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## WE ASKED MILLENNIALS ABOUT CAREERS

- How confident are you about your career and how much of a priority is skills development?
- How long do you think you'll need to work and do you plan career breaks along the way?
- What does job security mean, how important is it and what would make you stay with an employer?



# INTRO

By 2020 Millennials will make up over a third of the global workforce. That's one reason so many reports about them exist. Some say they are disloyal, self-absorbed and lazy, while others claim they're a generation of digital entrepreneurs and innovators. Some aim to dispel the myths others have created. Just type "Millennials are..." into a Google search to see the stereotypes.

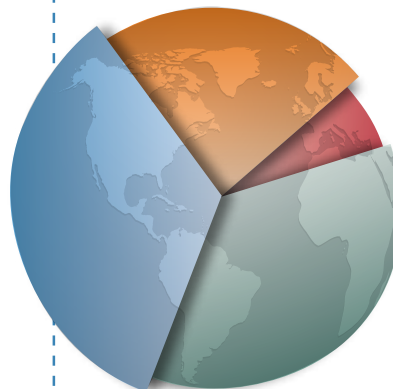
**This is not just another Millennial report. This report presents new findings with fresh insights** from the perspective of both employers and employees. As world of work experts, we have nearly 30,000 employees advising 400,000 clients on hiring decisions and talent development every year. We find work for 3.4 million people—about half of whom are Millennials.

We carried out quantitative research across 25 countries surveying 19,000 Millennials, including 8,000 ManpowerGroup associate employees and more than 1,500 of our own hiring managers. We asked what they look for in a job, what development opportunities they seek and what would make them stay with an employer.

**We wanted to understand how different they are or aren't from the rest of the workforce and from generations before them.** We wanted to ensure that the sample represented all working Millennials; not just the top percent of tech-savvy earners, but also the graduates and non-graduates across all industries, income and education levels.

**The time is ripe for employers to take a fresh look at their people strategies.** This report is the first in a series providing a practical guide with clear recommendations for employers on how to attract, retain, develop and motivate the best Millennials for the 21st century workforce.

