Understanding a misunderstood generation

THE FIRST LARGE-SCALE STUDY OF HOW MILLENNIAL ATTITUDES AND ACTIONS VARY ACROSS THE GLOBE, AND THE IMPLICATIONS FOR EMPLOYERS.
WE’RE ALL COUNTING ON THE MILLENNIALS, BUT ARE THEY READY?

In the near future Millennials will occupy every consequential leadership position in the world, be it in business, academia, government, or in the non-profit sector. This begs a number of questions. Will they be ready to lead? If so, how will they lead? How can the preceding generations identify, understand, develop, and prepare them to take on the monumental challenges the world will be facing? How will the answers to these questions depend on the local and regional context in which these future leaders live and work?

The pursuit for answers to such questions was the raison d’être for the partnership between the INSEAD Emerging Markets Institute, the HEAD Foundation, and Universum, from which this study came about. We had independently formed the view that while several valuable studies on the outlook and attitudes of Millennials exist, these studies are either based on a small number of respondents or from respondents representing a small part of the world, particularly the U.S. and Western Europe. We were concerned that interpretations based on such a narrow sliver of the Millennial population could be misleading and lead to unfortunate decisions. Based on systematic measurement and analysis this study hopes to inform the questions outlined above and many more. Importantly, we hope to do so in a way that draws attention to both the similarities and differences across regions of a world in which the importance of newly developed countries, notably in the Asia Pacific region, is rising fast.

It is our hope that this year’s Millennial Survey, the first iteration of what will be an annual occurrence, will provide a meaningful benchmark for companies seeking to attract and retain Millennials as well as for governments and educational institutions seeking to formulate policies and practices to develop their skills. More broadly, we hope to identify critical issues and stimulate important discussion among those with a stake in developing tomorrow’s leaders.

HENRIK BRESMAN

Associate Professor of Organisational Behavior, INSEAD
Academic Director, The HEAD Foundation
Based on the number of research studies and lengthy reports examining Millennials over the last decade, you’d think we could move on. Surely we now understand digital natives and all their interesting and idiosyncratic ways.

OR DO WE?
Dozens of in-depth reports and large-scale surveys have examined the lives and attitudes of the Millennial generation (i.e. those born between 1984 and 1996). After all, these are young adults who have grown up with digital technology and social media as integral and natural parts of their lives. To understand Millennials is to understand the future of work and innovation.

What we found, however, is that research focused on Millennials up until now has been regional in scope (e.g. US-only or Euro-centric studies) or limited to a single category of study (e.g. technology adoption). No single study to date has examined the case and cause of Millennials more broadly. And we found no research that investigates and questions what has become conventional wisdom about Millennials. By “conventional wisdom” we mean the statements (even stereotypes) we’ve all read about, such as Millennials’ pursuit of work-life balance over money. Or their expectation of rising rapidly in their chosen careers – unlike older generations who expected to wait for their professional rewards.

Are these stereotypes really true? And could it really be that 25-year-olds in Brazil have the same ideals and longing as those in Thailand? Are Millennials in the United States as focused on work-life balance as those in Norway? And how can companies make decisions about Millennial talent development or branding, for example, without local knowledge of Millennial attitudes?

To find answers to these and many other questions, Universum joined forces with the INSEAD Emerging Markets Institute and the HEAD Foundation to conduct the largest independent Millennial study of its kind to date.

Whether or not you feel you understand Millennials currently, your long-term viability as a business likely depends on it. According to the 2014 PwC Annual Global CEO survey, 63 percent of executives say they worry about finding the right talent to ensure their organizations remain competitive. Across most of the
Millennials make up at least a quarter of the total workforce. (In India that number is significantly higher at over 50 percent.) Deloitte estimates Millennials will make up 75 percent or more of the global workforce in little more than 10 years.

Employers are not in a position to choose whether or not they should study and understand the preferences of the best-educated and arguably most ambitious generation ever – it’s simply an imperative.

To begin, let’s understand the conventional wisdom most often applied to Millennials. Looking across dozens of studies, we found a generally accepted set of themes or attributes commonly associated with Millennials.

These are:
- Millennials are interested in leadership positions and expect to advance rapidly in their careers.
- Millennials resist hard work.
- Millennials care more about personal development and work-life balance than traditional trappings of success, such as money and status.
- Arriving to the workforce during harder economic conditions, Millennials expect to retire later than their predecessors.
- Millennials believe government has significance and influence in today’s society.
- Millennials rely on friends and family for input on career issues.

Are these statements indicative of reality?

Based on the responses of thousands of Millennials around the world, our research shows some do indeed appear accurate, while others are quite off base. In this first of six ebooks, we’ll examine each statement in depth. Later installments will explore topics in greater depth, with a closer look at regional differences and the impact on employers.

Want access to the full Misunderstood Generation report, including detailed statistics by region? Sign up here: bit.ly/millennialsU
Testing long-held hypotheses about millennials

ARE THE ATTRIBUTES WE’VE ALL HEARD ABOUT MILLENNIALS ACCURATE? AND TO WHAT EXTENT DO THEY VARY BY REGION?
Nearly 70 percent of Millennials across the globe say achieving a manager or leadership role in their careers is important. This feeling was strongest among respondents from Africa (84 percent) and lowest in Western Europe (61 percent). Even more interesting is the variability in responses regarding what exactly Millennials find most attractive about a manager/leader role – and, bucking stereotypes, the most attractive quality was “high earnings”. **FIGURE 1**

That said, Millennials from different regions of the world value the benefits of leadership quite differently. For example, in Africa respondents cited the opportunity to coach and mentor others as the most attractive benefit, while in Central and Eastern Europe and in North America, Millennials valued the opportunity to influence the organization they work for. These findings have critical significance for recruiting and talent management because what resonates for a 20-something in Western Europe may not sway their peers in North America or the Middle East.

When asked what they valued most in a manager/leader, Millennials value managers who empower their employees – on average, 31 percent chose it as a key attribute. Yet in Central and Eastern Europe and the Middle East, just 12 to 13 percent chose that option. In those regions, technical or functional expertise in a chosen field (58 percent in Central and Eastern Europe) and a manager with the attributes of a role model (30 percent in the Middle East) were more important.

**A CAVEAT:** We must highlight one important limitation of this study. Country-level results offer the greatest level of insight, but in order to present the findings in a digestible format, we offer here regional-level statistics. We do this while recognizing some regions (e.g. APAC) are tremendously diverse. We recommend organizations base their strategies on the national results, and complement the findings found here with career profiles and personas.
FIGURE 1
WHAT DO YOU CONSIDER MOST ATTRACTIVE IN A MANAGER/LEADER ROLE?
By region

- High future earnings
- Opportunities to influence the company/organisation
- Working with strategic challenges
- Power to make decisions
- Challenging work
- Opportunities to coach and mentor others
- Good foundation for a future career

- High level of responsibility
- Opportunities to lead others
- More freedom
- Increased access to information
- High status
- Staff responsibilities

RETURN
When asked whether they are up to the challenge of leadership – including the stress and hard work that’s involved in achieving it – 64 percent agreed. The sentiment was felt most strongly among Africans (70 percent) and least among those in the Middle East (46 percent). **FIGURE 2**

Asked to define “challenging work”, however, most Millennials pointed to being involved in innovative work (39 percent) and learning new things on a daily basis (39 percent). Few (just 10 percent) defined “challenging work” as having a constant and heavy workload, which really neither supports nor debunks the stereotype that Millennials shun hard work. It only shows they don’t view it as the most important aspect of challenging work.

We wondered whether Millennials value a fast-tracked career with constant promotions – across the globe, 60 percent agree with that statement. On the whole, Millennials from the Middle East were seemingly most patient (39 percent agree they value a fast-tracked career) and respondents from the Asia-Pacific region and Central and Eastern Europe expressed the greatest interest in a fast-tracked career (67 and 70 percent, respectively).

**Do you think that new ways of leading will be needed in the future?**

*YES, CULTURE AND TECHNOLOGY IS EVOLVING CREATING A NEW WORLD AND SO MUST LEADERSHIP EVOLVE.*

FEMALE, ITALY
FIGURE 2
I AM UP FOR THE CHALLENGE OF BEING A LEADER, INCLUDING EXTRA STRESS AND WORK TIME

By region

- **Africa**
  - Agree: 70%
  - Neither agree nor disagree: 18%
  - Disagree: 12%

- **Asia-Pacific**
  - Agree: 66%
  - Neither agree nor disagree: 25%
  - Disagree: 9%

- **Central & Eastern Europe**
  - Agree: 67%
  - Neither agree nor disagree: 17%
  - Disagree: 16%

- **Latin America**
  - Agree: 58%
  - Neither agree nor disagree: 23%
  - Disagree: 19%

- **Middle East**
  - Agree: 45%
  - Neither agree nor disagree: 27%
  - Disagree: 27%

- **North America**
  - Agree: 67%
  - Neither agree nor disagree: 22%
  - Disagree: 11%

- **Western Europe**
  - Agree: 56%
  - Neither agree nor disagree: 26%
  - Disagree: 18%
Would Millennials consider giving up a well-paid and prestigious job to gain better work-life balance? The results were quite clear.

Overall, 47 percent agreed, while only 17 percent disagreed (the remainder chose a neutral stance). Results region by region were fairly consistent with the exception of Central and Eastern Europe, where only 25 percent agreed with the statement and 42 percent disagreed. **FIGURE 3**

Hearing about the personal priorities of Millennials across different regions was also quite interesting.

Overall, 58 percent said they would spend time with family if given the opportunity to prioritize. As one might expect, family was a top or near-top choice across all regions. The next-closest priority ("to grow and learn new things") garnered a response from 45 percent.

Only in the Middle East did priorities seem significantly different than in other regions – Millennials there reported that learning new things (49 percent) and having a successful career (49 percent) were both more important than spending time with family (37 percent).

No, overall Millennials care deeply about work-life balance over money and status. Do you think people in your generation will be able to lead a more balanced life than previous generations?

No! There is an increasing tendency of firms, especially start-ups, to have flexible working hours resulting in a skewed work-life balance.

Male, India
FIGURE 3
WOULD YOU CONSIDER GIVING UP A WELL-PAID AND PRESTIGIOUS JOB TO GAIN BETTER WORK-LIFE BALANCE?

By region

Africa
- No: 25%
- Undecided: 27%
- Yes: 48%

Asia-Pacific
- No: 18%
- Undecided: 34%
- Yes: 48%

Central & Eastern Europe
- No: 42%
- Undecided: 33%
- Yes: 25%

Latin America
- No: 19%
- Undecided: 37%
- Yes: 44%

Middle East
- No: 17%
- Undecided: 36%
- Yes: 46%

North America
- No: 14%
- Undecided: 37%
- Yes: 49%

Western Europe
- No: 17%
- Undecided: 36%
- Yes: 49%

- No
- Undecided
- Yes
Much has been said of Millennials’ optimism and their belief that government can have a large (and positive) influence on society.

Those in the APAC region had the highest confidence in government – 54 percent said government (over the private sector, individuals and NGOs) had the strongest ability to influence society. Yet in most of the world, Millennials tend to ascribe influence more to private business or individuals. In the Middle East, North America and Western Europe, the private sector is considered most influential on society, while in Central and Eastern Europe and Latin America, individuals are ranked highest. **FIGURE 4**

Keep in mind, however, these answers do not necessarily reflect how Millennials believe influence should function, but rather how it exists currently.

No, Millennials do not necessarily think government has a lot of influence in today’s society.
FIGURE 4
WHO OR WHAT DO YOU THINK HAS THE STRONGEST ABILITY TO INFLUENCE SOCIETY?
By region

- Government
- Private sector (business)
- Individuals
- Non-governmental organisations
Perhaps the most enduring (and seemingly unfair) stereotype assigned to Millennials is their desire to involve family in their professional lives. (Many of us will have heard anecdotes of Millennials inviting parents to job interviews.) The research simply does not bear this out. **FIGURE 5**

On the whole, 26 percent reported they involve parents in their career decisions, while 39 percent disavowed the statement (35 percent were neutral). Those in Central and Eastern Europe were most opposed to the idea (61 percent), while those in Africa were most likely to involve parents (51 percent).

With regards to friends influencing professional decisions, Millennials also largely denied the idea – 21 percent said friends influenced their career decisions.

How important is advice from friends or family when you make choices about your career? Why?

I DON’T TAKE CAREER ADVICE FROM FRIENDS. I PREFER ADVICE FROM FAMILY MEMBERS, BUT I MOSTLY MAKE MY OWN DECISIONS.

FEMALE, FRANCE
FIGURE 5
HOW INVOLVED ARE YOUR PARENTS IN THE CAREER DECISIONS YOU MAKE?

By region

- Africa
  - Not involved: 41%
  - Somewhat involved: 18%
  - Involved: 41%

- Asia-Pacific
  - Not involved: 33%
  - Somewhat involved: 38%
  - Involved: 29%

- Central & Eastern Europe
  - Not involved: 61%
  - Somewhat involved: 27%
  - Involved: 12%

- Latin America
  - Not involved: 46%
  - Somewhat involved: 32%
  - Involved: 22%

- Middle East
  - Not involved: 43%
  - Somewhat involved: 28%
  - Involved: 29%

- North America
  - Not involved: 49%
  - Somewhat involved: 32%
  - Involved: 19%

- Western Europe
  - Not involved: 46%
  - Somewhat involved: 29%
  - Involved: 22%
Recommendations for employers
Rather than rolling up all our findings in an easily scannable report, we think it’s critical to examine the various dimensions where Millennials differ across geographies, gender or age. What emerges is a fascinating picture of this generation that’s poised to overtake much of our workforce – and it’s a picture much more eclectic and multifaceted than any we’ve seen before.

We present the highlights in a form that can help organizations think about what actions they may take to meet the needs and idiosyncrasies of the Millennial generation.

**RECOMMENDATION:**
**Develop a granular strategy, not one based on averages.**

Having examined the views and preferences of Millennials across 43 countries, it’s clear Millennials are a heterogeneous generation. While commonalities exist, region by region Millennials are unbelievably diverse in their opinions and actions. Even country by country attitudes vary as widely as they do across regions. The Asia-Pacific region is perhaps the clearest example. Addressing Japanese Millennials the same way as you address Indian Millennials is bound to end badly, as these two groups are worlds apart when it comes to career decisions.

Large global organizations must not jump to conclusions based on regional findings. As the differences within regions are sometimes bigger than differences between them, any strategy needs to be developed at the national level. What’s more, employers must also account for differences within different age segments of the Millennial generation.

**RECOMMENDATION:**
**Align your employer brand to future Millennials.**

Employers eager to develop strategies related to recruiting, hiring and development often focus on Millennials who are already in the workforce, yet the majority of Millennials are in a pre-employment status (i.e. in school). Compared to their older brethren, this younger cohort is:

- More pessimistic about their future.
- More idealistic about work.
• More attuned to work-life balance, and more likely to prioritize it over money and status.
• Less likely to heed the input of family and friends in their career choices.
• More open to moving outside their “comfort zone” in a work setting.

With this in mind, organizations will have to think about how their messaging to Millennials will adjust in the coming years, tuning more closely to this younger generation of Millennials. What value can companies offer aside from salary and benefits that will be meaningful to this group? How should the organization structure learning opportunities to ensure this group is engaged and satisfied at work? And how will work-life issues like flexibility and mobility factor in?

RECOMMENDATION:
Pay close attention to the qualities Millennials look for in their leaders.

We found an immense amount of diversity in what Millennials consider attractive in a manager/leader role, as well as what they seek in a prospective manager – and the findings have important implications for the workplace.

For example, Millennials in Central and Eastern Europe feel strongly about wanting a manager who offers technical or functional experience (58 percent chose this option), while that quality is relatively less important in the Middle East, where only 28 percent chose it. And in North America, nearly half (47 percent) say they want a manager who “empowers their employees”. Contrast that with...
the Middle East, where a paltry 12 percent identified empowering employees as an attractive quality.

Results related to what Millennials find attractive in a manager/leadership role (i.e. what they look forward to) is also different region by region. Those in Central and Eastern Europe look forward to high earnings (50 percent), while in Africa only 17 percent cited high earnings as an attractive quality in a manager/leader role. (On the whole, high earnings were a top-regarded quality for most Millennials.)

Why does this matter? As organizations think about how they will recruit and retain Millennial talent, it’s clear that talent strategy must be tuned to the local level. What inspires a university graduate in London may not appeal to a graduate in Tokyo.

RECOMMENDATION:
Consider making purposeful hiring decisions based on the qualities and values of local Millennials.

