

## The Deloitte Talent in Banking Survey 2014 The Netherlands in Focus

It has been a challenging year for Dutch banking. When this survey for the 2013-2014 academic year was being conducted, one of the country's larger banks had recently been nationalised.

### 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, it surveyed about 700,000 students and professionals drawn from around 2,000 universities and institutions of higher education in 36 markets.

Deloitte examined the survey results from 174,000 business students in the 31 markets most relevant to banking: in the Americas, Brazil, Canada, Mexico and the US; in APAC, Australia, China, Hong Kong, India, Indonesia, Japan and Singapore; and in EMEA, Austria, Belgium, the Czech Republic, Denmark, France, Germany, Ireland, Italy, 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 24 and 31.

Figure 1. Student demographics, the Netherlands, 2014

	All business students	Banking-inclined students	Investment banking-inclined students
Female	58.6%	48.9%	35.3%
Male	41.4%	51.1%	64.7%
Number of students	2,911.0	696.0	184.0
Average age	21.6	21.6	21.7

Source: Universum Talent Survey 2014; Deloitte analysis

Another well-known bank – a co-operative – had been fined by regulators for its part in the Libor scandal, behaviour that it acknowledged was “entirely contrary to our core values”.

It is therefore little surprise that banking was a less popular career choice for Dutch business students<sup>1</sup> than at any time in the previous six years.

### Consumer goods dominate

Fast-moving consumer goods (FMCG) is the sector to beat, especially Heineken and Unilever. Dutch business students favour FMCG employers way ahead of others. (See Figures 2 and 3.)

### Banking still number two

Banking is hanging in there as the second-most popular sector, but its decline continues and no bank makes the top five “ideal employers”<sup>2</sup> list

### Everyone loves Google

Google is the top-ranked “ideal employer” for Dutch business students, as it is in 14 other markets surveyed globally.

### Up for a challenge

Banks can take comfort from the fact that banking-inclined students<sup>3</sup> want to be competitively or intellectually challenged, above all other career goals. (See Figure 5.)

### Where are the women?

Although women make up almost three-fifths of the business students surveyed in the Netherlands, slightly more banking-inclined students are men and two-thirds of those preferring investment banking are men. Investment banks are missing out on talent by failing to appeal to women. (See Figure 1.)

### Focus on the future

Dutch banking-inclined students say they care more about a “good reference for future career”, “professional training and development” and “challenging work” than about a “performance-related bonus” or “prestige”. (See Figure 8.)

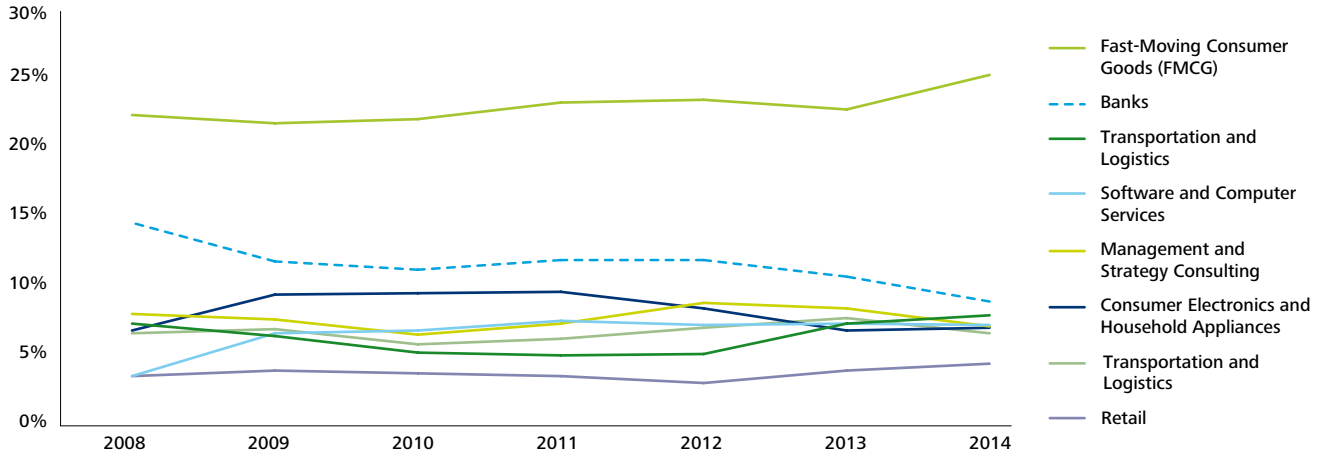
<sup>1</sup> Students studying business-related subjects.

