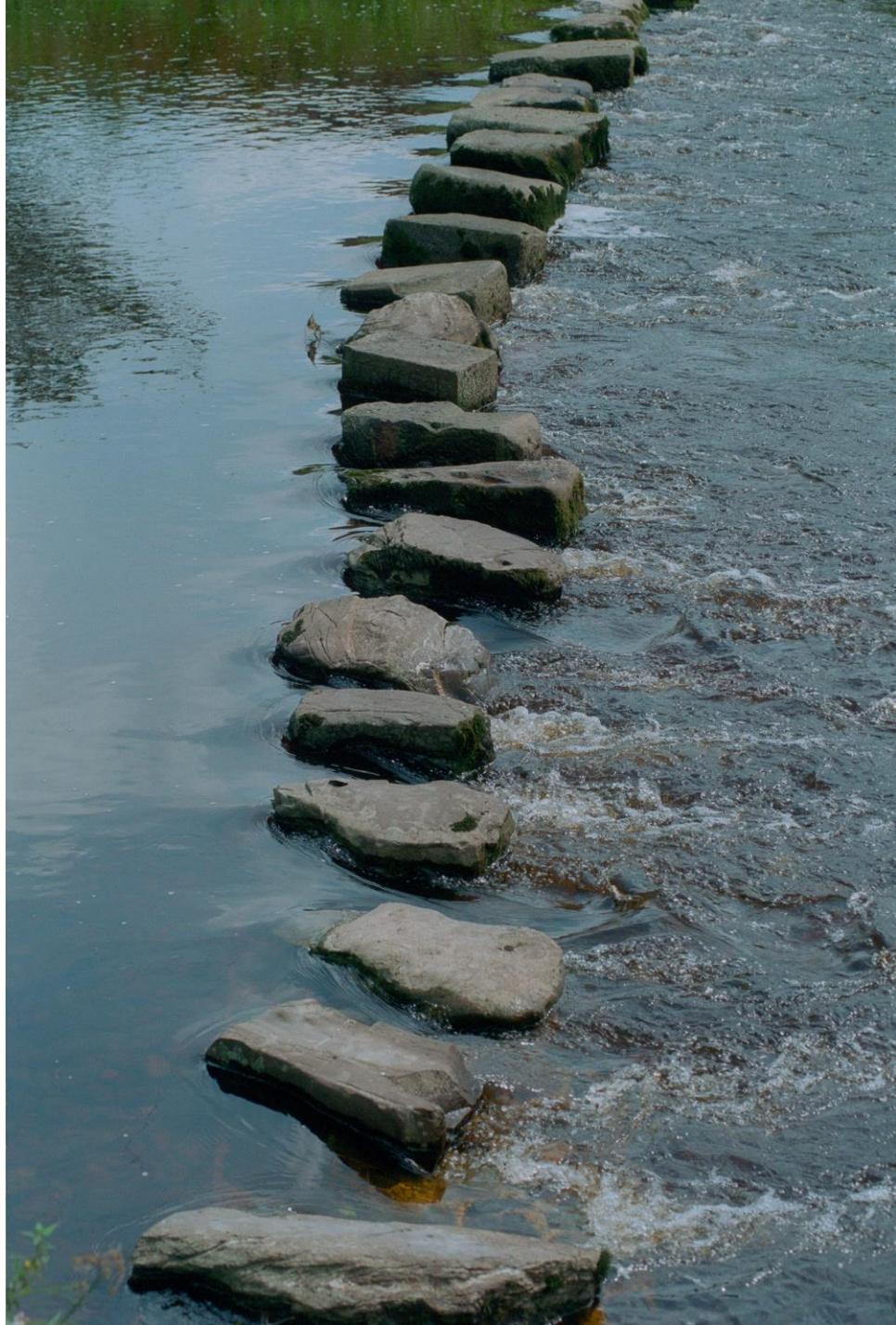




Talent in Banking 2015

Germany in focus

UK Financial Services Insight



Report contents

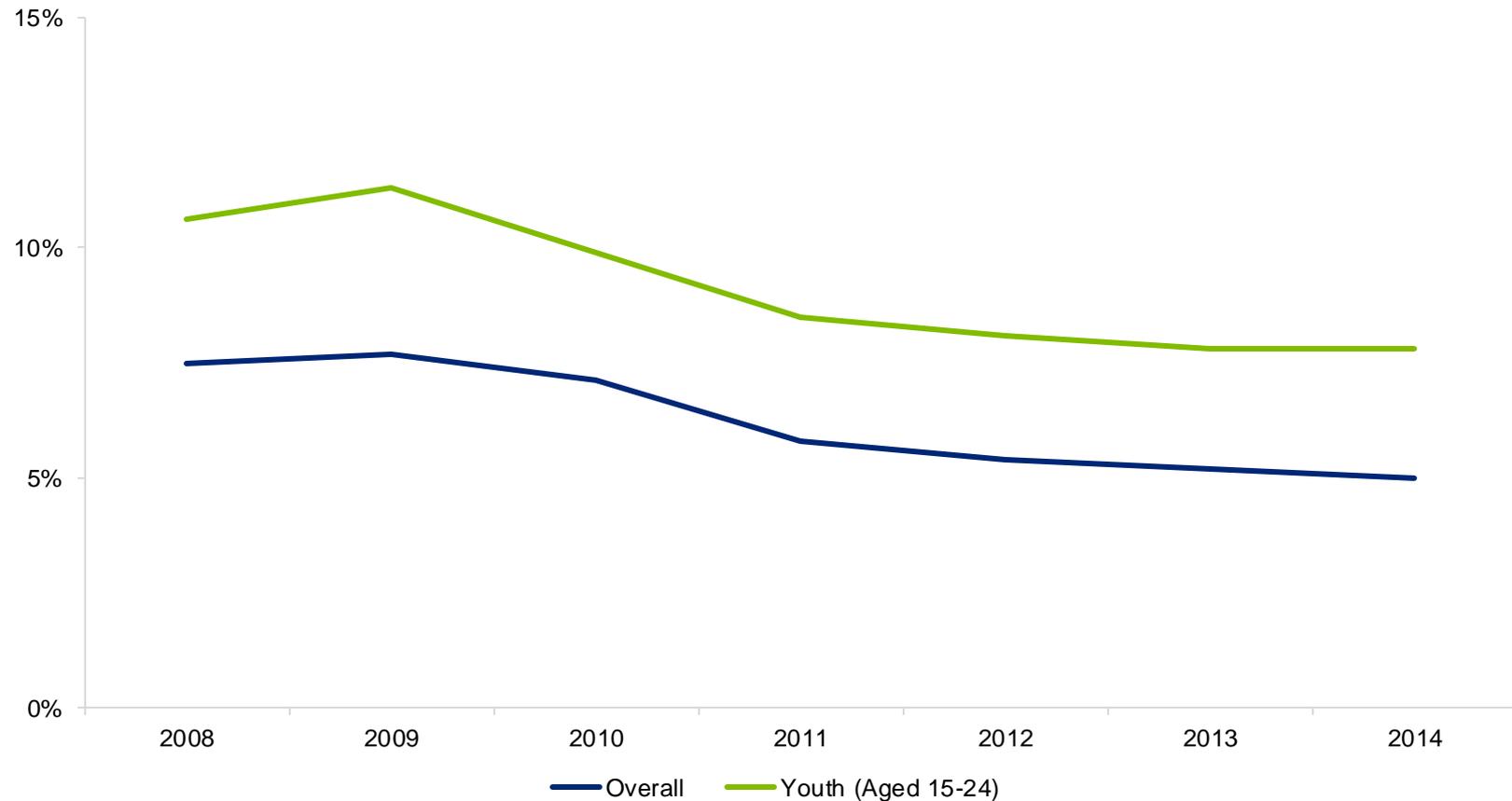
Germany in focus