What if a global organization was able to think clearly about the qualities of Millennials in different regions of the globe, and purposefully recruit from areas where Millennials have qualities and values that align well to a particular business strategy or needs? For example, different attitudes about stress, work life and leadership may influence the type of workers companies seek out in different regions.

While language skills and other factors come into play, employers can make an inventory of the character traits required to be effective in different areas of the business, and then source candidates accordingly.
RECOMMENDATION: Ensure your employer brand message truly resonates with Millennials’ value system as it is, rather than as it’s imagined to be.

Lastly, we want to emphasize how important it is to be living the values as they are communicated in your employer brand. Our survey found the inside of the organization (i.e. the lived experience of a company’s values) to be more important than the outside image, even more so for younger Millennials. The job characteristics, organizational culture and remuneration are all seen as more important than employer image and reputation (although regional differences certainly exist).

Consequently, employers really need to sharpen their understanding of their unique employer value proposition (EVP), and find ways to communicate it, by moving the perception beyond general popularity to tangible awareness of its assets.

As previously mentioned, employers are increasingly attaching KPIs to each part of their recruitment process, along with onboarding. Ongoing efforts to benchmark an organization’s effectiveness at attracting, retaining and training employees, including internal engagement surveys to find possible gaps between image and reality, constitute the bare minimum in employer branding practice.
TOPICS WE WILL ADDRESS

01
Our greatest fears

02
Support me but don’t tell me what to do

03
You got us wrong!

04
We are more different than you think

05
Our evolution

06
The WHY
Included in this updated edition of part one.

WANT TO LEARN MORE?
Sign up to receive the full report, Understanding a Misunderstood Generation.

bit.ly/millennialsU
As a follow up to the Millennials series, understanding the world’s future workforce, Universum gathered its resources to survey over 2000 CEOs and HR professionals round the globe to get their take on talent recruitment and employer branding.

In this unparalleled study on the employer perspective of talent acquisition, Universum delves into the world of employer preferences on talent attributes, the state of employer branding to the development of brand activation and looks at the trends five years ahead.

SIGN UP NOW TO RECEIVE
THE FULL REPORT

METHODOLOGY

Data for this study was collected mainly through Universum’s proprietary Millennial database, as well as through external panel providers in selected geographic areas. Covering 43 countries, we surveyed 16,637 people between the ages of 18-30 during May to August 2014. As with all surveys not based solely on probability sampling, error estimates cannot be calculated.

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**TOTAL**: 16,637
Our greatest fears

EXAMINING MILLENNIALS’ CONCERNS ABOUT CAREER, RETIREMENT, AND QUALITY OF LIFE—AND THE STEPS YOU SHOULD TAKE TO ADDRESS THEM.
As real wages have stagnated (and in some cases decreased) over the last decades, and youth unemployment is at record levels, you might expect Millennials to hold a dismal view of their economic prospects.

While pessimists exist, they are easily outnumbered by those who expect to be doing much better than their parents did in their lifetime.
We can see that the text is discussing the attitudes of Millennials towards their future standard of living compared to their parents. It notes that across the globe, 71 percent of Millennials believe they will enjoy a higher standard of living than their parents. This positive outlook is particularly strong in emerging markets, with Nigerian Millennials being the most optimistic, with 85 percent strongly agreeing with this statement. However, Western Europe is the most pessimistic region, with only 20 percent strongly agreeing that their standard of living will exceed that of their parents.

The text also highlights that even in places that have been hardest hit by recent financial turmoil, such as Spain or Italy, only a quarter or less of Millennials think they will eventually be worse off than their parents. Interestingly, even in these countries, Millennials are still fairly optimistic, with 62 percent indicating they hold an overall rosy outlook.

The text suggests that when interpreting these findings, it is important to consider the vastly different starting points of countries and regions. For example, China experienced unprecedented growth over the last thirty years, and so Chinese Millennials might naturally answer that they will enjoy a higher standard of living than their parents. This is a comparison to many of whom lived through tremendous hardship during the Great Chinese Famine and the Cultural Revolution.

Even in countries with much less historical turmoil and economic distress—such as the Nordic region—Millennials are also fairly optimistic, with 62 percent indicating they hold an overall rosy outlook. Sixty-five percent of Millennials on the African continent told us they felt strongly that their quality of life would exceed that of their parents.
FIGURE 1
TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT?
OVER MY LIFETIME, I BELIEVE I WILL ENJOY A HIGHER STANDARD OF LIVING THAN MY PARENTS.

By region

- **Africa**
  - Disagree: 7%
  - Neither agree or disagree: 12%
  - Agree: 81%

- **Asia-Pacific**
  - Disagree: 7%
  - Neither agree or disagree: 17%
  - Agree: 76%

- **Central & Eastern Europe**
  - Disagree: 3%
  - Neither agree or disagree: 12%
  - Agree: 85%

- **Latin America**
  - Disagree: 5%
  - Neither agree or disagree: 19%
  - Agree: 76%

- **Middle East**
  - Disagree: 10%
  - Neither agree or disagree: 23%
  - Agree: 67%

- **North America**
  - Disagree: 13%
  - Neither agree or disagree: 30%
  - Agree: 57%

- **Western Europe**
  - Disagree: 17%
  - Neither agree or disagree: 32%
  - Agree: 51%
How does this optimism relate to ideas Millennials hold about retirement age? We asked at what age respondents expect to retire. Those in the Asia-Pacific (APAC) region projected the youngest retirement ages (58 percent expect to retire when 60 years old or younger). Chinese Millennials in particular predicted the youngest retirement age.

Millennials in Central and Eastern Europe predicted the oldest retirement ages; more than one quarter (27 percent) told us they expect to retire after the age of 70.

From these answers, however, we must be careful not to imply more than the data tells us. For example, it would not be fair to assume Millennials in regions with higher average expected retirement ages (Central and Eastern Europe, North America, and Western Europe) are less confident about their financial future. After all, those findings could simply show a higher degree of confidence about future health. What we probably can safely assume is that Millennials in regions with a dramatically lower projected retirement age (APAC) feel more confident about their financial ability to do so. **FIGURE 2**
FIGURE 2
AT WHAT AGE DO YOU EXPECT TO RETIRE?
By region

- When I am 60 years old or earlier
- When I am 61 and 65 years old
- When I am between 66 and 70 years old
- When I am 70 years old or later
We asked Millennials about their fears related to their work life. On the whole, Millennials fear they will get stuck with no development opportunities (40 percent), that they will not realize their career goals (32 percent) and that they won’t find a job that matches their personality (32 percent).

What’s interesting, however, is the degree to which certain regions have what we’ll call "outlier fears"—or responses that were significantly different from their peers in other areas of the globe. For example, only in Latin America did Millennials feel acutely conscious of not realizing their career goals (49 percent) and in the Middle East, almost half of Millennials (46 percent) worried they would not find a job that matched their personality. In Africa, more Millennials worried they would not get the chances they deserved because of their ethnic background (22 percent)—a finding that differed significantly from the average across other regions (12% North America, 13% Middle East, LATAM 2% and CEE 1%).

Also interesting, Africans simply do not have the same preponderance of worries as their peers in other regions. (And we can rule out the possibility they did not find our survey’s multiple-choice answers adequate because only 7 percent—roughly equivalent with many other regions—chose "other.") On the African continent, the most commonly identified fear was getting stuck with no development opportunities, but that answer was chosen by only 28 percent (compared to Central and Eastern Europe, where 50 percent chose it). On the whole, Africans simply chose fewer worries than their peers in other regions. **FIGURE 3**
<table>
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<tr>
<th>Region</th>
<th>Greatest Fear 1</th>
<th>Greatest Fear 2</th>
<th>Greatest Fear 3</th>
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<td>That I will get stuck with no development opportunities</td>
<td>That I won’t get a job that matches my personality</td>
<td>That I won’t get the chances I deserve because of my ethnic background</td>
</tr>
<tr>
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<td>That I will get stuck with no development opportunities</td>
<td>That I won’t realize my career goals</td>
<td>That I won’t get a job that matches my personality</td>
</tr>
<tr>
<td>Central &amp; Eastern Europe</td>
<td>That I will get stuck with no development opportunities</td>
<td>That I won’t get a job that matches my personality</td>
<td>That I won’t be valuable to the organization</td>
</tr>
<tr>
<td>Latin America</td>
<td>That I won’t realize my career goals</td>
<td>That I will get stuck with no development opportunities</td>
<td>That I will underperform</td>
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<tr>
<td>Middle East</td>
<td>That I won’t get a job that matches my personality</td>
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<tr>
<td>North America</td>
<td>That I will get stuck with no development opportunities</td>
<td>That I won’t get a job that matches my personality</td>
<td>That I will work too much</td>
</tr>
<tr>
<td>Western Europe</td>
<td>That I will get stuck with no development opportunities</td>
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<td>That I won’t realize my career goals</td>
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*Top three categories:*
Implications for employers
In our first eBook, entitled *Understanding a Misunderstood Generation*, we reviewed a string of stereotypes long imposed on the Millennial generation. These included:

- Millennials are interested in leadership positions and expect to advance rapidly in their careers.
- Millennials care more about personal development and work-life balance than traditional trappings of success, such as money and status.
- And the long-favorite: Millennials (over)-rely on friends and family for input on career issues.

Through our research, we wanted to test (a) whether statements such as these hold up to testing and (b) to what extent these ideas hold true across different regions of the globe. Not surprisingly, we found that while certain ideas do indeed tend to be true across regions (e.g. a desire to attain a leadership role), there is a tremendous degree of variability region-by-region, and country-by-country.

Millennials confidence about their future professional lives is no different.

For employers, the findings should awaken their thinking about how to recruit, onboard, and retain Millennials across different regions. What inspires (and worries) a Millennial in North America is quite different from that which inspires those in the APAC countries.

- How will employers in Latin America deal with the very real fear among Millennials of not realizing their career goals? (49 percent of Latinos cited this fear, while it drew a response from less than one third in other areas of the globe.)
- How should employers address that almost one third of North American Millennials fear working too much (for all other regions the proportion that chose it was significantly less and as low as 15 percent in Latin America).
Employers must identify the areas of talent management that are most affected by these differences. For example, training and development must adapt to regions where Millennials believe they may get stuck with no professional development opportunities. And recruiters in the Middle East, for example, must find a way to address the common fear among Millennials that their job won’t match their personality.

Ultimately talent management leaders need to ensure their Millennial-targeted strategies are based on robust country-level research and the preferences of professional cohorts (e.g. understanding how 20-something engineers in Italy prefer to work), rather than perceived attitudes and unfair stereotypes applied to Millennials as a whole.

Finally, employers should ensure their HR organizations understand Millennials are a diverse group, a generation quite unlike the stereotypes we’ve been taught to believe over the last decade.
01  Our greatest fears
02  Support me but don’t tell me what to do
03  You got us wrong!
04  We are more different than you think
05  Our evolution
06  The WHY

WANT TO LEARN MORE?
Sign up to receive the full report, Understanding a Misunderstood Generation.

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Data for this study was collected mainly through Universum’s proprietary Millennial database, as well as through external panel providers in selected geographic areas. Covering 43 countries, we surveyed 16,637 people between the ages of 18-30 during May to August 2014. As with all surveys not based solely on probability sampling, error estimates cannot be calculated.

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**TOTAL** 16,637
Support me but don’t tell me what to do

WHO AND WHAT INFLUENCES MILLENNIALS’ CAREER CHOICES? THE ANSWERS AREN’T AS CLEAR-CUT AS ONE MIGHT THINK.
As global organizations compete to hire the best Millennial talent, they often bet big on digital and social media to reach this always-on generation. Is it a well-researched bet?

Interviewing more than 16,000 Millennials across the globe, we asked: What are Millennials’ preferred and trusted sources of career information? And are Millennial parents really so involved in their adult-children’s decision-making?

What we found out may surprise you.
Millennials have grown up with the Internet and on-demand access to information. They are the first generation to come of age using social media. It’s clear based on how Millennials make connections and share information online, they are simply wired to communicate differently than those who preceded them.

Logically, global organizations seeking to woo this generation of plugged-in, mobile-savvy young professionals are hyper-focused on ramping up their digital content and social media efforts.

And yet anyone who works in content-related fields will tell you it’s becoming harder and harder to win attention online. Social media sites like Facebook and LinkedIn have become so popular that brands struggle to get their messages in front of coveted audiences. Many reports show brand “reach” (i.e. visibility) on Facebook, for example, declined as much as 50 percent in 2014 alone due to changes in Facebook’s algorithms. Even the most experienced social media experts struggle to be seen online as they compete with a massive

**MANY REPORTS SHOW BRAND “REACH” (I.E. VISIBILITY) ON FACEBOOK, FOR EXAMPLE, DECLINED AS MUCH AS 50 PERCENT IN 2014 ALONE DUE TO CHANGES IN FACEBOOK’S ALGORITHMS.**
variety of online content (after all, your employer brand content is competing with everything from other brand content, to cat memes and vacation selfies).

Add to that, many organizations take a siloed approach to digital and social media; the marketing division owns technology, talent, strategy and processes quite apart from HR and recruiting. Marketing has experimented with reaching and engaging their audiences online far longer than their peers in HR, but few organizations have broken the barriers that exist between marketing and HR to share resources and talent.

Should HR and talent leaders focus on playing catch-up? Is winning at digital content and social media the only answer to reach Millennials? (It feels almost like heresy to say otherwise these days.)

We set out to question the conventional wisdom about Millennials. What bothered us in particular is the way many organizations treat Millennials as a homogeneous group, regardless of age or nationality. Yes, Millennials are in many ways more global-minded than any generation before; they share musical tastes and fashion trends across regions, for example, in a way that older generations never did. Do 25 year-olds in Nigeria share the same ideals as those in Indonesia? Do Millennials in the Asia-Pacific countries consult parents’ advice to the same extent as those in Latin America? And how can companies make decisions about Millennial talent development without local knowledge of Millennial attitudes?
Who and what influences Millennials’ career choices?

WHERE DO MILLENNIALS TURN FOR CAREER INFORMATION AND ADVICE?
How to reach and influence younger Millennials

For all the focus on digital and social media, our research shows Millennials crave something more. In a study conducted earlier this year, we asked university-aged Millennials (i.e. those who have not yet entered the workforce) where they currently access information, and how they would prefer to get information about employers. (Universum Global Communicating with Talent Survey, 2014.)

University students told us the channels they most often use are the employer website (55 percent), career fairs (44 percent) and social networks (42 percent). However, when asked not for actual channels but preferred channels for information, it’s clear that another myth may be busted. Many Millennials don’t crave more social content – but rather face-to-face interactions on campus. The top two preferred channels for information about a potential employer are employer presentations on campus (41 percent), and career fairs (39 percent). FIGURE 1

We also asked university-aged Millennials which sources of information are most influential. The top pick: getting information from others they know who work or have worked for that particular employer (49 percent). And at the near-bottom of the list: friends, parents and classmates. FIGURE 2

Finally, the degree to which social media figures prominently as a source of information varies by country/region. Millennials from China, France and Switzerland for example are not as enthusiastic about using social networks as their peers from other countries. On average only 23% of Millennials in these countries prefer to use social networks when learning more about employers compared to 42 % globally.
FIGURE 1

IN WHICH CHANNELS DO YOU THINK EMPLOYERS SHOULD INVEST MORE TIME AND MONEY TO COMMUNICATE WITH YOU?

WHICH CHANNELS DO YOU USE IN GENERAL TO LEARN ABOUT POTENTIAL EMPLOYERS?

Global
FIGURE 2
WHICH OF THE FOLLOWING SOURCES INFLUENCE YOU THE MOST WHEN GATHERING INFORMATION ABOUT POTENTIAL EMPLOYERS?

Global

- Other people I know who have worked/are working at the employer: 50.0%
- Current students from my school who have worked/are working at the employer: 40.0%
- Professors at my school/university: 30.0%
- Alumni from my school who have worked/are working at the employer: 20.0%
- Career services at my university: 10.0%
- My friends: 5.0%
- My parents: 3.0%
- My classmates: 2.0%

IMPLICATIONS FOR EMPLOYERS
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WHO AND WHAT INFLUENCES MILLENNIALS’ CAREER CHOICES?

- How to reach and influence younger Millennials
- Investigating the role of parents in Millennials’ work lives
- Other sources of influence for Millennials

METHODOLOGY
In our most recent study, we asked Millennials more broadly (across age groups and countries across the world) who influences their career decisions. One of the claims the study hoped to test was the notion that Millennials are still deeply influenced by their parents.

