

A close-up photograph of a bee on a purple flower with a yellow center. The bee is positioned in the upper right quadrant, facing left. Its wings are spread, showing intricate vein patterns. The flower's petals are a vibrant purple, and the center is a bright yellow. The background is softly blurred, emphasizing the bee and the flower.

Deloitte.

The sting in the tale
Are banks attracting the
right talent?

The Deloitte Talent in Banking survey 2015

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The findings of this report are based on data gathered and produced in collaboration with Universum. Universum is an international organisation that has been working in the field of employer branding since 1988. Universum delivers a full range of services in research, strategic consulting and communication solutions that enable employers to better understand, attract and retain talent. For more information, please visit www.universumglobal.com.

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Foreword

It is an unsettling time for banks. Public opinion of banks has not recovered since the onset of the financial crisis, as scandals such as Libor rate-rigging and sanctions violations continue to assail the sector. This has led to intense regulatory scrutiny, levelling the playing field between banks and non-banks. Banks are now competing with innovative tech giants, such as Google and Apple, and a growing financial technology ('fintech') industry looking to disintermediate the banking value chain.

These non-bank challengers now pose a significant threat to the banking business and banks need, at the very least, to respond. But it is clear that the most appropriate response is to embrace innovation and implement intrinsic cultural change in order to fight off all the challengers and remain relevant. A vital way for banks to do this is to attract, recruit, develop and retain a wide talent pool of innovative and ethically-minded talent.

Deloitte has used data collated by Universum once more for this year's Talent in Banking study. Deloitte analysed data from 211,000 business students in 30 markets in an attempt to answer the following questions:

- How popular are banks in comparison to other industries with business students?
- What are the top career goals and aspirations of business students considering a career in banking?
- What do banking-inclined students expect from a career in the sector, and does this align with their aspirations?

The findings make for unpleasant reading for banks. The popularity of banks among business students has been in constant decline since 2011, while that of software and computer services, the sector most likely to encroach upon the banking value chain, has been on an upward trajectory since 2010. Fast moving consumer goods (FMCG) remains the industry of choice for business graduates. At a time when attracting the best talent is more important than ever, banks find themselves choosing from a dwindling talent pool.

With innovative, ethical talent more attracted to other industries such as software and computer services, it will be difficult for banks to compete and to transform culturally.

Of perhaps even greater concern is that the talent attracted to banks does not value innovation or ethical standards. Compared to their peers, banking-inclined students are less concerned with being innovative or with cultural attributes such as 'ethical standards' and 'support for gender equality'. Furthermore, banking remains an industry that continues to put off women. With innovative, ethical talent more attracted to other industries such as software and computer services, it will be difficult for banks to compete and to transform culturally.

These findings should be a wake-up call for banks. In this report, Deloitte outlines the key talent issues facing banks, and provides suggestions as to how banks can improve both their talent propositions and their internal organisation in order to tackle the challenges ahead.

It is not too late for banks to act.



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Executive summary

1. Banks have failed to arrest their decline in popularity

Having enjoyed the undisputed leadership of global industry popularity among business students between 2008 and 2013, banks remain in second place, behind fast moving consumer goods (FMCG), for the second year running. Software and computer services continue their relentless upward march. This has been happening at a time when web-based tools make it easier for job-hunters to find out about a variety of industries, and to advertise themselves to potential employers.

Banks' decline in popularity may be due in part to the bad press around past and potential future layoffs in the sector. The constant stream of news about job cuts may be weakening the appeal of banking among business students.¹ This highlights the importance of brand association and trust for banks among customers and employees.

FMCG ranks number one or two in 18 out of the 30 markets surveyed,² but has slipped by 1.3 percentage points in popularity over the past year, and is now just ahead of banking in the popularity stakes.

Software and computer services, conversely, is an up-and-coming challenger. This sector increased in popularity in 20³ of the 30 markets surveyed in 2015, and now holds third position globally. The sector's attractiveness is mainly driven by a few global giants. Google and Apple, for example, are among the top five most popular employers for business students in 24⁴ and 10⁵ out of 29 markets for which data is available respectively,¹ displaying consistency in their employer brand positioning across the globe.

2. Banks fail to shake off "men in suits" image

Despite efforts to increase diversity, banking continues to be less attractive to female business students than to males. While 61.1 per cent of business students surveyed globally were female, just 51.7 per cent of banking-inclined and 44.0 per cent of investment banking-inclined students are female, representing 15.4 and 28.0 per cent drop-offs respectively. This suggests that the "men in suits" perception of banking persists.

Banking-inclined students care less about 'ethical standards', 'corporate social responsibility (CSR)', 'support for gender equality' and 'acceptance towards minorities' than do their fellow business students, according to Universum data. They also rank 'serving a greater good' as a less important career goal than their peers.

3. Banks are attracting conservatives, not innovators

Banking-inclined students value 'innovation', creativity and dynamism less than the average business student. By contrast, they value 'financial strength' and 'high future earnings' significantly more than their business school peers.

This could be due to banking not being perceived as an innovative business, with just 27.6 per cent of banking-inclined students surveyed expecting to find 'innovation' in banking. It is also worth noting that any creativity in core banking in recent years has been associated with negative developments such as rate fixing or mis-sold bundled products, e.g. payment protection insurance.

Banking-inclined students expect 'financial strength', bonuses and 'high future earnings' from banking. The qualities they expect the least from banks are 'innovation', 'attractive services' and creativity.

4. Are banks ready for millennials?

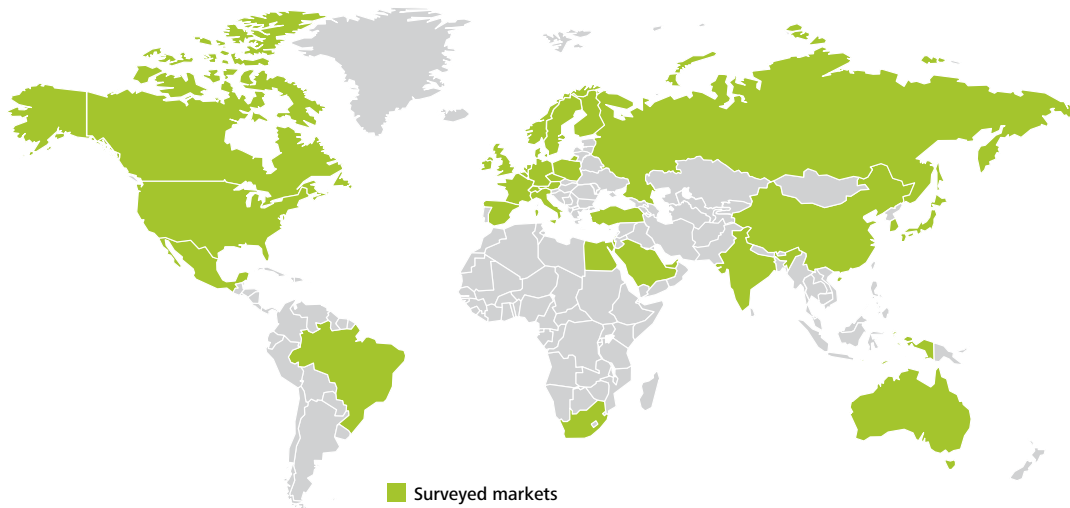
Banking-inclined students continue to value 'work/life balance' and 'job security' above other career goals, such as being 'competitively or intellectually challenged', although the former two goals have dipped in importance. These two also top the career goals list for all business students, and to an even greater extent, showing that these are clear priorities for this generation.

