

VOLUME 3, ISSUE 2  
**PEOPLE'S  
INSIGHTS**  
MAGAZINE

# GAME CHANGERS



## ***The Future of Business Citizenship***

# FRESH VISION



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# A Roadmap to Connecting Business Needs and Millennials' Expectations





## About This Report

In February 2014, MSLGROUP teamed up with Research Now to interview 8,000 Millennials in 17 countries. Our purpose was to examine and understand what citizenship and the role of business in citizenship means to this influential group born between 1977 and 1994.

The resulting report, *The Future of Business Citizenship*, reveals what Millennials want businesses to do about societal issues, which actions resonate with them and which do not, how their expectations differ by country and how their attitudes might change in the future. The results show that Millennials feel very differently from preceding generations about the role of business in dealing with the world's greatest challenges.

## About People's Insights

*The Future of Business Citizenship* is part of MSLGROUP's [People's Insights project](#) that crowd-sources insights and foresights from MSLGROUP experts and the network's global team of SPRINTers – 100 Strategic Planners, Researchers and INsights experts. MSLGROUP shares the “voice of SPRINT” in *People's Insights* magazines and monthly briefs, to inspire more engaging campaigns and to help clients navigate the complexities of the conversation age.

*The Future of Business Citizenship* is the latest in our “future of...” series, which also includes [The Future of Employee \(Re\)Engagement](#) and, recently, [The Future of Reputation](#).





# Foreword





**Olivier Fleurot**

CEO

MSLGROUP

In the last few years, Millennials have demonstrated diminishing levels of satisfaction and trust with governments and large corporations. They have shown ingenuity, determination and passion in addressing social issues, and have not hesitated to criticize organizations or leaders who they believe are misbehaving.

That's why we suggested "[Re-engaging Millennials](#)" as the big idea for businesses in 2014, with corporate citizenship and purpose as the path to (re)building reputations, attracting and retaining young talent and customers, and succeeding at the bottom line.

Our global research study, *The Future of Business Citizenship*, in which we surveyed 8,000 young people in 17 countries, confirms that Millennials have high expectations from business. The findings add an insightful layer to our observations around this generation, with real implications for brands and corporations:

- Millennials have low trust in government, *and are thus reaching out to business to help address today's huge social issues.*
- Millennials are passionate about driving change, *and are eager to work with business to make it happen.*

- Millennials do not hesitate to punish brands that misbehave, *and are willing to reward brands that behave like good citizens with loyalty and positive word of mouth.*

While Millennials are already able to identify a few brands that are leading in this area, the majority, 83% of them, say they expect businesses to do much more. It's clear that the time has come for companies and brands to redefine their purpose and citizenship efforts, or prepare to be less relevant.

In the following pages, MSLGROUP's global team of corporate and brand citizenship experts dive deep into the results of our study and outline what Millennials value as individuals and what they expect from businesses.

I trust this report will be useful and provide you with the data you need to better engage with this disruptive generation, and invite you to reach out to MSLGROUP's team of experts to help design your roadmap to business citizenship.



# Introduction: If You're Not Where Millennials Expect You to Be, You're Nowhere



**Pascal Beucler**

Senior Vice President & Chief Strategy  
Officer, MSLGROUP

While we were building our Corporate & Brand Citizenship Practice and our PurPle (Purpose + People) methodology over the last few years, we identified early signs of a change in mindset amongst Millennials, which is now evident amongst a large majority of them around the world.

We launched our global research study to investigate this further and thus help our clients understand and embrace the fast changes happening with Millennials, especially the younger ones.

The *Future of Business Citizenship* study confirms that the change is massive, radical, and positive: **Millennials say they want to be an active part of the change they want to see in the world, together with businesses.**

Why is this so important for businesses today? Because after a decade of crises and difficulties in most markets, it looks like there's room for resilience here, for businesses to make a comeback in all complex areas of their Reputation (purpose, citizenship, employer branding and employee engagement), as well as their Corporate Image and communications at large. It's a great opportunity; one that shouldn't be missed.



**Millennials want businesses to get involved in addressing social issues, and believe businesses can make a greater impact.**

*Compared to governments, businesses have the potential and the possibility to make real change in society happen faster and more efficiently. Businesses have the resources – from financial means, collective intelligence to technology – to contribute and make a difference.*

**Minting, 24, China**



## ➤ Riding the Crest of a High Wave

Marketers are obsessed with Millennials – their habits, their values, their lifestyle choices – and with good reason.



As of now, more than half the world's population is under 30.



By 2025, Millennials will represent 75% of the global workforce.<sup>1</sup>



By 2018, their earnings and spending power are projected to outpace those of Baby Boomers.<sup>2</sup>



Almost three quarters of Millennials say they influence other generations' purchasing decisions.<sup>3</sup>

1) [The Millennial Survey 2014](#), Deloitte Touche Tohmatsu Limited, 2014

2) [Global Mobile Media Consumption: Reaching Millennials](#), InMobi, February 2013

3) Ibid



Millennials already play a growing political and economic role in the world. They are fully empowered by the digital and social reinvention of everything. “Disintermediation,” our new norm, is a given for them. Day after day, they develop their own ecosystems based on collaboration, peer-to-peer information sharing and accessing rather than owning.

At nearly 2 billion, Millennials are a force to reckon with, but how companies connect with and engage them as consumers, employees, business partners and fellow citizens now and in the future is still being defined.

MSLGROUP conducted *The Future of Business Citizenship* study to explore what active citizenship actually means to Millennials:

- what they want it to stand for
- what resonates and what doesn't
- how it differs by country
- and most importantly, how it will change and impact businesses over time

Many of the findings are disruptive. Overall, it's clear that Millennials themselves have embraced the responsibility to solve today's social issues, and they expect businesses to do the same. This is more prevalent amongst younger Millennials, the real game changers, who are more confident in their potential to drive change, more able and willing to give time and energy, and in general quite different in how they approach the challenge.

This is probably because they spent half their young lives in a world dominated by tough crises; they are post-ideological, pragmatic and action-oriented folks who distrust institutions. Younger Millennials are also more globalized; they are aware of events taking place near and far away and are influenced by the views and actions of their global peers. And let's not forget, they are digital natives; well connected on digital platforms, empowered and experienced in using their networks to drive change.

In many countries, Millennials view citizenship as both a personal commitment and a business responsibility.

*If we collaborate and join forces, we can make a big impact. We want to work on change. We want to work for a business that is making change. We want to vote to make a change and we want to get together with people to make a change together.*

**Anne, 30, UK**



*If anything we are not as individualistic as everyone claims us to be. We strongly believe in the power of joining forces to spark new ideas as you can notice from the crowdfunding or crowdsourcing movement. Sharing (namely via social media) comes naturally to us and is part of our everyday reality.*

**Kate, 23, United States**



## ➤ Embracing the Demand for Business Citizenship: Let's Do it Together, Now

From this standpoint, many of the survey's global findings represent highly actionable insights and foresights for brands and corporations. Findings around the benefits to business indicate that business citizenship might also be the way to restore some sort of trust in business and leadership.



Global Millennials reward good business citizens with loyalty and positive word of mouth

Where should businesses get started? Based on our learnings from *The Future of Business Citizenship*, the imperative is quite clear.





*There is no doubt that there is an urgency in getting our acts together and making a real, substantial and sustainable impact on the world we live in. The world is changing faster than any of us could predict, and not always for the better. The truth is, we don't have much time to sit around and wait. Changes need to happen NOW.*

**Lin, 28, China**



## ➤ Moving from the Old-Fashioned CSR Mindset to Active Business Citizenship

Across Asia, Europe and the Americas, Millennials consistently defined active citizenship as meaningful, tangible, impactful and most importantly, participatory. Here are some key insights:



Millennials **need** (not just want) businesses to get involved in societal issues.



They care about **micro issues**, here and now, not large and vague macro issues.



In many countries, they want businesses to focus on issues that they can **impact and solve**, not issues important to Millennials personally.



Active citizenship is being **purposeful**; not simply giving.



Millennials get involved personally when they can have an impact and they expect businesses to involve them, through next-generation “citizen partnerships;” it's a **two-way approach**.

To engage with Millennials, brands and corporations must move from looking at such activities as a constraint and strategically reposition business at the heart of society.

## ➤ Managing Resilience, Relevance and Resonance

If you are a corporation or a brand and want to appeal to the Millennial majority, you must focus on what is really important to them, which is essentially making the world a better place. Millennials care about a diverse range of issues, but they are quite clear that they expect business to focus inwards (at how the company functions), and also outwards (at the company's impact on the world and its inhabitants).

Checking the CSR box is not enough. You must be resilient in troubled times, relevant to their expectations, and tell a consistent and cohesive story that resonates with their vision and values.

*Businesses need to focus on issues at a micro-level. I need specifics of what I will actually see, so I know what the business is doing and what I get out of the effort. If it's too vague, I can't relate and it doesn't attract my attention.*

**Nikhil, 21, India**



*With the news and all information accessible just 5 seconds away on our mobile devices, we are on top of the news and well aware of the impact businesses can make both negative and positive on the environment we grow up in. What we eat and where it is coming from. Who we work for and how they act.*

**Kris, 27, Denmark**





**Resilience is at the top of the agenda:** the capacity for businesses to help the world (and themselves) recover quickly from current difficulties and tough times is what young people are looking at closely.

RESILIENCE

**Relevance is critical:** if you're not where they expect you to be, you're nowhere.

RELEVANCE

RESONANCE

**Resonance is crucial:** this is what makes the difference today, creates the conversation and helps tell a story that matters to them.


## ➤ Designing a Road Map to Business Citizenship Today

We believe a priority for the times to come is to design a roadmap for business citizenship that includes actual partnerships with people and communities. It should outline:

- How to connect – and often re-define – Purpose and Citizenship?
- Given the business' purpose and Millennials' expectations, what could be the areas of opportunity for the brand/corporation?
- How should Millennials be involved – what form of partnership could be offered to them?
- What should the action plan be, over the next three-five years?



Where is the sweet spot, the ideal position, where the brand/corporation's vision and values closely meet Millennials' expectations?



How can the brand/corporation reach this position, and how long should it take?



## ➤ For PR as well, the Future Doesn't Fit into the Containers of the Past

I had the good privilege of being a jury member at the inaugural Young PR Lions competition at the [Cannes International Festival of Creativity](#) this year, sharing the experience with 14 teams from 14 countries, each comprised of two young Millennial PR professionals, all born after 1985.

The teams were briefed with a challenge from the [United Nations Office on Drugs and Crime \(UNODC\)](#), and given 24 hours to create an effective and creative PR strategy to galvanize public opinion around the organization's [Blue Heart campaign](#) against human trafficking.

It was inspirational – but hardly surprising, given the initial findings of *The Future of Business Citizenship* study – to see the hunger and passion with which these young professionals took up the citizenship challenges. These Millennials from Asia, Africa, Europe and Latin America, displayed genuine

enthusiasm, clarity in vision, true maturity from a creative standpoint and a lot of agility in the execution.

Many of the insights they shared revolved around Millennials' commitment to making the world a better place. “*Rouse the Millennial Army! We can change the world!*” said one of the winning teams. Yes, they love to be a part of the change they want to see, they're helping make it happen and that's terrific. But they also expect businesses, organizations and PR agencies to tap into this passion.

Over the past few years, we have moved from mass propaganda, with its heavy bombardment of “big” and simplistic top-down messages, to multifaceted engagement strategies. We – experts in PR, People Relations, – are far better at the latter.

Our PR “agency of the future” model should make room for Millennials' expectations, and subsequent business needs, with more business intelligence, data analytics, creative content, conversations and engagement around individual and business citizenship.



*Millennials are educated, multicultural, and because of social media, have been exposed to a much wider range of opinions, ideas and people than our parents. We have witnessed and experienced first-hand what collective wisdom and resources could do, and we want to be a part of that.*

**Penny, 24, Hong Kong**



# Research Methodology

MSLGROUP partnered with Research Now to conduct an online survey of approximately 500 Millennials in each of 17 countries: Brazil, Canada, China, Denmark, France, Germany, Hong Kong, India, Italy, Japan, Mexico, Netherlands, Poland, Singapore, Sweden, the UK and the United States.

**The 15-minute questionnaire explored these aspects of societal issues and businesses' involvement:**

- ◆ Personal attitudes and beliefs
- ◆ Outlook on life
- ◆ Meaning of Active Citizenship
- ◆ Responsibility
- ◆ Activation
- ◆ Personal responsibility





# Part I: Rethinking Business Citizenship

The concept of corporate social responsibility (CSR) emerged in the 1930s and 1940s, was formalised in the 1950s and has been evolving ever since. Many early CSR policies were largely reactive, attempting to curtail or avoid criticism rather than support issues related to the business. Eventually, marketing departments leveraged CSR and causes more strategically to strengthen company brands and differentiate them from competitors. In the most recent wave of corporate citizenship, businesses have turned their attention to health, education, environment and other broad issues affecting society and their business; as well as the ability to generate revenue and profit.

The business citizenship tide is turning once again. Millennials, who have been called the largest, most diverse and most influential generation the world has ever seen, have very distinct ideas about how companies should behave. They don't just *want* businesses to get involved, they *need* them to get involved.



## ➤ Millennials' Confidence in Government

*We've seen firsthand that governments on their own are slow...businesses have resources available and are capable of making decisions quickly.*

**Adrien, 24, France**



Millennials have grown up in a world beset by economic, political and cultural upheaval. The majority, 73% of Millennials surveyed, recognize that governments and public institutions can't fix everything and want the business community to get involved.

*The Future of Business Citizenship* study finds that 83% of respondents want companies and organizations to be more active in solving the problems we face.

**There is a direct correlation between their belief in government's ability to solve problems and the level of business involvement they want to see.**

For example, more than 80% of Millennials in Mexico say that governments can't solve problems by themselves and more than 80% want business to step in.

It's important to note that Millennials' assessments of government and their ability to solve societal problems is not linked to the economy. In fact, more than half (55%) of Millennials are more optimistic about their personal financial outlooks in the next 12 months than in the economic climate in their countries. Only 35% are confident that the general economy will improve.

## ➤ What Millennials Care About

Millennials see brands and companies as more than the products they represent. *The Future of Business Citizenship* study shows that they see business as the conduit to solving our toughest challenges.

**Here are some of the demands Millennials are making of business:**



### Become active citizens.

**83%**

believe businesses should be involved in societal issues.



### Talk about your efforts.

**79%**

wish it were easier to know what companies were doing good.



### Make an impact.

**82%**

believe businesses can make a greater impact addressing societal issues.



### Involve consumers.

**69%**

want businesses to make it easier for consumers to get involved in societal issues.

**In return, here's how Millennials reward businesses that meet their expectations:**



**Become loyal participants.**

72% support businesses that help solve societal problems.

**72%**

**78%**

**Spread positive word of mouth.**

78% recommend a company based on its involvement with society.



*Our generation has witnessed the disastrous effects of what happens when businesses focus solely on profit. We see businesses that have incorporated a truthful purpose in their strategy as leaders of the future.*

**Sarah, 27, United States**



# Part II: Four Pillars of Business Citizenship



Luciano Moritula/Shutterstock



**Scott Beaudoin**

Global Practice Director,  
Corporate & Brand Citizenship,  
MSLGROUP



**Allan Dib**

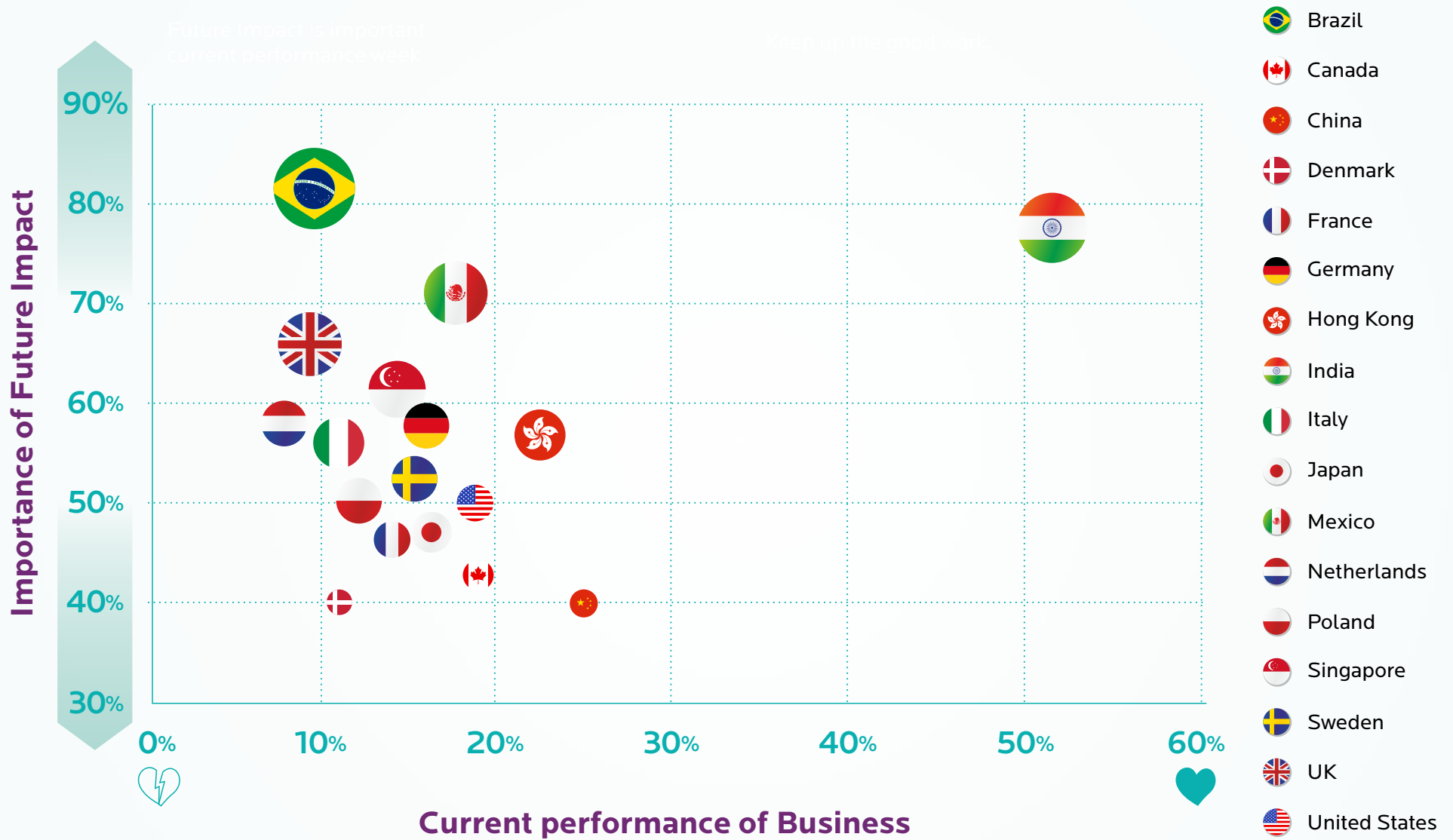
Senior Vice President,  
Planning & Analytics,  
North America,  
MSLGROUP

*The Future of Business Citizenship* study explores Millennials' views and expectations from many angles.

In many countries, it emerged that Millennials are not satisfied with the current performance of business as active citizens, but see that their future engagement will be critical to the world's wellbeing (see page 26). A majority (83%) of global millennials believe that businesses should be more active in solving the world's biggest problems.

Our analysis of the study's findings reveals four emerging themes that are driving this sentiment and shaping tomorrow's field of business citizenship. We outline these over the next few pages.

## Future Engagement will be Critical to the World's Wellbeing





## ➤ 1. A New Mindset: Not Why, but What

For decades, companies have been admired for supporting their favorite causes and charities with sponsorships, donations and public endorsements. “Purpose” is a requisite part of most corporate giving statements, ensuring stakeholders know why certain causes are chosen. While these practices are still relevant, Millennials now want companies to also commit to action. They believe what companies actually do is more meaningful than why they do it.

Just giving money doesn't meet the criteria. More than 80% of Millennials define **active citizenship** as:

- **participating in the community**
- **doing what you can when help is needed**
- **volunteering time to help others**

To Millennials, good citizenship means being a game changer wherever and however you can change the game.





## ➤ 2. A New Focus: Not Macro, but Micro

Most research around what Millennials care about stays at the highest levels, citing broad, long-term issues such as health, the economy and the environment. Millennials in our study say it's not that simple. They care about micro issues, what's happening here and now.

To identify Millennials' specific concerns, we asked them to rank the importance of 45 separate issues within the typical macro categories.

Globally, **inflation and high prices** came out on top, followed by **environmental pollution, having enough money to live right and pay the bills, health care costs and recession and unemployment.**

Knowing these details can help businesses target their activities and resources in ways that are more meaningful to the audiences they want to reach.