GLOBAL WORKFORCE  
by generation in 2020<sup>1</sup>



**35%**  
Millennial

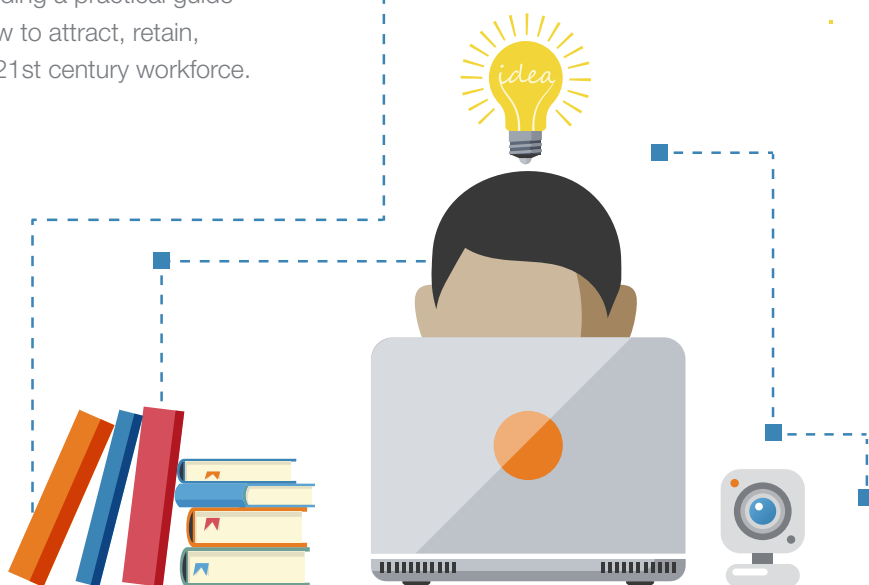
**35%**  
Gen X

**24%**  
Gen Z

**6%**  
Boomer

*By 2020 Millennials will make up over a third of the global workforce.*

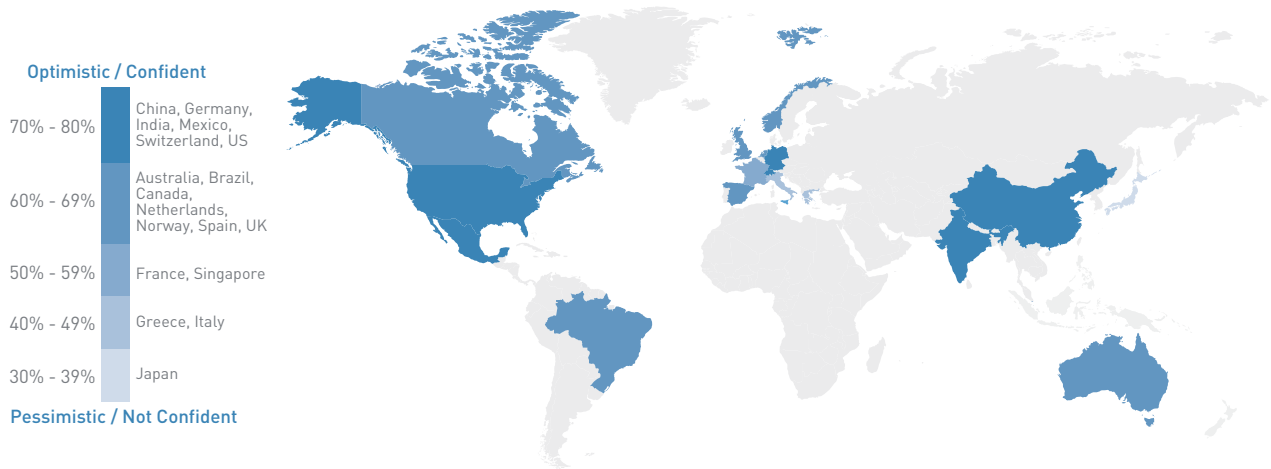
<sup>1</sup> ManpowerGroup's analysis of UN population data. The term Millennial is interchangeable with Generation Y and refers to those born between 1982 and 1996, ages 20-34.



## THE CAN DO, WILL DO GENERATION

In the Human Age<sup>2</sup>, Millennials are both shaping and being shaped by the world of work. **They are redefining the employer-employee relationship.** As the offspring of parents whose jobs became increasingly less secure in the 70s, 80s and 90s, they entered the labor market during a global recession with record youth unemployment, faster-changing business cycles, and increasing demand for new skills for which they are often told they lack the necessary education. So how do they feel about the world of work?

### ● HOW CONFIDENT ARE MILLENNIALS ABOUT THEIR CAREER PROSPECTS?



**Millennials are surprisingly upbeat about their careers.** Two-thirds are optimistic about their immediate job prospects. Sixty-two percent are confident that if they lost their main source of income tomorrow they could find equally good or better work within three months. Overall, Millennials in Mexico, China, Switzerland and Germany are the most positive, while those in Japan, Greece and Italy are the least positive—a reflection of economic, political and cultural factors in these countries. The majority of Millennials globally see a promising future and successful careers ahead.

<sup>2</sup> The Human Age, ManpowerGroup, March 2011. The Human Age is defined as a new era in which talent overtakes capital as a key economic differentiator.



# TRAINING FOR A CAREER ULTRAMARATHON

## WORKING LONGER, PLAYING HARDER?

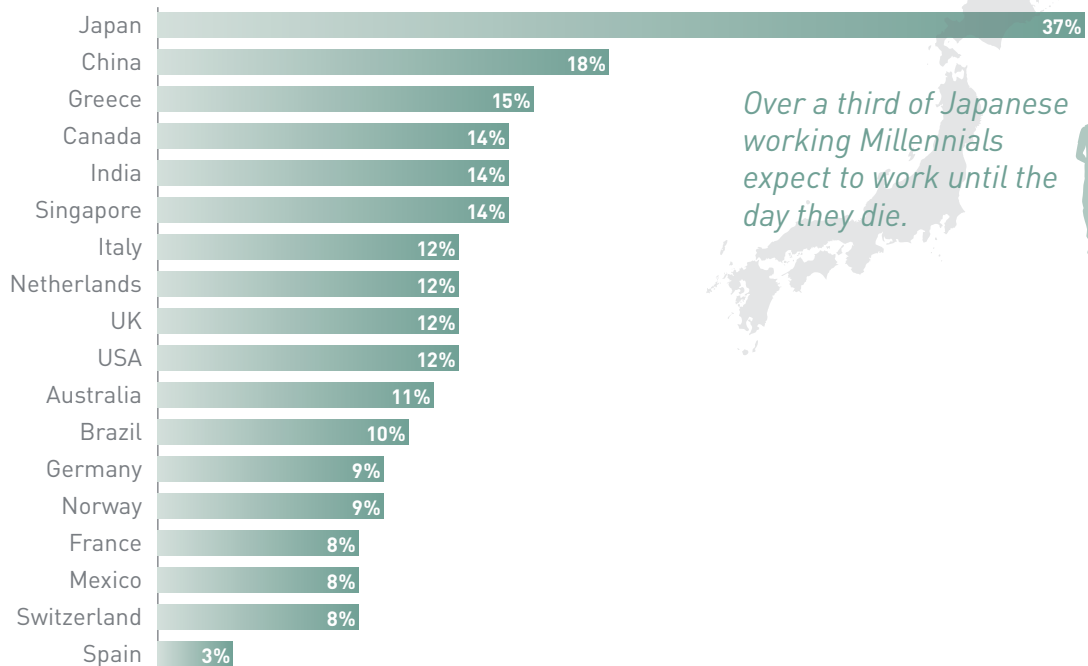
Millennials have a career ultramarathon ahead of them and they know it. Early retirement with a gold watch at 50 or even 60 is an antique attitude. Rather than having one job for life, Millennials think about careers in waves with changing paths, pace and regular breaks.



