2017 Nordic Millennial Survey

Climate conscious and stability seeking millennials

January 2017

The 2017 Nordic report is based on the views of **1217 millennials** questioned across **4 countries; Norway, Denmark, Sweden and Finland. The survey is conducted by Ipsos on web from the 2 – 22 January 2017.**

This survey is based upon the Deloitte Global Millennial Survey, which is an analysis of the views of almost **8,000 millennials** across **30 countries.** Just as in the global Millennial Survey, the Nordic survey's participants were **born after 1982** and represent a specific group of this generation: those who have a **college or university degree**; are **employed full-time**; and, work predominantly in large, private-sector organizations (see note on methodology). This group is increasingly taking on senior positions[1] that provide platforms for promoting working environments and practices seen as most likely to address society's challenges.

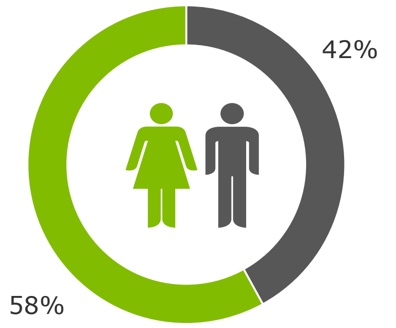
This summary sets out the **concerns** of the Nordic millennials, **their expectations for the future, and how they believe business might help create the type of world they wish to inhabit.** The outside world might be increasingly unstable, but millennials give reason to believe that, by working together, there is hope to improve performance of both business, as well as society as a whole.

[1] In the current survey, 24 percent are in senior positions (head of department/division or member of senior management team/board) as compared to 19 percent in 2015.
The Enlace-oDesk 2015 Millennial Majority Workforce survey revealed that 28 percent of millennial respondents indicated they are already in management positions. A full two-thirds say they expect to be in management by 2024.
See more: Enlace-oDesk & Millennial Branding (2014), *2015 Millennial Majority Workforce*, http://millennialbranding.com/2014/2015-millennial-majority-workforce-study/

