

Deloitte.

Talent in
Banking 2015
Belgium in
Focus

UK Financial Services Insight



Report contents

Belgium in Focus

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Key findings

Banks are unpopular among Belgian business students, and are not attracting the digital and ethically-minded talent they need

- Banking is relatively unpopular among Belgian business students, where it is third most popular industry, compared to second globally
- Belgium ranks 23rd out of 30 countries surveyed globally for banking popularity
- FMCG remains most popular; software and computer services overtook banking in 2015
- Belgians increasingly like international firms, and view an international career as an important goal
- Banking is much less attractive to women in Belgium than it is globally
- Banking-inclined students value leadership and challenges more than their peers, and prioritise innovation and serving a greater good less
- Banking-inclined students expect banks won't provide leadership opportunities they crave
- Banks are failing to attract innovative and ethically-minded students.

Macroeconomic and industry context

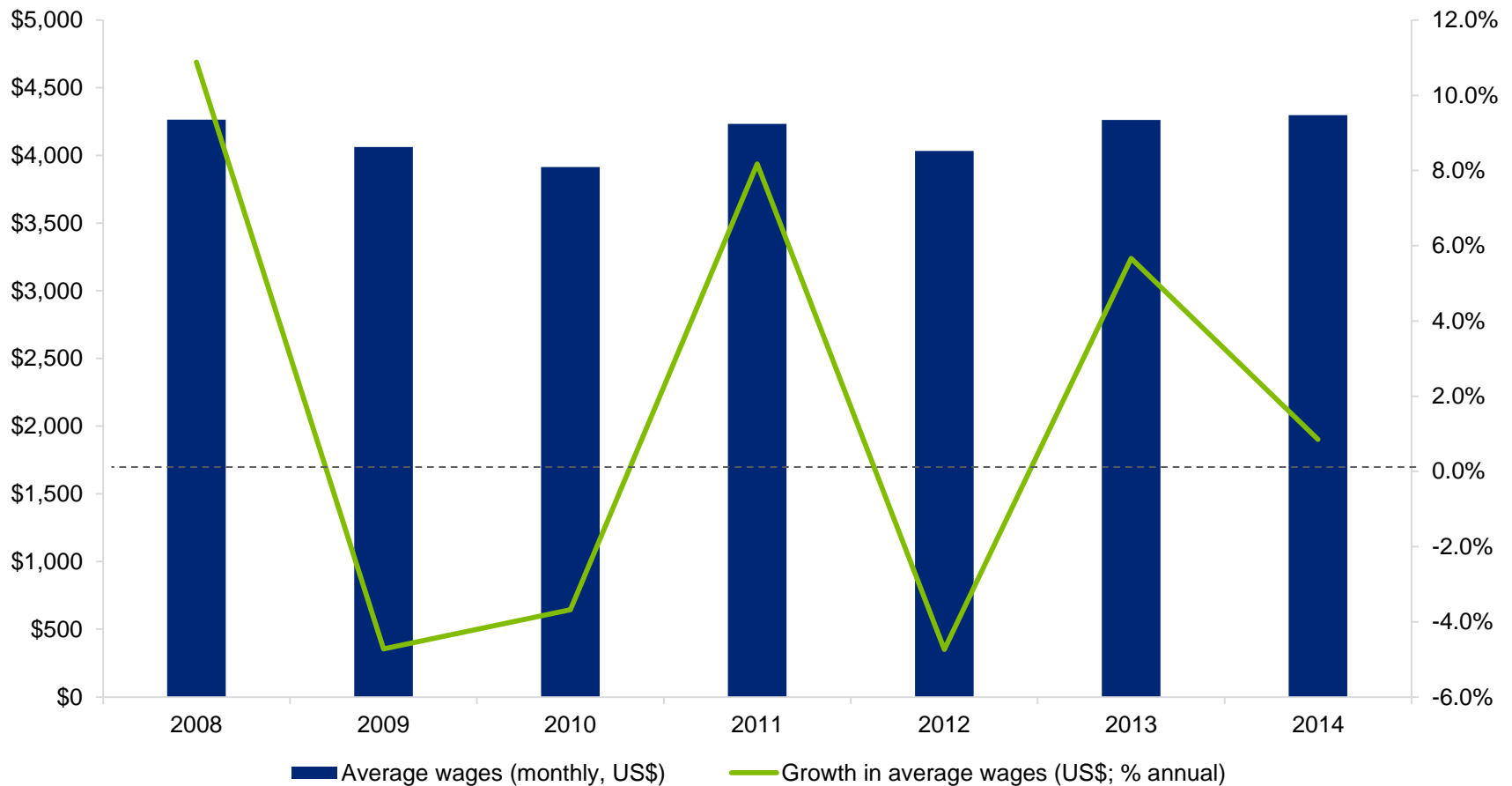
Youth unemployment in Belgium is almost three times the rate of overall unemployment, though it is levelling off

