



September 2025

NEWGEN TALENT CENTRE

SUPPORTED BY



QU'EST CE QU'UN GRADUATE PROGRAMME?

The Graduate Programme is a recruitment and training scheme set up by companies for young graduates, most often from Master's level cursus, with less than two years' experience.

In its most common form,

the Graduate Programme is a structured pathway that includes:



at least one rotation covering several functions or dimensions of a role



ideally an international rotation



personal and professional development through technical and/or soft-skills training, as well as a guidance from a mentor and/or coach.



As a flagship tool of employer branding, they continue to generate **strong interest among the new generation of talent**, as they meet their needs for learning, diverse experiences, and development.



English / Français

THE REFERENCE SITE FOR GRADUATE PROGRAMMES

Register

About -

Provided by EDHEC NewGen Talent Centre

Graduate Programmes -

730 companies

1573 programmes

23% of '3-component' programmes

67% of specialised programmes



COMPANIES OFFERING GRADUATE PROGRAMMES



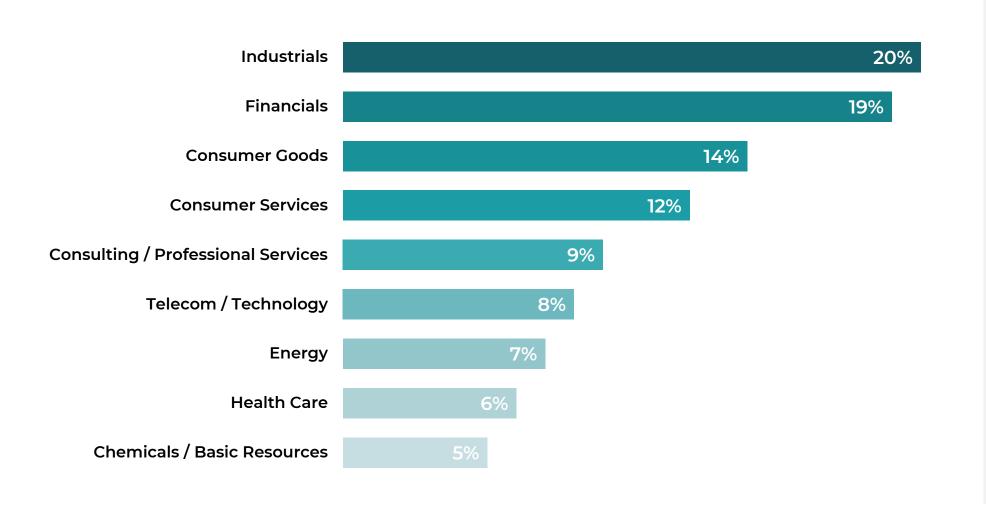


Average duration 24 months

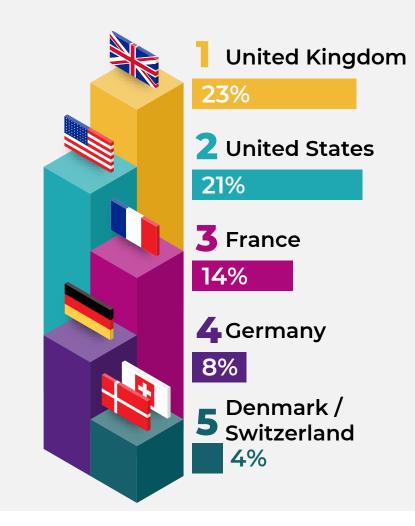
AN INTERNATIONAL OFFERING ACROSS ALL SECTORS OF ACTIVITY

BREAKDOWN OF COMPANIES BY SECTOR OF ACTIVITY

% of companies







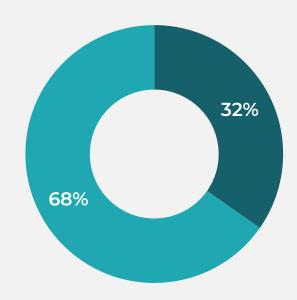
GENERALIST OR SPECIALIST PROGRAMMES



TOP3 COMPANIES' SECTOR AMONGST EACH TYPE OF PROGRAMMES

BREAKDOWN OF PROGRAMMES BY TYPE

% of programmes

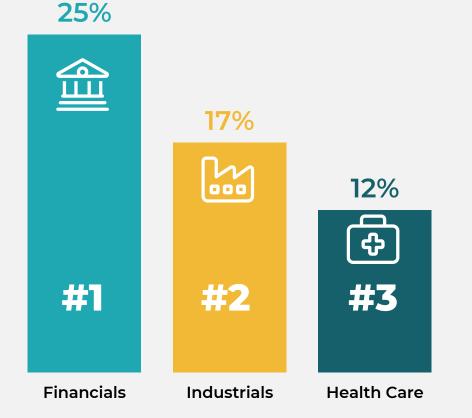


- Generalist programmes (several functional roles)
- Specialist programmes (a single functional role)



