Mind the gaps

The 2015 Deloitte Millennial survey

Summary of global findings
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5 Image, purpose and impact of business
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Research approach

WHO

• Millennials: participants born after 1982
• Degree educated
• In full-time employment
• Three-quarters in large organizations (100+ employees)
• Over three-quarters work for private sector businesses

WHAT

• 15-minute quantitative questionnaire conducted online
• Approximately 300 interviews per market
• Over 7,800 respondents

WHERE

29 markets across: Western Europe, North America, Latin America, BRICS (Brazil, Russia, India, China, South Africa) and Asia Pacific

WHEN

From 8 October to 3 November 2014
**Research scope**

**TOTAL**

**7,806**

**EMERGING MARKETS** | Interviews achieved: 4,395
---
Argentina | 300
Brazil | 300
Chile | 305
China | 300
Colombia | 305
India | 351
Indonesia | 304
Mexico | 308
Malaysia, Thailand and Singapore (MTS) | 303
Peru | 207
The Philippines | 309
Russia | 300
South Africa | 200
South Korea | 303
Turkey | 300

**DEVELOPED MARKETS** | Interviews achieved: 3,411
---
Australia | 300
Belgium | 200
Canada | 300
France | 300
Germany | 301
Italy | 310
Japan | 300
Netherlands | 300
Spain | 300
Switzerland | 200
UK | 300
U.S. | 300
Sample profile: ‘The educated elite’

**EDUCATION LEVEL**
- University/College Degree: 83%
- 2nd Degree, Masters or PhD: 17%

**ORGANIZATION SIZE (EMPLOYEES)**
- 1–99: 26%
- 100–249: 25%
- 250–999: 17%
- 1000+: 32%

**ORGANIZATION TYPE**
- Listed/publicly owned business: 3%
- Privately owned business: 3%
- State owned or public sector organization: 17%
- Not-for-profit organization/charity: 19%
- Other: 59%
Headline findings: Role and impact of business

Economic confidence improving overall: driven by North America/Mexico, China, India, UK, Spain and Netherlands.

Economic confidence improving overall: driven by North America/Mexico, China, India, UK, Spain and Netherlands.

Business continues to be viewed very positively, only in Italy is this a minority view. Seen as taking a strong leadership position on important social issues, more so than governments, but Millennials in developed markets are questioning its ethics.

Individually job creation, profit generation and improving society are regarded as business’s main purpose; while its greatest IMPACT is on profits and wealth creation.

‘Connected’ Millennials have a strong ‘social conscience’, are more positive about business’s impact and ethics and are attracted by organizations with a strong sense of purpose.

‘Below par’ performance by business on improving society, livelihoods and skills.

Questions over the ethics of business in developed markets.
Headline findings: Leadership

Organizations that lead are characterized by their treatment of employees (pay and personal development), impact on society, innovative products and financial success.

‘Connected’ Millennials have a far less cynical view of their leader’s priorities.

Millennials’ nominations for ‘strong leadership’ drawn primarily from the TMT sector.

A ‘true leader’ is characterized by their strategic thinking; by being inspirational and visionary; being decisive, passionate; and with good inter-personal skills.

Millennials would place more emphasis than their leadership team on employee well-being and social engagement. Leaders thought to ‘over-prioritize’ personal reward and short-term finances.

With some notable exceptions ‘true leaders’ are NOT marked out by being autocratic; driven by financial results or (paradoxically) having a positive impact on society; or having advanced analytical skills.
Headline findings: Sector image

Overall Millennials find large global businesses ‘twice as appealing’ as smaller organizations. One in six say their own start-up has most appeal when next they move.

TMT is considered the sector that will provide skills of most value to new graduates in next 5-10 years; a view most strongly held in Emerging markets where the consumer products sector is also highly regarded. TMT is the #1 choice for one in five of the ‘most connected’ Millennials.

The opportunity to ‘improve society’ thought to be greatest in Life Sciences; personal reward most associated with Financial Services; and individual development with Professional Services.

Personal interest and experience ‘driving’ choice of preferred sector; fewer than one in ten Millennials cite financial reward.

Large global businesses hold less appeal for Millennials in Developed markets, who are also less inclined to start their own business.

Manufacturing, retail and transport sectors appeal to Millennials the least.
Headline findings: Skills and ambition

Most Millennials feel they have or can get the experience/skills they need from their current organization; but not from those that lack a sense of purpose.

Millennials feel they were stronger on ‘softer’ rather than ‘technical’ or entrepreneurial skills at graduation. Men believing more than women in their analytical, IT and leadership skills.

Millennials feel they ‘need’ to develop leadership, sales and entrepreneurial skills if they are to be better valued by businesses.

If hiring people in, Millennials would place more emphasis on personal attributes than business development or leadership skills.

Fewer than three in ten Millennials believe their organization makes “full use” of their skills.

Skills gained in higher education estimated to contribute little more than a third of those required to achieve organizational goals.

