

CAREER START FOR TOP FRENCH GRADUATES

Expectations, ambitions and commitments

G16
CAREERS

A study carried out by  **EDHEC**
BUSINESS SCHOOL | NewGen Talent centre

CONTEXT

No one disputes it any longer: recent graduates don't have the same professional aspirations or the same attitudes to the world of work as their elders.

Is this new generation too demanding? What are the professional truths behind the buzz about these young professionals?

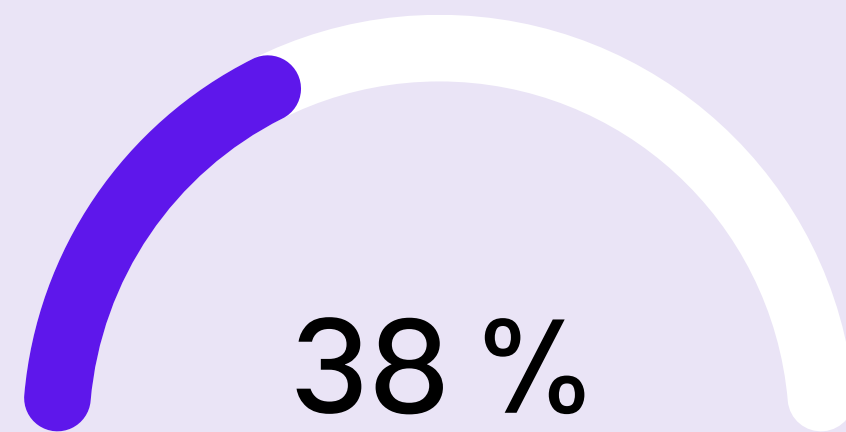
Are the unusual career paths of young graduates anecdotal or do they reflect the majority? How do young graduates express their quest for meaning and their ambitions? What are their career goals? How do they want to be managed?

Do young graduates from the top French universities feel professionally fulfilled? Have their first jobs brought them personal fulfillment?

For the first time, the alumni associations of some of the world's leading engineering and management schools have joined forces to take a close look at the early careers of their young graduates, and to answer recruiters' biggest question: what attracts, retains and engages the younger generation of graduates today?

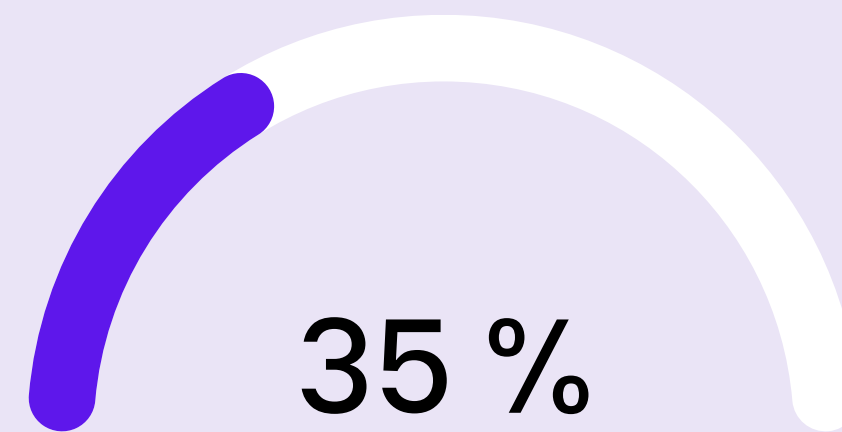
DIVERSE PROFESSIONAL AMBITIONS

Q. : “When it comes to your professional ambitions, which profile do you feel closest to?”
Distribution of respondents according to the 1st profile they identify with.



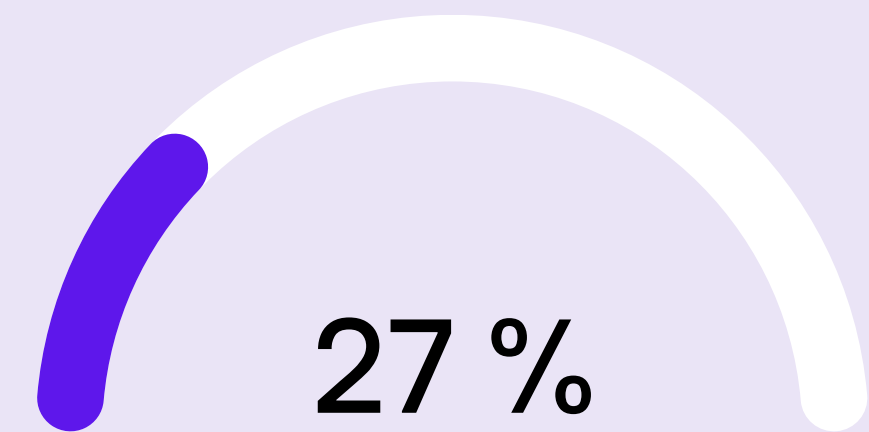
Committed Profile

He/she is focused on the world's issues, motivated by the general interest, the company's culture and values, and the usefulness of its mission.



Intra/entrepreneurial Profile

He/she is focused on the company project, motivated by the challenge, the freedom of action and the autonomy of the missions entrusted to him/her.

