

Deloitte.

Talent in
Insurance 2015
Germany in
Focus

UK Financial Services Insight



Report contents

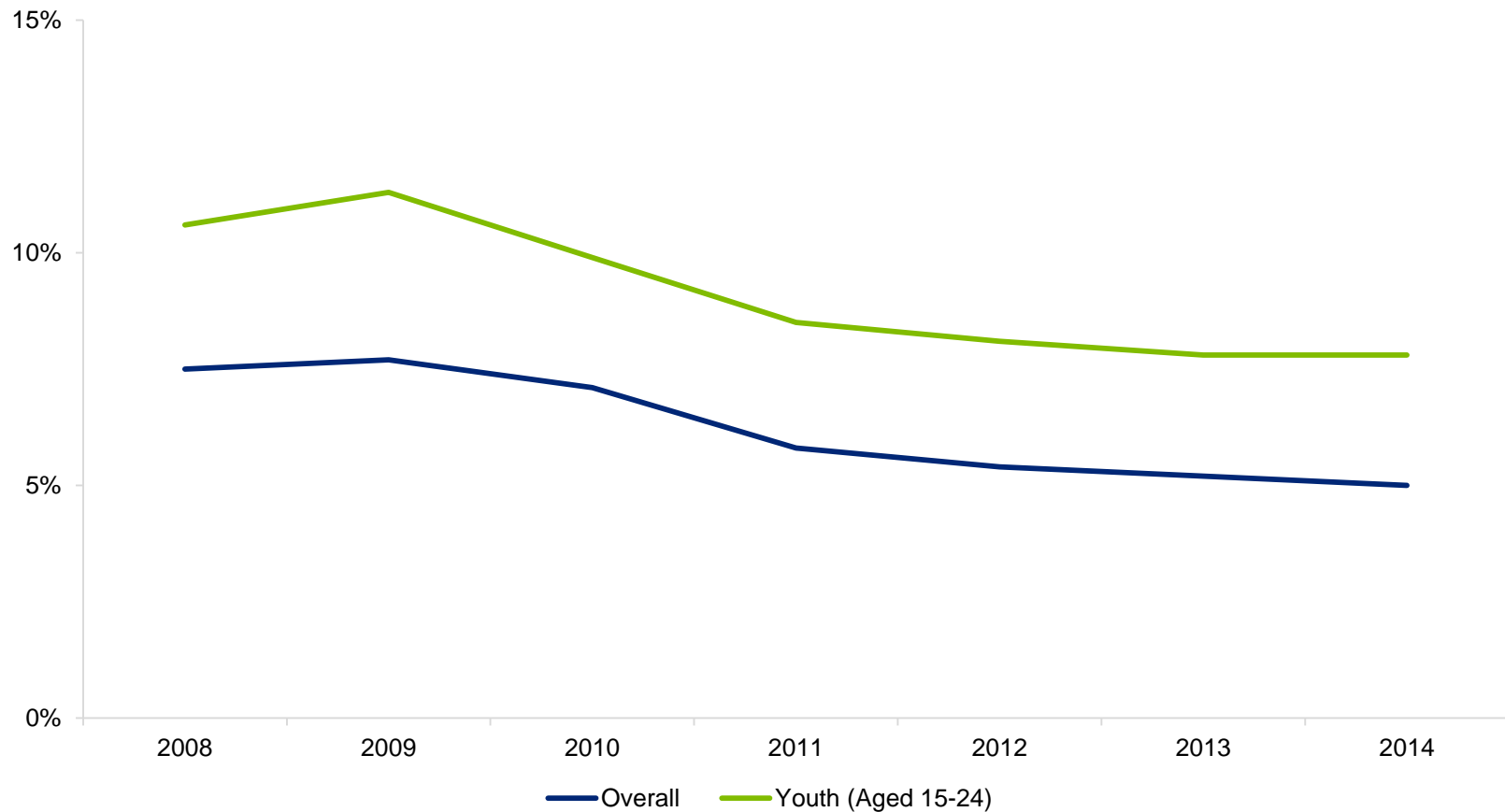
Germany in Focus

- **Macroeconomic and industry context**
- **Survey findings**

