

Deloitte.

Talent in
Banking 2015
The Netherlands
in Focus

UK Financial Services Insight



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The Netherlands in Focus

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Key findings

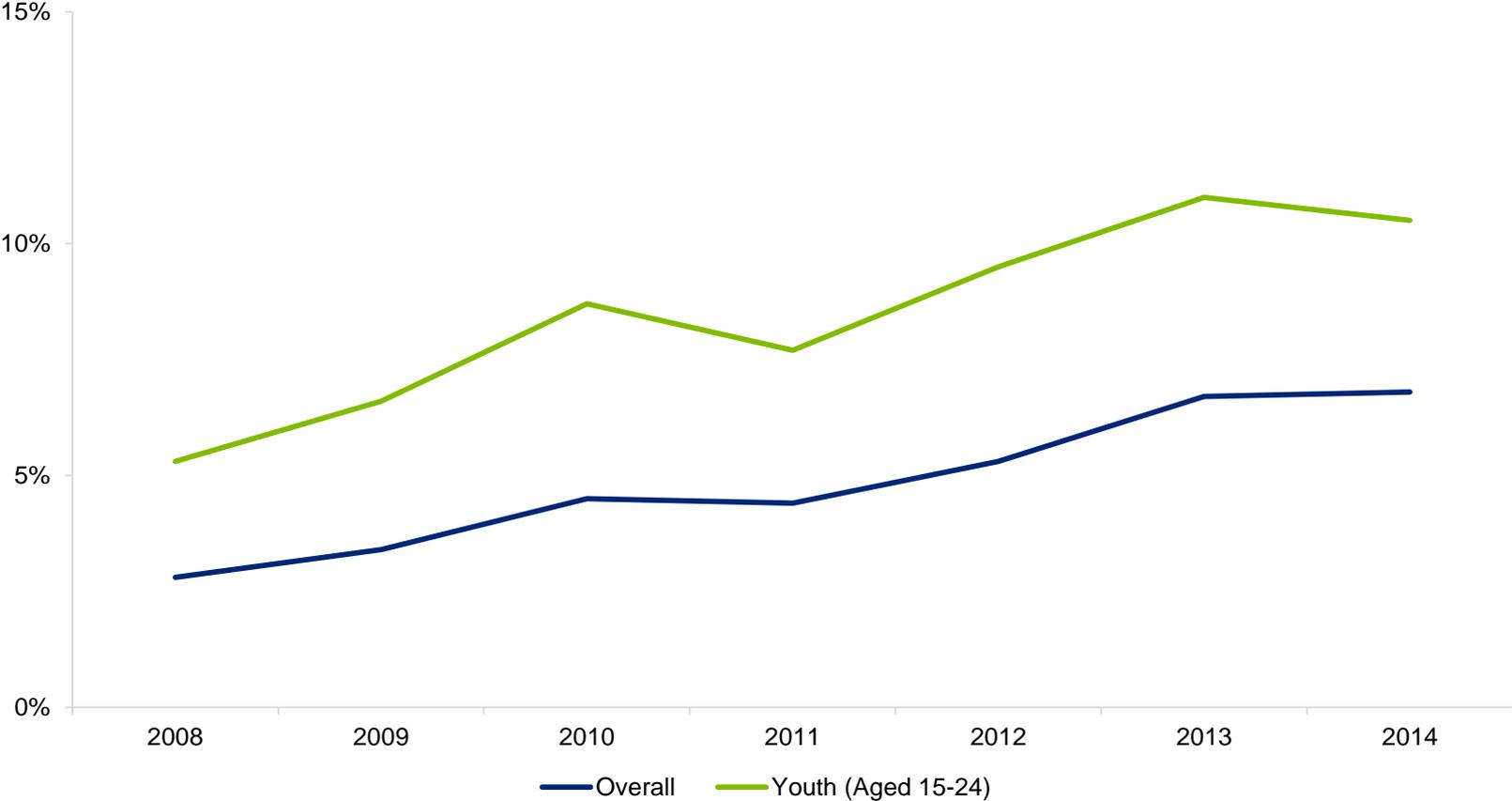
Attracting talent is difficult for Dutch banks because they are not seen as exciting, and because of the role banks played in the financial crisis

- Banking is less popular among business students in the Netherlands than in all but five other countries surveyed, and its popularity has fallen significantly since the financial crisis
- Banks do not feature in the top five most popular employers of Dutch banking students; among banking-inclined students, the three largest Dutch banks are the most popular
- The top career goals of Dutch banking-inclined students are ‘to be competitively or intellectually challenged’ and ‘to be a leader or manager of people’
- Dutch banking-inclined students are much less concerned with being ‘creative/innovative’ than their business school peers
- Dutch banking-inclined students want ‘leadership opportunities’ and leaders who will support and inspire them, but do not expect to find these attributes in the banking sector
- Investment banking-inclined students have salary expectations that are significantly higher than the business student average
- Banks in the Netherlands are failing to attract female business students; this is particularly true of investment banks

