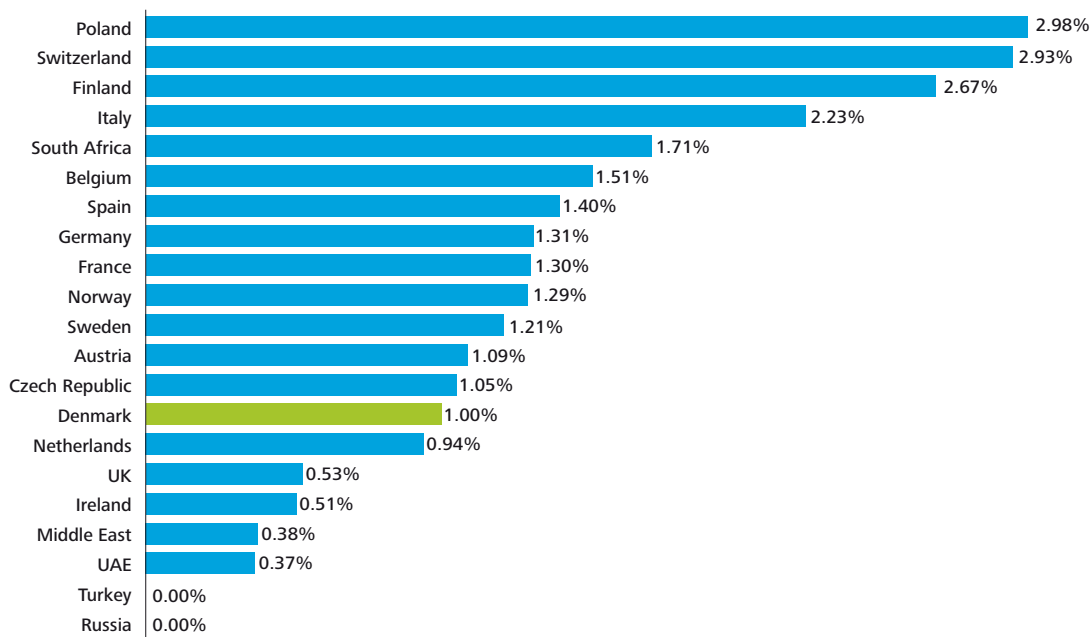


## The Deloitte Talent in Insurance Survey 2015

### Denmark in Focus

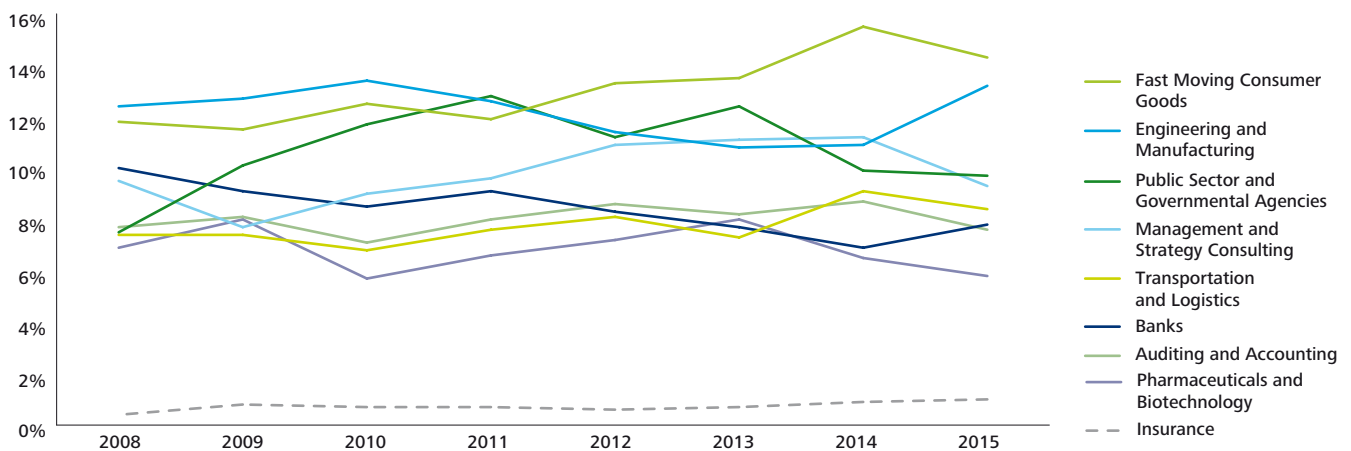
#### Survey findings

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

Figure 2. Industry popularity among Danish business students, 2008-2015



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

In Denmark insurance companies are attempting to become much more performance-driven and focused on the end-user. They are also moving towards greater digitisation, which means only the most customer-orientated and widely-skilled recruits are being sought. At the same time, however, a large 'old-guard' remains – those who stay not because they are particularly committed but because the sector traditionally pays higher salaries than other industries. As a result, recruiting the best talent can still be difficult because the perception is that insurance is boring and behind the times, despite its moves to modernise.<sup>1</sup>

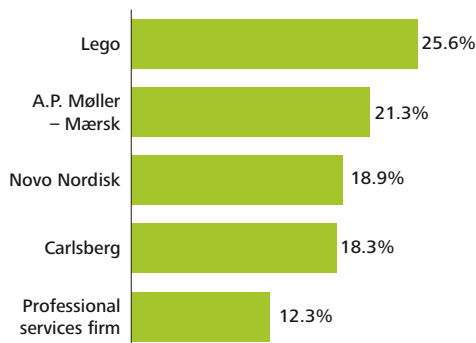
Structural and image problems for the insurance industry can arguably be seen when data for the rest of Europe are considered. The country whose students show the greatest insurance-inclination is Poland – but even there insurers accounted for less than 3 per cent of business students' choice of ideal employers. In Denmark, meanwhile, the industry's popularity is at only one-third of this level. This places it 14th of 21 EMEA countries surveyed.