<sup>2</sup> 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”.

<sup>3</sup> “Banking-inclined students” are a subset who put at least one bank in their top five “ideal employers”.

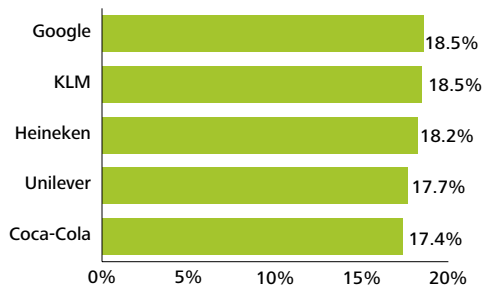
**Banking's slide continues as consumer goods gain ground**

**Figure 2. Industry popularity among Dutch business students, 2008 to 2014**



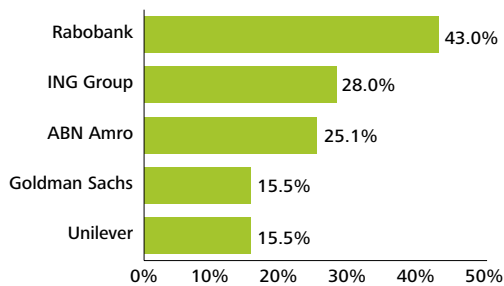
Source: Universum Talent Survey 2014; Deloitte analysis  
See Appendix for survey questions

**Figure 3. Top five most popular employers, Dutch business students, 2014**



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

**Figure 4. Top five most popular employers, Dutch banking-inclined students, 2014**



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

FMCG has long been the most popular career choice among Dutch business students, led by beer brand Heineken and Anglo-Dutch giant Unilever. Although FMCG has been rising in popularity among business students across much of the EMEA region, its domination in the Netherlands is particularly strong.

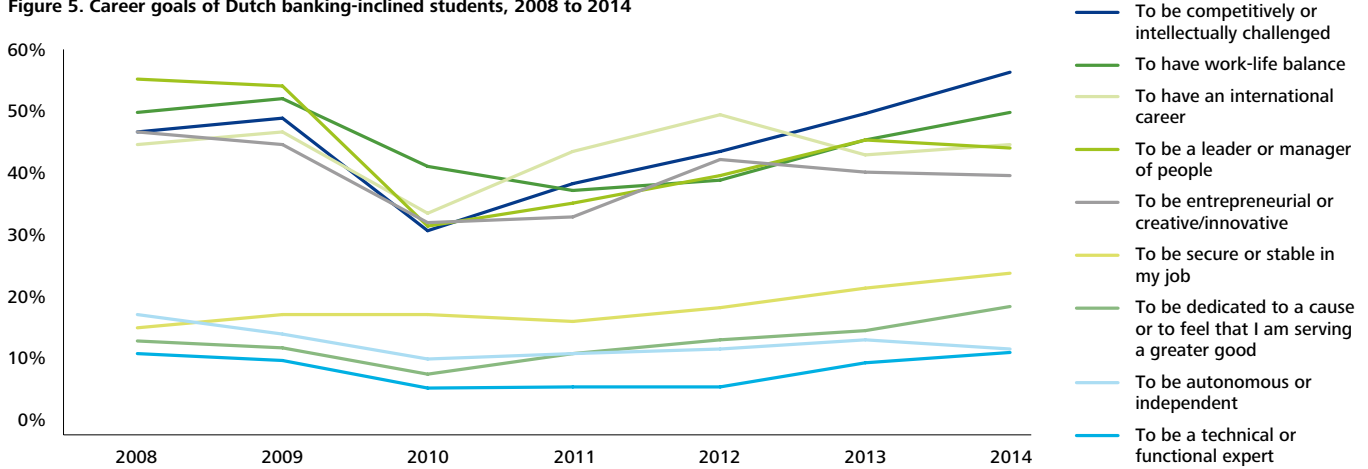
FMCG has gained in popularity as banking has fallen back. In 2008 banking ranked a respectable second behind FMCG, with 14.7 per cent of student choices for "ideal employer" compared with 22.5 per cent for FMCG. Banks were well ahead of a cluster of other sectors, led by management and strategy consulting with eight per cent.