Macroeconomic and industry context

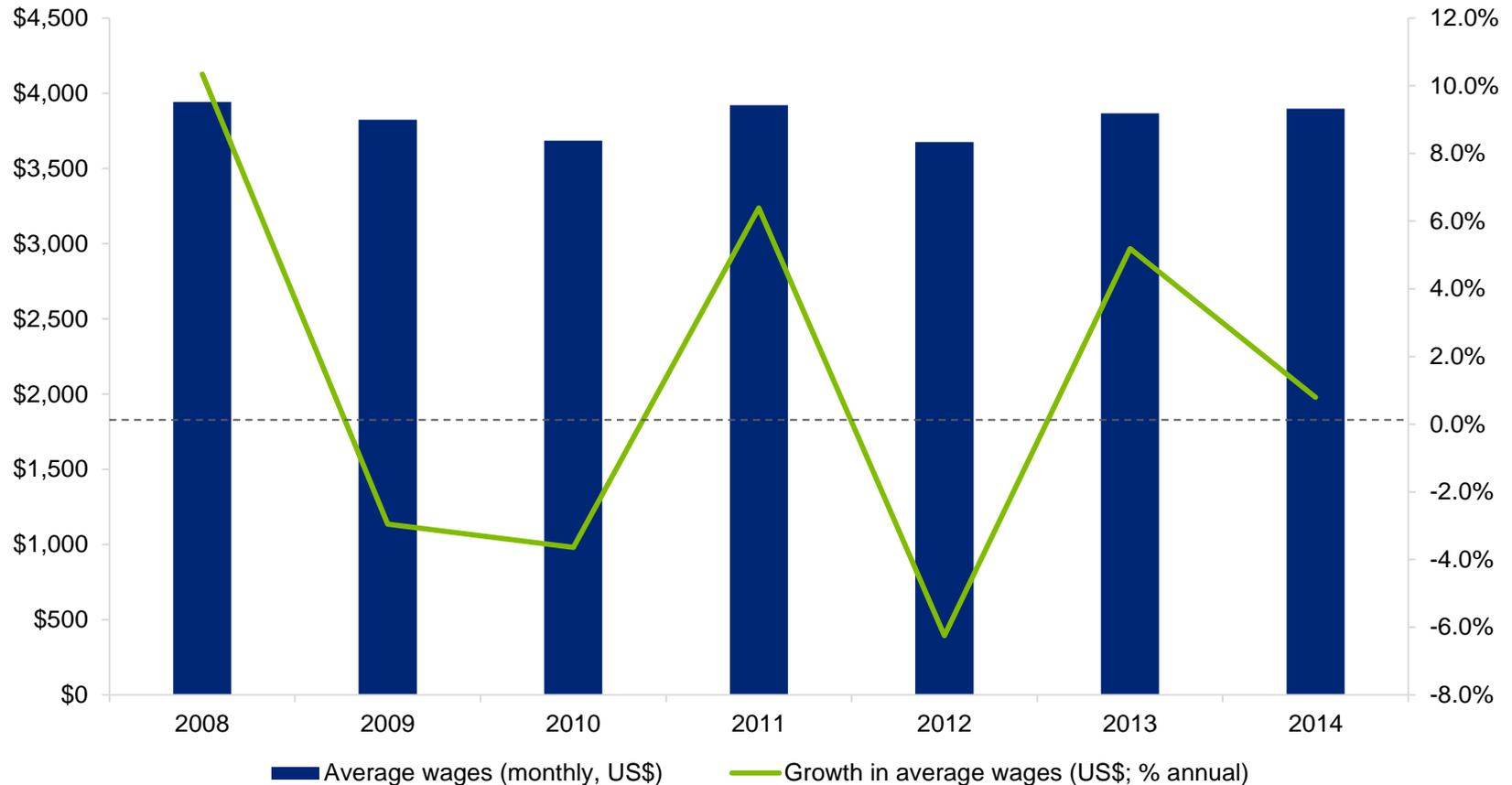
Youth unemployment in the Netherlands has almost doubled since the financial crisis, but is relatively low compared to other EMEA countries

