

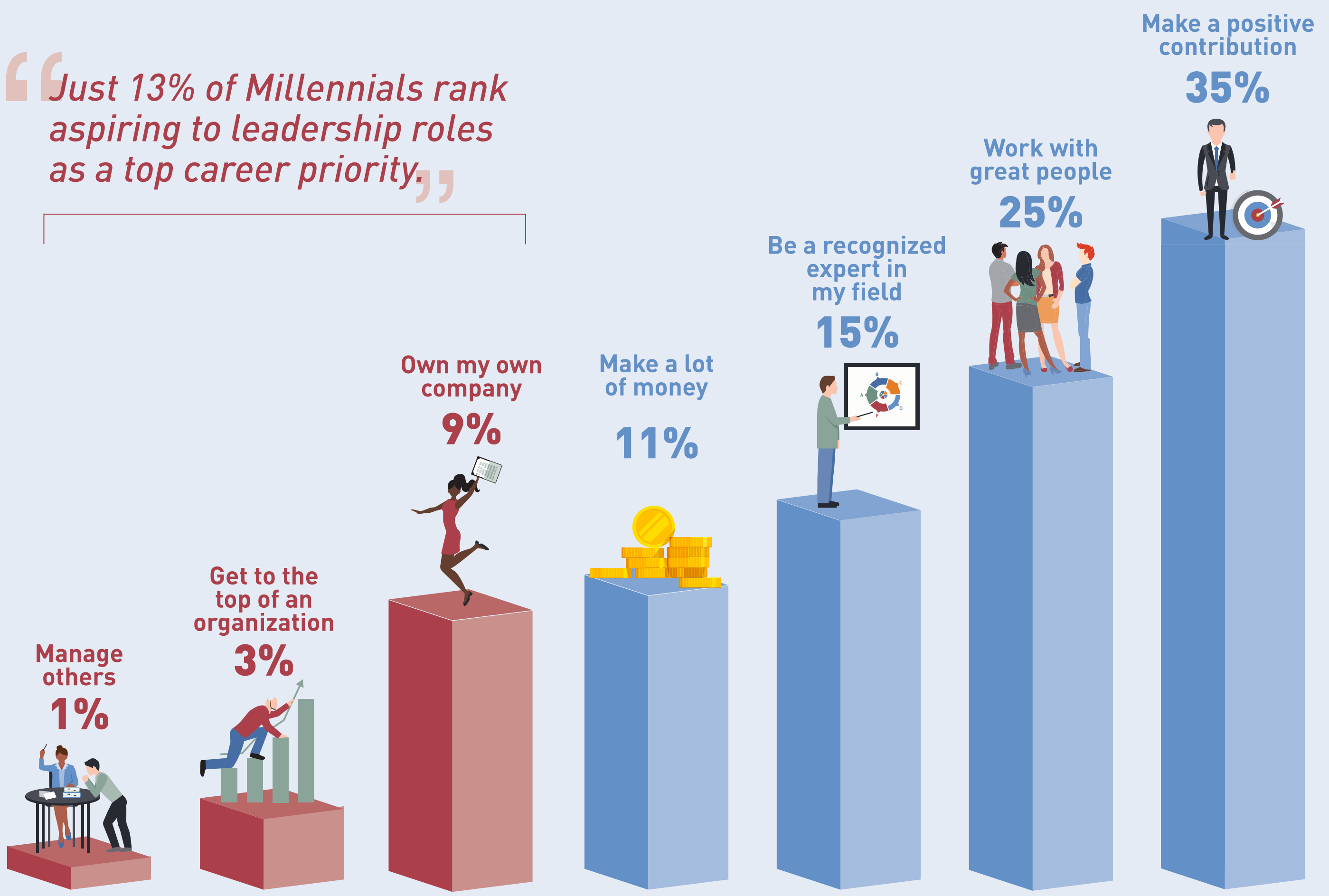
MILLENNIALS: A CAREER FOR ME



Millennials are focused on a *career for me*, paving their own path and developing the skills to ensure employment security. Managing others is low on their list; money and purpose matter much more. It is time to rethink people practices to attract, retain and develop the next generation of leaders.

BEING THE BOSS IS A LOW PRIORITY

Just 13% of Millennials rank aspiring to leadership roles as a top career priority.