Apart from a short-lived rally in 2012, banking has been declining steadily in popularity ever since. In 2014, it dropped two percentage points to reach just nine per cent. Transportation and logistics, led by national flag carrier KLM and airports group Schiphol, is now a close third at eight per cent. That makes banking part of a lower cluster of industry sectors, a long way behind FMCG and the big consumer goods brands.

The highest-ranking bank on the list of ideal employers among Dutch business students comes in at a lowly number ten.

### Career goals have changed since the banking crisis

Figure 5. Career goals of Dutch banking-inclined students, 2008 to 2014



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

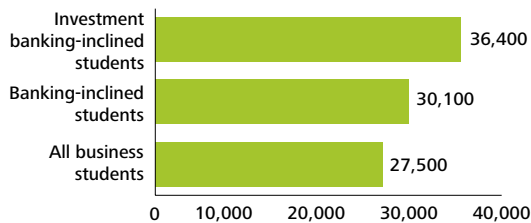
Students were asked to pick their three most important career goals from nine possibilities. Given the challenges facing the sector, the good news for banks is that banking-inclined students chose “to be competitively or intellectually challenged” more than any other career goal. This has become much more important to them over the past four years and is a higher priority for banking-inclined students than for other business students.

“To be entrepreneurial or creative/innovative” is less important for banking-inclined students than it was before the banking crisis, and much less important than it is for business students generally.

“To be secure or stable in my job” has increased in importance for all business students while “to be a leader or manager of people” has declined. This is probably a reflection of tough economic times, and the rising unemployment rate in the Netherlands.

### Banking-inclined students are loyal

Figure 6. Expected annual salary (EUR), Dutch students, 2014

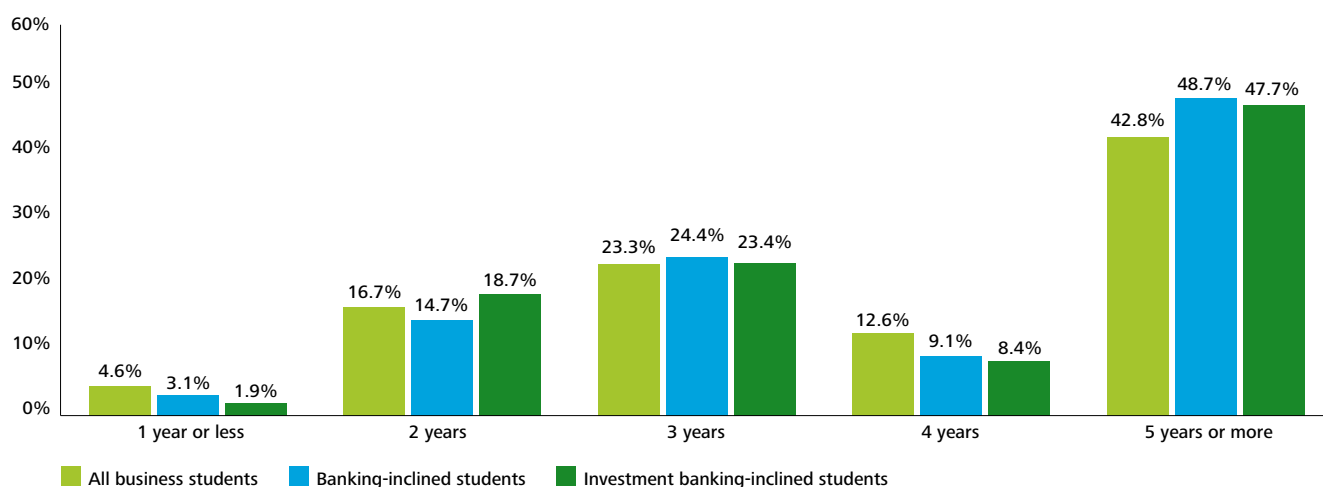


Source: Universum Talent Survey 2014; Deloitte analysis  
See Appendix for survey questions

As in most other EMEA countries, salary expectations in the Netherlands are higher for students inclined towards investment banking than for those inclined towards any type of bank, and both are higher than expectations for business students in general. Salary expectations for banking-inclined students are 9.5 per cent higher, and for investment banking-inclined students almost one-third higher, than for business students in general.