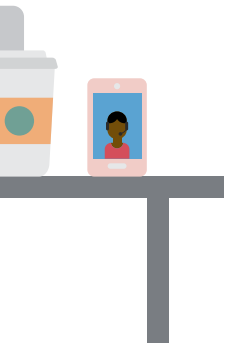
### WORK UNTIL THE DAY I DIE?

Most Millennials know they'll work longer than the generations before them. Globally, over half expect to work past age 65. Twenty-seven percent expect to work over the age of 70, and **12% say they will likely work until the day they die**. In Japan, that figure is more than a third. Still, a significant number remain optimistic that they will retire before 65. Only time will tell if this minority are the realists, optimists or just downright naive.

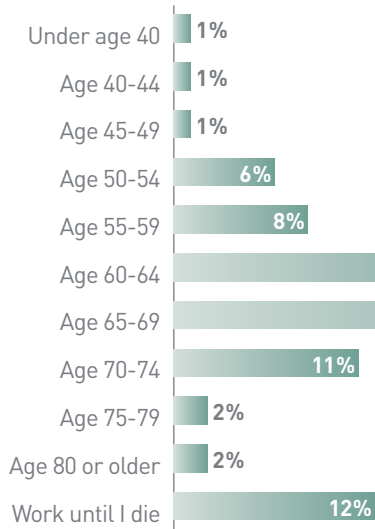
#### MILLENNIALS EXPECTING TO WORK UNTIL THEY DIE



*Over a third of Japanese working Millennials expect to work until the day they die.*



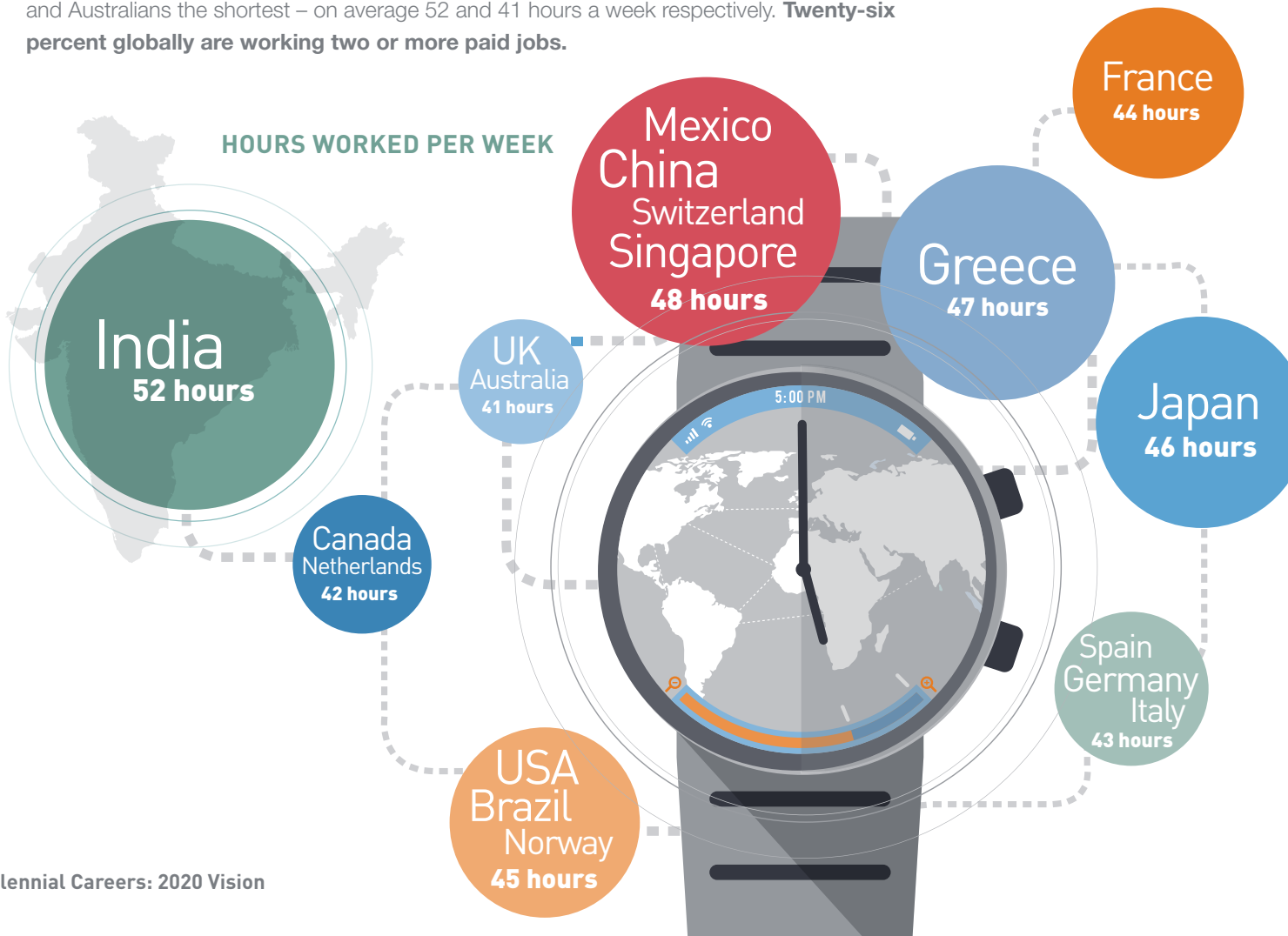
### WHEN DO MILLENNIALS EXPECT TO RETIRE?



