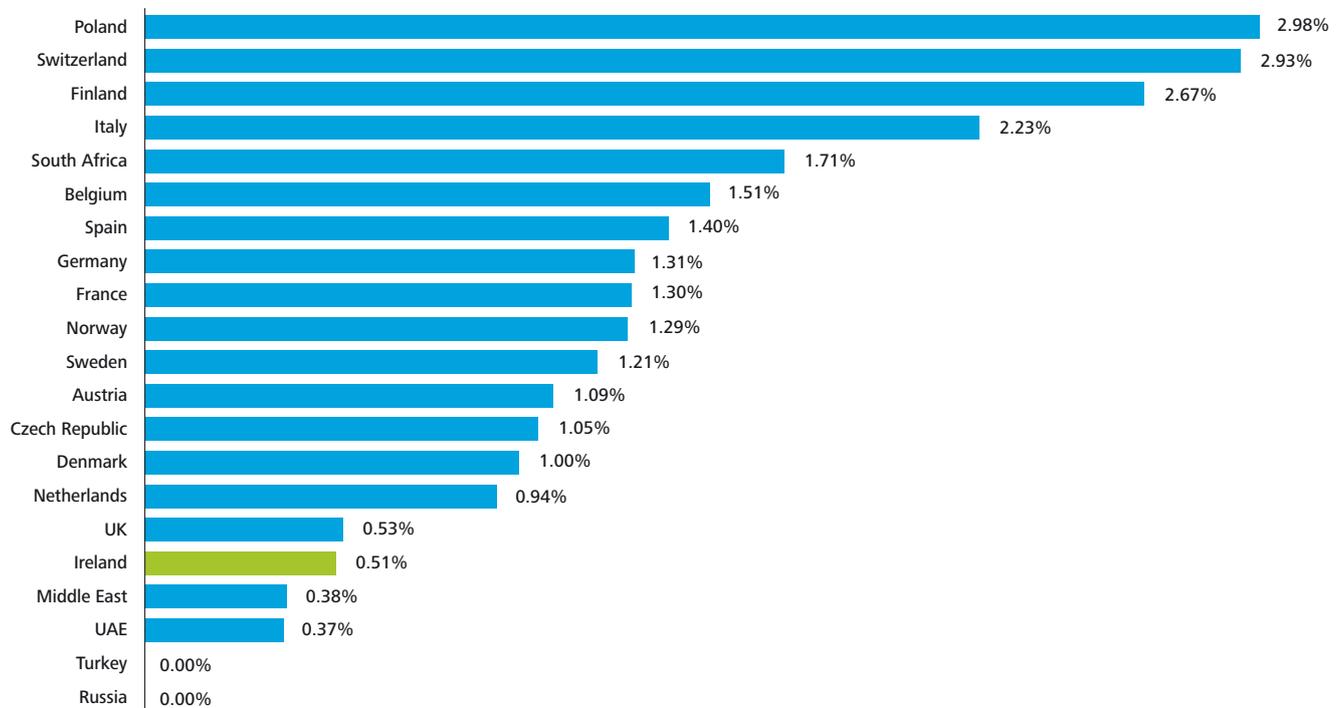


The Deloitte Talent in Insurance Survey 2015

Ireland in Focus

Despite the vast array of opportunities for graduates in the insurance sector, including actuarial, software development, digital, operations, and marketing roles among many others, the popularity of insurance in Ireland remains the fifth lowest of the 21 EMEA markets surveyed. Technology giants like Apple, Google and Facebook continue to dominate the employer 'wish list' for Irish graduates.

Figure 1. Popularity of insurance as a career choice among business students, EMEA, 2015



Source: Universum Talent Survey 2015; Deloitte analysis
See Appendix for survey questions

Google leads the charge

In Ireland Google is the most popular employer among business students for the second year running, by a significant margin. It is also top in nine of the 20 EMEA countries for which Deloitte has data (see Figure 3)ⁱ. For Irish insurance-inclined students, Paddy Power appears to be gaining ground (see Figure 4).