Macroeconomic and industry context

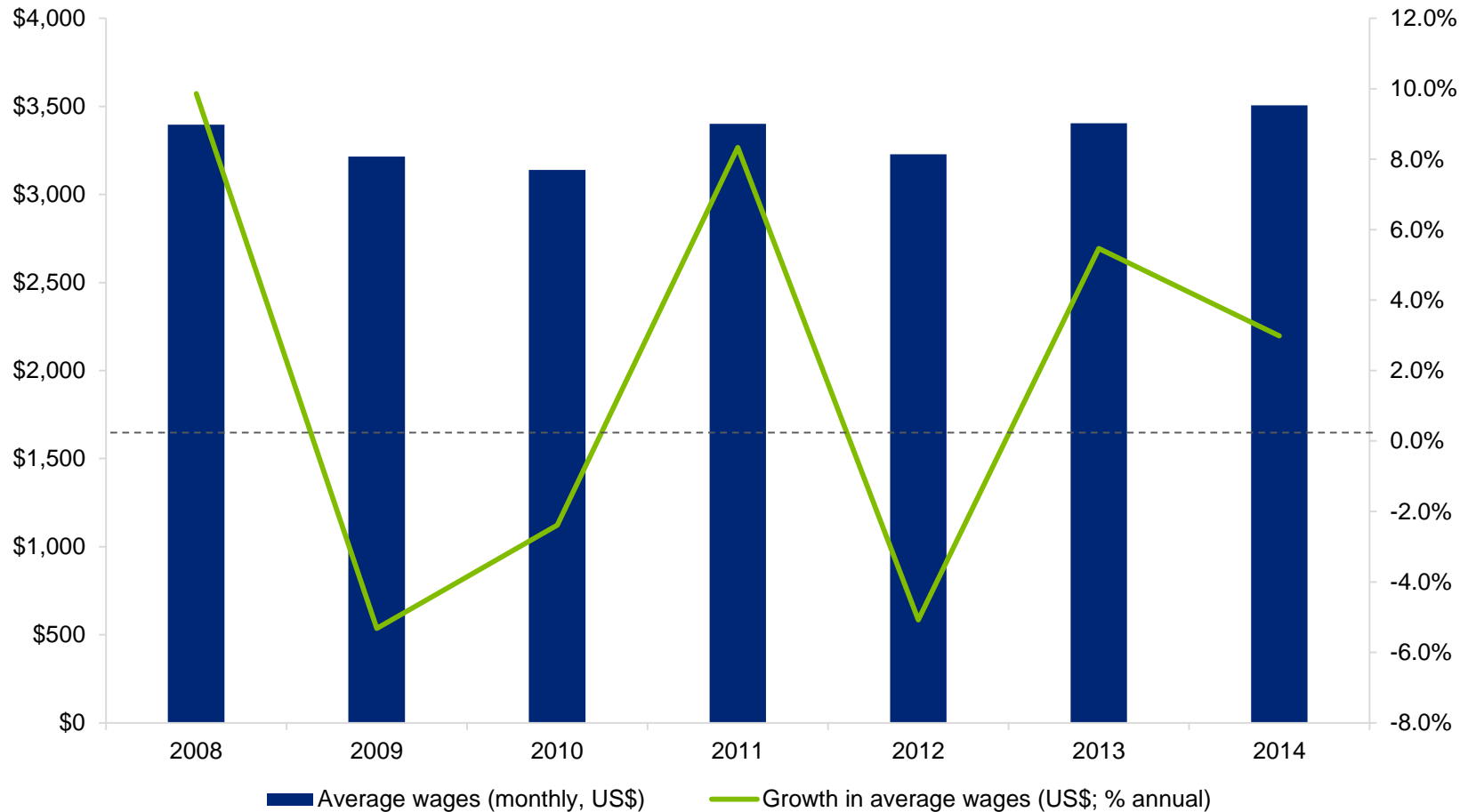
The strength of Germany's economy can be seen in its declining unemployment rates, which have fallen every year since a brief post-crisis increase in 2009