MEN ASPIRE TO LEAD MORE THAN WOMEN

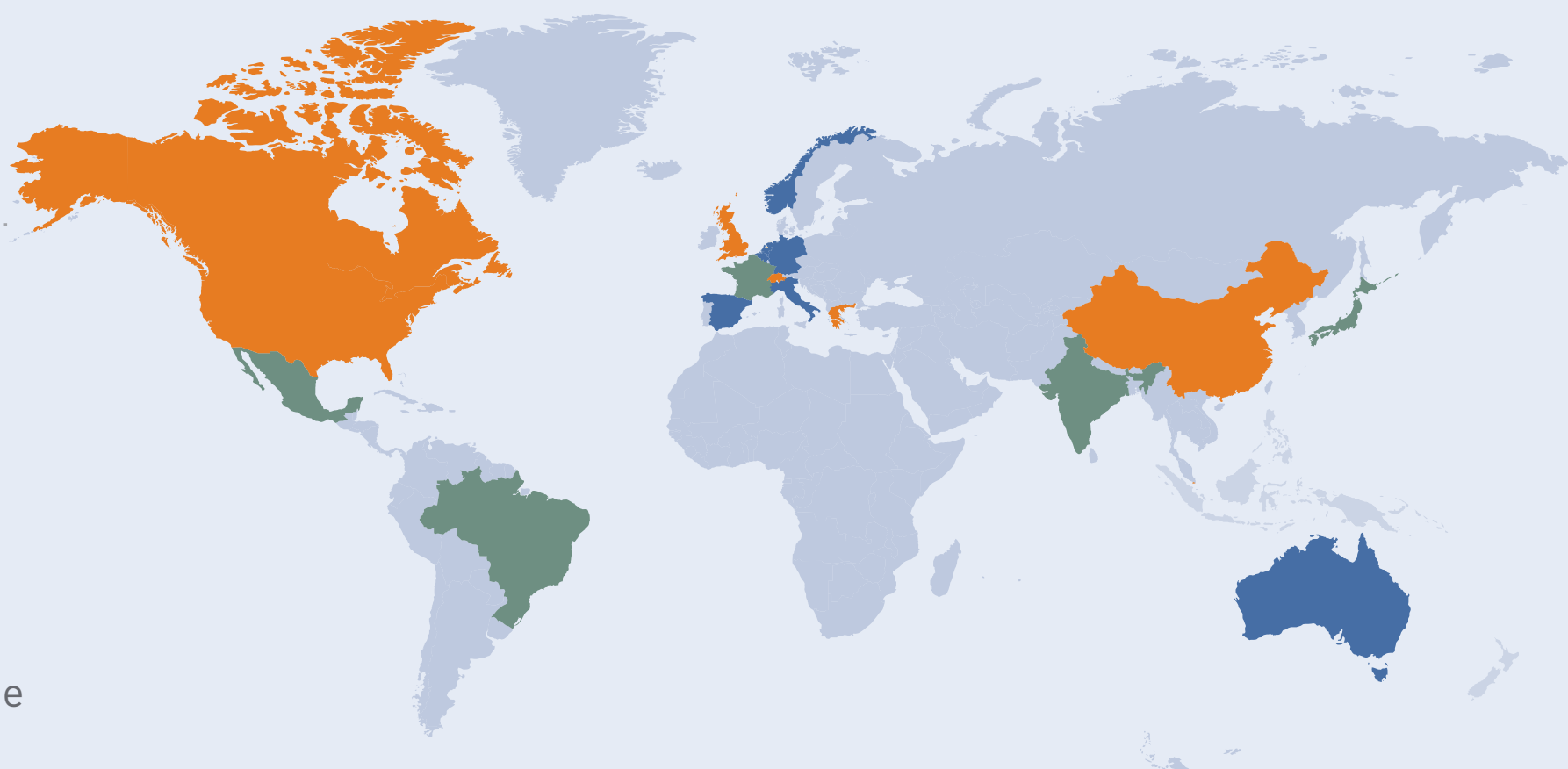
How much more?

