

# YOUTH GLOBAL EMPLOYABILITY REPORT by AIESEC



YouthGlobal  
EmployabilityReport



*Bridging the gap between education to  
employment through youth mobility.*

*Insights gathered from 400+ employers  
from more than 60 countries.*

Powered by

**AIESEC**



## YouthGlobal EmployabilityReport

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**Youth Global Employability Report** is an employer insight gathering initiative powered by AIESEC. The report is focused on understanding the landscape of **youth employment in the global job market** asking key questions of what skills and experiences employers are anticipating in youth to take up employment opportunities that are not in their native origins. The uniqueness of this report is to understand the combined insights between youth employment and youth mobility. Over **65 countries** and territories and **400 employers'** voices are captured in the 2017 survey.

This survey will provide employers and educators key insights on adjusting their recruitment and engagement strategies targeting youth from abroad. The insight will also be used within AIESEC's internal operations to create enriching experiences for its youth audience to better prepare for the global workforce.



**AIESEC** is the **world's largest youth led organisation** developing the **leadership** potential of young people worldwide. Present in over **125 countries and territories** with **47,000+ members across 2600 universities**, we offer young people a chance to develop their leadership potential through life changing professional and personal development experiences. Since 1948, we've developed over **one million people**, including one Nobel Peace Prize Winner, and many prominent world, business, and civil society leaders.

# How can youth mobility become a solution for youth employability?



## GLOBAL EMPLOYMENT

What are the main challenges employers face when hiring international young talent?



## SKILLS AND EXPERIENCES

What are the skills and experiences employers are expecting from youth seeking international employment?



## EDUCATION

How should education improve to prepare youth better for global employment?



## YOUTH ENGAGEMENT

How can employers improve their engagement with their youth employees?

## GETTING SKILLS RIGHT



**Marieke Vandeweyer**  
Labour Market Economist



Across OECD countries 15% of youth is not in education, employment or training. Despite the recovery, the youth employment rate remains below its pre-crisis level. In multiple OECD countries, such as Greece, Spain, and Italy, the youth unemployment rate remains at staggering levels. Many of the young people who are employed are not using the skills they acquired during their schooling. Moreover, one in four employed young people is working on a temporary contract, which limits the opportunities to advance in their careers and to participate in further training. Giving young people a good start to their working lives has become a major challenge across OECD countries today.

To improve employment prospects of youth it is essential to invest in their skills, and more importantly in equip them with the right skills. While high unemployment rates are obviously linked to low economic growth, they can also be partly explained by a disconnection between the available skills and the skills that are in demand in the labour market. Even in countries with high unemployment rates, employers report difficulties in filling vacancies. The disconnection between the supply and demand of skills is also evident from the high rates of mismatch between youth's skill levels, qualification levels and the field-of-study and what is actually required in the jobs they are employed in.

The OECD Skills for Jobs database provides detailed information about the skills that are in shortage and surplus in the OECD countries' labour markets. This information can help youth in their education and training and career choices. The database can also be useful for youth who are considering working abroad, as it can help them identify countries which are looking for the skills that they possess. Shortages are mainly found in cognitive skills, such as abstract reasoning and problem solving, whereas routine manual skills are generally found to be in surplus. The OECD Skills for Jobs data also highlights the importance of soft skills, such as leadership and adaptability, and digital skills which are in high demand across countries.

Under the impulse of global trends, such as technological progress, globalisation, and the aging population, the demand for skills is changing rapidly. Certain jobs are disappearing, new jobs are emerging, and the content of remaining jobs is changing. This implies that people will have to be mobile across occupations and sectors during their working life. As a result, it is important for youth to be adaptable and to invest in continuous skills development. Therefore, young people need to be equipped with solid foundation skills, but also with strong soft skills, such as learnability and adaptability. Results from the OECD Survey of Adult Skills show that across the OECD countries, a significant share of youth has low levels of cognitive skills.

Workplace-based learning opportunities, such as apprenticeships and internships, are an important channel for students to develop skills that are in line with the employers' demands. Not only do these opportunities help students in developing technical skills, they are also important for the acquisition of soft skills. Several OECD countries have been revising their apprenticeship system to make them more useful for students and employers.

Overall, young individuals can benefit greatly from investing in their skills. Policy makers and education providers play an important role in making sure that the content of education and training is responsive to the labour market needs and that high-quality information about needed skills is available to inform students making education and career choices. However, at the same time, youth have the responsibility to actively make use of available information to make informed choices and to invest in lifelong learning after leaving the education system.

## FORWARD

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**Chuck Chaoke**  
Global VP and  
Research Leader for  
Youth Global Employability Report  
**AIESEC International**

Youth unemployment is an issue in most parts of the world, often at higher rates than average unemployment. At the same time, employers are having difficulties filling their junior level positions. Education is failing to keep up with the development of the labor market, leaving youth unprepared for the needs of employers. The Youth Global Employability Report tries to find the reasons behind these phenomena, seeking solutions to better prepare youth for the jobs of the future.

As AIESEC, we concentrate on developing leadership by providing opportunities for young people to work and volunteer abroad. We believe that by living and working in a foreign environment, a young person develops essential skills for employment. Therefore, we are keen on examining the link between youth mobility and youth employability as seen by employers. Interestingly enough, according to the survey results gathered for this report, the skills developed during a young person's time abroad are also the skills most sought after by employers. Additionally, this survey also indicates that global opportunities can be seen as a fast track for many of the soft skills needed in the working life. Thus, we believe more young people should have the access to these opportunities.

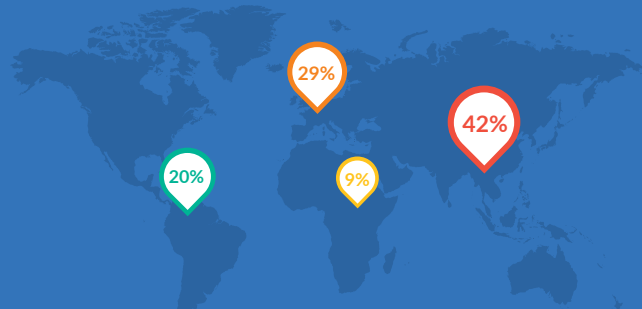
Employers are also largely unsatisfied with the preparation provided by educators. The report sees that there are two sides to the problem: educators are failing to equip youth for the future and employers are unable to find qualified talent. To solve these two, more cooperation between employers and educators is needed. Educators need to understand the requirements of the job market to support the youth not just to finish their studies, but to find jobs after graduation.

The report's primary goal is to see if there is a link between youth mobility and youth employability. Moreover, this report seeks out to find answers to understand the needs of companies in regards to international employment, the gaps within current education systems, and the ways in which employers are engaging youth. The results are presented in this report and may work as a guide to anyone working with young people be it educators, employers, or policy makers; but also for the youth to understand what is expected from them.

We welcome you to read about our findings and encourage you to take part in the conversation around youth employment and youth mobility.

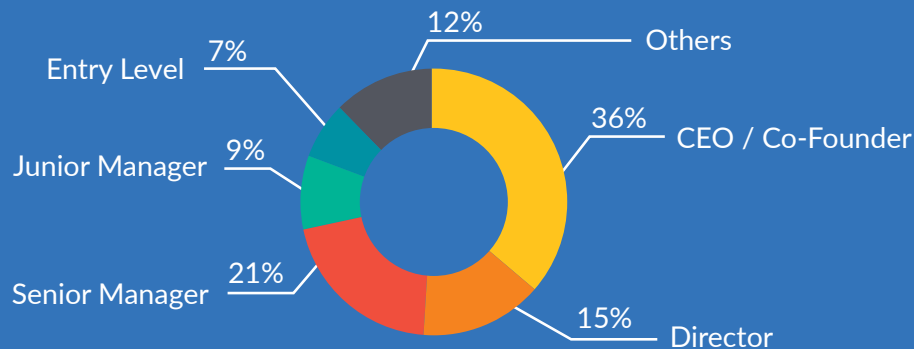
## Demographics

**404** employers responses from **65** countries and territories.



**Asia Pacific** region, with **168** responses, takes up **42%** of the entire responses. This is followed by **Europe** with **116** responses (**29%**), **Americas** **83** with responses (**20%**) and **Middle East & Africa** with **37** responses (**9%**).

**70%** of the employers are currently or used to be **AIESEC's partners** on either global, national or the local scale.



## How we conducted the Youth Global Employability Survey

The **Youth Global Employability** survey is implemented primarily through the global AIESEC network of 125 countries and territories, leveraging both online and offline channels to reach employers that are either AIESEC's partners or that have not partnered with AIESEC in the past.

While conducting the global online campaign, we have engaged **educators and employers** on our LinkedIn channel around the topics of "**What it takes for a young person to be globally employable?**" And "**What educators are currently doing to prepare students for the global workforce?**". The campaign not only engaged educators and employers from more than 100 countries around the world, but also brought intriguing engagement from youth themselves.

Hence, in this report, we have also included insights from the **2016 YouthSpeak Survey** conducted by AIESEC to bring both sides of the conversation together for a more holistic presentation of the insights. The 2016 YouthSpeak Survey features **180,000+** youth responses from 125 countries and territories.