Millennials in Developed markets appear less interested in attaining senior positions.
Economic confidence
Economic confidence: Slight improvement since 2013, led by Mature markets (Net improve: Next 12 months)

Q. Taking everything into account do you expect the overall economic situation in (NAME OF COUNTRY) to improve, worsen or stay the same over the next 12 months?
Base: All respondents=7,806
Image, purpose and impact of business
Business continues to be a positive force within wider society

73% of millennials believe that businesses are having a positive impact

Q: Thinking about businesses in general around the world, what impact do you think they are having on the wider society in which they operate? Base: All respondents=7,806
Overall image of business is positive in all regions; but significant drop in Japan

Q. Thinking about businesses in general around the world, what impact do you think they are having on the wider society in which they operate? Base: All respondents=7,806

*SE Asia: Indonesia, Malaysia, Philippines, Singapore, Thailand, South Korea
*Western Europe excludes Russia
Business takes strong leadership position on wider social issues, Millennials less convinced on ‘delivery’ and motivations

<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>They focus on their own agenda rather than considering the wider society</td>
<td>75%</td>
<td>23%</td>
</tr>
<tr>
<td>They take a strong leadership position on issues that impact wider society</td>
<td>61%</td>
<td>35%</td>
</tr>
<tr>
<td>They show stronger leadership than governments on important social issues</td>
<td>61%</td>
<td>35%</td>
</tr>
<tr>
<td>Their leaders are committed to helping to improve society</td>
<td>53%</td>
<td>44%</td>
</tr>
<tr>
<td>They behave in an ethical manner</td>
<td>52%</td>
<td>44%</td>
</tr>
</tbody>
</table>

Q. Thinking about businesses around the world, would you agree or disagree that, on balance, the following statements describe their current behavior? Base: All respondents=7,806
Emerging markets extremely positive about business’s motives; minority in Developed markets think it behaves ‘ethically’

Q. Thinking about businesses around the world, would you agree or disagree that, on balance, the following statements describe their current behavior? Base: All respondents=7,806

% NET AGREE

- They focus on their own agenda rather than considering the wider society
  - Global: 75%
  - Developed markets: 74%
  - Emerging markets: 75%

- They take a strong leadership position on issues that impact wider society
  - Global: 61%
  - Developed markets: 53%
  - Emerging markets: 68%

- They show stronger leadership than governments on important social issues
  - Global: 61%
  - Developed markets: 52%
  - Emerging markets: 68%

- Their leaders are committed to helping to improve society
  - Global: 53%
  - Developed markets: 41%
  - Emerging markets: 62%

- They behave in an ethical manner
  - Global: 52%
  - Developed markets: 41%
  - Emerging markets: 61%
Individually job creation, profit generation and improving society quoted as business’s main purpose (but in total it is seen to ‘drive us forward’)

Summary: One of business’s purposes

- **54%** Efficiency/Innovation/Progress
- **51%** Jobs/Livelihoods
- **46%** Wealth/Profits
- **44%** Society/Environment

Q. Which of the following words and phrases match your own belief as to what business should try to achieve? (CHOOSE UP TO THREE) Base: All respondents=7,806

1. Generate jobs
2. Generate profit
3. Improve society
4. Drive innovation
5. Enable progress
6. Produce and exchange goods and services
7. Enhance livelihoods (of its employees)
8. Create wealth
9. Improve skills of workforce
10. Improve/protect the environment
11. Drive efficiency
12. Social leadership

Global
- Generate jobs: 41%
- Generate profit: 32%
- Improve society: 35%
- Drive innovation: 29%
- Enable progress: 27%
- Produce and exchange goods and services: 26%
- Enhance livelihoods (of its employees): 26%
- Create wealth: 23%
- Improve skills of workforce: 24%
- Improve/protect the environment: 21%
- Drive efficiency: 21%
- Social leadership: 16%

Developed markets
- Generate jobs: 36%
- Generate profit: 34%
- Improve society: 32%
- Drive innovation: 27%
- Enable progress: 27%
- Produce and exchange goods and services: 29%
- Enhance livelihoods (of its employees): 32%
- Create wealth: 27%
- Improve skills of workforce: 24%
- Improve/protect the environment: 21%
- Drive efficiency: 18%
- Social leadership: 9%

Emerging markets
- Generate jobs: 32%
- Generate profit: 32%
- Improve society: 27%
- Drive innovation: 27%
- Enable progress: 27%
- Produce and exchange goods and services: 26%
- Enhance livelihoods (of its employees): 26%
- Create wealth: 24%
- Improve skills of workforce: 22%
- Improve/protect the environment: 20%
- Drive efficiency: 16%
- Social leadership: 10%
The ‘Impact of business’ (On the top three purposes)

Q. Which of the following words and phrases match your own belief as to where businesses in today’s world are making the biggest impact? (CHOOSE UP TO THREE). Base: All respondents=7,806

- GENERATE JOBS
  - Malay/Thai/Sing.: 41%
  - Netherlands: 41%
  - South Africa: 40%
  - Turkey: 40%
  - Indonesia: 39%
  - Mexico/Spain: 27%
  - Switzerland: 62%
  - Belgium: 58%
  - U.S.: 54%
  - Canada: 53%
  - France/Netherlands: 52%
  - Japan: 34%
  - Colombia: 33%
  - Peru: 27%
  - Mexico: 25%
  - China: 25%

- GENERATE PROFIT
  - Switzerland: 62%
  - Belgium: 58%
  - U.S.: 54%
  - Canada: 53%
  - France/Netherlands: 52%

- IMPROVE SOCIETY
  - China: 26%
  - South Africa: 24%
  - Philippines: 23%
  - Turkey: 23%
  - Peru: 23%
  - France/Italy/Belgium: 14%
  - UK: 12%
  - Chile: 9%
  - Germany: 9%
  - Switzerland: 8%
The ‘Impact gap’: Business meeting expectations on wealth/profit creation, but underperforming on social advancement, helping employees, etc.