*It's easier to believe the issues can be solved if they're simpler, more tangible issues. Micro issues = macro credibility.*

**Asya, 26, India**



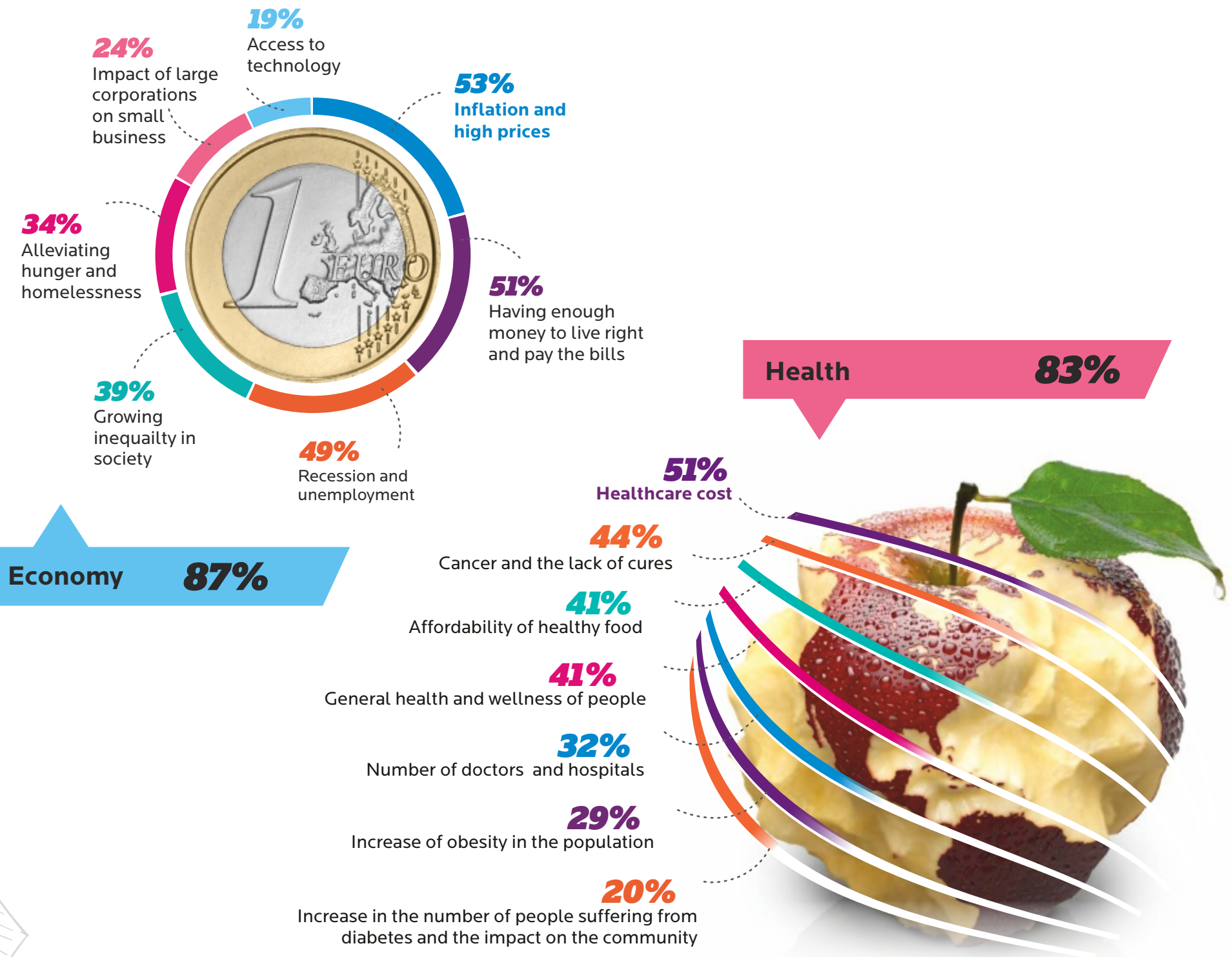
*We expect and demand a global footprint with local impact. Not just 'help children in Africa.' We want you to donate a roof, school books. Something tangible and meaningful.*

**Sophie, 29, Netherlands**



## Millennials' Micro Priorities in Macro Categories

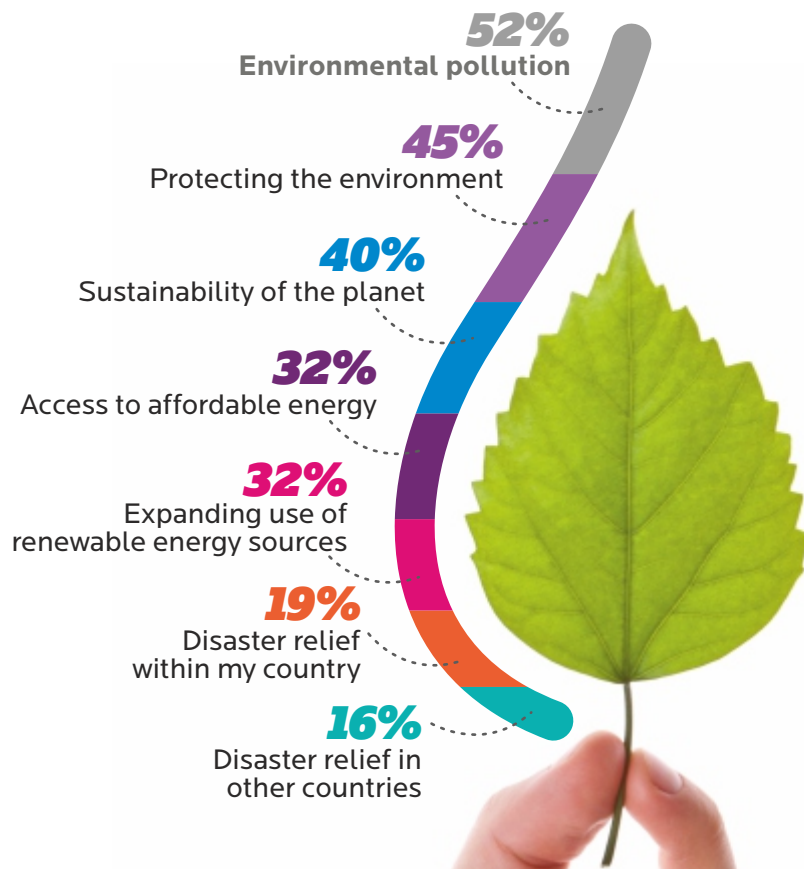
\*Based on global data (8,000 Millennials, 17 countries)



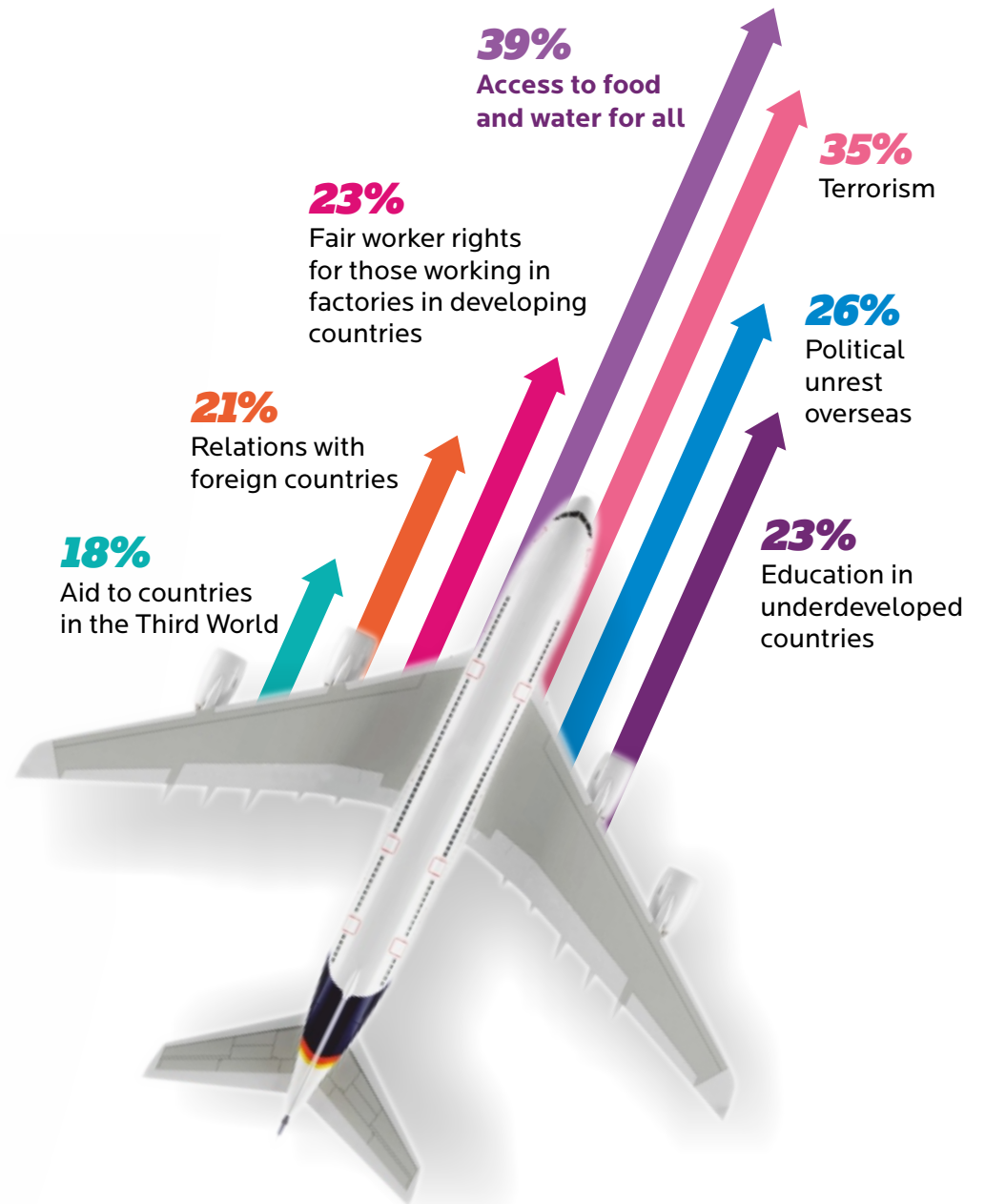


## Environment

77%



## International Affairs 72%



### ➤ 3. A New Priority: Not Ego, but Impact

Contrary to the myth that Millennials are self-absorbed, *The Future of Business Citizenship* respondents say they want business to focus on issues that business can actually solve, even if they aren't important to Millennials personally. Setting their own interests aside, they will support companies and brands in whatever areas the businesses can make a difference.

To illustrate this point, we noted earlier that inflation and high prices are Millennials' top concerns. However, when asked where they want business

to focus their efforts, globally they ranked this issue #28. Number two on Millennials' personal passion list is environmental pollution. Because of the magnitude of the problem, it stands to reason that it ranks #5 out of all the issues they want business to address. But their third, fourth and fifth highest concerns (having enough money to live right, healthcare costs and recession/unemployment, respectively) fall far down in the rankings of where they expect businesses to put their resources.

***Enough big talk. It's time for businesses to roll up their sleeves and get to work. It's okay to start small, but make sure your involvement is targeted, effective, relevant and actually needed.***

***Xiang, 22, China***





Millennials' choices for business are quite pragmatic, and include protecting the environment, sustainability of the planet and, as noted, environmental pollution. They also see the logic in businesses addressing problems related to their industries, for example, healthcare companies tackling health issues and charities taking on human and civil rights.

Susan Arnot Heaney, an independent consultant in corporate responsibility, cause marketing, philanthropy and communications, agrees and advises clients:

*"Companies should focus on the intersection of what is important to the planet, what is important to their stakeholders and where they can have impact. Find, fit, focus. Don't let CSR be an island off the coast of the business."*

### **Case in Point: ConAgra Foods**

ConAgra knows how effective it can be to connect citizenship to the business. They have worked to end childhood hunger in the U.S. for more than 15 years. Recently, they connected their citizenship actions with their brands through the [Child Hunger Ends Here](#) consumer campaign. More consumers are engaged, more progress is being made and the company's reputation has grown.

*"We corporations have levers we can pull and problem solving competencies," says Kori Reed, vice president of ConAgra's Cause and Foundation. "We are capable of leading a plan for social change."*

## ➤ 4. A New Contract: Not You, but We

Millennials believe businesses have a responsibility to help solve the world's problems, but they don't expect them to do it alone. Rather than watch from the sidelines, Millennials are willing to roll up their sleeves and do the work, especially when they think they can make a real impact. **In the survey, 51% of Millennials said they want to personally get involved in making the world a better place.**

True to their collaborative nature, 76% of Millennials surveyed say they should have a greater voice in driving societal changes. Millennials are very vocal about their opinions of what companies

are doing and not doing; the more they believe their voices will be heard, the greater their involvement will be. The survey found that 69% of Millennials want companies and employers to make it easier for them to do their part, such as donating a portion of product proceeds to causes they care about, giving them time off to volunteer and providing activities they can participate in.

As individuals, Millennials are already making their mark on society by giving their time, money and influence to causes they believe in.

### Case in Point: Sodexo

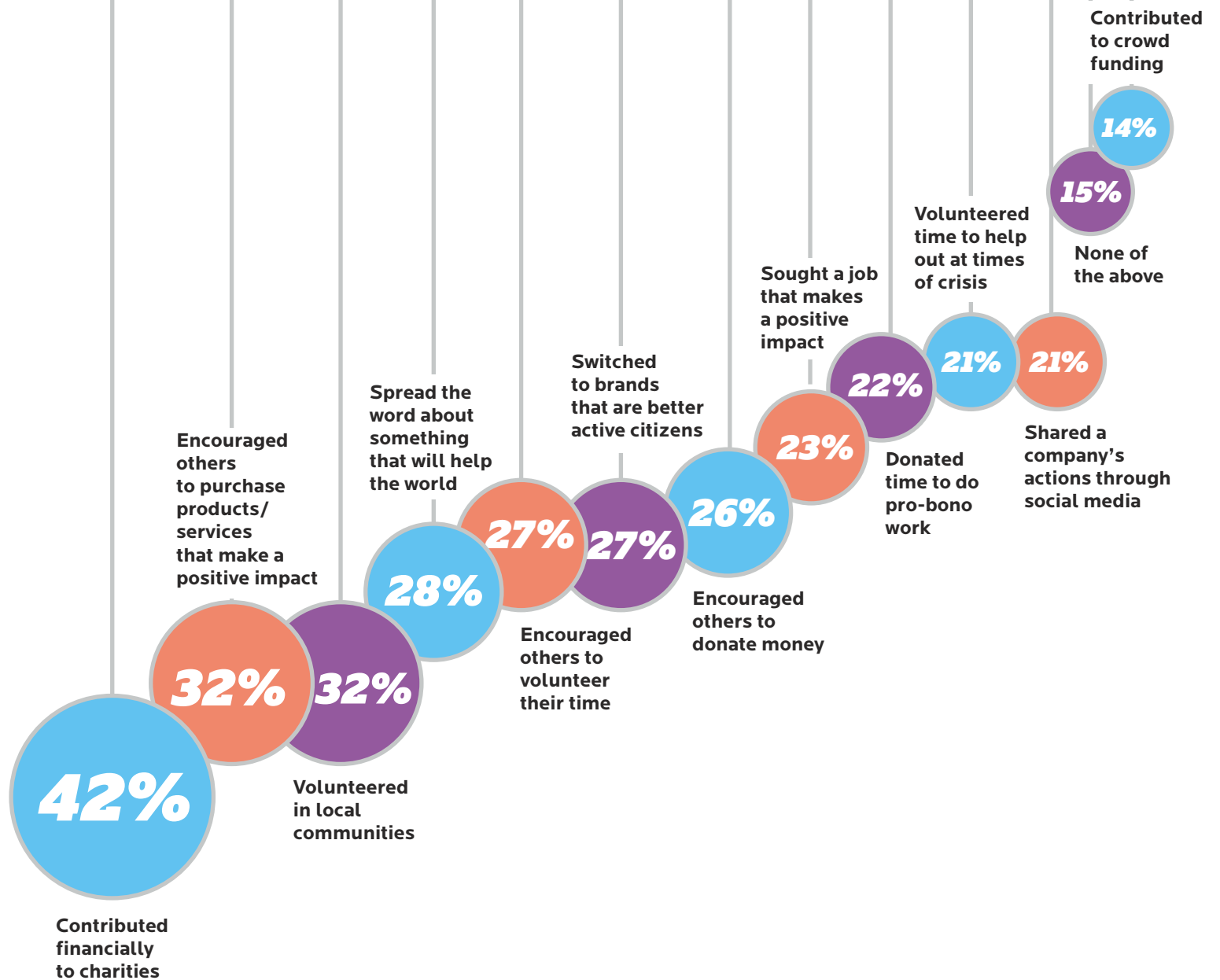
Quality of Life services leader Sodexo is well known for its *Better Tomorrow Plan* sustainability commitments. John Friedman, head of the company's corporate responsibility communications, believes that meeting Millennials' business citizenship expectations requires a collaborative effort with a simple message.

*"Our message to employees, suppliers, clients and consumers is, A Better Tomorrow Starts Today – and it starts with you,"* says Friedman. *"Our message has to be clear to engage people in the effort and empower them to make choices that improve their quality of life."*





## Millennials are Already Active Citizens



# The European Perspective: Effective Sustainability, Now, and Together

The message from Millennials across Europe is clear – they see business as needing to play a major, active role in improving society and they want business to take action in all the traditional domains of sustainability, in its widest economic meaning. They are concerned about the economy, the environment and about health issues.

'So far so good' is probably what many businesses would say to this. 'We are already focused on these issues and we're actively addressing them – no need to worry'.

Not so fast. The devil is, as ever, in the detail.



**Nigel Salter**

CEO Salterbaxter MSLGROUP  
EMEA Head of Corporate  
and Brand Citizenship,  
MSLGROUP



**There are three crucial insights that European businesses and brands need to understand about Millennials' views.**

## ➤ 1. Effective Sustainability.

A key point is the degree to which Millennials expect business to be active in addressing sustainability issues. Policy and PR will simply not wash – the expectation is for serious and effective performance in these areas. This will in part be explained by the recent economic crisis across Europe that has led to a serious lack of faith in business and an increased expectation that business needs to work differently and deliver different outcomes. Link this to the transparency being driven by social media and businesses that aren't thinking this way will be caught in an uncomfortable pincer movement.

Specifically, and overwhelmingly, Millennials from across Europe included these in the top five issues they want business to get involved in:

- Expanding use of renewable energy sources
- Protection of the environment
- Protection of factory workers' rights in developing countries

Millennials' expectations from business are quite diverse. They also considered the following as part of the top priorities for businesses to address:

- Impact of large corporations on small business (Sweden, Denmark, Italy and Poland)
- Helping raise people's self-esteem (France and Poland)
- Access to technology and lack of skills in math, science and technology (Italy and Netherlands)



## ➤ 2. Economy as a Top Priority.

The poor economic conditions of the last few years are also, no doubt, the reason for the second key insight in Europe – local matters most.

Millennials seem to have realistic views of the global supply chain and expect decent standards for workers in developing markets – but they seem to be even more focused on job creation, inflation and prices, earning enough to live right – their ability to thrive economically. With structural youth unemployment across the whole of Europe running at a staggering 28% this is hardly surprising. But the message is clear – business has to help drive jobs and improve economic conditions close to home if it is to gain the trust and support of Millennials.



### ➤ 3. Millennials as Partners.

And number 3 is that Millennials don't just want to be told about what business is doing in sustainability (although they do want to know about it to help distinguish the leaders from the pack). They want business to go beyond this and to actually engage and involve them – to partner, to educate and to facilitate the changes needed.

This is perhaps an outcome of European Millennials' cultural view of active citizenship as an individual responsibility, and in some cases, almost a social duty. In some countries, such as the Netherlands and Poland this comes almost as a surprise, with Millennials overcoming local attitudes of individuality and passivity respectively.

While European Millennials share several similarities, there are some nuances by country. For instance, European Millennials are quite similar in the importance they place on sharing their voice. However, those from France, Denmark, Sweden and the Netherlands would rather voice their concerns on a democratic platform, while Millennials from Italy would prefer to do so on social media. Another example is Millennials' views towards financial donations. Millennials from the UK, Italy and Netherlands would prefer activities that do not include donations, while this is the de facto action in Poland and a strong preference for Millennials in Denmark and Germany.

The conclusions for European businesses are both reassuring on the one hand and a wake-up call on the other. In focusing on sustainability, business is on the right track and in tune with Millennials' concerns. But it needs to go beyond talking. Business needs to play its role in improving the local economic conditions of European Millennials and it needs to engage and partner with these people – both as employees and consumers – rather than simply communicate with them.

There is a huge opportunity here for European businesses and brands to make the connection to this transformative group in society. We all need to build on the work already being done in sustainability but bring the Millennials along to help solve the challenges.



## Part III: Research Findings by Country

The Future of Business Citizenship study unearthed very interesting and sometimes unexpected responses from Millennials as a whole. While the global picture is extremely enlightening, companies and brands should also consider country and cultural nuances influencing this important segment.

Outlined in the following pages are Millennials' priorities, expectations, differences between older and younger sub-segments, and examples of companies effectively addressing Millennials in the countries represented in the survey.









**DENMARK**

**19%**  
of total  
population

**1 MILLION**  
Millennials



Population count and percentage are approximates, based on most recent data available for age group closest to ages 18-30.

70%

## Desire for business involvement

Lowest among all 17 countries in the study

### Top 5 issues important to Danish Millennials

#### Macro



79%

Health



76%

Economy



74%

Environment



63%

International  
Affairs



56%

Education

Unlike their global counterparts, Danish Millennials do not rank the economy as the biggest issue of concern today.

#### Micro

46% Affordability of healthy foods



44% Protecting the environment



44% Cancer and the lack of cures



43% Environmental pollution



41% Having enough money to live right and pay the bills



## Top 5 issues they want business to get involved in

### Macro



77%

Environment



69%

Economy



66%

International  
Affairs



66%

Health



61%

Human  
Rights

### Micro



Environmental pollution

80%



Protecting the environment

80%



Expanding use of renewable  
energy sources

80%



Sustainability of the planet

79%



The impact of large corporations  
on small business

78%

Environment is clearly a top priority for millennials, with four out of five top issues for companies to engage with in the future involving environment and sustainability.



