



2017 Millennial Survey

Republic of Ireland

2017

Introduction

We're delighted to present the Irish results from our 2017 global millennial survey. Our global research surveyed almost 8,000 millennials, and with Ireland participating for the first time, 30 countries are now represented. Our ROI perspective is the result of a survey of 200 Irish millennials who were born after 1982 and represent a specific group of this generation: those who have a college or university degree and are employed full-time.

This year's overarching theme is that of the apprehensive millennial, with our research highlighting an uncertainty about the future and an increased desire for stability. With a turbulent 2016 which has been punctuated by terror attacks in Europe, Brexit and a contentious US presidential election, it is unsurprising that millennials' confidence is shaken. Our research has found that millennials are less likely to leave the security of their jobs in comparison to previous years, are uncertain about what the future will bring, and are increasingly questioning their personal prospects.

For businesses seeking to attract, develop, and retain millennial talent, our research offers insight and a guide to their concerns and motivations. It reinforces the connection made between purpose and retention while outlining how increased use of flexible working and automation are likely to impact millennials' attitudes and performance. Key findings include:

- More than half of Irish millennials are confident that the Irish economy will improve in the next year, but remain somewhat pessimistic regarding political and societal progress
- In the current environment, millennials globally appear slightly more loyal to employers than a year ago. In a period of uncertainty, stability is appealing and they would be inclined to turn down offers for freelance or consultative work
- Overall, business is viewed positively however millennials believe it is not fully realising its potential to make an impact on society

- Flexible working is strongly linked to engagement and seen to make a significant contribution to business performance
- Automation is becoming a feature of working environments and is likely to disrupt working practices



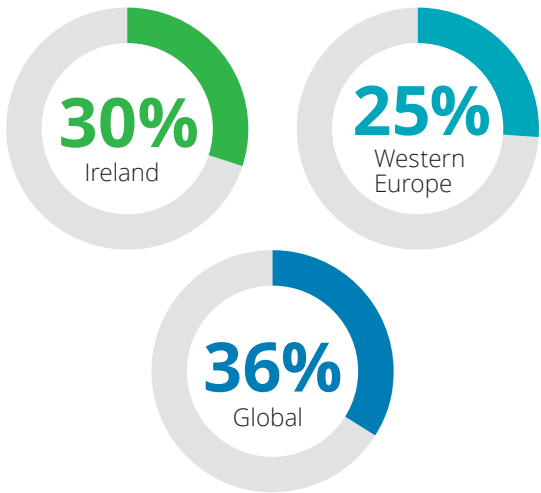
Irish economic growth within an uncertain political and social environment

Irish millennials' economic outlook is mostly positive with 56% of respondents expecting the overall economic situation in Ireland to improve in the next 12 months. They are more optimistic on the growth of the Irish economy in comparison to those in Western Europe where only 36% of millennials have an optimistic outlook.

However, Irish millennial's aren't as confident that the Irish social and political landscape will improve in the next year, with only 30% expecting progress to be made. This is similar to Western European and the Global results with only 25% and 36% anticipating improvements.

Interestingly, while Irish millennials have a more positive outlook on the Irish economy than their Global or Western Europe counterparts, they are not overly confident that this will have a positive impact on their future.

% expect the overall **social/political** situation in their country to improve over the next 12 months



Q6. Taking everything into account do you expect the overall social/political situation in Ireland to improve, worsen or stay the same over the next 12 months?

% expect the overall **economic** situation in their country to improve over the next 12 months



Q5. Taking everything into account do you expect the overall economic situation in Ireland to improve, worsen or stay the same over the next 12 months?

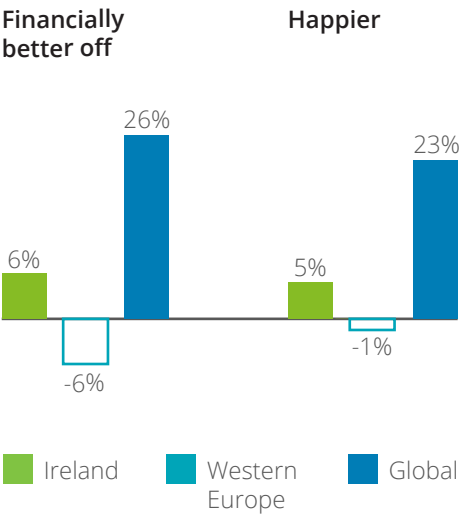
Irish economic growth within an uncertain political and social environment

42% of Irish millennials think that will be in a better financial position than their parents in comparison to 36% who think they will be in a worse position. Additionally, 32% think they will be happier than their parents in comparison with 27% who think they won't be as happy. On the whole, Irish millennials are not convinced that they will be financially or emotionally better off than their parents.