AMONGST THE GENERALIST PROGRAMMES (32%)

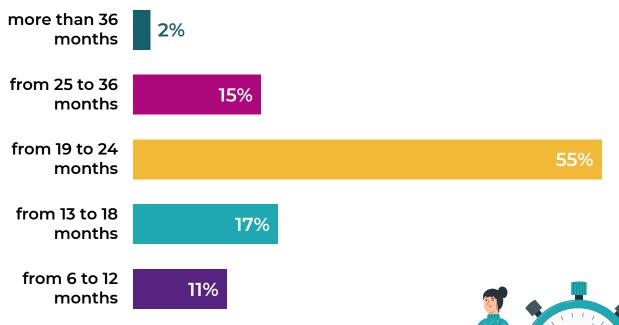
AMONGST THE SPECIALIST PROGRAMMES (68%)



PROGRAMMES WITH AN AVERAGE DURATION OF 24 MONTHS, OPEN TO ALL FUNCTIONS

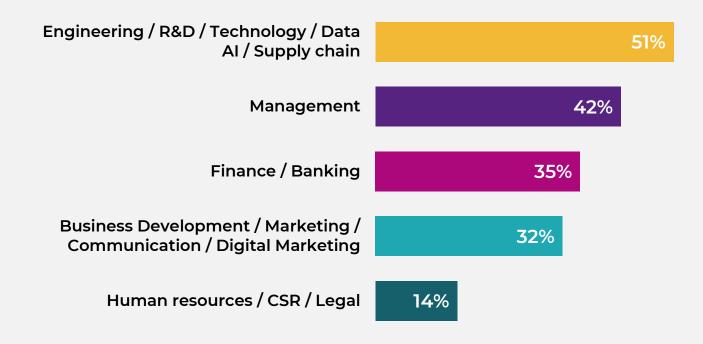
BREAKDOWN OF PROGRAMMES BY DURATION

1 472 programmes specify their duration



FUNCTIONS OF GRADUATE PROGRAMMES

A Graduate Programme may include several functional roles



A Graduate Programme lasts from 6 months to 4 years

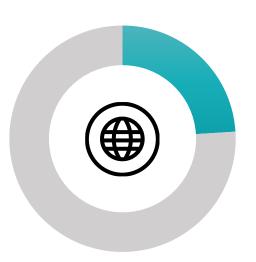




COMPONENTS OF GRADUATE PROGRAMMES



least one rotation across two functions or distinct assignments



24%
of programmes offer an international assignment during the pathway



of programmes provide professional development:

