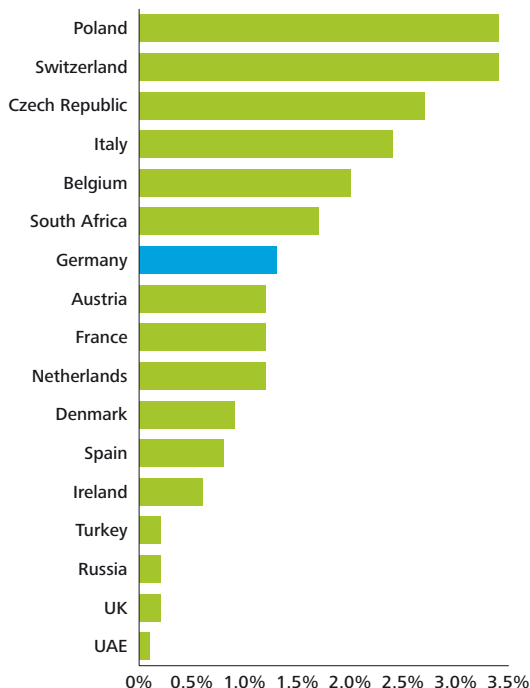


The Deloitte Talent in Insurance Survey 2014 Germany in Focus

About the Research

This report is based on the Universum Talent Survey 2014. Universum has been researching students' career intentions since 1988. In 2013-14 Universum surveyed about 700,000 students and professionals, including 174,000 business students in 31 markets. Aggregate data from the 31 markets was also used to compile a global insurance report. In-focus reports have been produced for 17 countries in EMEA: Austria, Belgium, the Czech Republic, Denmark, France, Germany, Ireland, Italy, the Netherlands, Poland, Russia, South Africa, Spain, Switzerland, Turkey, the UAE and the UK.

Figure 1. Popularity of insurance among business students, EMEA, 2014



Source: Universum Talent Survey 2014; Deloitte analysis
See Appendix for survey question

Overview

Low popularity despite 'good crisis'

The insurance sector is stuck at the same low level of popularity as in 2008, despite its relative resilience compared to the banking sector during and after the financial crisis.

Driving ambition

Car makers take four of the top five spots in the list of "ideal employers" for whom business students in Germany want to work.^{1,2}

Safe harbour

For insurance-inclined students in Germany, having a secure job has risen in importance steadily from 2008 to 2014.³

Nothing succeeds like success

Among German insurance-inclined students, 53.0 per cent give high priority to "market success", a much larger proportion than in any other EMEA country except the Czech Republic.

Deserving success

"Recognising performance (meritocracy)" is more important to German insurance-inclined students than it is for insurance-inclined students in any other of the 28 markets in the survey (for which students' aspirations are available), except for Italy.

Capital value

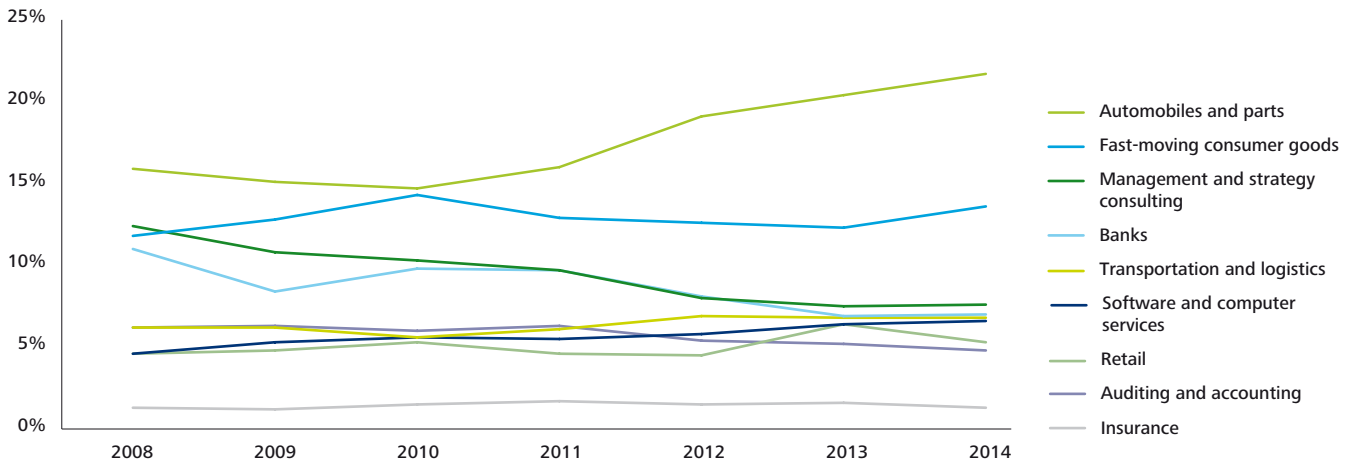
German insurance-inclined students have high aspirations for their future employers to have "market success" and "financial strength", and they strongly associate these attributes with insurers.