Millennials perspectives on their future prospects may be underpinned by their outlook on the Irish societal and political situation and the areas of most concern to them. While 20% rate unemployment as one of their top 3 personal concerns, terrorism is a bigger issue at 31%, followed closely by crime and personal safety at 25%.

These results are aligned to global trends with our research highlighting the difference in outlook between developed and emerging markets. Those in developed countries feel more pessimistic regarding the economic, social and political progress whereas those in emerging markets expect to be both financially (71%) and emotionally better off (62%). War, terrorism and political tension is the highest rated concern for mature markets (56%) with crime and corruption coming out on top for millennials in emerging markets (58%).

% **balance** expecting to be better off / happier than their parents



Q7. Thinking about the world in general how do you feel about the future? Compared to your parents do you think you will be Financially/materially better off/Happier?

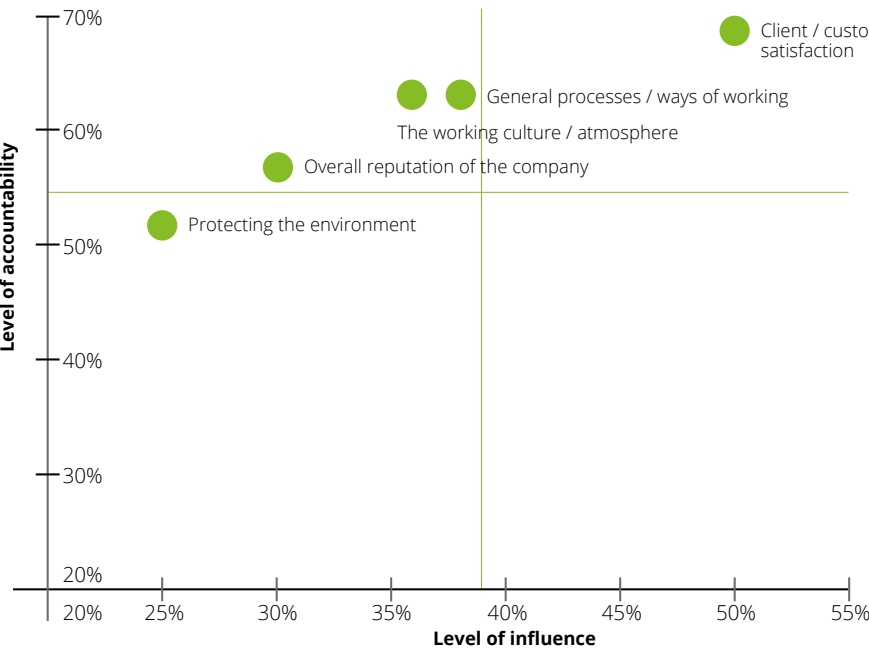


Perspectives on businesses

Overall, Irish millennials have a positive outlook on the impact the businesses have on wider society. However while half of Irish millennials consider businesses to behave in an ethical manner with leaders committed to helping improve society, 52% believe businesses are still focused on the bottom line and their own agenda (59%). Although millennials identify government as having the greatest potential to solve the challenges of personal concern to them, such as terrorism, crime/personal safety, they perceive a gap between international / global organisations potential to make an impact and their determination to do so. This is a potential area for organisations to greater engage their millennials.