Overall and youth unemployment, Germany, 2008-2014



Average wages are improving, with wages reaching a post-crisis peak in 2014

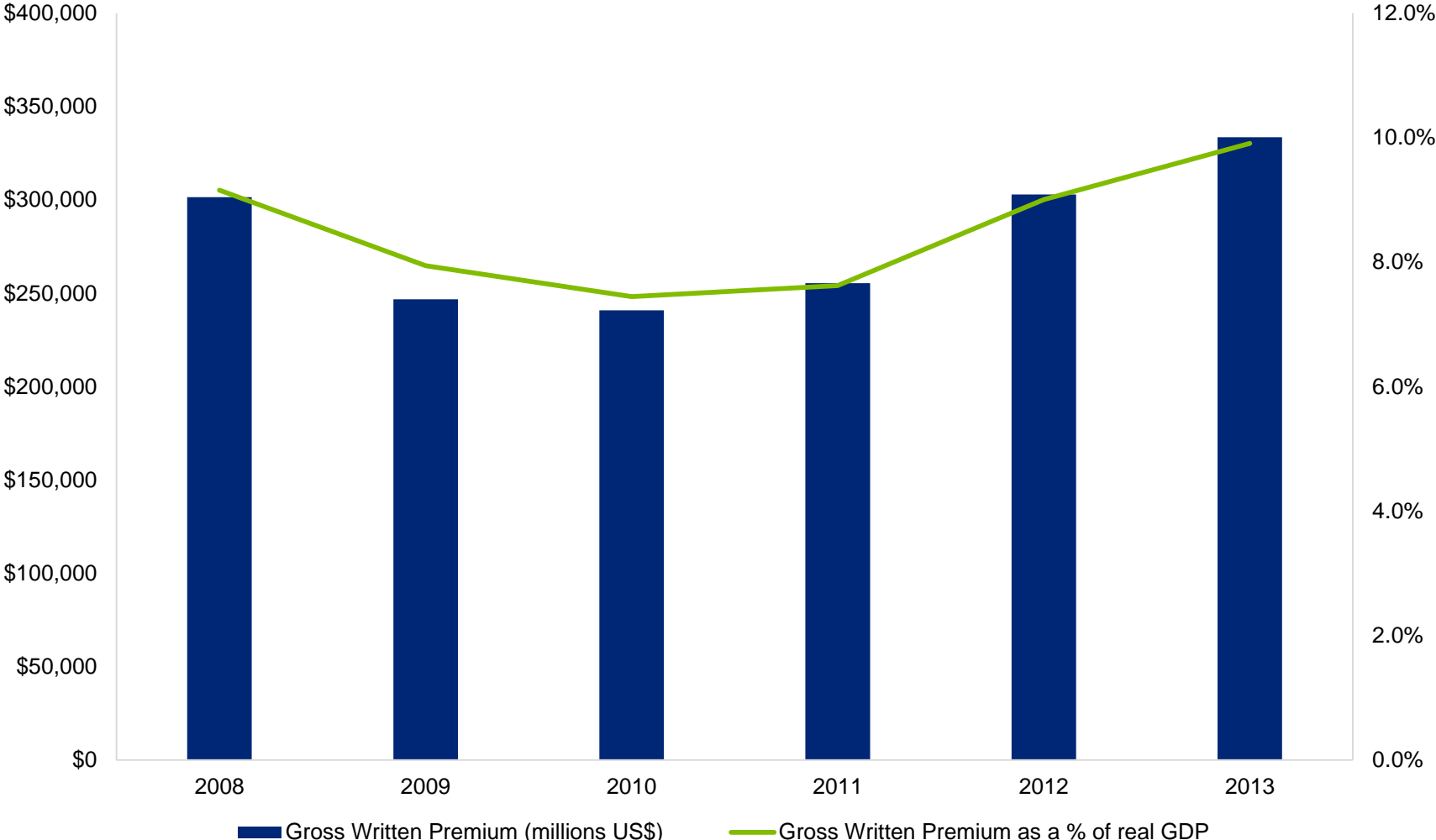
Growth in average real wages (US\$), Germany, 2008-2014



Note: 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

German insurance has recovered strongly since 2010; all insurance lines saw stable growth in 2014, despite the challenges posed by continuing low-interest rates¹

Total gross written premiums in millions US\$ and as % of real GDP, Germany, 2008-2013