To enrich the content, we have also included qualitative data from employers and youth.

# GLOBAL EMPLOYMENT



What are the main challenges employers face when hiring international young talent?

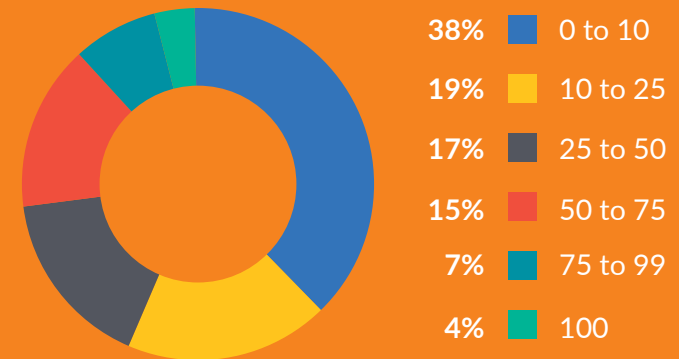
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## Youth mobility as a solution for youth employability

According to ILO, there are an astonishing 71 million unemployed young people all around the world. One reason behind this can be the lack of critical skills needed for a job. People have always moved in search of a job, but could youth mobility be a solution to youth unemployment? Our survey results show that only 26% of the respondents retain over 50% of their young international talents after the initial agreed period of time. The main reason behind retaining the trainee is their performance. Often it is in the employer's best interest to look abroad for skills you can't find in your home market, but how could the young employees be retained better?

It is not only the fact that the international interns are retained in their jobs abroad, but also the skills that the young people gain during their international experience that make them more employable in the future. Being in a new culture, often working with a language that is not your mother tongue, will develop the youth into efficient communicators and help them appreciate different points of view. Living abroad will also increase flexibility and independence, both essential in any job.

What is the percentage of international young talent that your organization retains for further employment?



What are the main reasons you retain international young talent for further employment?



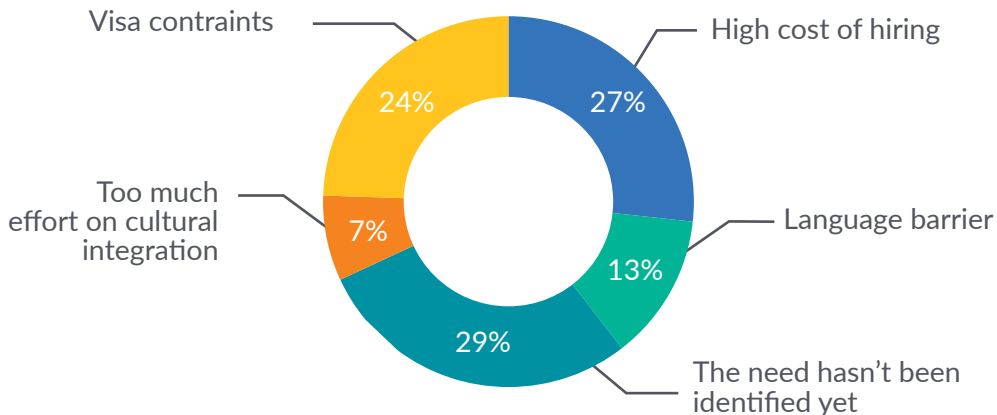


# Main challenges faced by employers when hiring international talents

Hiring internationally comes with more things to think about than hiring a recent graduate from your local university. Not knowing how to reach the youth in a distant country and having long immigration processes may bring difficulties for employers and even stop them from considering to hire abroad. We wanted to find out, what are some of the main challenges employers face when hiring abroad.

The main reason for employers not to consider hiring young international is that they simply have not identified the need. This is followed closely by the high cost of hiring and visa constraints.

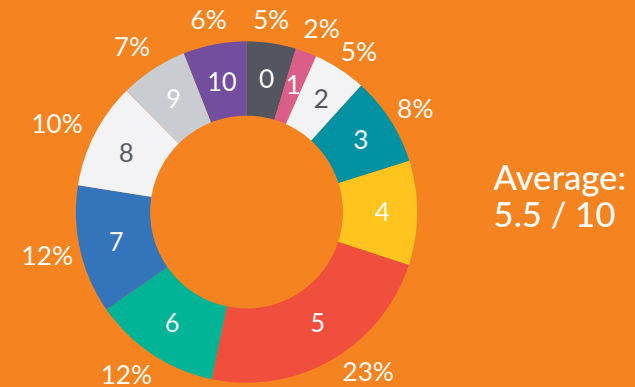
What is the most crucial reason that stops you from considering to hire a young international for a desired position?



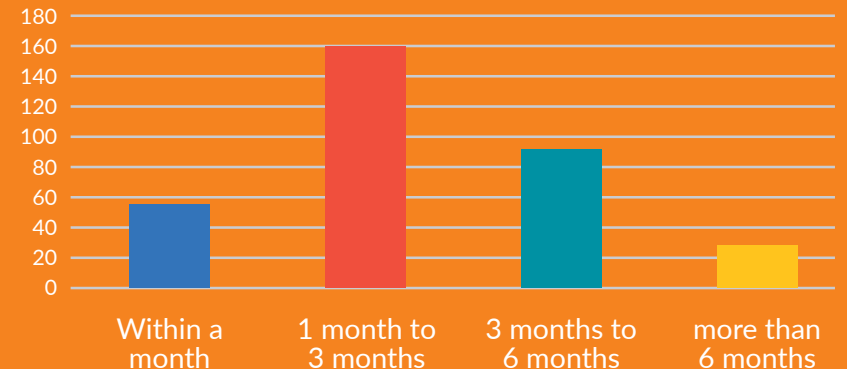
According to our findings, it is fairly challenging for employers to market their job openings abroad. The average was 5.5/10, 10 being extremely difficult and 0 being not difficult at all. In average, it takes 1-3 months from the point of opening a position until the first day of work of an international youth talent. The difficulty of marketing these opportunities abroad and visa constraints may be behind the reason why the processes take longer than an average hire.

This also means that a company should define at least three months in advance that they have a need for an international talent. In the character of today's fast-paced business world, this can bring an extra challenge for employers. On the other hand, many millennials start looking for a job only after graduation and find themselves unemployed for months before finding their first job. According to McKinsey, as many as 27% of graduates take over 6 months to find their first job. This means that millennials looking for jobs are usually ready to take on a job right away. By finding more efficient ways to market job opportunities for youth abroad, both the employers' and the youth's problems could be solved.

How difficult is it for you to market your job openings to youth abroad?

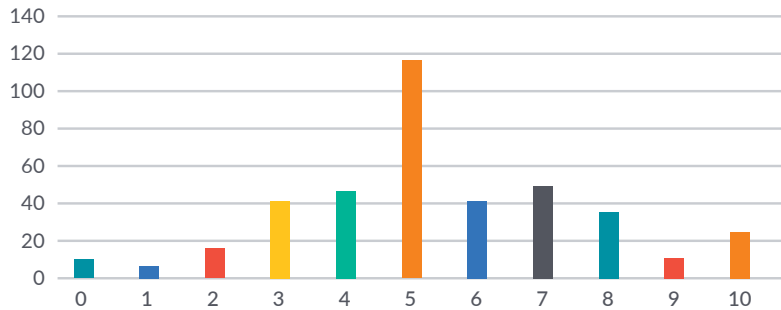


What is the normal length of time from the moment you identify a job opening of hiring young international talent until their first day of work?



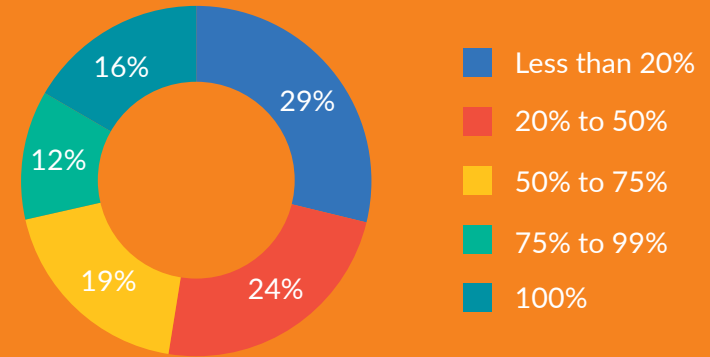
Although 29% of our respondents said they are satisfied (5/10) with their current processes of hiring international youth, the majority said they fill less than 20% of their openings. Only 16% fill all of their international openings. The main reasons are that there are not enough candidates and the lack of required job skills. The difficulty of marketing these opportunities directly correlates with the number of applicants received. On the other hand, the lack of required skills is widespread and talks about the gap between education and employment. According to YouthSpeak Survey, 53% of millennials feel what they are learning now will not help them in the future. This is alarming, and the consequences can be seen by the employers in not having candidates with the right skills.