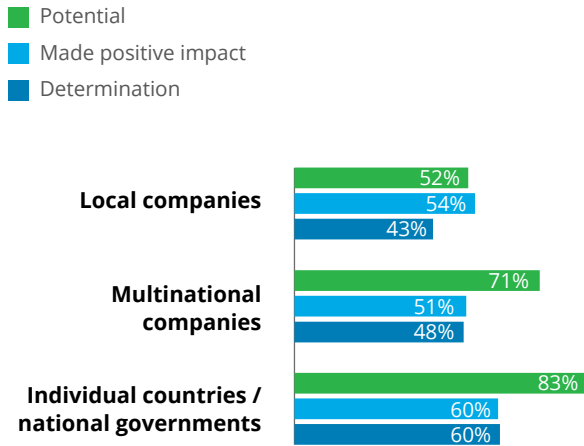
Our results suggest that Irish millennials feel accountable for many issues in both the workplace such as customer satisfaction (69%), ways of working (62%) and culture (62%) even though they feel their influence has limitations. However, working on opportunities provided by their organisation, or getting involved directly with charities or CSR activities, boosts millennials' sense of empowerment. 51% of Irish millennials reported that their organisations provided them with opportunities to get involved with charities or good causes at work. It is in the workplace where millennials feel most influential, and in turn, accountable. This is an important point for businesses to acknowledge as it offers a platform from which to build each employee's sense of purpose and, ultimately a more engaged workforce.

% have great deal/fair amount of **accountability** and **influence** upon the following:



Q21. To what extent do you feel you have an influence on the following activities/issues? Q24. How much accountability do you take for the following? By accountability we mean the level of personal responsibility you feel you have for ensuring they happen to the highest possible standard. Base: Ireland: 200; Global 7,900

% who feel **businesses and governments** have ... to solve the **challenges of greatest concern** to millennials



Q9. Thinking about the challenges of greatest concern to you, do you feel the following institutions / groups of people have (potential/determination/had a positive impact to solve these challenges?



Q18. Has your organisation enabled you to support or contribute to charities/'good causes' while at work?

Perspectives on businesses

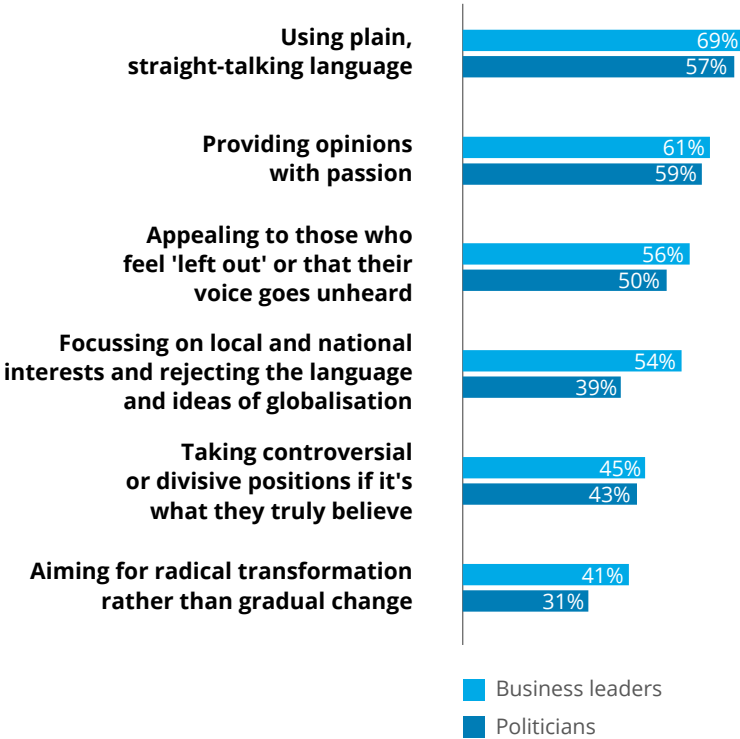
Communicating Vision & Purpose

The outcomes of the US presidential election, the UK's Brexit vote, and Italy's recent referendum have led many to conclude that new kinds of political and leadership styles are emerging. The millennials in this survey represent a specific section of the wider population.

The ways in which these surveyed millennials like to see issues presented is similar when evaluating both politicians and business leaders. They are comfortable with plain, straight-talking language from either group. They are similarly accepting of people providing opinions with passion and, by and large, those seeking to appeal to anyone who might feel "left out" or isolated. However, there is a general rejection of leaders who take controversial or divisive positions or aim for radical transformation (rather than gradual change).

These findings echo the 2016 global survey in which we investigated the impact of different management styles. That survey suggested that organisations with a clear purpose who take an inclusive rather than an authoritarian/ rules-based approach, are less likely to lose people.