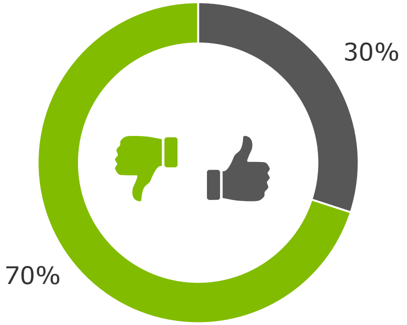
Background

1217 interviews achieved in the Nordics

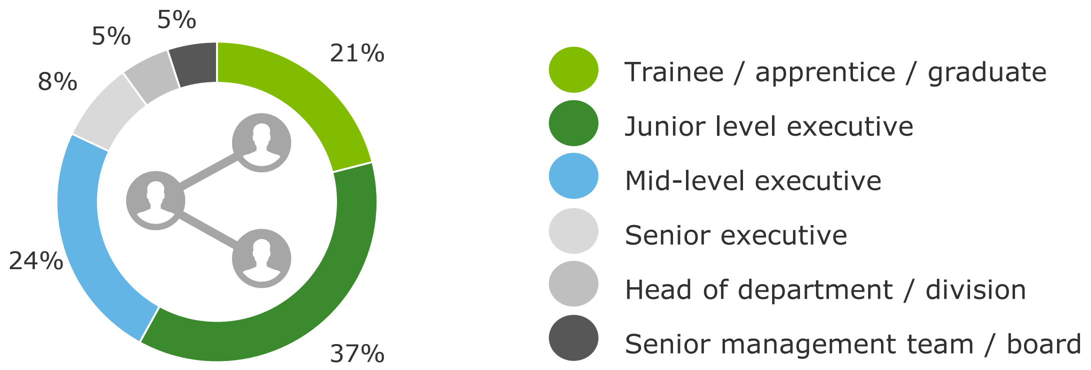
Gender



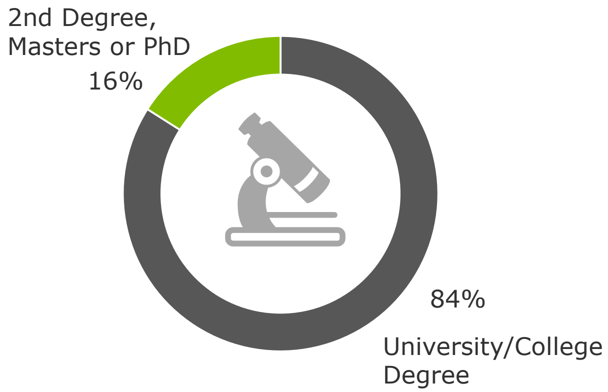
Have children



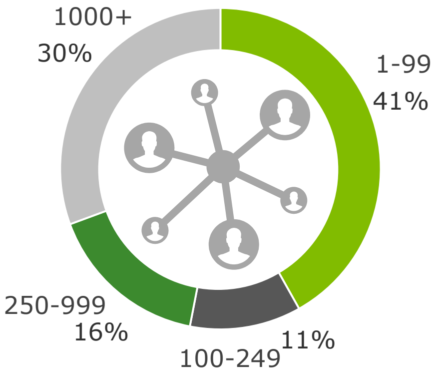
Job seniority / level



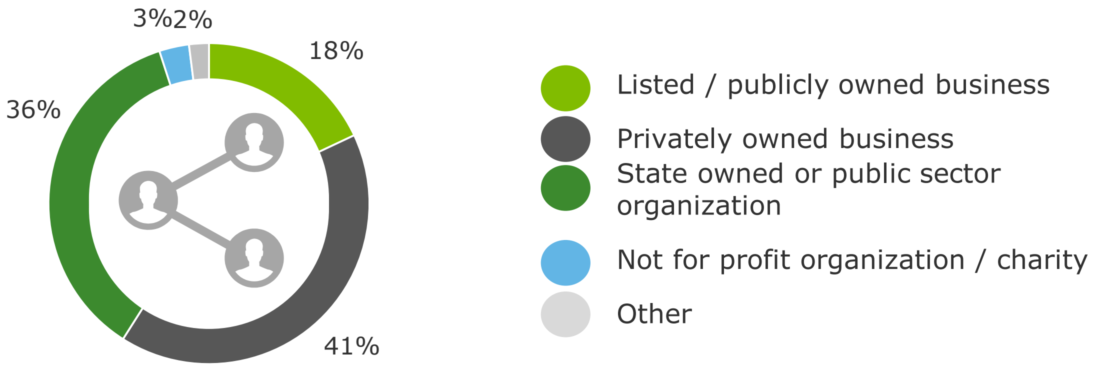
Education level



Organization size



Organization type

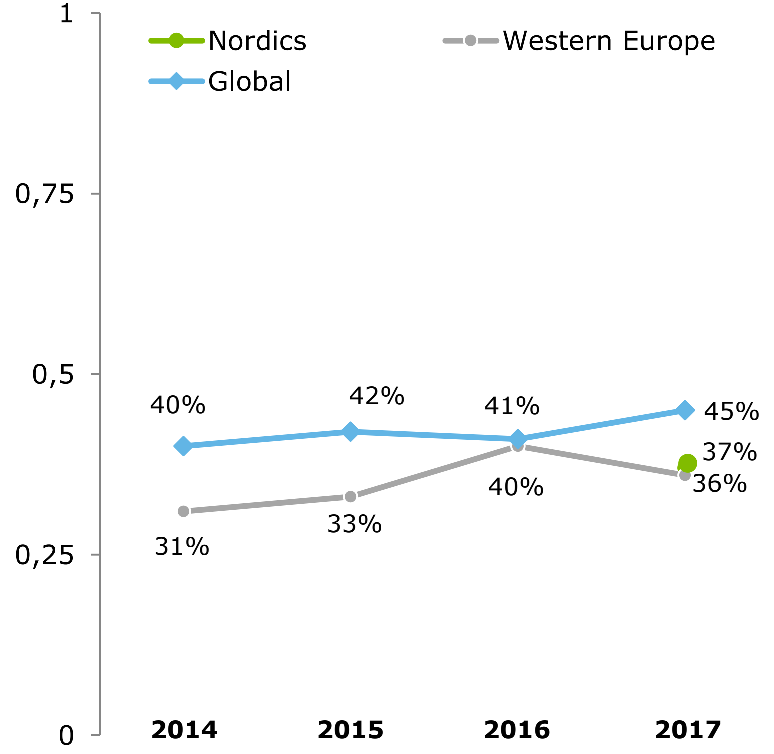


C2. Please tell me your gender. S2. Which of the following best describes the highest level of education you completed? S3. Do you have children? S5. In total how many employees are there in your company/organisation? S6. Which of the following best describes the ownership of the organisation you work for? S8. Which of the following best describes your level of seniority where you work? Base: Nordics 1217

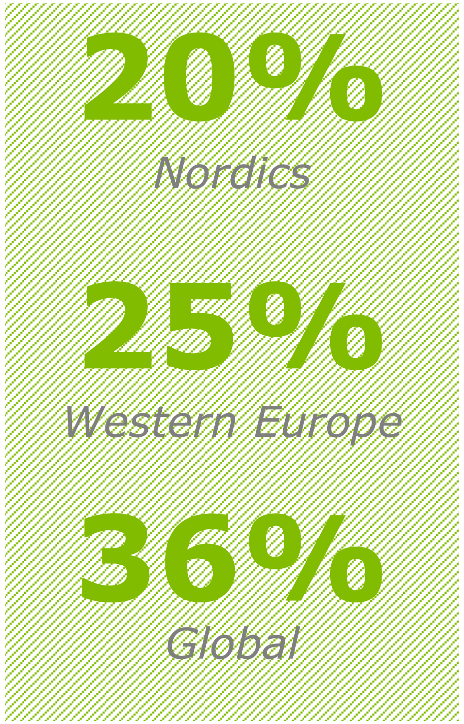
Part one

Economic, Political, and Social Outlook

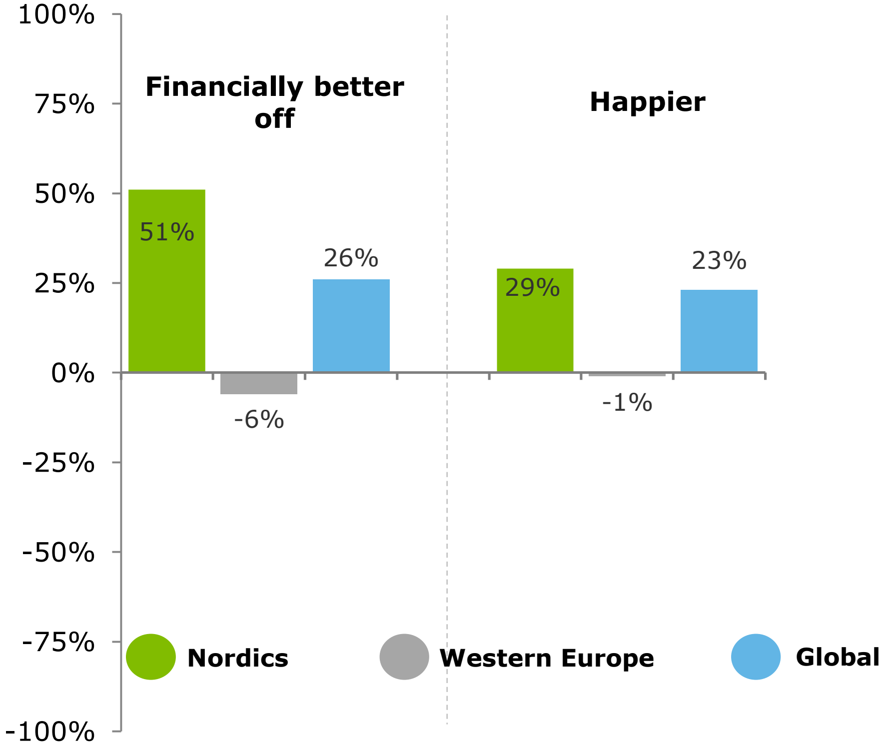
% expect the overall economic situation in their country to improve (next 12 months)



