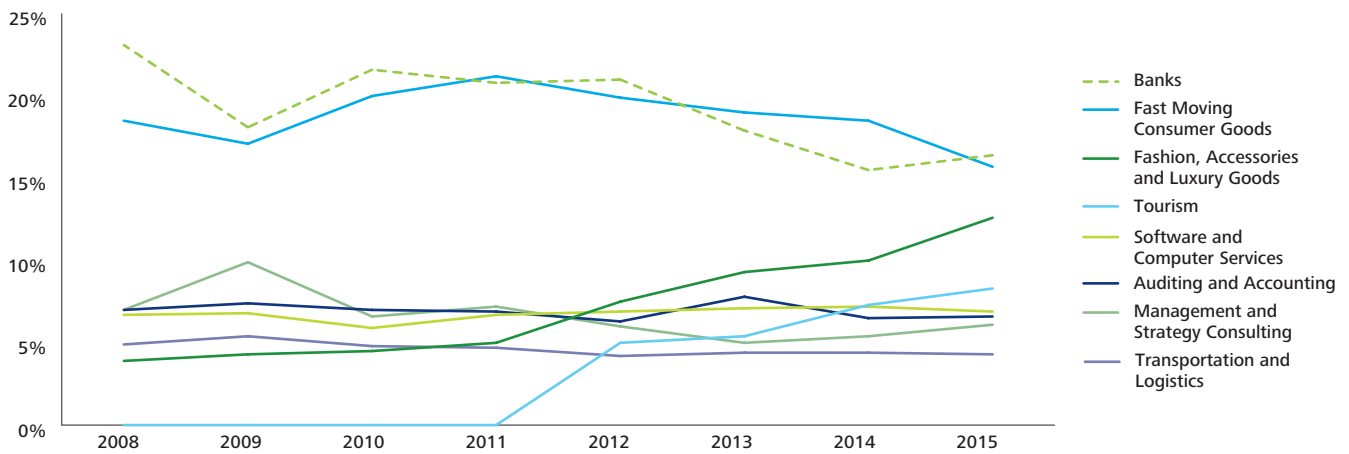


Figure 2. Industry popularity among Swiss business students, 2008-2015



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

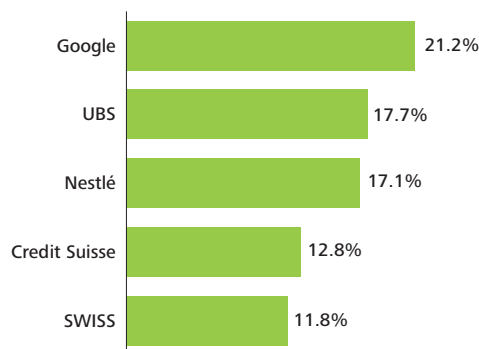
Innovation drives greater popularity?

Banking appears to have regained its position as the most popular career option among Switzerland’s business students, largely at the expense of fast moving consumer goods (FMCG), which has slipped by close to three percentage points since 2014. The banking sector has fallen behind and overtaken FMCG more than once in recent years, however, so this might change again in future.

Deloitte observations suggest that Switzerland’s banks are making themselves more exciting employment prospects by playing to their strengths in private banking and client service. Another continuing trend is innovation, such as the recent roll out of all-digital and crowd-funding platforms.

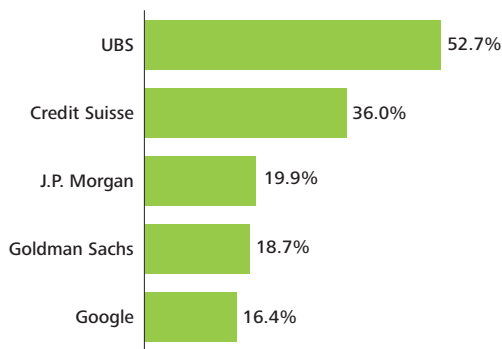
The greatest gain among the top eight industries was made by the fashion, accessories and luxury goods sector, which continues to be driven by the global success of companies like Rolex and the Swatch Group. The sector has more than tripled its popularity in the rankings since 2008, and still appears to be moving up the chart.