% who would **approve** political and business leaders **thinking and speaking** in the following ways



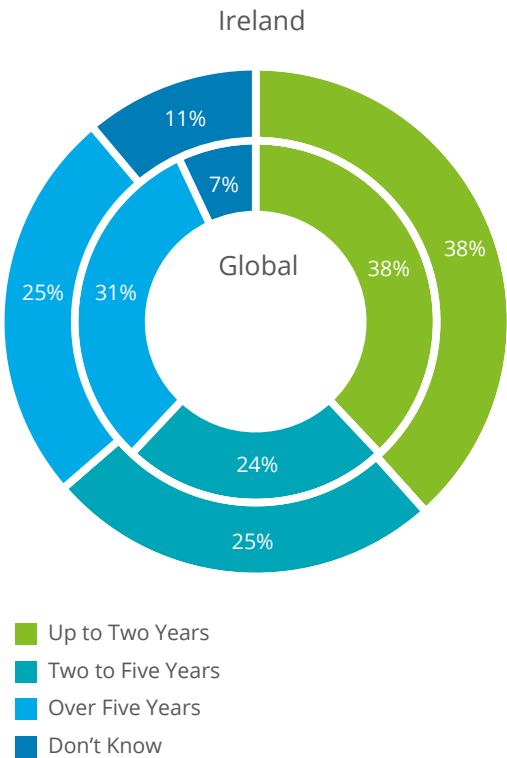
Q12. In general do you approve or disapprove of political leaders thinking and speaking in the following ways/would you approve or disapprove if business leaders started to think and speak in the following ways? Base: Ireland: 200; Global 7,900; Western Europe 2,400

Uncertain times appear to be driving a desire for stability

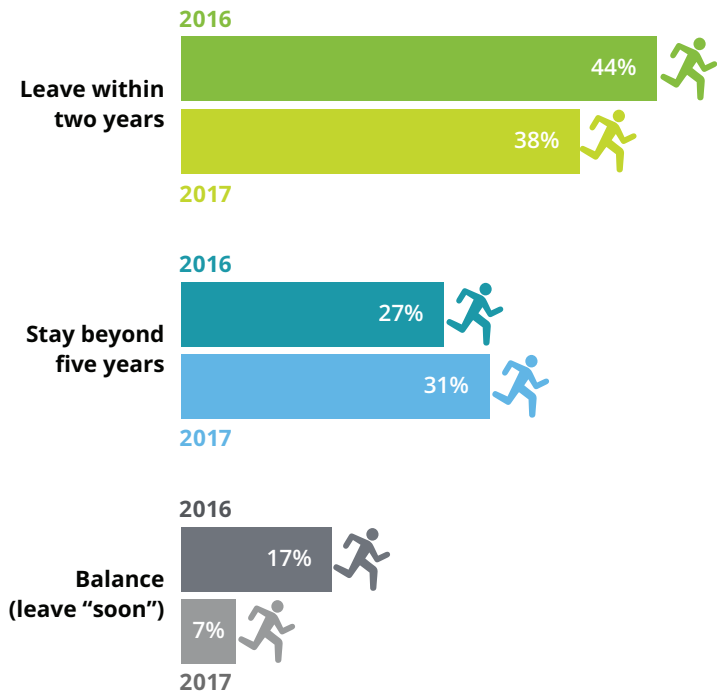
Our 2016 Global millennial survey suggested young professionals had limited loyalty to their current employers with 44% planning a move within 2 years. After a turbulent 2016, millennials appear to desire more job stability. While 38% would choose to leave their current employers in the next 2 years, 50% of Irish millennials plan to stay with their current employers for more than 2 years, and of those, 25% are planning on staying for more than 5 years.

Globally, the gap between those who see themselves leaving their companies within two years and those who anticipate staying beyond five years has decreased from 17% in 2016 to 7% in 2017. While these results signal better news for employers, the 38% of Irish millennials who would leave their jobs within two years, if given the choice, is still high.

% who will **stay with their current employer** for ...



Percent of millennials who expect to...



Q4: If you had a choice how long would you stay with your current employer before leaving to join a new organization or do something different?