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



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



Q5. Taking everything into account do you expect the overall economic situation in Norway, Sweden, Denmark or Finland to improve, worsen or stay the same over the next 12 months? Q6. Taking everything into account do you expect the overall social/political situation in Norway, Sweden, Denmark or Finland to improve, worsen or stay the same over the next 12 months? 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? Base: Nordics; 1217; Global 7900; Western Europe 2400

Economic, Political, and Social Outlook

Given recent significant events across the world—from conflict and displaced populations in the Middle East to the UK's Brexit vote and the US presidential election—it seemed timely to gather millennials' views on a broader range of issues. As regards to economic confidence itself, those in the Nordics are equally optimistic as the rest of Western Europe (Nordics 37% and Western Europe 36%) but less optimistic when we compare to the global survey. Globally 45% are optimistic that the overall economic situation in their country will improve the next 12 months.

If we take a closer look at the differences in the Nordics, Norway has the most pessimistic millennials, perhaps due to the drop in oil prices and the effect on the labor market (Norway 25%, Sweden 32%, Finland 42% and Denmark 47%). The Danish on the other hand have the most optimistic view of the near economic future.

Economic confidence is interesting in itself. However, when linked to data on "social" optimism and whether millennials expect to be financially and emotionally better-off than their parents, we obtain a more rounded picture of their outlooks.

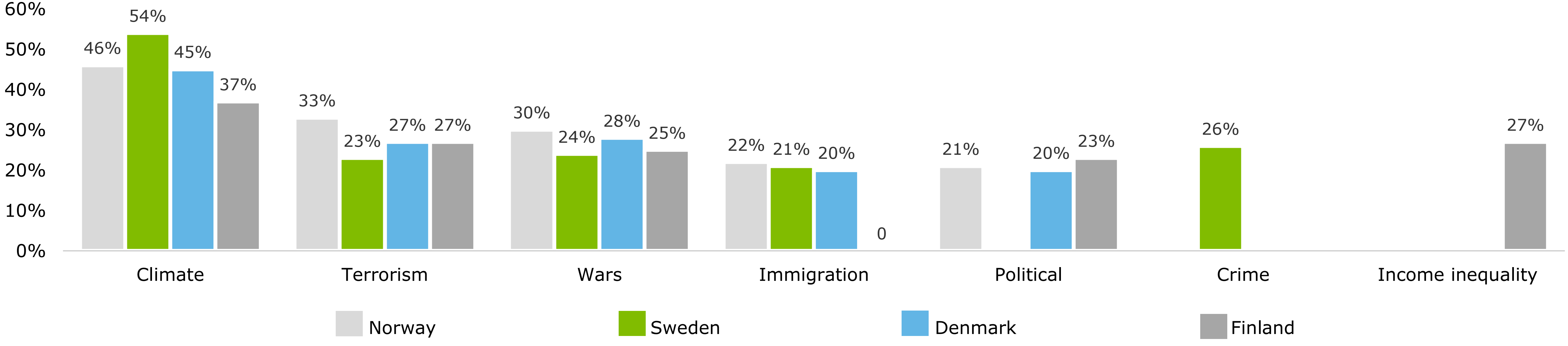
There is a general lack of optimism within mature markets regarding economic and social progress. Emerging markets are more optimistic on the former but, with a few exceptions, seem less convinced that social or political progress is being made.

Economic, Political, and Social Outlook
– the Nordic millennials worry most about climate change

Top 5 issues of greatest personal concern to Millennials in the Nordics

46%	27%	27%	20%	20%
Climate change / protecting the environment / natural disasters	*Terrorism*	*Wars / conflicts between countries*	*Immigration*	*Political instability / tension*

Top 5 issues of greatest personal concern to in each Nordic country



Q8. Thinking about the challenges facing societies around the world (including your own), which three of the following issues are you personally most concerned about? Base: Nordics: 1217; Global 7900.

Economic, Political, and Social Outlook

How do Nordic millennials think the current situation compares to that faced by their parents' generation?

The answer; they generally expect to be both materially and "emotionally" better off than their parents. This is in stark contrast to the rest of Western Europe, where many millennials feel their generation is the one where things stopped getting better. As regards to emotional well-being, when asked to think about the world in general and how they feel about the future, 29% of the Nordic millennials expect to be "happier" than their parents. The perception that the previous generation enjoyed generally happier times is held most strongly within Japan, South Korea, France and Germany.

So, what might lie behind these sentiments? The answer lies, to some extent, in the things millennials say are of greatest concern to them. In mature markets terrorism is a particular concern. Collectively, the broad spectrum of issues surrounding conflict and political tension is cited as a concern by almost six in 10 (56 percent) survey respondents globally. But in emerging markets both crime/corruption (58 percent) and hunger/health care/inequality (50 percent) rank above them.

The Nordic millennials are set apart from their global peers as their major concerns is climate change, protecting the environment and natural disasters. How come this is not a primarily concern to the rest of the worlds millennials, might be a concern in itself.