One of the most enduring stereotypes applied to Millennials is that parents hover over them into adulthood, micro-managing their lives ... even attending job interviews in extreme examples. Many employers have bought into this stereotype; in countries such as the US and China, employers host career fairs that include information for parents. Is catering to parents a good idea?

Our research simply does not support the idea that parents have an outsized influence on Millennials’ work lives. FIGURE 3

On the whole, 26 percent of Millennials reported they involve parents in their career decisions, but only 10 percent say parents are “very involved.” Thirty-nine percent disavowed the statement altogether, saying they disagreed or strongly disagreed that parents are involved in professional decision-making.

Those in Central and Eastern Europe were most opposed to the idea (61 percent opposed) while those in Africa were most likely to involve parents (29 percent very much involved parents).

Yet when asked whether family is a support mechanism, the answers were more parent-friendly. Overall 64 percent say family is a key support to respondents’ career aspirations, and 31 percent strongly agree with the statement. In Latin America this is particularly true (71 percent agree or strongly agree) and it’s least true in Central and Eastern Europe (44 percent agree or strongly agree). FIGURE 4
FIGURE 3
HOW INVOLVED ARE YOUR PARENTS IN THE CAREER DECISIONS YOU MAKE?
(VERY MUCH INVOLVED)
By region
FIGURE 4
MY FAMILY IS A KEY SUPPORT TO MY CAREER ASPIRATIONS
(I STRONGLY AGREE)

By region

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Other sources of influence for Millennials

With regards to friends influencing professional decisions, Millennials’ answers vary widely. Overall only 16 percent say friends have a strong influence on career decisions. **FIGURE 5**

Looking at influence more generally, Millennials think very differently about the relative power of institutions versus individuals to influence society. In the Asian-Pacific region, for example, more than half say government has the strongest ability to influence society of the choices given, while those in North America ranked government as least influential (18 percent). Millennials in the Middle East, Western Europe and North America view private business as the dominant force, those in Latin America and Central/Eastern Europe say individuals have the strongest influence. **FIGURE 6**

Who do you think has more influence in society today – government, private business or individuals?

PRIVATE BUSINESS, AS POWER SHOULD BE MORE EVENLY SPREAD OUT AND NOT IN THE HANDS OF A FEW INDIVIDUALS OR ENTITIES.

MALE, SINGAPORE
FIGURE 5
HOW MUCH DO YOUR FRIENDS’ OPINIONS INFLUENCE YOUR CAREER DECISIONS? (NOT MUCH AT ALL)

By region

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METHODOLOGY
FIGURE 6
WHO DO YOU THINK HAS THE STRONGEST ABILITY TO INFLUENCE SOCIETY?

By region

- Government
- Private sector (business)
- Individuals
- Non-governmental organizations

Africa
- 38% Individuals
- 18% Private sector (business)
- 36% Government
- 8% Non-governmental organizations

Asia-Pacific
- 54% Individuals
- 24% Private sector (business)
- 17% Government
- 5% Non-governmental organizations

Central & Eastern Europe
- 28% Individuals
- 27% Private sector (business)
- 40% Government
- 5% Non-governmental organizations

Latin America
- 21% Individuals
- 34% Private sector (business)
- 41% Government
- 4% Non-governmental organizations

Middle East
- 27% Individuals
- 42% Private sector (business)
- 20% Government
- 11% Non-governmental organizations

North America
- 17% Individuals
- 42% Private sector (business)
- 34% Government
- 7% Non-governmental organizations

Western Europe
- 26% Individuals
- 47% Private sector (business)
- 23% Government
- 4% Non-governmental organizations

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- Millennials care more about personal development and work-life balance than traditional trappings of success, such as money and status.
- And the long-favorite: Millennials (over)-rely on friends and family for input on career issues.

Through our research, we wanted to test (a) whether statements such as these hold up to testing and (b) to what extent these ideas hold true across different regions of the globe. Not surprisingly, we found that while certain ideas do indeed tend to be true across regions (e.g. a desire to attain a leadership role), there is a tremendous degree of variability region-by-region, and country-by-country.

Millennials feelings about the role of family and friends in their careers, and their belief in government and/or private institutions to influence change, is no different.

For employers, the findings should awaken their thinking about how to recruit, onboard, and retain Millennials across different regions. What inspires (and worries) a Millennial in North America is quite different from that which inspires those in the APAC countries.

- Will employers continue to involve parents if so few Millennials say parents have a strong influence (and in some regions, such as Central and Eastern Europe, Millennials seem particularly opposed to it).
- How can employers’ branding support Millennials’ optimism in the Middle East, North America and Western Europe for the private sector’s ability to effect change?
For employers, it’s critical to identify the areas of talent management that are most affected by these differences. For example, in Africa nearly a third strongly agree that parents are very much involved in career decisions, while in North America only five percent say this is true; career fairs should absolutely account for these differences region-by-region. And recruiters in Central and Eastern Europe, for example, should note Millennials’ modest enthusiasm for working on teams.

Ultimately talent management leaders need to ensure their Millennial-targeted strategies are based on robust country-level research and the preferences of professional cohorts (e.g., understanding how 20-something engineers in Italy prefer to work), rather than perceived attitudes and unfair stereotypes applied to Millennials as a whole.

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**TOTAL** 16,637
You got us wrong

MILLENNIALS PROVE THEY ARE DIVERSE IN THEIR CAREER ASPIRATIONS AND DESIRE FOR WORK-LIFE BALANCE.
We’re all familiar with the stereotype: Millennials think they should win leadership positions long before they’ve earned it. “They haven’t paid their dues like we did,” is the common refrain.

It turns out Millennials are a much more varied group, and while they care deeply about work-life balance, they aren’t against putting in the time and enduring the stress required to get ahead.
We undertook a global study of Millennials because we wanted to investigate what has become conventional wisdom about this digital-savvy generation.

Is it really true (as many studies would have you believe) that:

- Millennials are interested in leadership positions and expect to advance rapidly in their careers; yet, they often resist hard work.
- Millennials care more about personal development and work-life balance than traditional trappings of success, such as money and status.

And if any of these are true, are they universally true across regions of the globe?
Rethinking stereotypes

Long characterized as a generation that wants success before they’ve earned it, millennials prove they are much more diverse in their career aspirations and desire for work-life balance than we give credit for.
Attaining a leadership position is indeed a goal for most Millennials. On average 40 percent say becoming a manager/leader is “very important.” In Africa in particular, 70 percent say this is true. And overall, nearly 70 percent say it’s either important or very important. This doesn’t surprise us very much. **FIGURE 1**

What did surprise us, however, was the wide diversity of answers about why attaining a leadership position is important. **High future earnings** stands out as the most dominant theme globally (36 percent chose it across the globe), yet the range was quite wide. Half of respondents from Central/Eastern Europe chose **high future earnings** as a reason, while only 17 percent of African Millennials chose the response. African Millennials care most about **opportunities to coach and mentor others** (46 percent), a response that scored quite low in other regions (15 percent chose it in the APAC countries, and 23 percent chose it in Central/Eastern Europe and the Middle East). Another interesting point of difference: The **opportunity to influence a company/organization** was chosen by nearly half of those in Central/Eastern Europe, and 41 percent of those in North America; the same response was chosen by only a quarter of those in APAC countries and the Middle East.

These points of difference matter tremendously for talent managers making decisions about recruiting, onboarding, leadership and development. What’s more, it’s interesting to note what Millennials really don’t care much about. Issues like **status** and **leadership** scored remarkably low across the board. Perhaps most expected, Millennials largely don’t feel they require **increased access to information** ... probably because this generation already has unprecedented access to information. **FIGURE 2**

The importance of titles is also a point of disagreement among Millennials. In Africa a third of respondents say titles are very important. In other regions, titles seem to matter very little; in Central and Eastern Europe, for example, just five percent view titles as very important. In North America and Western Europe, titles are also seen as much less important than in other regions. **FIGURE 3**

The findings should impact, among other things, how global organizations think about employee fast-track programs (i.e. those programs used to train and promote future leaders in large multinational organizations).
FIGURE 1
How important is it to you that you become a manager/leader during your career?

By region

- Africa: 84% (important to very important), 12% (neutral), 4% (not important to not important at all)
- Asia-Pacific: 68% (important to very important), 20% (neutral), 10% (not important to not important at all)
- Central & Eastern Europe: 70% (important to very important), 20% (neutral), 10% (not important to not important at all)
- Latin America: 73% (important to very important), 20% (neutral), 7% (not important to not important at all)
- Middle East: 76% (important to very important), 14% (neutral), 10% (not important to not important at all)
- North America: 71% (important to very important), 19% (neutral), 10% (not important to not important at all)
- Western Europe: 62% (important to very important), 21% (neutral), 17% (not important to not important at all)
FIGURE 2
WHAT IS IT YOU CONSIDER MOST ATTRACTIVE IN A MANAGERIAL/LEADERSHIP ROLE?
Top 5, by region

- High future earnings
- Opportunities to influence the company/organisation
- Working with strategic challenges
- Power to make decisions
- Challenging work

FIGURE 2 Continued...

**Central & Eastern Europe**
- High future earnings: 50.0%
- Opportunities to influence the company/organisation: 40.0%
- Working with strategic challenges: 30.0%
- Power to make decisions: 20.0%
- Challenging work: 10.0%

**Asia-Pacific**
- High future earnings: 40.0%
- Opportunities to influence the company/organisation: 30.0%
- Working with strategic challenges: 20.0%
- Power to make decisions: 10.0%
- Challenging work: 0%

**Africa**
- High future earnings: 30.0%
- Opportunities to influence the company/organisation: 20.0%
- Working with strategic challenges: 10.0%
- Power to make decisions: 0%
- Challenging work: 0%

**Latin America**
- High future earnings: 20.0%
- Opportunities to influence the company/organisation: 10.0%
- Working with strategic challenges: 0%
- Power to make decisions: 0%
- Challenging work: 0%

**Middle East**
- High future earnings: 10.0%
- Opportunities to influence the company/organisation: 0%
- Working with strategic challenges: 0%
- Power to make decisions: 0%
- Challenging work: 0%

**North America**
- High future earnings: 0%
- Opportunities to influence the company/organisation: 0%
- Working with strategic challenges: 0%
- Power to make decisions: 0%
- Challenging work: 0%

**Western Europe**
- High future earnings: 0%
- Opportunities to influence the company/organisation: 0%
- Working with strategic challenges: 0%
- Power to make decisions: 0%
- Challenging work: 0%
FIGURE 3
HOW IMPORTANT IS RECOGNITION IN THE FORM OF TITLES TO YOU?
Very important, by region
Not surprisingly, culture has a strong influence on preferred management style—and Millennials express a wide variety of opinions on the topic. In North America, Western Europe and Africa, for example, managers who empower their employees are chosen by at least 40 percent of respondents. Yet that quality registers positively with only 12-13 percent of Millennials in Central/Eastern Europe and the Middle East.

In Central and Eastern Europe there seems to be relatively wide agreement that technical or functional expertise in a manager is important (58 percent)—even while that response was chosen by a third or less individuals in other regions. In the APAC countries and the Middle East, however, no single response drew more than one third of respondents. **FIGURE 4**

As a side note, Millennials responding to the survey seem to connect the term empowerment with the ability to make independent decisions and chart their own course (based on additional interviews conducted to probe deeper into this topic). This suggests empowerment is less about being empowered in day-to-day work life, and more about having personal freedom and autonomy.

The rich diversity of answers among Millennials related to preferred management style has serious implications for employers. If nothing else, it points to a need for cross-cultural awareness and training. (Imagine, for example, the different sentiments about employee empowerment ... and how this might play out badly in a workplace with little cross-cultural understanding.)
How do Millennials want to be managed?

CONTINUED

How do global organizations cope with this diversity? Companies like Procter & Gamble ask fast-track candidates to rotate between job categories, geographies as well as functions before allowing them to assume senior management roles. Others require extensive cross-cultural training before allowing employees to be promoted into multi-region leadership roles.

We also wanted to test whether Millennials are open to and comfortable with feedback. If it’s true that Millennials are ambitious in seeking leadership positions, are they also prepared to digest the feedback that typically accompanies leadership development?

On the whole Millennials believe feedback from a manager is very important. Millennials from Africa are most likely to think it’s very important (75 percent), while those from Central and Eastern Europe were least likely to find it very important (40 percent).

There seems to be little consensus about how often one should receive feedback from a manager; opinions about timing differed from region to region, and even within regions, there was no clear front-runner to guide managers.

Feedback from peers is a different matter. On average only 30 percent find feedback from peers to be very important, and in Central and Eastern Europe the average drops to just 11 percent.

With regards to your future career, how important is empowerment to you? What do you understand by it?

IT’S CREATING POSITIVE CHANGES IN MY LIFE AND IN OTHERS.

FEMALE, VIETNAM
FIGURE 4
IF YOU WERE ABLE TO CHOOSE YOUR MANAGER, WHICH OF THE FOLLOWING WOULD BE MOST IMPORTANT TO YOU?
Top 5, by region

- ...empower their employees
- ...be a technical or functional expert in the field of those they are managing
- ...set transparent performance criteria and evaluate it objectively
- ...be a role model for me
- ...give me a goal-oriented work
FIGURE 5
HOW IMPORTANT IS IT THAT YOU RECEIVE FEEDBACK ON YOUR PERFORMANCE FROM YOUR MANAGER OR PEERS?

Very important, by region

...from your manager
...from your peers
FIGURE 6
HOW OFTEN DO YOU WANT FEEDBACK FROM YOUR MANAGER?
By region

- As soon as applicable
- Every day
- A couple of times a week
- Once a week
- Once a month
- A couple of times a year
We wondered: If Millennials express a desire to become leaders, are they also willing to take on the related stress and work that typically accompanies a leadership role? (Stereotypes about Millennials say otherwise, after all.)

Surprisingly—particularly considering Millennials’ interest in work-life balance—two-thirds of Millennials (64 percent) are willing to work harder and to accept more stress to have a shot at leadership. Only in the Middle East did this sentiment represent less than half of respondents (46 percent). In Africa, APAC, Central/Eastern Europe, and North America the sentiment was particularly high (70 percent, 66 percent, 67 percent and 67 percent, respectively).

FIGURE 7

Do you think that new ways of leading will be needed in the future?

NO, EVEN THOUGH TIMES ARE CHANGING, THE KEY ASPECTS OF LEADING SHOULD REMAIN MORE OR LESS THE SAME.

FEMALE, AUSTRALIA
YOU GOT US WRONG

I AM UP FOR THE CHALLENGE OF BEING A LEADER THAT INCLUDES EXTRA STRESS AND WORK TIME

By region

- Africa: 13% Agree, 18% Neither, 70% Disagree
- Asia-Pacific: 9% Agree, 25% Neither, 66% Disagree
- Central & Eastern Europe: 16% Agree, 17% Neither, 67% Disagree
- Latin America: 19% Agree, 23% Neither, 58% Disagree
- Middle East: 28% Agree, 27% Neither, 46% Disagree
- North America: 11% Agree, 22% Neither, 67% Disagree
- Western Europe: 17% Agree, 26% Neither, 56% Disagree

- Disagree to strongly disagree
- Neither agree or disagree
- Agree to strongly agree
We also wanted to understand whether Millennials prefer a career as specialists or generalists, which has broad implications for how businesses grow across regions and choose locations for highly specialized divisions (e.g. research and development, or manufacturing). Outside of Central and Eastern Europe, on average Millennials prefer the role of the specialist roughly two to one. When asked whether they prefer the position of an expert or a manager, sentiment was more evenly split … except in North America and Africa, where Millennials strongly prefer the designation of expert. **FIGURE 8**

Who is a better leader: a generalist or a specialist? Why?

**A BETTER LEADER SHOULD BE A GOOD MIX OF BOTH. THIS WILL ENABLE HIM TO BETTER HANDLE DIFFERENT SITUATIONS.**

MALE, INDIA
IN MY FUTURE CAREER, I WANT TO BECOME...

By region

- A generalist
- OR
- A specialist
- An expert
- OR
- A manager
Work-life balance

Probably no other concept is more associated with the Millennial generation than work-life balance. Popular caricatures include Millennials expecting generous rewards without “paying their dues.” Recent research by Universum shows that while work-life balance continues to be important, it’s not necessarily a critical aspect of work (it could be an aspiration or “nice to have” rather than de rigueur). For example, the investment banking industry is notorious for grueling schedules, so much so that Goldman Sachs in 2013 began encouraging junior bankers to take Saturdays off. Despite Goldman Sachs’ reputation for long hours, it is consistently one of the top-most attractive employers in the US according to the Universum Student Survey.

