



BAROMETER 2016 EDENRED - IPSOS

EMPLOYEE WELL-BEING AT WORK



2016 Edenred-Ipsos Barometer

The Millennials generation in the working environment

September 2016

GAME CHANGERS



THE 2016 EDENRED-IPSOS BAROMETER

+ 14,000 employees interviewed by Ipsos in January 2016* including **3,552 employees under 30 or born after 1986**** ...

...in **15 countries** among the largest economies in the world: Belgium, Brazil, Chile, China, France, Germany, **India**, Italy, Japan, Mexico, Poland, Spain, Turkey, United Kingdom, USA

**Online survey undertaken in January 2016 by Ipsos*

***In our Barometer, employees born after 1986 are considered as "Digital Natives"; they belong to the Millennium generation ("Millennials").*



REMINDER: THE BAROMETER DOESN'T INCLUDE THE 'MILLENNIPRENEURS'

Entrepreneurship is growing at an exponential rate worldwide - particularly among young people

→ Emergence of “Millennipreneurs”



(2016 BNP Paribas Global Entrepreneur Report)

APPROACH

1

Engaging the Millennials:
perceptions of the workplace

2

Attracting the Millennials:
employer's future HR challenges

3

Attracting the Millennials:
the 'ideal employer'

4

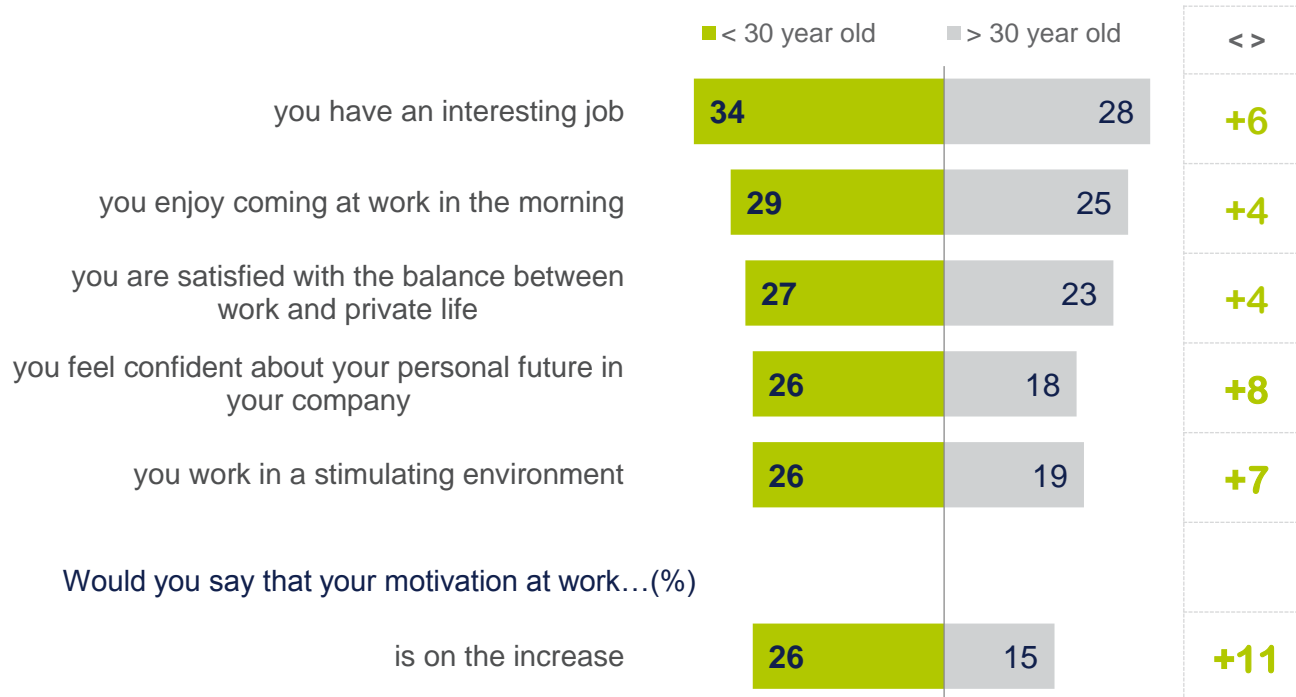
Managing the Millennials:
expectations toward managers