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

Macroeconomic and industry context

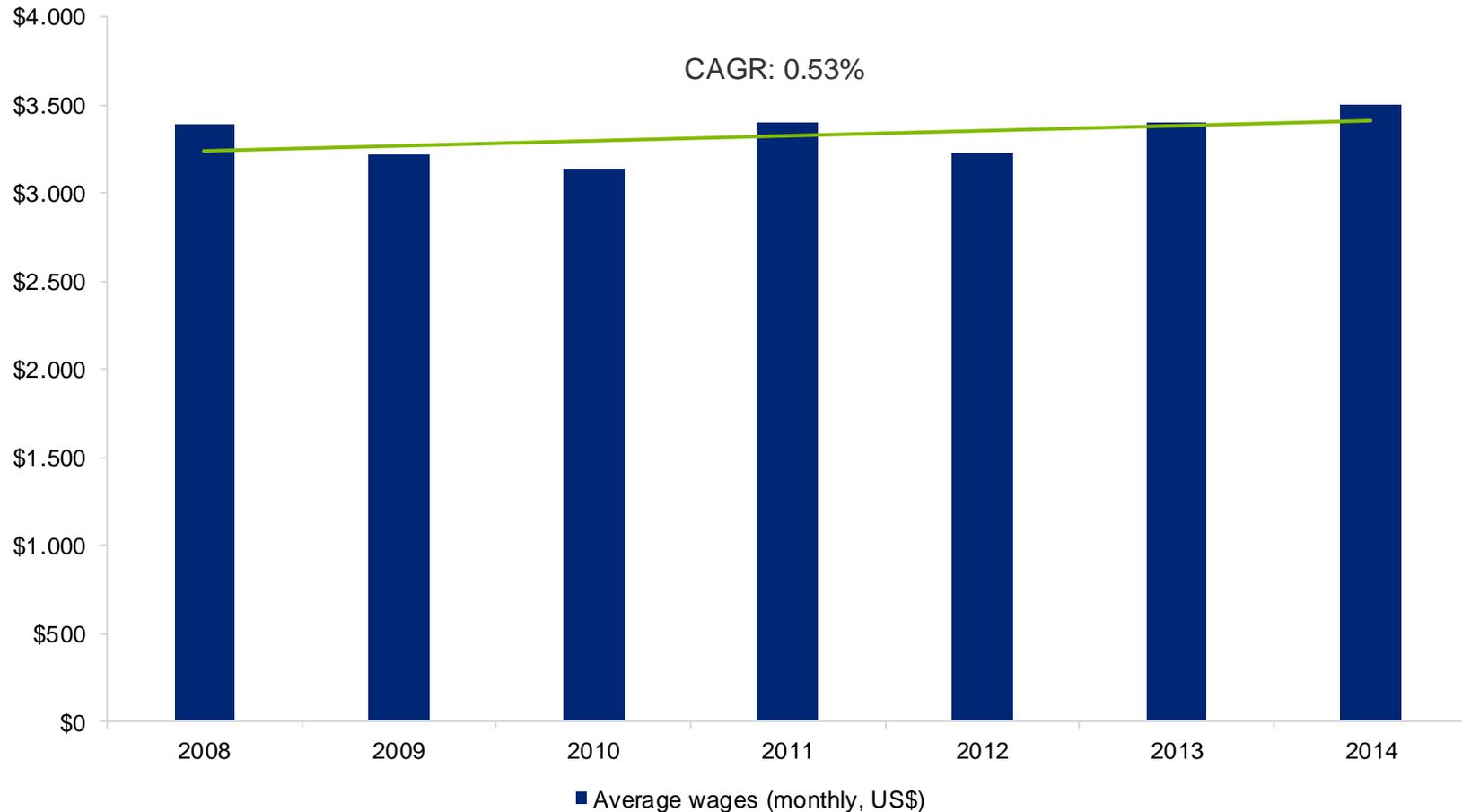
After a slight post-crisis increase, both overall and youth unemployment have fallen to below 2008 levels

