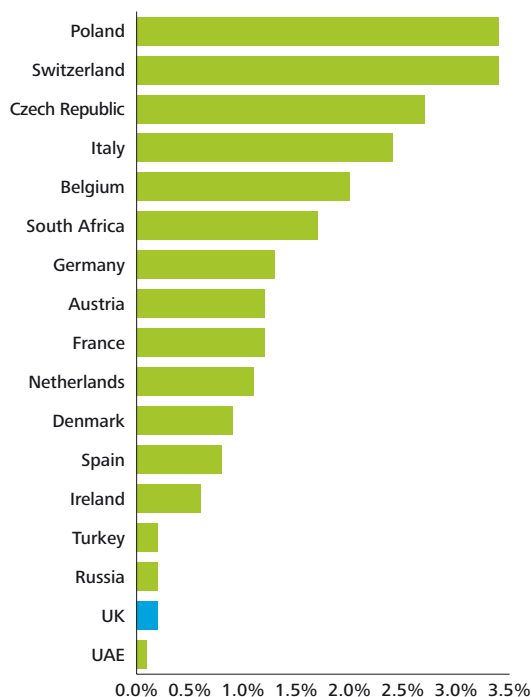


## The Deloitte Talent in Insurance Survey 2014 UK in Focus

### 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

#### Insurance less popular in the UK

In the UK, business students are less interested in working in insurance than in any other EMEA market in the survey, with the exception of the UAE.<sup>1</sup>

#### Banks remain the employers to beat

Among UK business students, banking is well ahead of other business sectors in popularity. Banks received more than double the number of students' votes for "ideal employers" than the second-most popular industry, fast-moving consumer goods (FMCG).<sup>2</sup> Banks also dominate the list of most popular employers among insurance-inclined students.<sup>3</sup>

#### Google takes over the world

As in eight other EMEA markets, Google was selected by UK business students as their most "ideal employer".

#### Where are the women?

Among the business students in the UK survey, 62.7 per cent were women, but they make up just 41.8 per cent of the students showing an interest in insurance. This is the largest gender imbalance towards men among insurance-inclined students in all of the 17 EMEA markets surveyed.

#### Work-life balance dominates career goals

After becoming less important during the financial crisis, work-life balance is once again the highest-ranked career goal for UK insurance-inclined students.

#### Not motivated by money

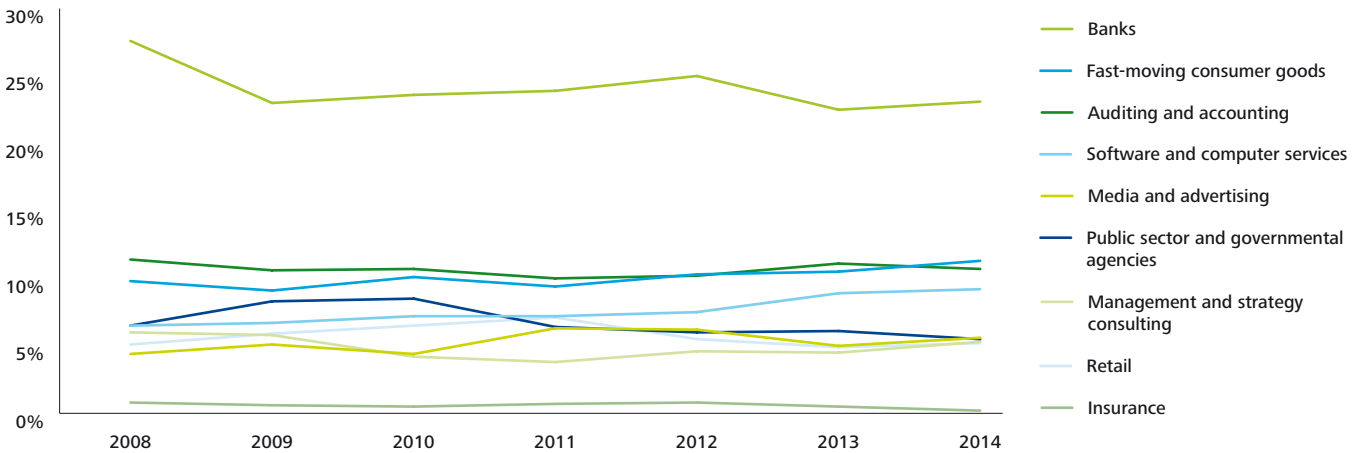
UK insurance-inclined students say that they are more concerned with development and training than they are with pay, although they expect a higher starting salary than other business students.