### Are you satisfied with your current processes for hiring young international talents?

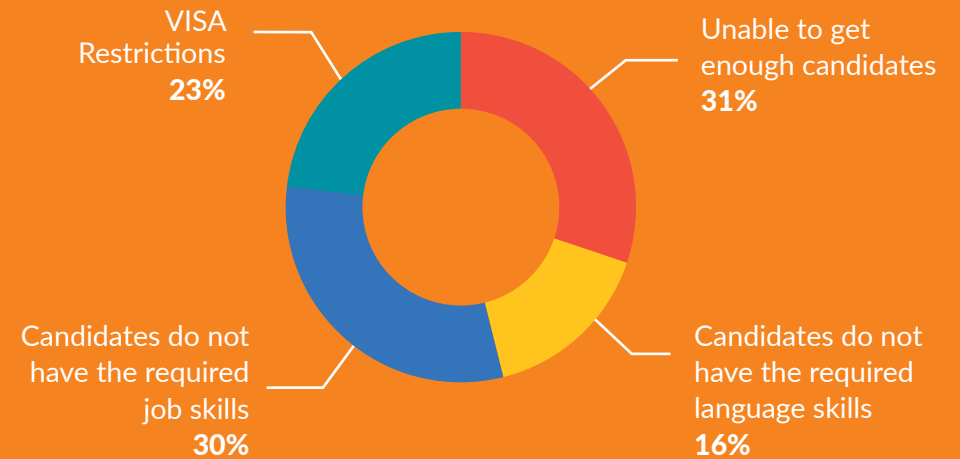


Average:  
5.4 / 10

### How many % of your international openings are filled?



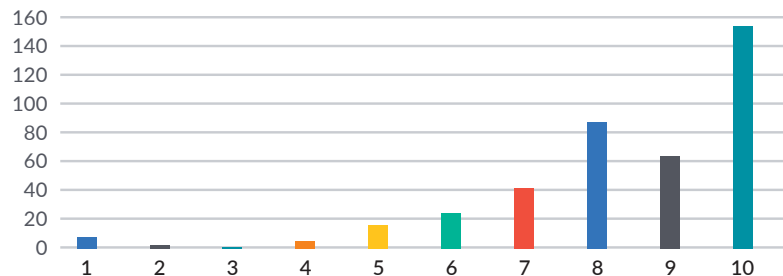
### What are the top reasons for the openings not being filled?



## Importance of youth talent attraction

Millennials will form over 50% of the workforce by 2020. Employers have noticed this, and more and more emphasis is put on attracting young talent to companies. When asked of the importance of it, youth talent attraction was rated an 8.3/10, 10 being extremely important and 0 being not important at all. The large majority even said youth talent attraction is extremely important for their company. The main channels used for attracting youth are online – job portals and LinkedIn, as well as using the services of AIESEC and hiring through referrals. Referrals, the second most common way of attracting youth talent, may benefit some youth, but the truth is that only a few millennials have a business network on their graduation day. More attention should be put in building these networks and having cross-sectoral cooperation between educators and employers in order to build networks for the youth and attract them already during their studies

### How important is youth talent attraction for your company?



Average:  
8.2 / 10

### What are the main channels for you to promote your junior job openings?



Not finding the right youth talent for open positions can be detrimental for the development of a business. 19% of respondents said their talent-related costs rose more than expected due to not finding the right international youth talent in the past 12 months. Another 14% said they were not able to innovate effectively due to the same reason. In total, 80% of the respondents had experienced challenges in their company's growth or profitability due to international youth talent constraints. As the amount of young people in the workforce grows, so does the impact that these constraints will have. This is directly linked to having the right talent attraction strategy to find the needed young professionals.

### Which constraints of hiring young international talent have affected your company in the last 12 months?

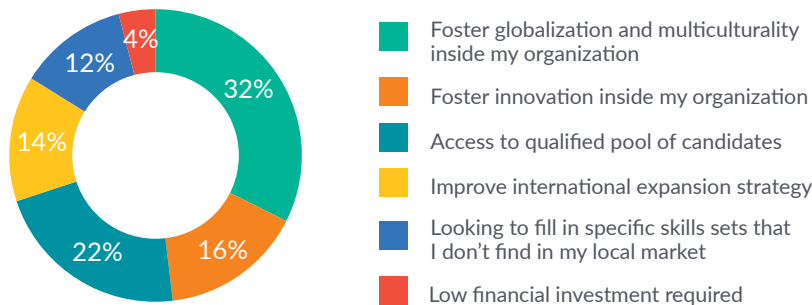


# Why are companies sourcing interns from abroad?

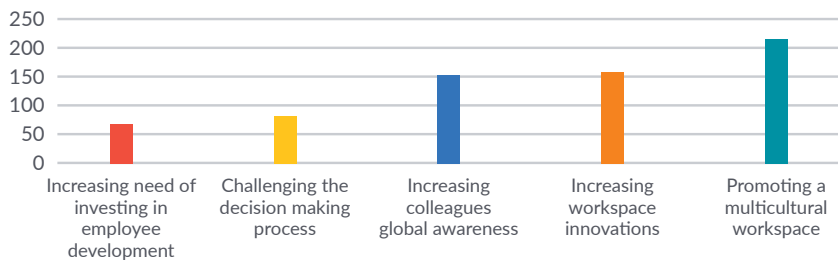
Because youth mobility can increase the youth's chance of being employed, we were keen to find out, what are the main reasons employers hire youth internationally. For 32% the main reason was to foster globalization and multiculturalism inside the organization. In consequence, when asked how the international young talents are shaping workplaces, the majority said that they are promoting a multicultural workplace. Multiculturalism and diverse points of view can also increase innovation, which was also one of the main benefits.

Employers are looking more and more for the best candidates no matter their location. The digital revolution has not only helped us to run international businesses more easily, but has also broadened the possible pool of candidates. Social networks such as LinkedIn make CVs from all over the world at our fingertips in seconds. Young people are also more ready to chase new experiences and aren't afraid to take up a job across the ocean.

## What is your primary reason for hiring young international talents?

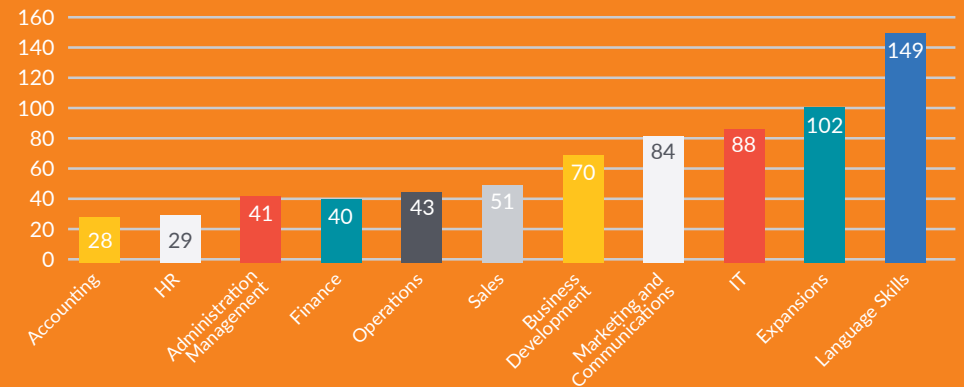


## How is young international talent shaping your workspace?

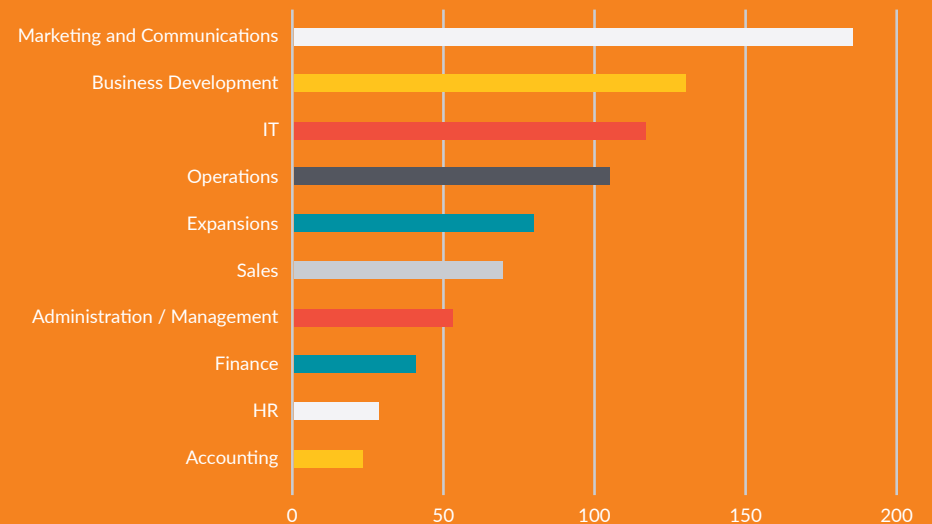


Sometimes the reason for looking abroad is that the right talent is unavailable in your local market. The most desired skills were language skills and expansions. This clearly shows the need for local knowledge when expanding abroad. However, the most international youth talents do not work in expansions, but in marketing and communications. Both of these are essential when expanding to a new territory, and requires language skills. This can be a call-to action to all educators, to increase the amount of high-quality language education, as according to employers it is extremely important for young people to speak foreign languages. Many of our respondents stated that a good level of English is a must, but other languages are also seen as an advantage.