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

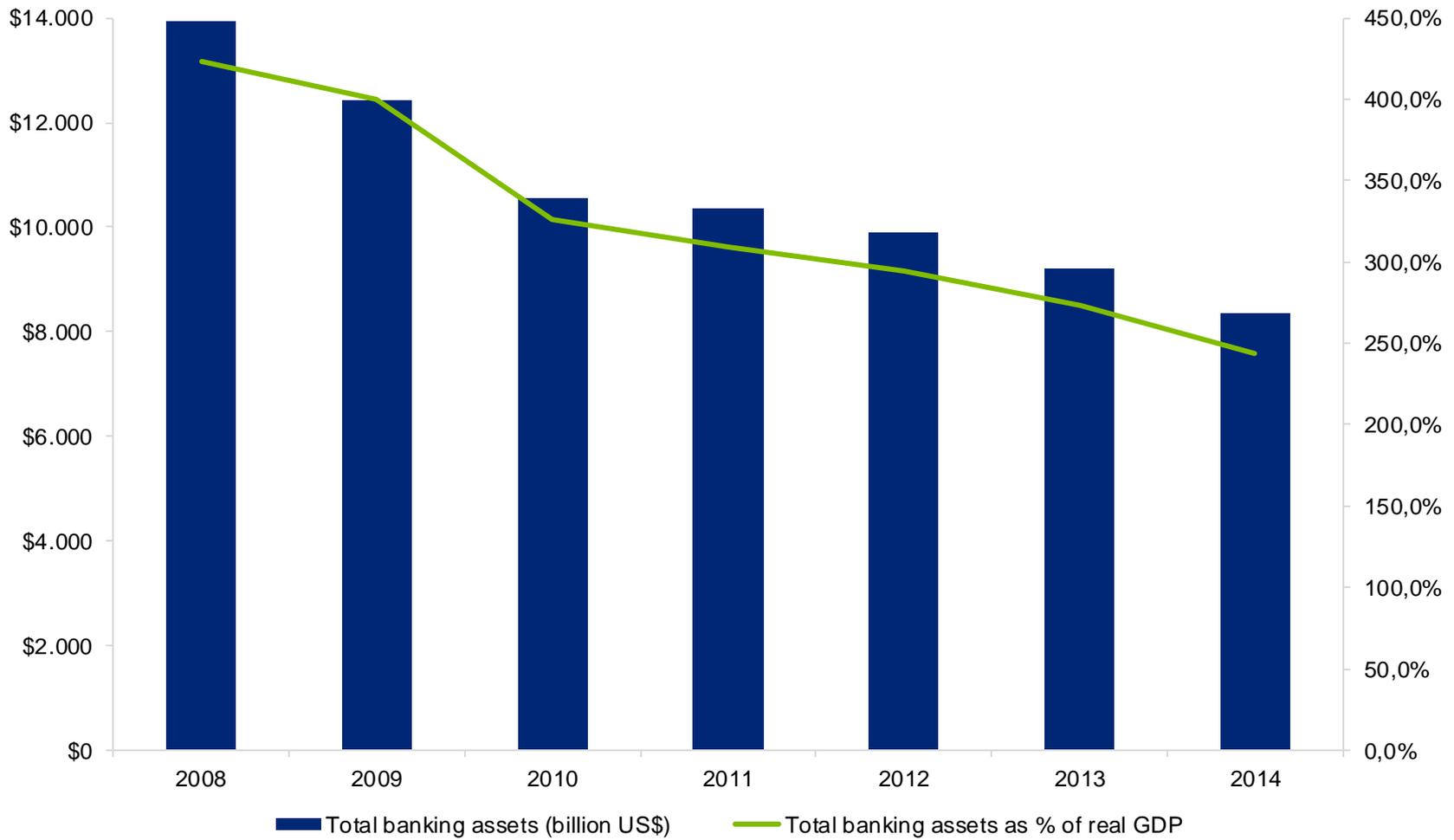


Note: Average wages (monthly): average gross earnings per worker per month
Figures are converted to US\$ using an average exchange rate