Globally, climate change lies toward the bottom of millennials' personal concerns. That's somewhat surprising, given that when we asked about the world's greatest challenges in 2014, climate change and resource scarcity, taken together, topped the list! Also looking back to 2014, we see that "only" 15 percent identified terrorism as among the world's biggest challenges, whereas now the proportion personally concerned is double that figure (29 percent) globally and 27 percent in the Nordics.

Q8. Thinking about the challenges facing societies around the world (including your own), which three of the following issues are you personally most concerned about? Base: Nordics: 1217; Global 7900.

Economic, Political, and Social Outlook

As a specific issue, unemployment continues to worry many millennials globally; with 25 percent of the 7,900 respondents were concerned about this issue, ranking it third out of the 18 challenges facing societies around the world. However, in the Nordic countries this issue is not found amongst the top five challenges. Having lived through the “economic meltdown” that began in 2008, and with high levels of youth unemployment continuing to be a feature of many economies, it is natural that millennials will continue to be concerned about the job market, but this concern does not seem to apply in the Nordics.

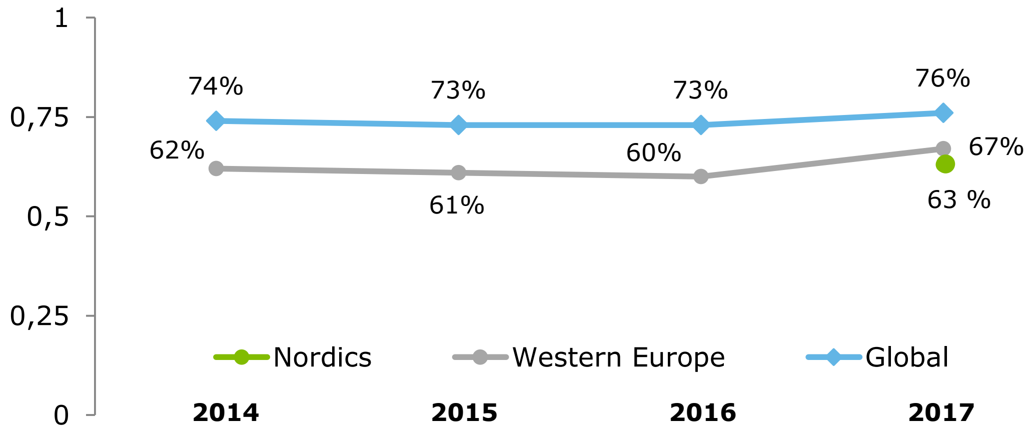
To summarize, Nordic millennials have serious concerns about the climate change. The Nordic countries all have in common that they also prioritize wars/conflict between countries and terrorism as their top 5 concerns. Also, immigration issues can be found as a top concern in all Nordic countries list, except for in Finland.

But, the millennials covered by the survey are not mere observers; increasingly and collectively, they have the potential to change the world around them. This is especially true within the workplace—as business has the potential to be a force for positive change that shines through as a core belief of the millennial generation.

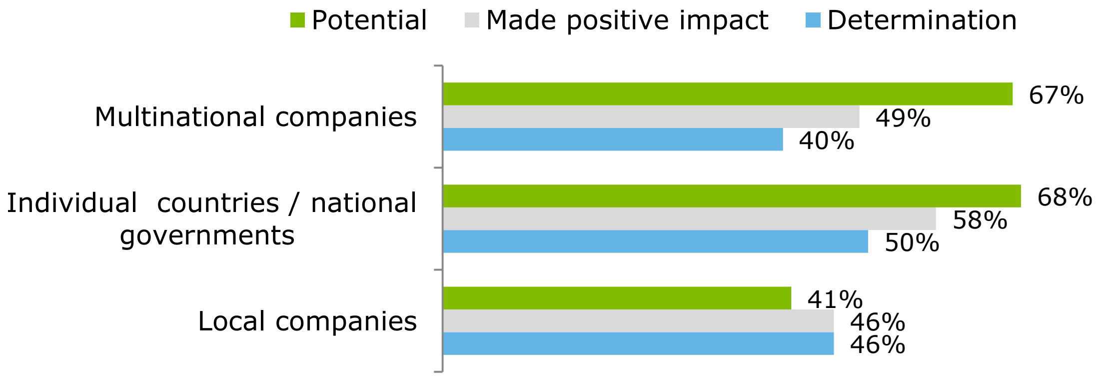
Part two

Role & Impact of Business

% say businesses have a positive impact on the wider society in which they operate



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



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

Q1. Thinking about businesses in general around the world, what impact do you think they are having on the wider society in which they operate? 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? 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: Nordics: 1217; Global 7900; Western Europe 2400

Business can be a force for positive change, but has to prove its positive impact

The Nordic millennials are somewhat more negative regarding business as a force for positive social impact compared to the global survey. In the Nordics 67 percent of millennials believe that businesses has the potential to solve millennials challenges, compared to 74 percent of the global millennials.

Unrealized potential of multinationals

Millennials sees business mostly as a positive force that behaves in a responsible way. But this generally positive evaluation is tempered by the belief millennials have of the actual impact large enterprises make. As illustrated in the figure on page 11, large businesses are not thought to be fulfilling their potential to alleviate society’s challenges, while charities and local (smaller) companies, as well as philanthropists and “strong” individuals proposing radical solutions are thought to be doing “as much as they can.”

40 percent of the Nordic respondents believe multinational businesses ***have made a positive impact*** on the challenges millennials cited as their greatest concerns, e.g., climate change. However, this figure is significantly below those who believe such organizations ***have the potential*** to make a positive impact (67 percent). Overall, the impact gap (that between the potential and actual impact on issues of concern) stands at 27 points.