Key results

LIFE IN THE WORKPLACE (1/2)

Do you agree with the following statements ...(% absolutely)

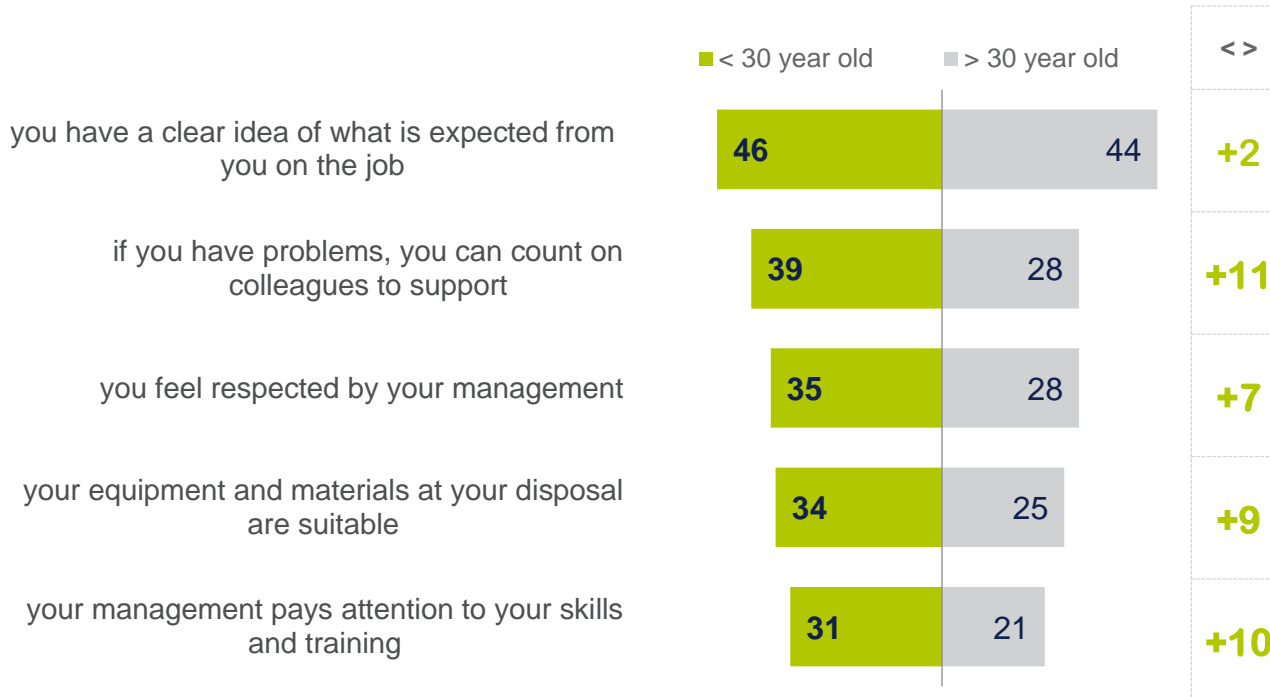


FINDINGS

Compared to their elders, Millennials are much **more enthusiastic and motivated**

LIFE IN THE WORKPLACE (2/2)

Do you agree with the following statements ...(% absolutely)