Source: Economist Intelligence Unit

German banking assets fell by 40 per cent in the six years following the financial crisis, with Landesbanken being bailed out and having to shrink their balance sheets¹

Total banking assets in billion US\$ and as % of real GDP, Germany, 2008-2014



Note: Total banking assets for 2010-2014 are Economist Intelligence Unit estimates

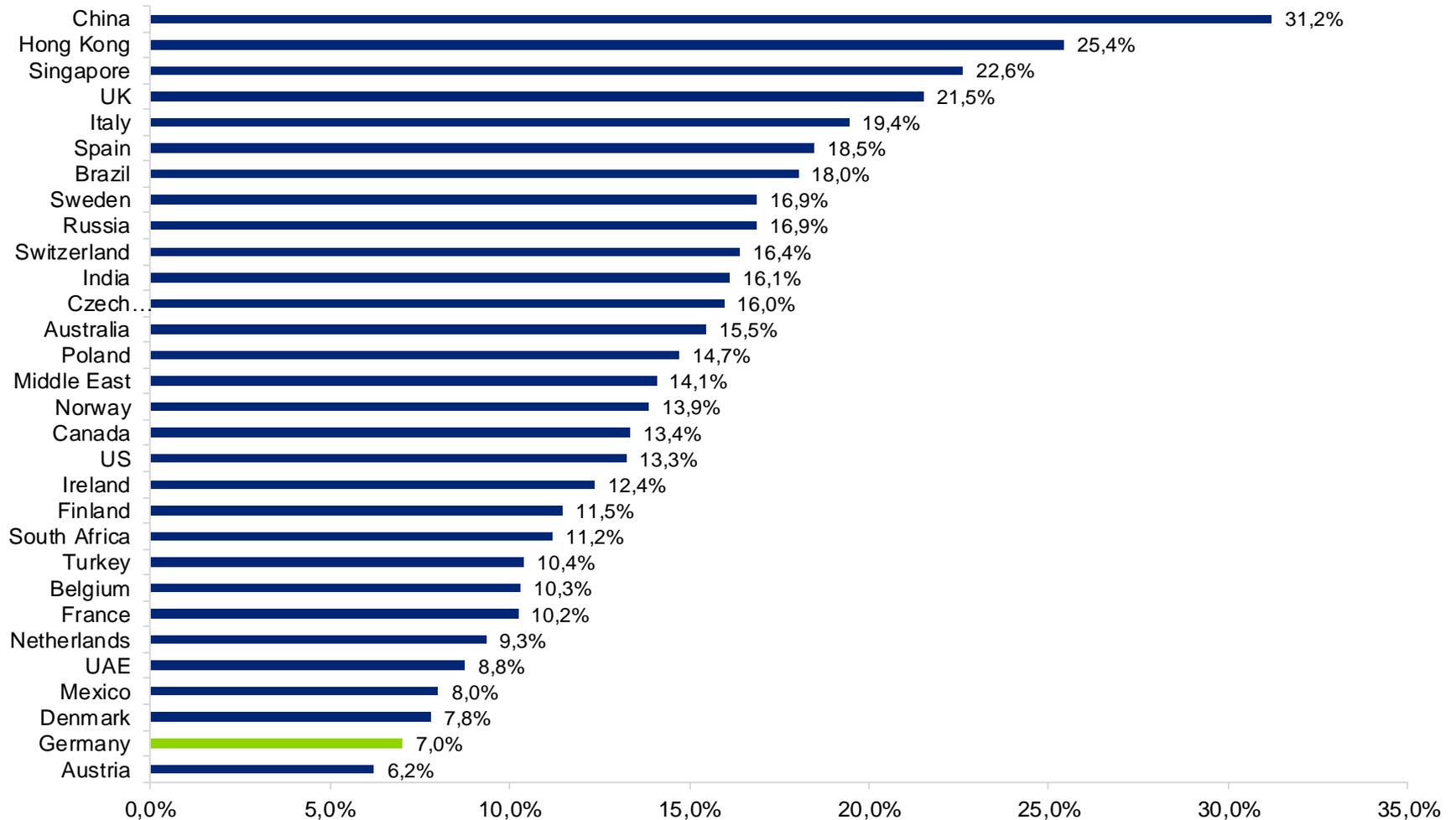
Figures are converted to US\$ using an average exchange rate

Source: Total banking assets – Economist Intelligence Unit; GDP - OECD

Survey findings

Similar to France and the Netherlands, Germany's diversified economy makes banking one of many attractive career opportunities for business students