⁷The negative balance of -3 means, in effect, that the proportion of US millennials intending to leave within two years (32%) is below the proportion intending to remain beyond five (35%)

Uncertain times appear to be driving a desire for stability

This challenge is further complicated by millennials increased desire for security. Young professionals are a more mobile workforce than previous generations. However, when it comes to types of employment, 69% of Irish millennials would prefer full time permanent employment in comparison to 25% who would chose freelance or consultative work.

This is in spite of the many benefits that millennials associate with contract work in comparison to full time employment: 62% indicate it would provide greater sector/ industry experience, 61% greater opportunities to travel, 50% more opportunities to learn new skills and 41% greater job satisfaction. One of the main reasons given by millennials over why they would prefer full time employment is in relation to job security. 37% indicating that the lack of stability, permanency and potential riskiness associated with contract work isn't attractive to them. This may be linked to their demographic profile with approximately 57% of surveyed millennials aged 30 – 34 and 1 in 3 having children. Irish millennials are likely to be in or entering a different stage of life where

responsibilities outside of work may be driving a desire for increased stability.

Irish organisations face a twofold challenge, on one hand they have a fluid workforce that can be pointed to changing customer and business demands, and on the other attracting and retaining millennial talent who value variety within the bounds of full time stability. One way in which Irish organisations might address this is to revisit their organisation structure and look at ways in which to design for increased flexibility and increased cross-functional teamwork. Operating as a network of teams alongside traditional organisation structures, enables talent to move from team to team rather than remaining in static formal configurations or roles. Also considering the role of the alternative workforce such as robotics and contractors provides increased organisation agility. This increased agility not only enables organisations to adapt quickly to disruption or opportunities in the marketplace, but is also an attractive proposition for millennials.

% who would **prefer full time** vs **freelance employment**...

69%

Ireland

25%

Ireland

65%

Global

31%

Global

**...of millennials would
prefer full time /
permanent employment**

**...of millennials would
prefer freelance /
consultative employment**

Q35. If you had a choice and assuming that each would earn you a similar amount of money, which of the two 'options' would you prefer? Base: Ireland 200; Global 7,900

The future of work is here

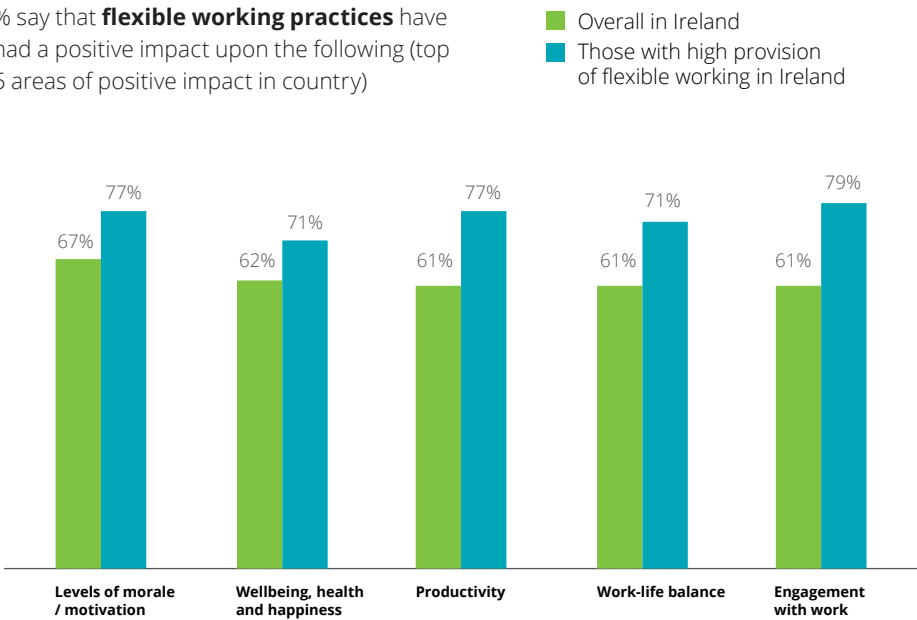
Millennials have significant organisational influence with 47% of Irish millennials now holding leadership positions (Mid level executive to senior management). With increasing leadership representation, millennials have the seniority to shape organisational culture and working practices. Flexible working arrangements continue to be a feature of most millennials' working lives. Overall, approximately 62% of Irish millennials report some degree of flexible working in their organisations ranging from flexible start times, role responsibilities, recruitment and working location. Flexible working arrangements are not simply a nice to have offering as part of an organisations employee value proposition, but are strongly linked to improved performance and retention.