## What skills are unavailable in your local youth talent market?



## In which department do you have/want to hire the most international talent?



## SKILLS AND EXPERIENCES



What are the skills and experiences employers are expecting from youth seeking international employment?

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# Youth need to emphasize more on soft skills development

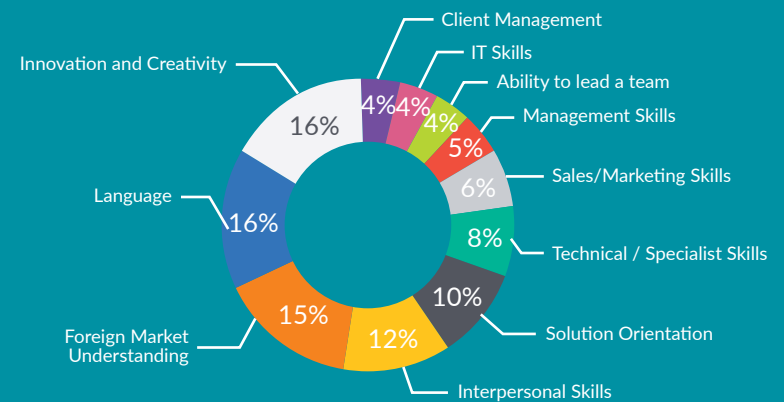
As many as 40% of employers say that the lack of critical skills is the main reason they struggle to fill entry-level positions. To find out, what are the top skills employers are looking for in candidates, we asked what is the one key employable skill for youth? Although hard skills such as marketing and sales, as well as having a suitable degree, were considered important, it was soft skills that were mentioned most often. Communication and interpersonal skills came up at the top of the list, followed by creativity and innovation, and the willingness to learn. According to these insights, employers seem to emphasize the potential of the candidate together with their professional knowledge of a certain field.

## Top 5 skills:

1. Communication skills
2. Creativity and innovation
3. Willingness to learn (fast)
4. Language skills
5. IT and digital media

As a comparison, we asked what are the top skills that differentiate international youth from the locals. According to the insights, the number one difference is that young international talents bring innovation and creativity to the business environment. This may be because they can bring a fresh perspective coming from another culture. Other top skills for international talents were foreign market understanding and language skills. These skills can be especially beneficial for companies looking to expand abroad, and it is difficult for a non-local to possess such profound market understanding.

## What competencies differentiate young international talent from locals?



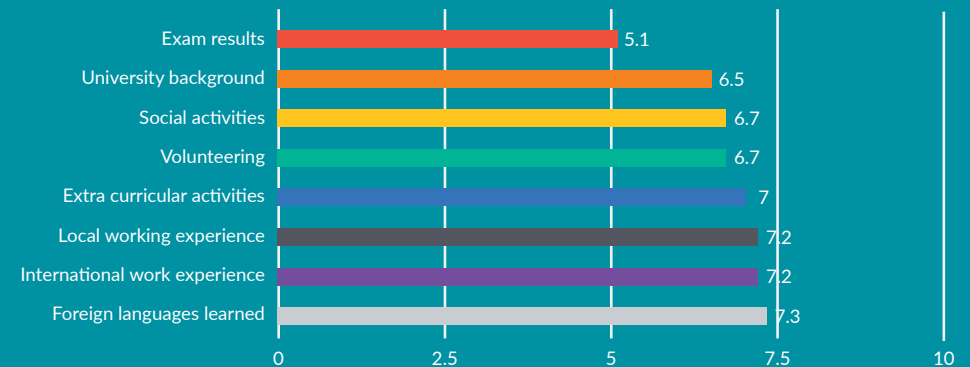
## The global world calls for global experiences

*“I believe international experience is the new standard by which job applicants will be measured, so having international experience will be crucial for future job searches.”*

*-Director, China*

Millennials have grown up during the digital revolution which has made information from around the world more accessible, and they are characterized by a strong urge to travel the world. Globalization has also hit companies worldwide, and now it is rare that a company will not have interaction with foreign markets. This need for foreign expansion and doing business across borders has also been noticed by employers. The experiences that most stand out positively in a young person's CV are exactly the ones needed to succeed in a global environment: foreign languages and international working experience. Academic performance, such as exam results and a university degree, score lowest marks, and it is all the extra activities and experience a young person gathers throughout their life that makes the difference when looking for a job.

What kind of experience stands out the most in a young person's CV?



# What does it mean for youth to be globally employable?

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“It means being an individual with a broad and dynamic way of thinking, engaging with relevant causes and generating positive impact through his attitudes.”

-CEO/ Co-founder, Brazil

“Ready to take up challenging assignments and flexibility to learn new things to contribute the organization's mission.”

- Human Resources Officer, Switzerland

“Be passionate and explore new opportunities. Don't be shy of taking risks and do new things. Follow your heart.”

-CEO/Co-founder, India

“High integrity, cultural awareness and language skills, enough technical depth (if a technical position), self leading skills and confidence.”

-Junior Manager, Finland

“Being flexible, adventurous, willing to accept previously learned concepts may not apply everywhere.”

-Director, Canada

“It starts with an understanding that perspective matters, and that different cultures are going to have different perspectives. Communication skills are critical and relevant to global employability. It grows from that starting point to include a big picture understanding of how to motivate and how to lead people despite and cultural and communication constraints. Can you be on the same page in a multi-cultural setting? If you're not on the same page, how can you change things, so that you can help move the project forward? That's globally employable.”

-CEO/ Co-founder, United States



## NEW ERA REQUIRES NEW SKILLS



**Valeria Balasteguim**  
Global VP Talent  
Management

Electrolux was recently named as a Top Employer by the Top Employers Institute which globally certifies excellence in the conditions that employers create for their people. We received particular recognition for our talent management and leadership skills. We are always on the look-out for new talent from diverse backgrounds who are keen to be trained and developed into our future leaders and who in return can bring a valued millennial perspective to the company

Finding, recruiting and developing the best talent is an absolute priority for us. We pride ourselves on having built a company culture that helps our employees develop themselves both personally and professionally. But finding the right talent, with the right skills, and also the right cultural fit isn't always easy, and managing talents is a crucial challenge at a time when the fast-changing global job market is in the midst of digital transformation.

As Pascale Gimenez (our Electrolux Human Resources & Organization, Major Appliances for Europe, Middle East and Africa) puts it: "The competition for talent is tough. It's very important to look at how we are perceived as an employer, as applicants want to know what kind of company they're joining, what the culture is and how they will be empowered. Digital transformation certainly requires different jobs, different business needs, and different skills to the ones we have demanded in the past. However, the most important consideration for us at Electrolux is the competencies and behaviors we believe are essential for our employees. We look for people who

have a certain level of curiosity, adaptability, and mental agility, so that they can adapt to both current and future challenges. It's also essential that our employees are consumer-focused since our relationship with customers is crucial to our ongoing success."

At Electrolux, our partnership with AIESEC is a core part of our strategy for finding future leaders. We believe that AIESEC talents already have the right attitudes, energy, and agility for our organization. They are open for new challenges and learn quickly. These are the core competencies that we look for in any leader within Electrolux.

Once a new intern arrives at one of our global offices, they are set challenging tasks and trusted with their work. Our internships are not about work experience or entry-level positions -- we take on interns as product and business managers. The goal is to develop a person's skills over their year-long internship so that they can quickly add value to our business. We have a high retention rate - in 2016, 80 per cent of AIESEC interns at Electrolux were offered jobs at the end of the program.

***"The number of AIESEC interns who stay on at Electrolux is proof that we are already getting things right, and that we must continue to nurture our successful and rewarding partnership,"*** says Valeria Balasteguim, VP HR Global Talent Management.

***"I'm convinced that AIESEC can continue gifting us with future leaders, and I can't wait to meet them."***

# EDUCATION

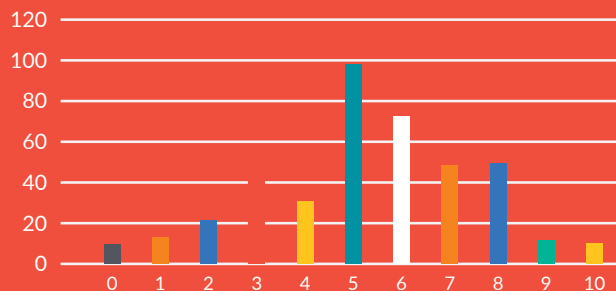


How should education improve to prepare youth better for global employment?