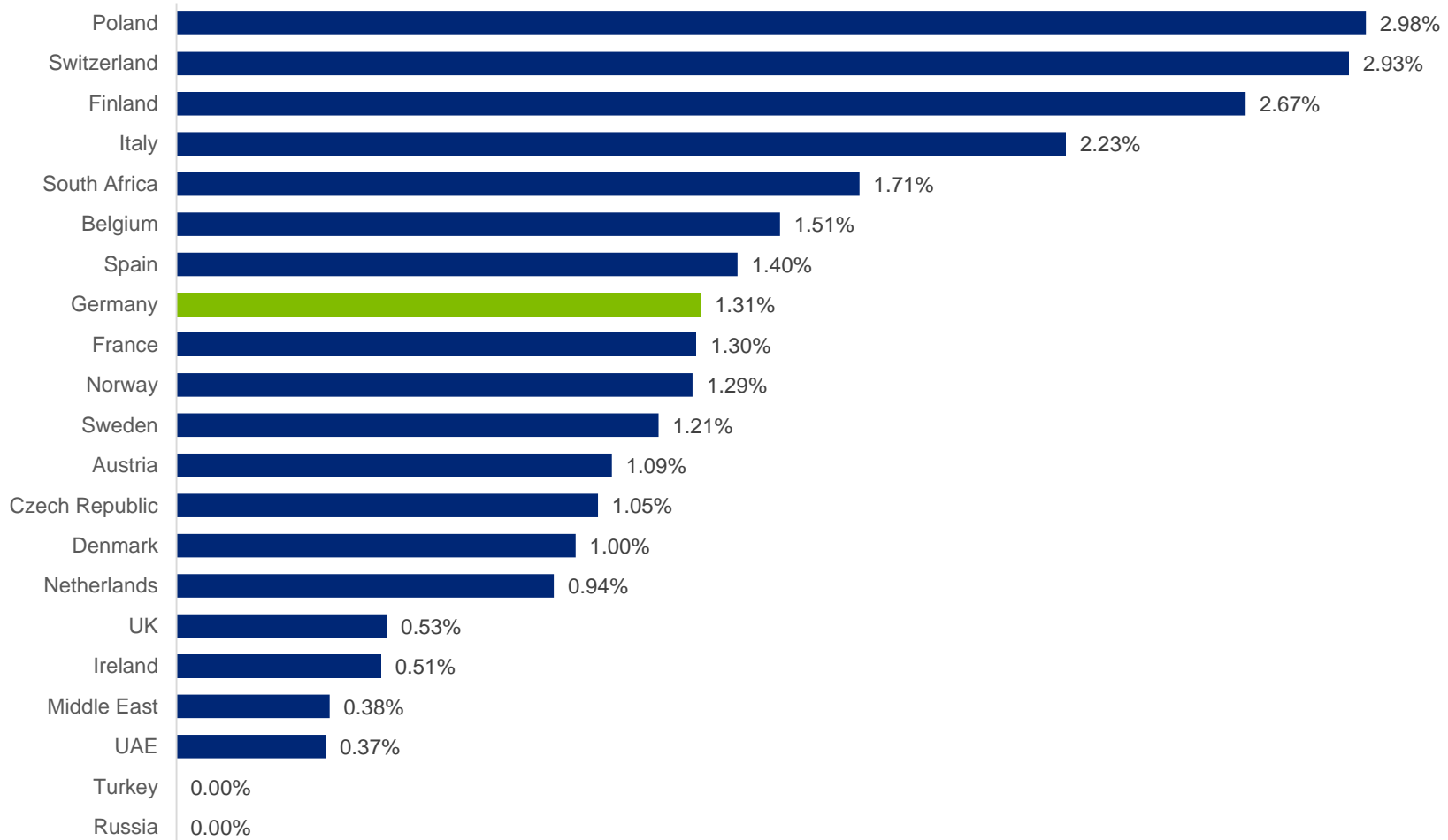
Note: 2014 data is not available

Source: OECD

Survey findings

Insurance is more popular in Germany than in most EMEA countries surveyed, including France, Austria and the UK

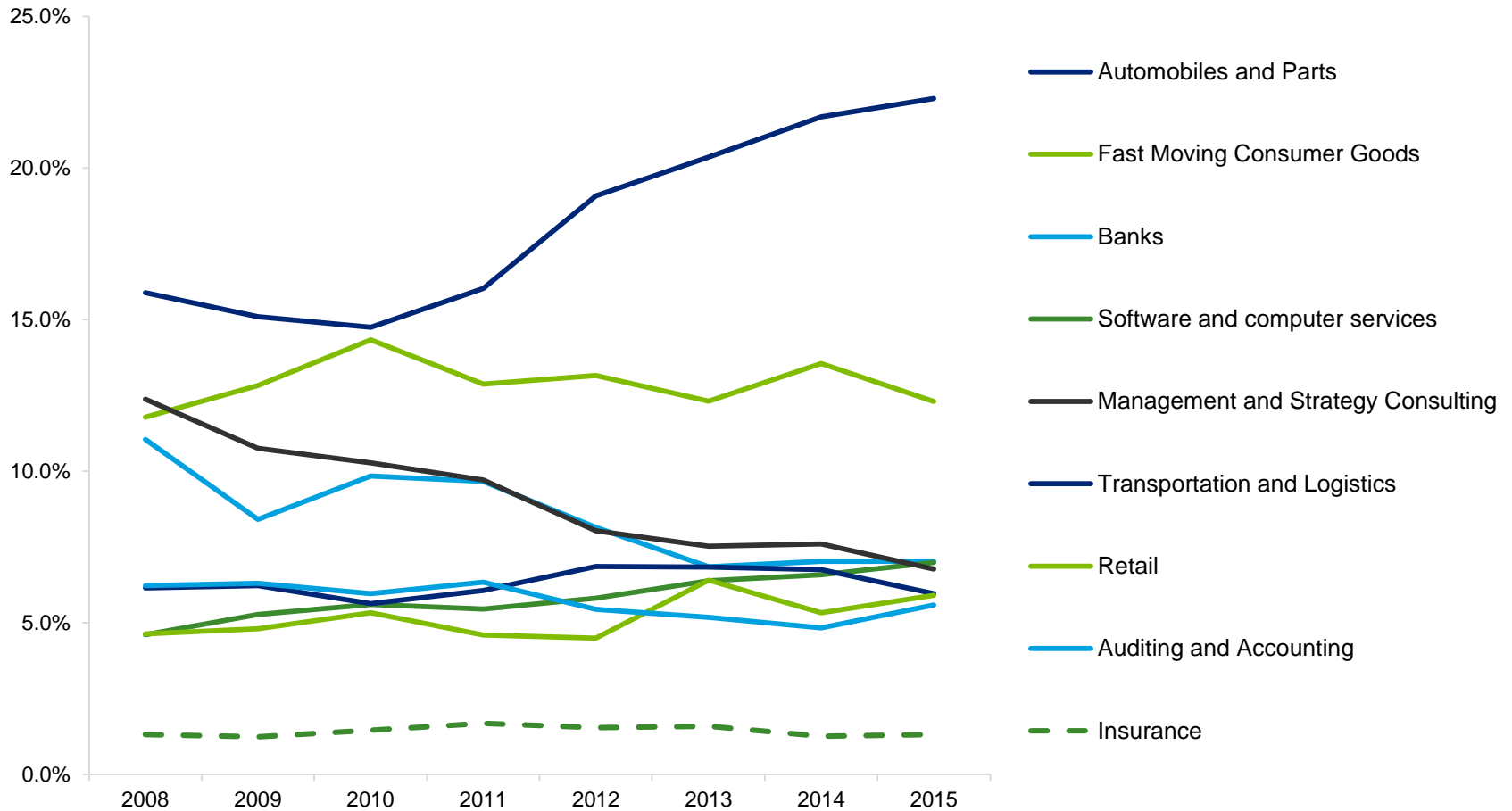
Popularity of insurance as a career choice, EMEA, 2015