Overall and youth unemployment, the Netherlands, 2008-2014



Average wages in the Netherlands have yet to regain their pre-crisis levels

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

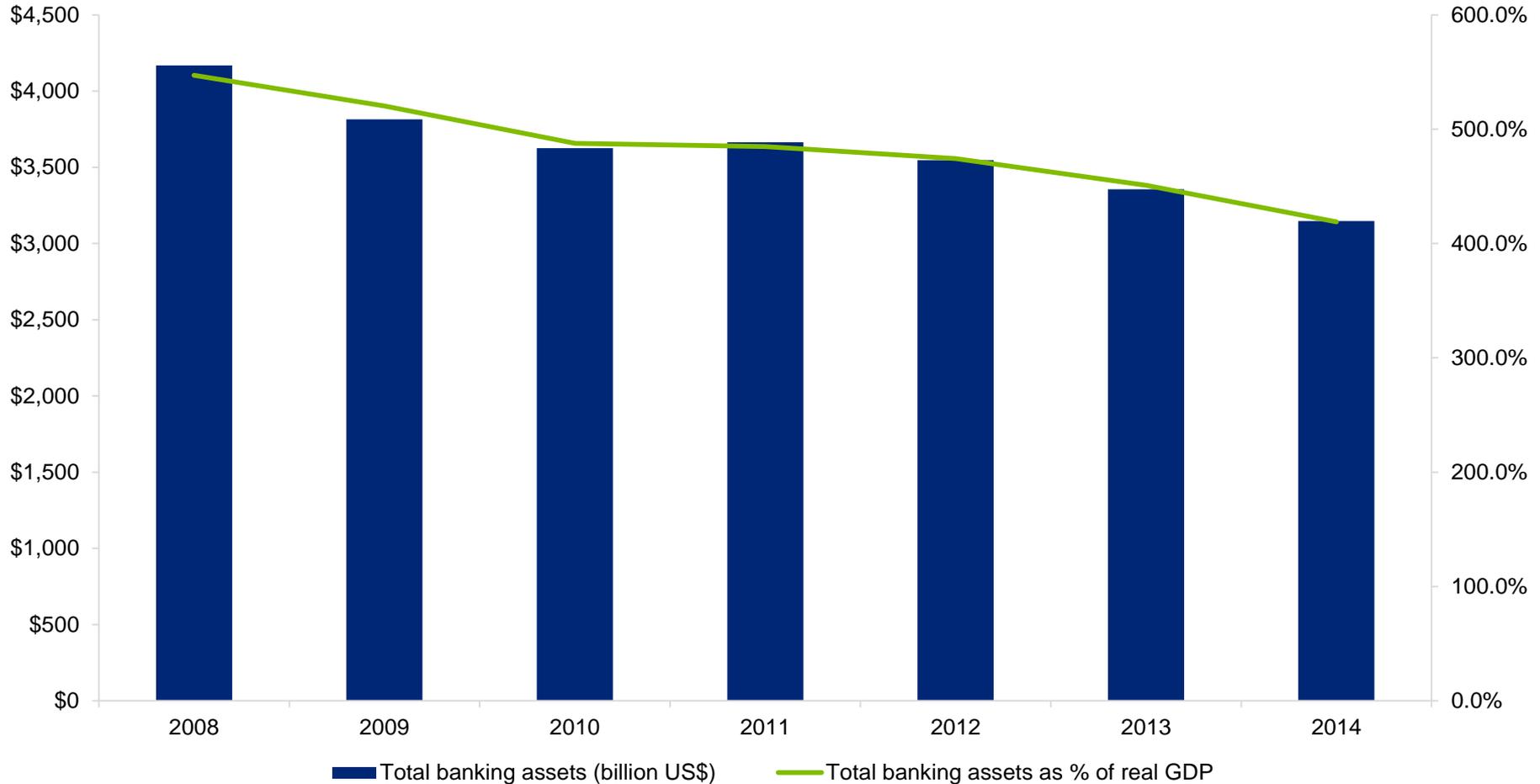


Note: Average wages (monthly): average gross earnings per worker per month
Growth in average wages (annual): percentage change in hourly wages in US\$ over previous period
Figures are converted to US\$ using an average exchange rate

Source: Economist Intelligence Unit

The banking sector continues to decline; total banking assets decreased by almost 25 per cent between 2008 and 2014

