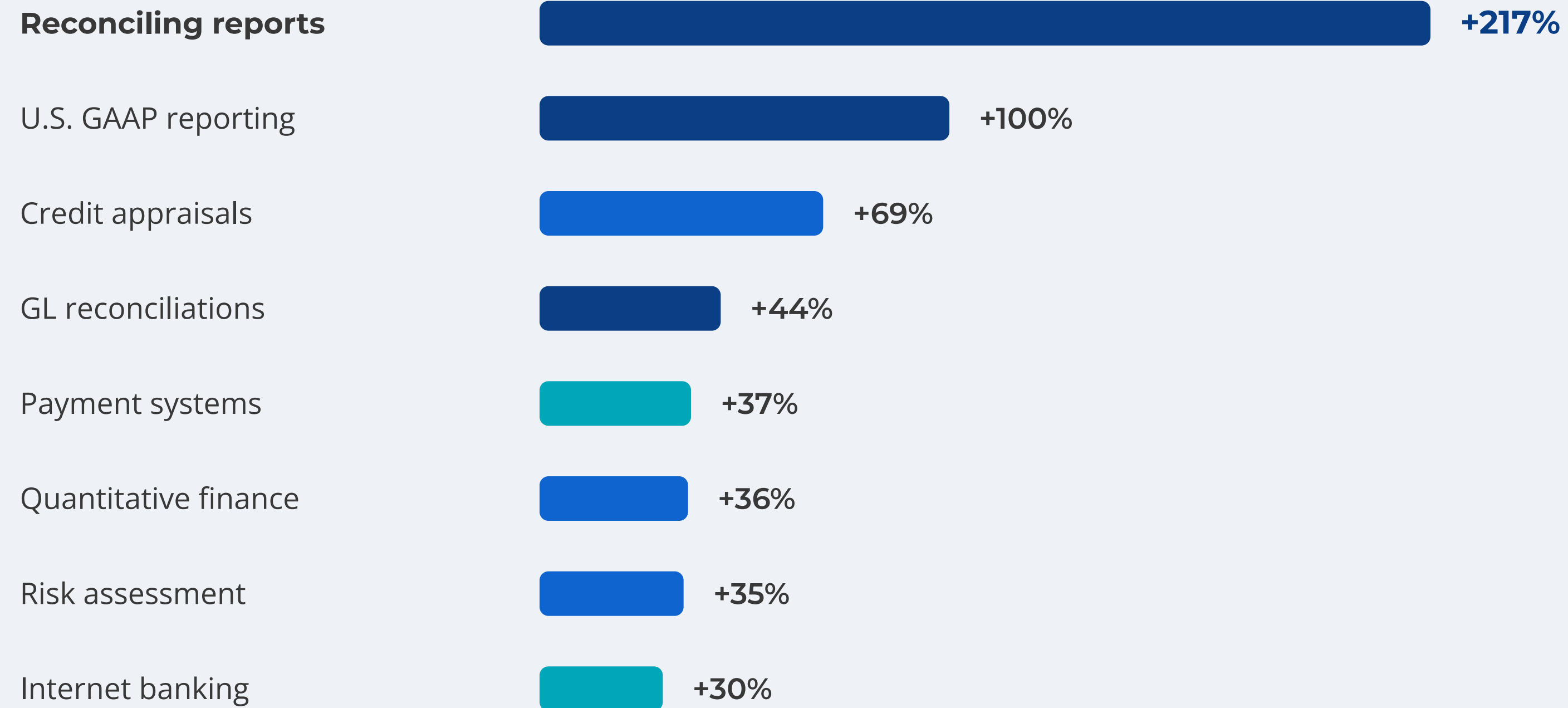
NOTE 4 · SKILLS MIX

Controls, credit and digital skills are growing fastest.

The fastest-growing skills are reconciliations, reporting standards and credit appraisal. These fit a sector under closer compliance and credit scrutiny. Payment systems and internet banking skills are close behind.

SKILL GROWTH, YEAR ON YEAR

● Controls & reporting ● Credit & risk ● Digital



FOR YOUR 2027 PLAN

Specialist roles now call for specific skills, not general finance experience. Assess candidates on the skills the job actually needs, not just their job titles.



NOTE 5 • FRONT LINE

The front line is the biggest group.

Customer-facing sales and service jobs top the list of titles: 22,120 people across five titles.

LARGEST JOB TITLES

Financial advisor		6,929
Salesperson		6,186
Relationship officer		3,505
Branch manager		3,134
Customer service		2,366

Source: LinkedIn Talent Insights, Sept 2026. Professionals by current job title.