So while it’s clear work-life balance scores high on the list of Millennials’ priorities, it’s less clear whether it trumps other important factors, such as pay or opportunity for promotion. To say nothing of the difficulty of defining work-life balance, which in recent years has been associated with everything from fewer work hours, flex time and virtual work opportunities.

We asked specifically what Millennials thought “work-life balance” means to them. The answers were very interesting. Overall the dominant definition was enough leisure time for my private life (57 percent), followed by flexible work hours (45 percent) and recognition and respect for employees (45 percent).

Which responses or regions were outliers? In both Central/Eastern Europe, as well as Western Europe, overtime compensation scored relatively highly (52 and 45 percent respectively) indicating greater awareness of and interest in regulated labor issues. Flexible work hours was chosen by 59 percent of those in North America, but just 32 percent in the Middle East, and 39 percent in Africa. **FIGURE 9**

To test the strength of Millennials desire for work-life balance, we also asked how it scores relative to other important factors, such as the speed of one’s career progression. A significant share of Millennials is open to trade longer working
Do you think people in your generation will be able to lead a more balanced life than previous generations?

I THINK SO. IN MY GENERATION, PRIVATE LIFE AND LEISURE ACTIVITIES ARE VERY IMPORTANT. WE BELIEVED THAT TO BE GOOD AT WORK YOU NEED TO BE HAPPY IN YOUR LIFE.

FEMALE, FRANCE

hours for a chance to progress in their careers. With the exception of Millennials from Central/Eastern Europe, there is no region where the share of disinterested respondents is higher than 30 percent—meaning they are eitheragnostic or positive towards the notion. FIGURE 10

Millennials are open to making the reverse trade as well. Overall 47 percent would consider giving up a "well-paid and prestigious job" to improve their level of work-life balance. Here again, only Millennials from Central/Eastern Europe stand out with their unwillingness to part with a well-paying job. FIGURE 11

What’s driving the desire for work-life balance among Millennials? We asked them to think about what they would emphasize in life if given the chance to prioritize up to three things. In nearly every region, Millennials chose time with family more often than any other response (58 percent chose it on average). Considering a recent trend to hire what’s called ‘zero drag’ employees (i.e. those not hampered by the needs of family or by time-consuming hobbies), employers would do well to consider Millennials’ priorities and specifically that having a successful career ranks relatively low compared to other motivations (only 38 percent chose it).

The research also points to important differences in priorities across regions. While spending time with family was a top priority overall, those in the Middle East chose it much less often than growing and learning new things and having a successful career.

African Millennials underemphasized certain priorities that were chosen relatively often in other regions. Having many good friends and having time to enjoy hobbies both scored relatively few respondents in Africa (5 percent and 11 percent), while the same choices drew significantly higher numbers in other regions. Some 29 percent of those in Western Europe would prioritize having many good friends and 38 percent of those in the APAC countries would emphasize time to enjoy hobbies. FIGURE 12

When asked specifically whether they would dedicate more time to family or career, the results were quite interesting. Overall, 57 percent would dedicate more time to family, and that number never dips below 50 percent across every region surveyed. In many regions, the split is nearly even between family and career. Are Millennials signaling they value one over another by that answer, or are they bemoaning that they currently do not have enough family time, for example, and wish for more? The responses are unclear. FIGURE 13
FIGURE 9
WHAT DOES WORK/LIFE BALANCE MEAN TO YOU?
Top 5, by region

- Enough leisure time for my private life
- Flexible working hours (e.g. not limited to office hours)
- Recognition and respect for the employees
- Flexible working conditions (e.g. home office)
- Convenient work location
FIGURE 10
WHAT IS YOUR VIEW ON LONG WORKING DAYS TO SPEED UP CAREER PROGRESS?

By region

- Africa: 18% not interested to not interested at all, 31% neutral, 51% interested to very interested
- Asia-Pacific: 25% not interested to not interested at all, 36% neutral, 39% interested to very interested
- Central & Eastern Europe: 19% not interested to not interested at all, 39% neutral, 42% interested to very interested
- Latin America: 25% not interested to not interested at all, 36% neutral, 41% interested to very interested
- Middle East: 25% not interested to not interested at all, 36% neutral, 41% interested to very interested
- North America: 24% not interested to not interested at all, 34% neutral, 42% interested to very interested
- Western Europe: 26% not interested to not interested at all, 35% neutral, 39% interested to very interested

- I'm not interested to not interested at all
- Neutral
- I'm interested to very interested
Would you consider giving up a well-paid and prestigious job to gain better work/life balance?

By region:

- **Africa**: 25% Not at all, 27% Undecided, 48% Yes to yes definitely
- **Asia-Pacific**: 18% Not at all, 34% Undecided, 48% Yes to yes definitely
- **Central & Eastern Europe**: 42% Not at all, 33% Undecided, 25% Yes to yes definitely
- **Latin America**: 19% Not at all, 37% Undecided, 44% Yes to yes definitely
- **Middle East**: 17% Not at all, 34% Undecided, 49% Yes to yes definitely
- **North America**: 14% Not at all, 37% Undecided, 49% Yes to yes definitely
- **Western Europe**: 16% Not at all, 34% Undecided, 49% Yes to yes definitely
FIGURE 12
IF YOU HAD TO PRIORITIZE IN LIFE, WHAT WOULD YOU PUT EMPHASIS ON?

By region

- To spend time with my family
- To grow and learn new things
- To have a successful career
- To live a long and healthy life
- To be able to have time to enjoy my hobbies
- To work for the betterment of society
- To have many good friends
- To be wealthy
FIGURE 13
I WOULD DEDICATE MORE TIME AND EFFORT TO...

By region

- My family
- My career

- Africa
- Latin America
- North America
- Western Europe
- Central & Eastern Europe
- Middle East
- Asia-Pacific

- Yes to leadership, and the work required to get there
- How do Millennials want to be managed?
- The challenges and perils of leadership
- Career aspirations
- Work-life balance

IMPLICATIONS FOR EMPLOYERS

GET THE FULL REPORT

METHODOLOGY
Implications for employers
This research project was undertaken to test (a) whether the common stereotypes applied to Millennials hold up to scrutiny and (b) do they hold true across different regions of the globe? Not surprisingly, we found that while certain ideas do indeed tend to be true across regions (e.g. a desire to attain a leadership role), there is a tremendous degree of variability region-by-region, and country-by-country.

Millennials feelings about leadership and work-life balance is no different.

For employers, the findings should awaken their thinking about how to recruit, onboard, and retain Millennials across different regions. What inspires (and worries) a Millennial in North America is quite different from that which inspires those in the APAC countries. Among the important lessons from the research:

- What motivates Millennials in their careers varies widely by region. How will your organization customize your recruiting and training programs by region to ensure you engage Millennials properly? For example, Millennials in Latin America have vastly different ideals for their managers than those in North America. How will your leadership development program account for it?

- Employers will need to account for Millennials’ desires for better work-life balance. The desire for more balance in life is a stereotype that—when tested—is very real and deeply felt by Millennials. (If nearly 50 percent of Millennials from North America, Africa, APAC and the Middle East would give up pay and prestige for better

- Companies must think carefully about cross-cultural awareness and training. Procter & Gamble offers an interesting model, where fast-track candidates rotate between job functions and geographies before they can assume senior management roles. Others require extensive cross-cultural training before allowing employees to be promoted into multi-region leadership roles.

- Employers will need to account for Millennials' desires for better work-life balance. The desire for more balance in life is a stereotype that—when tested—is very real and deeply felt by Millennials. (If nearly 50 percent of Millennials from North America, Africa, APAC and the Middle East would give up pay and prestige for better
work life balance ... employers must pay attention.) Most global organizations are still figuring out what “balance” looks like, and whether benefits like flex-time or virtual work are tenable. It’s clear Millennials will demand more attention for these emerging issues.

- Measurement deserves a special note. While most employers have some sort of engagement survey in place, we recommend you employ specific measurements with regards to internal movement and each employee’s sense of progress. Regardless of individual leadership ambitions and skill-levels, employers should implement development programs that are all encompassing, for each and every employee, supporting individual development and growth. Popular employers will be the ones that empower their people to fulfil both career and personal goals simultaneously, without one pre-empting the other, and helping employees define their own specific career paths.
WANT TO LEARN MORE?
Sign up to receive the full report, Understanding a Misunderstood Generation.

bit.ly/millennialsU

01
Our greatest fears

02
Support me but don’t tell me what to do

03
You got us wrong!

04
We are more different than you think

05
Our evolution

06
The WHY
**METHODOLOGY**

Data for this study was collected mainly through Universum’s proprietary Millennial database, as well as through external panel providers in selected geographic areas. Covering 43 countries, we surveyed 16,637 people between the ages of 18-30 during May to August 2014. All the regional and global data in this report have been weighted by the share of the population in each country with access to the internet. As with all surveys not based solely on probability sampling, error estimates cannot be calculated.

### METHODOLOGY

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**TOTAL** 16,637
YOU GOT US WRONG
We are more different than you think

A LOOK AT THE DIVERSITY OF MILLENNIAL IDEAS AND ATTITUDES WITHIN REGIONS, AND THE IMPLICATIONS FOR EMPLOYERS
Not surprisingly, country-level economics and culture shape how Millennials think about critical career issues. While studies often talk about regions like Asia-Pacific or Western Europe as a unified whole, in truth individual countries within regions often are as different as one region to the next.
We undertook a global study of Millennials because we wanted to investigate (and question) what has become conventional wisdom about this digital-savvy generation.

Are stereotypes about Millennials—such as their expectation of advancing rapidly in their careers, or their idealistic focus on work-life balance—really fair? And to what degree are these ideas true across different regions of the globe? Most large-scale Millennial studies have focused on a particular region—often the US, Western Europe and Asia—but we set out to test conventional wisdom across every region of the globe.

Is it fair to think the Asia-Pacific label, for example, represents a unified whole? Do 20-somethings in India feel similarly to those in Japan? Australia? (The answer is self-evident, isn’t it?)

In this fifth eBook of a series, we drill down to look at individual countries within each region. How homogenous are regions such as Latin America or Western Europe? How do Millennials differ in their opinions and aspirations country by country?

We also explore whether certain countries in different regions resemble one another—something called twins analysis (see page 71). Are there similar attitudes and outlooks across certain countries, and what do these clusters tell us about how we hire and engage Millennials?¹

¹ All the regional and global data in this report have been weighted by the share of the population in each country with access to the Internet. For more information about methodology, turn to the last page of this report.
Examining individual countries within regions

SOME REGIONS SHOW HIGH LEVELS OF DIVERSITY IN ATTITUDES COUNTRY-BY-COUNTRY. WE EXAMINE MORE GRANULAR COUNTRY-LEVEL DETAILS, AND SUGGEST HOW EMPLOYERS CAN ACCOMMODATE THESE DIFFERENCES.
There is perhaps no region as diverse as that of the Asian Pacific (APAC). Consider APAC countries like Japan, Singapore, India and Australia—each is a world apart socio-economically and culturally.

There are of course commonalities among APAC Millennials. With the possible exception of Millennials from Indonesia and Japan, most respondents say they expect a higher standard of living than their parents enjoyed (with a regional average of 43 percent strongly agreeing with the statement). It is also striking to see the share of APAC Millennials who expect to retire before the age of 60. Those from Thailand, Malaysia and China report the lowest expected retirement age (over 60 percent say they plan to retire at 60 or earlier); few in the region expect to have to work beyond the age of 65.

An interesting exception: 45 percent of Australians say they expect to work beyond the age of 65. (And of those, nearly 20 percent expect to work past 70.) Some may look at the figure from Australia as a pessimistic one, but it’s important to note the older expected retirement age may simply be optimism about personal health and/or a desire to work into later years.

On the whole Japanese Millennials are the biggest outliers in the APAC region as their responses differ from the others to a degree we didn’t see anywhere else (a finding confirmed by previous Universum studies). For example, Millennials from Japan are not nearly as optimistic about enjoying a higher standard of living as their parents did (just nine percent strongly agree, compared to 43 percent for APAC as a whole).
And what motivates Japanese Millennials at work is quite different than their peers in other Asian countries. There is a strong consensus across the APAC countries about wanting to assume positions of leadership (albeit with different motivations for doing so). Only Millennials in Japan see it differently. Twenty percent of Japanese Millennials claim it’s “not important at all” to become a leader/manager during their career, which is much higher than any other APAC country.

We found diverse opinions related to what makes an ideal manager/leader. A manager who empowers his/her employees is sought after in Singapore (51 percent chose the characteristic compared to 26 percent across the APAC region as a whole); the same quality was not very relevant for neighboring Malaysia (only 11 percent expressed interest in a manager who empowers). Manager fairness (i.e. setting transparent performance criteria and evaluating it objectively) was an important quality in Indonesia (53 percent chose it), but far down the list of priorities in Japan (only 9 percent chose it). FIGURE 3

APAC Millennials are more or less alone in claiming to listen to their friends’ career advice—a finding driven in large part by Millennials in India (43 percent say friends’ opinions influence their career decisions), China (28 percent) and Hong Kong (21 percent). FIGURE 4

In your opinion, what is leadership?

INSPIRING OTHERS TO WORK HARD TO ACCOMPLISH IMPORTANT TASKS.

MALE, JAPAN
Indian Millennials are also unique in that so many say they heed the career advice of parents (30 percent say parents are very much involved in career decisions, compared to 12 percent on average across all APAC countries).

Asian Millennials believe government has the strongest ability to influence society (which of course may perhaps simply reflect the political situation in these countries); the sentiment is felt most strongly in China (64 percent), Hong Kong (57 percent) and Singapore (52 percent).

Most Asian Millennials define work-life balance as having enough time set aside for their private lives, but the average hides different attitudes country-by-country. In Singapore 76 percent define work-life balance as having leisure time to spend privately, while in Thailand only 29 percent do. Digging deeper, those from Thailand actually prefer that definition ("leisure time for private life") over any other, which is to say each possible answer simply received fewer responses among Thai Millennials. This suggests the phrase "work-life balance" perhaps does not have the same level of traction in Thailand as in other countries. **FIGURE 5**

In our research we found most Millennials prefer to work in teams, but few have taken the concept so much to heart as Millennials from India; 45 percent in India “strongly agree” they prefer team-based work compared to an APAC regional average of 29 percent.

For a generation so often tagged as idealistic and interested in the social good, Millennials in Asia do not stand out as particularly interested in working for the betterment of society. This low average, however, is due in large part to the influence of Chinese Millennials. In China, 14 percent cite “working for the betterment of society” as a priority, versus 34 percent in Vietnam and 37 percent in Indonesia.

One area where Asian Millennials stand out is the importance of having ample time for hobbies.
In countries like China, Hong Kong, Japan and Vietnam, hobbies are taken very seriously; nearly 40 percent in the APAC region say they would prioritize having time to enjoy hobbies, versus an average of 33 percent globally, and averages below 20 percent in Africa and Central/Eastern Europe. **FIGURE 6**

We’ve spoken little so far about Australian Millennials, but that’s because they tend to move in closer step with countries like the UK and US rather than their Asian neighbors.

The most important point we can impress on readers is the need to treat APAC countries individually. Any attempt to fit Indians and Japanese, for example, into a single mold is bound to end badly. Employers using rigid approaches to navigate the talent markets across APAC will do so at their peril, as a message that resonates well in one market might be irrelevant or even off-putting in another.

APAC is the region where HR marketers need to be most considerate of the need to develop Employer Value Propositions (EVPs) that are effective, and yet still allow for regional/national differentiation. While there must be sufficient sameness and coordination to be recognized as one employer across geographies, the framework must also be flexible enough to allow local markets to find and broadcast a message that works at their level.
FIGURE 1
I WILL ENJOY A HIGHER STANDARD OF LIVING THAN MY PARENTS
“Strongly agree” by country, Asia-Pacific
FIGURE 2

AT WHAT AGE WILL I RETIRE?
By country, Asia-Pacific

When I am 60 years old or earlier
When I am between 61 and 65 years old
When I am 66 years old or later

AUSTRALIA

CHINA

INDIA

INDONESIA

JAPAN

MALAYSIA

PHILIPPINES

THAILAND

- When I am 60 years old or earlier
- When I am between 61 and 65 years old
- When I am 66 years old or later

EXAMINING INDIVIDUAL COUNTRIES WITHIN REGIONS
- Asia-Pacific
- Africa
- Central/Eastern Europe
- Latin America
- Middle East
- North America
- Western Europe

THE TWINS ANALYSIS

CONCLUSION

GET THE FULL REPORT

METHODOLOGY
FIGURE 3
IF YOU WERE ABLE TO CHOOSE YOUR MANAGER, WHICH OF THE FOLLOWING WOULD BE MOST IMPORTANT TO YOU?
Top 2 choices, Asia-Pacific
FIGURE 4
HOW MUCH DO FRIENDS INFLUENCE YOUR CAREER DECISIONS?
“A lot” by country, Asia-Pacific
FIGURE 5
WHAT DOES WORK-LIFE BALANCE MEAN TO YOU?
Top choice – “Enough leisure time for my private life” by country, Asia-Pacific
Figure 6

If you could prioritize your life, what would you emphasize?