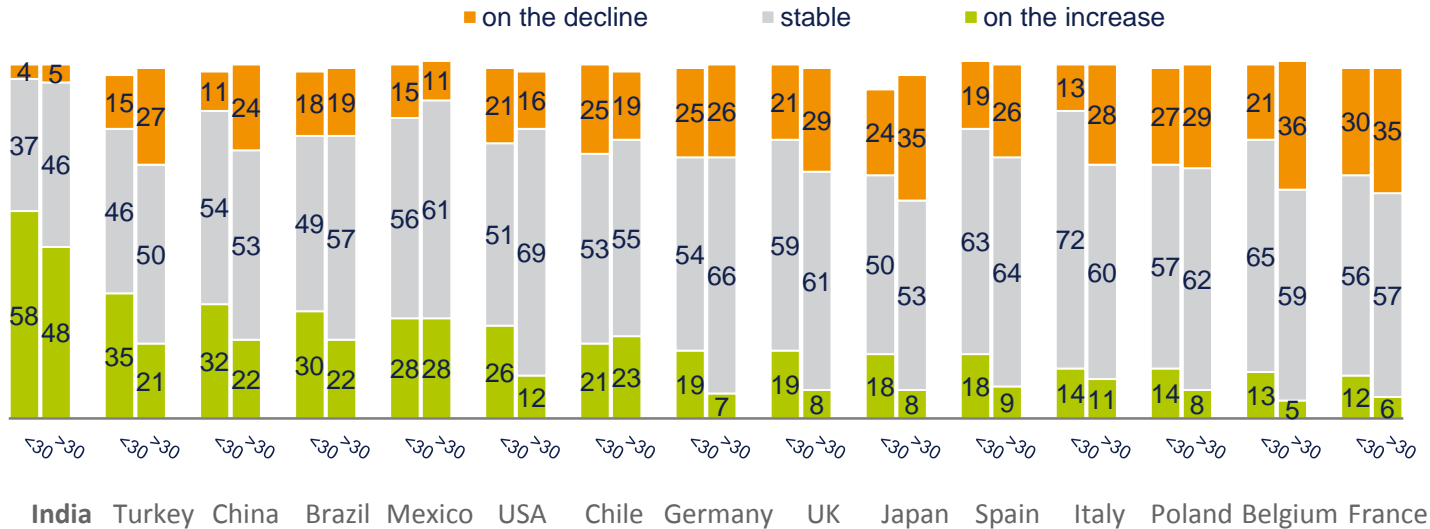


FINDINGS

- Under 30s employees also have the feeling to work in a **more trusty and supportive environment**
- They feel **better managed and trained**

MOTIVATION [COUNTRIES]

Your motivation at work is... (%)

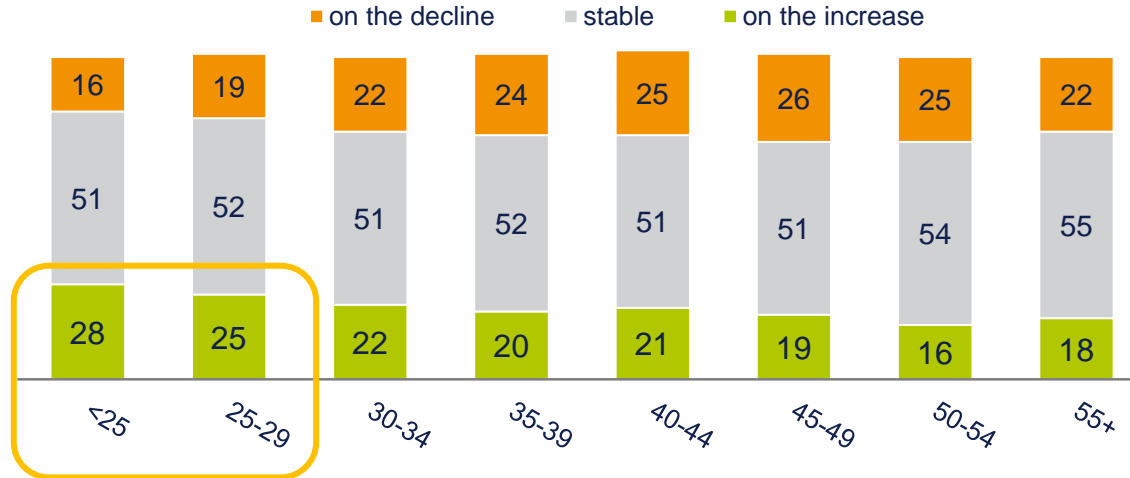


FINDINGS

In all countries (exc. Chile and Mexico), **Millennials are more motivated than their elders**

MOTIVATION... 10 YEARS AGO*

Your motivation at work is... (%)