Having enjoyed the undisputed leadership of global industry popularity among business students between 2008 and 2013, banks remain in second place, behind fast moving consumer goods (FMCG), for the second year running.

i Excludes Middle East (data not available)

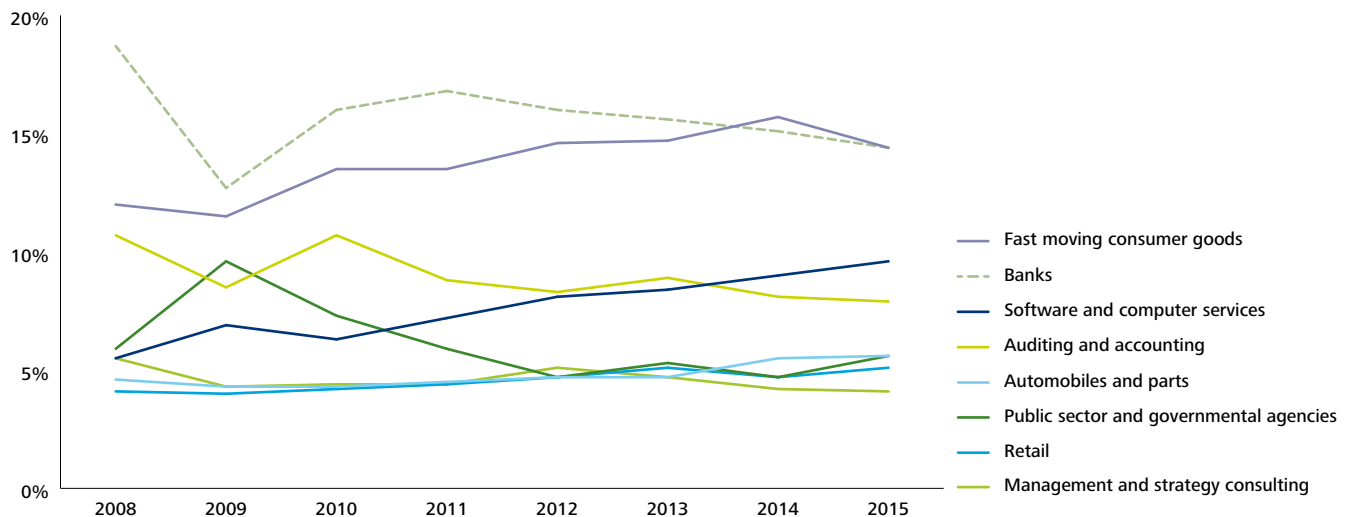
Banks have failed to arrest their decline in popularity

Figure 1. Markets surveyed for the Deloitte Talent in Banking survey 2015



Source: Universum Talent Survey 2015; Deloitte analysis

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



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

Banks have failed to arrest their decline in popularity. Having been overtaken by FMCG in 2014, banking remains in second place globally, attracting 14.4 per cent of expressions of interest from 211,000 business students surveyed in key banking markets in 2015, compared to 18.7 per cent in 2008 (a decline at a CAGR of negative 3.5 per cent).

Software and computer services, meanwhile, continue their inexorable rise in popularity, rising by a striking 4.1 percentage points between 2008 and 2015 (a CAGR of 8.5 per cent). On current trends, software and computer services will overtake banking in popularity by 2022.⁶

This development is a reminder of the challenges banking faces in the digital age. While many organisations in the sector are still figuring out the implications of the digital economy on their business, non-bank competitors, mainly tech companies and financial technology ('fintech') start-ups, are disrupting banking. Arguably, this disruption is playing out with greatest intensity in the area of payments.⁷ Moreover, these new entrants are active in other core banking functions such as saving and lending.⁸ The Deloitte Talent in Banking survey shows that software and computer services companies are now not only challenging banks' business model but also posing a competitive threat to them in recruitment.

In contrast to the first dot-com boom, the tech challengers are often cash-rich, highly-valued businesses. Their brands top the reputational league tables, while post-crisis banking brings up the rear. According to Edelman's TrustBarometer, financial services is the least trusted sector, with just 54 per cent of respondents expressing trust for the sector globally.⁹ How senior bankers perceive the cultural problems in the industry and how they plan to change their culture is outlined in the Deloitte Culture in Banking survey.¹⁰

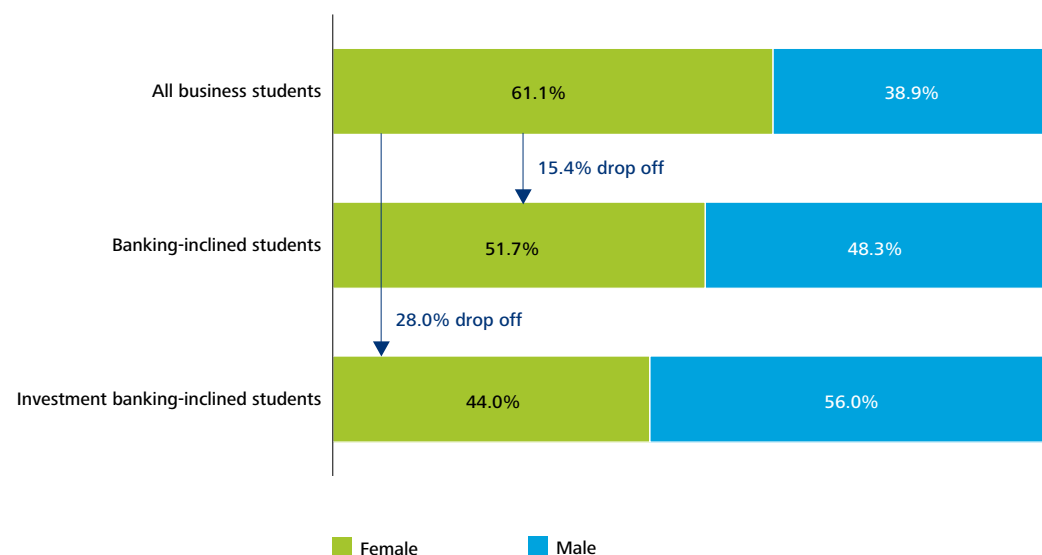
Conversely, software and computer services – thanks to tech titans, such as Google and Apple – enjoy strong employer brands globally thanks to their perceived 'coolness'. Data from the Deloitte Millennial Survey shows that Google and Apple are the two companies most perceived to be leaders by this generation.¹¹ One UK respondent opined that "digital and tech companies such as Google and Apple are roaring forward with innovations and financial success".¹²