training, mentoring, or coaching

23%

OF GRADUATE PROGRAMMES ARE PATHWAYS INCLUDING ALL 3 COMPONENTS

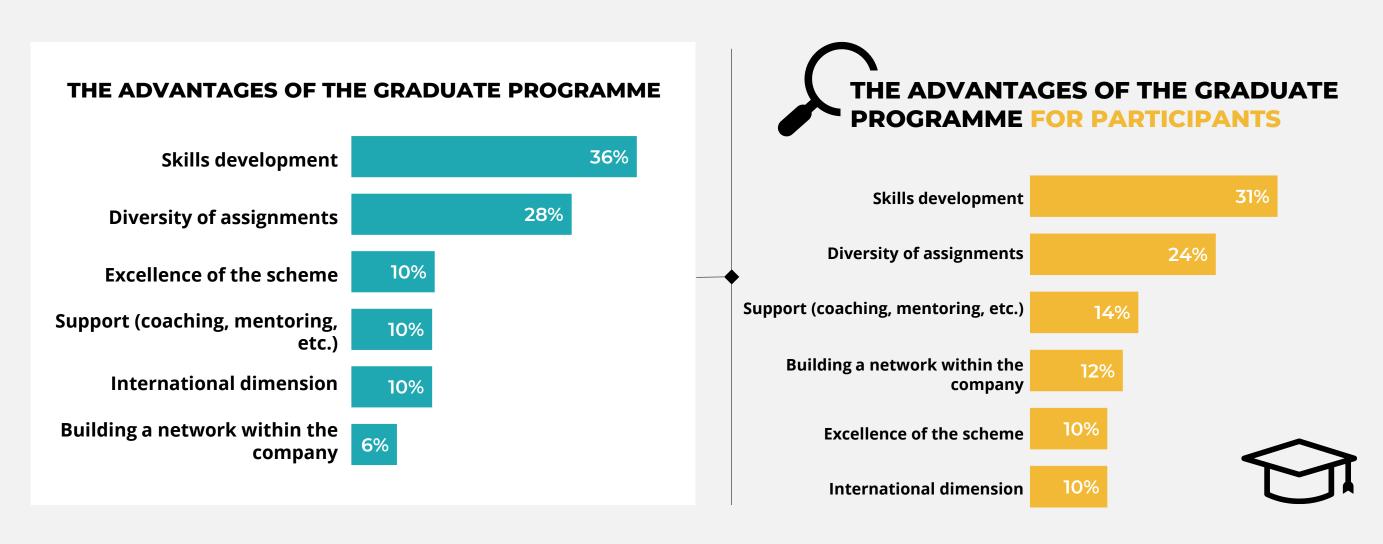
offering rotations, an international assignment and professional development



STRENGTHS AND PERCEPTIONS of the Graduate Programme

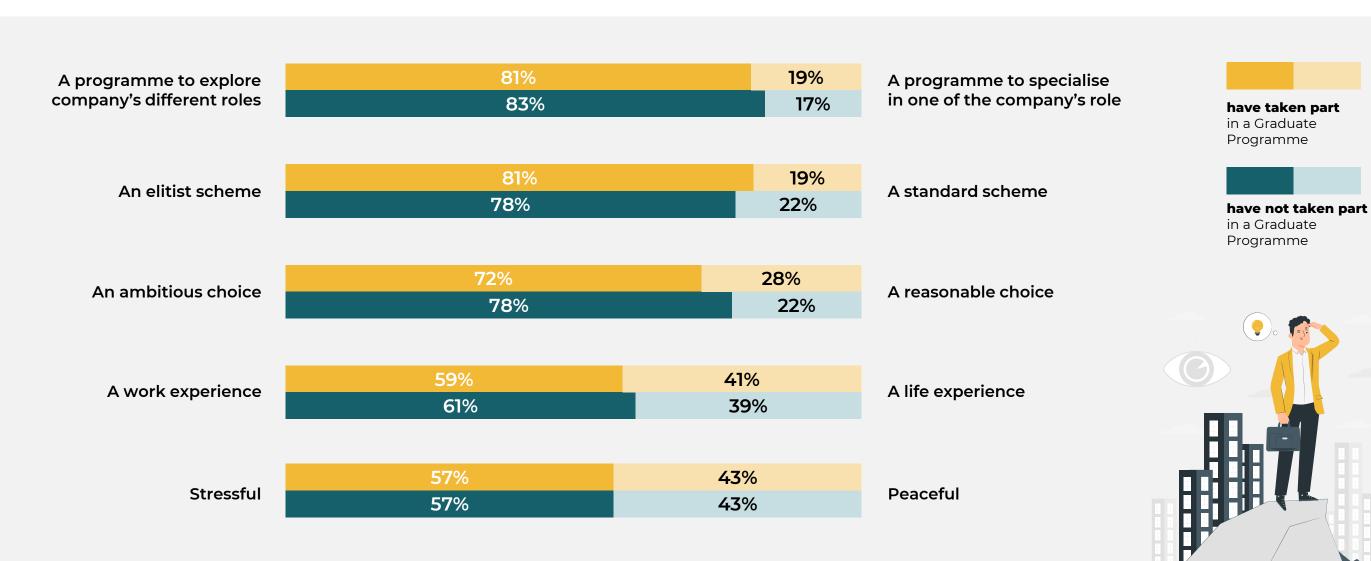
THE GRADUATE PROGRAMME, A HIGH-LEVEL SCHEME FOR DEVELOPING SKILLS THROUGH VARIED ASSIGNMENTS AND PERSONALISED SUPPORT

Q: "What do you consider to be the three main advantages of a Graduate Programme?"
% of respondents who ranked the item in 1st place