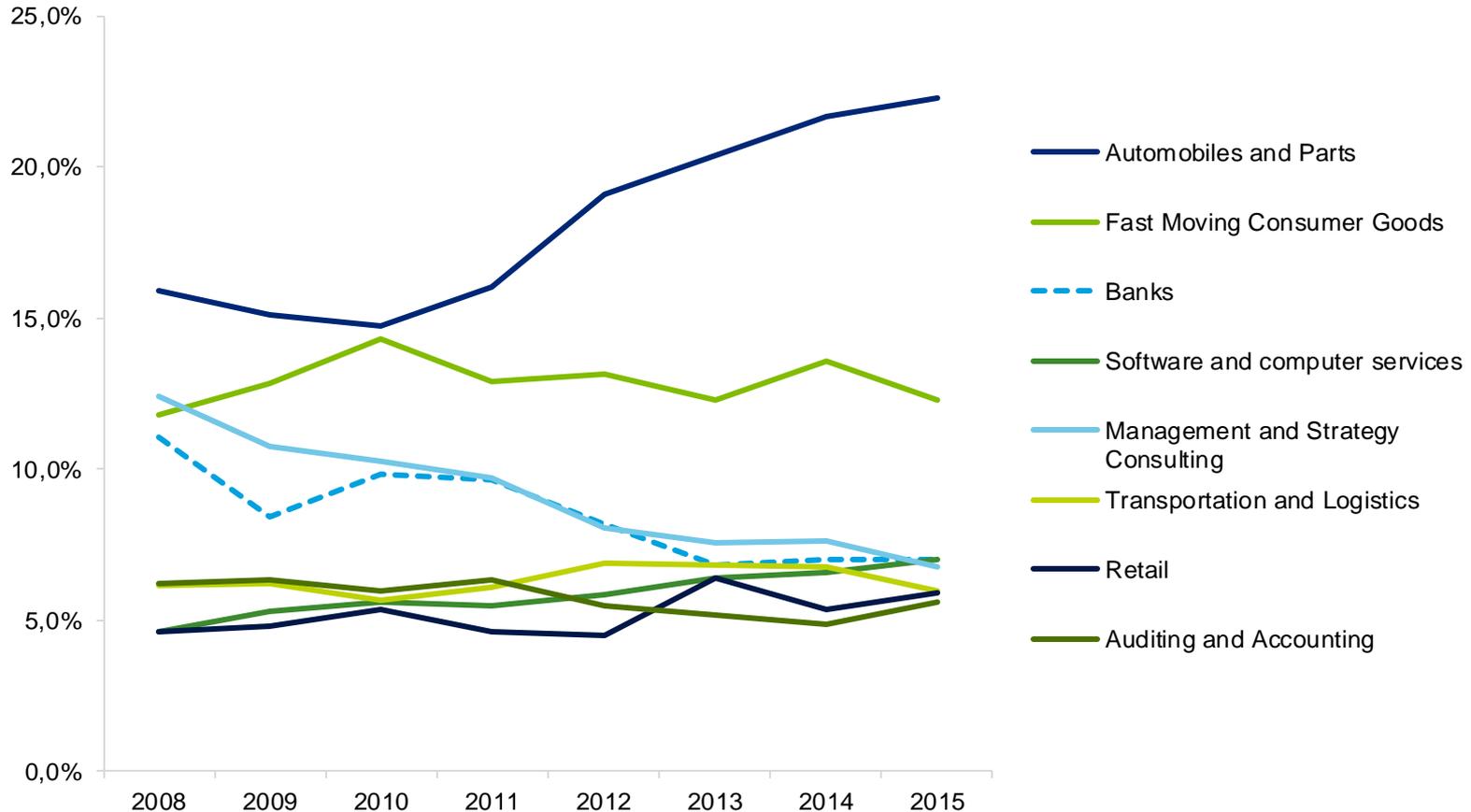
Popularity of banking among business students as a career choice, globally, 2015



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."

Banking regained its third-place position among German business students in 2015, a strong position in an economy as diversified as Germany's