Insurance popularity drops

Software and computer services, fast moving consumer goods (FMCG) and banks remain the top three most popular sectors for Irish business students this year, with insurance slipping down a place from 18th to 19th out of 22 industries (see Figure 2).

'Security and stability' dominate career goals

The top career goal among Irish insurance-inclined students is 'to be secure or stable in my job', with 66 per cent choosing it as one of their top three career goals (see Figure 6). This is closely followed by 'work/life balance', with 63 per cent.

Not motivated by money

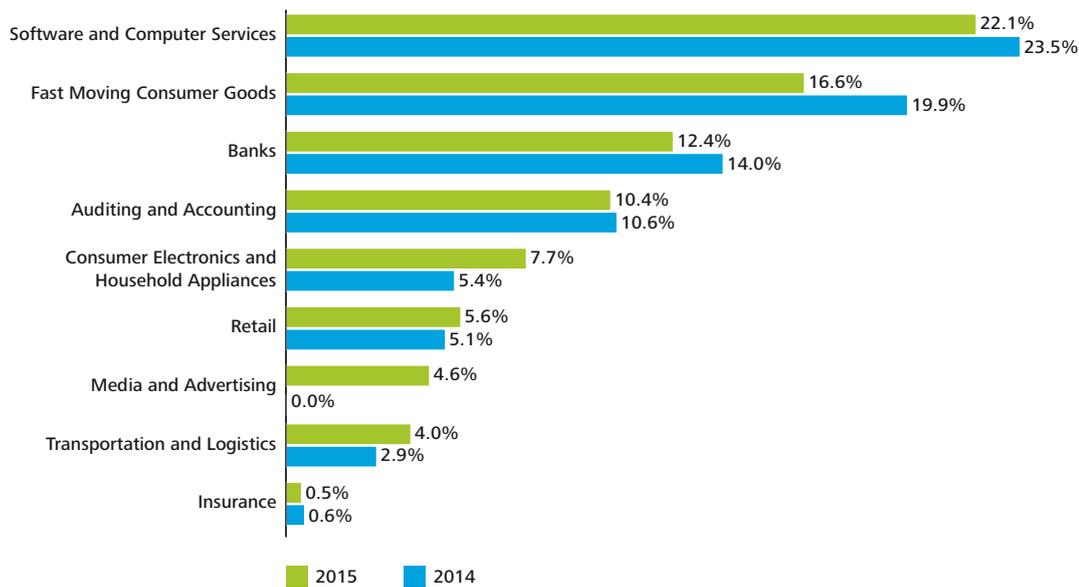
Irish insurance-inclined students say that they are more concerned with 'secure employment' and development opportunities than with pay (see Figure 7). In a change from the 2014 results, Irish insurance-inclined students have lower starting salary expectations than Irish business students in general (see Figure 5).

Where are the women?

Among the business students in the Irish survey, 55.1 per cent were women, but they make up just 39.4 per cent of the students showing an interest in insurance (see Figure 10 and Figure 11). Only in Switzerland, among the EMEA markets surveyed, was the proportion of women interested in insurance lower.

High-tech and FMCG still top career choices for Irish students

Figure 2. Industry popularity among Irish business students, 2014-2015



Source: Universum Talent Survey 2015; Deloitte analysis
See Appendix for survey questions

The most popular sectors for Irish business students remain software and computer services and FMCG, with banks continuing to lag behind in third place.