## Active Citizenship is Primarily a Function of State

Generally, Danish Millennials rank definitions of active citizenship low compared to all other countries in the survey. This reflects the welfare state, where both personal and corporate citizenship to a certain extent is “outsourced” to the state. The imperative for Danish Millennials when they define (personal) active citizenship is voting in elections.

Like most European fellows, Danish Millennials focus on individual engagement and involvement. Besides voting, they prioritize participating in their community, getting involved when help is needed and volunteering time to help others over corporate responsibility, involvement and engagement.

Even though Danish Millennials already rank corporate engagement in environmental issues significantly higher than global peers, they will expect much more from Danish companies on these matters in the future. Overall Danish Millennials vote for a much larger degree of corporate involvement in societal matters.

It’s also worth noting the difference between the expectations and habits of younger and older millennials:

- **Older Millennials** think companies should focus on conducting better business
- **Younger Millennials** think they should get involved in problems facing society
- **Younger Millennials** write blogs and obtain jobs to make an impact
- **Older Millennials** switch brands





## Business Involvement Crucial to Scale

Danish Millennials are somewhat unfamiliar with the term, “citizenship” (*medborgerskab*), which is primarily used among civil services. In this respect, companies are not considered citizens even in the broadest sense, although CSR is an established category.

The vast majority of Danish Millennials believe individual social engagement and sense of responsibility are crucial to achieve improvements in society. When it comes to broader societal responsibility, they point out that companies should be involved to have more radical impacts, especially by living their purpose and values and having clear operational guidelines.

## Preference for Donating and Volunteering

Surprisingly, Danish Millennials point to actions through the marketplace as things that would make them better active citizens. The most popular support is the “automatic” donation through product proceeds, followed by companies and employers providing simple ways for them to make a difference and regular communication about how to volunteer/get involved locally. This in some way reflects the historically monetary outsourcing embedded in the Danish welfare model. However, Danish Millennials wish to make their personal donations a private matter and not something for their employer to match, thus clearly distinguishing between personal and corporate societal responsibility.



## Confident about Economy; Concerned about Health and Environment

Due to the Danish welfare system, a tight fiscal policy and early government reforms, the financial crisis has not affected Denmark to the same degree as many other countries in and outside Europe. Thus, Danish Millennials are more positive about both the societal and their private economies compared to other countries, while affordability of healthy foods, protecting the environment and cancer and its lack of cures are top concerns.

The level of confidence Danish Millennials display regarding their personal financial situation 12 months from now is 61% - much higher than the global average, and mostly emphasized by men. This confidence is also reflected in the country's economic situation. As in most other countries, confidence is weaker than personal economic situations, yet more than half of Danish Millennials are confident the Danish economic situation will be better in the future than it is today. This is 18% more than the global average and the highest of all European markets.

Overall, 72% of Danish Millennials believe in their ability to make some positive impact in the world, which is close to matching the global average of 71%. However, Danes are a bit more skeptical. Only 21% are unconditionally positive regarding their own capabilities, compared to 35% globally.





## Environment and Sustainability as the #1 Priority

The basic principle of the Danish welfare system, often referred to as the Scandinavian welfare model, is that all citizens have equal rights to social security. Many services including health and educational systems are available to citizens free of charge. The Danish welfare model is subsidized by the state and, as a result, Denmark has one of the highest taxation levels in the world.

As such, it has been common for generations for the state to handle domestic and international social issues while *companies* focused on environmental and inclusive workspaces. However, in the last few decades, more and more companies have engaged in societal issues through CSR programs and public-private partnerships. *The Future of Business Citizenship* study confirms that **over two-thirds of Danish Millennials want companies to be more involved in societal issues than what is seen today.**

Danish Millennials are very precise in identifying which issues companies should address in the future. Four out of five top issues for companies relate to the environment and sustainability, with the fifth being the impact of large corporations on small business. Danish Millennials rank all issues for companies to be involved with in the future significantly higher than the global average.

Beyond environment and sustainability, older Millennials believe education is another place where business can contribute (+16%), especially regarding the lack of skills in math/science/technology (+37%).



## Business Citizens as Leaders

Danish Millennials are significantly less affirmative than the global average when it comes to the benefits of good citizenship to business, thus reflecting the gap of perception between citizenship on a personal and corporate level, and the historical lack of corporate citizenship due to the Danish welfare model.

It is interesting, however, that Danish Millennials say companies that are socially responsible are considered setting a good example, doing the right thing because they believe it is right and truly wanting to make a difference. This reflects the importance of a credible approach to corporate citizenship. To some extent, the approach must be heartfelt and derived from the company core for corporate purpose to be recognized as good corporate citizenship.





## Who's Doing It Right?

### ALECTIA – Masterminding Sustainable Progress #leadership

ALECTIA is a leading Danish consulting company operating from Copenhagen and London, with a large number of specialized competencies in process technology, occupational health and safety, business consulting, buildings, water, energy and the environment.

Sustainability and the principles of the triple bottom line are central drivers through all aspects and actions of the company. Under the headline *Masterminding Sustainable Progress*, ALECTIA in 2005 launched an extensive PhD program that reflects many key qualities of tomorrow's corporate citizenship and how local action can have a large impact when conducted at the core of the company. Masterminding Sustainable Progress anchors the idea of devising sustainable solutions, generating knowhow for the benefit of society and attracting and educating future engineers.

The program's objective is to have a yearly average of four industrial PhD students collaborating with ALECTIA. Besides bringing leading edge knowledge into the company and continuously improving consulting quality, the program gives back to society in the form of overall development of the consulting industry, new insights at universities and more engineers in a market desperate for new talent.



## Implications for Business

There is no doubt Danish Millennials have a more responsible mindset and more global outlook than previous generations. There is increased awareness among young people today that naturally raises expectations for companies to do business and act in a more responsible manner than in earlier times. *“You see things in a broader perspective because you grew up in a much more global world,”* as one Danish Millennial testified.

Danish Millennials' expectations of future corporate involvement ranks higher on almost all issues and in all industries than other countries. This emphasizes a clear challenge ahead for any company building a reputation – whether for sales or employer branding – in Denmark.

### 1 Upgrade to a more responsible way of doing business.

Tomorrow's corporate citizenship – or societal responsibility – is not about traditional CSR, philanthropy or sustainable campaigns. It revolves around a much more responsible way of doing business, communicating business and engaging through business. It involves companies, communities and individuals in large-scale and small-scale partnerships. Companies that manage to upgrade the environmental, socioeconomic and cultural quality of their business will gain a competitive advantage in managing their reputation, strengthening their brands and attracting future employees.

### 2 Find your purpose.

It is important to note that the previous focus on macro issues such as health, environment and education is supplanted by Millennials' expectations on concrete micro issues. These should be derived from the company core and reflect the surrounding society, which means they will differ from industry to industry and sometimes from country to country.

### 3 Embrace a new communication approach.

To engage future audiences, whether customers, consumers or employees, Danish companies must involve, define and embrace a new communication approach based on a more societal and responsible outlook. Companies must be aware, accurate and sincere to attract, engage and retain this new generation of consumers, employees and citizens.



**For more, contact:**



**Marie Honoré,**  
Manager, Denmark,  
[marie.honore@mslgroup.com](mailto:marie.honore@mslgroup.com)



**FRANCE**

**21%**  
of total  
population

**13 MILLION**  
Millennials



Population count and percentage are approximates, based on most recent data available for age group closest to ages 18-30.

85%

## Desire for business involvement

### Top 5 issues important to French Millennials

#### Macro



90%

Economy



80%

Health



75%

Environment



68%

International  
Affairs



67%

Human and  
Civil rights

Women are more concerned about all issues than men (happiness +20%, education +17%, health +16%, human and civil rights +11%)

#### Micro

60% Inflation and high prices



59% Having enough money to live right and pay the bills



58% Recession and unemployment



52% Environmental pollution



52% Health care costs



Younger Millennials are more concerned about the recession and unemployment than older millennials (61% vs 54%)

## Top 5 issues they want business to get involved in

### Macro



64%

Environment



59%

Economy



51%

Happiness



49%

International  
Affairs



49%

Health

### Micro



Expanding use of renewable  
energy sources

71%



Sustainability of the planet

66%



Helping raise people's self-esteem

68%



Affordability of healthy food

64%



Fair worker rights for those working  
in factories in developing countries

64%



## Active Citizenship is a Social Duty

For French Millennials, citizenship means what the word has meant for the past 2,500 years. They speak of active involvement in the life of the city, first at the local level, then at a global one. It's also about equal rights and duties for all; the core principles of the Age of Enlightenment and the French Revolution still resonate: *Liberté, Egalité, Fraternité*. What's new is that businesses are now expected to act and prove a tangible impact on people's lives.

“As citizens, it's important to assert our rights and to fulfill our duties.”

“Actively participate in community life at local, regional and global levels, in order to improve it.”

“Work for the good to oneself as well as to others, to get a better situation and avoid that future generations will have to bear the burden of unconscious choices.”

“Make a concrete contribution. It means being sensitive to others, making the effort to understand them, to provide help to those who need it most, to help the homeless.”



Elena Djour/Shutterstock



## Business as a Better Partner

Economic crisis, moral crisis, trust crisis, disconnected elites and angry people are the ingredients of a tough conflagration in France. As in other countries, Millennials know government and public bodies cannot solve all big and pressing problems by themselves. As such, seeing a true desire for business involvement in society at large is quite reassuring, with 85% of French Millennials wanting businesses to help address the issues the country is facing.

Another strong insight is the idea of inclusiveness and active participation related to what they believe citizenship should be about today. French Millennials see themselves as game changers and very willing to *"make it happen."* What they say to brands and corporations is, *"Let's just do it, now, together."* The closer, the better; they want to be involved in local projects, here and now, in a spirit of shared responsibility with businesses

"Each must be an actor in the construction of our society."

"We must all act. For me, today it's difficult to be an active citizen, individually."

"Help, all together. Contribute together to a positive spirit to act in the right direction."

"Businesses can and must make a contribution...need to give the means to act. We must be partners."

French Millennials share most of the concerns and hopes of their counterparts in the rest of the world. They are upset and they want to see change, a change they want to be part of, together with business.



## Current Outlook: Deeply Pessimistic, and Punishing as Customers

French Millennials are pessimistic about their country (the most pessimistic in Europe, actually) but they say they feel reasonably optimistic about their personal future. They feel concerned by what's happening around them, reacting in different ways:

- Selecting causes they will support financially (25%)
- Scrutinizing brands and corporations more and more on their level of citizenship engagement, switching to another one if they're not happy with what they find (23%) and encouraging their peers to do the same (22%).

## Collaboration with Employers and Third Parties

More than half of French Millennials say they want to be involved in three ways:

- Invest their time in projects that are meaningful to them, like fighting hunger.
- Be a part of initiatives led by third parties acting in favor of people and communities.
- Be offered opportunities to invest in citizenship efforts by their employers.





www.facebook.com/axapeopleprotectors

ALREADY 500 000 PEOPLE  
THANK YOU!



## Who's Doing it Right?

**Danone**  
#purpose

In France, Danone is one of the thought leaders and best-in-class players. They have two decades of coherent and consistent efforts on health and education. The mark a corporation leaves on the environment can be measured equally through the growth of its business and the social progress it creates. Danone was one of the first corporations to embrace this principle.

**AXA – People Protectors Community\***  
#storytelling

In 2011, AXA created a community to showcase stories of ordinary people leading extraordinary projects to protect people. Today in France, the AXA Facebook People Protectors page has more than one million fans.

\*MSLGROUP Client



## Welfare of Local Communities and People

Most French Millennials expect business to get involved in issues related to the environment (64%) and the economy (59%). Like other Millennials in the world, they want to see businesses invest in local projects, solving concrete issues with a positive and effective impact on people's lives.

## Benefits to Business: Reputation and Loyalty

Business reputation is increasingly important. For companies in France, there is still very little awareness that a genuine and, more importantly, active citizenship commitment can contribute to sustainable business success. It is actually a great asset for:

- Internal cohesion and external attractiveness
- Sustainable business development
- Sustainable reputation management
- Positive perceptions by all stakeholders

In all cases, the business citizenship payoff will be loyalty, image and reputation. The erosion of trust is not a new topic. In France, distrust toward public bodies and pessimism about the economic situation are exceptionally high. It is fundamental for business to consider Millennials' expectations because this generation will represent 70% of the active population within 15 years.

## Implications for Business

Millennials in France feel a lack of global concern and look forward to a more collective commitment by public bodies, individuals, brands and corporations. Brands often posture for the sake of looking concerned (e.g., green washing), but few brands and/or companies are spontaneously perceived as showing a real commitment. The challenge is to move from an outdated vision to active corporate citizenship.

To engage with French Millennials, business should:

- 1 **Upgrade** to become a socially responsible business
- 2 **Create opportunities** for Millennials to participate in citizenship initiatives
- 3 **Communicate** efforts and information about how Millennials can get involved



**For more, contact:**


**Vanessa Gros**,  
Research Department  
Manager, Publicis  
Consultants, France,  
vanessa.gros@  
consultants.publicis.fr



**GERMANY**

**14%**  
of total  
population

**11.4 MILLION**  
Millennials



Population count and percentage are approximates, based on most recent data available for age group closest to ages 18-30.

82%

## Desire for business involvement

### Top issues important to German Millennials

#### Macro



90%  
Economy



85%  
Health



83%  
Environment



82%  
International  
Affairs



71%  
Education

#### Micro

• **57%** Having enough money to live right and pay the bills



• **55%** Environmental pollution



• **53%** Inflation and high prices



• **52%** Growing inequality in society



• **52%** Protecting the environment



• **52%** Health care costs



## Top 5 issues they want business to get involved in

### Macro



77%

Environment



70%

Health



69%

International  
Affairs



69%

Economy



64%

Human and  
Civil Rights

Compared to the global average, German Millennials rank economy less important and international affairs more relevant

### Micro



Protecting the environment

85%



Fair worker rights for those working  
in factories in developing countries

80%



Environmental pollution

79%



Sustainability of the planet

78%



Aid to Third World countries

76%



## Active Citizenship means Individual Responsibility

German Millennials focus on individual responsibility and engagement. They prioritize voting, volunteering, getting involved when help is needed, donating and participating in their community over corporate responsibility, involvement and engagement.

Corporate purpose/values and companies allowing for consumer involvement are bottom items and much less important than in the global picture. Influencing others, sharing a point of view and using social media are also relatively less relevant in Germany.

## Citizens are People, not Businesses

The vast majority of German Millennials believes *individual* social engagement is crucial to make society work. They point out the German tradition of *Ehrenamt* (the individual honorary engagement in schools, sports clubs, cultural and social institutions, etc.) is indispensable. At the same time, they see it waning and thus perceive significant risks to the future of society at large. Thinking of “citizenship,” it is a German peculiarity that corporate citizenship is a virtually unknown concept in spite of CSR being an established category. Germans do not think of business as citizens, not even in the broadest sense.





## Current Outlook: High levels of Confidence in own Future and Abilities

The confidence German Millennials display in their personal financial situation 12 months from now (66%) is among the highest of all markets. Younger Millennials are even more confident than older ones, and men far more confident than women. This is not a surprise since German unemployment rates remain very low and both demographics and the job market favor young candidates and employees.

As in most other countries, confidence in the future of the country's economic situation is far weaker; still it is the highest of all European markets in the survey. Anxieties associated with financial risks in Europe are still alive and German Millennials, as in the Americas and elsewhere in Europe, feel less confident when looking beyond their personal sphere of experience and influence. Interestingly, men are more confident than women but in regards to the country outlook, younger Millennials are less confident than older ones.

German Millennials' belief in their ability to make some positive impact in the world (nearly 70%) is almost exactly the average global level and somewhat weaker in intensity. Older Millennials' confidence is stronger than younger Millennials' and men have an edge over women.



## Preferred Actions: Donations and Volunteering

Compared to global preferences, German Millennials appreciate all options somewhat more but without big differences between them. The most popular support is the “automatic” donation through product proceeds. As with Danish Millennials, employers matching personal donations are slightly less attractive.

While younger and older Millennials hold similar views, women like two options more than men do:

- business providing simple ways to make a difference
- receiving regular communications about how they can volunteer/get involved locally

## Where They Want Business to Get Involved

German Millennials’ key expectations of corporate engagement in micro issues reflect the global picture. Generally speaking, they seem to primarily expect companies to “do their homework” in making business environmentally and socially sound.

- **Younger Millennials** have higher expectations than older Millennials for education and health.
- **Women** have higher expectations on most issues, especially the environment and human/civil rights.

Expectations are lower for corporate engagement in health, human/civil rights, happiness, education, international relations and, somewhat surprisingly, the economy.





## Business Citizenship as a Differentiator

German Millennials are slightly less affirmative than the global average (and younger Millennials even more so) when it comes to the benefits of good corporate citizenship to business.

73% accept the strategic value and potential for differentiation. The percentage believing in good corporate citizens caring about the future of our world is similar. Around two-thirds of German Millennials say strong corporate citizenship would create brand trust and recommendation on their side. Employer attractiveness and employee identification would each be higher for about one in three German Millennials.



## Who's Doing It Right?

### Janssen\* - Young Lions #dialogue

With the [Young Lions health parliament](#) organizing debates by future health opinion-leaders the leading pharmaceutical company Janssen-Cilag (part of Johnson & Johnson) has built a pioneering citizenship initiative, which epitomizes many of the key qualities of tomorrow's corporate citizenship.

The Young Lions parliament is an interdisciplinary think tank where the young generation is involved in the further development of the health system. Inspired by the German Bundestag, important health questions are discussed in a new form of dialogue: established decision-makers collaborate with Millennials. Thus, a historically evolved system is opened up for new perspectives which generate fresh and future-compliant approaches.

In this context, the Young Lions health parliament also places importance on social networking in the internet to enable a dialogue platform for health policy interested progressive thinkers. This initiative brings the brand purpose (future work here and now) to life in making a lasting contribution to the much needed change in the health system – and it familiarizes Germany's young generation with the issue and the brand taking the lead to face the challenge.

The second legislative period started in February 2014.

\*MSLGROUP Client





pxl.storie/Shutterstock

## Implications for Business: Meeting Higher Standards

German Millennials' attitudes and expectations are generally in line with global insights. Yet, they're as demanding as global Millennials and hold seemingly higher expectations.

The survey presents irrefutable proof of a new generation's challenging view of corporate citizenship. Two local results deserve extra attention:

- German Millennials' demands of corporate engagement and involvement may not differ markedly from the global line; however, their expectations are higher on almost all issues and across all industries. This is a clear challenge for any company, domestic or foreign, building its reputation in Germany. Be aware of and engage this exceptionally demanding next generation of consumers and citizens.
- Despite some companies shifting attention away from environmental and economic issues, these are still the sweet spots in connecting with consumer and client citizenship interests. In this respect, German Millennials do not seem to have a different outlook than earlier generations. Still, their standards are probably higher than what companies have faced before.



If companies upgrade their environmental and social benefits and make Millennials a part of their business citizenship activities, they can gain a competitive advantage.

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**1 Become a socially responsible business.**

To secure the maximum impact of corporate citizenship on brand reputation and preference, companies and brands in the German market will have to conduct business in the most socially beneficial way and let Millennials know about their efforts.

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**2 Find a shared purpose.**

Business will develop the best programs only by taking into account Millennials' expectations on micro issues that differ from industry to industry.

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**3 Involve Millennials.**

German Millennials see themselves as the most important agents of meaningful citizenship engagement and companies should support them accordingly.

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**4 Communicate progress.**

Telling stories of how they go about citizenship engagement and involving Millennials in conversations about tangible results will be key success factors.



**For more, contact:**


**Martin Dohmen,**  
Chief Strategy Officer,  
MSL Germany,  
[martin.dohmen@mslgroup.com](mailto:martin.dohmen@mslgroup.com)



ITALY

22%  
of total  
population

12.8 MILLION  
Millennials



Population count and percentage are approximates, based on most recent data available for age group closest to ages 18-30.

91%

## Desire for business involvement

Higher than the global average of 83%

### Top 5 issues important to Italian Millennials

#### Macro



91%  
Economy



84%  
Environment



83%  
Health



74%  
Human and  
Civil Rights



74%  
International  
Affairs

#### Micro

• **53%** Recession and Unemployment



• **32%** Inflation and high prices



• **30%** Environmental pollution



• **27%** Cancer and lack of cures



• **24%** Health care costs



Interest in the recession and unemployment is slightly higher than the global average.

## Top 5 issues they want business to get involved in

### Macro



55%

Environment



49%

Economy



46%

Health



46%

International  
Affairs



36%

Education

### Micro



Access to technology

62%



Expanding use of renewable  
energy sources

57%



Protecting the environment

57%



Fair worker rights for those working  
in factories in developing countries

57%



The impact of large corporations  
on small businesses

53%



## Active Citizenship Means Participation and Sharing

Italian Millennials ask for participation more than global Millennials. They feel part of a community especially if they become activists and protagonists of its process and changes.

Participating to them means acting alone, not in groups, to solve problems and most of all, letting everybody hear their voice.

Millennials in Italy are naturally inclined to share facts and emotions and actively participate when they are sure their actions can make a difference. They take part in political life more through social networks than through voting.

They are really passionate about being leaders while facing social matters; in comparison to consumption models, nearly half declared company ethics related to the goods and services they buy are crucial.

## Enthusiastic about Citizenship Initiatives by Business

Italians are traditionally generous and Millennials are no exception. They declare their willingness to get involved in initiatives supporting good causes and to consume and recommend products with low social and environmental impact. Companies should consider that Italian Millennials are particularly interested in supporting social causes through viral social media activity and they prefer brands that attest their active citizenship.

