2014 Connected World Technology Final Report

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Background & Objectives

- Given the ever changing global technology landscape, Cisco was interested in conducting a new wave of the Connected World Technology study.

- The execution of this research initiative effectively gathered insights and feedback from Gen X, Gen Y and HR white-collar employees in 15 countries:
  - US
  - Canada
  - Mexico
  - Brazil
  - UK
  - France
  - Germany
  - Netherlands
  - Poland
  - Russia
  - India
  - China
  - Japan
  - South Korea
  - Australia

- Overall, the research was focused on understanding the current workplace environment from a technological standpoint and its shift towards becoming increasingly mobile, flexible and remote.

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Methodology

Timing & Sample Qualifications

- This report discusses the findings for 1,388 Gen Y professionals (age 18-30), 1,524 Gen X professionals (age 31-50) and 827 HR professionals who completed an online survey between January 22 and March 17, 2014.
- The survey was translated into local languages and fielded in 15[1] countries aiming to collect approximately 100[2] completes for each subgroup in each country (~300 total completes per country[2]).

Subgroup Analysis

- Statistical differences between country subgroups were tested at the 95% confidence level and are indicated with capital letters in the analysis that follows.

[1] Within the HR professionals group, results for 11 countries meeting the minimum requirement for statistical testing are reported. All other countries have not been included.

[2] Due to sampling difficulties, a new minimum goal was set at 50 completes per country for each of the subgroups.

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Methodology

Sample Qualifications

- Respondents were screened to meet the following criteria:

Gen X or Y Professionals

- Adults: age 18 to 30 for Gen X / age 31 to 50 for Gen Y
- Employed full time in a business related, white-collar job[5]
- Works in a non-IT[3], non-R&D, non-Engineering & non-HR role
- Does not work for a company in the Education, Market Research, Tech Services/Consulting or Non-Profit Industry[4]
- Has a managerial or administrative role (not CIO/VP of MIS, IS or IT, IT Middle Manager, IT Staff or Engineering/R&D)
- Works for an organization that employs 100+ people worldwide[2]

HR Professionals

- Adults 18 or older
- Employed full time as an HR professional[1,5]
- Has decision-making power or influence on hiring, corporate policy or corporate culture
- Has a managerial or administrative role (not CIO/VP of MIS, IS or IT, IT Middle Manager, IT Staff or Engineering/R&D)
- Works in a non-IT role[3]
- Does not work for a company in the Education, Market Research or Non-Profit Industry[4]
- Works for an organization that employs 100+ people worldwide[2]

- Quotas were set on the Gen X and Gen Y groups to ensure an even distribution of completes by gender.

[1] Those in an Administrative role with HR responsibilities were also included within the HR professionals group.

[2] Company size was reduced to 50+ to boost recruitment within each professional group; Further, company size requirement was removed for those in South Korea.

[3] The IT job responsibility question was removed mid-field due to sampling difficulties. Instead, the Job Function and Job Title questions were used to terminate those in IT.

[4] Initially, those whose organization's primary function is computer hardware/software, computer network products and/or computer services/support were excluded from the study. These respondents were later included provided that their primary responsibility was not IT-focused.

[5] Respondents were required to use a desktop or notebook/laptop computer for work and also use smartphone for either work or personal reasons. This was used to define a "white-collar" worker.

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Conclusions & Key Findings

Current Device Usage

- The majority of professionals (Gen X, Gen Y and HR) use two to three work and personal devices in their daily lives.
- More than 8 in 10 HR professionals cite at least some individuals within their organization being allowed to use any device to connect to their network in order to do their jobs, including 4 in 10 who state everyone in their organization is allowed.
- If forced to choose one device, the largest proportion of Gen X, Gen Y and HR professionals (about 40%) would select a laptop for both work and personal use.
- Both Gen X and Gen Y professionals are slightly more likely to use their smartphones than their desk phones. HR professionals indicate using their smartphones at an even higher frequency throughout their workday.
- Gen Y professionals are slightly less likely to use their smartphone for phone calls with about half (53%) using it for calls less than 25% of the time (vs. 43% Gen X and 36% HR).