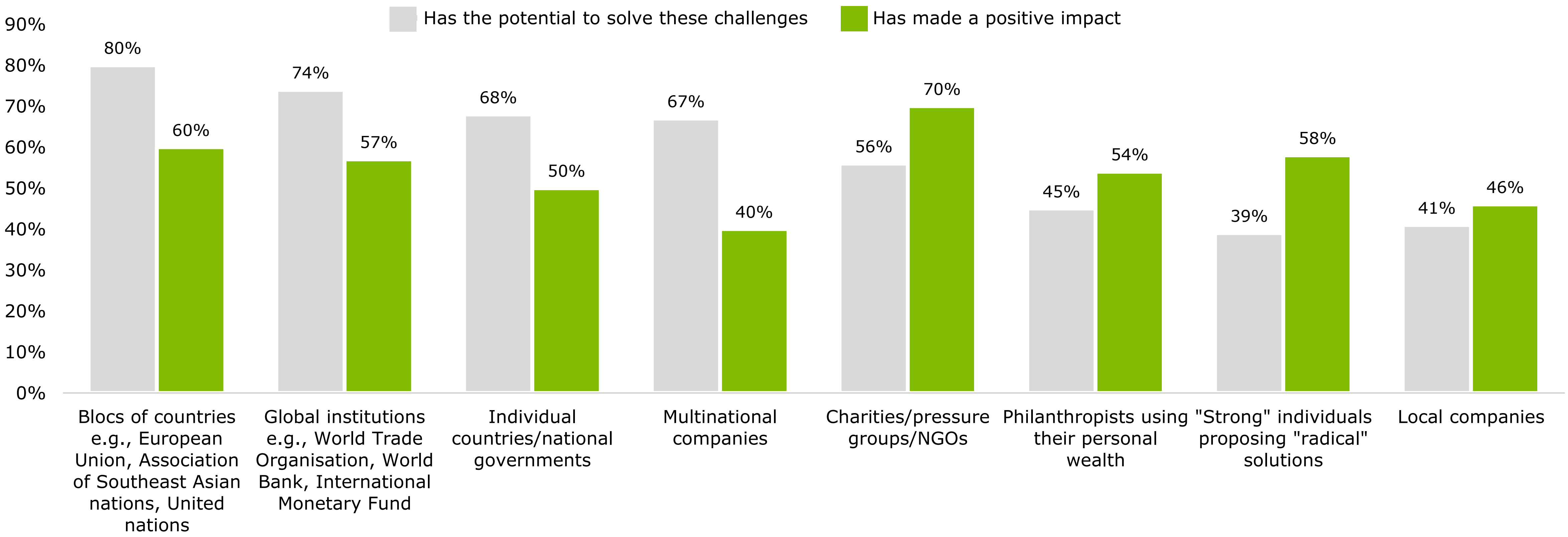
As the figure illustrates, the potential of multinational companies to have a positive impact on issues of concern is regarded by millennials to be as high as that of individual countries and global institutions such as the World Bank or International Monetary Fund.

However, in the opinion of Nordic millennials, multinational companies have not impressed them with their impact. They are viewed as the institution or group who had the lowest impact on society. In contrast, charities and local companies, philanthropists and “strong individuals” are thought to be exceeding their potential to address issues currently of concern to millennials.

Q8. Thinking about the challenges facing societies around the world (including your own), which three of the following issues are you personally most concerned about? Base: Nordics: 1217; Global 7900.

Impact of business and national governments falling short of potential

Percent who feel…



Q9. Thinking about the challenges of greatest concern to you, do you feel the following institutions/groups of people have…?
-The potential to solve to these challenges
-The will-power/determination to solve these challenges
-Had a positive impact by providing solutions to these challenges

Business can be a force for positive change, but why are they not addressing climate change?

This year, as we have recorded in each and every one of our millennial surveys, almost nine in 10 (86 percent) believe the success of a business should be measured in terms of more than just its financial performance. In the Nordics, eight in 10 (77 percent) fell the same. However, businesses are possibly falling short of their potential to address the societal challenges that are most important to millennials. In particular, only 15 percent of Nordic respondents feel their organizations are addressing climate change and the environment, which is the top concern to Nordic millennials.

Of course, every issue can be considered worthy of support. The key point is that whatever the size of an organization or the issues with which it chooses to engage, there is a strong correlation with positive employee sentiment, as we see that millennials intend to stay longer with those employers that engage with social issues.

Millennials tend to be somewhat skeptical concerning the motivations of large, multinational businesses that support charities or otherwise contribute to social initiatives. When asked to judge their motivation on a scale, ranging from one (purely to improve their reputations) to 10 (genuine desire to change things for the better), the average score is 5.4. globally and 4.6 in the Nordics.

This suggests larger businesses need to communicate better and involve people more if millennials are to look more favorably upon businesses' corporate responsibility activities. It certainly seems to have significant impact when businesses give millennials the opportunity to get personally involved. Just more than half (54 percent) of millennials globally are provided with opportunities to contribute to charities in their workplaces. In the Nordics only 35 percent has had the opportunity to support the causes they care most about, or get involved with new charities. Such activities could be considered laudable in their own right, but the relationship to other findings is noteworthy. For example, those provided with such opportunities in the workplace show a greater level of loyalty, have a more positive opinion of business behavior, and are less pessimistic about the general social situation.

Q8. Thinking about the challenges facing societies around the world (including your own), which three of the following issues are you personally most concerned about? Base: Nordics: 1217; Global 7900.