Italian Millennials are less inclined to donate money or get involved in crowdfunding projects.





## Current Outlook: Low Hope for Improvement

Italian Millennials are a generation facing one of the most complex economic crises in our country. There are, however, two groups of Millennials with different lives.

- **Older Millennials**, born during the economic boom of the 1980s, have parents who improved their economic and working statuses in comparison to their grandparents. Although older Millennials are more educated, they couldn't leverage their higher education to gain higher salaries and rewards. They are frustrated because they were not prepared to live in such a critical economic environment.
- **Younger Millennials** are digital natives who were more prepared for the idea of individual initiative and have expectations much more aligned to this context.

Italian Millennials, compared to the same generation from other countries, are less confident about their personal economic situation for the current year. Only 35% think improvement is possible. In comparison with the general economic situation of the country, only 25% expect an improvement.

This phenomenon is likely related to the general climate that reigns in a country reluctant to change and where companies struggle to affirm welfare public/private partnerships to support the government on social emergencies such as education, health and culture.

All this leads to Italian Millennials' recognition of their decisive role in the evolution of the country's socio-economic scenario.



## Build Infrastructure for the Future

One of the hottest topics for Italian Millennials is access to technology (61%). They highlight this with increasing emphasis because of infrastructure deficiencies and the cost of navigating network operators, which represent barriers to full technology access. Another important area is the environment and the potential of the renewable energy market (57%). Italy does not yet fully exploit its natural energy resources, wind and solar, in particular.

Italian Millennials are, however, characterized by a strong sense of individuality. The need for participation is felt by individuals, not in groups. This peculiarity differentiates them significantly from their parents' generation, who supported collective movements such as the riots of the '70s. Proof of this inclination to individuality is represented by their very low interests in:

- terrorism (8% versus 30% globally)
- "bad news" in the media (20% versus 45%)
- deficiencies in public health (23% versus 40%)
- the quality of public education (24% versus 40%)
- inflation (28% versus 53%)





## Benefits to Business: Loyalty from Customers and Employees Alike

For Italian Millennials, the ideal company in terms of active citizenship is loyal and ethical. They want a company that:

- they would proudly recommend to family and friends
- is a pleasure to work at
- makes a difference in social issues
- is different from competitors on these topics

Businesses that are good citizens are highly regarded as “forward-thinking” by the majority.

## Who's Doing It Right?

**Artsana Group – Chicco di Felicità\***  
#matching contributions

Artsana Group started Chicco di Felicità in September 2010 in association with Ai.Bi (Association Amici dei Bambini) to promote the adoption of children over seven years of age with special needs, large groups of brothers and sisters, and children with minor health problems that can be solved over time. Chicco di Felicità is a charm, the proceeds of which have funded more than 730 adoptions in four years. Currently 250,000 “fans del chicco” wear the charm, which has become a symbol of solidarity well known by influencers, journalists and fashion bloggers.

\*MSLGROUP Client



## Expert's Take: Engaging the “Tuareg Generation”

*The Future of Business Citizenship* study offers an interesting picture of the “Tuareg generation,” as it is called by some Italian sociologists, young people about 20-35 years old who learned to move on their own in the “desert” of political and ideological landmarks with little water (money) and even less certainty of the future. They are a tribe moving as a group or more often alone in boundless territories with few resources and without the compass that guided their parents and grandparents.

In Italy, there are about two million people who don't study or attend any kind of training. The unemployment rate is 10.1%, higher than in the Eurozone. Their “credo” is **technology**; they fight for freer access to the Internet. This trend is displayed in *The Future of Business Citizenship* study and confirmed by data that shows young people want the most advanced tools on the market: iPads, smartphones and tablets. 70% of small savings is invested in cutting-edge technology.

Health is a topic Italian Millennials really care about, but their priority is **individual health** that allows these young Tuareg to face the desert with grit. However, the public health system and collective thought on this topic are not high priorities, and they would never act together for this.

The real issue for young Italian Tuareg is not the present, but the future. They have adapted to present conditions, while the future is completely unknown. In recent research by GFK Eurisko about the future of the country, 78% of the sample stated the new generation will live in worse conditions than their parents. This is the first time, since the postwar period, that a generation expressed this risk.

From an individualistic perspective, concern for the **environment**, critical consumption and a willingness to solve emergent issues represent an important foundation for a new ruling class not afraid of change and able to leave the next generation a better place to live. They have the opportunity to create a different system for the whole tribe. In this context, companies play a key role. The most virtuous ones are:

.....

- 1 **Learning** from Millennials themselves to use linguistic and action codes to engage this generation and the next one in corporate social responsibility

.....

- 2 **Talking** to Millennials through the Internet or in places where they meet

.....

- 3 **Involving** them with fast and clear calls to action with concrete and documentable results



**For more, contact:**

**Delia Ciccarelli**,  
Strategist and  
Media Specialist, Italy,  
[delia.ciccarelli@mslgroup.com](mailto:delia.ciccarelli@mslgroup.com)



**NETHERLANDS**

**16%**  
of total  
population

**2.7 MILLION**  
Millennials

Population count and percentage are approximates, based on most recent data available for age group closest to ages 18-30.

78%

## Desire for business involvement

### Top 5 issues important to Dutch Millennials

#### Macro



84%  
Health



83%  
Economy



61%  
International  
Affairs



59%  
Happiness



59%  
Environment

#### Micro

• **59%** Health care costs



• **51%** Recession and unemployment



• **48%** Having enough money to live right and pay the bills



• **43%** Inflation and high prices



• **41%** Cancer and the lack of cures



## Top 5 issues they want business to get involved in

### Macro



68%

Environment



62%

Economy



57%

Human and  
Civil Rights



57%

International  
Affairs



55%

Health

### Micro



Fair worker rights for those working  
in factories in developing countries

77%



Aid to countries in the Third World

77%



Education in underdeveloped  
countries

76%



Access to technology

75%



Lack of skills in math/science/  
technology

73%



## Active Citizenship means Individual Contributions

Dutch Millennials prefer to contribute to society as a citizen through individual initiatives and being individually responsible. Actions that stand out include:

- voting during elections
- doing what you can when help is needed
- volunteering time
- participating in the community

This is especially the case for female Millennials in the Netherlands.

Business involvement – be it living the brand purpose and values, approach to social issues or facilitating consumers to do so – is at the bottom of the list. Other actions that didn't resonate with Dutch Millennials include sharing your opinion or raising awareness through social media and donating money.





## Revival of the Participation Society

In the Netherlands, nearly all Millennials perceive citizenship from a personal point of view, embedded in a local perspective: *“What can I do to improve my local community through my own initiatives?”* This is remarkable, since Dutch society as a whole has become significantly more individualistic and egocentric in the past decades. On the other hand, the financial and economic crisis and austerity measures by the government have marked a turnaround. The King’s speech in September 2013 even mentioned “participation society” as a focal point – encouraging more social initiatives.

Looking at corporate citizenship, it is clear this term does not exist in the Netherlands. Dutch Millennials are well aware of CSR, but they do not associate business with citizenship. They are quite familiar with companies being involved in environmental issues from a people, planet and profit perspective, but not as “citizens.”



## Confidence Dampened by Austerity Measures

Dutch Millennials have considerably less faith in the development of their personal financial situation (45%) than their global peers. Looking at other European countries in the survey, the Netherlands scores lower than Germany and the UK and more or less comparable to Sweden.

- **Younger Millennials** are more confident (+11%)
- **Men** are far more confident (+20%)

This relatively low overall figure matches the high unemployment rate at the moment and the extensive austerity measures in healthcare, education and social security by the government in recent years, which have had a big impact on many households. Also, older Millennials are in a phase of life in which they have more financial obligations (mortgage, children, etc.), while a considerable number of younger Millennials are students.

The confidence among Dutch Millennials in the future of the country's economic situation is even weaker (38%), but still higher than the global level. This lack of faith is due to uncertainties in the economic recovery, which is still fragile. This confidence is weakened further by continuing discussion of possible additional austerity measures by the current government. The difference between demographics is near identical here as well:

- **Younger Millennials** are more confident (+8%)
- **Men** are much more confident (+22%)

A majority of Millennials (65%) in the Netherlands believe they can have some positive impact in the world. This is a little below the global average (71%). What stands out though is the high number of people who think they have no influence at all: nearly one in eight.





## Emphasize the feeling of Individual Responsibility

Dutch Millennials do believe being an active citizen could be made a lot easier if companies and brands provided them with simple ways with which they could make a difference, such as:

- donating a portion of the product price to a relevant cause
- improving communication of volunteering opportunities
- providing ways to get involved locally

These actions would trigger Dutch Millennials, especially the younger ones, to be better active citizens.

One exception is employers matching donations of their employees, which is not seen as an engaging way of getting them involved.



## Where They Want Business to Get Involved

Millennials in the Netherlands place a lot of emphasis on the underlying micro issues in international affairs and access to education on technology and science. The former issues have been high on the Dutch agenda since the prosperous '90s; a lot of Millennials grew up with them. The latter issues could be explained by the relatively advanced digitization in the Netherlands and the public debate on technology education.

- **Older Millennials** are much more concerned about healthcare costs, inflation and high prices and access to affordable energy. They want businesses to focus on nearly every environmental micro issue, and also access to technology.
- **Younger Millennials** are more concerned about recession and unemployment and costs of education. They want businesses to focus on micro issues around health, human/civil rights and environment, specifically environmental pollution.
- **Women** are far more concerned about nearly every micro issue, including healthcare costs, affordability of healthy food and having enough money to live right and pay the bills. Women would like to see business focus on women's rights – this can be explained by the emancipation wave in their childhoods and the increasing number of working mothers. They also want businesses to help create access to technology.

- **Men** are more concerned only when it comes to access to technology and expanding the use of renewable energy sources. Men would like to see business address the lack of skills in math/science/technology and the need to aid to countries in the third world.

Compared to the global perspective, environmental micro issues did not appear in the top five, despite older Dutch Millennials being very outspoken on these issues. Environmental issues have already been mentioned quite a lot, so Dutch Millennials value them, just not as much as the top issues.





## Business Citizenship Attracts a Niche Audience

Dutch Millennials' beliefs are roughly on the same page as other European countries such as Germany, Sweden and France. The majority of Dutch Millennials say companies and organizations that are good corporate citizens will be perceived as setting the right example, caring about society and wanting to make a difference - nearly 80% of Millennials felt this way.

They also believe that being a good corporate citizen makes businesses different from their competitors, more trustworthy, get higher recommendations or have a better reputation as an employer – 70-75% of Dutch Millennials felt this way.

- **Women** are significantly more affirmative about all benefits than men (+10% on average)



## Who's Doing It Right?

### ASN Bank – World of Tomorrow Community #dialogue

ASN is a “green” bank that supports the broader area of sustainability through investments, communications, partnership and initiatives. The bank invests in everything that is good for humans, animals, nature and climate, has a clear opinion about sustainable/fair trading and development, and engages clients in an open dialogue on relevant topics. ASN also has active partnerships with several CSOs and NGOs and sponsors activities that support sustainable living through the ASF Foundation.

ASN created the World of Tomorrow Community to crowdsource opinions and insights on human rights to shape its new policy. On its website ASN presented four dilemmas (arms, child labour, supply chain policy and the societal aspects of large-scale energy projects) and invited clients and other parties to share an opinion on these. On Twitter, ASN offered incentives to attract the broader public to join the discussion. The input received was used to draft ASN’s new human rights policy and identify future ambassadors for the brand.

The bank chooses to establish open dialogue to learn from audiences and to demonstrate their interest in shaping the future, for its clients. Indeed, according to Simone Lupolisa, Online Marketer at ASN Bank, *“One of the most important things to facilitate as a company is a well-coordinated dialogue with your client.”*





## Implications for Business

Millennials embrace companies that are already making a difference. They think companies that pursue broad macro themes do not contribute to change significantly; this can even cause distrust, as citizens may interpret their actions as “whitewashing.” On the other hand, setting goals to make changes in society at a micro level and involving Millennials contributes to transparency and trust.

It is important to know that Millennials are triggered by interesting content and are not easily influenced by marketing tricks. Though they are seen as individualistic, they can easily unite on digital platforms and are very aware of the power they have over companies. Their influence should not be underestimated.

Experts strongly believe changes in society can be caused by a dedicated and determined focus by business. Some even argue that business can force changes in society. *The Future of Business Citizenship* study finds that 78% of Dutch Millennials would be eager to see business involvement. For this to happen, however, business needs to reach beyond CSR activities and search for values they share with their stakeholders. There is a strong need and sense of urgency for companies to take responsibility and proactively address societal and environmental issues, rather than depend on government interference.

## Our recommendations to business:

### 1 Engage Millennials now.

Engagement with Millennials is often perceived as a future issue by companies and organizations. This is not the case. In the Netherlands, approximately 45% of the total population consists of Millennials, making them an essential target audience in terms of consumers, employees, leaders and other stakeholders.

### 2 Make room for participatory programs.

In the Netherlands, when Millennials try to explain corporate citizenship, all they mention is CSR. There are very few good examples of Dutch corporate citizenship. While CSR is perceived as distant, obligatory and lacking in individual action, corporate citizenship encourages two-way conversations, participation and resonates better with Dutch Millennials’ expectations.



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### 3 Be a good citizen.

In the Netherlands, being seen as a good citizen helps companies develop strong reputations and in the end, profits. While Millennials in the Netherlands are not so keen on sharing and explicitly endorsing a company, they do value good business citizens that set a good example. Business citizens are perceived by Dutch Millennials to be caring and wanting to make a difference, and help them stand out from the competition.

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### 4 Move from storytelling to story-doing.

For quite some time now, storytelling has been seen as the “egg of Columbus” when it comes to defining the reason of existence for companies. Having a consistent and natural corporate story and being able to tell it is of course important, but how do you really engage with important stakeholders like Millennials?

Communication is vital from this perspective: first by defining and telling your story and as a next step translating it into something engaging and *actionable* for stakeholders. Inspiring cases, online platforms and continuous dialogue are all part of this effort to get people involved.

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### 5 Look for a shared value.

Focusing on an issue in which you aim to make society or the world a better place has added value for companies. But is the issue you focus on important to Millennials?

Contributions to solve a problem should come from both sides, so looking for shared value is key. While Dutch Millennials are personally concerned about economic and health issues, they see business involvement valuable in developing countries, on technology and on environmental issues – with health as an upcoming issue.



**For more, contact:**

**Henjo Guitjens,**  
Managing Director –  
Netherlands,  
[henjo.guitjens@mslgroup.com](mailto:henjo.guitjens@mslgroup.com)


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**POLAND**

**28%**  
of total  
population

**10.9 MILLION**  
Millennials



Population count and percentage are approximates, based on most recent data available for age group closest to ages 18-30.

79%

## Desire for business involvement

### Top 5 issues important to Polish Millennials

#### Macro



91%  
Economy



90%  
Health



73%  
International  
Affairs



71%  
Environment



69%  
Happiness

#### Micro

• **63%** Health care costs



• **61%** Recession and unemployment



• **57%** Cancer and the lack of cures



• **56%** Having enough money to live right and pay the bills



• **56%** Inflation and high prices



## Top 5 issues they want business to get involved in

### Macro



67%

Environment



53%

Economy



52%

International  
Affairs



51%

Happiness



48%

Health

### Micro



Helping raise people's self-esteem

74%



Protecting the environment

71%



Disaster relief in other countries

71%



Expanding use of renewable  
energy sources

69%



Disaster relief within my country

66%



## Active Citizenship means Supporting Causes with Time and Donations

Among the most interesting results of *The Future of Business Citizenship* research are changes occurring in Poland that modify the previous social model characterized by great civil passivity. Despite the fact that change in the system has been brought on by unions and the cooperation of opposition movements, apathy among the older generation has been strong.

Members of the younger generation develop a model of civil society based on cooperation and greater engagement of young people in their communities. The study shows that Polish Millennials want to actively devote their time to benefitting the community in which they live. Simultaneously, they do not shy away from providing material support for initiatives they find important or for people in need.

Millennials consider donations to be a very important aspect of civic attitude. Young people continue to perceive the act of donating money, in particular for charity, as an important aspect of civil engagement. This can be seen in public collections for expensive medical equipment and yearly drives that have run for several years now. For these individuals, donating even a small amount of money is a form of engagement in the common good, which all citizens benefit from.

Personal engagement in civil matters is important to Polish Millennials as they are aware that nothing will change without their voice and participation.



## Current Outlook: Extreme Pessimism, especially amongst Women

Polish Millennials are pessimistic when it comes to assessing their financial situation in the next 12 months. *The Future of Business Citizenship* study shows that 60% are worried about their future, much more than the global average of 41%. Older Polish Millennials are more worried than younger Millennials.

Polish Millennials assess Poland's economic situation even more negatively. More than 84% do not see opportunities to improve the current situation. Women's attitude toward improvement is the most pessimistic: 91% of women think change for the better is unlikely, compared to 78% of men. Slow economic growth over the last few years combined with a high unemployment rate among young people and university graduates are the main reasons for the current pessimism.

A majority of Polish Millennials do not think they will have a positive impact on the world. Only 16% said they are absolutely sure they will have a positive impact in the world, 37% said "yes, sort of" and 39% chose "not sure".

# 74%



of Polish Millennials want business to help raise people's self-esteem



## Interested in Getting Involved, both as Consumers and Employees

Almost half of Millennials in Poland said they would get involved if companies/brands provided simple ways for them to make a difference. 42% preferred a portion of product proceeds going to causes they care about. Just over 41% said they would get involved if their employer had multiple activities they could participate in throughout the year.

## Where They Want Business to Get Involved

Polish Millennials' key expectations for corporate engagement on micro issues reflect global results to a great extent, with concern for environmental protection leading their priorities. However, what stands out is that a majority of Polish Millennials (74%) want businesses to help raise people's self-esteem, much more than the global average of 59%.

- **Older Millennials** are slightly more concerned about human and civil rights, international affairs, happiness and environment, health and the economy
- **Younger Millennials** are more concerned about education





## Benefits to Business: Reputation and Leadership

Polish Millennials appreciate companies that clearly present their targets and vision for future development and prove that they care about improving the world around us. Millennials choose brands they trust and they identify with brands that set standards and are examples for others to follow.

## Who's Doing It Right?

**MTV\***  
#purpose

MTV runs numerous social activism campaigns focused on empowering young people. The channel is not afraid of dealing with controversial and provocative topics that have a legitimate impact on Millennials' lives. To show that MTV understands this generation's needs and to position itself as a youth expert listener, supporter but not a tutor, the channel developed programming targeting young people's problems.

Programs include *Savage U* (Polish title, *About Sex Without Stress*) and a supporting MTV helpline; *Closet of Truth*, an interactive digital installation displaying anonymous messages about emotions from the target audience; *It Gets Better*, a project to support homosexual teens who are bullied; and *Teen Mom Poland*.

The result of this outreach to the Millennial audience was beyond expectations – 106.5 million impressions and ROI of 2,400%.

\*MSLGROUP Client



## Implications for Business

Public engagement in Poland is remarkable despite a very pessimistic view of the future. There are a multitude of reasons for this, but one to consider is that Millennials in Poland still have very vivid memories of the tough economic times the country faced in the '90s. This period of depressed economics and employment in many ways tempered their desire to indiscriminately consume. **The concept of conscious consumption rather than conspicuous consumption has greater appeal here than elsewhere in Europe.**

Some models and approaches that will be highly regarded by Millennials include:

### 1 a business model

that is economically and environmentally sustainable

### 2 a commitment to the greater good of the community

rather than profit only - this is broader and deeper than regular CSR campaigns conducted by companies in Poland

### 3 giving back

although it is not a new concept, it still wins minds and hearts

### 4 participation around budgets

so that locals can determine for themselves where and on what the funds will be spent

In addition, the concept of **“homegrown”** is very solid among Polish Millennials. Without a bright economic perspective, they seek to find solutions for themselves. The vibrant community of startups and young entrepreneurs is an outcome of this. Millennials in Poland tend to seek out such initiatives and support them economically or make them their favorite brands.



**For more, contact:**


**Lukasz Kowalski,**  
Head of Corporate and  
Financial Communications &  
Board Member, Poland,  
[lukasz.kowalski@mslgroup.com](mailto:lukasz.kowalski@mslgroup.com)



**SWEDEN**

**26%**  
of total  
population

**2.8 MILLION**  
Millennials



Population count and percentage are approximates, based on most recent data available for age group closest to ages 18-30.



78%

## Desire for business involvement

### Top 5 issues important to Swedish Millennials

#### Macro



74%

Economy



64%

Health



60%

Environment



50%

International  
Affairs



37%

Happiness

In contrast to Millennials from many other countries, Swedish Millennials do not rank education as a top five priority. Education comes right after happiness – a top issue for only 32%.

#### Micro

35% Environmental pollution



29% Having enough money to live right and pay the bills



26% Cancer and the lack of cures



19% The lack of kindness in the world



18% Terrorism



Although environment on a macro level is only the third most important issue, on a micro level pollution ranks the highest.

## Top 5 issues they want business to get involved in

### Macro



66%

Human and Civil Rights



62%

Health



61%

Economy



61%

International Affairs



59%

Happiness

### Micro



Fair worker rights for those working in factories in developing countries

81%



Supporting women's rights

72%



Affordability of healthy food

68%



The impact of large corporations on small business

68%



Helping raise people's self-esteem

62%

Two out of five micro issues directly concern how companies actually lead their businesses: impact on small businesses and fair worker rights. Interestingly, the top and bottom issues relate to ideals and feelings. Again it is worth noting that education does not reach the top five.



## Active Citizenship is a Way of Self-expression

Like most other European Millennials, the Swedish focus is on individual engagement and involvement as well as voting in elections, which is still considered important to being an active participant in society. This likely reflects the strong foothold of the welfare state.

