The female millennial: A new era of talent
Global diversity perspectives
Today’s agenda

- Introductions
- A new era of female talent
- Diversity – front of mind
- WLB & flexibility
- A feedback culture
- Global careers
- Reputation matters
- Myth busting
Introduction
A new era of female talent
A global millennial study

Respondents by region

- Asia 1,872
- Australia & New Zealand 402
- Central & Eastern Europe 871
- Western Europe 4,352
- Africa 307
- Middle East 117
- North America 735
- South & Central America 1,361

8,756 respondents
1,349 respondents

From across 75 countries
A new era of female talent
The female millennial career stage differential

<table>
<thead>
<tr>
<th>The career starter</th>
<th>The career developer</th>
<th>The career establisher</th>
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<tbody>
<tr>
<td>0-3 years’ work experience, focused on getting to grips with work life and workplace culture and practices.</td>
<td>4-8 years’ work experience. Accustomed to the workplace and focused on developing their expertise, discovering their areas of impact and progressing their career.</td>
<td>9 or more years’ work experience. Developed as a subject expert and focused on establishing their profile as a leading expert internally and externally and honing their leadership style.</td>
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A new era of talent of female talent
A new era of female talent

The female millennial

- More highly educated
- Higher levels of career ambition
- Higher levels of career confidence
- Higher levels of workforce participation
A new era of female talent
What makes an employer attractive?

- Opportunities for career progression: 53%
- Competitive wages and other financial incentives: 52%
- Flexible working arrangements available: 35%
- Good benefits packages including pensions, healthcare and other benefits: 33%
- Excellent training and development programmes: 27%
A new era of female talent
More confident, but......

Do you feel you will be able to rise to the most senior levels with your current employer?

- 49% Career starters
- 71% Career starters

Do you feel you will be able to rise to the most senior levels with your current employer?

- 49% The career starter
- 45% The career developer
- 39% The career establisher
A new era of female talent
Earning power and pattern shift

Where in a dual career couple, I am the primary earner

66% of female millennials who are part of a dual career couple earn equal to or more than their spouse

18%  24%  31%
Diversity – front of mind
Diversity
Front of mind

How important is an employer’s policy on diversity, equality and workforce inclusion when you decide whether or not you should work for them?
Diversity – front of mind
Opportunities are not equal

Organisations talk about diversity, but I do not feel opportunities are really equal for all

<table>
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<tr>
<th>Year</th>
<th>Agree</th>
<th>Neither</th>
<th>Disagree</th>
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<tbody>
<tr>
<td>2015</td>
<td>13%</td>
<td>71%</td>
<td>16%</td>
</tr>
<tr>
<td>2011</td>
<td>20%</td>
<td>54%</td>
<td>26%</td>
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Work-life balance and flexibility
WLB and flexibility
High on the agenda

Is good work life balance important to you?

29%

24%

97% of male and female millennials said work-life balance was important to them
A feedback culture
A feedback culture
Expect frequent feedback

How frequently do you believe you should receive feedback on your job performance?
Thinking about when you receive feedback such as during performance reviews, do you think this should focus more on your future development or more on your past performance?
A feedback culture
Preference for face-to-face discussions on:

- Performance evaluations: 91%
- Compensation: 88%
- Career plans and progress: 80%

Female millennial preference for face-to-face feedback discussions on:

- The career starter: 73%
- The career developer: 81%
- The career establisher: 88%
Global careers
Global Careers
International experience in high demand

I would like to work outside my home country during my career

71%

Current International Assignee Population

80%
20%

Source: PwC Talent Mobility: 2020 and beyond
86% in a relationship are in a dual career couple

66% earn equal to or more than their spouse/partner

At any point in your career so far, have you completed an international assignment?

- 14% The career starter
- 21% The career developer
- 27% The career establisher
Global Careers
Gender inclusive approach required

I feel international experience is critical to further my career

I feel women and men have equal opportunity to undertake international assignments at my current employer

62%

77%

56%
Reputation matters
Are there any sectors in which you would not work solely because of its image/reputation?
Myth busting
Myth busting
Women leave to have families

Our research tells us that the top five reasons millennial women have left a former employer are:

- There were not enough opportunities for career progression: 31%
- The work was not as interesting and meaningful as I would like: 27%
- There were not enough opportunities for learning and development: 21%
- I found a job that paid more elsewhere: 20%
- There was not a fair balance between how hard I worked and the compensation I received: 20%

Our research tells us that the top five reasons millennial women would leave their current employer are:

- I found a job that paid more elsewhere: 43%
- My work and personal life are out of balance. I want a role with more flexibility: 37%
- There is not a fair balance between how hard I work and the compensation I receive: 36%
- There are not enough opportunities for career progression: 32%
- The work is not as interesting and meaningful as I would like: 28%
Contacts

Aoife Flood
Global D&I Programme Office
T: +353 (0)1 7926459
E: aoife.flood@ie.pwc.com

Bradley Deckert
Global D&I Programme Office
T: +1 678 419 1517
E: bradley.deckert@us.pwc.com