The Deloitte Talent in Banking survey supports this finding. Google is the most popular employer in a remarkable 17¹³ of the 29¹⁴ markets for which we have data, while Apple is in the top five in ten markets.¹⁴

There have been some other noteworthy developments in the popularity of the top eight industries since 2008, with the public sector and governmental agencies spiking in popularity in 2009, in the depths of the crisis. Of the industries in fourth to eighth positions, auditing and accounting remains comfortably ahead of the remaining four. However, its popularity exhibits a slow downward trend. It would appear that a significant gap is opening up between the top three industries and all the others.

Banks fail to shake off “men in suits” image

Figure 3. Student demographics, globally, 2015



Source: Universum Talent survey 2015; Deloitte analysis

Banks will be hindered in their quest to regain the popularity top-spot if they continue to be unattractive to female business students. The Deloitte Talent in Banking survey reveals that the proportion of female banking-inclined students is 15.4 per cent lower than that of all business students surveyed, while the proportion of women among investment banking-inclined students is a striking 28.0 per cent lower than their share of business students as a whole.

Why are female business students not attracted to banking? The conventional analysis points to two main barriers. Firstly, that women will find it harder than their male counterparts to progress in banks, encountering the famed ‘glass ceiling’. And, secondly, that they will be paid less well at every level throughout their career.

There is some evidence to suggest that these fears are well-founded. As of 2014, just 7.5 per cent of banks globally had female CEOs, and just 14.6 per cent had female CFOs.¹⁵ As of March 2015 the female representation on the boards of the UK banks listed on the FTSE 100 index is as follows; HSBC: 35.3 per cent, RBS: 30 per cent, Lloyds Banking Group: 23.1 per cent, Barclays: 20 per cent, Standard Chartered: 11.1 per cent.¹⁶

Moreover, as of 2014 female bankers were expected to earn £4,600, or 22%, less annually than their male counterparts on average in the UK, according to UK-based employment agency Reed.¹⁷

However, the Deloitte Talent in Banking survey unveils a third possible culprit: culture. The survey finds that banks are not associated with ‘support for gender equality’, with just 28.4 per cent of banking-inclined students expecting to find this in banks.

Even worse, they seem to be recruiting in this unsupportive image: banking-inclined students care little for ‘gender equality’, ranking it at 39th out of 40 possible career aspirations.¹⁸ They also place slightly less emphasis on ‘gender equality’ than do business students as a whole.

Banks’ perceived attitude towards women is part of a broader negative image stemming from Universum data:

- less than a quarter – 23.7 per cent – expect them to show ‘acceptance towards minorities’
- less than a third of banking-inclined students – 29.8 per cent – expect banks to have ‘ethical standards’
- less than two fifths – 39.4 per cent – think that bank employers will provide ‘a friendly work environment’
- under half – 46.5 per cent – of banking-inclined students expect their future banking employer to show ‘respect for its people’.

Banking-inclined students greatly aspire to 'leaders who will support my development', ranking it third out of 40 possible job attributes. However, it ranks just 14th out of 40 expected attributes at banks, with just under half (49.9 per cent) of banking-inclined students expecting this at their future banking employers.

How many of these cultural issues are specific to banking? Quite a lot. The data shows banking-inclined students consistently ranking 'ethical standards', 'a friendly work environment', 'respect for its people', 'support for gender equality' and 'acceptance towards minorities' lower than do their business student peers (see Figure 5).

They also care less than the average business student about 'environmental sustainability', 'corporate social responsibility (CSR)' and 'team-oriented work'.

When looking at career goals, which is explored in a later chapter, there was a heartening 7.2 point increase in the desire to 'serve a greater good' between 2008 and 2014. By the end of that period, almost a quarter (23.9 percent) of banking-inclined students ranked it as one of their top three career goals. It also rose from ninth to seventh out of nine career goals over those eight years.

However, this upward trend reversed in 2015, with support for this career goal dipping to 22.2 per cent. This suggests that as economic prospects are improving, altruism among the banking-inclined is on the wane.

Do recruits want to stay in banking?

Is banking largely seen as a stepping stone for a more lucrative, or conversely, more amenable, future career? Data from the Deloitte Talent in Banking survey suggests that banking-inclined students are thinking ahead to a life beyond the industry.

Their top aspiration is 'professional training and development'. While also ranked top by all business students, the degree to which it is aspired to by the banking-inclined is markedly higher, at 52.6 vs 48.4 per cent. A 'good reference for future career' ranks fifth overall among banking-inclined students.

'High future earnings' ranks second for banking-inclined students, even though 'a competitive base salary' and 'performance-related bonus' fail to make the top ten aspirations.

This hints that ambitious students may hope to receive the remuneration to which they aspire once banks have trained them, at employers such as hedge funds, or at rival sectors, including tech companies.

Another group of banking-inclined students may hope to get excellent training in banking before decamping to an industry offering a more amenable lifestyle (a better 'work/life balance'), which – according to anecdotal evidence – women value highly. This may be one of the reasons why banking has only a few female executives.

'Secure employment' is ranked as the ninth highest aspiration, despite students not associating the sector with 'job security' – it ranks just 23rd out of 40 expectations.

These findings suggest that banking may merely provide a convenient staging post for two groups of applicants, albeit for different reasons.