From a regional point of view, it's interesting to note that more Swedish Millennials (57%) think it is important that *"companies make it easier for consumers to get involved in issues,"* than Danish Millennials. Interestingly, Swedish Millennials also indicated, by the highest margin, that they would like to participate in business sponsored initiatives (53%).





## More Confident in their Own Ability than their Country's

Almost half of Millennials in Sweden are confident their personal financial situation will be better in the future than today. It doesn't differ much between younger and older, but Swedish male Millennials are much more confident than female. The fact that it is an election year might have an impact on this result, but it's difficult to judge how it would have differed if the present government had been more likely to remain in power.

Only 18% are confident the economic situation in Sweden as a whole will be better than it is today.

This indicates Swedish Millennials are confident in their ability to make a difference for themselves but lack confidence the country can do so. They also quite strongly believe (like most other countries) that governments cannot change the country's economy on their own.



## Business Replacing the Welfare State?

For Swedish Millennials, the crucial way to be an active citizen is to participate in the bigger context such as voting in elections. Citizenship is more about participating as an individual in the democratic process than relying on businesses to take responsibility. But considering the fact that Swedish Millennials want business to make it easier for them to get involved, one can argue the role of business is in some way replacing what the democratic process has historically been able to achieve.

Swedish Millennials look upon business involvement from quite obvious points of views: banks are to be involved in economic issues, the automotive industry in the environment (and economic questions) and so on.

Swedish Millennials are less likely than global peers to say they want business to get involved. Despite the gap, **the majority of Swedish Millennials, 78% of them, still want business involvement** and this is a crucial finding to consider.

Traditionally, Swedes have relied on the government to provide welfare. The education system, health system, etc., are handled by the state through taxes, which is based on the welfare system model similar to other Nordic countries. There is reason to believe that current debates about failing school and health systems, for example, will impact the attitude that the government cannot handle these systems. The more companies step into this field, the more probable it is that business involvement is more expected.

It is also important to note that this is an election year in Sweden and the most likely scenario is a change in government. The notion of this has most likely influenced survey responses. In Sweden there is a general sense of change, where of course the field for companies and individuals to act will depend on the outcome.





## Benefits to Business – Loyalty of Consumers and Employees

People want meaning in their lives. They need to feel they are making a difference. *The Future of Business Citizenship* shows that if a company can incorporate these feelings into their corporate brand, they will earn the loyalty of consumers and employees alike. Brands that are doing it right in Sweden include Ikea and H&M.



## Implications for Business

Corporate citizenship and governance have increased in importance among Swedish Millennials over the past 10 years. Today, they explain a big part of corporate reputation. In addition, globalization and the digital revolution have made Millennials more globally aware.

The Swedish welfare state has been influenced by a more market liberal mindset in the past 15 years. This has left many Swedes asking businesses to fulfill what was previously delivered by the state. The country has a strong democratic tradition and active citizenship is very much linked to participation in the democratic process.

These new expectations of corporate citizenship, linked to a desire to make a difference, demand companies to be transparent and deliver proof of how they are participating in making our society better.

Communication is not enough. Companies should also consider these elements:



**Engagement-** facilitate individual engagement, making it possible for consumers to make a difference.



**Sincerity** – public relations should bear witness to actual activities making a difference, not to spin.



**Purpose** – business should articulate a broader vision and mission, linking profit and societal values.



**Dialogue** – communication should be inclusive, inviting people to dialogue. It must be true communication, not just information.



**For more, contact:**

**Dora Streiffert,**  
Nordics Practice Director,  
Corporate & Brand Citizenship,  
MSLGROUP,  
[dora.streiffert@jklgroup.com](mailto:dora.streiffert@jklgroup.com)



20%  
of total  
population

12.7 MILLION  
Millennials

Population count and percentage are approximates, based on most recent data available for age group closest to ages 18-30.

82%

## Desire for business involvement

### Top 5 issues important to British Millennials

#### Macro



87%  
Economy



86%  
Health



75%  
Environment



74%  
International  
Affairs



68%  
Happiness

#### Micro

62% Having enough money to live right and pay the bills



53% Inflation and high prices



53% Cancer and the lack of cures



52% Affordability of healthy food



51% The lack of kindness in the world



## Top issues they want business to get involved in

### Macro



74%

Environment



62%

Health



60%

Economy



58%

International  
Affairs



56%

Happiness



56%

Education

### Micro



Protecting the environment

83%



Expanding use of renewable  
energy sources

82%



Environmental pollution

79%



Fair worker rights for those working  
in factories in developing countries

76%



Access to affordable energy

74%



## Active Citizenship means Direct Participation

Millennials in the UK most strongly associate “citizenship” with active, personal and direct participation in the wider community. The emphasis is on their individual responsibilities as a citizen. When surveyed, they were most likely to see, “*participating in your community*,” as an example of good citizenship (83% agreed). “*Doing what you can to get involved when your help is needed*,” (84% agreed) and, “*personally voting in elections*,” (79% agreed) were also popular responses.

Indirect forms of participation, as a consumer or employee, are seen as less crucial. “*Companies should be making it easier for consumers to get involved in social issues*.” “*Companies living their purpose and values*,” and, “*donating on behalf of your own beliefs*,” were comparatively unpopular.

There is a noticeable trend toward finding direct participation (volunteering) more indicative of good citizenship than indirect participation (financial donations).





## Individual Participation as the Heart of Active Citizenship

UK Millennials believe individual participation is at the heart of active citizenship. In contrast, few respondents mentioned businesses' societal responsibilities as a key aspect of active citizenship.

British Millennials are most likely to see involvement in one's local community as a hallmark of active citizenship, with fewer (although still a majority) associating active citizenship with involvement in wider society. While some mentioned political involvement, this was seen as less integral than volunteering one's time toward charitable endeavors locally.

A significant proportion (~5%) did not find the phrase "active citizenship" to be meaningful, or did not know what it described.



## Mixed levels of Confidence as the UK Emerges from the Recession

UK Millennials' views regarding the economy are mixed, although pessimism in relation to issues like the jobs market, personal earning potential, debt and pensions lingers in the aftermath of last decade's recession. 52% of those surveyed were confident that their personal earning potential would improve in 12 months' time. Only 40% believed the economic situation in the UK would be better in 12 months' time.

British Millennials are preoccupied with economic concerns; having enough money and inflation are the two most important issues to them. This, coupled with concerns about paying off student loans, means economic worries are particularly prevalent among younger Millennials.

They are far much less optimistic than their counterparts in Brazil and India (both at 80%), but much more so than Millennials in Japan (21%) or Italy (35%). This broadly reflects economic realities for young people in these countries. Britain is gradually coming out of recession and was not hit as badly by the economic crisis as counterparts in Southern Europe where the rise in youth unemployment has been particularly sharp, but the jobs market has not yet recovered to pre-crisis levels.

Most UK Millennials do feel they can make some positive impact in the world; 72% said they felt this was true to some extent, and nearly a quarter feel strongly this is the case. They are more likely than average to want businesses to help them become more involved in solving societal issues.





## Active Participation through the Workplace

The biggest way Millennials would like to be helped in getting more involved is by businesses giving them opportunities to do so. 44% would like brands to provide them with simple ways to get involved and make a difference, and 41% want their employer to provide multiple opportunities for them to get involved with volunteer activities throughout the year.

They are less interested in their employers matching their financial donations to charities (only 29% said this would help), again suggesting they favor active participation over financial contribution.

## Environment as the Responsibility of Business

Millennials would like to see companies address issues that large businesses are either perceived to be able to address, or a large contributor to the problem. Big business is a major polluter and as such, Millennials see protecting the environment as the biggest area they could and should help in, despite this not being the issue of most concern to them.

Similarly, big businesses have enough reach and economic impact to make a significant difference if they decide to switch to renewable energy resources.

Social issues such as worker's rights in factories in developing countries are also discussed frequently in the UK press, so it is not surprising that this is an area Millennials would like to see businesses start to make a difference.



## Benefits to Business: Loyalty and Word of Mouth

More than ever, people are interested in the role companies play in the wider community. *The Future of Business Citizenship* study shows just how important the issue of corporate citizenship is to the consumers and employees of the future. This seems especially true in the UK. MSLGROUP London's *Purpose at Work* survey found that 66% of employees don't believe businesses do enough to create a sense of purpose and deliver meaningful impact, and 83% of UK Millennials surveyed said they want to see businesses get "more involved in solving the problems we all face."

Millennials in the UK are already playing a role in bringing about this shift, by voting with their feet and with their wallets:

- 70% are more loyal to brands they believe benefit society
- 79% will recommend a company based on their social involvement

The way this generation views businesses, both as consumers and employees, is fundamentally changing and if businesses don't adapt the way they act and communicate, they risk becoming irrelevant.



# 79%

of British Millennials will recommend a company based on its social involvement



## Who's Doing It Right?

**GSK – Orange United\***  
#employee engagement

GSK's *Orange United* campaign is an excellent example of authentic and strong corporate engagement with a charitable cause. Each year, 6.6 million children under the age of five die, many from preventable diseases including diarrhea, pneumonia, malaria and malnutrition. Many of these deaths can be prevented by addressing immunization and nutritional needs and improving access to health care.

GSK is a large global pharmaceutical organization with the scientific expertise to help address these problems, and Save the Children is a world class charity with years of relevant expertise in helping children and communities. In 2013, GSK and Save the Children joined together to form an ambitious and strategic global partnership combining their expertise, resources and influence to help save the lives of one million children. Through the support and energy of GSK's 100,000 employees around the world, they aim to raise £1 million per year for the partnership, which GSK will match.

Fundraising drives under the *Orange United* banner have proven extremely successful, with high levels of employee engagement in the initiative; 96% of employees surveyed said the partnership made them feel proud to work for GSK.

\*MSLGROUP client



## Implications for Business

Companies who talk openly to young people about their business practices and the ways in which they are active citizens have a strong opportunity to engage a new generation of customers and employees. They can make the most immediate reputational impact by focusing on issues Millennials most want and expect them to get involved in, either by planning to improve existing policies and processes or by communicating the work they are already doing.

### Find a shared purpose.

The environment could be an area of focus. UK Millennials would most like to see large companies help protect the environment and expand their use of renewable energy sources. Other common ethical topics could prove to be good subjects of conversation with Millennials. For example, fair worker rights in factories in developing countries were an area of interest for nearly eight out of ten UK Millennials surveyed, and companies with factories in these areas have great opportunities to engage them on the topic of their policies for workers.

### Communicate on social media.

Social media is the obvious and best way to communicate with this generation. About 90% of Millennials in the UK are active on one of the main platforms, with Facebook and Twitter being used by a majority. LinkedIn use is also increasingly common among this demographic, especially older Millennials who have been in the workforce for around a decade. LinkedIn may provide a good platform for serious, credible information about a company's role as an active citizen to potential consumers and employees.

### Stay relevant.

The key is to provide quality, relevant content and engage Millennials in conversation. Millennials are bombarded by information online and the best way to grab their attention is to talk with authority and be interesting about topics they care about. Large companies have a great deal of potential authority in the areas they operate in and need to leverage this without resorting to cheap pleas for attention, meme posts or similar outdated social media tactics.

### Be honest.

It is also crucial to talk about what you do honestly, openly and interestingly. Millennials are savvy and knowledgeable; if you make false or exaggerated claims, you will be found out. And if you claim to be an ethical operator while maintaining practices that contradict this, you will lose credibility. Businesses must talk openly about their achievements and be honest about the things they are still working on to keep Millennials' attention.



**For more, contact:**


**Louisa Moreton,**  
Managing Director,  
Employee Practice  
[louisa.moreton@saslondon.com](mailto:louisa.moreton@saslondon.com)



**BRAZIL**

**21%**  
of total  
population

**41 MILLION**  
Millennials



Population count and percentage are approximates, based on most recent data available for age group closest to ages 18-30.

88%

## Desire for business involvement

### Top 5 issues important to Brazilian Millennials

#### Macro



96%

Economy



93%

Health



92%

Education



90%

Environment



85%

International  
Affairs

Compared to global Millennials, Brazilian Millennials are much more concerned about education (+25%), international affairs (+13%), environment (+13%), economy (+13) and health (+10%)

#### Micro

**81%** Quality of education



**76%** Inflation and high prices



**68%** Having enough money to live right and pay the bills



**67%** Protecting the environment



**67%** Environmental pollution



## Top 5 issues they want business to get involved in

### Macro



72%

Environment



68%

Human and  
Civil Rights



67%

Economy



65%

Health



64%

Education

All of the above issues are more important for Brazilian Millennials, but there are small differences in health, economy and environment.

### Micro



Protecting workers' rights  
in my country

76%



Affordability of healthy food

75%



Protecting the environment

72%



Maintaining music and creative  
arts in schools

70%



The impact of large corporations  
on small business

69%



## Active Citizenship means Being Involved

Brazilian Millennials are nearly unanimous in their desire to somehow get involved in changing the world (91%) and in their expectation that businesses must get involved too (82%). Millennials in Brazil believe both individual and corporate responsibility and engagement are equally important, and are more passionate about these than global Millennials.

For instance, when it comes to individual responsibility, Brazilian Millennials find it more important than their global peers to:

- get involved when their help is needed
- participate in their community
- support corporations that help with social issues
- influence others
- use social media to increase awareness of important issues
- volunteer

When it comes to corporate responsibility, they feel more strongly that businesses should:

- get involved
- care as much about their social impact as their financial results
- give back to society

On the other hand, donating is less relevant to them than it is to global Millennials.





# 9/10



*Brazilian Millennials believe in their ability to make some sort of positive impact in the world*

## **‘People, Business and Government must Work Together’**

The majority of Brazilian Millennials believe they must be conscious of equal rights and duties to make society work. They believe it is important to act, ask and supervise on social channels to make the change happen.

Survey results point to the importance of the equality of wealth, altruism, responsible voting, acting in partnership with government and corporations, and political, social and sustainable consciousness.

## **Optimistic about their ability to shape Brazil’s Future**

Despite the level of confidence Brazilian Millennials display in their personal financial situation 12 months from now (80%, second highest after India), they are not confident the future economic situation in Brazil will be better than it is today (81% feel this way, making Brazil most pessimistic after France, Sweden, Poland and Mexico).

Yet, more than 92% of Brazilian Millennials believe in their ability to make some sort of positive impact in the world—more than Millennials globally. They are also less pessimistic than the global group on government’s ability to solve the problems we face.



## ‘Create Opportunities for us to Get Involved’

Compared to global preferences, Brazilian Millennials appreciate almost all options somewhat more except, “*If my employer matched donations I made to charities*” (21% versus global Millennials at 26%). Here we see how intense the idea of companies’ responsibility in social issues is to them: 60% believe if companies provided simple ways, they could make a difference (+14% compared to global Millennials).

## Where they want Business to Get Involved

Brazilian Millennials’ key expectations for corporate engagement on micro issues reflect the global picture of the environment and economy. Three micro issues stood out:

1. On human and civil rights, Millennials in Brazil are more concerned about **workers’ right in the country**
2. In health, they consider the **affordability of healthy food** more critical
3. In education, there is a big difference between Brazilian and global Millennials: with the former considering **maintenance of arts and music in schools** more important than the lack of skills in math, science and technology.





## Benefits to Business: Reputation and Affinity

Brazilian Millennials are more affirmative than global ones when it comes to the benefits of good corporate citizenship to business. Like their global counterparts, they think organizations should do much more to get involved in issues we currently face.

In some cases, there is a huge difference in their perceptions compared to the average of global Millennials. Brazilian Millennials perceive good business citizenship in companies that:

- care about the future of the world
- set an example for others
- they are proud to be associated with
- do the right thing because they believe in it
- want to make a difference



## Who's Doing It Right?

**ABRABE – “No Excess” \***  
#education

The Alcoholic Beverages Association of Brazil (ABRABE) brings together 50 of the major national and global beverage brands marketed in the country. ABRABE does a 360° communication campaign on responsible alcohol consumption. The campaign is based on the World Health Organization's (WHO) recommended actions to combat abuse of alcoholic consumption and suggests that beverages industry should be part of the solution. It stimulates changes in young people's attitudes towards alcohol consumption through media relations, public affairs, social media and publicity actions.

ABRABE's website [SemExcesso.com.br](http://SemExcesso.com.br) (No Excess) – South America's first website around responsible consumption – already has close to 500,000 page views. It also has a [Facebook fan page](#) that has more than 583,000 fans and a [YouTube channel](#).

### Influência da família no consumo de álcool



[semexcesso.com.br](http://semexcesso.com.br)

\* MSLGROUP Client



Já imaginou  
durante um  
desafio. Ho  
você. Para  
e gravar um  
Halls Cont

JOBS



## Who's Doing It Right?

**Halls XS\* – Halls Hires**  
#career opportunities

In Brazil, Halls is not just a cough drop, but actually the most-sold candy in the country and one of the most important brands of Mondelez International, consumed every day by many Millennials.

Last year Halls came up with the original idea of launching an employment agency for the coolest jobs in the country, that resulted in a 6% YOY sales uplift.

The campaign was based on the insight that the target audience were at the stage of their career where they might be thinking: 'I wonder if I picked the right job.' Their trigger for engagement was FOMO – fear of missing opportunities. The Halls brand link: everything starts with a breath, including figuring out what I want to do with my life.

The 'Halls Hires' campaign offered 15 incredible temporary – real, paid - jobs including beer taster, waterslide tester, barman in a stylish restaurant, secret shopper and VJ at MTV Brazil.

Candidates did not need to send in a resumé or have any previous experience. They just had to record an online interview answering questions to show they were the best candidate and upload it onto a dedicated Facebook page.

(contd.)

\* MSLGROUP Client



During the 25-day campaign, 3,796 people applied for the jobs, and 140,000 used the Facebook app (14x the 10,000 target). Halls created incredible life experiences for the successful candidates and, in line with its brand positioning, 'opened up' the horizons of participants. You can watch the video [“Halls Hires: Breath and Open Up to More” on YouTube.](#)

## Implications for Business: Start Engaging around Citizenship

Brazilian Millennials' expectations are generally higher than global Millennials. They strongly believe in the importance of corporate responsibility to engage, influence and do what they can to get involved in causes (social, environmental, economic, etc.). To meet this new generation's challenging expectations, business should:

### 1 Devise ways to involve Millennials in their citizenship activities.

While developing these programs, business should take into account Millennials' expectations on micro issues, which differ from industry to industry.

### 2 Invest in talking to millennials and influencing both people and other companies.

Brazilian Millennials see organizations as important as themselves as agents of meaningful citizenship engagement. Businesses should create new social responsibility actions and let Brazilian Millennials know what they are doing and how Millennials can support them.

### 3 Do business in the most socially beneficial way.

To secure the maximum benefit on brand reputation and preference, companies should upgrade their own strategy around the environment and social impact of their business.



**For more, contact:**

**Josh Shapiro,**  
VP & Director of  
Market Development and  
Client Engagement,  
Latin America,  
[josh.shapiro@msslgroup.com](mailto:josh.shapiro@msslgroup.com)



**CANADA**

**28%**  
of total  
population

**20%** of  
workforce

**9.5 MILLION**  
Millennials

**7 MILLION** in the workforce

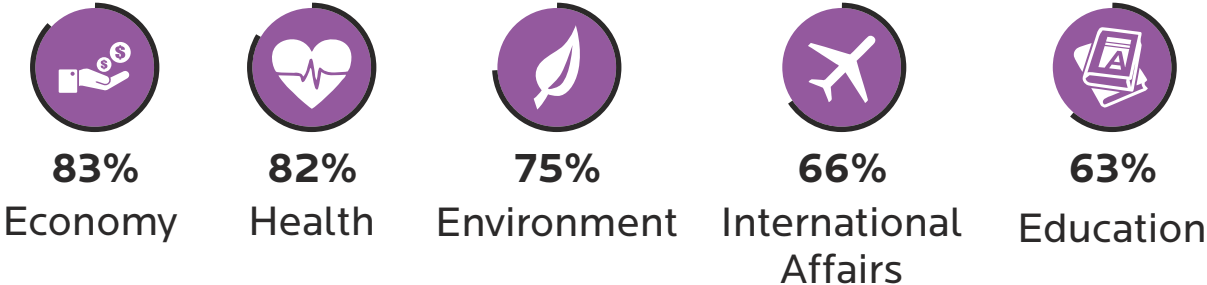
Population count and percentage are approximates, based on most recent data available for age group closest to ages 18-30.

83%

## Desire for business involvement

### Top 5 issues important to Canadian Millennials

#### Macro



#### Micro



## Top 5 issues they want business to get involved in

### Macro



71%

Environment



67%

Economy



63%

Happiness



62%

Health



61%

International  
Affairs

### Micro



Aid to countries in the Third World

75%



Environmental pollution

74%



Sustainability of the planet

74%



Expanding use of renewable  
energy sources

73%



Protecting the environment

72%

Unlike global Millennials, Canadian Millennials are aligned on what's most important to them and for business – environment is the #1 priority.



## Active Citizenship means Meaningful Involvement

Canadian Millennials' perspective on active citizenship comes down to two words: meaningful involvement. To Millennials, this means being civic minded:

- participating in their community
- voting
- getting involved when help is needed
- volunteering their time
- companies getting involved
- companies helping on social issues
- companies fulfilling their social responsibilities in a way that people can see the connection

## Today's Challenges are our Responsibilities'

Canadian Millennials appreciate their role in their community and the impact they can make locally and globally. They understand the challenges they are inheriting and their responsibility for taking on those challenges. They see business as a partner who needs to share this responsibility and collaborate on meeting challenges.