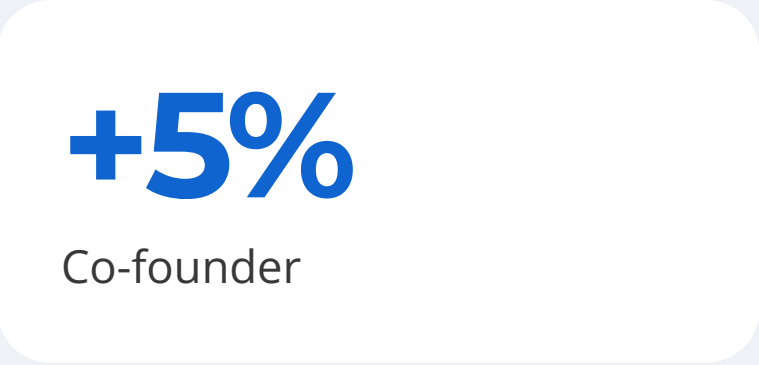
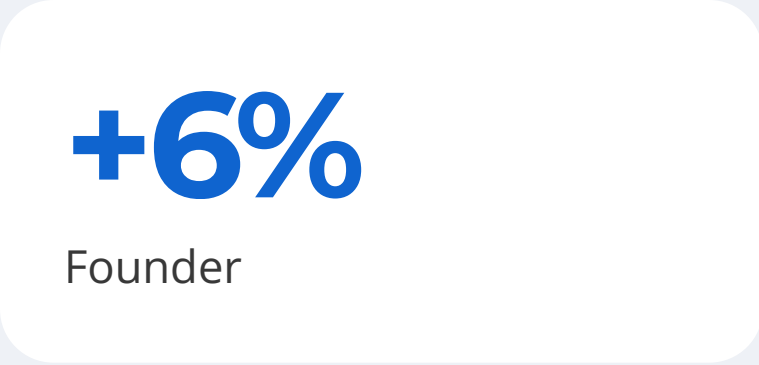


For your 2027 plan

These high-volume roles need a ready bench of assessed candidates, so you don't have to start a new search every time someone resigns.



Some talent is leaving to start businesses



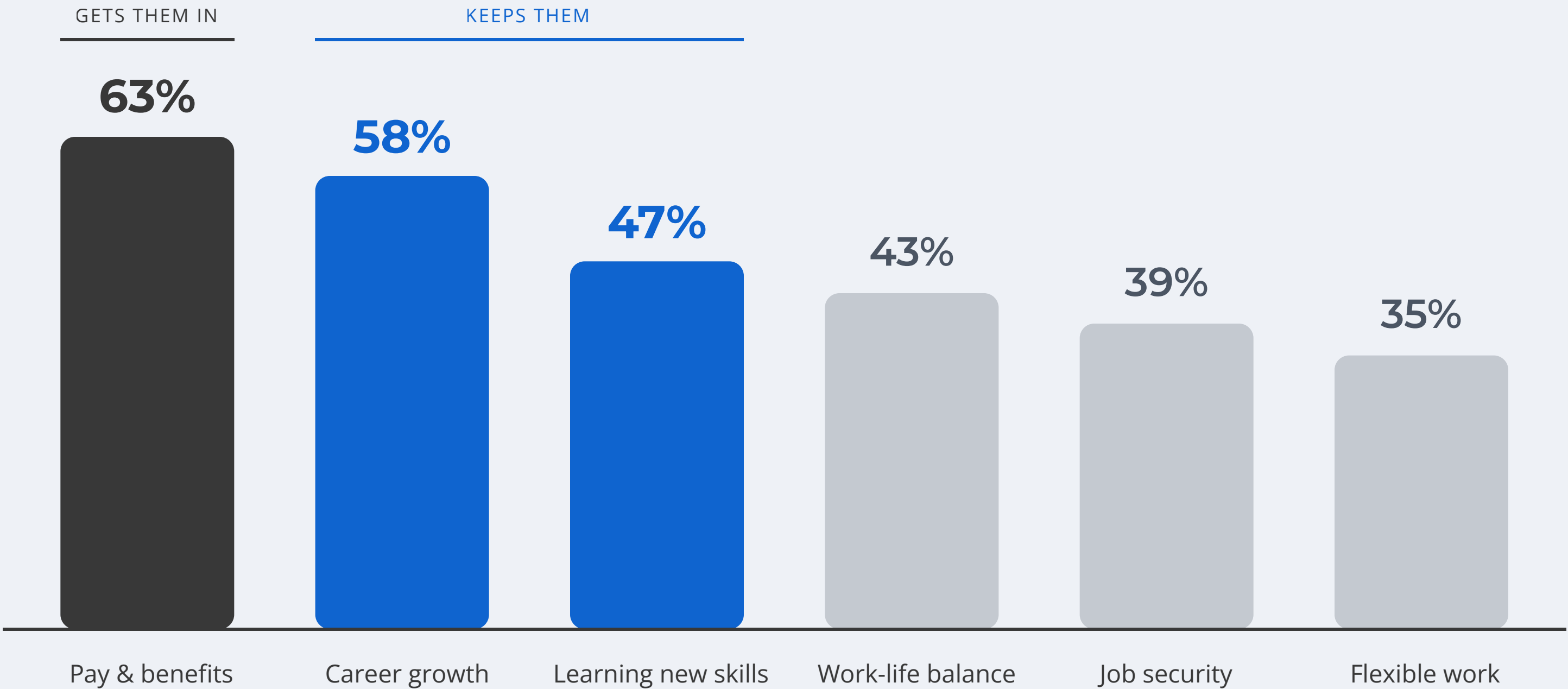
"Founder" and "co-founder" are among the fastest-growing titles in the pool.