**Summary: Impact gap**

- **-3%** Efficiency/Innovation/Progress
- **-10%** Jobs/Livelihoods
- **+14%** Wealth/Profits
- **-12%** Society/Environment

Q. Which of the following words and phrases match your own belief as to what business should try to achieve? (CHOOSE UP TO THREE)
Q. Which of the following words and phrases match your own belief as to where businesses in today’s world are making the biggest impact? (CHOOSE UP TO THREE) Base: All respondents=7,806
Purpose: Part of the reason six in ten Millennials work where they do

Q: Thinking about the company or organization you work for, to what extent would you agree or disagree with the following statements? Base: All respondents=7,806
Purpose: Strong, clear and attractive to employees

Q. Thinking about the company or organization you work for, to what extent would you agree or disagree with the following statements? Base: All respondents = 7,806

- My company has a strong sense of purpose
- My company remains true to its purpose when making strategic choices
- My company’s purpose is clearly conveyed to all employees
- My company has a purpose beyond financial success
- I could easily explain how my company sets out to achieve its purpose
- My company has a culture that promotes idea sharing, risk taking and innovation
- My company’s purpose is part of the reason I chose to work here
Purpose strongly linked to business performance and employee satisfaction

Q. Thinking about the company or organization you work for, to what extent would you agree or disagree with the following statements? Base: All respondents=7,806; Strong sense=6,215; Lacking strong sense=1,405

- Has performed well financially (past year): 69% (Strong sense) vs. 41% (Lacking strong sense)
- High level of employee satisfaction: 57% (Strong sense) vs. 23% (Lacking strong sense)
- A lot of people have joined (past year): 63% (Strong sense) vs. 48% (Lacking strong sense)

The 2015 Deloitte Millennial Survey
The ‘Connected’ Millennials

DEFINITION

We identified a group of relatively ‘highly connected’ and relatively ‘unconnected’ Millennials by analysing their use of social media. How often do they:

A: Use social media among friends, family, etc.
B: Use social media for work-related activities
C: Use their own businesses’ ‘social tools’ or networking applications (e.g., for collaborating with colleagues, keeping in touch with clients, etc.)

Each question is answered on a five point scale from 5 “All of the time” to 1 “Not at all/never”: meaning that across the three questions a respondent could score a maximum of 15 points and a minimum of 3. We then looked at the distribution of scores and defined the ‘highly connected’ Millennials as those with a score of at least one standard deviation above the average; the ‘unconnected’ Millennials are those with a score at least one standard deviation below the average. This analysis was conducted at the market level so as to identify Millennials who are ‘highly connected’/‘unconnected’ in relation to average social media usage in their own country.

Analysis of the responses of the ‘highly connected’ Millennials follows.
Focus on the ‘Connected’ Millennials*

77%  
My company’s purpose is part of the reason I chose to work here

47%  
Purpose of business is to ‘improve society/protect the environment’

83%  
Businesses have a positive impact

54%  
Optimistic about economic conditions

38%  
Business having positive impact on ‘society/environment’

*Those making relatively highest use of social media in personal and working lives. Base: Most connected=1,569
Q. Thinking about businesses around the world, would you agree or disagree that, on balance, the following statements describe their current behavior?

Base: All respondents=7,806; Most connected=1,569; Least connected=1,230

- **The ‘Connected’ Millennials far more positive about business’s motivations and ethics**

<table>
<thead>
<tr>
<th>Statement</th>
<th>All</th>
<th>Most connected</th>
<th>Least connected</th>
</tr>
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<tbody>
<tr>
<td>They focus on their own agenda rather than considering the wider society</td>
<td>75%</td>
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<td>49%</td>
<td>50%</td>
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<td>52%</td>
<td>50%</td>
</tr>
<tr>
<td>Their leaders are committed to helping to improve society</td>
<td>64%</td>
<td>64%</td>
<td>64%</td>
</tr>
<tr>
<td>They behave in an ethical manner</td>
<td>40%</td>
<td>44%</td>
<td>40%</td>
</tr>
</tbody>
</table>

Q. Thinking about businesses around the world, would you agree or disagree that, on balance, the following statements describe their current behavior?

Base: All respondents=7,806; Most connected=1,569; Least connected=1,230
Leadership: Characteristics and behavior
Millennials define leadership in new and broader terms: The 4 Ps: People, ‘Products’, Profits and Purpose

Q. How would you define an “organization that leads?” What three things are most important when you are deciding if an organization can be considered a “leader”? What would be the most important thing, the second most important and which is third? Base: All respondents=7,806; Men=3,766; Women=4,040

<table>
<thead>
<tr>
<th>Category</th>
<th>Most important</th>
<th>2nd</th>
<th>3rd</th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Its treatment of employees (e.g.: pay &amp; benefits, development &amp; training programs, etc.)</td>
<td>12%</td>
<td>15%</td>
<td>15%</td>
<td>38%</td>
<td>46%</td>
</tr>
<tr>
<td>Overall impact on society</td>
<td>14%</td>
<td>12%</td>
<td>11%</td>
<td>35%</td>
<td>37%</td>
</tr>
<tr>
<td>Financial success/sales/profits</td>
<td>13%</td>
<td>11%</td>
<td>11%</td>
<td>34%</td>
<td>35%</td>
</tr>
<tr>
<td>Creating innovative products or services</td>
<td>12%</td>
<td>13%</td>
<td>11%</td>
<td>38%</td>
<td>33%</td>
</tr>
<tr>
<td>Beyond financial success, has a well-defined and meaningful purpose that it is true to</td>
<td>11%</td>
<td>10%</td>
<td>11%</td>
<td>28%</td>
<td>33%</td>
</tr>
<tr>
<td>Sets the standards that others follow</td>
<td>9%</td>
<td>8%</td>
<td>7%</td>
<td>24%</td>
<td>22%</td>
</tr>
<tr>
<td>Improving/protecting the environment</td>
<td>5%</td>
<td>6%</td>
<td>7%</td>
<td>19%</td>
<td>15%</td>
</tr>
<tr>
<td>Collaborating with other organizations to move their sector forward</td>
<td>4%</td>
<td>6%</td>
<td>7%</td>
<td>18%</td>
<td>17%</td>
</tr>
<tr>
<td>Deals fairly with its suppliers while ensuring they also behave in an ethical way</td>
<td>3%</td>
<td>6%</td>
<td>6%</td>
<td>15%</td>
<td>14%</td>
</tr>
<tr>
<td>Size/scope of operations</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>16%</td>
<td>12%</td>
</tr>
<tr>
<td>Charitable/community outreach activity</td>
<td>4%</td>
<td>4%</td>
<td>5%</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>Profile/behaviour of its senior people</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>13%</td>
<td>12%</td>
</tr>
</tbody>
</table>