However, nearly 1 in 3 Irish organisations are reported to offer no flexible arrangements. In

a market where the public sector, national and global companies are all competing for talent, those who build a proposition based on the employee experience and flexibility will come out on top.

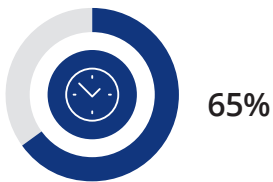
Not only will organisations who are flexible be able to access the best talent, there are other benefits. The top five areas Irish millennials believe flexibility has had a positive impact is on motivation (67%), well-being (62%), productivity (61%), work-life balance (61%) and engagement (61%). With 53% and 56% believing flexibility has had a positive impact on their organisation's financial performance and ability to meet its objectives. The greater the deployment of flexible working, the greater benefits with those working in highly flexible Irish organisations reporting high levels of positive impact with the most significant difference in engagement (79%).

% say that **flexible working practices** have had a positive impact upon the following (top 5 areas of positive impact in country)



% of employers who are adopting or have adopted the following working practices

Flexible time (employees choosing when they start / finish work)



Flexible location (employees choosing to work from the office, from home or other locations)



Flexible roles (employees choosing, within certain guidelines, what they do as part of their job)



Flexible recruitment (offering different types of contract, crowd-sourcing talent etc.)



Q27. What has been the impact of your organisation adopting flexible working practices? Q32. Thinking about the future of the workplace (not just your organisation but in general) what impact do you think automation/robotics/ artificial intelligence will have on the following? Base: Ireland 200; Global 7,900

The future of work is here

While the adoption of flexible working practices has accelerated over the last number of years, it is automation that will likely bring the next big change in working practices. Approximately half of Irish millennials believe that automation will improve productivity (53%), positively impact economic growth (46%) and free up time to focus on more creative and value add activities (46%). However, they also see the downside with 40% of Irish millennials believing that this will reduce the number of jobs available to them. With only 14% of Irish organisations using automation to a great extent today (as reported

by millennials), this represents an opportunity for organisations.

Our 2016 Irish HC Trends survey highlighted that 78% of organisations rate the contingent workforce as a key challenge with 49% feeling ready to address this. The contingent workforce are networks of people who make a living working without any formal employment agreement as well as the increased use of machines as talent. Organisations are struggling to understand whom (and what) their workforces are composed of and how to

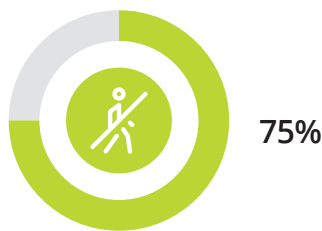
manage today's incredibly diverse combination of worker types, including workers on and off the balance sheet as well as part-time, contingent, and virtual workers.

With 1 in 4 millennials interested in contract / consultative work and the growing trend of automation, Irish organisations should get ahead of the opportunity and adopt an enterprise wide approach to developing a talent strategy on how they engage, manage and design for their contingent workforce.

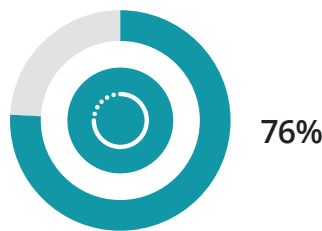
% who feel automation / robotics / artificial intelligence will improve / worsen the following



% of organisations who have started to use automation / robotics / artificial intelligence so as to reduce human involvement in certain tasks



% of organisations who will use automation / robotics / artificial intelligence in the future



Generation Z

In 2011 when Deloitte first started this research, millennials were the ‘new generation’ with questions over how they would impact the workplace. With millennials now firmly established in Irish organisations, the focus is turning towards the next generation – GenerationZ or Centennials (e.g. those currently aged 18 or younger).

Irish millennials have a broadly optimistic opinion of GenZ with 58% believing they will have a positive impact on organisations as their presence in the workforce increases. The top three skills millennials believe that GenZ will bring to the workplace are strong IT and technology skills (54%), social media know how (45%) and programming / coding skills (40%).