(worldwide perimeter)

FINDINGS

- 10 years ago, under 30's were also more motivated
- These more positive results among Millennials more reflect classical attitudes of new joiners on the job market rather than a "generation effect"

*Results extracted from Ipsos Red© Survey 2006

POTENTIAL CHALLENGES

In your opinion, what are the main challenges your company will face in the coming years? (%) (several answers possible)

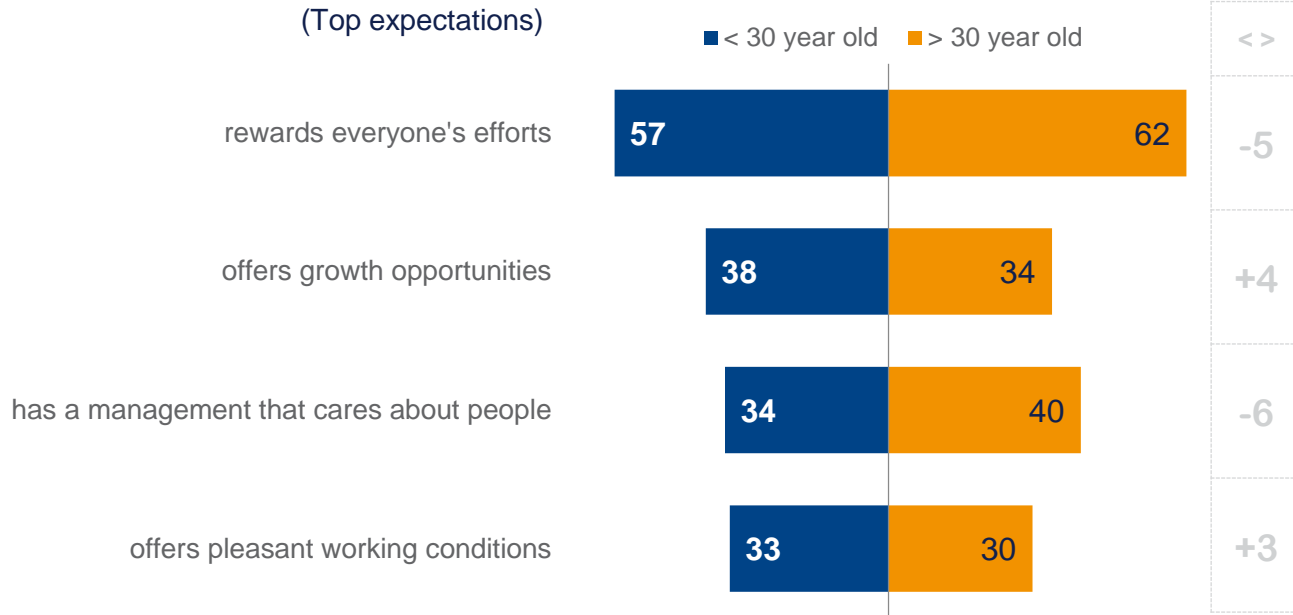


FINDINGS

- Perception of the potential challenges faced by companies are also similar between Millennials and their elders : **managing talent, taking care of employees and managing change**
- Diversity, intergenerational relationships or digitalization** appear to be less critical challenges even among the under 30s.

THE 'IDEAL' COMPANY (1/2)

What are the main qualities of an 'ideal company'? (%) (up to 3 answers)
It is a company that...