Figure 4. Top ten aspirations of banking-inclined students, globally, 2015



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

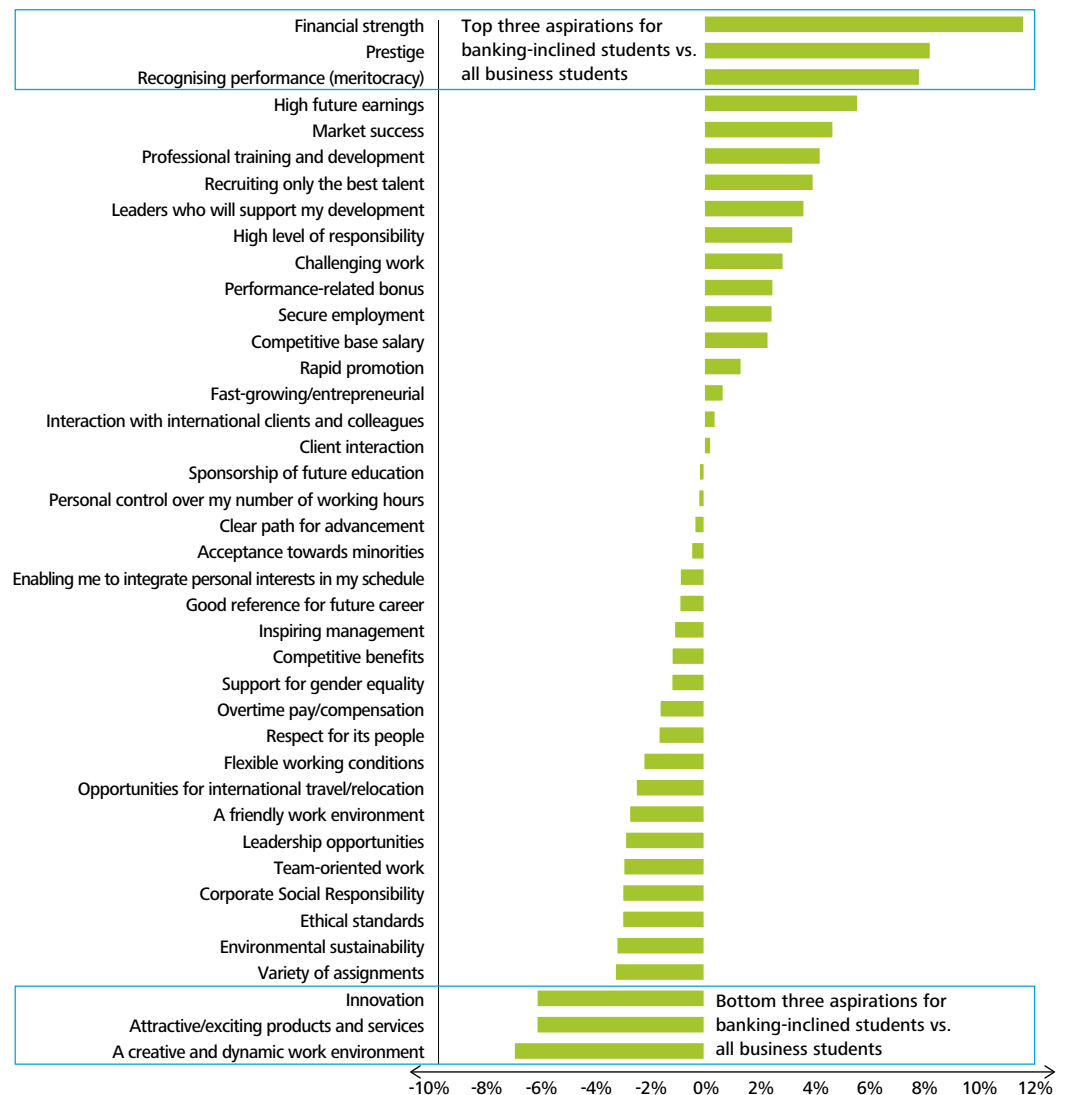
Are banks attracting conservatives rather than innovators?

While retention is important, it is even more vital that banks recruit the right type of student in the first place. Banks need to innovate. However, they face two key barriers to this goal. First, they are attracting students who do not care much about innovation. And, secondly, banks themselves are not perceived to be innovative, which may explain why those students who do seek innovation are not applying to banks at the desired rate.

Rather, banks are attracting students who rate traditional values, such as 'financial strength', 'market success' and 'prestige', rather than the desired attributes of 'innovation' and creativity (either in products and services, or in the workplace). These desired attributes fail to feature in the top ten aspirations of the banking-inclined, highlighting the battle banks have ahead in competing for innovative talent.

The Deloitte Talent in Banking survey shows that banking-inclined students aspire to 'financial strength', 'prestige' and 'meritocracy' significantly more than the rest of their business school peers (See Figure 5).

Figure 5. Banking-inclined students' aspirations vs. all business students' aspirations, globally, 2015



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

Conversely, banking-inclined students aspire to creativity and 'innovation' much less than do business students as a whole. The three attributes that banking-inclined students aspire to least, relative to the business student average, are: 'a creative and dynamic work environment', 'attractive/exciting products and services', and, most worryingly of all, 'innovation'.

When asked about their career goals, which are covered in more detail later in the report (see Figure 9), the desire 'to be entrepreneurial or creative/innovative' ranks sixth out of nine for banking-inclined students. It has risen a little since 2008, with 28.3 per cent of banking-inclined students ranking it among their top three goals in 2015, compared to 25.9 per cent in 2008.

Even more intractable than the fact that banks are not currently attractive to innovative students is the fact that they are not perceived as being innovative themselves.

Banking-inclined students are deeply pessimistic about whether they will find 'innovation' at their future banking employers: barely a quarter (27.6 per cent) expect banks to be innovative. This compares with the 43.1 per cent of all business students who expect to find this characteristic at their future employers.

Similarly, less than one third (32.8 per cent) of banking-inclined students expect banks to be 'fast-growing/entrepreneurial'. This is a lower expectation than that of all business students, at 37.2 per cent.

Responding to threats the industry faces from non-bank challengers such as fintechs and the likes of Apple and Google will be more difficult without a creative and innovative work force. Banks may rely on acquisitions of, or co-operation with, fintechs. However, this is tactical and may not be a sustainable solution.¹⁹ Banks lack the necessary skills and attributes to compete with new entrants, but the data suggests that the talent required is more likely to be attracted to banks' competitors.

Financial strength and innovation do not have to be trade-offs. Look at US technology valuations: in 2014, the 25 largest technology deals raised \$9.2 billion, according to CB Insights.²⁰ One can also look at the financial performance of technology giants such as Microsoft and Apple for further evidence. According to 2014 annual reports, Apple²¹ and Microsoft²² have US\$ 155.2 billion and US\$ 85.7 billion cash on their balance sheets respectively.