7% - 10%
 China - 7%
 Canada - 7%
 UK - 7%
 Greece - 8%
 Switzerland - 9%
 Singapore - 9%
 USA - 10%

4% - 6%
 Italy - 5%
 Spain - 6%
 Norway - 6%
 Germany - 6%
 Australia - 6%
 Netherlands - 6%

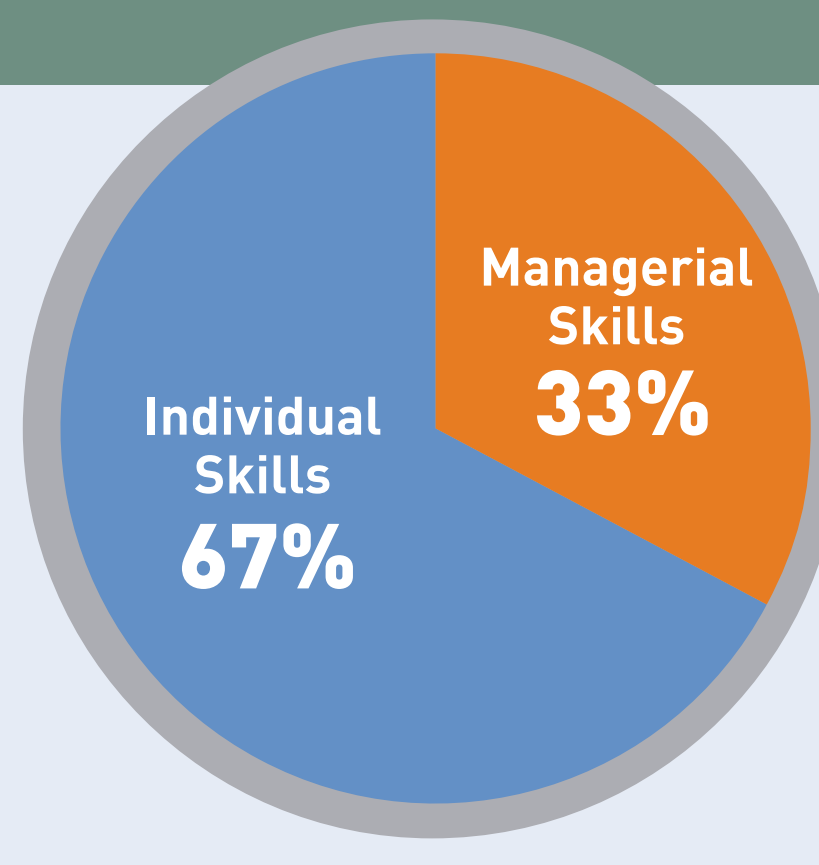
0% - 3%
 France - 0%
 India - 1%
 Brazil - 3%
 Japan - 3%
 Mexico - 3%

Some countries are close to parity, while in others the gap is more significant.



MY SKILLS, MY CAREER

Millennials are focused on developing their individual skills, rather than learning to manage and lead others.



- Managerial Skills**
- Leadership: 16%
 - People management: 17%
- Individual Skills**
- Technical job skills: 25%
 - Personal skills / Teamwork / Communication: 24%
 - IT/Technology: 18%

PLEASED, BUT NOT SATISFIED...

Two-thirds of Millennials are pleased with how they are being managed... however, most Millennials rank their own people management style more positively than their managers'.

| I'm good at | My manager is good at | |
|-------------|-----------------------|-----|
| 69% | Listening | 46% |
| 66% | Offering feedback | 41% |
| 63% | Giving encouragement | 44% |



*Global study

WHAT HIRING MANAGERS SAY...

Where Millennials Get it RIGHT

- Learning new skills is key to advancement
- 2 years is right amount of time to stay in role
- Employers expect too much experience from job seekers
- Low pay and no development mean it's time to go



HIRING MANAGERS ADVISE MILLENNIALS TO:

- Prioritize an upward path over a perfect fit
- Lower initial pay expectations
- Develop soft skills
- Focus on networking and development

Be patient. Learn all you can from the role you have. Money will come and so will more responsibility if you show motivation and willingness to learn.

— ManpowerGroup Hiring Manager

PRACTICAL ADVICE TO EMPLOYERS

Attracting, Retaining and Developing Millennial Workers

- 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

Find out more at: www.ManpowerGroup.com/Millennials