The Use of Applications

- About half of Gen X and Gen Y professionals have 20 or more personal applications, while the vast majority (92%) indicate having less than 20 work related apps. Further, nearly 7 in 10 use less than 10 apps (work & personal) regularly each day.
- Facebook is the most preferred social media application, distantly followed by Snapchat and Twitter. Preference for Snapchat is considerably higher in Russia and China. Further, 6 in 10 Gen Y professionals in Russia would select to only use Tumblr.
- Only one quarter of Gen X and Gen Y professionals believe websites will always be prominent in our lives. Interestingly, 21% think websites will be replaced by apps, though they do not anticipate it to happen within the next 5 years.
    - Among HR professionals though, slightly less (17%) believe websites will always be prominent.
- On multiple occasions throughout a week, roughly one quarter of professionals (Gen X, Gen Y and HR) indicate solely relying on apps for an entire day.

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Conclusions & Key Findings (Continued)

Advanced Note-Taking

- While roughly 6 in 10 Gen X and Gen Y professionals usually take notes using notepads (e.g. pen/pencil/paper), 13% typically use smartphones to take notes during meetings.
- Among those who use tech-based devices to take notes, the largest proportion (4 in 10) use Microsoft Word for note-taking – led by Gen X and Gen Y professionals in France.

Technology Preference & Value

- The majority of Gen X and Gen Y professionals would select their smartphone instead of their television.
- For most Gen X and Gen Y professionals, their sense of taste is more valuable than their sense of smell, as far less professionals are willing to relinquish their sense of taste to maintain internet access.
    - Nearly half (42%) would choose internet access rather than their sense of smell.
- Though more Gen X and Gen Y professionals would choose to give up their smartphone for one week versus forgoing electricity in their home, they are more equally divided when it comes to selecting between giving up their smartphone versus sex for one month.
- 54% of Gen Y and 38% of Gen X professionals first look at their smartphone upon waking up. Additionally, roughly 1 in 5 from both groups would be most concerned about losing their smartphone, if robbed.
- In exchange for a free smartphone with unlimited data service, more than 4 in 10 professionals (Gen X and Gen Y) would allow their carrier/service provider access to all of the data and information stored on the phone.

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Conclusions & Key Findings (Continued)

Evaluation of Current Work Life

- Gen X, Gen Y and HR professionals are somewhat evenly divided when it comes to the typical white-collar workday, with slightly less than half indicating that they desire the freedom to work and play from anywhere at anytime with no restrictions (vs. having a traditional, scheduled workday of 9am to 5pm).
- Most Gen X professionals believe Gen Y employees would prefer a flexible work schedule, although Gen Y professionals tend to slightly prefer a traditional work schedule, at 54%.
- Roughly one quarter of professionals (Gen X, Gen Y and HR) are employed at an organization that allows them to work from home. Among them, only 28% of Gen Y, 19% of Gen X and 6% of HR professionals prefer to work in the office.
- The largest proportion of Gen Y professionals (44%) indicate being more focused and productive when working in the office, while 38% of Gen X professionals cite being equally focused and productive both at home and in the office.
- Though more than half of Gen X and Gen Y professionals typically drive to work, roughly 3 in 10 use public transportation (bus, subway or train).

Implementation of Greater Work Flexibility

- More than half of professionals (Gen X and Gen Y) consider themselves accessible for work 24 hours a day, 7 days a week, including 3 in 10 who are accessible by both email and phone.
- Roughly two thirds of Gen X, Gen Y and HR professionals believe that an organization that has adopted a flexible, mobile and remote work model has a competitive advantage over one that requires employees to be in the office from 9am to 5pm every weekday.
- About half of Gen X and Gen Y professionals feel their organization's Human Resources department is adjusting to enable a more mobile, flexible work style for its employees, though nearly one third feel it is not doing so quickly enough.
    - From an HR perspective, 56% indicate their HR department has already implemented or is planning on implementing a more mobile, flexible work style.