Overall and youth unemployment, Belgium, 2008-2014



Belgian wages have held up since the crisis, and a high minimum wage is felt by some to contribute to high youth unemployment¹

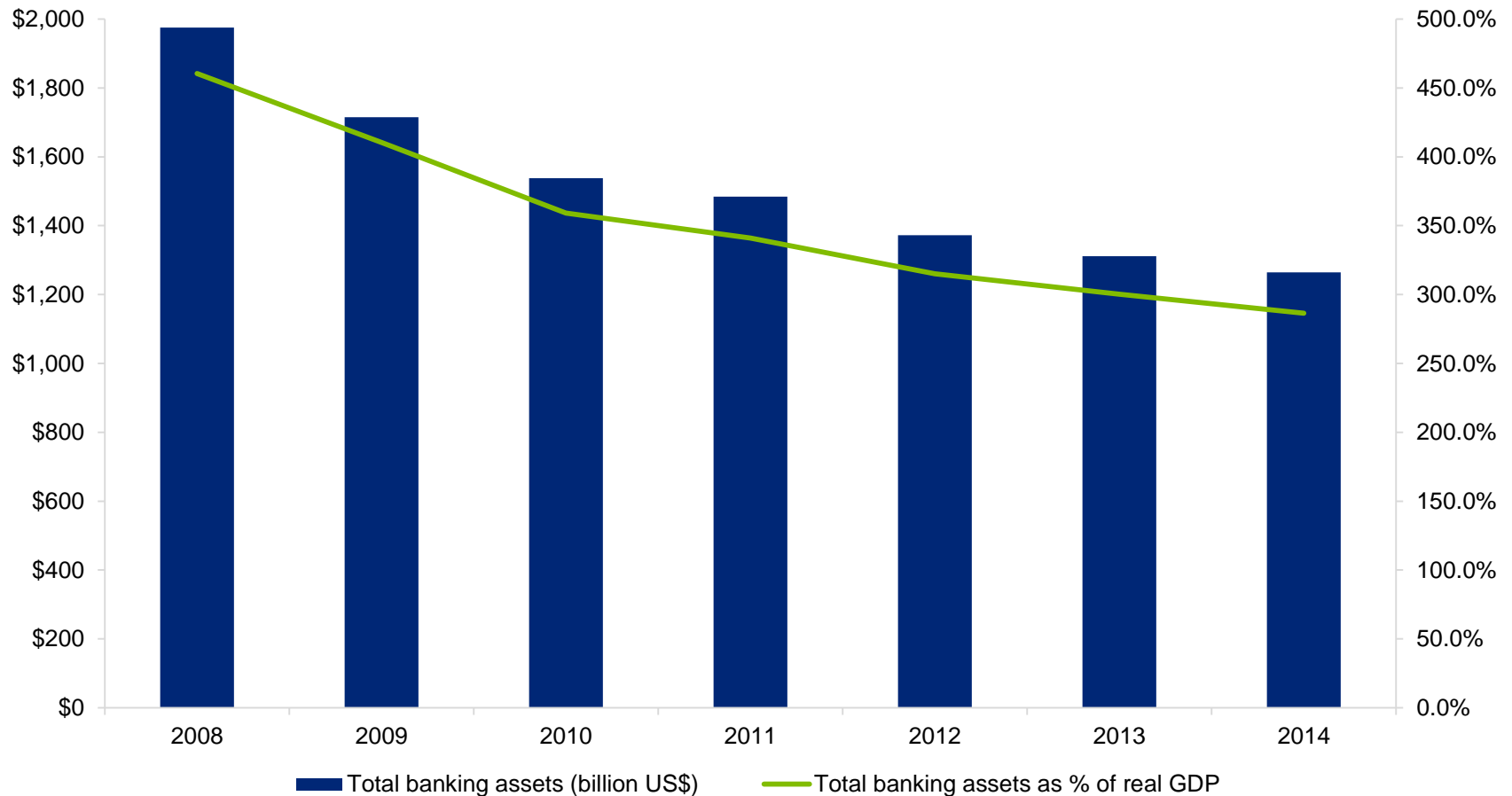
Growth in average real wages (US\$), Belgium, 2008-2014



Note: 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
Source: Economist Intelligence Unit