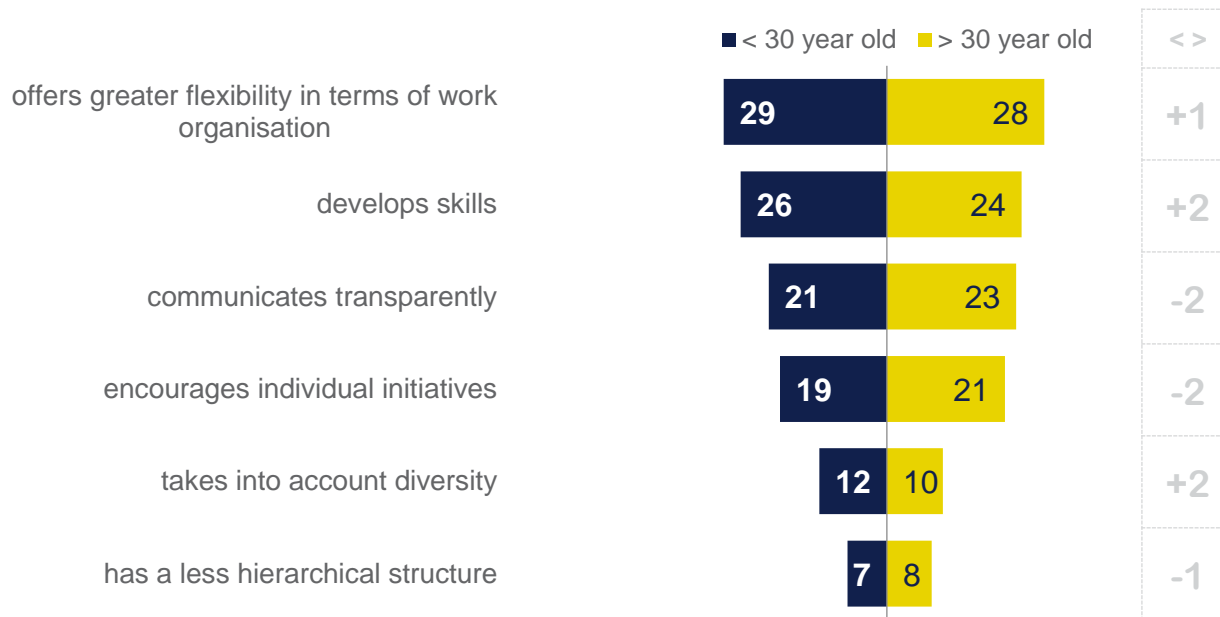


FINDINGS

The hierarchy of responses is almost identical between age categories : **reward, opportunities for growth and care** are ranked as the top 3 expectations among Millennials, as well as for older employees

THE 'IDEAL' COMPANY (2/2)

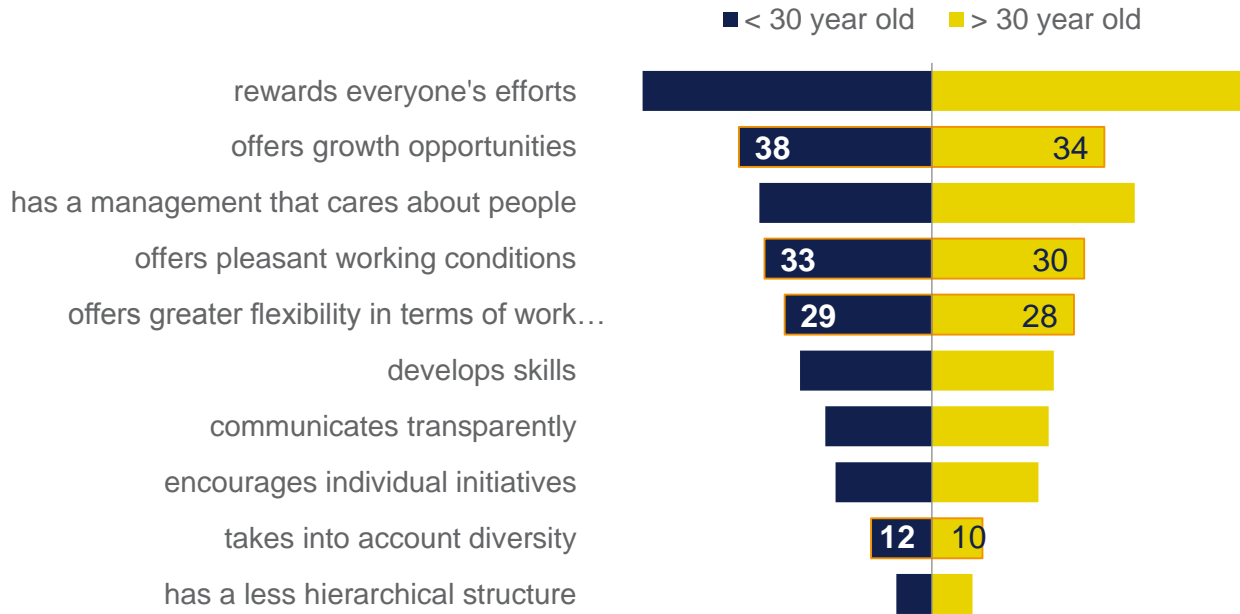
What are the main qualities of an 'ideal company'? (%) (up to 3 answers)
It is a company that...