Despite this low level of popularity, there is at least some evidence to suggest efforts to rebrand insurance have been working. Its popularity among business students in Denmark has more than doubled from 0.4 per cent in 2008 to the one per cent level seen today. Insurance support has grown while a number of other sectors have fallen, including: FMCG (still top, but down from its peak in 2014); the public sector; pharmaceuticals and biotechnology; management and strategy consultancy and auditing and accounting.

Conversely, the popularity of engineering and manufacturing – which is now higher than before the economic crisis – and banking, which in 2014 began to reverse its downward slide, grew in 2015. This means several industries are within small percentage points of each other, with no sector dominant.

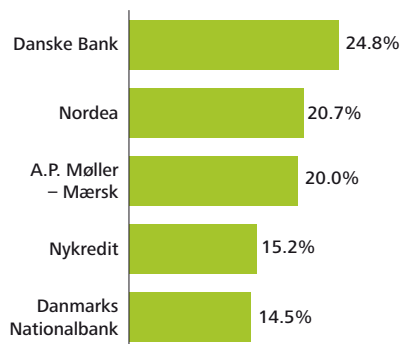
What may lie behind the resurgence in insurance, albeit from a low base, is the potential for high future earnings (see below). This tops the list of what the insurance-inclined seek, and confirms insurance's positive reputation as a high-paying industry.