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



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

Figure 4. Top five most popular employers, Swiss banking-inclined students, 2015



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

Solid banking performance

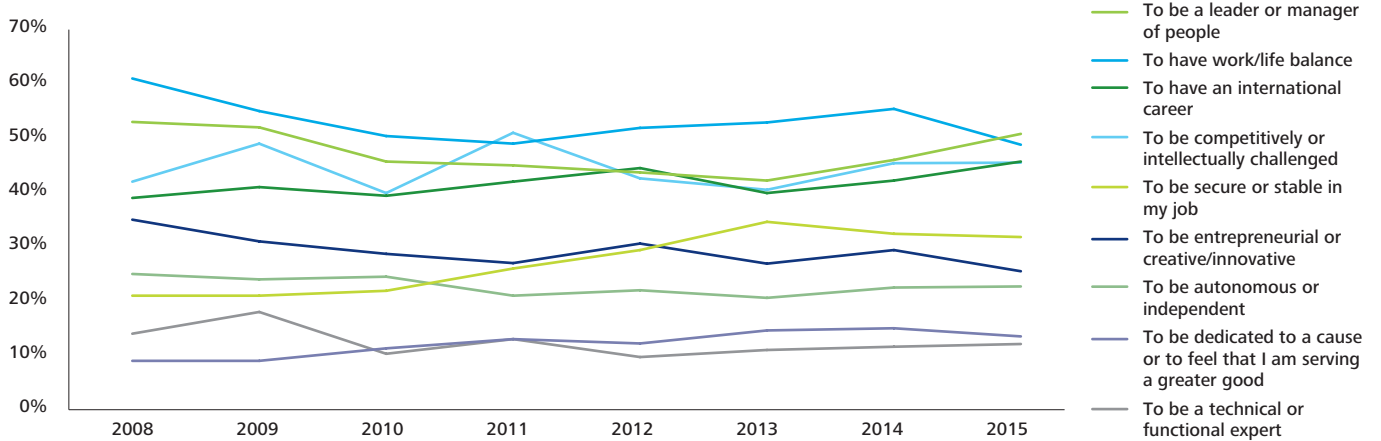
Google is the first choice ‘ideal employer’ among Switzerland’s business students as it is in 17 markets of the 29 relevant markets around the world. The US search giant employers “Zooglers” from 75 different countries in its Zurich engineering hub. However, the software and computer services sector as a whole slipped marginally in popularity this year following four years of consistent upward momentum.

UBS and Credit Suisse again both appear among the four most popular ‘ideal’ employers. Demand for the best graduates is high among the country’s banking giants, and is growing among regional and cantonal players.

Interestingly, four of the top five selections are Swiss businesses, implying a strong sense of national favouritism among Switzerland’s business students.

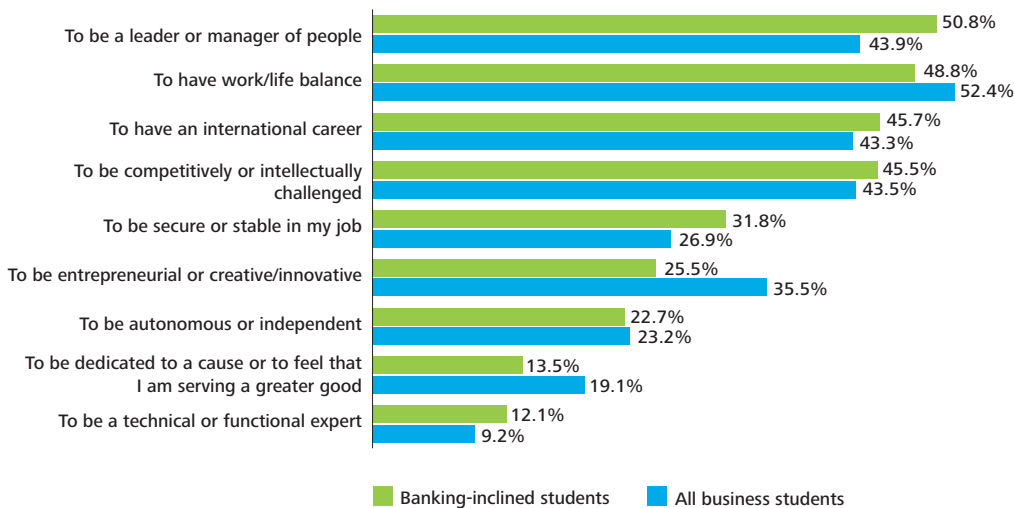
While the two top places in the equivalent chart for banking-inclined students are again occupied by the two home-grown giants, there is a powerful US influence over the remainder of the top five – J.P. Morgan, Goldman Sachs and Google. However, the Swiss influence is somewhat restored with the presence of Nestlé, Julius Baer and the Swiss National Bank in spots six to eight.