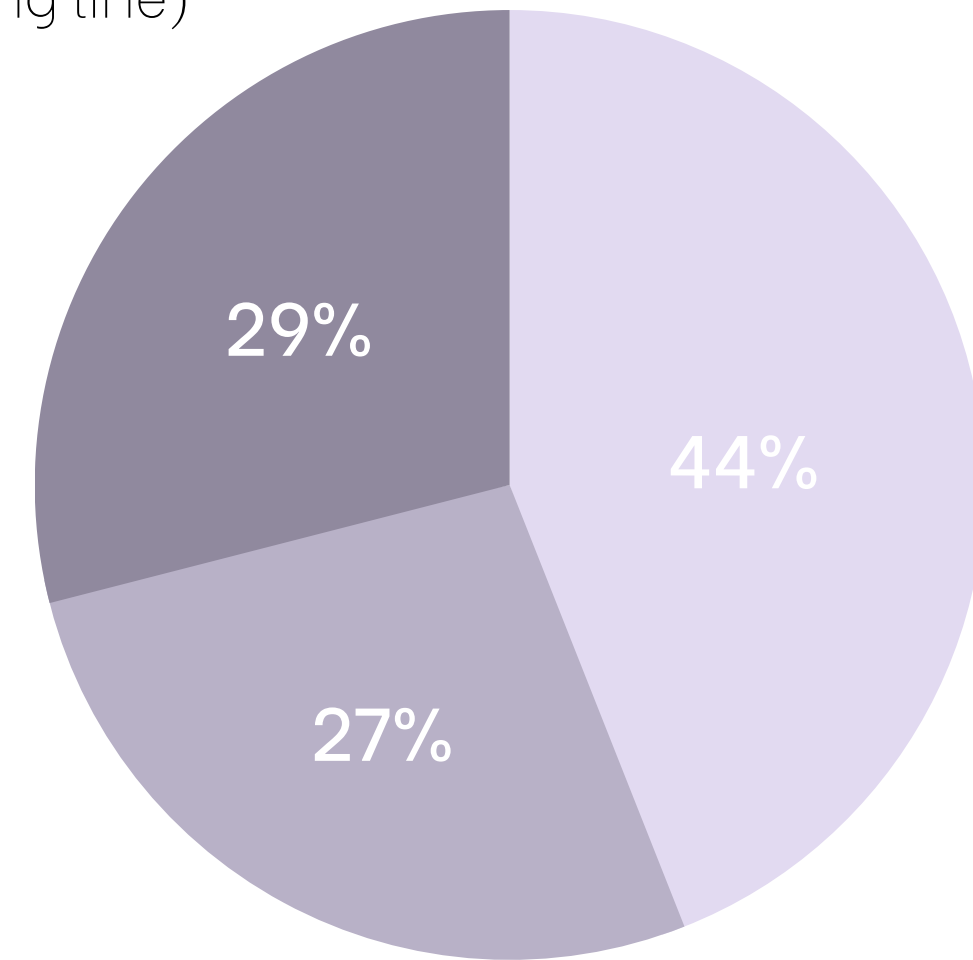


Competitor Profile

He/she is focused on ambitious career development, motivated by the prospect of a managerial position, hierarchical responsibility and attractive remuneration.

44% OF YOUNG
GRADUATES WILL BE
MAINLY MOTIVATED BY
THE DEVELOPMENT OF
CAREER EXPERTISE

Team management
(with reporting line)



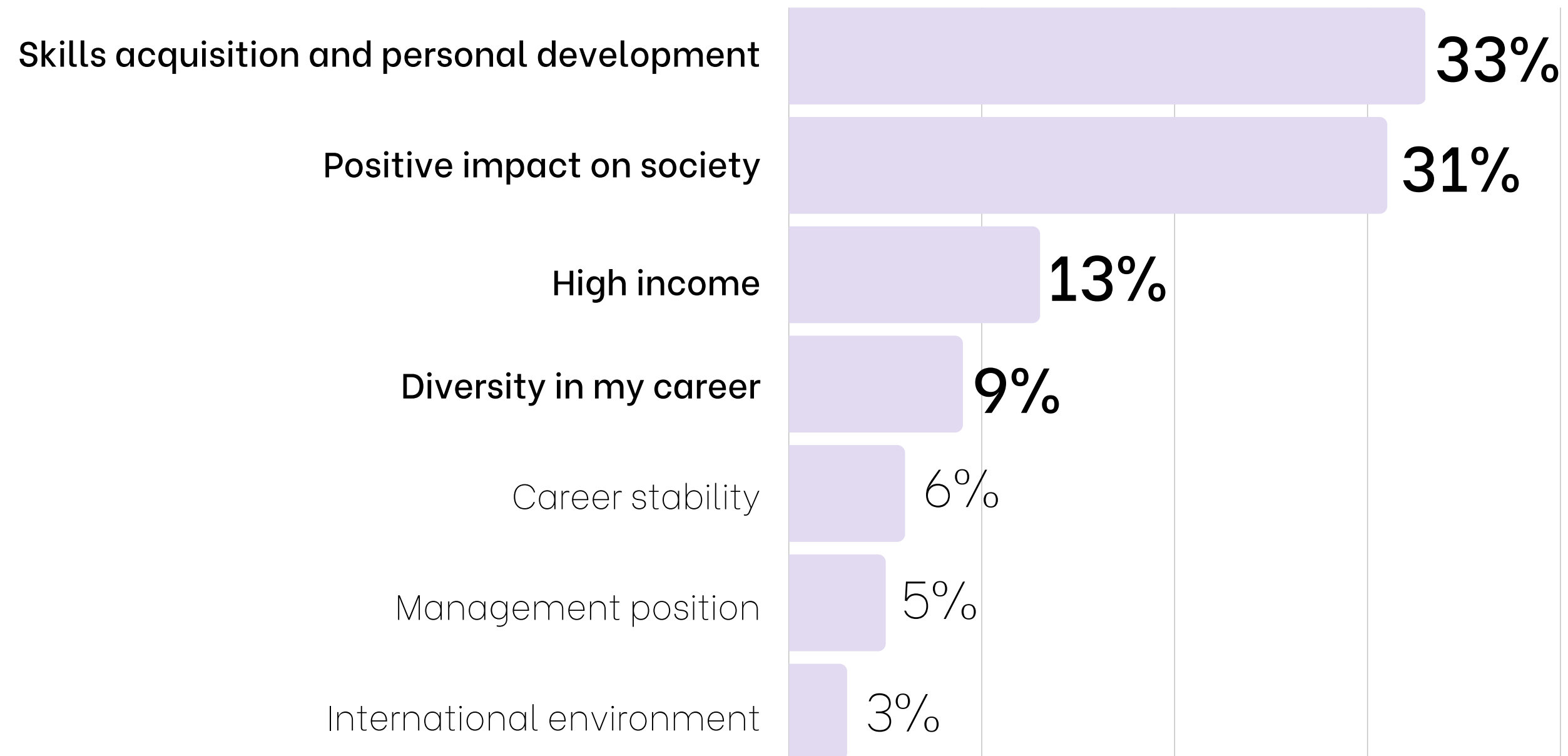
Developing
expertise

Team leadership (networked,
non-hierarchical work)

Q. : “For your career, will you be primarily motivated by“

THE PROFESSIONAL GOALS OF YOUNG GRADUATES : LEARN, DEVELOP AND CONTRIBUTE TO SOCIETY

Q. : « Considering your aspirations for your professional life, please rank the following items from 1 to 3 in order of importance »
(% of respondents who cited the item in 1st position)



IN THEIR OWN WORDS

Q. : « What are your aspirations for your professional life? »

« Find a job I like, in a field I'm passionate about – where I can **continue to learn on a daily basis, while serving society/the environment in a global way**; while still being **well paid** and enjoying an interesting work/life balance. »

« Fulfilling, caring work environment. Good professional and personal balance. Continue to learn, **evolve in different positions, even sectors and structures, build my own career path**, build something new. »

« Gain social recognition through my work. **Travel the world and have varied life experiences** (geography, culture, jobs). **Leading teams and projects, growing in size and responsibility.** »