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# Employers are mostly passive or dissatisfied with educators

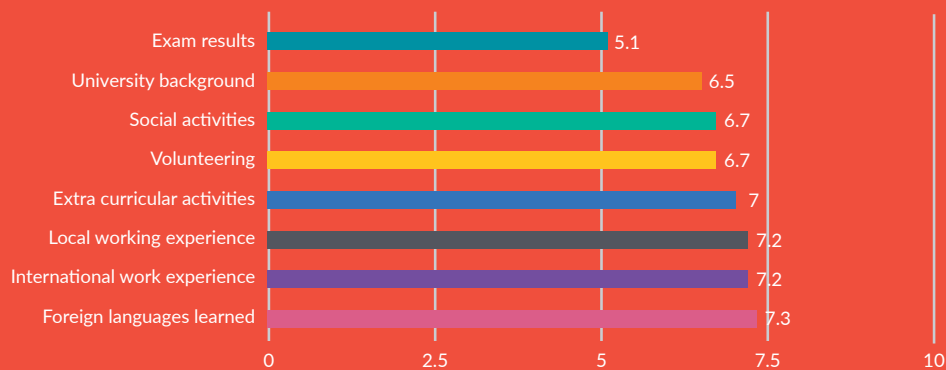
In your opinion, how well are educational institutions providing relevant experience for youth to be globally employable?



Average:  
**5.3 / 10**

NPS:  
**-66**

What kind of experience stands out the most in a young person's CV?



With an average score of 5.3 out of 10 and a Net Promoter Score of -66, employers are largely not satisfied with the abilities of educators to prepare youth for global employment.

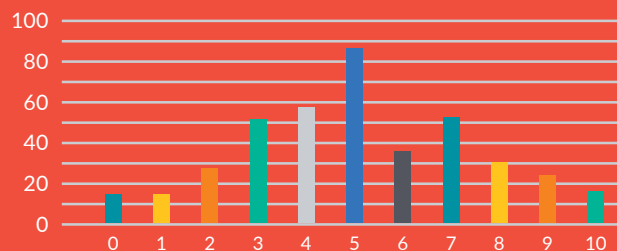
This finding is consistent when we asked what are the experiences that make candidates stand out in a recruitment process. University background and exam results are among the lowest of relevance when it comes to selection. On the other side, language ability, and international and local work experience are the top 3 preferred experiences among employers.

Throughout the years, we have seen educators around the world making efforts in integrating practical experiences with their curriculums. However, to satisfy the growing need of employers, these initiatives are seen either short term or too small in scale. The majority of youth are still hoping their university degrees will guarantee them employment, and this is hardly true. A resume without practical experience can hardly pass the initial screening. This puts youth under immense competition for the limited spots for the internships that employers can provide as well as a big internal conflict of priorities of choosing between working towards a straight-A GPA or a full time curriculum juggling between internships.

Moreover, to better prepare youth for global employment, a focus on designing multilingual learning experiences should be brought to attention. Youth are no longer competing only with the talents in their local market. With employers eyeing on talents across the globe to fulfill their specific HR needs, language ability is the highest rated element in global recruitment. For educators this means a simple monolingual curriculum is no longer enough to equip their students with a competitive advantage. The world ought to be more connected. How can educators provide more opportunities for their students to look beyond language as just words, films, and cultural fantasies, but a practical tool for broader job opportunities?

## More alternative schemes are needed to prepare youth for global employment

In your country do young people have access to enough opportunities for developing relevant skills for finding a job abroad?



Average:  
5.1 / 10

NPS:  
-62

With an average score of 5.1 out of 10 and a Net Promoter Score of -62, employers also think that there are not enough opportunities available for youth to gain valuable skills and experiences to prepare for the global workforce. These are alarming numbers because they show that the majority of young people lacks awareness and opportunities to prepare themselves for the ever expanding global job market.

While employers are only targeting the best of the best students for their internship vacancies, it leaves the majority of students with an empty summer holiday. Though attempting to attain a few summer credits or fill the vacation with simple leisure time, students are also pressured by their peers setting the perfect record for employment.

AIESEC is actively mobilizing 40,000+ youth around the world providing practical experiences. Though the number of the SDG-focused voluntary based opportunities have almost 7 times more openings compared to the professional internships, we consistently see much more interest from young people to apply for professional internships. According to a 2016 customer interview initiative conducted in India and Mainland China covering more than 400 students, having a professional development experience is the highest rated value proposition of AIESEC's products.

While we mobilize youth for professional development, we also noticed that in many developing countries and territories AIESEC is the only option for youth to foster their global competitiveness through volunteering and doing internships abroad. Youth are in definite need of more alternative solutions driven by educators, employers, governments and organizations to support their transition from education to employment.

# What do young people think about their education systems?

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**GAURAV**  
**INDIA, 22**

Two big problems Indian Education system facing right now include lack of educators that can inspire students for exploration and practicality of the learning materials in the real world. Educators need to challenge the way they design curriculum that can foster a day to day behavioural changes for students.

The main problem with Spanish education system is that the curriculum has remained the same in the last years. They didn't do any modification according to the change our world is going through. As a consequence we have young people finalizing their university degrees and not having the skills companies are looking for. I recommend educators to include experiential learning as part of the curriculum, therefore young people can develop the soft skills the job market requires.

**ANNA**  
**SPAIN, 23**

**Nana**  
**GHANA, 22**

The problem with the Ghanaian educational system is the strict focus on theory than practicality. This cuts across from the basic level to the University. For example during Science lessons we learn about certain experiments. Let's say filtration. We have to memorize these experiments to produce in our examination other than performing these experiments in real life to understand these concepts. Even in our universities, this same problem exists. I recommend educators to provide the necessary facilities that would assist practical lessons.

# TAKING EDUCATION FURTHER



**Peter Merry**  
Chief  
Innovation Officer

Technological advancements and an improving economy suggest a bright future for graduates seeking employment, but there is still a great debate over the necessity of a degree for prospective employees. The global job market is shifting and still relies heavily on the structure of academia, but there are important aspects outside of traditional education that increase qualifications for careers.

As business environments develop in tandem with global advancements in technology and a strengthening economy, the future looks bright. Yet, more and more students are finding their newly acquired bachelor degrees are not the ticket to employment they once thought.

According to Harvard Business Review, two-thirds of college graduates will “struggle to launch their careers”. A degree may open the door, but it won’t necessarily get them through it. In fact, large corporate companies such as Ernst & Young are removing degree classification from entry criteria, claiming there’s “no evidence” that university achievement equals success in the workplace.

While the global job market shifts and morphs, academia remains firmly rooted in theoretical study that does not reflect new business demands. The Ivory Tower has failed to keep up with a fast-paced global job market. But, by focusing on three areas of development, graduates can get ahead and better prepare for the world of work.

## 1: ACADEMIC STUDY IS JUST THE FIRST STEP

Traditional education tends to focus primarily on developing cognitive intelligence and theoretical knowledge. Improved cognition – a person’s thinking skills and ability to learn – is a valuable skill developed through higher education. Yet, increasingly employers are questioning the transferable skills learned from academia.

Facebook and Google, in line with Ernst & Young thinking, both claim that a degree is not a necessity. If you want to help students broaden their learned expertise, there are a huge number of massive open online courses (MOOC) available through platforms like Coursera.

While academic achievement is still important, it is just one part of what is needed.

## PART 2: PERSONAL DEVELOPMENT AND SELF-MASTERY

In a fast-paced world of increasing distraction and growing interconnectedness, a new approach is needed to help students succeed.

Through developing skills like emotional intelligence and communication, students are better equipped to deal with the complexities of the world. Harvard University’s Howard Gardner backs this up with his identification of “intrapyschic” and “interpersonal” intelligence - the ability to manage the self and relationships with others.

A commitment to personal development through focused interior practices from practicing mindfulness, meditation or physical exercises such as Tai Chi or yoga are all examples of self-mastery. Today, this is easier than ever with a plethora of online resources and groups, from Facebook groups and events to tools like Headspace and Mindvalley that teach people a range of personal skills to help face larger challenges in the world.

## PART 3: ENGAGE WITH THE WORLD THROUGH PRACTICAL EXPERIENCES

Ultimately it is all about the quality of impact people make in the world. Academia is designed to prepare people for the future, but this doesn’t mean students should have to wait until after graduation for this to begin.

More and more, graduates are expected to have relevant experience; from the aspiring writers tending to their online blogs to the estimated 1.5 million internships filled every year in the U.S. While this form of work experience is more prevalent in high prestige businesses, Forbes reports that in 2014 97% of large employers had plans to hire interns.

Back to Harvard Business Review’s article, the major difference between the successful one-third and those experiencing difficulties is that they started planning for their careers while still at college, and 80% had a minimum of one internship.

A good example of internships and apprenticeships is the AIESEC exchange program. A number of projects also help provide business advice to aspiring entrepreneurs with their own business ideas. At Ubiquity, we help participants to develop solid business models, plan resources and understand organizational requirements, with a focus on maximising positive societal impact around the UN’s Sustainable Development Goals. Or encourage students to drop in at their local Impact Hub, to take advantage of the global collaborative network that supports people launching new ventures.

With so much happening in the world today, new entrants to the workforce need additional competencies to meet these demands. It means they need to be a communicator, a collaborator and to turn a critical eye to current approaches. All this goes beyond the skills they learn through established academia. Successful graduates will be those that focus on connecting with others and the wider world, helping to build a career in an increasingly interconnected and complex global job market.

# YOUTH ENGAGEMENT



How can employers improve their engagement  
with their youth employees?