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”. Sector popularity is calculated as the number of times individual employers in specific industries are short-listed among the five “ideal employers.”

Insurance ranks 15th out of 25 sectors in Germany, far behind other sectors in Germany, despite placing host to Allianz and Munich Re; car-making tops the poll

Insurance and the eight most popular industries for business students, Germany, 2008-2015



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”. Sector popularity is calculated as the number of times individual employers in specific industries are short-listed among the five “ideal employers.”

Four of the top five most popular employers among German business students are car-makers; Google, the most popular employer worldwide, is the sole exception

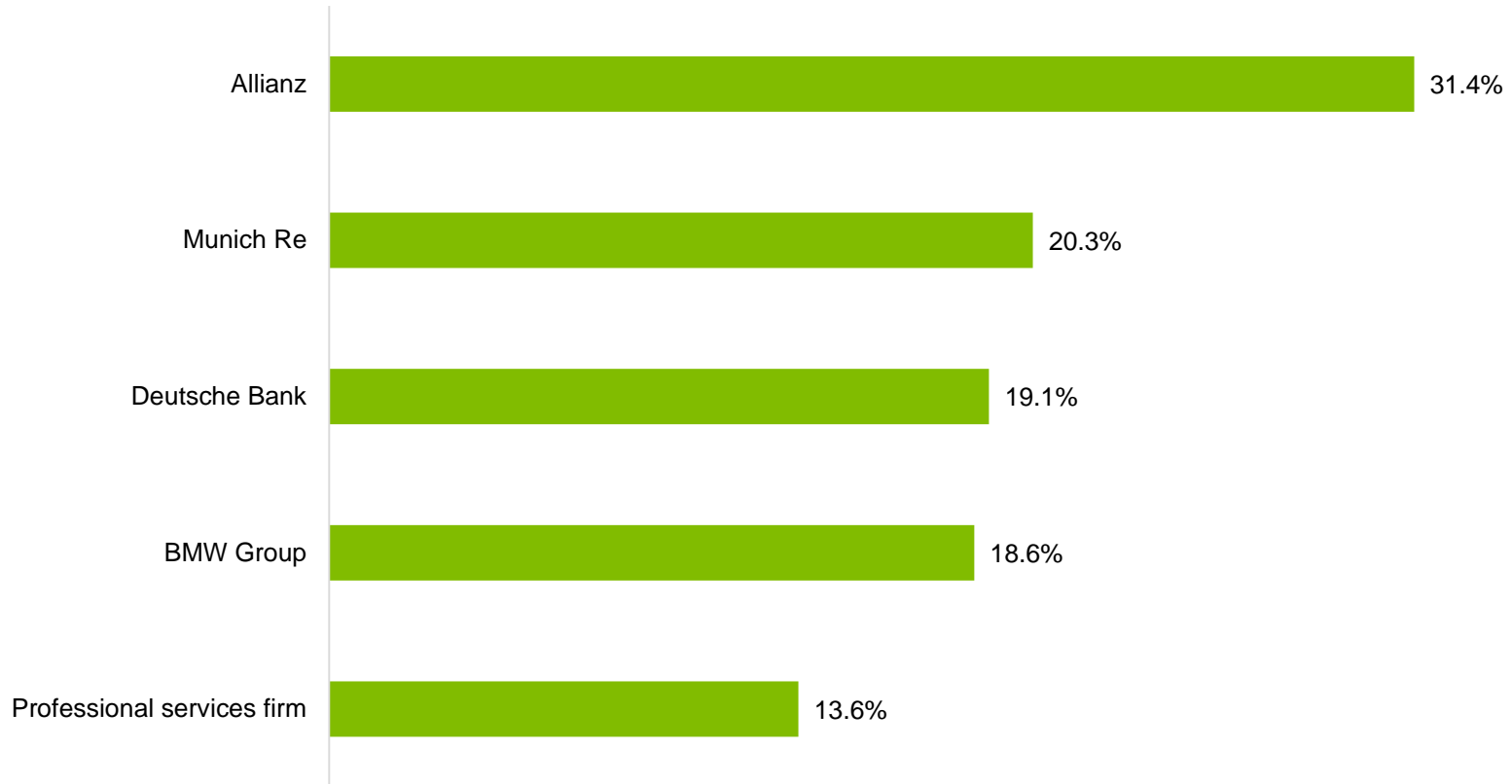
Most popular employers, German business students, 2015