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



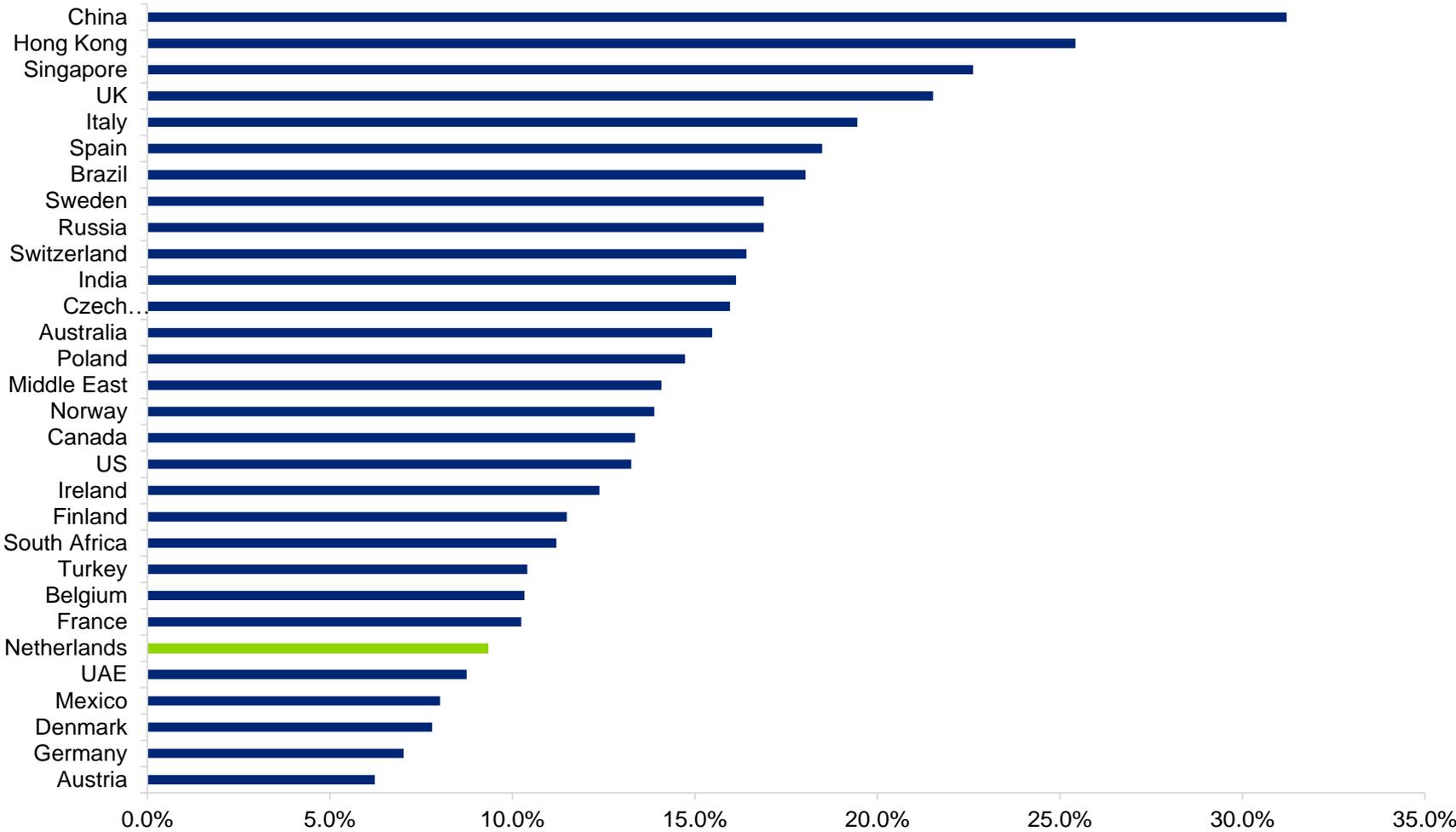
Note: Total banking assets for 2010-2014 are Economist Intelligence Unit estimates

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

Survey findings

Dutch banks are unpopular relative to international peers, having suffered a dent to their credibility, and pay levels, during and after the crisis