Q: How would you define an “organization that leads?” What three things are most important when you are deciding if an organization can be considered a “leader”? What would be the most important thing, the second most important and which is third? Base: All respondents=7,806; Men=3,766; Women=4,040
The ‘Leadership gap’: Millennials would focus on people, while in their view, today’s leaders focus on profit and personal reward

Summary: ‘Leadership gap’

-29% Employees’ well-being/development
-11% Wider society/suppliers
+26% Short-term finance/income
-4% Business performance

Q. What do you think the senior leadership team in your organization currently has as its main priorities? (CHOOSE UP TO THREE)
Q. If you were leader of your organization, what would be your main priorities? (CHOOSE UP TO THREE) Base: All respondents=7,806
The ‘Leadership gap’: Generally women have a larger ‘gap’ on all aspects

Q. What do you think the senior leadership team in your organization currently has as its main priorities? (CHOOSE UP TO THREE)
Q. If you were leader of your organization, what would be your main priorities? (CHOOSE UP TO THREE) Base: All respondents=7,806; Men=3,766; Women=4,040
The ‘Connected’ Millennials less cynical over their leaders’ behavior

Q. What do you think the senior leadership team in your organization currently has as its main priorities? (CHOOSE UP TO THREE)
Base: All respondents=7,806; Most connected=1,569; Least connected=1,230

% AGREE

<table>
<thead>
<tr>
<th>Category</th>
<th>All</th>
<th>Most connected</th>
<th>Least connected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees’ well-being</td>
<td>21%</td>
<td>27%</td>
<td>37%</td>
</tr>
<tr>
<td>Developing new and innovative products and services</td>
<td>17%</td>
<td>23%</td>
<td>27%</td>
</tr>
<tr>
<td>Employees’ well-being/development</td>
<td>23%</td>
<td>31%</td>
<td>30%</td>
</tr>
<tr>
<td>Their own personal income/rewards</td>
<td>30%</td>
<td>36%</td>
<td>30%</td>
</tr>
<tr>
<td>Short-term financial goals/own income</td>
<td>15%</td>
<td>18%</td>
<td>25%</td>
</tr>
</tbody>
</table>

The 2015 Deloitte Millennial Survey
Leading organizations: Found in TMT, Food & Beverages and Finance

Q. Based on the things you consider important, which businesses do you currently regard as showing the strongest "leadership"? (MULTIPLE ANSWERS ALLOWED) Base: All respondents=7,806

- Technology/Telecomms/Electronics: 33%
- Food/Beverages: 10%
- Banking/Financial Services: 8%
- Automotive: 6%
- Retail: 6%
- Oil/Gas/Energy: 6%
- Industry/Manufacturing: 5%
- Consumer goods: 3%
- Pharmaceutical/Healthcare: 2%
- Public sector/Service: 2%
- Cosmetics/Household: 2%
- Airlines: 1%
- Charities/Not-For-Profit: 1%
- Clothing/Apparel/Sportswear: 1%
- Professional services/Consultancy: 1%
Individuals as leaders

Q. Thinking about individuals and in a business context, how do you define a true leader? Base: All respondents=7,806

- Inspirational: 37%
- Strategic thinker: 39%
- Visionary: 31%
- Decisive: 30%
- Passionate: 30%
- Inter-personal skills: 34%

LESS VALUE PLACED ON:

Visibility 19%,
Well networked 17%,
Advanced technical skills 17%,
Ensures positive impact on society 15%,
Driven by financial results 10%,
Autocratic 6%

Q. Thinking about individuals and in a business context, how do you define a true leader? Base: All respondents=7,806
For Millennials, leaders combine strategic vision with passion, enthusiasm and personability

Q. Thinking about individuals and in a business context, how do you define a true leader? Base: All respondents=7,806; Developed=3,411; Emerging=4,395

An autocratic approach
Driven by financial results
Ensures positive impact on society
Advanced technical skills
Well networked
Visibility
Has market foresight
Good presenter/speaker
A democratic approach
Strong business ethics
Driven by developing employees
Charismatic
Supports new ideas
Decisive
Passionate/enthusiastic
Visionary
Inter-personal skills
Inspirational
Strategic thinker

Developed markets
Emerging markets
Russia 38%, China 35%
Connected Millennials 29%
Russia 28%
Germany 47%, Switzerland 41%
Japan 30%
South Korea 36%

Q. Thinking about individuals and in a business context, how do you define a true leader? Base: All respondents=7,806; Developed=3,411; Emerging=4,395
Women more strongly connect leadership with personality, employee and social impact; for men vision and charisma are relatively ‘more important’

Q. Thinking about individuals and in a business context, how do you define a true leader? Base: All respondents=7,806; Men=3,766; Women=4,040
Sectors: Appeal; impact on society, personal and financial well-being
Large global businesses have less appeal for Millennials in Developed markets, who are also less inclined to start their own business.