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



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

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

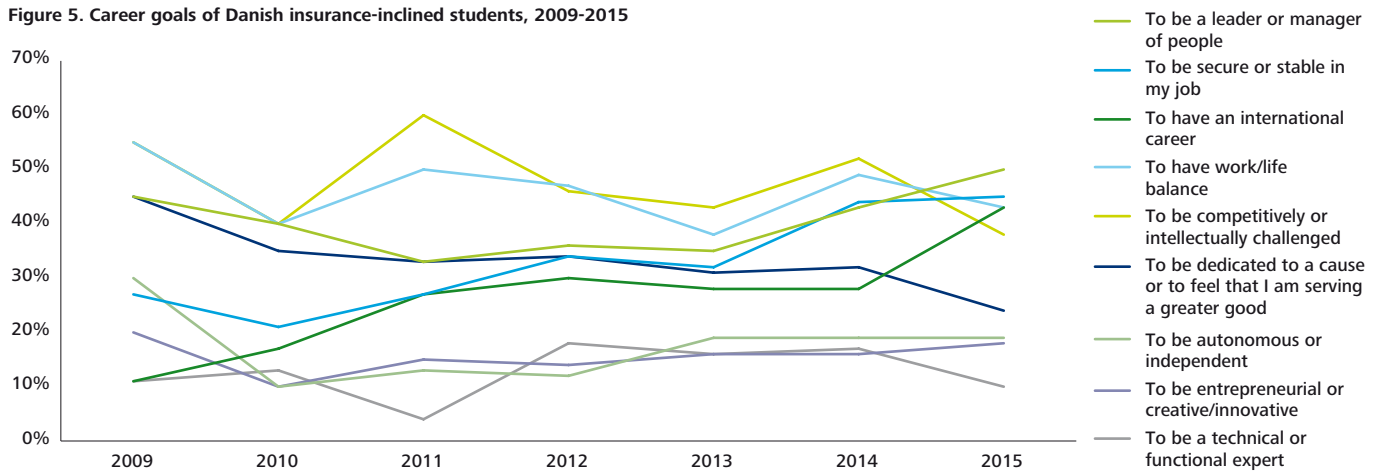


Source: Universum Talent Survey 2015; Deloitte analysis  
See Appendix for survey questions

Unsurprisingly, no insurance company makes it into the list of business students' top five companies to work for. Mirroring the fact that Denmark has a broad range of top industries, the top companies Danes want to work for are also highly diversified – including toy giant Lego, shipping conglomerate A.P. Møller – Mærsk, global healthcare provider Novo Nordisk and brewer Carlsberg. That said, there is a strong local preference, with the top four being Denmark-headquartered businesses.

It is noteworthy that the companies that Danish insurance-inclined students rate as their top employers are not pure insurance brands. The top employer is Danske Bank (with 25 per cent of the student vote), followed by Nordea (a financial services group), Maersk (a global conglomerate), Nykredit (another financial services company) and Danmarks Nationalbank. Even Lego still appears in the list of insurance-inclined students' top ten employers. These results suggest that insurance is an after-thought for those whose main interests lie elsewhere.

**Figure 5. Career goals of Danish insurance-inclined students, 2009-2015**

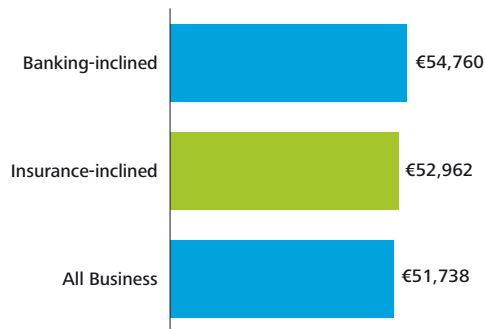


Source: Universum Talent Survey 2015; Deloitte analysis  
See Appendix for survey questions

In a highly oscillating chart, the career goal change that stands out is a desire for ‘job security’, with the number of students choosing this as one of their top three goals increasing from 21 per cent in 2010 to 45 per cent in 2015. What also stands out is an increasing desire ‘to have an international career’ and ‘to be a leader or manager of people’.

At 50 per cent, ‘to be a leader or manager of people’ is the most important career goal among Danish insurance-inclined students. A greater proportion of Danish insurance-inclined students chose this as one of their top three career goals than in any other EMEA country surveyed. This may be because management is where Danish students expect the highest future earnings – a major motivator (see Figure 7) attracting them to insurance.