Where do German students want to work?

Germany ranks seventh among EMEA countries for the popularity of insurance (Figure 1). German business students ranked the insurance sector as 16th out of 25, with only 1.3 per cent selecting an insurer as one of their "ideal employers" (Figure 2).

- 1 Business students were presented with a list of employers from a range of sectors. 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".
- 2 Business students are students studying business-related subjects, including vocational subjects for insurance such as actuarial science and risk management.
- 3 Insurance-inclined students are business students who put at least one insurer in their top five "ideal employers" when offered a list of potential employers to choose from.

Figure 2. Insurance and the eight most popular industries, German business students, 2008-14



Source: Universum Talent Survey 2014; Deloitte analysis
See Appendix for survey question

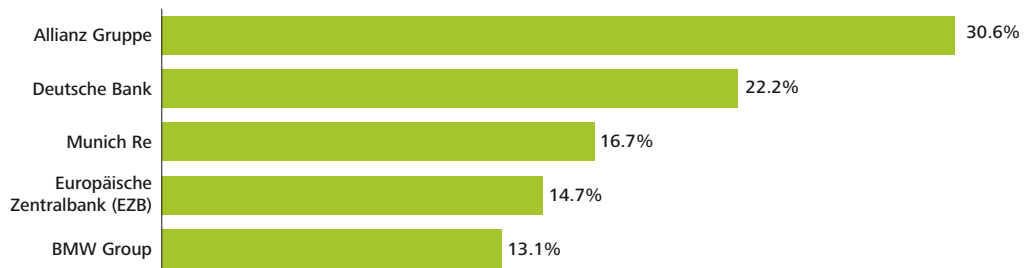
From 2010 to 2014, the automobiles and parts sector has gained considerably in popularity. In 2014, car makers take four of the top five spots in the list of employers for whom German business students want to work (Figure 3).

Figure 3. Most popular employers, German business students, 2014



Source: Universum Talent Survey 2014; Deloitte analysis
See Appendix for survey question

Figure 4. Most popular employers, German insurance-inclined students, 2014



Source: Universum Talent Survey 2014; Deloitte analysis
See Appendix for survey question

What are the career goals of German insurance-inclined students?