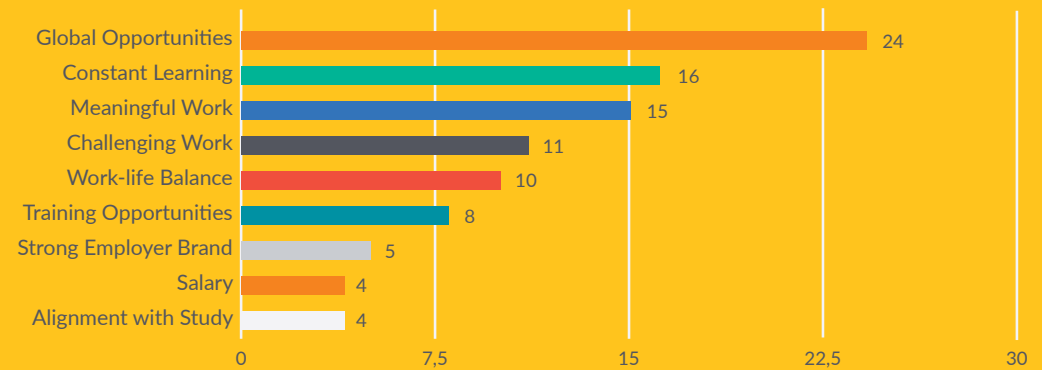
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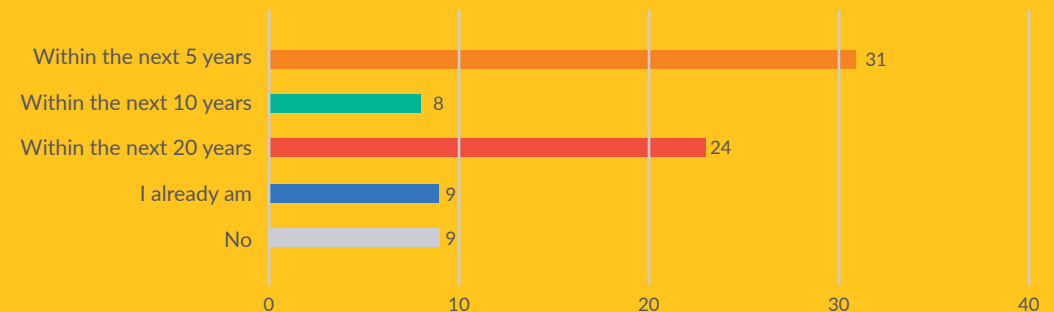
In YouthSpeak Survey, run by AIESEC in 2015 with 45,000+ responses, we have concluded the 4 difference aspects millennials pay great attention to in the first 5 years of their careers. These aspects include constant learning, meaningful work, work-life balance and the ability of the employers to provide entrepreneurial experiences in their daily work.

With these insights, we cross-checked how well employers are doing for their young employees in these 4 aspects.

### What is most important to you in the first 5 years of your career?

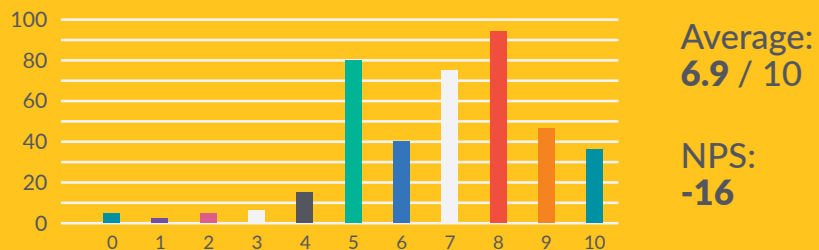


### Do you have plans to become an entrepreneur?



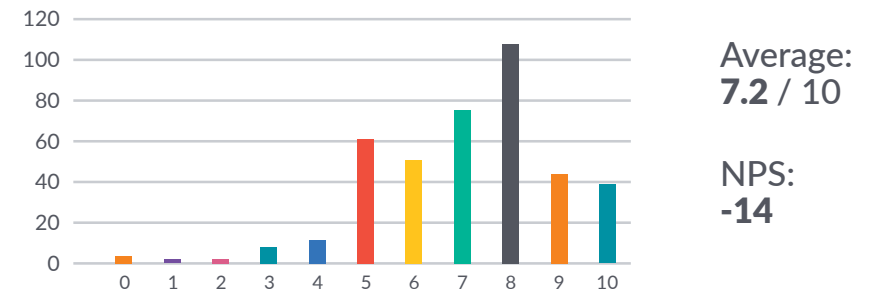


## Helping young employees balance personal and professional life/work demands



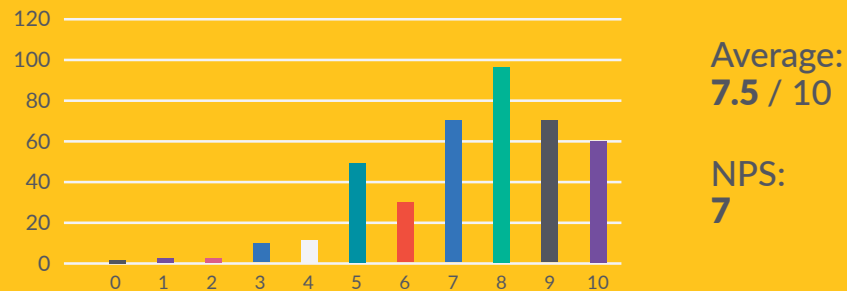
It is easy to assume the younger generation is more inspired by their career development. A growing number of millennials ranked having a work-life balance as their first priority for choosing their employers. However, employers are moderately passive in their ability to cater to this need. Compared to the older generation of employees, millennials have a stronger sense of freedom and autonomy of their lives. While it's not just about having open desk offices and employers compensating their employees' life after work, we encourage employers to innovate on their approaches to ensure work-life balance for their employees.

## Aligning the young employees' personal goals with the business purpose



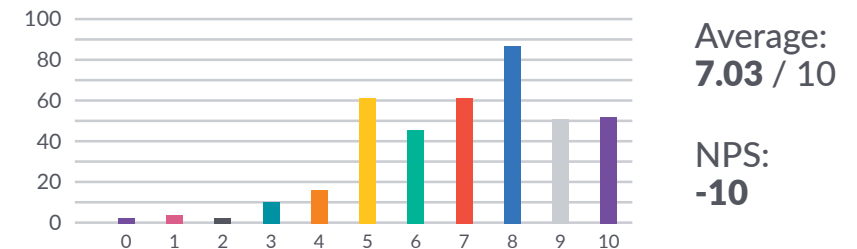
Millennials care about the triple bottom line of the business. Is my work meaningful? Why do we do what we do? A strong connection between the young employees' personal goals and the business goals is at the centre of their motivation. However, the insight shows that employers are not yet able to effectively communicate their purpose to their employees. Such communication should not be just limited to big words and commitment to a better world on a C-suite level, but it should penetrate to the daily work of employees and their personal goals, especially in regards to the millennials.

## Contributing to the youth's skill development



Millennials are hungry to learn. After global opportunities, constant learning is the highest rated aspect for millennials to choose their employers. Within the 4 aspects being surveyed, employers have also rated themselves the highest for their contribution to the youth's skill development. Facilitating young employees' learning should be on top of the employer's priorities. With the increasing demand of work complexity and competition between businesses, employers are facing challenges in onboarding and retaining their recruits. However, it is not just enough to train millennials on the skills needed to perform the tasks, but investing in their ability to learn, unlearn and relearn.

## Reacting to the growing need of millennials' entrepreneurial spirit



62% of millennials have a plan to be an entrepreneur in the future. So how well are employers catering to this unsettling need? With an average score of **7.03** and **NPS of -10**, employers are rather passive. Young people are aware that only focusing on a fixed job description will not be able to equip them with the necessary skills to venture on their own. Employers ought to adapt or innovate their management practices and cross-portfolio synergy to invest on the young employees' need to learn new aspects of the business.

# ENGAGING YOUTH INTERNATIONAL TALENTS IN THE WORKSPACE

## Lessons learned from recruitment



**Philip Sladdin**

**Partner & Global Information Leader,  
Global AIESEC Champion**

individuals can relate not only to their own local surroundings but also to the bigger picture which is important in today's world of globally-connected markets and products. They also add a multicultural perspective to your workforce which often brings new impulses of creativity and innovation.

When considering international recruitment, the most important question is "how to find the right talents"? I believe that, first of all, it's crucial to know what you need and what you're looking for. Employers also need to think really carefully about what they expect for each position! The advice is simple: don't employ someone with great creativity and innovation, for example, if the job does not require this – they will simply feel under-exploited, get bored and leave.

One of the key findings in the second edition of the *Tomorrows Leaders Today* piece, a survey answered by Presidents of AIESEC's National Entities and linked to PwC's annual CEO Survey, shows that AIESEC's young leaders consider many existing HR systems and processes simply not fit for purpose when it comes to recruiting and retaining this pool of talent. Organisations need to understand what motivates youth and adapt their recruiting processes accordingly. The recruiting process is not just about attraction, but also retention. Another very important question to ask yourself is: how do we engage with youth international talents and improve their work experience on a longer term basis?

