

News release FOR IMMEDIATE RELEASE

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Anxious millennials seek stability **A stressful 2016 tempers optimism, according to annual Deloitte global survey**

Luxembourg, 27 February 2017 — A turbulent 2016—punctuated by terror attacks in Europe, Brexit, and a contentious US presidential election—appears to have rattled millennials' confidence, according to Deloitte's sixth annual Millennial Survey. Millennials indicate they are less likely to leave the security of their jobs, more concerned about uncertainty arising from conflict, and not optimistic about the directions in which their countries are going. The findings are based on a survey of nearly 8,000 millennials from 30 countries.

Millennials in emerging markets generally expect to be both financially and emotionally better off than their parents—with 71 and 62 percent respectively. This is in stark contrast to mature markets, where only about one third of the millennials predict they will be financially better off and happier than their parents' generation. The US is the only mature market where a majority of millennials expect a better outlook.

Increased desire for stability

Millennials' anxiety may be one of the reasons why more young professionals want to remain in their jobs. The balance of millennials looking to leave their company soon compared to those planning to stay for over five years has decreased substantially from 17 to only seven percentage points. The desire for security is also apparent in the finding that nearly two-thirds of the millennials surveyed prefer full-time employment to free-lance or contract work—despite the perceived across-the-board advantage of the latter.

Making an impact through their employers

Millennials feel accountable for many issues in both the workplace and the wider world. In general, millennials say they intend to stay longer with employers that engage with social issues, such as education, unemployment, and healthcare. Those most optimistic about their countries' progress are more likely to work for employers that are involved with wider social and economic issues.

More than half of millennials say they are provided with opportunities to contribute to worthwhile causes in their workplaces. *"The survey's findings suggest that those given such opportunities show a greater level of loyalty to their employers, which is consistent with the connection we saw last year between loyalty and a company's sense of purpose,"* explains Benjamin Collette, Partner and Talent Leader at Deloitte Luxembourg. *"We are also seeing that purpose has benefits beyond retention. Those who have a chance to contribute are less pessimistic about their countries' general social and political situations, and have a more positive opinion of business behavior."*

Millennials' attitudes on business overall continue to improve. For the third year in a row, more respondents believe businesses behave ethically and that their leaders are committed to improving society. Moreover, fewer feel businesses are purely profit-driven and prioritize their agendas with little regard for society.

Flexibility improves performance and retention

Millennials believe flexible working arrangements support greater productivity and employee engagement while enhancing their personal well-being, health, and happiness. Those in highly flexible organizations appear to be much more loyal to their employers and are two-and-a-half times more likely to believe that flexible working practices have a positive impact on financial performance than those in more restrictive organizations. Overall, around 40 percent of millennials say their employers offer highly flexible working environments.

Additional findings from the survey include:

- **Automation brings threats *and* opportunities.** There is no doubt automation brings with it some trepidation—40 percent of those surveyed see it posing a threat to their jobs; 44 percent believe there will be less demand for their skills; a majority believe they will have to retrain; and 53 percent see the workplace becoming more impersonal and less human. Conversely, many respondents—especially those considered “super-connected” millennials—see automation as providing opportunities for value-added or creative activities, as well as the learning of new skills.
- **Seeking directness and passion, not radicalism.** Surveyed millennials, in general, do not support leaders who take controversial or divisive positions, or aim for radical transformation rather than gradual change. They are more comfortable with plain, straight-talking language from both business and political leaders.
- **GenZ's creativity and skills are welcomed.** Millennials tend to have a broadly positive opinion of Generation Z (those currently aged 18 or younger), believing the group to have strong information technology skills and the ability to think creatively. Six in 10 millennials believe GenZ will have a positive impact as their presence in the workplace expands; this belief is higher in emerging markets (70 percent) than in mature markets (52 percent).

View the executive report of the 2017 Millennial survey here: www.deloitte.com/lu/millennialsurvey.

About the Deloitte Millennial Survey

The research findings are based on a study conducted by Deloitte Global of nearly 8,000 millennials representing 30 countries around the globe during September 2016. Screening questions at the recruitment stage ensured that all respondents were millennials (born after 1982), have obtained a college or university degree, are employed fulltime, and predominantly work in large (100+ employees), private-sector organizations.

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FRENCH VERSION

Une génération en quête de stabilité L'optimisme des Millenials selon l'enquête annuelle de Deloitte

Luxembourg, 27 février 2017 — La sixième enquête annuelle de Deloitte sur les Millenials indique que les tumultes de l'année 2016, ponctuée par des attentats terroristes en Europe, le vote Brexit et une élection présidentielle controversée aux États-Unis, ont ébranlé la confiance des Millenials (membres de la « génération Y »). Ils se disent moins enclins à quitter la sécurité de leur emploi, plus inquiets de l'incertitude engendrée par les conflits et pessimistes quant à la voie dans laquelle leurs pays sont engagés. Ces conclusions se basent sur une enquête réalisée auprès d'environ 8 000 Millenials dans 30 pays.

Les Millenials des marchés émergents espèrent généralement surpasser la génération de leurs parents sur le plan financier (71 %) et émotionnel (62 %). Cet optimisme est à l'opposé des marchés plus mûrs, où environ un tiers seulement des Millenials s'attendent à être plus prospères et plus heureux que la génération de leurs parents. Les États-Unis sont le seul marché développé dans lequel une majorité de Millenials s'attend à des perspectives plus favorables.