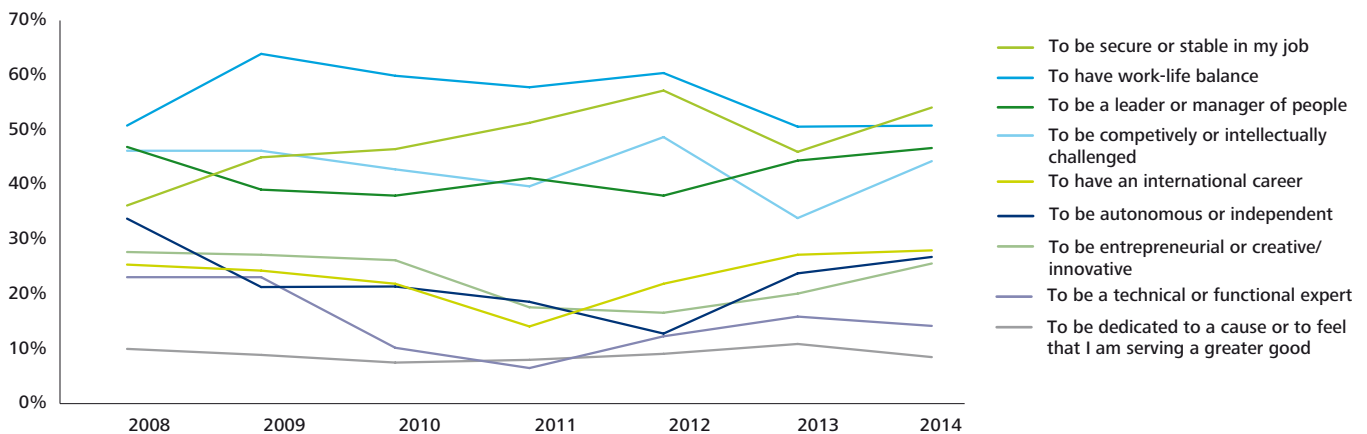
The biggest change among career goals has been “to be secure or stable in my job”. This was selected as one of the top three career goals by 54.1 per cent of German insurance-inclined students in 2014, compared with just 36.2 per cent in 2008. Although Germany has not experienced the same high levels of youth unemployment as in other Eurozone countries such as Greece or Spain, the downturn following the global financial crisis has clearly had an impact (Figure 5).

“To have work-life balance”, “to be entrepreneurial or creative/innovative”, “to be autonomous or independent” as well as wanting “to be a technical or functional expert”, are all of equal or less importance now than they were six years ago.

Students also place less importance now on being “competitively or intellectually challenged” and “serving a greater good” than they did in 2008.

During the recession “to be a leader or manager of people” became less important as a career goal for students – perhaps because of large cuts in management jobs at the time. Since 2012, (as confidence has returned), the desire to manage has increased each year, and is now back to its 2008 levels. Only Austrian, Belgian and Turkish insurance-inclined students have a greater desire to be leaders. This is certainly something Human Resources Directors (HRDs) could take advantage of, especially as Germans have a high propensity to look to the future (see Figure 9).

Figure 5. Career goals of German insurance-inclined students, 2008-14



Source: Universum Talent Survey 2014; Deloitte analysis
See Appendix for survey question

Figure 6. Aspirations for employer reputation and image, German students, 2014



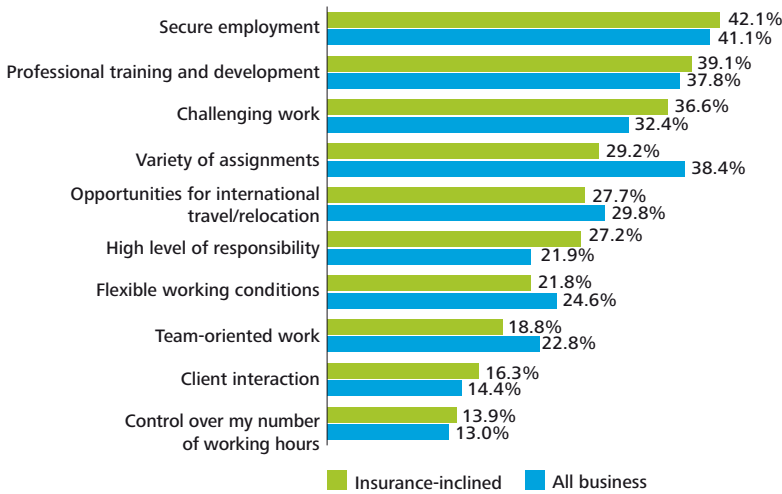
Source: Universum Talent Survey 2014; Deloitte analysis
See Appendix for survey question

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

Reputation and image

Compared to German business students in general, insurance-inclined students place more importance on their employer having “market success”, “financial strength” and “prestige” (Figure 6). They are less concerned about “innovation”, “ethics”, being “fast-growing/entrepreneurial” and even having “inspiring management”. Apart from the Czech Republic, no other country’s insurance-inclined students give as much weight to “market success”: 53.0 per cent of German insurance-inclined students selected this as one of their top three career goals, 12.7 percentage points above the global average of 40.3 per cent.