TOP GRADUATES STILL WANT MORE SOCIAL IMPACT IN THE WORKPLACE

Q. : Do you feel that your current position / your last position enables you to achieve each of these objectives? »

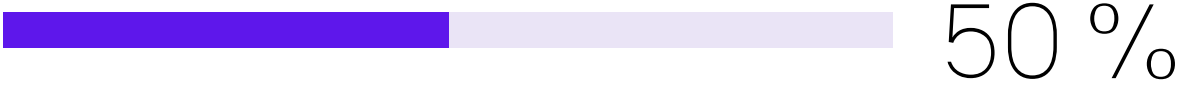
(% of respondents who achieved or expect to achieve the objective “for the most part” or “totally” in their last or current job)

Achieved objectives

Skills acquisition and personal development



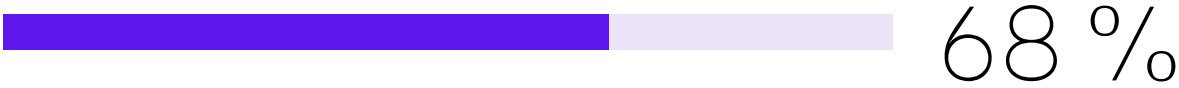
Positive impact on society



High income



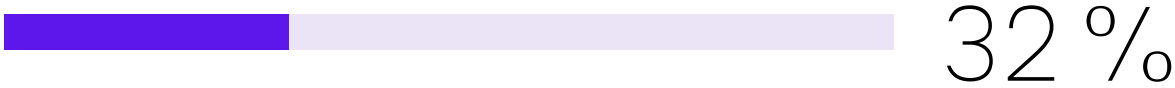
Diversity in my career



Career stability



Management position

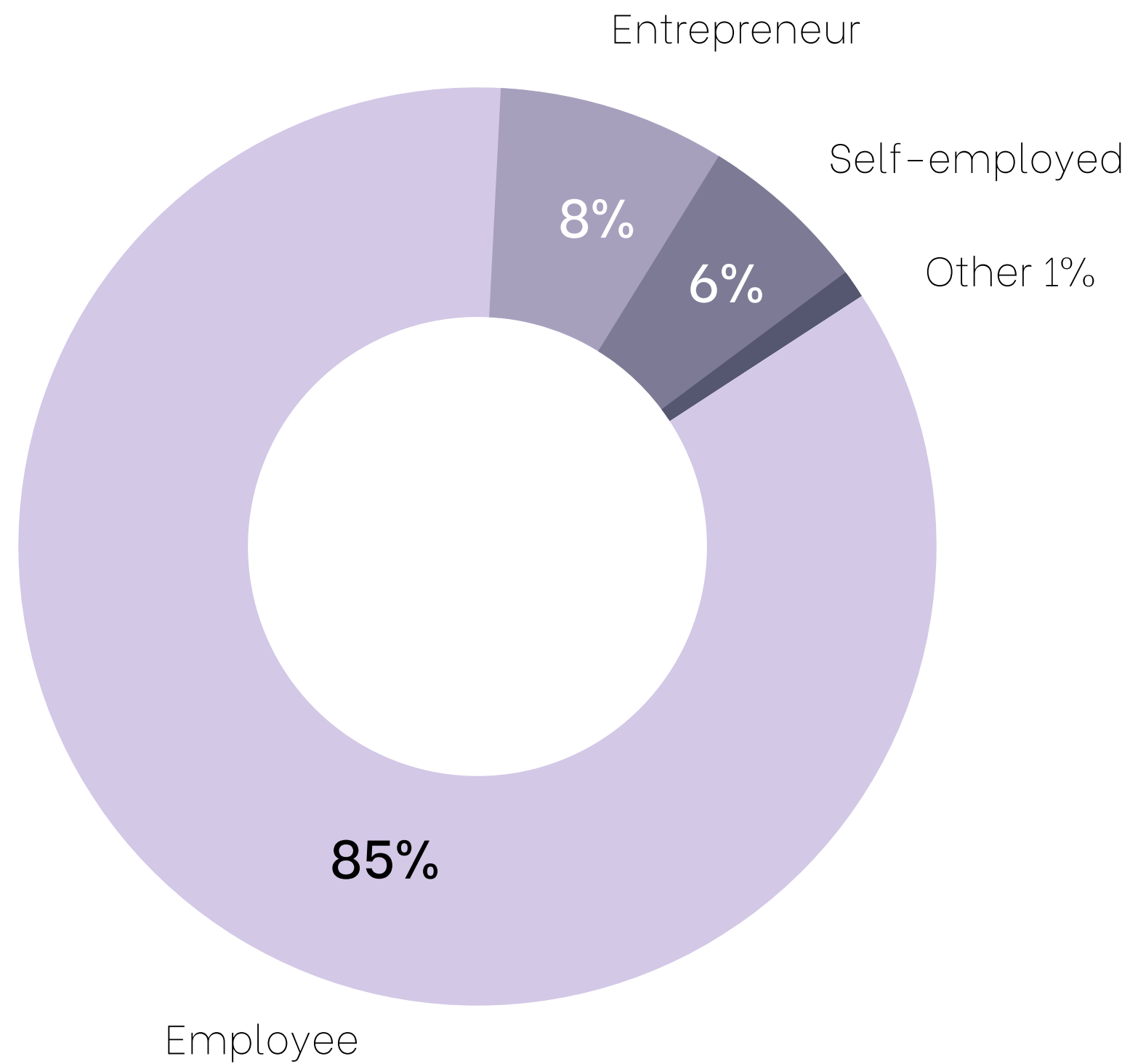


International environment



Most
important
objective

Least
important
objective



85% CONSIDER
SALARIED STATUS
IDEAL FOR A
CAREER START

Q. : « What is your ideal employment status in the short to medium term? »

IN THEIR OWN WORDS

Q. : « What are your aspirations for your professional life? »

Salaried employment for stability, to gain experience and develop a side project

« Employed in the short term to **ensure security and save**. Then independent to apply the vision and have something to pass on. »

« Employed for the time it takes **to build up skills / develop** a network and then set up a business. »

« Become self-employed or a part-time employee and self-employed entrepreneur at the same time, **doing very different types of work**. »

« I'd like to be able to work less and less in a salaried job (go part-time, for example) to **be able to free up time for personal projects/self-employment** if the opportunity and economic context are right. »

Committing to work for what matters to you, to have freedom of action

« A mix of small experiences: teaching, entrepreneurship, freelance consulting... **to organize your days according to your needs and free up some free time for a good work/life balance**. »

« An entrepreneur, with **a project that thrills me and has meaning for me**, in a sector that interests me, non-tech, with a high degree of autonomy and the ability to make decisions and manage teams. »