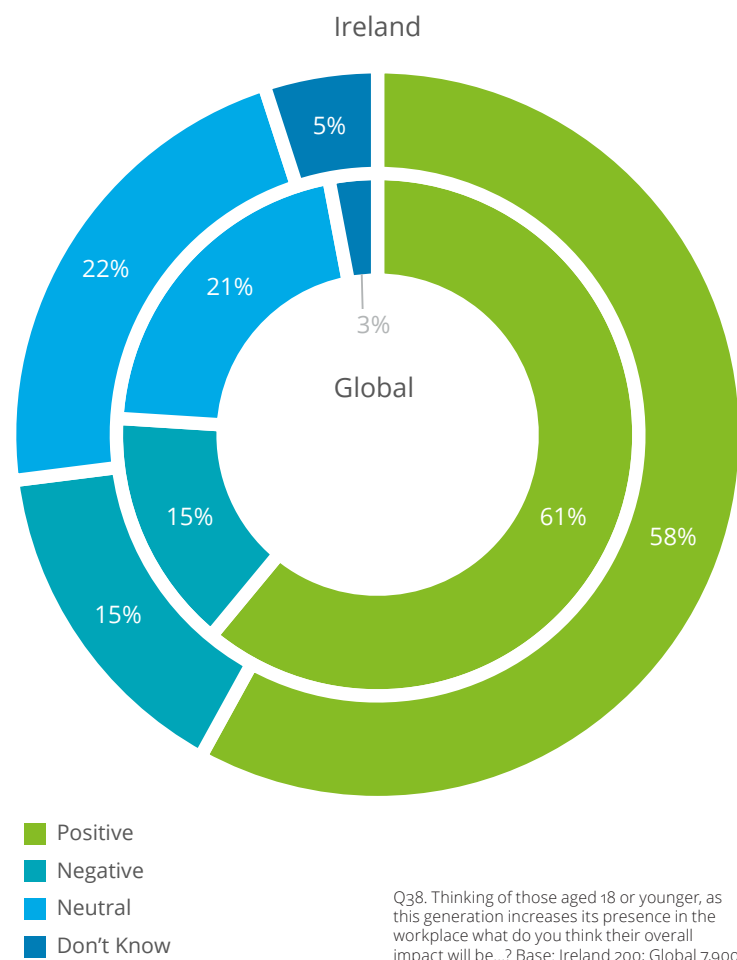
However, while millennials see potential within GenZ, 76% believe these younger employees will require more support and mentoring in comparison to the millennial workforce. The

top areas where they believe development and support will be required are in the areas of professionalism (44%), personal traits such as patience, maturity and integrity (41%) and business knowledge (33%).

Based on their experience, millennials offer the following advice to the Gens:

- **Learn as much as possible:** Begin your career open-minded and be ready to learn from others.
- **Work hard:** Do your best and don't be lazy.
- **Be patient:** Take your time when entering the workforce and go step-by-step.
- **Be dedicated:** Be committed to succeeding and persevering.
- **Be flexible:** Be open and adaptable to change and try new things.

% think those **aged 18 or younger** will have the following **impact** as their presence in the workplace increases



Are you ready?