**Figure 6. Expected annual salary (EUR), Denmark, 2015**



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

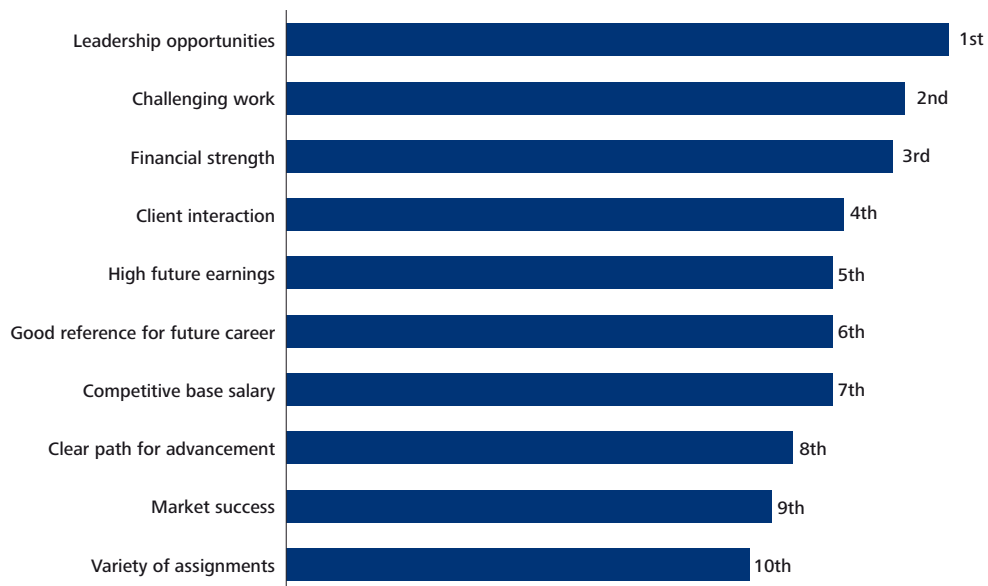
Insurance is traditionally higher-paid than other industries but at entry level at least Danish students do not see insurance as a standout sector for remuneration. Against an expected starting salary of €51,738 for business students, those with an interest in insurance expect just 2.4 per cent more – €52,962. But it is future earnings that most interest the insurance-inclined.

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



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

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



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

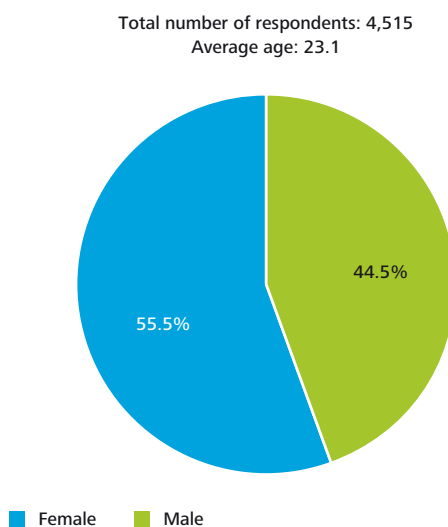
As the aspirations graph clearly shows, the firm ambition of the insurance-inclined is to secure 'high future earnings'. They also want 'leaders who will support their development' (the third placed aspiration), which is just ahead of their desire for 'professional training and development'. Interestingly, despite their higher-than-average salary expectations, a 'competitive base salary' is not one of the top ten aspirations of insurance-inclined students.

This focus on development may be a problem for insurers, particularly if, as the data indicates, it is purely financially-motivated. Deloitte notes that strong remuneration often keeps uncommitted employees within the sector in Denmark,<sup>2</sup> and this is likely to be a problem as the traditional insurance business-model is transformed over the next few years. What is more, the sector suffers from a perception of being boring and slow,<sup>3</sup> and it appears that insurers are attracting students who are happy to tolerate that in exchange for a healthy pay packet. This will make it difficult for insurers to attract the talent they need to remain competitive.

Insurance-inclined students do not aspire to innovation, or expect to find it in the sector, with 'innovation' not appearing in their top ten aspirations or expectations. This suggests that insurers have a lot of work to do to change perceptions if they want to attract the innovative talent they are looking for.

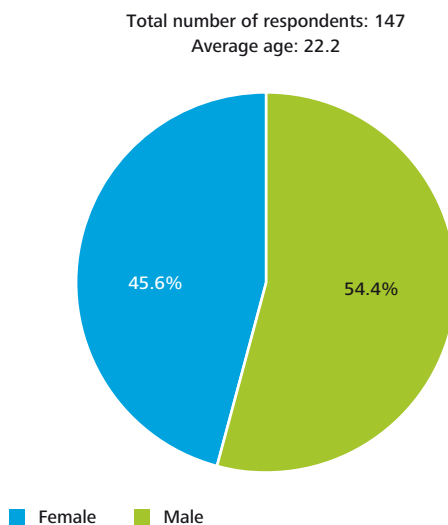
However, there is grounds for optimism in that 'variety of assignments' appears, albeit at tenth, in the list of top ten expectations, perhaps implying that students are beginning to become aware of the changing nature of roles within the sector. Students also understand the importance of 'client interaction', and the need for a customer-oriented workforce is expected to become still greater as insurers look to transform their culture.<sup>4</sup> While this is a positive, the fact that insurance-inclined students do not especially aspire to interact with clients could be a problem.