Figure 6. Top ten expectations of banking-inclined students, globally, 2015



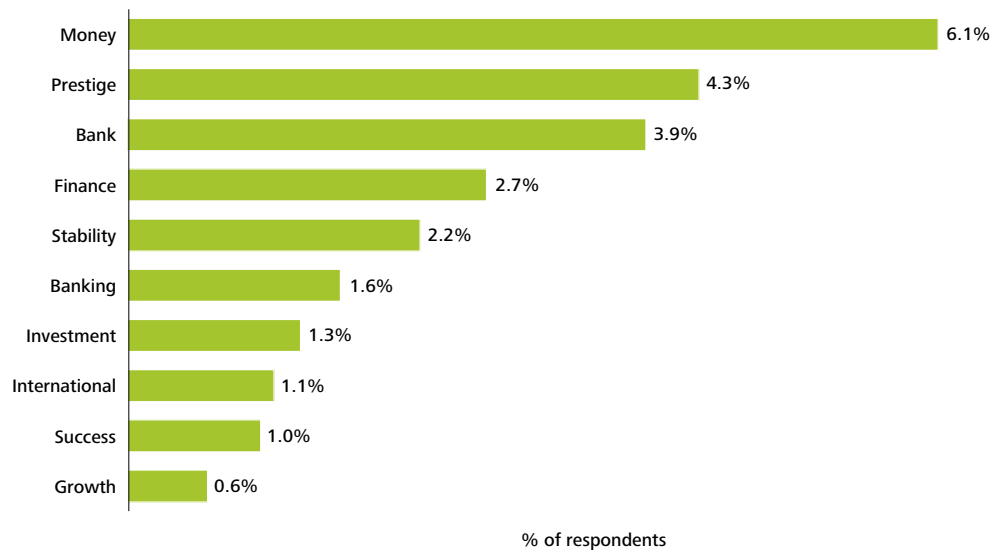
Source: Universum Talent survey 2015; Deloitte analysis
See Appendix for survey questions

Is banking all about the money?

Having examined the goals and preferences of banking-inclined students, it is also important to look at what these students associate with banking, and how banks are perceived. 'Money' and 'prestige' are the words most associated with banks.

'Stability', 'international', 'success', and 'growth' are also associated with banks. While broadly positive, they outrank qualities like innovation, dynamism and social purpose. Despite the technological change and disruption in banking markets, the perception of banking among students remains rooted in the 20th or even 19th century.

Figure 7. Top words associated with banking by banking-inclined students, globally, 2015

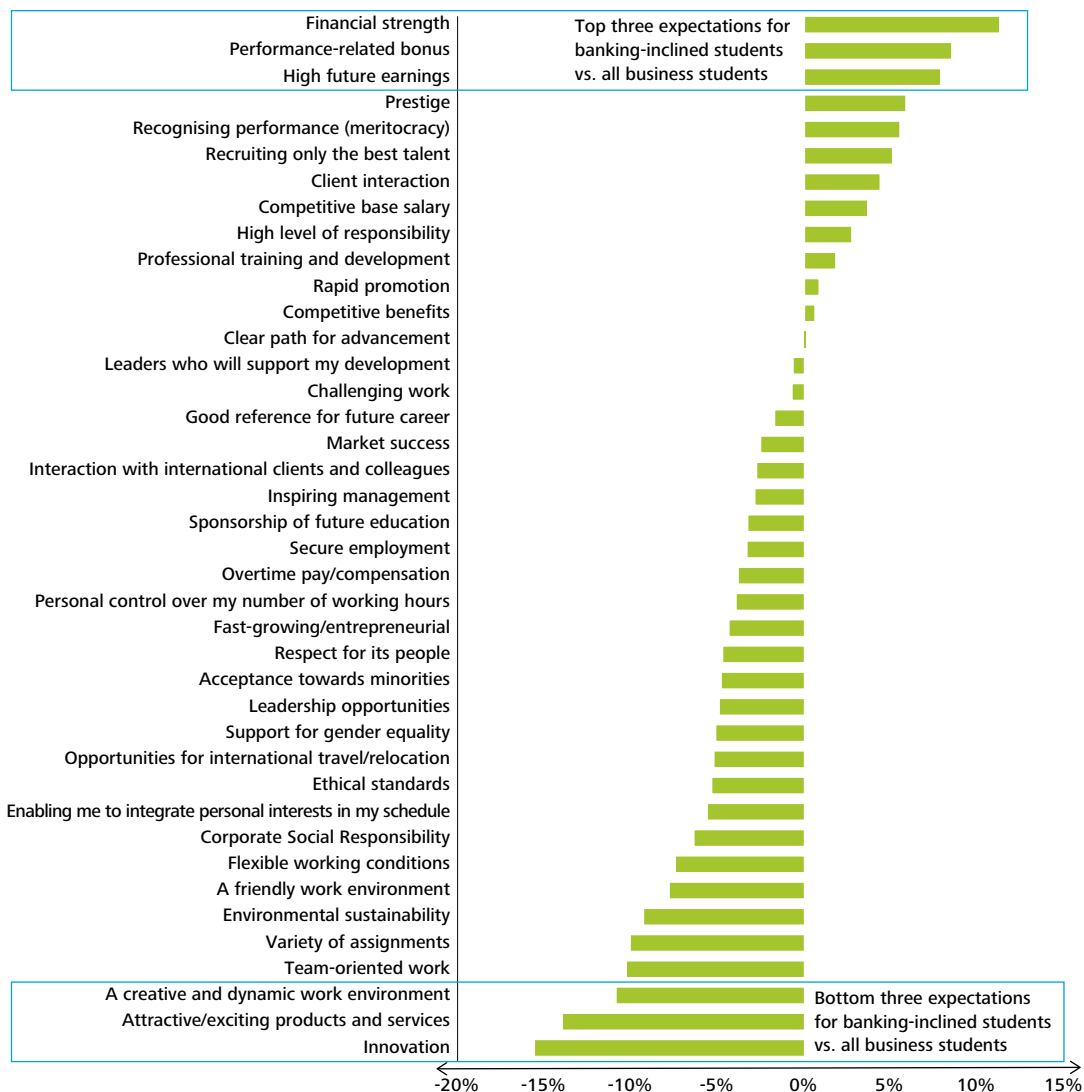


Source: Universum Talent survey 2015; Deloitte analysis
See Appendix for survey questions

When the attributes expected from banks are compared to the average expected across all industries surveyed, it is notable that just 13 out of 40 generally desirable attributes are more commonly expected from banks. This requires a balancing.

‘Client interaction’ and ‘a high level of responsibility’ are the only two aspects of the work itself that are more commonly expected of banks.

Figure 8. Banking-inclined students’ expectations vs. all business students’ expectations, globally, 2015



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

Are banks ready for millennials?

Banking-inclined students continue to value 'work/life balance' and 'job security' above other career goals, such as being 'competitively or intellectually challenged', although the top two have both dipped in importance in 2015. These also top the career goals list, to an even greater extent, for all business students, showing they are clear priorities for this generation.