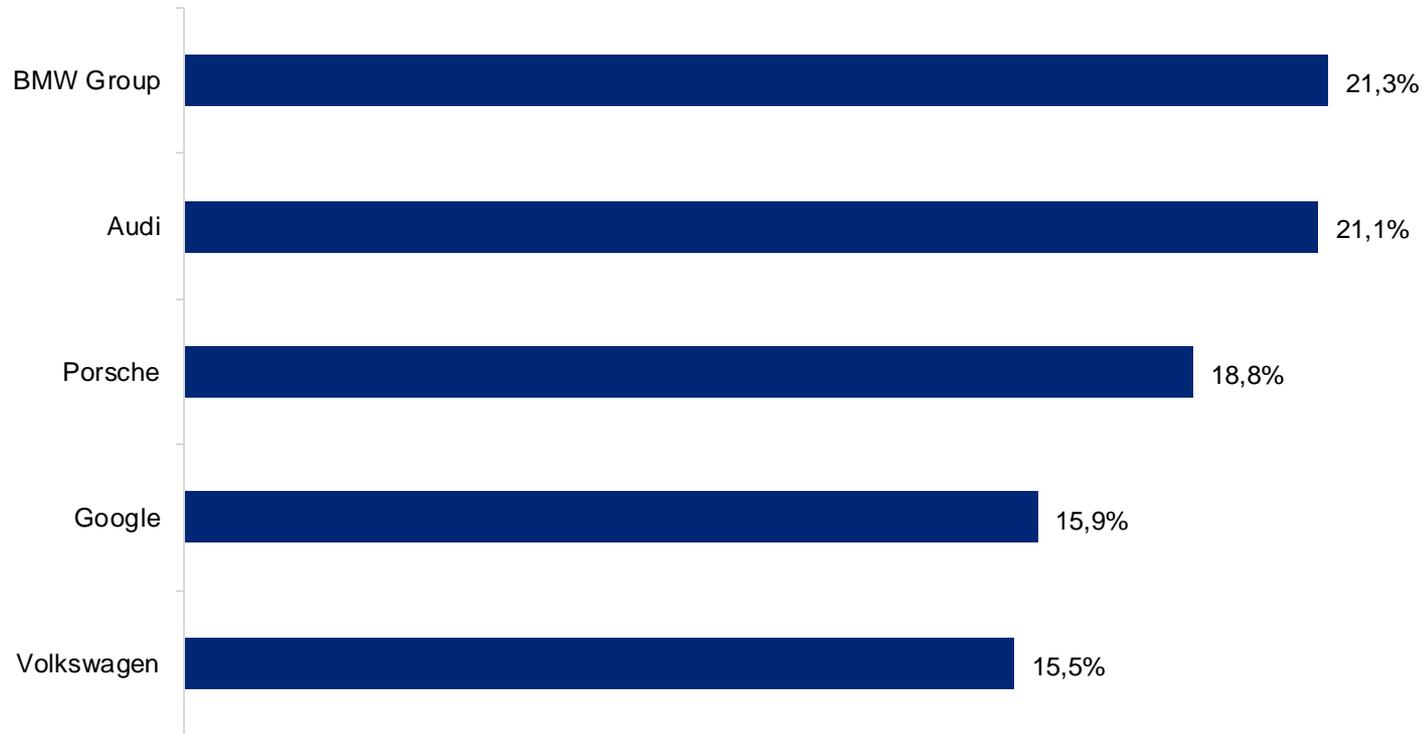
Eight most popular industries for business students in Germany, 2008-2015



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 out of the top five most popular employers are local car makers; Google, the most popular employer worldwide, is the only non-auto company to break through

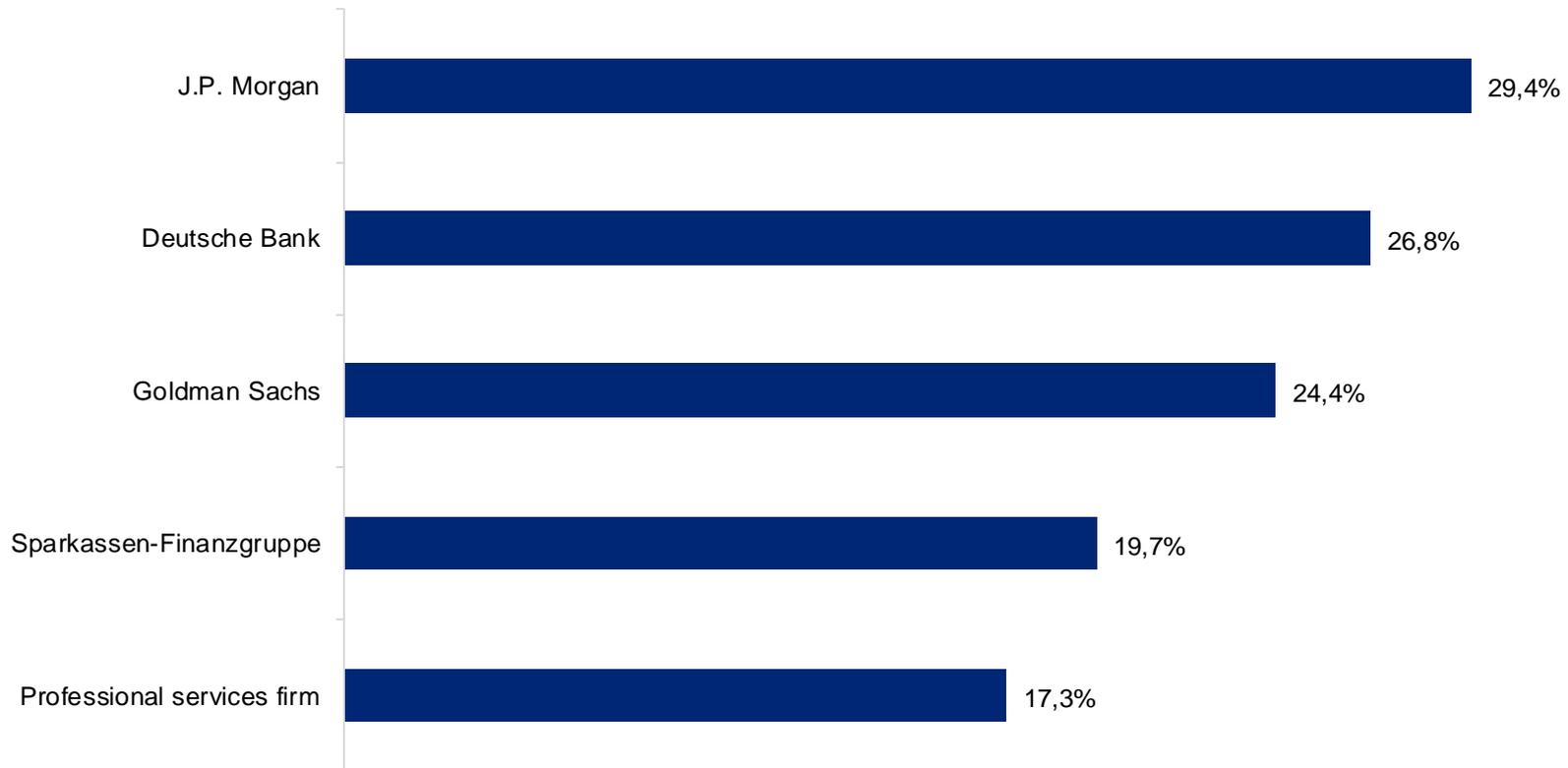
Most popular employers, German business students, 2015



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."