**Canadian Millennials know they have influence and are prepared to use it to drive change.**

Businesses that collaborate with Millennials to achieve their goals stand to gain loyalty and admiration.



David P. Lewis/Shutterstock



## Current Outlook: Bullish about their Personal Financial Situation, and the Economy

Canadian Millennials are more positive about the economy than their global counterparts. In fact, Canadian Millennials are more bullish about their personal situations than that of the overall economy. Two-thirds of those surveyed believe their financial situations will improve within the next year.

- **Younger Millennials** are slightly more optimistic than older ones.
- **Men** have more confidence about their personal finances, with seven of 10 saying they believe their financial situations will improve, compared to six of 10 women.

A [BMO study](#) published in September 2013 validates this positive point of view. It found Canadian Millennials have roughly the same level of buying power their parents had 30 years ago and are earning about twice the income.



## ‘Involvement should be Simple and Impactful’

Nearly three-quarters of Canadian Millennials surveyed agreed that they can make some positive impact in the world.

Overwhelmingly, Canadian Millennials expect that in whatever way they contribute, it needs to be simple and impactful. **There is a direct correlation between the ability to impact change and the desire to get involved.** How they get involved differs between older and younger Millennials.

- **Older Millennials** are more likely to give money through regular donations or through purchases
- **Younger Millennials** are more apt to want time off to volunteer and want employers to provide multiple opportunities to do good work
- **Women** are much more interested in their employers finding multiple ways for them to participate throughout the year

Businesses that truly enable involvement will find Millennials receptive and eager partners.



Lowe Liaguano/Shutterstock



## Environment is the #1 Priority

In Canada, as with global findings, the expectation is for businesses to focus on issues they are best suited to solve. For instance, health and consumer packaged goods companies and charities are cited as best able to tackle health issues such as affordability of healthy foods, diabetes and obesity. Financial, energy, technology and automotive companies are considered to be most appropriate for addressing socio and macro-economic issues such as growing inequality in society, inflation and high prices, recession, unemployment, hunger and homelessness.

While the global data says what's most important to Millennials personally isn't what they think is most important for business to focus on, the opposite is true in Canada. Millennials here predominantly identified environmental issues as among the most important to them and overwhelmingly to business. Given Canada's increased reliance on development and access to market the energy and mining industries, Millennials' focus on environmental issues resonates.

Millennials expect businesses to play a critical role in solving these issues.

**55%**



*of Canadian Millennials strongly agree that business should be doing more.*

*Only 15% strongly agree that business is contributing*



## Benefits to Business: Trust, Loyalty and Attractiveness as Employers

For businesses to be considered active citizens by Canadian Millennials, the payoff is significant, both in the total number of respondents and the intensity of those views. Put simply, it's a no-brainer for business to be involved and viewed as collaborating with Millennials. In every way we measured sentiment, businesses stand to gain trust, customer loyalty and attractiveness as employers. Millennials will become brand ambassadors and willing partners.

- **Older Millennials** are more likely to recommend a brand
- **Younger Millennials** are more likely to view businesses as different from their competitors
- In nearly every category, **women** are much more likely to have a positive view toward business as an active citizen





## Caring for our Watersheds Education

Timeline

About

Photos

Lik

PEOPLE



578 likes

ABOUT



Caring for our Watersheds is an international education program for youth who want to make a difference in their local environment. Students win awards for...

READ MORE

<http://www.CaringForOurWatersheds.com/>

PHOTOS



## Who's Doing It Right?

**Agrium – Caring for Our Watersheds**  
#social innovation

Based in Calgary, Alberta, Agrium is one of the world's leading retail suppliers of agricultural products and a leading global producer and marketer of agricultural nutrients and industrial products. Agrium supports a number of sustainability and global development initiatives.

Of particular interest is their [Caring for Our Watersheds](#) (CFW) program, which launched in 2007. The program encourages students (grades 7-12) to collaborate and discuss how they can improve their local watershed and the environment. Judges from the local community evaluate entries. Short-listed entrants are invited to an oral competition to pitch their ideas. The winning projects receive funding from Agrium to bring students' ideas to life. To date, more than 50 projects have been completed and funded by students and Agrium.



Cherish these natural wonders, the natural resources, cherish and romance as a sacred heritage children and your children's cannot let selfish men or greedy skin your country of its beauty, or its romance.

-Theodore Roosevelt



## Implications for Business: Much to be Done

Canadian Millennials' views toward active citizenship are similar to the global perspective: governments can't be expected to solve issues alone and there is a growing expectation for business to contribute.

**Canadian Millennials don't currently believe businesses are meeting that expectation – where 55% strongly agree business should be doing more, only 15% strongly agree business is contributing.**

Companies that engage Millennials with a mind toward true collaboration and shared purpose will find enthusiastic partners who will make an impact, spread their story and drive business growth. *The Future of Business Citizenship* study reveals businesses will earn a stronger social license, greater customer loyalty and credibility deposits that can be withdrawn in difficult times.

All in all, businesses should employ these key actions to ensure they are setting themselves up for success with Millennials:

### 1 Focus on what you do best.

Like their global counterparts, Canadian Millennials expect businesses to focus on issues they are best placed to address.

### 2 Make it simple to get involved.

The easier it is for Millennials to be involved, the greater likelihood they will collaborate with business.

### 3 Design for high impact.

Millennials are civic minded; they see potential for greatest impact within their community. Seek to engage in ways that enable them to do that.

### 4 Make it about collaboration.

The more you see Millennials as partners in your citizenship, the more they will engage.

### 5 Use as many tools as possible to reach them.

Millennials are open to receiving information in many forms, across many media. Whether through traditional, online or paid platforms, the key is in ensuring businesses tell their stories in ways that are interactive, authentic and not self-serving.



**For more, contact:**

**Gayla Brock-Woodland,**  
President, Canada,  
[gayla.brock-woodland@mslgroup.com](mailto:gayla.brock-woodland@mslgroup.com)



**MEXICO**

**31%**  
of total  
population

**34.4 MILLION**  
Millennials

Population count and percentage are approximates, based on most recent data available for age group closest to ages 18-30.

90%

## Desire for business involvement

### Top 5 issues important to Mexican Millennials

#### Macro



**93%**  
Economy



**90%**  
Environment



**89%**  
Health



**88%**  
Education



**81%**  
International  
Affairs

#### Micro

**71%** Quality of education



**70%** Environmental  
pollution



**63%** Recession and  
unemployment



**63%** Protecting the environment



**62%** Inflation and high prices



## Top 5 issues they want business to get involved in

### Macro



76%  
Environment



68%  
Health



67%  
Economy



66%  
Human and  
civil rights



63%  
International  
Affairs

### Micro



Sustainability of the planet

80%



Expanding use of renewable  
energy sources

78%



Protecting the environment

73%



Disaster relief in other countries

70%



Increase of obesity

70%



## Background: Rise of Business Citizenship in Mexico

The concept of business citizenship is gaining more traction in Mexico every day. Citizenship usually falls under the communications responsibility, although some organizations have introduced roles such as Manager of Sustainability or Foundation. Moreover, citizenship activities are increasingly becoming a part of the key messages of top management at big companies.

The main reasons for the increasing importance of this area are:

- 1. Social Pressure.** These days, people are more inclined to work for companies that are socially responsible, and to buy brands that have this ingredient in the product/service itself or are produced by a company that has citizenship in its DNA. This inclination is even stronger amongst Mexican Millennials, as we will see further on.
- 2. International Standards.** Most corporate social responsibility initiatives are organized by multinational companies and originate in their country of origin (Europe, South America or elsewhere). These are then replicated worldwide, thus raising standards in countries like Mexico.
- 3. Media and recognition.** Media attention towards CSR practices in Mexico is growing, and several associations now award best practices in this field. One of the most important is the Distintivo ESR (CSR Distinctive) awarded by CEMEFI (Mexican Center for Philanthropy). Others include Caracol de Plata and Effie Social.

**4. Expectations of a new generation.** But perhaps what's driving the most relevant change in the Mexican landscape is the expectations of the Millennial generation. Millennials represent about a third of the population in Mexico and in the next twenty years, will be the ones to make important changes in society, government and business. They believe in sustainability in all its scope: the economy, the way to run business, new energies, water, social, gender, the ecosystem and caring of the planet and all living things in it. These issues, in general, have to become a priority for all companies in order for them to ensure their relevance in the near future.

*The Future of Business Citizenship* study offers insights into this young and economically active generation's interests and concerns around citizenship.





## Active Citizenship as a Shared Responsibility

Millennials, especially the younger ones, are known for their pursuit of happiness for themselves and others around them. This trend also applies to important issues like economy, environment and education.

On the whole, Mexican Millennials believe that government should address major issues like: international relations, environment and education, and that business should focus on environment, economy and health. Despite clear differences as to who should be responsible for what, Millennials believe that in the future, there should be a more balanced participation among society (themselves, friends and family), business and government to address these issues. Younger Millennials in particular seek more equal participation in tackling environmental issues.



## Preferred Actions as Individuals and Consumers

Mexican Millennials are open to active participation in their community, by:

- doing what they can to get involved when their help is needed
- voting in elections
- volunteering to help others
- using social media as a platform to increase awareness around important issues

The majority of Mexican Millennials, especially the younger ones, think consumers have a greater voice in making a change in society. Older Millennials are already wielding this power - nearly two-thirds of older Mexican Millennials say they will switch from brands who have poor sustainability or corporate responsibility track records.

## Mexican Millennials are Already Active

What Mexican Millennials are doing is consistent with what they say they're willing to do to become good active citizens and help their community.

In the past 12 months, most of them have voted in a federal, state or local elections and signed a petition, and over a quarter have participated in fundraising or volunteering for a cause.





## Who's Doing it Right?

**Walmart of Mexico and  
Central America\***  
#sustainable operations

In the study, Mexican Millennials picked Walmart of Mexico and Central America as one of the top five companies they consider a good active citizen. This could be in large part due to Walmart's focus on promoting environmental sustainability and reducing operational impact. In particular, the company focuses on water care, energy saving and use of renewable sources, and solid waste recycling.

At the end of 2013, the company:

- reached 885 wastewater treatment facilities
- scored 886 business units fed with wind energy sources
- recycled or transformed more than 245,000 tons of waste

\*MSLGROUP Client



## Implications for Business: Communicate Better, and Find a Shared Purpose

Brands who update their strategy to meet Millennials' expectations will benefit from their loyalty. 64% of Mexican Millennials claimed they are more loyal to brands and companies that benefit society. However, they believe companies should be doing much more to get involved in the issues we are all facing, especially the younger Millennials, and wish it were easier to know which companies are benefiting society.

Issues around which Millennials believe that business participation is essential, now and also in the future, are related to economy, environment and health. To align with Millennial's interests, businesses should integrate activities around sustainability into their business strategy, especially activities related around use of renewable energy sources, fair commerce and social development. Other potential areas include cancer and lack of a cure under health, and effect of large corporations on small businesses under economy.



**For more, contact:**

**Josh Shapiro,**  
VP & Director of Market  
Development and Client  
Engagement, Latin America,  
[josh.shapiro@msslgroup.com](mailto:josh.shapiro@msslgroup.com)


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**UNITED  
STATES**

**24%**  
of total  
population

**74 MILLION**  
Millennials



Population count and percentage are approximates, based on most recent data available for age group closest to ages 18-30.

73%

## Desire for business involvement

### Top 5 issues important to American Millennials

#### Macro



86%

Health



83%

Economy



78%

Education



76%

International  
Affairs



75%

Environment

This is the same top five as for global Millennials, though globally economy ranked #1 and environment #3. Older Millennials are more concerned about education. Younger Millennials are more concerned about international affairs.

#### Micro

• **63%** Health care costs



• **58%** Quality of education



• **57%** Having enough money to live right and pay the bills



• **54%** Affordability of healthy food



• **52%** Inflation and high prices



The economy continues to drive U.S. Millennials' concerns in both macro and micro issues they care about.

## Top issues they want business to get involved in

### Macro



72%

Environment



70%

Economy



69%

Health



62%

Human and  
Civil Rights



60%

Education



60%

International  
Affairs

U.S. rankings are similar to global, but globally, international affairs ranked #4 and education was not in the top five. Older Millennials are more likely to want business to get involved in economy.

### Micro



Sustainability of the planet

81%



Aid to countries in the Third World

76%



Fair factory worker rights in  
developing countries

75%



Recession and unemployment

75%



Fair rights for factory workers in  
developing countries

73%



Expanding use of renewable  
energy sources

73%



## Active Citizenship means Personally Taking Action

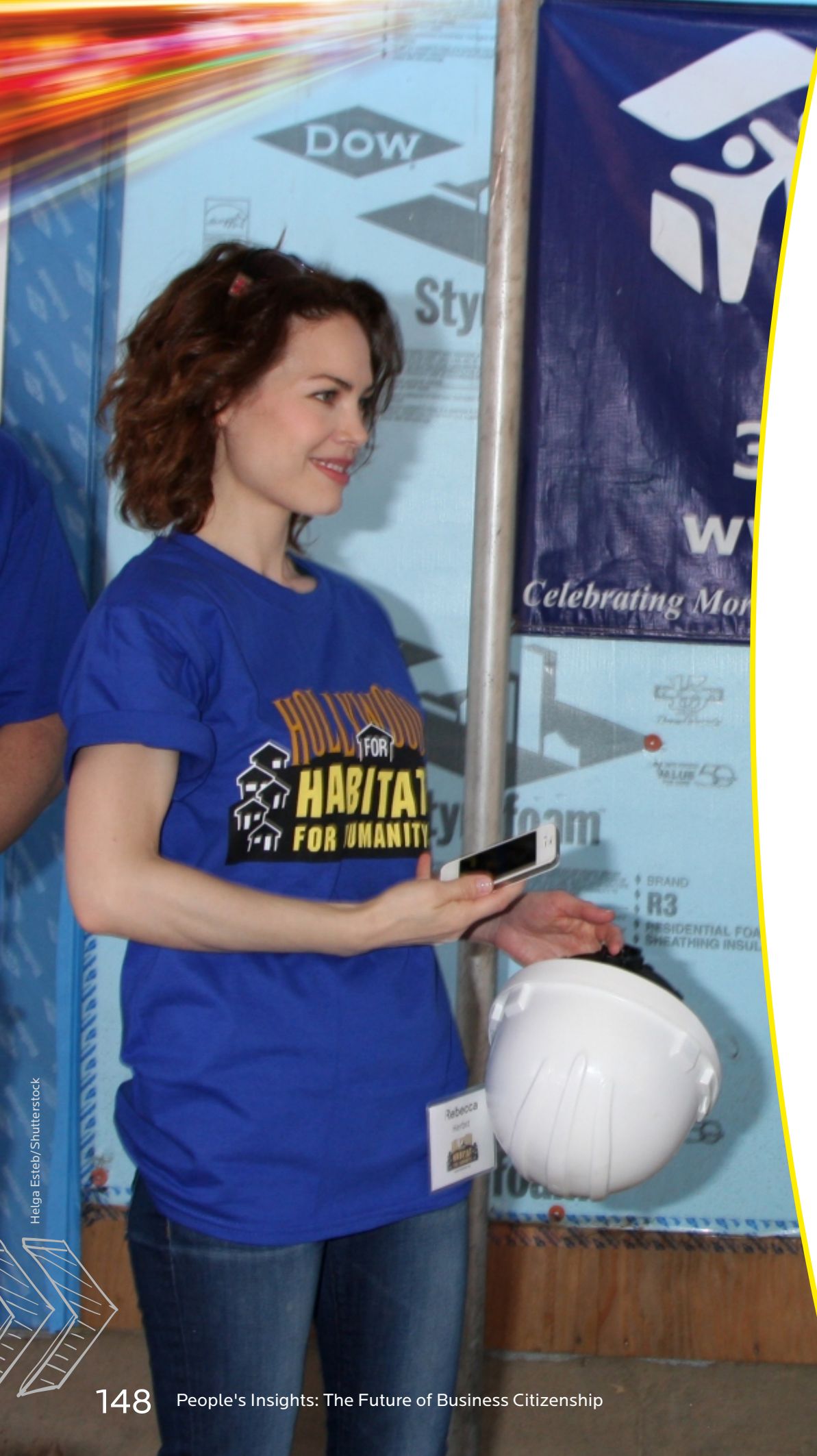
Millennials in the United States are more likely to consider citizenship as personally taking action than global Millennials. They prioritize tangible individual engagement over influencing others, corporate efforts or simply sharing information.

Specifically, they prioritize:

- participating in local communities
- volunteering
- doing what they can to help
- donating

They do not prioritize sharing their point of view on issues or using social media to raise awareness. This suggests U.S. Millennials see joining corporate initiatives and donating to causes as table stakes (the least they can do) versus more active citizenship.





## Current Outlook: Optimistic about their Personal Power to Make an Impact

While American Millennials are more optimistic about their personal situation improving in the next 12 months than their global counterparts (+13%), they are as skeptical as the rest of the globe about the economic situation in their own country. This is not surprising as the job market continues to be difficult, wages stagnant and student loan debt at record highs.

Millennials are optimistic, hopeful and believe in themselves and their ability to contribute to society. They are, however, less optimistic about government or business improving the current state of the economy.

Younger Millennials and men in the U.S. are more confident their economic situation is going to improve in the next 12 months than older Millennials and women.

At 85%, there is a greater sense among U.S. Millennials of being able to personally make some positive impact compared to the global average (+13%). Again, this reflects their sense of personal power and ability. Older and younger Millennials' confidence is on par, though females are more confident than males in personally making positive change (+5%).

This confidence is likely representative of a particularly American sentiment. From the notion of the “American Dream” that any individual can make something of themselves, to our current president’s “Yes We Can” campaign trail, there is a belief that change can be made not just from the collective, but at the individual level. Nonprofits as well as active corporate citizens are becoming more sophisticated in how and when they engage individuals. In addition, individuals are taking the reins themselves, creating their own social good campaigns and becoming social entrepreneurs.



### U.S. Millennials outpace global peers in select individual engagements:

- Have gotten involved in their local communities
- Have donated to charities
- Have volunteered
- **Older Millennials** are more likely to have donated and switched brands
- **Women** are more likely to have donated and volunteered

## Interested in Getting Involved as Employees

Millennials in the U.S. are more likely to want their employer to help them get more involved than the global average, specifically by increasing time to volunteer (+6%) and matching their contributions (+14%). Younger U.S. Millennials are more likely than older Millennials to want companies to show them ways to get involved (+11%) and hear about how they can get involved locally (+9%).





## Priorities include the Economy, Environment and Global Communities

Like their global counterparts, U.S. Millennials do not necessarily prioritize the issues they personally care about most as the issues they most want businesses to tackle. Both macro and micro issues prioritized as critical for corporate intervention center on the economy, the environment and international aid.

**Economy.** This is a generation deeply and personally impacted by the recession and a difficult economic state during critical years for them. So, there is strong demand for business to get involved in the economy, to fix the recession, provide well-paying, safe jobs and reduce costs for necessities like healthcare. Interest in business addressing the recession and unemployment was 18% higher than global priority and interest in protecting workers rights in this country was up 13%.

**Environment and sustainability.** This generation grew up in an era where the environment has been widely discussed. They were not only “digital from birth,” but environmentally conscious from birth. These are not necessarily the issues ranking high in personal importance to them, but very high for businesses to make change. Interestingly, both older and younger Millennials ranked sustainability very high, suggesting this is a term that is becoming mainstream in the US. Sustainability was 12% higher than global results.

**Global communities.** As the world becomes flatter, this generation does not focus solely on their own backyard. Micro-issues impacting their “here and now” are very important to them, but they also prioritize business support for developing countries. Aid for developing countries was 10% over the global result.

## Benefits to Business: Reputation, Word of Mouth, Loyalty

The payoff to companies who get U.S. Millennials involved as active citizens is similar to the global average. Citizenship drives a business’s reputation, trust, word of mouth and loyalty. U.S. Millennials prefer good corporate citizens, feeling these are companies they “*want to be associated with*” (+15% of females versus males in the U.S.).

- **Female Millennials** in the U.S. are more likely to reward companies with their trust and with recommendations to friends and family.



## Who's Doing It Right?

### ANN Inc. – *ANNpower*\* #social investment

ANN Inc., the parent company of ANN Taylor and LOFT, knows their audience – women. 100% of clients, 95% of associates and 75% of its supply chain are women. The company also knows that by investing in women, they invest in society and the future of their business. They engage in purpose-led initiatives aimed at advancing women, from those who make their clothes, to those who sell their clothes, to those who buy their clothes and future generations.

The company crafted an initiative targeted directly at young Millennial women that plays to this audience's "here and now" while remaining profoundly future-focused.

The *ANNpower* program is not a charitable initiative, but rather a "social investment" executed with Vital Voices Global Partnership. The program selects 50 young women with strong potential per year, trains and empowers them with leadership skills and global role models, and offers grants for projects that will make positive change in the girls' home communities. This pay-it-forward concept exponentially expands the impact on society, while harnessing the girls' skills.

\*MSLGROUP clients

### UTC – Employee Scholar Program\* #education

United Technologies Corporation (UTC) is attracting and keeping a highly educated workforce by investing in a model employee education program. UTC has invested \$1.1 billion over the last 18 years in the Employee Scholar Program and increasingly sees the program as a key differentiator. The global program allows full- and part-time employees to pursue degrees in any subject of their choosing, at no cost to the employee and with no requirement that they stay at UTC. Employees have earned more than 36,000 degrees, enabling them to move into new and higher paying positions servicing Otis elevators, designing Carrier cooling systems, assembling Sikorsky Black Hawk helicopters and building Pratt & Whitney engines.