Belgian bank assets are shrinking. Combined with the legacy of the collapse of Dexia and Fortis, this makes it harder for banks to attract business students

Total banking assets in billion US\$ and as % of real GDP, Belgium, 2008-2014

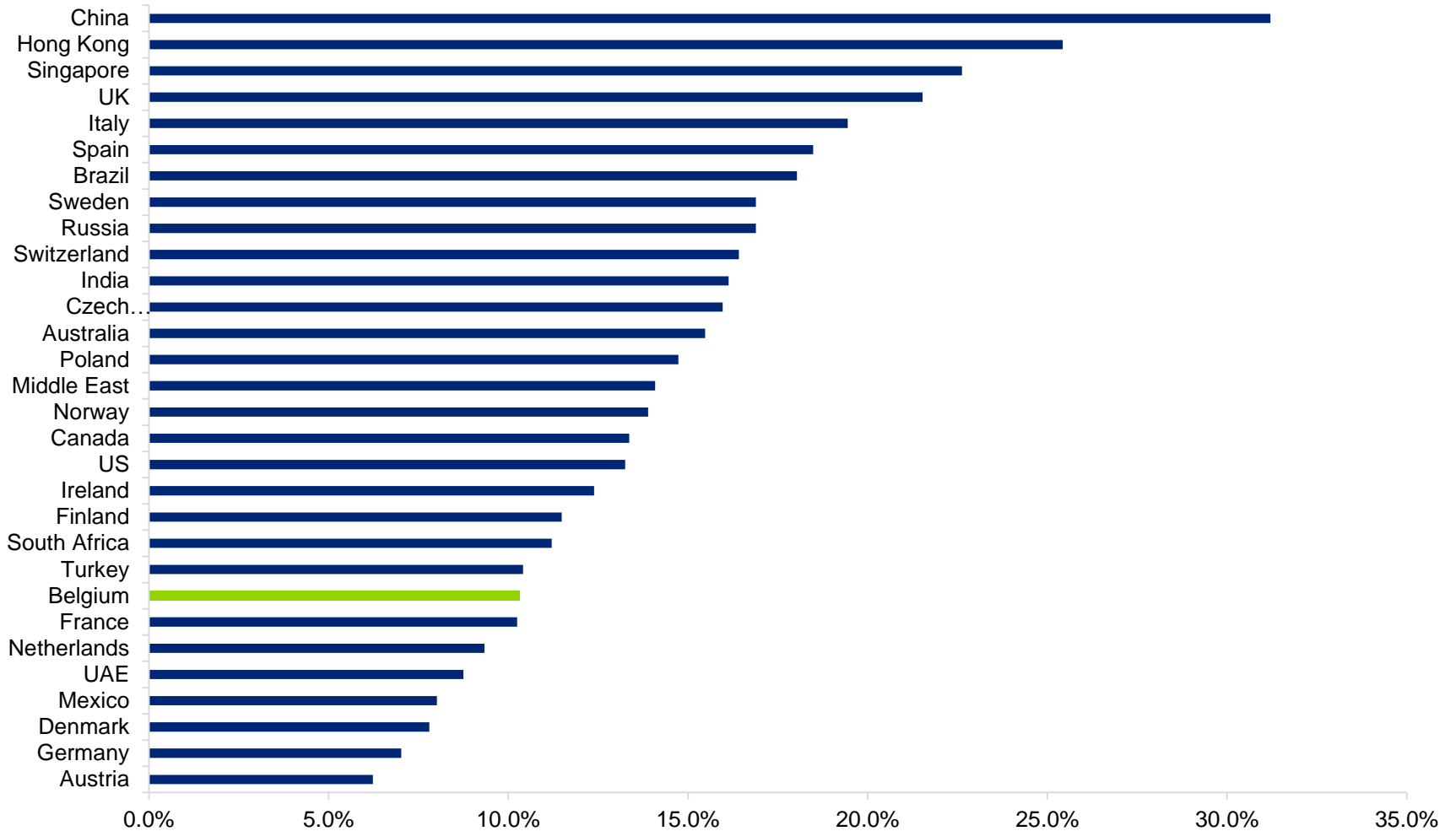


Note: Total banking assets for 2014 is an Economist Intelligence Unit estimate
Figures are converted to US\$ using an average exchange rate
Source: Total banking assets – Economist Intelligence Unit; GDP - OECD