Top two alternatives with biggest difference to global average, Asia-Pacific

To work for the betterment of society

To be able to have time to enjoy my hobbies

- Australia
- China
- Hong Kong
- India
- Indonesia
- Japan
- Malaysia
- Philippines
- Singapore
- Thailand
- Vietnam

The graph compares the priorities of different countries in the Asia-Pacific region.
Before diving into the details of the survey results for the African continent, we need to issue an important caveat. Naturally, we do not believe it possible to capture the complexity of a continent with 47 countries using data from merely the largest two; that said, in order to communicate results in brief, we narrowed our focus to Nigeria and South Africa (the continent’s two focal points of business activity, accounting together for roughly one third of African GDP).

For Nigerian Millennials, what stands out most is their fragmentation—or the degree to which a significant portion of respondents occupied two extreme ends of a 5-point scale. This tendency is not as strong in South Africa.

For example, when asked to what extent friends’ opinions influence career decisions, 16 percent of Nigerian Millennials reported “a lot” and 29 percent chose “not much at all.” (Whereas the figures for South Africa are 3 percent and 38 percent, respectively.) In another example, we asked to what extent Millennials want work autonomously; 32 percent of Nigerian Millennials strongly agreed and 19 percent strongly disagreed. The same extremes for South Africa were 18 percent and 5 percent, respectively. **FIGURE 7**
We also found South Africa aligns much more with North America and Western Europe when it comes to major talent topic areas. For example, compared to Nigerian Millennials, South Africans are much less likely to say their parents influence their career decisions (16 percent of South Africans say parents are very involved compared to 52 percent in Nigeria) or to describe themselves as entrepreneurial (27 percent strongly see themselves as entrepreneurial versus 52 percent in Nigeria). However, Millennials in both countries agree that the most attractive aspect of assuming a managerial role is the opportunity to coach and mentor others, a finding very much unlike other regions of the globe (41 percent in Nigeria and 49 percent in South Africa believe mentoring others is the most attractive aspect of leadership, compared to the global average of 22 percent). FIGURE 8

In addition, Nigerian Millennials stand out in that they want a manager to be a role model (37 percent of Nigerians cite the quality versus 25 percent in South Africa), whereas South African Millennials are most likely to favor being empowered by their leaders (53 percent cite it versus 20 percent in Nigeria). FIGURE 9

Millennials in both countries are most likely to define challenging work as an occupation that takes them out of their comfort zone (34 percent). FIGURE 10

African Millennials also stand out as wanting to work for the betterment of society (important to 36 percent in Africa versus 22 percent globally). Millennials in Nigeria and South Africa say if given the chance to prioritize, having a successful career would be a top consideration (56 percent name it compared to 38 percent globally). Those in South Africa are more likely to elevate time with family above career compared to those from Nigeria, but responses from both were not very different. Unlike their peers in Asia, African Millennials don’t seem particularly interested in cultivating hobbies (only 11 percent listed it as a priority versus 38 percent in APAC). FIGURE 11

Who is a better leader: a generalist or a specialist? SPECIALIST, THEY HAVE A BETTER UNDERSTANDING OF WHAT TO EXPECT AND HOW TO DEAL WITH IT. FEMALE, SOUTH AFRICA
Regarding the concept of work-life balance, Nigerians and South Africans differ significantly. South Africans most often associate work-life balance with a convenient work location (41 percent in South Africa define it as such versus 36 percent in Nigeria), and with flexible work hours (50 percent cite it in South Africa versus 19 percent in Nigeria). South Africans also see respect for employees as being part of the work-life balance definition (50 percent versus 24 percent in Nigeria). Nigerians, on the other hand, value childcare offerings and opportunities for part-time work slightly more than their peers in South Africa.

Do you think people in your generation will be able to lead a more balanced life than previous generations?

YES, COMPANIES NOW HAVE FLEXIBLE WORKING CONDITIONS AND TECHNOLOGY ALSO PLAYS A MAJOR ROLE IN ALLOWING THIS. ANOTHER THING IS THAT OUR GENERATION IS MORE FLEXIBLE WITH THEIR THINKING AND PLANNING.

FEMALE, SOUTH AFRICA
FIGURE 7
HOW MUCH DO YOUR FRIENDS’ OPINIONS INFLUENCE YOUR CAREER DECISIONS?
By country, Africa

FIGURE 8
HOW INVOLVED ARE YOUR PARENTS IN YOUR CAREER DECISIONS?
“Very much involved” by country, Africa
**FIGURE 9**
**IF YOU COULD CHOOSE YOUR MANAGER, WHAT QUALITIES WOULD YOU PREFER?**

By country, Africa

- **Being a role model for me**
  - Nigeria: 37%
  - South Africa: 25%

- **Empower their employees**
  - Nigeria: 53%
  - South Africa: 20%

---

**FIGURE 10**
**WHAT DEFINES CHALLENGING WORK?**

By country, Africa

- **Being asked to do things that are outside of my comfort zone**
  - Nigeria: 30%
  - South Africa: 36%

- **A constant and heavy workload**
  - Nigeria: 23%
  - South Africa: 22%
FIGURE 11
IF YOU COULD PRIORITIZE YOUR LIFE, WHAT WOULD YOU EMPHASIZE?
Top 5 choices by country, Africa
For this study, respondents from the Central and Eastern Europe region come from Russia, Poland and the Czech Republic. Of these three countries, Russia is most often the outlier. Millennials from the Czech Republic tend to resemble those from Western Europe, while responses from Poland typically lie between those from Russia and the Czech Republic.

When asked how much they care about work titles, Russian Millennials seem largely uninterested in titles (42 percent say it’s not important at all), whereas titles seem relatively more important in the Czech Republic, where 24 percent cite titles as “very important”). Russian Millennials are much more attracted to leadership roles (36 percent consider them very important) than Poles and Czechs (17 percent and 18 percent say becoming a manager/leader is very important, respectively). High future earnings are considered the most attractive part of being a manager/leader for more than half of Russian Millennials, whereas compensation is seen as an appealing perk for 32 percent of Czechs.

Russians view themselves as more entrepreneurial than their peers; 23 percent strongly agree they are entrepreneurial, versus just 15 percent in Poland and 6 percent in the Czech Republic. Moreover, Russians seem more willing to endure stress and longer working days to reach leadership positions (30 percent strongly agree they are up to the challenge compared to 17 percent in Poland and 3 percent in the Czech Republic).
Finally, Russians (59 percent) and Poles (56 percent) favor having a manager who’s a technical or functional expert, whereas Czech Millennials prefer managers who empower them (39 percent versus 6 percent in Poland and 14 percent in Russia). **FIGURE 16**

When choosing their definition of challenging work, more than half of Russian Millennials (57 percent) want to work with talented people who inspire them; Polish Millennials (64 percent) want to learn new things; and Czech Millennials (39 percent) typically want to be involved in innovative work. **FIGURE 17**

Russian Millennials are more confident about the prospects of enjoying a better standard of living than their parents (62 percent strongly agree they will be better off than their parents, compared to 24 percent in Poland and 34 percent in the Czech Republic). **FIGURE 18**

Few Millennials in Central and Eastern Europe see parents or friends as having a high degree of influence on their career decisions. In fact, they stand out globally in that many do not consider family an important support system for their career (33 percent in Central/Eastern Europe say parents are not involved at all compared to the global average of 15 percent).

Regarding who or what has the most influence on society, 54 percent of Polish Millennials and 42 percent of those from the Czech Republic believe private business is most influential, whereas 45 percent of Russians see individuals as most influential. **FIGURE 19**

We asked Millennials about their priorities in life, and the answers from Central and Eastern Europe were particularly interesting. A top choice for all three countries was “to grow and learn new things” (on average 55 percent of Millennials in Central/Eastern Europe chose this response). In Russia, respondents were much more likely to say they would also emphasize being wealthy (36 percent cited it among Russians, versus 15 and 14 percent in the Czech Republic and Poland). **FIGURE 20**
FIGURE 12
HOW IMPORTANT ARE TITLES?
“Not important at all” by country, Central/Eastern Europe
FIGURE 13
WHAT IS IT YOU CONSIDER MOST ATTRACTIVE IN A MANAGERIAL/LEADERSHIP ROLE?
By country, Central/Eastern Europe

- **Challenging work**
  - Czech Republic: 9%
  - Poland: 26%
  - Russia: 36%

- **Working with strategic challenges**
  - Czech Republic: 27%
  - Poland: 46%
  - Russia: 46%

- **Opportunities to influence the company/organisation**
  - Czech Republic: 29%
  - Poland: 37%
  - Russia: 40%

- **High future earnings**
  - Czech Republic: 32%
  - Poland: 48%
  - Russia: 51%

- **Opportunities to lead others**
  - Czech Republic: 18%
  - Poland: 19%
  - Russia: 49%
FIGURE 14
I AM AN ENTREPRENEURIAL PERSON
“Strongly agree” by country, Central/Eastern Europe

CZECH REPUBLIC
6%

POLAND
15%

RUSSIA
23%

FIGURE 15
I’M UP FOR THE EXTRA WORK AND STRESS OF BEING A LEADER
“Strongly agree” by country, Central/Eastern Europe

CZECH REPUBLIC
3%

POLAND
17%

RUSSIA
30%
FIGURE 16
WHAT'S MOST IMPORTANT IN A MANAGER?
By country, Central/Eastern Europe

...empower their employees
- Czech Republic: 6%
- Poland: 14%
- Russia: 39%

...be a technical or functional expert in the field of those they are managing
- Czech Republic: 32%
- Poland: 56%
- Russia: 59%
FIGURE 17

WHICH OF THE FOLLOWING STATEMENTS BEST DEFINE CHALLENGING WORK TO YOU?

Top 3 choices by country, Central/Eastern Europe

- Working with talented colleagues who inspire me
  - Czech Republic: 40%
  - Poland: 41%
  - Russia: 57%

- Learning new things on a daily basis
  - Czech Republic: 39%
  - Poland: 64%
  - Russia: 54%

- Being involved in innovative work
  - Czech Republic: 29%
  - Poland: 22%
  - Russia: 38%
FIGURE 18
I WILL ENJOY A HIGHER STANDARD OF LIVING THAN MY PARENTS DID?
“Strongly agree” by country, Central/Eastern Europe

CZECH REPUBLIC 34%
POLAND 24%
RUSSIA 62%
FIGURE 19
WHO OR WHAT MOST INFLUENCES SOCIETY?
By country, Central/Eastern Europe

CZECH REPUBLIC
- Government: 9%
- Private sector (business): 20%
- Individuals: 29%
- Non-governmental organisations: 42%

POLAND
- Government: 13%
- Private sector (business): 19%
- Individuals: 14%
- Non-governmental organisations: 54%

RUSSIA
- Government: 30%
- Private sector (business): 21%
- Individuals: 45%
- Non-governmental organisations: 4%
FIGURE 20

IF GIVEN THE CHANCE TO PRIORITIZE, WHAT WOULD YOU EMPHASIZE?

Biggest differences to global average and top choice by country, Central/Eastern Europe

- To be wealthy
  - Czech Republic: 15%
  - Poland: 14%
  - Russia: 36%
- To work for the betterment of society
  - Czech Republic: 5%
  - Poland: 18%
  - Russia: 23%
- To grow and learn new things
  - Czech Republic: 77%
  - Poland: 92%
  - Russia: 62%
- To be able to have time to enjoy my hobbies
  - Czech Republic: 34%
  - Poland: 45%
  - Russia: 12%
Although Latin American extends from Mexico in the north to Chile and Argentina in the south—a massive span of geography—the preferences and opinions of Latin American Millennials are not as diverse as other regions.

Beginning with those areas where Millennials tend to have similar views, Latin Americans generally believe job titles are important (63 percent of Latin American Millennials say so compared to 55 percent globally). They also believe business should contribute more to society (a notion that is particularly strong in Colombia, where 71 percent agree with the statement). On average 41 percent of Latin American Millennials feel individuals rather than government or private business have the strongest ability to influence society, whereas 24 percent of Millennials globally think the same. **FIGURE 21**

The largest proportion of Latinos define challenging work as learning new things, whereas Brazilian Millennials associate it more often with stepping out of one’s comfort zone. **FIGURE 23**

The majority of Latinos (76 percent) expect to have a higher standard of living than their parents did; the number is lowest in Argentina, where 33 percent agree with the statement. Intriguingly, Millennials are perhaps most fragmented with regards to parental influence. When asked how involved parents are in Millennial career decisions, respondents from countries like Chile and Colombia are fragmented; a significant percent agree (25 percent in Chile and 21 percent in Colombia) and another significant percent disagree (17 percent in both countries). Nevertheless, the majority (71 percent) agree that...
Latin America
CONTINUED

With regards to your future career, how important is empowerment to you?
INCREASING PEOPLE’S ABILITY TO MAKE CHOICES AND TAKE DESIRED ACTIONS.
MALE, MEXICO

parents are an important source of support. **FIGURE 24 / FIGURE 25**

Latin American Millennials are more enthusiastic to reach leadership positions than their counterparts in North America, Central/Eastern Europe and in Western Europe. Some 49 percent say it’s “very important” for them to become a manager or leader during their career, compared to 40 percent in North America, 32 percent in Central and Eastern Europe and 30 percent in Western Europe. Latin Americans largely prefer their managers to be empowering (except in Brazil where it’s only important for 12 percent). Brazilians, however, tend to favor managers who behave like role models (chosen by 46 percent). **FIGURE 26**

Interestingly, Millennials in Brazil (61 percent) and Mexico (53 percent) are more likely to believe their employer’s organizational structure should match their own personalities. Also, Mexican Millennials care more than others in Latin America about how entrepreneurial their employer is (a trait cited by 56 percent of Mexicans).
FIGURE 21
BUSINESS SHOULD CONTRIBUTE MORE TO SOCIETY
“Strongly agree” by country, Latin America

ARGENTINA 47%
BRAZIL 38%
CHILE 53%
COLOMBIA 71%
MEXICO 61%
FIGURE 22
WHO OR WHAT HAS THE STRONGEST ABILITY TO INFLUENCE SOCIETY?

By country, Latin America

- Argentina
  - Government: 51%
  - Private sector (business): 21%
  - Individuals: 26%
- Brazil
  - Government: 38%
  - Private sector (business): 23%
  - Individuals: 36%
- Chile
  - Government: 48%
  - Private sector (business): 12%
  - Individuals: 34%
- Colombia
  - Government: 24%
  - Private sector (business): 53%
  - Individuals: 20%
- Mexico
  - Government: 43%
  - Private sector (business): 43%
  - Individuals: 31%

Legend:
- Government
- Private sector (business)
- Individuals
- Non-governmental organisations
FIGURE 23
WHAT DEFINES CHALLENGING WORK TO YOU?
Top 3 choices by country, Latin America
FIGURE 24
I WILL ENJOY A HIGHER STANDARD OF LIVING THAN MY PARENTS

“Strongly agree” by country, Latin America

- Argentina: 33%
- Brazil: 51%
- Chile: 41%
- Colombia: 48%
- Mexico: 46%
FIGURE 25
MY PARENTS ARE VERY MUCH INVOLVED IN MY CAREER DECISIONS.

“Very involved” by country, Latin America

<table>
<thead>
<tr>
<th>Country</th>
<th>1 – Not involved at all</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 – Very much involved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Argentina</td>
<td>20%</td>
<td>19%</td>
<td>29%</td>
<td>22%</td>
<td>9%</td>
</tr>
<tr>
<td>Brazil</td>
<td>21%</td>
<td>25%</td>
<td>34%</td>
<td>13%</td>
<td>6%</td>
</tr>
<tr>
<td>Chile</td>
<td>25%</td>
<td>22%</td>
<td>25%</td>
<td>11%</td>
<td>17%</td>
</tr>
<tr>
<td>Colombia</td>
<td>21%</td>
<td>15%</td>
<td>31%</td>
<td>16%</td>
<td>17%</td>
</tr>
<tr>
<td>Mexico</td>
<td>22%</td>
<td>26%</td>
<td>29%</td>
<td>13%</td>
<td>11%</td>
</tr>
</tbody>
</table>
Figure 26
What qualities are important in a manager?