Q. If you were to move jobs, what type of organization would be most appealing? Base: All respondents=7,806; Developed markets=3,411; Emerging markets=4,395

- A large-scale, well-established global business
- A medium-sized, less well-known business
- Your own start-up business
- A small and recent start-up
- Work freelance/self-employed consultant

Global Developed markets Emerging markets

A large-scale, well-established global business is appealing for:

- 51% in Global
- 35% in Developed markets
- 32% in Emerging markets

The appeal is based on:

- Most connected (49%)
- Believe economy will improve (46%)
- Ambitious (52%)

Q: If you were to move jobs, what type of organization would be most appealing? Base: All respondents=7,806; Developed markets=3,411; Emerging markets=4,395
Nearly half in Emerging markets feel the TMT sector will provide skills of most value in next 5–10 years

Q. If somebody was just leaving university and wanted to enter a sector that will equip them with the skills businesses will most value in the next 5–10 years. Which sectors should they choose?

Base: All respondents=7,806; Developed markets=3,411; Emerging markets=4,395
TMT considered the most useful and most desirable sector, manufacturing, retail and transport failing to entice Millennials

Q. If somebody was just leaving university and wanted to enter a sector that will equip them with the skills businesses will most value in the next 5–10 years. Which sectors should they choose? How desirable to you is working in the following sectors? And which of these would be your Number 1 choice as a sector in which to work? Base: All respondents=7,806

Advice to graduates
Desirable
#1 choice

TMT
Financial Services
Professional Services/Consultancy
Energy and resources
Life Sciences and Healthcare
Consumer Products/Services
Public Sector
Manufacturing
Travel, Hospitality, and Leisure
Retail
Transport/Distribution

46%
42%
39%
36%
34%
29%
38%
38%
20%
20%

19%
35%
32%
29%
11%
11%
12%
22%
16%
11%

11%
12%
8%
23%
11%
11%
5%
15%
11%
10%

23%
23%
29%
11%
5%
19%
12%
22%
5%
4%

29%
29%
38%
19%
12%
16%
15%
11%
11%
3%

34%
36%
35%
33%
33%
32%
35%
38%
35%
23%

3%
8%
11%
12%
11%
11%
4%
10%
Men twice as likely as women to name TMT as their “Number 1 sector”

Q. And which of these would be your Number 1 choice as a sector in which to work? Base: All respondents=7,806; Male=3,766; Female=4,040
Opportunity to ‘improve society’ greatest in Life Sciences, personal reward from Financial Services and individual development from Professional Services

‘IMPACT OF SECTORS’ (ALL MARKETS)

Q: Which sectors give people the greatest opportunity to make a positive impact on the wider society; develop as an individual; increase their income/wealth? Base: All respondents=7,806

- Wider society
- Develop as an individual
- Increase their income/wealth

- Retail
- Manufacturing
- Transport/Distribution
- Travel, Hospitality, and Leisure
- Financial Services
- Professional Services/Consultancy
- Consumer Products/Services
- TMT
- Public Sector
- Energy and resources
- Life Sciences and Healthcare
Personal interest and experience ‘driving’ choice of preferred sector; fewer than one in ten Millennials cite financial reward

Q: Why do say ... is the sector you would most like to work in? Base: All respondents=7,806

- 21% I like it/have an interest in it
- 19% I have experience in this field/I know it
- 8% I like to help people/do good for society
- 8% Good opportunities/career growth
- 9% Pay/money

Personal interest and experience ‘driving’ choice of preferred sector; fewer than one in ten Millennials cite financial reward.
Social Media & Technology: Use and attitudes
Millennials in LATAM/BRICs making most use of social media/tools for business

Use social media among friends, family etc.
- Global: 76%
- Latin America: 88%
- BRICs: 78%
- Western Europe: 74%
- USA/Canada: 70%
- SE Asia (exc. China & Japan): 71%

Use social media for work-related activities
- Global: 50%
- Latin America: 64%
- BRICs: 59%
- Western Europe: 40%
- USA/Canada: 43%
- SE Asia (exc. China & Japan): 54%

Use your own business’ social tools or networking applications
- Global: 46%
- Latin America: 62%
- BRICs: 55%
- Western Europe: 34%
- USA/Canada: 29%
- SE Asia (exc. China & Japan): 52%

Make video calls to stay in touch with friends/family
- Global: 32%
- Latin America: 34%
- BRICs: 34%
- Western Europe: 27%
- USA/Canada: 26%
- SE Asia (exc. China & Japan): 33%

Use video-conferencing while at work
- Global: 24%
- Latin America: 25%
- BRICs: 36%
- Western Europe: 19%
- USA/Canada: 20%
- SE Asia (exc. China & Japan): 25%

Develop mobile apps outside of work
- Global: 21%
- Latin America: 18%
- BRICs: 26%
- Western Europe: 14%
- USA/Canada: 16%
- SE Asia (exc. China & Japan): 30%

Q. To what extent do you use or undertake the following? Base: All respondents=7,806; U.S. and Canada=600; Latin America=1,725; Western Europe=2,211; SE Asia (exc. China & Japan)=1,219; BRICs=1,215. Note: Showing those who said ‘All of the time’ & ‘A lot of the time’
Those ambitious to attain a senior position making most use of social media/tools (especially those who are prepared to change employer)

- 76% ambition to attain a senior position
- 80% ambitious will move around
- 72% ambitious and loyal
- 74% just comfortable/move around
- 68% just comfortable/loyal

Use social media among friends, family etc.