Survey findings

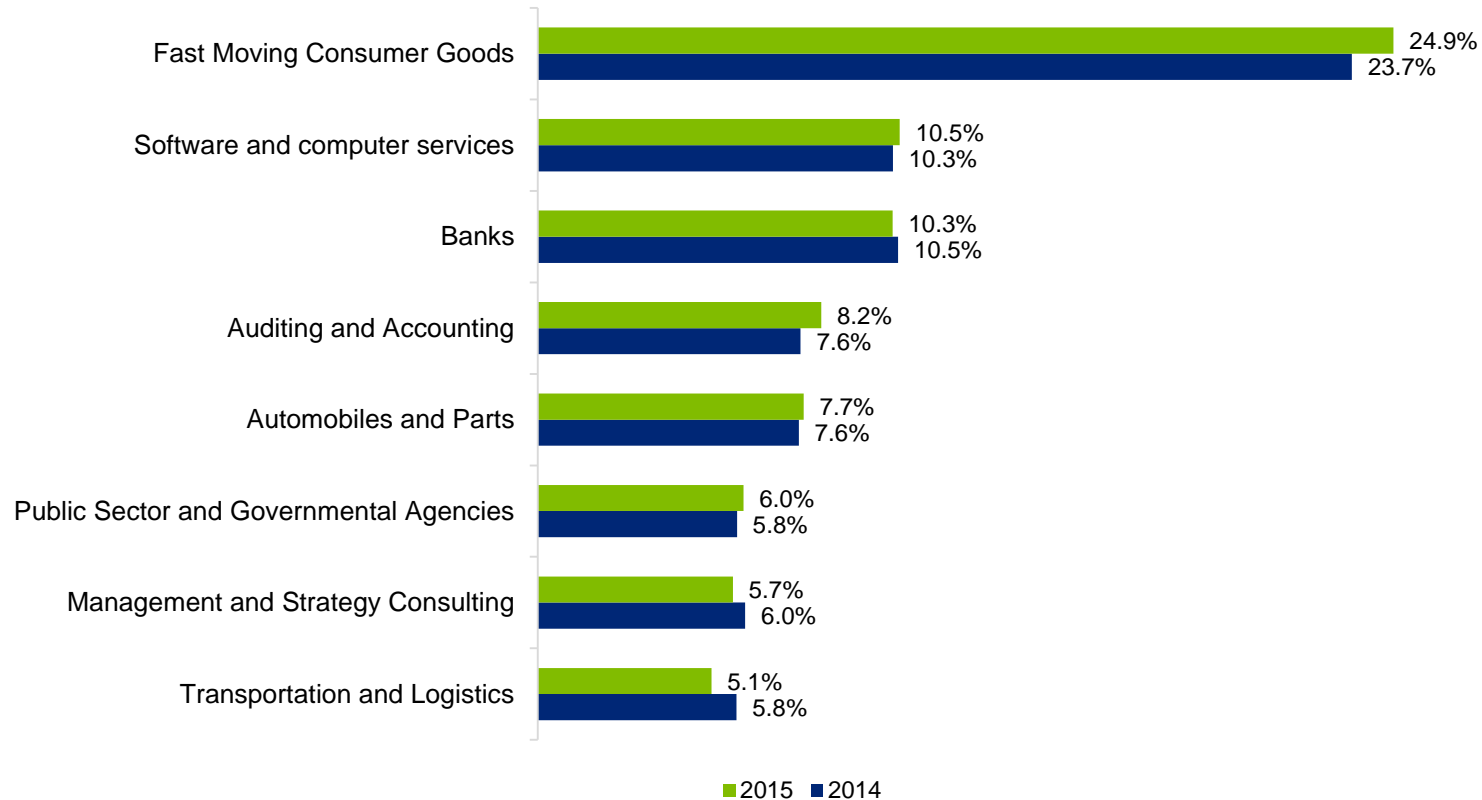
Belgian bank staff enjoy generous benefits and employment protection. This leads to a perception that it is hard to progress, denting banks' popularity

Popularity of banking as a career choice, globally, 2015



FMCG extended its lead over banks in Belgium in 2015, which were also overtaken by technology firms