This may at least partly explain why nearly half of Dutch banking-inclined and investment banking-inclined students expect to stay in their first job for five years or more. This is a higher proportion than among Dutch business students in general, and higher than anywhere else in the 13 other EMEA markets analysed, apart from Germany and Turkey.

**Figure 7. Expected duration of first job, Dutch students, 2014**



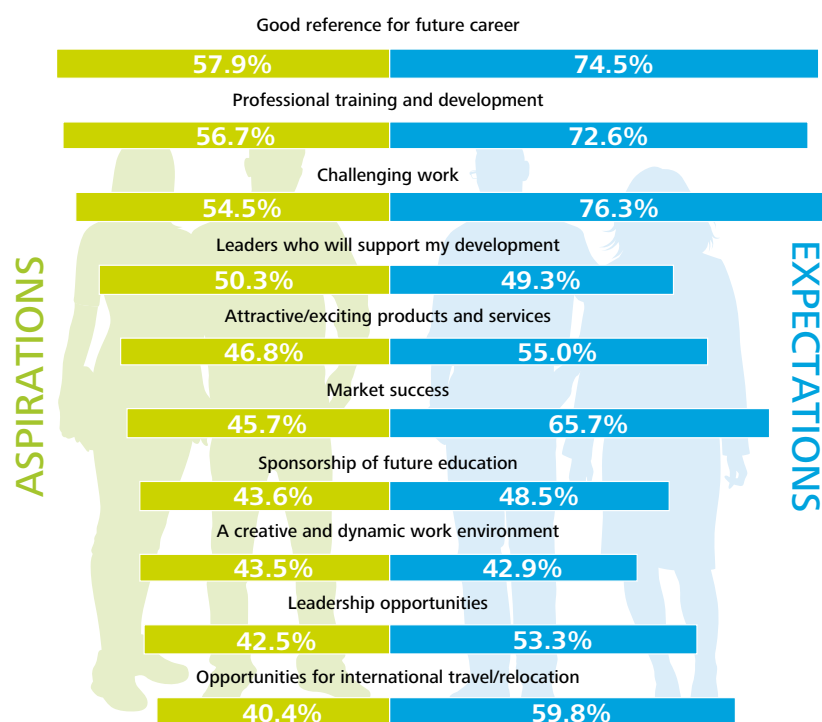
Source: Universum Talent Survey 2014; Deloitte analysis  
See Appendix for survey question

### Students value a good reference and training above money or prestige

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 in Figure 8 – “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”.

**Figure 8. Dutch banking-inclined students’ aspirations versus expectations, 2014**



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

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.

### Gender imbalance worse than average

It is striking that two-thirds of investment banking-inclined students (64.7 per cent) are men, a greater gender imbalance than in most other EMEA markets. Given that almost three-fifths of the Dutch business students surveyed polled were female, investment banks are clearly missing out on a huge amount of talent by failing to appeal to women.

Deloitte examined what banking-inclined students most want from their employer, and what they most associate with banks. Plotting the two against each other provides a view of where aspirations and expectations coincide or diverge, and offers interesting insights for potential employers.

The top job attribute, picked by 57.9 per cent of banking-inclined students, was a “good reference for future career”. This was followed by “professional training and development” and “challenging work”. The good news for banks is that students expect jobs in banking to deliver well on all these attributes.

Banks may be surprised, however, by how few students prioritise financial reward or prestige. Most striking of all, only 15.4 per cent of banking-inclined students said “performance-related bonus” was a priority, although two-thirds of them strongly associate this with banks.

# 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 is calculated as the number of times employers from 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: "How long do you expect to stay with your first employer after graduation?"

## **Note to Figure 8**

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 [40 attributes] do you associate with your chosen employer(s)?"

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