Part three

A sense of empowerment, millennials and the ripple effect

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

	Accountability	Influence
Client / customer satisfaction	69%	76%
The working culture / atmosphere	43%	75%
General processes / ways of working	71%	80%
Overall reputation of the company	60%	70%
Ethical behaviour / organisational integrity	55%	58%

35%

…of Millennials in Nordics feel 'enabled to contribute to charities / good causes at work'

…compared with 54% globally

Q18. Has your organisation enabled you to support or contribute to charities/'good causes' while at work? 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: Nordics 1217; Global 7900

A sense of empowerment, millennials, and the "ripple effect"

Business involvement in social issues and "good causes" goes beyond the tangible impact made by the reputational benefit that might result; by involving employees in such initiatives, employers seem to be boosting millennials' sense of empowerment. This is important to businesses for employees who feel their jobs have meaning, or that they are able to make a difference, exhibit greater levels of loyalty. Many millennials feel unable to exert any meaningful influence on some of society's biggest challenges; but, in the workforce, they can feel a greater sense of control—an active participant rather than a bystander. It is well documented* that businesses with a genuine sense of purpose tend to demonstrate stronger long-term growth, and employees can usefully tap into this.

Where workplace opportunities are offered, millennials are significantly more likely to say they can influence social equality, the environment, the behavior of big businesses, and even the overall directions of their countries.

Regardless of whether millennials, as individuals, can make a tangible difference on such large issue, the key point is that employers can provide a sense of empowerment and, hence, create a far more positive mindset. This can only be good for the overall performance of a business. The latest survey tells us that millennials feel accountable, to at least a fair degree, for many issues in both the workplace and the wider world. However, it is primarily in and via the workplace that they feel most impactful.

They feel they have more influence on their peers, customers, and suppliers than on leaders or "big issues," and their influence can, therefore, be regarded as being exerted through smaller-scale, immediate, and local actions—more so when employers provide the requisite tools.

As illustrated in on page 13, millennials consider themselves to have a fair degree of accountability for many of the world's largest challenges, even though they feel their influence has some limitations. Four in 10 (41 percent) believe they have at least a fair amount of accountability for protecting the environment, fewer than five in 10 (49 percent) believe they can exert a "significant" level of influence.

* See, for example, "Grow" by Jim Stengel. This demonstrates how top-performing brands are built on ideals, higher-order purposes that transcend products and services. See more: Stengel, Jim (2011), Grow: How ideals power growth and profit at the world's greatest companies, (New York: Crown Business).

A sense of empowerment, millennials, and the "ripple effect"

Being involved with "good causes" and not-for-profit organizations—whether directly or through opportunities provided by employers—helps millennials feel empowered and able to influence the world around them.

A total of 74 percent of Nordic millennials have involved themselves in a charity or "good cause" with a quarter or more:

- Following or taking an active interest, e.g., via social media—**39 percent**
- Being an active volunteer/organizer —**24 percent**
- Supporting by becoming a member/making a regular donation, etc.—**44 percent**
- Raising money by sponsorship, organizing a collection, or by other means—**16 percent**

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. Millennials believe they have the greatest level of accountability for, and influence on, client satisfaction and the working culture.

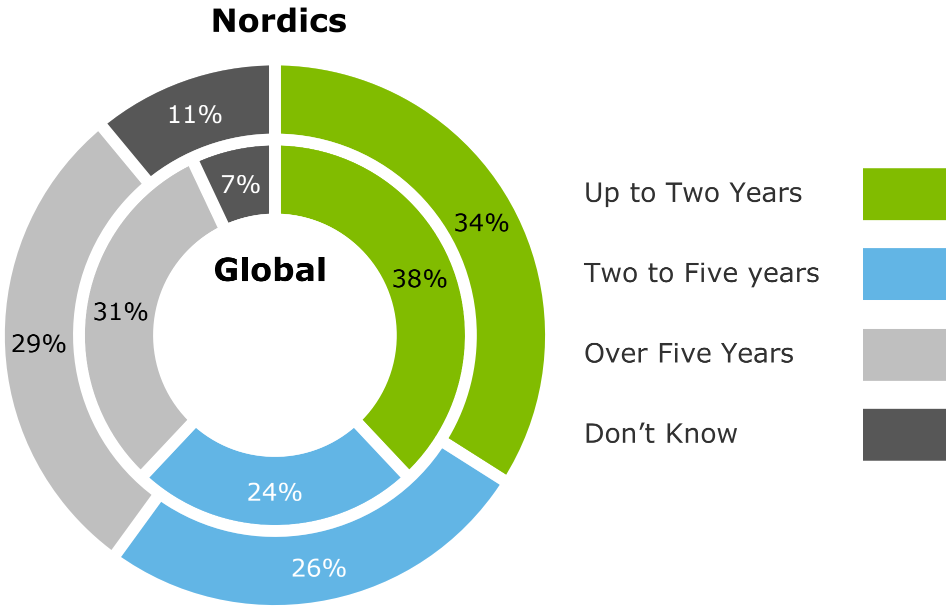
Millennials appear to consider the "charitable" route an impactful method of changing the world around them; this is clearly illustrated by the following graphic. Activists with a greater tendency to engage in direct protest activities feel more influential than those who do nothing, but engagement with charities/good causes—either in their personal or working lives—seems the more efficacious.

Smaller-scale activities at the local level, including in the workplace, provide millennials with a greater sense of influence and these activities, collectively, may make a much greater impact than trying to tackle issues "head on." This local, small-scale change is what we term "the ripple effect."