FINDINGS

Diversity, intergenerational relationships or organizational issues linked to digitalization (flexibility, less hierarchy...) appear to be less critical challenges, even among the under 30s.

THE 'IDEAL' COMPANY [COUNTRIES]

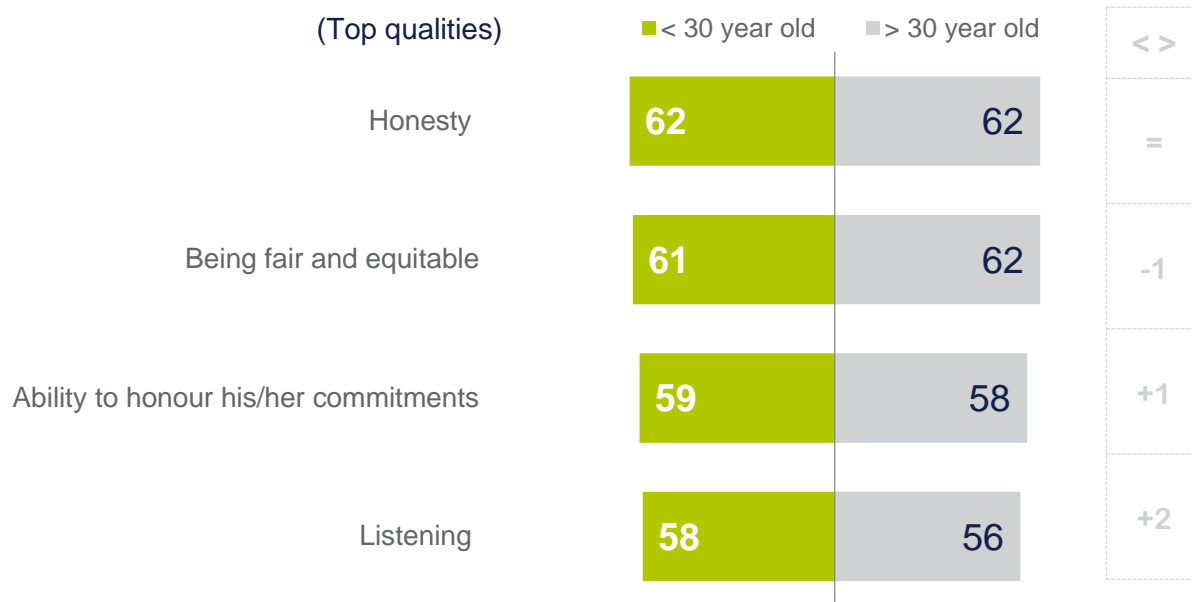


FINDINGS

- Within the 15 countries of the barometer, some qualities are significantly **more expected by Millennials** than their elders:
 - Growth opportunities and skills in the US, UK + Belgium and Poland**
 - Pleasant working conditions in Brazil**
 - Organization flexibility in India, China or Japan**
 - Diversity in France and Spain**

EXPECTATIONS RE. MANAGERS (1/2)

More specifically, in your opinion, is each of the following qualities important to be a good manager today? (% very important).