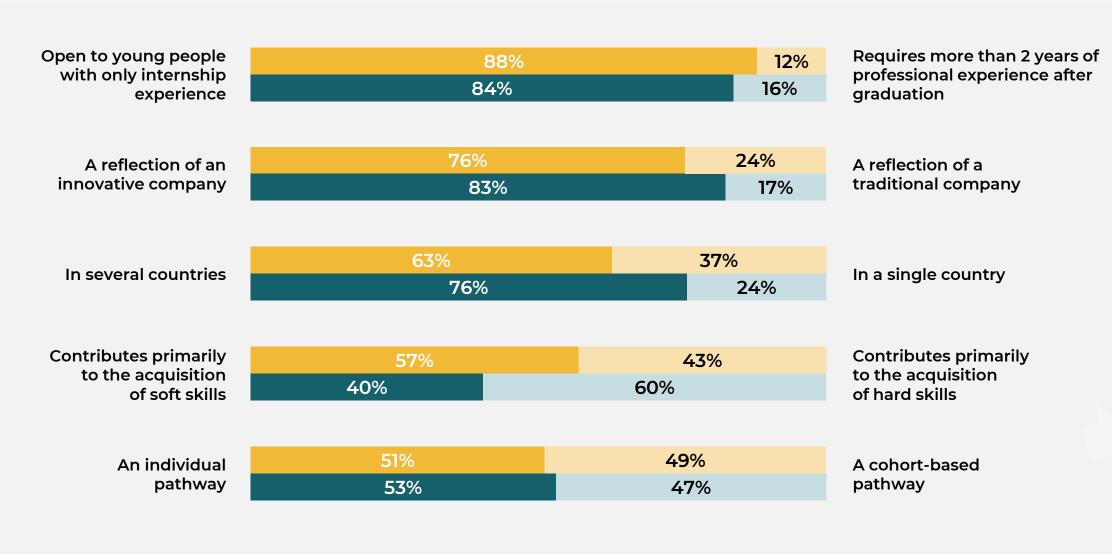
YOUNG PEOPLE SEE THE GRADUATE PROGRAMME AS A WAY TO EXPLORE THE COMPANY'S DIFFERENT PROFESSIONS

Q: "For you, the Graduate Programme is above all ..."



PARTICIPANTS IN A GRADUATE PROGRAMME REPORT THAT IT CONTRIBUTES PRIMARILY TO THE ACQUISITION OF SOFT SKILLS

Q: "For you, the Graduate Programme is above all ..."