Figure 5. Career goals of Swiss banking-inclined students, 2008-2015



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

Figure 6. Career goals of Swiss business students and Swiss banking-inclined students, 2015



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

Leadership vacuum?

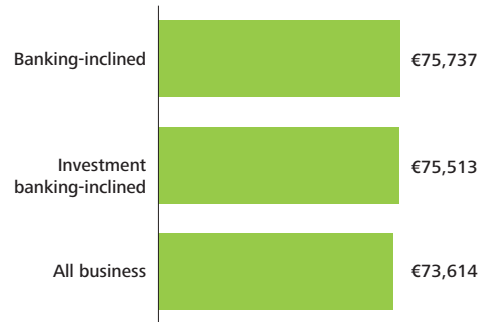
For the first time since the survey launched, 'work/life balance' is not the most popular career goal among Switzerland's banking-inclined students (although it has retained its lead among all business students). Now in second place on 49 per cent, 'work/life balance' is in line with the average of all markets included in the survey, but behind countries like Austria, Italy and the Czech Republic. However, its score in Switzerland is substantially ahead of both France and Germany.

The leading career goal for banking-inclined individuals in 2015 is the desire 'to be a leader or manager of people'. Not only has this risen by four percentage points since 2014, it is also more popular by some seven percentage points than among all business students in 2015. This is an interesting development, as a leadership vacuum has been perceived to exist in the Swiss banking sector in recent years, potentially leading banking-inclined students to see an opportunity for rapid progression.

After several years of steady movement up the ranking, 'job security or stability' has slipped from the peak of popularity it reached among banking-inclined students last year, possibly as a result of Switzerland's low rate of unemployment.

The desire 'to be entrepreneurial or innovative', which scored as high as 35 per cent in 2008, has slid over the years to just 25 per cent in 2015, suggesting that future generations of bankers will take a more cautious approach than their predecessors. This is potentially a cause for concern as the value of innovation in banking appears set to rise, driven by digitisation and increasingly sophisticated customer expectations.³

Figure 7. Expected annual salary (EUR), Switzerland, 2015



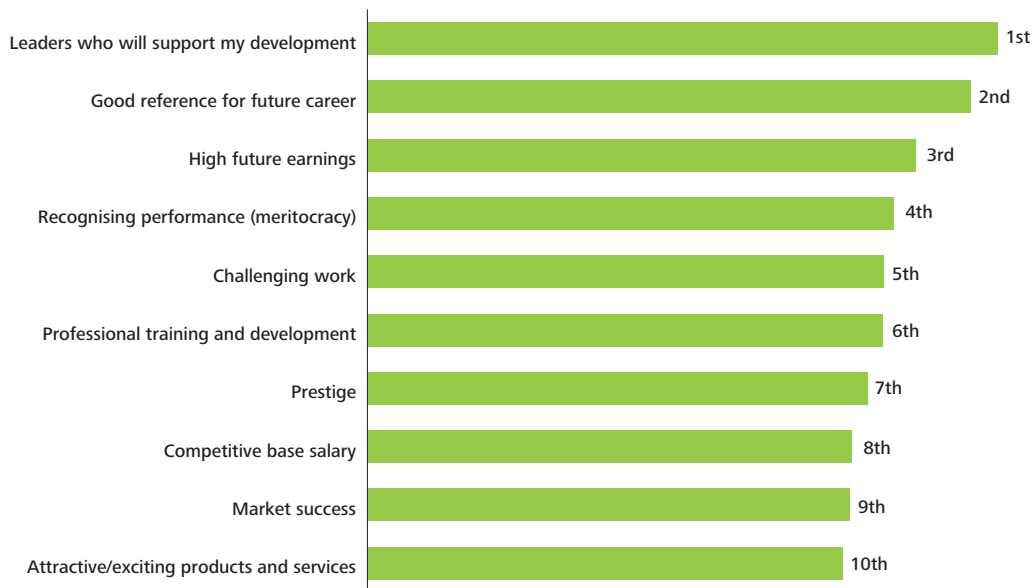
Source: Universum Talent Survey 2015; Deloitte analysis
See Appendix for survey questions

High hopes...