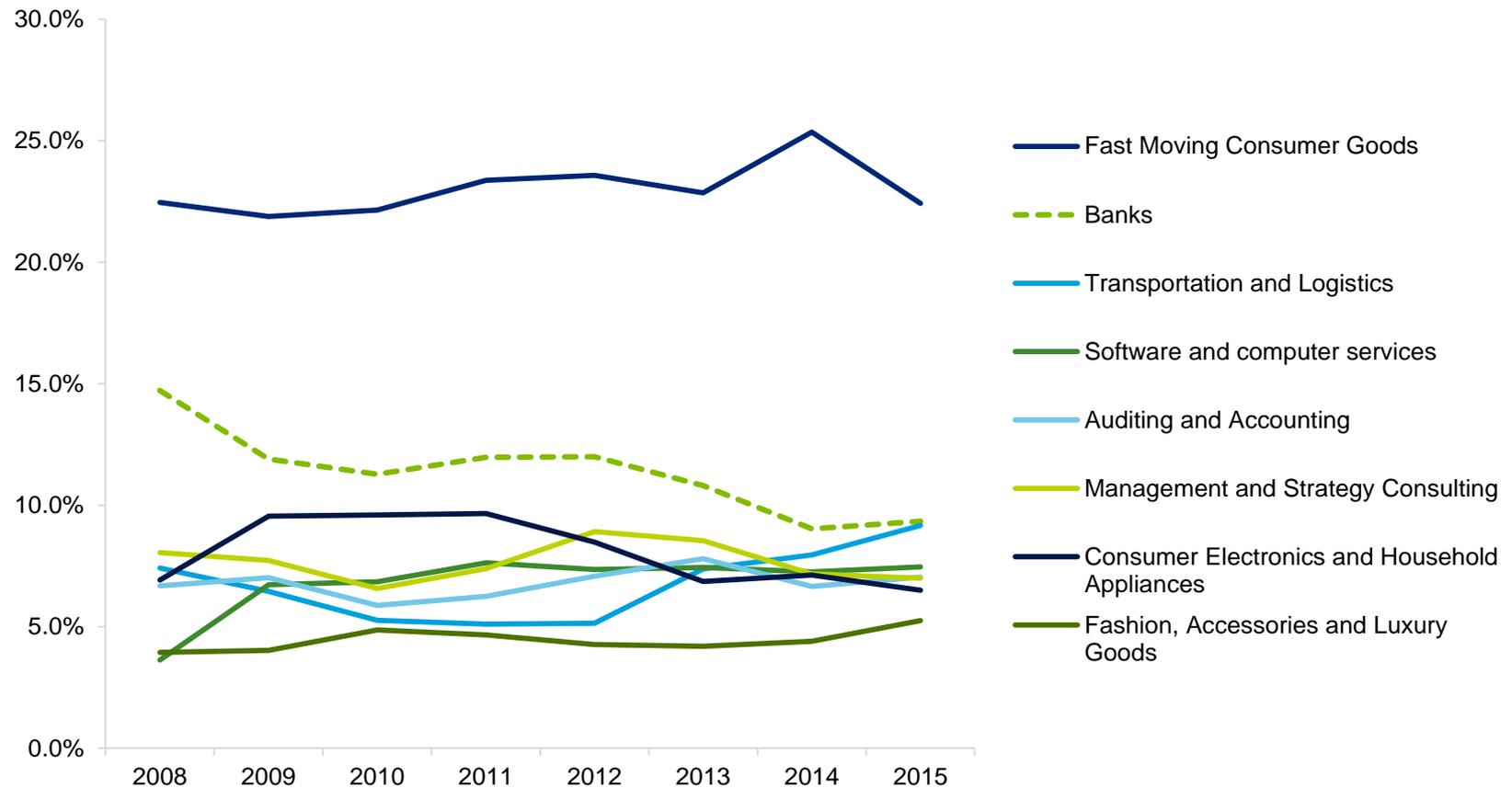
Popularity of banking as a career choice, globally, 2015



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.”

Banking has continued to fall in popularity since the crisis, and could soon be overtaken by transport and logistics, boosted by local hero, KLM

Eight most popular industries for business students in the Netherlands, 2008-2015



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.”

FMCG's top place among Dutch business students can be attributed to Heineken's and Unilever's popularity; Dutch airline KLM takes first place