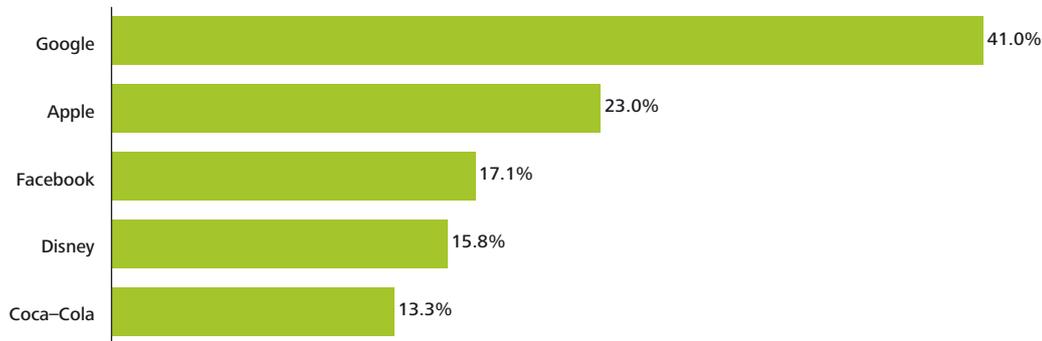
Although Ireland is the seventh largest provider of wholesale financial services in the EU, and with more than 500 international financial institutions, most young Irish business graduates still appear to be more excited about working at Google, Apple and Facebook than for any of these institutions (see Figure 3).

Along with the fact that these technology giants have set up their European headquarters in Ireland, part of the challenge facing insurance companies is that young graduates know these brands intimately as customers. Indeed, it is probable that this is the very same reason why the FMCG sector continues to perform strongly in most EMEA countries. With an average survey respondent age of 21, students are likely to have relatively low or no insurance industry interactions.

With the likes of Qualtrics, another innovative digital US technology firm, recently launching their European headquarters in Dublin, the challenge for insurance companies is only getting tougher. Add to this the onset of rapid change within the financial services sector, from the entrance of new, non-traditional players including Google; evolving distribution channels; and the wider impacts of digital, data & analytics.

Clearly articulating the breadth and depth of opportunity within the insurance sector should go a significant way to raising its profile and appeal to Irish business students. Revisiting recruitment strategies to account for the dynamic and exciting opportunities presented by the wider disruption within the industry and to appeal to graduates beyond the traditional business and insurance courses will become increasingly important in the coming years as organisations seek to drive forward their business models.²

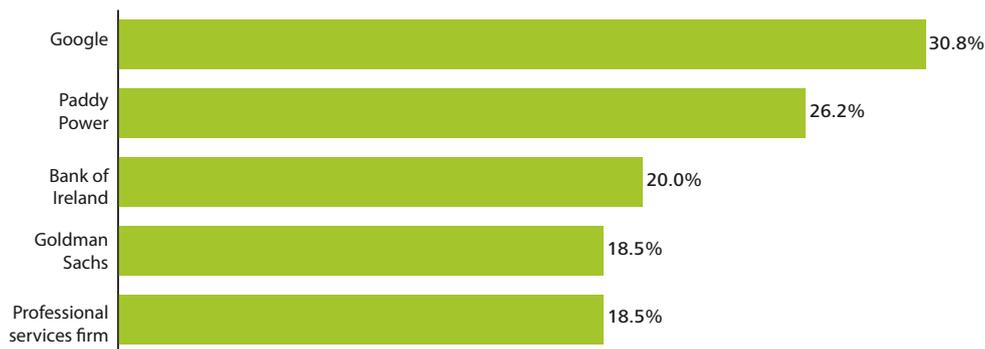
Figure 3. Top five most popular employers, Irish business students, 2015



Source: Universum Talent Survey 2015; Deloitte analysis
See Appendix for survey questions

Paddy Power gaining ground

Figure 4. Top five most popular employers, Irish insurance-inclined students, 2015



Source: Universum Talent Survey 2015; Deloitte analysis
See Appendix for survey questions

No insurance organisation appears on the business students' list of top 30 favourite employers. Insurance-inclined students also rated Google as their top rated employer followed by the Irish bookmaker Paddy Power, followed by two large banks and a professional services firm.

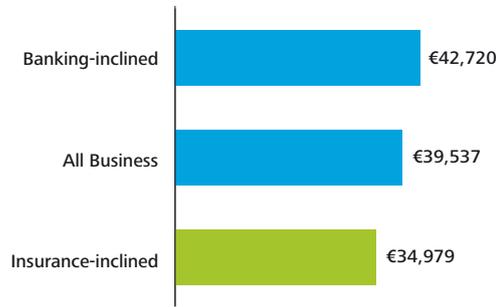
With tech titans such as Google looking to enter the insurance space³, it is more vital than ever for insurance organisations to rethink how they compete in the war for talent.