12% of Millennials globally say it is unlikely they will ever retire.

### FORTY HOURS A WEEK? I WISH

Contrary to the lazy label, the data tell a different story. **Millennials are working as hard, if not harder, than other generations.** Seventy-three percent report working more than 40 hours a week, and nearly a quarter work over 50 hours. Indian Millennials claim the longest working week and Australians the shortest – on average 52 and 41 hours a week respectively. **Twenty-six percent globally are working two or more paid jobs.**



## CAREER ULTRAMARATHON? GIVE ME A BREAK

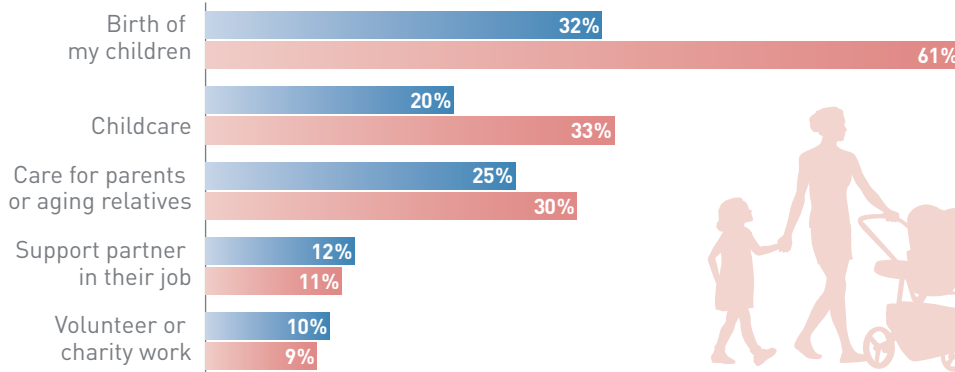
Millennials expect to work harder and longer than previous generations, so they already anticipate more variety and more times when they will take their foot off the gas. **Eighty-four percent foresee significant breaks along the way, reinforcing that Career Waves are replacing the Career Ladder of earlier generations.**<sup>3</sup>

The reasons for these breaks are revealing. Women plan to take more time out to care for others – for children, older relatives, partners and even to volunteer. Men have different priorities. This does not bode well for hopes of gender parity, with both parents holding the baby.

Where Millennials are more equal is in caring for themselves. Both genders aim to prioritize “me-me-me time” and leisure-related breaks. Regardless of gender, four in 10 Millennials are planning to take significant breaks for relaxation, travel or vacations. Taking time off to support a partner in their job ranks close to last place for both, reinforcing the trend towards dual-income households.

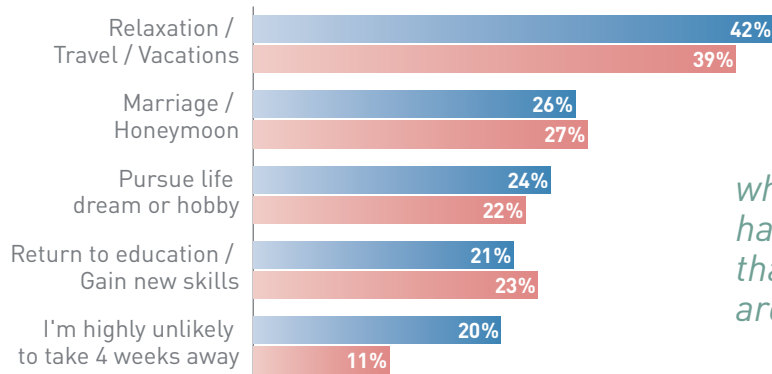
### WHY DO MILLENNIALS THINK THEY’LL NEED TO TAKE A BREAK?