Une envie de stabilité

L'angoisse des Millenials pourrait être l'une des raisons qui font qu'un plus grand nombre de jeunes professionnels ne souhaitent pas changer d'emploi. La différence entre le nombre de Millenials souhaitant quitter prochainement leur entreprise et ceux qui comptent y rester plus de cinq ans a diminué considérablement, passant de 17 à 7 pour cent. Cette envie de sécurité s'exprime aussi dans le fait que près de deux tiers des Millenials interrogés préfèrent un contrat de travail à temps plein plutôt qu'un travail indépendant ou contractuel, et ce malgré les avantages généraux apparents du travail indépendant.

Avoir un impact au travers de l'employeur

Les Millenials ressentent une responsabilité vis-à-vis de nombreux défis, tant au travail que dans le monde en général. De manière générale, les Millenials annoncent leur intention de continuer de travailler plus longtemps pour les employeurs qui s'intéressent aux questions sociales telles que l'éducation, le chômage ou la santé. Les Millenials plus optimistes quant aux progrès de leurs pays travaillent plus souvent pour des employeurs qui s'impliquent dans les grandes questions sociales et économiques.

Plus de la moitié des Millenials affirment avoir la possibilité de contribuer à des causes nobles au travail. *« Les résultats de l'enquête indiquent que les travailleurs qui ont cette possibilité sont plus loyaux envers leurs employeurs. L'étude menée l'année dernière montrait déjà un lien direct entre la loyauté des employés et les valeurs de l'entreprise et la tendance reste la même »,* explique Benjamin Collette, Partner et Talent Leader chez Deloitte Luxembourg. *« Nous constatons également que les valeurs d'une entreprise présentent des avantages qui vont au-delà de la loyauté des employés. Les travailleurs qui ont la possibilité d'apporter une contribution positive sont moins pessimistes quant à la*

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situation sociale et politique générale de leur pays et ont une image plus positive du rôle joué par les entreprises. »

L'attitude des Millenials à l'égard du monde de l'entreprise en général continue de s'améliorer. Pour la troisième année consécutive, le nombre de répondants estimant que les entreprises ont un comportement éthique et que leurs dirigeants souhaitent améliorer la société est en hausse. De plus, le nombre de répondants convaincus que les entreprises ne pensent qu'aux bénéfices et à leurs intérêts sans se soucier de la société est en baisse.

La flexibilité améliore les performances et la loyauté

Les Millenials sont convaincus qu'une organisation flexible du travail favorise la productivité et l'engagement des travailleurs tout en améliorant leur bien-être et leur santé et en les rendant plus heureux. Les Millenials travaillant pour des organisations flexibles semblent nettement plus fidèles à leurs employeurs et sont 2,5 fois plus nombreux que les travailleurs d'organisations plus rigides à penser que des pratiques de travail flexibles ont un impact positif sur la performance financière. Dans l'ensemble, environ 40 % des Millenials affirment que leurs employeurs proposent une organisation très flexible du travail.

Quelques autres conclusions de l'enquête :

- **L'automatisation, source de menaces et d'opportunités.** Il ne fait aucun doute que l'automatisation est source d'inquiétude : 40 % des personnes interrogées y voient une menace pour leur emploi, 44 % s'attendent à une baisse de la demande pour leurs compétences, une majorité s'attend à devoir se former à nouveau et 53 % pensent que le lieu de travail devient de plus en plus impersonnel et moins humain. À l'inverse, de nombreux répondants (et en particulier les Millenials considérés comme « superconnectés ») pensent que l'automatisation permet de créer de la valeur ajoutée, de mener des activités créatives et d'acquérir de nouvelles compétences.
- **En quête d'un discours simple et de passion, pas de radicalisme.** De manière générale, les Millenials interrogés ne soutiennent pas les dirigeants qui adoptent des positions controversées ou litigieuses ou qui aspirent à une transformation radicale plutôt qu'à des changements progressifs. Ils préfèrent entendre un discours simple et direct de la part des dirigeants d'entreprises et des politiques.
- **La créativité et les compétences de la génération Z sont appréciées.** Les Millenials ont un avis globalement positif de la génération Z (les jeunes de 18 ans ou moins aujourd'hui), car ils pensent qu'ils possèdent de bonnes compétences en technologies de l'information et qu'ils sont capables d'avoir une réflexion créative. Six Millenials sur dix pensent que la génération Z va avoir un impact positif à mesure qu'elle deviendra plus présente dans le monde du travail. Cette conviction est plus marquée dans les pays émergents (70 %) que dans les pays développés (52 %).

Découvrez ici le rapport du Millennial Survey 2017 : www.deloitte.com/lu/millennialsurvey.

À propos du Deloitte Millennial Survey

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Les conclusions de la recherche se basent sur une enquête réalisée en septembre 2016 auprès d'environ de 8 000 Millenials dans 30 pays à travers le monde. Des questions de filtrage posées à la phase de recrutement ont permis de s'assurer que tous les répondants étaient des Millenials (nés après 1982), titulaires d'un diplôme de l'enseignement supérieur et employés à temps plein principalement au sein de grandes organisations privées (100+ salariés).

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