(Not so) Great Expectations?

Irish business graduates have high salary expectations and one possible explanation for insurance’s lack of popularity may be that even among the insurance-inclined, salaries are expected to be lower than the salaries business students can get elsewhere – €34,979, almost 12 per cent lower than the starting salary of €39,537 that all business students expect to get their first day on the job. The reverse was true in 2014, when insurance-inclined students expected to earn significantly more (€39,876) than their business school peers (€36,740).

In 2015, Irish insurance-inclined students had remarkably similar salary expectations to the EMEA average (€35,063), while all business students and banking-inclined students had significantly higher salary expectations than the EMEA averages of €35,245 and €36,751 respectively.

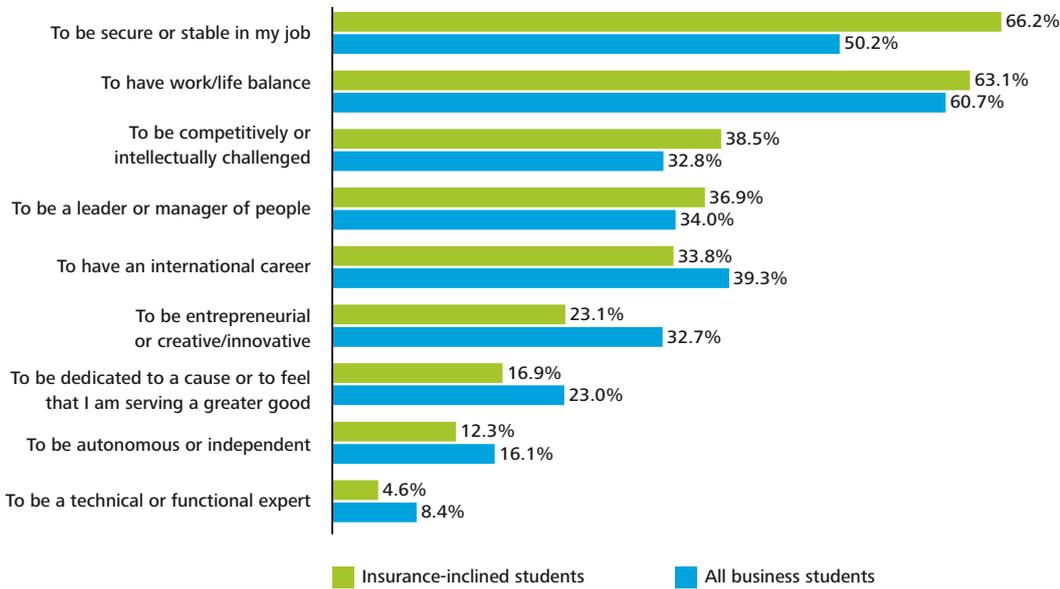
Figure 5. Expected annual salary (EUR), Ireland, 2015



Source: Universum Talent Survey 2015; Deloitte analysis
See Appendix for survey questions

What do insurance-inclined students want from their first job?

Figure 6. Career goals of Irish business students and Irish insurance-inclined students, 2015



Source: Universum Talent Survey 2015; Deloitte analysis
See Appendix for survey questions

Career goals are a new addition to the 2015 survey data set. Irish insurance-inclined students rank 'to be secure or stable in my job' as their top career goal, and are significantly more concerned with this goal than their business school peers. Of the 21 EMEA markets surveyed, only insurance-inclined students in Poland and Norway placed more importance on 'job security/stability' as a career goal.

The extent to which Irish insurance-inclined students desire a good 'work/life balance' is a full ten percentage points higher than the global average. Of the 21 EMEA countries surveyed, only insurance-inclined students in the Czech Republic and Spain rate this career goal higher. 'Work/life balance' is the top career goal among all Irish business students, although it is of greater importance to insurance-inclined students.