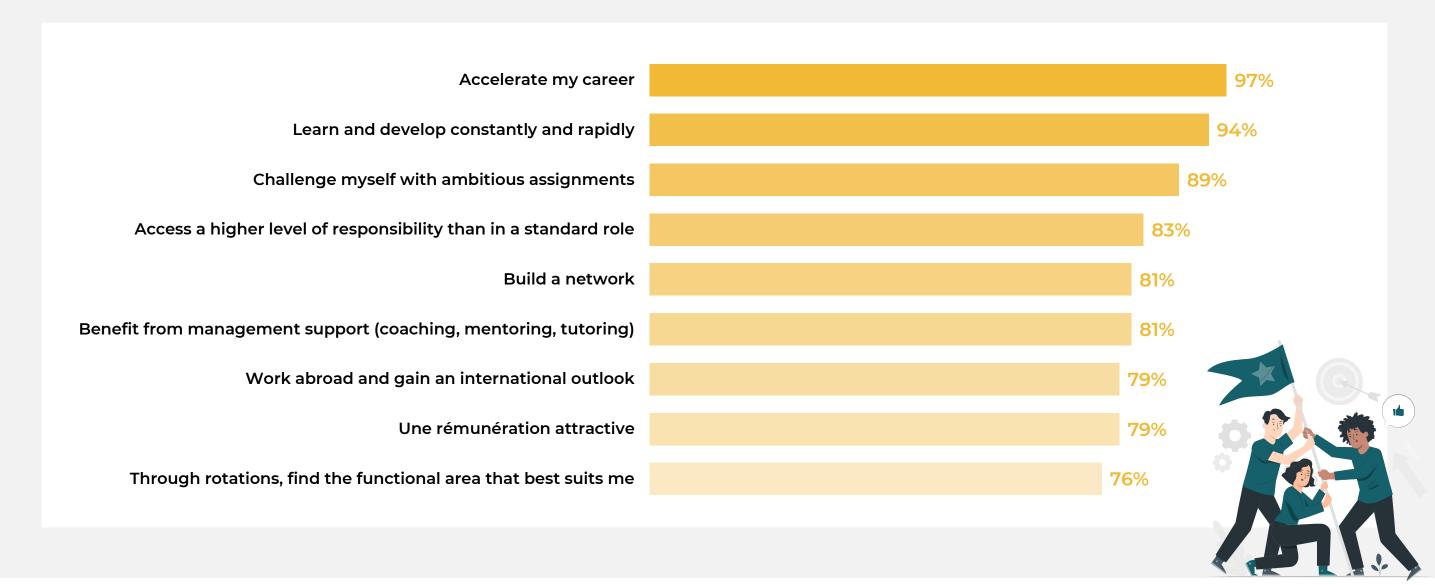


PARTICIPANTS' OBJECTIVES in choosing a Graduate Programme

ACCELERATING ONE'S CAREER, LEARNING QUICKLY, AND CHALLENGING ONESELF ARE THE THREE MAIN INITIAL OBJECTIVES OF PARTICIPANTS

Q: "When starting your Graduate Programme, how much importance do/did you attach to each of these factors?"

% of « Very important » + « Important »



IN RETROSPECT, THE GRADUATE PROGRAMME PROVED TO BE A SCHEME OF LEARNING, NETWORKING, AND AMBITION

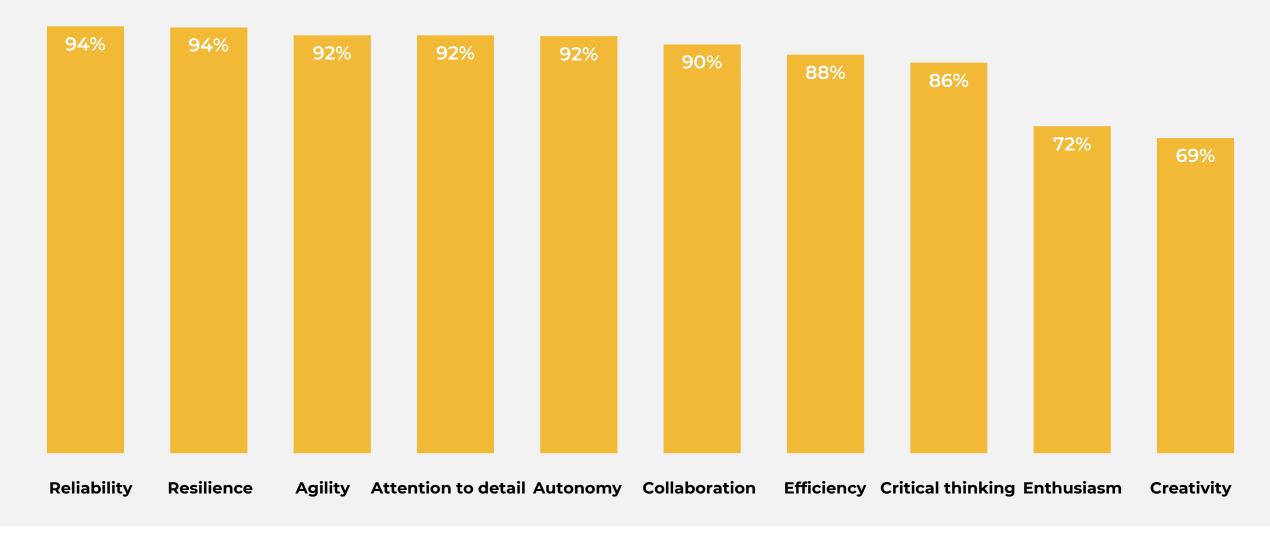
Top 3 objectives most achieved during the Graduate Programme



A SCHEME THAT ENABLES THE DEVELOPMENT OF MULTIPLE SKILLS...

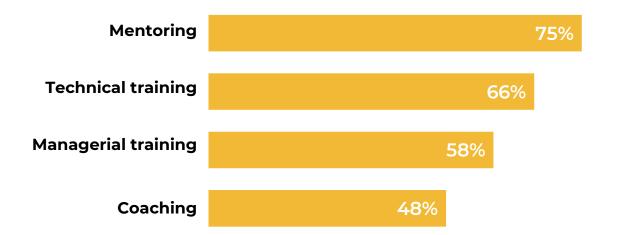
Q: "Among these skills, which **are you developing or have you developed** during your Graduate Programme?"