Figure 7. Aspirations for job characteristics, German students, 2014



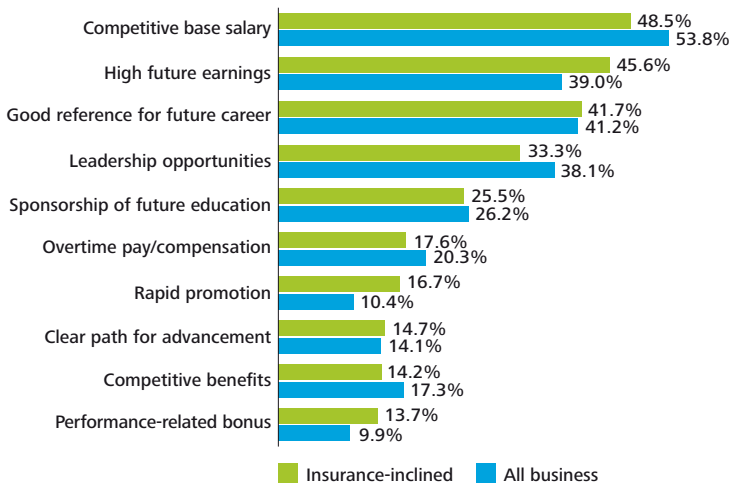
Source: Unversum Talent Survey 2014; Deloitte analysis
See Appendix for survey questions

Figure 8. Aspirations for people and culture, German students, 2014



Source: Unversum Talent Survey 2014; Deloitte analysis
See Appendix for survey questions

Figure 9. Aspirations for remuneration and advancement, German students, 2014



Source: Unversum Talent Survey 2014; Deloitte analysis
See Appendix for survey questions

Job characteristics

Insurance-inclined students clearly want to play their part in creating the market and financial success they look for from their employer. Compared with German business students as a whole, German insurance-inclined students have a greater desire for “challenging work”, “client interaction”, a “high level of responsibility” and “professional training and development” (Figure 7).

People and culture

When asked to state the ten attributes they wanted most under the heading of “people and culture”, 57.1 per cent selected meritocracy: this was 17 percentage points higher than the average for insurance-inclined students globally and over 12 percentage points higher than for German business students in general (Figure 8).

“Respect for its people” and “acceptance towards minorities” are less important for insurance-inclined students than for other German business students.

And yet despite this, 42.0 per cent of German insurance-inclined students aspire to “a friendly work environment” compared to 40.6 per cent on average across insurance-inclined globally, suggesting hard work doesn’t totally kill friendliness at work.

Remuneration and advancement

The desire of German insurance-inclined students for meritocracy may be very strong, but they do not link this to an above-average desire for a high base salary, benefits or overtime pay. Insurance-inclined students show less interest in these than German business students in general. It seems that German insurance-inclined students have their eyes on the future rather than the present. They aspire to “rapid promotion”, “high future earnings” and a “clear path for advancement” more than other business students (Figure 9). This may indicate where insurers need to focus their attention in trying to recruit graduates.

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 in Figure 10 – “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 than those recording an aspiration for that attribute.