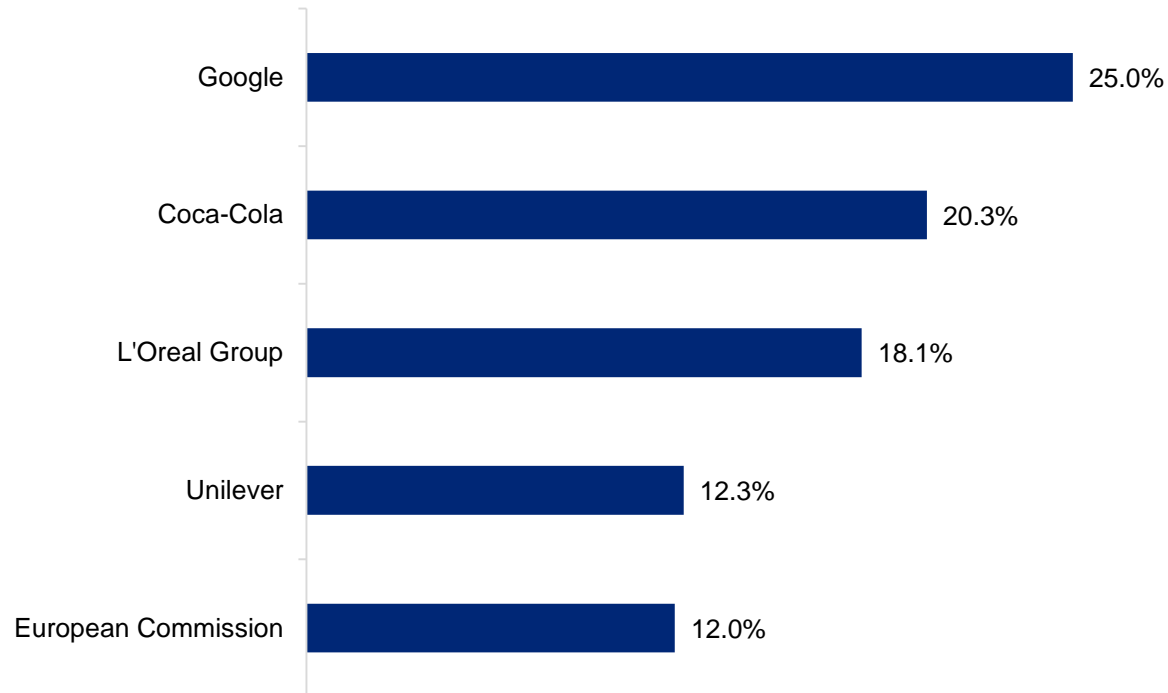
Eight most popular industries for business students in Belgium, 2014-2015



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.”

No bank makes the top five employers for Belgian business students. Google's top ranking shows tech's strength: it doesn't even have a big presence in Belgium

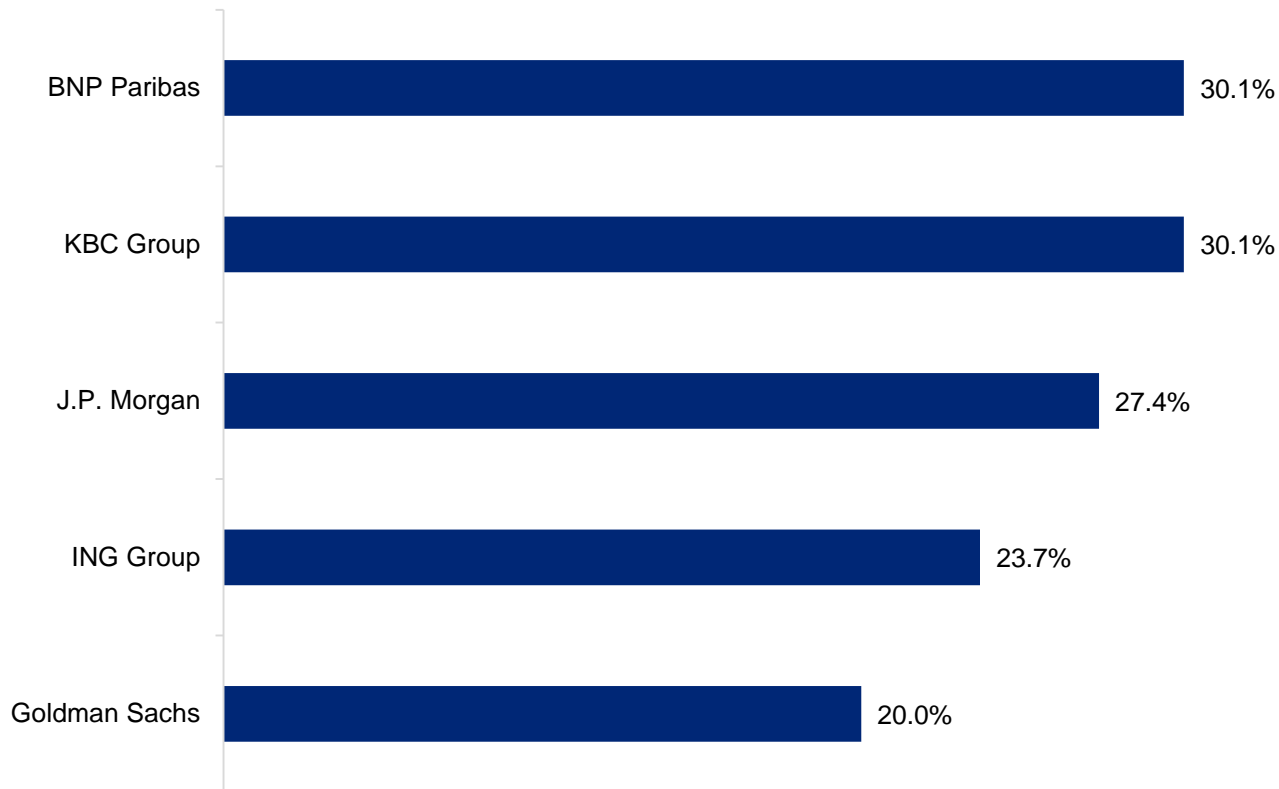
Most popular employers, Belgian business students, 2015