Research from Universum highlights some of the key behavioural differences and preferences between millennials and older workers. According to Universum, 47 per cent of millennials would quit a financially successful position in order to gain an improved 'work/life balance', while only 17 per cent would not.²³

Furthermore, millennials who have not yet entered the workforce are "more attuned to 'work/life balance', and more likely to prioritise it over money and status" than those already in work.²⁴

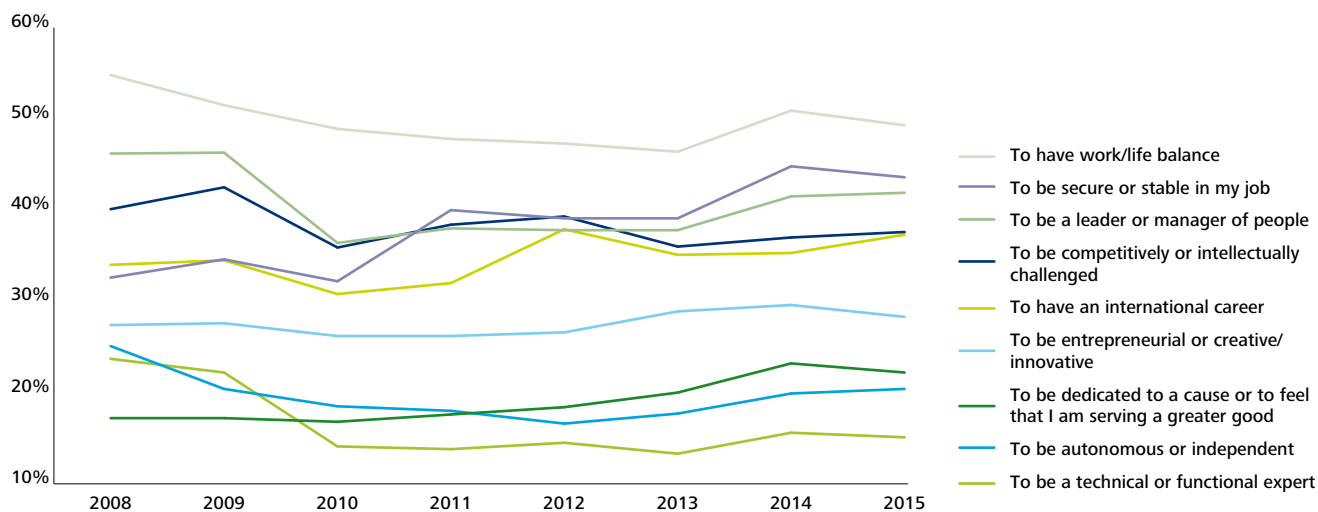
The Deloitte Millennial Survey reinforces the finding that the well-being of employees (which is related to work/life balance) is a priority for 37 per cent of this generation. However, this is a priority that millennials do not feel is being recognised by their seniors: just 17 per cent of millennials surveyed believe employee well-being is a priority for the leadership of their organisation.²⁵

Banks that take into account the different goals and priorities of millennials will be better equipped to attract and retain the right staff. Banks can tailor their recruitment strategies, employer value proposition (EVP)²⁶ and branding to appeal to these career goals of 'work/life balance' and 'job security'.

With the top career goals of 'work/life balance' and 'job security' waning, the data suggests that business school students are more focused on the content of their careers. The career goals of leadership (third), and international mobility (fifth), for example, are recovering at last after the crisis.

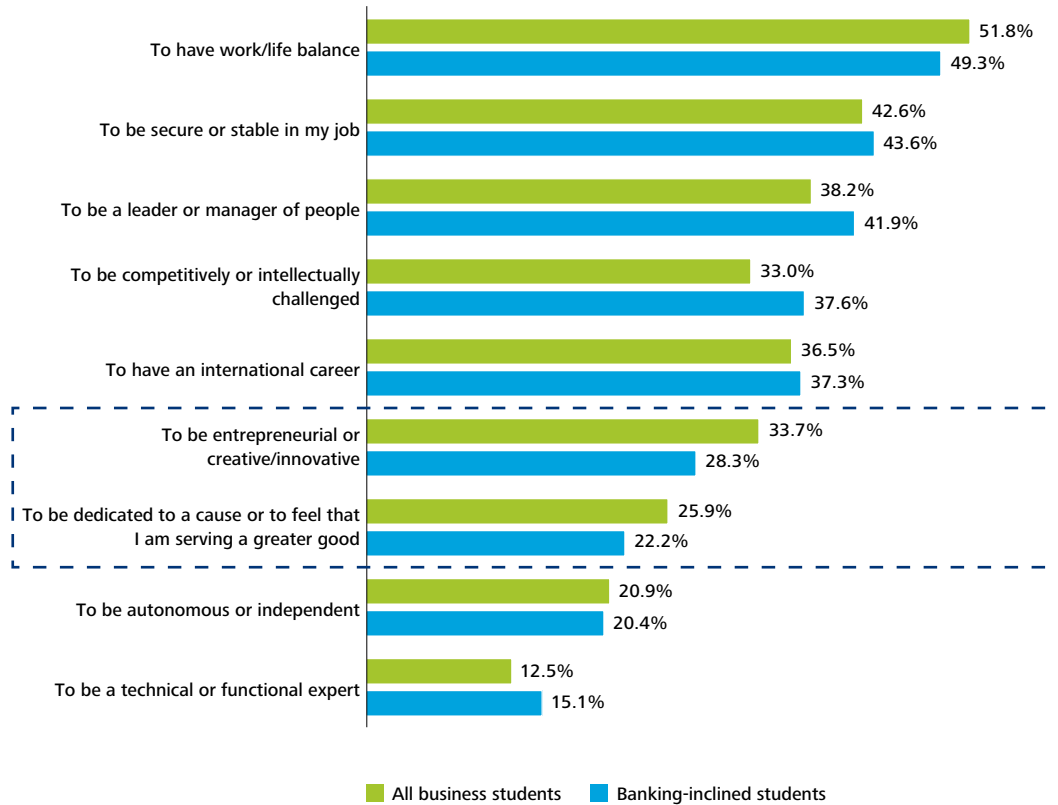
'To be competitively or intellectually challenged' has fallen from third to fourth place among the nine career goals for banking-inclined students. However, they place a higher importance on this than do their business school peers (see Figure 10).