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

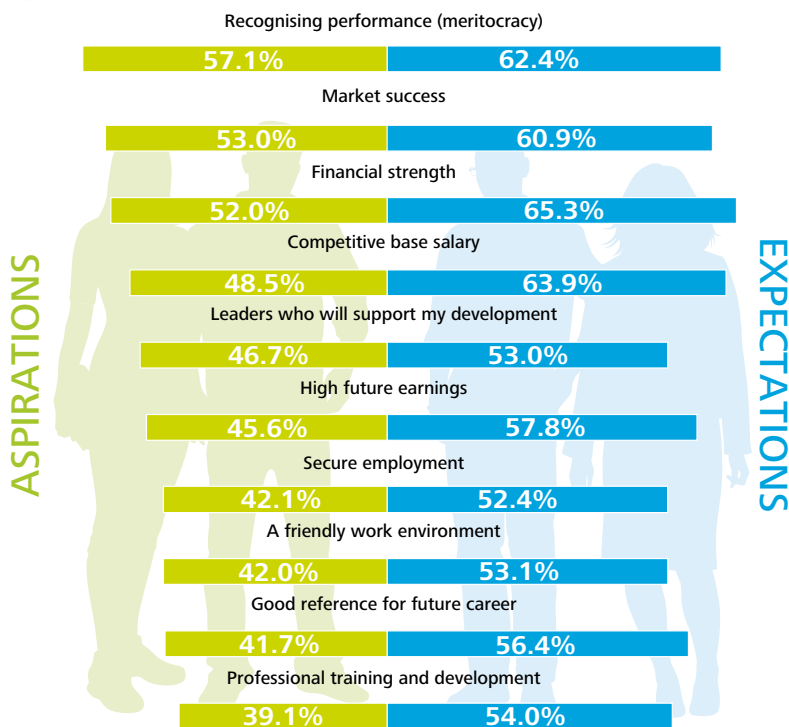
German insurance-inclined students have high hopes of contributing to “market success” and “financial strength” in their first job: these come second and third in their list of job aspirations. Encouragingly, they associate these attributes closely with the insurance sector, ranking them sixth and first respectively (out of 40) in the list of their expectations from a job with an “ideal employer” in insurance (Figure 10).

By contrast, “a friendly working environment” ranks eighth as an aspiration and 13th as an expectation.

Insurance-inclined students in Germany aspire to “team-oriented work” much less than they would expect it from a job in insurance, indicating that this is an aspect of the work that they would not enjoy. Similarly they want “client interaction” much less than they would expect it.

These are two important interpersonal skills that insurers may have to put considerable effort into developing in their future workers.

Figure 10. Top ten aspirations, German insurance-inclined students, versus corresponding expectations, 2014



Source: Universum Talent Survey 2014; Deloitte analysis
See Appendix for survey questions

Appendix

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 individual employers in specific industries 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."

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

Note to Figures 3 and 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: "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 calculated as the percentage of students choosing each career goal on their shortlist of top three goals.

Note to Figures 6, 7, 8 and 9

Percentages are based on answers to the following 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 10

Percentages are based on answers to the following survey questions. 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 [forty attributes] do you associate with your chosen employer(s)?"

Contacts

Hans-Jürgen Walter**Partner**

Financial Services Leader

+49 69 97137506

hawalter@deloitte.de

Christian Bernhard Schareck**Partner**

Insurance Leader

+49 221 9732466

cschareck@deloitte.de

Andrea Neubauer**Senior Consultant**

Consulting

+49 892 90368159

aneubauer@deloitte.de

Peter Wright**Partner**

EMEA Insurance Co-Leader

+420 246 042 888

pewright@deloittece.com

Fabien Sauvage**Partner**

EMEA Insurance Co-Leader

+33 1 55 61 41 63

fsauvage@deloitte.fr

James O’Riordan**Partner**

EMEA Insurance Co-Leader

+44 20 7007 4933

joriordan@deloitte.co.uk

Margaret Doyle**Partner**

Head UK Financial Services Insight

+44 20 7007 6311

madoyle@deloitte.co.uk

About the authors

Margaret Doyle, Peter Evans and Patrick Quigley comprised the London-based Deloitte UK Financial Services Insight team, and Arun Menon, Ranganathan Tirumala and Jyoti Joshi the Hyderabad-based Financial Services research team that worked on this report.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.co.uk/about for a detailed description of the legal structure of DTTL and its member firms.

Deloitte LLP is the United Kingdom member firm of DTTL.

This publication has been written in general terms and therefore cannot be relied on to cover specific situations; application of the principles set out will depend upon the particular circumstances involved and we recommend that you obtain professional advice before acting or refraining from acting on any of the contents of this publication. Deloitte LLP would be pleased to advise readers on how to apply the principles set out in this publication to their specific circumstances. Deloitte LLP accepts no duty of care or liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

© 2014 Deloitte LLP. All rights reserved.

Deloitte LLP is a limited liability partnership registered in England and Wales with registered number OC303675 and its registered office at 2 New Street Square, London EC4A 3BZ, United Kingdom. Tel: +44 (0) 20 7936 3000 Fax: +44 (0) 20 7583 1198.

Designed and produced by The Creative Studio at Deloitte, London. 39491A