I am certain that every person is born with potential and that we, as organisations and employers, have to provide opportunities that empower young people to decide and dedicate themselves to their expected future outcomes, unlocking their highest potential. On this topic, it's also interesting to read PwC's Young Workers Index, published in October 2016, where you can find discussions on how governments and businesses can even get rewarded by bringing higher numbers of young people into the employment and training market.

For me, leadership development, coupled with career and talent mobility opportunities, such as those we offer at PwC, may be one of the secrets for youth talent retention. Nevertheless, it's also important to set expectations: a difficulty often faced by young

talents is being asked to work on a relatively small part of the puzzle instead of immediately being involved with the organisation's vision and strategy where they believe they could make good use of their international backgrounds. Not every job can be an international "jet-setting" strategic position. Therefore, young talents need to understand how to work on the smaller picture, whilst gaining experience and skills to be an increasing part of the bigger picture. In this way, they are developing their leadership in a way that is also relevant for the organisation. Attention: do this in a way that does not dim their enthusiasm, innovation, and creativity – a difficult balance!

From my contacts with young international talents, I believe we need to consider the following topics when recruiting and engaging them in our workspace:

- **Know your organisation's needs:** define your requirements and have a clear job description when starting your attraction process
- **Understand what motivates your new talents:** make sure you provide an engaging and positive employee experience
- **Unlock the human potential:** offer challenging tasks and environments which enable learnings, such as personal and professional growth
- **Watch and assist their development:** provide constant feedback and performance analysis in order to mentor their development, both short and longer-term.

I hope my learnings and reflections, based on my past years of experience in working with young talent, especially through AIESEC, may give you some insights on where to focus when engaging young international talents in your workspace. More importantly, I hope it gives you some hints on how to combine forces between the new recruits, full of energy and passionate talents, and more experienced employees, in order to achieve great things together.

The views and opinions expressed in this article are the personal views of Philip Sladdin and do not necessarily represent those of the PwC network.

After four years of working with AIESEC, the world's largest student run organisation, it's clear to me that the world of talent is changing: starting from how we attract and recruit people to how we manage, reward, and motivate them for their future careers.

At PwC, we started working with AIESEC over 40 years ago, recruiting international talents who were looking to develop their leadership and who wanted to work across borders and understand other cultures. Working in our organisation, they were also able to relate to what is happening in their specific local environment and individual projects and understand how to apply themselves to the job at hand. All in all, our experience with recruiting international talents with these characteristics for internships from AIESEC has been one of the mutual benefits with interns often being offered permanent roles at PwC at the end of the internship.

In my opinion, an organisation's ability to reach the next level of growth and success is closely connected to its ability to find and recruit international talent. These

## ENGAGING TEAM MEMBERS' PERSONAL VISION FOR HIGH EMPLOYEE ENGAGEMENT



**Ezekiel Vicente**  
CHRO and  
Director for Technology

Engagement measures how team members feel connected and emotionally invested in the organization. It is one of the key tools for employers to quantify the morale, overall health, and well being of their team.

In a Gallup study done through thousands of interviews in various organizations, one of the leading statements that determined engagement levels (therefore commitment levels and performance) is “My Supervisor, or someone at work, seems to care about me as a person”.

## The 12 Elements of Great Managing

To identify the elements of worker engagement, Gallup conducted many thousands of interviews in all kinds of organizations, at all levels, in most industries, and in many countries. These 12 statements – the Gallup Q12 – emerged from Gallup's pioneering research as those that best predict employee and workgroup performance.

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

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“As a person”, not as an employee.

Meaning someone cares about who I am, what I want in life, my personal aspirations and dreams, giving me the feeling that I am not just another number in a spreadsheet.

But how can we make people feel appreciated as unique individuals with hopes, dreams, and ambitions for themselves?

## The 3 Most Important Questions

Often times, when people hear the term employee engagement, they think of parties, drinks, free food, and expensive activities. This is great for encouraging people to interact, but without a structure, it can tend to just be a social investment for team members to bond, but not necessarily help them feel that they matter to the organization.

In Mindvalley we have every single person who joins the team create a list that answers 3 crucial questions;

- **What experiences do they want to have in life?**
- **How do they want to grow themselves as a person to reach these experiences?**
- **How do they want to contribute to the world?**



## Here's why this works:

### 1. It creates strong friendships and helps people drive their goals forward

Everyone's 3MIQ list is publicly posted for the whole team to see. This makes it easy for like-minded people with similar interests to get in touch and encourage one another to pursue their goals together since there is no such thing as a monopoly on dreams (I cannot say that only I can climb Mount Everest).

It automatically becomes a catalyst for peer support groups so people stick to their goals, get the push they need to take action and build friendships for life.

In Gallup's study on the 12 Elements of Great Managing, they found that close work friendships boost employee satisfaction by 50% and people with a best friend at work are SEVEN times more likely to engage fully in their work.

### 2. It gives managers a reference on how to best engage their team

As a Manager, having a list like this allows me to actively coach my team members in regards to their specific aspirations. It gives managers visibility of their employees' drivers in life and therefore enables alignment of personal goals with professional careers inside the organization. In Mindvalley, this also serves as a way to easily calibrate whether we have the right people in the right roles by ensuring they're doing the work that fits their personal goals the most.

### 3. It makes new team members feel welcome

There's nothing like the feeling of being new in an organization, dreaming of being a world class public speaker and finding a book on public speaking on your desk during your 1st month on the job as a gift from

people you barely know yet. It makes employees feel that people care about them, their dreams, and personal aspirations and not just another hand at work.

### 4. It prevents stagnation and boredom of team members

Having very clear goals personally and professionally gives team members and managers a "North Star" to move towards as they make career decisions and investments in growth. This keeps people on their toes and constantly working on things that contribute to their long term goals – and prevents them from getting stuck and stagnant both at work or outside of it.

## The Future of Work – Work Life Integration

More and more people are choosing employers for more than just a salary, and that means employers have to take more action towards engaging in the team members' personal vision, rather than just expecting team members to engage in a company's vision. The practice of the 3 Most Important Questions provides us with an opportunity to meet our team members halfway for maximum engagement.

It's easy to see that this exercise blurs the line with regards to work and life. At Mindvalley, we don't believe that there is such a thing as work-life balance. What we believe in is Work Life Integration. We spend 70% of our days at work. When you think about it, that is not just work, that is our life. So we should make the most out of it and ensure that it helps us reach our dreams and aspirations.

## BENEFITS OF FUELING DIVERSITY THROUGH YOUTH INTERNATIONAL TALENTS



**Yogeshraj  
Thakoor**

**VP and Global  
Head of Resource  
Management Group**

TATA Consultancy Services, in partnership with AIESEC, is dedicated to supporting the development of the youth-led organization. The first partnership between AIESEC and TCS happened in 1999 when TCS became the vendor for the brand new online system which AIESEC wanted to develop to manage its worldwide operations. By 2004, the partnership evolved further and the ACE program became the main essence of the partnership between the two organizations. The program's objective is to bring to our offices in India and Hungary young internationals with the eagerness to learn and to add diversity to our working environment, at the same giving an opportunity to the youth to build a highly qualified professional career. ACE stands for Accelerate, Connect, and Experience, and that's what we provide for each one of our interns on a daily basis.

One of the main reasons that motivated the creation of the ACE Program was to bring diversity to TCS, in both corporate and cultural ways. The company aimed to raise internal awareness of how different people can be and how this actually can add value to our daily work, providing fresh perspectives and opinions, bringing different points of view, and adding new dynamics to the teams. TCS doesn't only envision the ACE program as a one-year internship for international talent but also focuses on the professional career development for all of the ACE interns. Our main aim is to ensure the growth of our interns within our organization while bringing diversity and diversity inspired innovation to our workplace. At the same time, our main focus is to help interns in their professional career development. Thus, we also focus on the absorption of ACE Alumni in different TCS offices around the world. This helps us to ensure the knowledge transfer inside our organization while focusing on our interns' career development. Still, it is important to say that as a multinational company located in 46 countries around the world, having such diverse associates guarantees a perspective of absorption out of India, so they can continue their career with us.

Since the ACE program between TCS and AIESEC was established in 2005, more than 1000 global youth talents participated in the ACE program in the Hungary and India TCS offices. During the 12 years of the program, many ACE interns continued their professional life in different TCS branches across the world. As a result, many ACE alumni have been promoted to different leadership positions in TCS. By recruiting and retaining global talent, we aim to grow our international footprint and become a global company that is an employer of choice. As millennials are increasingly becoming the major demographic in the workplace, TCS ensures to adapt its talent strategy by creating a dynamic workplace where millennials can feel connected with the vision of the company and be inspired for personal and professional development. Despite the clear benefits, hiring international youth talent from overseas can present also some challenges. Not least among this is the complicated process of navigating employment laws and visa requirements for international interns. Requirements and regulations are different in each country and between countries and can change frequently. Beyond visas, initial accommodation, cultural adaptation, induction, and integration should be taken into account. We learned that as a company we should be ready for these challenges and shape our international internship program around them. Our benefits and onboarding process have been adapted over the years and as a result, we have achieved very high satisfaction of the interns. In a recent satisfaction survey for ACE interns, more than 90% of our interns indicated that they would recommend the ACE program to their friends and colleagues.