## Implications for Business

*The Future of Business Citizenship* study shows that Millennials are much more outward-looking than their penchant for selfies may suggest. Despite deep concerns about the economy and optimism for the future, they value social responsibility and stability, the environment and even being helpful and tolerant above more self-involved values like personal appearance, power and wealth. These views have been dramatically shaped by four things:

- **Random acts of violence.**  
From 9/11 to recent shootings at schools and colleges, Americans now realize they are not as safe as they once thought they were. This has shaped Millennial values and the behavior of their Baby Boomer parents, often described by college officials as “helicopter parents.”
- **Uber connectedness.**  
These digital natives grew up with the Internet and the iPhone. They demand transparency, authenticity and constant communication.
- **Globalization.**  
As the most diverse and well-traveled generation in American history, Millennials are more color blind, geography-neutral and interested in global issues than older generations.
- **The great recession.**  
Faced with record student loan debt, high unemployment and stagnant wages, Millennials are redefining consumption models. Instead of collecting things, they are collecting stories. To them, social currency is more important than traditional wealth.



These differences are redefining American institutions such as families, the economy and the workplace. The majority (61%) of U.S. Millennials believe it is important to be active citizens themselves, while only 26% say they are doing a good job. They rate government and business as “poor” on impact now but expect business to have a much bigger impact in the future. Businesses that meet these expectations and connect with Millennials in meaningful ways will have a clear advantage in attracting and retaining talented employees and selling products and services.

*The Future of Business Citizenship* study reveals that Millennials expect business to engage their hearts (emotional support), heads (rational support) and hands (actions) in new ways. They want businesses to:

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**1 Contribute.**

Serve their communities, serve their employees and serve their customers.

---

**2 Commit.**

They expect business citizenship leaders to follow their values to protect livelihoods, protect consumers from harm and protect the environment.

---

**3 Communicate.**

They expect business citizenship leaders to share credible information, share their values and even share opportunities to design sustainable products and services.

---

**4 Collaborate.**

Contributing money to causes is no longer enough. Millennials expect companies to roll up their sleeves and solve real problems hand-in-hand with them.



**For more, contact:**

**Anne Erhard,**  
Senior Vice President,  
North America,  
[anne.erhard@msslgroup.com](mailto:anne.erhard@msslgroup.com)



**For more, contact:**

**Sheila McLean,**  
Senior Vice President  
Corporate & Brand Citizenship,  
Qorvis MSLGROUP,  
[sheila.mclean@msslgroup.com](mailto:sheila.mclean@msslgroup.com)


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**CHINA**

**28%**  
of total  
population

**382 MILLION**  
Millennials



Population count and percentage are approximates, based on most recent data available for age group closest to ages 18-30.

92%

## Desire for business involvement

### Top 5 issues important to Chinese Millennials

#### Macro



82%  
Economy



75%  
Environment



52%  
Health



46%  
Human &  
Civil Rights



31%  
Education

#### Micro

• **62%** Environmental pollution



• **56%** Inflation and high prices



• **53%** Healthcare costs



• **50%** Growing inequality in society



• **48%** Protecting the environment



## Top 5 issues they want business to get involved in

### Macro



64%

Environment



59%

Economy



50%

Happiness



49%

Human &  
Civil Rights



47%

Education

### Micro



Environmental pollution

48%



Inflation and high prices

38%



Protecting the environment

35%



Healthcare costs

28%



Growing inequality in society

27%

Older Millennials are more concerned about unemployment and workers' rights than they are inequality in society.



## Active Citizenship means Doing What you Can, Offline and Online

On a personal level, Chinese Millennials of all ages believe active citizenship means, “*doing what you can to get involved.*”

Older and younger Millennials behave and think quite differently. Those born in major cities in the late '70s and early '80s experienced lukewarm prosperity thanks to early reforms. Younger Millennials grew up in a World Trade Organization-member China, whose economic rise is unrivalled in human history. This economic revolution coincided with a digital revolution and the Internet has defined and permeated every aspect of Millennials' lives.

- **Younger Millennials** are more outspoken and their idea of active citizenship is to use social media to call attention to issues. They are 7% more likely than older Millennials to say active citizenship includes sharing your viewpoint with others. And nearly two-thirds strongly believe donating to causes one believes in is key to being an active citizen.





Pete Nilsen/Shutterstock

## ‘Together we can Achieve Better Results’

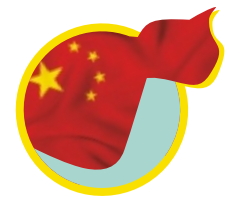
In qualitative surveys, we found evidence that business is seen as a vehicle for real change; one 22-year old white-collar worker said, *“Business is the basis of the world. All great changes result directly or indirectly from business.”*

We also found ample evidence that young Chinese Millennials believe all of society should work together. *“People in this generation are used to team work. I believe that our whole is even greater than our sum of individuals,”* one remarked.

## Current Outlook: Aware of the Challenges, but Still Optimistic

Despite strong confidence in the economy, the challenges facing Chinese society are enormous. Environmental problems and dissatisfaction with education and healthcare are of tremendous concern to Millennials. The problems in China in these areas are so severe that Millennials (and everyone else) are compelled to care – the problems are simply too great to be ignored. Therefore, active citizenship means being a part of solving these tough issues.

Concern among Millennials is intensifying as the years go by: younger Millennials are 10% more likely to be concerned with the environment and education than their older counterparts, though these areas are also priorities for older Millennials. And yet despite the challenges, this is an optimistic time: 69% of Chinese Millennials believe they can have a positive impact on the world, with no difference between older and younger.



## Employees want Paid Time Off, Consumers want More Information

Ideas of volunteerism are nascent or simply different in China. To get involved, 52% of Millennials want paid time off and believe this will help more than anything else. This is effective in several multinational companies' (MNC) citizenship programs in China.

As the saying goes, "information is power." 46% of respondents said they would get involved more if they received regular communication about how to get involved, especially locally. This strong desire for assistance coupled with a demand for paid time off to participate means companies in China are in a position to be active and effective citizens.

## Influence the Future: Environment and Education

Given the complexity and scope of China's social and environmental problems, it would be foolish to suggest that, "our company should get involved in the environment," or, "our company should help kids." Such approaches are far too broad to have an impact.

Rather, when we examine specific areas of concern, priorities emerge. Chinese Millennials want companies to be a greening force in society, as well as help improve the quality of education.

- On environment, Millennials specifically named protection, pollution cleanup, sustainability and promoting renewable energy
- On education, Millennials want companies to get involved with music, sports and art programs, and help raise the quality of the system as a whole. There is deep-seated dissatisfaction with the system's inability to foster creativity and innovative thinking.





69%



*of Chinese Millennials want to hear about active citizenship by business in the news, the highest of anywhere in the world*

## Expert's Take: Engaging with Chinese Millennials

For brands, being an active citizen in China means creating platforms and tools to harness Millennials' passion and positivity. It means taking into account what this critical generation thinks is important. Below are a few trends we see that may reflect our research findings:

- Millennials are eager to learn skills to enable them to be better citizens; they want to be empowered with tools and knowhow.
- They are also becoming more sophisticated and entrepreneurial in their citizenship efforts. They are very sensitive and show great attention to new, innovative and creative citizenship programs producing visible and quantifiable results. Simply being a good and responsible company isn't enough to connect with them.

Business also needs to address the two ends of the spectrum differently:

- **Younger Millennials** tend to be more “hands-on” in terms of personal involvement in citizenship. They are more willing to participate in programs in which they have expertise to make a difference.
- **Older Millennials**, who have less time due to work and family commitments, tend to be less hands-on but more likely to use their social networks to pull together resources for a cause, ranging from professional organizations to institutes and funds, to create a bigger impact.

China is unique in that Millennials overwhelmingly want to hear about active citizenship by business in the news (69%), the highest of anywhere in the world. A majority of all Millennials believe companies must get involved in social issues. And as compared to other markets, particularly in Asia, Chinese Millennials see little difference between the various aspects of active citizenship; in other words, being an active citizen is multifaceted and also very important for the majority.



## Benefits to Business

Active citizenship in China has very real impacts on business:

- **Brand loyalty:** 83% of Chinese Millennials said citizenship is a strongly differentiating factor for a brand and 88% would recommend a brand to friends or family because of citizenship efforts.
- **Employer reputation:** 90% believe a company that is an active citizen is a “*forward thinking company*” and 85% want to work for an active business citizen. Younger Millennials are more likely to agree.
- **Purchasing behavior:** When asked what they’ve done to be an active citizen recently, more Chinese Millennials said, “*Purchase products or services that make a positive difference,*” than any other action





## Who's Doing It Right?

**Porsche – METRU\***

#resources

#communication

Porsche has driven down the right road. Donations following disasters in China is a sign of a good company for Millennials here, and education quality is one of their top micro priorities.

Beginning with a major donation to children's education following a major natural disaster, Porsche honed in on the micro-issue of education quality by partnering with UNICEF. They very specifically mobilized resources and instructors for teacher training and early childhood development through their Mobile Educational and Training Resources Units (METRU) and Integrated Early Childhood Development programs. In the past five years, the Ministry of Education has acknowledged METRU as an effective model for county level teacher training and support.

Meanwhile, Porsche has been smart in communicating its corporate citizenship to a wider public. It has leveraged the power of social leaders by putting world-renowned film director Zhang Yimou on its CSR advisory committee. A creative documentary funded by Porsche is being made by giving camcorders to underprivileged students in dozens of schools in rural areas to enable them to tell their stories. This first-of-its-kind documentary is sure to strike a chord with Millennials by furthering the cause through volunteer programs.

\*MSLGROUP client



## Implications for Business

China's aggressively modernizing, urbanizing and globalizing society hosts more than 380 million Millennials and the largest online population in the world. *The Future of Business Citizenship* study shows the economic and social transformations of the past three decades have resulted in a wired cohort of Millennials who are outspoken and optimistic about their potential to affect positive change. Businesses that want to appeal to Millennials in China will be well served to consider these strategies and tactics.

### 1 Invest in traditional public relations channels in China.

More than in any country in the world, Chinese want to hear about a company's citizenship efforts in the news. This is likely due to the serious lack of trust in society and toward companies in particular. Honesty and objectivity are key.

### 2 Get specific.

Work with an advisor to develop targeted citizenship programs on specific issues. Programs should give Millennials opportunities and platforms to connect with others. Quality over size.

### 3 MNCs need to communicate more about citizenship.

The MNCs most often perceived to be good citizens are Coca-Cola (18%), P&G (15%) and IKEA (15%), but these lag behind top domestic companies Alibaba (34%), Lenovo, Huawei and Haier, despite having good programs.

### 4 Let employees get involved.

72% of Millennials think their employers could be better citizens by enabling them to get involved (the majority opinion by a large margin), and a majority want paid time off. Work with an advisor to develop cost-effective, high-impact plans for employee engagement.

### 5 Tackle the challenge of communicating on social media.

Compared to other markets, Chinese Millennials are highly unlikely to retweet a company's good work (20% and rapidly falling). However, with the tremendous importance of social media, companies have to be creative in getting their CSR news and stories out on social media. MSLGROUP in China helped Perfetti Alpenliebe with a three-year integrated social media campaign, the *Kindness Movement*, which has attracted amazing online impressions and participation by Millennials.



For more, contact:


**Ellen Cheng,**  
Director, China,  
[ellen.cheng@mslgroup.com](mailto:ellen.cheng@mslgroup.com)



**HONG KONG**

**27%**  
of total  
population

**2 MILLION**  
Millennials



Population count and percentage are approximates, based on most recent data available for age group closest to ages 18-30.

86%

## Desire for business involvement

### Top 5 issues important to Hong Kong Millennials

#### Macro



86%  
Economy



83%  
Environment



80%  
Health



71%  
Human &  
civil rights



71%  
Happiness

#### Micro

63% Environmental pollution



59% Inflation and high prices



54% Protecting the environment



51% Quality of education



51% Health care costs



## Top 5 issues they want business to get involved in

### Macro



67%

Environment



64%

Economy



58%

Happiness



55%

International  
Affairs



54%

Health

A slightly higher percentage of younger Millennials are concerned about these issues.

### Micro



Environmental pollution

76%



Lack of skills in math/science/  
technology

71%



Affordability of healthy food

70%



The impact of large corporations  
on small business

70%



Fair worker rights for those working  
in factories in developing countries

69%

Older Millennials are slightly more concerned than younger ones about fair worker rights.



## Active Citizenship is a Priority in their Lives

Hong Kong Millennials view citizenship with high importance and priority in their lives. They see active citizenship as participating in the community, doing what they can to get involved when help is needed and volunteering time to help others. This could be the result of Hong Kong's education system where schools encourage volunteerism from a very young age.

The survey echoes the situation Hong Kong is facing, that 81% of Millennials agreed sharing a point of view on issues is important to them. This is not surprising, as Hong Kong has always enjoyed freedom of the press and speech, which resulted in locals being more vocal about issues that concern them. The rise of social media and increasing pressure on press independency has resulted in more locals, particularly Millennials, being willing to show their skepticism and unhappiness online. They feel strength in numbers and able to fight for the democracy they envision.





## Asserting their Voice

Active citizenship in Hong Kong refers to being involved in the country's political affairs. Millennials feel it is important to share their points of view on how the country could be run better, such as by participating in a demonstration.

The similarity in respondents' quotes comes as no surprise, given the rising tension among Hong Kong citizens since Chief Executive Leung Chun-ying (CY Leung) assumed office on July 1, 2012. Since the 1997 handover on the Hong Kong Special Administrative Region (HKSAR) establishment day, July 1 protests have been held annually as a way to demand democracy and express other political concerns. It was not until 2003 that the march drew large public attention by opposing legislation. The 2014 protest saw as many as 510,000 Hong Kong residents take to the streets to voice discontent with CY Leung's administration and demand democracy.



## Where They Want Business to Get Involved

*The Future of Business Citizenship* study shows Hong Kong Millennials want business to address a range of micro issues: environment protection, lack of math/science/technology skills, affordability of healthy food, impact of large corporations on small business and factory worker rights in developing countries. Each of these issues are important to the majority of Hong Kong Millennials (over two-thirds each).

## Employees want Time Off and Opportunity to Participate

Half of Hong Kong Millennials say they want time off to get involved. 40% would participate if there were multiple activities throughout the year. These results highlight that Millennials want to get involved in being active citizens and want businesses/employers to make it easier for them.





## Current Outlook: Varying Levels of Confidence, Consistent Optimism

Almost 60% of Hong Kong Millennials are confident their personal financial situation will be better in 12 months than it is today, with no difference between younger and older respondents. However, men are slightly more confident than women.

Confidence in Millennials' personal finance situation could be attributed to Hong Kong's low unemployment rate, owing largely to strong domestic economic activity. However, this confidence level improvement has no correlation to sentiments on the economic situation in Hong Kong.

An alarming 63% of Hong Kong Millennials lack confidence that the future economic situation will be better than the current. This could be the consequence of volatile inflation and output growth as Hong Kong's monetary policy continues to be determined, in effect, by the U.S. Federal Reserve.

- **Female respondents** reported lower levels of confidence than males. While the gender confidence divide is not too dramatic, female confidence levels (30%) lagged those of their male counterparts (41%).



In Hong Kong, women play a key role in the household and are very sensitive to rising consumer goods prices. Hence, consumer prices reportedly increasing 4% year-on-year in the first five months of 2014 could be a clue to varying confidence levels.

- **Older Millennials** are slightly more concerned about healthcare costs.

Despite the challenges, 74% of Hong Kong Millennials believe they can make some positive impact in the world, with no major difference between older and younger or male and female Millennials.

## Benefits to Business: Affinity, Word of Mouth and Attractiveness as an Employer

Hong Kong Millennials said companies that care about the future of our world, want to make a difference, do the right thing because they believe it is the right thing to do and set an example for other companies to follow create a positive brand image that resonates with them. These qualities correspond to companies/brands Millennials would want to work for, be associated with, trust and recommend to friends and family.





## Who's Doing it Right

### **A.S. Watson Group (ASW)** #shared purpose

A.S Watson Group (ASW) has evolved into an international retail and manufacturing business with operations in about 33 markets worldwide. They have been building up their CSR initiatives for many years now to offer in-store donations for customers and programs for employees to participate in, and more hands-on initiatives in the areas of community and education.

ASW's programs run continuously and benefit from year-on-year success and promotion. The causes they pick and programs they design are relevant to both their business and their customers, helping them achieve top-of-mind recall in Hong Kong.

### **Hang Seng Bank** #shared purpose

Hang Seng is one of Hong Kong's most popular local banks. CSR in the bank goes back to the founders, who believed they had a duty to share with the community what they had gained from it. Hang Seng focuses inwards to promote sustainable operations and outwards to enhance the quality of life of communities.

Since 2001, Hang Seng has been included as a constituent stock of the FTSE4Good Global Index, which measures the performance of companies using globally recognized standards of CSR to facilitate investment in those companies. The bank has also been frequently named a caring company by the HK Council of Social Service in recognition of their exemplary corporate citizenship.



## Implications for Business: Channeling the Energy

Hong Kong Millennials are sophisticated in their thinking and expect companies to be responsible and sustainable. They tend to be more skeptical than past generations and make their own judgments. The rising power of social media has influenced them to be vocal in sharing and exchanging views. Hence, it will be more challenging for businesses to engage with Millennials.

- **Younger Millennials** tend to be involved in citizenship more than older Millennials who may have less time due to work and family commitments.
- **Older Millennials** are still very concerned about issues and leverage Facebook to share and encourage participation from their friends.

Due to the freedom of speech and media in Hong Kong, locals in general are more critical in their comments in both traditional and social media.

Millennials can be very vocal about things that work and don't work. **There seems to be an opportunity for companies to equip employees and/or subject matter experts with knowledge tools or training,** which is a finding that has not been discussed before.

The survey results highlighted the need for companies to think about how they can help with environmental issues, where relevant. Other tactics that should be considered include:

### 1 Be the expert

in engaging with Millennials. Find out what Millennials are thinking and shape stories they care about.

### 2 Work with advisors

to develop high impact, simple and cost effective plans that take into account Millennials' specific expectations on micro issues.

### 3 Strategize communication

for high-impact coverage as well as the word-of-mouth effect and brand advocacy.

### 4 Devise a human resources strategy

to allow Millennials time off to get involved in citizenship activities.



**For more, contact:**

**Dawn Wong,**  
Consultant, MSLGROUP in  
Hong Kong,  
[dawn.wong@mslgroup.com](mailto:dawn.wong@mslgroup.com)



INDIA

25%  
of total  
population

306 MILLION  
Millennials

Population count and percentage are approximates, based on most recent data available for age group closest to ages 18-30.

90%

## Desire for business involvement

### Top 5 issues important to Indian Millennials

#### Macro



88%

Economy



85%

International  
Affairs



85%

Environment



84%

Health



78%

Education

Compared to their global peers, Indian Millennials are more concerned about International affairs (+14%), education (+11%) and environment (+7%).

#### Micro

• **56%** Environmental pollution



• **55%** Quality of education



• **55%** Terrorism



• **51%** Inflation and high prices



• **50%** Healthcare costs



## Top 5 issues they want business to get involved in

### Macro



**66%**  
Economy



**59%**  
Environment



**57%**  
Health



**57%**  
International  
Affairs



**56%**  
Education

### Micro



Impact of large corporations on  
small business

**69%**



Fair workers right for those working  
in factories in developing countries

**66%**



Access to technology

**63%**



Recession and unemployment

**59%**



Alleviating hunger and  
homelessness

**58%**



## Active Citizenship means Getting Involved – Offline and Online

Millennials in India view citizenship as being responsible and contributing to society. Most agree that active citizenship involves voting in elections (91% - much higher than the global average of 79%). The vibes of the recent central government *Lok Sabha* elections were evidently fresh in their minds. Millennials also believe active citizenship is getting involved wherever help is needed (90%) and being available to volunteer time to help others (92%).

They firmly believe in using social media as a tool to spread awareness of important issues (85%). In the near future, it is likely that social media will become the mainstream platform for Millennials to express themselves, as India's internet penetration improves from the current 12%.

## Motivating and Empowering People to Get Involved

Millennials feel active citizenship is an important step toward building a healthy society and a prosperous nation. Active citizenship is the basis for social and environmental movements, which are usually centered on addressing some form of discontent with the status quo. A recent rise in such activity has helped support, motivate and empower more Indian citizens to demand and work towards an inclusive and open society.





**9/10**



*Indian Millennials want to do something to get involved in making the world a better place*

## Current Outlook: Confident and Optimistic about the Future

Around 80% of Indian Millennials surveyed were confident that their personal situation would improve in the next 12 months; much higher than the global average of 55%. In fact, half of all Indian Millennials said they were “*very confident*” about their near future implying a very high level of optimism.

Similarly, Indian Millennials are the most optimistic when it comes to the economic situation of their country over the next 12 months. 67% expressed they are confident of better times, much higher than the global average of 35%. This may be because of the recent change in government. Millennials believe the new government will bring prosperity with its development agenda.

## Overwhelming Demand for Business Involvement

Most Indian Millennials want to do something to get involved in making the world a better place (93%) and strongly believe companies should be more active in solving problems (90%).

Millennials believe it is very important to create awareness and receive regular communication so they can volunteer for causes and get involved in activities (52%). They want businesses to direct them so they can make a difference to society. It can be in the form of simple participation or a voluntary direct or indirect contribution supporting a cause.



## Business Citizens Perceived as Trustworthy

Business citizenship is becoming an important ingredient in reputation management. In India, where government policies have proved inadequate to bring about social change, companies who have jumped on the bandwagon of integrating their business model with social, economic and environmental change are seen as more trustworthy and in a more positive light.