PREFERRED WORK ARRANGEMENTS: FLEXIBILITY AND FREEDOM OF CHOICE

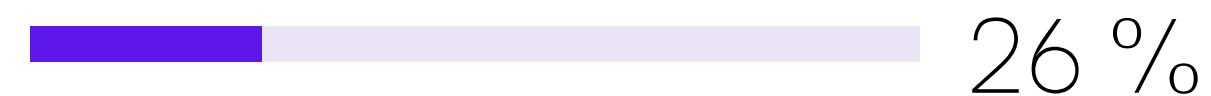
Q. : « What importance do you attach to each of these working methods? » % « very important »

Importance

Flexible working hours / asynchronous working



Opportunity to concentrate work over 4 days with full remuneration



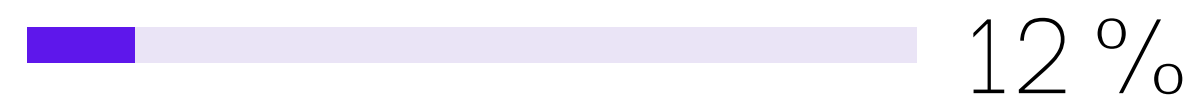
Total freedom to choose where to work each day



Possibility of choosing the number of days worked with prorated remuneration (part-time weekly or annualized)



Benefit from working hours to devote to a project with a societal impact



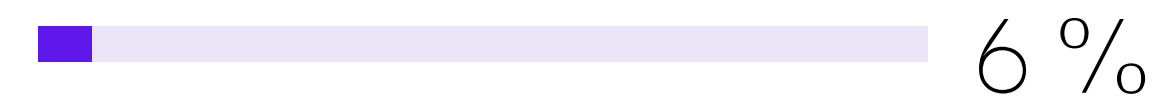
Q. : « Do you benefit from it today or did you benefit from it in your last position? » % “Yes“ (items ordered by importance on the “very important“ criterion)

Benefits

Flexible working hours / asynchronous working



Opportunity to concentrate work over 4 days with full remuneration



Total freedom to choose where to work each day



Possibility of choosing the number of days worked with prorated remuneration (part-time weekly or annualized)

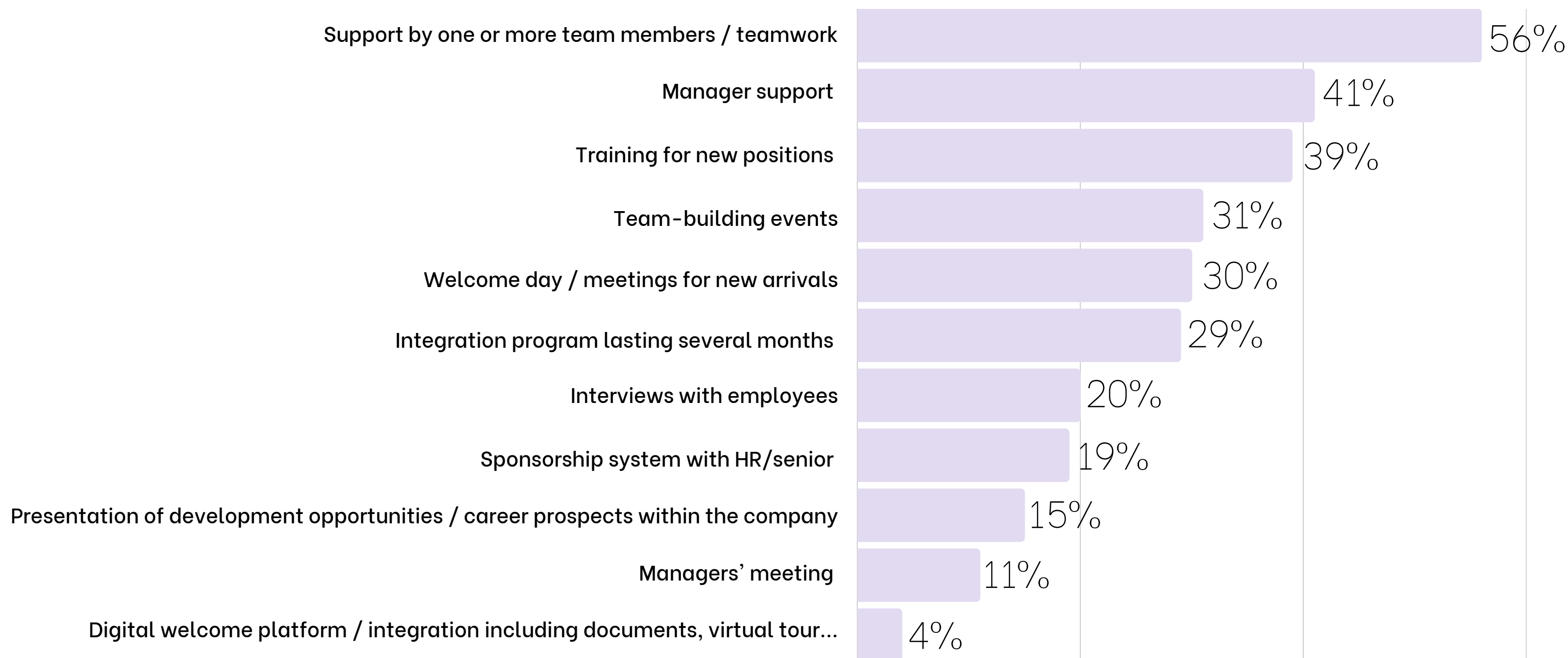


Benefit from working hours to devote to a project with a societal impact



51% OF RECENT GRADUATES SAY THEY BENEFITED FROM PARTICIPATING IN PROGRAMS FOR NEW HIRES

Q. : « What practices do you consider the most effective for successful integration? » (% of respondents having ticked the item – 3 possible answers from a list of items)



ADVICE FROM YOUNG GRADUATES : IN THEIR OWN WORDS

Q. : « What do you think would be the best way to integrate young graduates into the company? »

Autonomy, trust, responsibility

« Trust young graduates, by giving them the means and perspectives to help our models evolve towards greater flexibility, and **greater consideration for each individual's needs.** »

« Don't neglect **“social” integration into the team** (welcome events, etc...), and set up regular check-ups at the beginning to ensure that the balance between initial training and responsibilities is respected, so that the newcomer doesn't get bored or down. »

« **A mission that makes sense in a company that knows how to trust young people and has an agile way of working.** »

Sponsoring, mentoring with an HR/senior, coaching a member of your team

« Give them both a **mentor** with 10 more years' experience, to talk about career and progression, and a **sponsor** with one more year's experience, for day-to-day issues. »

Missions in line with current challenges

« Bring these companies into line with the trajectory of an ecologically and economically stable world. Rethinking their governance, **modifying their business model**, putting people before money, ceasing to call 'growth' the total and systematic destruction of living spaces and biodiversity, a **complete paradigm shift.** »

EXPECTATIONS VIS-À-VIS MANAGEMENT : TRANSPARENCY, TRUST, PROTECTION AND RECOGNITION

Q. : « In your relationship with your direct managers, how important is each of these items to you? » % “very important”.