Biggest regional difference by country, Latin America

- ...empower their employees:
  - Argentina: 12%
  - Brazil: 52%
  - Chile: 53%
  - Colombia: 35%
  - Mexico: 52%

- ...be a role model for me:
  - Argentina: 22%
  - Brazil: 26%
  - Chile: 28%
  - Colombia: 40%
  - Mexico: 46%

- ...be a technical or functional expert in the field of those they are managing:
  - Argentina: 15%
  - Brazil: 13%
  - Chile: 24%
  - Colombia: 37%
  - Mexico: 22%
Middle East

The three countries we focused on in the Middle East (the United Arab Emirates, Turkey and Lebanon) have very different economies and political histories; for example, in the United Arab Emirates (UAE) GDP per capita has soared to a level three times that of Turkey and Lebanon. Also, there’s a sizeable population of expatriates in the UAE, unlike other countries in the Middle East that participated in our study.

Surprisingly, the differences between these three countries are not as big as one might imagine. Millennials in the region care deeply about innovation (Turkey and the UAE in particular), with a large share (48 percent) saying they would quit their jobs if their employers were not innovative enough. Figure 27

Middle Eastern Millennials are typically less open to accepting stress and hard work to reach leadership positions (46 percent agree extra stress and work time is worthwhile, compared to the global average of 64 percent). Interestingly, many (particularly in Lebanon and Turkey) agree that it’s better to have no job than a job they hate. In the Middle East 31 percent strongly agree that no job is better than a hated job, versus just 19 percent globally. Figure 28

Regarding who or what has the strongest ability to influence society, the three countries we surveyed are far apart. Some 51 percent of UAE Millennials believe government is most influential, while in Turkey the majority (46 percent) cites private business. In Lebanon Millennials believe individuals have the strongest influence (46 percent mention it). Figure 29

For most Middle Eastern Millennials, work-life balance is defined as having enough time for one’s private life (64 percent); however, there are other notable differences in terms of what Millennials value. Acceptance of parental leave is important for 30 percent of Lebanese Millennials,

Figure 27

Figure 28

Figure 29

Continued Next Page
Many Millennials claim to fear getting stuck in their career. Do you have this fear? NO, CHANGING MY CAREER HAS ALLOWED ME TO GAIN MORE KNOWLEDGE AND EXPERIENCE. CHANGING A JOB IS NOT EASY AND IT’S A DAUNTING TASK. HOWEVER, WITH PATIENCE AND RESILIENCE, YOU CAN ALWAYS GET A BETTER OPPORTUNITY. 

MALE, UNITED ARAB EMIRATES

while offering external activities is important for 40 percent of Turkish Millennials and 46 percent of UAE Millennials value flexibility around working hours.

Middle Eastern Millennials are particularly afraid of getting stuck in their careers—a fear we found resonated in other regions as well. Turkish Millennials, however, differ from the rest as nearly half (46 percent) fear they will not find a job that matches their personality. Regarding challenging work, some 38 percent of UAE Millennials typically define it as working outside their comfort zone, whereas 37 percent of Lebanese and 31 percent of Turks associate it with having a higher level of responsibility. **FIGURE 30**

Finally, the three countries of the Middle East differ in how they would set personal priorities. In the UAE, Millennials were most likely to desire a successful career (67 percent), though a significant number (42 percent) want to work for the betterment of society. In Turkey, Millennials place the highest value on growing and learning new things, followed closely by having a successful career. Lebanese Millennials emphasize the same top two priorities as Turks, however, they value career over learning new things. **FIGURE 31**
FIGURE 27
I WOULD QUIT A JOB IF MY EMPLOYER WAS NOT INNOVATIVE ENOUGH
“Agree” and “Strongly agree” by country, Middle East

FIGURE 28
I WOULD RATHER HAVE NO JOB THAN A JOB I HATE
“Strongly agree” by country, Middle East
FIGURE 29
WHO OR WHAT HAS THE STRONGEST INFLUENCE ON SOCIETY?
By country, Middle East

LEBANON
- Government: 17%
- Private sector (business): 15%
- Individuals: 22%
- Non-governmental organisations: 46%

TURKEY
- Government: 17%
- Private sector (business): 24%
- Individuals: 46%
- Non-governmental organisations: 11%

UAE
- Government: 35%
- Private sector (business): 51%
- Individuals: 3%
- Non-governmental organisations: 11%
FIGURE 30
WHAT ARE YOUR GREATEST FEARS REGARDING YOUR FUTURE WORK LIFE?
Top 2 choices by country, Middle East

- That I won't get a job that matches my personality: Lebanon (23%), Turkey (16%), UAE (36%), Middle East (15%)
- That I will get stuck with no development opportunities: Lebanon (14%), Turkey (18%), UAE (5%), Middle East (5%)
FIGURE 31
IF YOU COULD PRIORITIZE, WHAT WOULD YOU EMPHASIZE?
Top 3 choices by country, Middle East

- Lebanon
- Turkey
- UAE
North America has the highest degree of homogeneity (something expected given the cultural and commercial proximity of the United States to Canada). Millennials in both countries have roughly similar, albeit not identical, attitudes regarding career prospects and influences, among other things.

Unlike Millennials in many other regions, North Americans are less optimistic about achieving a higher standard of living than their parents. Approximately a quarter of respondents strongly agreed their quality of life would exceed that of their parents. **FIGURE 32**

We asked Millennials about their greatest fears, and found US Millennials worry more about career issues than their Canadian peers. They are, for example, more afraid of getting stuck in their careers (40 percent versus 30 percent of Canadians) and of working too much (31 percent versus 24 percent of Canadians). **FIGURE 33**

US Millennials are more attuned to whether their employer empowers its employees—48 percent cited it versus 34 percent of Canadians. Also, US Millennials are much more concerned about issues of diversity; 28 percent say it’s very important that their fellow employees and managers come from diverse backgrounds.
WE ARE MORE DIFFERENT THAN YOU THINK

North America
CONTINUED

WE ARE MORE DIFFERENT THAN YOU THINK

backgrounds, whereas just 14 percent of Canadians feel the same way. **FIGURE 34 / FIGURE 35**

On the question of who or what has the strongest ability to influence society, 42 percent of Americans name private business (and they say government has the least influence). Canadian Millennials, however, distribute their opinions more evenly across government (25 percent), private business (29 percent) and individuals (39 percent). **FIGURE 36**

Work-life balance is an important topic everywhere but particularly in North America, where respondents had stronger opinions. Millennials in both the US and Canada largely agree it’s essential to have enough leisure time (73 percent cite it), but flexibility is also an appealing option for more than half.

Considering that they view work-life balance so favorably, U.S. and Canadian Millennials are surprisingly open to the concept of putting in long working hours to speed up their careers—42 percent agree with the idea. **FIGURE 37 / FIGURE 38**

Other points of difference? Forty-four percent of Americans agree they are entrepreneurial, compared to 34 percent of Canadians. And Millennials from both countries (around 60 percent) agree on the importance of family, but Canadians seem to take their hobbies more seriously (37 percent) and US Millennials are more eager to work for the betterment of society (34 percent) and to be learning new things (53 percent). **FIGURE 39 / FIGURE 40**

What reasons do you think that people could have for not wanting to work where their friends work?

ONE OF THE BEST WAYS TO MAKE NEW FRIENDS AND STRENGTHEN EXISTING RELATIONSHIPS IS TO COMMIT TO A SHARED ACTIVITY TOGETHER. MALE, USA
FIGURE 32
I WILL ENJOY A HIGHER STANDARD OF LIVING THAN MY PARENTS DID.

“Strongly agree” by country, North America
FIGURE 33
WHAT ARE YOUR GREATEST FEARS REGARDING YOUR FUTURE WORK LIFE?
Top 3 choices by country, North America

- That I won’t get a job that matches my personality
- That I will get stuck with no development opportunities
- That I will work too much

Canada: 40.0%
United States: 30.0%

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FIGURE 34
HOW SHOULD MY EMPLOYER’S CULTURE MATCH MY PERSONALITY?

“The level of empowerment of the employees” by country, North America

The level of empowerment of the employees

- Canada
- United States

North America

Canada

48%

34%
FIGURE 36
WHO OR WHAT HAS THE STRONGEST INFLUENCE ON SOCIETY?
By country, North America

- Government
- Private sector (business)
- Individuals
- Non-governmental organisations
FIGURE 37
WHAT DOES WORK-LIFE BALANCE MEAN TO YOU?
By country, North America

- **Canada**
  - Enough leisure time for my private life: 69%
  - Flexible working conditions (e.g., home office): 36%
  - Flexible working hours (e.g., not limited to office hours): 53%

- **United States**
  - Enough leisure time for my private life: 74%
  - Flexible working conditions (e.g., home office): 44%
  - Flexible working hours (e.g., not limited to office hours): 59%
FIGURE 38
WHAT’S YOUR VIEW ON LONG WORK DAYS TO SPEED UP CAREER PROGRESS?
“Interested” and “very interested” by country, North America

Canada

United States

45% 42%

FIGURE 39
I AM AN ENTREPRENEURIAL PERSON
“Agree” and “Strongly agree” by country, North America

Canada

United States

34% 44%
FIGURE 40
IF YOU COULD PRIORITIZE YOUR LIFE, WHAT WOULD YOU EMPHASIZE?
Top 3 choices by country, North America

- To spend time with my family
  - Canada: 56%
  - United States: 60%

- To grow and learn new things
  - Canada: 41%
  - United States: 44%

- To live a long and healthy life
  - Canada: 40%
  - United States: 53%
With fourteen countries represented under the heading of Western Europe, it is fair to say most of the region is covered in the study. And because it's so thorough, our research on Western Europe also shows greater diversity of opinions. The countries around the Mediterranean obviously share a common heritage, and so display preferences and priorities quite apart from the Scandinavian countries, Germany and Austria.

Overall, Western Europe is more similar to North America in attitudes than any other region. On many issues, such as the need for flexibility and the importance of work-life balance, these two regions move more or less in lockstep.

We noted several clusters of agreement among the countries. On many questions, countries like Spain and Italy share a great deal of common ground. For example, they both attach importance to titles and are not as optimistic about having a better standard of living as their parents. (Only 13-14 percent “strongly agree” they will be better off than their parents in Spain and Italy, compared to a 20 percent regional average.)

Germany and Austria also show similar preferences. Millennials in both countries care about empowerment at work (56 percent of Austrians and 57 percent of Germans cite it as an important aspect of an employer’s culture); and they view private business as having the strongest ability to influence society (over that of individuals or government).

Sweden and Norway (and to some extent the other Nordic countries) together make up another cluster. They are not very interested in

CONTINUED NEXT PAGE
leadership roles (at least not compared to places like France, where 50 percent say attaining a leadership position is very important compared to only 15 and 20 percent of Norwegians and Swedes, respectively). They also report similar attitudes about issues like ideal qualities for a manager, and the definition of work-life balance (which they associate much more with parental leave). However, Finns are much more likely to fear ending up with a job that does not match their personality (59 percent cite it); whereas the Norwegians seem much less concerned (only 18 percent cited the same).

FIGURE 43

In addition to these topics around which many of the countries tend to cluster, there are also many others on which Western European Millennials speak with more or less one voice. For example, friends are very important, but not as influencers on career issues. On the one hand, Western Europe has the highest share of Millennials saying they would rather listen to the opinions of friends than those of their managers or peers (according to 48 percent in the region compared to 36 percent globally). On the other hand, they are not eager to work where their friends work (as 59 percent disagree compared to 39 percent globally).

FIGURE 44

As for their preference for work-life balance, it means a great deal to them, but not to the extent that they would rather go without a job than have a job they hate. In fact, they are slightly more inclined to do a job they dislike (40 percent disagree with the statement of “I'd rather have no job than a job I hate”). In all likelihood, this is due to many of these countries (notably Spain and Italy) experiencing record youth unemployment. FIGURE 45
FIGURE 41
I WILL ENJOY A HIGHER STANDARD OF LIVING THAN MY PARENTS DID

“Strongly agree” by country, Western Europe
FIGURE 42

WHAT ASPECTS OF EMPLOYEE CULTURE SHOULD MATCH YOUR PERSONALITY?

Top 3 choices by country, Western Europe

- Friendliness of people
- The level of empowerment of the employees
- The view on equality/diversity

Countries: Italy, Spain, Germany, Austria, France, United Kingdom, Sweden, Norway
FIGURE 43
WHAT QUALITIES IN A MANAGER ARE IMPORTANT TO YOU?

Top 3 choices by country, Western Europe
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IF YOU COULD PRIORITIZE, WHAT WOULD YOU EMPHASIZE IN LIFE?
Top 3 choices by country, Western Europe
FIGURE 45
I’D RATHER HAVE NO JOB THAN A JOB I HATE.

“Strongly disagree” by country, Western Europe
The Twins Analysis

HOW DO MILLENNIALS FROM DIFFERENT PARTS OF THE WORLD RESEMBLE EACH OTHER IN ATTITUDE AND GOALS?
So far we have compared Millennials’ responses to individual survey questions across different geographies. But are there patterns amidst all the findings—personas that can help identify specific career types? Are there countries that resemble “twins” in terms of how Millennials think about their careers?

In order to answer those questions, we performed a cluster analysis of the survey responses to certain key questions:

- The likelihood they will enjoy a higher standard of living than their parents
- The importance of titles as a form of recognition
- The importance of becoming a manager over the course of one’s career
- The importance of receiving feedback on work performance from, respectively, one’s manager and one’s peers
- Their attitudes about diversity in the workplace
- The influence on career decisions of, respectively, one’s parents and one’s friends
- The likelihood of giving up a high-paying, prestigious job in exchange for improved work–life balance
- Which of 13 pre-stated aspects best match their definition of work–life balance
- Which three of 13 pre-stated fears about their career resonate most
- Which three of eight pre-stated career priorities they emphasize most

The cluster analysis uncovered four main groupings of students. We also uncovered correspondences between countries that, geographically, are quite distant from each other.
THE FOUR GROUPS STUDENTS FELL INTO WERE:

1. Strivers and climbers. These Millennials seek traditional management-track corporate careers. They see work as a path to personal growth and self-fulfillment and are attracted to “work hard, play hard” corporate cultures where they’ll be able to socialize with similarly ambitious and intellectually curious peers. Their greatest career-related fear is getting stuck on the corporate advancement ladder.

This is the most common profile for respondents in all fields of study globally, except humanities, for whom it is slightly less common than the “work–life balancers” (see below). Overall, 33 percent of respondents fall into this group. This profile is particularly prominent in Latin America, with the majority of students in several Latin countries falling into this group.

Other countries with higher-than-average proportions of respondents in this group include Italy, Russia, South Africa, Turkey, Lebanon, and Singapore.

2. Work–life balancers. These Millennials place a high priority on work-life balance, and are unwilling to trade their leisure time or physical well-being for career acceleration. They tend to be younger, and are not concerned about being victims of age discrimination. They believe the right job should match their personality
type. They are skeptical about their ability to achieve the same standard of living enjoyed by their parents. Respondents from many different fields of study fall into this group, but it is particularly prominent among those who studied the humanities and the natural sciences.

The majority of respondents in northern Europe and the German-speaking countries fall into this group. It is the most common group in other Western European countries (France, Spain, and the United Kingdom), the United States, and Canada. However, this is not strictly a “rich north” grouping — higher-than-average proportions of respondents in Indonesia and Vietnam also fall into this group. Globally, this is the second most-common group, with about 25 percent of respondents falling into this category.

3. Technical experts who are cautious about fit.

These Millennials are attuned to corporate prestige and the social cues around it — indeed, they are the most likely to be influenced in their career choices by family and friends. While they place a high priority on having a successful career, they see that success as a means to an end, rather than an end in itself.

They want to find jobs where there will be a personal fit between them and the culture, and are concerned
about working too much and being unable to separate their work and personal lives. While they are optimistic about corporations being open to diversity, they are concerned that they may be discriminated against due to their sex and/or ethnicity. They are most likely to have studied engineering, IT, or management.

The majority of respondents in India and Nigeria fall into this group. Other countries where this profile is highly prominent include Lebanon, the United Arab Emirates, Indonesia, the Philippines, and China. Globally, this group is slightly smaller than the “work–life balancers,” with 24 percent of total respondents.