The cost of living in Switzerland is the highest in the world,⁴ a fact that is reflected in the very high salary expectations of the country's business students. Banking-inclined students' first-salary expectations have risen strongly to €75,737 from €66,010 in 2014. However, when currency fluctuations are taken into account the rise in salary expectations among banking-inclined students is much less pronounced, increasing from CHF 79,391 in 2014 to CHF 82,047 in 2015.⁵

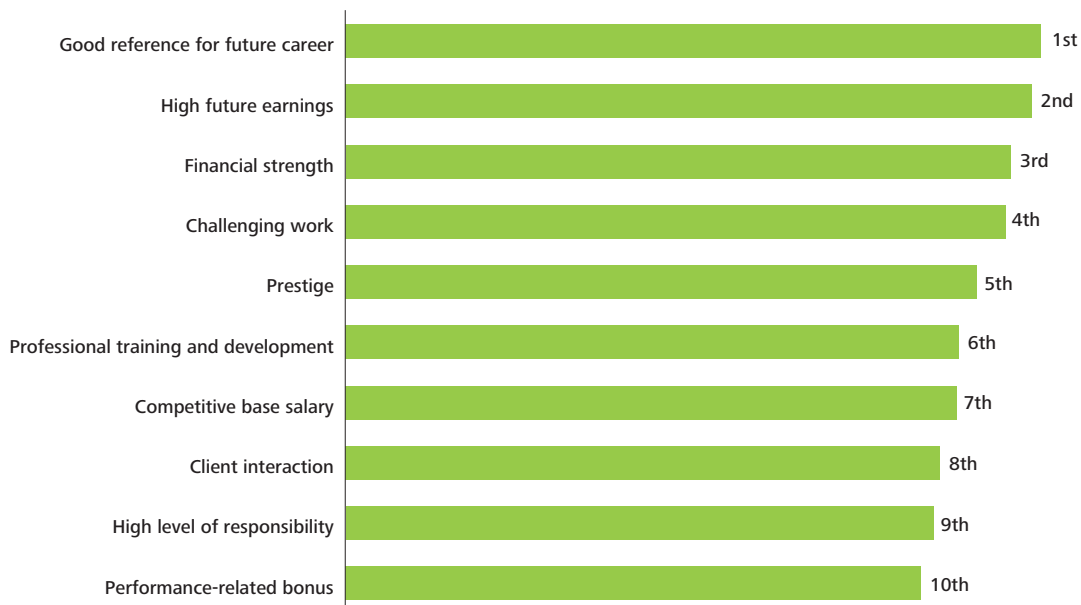
As in most countries surveyed, both banking-inclined students and investment banking-inclined students have higher salary expectations than their business school peers. Interestingly, the salary expected by investment banking-inclined students is actually lower than that expected by all banking-inclined respondents. This is perhaps because the focus of the Swiss banking industry is primarily on private banking.

Figure 8. Swiss banking-inclined students' top ten aspirations, 2015



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

Figure 9. Swiss banking-inclined students' top ten expectations, 2015



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

Promote the positives

Deloitte sought to find out to what extent, and in which areas, the aspirations of banking-inclined students converge with, or deviate from, what they most expect from a career in banking.