#### Where do British students want to work?

The skills required by insurance companies are changing fast. Insurers increasingly target business partner status. The sector is embracing digital technology. Some insurers even describe themselves as technology companies and are trying to use external symbols such as office layout and décor as a tool for instigating cultural change. Some people in the sector now see the technology function, rather than finance, as the most likely source of future chief executives.

- 1 Business students are students studying business-related subjects, including vocational subjects for insurance such as actuarial science and risk management.
- 2 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".
- 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, UK business students, 2008-14**



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

In spite of declining since the financial crisis, banking remains the most popular business sector for UK business students, by a substantial margin. Banks accounted for 23.1 per cent of their choices of “ideal employer” (Figure 2). The second and third-most popular sectors were FMCG and accounting. However these two sectors lagged far behind banking: employers in these sectors made up just 11.3 per cent and 10.7 per cent respectively of students’ “ideal employer” selections.

The popularity of banking as a career choice reflects the dominance of the financial services industry in the UK, and the prestige associated with working in the City of London, the world’s largest international financial centre.

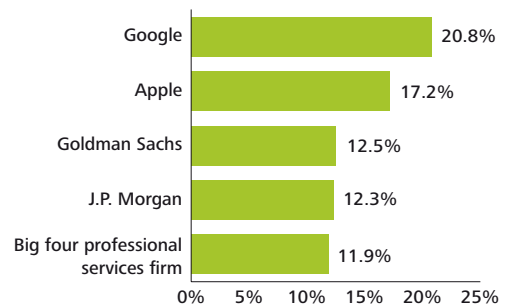
Insurance fared much worse: just 0.2 per cent of students’ “ideal employer” choices were insurers (Figure 1). It may not be surprising that insurers cannot rival the popularity of banks, given the visibility and size of the banking industry in the UK. However, with many large insurers headquartered in the City, it might have been expected that the insurance sector would be more popular in the UK than in many other countries.

**Who are the most popular employers in the UK?**

Google and Apple are easily the most popular employers among UK business students, followed by two international banks (Figure 3).

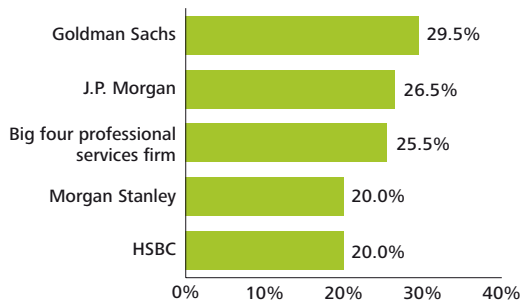
Interestingly, just one group with a retail insurance arm in the UK, HSBC, makes it into insurance-inclined students’ five most popular employers. Three other banks, Goldman Sachs, J.P. Morgan, and Morgan Stanley all feature, with no room for the tech giants that are so popular with other business students in the UK.