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."

Regional banking groups with a presence in Belgium account for three of the top five most popular employers for banking-inclined students; Belfius ranks just 18th

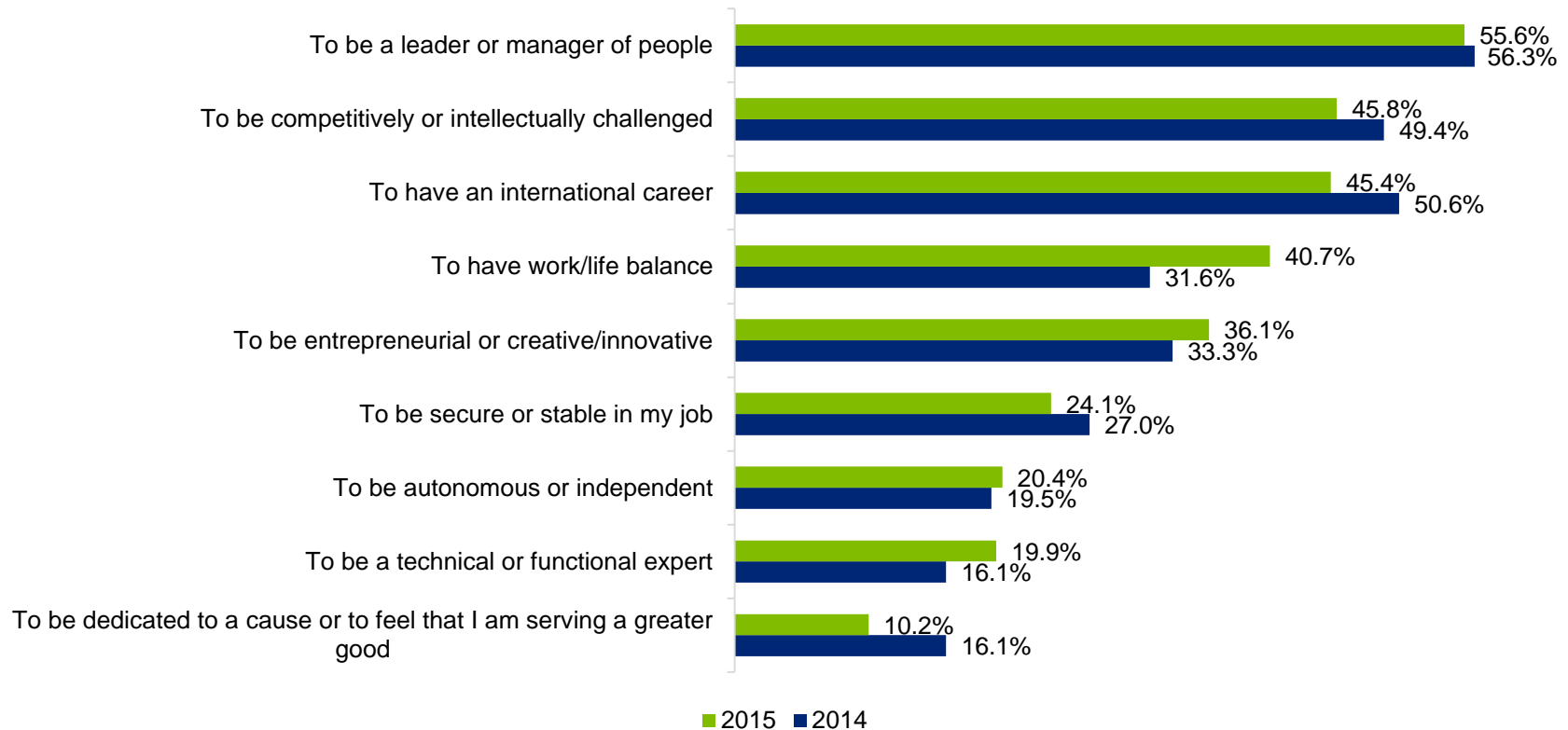
Most popular employers, Belgian banking-inclined students, 2015



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."