- 50% ambition to attain a senior position
- 58% ambitious will move around
- 51% ambitious and loyal
- 34% just comfortable/move around
- 25% just comfortable/loyal

Use social media for work-related activities

- 46% ambition to attain a senior position
- 52% ambitious will move around
- 49% ambitious and loyal
- 30% just comfortable/move around
- 23% just comfortable/loyal

Use your own business’ social tools or networking applications

Use video-conferencing while at work

Q. To what extent do you use or undertake the following? Base: All respondents=7,806; Ambitious will move around=832; Ambitious and loyal=515; Just comfortable/move around=941; Just comfortable/loyal=652. Note: Showing those who said ‘All of the time’ & ‘A lot of the time’
Ambition and skills
Fewer than three in ten Millennials believe their organization makes “full use” of their skills

- 28% Makes full use of my skills and experience
- 40% Makes good but not full use
- 24% Only using a fraction
- 6% Not using my skills and experience at all
- 1% Don’t know

Q. To what extent do you feel your organization is making the most of the skills and experience that you are able to offer? Base: All respondents=7,806

Skills “fully used”

<table>
<thead>
<tr>
<th>Highest</th>
<th>Lowest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Philippines 63%</td>
<td>Japan 9%</td>
</tr>
<tr>
<td>TMT 34%</td>
<td>Public Sector 23%</td>
</tr>
<tr>
<td>India 58%</td>
<td>Turkey 15%</td>
</tr>
<tr>
<td>Businesses with a Purpose 32%</td>
<td>No sense of purpose 12%</td>
</tr>
<tr>
<td>Indonesia 54%</td>
<td>South Korea 17%</td>
</tr>
<tr>
<td>“Most connected” 44%</td>
<td>“Least connected” 17%</td>
</tr>
<tr>
<td>China 37%</td>
<td>Chile 19%</td>
</tr>
<tr>
<td>Businesses with high employee satisfaction 41%</td>
<td>Businesses with low employee satisfaction 15%</td>
</tr>
<tr>
<td>Malaysia/Thailand/Singapore 37%</td>
<td>Belgium/France/Italy/Spain/UK 21%</td>
</tr>
<tr>
<td>Emerging markets 32%</td>
<td>Developed markets 23%</td>
</tr>
</tbody>
</table>
...but most Millennials feel they have or can get the experience/skills they need from their current organization.

47% Can gain skills/experience from current organization

43% Will need to work elsewhere

5% Already have all I need to fulfill my ambitions

Q. Do you think that in your current organization you will be able to learn the skills and gain the experience that allows you to fully meet you career ambitions? Or do you think you will need to work in other organizations to get these skills/experiences? Base: All respondents=7,806

Will need to work elsewhere

<table>
<thead>
<tr>
<th>Country</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peru</td>
<td>61%</td>
</tr>
<tr>
<td>South Korea</td>
<td>60%</td>
</tr>
<tr>
<td>Chile</td>
<td>53%</td>
</tr>
<tr>
<td>Switzerland</td>
<td>51%</td>
</tr>
<tr>
<td>Business lacks sense of purpose</td>
<td>64%</td>
</tr>
<tr>
<td>Businesses with low employee satisfaction</td>
<td>60%</td>
</tr>
<tr>
<td>Poor financial performance</td>
<td>56%</td>
</tr>
</tbody>
</table>
Skills gained in higher education ‘contribute a third of those required’ to achieve organizational goals

Q. On balance how useful have the skills you gained in higher education been; compared to those learned in jobs you have had since graduation? Please think of all skills (both ‘harder’ technical skills and ‘softer’ management/people skills) and distribute 100 points for each objective depending on how useful you think skills gained in higher education have been compared to skills gained from employment. Base: All respondents=7,806
Millennials feel they were stronger on ‘softer’ rather than ‘technical’ skills at graduation. Men believing more than women in their analytical, IT and leadership skills

<table>
<thead>
<tr>
<th>Skill</th>
<th>Men</th>
<th>Women</th>
<th>Difference of 5% or more</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professionalism: time-keeping, hard work, discipline</td>
<td>37%</td>
<td>45%</td>
<td></td>
</tr>
<tr>
<td>Academic knowledge/intellectual ability/skills specific to course of study</td>
<td>34%</td>
<td>43%</td>
<td></td>
</tr>
<tr>
<td>Flexibility, team working, working with others</td>
<td>34%</td>
<td>43%</td>
<td></td>
</tr>
<tr>
<td>Personal traits e.g., patience, maturity, integrity</td>
<td>32%</td>
<td>40%</td>
<td></td>
</tr>
<tr>
<td>Analytical skills</td>
<td>38%</td>
<td>33%</td>
<td></td>
</tr>
<tr>
<td>Ability to think creatively and generate new ideas</td>
<td>30%</td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td>Communication skills e.g., assertiveness, negotiating</td>
<td>24%</td>
<td>31%</td>
<td></td>
</tr>
<tr>
<td>Knowledge of IT and Technology</td>
<td>30%</td>
<td>19%</td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td>27%</td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td>Ability to challenge or disrupt current thinking</td>
<td>18%</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td>Financial, economic</td>
<td>18%</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>General business knowledge, work experience</td>
<td>16%</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td>Knowledge specific ideas/techniques</td>
<td>16%</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>Being entrepreneurial/creating opportunities</td>
<td>15%</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>Sales &amp; Marketing</td>
<td>13%</td>
<td>11%</td>
<td></td>
</tr>
</tbody>
</table>

Q. Of the following skills and attributes, which do you feel were your strongest when you finished higher education? Base: All respondents=7,806; Male=3,766; Female=4,040
‘Gender gap’ on Leadership skills: Country specific, not linked to level of ‘development’

| Differences between women and men reporting “Strong leadership skills” at graduation |
|-------------------------------|---------------------------------|
| + 9%  SE Asia: Malaysia/Singapore/Thailand |
| + 4%  Brazil |
| + 1%  USA, China |
| ± 0%  UK, Australia, Colombia |
| -1%  Canada, Chile |
| -3%  India, Argentina |
| -5%  Emerging markets, Russia, Netherlands |
| -6%  Global, Indonesia |
| -7%  Developed markets, The Philippines, Spain |
| -9%  Belgium |
| -10%  Turkey, France |
| -11%  Japan, Mexico |
| -12%  Switzerland, South Africa |
| -13%  South Korea, Germany |
| -19%  Italy |
| -20%  Peru |