#### CARING FOR OTHERS



*Millennial women plan to take more time out of their careers to care for others,*

#### CARING FOR MYSELF



*while Millennial men have different priorities that are more focused around themselves.*



■ WOMEN ■ MEN

<sup>3</sup> Significant break defined as more than 4 consecutive weeks away from work, in order to capture breaks longer than vacation periods.

# SHOULD I STAY OR SHOULD I GO NOW?

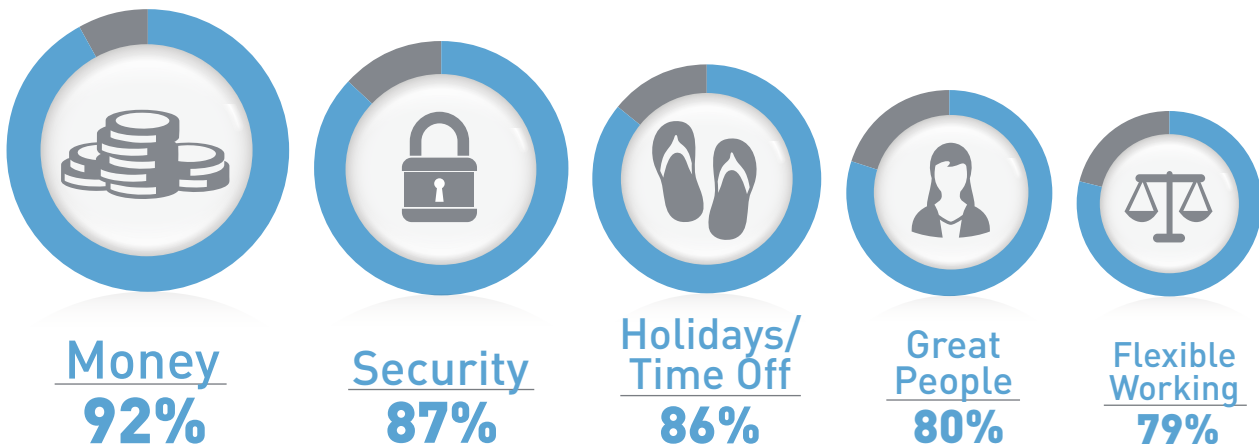


A Millennial mindset around careers is emerging. Like long-distance runners, this work-hard, play-hard generation have their eyes on the horizon and what's next. They are planning for the long-haul and want work that increases their long-term employability.

## MONEY, SECURITY AND TIME TO SMELL THE ROSES

Millennials prioritize three things when choosing where and how they work: **money, security and time off**. They want to be rewarded for their effort, feel secure in their employment and still have the freedom to stop and refuel once in a while. **They also value working with great people and enjoying the time they spend on the job, together with the opportunity to work flexibly and develop new skills as priorities.**

### TOP FIVE PRIORITIES WHEN LOOKING FOR A JOB







*Working with great people is important to 91% of Millennials in Brazil, yet to only 55% in Japan.*

Globally, Millennial workplace priorities vary.

**Working with great people is important to 91% in Brazil, yet to only 55% in Japan.**

Retirement policies matter to 39% of Japanese and half of Australians, in contrast with more than 85% of Indians. Purpose matters too.

Eight in 10 Millennials in Mexico, India and Brazil say working for employers who are socially responsible and aligned to their values is important. In Germany, the Netherlands and Norway it's six in 10. **A majority of Millennials everywhere say purpose is a priority.**

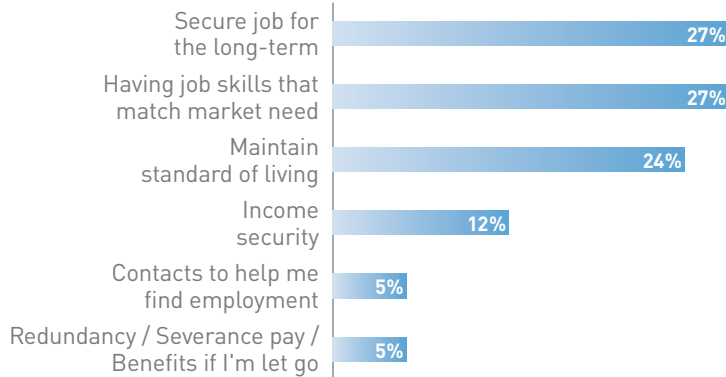
**A majority of Millennials everywhere say purpose is a priority.**

## JOB SECURITY REDEFINED — IT'S THE JOURNEY NOT THE JOB

Job security is critical for Millennials, but they define it differently. They are not the job hoppers some would have us believe. Given the chance, they will move on and move up, but more often than not they expect to advance with the same employer. Like the Traditionalists before them, they want the security of full-time work to ensure they can maintain their standard of living.



### WHAT DOES JOB SECURITY MEAN TO YOU?



**Rather than one long job for life, Millennials understand the need for continuous skills development to remain employable.** Ninety-three percent want lifelong learning and are willing to spend their own time and/or money on further training. Four out of five say the opportunity to learn new skills is a top factor when considering a new job, and 22% intend to take an extended break from work to gain new skills and qualifications.