**Figure 9. Danish business student demographics, 2015**



Source: Universum Talent Survey 2015; Deloitte analysis

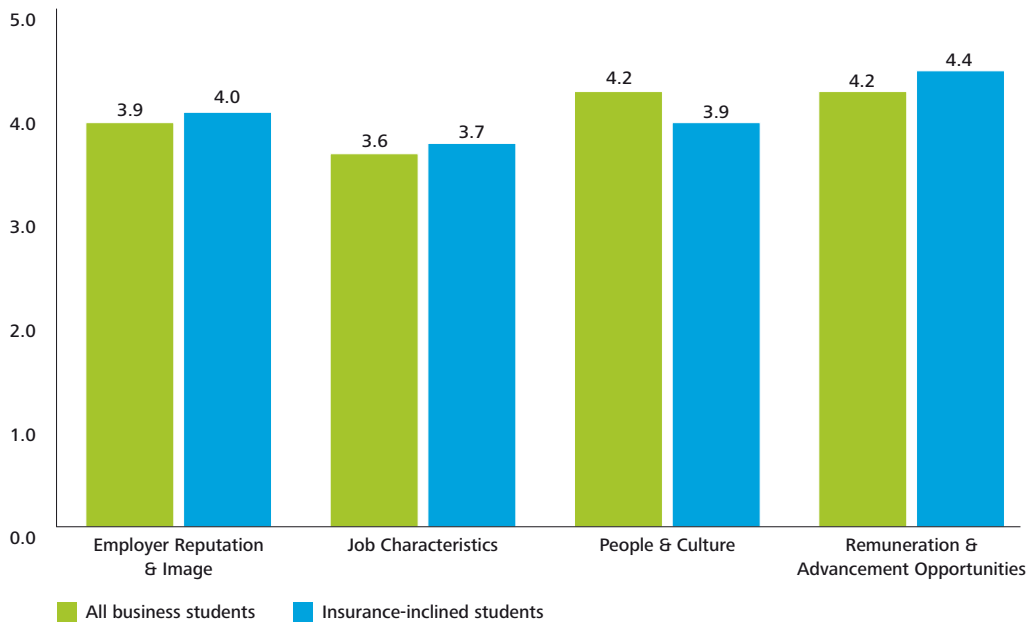
**Figure 10. Danish insurance-inclined student demographics, 2015**



Source: Universum Talent Survey 2015; Deloitte analysis

Like many other European countries, students who veer towards insurance are still typically male. Although females in Denmark feature disproportionately among all business students surveyed (55.5 per cent women vs. 44.5 per cent men), as soon as we look at those interested in insurance, the ratios switch around. Insurance-inclined students are 54.4 per cent male, and only 45.6 per cent female. However, Denmark is not the worst for female representation. In Ireland, for example, only 43.4 per cent of insurance-inclined students are women, while in Switzerland the proportion falls to just 38.6 per cent.

Figure 11. Attractiveness of job aspects, all Danish business students and Danish insurance-inclined students, 2015



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

Danish insurance-inclined students score the job aspect 'remuneration and advancement opportunities' higher than do their business school peers. This chimes with the predisposition to aspire to 'high future earnings' above other factors already noted.

They also score 'people and culture' significantly lower than all business students.