While Irish insurance-inclined students value 'having an international career' (34 per cent) slightly more than do insurance-inclined students globally (32 per cent), they do not value it as highly as their Irish business school peers. There is an opportunity for insurance companies to highlight the travel opportunities and global nature of many of the broad range of roles they have to offer.

Mind the gap

Deloitte looked at what insurance-inclined students sought most from their future employers and what they most associate with insurance organisations. Comparing these aspirations and expectations shows where they coincide or diverge, and may offer interesting insights to employers.

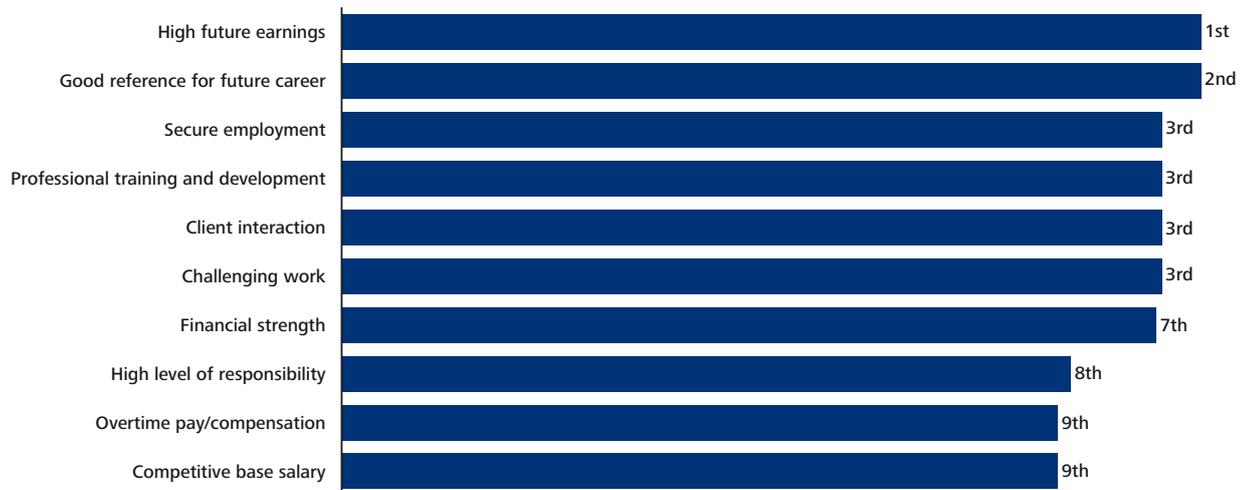
Expectations versus Aspirations

Figure 7. Irish insurance-inclined students' aspirations, 2015



Source: Universum Talent Survey 2015; Deloitte analysis
See Appendix for survey questions

Figure 8. Irish insurance-inclined students' expectations, 2015



Source: Universum Talent Survey 2015; Deloitte analysis
See Appendix for survey questions

Unlike in many other markets, for example France, Italy and Norway, there is a significant difference between the top ten attributes insurance-inclined students aspire to and those they expect from insurers, with only four attributes appearing in both lists: 'financial strength', 'secure employment', 'high future earnings', and 'competitive base salary'.

While 'financial strength' is the top aspiration for Irish insurance-inclined students, this attribute ranked just 15th out of 40 attributes among their business school peers. Insurance-inclined students also rate 'recognising performance (meritocracy)' as a top aspiration, whereas business students as a whole put this attribute in 17th place.

Conversely, Irish business students rank 'a friendly work environment' and 'professional training and development' as the second and third most important aspirations respectively, whereas Irish insurance-inclined students do not rank these attributes in their top ten aspirations. Both business students and insurance-inclined students rank 'high future earnings' as a key aspiration, at first and fourth places respectively.