This Millennial mindset sees individual jobs as stepping stones to self-improvement, rather than a final destination. **Millennials have redefined job security as career security**—it's the journey not the job.

### WHAT DOES IT TAKE TO REACH THE NEXT JOB LEVEL?



*Millennials say success depends more on having the right skills than the right connections.*



# NEW WAYS OF WORKING

## MILLENNIALS WANT IN

While Millennials prioritize the security of full-time employment, they also want regular change, new challenges and advancement. Growing up in a faster-paced world of sharing, rating and instant feedback, they see their careers through the same lens.



1  
A pay  
increase  
or bonus

WHAT WOULD  
MAKE ME STAY?



## NEW OPPORTUNITIES VS. NEW JOBS

Millennials want new opportunities with this employer not the next—63% intend to stay with their current employer for the next few years or longer. However, when asked what the “right” amount of time is to stay in a single role before being promoted or moving to another, about two-thirds said less than two years and a quarter said less than 12 months—**confirming their appetite for new challenges and portfolio-style jobs.**

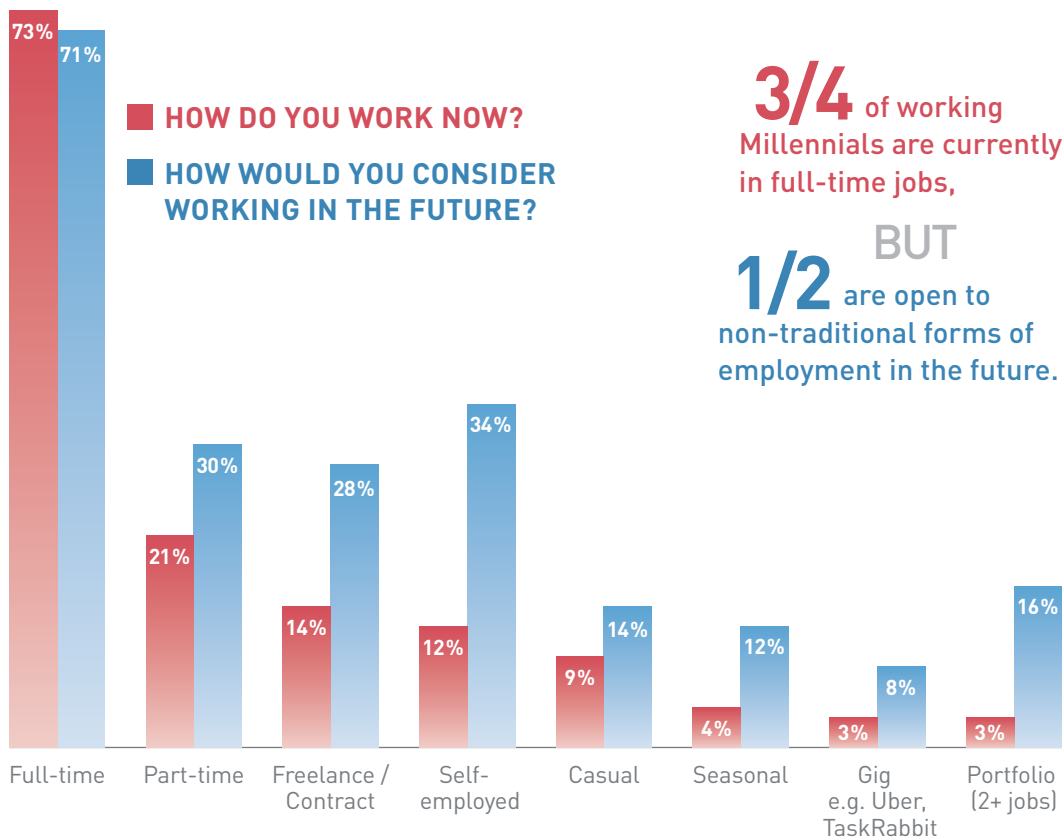
### I WOULD ALSO STAY IF

- 3 | I have better work-life balance
- 4 | I have a clear career path
- 5 | I am recognized by managers and colleagues

## RECOGNIZE THIS

Recognition and affirmation are important. Half of Millennials would consider leaving their current job due to a lack of appreciation. Once they start to look elsewhere other issues like pay, benefits and lack of opportunities also become significant.

Employers can nip this in the bud by offering more frequent, face-to-face feedback. Maintaining a high-touch approach and finding new channels that **encourage recognition and sharing from managers and peers** is a low-cost, effective way to engage people in their roles.