4. Socially ambitious, but pessimistic about corporate life. These Millennials are ambitious and hard-working, and want to become wealthy and socially prominent, but don’t necessarily see corporate careers as leading to success. They were the least likely to say that becoming a manager is important to them, and they did not assign a great deal of importance to recognition in the form of titles. They are most afraid that they won’t realize their career goals and won’t be taken seriously by the organization that employs them. Many of them are also concerned about being discriminated against due to their gender, sexual orientation, or age. They are pessimistic about their long-term economic prospects, with the majority believing they will not achieve the standard of living enjoyed by their parents.

This group was most common in countries that have faced a high degree of political unrest over the past ten years, and/or where a once-booming economy that has collapsed or stagnated. It was the most common group in Japan, where 72 percent of respondents fall into this category. Other nations with a heavy tendency towards this group include Australia, Hong Kong, Thailand, Argentina, Chile, Ireland, Poland, and Russia. Globally, this was the smallest group, with only 18 percent of respondents.

Naturally, no country’s respondents came from a single group — we found a diversity of perspectives in every country studied. The countries with the most extreme concentrations of students in a single profile were Japan, India, and Austria. Conversely, the countries that came closest to mirroring the global average, in terms of how respondents were spread across groups, were Malaysia and China.
WE ARE MORE DIFFERENT THAN YOU THINK

EXAMINING INDIVIDUAL COUNTRIES WITHIN REGIONS
- Asia-Pacific
- Africa
- Central/Eastern Europe
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- Western Europe

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REINFORCING THE IMPORTANCE OF A GLOBAL STRATEGY
In this chapter, we set out to investigate the extent to which Millennials across the world share the same opinions, preferences and aspirations. While it may be convenient to discuss Millennials and their characteristics on a regional level, the survey results strongly suggest that the country level is the most relevant one.

Of course, not all regions are as disparate as APAC. In North America or Latin America, for example, there are certainly differences between individual countries, but not as pronounced as elsewhere. Moreover, it seems that many regions also have outliers (e.g. Russia, Japan and Belgium) that differ extensively on several counts compared to their respective regions.

Although we would caution organizations to base their talent strategies at the country level, it is possible to create clusters of countries, even within the regions, where a single talent communication strategy could apply. The best examples come from Western Europe, where countries like Sweden and Norway, Germany and Austria, Spain and Italy, tend to have Millennials with similar views and preferences than the larger grouping labelled Western Europe.

The reason why a country-level approach isn’t recommended is because it’s harder to create one consistent voice and build one global brand image (e.g. if there are widely disparate communication and branding strategies occurring). Nevertheless, employers can still apply regional or cluster-thinking to direct how their business should be organized, and in doing so facilitate greater consistency in communications overall.
WANT TO LEARN MORE?
Sign up to receive the full report, *Understanding a Misunderstood Generation*.


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Our greatest fears

02
Support me but don’t tell me what to do

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You got us wrong!

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We are more different than you think

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The WHY

WE ARE MORE DIFFERENT THAN YOU THINK
Data for this study was collected mainly through Universum’s proprietary Millennial database, as well as through external panel providers in selected geographic areas. Covering 43 countries, we surveyed 16,637 people between the ages of 18-30 during May to August 2014. All the regional and global data in this report have been weighted by the share of the population in each country with access to the internet. As with all surveys not based solely on probability sampling, error estimates cannot be calculated.

### METHODOLOGY

<table>
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<tr>
<th>Region/country</th>
<th>Sample size</th>
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TOTAL 16,637
Our evolution … how experience changes millennials

WE LOOK IN-DEPTH AT HOW AGE AND GENDER INFLUENCE MILLENNIAL ATTITUDES TO WORK.
In this instalment, we look more closely at older versus younger Millennials. How do Millennials change with a few years of work behind them? Are they more or less secure about their career prospects?

Also, we examine the contrasting attitudes of men and women related to work-life balance and career goals.

[SPOILER ALERT: Millennial men and women don’t differ as much as you may think.]
We undertook a global study of Millennials because we wanted to investigate what has become conventional wisdom about this digital-savvy generation (stereotypes such as Millennials’ expectation of advancing rapidly in their careers, or Millennials’ greater focus on work-life balance than their older colleagues).

Even more, we wondered to what degree these statements applied across different regions of the globe. In this sixth eBook of a series, we take it a step further, looking at differences by age and gender within the Millennial cohort.

Plenty of talent-focused studies have looked at differences between generations such as Boomers, Generation X and Millennials. In this report, we’ll focus on Millennials of course, but we will look at segments within the Millennial cohort—and the implications for employers.

Younger Millennials are for this purpose defined as those born between 1990 and 1996, while older Millennials are born between 1984 and 1989. For example, how do Millennials at different life stages (e.g. university aged versus those starting young families) think differently about their careers and work-life balance?

In this report we’ll also examine how Millennial attitudes differ between men and women, and whether employers should address these differences in the workplace.
A study in contrasts

WE LOOK IN-DEPTH AT HOW OLDER AND YOUNGER MILLENNIALS DIFFER IN THEIR ATTITUDES ABOUT WORK, AS WELL AS HOW MEN AND WOMEN THINK ABOUT CAREER AND WORK-LIFE BALANCE.
It turns out the difference in attitudes between younger and older Millennials is much wider than that between women and men. For employers this means it’s imperative to segment talent strategies by age and life phase, if not also by gender.

Let’s begin by looking at some of the areas where gaps by age are widest.

We asked Millennials how they define challenging work. Older Millennials are slightly more likely than their younger counterparts to believe challenging work means being involved in innovative work (overall 39 percent believe this is so, though 5 percent more older Millennials believe it than younger Millennials). Interestingly, younger Millennials are significantly more likely to think challenging work takes them outside of their comfort zone (overall 25 percent of Millennials cited it, but ten percent more younger Millennials answered this way compared to their older peers).

When asked about their fears, Millennials, as we have learned before, fear getting stuck with no development opportunities (40 percent), not realizing their career goals (32 percent), or not getting a job that matches their personality (32 percent). The largest point of difference between younger and older Millennials relates to fearing they will underperform at work. Overall 22 percent fear underperforming at work, but eight percent more younger Millennials feel this way than older Millennials.
Not surprisingly, younger and older Millennials think very differently about retirement. While on average 45 percent of Millennials say they expect to retire at age 60 or earlier, younger Millennials are much less likely to think early retirement is possible (17 percent fewer younger Millennials expect to retire at age 60 or earlier).

A plausible explanation could be that younger Millennials, especially in Europe, may have been more exposed to the active discussions around pension and ageing population challenges than older Millennials. Moreover, younger Millennials may be more attuned to making their careers a life choice – more than just a means to an end – and do not see the need for early retirement. Yet understanding the difference in views of retirement, aside from the above mentioned, may certainly be explained by other factors. **FIGURE 3**

Regarding leadership both younger and older Millennials are equally ambitious, but have different motivations. On average 41 percent think it’s very important they become a manager/leader during their careers. Asked what is attractive about such a role, Millennials point to earnings (35 percent), opportunities to influence the organization (31 percent) and working with strategic challenges (31 percent). One point of difference between older and younger cohorts relates to the relevance of mentoring and coaching: While overall 22 percent see this as an attractive benefit of leadership, younger Millennials chose this 6 percent more often than older Millennials. **FIGURE 4**

We asked Millennials about working longer days to speed their career progress; on the whole, Millennials are fairly split about the idea. 39 percent see it as a positive, while 24 percent see it as a negative. 36 percent were neutral. Younger Millennials were slightly more in favor of longer days to fast track their careers than their older peers.

All that said, older Millennials were significantly more likely to value a fast-track career with constant promotions. Seven percent more strongly agreed with the **CONTINUED NEXT PAGE**
Differences by age

CONTINUED

statement—an interesting finding when paired with the earlier finding that shows older Millennials are less likely to want to work longer days to speed progress compared to younger Millennials.

FIGURE 5 / FIGURE 6

Perhaps contrary to stereotype, younger Millennials are much less likely to be influenced by their friends in their career decisions (overall 43 percent say they are not very influenced by friends, but 13 percent more younger Millennials report this). Younger Millennials also feel less strongly about wanting to work with friends, so much so that it’s possibly they prefer not working with friends; 10 percent more younger Millennials disagreed with the statement, “I want to work where my friends work.”

FIGURE 7 / FIGURE 8

Younger Millennials believe significantly less in the influence of the government than do older Millennials (a 16 percent difference). Younger Millennials are more likely to believe in the primacy of individual influence (11 percent more younger than older Millennials cite it) and the private sector (6 percent more younger than older Millennials cite it). FIGURE 9

Younger Millennials feel the pressure of a difficult job market and are more open to keeping a job even if they don’t like it (as 7 percent more of them are inclined to disagree with the statement “I rather have no job than a job I hate”). They are also less
likely to want to quit their job over a perceived lack of organizational innovation (13 percent fewer young Millennials say they would quit a job over lack of organizational innovation). **FIGURE 10 / FIGURE 11**

When asked to choose between a high salary and job security, older Millennials were five percent more likely to choose a high salary over job security. We also asked Millennials to choose between a company’s people and culture versus opportunity for higher pay and advancement in a future employer. The difference here was even greater. Younger Millennials were seven percent more likely to value people and culture in a future employer than older Millennials, who more often chose remuneration and advancement. For both questions, keep in mind, Millennials, on average, were more or less split between both options. **FIGURE 12 / FIGURE 13**

We asked Millennials to think about their priorities, and how they plan to balance their personal and professional lives. The differences between older and younger Millennials were somewhat unexpected. Younger Millennials were much more likely to prioritize careers (7 percent more younger Millennials chose that option). Older Millennials were seven percent more likely to want time for hobbies, while younger Millennials were seven percent more likely to want to work for the betterment of society. Still, the most common responses across all respondents were to spend time with family (58 percent) and to grown and learn new things (45 percent). **FIGURE 14**

Overall 64 percent of Millennials want to work at an organization with friendly people, and nearly half want an employer that matches their own views regarding equality and diversity. Younger Millennials were slightly more likely to want an employer with friendly people (4 percent more chose it). A larger gap between young and old related to
brand image. Across all Millennials, 37 percent were concerned with brand image, but eight percent more older Millennials care about brand image. This finding is particularly germane for employers when recruiting more established Millennials versus their younger counterparts.

FIGURE 15

As we alluded to earlier, many of the differences between younger and older Millennials relate to life stage. Young Millennials (born between 1990 and 1996) are most often still in school and so do not have a clear sense of how their careers may evolve. Without employment lined up, they are more fearful about giving up a future job and underperforming. Older Millennials, however, are already in their first or second jobs and so have had the chance to test their ideals against the reality of employment. Moreover, life events like growing a family of their own or taking on a first leadership role changes their views on topics like work-life balance and compensation.

Previous Universum studies have confirmed these ideas. In Sweden, for example, we found that while to be secure or stable in my work is one of the top three career goals for students and for professionals with less than 3 years work experience, it’s not a top-three career goal for those with more than 5 years of work experience. Instead, older Millennials chose to be autonomous and independent in their work as a top-three career goals.

How do these findings relate to employers? Looking at the areas where younger Millennials differ most from their older counterparts is the best place to begin. Employer branding and onboarding, for example, can address younger workers’ fears of underperforming in their first jobs. Also, employers should think about how to accommodate younger Millennials higher interest in coaching and mentoring, and their commitment to bettering society. For older Millennials, employers should think carefully about how to ensure their employees are connected with innovation within the organization. Also, employers would be wise to think about older Millennials’ lower tolerance for jobs they don’t like as it’s clear older Millennials are not as fearful about job security as their younger counterparts.
**FIGURE 1**

**HOW DO YOU DEFINE CHALLENGING WORK?**

Top 5 choices, age variance

- **Being asked to do things that are outside of my comfort zone**
  - More attractive to older millennials: 10%
  - More attractive to younger millennials: 8%

- **High level of responsibility**
  - More attractive to older millennials: 2%
  - More attractive to younger millennials: 0%

- **Working with talented colleagues who inspire me**
  - More attractive to older millennials: 0%
  - More attractive to younger millennials: 2%

- **Learning new things on a daily basis**
  - More attractive to older millennials: 5%
  - More attractive to younger millennials: 0%

- **Being involved in innovative work**
  - More attractive to older millennials: 3%
  - More attractive to younger millennials: 0%
FIGURE 2
WHAT ARE YOUR GREATEST FEARS ABOUT WORK?
Top 4 choices, age variance

- That I won’t get a job that matches my personality
- That I won’t realize my career goals
- That I will get stuck with no development opportunities
- That I will underperform

More attractive to older millennials: 3%
More attractive to younger millennials: 4%
FIGURE 3
AT WHAT AGE DO YOU EXPECT TO RETIRE?

Age variance

- When I am 60 years old or earlier: 17%
- When I am between 61 and 65 years old: 4%
- When I am between 66 and 70 years old: 7%
- When I am 70 years old or later: 5%

MORE ATTRACTIVE TO OLDER MILLENNIALS
MORE ATTRACTIVE TO YOUNGER MILLENNIALS
FIGURE 4
WHAT IS IT YOU CONSIDER MOST ATTRACTIVE IN A MANAGERIAL/LEADERSHIP ROLE?
Top 6 choices, age variance

Opportunities to coach and mentor others
Opportunities to influence the company/organisation
Power to make decisions
High future earnings
Working with strategic challenges
Challenging work

MORE ATTRACTIVE TO OLDER MILLENNIALS
MORE ATTRACTIVE TO YOUNGER MILLENNIALS
FIGURE 5
ARE YOU INTERESTED IN WORKING LONGER DAYS TO SPEED YOUR CAREER PROGRESS?

Age variance

Not interested

Neutral

Interested

MORE ATTRACTIVE TO OLDER MILLENNIALS

MORE ATTRACTIVE TO YOUNGER MILLENNIALS

2% 1% 0% 1% 2% 3%

Interested

Neutral

Not interested
FIGURE 6
I VALUE A FAST-TRACK CAREER WITH CONSTANT PROMOTIONS
Age variance

Agree: 11%
Neutral: 4%
Disagree: 6%
**FIGURE 7**

**HOW MUCH DO YOUR FRIENDS INFLUENCE YOUR CAREER DECISIONS?**

Age variance

- Not much: 13%
- Neutral: 7%
- A lot: 6%

The chart shows the distribution of responses to the question of how much friends influence career decisions, with older millennials more likely to report a lot of influence and younger millennials more likely to report not much influence.
FIGURE 8
I WANT TO WORK WHERE MY FRIENDS WORK
Age variance

- More attractive to older millennials
- More attractive to younger millennials

Disagree: 5%
Neutral: 5%
Agree: 5%
FIGURE 9
WHO OR WHAT HAS THE ABILITY TO INFLUENCE SOCIETY?

Age variance

- Individuals
- Private sector (business)
- Non-governmental organisations
- Government

More attractive to older millennials: 11%
More attractive to younger millennials: 6%
I WOULD RATHER HAVE NO JOB THAN A JOB I HATE

Age variance

MORE ATTRACTIVE TO OLDER MILLENNIALS

MORE ATTRACTIVE TO YOUNGER MILLENNIALS

<table>
<thead>
<tr>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>6%</td>
<td>1%</td>
<td>7%</td>
</tr>
</tbody>
</table>
FIGURE 11
I WOULD QUIT A JOB AT A COMPANY I DON’T FIND INNOVATIVE

Age variance

- Agree: 11%
- Neutral: 2%
- Disagree: 13%

12% 9% 6% 3% 0% 3% 6% 9% 12% 15%

MORE ATTRACTIVE TO OLDER MILLENNIALS
MORE ATTRACTIVE TO YOUNGER MILLENNIALS
FIGURE 12
I PREFER A JOB WHERE I CAN HAVE ...
Age variance

- A secure employment
  - More attractive to older millennials: 5%
  - More attractive to younger millennials: 0%
- A high salary
  - More attractive to older millennials: 5%
  - More attractive to younger millennials: 0%

INTRODUCTION
A STUDY IN CONTRASTS
- Differences by ages
- Differences according to gender

IMPLICATIONS FOR EMPLOYERS
THE WHY?
GET THE FULL REPORT

METHODOLOGY
FIGURE 13
FOR MY FUTURE EMPLOYER, I VALUE ...

Age variance

The company’s people and culture

The offered remuneration and advancement opportunities

MORE ATTRACTIVE TO OLDER MILLENNIALS

MORE ATTRACTIVE TO YOUNGER MILLENNIALS

7% 6% 5% 4% 3% 2% 1% 0% 1% 2% 3% 4% 5% 6% 7%

7%
FIGURE 14
IF YOU COULD PRIORITIZE, WHAT WOULD YOU EMPHASIZE IN LIFE?