The top expectation that insurance-inclined students have of insurers is to provide 'high future earnings'; conversely, this attribute is only the seventh highest expectation among all business students. While both insurance-inclined students and their business school peers rank 'good reference for future career' as the second-highest expectation, the top expectation among all business students, 'market success', does not rank in the top ten for insurance-inclined students.

Gender (im-)balance

As in most countries surveyed, female students dominate when it comes to studying business in university. However, the tables are turned when we look at the demographic breakdown of insurance-inclined students.

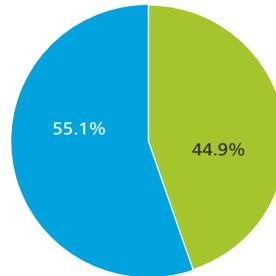
Only in Switzerland did women account for a smaller proportion of insurance-inclined students in 2015 among the EMEA markets surveyed. This trend is also replicated in Ireland in other financial services sectors, most notably banking.

Perhaps a reason for the sector to unite in order to progress the diversity conversation?

And with technological innovation rewriting every industry, it is increasingly important for the Insurance sector to appeal to and recruit the very best and the brightest from the entire talent pool.

Figure 9. Irish business student demographics, 2015

Total number of respondents: 1,989
Average age: 21.3

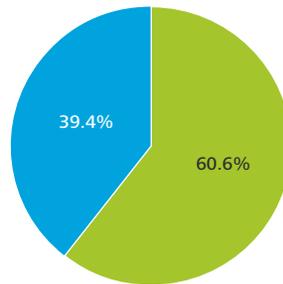


■ Female ■ Male

Source: Universum Talent Survey 2015; Deloitte analysis

Figure 10. Irish insurance-inclined student demographics, 2015

Total number of respondents: 67
Average age: 21.7

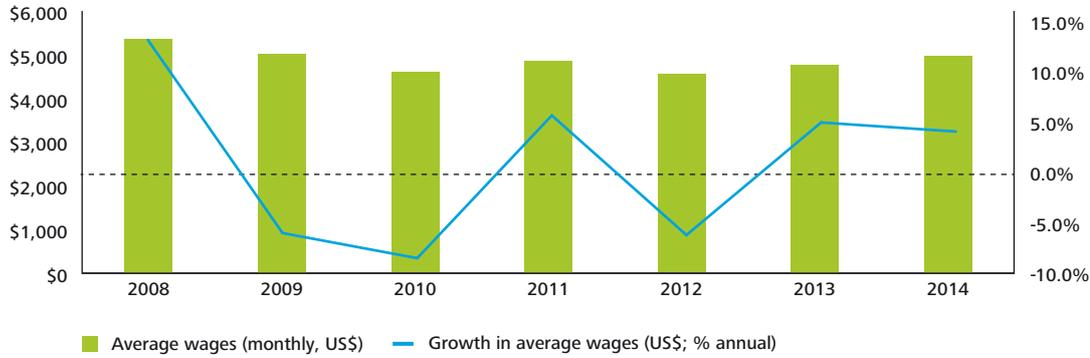


■ Female ■ Male

Source: Universum Talent Survey 2015; Deloitte analysis

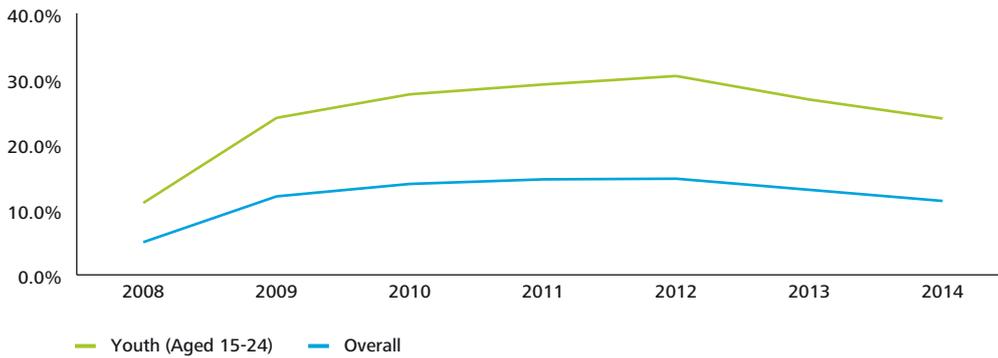
Macroeconomic context

Figure 11. Growth in average monthly wages (US\$), Ireland, 2008-2014



Source: Economist Intelligence Unit
See Appendix for notes

Figure 12. Overall and youth unemployment, Ireland, 2008-2014



Source: OECD

Figure 13. Total Gross Written Premiums in US\$ mn and as % of real GDP, Ireland, 2008-2013