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-inclined students are most attracted to global market leaders Allianz and Munich Re, but are also considering other sectors, including banks and car-makers

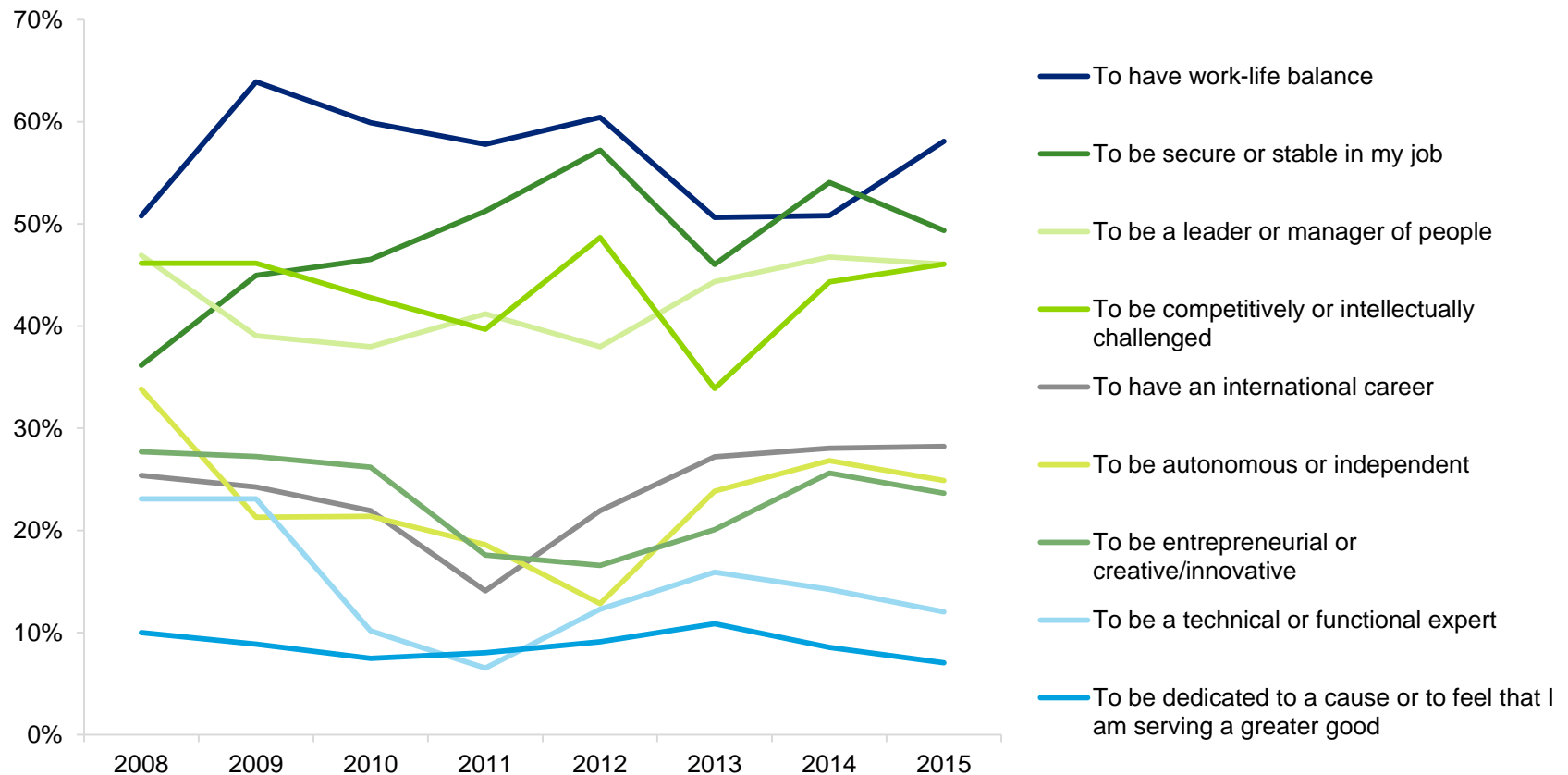
Most popular employers, German insurance-inclined students, 2015



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.”