**Age variance**

- To have a successful career: 7%
- To work for the betterment of society: 7%
- To grow and learn new things: 3%
- To have many good friends: 1%
- To spend time with family: 2%
- To live a long and healthy life: 2%
- To be wealthy: 2%
- To be able to have time to enjoy my hobbies: 7%

**More attractive to older millennials**

- To work for the betterment of society: 7%
- To have a successful career: 7%

**More attractive to younger millennials**

- To grow and learn new things: 3%
- To have many good friends: 1%
- To spend time with family: 2%
- To live a long and healthy life: 2%
- To be wealthy: 2%
- To be able to have time to enjoy my hobbies: 7%
FIGURE 15
WHAT ASPECTS OF YOUR FUTURE EMPLOYER’S CULTURE SHOULD MATCH YOUR PERSONALITY?

Age variance

- The level of formality (communications/dresscode) - 6%
- Friendliness of people - 4%
- The view on equality/diversity - 1%
- The level of empowerment of the employees - 0%
- Organizational structure - 0%
- Style of office environment - 0%
- The level of entrepreneurship - 2%
- General brand image - 8%
Atlantic Magazine ran a cover story in 2010 called The End of Men, which garnered significant attention far beyond its regular readership. The argument focused on the fact that women constitute the majority of the world’s university graduates and that in the aftermath of the financial crisis of 2008, it was clear that men were over-represented in the industries most affected by the downturn, such as construction or manufacturing.

While we are certainly still waiting for women to gain access to the C-level suite in any meaningful numbers in many major economies (as an example, women accounted for only four percent of management positions in the biggest German companies in 2012), some regions such as APAC point the way. Singapore, for example, has the largest share of female CEOs—four times the global average. Hong Kong, Indonesia and Thailand are also leading lights in this regard.

As women gain more power and influence in the workplace, we believe employers will become even more attuned to the issues women care about most.

How different are female and male Millennials in reality? Let’s have a closer look. In general Millennials tend to be concerned about recognition in the form of titles; 55 percent say titles matter, though women are less likely to think this.

We asked Millennials whether they feel they will enjoy a higher standard of living in their lifetime than their parents did. Men were...
Differences according to gender

CONTINUED

Who do you think has more influence in society today – government, private business or individuals?

LARGE CORPORATIONS PROBABLY HAVE THE MOST INFLUENCE WHILE IT SHOULD BE SOCIETY AS A WHOLE. FEMALE, CANADA

more optimistic; and more likely to believe this is so. Overall 39 percent strongly agree they will be better off than their parents, but men were five percent more likely to answer this way. We also asked about expected retirement age. A surprising high number of Millennials think they will retire at 60 or sooner (45 percent) but women were much more likely to answer this way. Seven percent more women than men expect to retire by 60 years old, which might also relate to different retirement rules for men and women in some countries.

FIGURE 17 / FIGURE 18

Becoming a leader is less important to female respondents, an interesting finding when paired with the idea that women are much more likely to associate leadership with significant added stress. Overall 41 percent say attaining a leadership position is “very important” but men were seven percent more likely to choose it. Nearly 50 percent cite stress as an unattractive side effect of leadership, but 16 percent more women thought this was true. Women were also more likely to point to a lack of work-life balance as a negative aspect of leadership.

FIGURE 19 / FIGURE 20

In an important finding for employers, men and women have different ideas about what constitutes an ideal manager/leader—though no one trait dominated the list for neither men nor women. Overall approximately 30 percent of all Millennials chose a manager who empowers employees, someone who’s a technical or functional expert, or someone who sets transparent performance criteria and evaluates them effectively. Women, however, were more likely to choose the fair and impartial manager (one who is transparent about performance criteria) and a manager who’s a good role model.

FIGURE 21

Countries, like Sweden, where couples often take equally long parental leaves, are still few and far between. So it’s not surprising that women are much more likely than...
men to care about the employer’s stance on parental leave. Overall, however, we found men and women have very similar attitudes about work-life balance. The top choices cited by both men and women (with little difference between genders) were having leisure time for private life (57 percent), enjoying flexible hours (45 percent) and getting recognition and respect at work (45 percent). FIGURE 22

We asked men and women about their greatest fears related to work. Women were much more likely to worry their jobs would not match their personalities, and not surprisingly, they also worried they would not get the chance they may deserve on account of gender. FIGURE 23

Overall women are significantly less likely to consider themselves entrepreneurial than men. Half of all Millennials say they are entrepreneurial, but men are 10 percent more likely to say so than women. FIGURE 24

Women’s life priorities are also very different from men’s. While spending time with family and learning new things are important to both, women were seven percent more likely to choose those two answers than men. Men on the other hand were more likely than women to say they valued having many good friends and achieving wealth. FIGURE 25

On average both male and female Millennials value work-life balance over a high salary (73 percent choose balance) but women are slightly more likely to choose work-life balance. Women are also more likely to choose job security than men; while on average Millennials are evenly split between the choice of a high salary and secure employment, women are seven percent more likely to choose security than men. FIGURE 26

When asked about an employer’s culture and how it should match their own personalities, men and women most often choose the friendliness of fellow employees (64 percent). Women are much more interested in issues of equality and diversity than men (12 percent more cited this as an important aspect of employer culture). FIGURE 27
FIGURE 16
HOW IMPORTANT IS RECOGNITION IN THE FORM OF TITLES TO YOU?

Gender variance
FIGURE 17
WILL YOU ENJOY A HIGHER STANDARD OF LIVING THAN YOUR PARENTS?

Gender variance

Disagree
Neutral
Agree

MORE ATTRACTIVE TO FEMALE MILLENNIALS
MORE ATTRACTIVE TO MALE MILLENNIALS

4% 3% 2% 1% 0% 1% 2% 3%
FIGURE 18
AT WHAT AGE DO YOU EXPECT TO RETIRE?

Gender variance

- When I am 60 years old or earlier: 0%
- When I am between 61 and 65 years old: 0%
- When I am between 66 and 70 years old: 0%
- When I am 70 years old or later: 5%

The chart shows the percentage of female and male millennials who prefer each age range for retirement.
FIGURE 19
HOW IMPORTANT IS ATTAINING A MANAGEMENT/LEADERSHIP ROLE?

Gender variance

<table>
<thead>
<tr>
<th></th>
<th>More attractive to female millennials</th>
<th>More attractive to male millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Important</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>Neutral</td>
<td></td>
<td>2%</td>
</tr>
<tr>
<td>Not important</td>
<td></td>
<td>3%</td>
</tr>
</tbody>
</table>

Differences according to gender:
- More important to female millennials
- More neutral to male millennials
- More not important to female millennials
**FIGURE 20**
**WHAT’S THE MAIN REASON YOU CONSIDER A LEADERSHIP/MANAGEMENT ROLE UNATTRACTIVE?**

Top 2 choices, gender variance

- High level of stress
- I wouldn’t be able to have work–life balance
- I wouldn’t be able to disconnect from work
- I wouldn’t be able to focus on my own technical or functional expertise

<table>
<thead>
<tr>
<th>Reason</th>
<th>More Attractive to Female Millennials</th>
<th>More Attractive to Male Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>High level of stress</td>
<td>15%</td>
<td>16%</td>
</tr>
<tr>
<td>I wouldn’t be able to have work–life balance</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>I wouldn’t be able to disconnect from work</td>
<td>6%</td>
<td>15%</td>
</tr>
<tr>
<td>I wouldn’t be able to focus on my own technical or functional expertise</td>
<td>15%</td>
<td>6%</td>
</tr>
</tbody>
</table>
FIGURE 21
WHAT QUALITIES IN A MANAGER ARE IMPORTANT TO YOU?
Top 5 choices, gender variance

- ...set transparent performance criteria and evaluate it objectively
  - More attractive to female millennials: 5%
  - More attractive to male millennials: 0%

- ...be a role model for me
  - More attractive to female millennials: 4%
  - More attractive to male millennials: 2%

- ...empower their employees
  - More attractive to female millennials: 0%
  - More attractive to male millennials: 2%

- ...give me goal-oriented work
  - More attractive to female millennials: 0%
  - More attractive to male millennials: 3%

- ...be a technical or functional expert in the field of those they are managing
  - More attractive to female millennials: 3%
  - More attractive to male millennials: 4%
FIGURE 22
WHAT DOES WORK-LIFE BALANCE MEAN TO YOU?

Gender variance

- Acceptance of parental leave
- Financial support for parental leave
- No interruption of my leisure time (e.g. on holiday or at the weekend)
- Overtime compensation (monetary or by leisure time)
- Opportunities for part-time work
- Offering child care
- Convenient work location
- Enough leisure time for my private life
- Recognition and respect of the employees
- Flexible working conditions (e.g. home office)
- Consideration of private interests in the holiday planning
- No requirement for overtime work
- Adequate time for recovering after working peaks
- Flexible working hours (e.g. not limited to office hours)
- Offering external activities (e.g. sports, cultural events)
- MORE ATTRACTIVE TO FEMALE MILLENNIALS
- MORE ATTRACTIVE TO MALE MILLENNIALS

- 4% 2% 0% 2% 4% 6% 8% 10% 12%
FIGURE 23
WHAT ARE YOUR GREATEST FEARS RELATED TO YOUR FUTURE WORK LIFE?

Gender variance

- That I won’t get a job that matches my personality
- That I won’t be seen as valuable to the organization
- Too tough work climate
- That I will not get the chances I deserve because of my age
- That I will underperform
- To mix up my personal and professional lives
- That nobody will listen to me
- That I will not get the chances I deserve because of my ethnic background
- That I will not get the chances I deserve because of my sexual preferences
- That I won’t realize my career goals
- That I will get stuck with no development opportunities
- That I will work too much

- That I won’t get the job that matches my personality
- That I won’t be seen as valuable to the organization
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- That I will not get the chances I deserve because of my sexual preferences
- That I won’t realize my career goals
- That I will get stuck with no development opportunities
- That I will work too much

4% 2% 0% 2% 4% 6% 8% 10%

MORE ATTRACTIVE TO FEMALE MILLENNIALS

MORE ATTRACTIVE TO MALE MILLENNIALS
FIGURE 24
I AM AN ENTREPRENEURIAL PERSON
Gender variance

MORE ATTRACTIVE TO FEMALE MILLENNIALS
MORE ATTRACTIVE TO MALE MILLENNIALS

Disagree
Neutral
Agree

FIGURE 25
IF I HAD TO PRIORITIZE, WHAT WOULD I EMPHASIZE?

Gender variance

<table>
<thead>
<tr>
<th></th>
<th>More Attractive to Female Millennials</th>
<th>More Attractive to Male Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>To spend time with family</td>
<td>7%</td>
<td>0%</td>
</tr>
<tr>
<td>To grow and learn new things</td>
<td>7%</td>
<td>0%</td>
</tr>
<tr>
<td>To live a long and healthy life</td>
<td>3%</td>
<td>0%</td>
</tr>
<tr>
<td>To be able to have time to enjoy my hobbies</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>To have a successful career</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>To work for the betterment of society</td>
<td>2%</td>
<td>0%</td>
</tr>
<tr>
<td>To have many good friends</td>
<td>4%</td>
<td>0%</td>
</tr>
<tr>
<td>To be wealthy</td>
<td>6%</td>
<td>0%</td>
</tr>
</tbody>
</table>
FIGURE 26
I WOULD PREFER A JOB WHERE I CAN HAVE ...
Gender variance

A high salary

Work–life balance

A high salary

A secure employment

MORE ATTRACTIVE TO FEMALE MILLENNIALS
MORE ATTRACTIVE TO MALE MILLENNIALS

7% 6% 5% 4% 3% 2% 1% 0% 1% 2% 3% 4% 5% 6% 7%

7% 7% 5% 7%
### FIGURE 27

**WHICH OF THE FOLLOWING ASPECTS OF YOUR EMPLOYER’S CULTURE SHOULD MATCH YOUR PERSONALITY?**

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Percentage More Attractive to Female Millennials</th>
<th>Percentage More Attractive to Male Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>The view on equality/diversity</td>
<td>12%</td>
<td></td>
</tr>
<tr>
<td>Style of office environment</td>
<td></td>
<td>2%</td>
</tr>
<tr>
<td>Friendliness of people</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>The level of empowerment of the employees</td>
<td></td>
<td>0%</td>
</tr>
<tr>
<td>The level of formality (communications/dresscode)</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>General brand image</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Organizational structure</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>The level of entrepreneurship</td>
<td>5%</td>
<td></td>
</tr>
</tbody>
</table>

The view on equality/diversity is the aspect that is more attractive to female millennials.
Implications for employers
How do these findings relate to employers? One of the most important things to consider is that while there are differences between men and women, the differences are not especially pronounced in most cases. Having more family time, for example, has usually been considered a women’s issue, but our research shows men are also highly committed to work-life balance and spending more time with family. Similarly, “flexible work hours” isn’t a women’s issue but a Millennial issue.

For employers, it’s especially important to take care that in addressing what may be considered women-only issues, they not alienate men who care about many of the same things. In fact, given the high level of commonality between men and women, employers should be sure they include men in conversations about issues like work-life balance.

One statistic in particular stands out as an issue that affects women much more than men: the relative unattractiveness of leadership posts due to high levels of stress. Women were 16 percent more likely to answer this way—a gap that’s among the largest we encountered in all our studies of how men and women differ. If employers are committed to attracting more women to leadership roles and developing in-house talent, this is a point that absolutely requires attention.
The why?
In the preface to this report we outlined a series of questions that helped motivate this research on the attitudes of Millennials. While there is much more to know, we hope you agree that we have made some headway in answering them.

One over-arching question, however, has so far gone unanswered. Why would we expect the Millennial generation to be dramatically different from prior generations? And to the extent that Millennials are different, is this not true for every new generation? After all, the proverb “change is the only constant in life” was attributed to the Greek philosopher Heraclitus more than two thousand years ago.

The fundamental reason we can expect the Millennial generation to be different, and in a dramatically different way from previous generations, is the information revolution now unfolding and the explosion of possibilities this presents. These possibilities are delivered by globalization. The influences penetrate societies in ways not previously possible. They also bring with them expectations about freedom to move, to take risks, and to take one’s own path; but also freedom from fear and the abuses of hierarchy. Examples of a more benevolent order, readily accessible, feed the appetite. In our research we see this pattern manifested in attitudes such as a strong wish to take on leadership roles that matter, in a range of different ways and for a range of different reasons.

But the transition is not simple, which brings to mind another old proverb, namely “plus ça change, plus c’est la même chose”. (Translated from its original French: “the more things change the more they stay the same”.) Rapid changes in how we access information do not necessarily alter deeply held attitudes. Some cultural faultlines that were forged ages ago are unlikely to change quickly in response to globalization. Values and ideals associated with the world’s
societies and cultures evolved differently in response to the agricultural revolution thousands of years ago. Then again, in response to industrialization. Many of these differences persist to this day. The members of these different cultures do not necessarily conform in their response to the age of globalization that we currently experience. We see this manifest itself in our research. As noted in this report, for example, the influence that the collective have on the attitudes of Millennials differ significantly in the US and Western Europe compared to Millennials in Asia Pacific. Perhaps this should not be surprising given the heritage of individualism and collectivism, respectively. Yet, as we noted earlier in this report, we often speak of Millennials as if they are the same across cultures.

Thus, we see some forces that push rapid changes in attitudes, others that promote the status quo, and others that push change in different directions depending on the cultural context. Still, change in response to a globalizing world is real – and it will continue. Accordingly, we are going to continue to update the map of Millennial attitudes that we have started to build with this report, and we are going to return to some of the same questions in the next iteration of the report a year from now. We also plan to add more questions that emerged as we put this inaugural report together. So stay tuned, as more will come on this generation.

HENRIK BRESMAN
Associate Professor of Organisational Behavior, INSEAD
Academic Director,
The HEAD Foundation
OUR EVOLUTION ... HOW EXPERIENCE CHANGES MILLENNIALS

WANT TO LEARN MORE?
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03 You got us wrong!

04 We are more different than you think

05 Our evolution

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Data for this study was collected mainly through Universum’s proprietary Millennial database, as well as through external panel providers in selected geographic areas. Covering 43 countries, we surveyed 16,637 people between the ages of 18-30 during May to August 2014. All the regional and global data in this report have been weighted by the share of the population in each country with access to the internet. As with all surveys not based solely on probability sampling, error estimates cannot be calculated.