Part four

Stability and loyalty

% who will stay with their current employer for …



% who would prefer full time vs freelance employment…

71% Nordics

65% Global

…of Millennials would prefer full time / permanent employment

20% Nordics

31% Global

…of Millennials would prefer freelance / consultative employment

Q4. If you had a choice how long would you stay with your current employer before leaving to join a new organisation or do something different? 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: Nordics 1217; Global 7900

Millennials looking for the security full time work provide

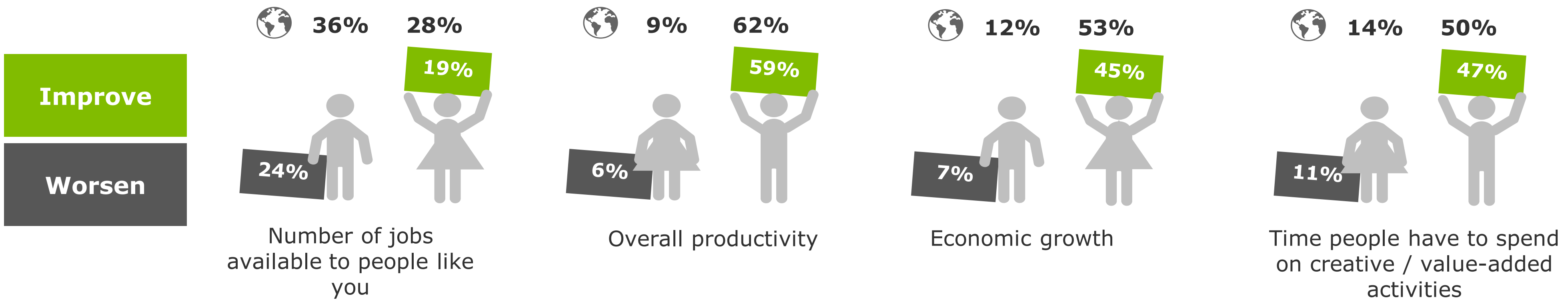
In terms of economic outlook, Norway is the most pessimistic of the Nordic countries. When it comes to, social/political outlook, the Finns take positions as the Nordic pessimists. But all four Nordic countries are severely more negative to the social/political situation than the global millennials. Uncertain times might also be driving millennials to want greater stability. 34 percent wants to leave their current employer within the next two years, compared to 38 percent globally. However, this is down 6 percent from last years' survey. Thus the need for security might be good news for employers, 34 percent of millennials, who would leave their jobs within two years, if given the choice, is still a high number.

This anxiety might also be the explanation why most would prefer a permanent, full-time job rather than working freelance or as a consultant on a flexible or short-tem basis. In the Nordics 71 percent of the respondents want a full time job (80 percent in Norway), a little bit higher than global average of 65 percent. 20 percent in the Nordics and 31 percent globally would prefer freelance/ consultative employment. It is likely to assume, that the security preference has much to do with how most millennials view the global economic situation. In the Nordics only 37 percent expect the overall economic situation in their country to improve the next 12 months.

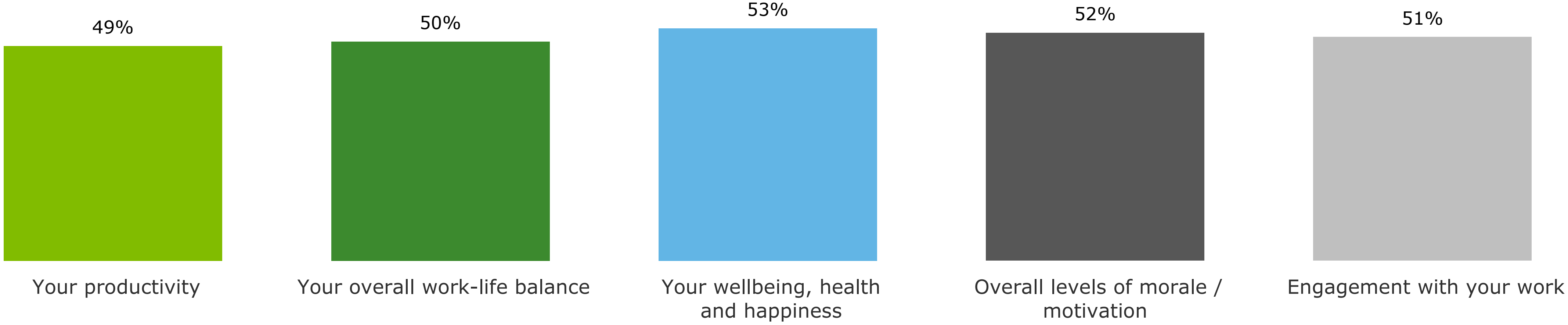
Part five

Automation and flexibility

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



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



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: Nordics 1217; Global 7900

Nordic millennials «cool and collected» about the threat of automation

Automation is likely to bring the next big change in working practices.* Our survey shows how millennials recognize the obvious potential benefits of automation in terms of productivity and economic growth. (See figure on page 18).They also see it providing opportunities for value-added or creative activities, or the learning of new skills. In many respects, automation could be regarded as a route via which, if they adapt accordingly, millennials (and other employees) can increase their influence within organizations rather than see it diminished.

There is a clear difference when the Nordics are compared to the global averages. The Nordic millennials report less concern of the automation technology's entry into the workplace. The potential downsides of automation as posing a threat to their jobs, does not seem to scare the Nordic millennials. Only 19 percent in the Nordics see automation pose a threat to their job and 40 percent do so globally. Furthermore, 44 percent globally believe there will be less demand for their skills, in contrast to 21 percent in the Nordics. A majority believe they will have to retrain 51 percent globally and 29 percent in the Nordics.

53 percent see the workplace becoming more impersonal and less human, however only 31 percent believe that might happen in the Nordic workplaces.