% de « Yes »



... AND OFFERS PERSONALISED SUPPORT

Q: "Please tick the types of support or training you are receiving or have received."





I had a **mentor** who was a senior manager. My mentor gave me a good overview of the company and an external perspective on my assignments and environment. I had a mentor who supported me throughout the Graduate Programme, and a different **tutor** for each assignment.

I benefited from **technical training** throughout the programme.

I completed a managerial skills development programme

I had a **coach,** and I also had to coach another employee – it was interesting to experience both roles!

Alumni of the programme were our coaches.

ACTIVITIES WITH ENVIRONNEMENTAL, SOCIAL OR SOCIETAL IMPACT

55%

of Graduate Programmes contribute to activities whith a **positive** social, societal or environmental impact

Q: "Does/did your Graduate Programme assignment contribute to activities with a positive social, societal, or environmental impact?"

Yes, my working time is/was mainly dedicated to activities with a positive social, societal, or environmental impact

21%

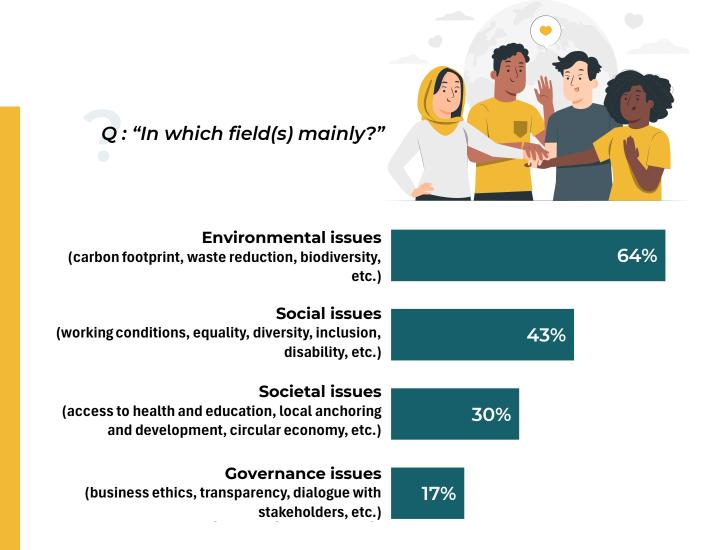
Yes, I work/worked on issues with a positive social, societal, or environmental impact outside my main assignments

34%

No, in no way

45%

CGE result for comparison: 42% of young graduates in employment contribute to activities with a positive social, societal or environmental impact.



ASSESSMENT of the Graduate Programme

THE GRADUATE PROGRAMME WIDELY RECOGNISED AS AN EFFECTIVE SCHEME FOR CAREER ENTRY



98%

of Graduate Programme participants consider it to be an effective scheme for career entry



Q: "For what reason(s)?"

Diversity of assignments, elite programme, highly **formative** programme, diversity of encounters, **rapid access** to a position of responsibility.

An **accelerated** programme that provides a strong **network** and the opportunity to discover numerous company processes.

A real **career accelerator**, enabling the development of hard skills but above all soft skills at a fast pace, **a programme well recognised within companies**.

For those still unsure about their career path, the Graduate Programme allows them to **keep all options open** for a few more years.

Diversity of assignments and responsibility; 360° view of the company and acquisition of a **global vision**; accelerated learning, mentoring...

79% OF PARTICIPANTS STATE THAT THE GRADUATE PROGRAMME IS A CAREER ACCELERATOR



79%

of Graduate
Programme
participants consider
it to have been, or to
be, a career
accelerator for them



By carrying out various assignments in three subsidiaries of the group, I will **quickly learn** about three business sectors, three roles, and will therefore gain a 360-degree view of the Supply Chain environment.

I built an extensive network, felt well integrated, and developed many technical skills.

I **gained self-confidence** thanks to the successful completion of projects for which I was solely responsible.

Within the company, the Graduate Programme made me **visible** and **supported**, with opportunities for positions of responsibility. Outside the company, it is recognised and valued.

Already a manager at 26, with opportunities to grow the team.