'Work/life balance' and 'job security' are the top career goals for insurance-inclined students . They do not view being innovative or technical expertise as important

Career goals of German insurance-inclined students, 2008-2015



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.

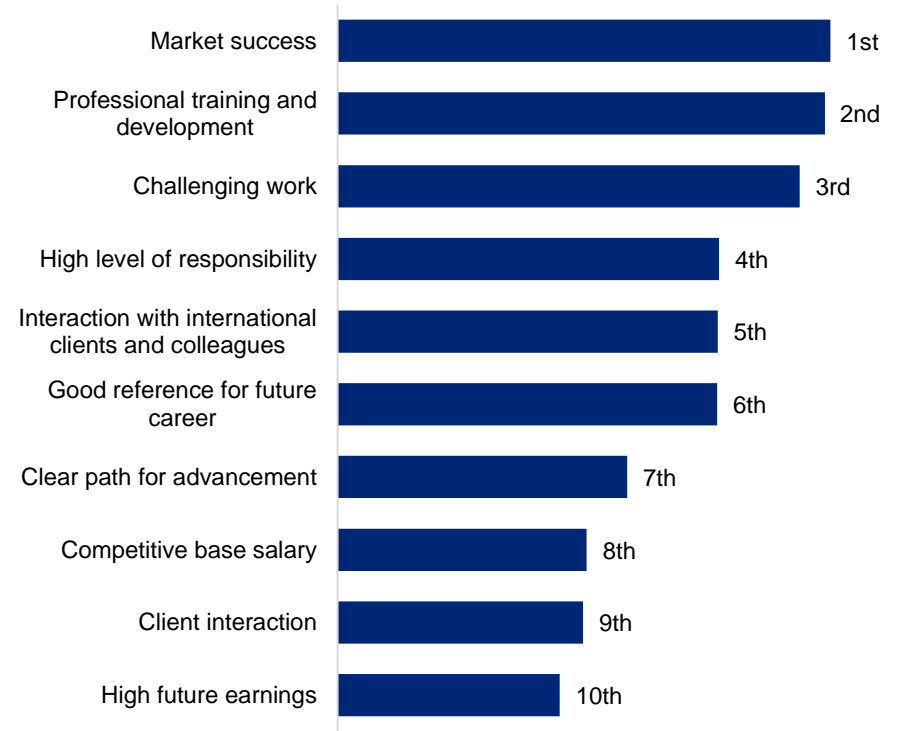
Insurance-inclined students neither aspire to, nor expect, 'innovation' from the sector

German insurance-inclined students' top ten aspirations and expectations, 2015

Top ten aspirations



Top ten expectations



Students were asked to choose up to 12 attributes, out of a total of 40, that they most sought for their five shortlisted "ideal employers." The ten attributes that scored most highly for insurance-inclined students are shown in the green bars – "aspirations". Deloitte extracted the extent to which insurance-inclined students expected to find each of these top ten aspirations in their shortlisted "ideal" insurers. Each blue bar represents the proportion of insurance-inclined students who expect to find this attribute at the insurer(s) that appears on their shortlist of five "ideal employers". Please note that because the number of aspirations students can choose is capped at 12, while the expectations are uncapped up to 40, the proportions of students expecting a particular attribute is likely to be higher those recording an aspiration for that attribute. Survey question: Aspirations – 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. Expectations – which of the following [40 attributes] do you associate with your chosen employer(s).