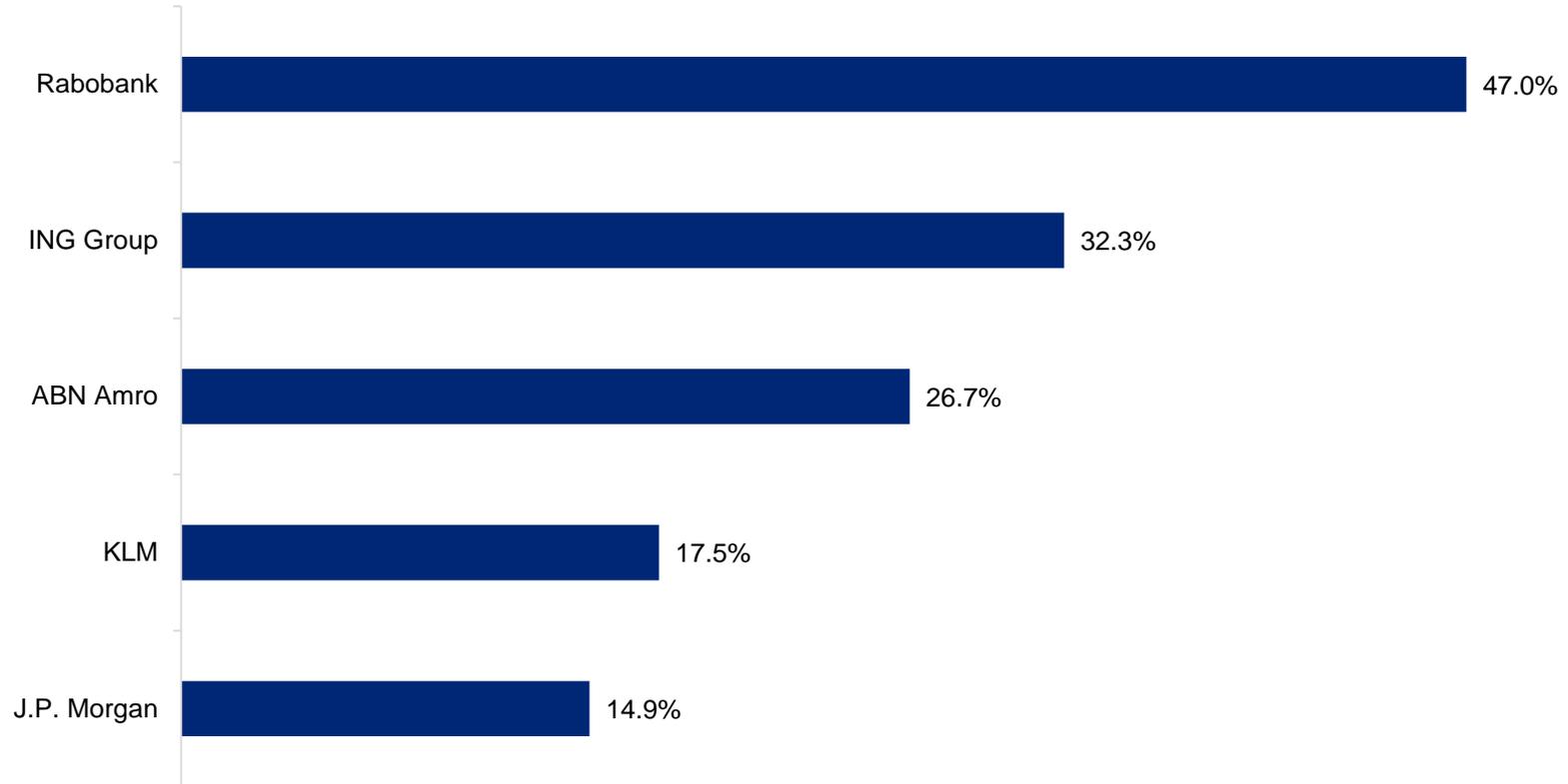
Most popular employers, Dutch business students, 2015



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."

The big three Dutch banks are the most attractive employers for banking-inclined students; KLM's popularity persists even among this group

Most popular employers, Dutch 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."

Dutch banking-inclined students value challenge and leadership more highly than ‘work/life balance’ and ‘job security’, the top two career goals for global peers

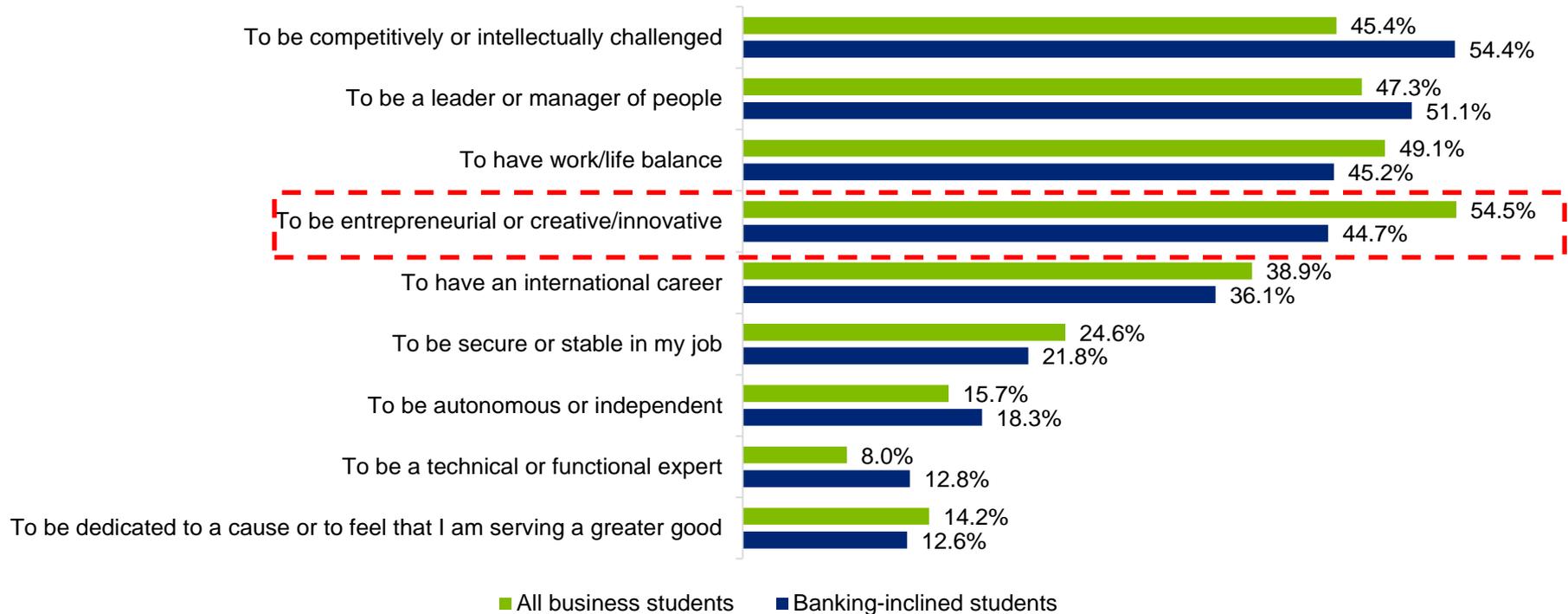
Career goals of Dutch banking-inclined students, 2013-2015



