

In this year's survey, millennials' views of business's motivations and ethics, which had been trending up, took a sharp downward turn . . .

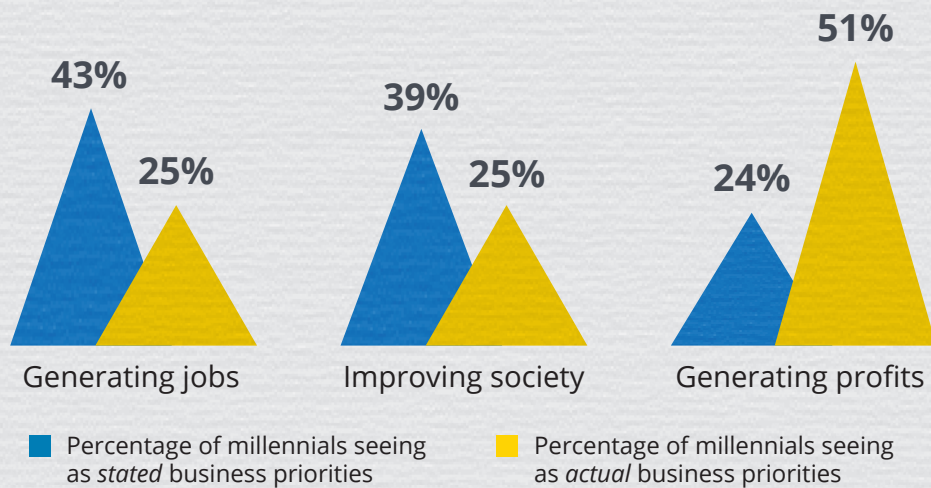
**-15% ↓**  
Agree that business leaders are committed to helping improve society

**+12% ↑**  
Believe that businesses have no ambition beyond wanting to make money

**-17% ↓**  
Believe that businesses behave in an ethical manner

**+16% ↑**  
Believe businesses focus on their own agendas rather than considering society in general

. . . partly because businesses are out of step with millennials' priorities.



So how can businesses attract and retain millennial talent in an uncertain future?

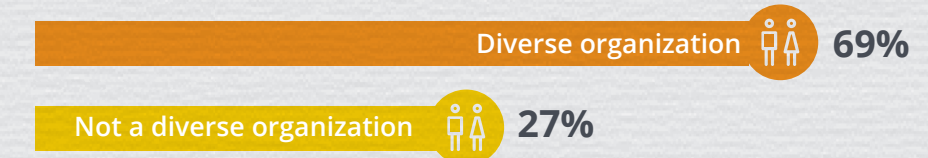
**1** Consider what millennials report as top priorities when considering an employer.

Millennial survey respondents rated as very important:



**2** Good pay and positive cultures attract millennials and Gen Z, but diversity/inclusion and flexibility are important keys to keeping them happy.

Percentage of millennials saying they will stay beyond five years:



**55%** of millennials who say their organizations are more flexible compared to three years ago plan to stay at least five years. Where they see less flexibility, only 17 percent plan to stay long-term.

**3** In an Industry 4.0 workplace, younger employees see "soft" skills as increasingly necessary.

Top "essential skills" for long-term success, according to millennials:



Are employers—and their younger workers—prepared for an Industry 4.0 environment?

**70%** of millennials predict wide-scale change as a result of Industry 4.0

**52%** of millennials see Industry 4.0 technology augmenting their jobs, not threatening them

Yet only **36%** of millennials believe they have the skills required for Industry 4.0

Who do millennials think should be most responsible for preparing them to work with technologies such as robotics and artificial intelligence?