Insurance-inclined students expect to be paid almost 5 per cent more than their business student peers, though banking expectations are 8.5 per cent higher again

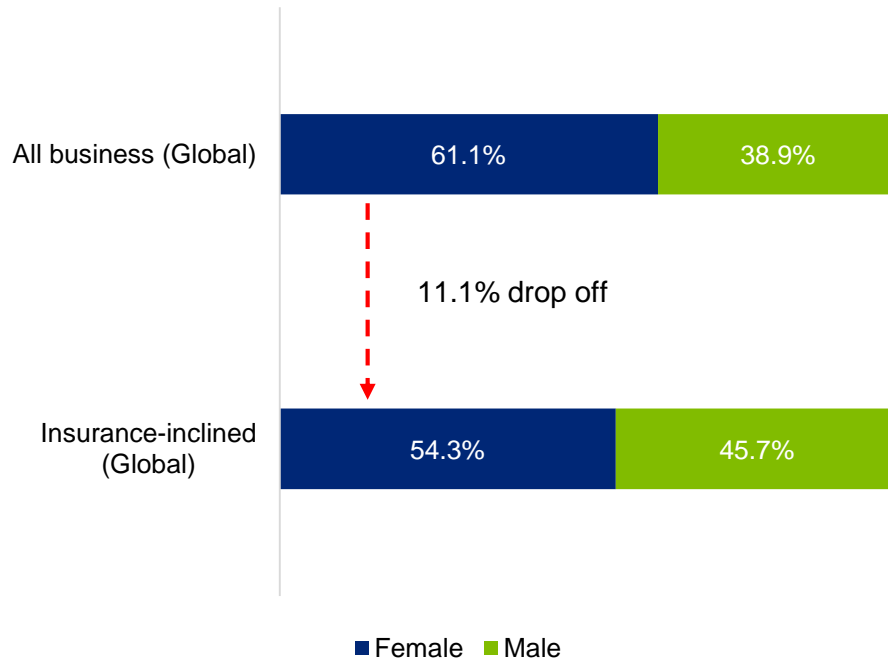
Expected annual salary (EUR), German business students, 2015



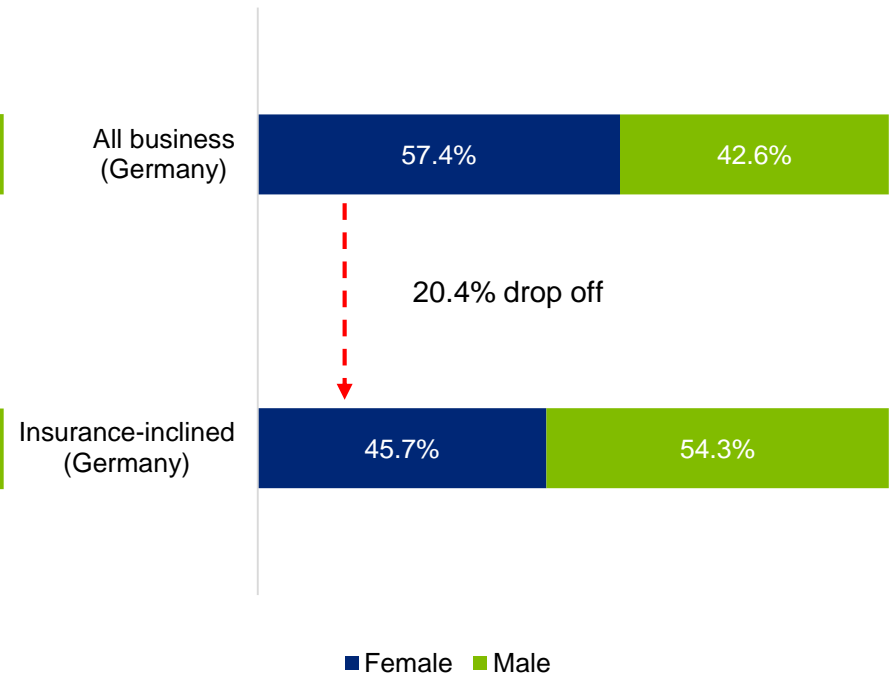
Survey question: "What is your expected salary before taxes (excluding commission and bonus) at your first employment after graduation?"

Women now account for 25 per cent of insurance management positions² but despite these strides, German insurers are turning off women even more than global peers

Student demographics, globally, 2015



Student demographics, Germany, 2015



Source: Universum Talent Survey 2015; Deloitte Analysis

Appendix - methodology

Appendix – Methodology

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 institutes 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.

Business students were presented with a list of employers from a range of industry sectors. Students selected “ideal employers” from the initial list in a three-stage process. First they chose an unlimited list of companies for which they might consider working. Next they narrowed the choice to a maximum of five “ideal employers”. Finally, they were asked to select companies they had applied to or were considering for an application.

Using the rankings by business students of the companies they would most like to work for, their “ideal employers”, Deloitte analysed their preferences across different industries over the eight academic years from 2007-08 to 2014-15. For this survey, business students are defined as students of business-related subjects. “Insurance-inclined students” are a subset who put at least one insurer in their top five “ideal employers”. Using Universum’s detailed questionnaire, Deloitte analysed the motivations, aspirations and expectations of insurance-inclined students in relation to a career in insurance. This analysis includes a comparison of what makes insurers attractive to students (“aspirations”) with what they associate with insurers as employers (“expectations”).



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