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.

The business students being attracted to banks are much less innovative than their peers, creating a vulnerability as tech and fintech companies attack the sector

Career goals of Dutch 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.

Source: Universum Talent Survey 2015; Deloitte Analysis

Dutch banking-inclined students aspire to, but don't expect, 'leadership', 'inspiring management', and a good environment, and expect, but don't aspire to, bonuses

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

Dutch banking-inclined students' top 10 aspirations, 2015



Dutch banking-inclined students' top 10 expectations, 2015

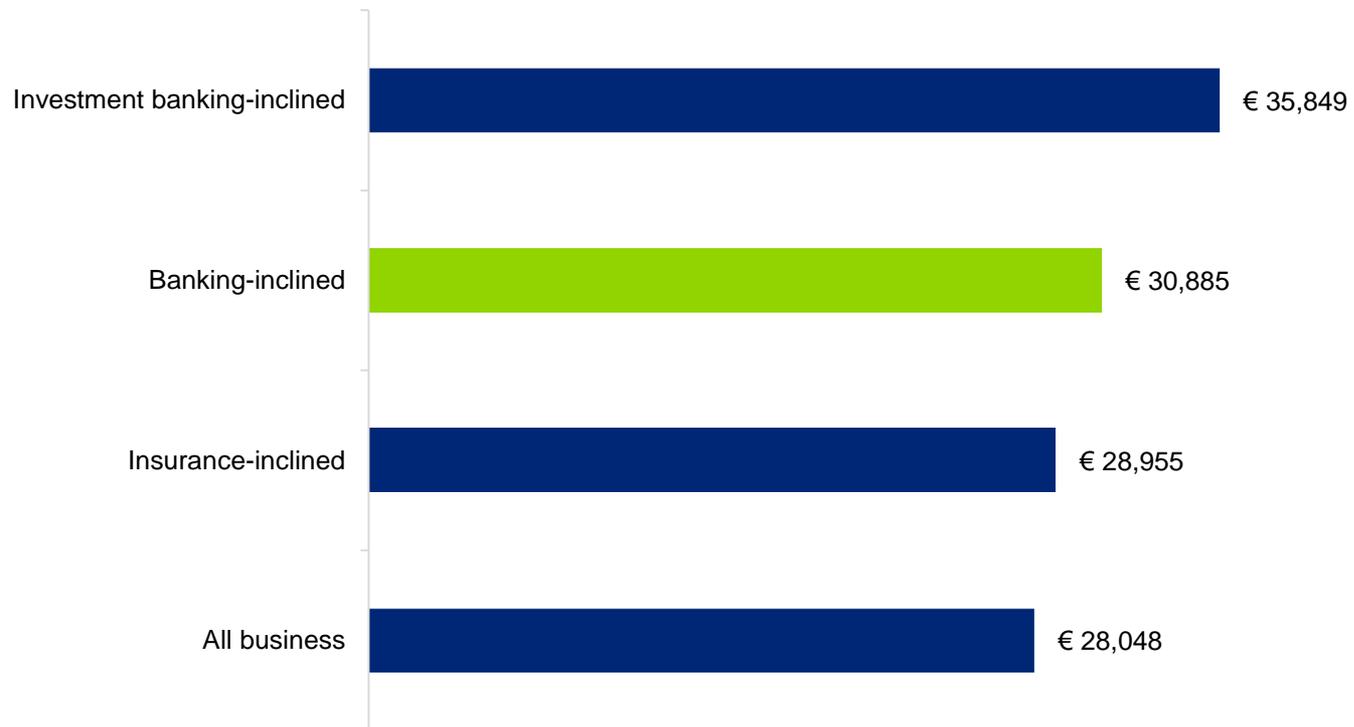


Not in top 10 expectations

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 than 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).