Figure 9. Career goals of banking-inclined students, globally, 2008-2015



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

Figure 10. Banking-inclined students' career goals vs. all business students' career goals, globally, 2015

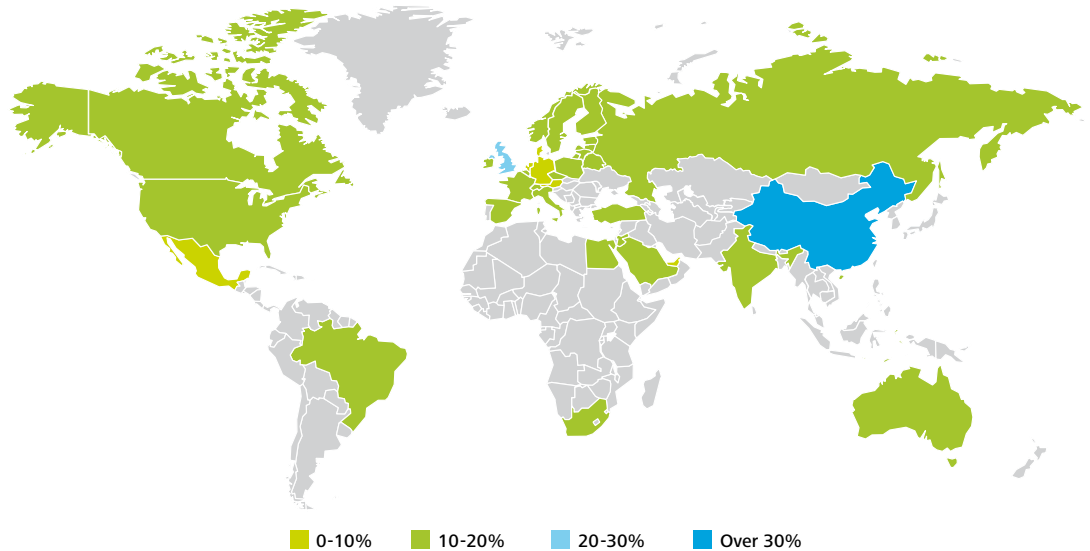


Source: Universum Talent Survey 2015; Deloitte analysis
See Appendix for survey questions

Banks can tailor their recruitment strategies, employer value proposition (EVP) and branding to appeal to these career goals of 'work/life balance' and 'job security'.

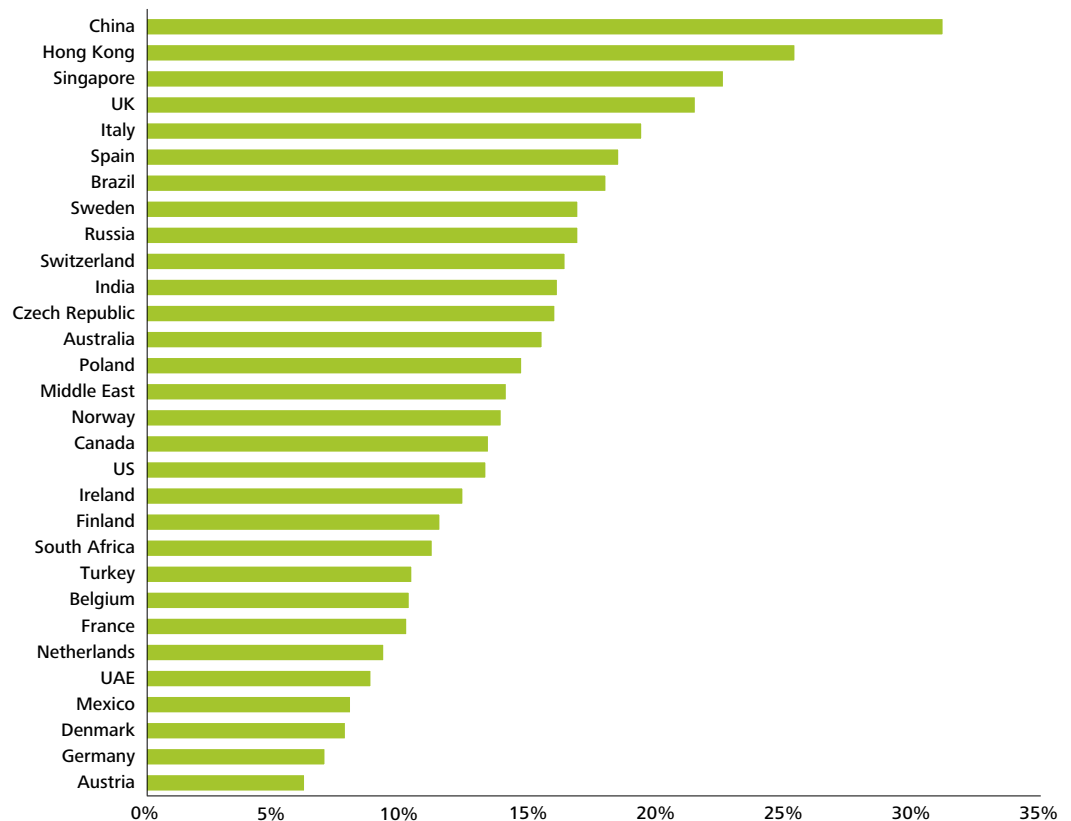
How do banks and students vary across borders?

Figure 11. Popularity of banking as a career choice among business students, globally, 2015



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

Figure 12. Popularity of banking as a career choice among business students, by country, 2015



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

Banking popularity varies around the world, suggesting that international banks should tailor their recruitment strategies to local markets. Increased need for global talent and mobility leads to resourcing models that attract and effectively source from alternative and diverse talent pools. International banks can also learn from those countries where banks are more popular employers.

Banking is popular in a variety of quite different markets. In some countries, banking is a large and important industry and a source of export earnings, e.g. Hong Kong, Singapore, Spain and the UK. Then there are the so-called BRICs, emerging economies that have grown fast over the past few decades: Brazil, Russia, India and China. Meanwhile, Italy boasts the world's oldest bank, Banca Monte dei Paschi di Siena.

Sweden appears to be an interesting anomaly. While Google and local heroes, such as IKEA, the furniture retailer, and Spotify, the online music service, are the most attractive employers for Swedish business students, four of the ten top employers in Sweden are Swedish banks: Handelsbanken, Swedbank, SEB and the Swedish central bank.

Swedish banks have strong consumer brands and invest in employer branding. They are known across Europe for being innovative, with, for example, high online and mobile banking penetration.²⁷ This could be one of the reasons why millennials find banking in Sweden attractive.

Banking popularity varies around the world, suggesting that international banks should tailor their recruitment strategies to local markets.

Conclusions

Seven years after plumbing the depths of the financial crisis, banks have failed to address their declining popularity. Just as they are under assault from technology companies in their business, they are also losing out to the tech sector in the war for talent.