## ALL THE WORLD'S A GIG? NOT REALLY

Gig work might dominate the media, but almost three-quarters of working Millennials are in full-time jobs. Even in the United States, where alternative forms of employment—like Uber and TaskRabbit—emerge faster than anywhere, **only 3% of Millennials work in the gig economy.**

Millennials are happy to disrupt and be disrupted however. Though they favor full-time work, over half say they are open to non-traditional forms of employment in the future—freelance, gig work or portfolio careers with multiple jobs. Self-employment is also a tempting future option. Their comfort with disruption and openness to new ways of working may put pressure on employers to adopt more of the flexibility and varied work offered by alternative employment models.



# WHAT'S THE SCORE? LEARNABILITY

As technological innovation changes the way work gets done, career success is increasingly determined by a person's **learnability**—the **desire and ability to quickly grow and adapt one's skill set to remain employable throughout their working life.**

Employers need to recognize and reward learnability. They need to nurture it to avoid losing out or lacking critical skills in their workforce.

**The vast majority of Millennials—93%—see ongoing skills development as an important part of their future careers.** They would pay for it personally and give up their own time to do it. Only 7% of Millennials have no interest in training. There are however, varying degrees of desire, capability and commitment to learning. **Higher learnability correlates strongly with career success—being more educated, better prepared for employment and higher paid.** What's more, people with high learnability tend to continue learning, so the benefits grow over time.




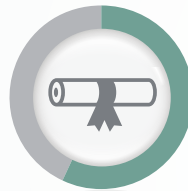
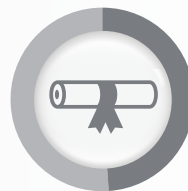
## LEARNABILITY

*The desire and ability to quickly grow and adapt one's skills to remain employable throughout their working life.*



# WHAT TO LOOK FOR A SCORECARD FOR SUCCESS



| GLOBAL MILLENNIALS                              | TRAITS   | EDUCATION  |
|---|--|--|
| <p><b>HIGH LEARNERS</b><br/><b>29%</b></p>      | <ul style="list-style-type: none"> <li>1   Optimistic about job prospects</li> <li>2   Confident about ability to get another job</li> <li>3   Take responsibility for training</li> <li>4   Willing to spend their own time to train</li> <li>5   Willing to spend their own money to train</li> <li>6   Willing to move jobs for skills training</li> <li>7   Intellectually curious – determined to upskill no matter the cost</li> <li>8   Independent, resilient</li> </ul> |  <p>Bachelors or Above<br/><b>66%</b></p>  |
| <p><b>POTENTIAL LEARNERS</b><br/><b>64%</b></p> | <ul style="list-style-type: none"> <li>1   Willing to spend their own time to train</li> <li>2   Willing to spend their own money to train</li> <li>3   Lower confidence</li> <li>4   Fewer opportunities for advancement</li> </ul>   |  <p>Bachelors or Above<br/><b>57%</b></p> |
| <p><b>LOW LEARNERS</b><br/><b>7%</b></p>        | <ul style="list-style-type: none"> <li>1   Little or no appetite for learning</li> <li>2   Unwilling to spend their own time or money on training</li> <li>3   Unwilling to train using the employer's time or money</li> </ul>  |  <p>Bachelors or Above<br/><b>49%</b></p> |

In the past, employers had more time, managers and resources to develop people. Today, they want faster time-to-value and need to move people on and up from Potential to High Learner quicker. Understanding a person's learnability potential is a key indicator of what they will need to succeed.



**MONEY**

**JOB READINESS**

**THE SECRET SAUCE**



Income Above National Average

**69%**



Prepared for Work by Education

**63%**

- Employers need to keep High Learners engaged. Their desire and drive to learn will propel them forward and make them more valuable. They will find ways to upskill regardless of the level of support employers offer.
- With new opportunities to apply their skills and gain new experiences, they grow personally and bring a culture of self-improvement and adaptability to the organization.
- Employers should focus on retaining this group through updated people practices that create opportunities and drive engagement. See “Practical Advice Attracting, Retaining and Developing Millennial Workers.”



Income Above National Average

**60%**



Prepared for Work by Education

**54%**

- Employers have a huge opportunity to develop and engage these Millennials. Potential Learners need to be inspired and see the connection between development and career success.
- Assessments are a good starting point to identify brightness, talent and skill adjacencies.
- By offering safe learning environments and regular career conversations, employers can help Millennials map out attainable development goals with clear pathways and outcomes.



Income Above National Average

**54%**



Prepared for Work by Education

**49%**

- Given this group's low learnability—both in terms of ability and desire to learn—it may be a challenge to move this group up.
- Employers should assess learnability factors early-on and make them a part of the initial hiring discussion.

*\*Income above average % relative to all Millennial respondents in each country, global total.*

# PRACTICAL ADVICE

## ATTRACTING, RETAINING AND DEVELOPING MILLENNIAL WORKERS



**1** Demonstrate that staying with the company can lead to career enhancement. **Share examples of people who've progressed through training and on-the-job learning in your organization.** Appeal to the Millennial aspiration to be more employable over the long-term.