Source: OECD
See Appendix for notes

Appendix

Terminology

Business students = students studying business-related subjects.

Insurance-inclined students = business students who put at least one insurer in their top five 'ideal employers', when offered a list of potential employers to choose from.

About the Research

This report is based on the Universum Talent Survey 2015. Universum has been researching students' career intentions since 1988. In 2014-15, it surveyed about 1.2 million students and professionals drawn from over 2,000 universities and institutions of higher education in 55 countries.

Deloitte examined the survey results from 211,000 business students in 30 markets: in the Americas, Brazil, Canada, Mexico and the US; in APAC, Australia, China, Hong Kong, India and Singapore; and in EMEA, Austria, Belgium, the Czech Republic, Denmark, Finland, France, Germany, Ireland, Italy, the Middle East (defined by Universum as Egypt, Lebanon, Kuwait, Qatar and Saudi Arabia), the Netherlands, Norway, Poland, Russia, South Africa, Spain, Sweden, Switzerland, Turkey, the UAE and the UK. The number of markets included in global and regional averages varies between 23 and 30.

Note to Figure 1:

Survey question: "Choose the five employers you most want to work for [from the list of employers you would consider working for], your five ideal employers". Insurance popularity by market is calculated as the number of times insurers are short-listed among the five "ideal employers" in each market.

Note to Figure 2:

Survey question: "Choose the five employers you most want to work for [from the list of employers you would consider working for], your five ideal employers". Industry popularity by market is calculated as the number of times employers for that industry are short-listed among the five "ideal employers".

Note to Figure 3:

Survey question: "Choose the five employers you most want to work for [from the list of employers you would consider working for], your five ideal employers".

Note to Figure 4:

Survey question: "Choose the five employers you most want to work for [from the list of employers you would consider working for], your five ideal employers".

Note to Figure 5:

Survey question: "What is your expected salary before tax at your first employment after graduation, excluding commission and bonus?"

Note to Figure 6:

Survey question: "Below is a list of nine possible career goals. Which are most important to you? Please select a maximum of 3 alternatives." Importance of goals is then calculated as the percentage of students choosing each career goal on their shortlist of top three goals.

Note to Figure 7:

Survey question: "Which of these are most important to you? Please select a maximum of three alternatives [in each of the following four categories: Employer Reputation and Image; Job Characteristics; People and Culture; and Remuneration and Advancement Opportunities]."

Note to Figure 8:

Survey question: "Which of the following [40 attributes] do you associate with your chosen employer(s)?"

Note to Figure 11:

Average wages (monthly): average gross earnings per worker per month.

Growth in average wages (annual): percentage change in hourly wages in US\$ over previous period.

Figures are converted to US\$ using an average exchange rate.

Fluctuations in average wages could be partially due to changes in the EUR/US\$ exchange rate.

Note to Figure 13:

Data for 2014 is not available.

Fluctuations in Total Gross Written Premiums could be partially due to changes in the EUR/US\$ exchange rate.

Endnotes

1. IDA Ireland guide to international financial services.
See also: <http://www.idaireland.com/en/business-in-ireland/industry-sectors/financial-services/>
2. Deloitte analysis
3. "Google Wants to Sell You Auto Insurance", Wall Street Journal, 8 January 2015.
See also: <http://blogs.wsj.com/digits/2015/01/08/google-wants-to-sell-you-auto-insurance/>
4. Deloitte Talent in Insurance 2015 Global Report

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