Leadership, challenging work and international mobility are the top three career goals for Belgian banking-inclined students

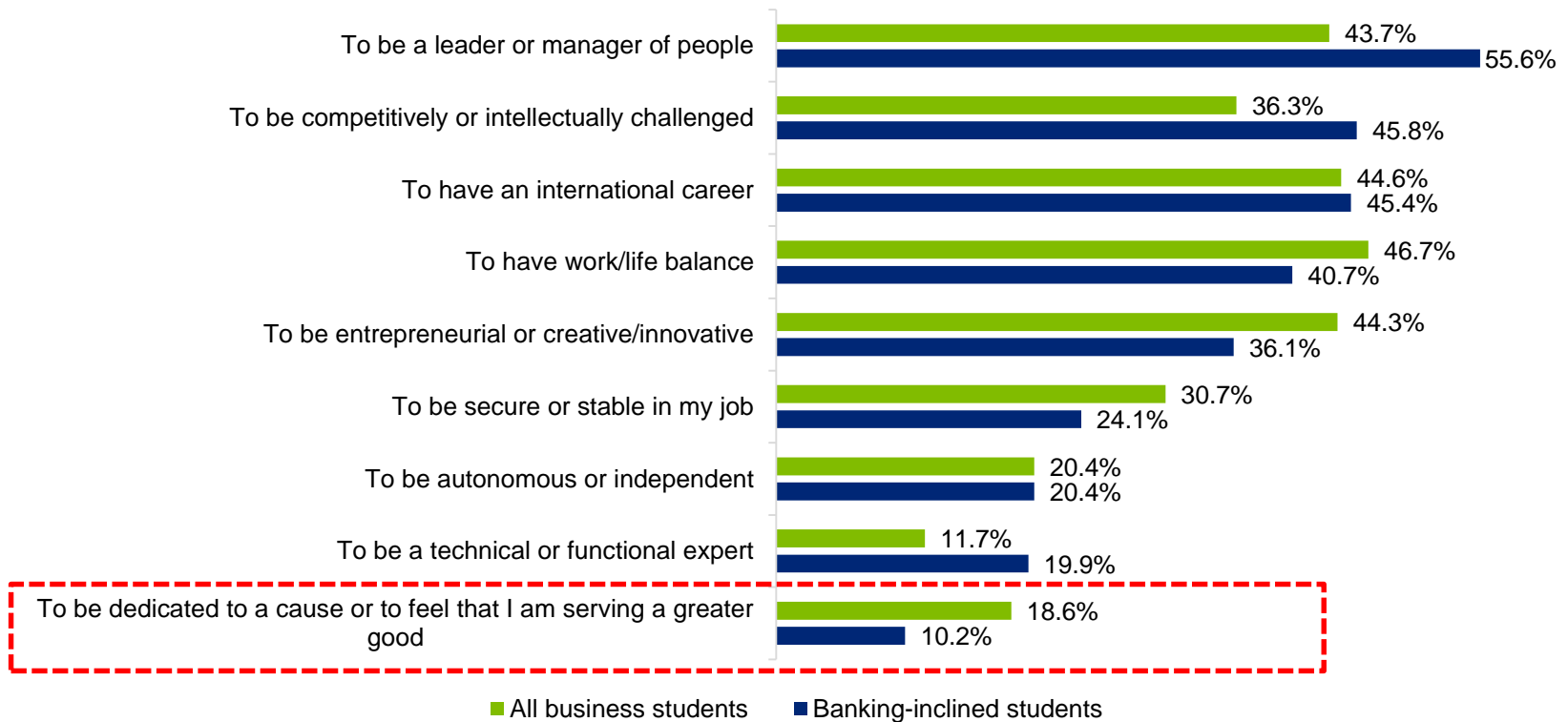
Career goals of Belgian banking-inclined students, 2014-15



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.

Banks attract students who care less about being 'dedicated to a cause or serving a greater good' than do Belgian business students on average

Career goals of Belgian banking-inclined students vs all business students, 2015



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.