**2** Create opportunities for Millennials to work on different projects with different teams to build experience and networks across the organization. **Satisfy their appetite for new opportunities without them having to go elsewhere.** Highlight the value of progression and not just promotion to build a portfolio of skills and experiences.

**3** Check in with Millennials regularly about their career path and development. **Rather than annual reviews, focus on near-term objectives and implement plans to achieve them.** Use these conversations to connect how their work today will enhance their career prospects and longer-term employability.

**Offer career security**

**Appreciate your Millennials**

**Focus on career variety & mobility**

**Be ready to ride the career waves & be flexible**

**Have regular career conversations**

**Be open to alternative work models**

**4** Maintain a high-touch approach and offer frequent, face-to-face feedback, and yes, affirmation. **Find new channels that encourage recognition and sharing from managers and peers.** It doesn't cost anything and is an effective way to engage people in their roles.

**5** Anticipate breaks for personal reasons and know these go beyond traditional births, honeymoons and even caring for relatives. Recognize that lengthy careers mean time to re-tool and refuel are essential. **Ride the career waves and make breaks an acceptable part of company culture.** Be clear what flexibility you can offer and help people re-enter the workforce when they return.

**6** Millennials tend to prefer full-time work, but many are also open to alternatives like part-time, freelance or portfolio work. **Adopt some of the attractive aspects of these models—greater flexibility in where, when and how people work** and a greater variety of projects—to better engage and retain Millennial workers.



# REIMAGINE YOUR PEOPLE PRACTICES

## AN EXPERT PERSPECTIVE



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### MARA SWAN

EXECUTIVE VICE PRESIDENT,  
MANPOWERGROUP, GLOBAL STRATEGY  
AND TALENT & GLOBAL BRAND LEAD  
FOR RIGHT MANAGEMENT

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**It's time for companies to reimagine their people practices. Progression doesn't always have to mean promotion.** Career enhancement doesn't need to mean advancement. If the only way for Millennials to gain new skills or move up is to be promoted or leave the company, **is job-hopping their fault or our problem?**

This research and our experience tell us **Millennials are used to a faster-paced world and that they want varied careers that progress more quickly.** They know they need to upskill regularly to stay employable over longer working lives. They'll even spend their own time and cash to do so.

Employers need to listen up. We can't afford not to appeal to the next generation. The employer-employee relationship is changing. **Employers have gone from being builders of talent to consumers of work.** We need to get more creative. We need to figure out how we attract and inspire the best Millennials. Investing in training and creating ways to learn on the job and move around the organization is a sure way to make companies more attractive places to work.

Loyalty today is a two-way street. Once Millennials see what's in it for them long-term they'll be at least as committed and productive as generations before them. And no spoiler alert needed, **what works for Millennials works for the rest of the workforce too,** and you don't need 2020 vision for that to be clear.



## ABOUT THE RESEARCH

ManpowerGroup commissioned thought leadership consultancy Reputation Leaders to conduct a quantitative global study of 19,000 working Millennials and 1,500 hiring managers across 25 countries to understand what Generation Y wants now and in the future, and help individuals and organizations succeed in this new world of work. Millennials were identified as those born between 1982 and 1996, ages 20-34.

The research population included an independent sample of 11,000 working Millennials equally balanced across age ranges and genders from 18 countries representing all regions. We also surveyed more than 8,000 ManpowerGroup Millennial associate employees and 1,500 hiring managers across 25 countries. Speaking to both groups gave us unique perspectives from both employers and employees.

The fieldwork took place between February and April 2016. Participating countries included: Argentina, Austria, Australia, Belgium, Brazil, Bulgaria, Canada, China, France, Germany, Greece, India, Italy, Japan, Malaysia, Mexico, Netherlands, Norway, Paraguay, Singapore, Serbia, Spain, Switzerland, the United Kingdom and the United States.

## ABOUT MANPOWERGROUP

ManpowerGroup® (NYSE: MAN) is the world's workforce expert, creating innovative workforce solutions for nearly 70 years. We connect more than 600,000 people to meaningful work across a wide range of skills and industries every day. Through our ManpowerGroup family of brands – Manpower, Experis, Right Management and ManpowerGroup Solutions – we help more than 400,000 clients in 80 countries and territories address their critical talent needs, providing comprehensive solutions to resource, manage and develop talent. In 2016, ManpowerGroup was named one of the World's Most Ethical Companies for the sixth consecutive year and one of Fortune's Most Admired Companies, confirming our position as the most trusted and admired brand in the industry. See how ManpowerGroup makes powering the world of work humanly possible:

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## ABOUT REPUTATION LEADERS

Reputation Leaders is a global thought leadership consultancy delivering compelling research that causes people to think about brands differently. We help companies with brand positioning and create credible thought leadership using primary and secondary global research.



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