69%

of Graduate
Programme
participants consider
that it has fostered,
or will foster, their
salary progression

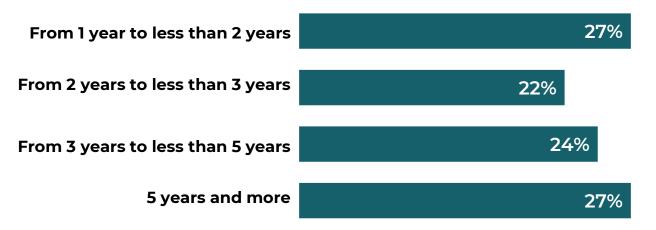
3 OUT OF 4 PARTICIPANTS STATE THAT THEY REMAIN WITH THE COMPANY WHERE THEY COMPLETED THEIR GRADUATE PROGRAMME



75%

of Graduate Programme participants have stayed, or plan to stay, with their Graduate Programme company

Q: "For how long have you stayed, or do you plan to stay, with the company?"



Q: "What are the reasons that made you stay / will make you stay in this company?" After the Graduate Programme, the diversity of assignments I had should have enable me to move into a more senior **position** than I could obtain outside the company. Clear prospects for career progression, an attractive salary. Having a more senior management position. A highly developed **internal network**. A 360° knowledge of the company. I like the company and see my future here. Since the company invested in me; I also want to give them a return on that investment by staying. People and the job. Good working environment, benefits, space to learn and improve.

THE GRADUATE PROGRAMME, A HIGHLY RECOMMENDED SCHEME



95%

of Graduate Programme participants **recommend it to today's young graduates**



Q: "What advice would you give to a young graduate considering a Graduate Programme?"

Be ready to be geographically mobile, **adaptable**, and eager to discover different assignments, to learn a great deal, and to explore several roles, teams, and missions. Most importantly, prepare thoroughly for the interviews.

Be curious, open-minded, committed to the training opportunities offered, and never neglect networking.

Don't limit your opportunities by being unwilling to relocate.

Carefully choose your programme and ask **detailed questions about its structure**.

Ensure you are clear about the position you will hold after the Graduate Programme before committing.

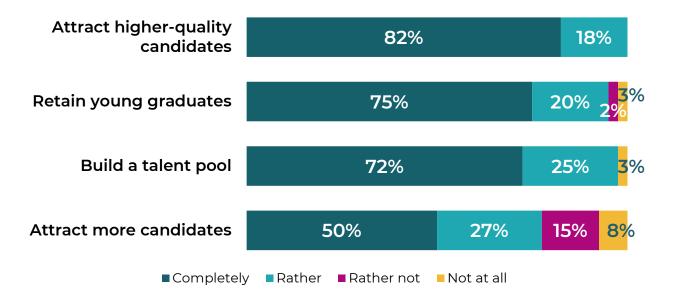
Yes, apply! I feel that this programme lacks visibility (we often don't know what the programme entails, the application timeline, or the opportunities for working abroad...).

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THEIR GRADUATE PROGRAMME ENABLED 100% OF COMPANIES TO ATTRACT HIGHER-QUALITY CANDIDATES

Q: "To what extent did the following objectives **motivate the implementation** of your Graduate Programme: »





79%

of companies offering a
Graduate Programme
believe that recruitment is
more selective than for a
standard permanent
contract

Q: "How is the Graduate Programme more selective?"

Practical cases are given as part of a full day dedicated to recruitment, with several interviews (RH and manager), with a selection rate of 1 candidate for every 12 participants.

A significant first internship experience (>1 year) is required to apply for our Graduate Programme. The recruitment process also includes more interviews and requires candidates to be bilingual in English.

Many applications for few candidates selected. A business case to present before a panel of VPs.

Recruitment processes for the Graduate Programme consist of a full day at headquarters, with group case studies, stricter CV requirements, and several rounds of interviews with different managers.

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PARTICIPANTS BENEFIT FROM A PRIVILEGED PATHWAY WITHIN THE COMPANY, WITH AMBITIOUS CAREER PROSPECTS

Q: "In what ways do your **Graduate Programme participants differ** from other young employees?"

In general, the programme designed for them enables **faster progression** within the company (a career accelerator).

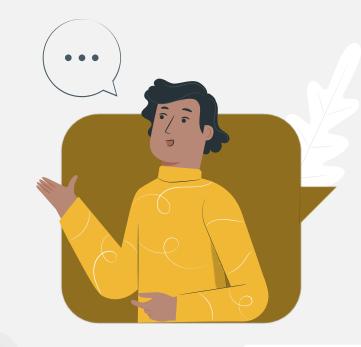
Better knowledge of the Business Lines, resulting in a broader and deeper understanding of the group. Also, thanks to the cohort spirit created by the Talent Pool, **young talent is retained**.