Banks are unlikely to generate the cultural change needed to alter their public perception and prevent future regulatory scandals if they continue to attract individuals who value making money far above ethical considerations. This risks perpetuating the negative image of banks, thereby increasing the danger that the public turns to non-bank challengers for banking services such as payments or lending.

Banks that successfully enable internal cultural change will best be able to attract more ethically-minded talent, improve their image and create a stronger customer brand that will better enable them to manage the external threats to the sector.

Banks must act. The following strategies will help them attract the right people to support the business model, strategies and culture they need.

1. Align employer value proposition with innovation

Innovation is now a key strategic imperative for banks.

The problem appears to be that students have a very traditional idea of what a bank is. Bankers have been so focused on the financial crisis that little effort has been devoted to developing an employer value proposition to match their new strategies. The Deloitte Talent in Banking survey findings show that EVPs that align with innovation are now long overdue for the industry.

Banks need to redefine and develop EVPs that stress opportunities to innovate. It is worth noting that how they appeal to and attract talent is as important as the opportunities and reward structures they offer. Making use of innovative, non-traditional communication channels such as social media should be a key component of these strategies.

Banks should also ensure their EVPs target university students and graduates, rather than just experienced hires.

2. Tackle the ethics question

Tackling banking culture is a regulatory priority. Unfortunately, banks are attracting students who care less about ethics than the average business student. Moreover, banks are not perceived as ethical, with under one third of banking-inclined students expecting them to have 'ethical standards'.

Banks need to undertake culture change programmes. This will include everything from redefining their purpose, mission and values to recasting their performance management systems.

3. Change the "men in suits" image

Students still perceive banking to be a male-dominated industry, with female business students 15.4 per cent less likely to be banking-inclined than males. Furthermore, this is as much a question of culture as of numbers. Banking-inclined students do not expect banks to be 'supportive of gender equality'. Even more worrying, as a group they don't care much for gender equality themselves.

This is a depressing finding, given that diversity has been on executive to-do lists for years now, and speaks to the difficulty of changing culture.

However, it is imperative not just to address the challenge of falling popularity but also to ensure that banks develop a more inclusive culture.

How can banks tackle the gender gap? This plays into wider diversity and inclusion strategies and policies banks need to review and revise.

Deloitte believes that banks which work on narrowing income inequality between male and female bankers by revising reward structures, remove the glass ceiling by revamping career progression plans and encourage more female bankers to rise in the ranks will have greater appeal to female business students. Moreover, women in financial services need to change perceptions and become inspiring role models to attract more female talent into banking.

By pursuing a more diverse culture, banks can increase the size of their available talent pool, better enabling them to compete in a rapidly-changing space.

Furthermore, banks can make use of data analytics to better gather and analyse corporate talent data on diversity to make better informed search, selection and recruitment decisions.

4. Look after the millennials

'Work/life balance' is the top career goal for banking-inclined students. Banks that align their recruitment strategies to cater to this desire will better attract and retain talent.

Banks need to figure out what 'cool' means and would look like in their business. They need to proactively develop and market the 'cool' roles they offer to millennials to attract them, while ensuring they have the infrastructure – working environment, recognition schemes, and reward structure – to support millennials throughout their careers. Banks need to define clear career paths for millennials.

More agile working, a move away from 'presentee-ism' – e.g. long hours spent in the office counting for more than productivity – friendlier teams and more supportive leaders appeal to millennials and could improve both recruitment and retention at little cost.

Banks should also think about bringing in younger talent, prior to university, via apprenticeships and work placements. This way they will have a stronger connection with the new generation of talent.

5. Improve employer branding

Once banks have developed new EVPs and embarked on culture change programmes, they need to ensure that they convey their new identity to the market. Banks should do a better job of conveying what's in their "DNA", giving students an identity they can relate and respond to.

Banks score highly in terms of campus presence, but the findings of the Deloitte Talent in Banking survey suggest that today's student holds an outdated, traditional and often unattractive impression of what being a banker involves. This impression does not attract the candidates needed in the 21st century bank. Banks need to improve their brand association and regain trust from employees and customers.

6. Retain the recruits

'Professional training and development' is the top aspiration for banking-inclined students globally. However, findings from the Deloitte Talent in Banking survey suggest that students value this because it will provide 'a good reference for a future career' rather than just laying the foundation for a long-term career in the bank.

The competition for 'star talent' is no longer only within financial services, it now also includes technology companies. Banks that improve succession planning and the internal talent pipeline to facilitate talent retention will be better-equipped to fend off threats from tech giants and fintechs.

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").

Appendix

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". (The chart includes data for 30 markets).

Note to Figure 4

Percentages are based on the 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]." (The chart includes data for 30 markets).

Note to Figure 5

Percentages are based on the 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]." (The chart includes data for 30 markets).

Note to Figure 6

Percentages are based on the question: "Which of the following [40 attributes] do you associate with your chosen employer(s)?" The number of attributes students chose was uncapped. (The chart includes data for 30 markets).

Note to Figure 7

Survey question: "What is the first word that comes to mind when you think of these employers?" Based on 60,476 responses. (The chart includes data for 29 markets, and excludes Finland).

Note to Figure 8

Percentages are based on the question: "Which of the following [40 attributes] do you associate with your chosen employer(s)?" The number of attributes students chose was uncapped. (The chart includes data for 30 markets).

Note to Figure 9

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. (The chart includes data for 30 markets).

Note to Figure 10

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. (The chart includes data for 30 markets).

Note to Figure 11

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". Banking popularity by market is calculated as the number of times banking employers are short-listed among the five "ideal employers" in each market. (The chart includes data for 30 markets).

Note to Figure 12

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". Banking popularity by market is calculated as the number of times banking employers are short-listed among the five "ideal employers" in each market. (The chart includes data for 30 markets).

Endnotes

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2. The 18 markets where FMCG came first or second were: Austria, Belgium, Brazil, Czech Republic, Denmark, Finland, France, Germany, Ireland, Italy, Mexico, Middle East, Netherlands, Poland, Spain, Switzerland, Turkey, UAE
3. The 20 markets where the software and computer services sector increased its popularity were: Australia, Austria, Belgium, Brazil, China, Denmark, France, Germany, Hong Kong, Mexico, Netherlands, Poland, Singapore, South Africa, Spain, Sweden, Turkey, UAE, UK, US
4. The 24 markets where Google was among the top five most popular employers for business students were: Australia, Austria, Belgium, Brazil, Canada, Czech Republic, France, Germany, Hong Kong, India, Ireland, Italy, Mexico, Netherlands, Poland, Russia, Singapore, Spain, Sweden, Switzerland, Turkey, UAE, UK, US
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