Banks are not expected to provide the 'leadership opportunities' their future employees desire, rather they are seen as a way to get an impressive name on a CV

Belgian banking-inclined students' top 10 aspirations and expectations, 2015

Belgian banking-inclined students' top 10 aspirations, 2015



Belgian banking-inclined students' top 10 expectations, 2015



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 – "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". 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 those recording an aspiration for that attribute. Survey question: 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).

Belgian banking-inclined students expect to be paid almost 10 per cent more than their business school peers; those considering i-banks expect a 16 per cent uplift

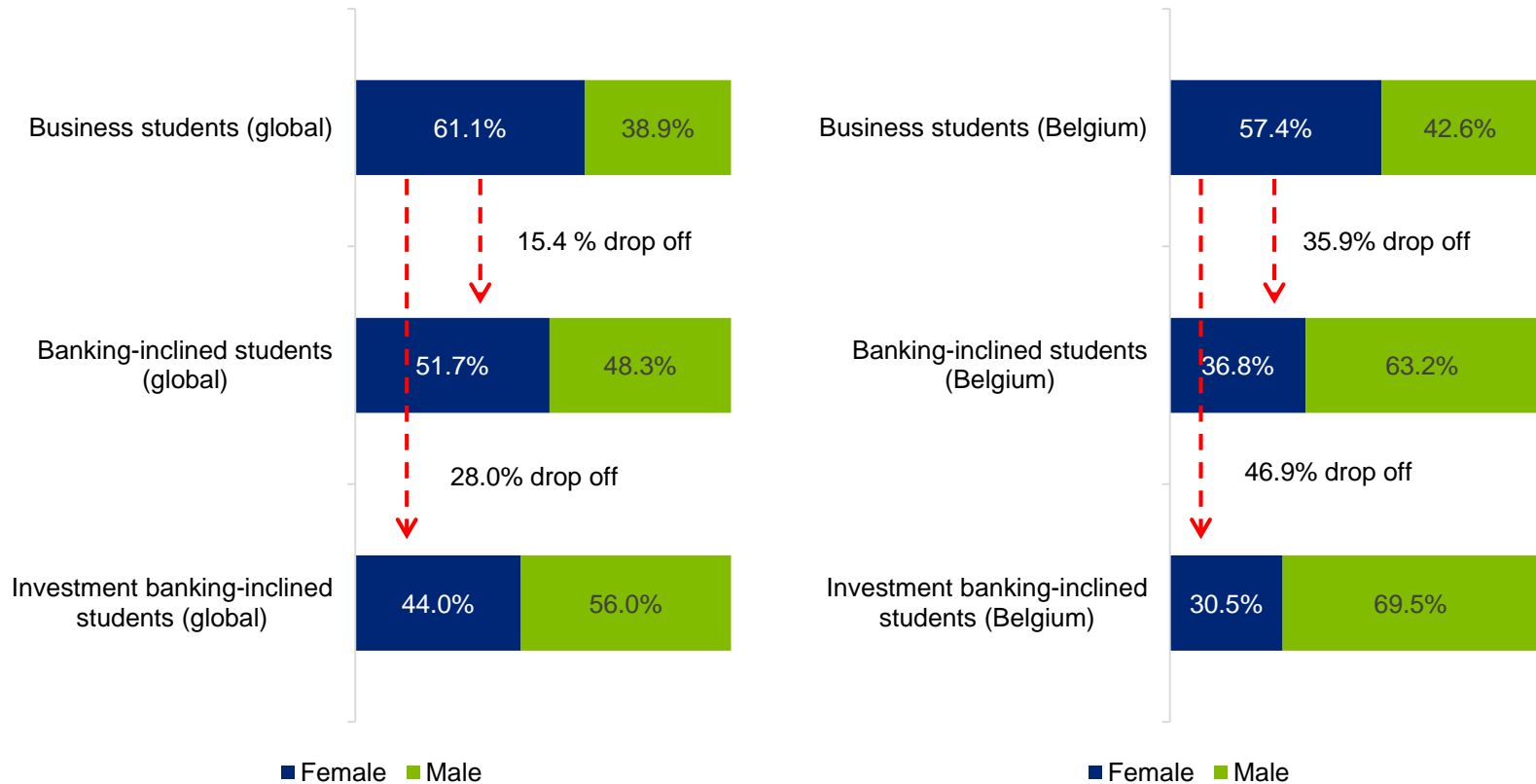
Expected average annual salary (EUR), Belgian business students, 2015



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

Belgian banks are doing far worse than their global peers in terms of attracting female business students

Student demographics, globally and in Belgium, 2015



Appendix - methodology

Appendix – 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”).



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