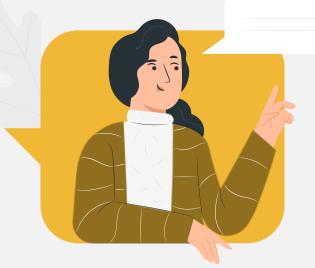
The people recruited for the Graduate Programme are more exposed to senior management and to clients. They also naturally build a larger network by working across several departments and divisions, and are likely to take on **more senior positions**.

Participants of the Graduate Programme are more open to working abroad for the company.
They are also **more versatile** in carrying out their assignments.

The main difference lies in **exposure in multiple assignments** through rotations, combined with personalised activities, a tailored learning pathway, and mentoring.

Ambition, commitment, openness to feedback, **desire to progress**, appetite for challenge, adaptability.





THE GRADUATE PROGRAMME: A SCHEME THAT BENEFITING **BOTH EMPLOYER BRANDING AND PARTICIPANTS ...**

Q: "What are the main advantages of a Graduate Programme from your company's perspective?"



All graduates of the Graduate Programme benefit from enhanced training, thereby responding more effectively to the company's needs. As a result, they are more efficient and demonstrate greater versatility and adaptability.



The Graduate Programme helps selected talent to **develop highly targeted skills** in line with the company's needs.



The Graduate Programme also helps to strengthen the employer brand among young students, thereby enhancing the company's attractiveness.

Profiles with greater scope than those who usually apply.



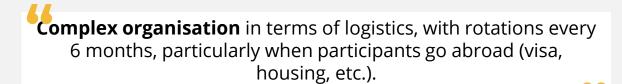


Building a talent pool to replace senior managers in the long term. Strong corporate culture passed on to graduates.



O: "What are the main drawbacks of a Graduate Programme from your company's perspective?"

The main disadvantage remains the level of organisation required to set up such a programme, with considerable work beforehand to determine the rotations, the teams involved, etc. It requires substantial human resources.



The cost.

Securing buy-in from the subsidiaries.

A corporate programme not always suited to local contexts.

Young people are increasingly reluctant to accept international assignments, as mobility is no longer a strong aspiration.

... WHICH HELPS TO RETAIN YOUNG TALENT



2 out of 3
companies report a
retention rate* of over
75% for participants
immediately after their
Graduate Programme



1 out of 2
companies report a
retention rate* of over
75% for participants
3 years after their Graduate
Programme

^{*} The retention rate corresponds to the percentage of Graduate Programme participants from a given cohort who remain employed in the company

KEY TAKEAWAY 95 % OF GRADUATE PROGRAMME PARTICIPANTS WOULD RECOMMEND IT TO TODAY'S YOUNG GRADUATES



FOR PARTICIPANTS

Top3 advantages

of Graduate Programmes

- DEVELOPMENT of skills
- 2 DIVERSITY of assignments
- SUPPORT (coaching, mentoring, etc.)

98%

of Graduate Programme participants consider it to be **an effective scheme for career entry**

75%

of Graduate Programme participants have stayed, or plan to stay, with their Graduate Programme company **79%**

of Graduate
Programme
participants
consider it to have
been, or to be,
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them



FOR COMPANIES

Top3 motivations

for offering a Graduate Programme

- **ATTRACT** higher-quality candidates
- 2 RETAIN young graduates
- BUILD a talent pool



2 out of 3
companies report a
retention rate of over

75% for participants immediately after their Graduate Programme



1 out of 2 companies report a retention rate of over

75% for participants
3 years after their
Graduate Programme

^{*} The retention rate corresponds to the percentage of Graduate Programme participants from a given cohort who remain employed in the company

METHODOLOGY

SURVEY OF YOUNG PEOPLE:

Respondents of whom:

15% have taken part in a Graduate Programme **73%** are familiar with Graduate Programmes

PROFILE OF RESPONDENTS:





73% graduates from business school,

50%

55%

50%



45%

13% from engineering schools,

19% from universities,

3% from another type of institution (multiple responses possible)

SURVEY OF COMPANIES

respondents of whom:

40 companies that offer a Graduate Programme

40 companies that do not offer Graduate Programme







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