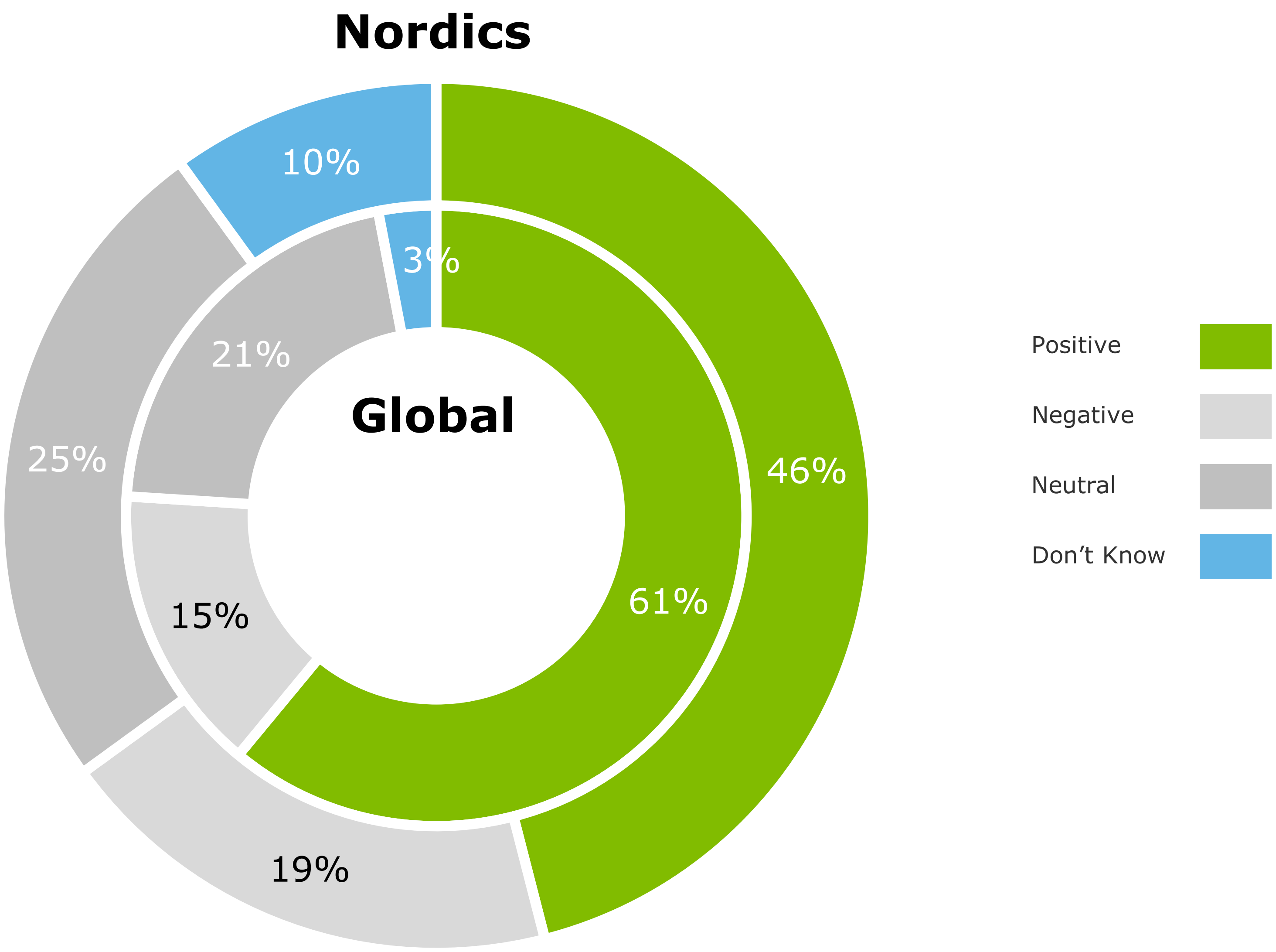
The question remains: Are the Nordics naive about the future of automation, or is this a product of the high technological prowess of the Nordic countries?

Q32. Thinking about the future of the workplace (not just your organization but in general) what impact do you think automation/ robotics/artificial intelligence will have on the following?
Q33. What might be the impact of increasing automation/robotics/artificial intelligence in the workplace? Do you think the following will or will not apply to you?

* According to OECD, a large share of jobs have low risk of complete automation, but an important share (between 50 and 70 percent) of automatable task. These jobs will not be substituted entirely, but a large share of tasks may, radically transforming how these jobs are carried out. These jobs will be significantly retooled and workers will need to adapt. For more information see: OECD (2016), Automation and Independent Work in a Digital Economy. http://www.oecd.org/employment/Automation-and-independent-work-in-a-digital-economy-2016.pdf

Part six
Generation Z

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



Q38. Thinking of those aged 18 or younger, as this generation increases its presence in the workplace what do you think their overall impact will be...? Base: Nordics 1217; Global 7900

Get ready for the next generation! GenZ will need a lot of support in the workplace, says Millennials

Millennials are no longer the only "new generation." It is the next wave of employees — Generation Z (GenZ), or as some have called them, "centennials,"— that is starting to attract attention. Only time will tell what their impact will be, but we thought it interesting to get millennials' views of those about to join them in the workplace.

Millennials tend to have a broadly positive opinion of GenZ (those currently aged 18 or younger). Maybe because of the perceptions that they have strong information technology skills and the ability to think creatively, six in 10 (61 percent) global millennials believe GenZ will have a positive impact as their presence in the workplace expands. The Nordic millennials are more skeptical; only 46 percent believe that GenZ will have a positive impact.

However, while millennials see potential within GenZ, they also believe these younger employees will need a lot of support when they enter the workforce. Millennials believe GenZ will especially need to develop softer skills, rather than technical or specific knowledge, to meet their expectations.

Further, millennials don't think GenZ's primary strengths align well with the skills or attributes considered most valuable in driving long-term business success. Millennials in senior positions consider GenZ to be underprepared as regards to professionalism and personal traits such as patience, maturity, and integrity. The fact that only under half of the Millennials view GenZ in a positive light, might question what support they will be willing to offer them in the workplace.

However, millennials have many useful tips to pass on to their future colleagues. When asked what guidance they would give the next generation—based on their own early career experiences—the main areas of advice were:

Take responsiblility from day one. Ask for help. Be yourself but be professional.

Learn as much as possible: Begin your career open-minded and be ready to learn from others.

Work hard: Do your best and do not 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.