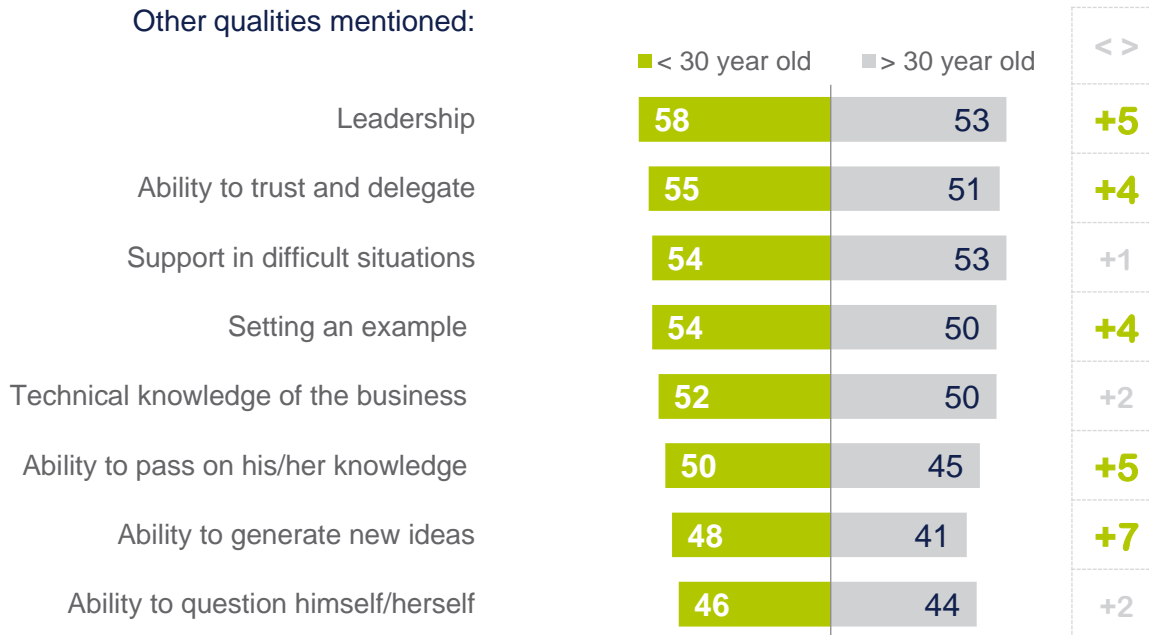
FINDINGS

- For most employees (Millennials as well as > 30 year old), **fairness, honesty** + listening are the main qualities when describing the 'ideal manager'

EXPECTATIONS RE. MANAGERS (2/2)

More specifically, in your opinion, is each of the following qualities important to be a good manager today? (% very important).

Other qualities mentioned:

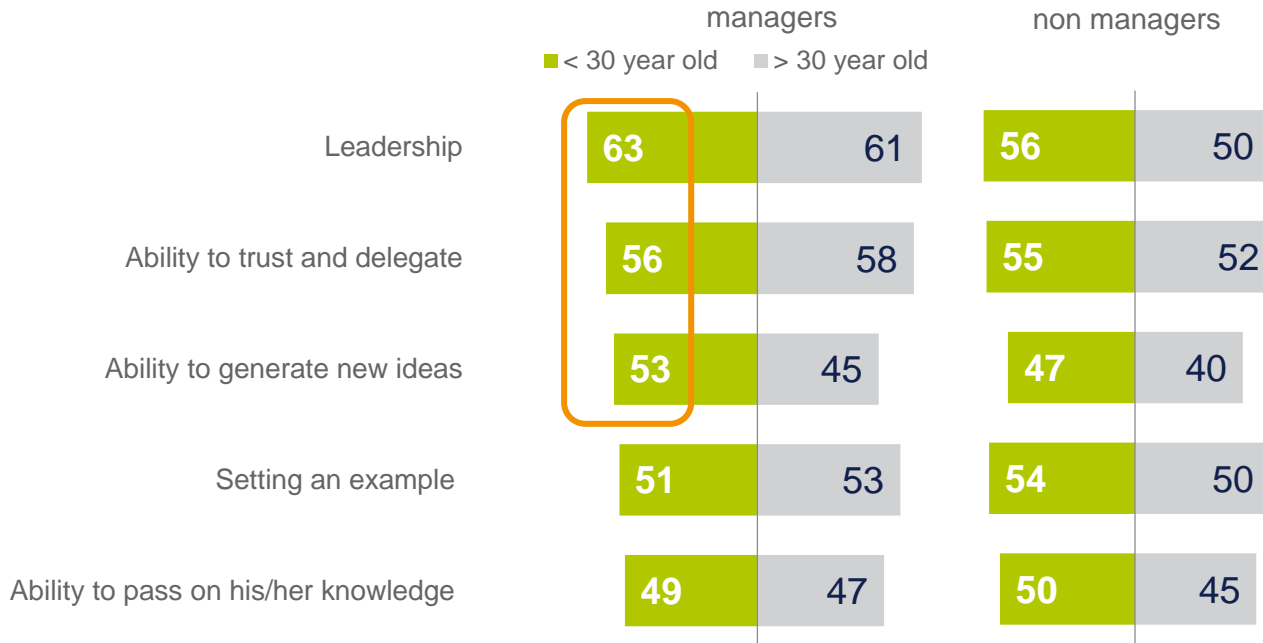


FINDINGS

- █ Millennials add **a supplement of leadership, trust, ability to generate new ideas and share knowledge**
 - Millennials desire for **a more engaging management style**
 - Impact of the level of occupation (see below)
 - No strong differences between Millennials of all countries → **adapting managerial behaviors, a global issue in a digitalized world?**

EXPECTATIONS RE. MANAGERS [LEVEL OF OCCUPATION]

More specifically, in your opinion, is each of the following qualities important to be a good manager today? (% very important)



FINDINGS

- Leadership, trust and ability to generate new ideas is **clearly more challenging for managers** than non managers
- ...and particularly **managers under 30's**



Key findings

KEY FINDINGS (1/2)

Millennials: **more enthusiastic and motivated, work in a more trusty and supportive environment** and feel better managed and trained.

- However is it a generation effect or just the classic attitudes of new joiners on the job market? Actually ten years ago, under 30s were also more motivated than their elders.

About employees expectations: **reward, opportunities for growth and care** are ranked as the top 3 expectations among under 30s as well as for older employees.

Perception of the potential challenges faced by companies: **managing talent, taking care of employees and managing change** are the most frequent challenges. Diversity, intergenerational relationships or digitalization appear to be less critical challenges even among the under 30s.

KEY FINDINGS (2/2):

“ *A digital native is someone who was raised in a digital, media-saturated world,* ” Marc Prensky

Is the Millennials as a **disruptive generation, a myth?**

Millennials' early experiences with digital probably shaped their behaviors but **not to the extent that they are radically different at work from older employees.**

Edenred-Ipsos barometer identifies **adaptation of managerial behaviors to the digital world as the real challenge**: fairness and honesty are the main qualities when describing the 'ideal manager'. It is also true for Millennials who add a supplement of leadership, trust, ability to generate new ideas and share knowledge.

CONCLUSION: MANAGING IN DIGITAL TIMES RATHER THAN MANAGING MILLENNIALS?

- For motivation, Millennials desire for a **more engaging management style** is not a surprise and reflects what is commonly expected by young / “fresh” employees.
- However **in a workplace under accelerating digitalization**, it is clearly more challenging for managers. **HR Directors also have a key role to play in this transformation.**
- More than having to deal with a generational related issue, **the challenge that managers face from now is about developing leadership capabilities in a new, virtual, horizontal, multi-tasks working environment.**

COMMENT BY MANAGING DIRECTOR - INDIA

“WOW! India stands in front in The Edenred-Ipsos barometer on Employee Well-Being at work among 15 countries & 14,400 employees. Really Millennials are beyond generation gaps. The early digital experience of Millennials has probably shaped their behavior, but not to the extent that it radically differentiates them from their elders in terms of their relationship with work. More than a generational confrontation, the key challenge primarily lies in the ability of companies to meet the expectations of their employees in an environment where digital technology plays an increasingly important part in daily life.”

- Johann Vaucanson, Managing Director of Edenred India

Contacts

abhishek.kadam@edenred.com
suresh.chaudhary@edenred.com

GAME CHANGERS