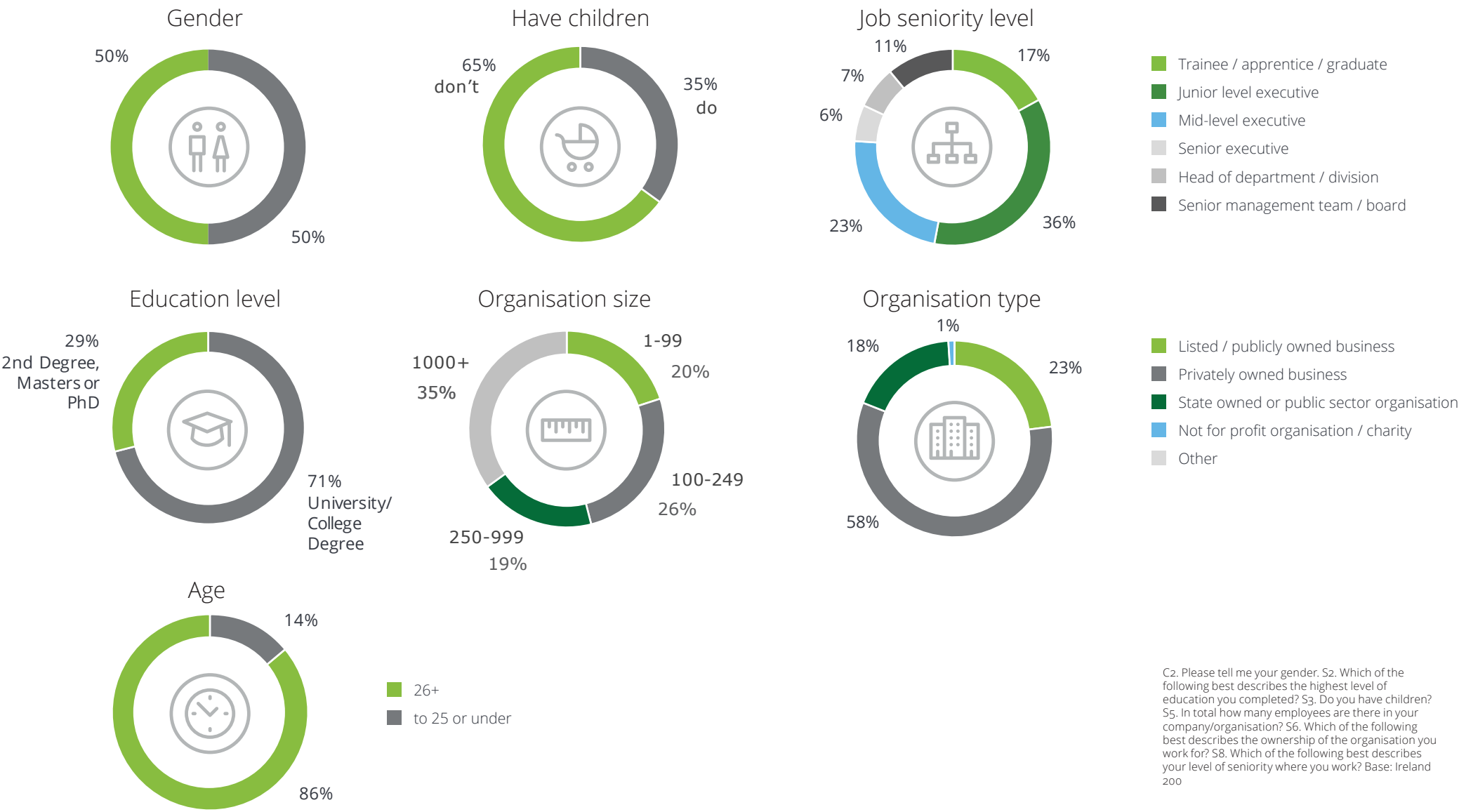
Our survey highlighted a number of challenges and opportunities facing Irish organisations. As we transition into the new world of work and workforce, Irish organisations can take a number of steps to begin this transformation and stay ahead of the curve.

- **Define your purpose and build your culture around it:** Define and develop your corporate purpose, mission and values. Conduct a culture assessment to determine how things currently get done and where are the gaps. Align culture champions and consistently communicate to all levels of the organisation. Ensure employees understand the meaning and value of their work.
- **Develop your employee value proposition:** Refresh your employee value proposition articulating what you offer to employees in terms of work environment, to include flexible arrangements, rewards and opportunities. Gather feedback from a range of sources (e.g. current employees, critical workforce segments, senior leadership, Glassdoor reviews) on what's working. Consider a proposition that enables employees to customise or create bespoke total reward packages that suit their needs that also includes non-financial reward.
- **Revisit your organisation design:** Identify opportunities to break functional silos, while organising around outcomes and flattening your structure. Look at ways to bring functional experts into "mission-driven" teams focused on customers, markets or products. Use data and tools to increase visibility to the networks of complex organisation interactions.
- **Take a new view of 21st-century talent:** Understand your needs for different types of workers and automation over the medium term (3 to 5 years) and longer term (5 to 10 years). Start by defining and understanding your current workforce that incorporates both on- and off-balance sheet talent, as well as combination of robotics and other technology. Determine what processes could provide for automation opportunities and the associated benefits and business case.



Appendix – Survey Demographics

200 interviews achieved in Ireland



Our People

A local team of experts that are passionate about supporting HCM in Ireland

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