Management expectation

A transparent / honest manager



A manager who trusts and gives autonomy



A manager who protects and defends his team



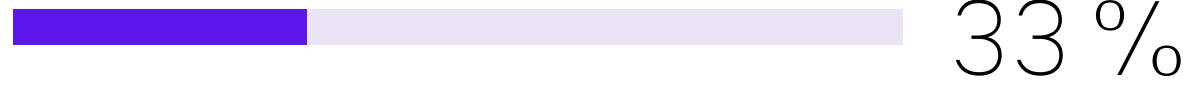
Recognition of performance (merit-based)



An inspiring manager



Regular feedback



Helping to develop employability



Q. : « Do you think your current or last manager meets these criteria? » % “benefits”.

Benefits management

A transparent / honest manager



A manager who trusts and gives autonomy



A manager who protects and defends his team



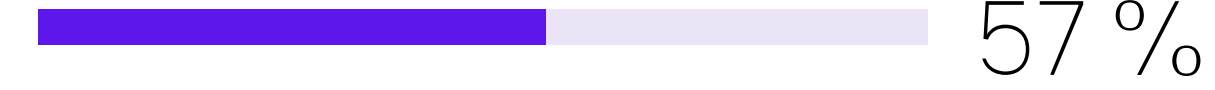
Recognition of performance (merit-based)



An inspiring manager



Regular feedback



Helping to develop employability



THE IDEAL MANAGER FOR YOUNG GRADUATES

Q. : « What do you see as the characteristics of the ideal manager? »

« **Someone who trusts you and lets you do everyday tasks on your own.** Who is aware of strengths and weaknesses and **helps to improve and progress.** Who **values feedback and gives it regularly.** Leads by example, creating **a culture of caring, ambition and intelligence.** **Mentors, defends and represents its team.** Who listens and is there **when you need him.** »

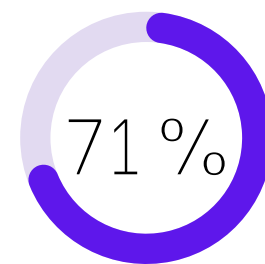
« **Demanding in terms of expectations** but supportive of every member of the team, a good listener, keen to help everyone progress, **sets clear, achievable but challenging objectives,** provides regular feedback on everyone's work, **maintains a balance between private and professional life,** humane towards colleagues, gives recognition to everyone, builds a climate of trust. »

« A manager who trusts me, who doesn't micro-manage, **who lets me be autonomous while giving me a framework.** He's also an **inspiring person.** »

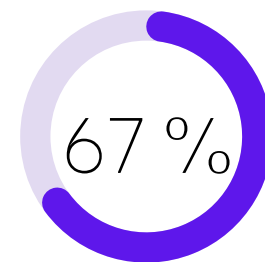
« Practices non-violent communication, **pays attention to working conditions, is aware of the impact of work organization on people's physical and mental health,** takes into account proposals on work organization, promotes teamwork rather than competition, knows how to give positive and negative critical and constructive feedback. »

INTERESTING ASSIGNEMENTS AND THE WORK ATMOSPHERE ARE THE TWO MAIN FACTORS DRIVING COMMITMENT

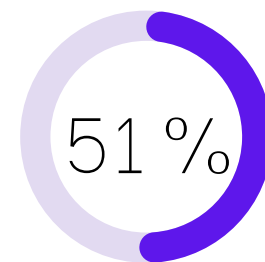
Q. : « How important are each of these elements in strengthening your commitment at work? ».
(% of respondents who consider the element “very important »)



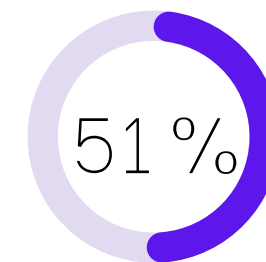
The interest of the missions entrusted



The atmosphere at work and the collective adventure

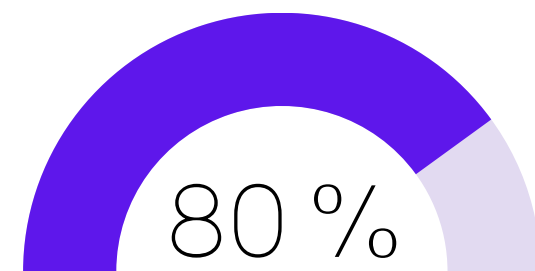


Aligning values with those of the company.

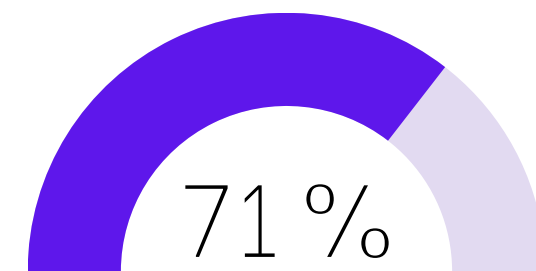


A challenging and ambitious job

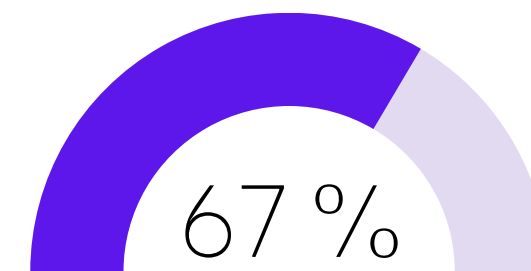
COMPANY'S PURPOSE (RAISON D'ÊTRE) AS A DRIVER FOR ATTRACTING AND ENGAGING NEW GENERATIONS IN THE WORKPLACE



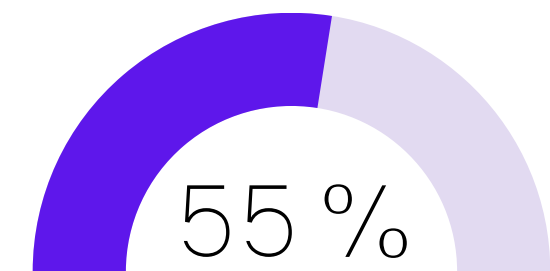
Know “fairly precisely” or “very precisely” their company’s purpose (raison d’être)



Say that the company’s purpose (raison d’être) could “very much” or “totally” **encourage them to join.**



Say that the company’s purpose (raison d’être) could be “very much” or “totally” **the driving force behind their commitment to the company**



Would find it engaging if **part of their remuneration were linked to the achievement of the company’s non-financial objectives.**

TRAINING IN SOCIETAL ISSUES ENGAGES THE YOUNGER GENERATION

Q. : « For each of these measures aimed at involving employees in the implementation of the company's purpose (raison d'être), please indicate whether you would find them engaging for yourself? » .