Q. Of the following skills and attributes, which do you feel were your strongest when you finished higher education? Base: All respondents=7,806
‘Connected’ Millennials regard themselves to have stronger leadership and entrepreneurial skills; less so than academic knowledge, professionalism or analytics

Q. Of the following skills and attributes, which do you feel were your strongest when you finished higher education? Base: All respondents=7,806; Least connected=1,230; Most connected=1,569

<table>
<thead>
<tr>
<th>Skill/Attribute</th>
<th>Least connected millennials</th>
<th>Most connected millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>8%</td>
<td>16%</td>
</tr>
<tr>
<td>Sales &amp; Marketing</td>
<td>11%</td>
<td>17%</td>
</tr>
<tr>
<td>Being entrepreneurial/creating opportunities</td>
<td>19%</td>
<td>24%</td>
</tr>
<tr>
<td>Communication skills e.g., assertiveness, negotiating</td>
<td>23%</td>
<td>29%</td>
</tr>
<tr>
<td>Knowledge of IT and Technology</td>
<td>27%</td>
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</tr>
<tr>
<td>General business knowledge, work experience</td>
<td>13%</td>
<td>17%</td>
</tr>
<tr>
<td>Ability to think creatively and generate new ideas</td>
<td>17%</td>
<td>27%</td>
</tr>
<tr>
<td>Knowledge of specific ideas or techniques</td>
<td>15%</td>
<td>17%</td>
</tr>
<tr>
<td>Financial, economic</td>
<td>15%</td>
<td>17%</td>
</tr>
<tr>
<td>Ability to challenge or disrupt current thinking</td>
<td>17%</td>
<td>19%</td>
</tr>
<tr>
<td>Flexibility, team working, working with others</td>
<td>17%</td>
<td>19%</td>
</tr>
<tr>
<td>Analytical skills</td>
<td>36%</td>
<td>36%</td>
</tr>
<tr>
<td>Personal traits e.g., patience, maturity, integrity</td>
<td>32%</td>
<td>37%</td>
</tr>
<tr>
<td>Professionalism: time-keeping, hard work, discipline</td>
<td>31%</td>
<td>37%</td>
</tr>
<tr>
<td>Academic knowledge/intellectual ability/course specific skills</td>
<td>34%</td>
<td>43%</td>
</tr>
</tbody>
</table>
‘Leadership crisis’ in developed markets: Far fewer Millennials believe they graduated with strong leadership skills.

PERCENTAGE SAYING ‘LEADERSHIP’ AMONG THEIR STRONGEST ATTRIBUTES

Q. Of the following skills and attributes, which do you feel were your strongest when you finished higher education? Base: All respondents=7,806; Developed markets=3,411; Emerging markets=4,395

DEVELOPED MARKET GRADUATES GIVE LOWER SELF-RATING ON:
- Creative thinking: 26% vs. 33%
- Communications skills: 25% vs. 30%
- IT/Technology skills: 21% vs. 27%
- Being entrepreneurial/creating opportunities: 11% vs. 18%
The ‘Graduation gap’: Graduates generally bring the skills they need to call upon, but a little lacking on ‘softer’ interpersonal aspects

Q. Of the following skills and attributes, which do you feel were your strongest when you finished higher education? Which skills and attributes would you say are currently of most use in your current role? Base: All respondents=7,806
The ‘Value gap’: Millennials ‘need’ to develop leadership, sales and entrepreneurial skills if they’re to be better valued by businesses

Q. Which skills and attributes would you say are currently of most use in your current role? Which skills and attributes do you feel businesses place the most value on and are currently prepared to pay the higher salaries for? Base: All respondents=7,806

-20% -17% -10% -7% -5% -1% 0% 1% 4% 5% 6% 9% 11% 11% 15%

Personal traits e.g., integrity 44% 43% 33% 36% 31% 27% 26% 24% 25% 24% 28% 28% 33% 33% 39%
Flexibility, team working 39% 27% 33% 31% 27% 26% 24% 25% 24% 28% 28% 33% 15% 15% 14%
Professionals e.g., time-keeping 19% 39% 44% 43% 33% 36% 26% 27% 26% 24% 25% 24% 28% 28% 33%
Analytical skills 19% 44% 43% 33% 36% 26% 27% 26% 24% 25% 24% 28% 28% 33% 33%
Communication skills 19% 44% 43% 33% 36% 26% 27% 26% 24% 25% 24% 28% 28% 33% 33%
IT & Technology 19% 44% 43% 33% 36% 26% 27% 26% 24% 25% 24% 28% 28% 33% 33%
Ability to challenge/disrupt 19% 44% 43% 33% 36% 26% 27% 26% 24% 25% 24% 28% 28% 33% 33%
Academic knowledge 19% 44% 43% 33% 36% 26% 27% 26% 24% 25% 24% 28% 28% 33% 33%
General business knowledge 19% 44% 43% 33% 36% 26% 27% 26% 24% 25% 24% 28% 28% 33% 33%
Think creatively 19% 44% 43% 33% 36% 26% 27% 26% 24% 25% 24% 28% 28% 33% 33%
Specific ideas or techniques 19% 44% 43% 33% 36% 26% 27% 26% 24% 25% 24% 28% 28% 33% 33%
Financial, economic 19% 44% 43% 33% 36% 26% 27% 26% 24% 25% 24% 28% 28% 33% 33%
Entrepreneurial 19% 44% 43% 33% 36% 26% 27% 26% 24% 25% 24% 28% 28% 33% 33%
Sales & Marketing 19% 44% 43% 33% 36% 26% 27% 26% 24% 25% 24% 28% 28% 33% 33%
Leadership 19% 44% 43% 33% 36% 26% 27% 26% 24% 25% 24% 28% 28% 33% 33%