Brands that are socially active are perceived to be:

- forward thinking and responsible
- concerned about future generations of the world

Additionally, these brands gain in word of mouth publicity and loyalty, with 88% of Indian Millennials likely to recommend them to family and friends.



WHAT IS  
**ORGAN  
DONATION**

[Click to know more](#)

**5 LAKH PEOPLE  
DIE EVERY YEAR  
WAITING FOR ORGAN  
DONATIONS**

[Click to know more](#)

**ORGAN  
DONATION  
IS ALLOWED BY ALL  
RELIGIONS**

[Click to know more](#)

**ALL THE VITAL  
ORGANS &  
TISSUES  
CAN BE DONATED**

[Click to know more](#)

YOU ARE JUST FEW STEPS AWAY FROM BECOMING AN ORGAN DONOR. JUST COMPLETE THE FORM AND REGISTER YOURSELF.

#### Sign up as an organ donor:

Name \*

Date of Birth \*   
(dd/mm/yyyy)

Gender \*

Blood Group

Father's Name \*

Contact Number

Contact Address \*

City \*

State \*

Pincode \*

Emergency Contact Details \*  
   
Emergency Contact Name      Emergency Contact Number

Organs To Be Donated \*  
 All Organs     Corneas (eyes)     Pancreas  
 Kidneys       Heart                 Liver  
 Lungs



ORGAN DONATION DAY DESIGNED TO DRIVE ORGAN DONOR REGISTRATIONS, UTILIZED COMPELLING COPY TO DISPEL BELIEFS, SOCIAL ACTIONS & GRATIFICATION FOR REFERRALS AND A UNIQUE PROFILE PHOTO CELEBRATION, DROVE 60,000 SIGN-UPS IN A 9 DAY PERIOD.

## Who's Doing It Right?

**Times of India Group –  
Organ Donation Campaign\*  
#impact**

The Times of India Organ Donation Campaign is an example of companies engaging Millennials on the digital platform.

Research showed that a number of people are unaware of the organs that can be donated, how safe it is to donate, whether it is irreligious, etc.

The social strategy revolved around 3 key pillars; myth busting content that is shareable – driven through content, social referrals – app referrals rewarded through charitable contributions, and lastly, visual validation and celebration of the cause – a unique innovation of putting up the organ donation green ribbon on the users' profile photos. A special mobile optimised website was created for the campaign coupled with a Facebook application.

Over 60,000 people signed up for Organ Donation in a span of just 9 days through the microsite, the mobile site and the Facebook application. Relevant NGOs typically receive an average 4,500 sign ups in a year proving that this was an extremely effective digital campaign in both raising awareness and driving action. The 60,000 sign ups have a potential to save 480,000 lives.

\*MSLGROUP Client



## Expert's take: Insights about the Indian Millennial

Unlike most other countries, India faces a paradoxical reality. On one hand, companies have flourished, generating great wealth and value for the country. On the other hand, the evils of poverty, disease, malnutrition and illiteracy still plague the nation. The disparity that exists between the haves and the have-nots has eroded people's trust in all organizations, including corporations and governments.

India has one of the largest populations of Millennials who are digitally-empowered and believe they can make a difference to the betterment of society. Today, this generation is putting pressure on companies and government to conduct business ethically and responsibly and create shared value. This young group is driven by passion and believes their lives are more in their control than earlier generations.

Indian Millennials' attitudes and expectations are much like those of more evolved markets. However, a few local insights must be considered:

### 1 An all-encompassing perception of active citizenship:

Indian Millennials are an awakened generation. They are more aware, more concerned and more active in social causes and change. *The Future of Business Citizenship* study clearly indicates that active citizenship means more to them, as compared to other Millennials around the world.

### 2 Necessity of business cooperation:

The young population in India expects businesses to do more than just business. At the same time, Indian Millennials are not a passive force but rather want to be involved in driving social good. The study indicates that they expect companies to provide simple ways in which they can make a difference, and hope to receive regular information on how they can be involved.

### 3 Rise of the digital era:

It is noteworthy to consider that Indian Millennials want to learn about a company's social initiatives through traditional channels such as TV, radio and print as well as through the Internet and social media. With the boom of the digital era, people now have a platform to shape key stakeholder opinions, forcing corporations to stand up and be cognizant of their social, environmental and economic impact on society.

Also, for Indian Millennials to stay motivated and loyal as employees, salary alone is not a driving factor. It is necessary that businesses give employees a chance to contribute to the larger good of the environment and society through employee engagement initiatives. Businesses with solid employee engagements platforms are more likely to be thought of as forward-thinking and an organization that cares about "our" future by Indian Millennials.



For more, contact:

**Schubert Fernandes,**  
Senior Vice President,  
India,  
schubert.fernandes@  
mslgroup.com



**JAPAN**

**20%**  
of total  
population

**25 MILLION**  
Millennials

Population count and percentage are approximates, based on most recent data available for age group closest to ages 18-30.

76%

## Desire for business involvement

### Top 5 issues important to Japanese Millennials

#### Macro



79%  
Economy



72%  
Environment



64%  
Health



63%  
International  
Affairs



52%  
Happiness

#### Micro

49% Recession and unemployment



44% Health care costs



43% Having enough money to live right and pay the bills



41% Environmental pollution



35% Inflation and high prices



Older Millennials are a little more concerned about environmental pollution and healthcare costs.

## Top 5 issues they want business to get involved in

### Macro



72%

Environment



64%

Economy



62%

Human &  
Civil Rights



55%

Health



52%

Happiness

### Micro



Expanding use of renewable  
energy sources

80%



Protecting the environment

79%



Protecting workers' rights in  
my country

76%



Access to technology

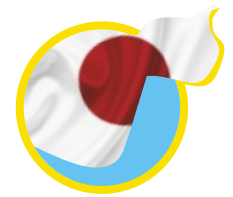
73%



Supporting women's rights

72%

Both older and younger Millennials are very concerned about the environment.



## Active Citizenship is a Relatively New Concept

Compared to other countries, Japanese Millennials don't have clear views regarding citizenship.

One-third of Japanese Millennials don't have clear ideas of what "active citizenship" means because the phrase is not widely common in Japan. Another third gave their own definitions of active citizenship as those who proactively conduct voluntary works for society. A few expressed their opinions that Millennials are more passive than active in many ways; thus, they are far from active citizenship. They said individuals need to take action to improve society and we should not just wait for the government to provide policies, but take action ourselves.

The Japanese virtues of "falling in line with others" and "being patient" become barriers to individuals who have their own opinions and take action on what they believe.

Overall, Japanese Millennials believe action is more important than words. The following statements resonated with them most when asked to define active citizenship:

- personally voting in elections
- doing what you can to get involved when your help is needed
- volunteering your time to help others
- businesses/companies getting involved in social issues
- companies giving back to society





## Most Pessimistic about their Ability to Make an Impact

Japanese Millennials are not optimistic about their own financial situation or their country's economic conditions in the next 12 months. Only 21% expressed confidence in their personal situations and in the country's situation.

In Japan, the public's biggest concerns are recession and unemployment (Abenomics, economic policies advocated by Shinzō Abe since the December 2012 general election, may have contributed little positive impact on the economy), an aging society with a falling birth rate and a decreased workforce. Under such conditions, Millennials are exposed daily to pessimistic views of their own financial situations and the country's economic conditions in the near future.

Almost 70% of older and younger Millennials do not feel they can make a positive impact on the world. This is the lowest of all countries in the study. They also don't feel they have a voice in change. Similar research released by the Cabinet in June 2014 showed almost the same results. Only 30% of Japanese young people are confident they can change society by their actions. The same research showed Japanese young people are not proud of themselves but are proud to be Japanese. They support the country but don't think they can make a change in society.

The Japanese emphasis on "being average" might cause them to think they can make difference in the world not as individuals, but as a group.



## Female Consumers more poised for Participation

Like the global average, Japanese Millennials want companies and employers to make it easier for them to be active citizens. More female than male Millennials tend to rely on companies to help them be good citizens by directing product proceeds to causes they care about. They also believe they could make a difference if companies/brands provided simple ways for them to get involved. Because female Millennials are more active in shopping than males, buying products makes it easier for them to contribute to society.

## Environment and Economy are Top Priorities

Japanese Millennials believe companies should focus on the economy and the environment, but they first have to do well in business. Doing well means they pay taxes and provide salaries to their employees, which contribute to the country's economy.

Interestingly, these issues correspond closely to the issues important to Millennials personally, with the exception of healthcare costs, which appear in their top five priorities.





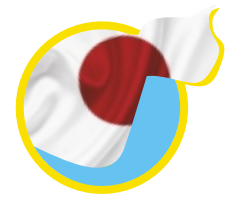
## Benefits to Business

Compared to Millennials globally, *The Future of Business Citizenship* study reveals Japanese Millennials give fewer rewards to companies/brands for being good citizens. They seem to not pay attention to companies/brands who make contributions to society, although they seem to trust brands that contribute more than those that do not.

## Who's Doing it Right?

**Panasonic**  
#innovation

Panasonic focuses on the environment in their CSR activities, investing in television commercial messages (TVCMs), train-channels and newspaper ads featuring innovative ideas that contribute to the environment. Most of these innovations are not directly related to Panasonic, but often feature subject matter experts and local businesses.



## Implications for Business

Japanese Millennials pay the least attention to citizenship of all the countries studied. Unlike some European countries, there has not been any citizenship education since 2000. Japanese Millennials are less confident as individuals and like to stay average; however, this doesn't mean they cannot be active citizens.

### 1 Focus on younger Millennials.

Participating in social contribution activities is becoming popular, especially among college students. This trend goes even younger; according to other research results, high school students are more conscious of social contributions and are becoming active citizens. Businesses can demonstrate their corporate citizenship via activities with this group, which tends to attract media attention as well.

### 2 Provide opportunities.

Since many Japanese are passive, they want companies to provide opportunities for them to become active citizens.

### 3 Rethink philanthropy.

As Japanese Millennials believe action is more important than words for corporate citizenship, the most popular companies and the companies that donate the most money are not always the same.

### 4 Increase visibility.

Japanese people maintain some old virtues and believe, “Who knows most, speaks least.” Many companies, despite the fact they are contributing to society, don't give people a chance to know. Therefore, communication is important. Traditional communications, such as TVCMs, train-channels, newspaper and magazine ads are effective. In addition, recruiting seminars, company websites, activities with college students and some social media activities can be effective.

### 5 Highlight innovation that contributes to society.

A company with good management is the most important premise. Japanese Millennials value companies that do well in business because it improves the economy; this is fundamentally important. Innovative goods and services appeal to Japanese Millennials and even more if the innovations contribute to the environment.



**For more, contact:**

**Kayo Sato,**  
Director, Planning,  
MSLGROUP in Japan,  
[kayo.sato@msslgroup.com](mailto:kayo.sato@msslgroup.com)



**SINGAPORE**

**26%**  
of total  
population

**1.4 MILLION**  
Millennials

De Visu/Shutterstock

Population count and percentage are approximates, based on most recent data available for age group closest to ages 18-30.

87%

## Desire for business involvement

### Top 5 issues important to Singaporean Millennials

#### Macro



84%  
Economy



80%  
Health



69%  
Happiness



68%  
Environment



63%  
International  
Affairs

#### Micro

61% Inflation and high prices



57% Health care costs



53% Having enough money to live right and pay the bills



47% People are not happy



45% Environmental pollution



## Top 5 issues they want business to get involved in

### Macro



72%

Environment



63%

Economy



60%

Health



58%

International  
Affairs



58%

Happiness

### Micro



Sustainability of the planet

81%



Protecting the environment

79%



Expanding use of renewable  
energy sources

74%



Environmental pollution

73%



Disaster relief in other countries

73%



## Background: Active Citizenship enters Singapore in 2009

Since 2009, the National Volunteer & Philanthropy Centre (NVPC) has led the charge in promoting and growing the volunteering culture here in Singapore through [SG Cares](#). Their role is to advocate the culture of giving through an eco-system, which is made up of community groups, schools, companies and members of the general public.

As a result, the concept of Active Citizenship is no longer new to the Millennials in Singapore – in fact there is a mandatory scheme, Community Involvement Programme (CIP) for all students aged 7 to 16 to volunteer at least six hours of their time per year guided by the Ministry of Education in Singapore.

## Active Citizenship means Volunteering, when Time Permits

Echoing the push by Singapore government, it is not surprising that Millennials in Singapore are action-oriented and task-driven when it comes to embracing citizenship. They value volunteering by giving their time to help others. To them, “active citizenship” means getting actively involved in the community and contributing to society.

However, work and time have a potential crippling on their ability to participate in physical acts of charity, with the most common charitable act being mere financial donations.





## Growing Need for Employee Programs around Citizenship

Nearly half of Millennials in Singapore said they would be more encouraged to be better active citizens – either through year-round volunteer activities arranged by employees or through time off from work to volunteer (49%). Again, their thinking has been shaped to think of volunteer activities as their immediate opportunities. To the Millennials, being physically involved in contributing to society remains as a significant role in active citizenship. To them, it means more than merely supporting causes through monetary aid (or philanthropy), and they have strong intention to engage in such activities.

This, however, does not converge with what Millennials have done and have been doing thus far. As the study reveals, the most common act of good citizenship that Millennials participate in is contributing financially to charities (76%). **The Future of Business Citizenship study highlights that while most Millennials intend to volunteer their time for a cause, only about a third have volunteered their time for a cause or to an association.** It appears that work plays a significant role in Singapore Millennials' daily lives, resulting in a time crunch that inhibits their yearning to partake in physical volunteering.

The Millennial generation today is one that values its role in making a difference. More than half of respondents indicated that their generation is going to deal with society's issues differently from previous generations.

**35%**



*While most Singaporean Millennials intend to volunteer their time for a cause, only about a third have done so.*



## Environment is the #1 Priority: There is Still Room for Improvement

The Millennial generation in Singapore believes that businesses can address societal challenges by participating more actively in citizenship. In particular, Singapore Millennials feel that businesses have the greatest potential to impact environmental changes. To this end, it is interesting to note that they do not expect business to get involved and solve issues that are personally important to them – inflation, happiness, health care costs and personal wealth. Instead, the top five micro issues that Millennials want businesses to get involved in fall under the environment macro category. These are critical issues that businesses can directly impact, such as sustainable production techniques and eco-friendly business solutions.

Millennials in Singapore are realistic about the changes they expect to see from businesses – largely confined to environmental issues. This is where Millennials believe businesses have the greatest potential to impact, and hope for them to get involved. In general, most of the respondents surveyed felt that businesses were doing a good job but there is still room for improvement. Brands with genuine concern for the future of the world are seen as good active citizens.



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## Who's Doing it Right?

**Discovery Networks  
Asia-Pacific (DNAP)\* –  
Discovery Impact Day**  
*#community*  
*#employee engagement*

Many global and local companies in Singapore have well-established citizenship programs that can allow employees to take time off to do social volunteering on their own or as a community. An example is the annual Discovery Impact Day.

The fifth Impact Day that took place on June 20, 2014, saw nearly 4,000 DNAP employees stepping away from their desks for a day. They volunteered in more than 200 projects ranging from feeding the homeless, revitalizing local schools, inspiring disadvantaged children, and cleaning up parks and waterways in their communities. The initiative spanned across nearly 35 countries and 50 offices.

In partnership with organizations such as National Society Singapore, Movement for the Intellectually Disabled of Singapore, and Willing Hearts Singapore, the DNAP office partook in six different volunteering activities by giving time during the day.

\*MSLGROUP Client



## Implications for Business

Companies are now expected to go beyond business – and embrace sustainability as their philosophy. To sustain engagement with the Millennials, companies and brands clearly need to go deeper by tapping into or building online and mobile communities.

That being said, it is important to bear in mind that businesses have to be seen as active online users, that are engaging and inviting participation. Two-way communication is key, and Millennials no longer want to be mere receivers of information. With only 16% of the respondents sharing social media posts on various charitable causes, perhaps businesses can encourage Millennials and engage them through social media platforms with testimonials, contests, sponsorships, or giveaways.

### 1 Doing your part for the environment

Business involvement in environmental issues is key to Millennials. With the top five areas of desired brand involvement falling under the broad environment category – vastly different from the top five issues they personally care about – it is clear that Millennials only want businesses to divert their resources to causes that they can actually impact. This includes using sustainable business practices (such as using renewable energy resources and reducing environmental pollution in production) to create a more sustainable planet.

### 2 Inducting Millennials from the start

Active citizenship to Millennials in Singapore largely revolves around taking responsibility for the country and the community where they reside. It is about collaboration and doing it together. Businesses need to rethink how they engage Millennials. Instead of looking at them as an end point on the communications channel, engagement campaigns should get Millennials involved at the start; get their input on ideas they want to engage in to change the world and help them make those ideas possible.

An example is [OpenIDEO](#) – a business consulting firm famed for its “design thinking” approach which gathers their global online brand communities to solve challenges for social good.

In the long run, companies that can help their employees make time for volunteering can benefit from the goodwill.

### 3 Tapping into online and mobile brand communities

New media is no longer just a trend. It has grown exponentially and has entrenched into our lives, especially the Millennials'. Social networking platforms will continue to empower the Millennials with a voice to bring about change. Beyond that, crowdsourcing, crowdfunding platforms and networks will continue to encourage the Millennials to think and to challenge the status quo.



**For more, contact:**

**Linda Lee, Director,**  
Corporate and Finance  
Practice, Singapore,  
[linda.lee@mslgroup.com](mailto:linda.lee@mslgroup.com)



## Part IV: The Roadmap to Business Citizenship

Aside from being the right thing to do, business citizenship moves companies and brands away from CSR constraints and positions them at the "heart" of society.

In the next few pages, we share that the vast majority of Millennials have favorable impressions of companies that are active business citizens, and that a good business citizenship strategy starts by embracing and acting on the four pillars that have emerged in this study.





## ***Businesses that are good active citizens are perceived as...***

- 80%** Leaders - set an example for other companies
- 80%** Caring - about the future of our world
- 79%** Sincere - want to make a difference
- 78%** Forward-thinking
- 78%** Worth recommending - to friends and family
- 77%** Genuine - do the right thing because they believe it is the right thing
- 76%** Trustworthy - more so than brands who are not active citizens
- 74%** Good - a brand Millennials are proud to be associated with
- 74%** Employers of Choice - a brand Millennials would want to work for
- 74%** Different - stand out from the competition



1000 Words / Shutterstock.com

Building a good business citizenship strategy starts by embracing and acting on the four pillars that emerged from *The Future of Business Citizenship* study.

## Business Citizenship Pillars

1

When it comes to business citizenship, Millennials are more interested in **what vs. why**. The time for talking is over; it's time to act.

2

Millennials place greater value on addressing **micro vs. macro** issues. Broad, philosophical promises without tangible results lack credibility with this action-oriented generation.

## Business Implications and Actions

- » Mobilize your resources to implement a plan you can clearly articulate and promote.
- » Invite people to participate and publicize the results.
- » Do more than give money away; encourage people to become advocates.

- » Pick something small, tangible and measurable.
- » Change it for the better, then repeat.
- » Focus on specific actions where your core competencies as a business can help drive greater impact.



## Business Citizenship Pillars

3

When Millennials weigh **impact vs. ego**, impact wins every time. They aren't looking to satisfy their own agendas; they want to see changes that matter to the world.

4

To Millennials, **we vs. you** means, "We're in this together." They fully expect to be part of the solution and only ask that companies give them a voice and simple ways to get involved.

## Business Implications and Actions

- » Separate what Millennials care about and what business should focus on.
- » Find a cause or issue relevant to your industry, that you really understand and are sure you can affect.

- » Provide plenty of opportunities for people to join in.
- » Make it as easy as possible for them to really make a difference.
- » Go where they already are across social platforms and channels to engage most effectively.





## Part V: The MSLGROUP Perspective

We at MSLGROUP believe successful companies and brands will be the ones that drive more rapid and meaningful change in society and business through co-creation and collaboration around a shared purpose. *The Future of Business Citizenship* study confirms our thinking and adds new insights from the perspective of the Millennial generation.

Millennials, like all people, are searching for meaningful connections with companies and brands. They have more information and power than ever before – but their trust in organizations and governments is at an all-time low. They want to make the world a better place, but they need help. This creates an enormous opportunity for companies and brands to connect, engage and win with this all-important audience.





## Engage with our team of Corporate and Brand Citizenship specialists to:

**1**

**Benchmark millennial engagement** in citizenship communications and initiatives, against competitive set, with clear insights and implications on driving greater resonance and relevance with this target.

**2**

**Refresh a company or brand's purpose** and citizenship actions, more squarely focused on millennials expectations and interests.

**3**

**Double-click on certain parts of the research** for businesses - men vs. women, younger vs. older, specific industries, and/or country-by-country nuances or differences.

To start a conversation, contact Scott Beaudoin at:



[scott.beaudoin@mslgroup.com](mailto:scott.beaudoin@mslgroup.com)

MSLGROUP is Publicis Groupe's strategic communications and engagement group, advisors in all aspects of communication strategy: from consumer PR to financial communications, from public affairs to reputation management and from crisis communications to experiential marketing and events.

With more than 3,500 people across close to 100 offices worldwide, MSLGROUP is also the largest PR network in Europe, fast-growing China and India. The group offers strategic planning and counsel, insight-guided thinking and big, compelling ideas – followed by thorough execution.

Write to us to start a conversation on how we can help you distill actionable insights and foresights from conversations and communities:

**Pascal Beucler,**  
SVP & Chief Strategy Officer  
(pascal.beucler@msslgroup.com)

**Nidhi Makhija-Chimnani**  
Director - Research & Insights  
(nidhi.makhija-chimnani@msslgroup.com)



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