% "A lot" or "Totally".

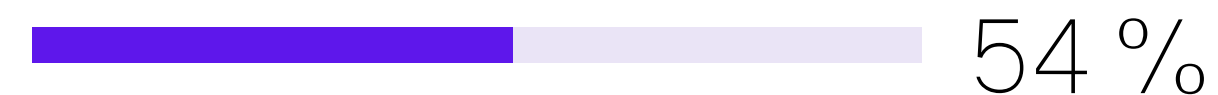
Developing employees' skills in social, societal and environmental issues



Employees are given the opportunity to get involved in an activity related to the company's purpose (raison d'être) during working hours, but outside the scope of their job.



Participative company management

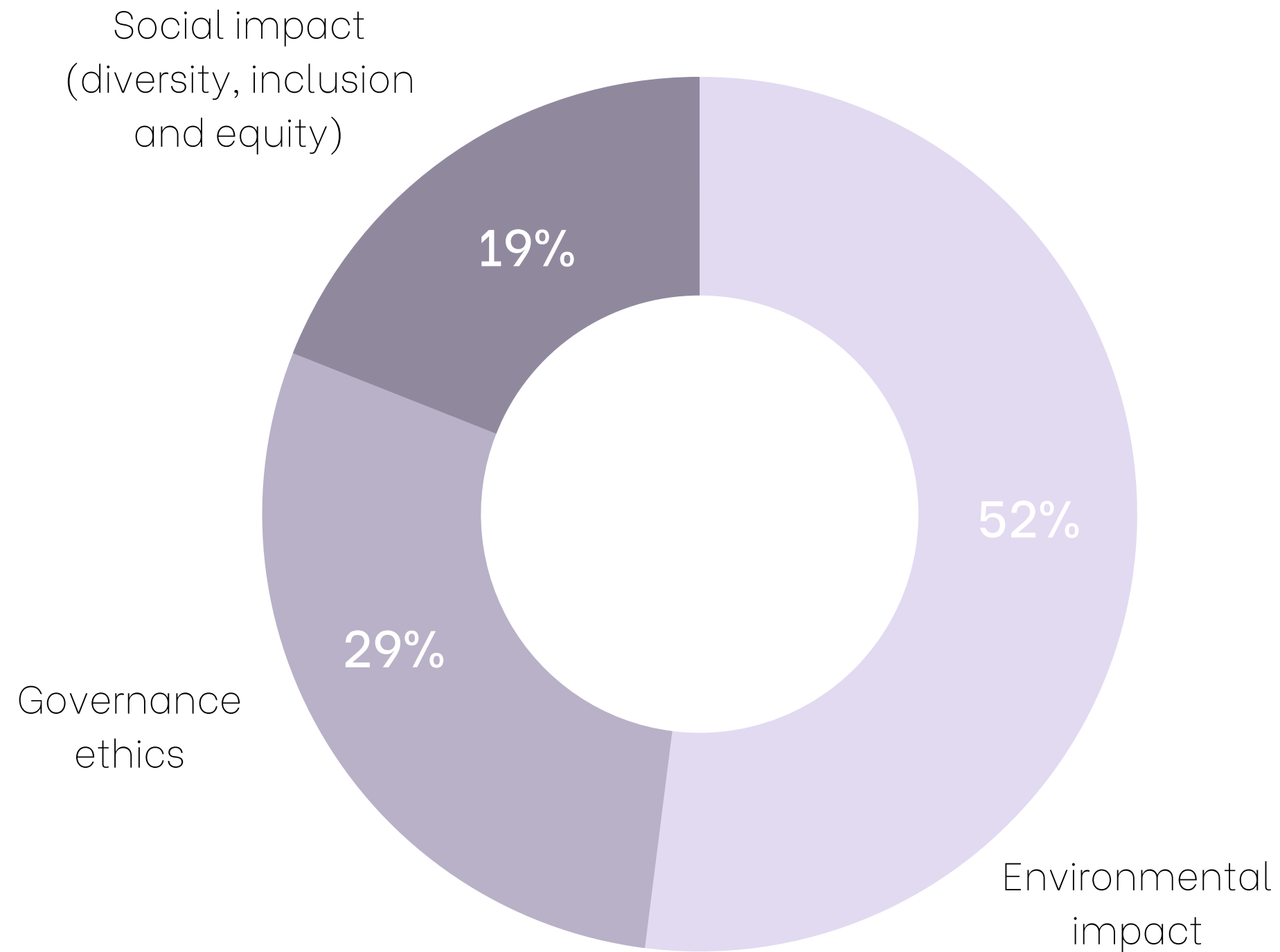


Opportunity for employees to sponsor skills development



Job descriptions include employee objectives linked to the company's purpose (raison d'être).