NOTE 6 · RETENTION

Pay gets people in. Growth keeps them.

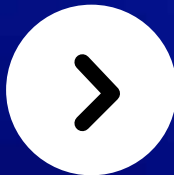
Pay is the top reason finance professionals choose an employer, but career growth and learning new skills come close behind.

Why finance professionals choose an employer



FOR YOUR 2027 PLAN

Clear promotion paths are a way to keep people that banks control directly. Show candidates these paths when you hire, not just once they've joined.



Share citing each reason for choosing an employer. Source: LinkedIn Employer Value Propositions Survey (195 respondents, Sep 2025 to Aug 2026).

NOTE 7 · PIPELINE

The graduate pipeline goes beyond the usual campuses.

Strathmore, KCA and MKU have a much higher share of recent graduates in the pool than their size suggests.

9,089

recent graduates from the top 10 universities

675

IT graduates among the recent graduates

FOR YOUR 2027 PLAN

To start graduates in January, recruit from more campuses and assess candidates before Q4 budgets close.

Recent graduates by university

UNIVERSITY	RECENT GRADS	SHARE OF ITS PROFESSIONALS	
University of Nairobi	1,929		12%
JKUAT	1,477		16%
Kenyatta University	1,246		12%
KCA University	1,089		34%
Strathmore University	1,031		23%
Mount Kenya University	845		30%

Share = recent graduates as a % of the university's total professionals in the pool.

Balancing the sheet: four steps for 2027

Liquidity

01

Keep front-line roles filled

Keep a ready bench of assessed sales, relationship and branch candidates, so a resignation doesn't mean starting from zero.

Capital adequacy

02

Go out and find specialists

With 1,138 professionals for every open post, the best credit, controls and payments people won't apply. You have to search for them and approach them.

Governance

03

Build in gender balance from the start

Make every shortlist gender-balanced from the start of the search, instead of fixing it just before the offer.

Provisioning

04

Plan for January now

Choose and assess graduate candidates while the 2027 budget is still being approved.

14 Work with us

BUILD YOUR TALENT RESERVES

with BrighterMonday Kenya

Concierge head-hunting that searches Kenya's job-seeker database directly. We deliver assessed, job-ready, gender-balanced shortlists in time for January starts.



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Assessed, job-ready, gender-balanced shortlists.



Method & sources

Data

Data from LinkedIn Talent Insights (Talent Pool Report, Kenya, five finance industries), accessed 23 September 2026, covering 213,970 professionals. Industry lines on the statement combine LinkedIn categories: Insurance includes Insurance Carriers. "Other" is the rest of the pool.

Demand and movement

Job posts are LinkedIn listings at the time the data was accessed. They measure visible demand on LinkedIn, not total hiring in the sector. Movement figures are tracked moves between LinkedIn members over the last 12 months. They show direction, not total volumes.



Gulf

UAE and Qatar

Tech

IT services, telecoms, software, and technology, information & media

Definitions

Qualification shares refer to highest degree reached. Recent - graduate share = recent graduates as a % of the university's total professionals in the pool. Employer-choice figures come from the LinkedIn Employer Value Propositions Survey (195 respondents, Sep 2025 to Aug 2026).

Next edition

The next edition will add BrighterMonday Kenya platform data on applications, seasonal hiring and gender balance.



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