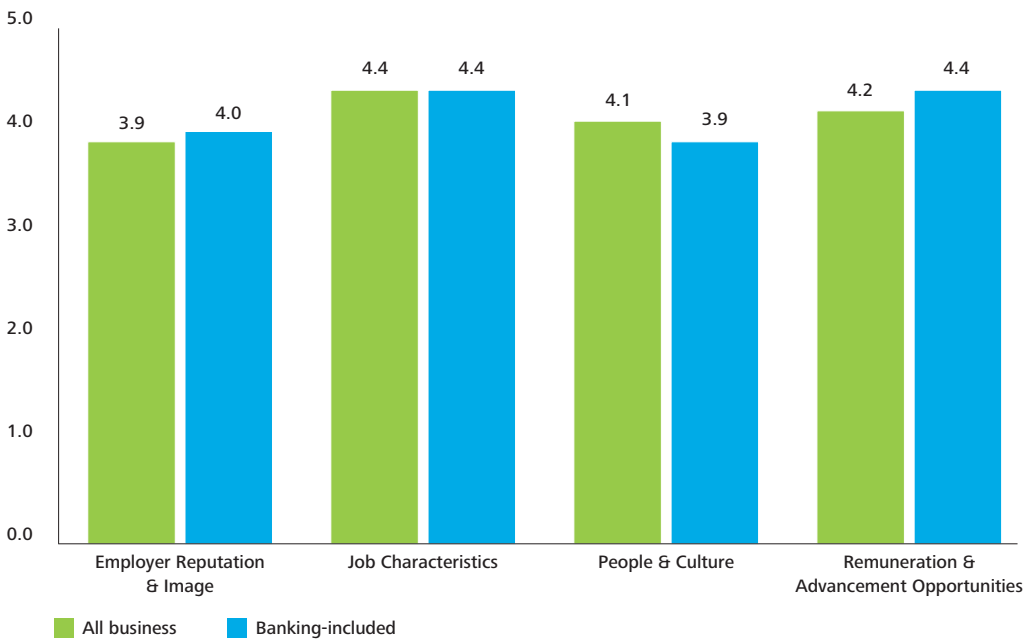
When comparing the aspirations and expectations of Switzerland’s banking-inclined business students, there are clear reasons for banks to be both reassured and concerned.

First, they might find reassuring the fact that high-ranking aspirations such as a ‘good reference for my future career’, ‘high future earnings’, ‘challenging work’, ‘prestige’ and ‘competitive base salary’ are all reflected in the expectations that students have of employers in the banking sector.

However, there are two main causes for concern. Most importantly, the factor that heads the aspirations chart – ‘leaders who will support my development’ – is ranked at just 14th place out of 40 job attributes. Nearly as worrying, the fourth-placed aspiration – ‘recognising performance (meritocracy)’ – also fails to make the top ten expectations.

This suggests that banks need to promote such factors more strongly in order to attract the best talent away from sectors like FMCG and fashion, accessories and luxury goods.

Figure 10. Attractiveness of job aspects, all Swiss business students and Swiss banking-inclined students, 2015



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

Weighing up the drivers of choice

When it comes to the relative importance of different job aspects in Switzerland, there is no substantial difference between the views of all business students and the banking-inclined subset. As in many other surveyed territories, however, the ‘people and culture’ aspects of a job (such as ‘supportive leaders’, ‘recognition’ and ‘a creative working environment’) are less important for banking-inclined individuals than for all business students. Similarly, ‘remuneration and advancement opportunities’ are more important aspirations for banking-inclined students than for the population of business students as a whole.

Figure 11. Student demographics, Switzerland, 2015

	All business students	Banking-inclined students	Investment banking-inclined students
Female	48.2%	37.0%	34.6%
Male	51.8%	63.0%	65.4%
Number of students	5,107	1,744	1,499
Average age	22.9	22.6	22.6

Source: Universum Talent Survey 2015; Deloitte analysis

Men in the majority

An important factor that differentiates Switzerland from many other surveyed markets is the male bias among business students surveyed. In the majority of territories, the number of female business students surveyed outnumbers males, although the gap narrows or disappears among banking-inclined students. Men then tend to be in the majority among investment banking-inclined students.

In Switzerland, there is a male bias to begin with, which grows further among banking and investment banking-inclined students. The fact that only 34.6 per cent of those with an inclination towards investment banking are women suggests that Switzerland's banks might be missing out on a rich seam of talent.