ENVIRONMENTAL
IMPACT IS THE
TRANSFORMATION
MOST EAGERLY
AWAITED BY YOUNGER
GENERATIONS

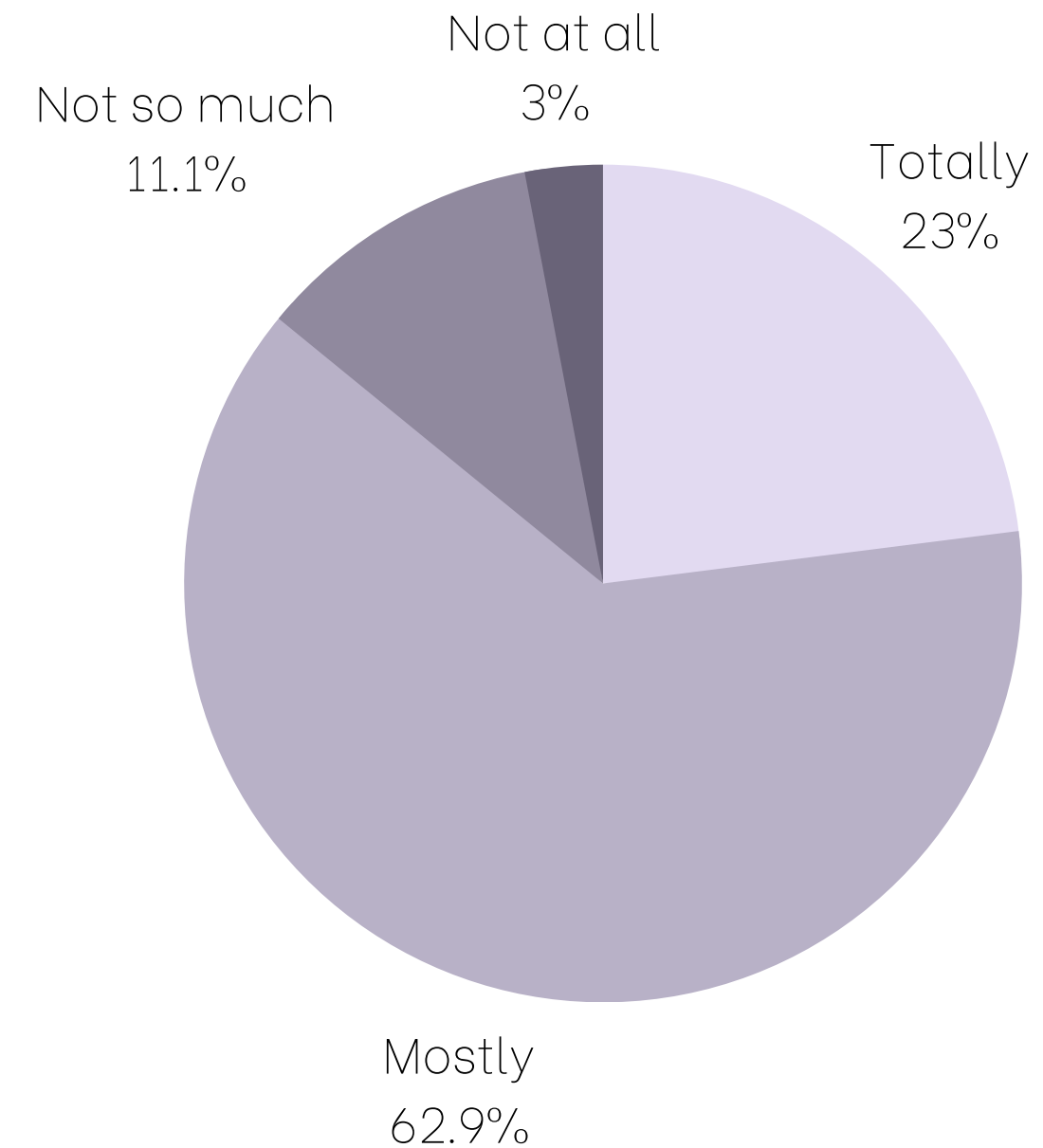
Q. : « Which of these three corporate transformations are you most sensitive to? »

% of respondents citing each proposal in 1st position .

85.9% OF NEW GENERATIONS FEEL THAT THEIR CURRENT OR LAST JOB HAS ENABLED THEM TO ACHIEVE PROFESSIONAL FULFILMENT

Q. : « Overall, does your job (last job) allow you (did it allow you) to fulfill yourself professionally?»

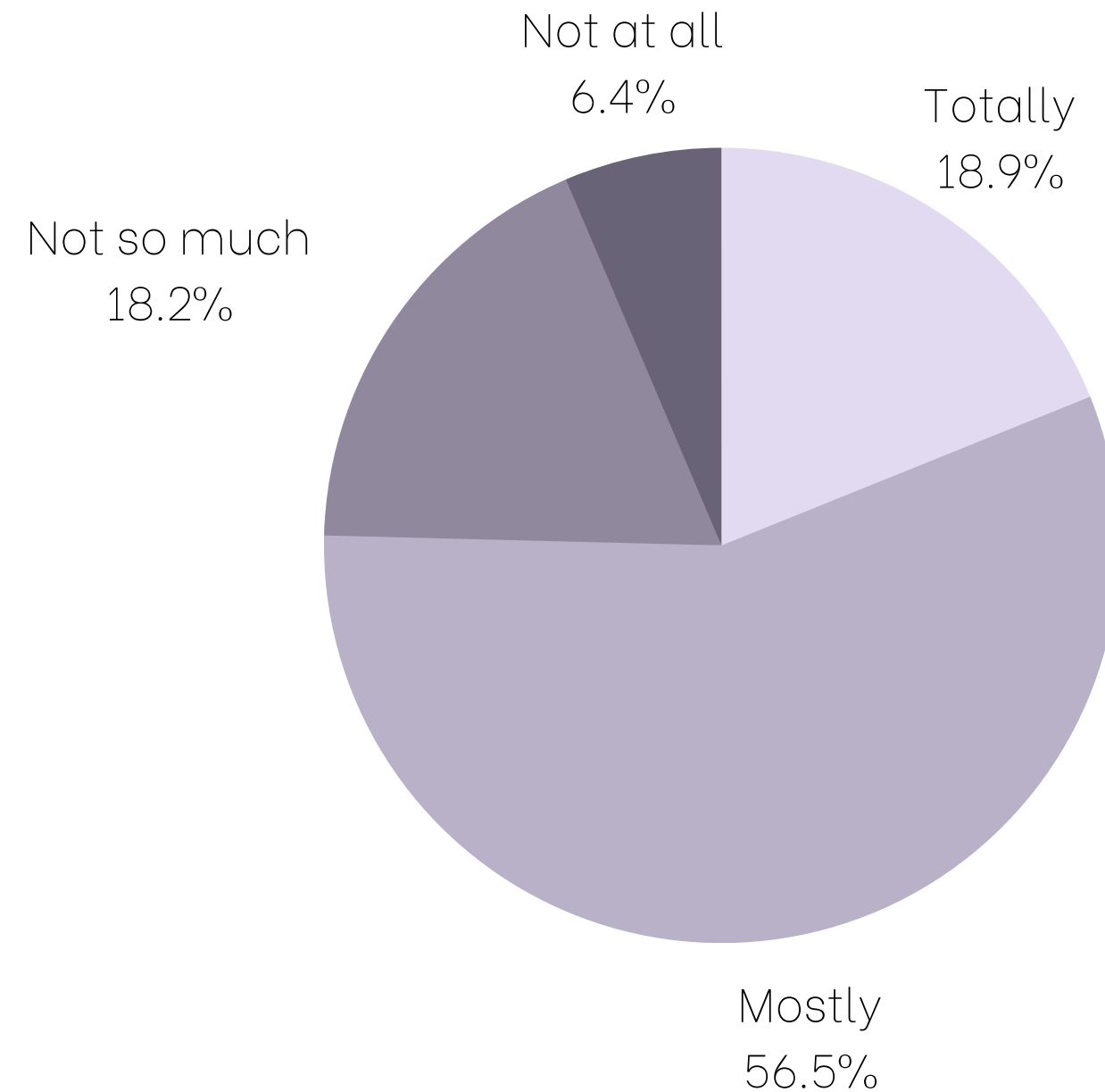
(Cumulative “Mostly” or “Totally”).