**Macroeconomic context**

**Figure 12. Growth in average monthly wages (US\$), Denmark, 2008-2014**

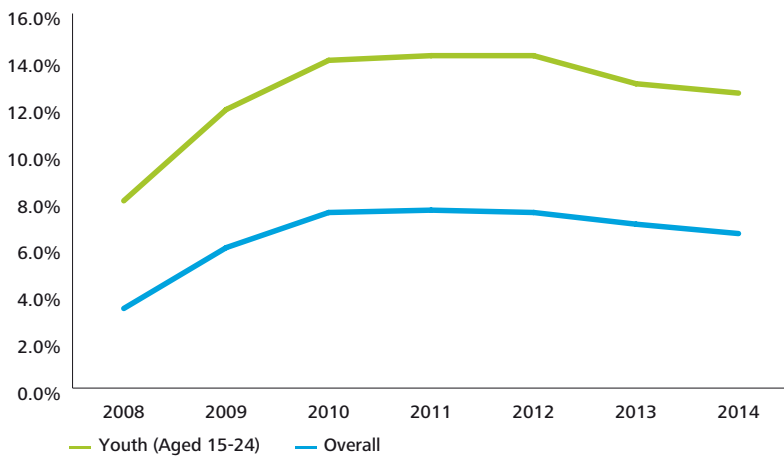


Source: Economist Intelligence Unit  
See Appendix for notes

The Danish insurance sector saw steady growth between 2005 and 2011, both in total gross written premiums (GWP) and total GWP as a percentage of GDP. In 2011, total GWP stood at US\$ 33.9 billion and were equal to 14.6 per cent of GDP, compared to US\$ 21.1 billion and 8.8 per cent of GDP six years previously. In 2012, however, there was a slight reversal of this trend, with total GWP falling to US\$ 32.7 billion, or 14.1 per cent of GDP. Core system transformation, adapting to a digital world, and efforts at culture change are some of the changes expected in the financial services sector over the coming years.<sup>5</sup>

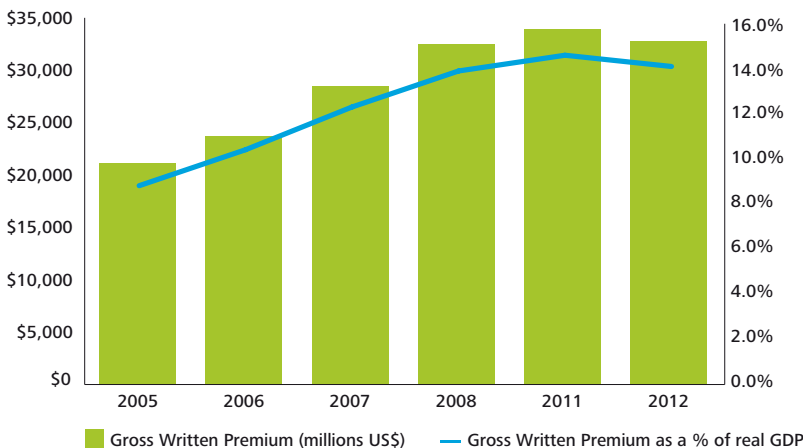
Although average monthly wages do not appear to have suffered as much in Denmark as in many of the surveyed territories, they were still somewhat lower in 2014 (at US\$ 5,342) than in 2011 (US\$ 5,376). Despite this, few international peers surveyed have a higher average wage, and Denmark remains a high-wage economy. Both general and youth unemployment rates in Denmark are at their lowest since peaking in 2010.

**Figure 13. Overall and youth unemployment, Denmark, 2008-2014**



Source: OECD

**Figure 14. Total Gross Written Premiums in US\$ mn and as % of real GDP, Denmark, 2005-2012**



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: "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 6

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

## 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

Survey question: "How important are each of the aspects below to you? Please rate the importance of each aspect on a scale from 1-5."

## Note to Figure 12

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 DKK/US\$ exchange rate.

## Note to Figure 14

Data for 2009-2010 and 2013-2014 is not available.

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



# Endnotes

1. "Beskæftigelsesundersøgelse 2014", Finanssektorens arbejdsgiverforening, 2014. See also: [https://www.fanet.dk/system/files/publication\\_files/150-2014\\_fa\\_fokus\\_web.pdf](https://www.fanet.dk/system/files/publication_files/150-2014_fa_fokus_web.pdf)
2. Deloitte analysis
3. Deloitte analysis
4. Deloitte analysis
5. "Nordea vil købe banker efter massivt it-løft", Børsen, 25 June 2015. See also: <http://borsen.dk/nyheder/avisen/artikel/11/115505/artikel.html?hl=Tm9yZGVh>

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