Macroeconomic context

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

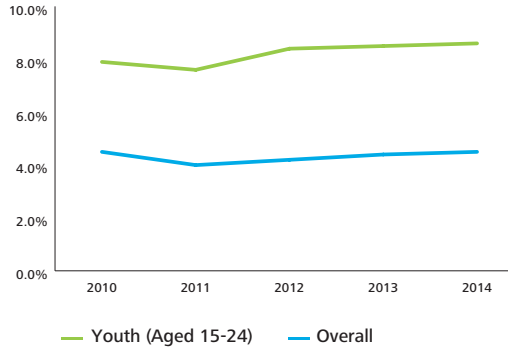


Source: Economist Intelligence Unit
See Appendix for notes

There was a sudden fall in total banking assets (TBA) in 2014 to US\$ 3,534 billion (CHF 3,497 billion). Just the previous year, Swiss TBA had appeared to be closing in on the peak achieved in 2008 (US\$ 3,987 billion (CHF 4,209 billion)). However, when the fluctuating CHF/US exchange rate is taken into account, total banking assets actually rose slightly in 2014, from US\$ 3,879 billion (CHF 3,453 billion) the previous year.

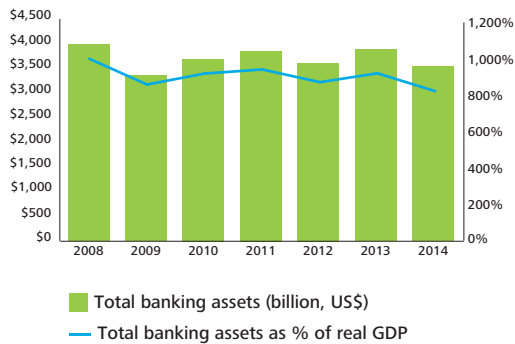
Although Switzerland is a high-wage economy, the monthly average in 2014 of US\$ 6,581 slipped from a peak of US\$ 6,641 in 2011. However, much of this apparent slide is due to foreign exchange issues, driven by the appreciation of the Swiss Franc (CHF) against the US\$ during this period. This means that in CHF terms there has been some growth in monthly average pay, from CHF 6,240 in 2011 to CHF 6,511 in 2014. Unemployment has stayed consistently low by international standards over recent years, deviating little from 2014's 4.5 per cent among the population as a whole and 8.6 per cent among people aged 15 to 24.

Figure 13. Overall and youth unemployment, Switzerland, 2010-2014



Source: OECD

Figure 14. Total banking assets in US\$ bn and as % of real GDP, Switzerland, 2008-2014



Source: Total banking assets, Economist Intelligence Unit; GDP, OECD
See Appendix for notes

Appendix

Terminology

Business students = students studying business-related subjects.

Banking-inclined students = business students who put at least one bank (retail, investment or universal) in their top five 'ideal employers' when offered a list of potential employers to choose from.

Investment banking-inclined students = business students who put at least one investment bank in their top five 'ideal employers' when offered a list of potential employers to choose from. It is a subset of the number of banking-inclined students.

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.

Currency conversions

Currency conversions into local currency use exchange rate data from OANDA. Rates are correct as of the 31st December of the relevant year unless otherwise stated.

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". Banking popularity by market is calculated as the number of times banking employers 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: "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 7

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

Note to Figure 8

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 9

Survey question: "Which of the following [40 attributes] do you associate with your chosen employer(s)?"

Note to Figure 10

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 CHF/US\$ exchange rate

Note to Figure 14

Total banking assets for 2010-2014 are Economist Intelligence Unit estimates

GDP for 2014 is an OECD estimate

Figures are converted to US\$ using an average exchange rate

Fluctuations in total banking assets could be partially due to changes in the CHF/US\$ exchange rate.

Endnotes

1. Swiss National Bank scraps exchange rate ceiling", Swissinfo.ch, 15 January 2015.
See also: http://www.swissinfo.ch/eng/euro-floor_swiss-national-bank-scraps-exchange-rate-ceiling/41217364
2. Deloitte analysis
3. Deloitte analysis
4. "Cost of Living Index for Country 2015 Mid Year", Numbeo, 2015. See also: http://www.numbeo.com/cost-of-living/rankings_by_country.jsp
5. Exchange rate as at August 17, 2015

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