J.P. Morgan is the most popular employer among banking-inclined students. Sparkassen-Finanzgruppe trails Deutsche Bank, despite employing six times more

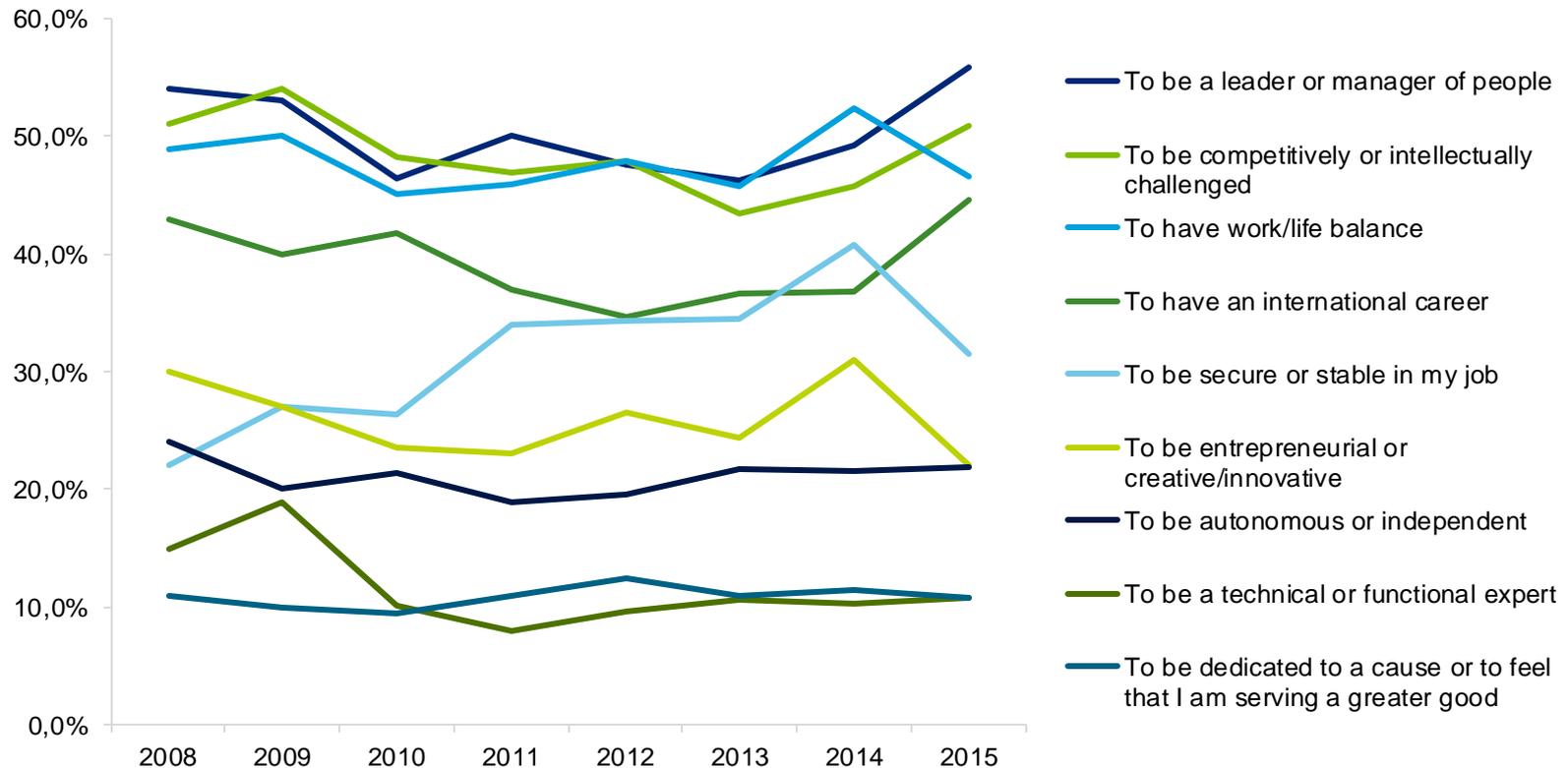
Most popular employers, German banking-inclined students, 2015



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."

Leadership and being challenged are the top career goals for banking-inclined students; 'work/life balance' and 'job security' rank lower than they do globally

Career goals of German banking-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.

Banking-inclined students are not as interested in 'innovation' as their business school peers

Career goals of German banking-inclined students vs all business students, 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.