75.4% OF NEW GENERATIONS FEEL THAT THEIR CURRENT OR LAST JOB HAS ENABLED THEM TO ACHIEVE PERSONAL FULFILLMENT

Q. : « Overall, does your job (last job) allow you (did it allow you) to develop personally? »

(Cumulative “Mostly” or “Totally”).



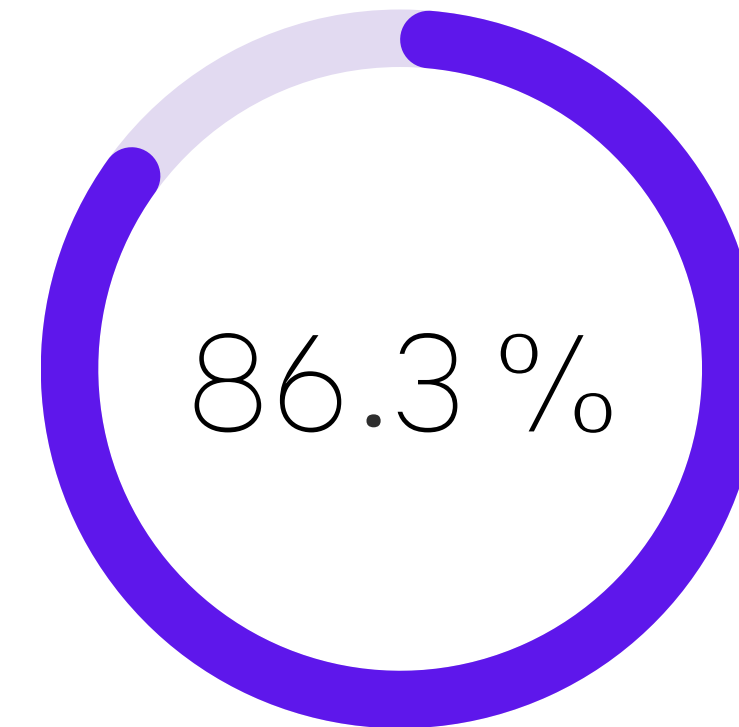
Q. : « What are your aspirations for your professional life? »

« A job that makes **sense**, that's **paid what it's worth**, in a public or private establishment that treats its employees **equally**, that provides sufficient human and material resources to ensure **good working conditions for all**, that doesn't mistreat its employees or the people to whom it provides a service. Having colleagues, a pleasant office, flexible working hours, **flexibility** in the organization of my work is important. It's essential for me to have **a job that provides something concrete** in terms of production, knowledge or support for people or projects, with a **large part devoted to human relations**. The recognition of the usefulness of this job by my peers and by society is also important, as is the idea of having to carry out **varied and intellectually challenging tasks**. »

– Female; French; Alumni engineer; 1 to 3 years' professional experience.

MATCHING TRAINING TO BUSINESS NEEDS

Q. : « For your current/last job, would you recommend the higher education course you followed? »

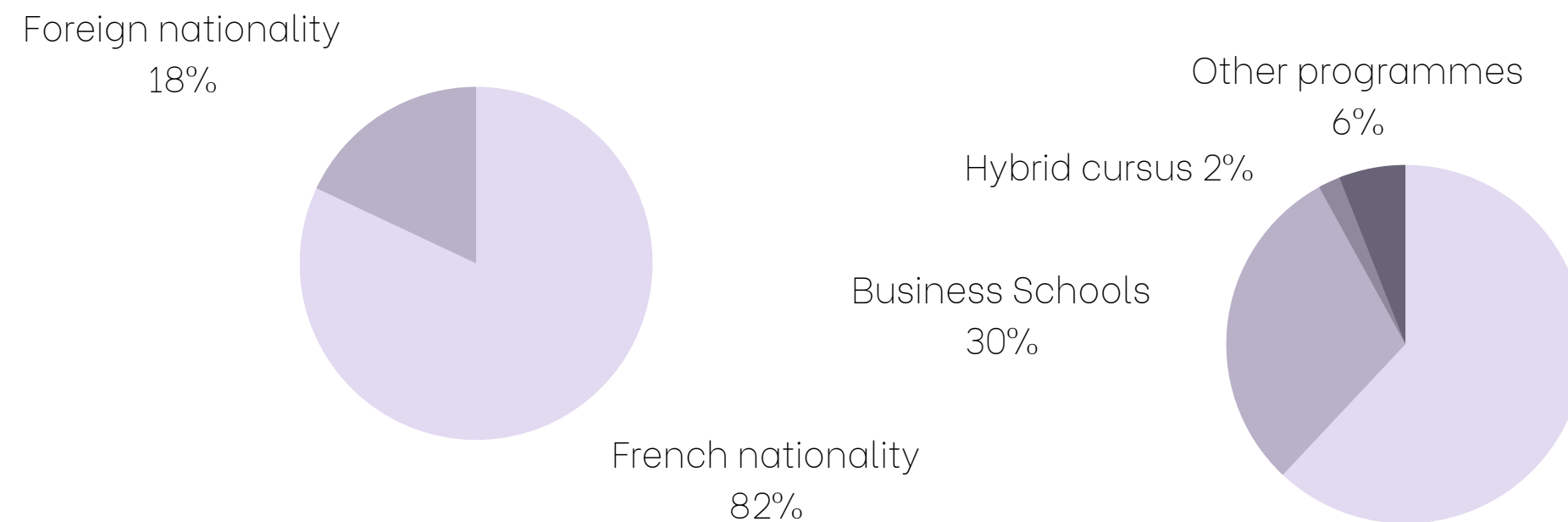


of new generations would recommend their academic degree for the job they hold.

METHODOLOGY AND PROFILE OF RESPONDENTS

Survey conducted by the EDHEC NewGen Talent Centre in October and November 2022 among graduates of the G16 Careers “grandes écoles”: 2,099 responses from graduates with less than 6 years’ experience were analyzed

Profile of respondents :



The themes of this survey :

The career aspirations and motivations of new generations of graduates.

How young graduates want to be integrated, managed and engaged.

Their level of professional and personal fulfillment.

ABOUT THE NEWGEN TALENT CENTER

Created in May 2013 under the direction of Manuelle Malot, the NewGen Talent Centre is EDHEC's center of expertise on the aspirations, behaviours and skills of new generations of graduates. Its mission is to detect, understand and explain the changing expectations of young people for their professional lives.

The NewGen Talent Centre draws on 30 years of experience in the professional integration of young graduates, and on the expertise of Geneviève Houriet Segard, PhD, socio-demographer and deputy director of the center, to address the issues of attraction, retention and commitment for companies.

Find out more about our studies and contact us : [visit the EDHEC NewGen Talent Centre website.](#)

G16 CAREERS ASSOCIATIONS



G16

CAREERS