**Figure 3. Most popular employers, UK business students, 2014**



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

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

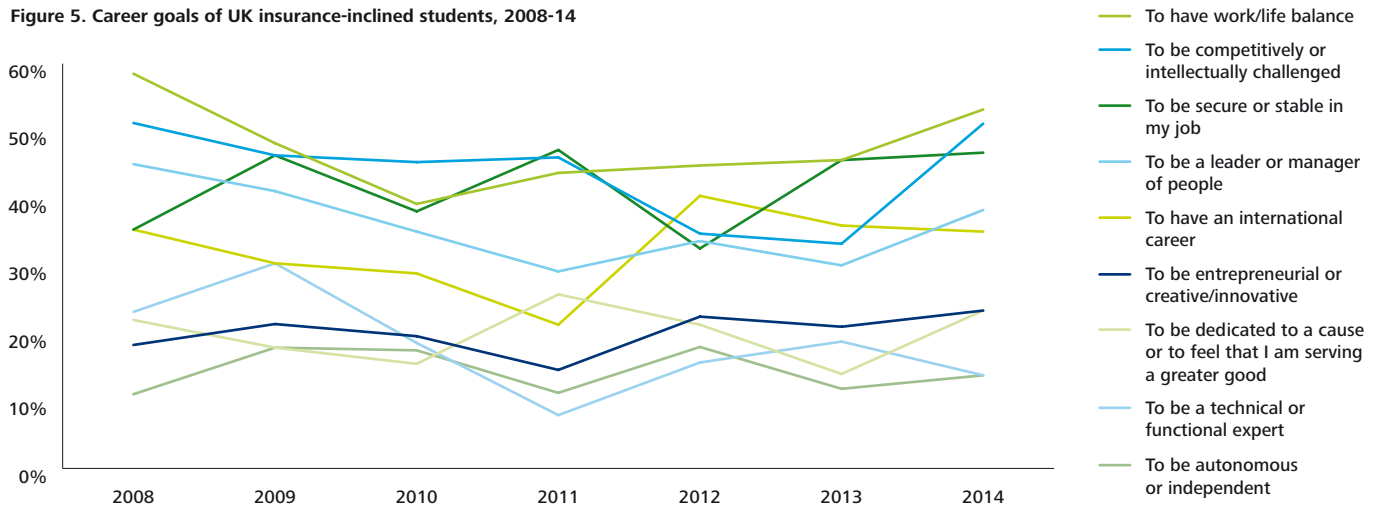


Source: Universum Talent Survey 2014; Deloitte analysis  
See Appendix for survey question

Figure 4 shows that insurance-inclined students are not committed to a career in the industry. Insurers should look beyond their own sector to identify their competitors in the battle for graduate talent.

### What are the career goals of British insurance-inclined students?

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



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

After a slight dip following the financial crisis, “work-life balance” is now the top career goal among UK insurance-inclined students. Over half of UK insurance-inclined students chose it when asked to pick three career goals from a list of nine options.

“To be secure or stable in my job” has increased in priority the most over the six years following the financial crisis. This mirrors international trends, and reflects the growth in graduate unemployment in recent years.

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

#### The insurance premium

When asked what they wanted most from a first employer, UK insurance-inclined students were more likely to cite “professional training and development” than any other job attribute (out of a list of 40 attributes).

While insurance-inclined students expect higher starting salaries than business students in general (€35,500 versus €31,800), pay did not feature highly in their aspirations: “high future earnings” was the only pay-related attribute to make it into their top ten aspirations.

#### In it for the long-run

Deloitte also found that UK insurance-inclined students hope to stay in their first job for longer than other business students. Almost half of them expect to be in their first job for five years or more, compared with only 38.9 per cent of UK business students in general.

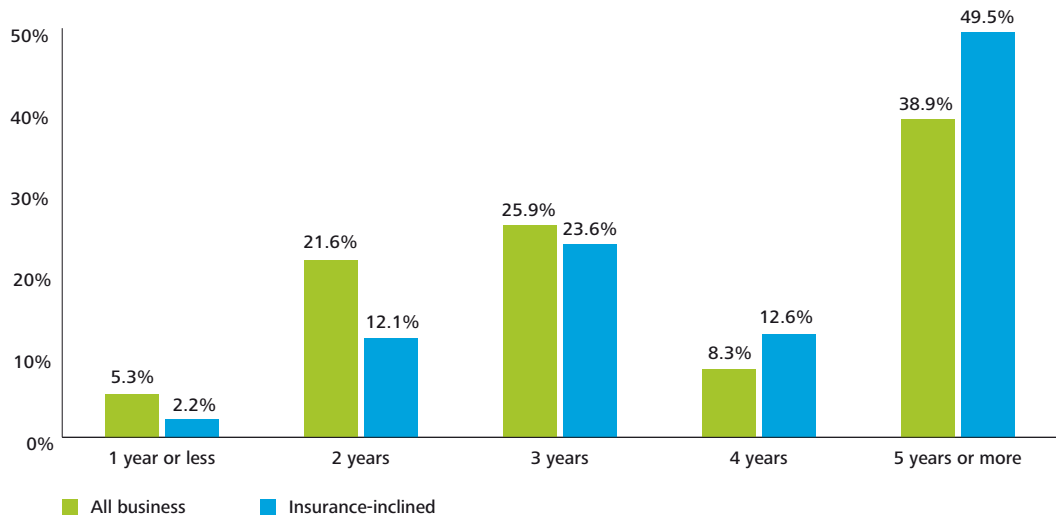
### Financial strength more important for insurance-inclined students

Only 33.2 per cent of all UK business students selected “financial strength” as something they want from their employer, but 53.8 per cent of insurance-inclined students cited this, making it their third-highest aspiration. Compared with 45.7 per cent of all UK business students who chose international relocation as one of their top aspirations, this was chosen by just 33.3 per cent of insurance-inclined students.

### Correcting the gender gap

The UK has the largest gender imbalance among insurance-inclined students in all 17 EMEA markets surveyed. While 62.7 per cent of business students in the UK survey are women, they account for just 41.8 per cent of those who are interested in insurance. Addressing this issue could be one of the most productive ways to increase the pool of talent available to UK insurers.

Figure 6. Average expected duration of first job, UK students, 2014



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

# 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 Figure 6**

Survey question: "How many years do you expect to work for your first employer after graduation?"

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