The 2015 Deloitte Millennial Survey
The ‘Hiring gap’: Millennials would hire more on personal attributes than business development or leadership skills

Q. Which skills and attributes do you feel businesses place the most value on and are currently prepared to pay the higher salaries for? If you were head of a large business and wanted to ensure its long term success, which would you focus on when hiring new employees? Base: All respondents=7,806

Those ambitious for senior positions are more inclined to hire for “leadership” qualities (35% vs. 26%). Those merely wishing to be comfortable would look to “Professionalism (57% vs. 48%), “Flexibility/team working” (51% vs. 45%) and to “Personal qualities” (45% vs. 34%)
Q. Of the following skills and attributes, which do you feel were your strongest when you finished higher education? Which skills and attributes do you feel businesses place the most value on and are currently prepared to pay the higher salaries for? Base: All respondents=7,806

The ‘Reality gap’: ‘Supply’ of leadership and other core business skills behind perceived level of employer ‘demand’

- Leadership: 39% Strongest on graduation, 24% Valued by business
- Sales & Marketing: 27% Strongest on graduation, 12% Valued by business
- General business knowledge: 28% Strongest on graduation, 16% Valued by business
- Entrepreneurial: 24% Strongest on graduation, 14% Valued by business
- Financial, economic: 25% Strongest on graduation, 16% Valued by business
- Communication skills: 31% Strongest on graduation, 30% Valued by business
- Think creatively: 33% Strongest on graduation, 30% Valued by business
- Specific ideas or techniques: 17% Strongest on graduation, 15% Valued by business
- IT & Technology: 26% Strongest on graduation, 25% Valued by business
- Ability to challenge disrupt: 26% Strongest on graduation, 25% Valued by business
- Professionalism e.g., time-keeping: 33% Strongest on graduation, 35% Valued by business
- Analytical skills: 41% Strongest on graduation, 38% Valued by business
- Flexibility, team working: 38% Strongest on graduation, 39% Valued by business
- Academic knowledge: 39% Strongest on graduation, 36% Valued by business
- Personal traits e.g., integrity: 36% Strongest on graduation, 36% Valued by business

Q. Of the following skills and attributes, which do you feel were your strongest when you finished higher education? Which skills and attributes do you feel businesses place the most value on and are currently prepared to pay the higher salaries for? Base: All respondents=7,806
‘Reality gap’ for Leadership widest in Western Europe

**DIFFERENCE BETWEEN ‘VALUED BY BUSINESS’ AND ‘STRONG ATTRIBUTE ON GRADUATION’**

<table>
<thead>
<tr>
<th>Country</th>
<th>Valued by Business</th>
<th>Strong Attribute</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belgium</td>
<td>33%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UK</td>
<td>32%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chile</td>
<td>25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Netherlands</td>
<td>24%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Germany</td>
<td>22%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Australia</td>
<td>21%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>South Africa</td>
<td>21%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Switzerland</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Developed markets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Canada</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Italy</td>
<td>18%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brazil</td>
<td>17%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Japan</td>
<td>17%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>France</td>
<td>16%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Global</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S.</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Emerging markets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Argentina</td>
<td>13%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SE Asia: Malay./Sing./Thai.</td>
<td>12%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mexico</td>
<td>12%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>China</td>
<td>11%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>South Korea</td>
<td>11%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peru</td>
<td>11%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Philippines</td>
<td>10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Colombia</td>
<td>8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Russia</td>
<td>8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spain</td>
<td>6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turkey</td>
<td>5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>India</td>
<td>4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indonesia</td>
<td>1%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Q. Of the following skills and attributes, which do you feel were your strongest when you finished higher education?

Q. Which skills and attributes do you feel businesses place the most value on and are currently prepared to pay the higher salaries for? Base: All respondents=7,806
Q. Which of the following are you hoping to do or achieve during your working life?—Become the leader/most senior executive within my current organization, Get to a senior position in my current organization, but not Number 1. Base: All respondents=7,806

Millennials in Developed markets less interested in senior positions (with strong gender differences)

*Become leader/#1 in current organization*

- **Global:** 53%
  - **47%** Hope to achieve
  - **59%** Hope to achieve

- **Asia:**
  - **65%**
  - **70%**
  - **38%**

- **BRICs:**
  - **62%**
  - **65%**
  - **45%**

- **Developed markets:**
  - **57%**
  - **65%**
  - **45%**

- **Emerging markets:**
  - **54%**
  - **65%**
  - **38%**

- **Latin America:**
  - **54%**
  - **65%**
  - **45%**

- **North America:**
  - **57%**
  - **65%**
  - **45%**

- **Western Europe:**
  - **54%**
  - **65%**
  - **38%**

*Get to a senior position in current organization*

- **Global:** 60%
  - **57%** Hope to achieve

- **Asia:**
  - **70%**
  - **73%**
  - **54%**

- **BRICs:**
  - **64%**
  - **70%**
  - **57%**

- **Developed markets:**
  - **54%**
  - **65%**
  - **57%**

- **Emerging markets:**
  - **57%**
  - **65%**
  - **54%**

- **Latin America:**
  - **57%**
  - **65%**
  - **54%**

- **North America:**
  - **57%**
  - **65%**
  - **54%**

- **Western Europe:**
  - **54%**
  - **65%**
  - **54%**