Our current aim to expand all this impact and continue to grow the program in India, as we are still expanding to the many cities where TCS has branches, but also to keep our eyes on our TCS localities worldwide that could definitely host the ACE program in a successful way, as Hungary has been doing for almost ten years. We are still the biggest exchange partner of AIESEC and aim to continue being, because for us, the value proposition and results of the program are very significant to our company.

# KEY TAKEAWAYS



## Lack of critical skills

According to employers, the youth is missing key skills needed for employment. Soft skills are among the most important. International experiences can help youth develop these missing skills and become more employable.



## Experiential learning

Education at its current state is not preparing youth adequately for employment. Employers are looking for past experiences, and academic experiences are among the least important during recruitment decisions. Educators should thus include experiential learning opportunities for youth.



## The importance of language skills

In the current global world language skills are the most demanded. Speaking fluent English is a must, but to differentiate one's self in competitive recruitment, speaking more languages will make a difference.



## Attraction and engagement

Employers are struggling to attract and retain the right talent. Many still use referrals as one of the main ways to recruit, leaving the majority of youth outside of these opportunities. More emphasis should also be put in finding ways to engage the youth better at work.



## Cross-sectoral cooperation

The bottom line is that there needs to be more cooperation, discussion, and actions between educators and employers to align expectations and prepare youth for a smooth transition from education to employment.



## Global mobility

Globalization has enabled youth to move wherever their skills are most needed. However, although some employers are looking for the best candidates no matter their location, many have not yet identified the need to hire youth internationally. Internationals bring creativity and innovation, and mobility can help balance the supply and demand of certain skills between countries.

## SUMMARY

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**Niels Caszo**  
Global President  
2016-17  
**AIESEC International**

There are 71 million young people who are unemployed and by the time you read this report I will most likely be part of the statistic as my term for Global President comes to an end. The very thought of not knowing what's next or what life is going to look like without a steady income, a decent job, or doing something you love can be quite nerve wracking and intimidating. And with the current state of the world, even a college degree isn't sufficient to help you feel better.

We asked employers to score out of 10 the following, "In your opinion, how well are educational institutions providing relevant experience for youth to be globally employable?", the answer was a poor 5.2. In 2013, researchers at Oxford University conducted a research on the future of work and concluded that almost one in two jobs have a high risk of being automated by machines. The 4th Industrial revolution is upon us, and the inevitable rise of automation ensuring the opportunities in the job market are in a constant state of change. It's safe to say that just a formal education no longer equips a young person to find his or her place in the job market of today and the future, neither is it enough for an employer to put their trust in such a candidate.

On the other hand, globalization has led to hypermobility and an increased demand for employees to speak multiple languages, have cross cultural understanding, a global view on business acumen, and interpersonal skills that enable them to interact with anyone around the world. Studies have shown that creating multicultural teams and diverse work spaces has resulted in an increase in organizational innovation, creativity, and growth. Luckily enough millennials see themselves as lightweight nomads with the ability to become global citizens if given the chance and move from one place to another, not only for the sake of travel but for doing good and making a difference. Unfortunately, not all millennials have the resources or opportunities to do so.

I'm fortunate enough to have found among all the challenges in the job market an organization like AIESEC that over the last 70 years has been developing leadership qualities, cross-cultural understanding and skills required to make the youth of its generation more employable.

With AIESEC's vision of Peace and Fulfilment of Humankind's Potential by focusing on youth and developing their leadership through practical experiences and challenging environments, its cross-cultural exchange products like Global Talent (internship programs of 6 weeks to 18 months with global organizations, MNCs and SMEs) and Global Entrepreneur (internship programs of 6 weeks to 18 months with start-ups) have shown over the years the quality of talent produced for the global workforce. A quick search of your network on LinkedIn should give you an idea of the number of managers, business leaders, and employees that have been through the school of AIESEC.

With the constantly changing needs of the job market, it is evident that the ways in which young people develop their talent and organizations find and communicate with their talent must change at an incremental pace as well. We believe that organizations like AIESEC and products like Global Talent and Global Entrepreneur serve as solutions to governments, young people, educators, and employers when it comes to tackling the challenge of youth unemployment and better preparing the youth of today for a global workforce.

So when it comes to navigating my way through the uncertainty of my future, I feel confident enough to know that unlike 71 million of my fellow young people caught in a statistic, I will certainly make my way out.

Wouldn't it be something if we could make more young people out there feel the same? Well, with your support, together, we can!





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## BIOGRAPHY

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### **Chuck Chaoke**

Global VP and Research Leader for Youth Global Employability Report  
**AIESEC**

Born and raised in Inner Mongolia, China, Chuck is on a mission to develop better education systems for young people around the world. Currently, Chuck works at AIESEC International, leading the global learning and development strategy, designing the learning framework, content, and activities for over 70,000 volunteers worldwide. Having worked and lived in Australia, China, India and The Netherlands in the past five years, Chuck understands the importance of practical learning experiences by heart.



### **Alexandra Byskata**

Research Conductor for Youth Global Employability Report  
**AIESEC**

Alexandra is a typical millennial with international experience in marketing, sales and non-profit organization management. She has held different leadership positions both on the local and national levels of AIESEC in Finland, and has a Bachelor of Business Administration and a Bachelor of Arts in Spanish Translation. Alexandra has a passion for making the world a more equal place for all youth. Currently she is doing this by using the power of words and creating content for AIESEC's global LinkedIn page.



### **Marieke Vandeweyer**

Labour Market Economist  
**OECD**

Marieke Vandeweyer is a labour market economist in the Employment, Labour and Social Affairs Directorate of the OECD. Since joining the organisation in 2014, she has worked on a range of issues, including skills, activation policies and labour market reforms. She now works on the OECD's Getting Skills Right project, analysing the match between skills demand and supply. Prior to joining the OECD, Marieke worked on her PhD at the University of Leuven (Belgium) and did an internship at the European Commission. She holds a MSc in Business Engineering and a MSc in European Politics and Policies from the University of Leuven.



### **Valeria Balasteguim**

Global VP Talent Management  
**Electrolux AB**

Valeria Balasteguim is currently Global VP of Talent Management in Electrolux. She joined Electrolux in Brazil in 2000 and before her current role she was VP HR for Global Operations. Currently residing in Sweden, the native Brazilian has in-depth experience in human resources and global mobility.



**Peter Merry**  
Chief Innovation Officer  
Ubiquity University

Peter Merry is the Chief Innovation Officer at Ubiquity University, a new accredited online university that combines learning with self-mastery and social innovation.



**Philip Sladdin**  
Partner & Global Information Leader  
Global AIESEC Champion  
PwC

Philip Sladdin, a partner in PwC Germany, is responsible for the PwC network's internal reporting to client and leadership teams globally. He is also the PwC Global AIESEC Champion and the sponsor of the PwC - AIESEC Partnership, a member of the Supervisory Group of AIESEC International and the Chair of the Premium Partners Group, a role he took over in 2014. Qualifying as a Chartered Accountant in England and Wales in 1990, Philip's career has included auditing large and small clients in the UK and Germany, including those in the financial sector. Following a successful relocation to Frankfurt in 1998, he has held a number of pan-European finance and strategy roles in PwC as well as being globally responsible for data privacy and protection in the PwC network.



**Yogeshraj Thakoor**  
VP and Global Head of  
Resource Management Group  
TATA Consultancy Services

As TCS scales up beyond 320,000 professionals, Yogesh plays a key role to ensure that the global resource management function addresses the growing challenges and opportunities of a dynamic industry by placing the right employee at the right place at the right time. In his current capacity, he is also responsible for managing global mobility of TCS employees across geographies including global compliance to immigration laws and regulations. As a member of the leadership team of TCS, he has been driving initiatives to ensure optimum utilization of its culturally diverse global workforce.



**Ezekiel Vicente**  
CHRO and Director for Technology  
Mindvalley

Ezekiel has held leadership positions in various organizations; from corporate, to government, non-profit and private businesses. Through these experiences and studying High Performance Experts in the field of Health, Nutrition, Leadership, Personal Growth and Spirituality; he believes that effective leadership starts and ultimately ends within and requires one to have a holistically healthy life in mind, body and spirit; for if one is not able to lead oneself by living a life that is truly aligned with one's inner truth, they have very little chance to be truly effective leaders of other people. This has guided him to being one of the forefront leaders in Mindvalley; leading both People Strategy and Technology and made him an avid biohacker, life/performance coach, yogi and Martial Artist.



**Niels Caszo**  
Global President  
AIESEC

Born and raised in Mumbai, India, Niels hopes to one day redefine what it means to be a “billionaire:” positively impacting the lives of a billion people. He is the final responsible for leading AIESEC's global strategy, the operations and the leadership body of the organization in over 122 countries and territories and with over 70,000 members worldwide. Having a degree in Economics and Commerce, Niels is a young leader passionate about transformational leadership and an international outlook of today's youth.



YouthGlobal  
EmployabilityReport

## **Youth Global Employability Report**

Understand more about how you can mobilize young people at:

***<http://aiesec.org/partners>***