Banking-inclined students in Germany do not expect banks to supply the supportive managers and 'leadership opportunities' to which they aspire

German banking-inclined students' top 10 aspirations and expectations, 2015

Top 10 aspirations



Top 10 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 banking-inclined students are shown in the green bars – "aspirations". Deloitte extracted the extent to which banking-inclined students expected to find each of these top ten aspirations in their shortlisted "ideal" banks. Each blue bar represents the proportion of banking-inclined students who expect to find this attribute at the bank(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 than 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).

German banking-inclined students expect to earn almost 14 per cent more than their business school peers; the investment banking-inclined expect 20 per cent more

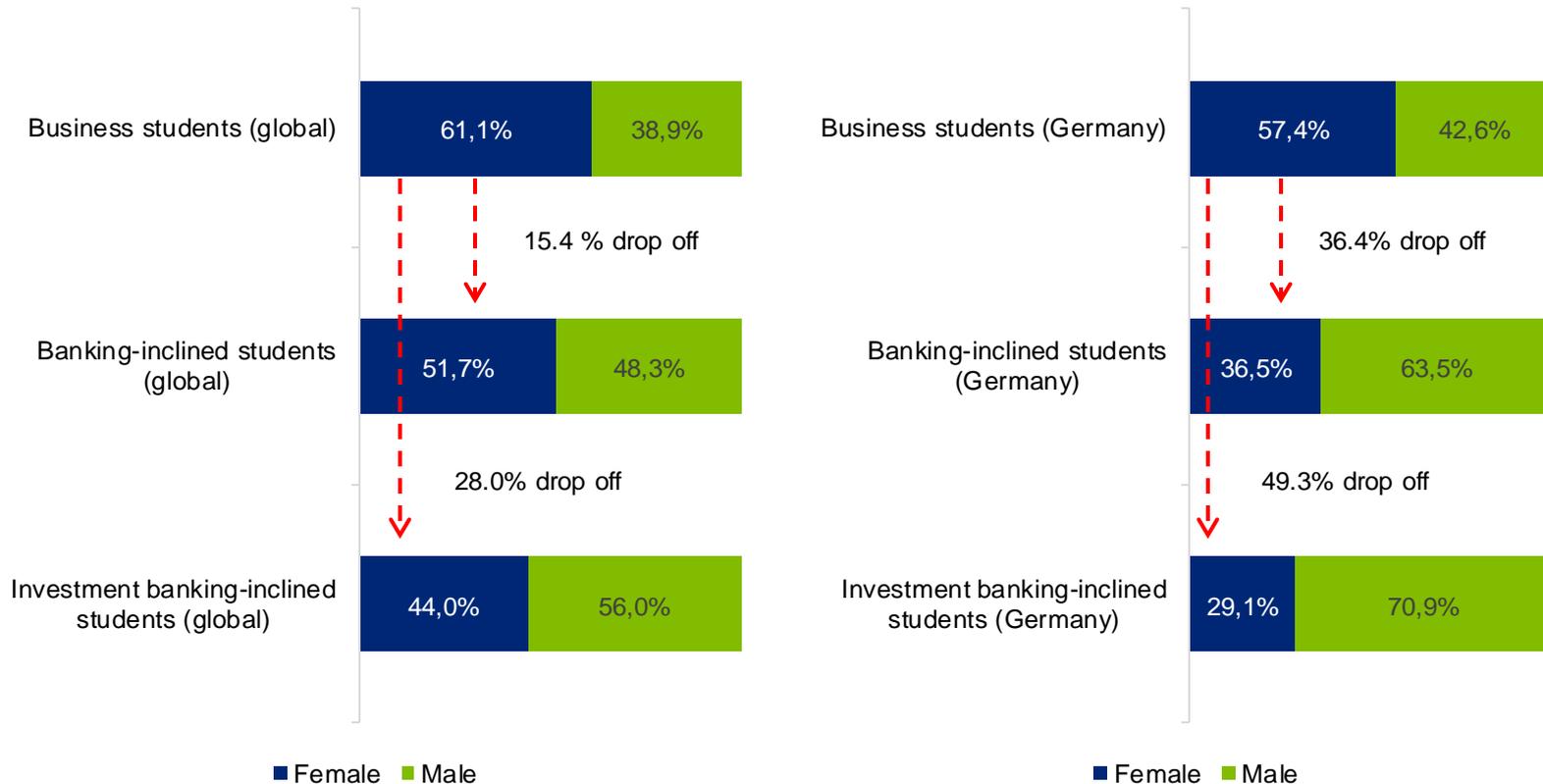
Expected average annual salary (EUR), German business students, 2015



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

The combination of a wide range of career options, combined with the perception of a better 'work/life balance' outside banking, leads to a gender disparity

Student demographics, globally and in Germany, 2015



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. “Banking-inclined students” are a subset who put at least one bank (retail, investment or universal) in their top five “ideal employers”. “Investment banking-inclined students” are a subset of “banking-inclined students” who put at least one investment bank in their top five “ideal employers”. Using Universum’s detailed questionnaire, Deloitte analysed the motivations, aspirations and expectations of banking-inclined students in relation to a career in banking. This analysis includes a comparison of what makes banks attractive to students (“aspirations”) with what they associate with banks as employers (“expectations”).



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