Dutch banking-inclined students expect 10 per cent higher—and investment-banking inclined 28 per cent higher—pay than do other business students

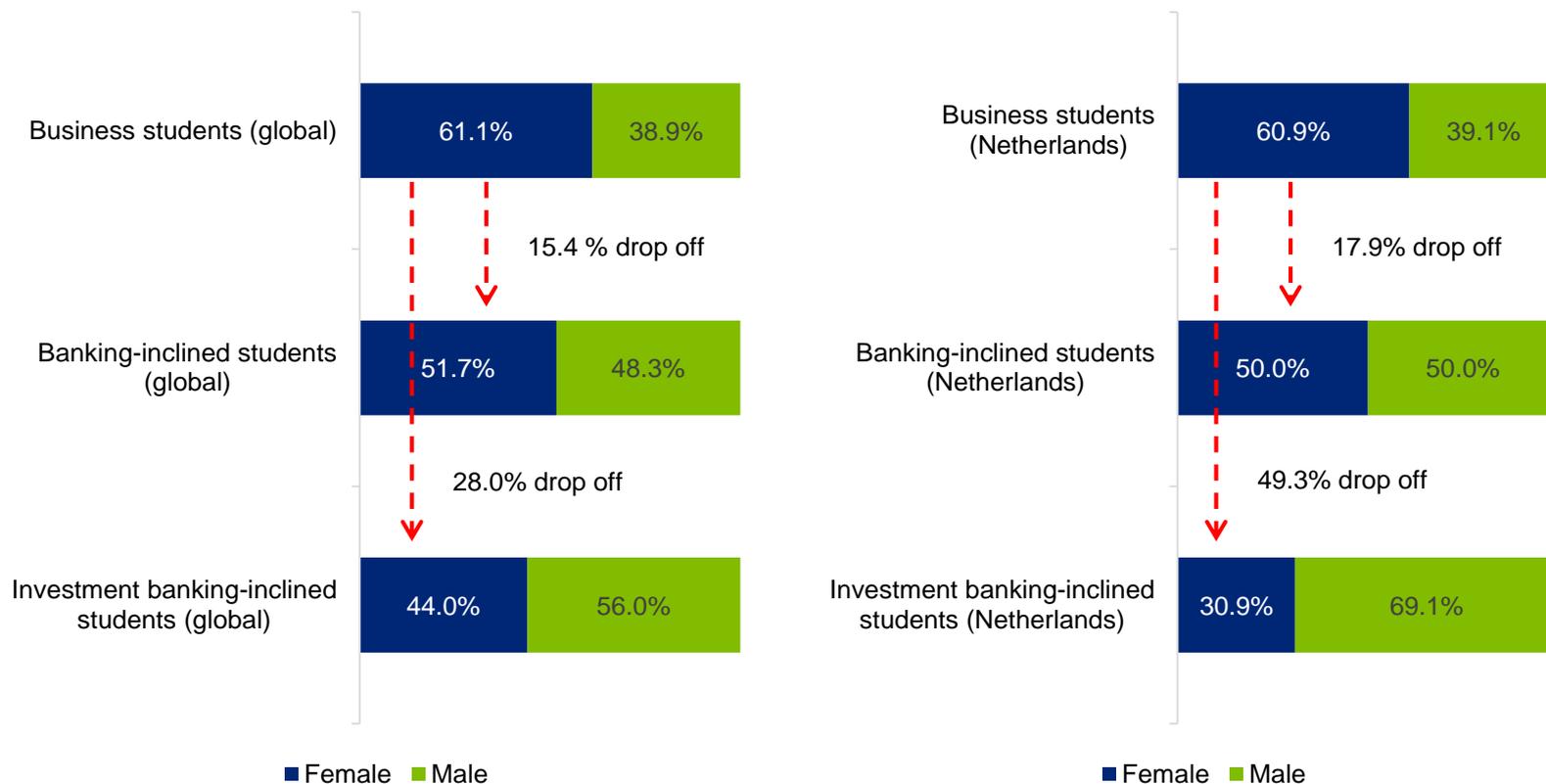
Expected average annual salary (EUR), Dutch business students, 2015



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

Investment banking is deterring female business students in the Netherlands to an even greater extent than the industry is globally

Student demographics, globally and in the Netherlands, 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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