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Conclusions & Key Findings (Continued)

Implementation of Greater Work Flexibility *(Continued)*

- The largest proportion of professionals (Gen X, Gen Y and HR) believe Executives would have to adjust the most to enable a more mobile and flexible work environment, followed by Middle Management and CEOs.
- Overall, professionals are unwilling to take a pay cut in return for greater work flexibility, although, those in HR tend to be most willing, with 4 in 10 indicating they would accept a pay cut. Similarly, HR professionals are willing to accept the largest pay cut, with 56% willing to accept a pay cut of more than 10% (vs. 35% of Gen Y and 34% of Gen X professionals).
- While salary is the most important factor for most in their decision to accept a position, the flexibility to set their own schedule or the ability to work remotely is most important to roughly 1 in 5 Gen X and Gen Y professionals, as well as one third of HR professionals.

Glancing into the Future

- In the year 2020, the largest proportion of Gen X and Gen Y professionals believe a worker's most important connected device will be a smartphone. Slightly more Gen X professionals believe a connected wearable device will be most important, compared to Gen Y professionals.
- More than half of Gen X and Gen Y professionals believe their job will sometimes require them to be in the office depending on their schedule.
- HR professionals are split when it comes to the future work schedule, though 4 in 10 believe employees will be able to work from home occasionally.
- Overall, the vast majority of Gen X, Gen Y and HR professionals anticipate a shift of some magnitude towards a flexible, mobile and remote work model, including about one quarter who believe at least 50% of organizations will have made this shift by the year 2020.
- Roughly two thirds of Gen X and Gen Y professionals indicate their approach to job hunting is either already national/global or will become national/global.
- Most Gen X and Gen Y professionals believe physical offices will still exist in 2020, though about 4 in 10 believe they will be much smaller.

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Conclusions & Key Findings (Continued)

Advanced Technology

- When it comes to self-driven cars, the majority of Gen X and Gen Y professionals do not expect them to be available by the year 2020. About 3 in 10, though, do believe they will be available, allowing for an easier commute leaving them free to get work done.
- Roughly 8 in 10 Gen X and Gen Y professionals believe middle income workers will have robots that can assist them with various activities – although most do not expect such robots to be available by the year 2020.
- About one quarter of Gen X and Gen Y professionals would be willing to move to Mars or another planet if their organization was to open a branch.
- Similarly, assuming a company invented a brain implant that made the World Wide Web instantly accessible to their thoughts, roughly one quarter would move forward with the operation – Gen Y professionals (26%) slightly more so than Gen X (21%).

Supertasking

- More than 4 in 10 Gen X and Gen Y professionals, as well as nearly 6 in 10 HR professionals consider themselves to be Supertaskers.
- Among self-described Supertaskers, the largest proportion cite Supertasking best on a smartphone (43% Gen Y and 37% Gen X) and most indicate learning to become a Supertasker managing their personal lives.
- When Supertasking, the majority typically mix work and personal activities, particularly Gen X professionals (70%).
- About half of Gen X and Gen Y professionals believe Supertasking would make an individual more productive. Similarly, HR professionals (62%) predominantly believe Supertaskers increase their organization's productivity.
- HR professionals feel that Supertaskers increase the expectations of a "high performer" at their organization and as such, most feel Supertaskers are best suited for managerial, individual contributor or Executive roles.
- More than 4 in 10 HR professionals believe Gen Y employees are most effective at Supertasking, relative to other generations.
- Additionally, nearly two thirds of HR professionals believe in the year 2020, Supertasking will be most coveted by their organization versus a single activity focus.

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Conclusions & Key Findings (Continued)

Task Performance

- 60% of Gen X professionals and 81% of HR professionals think that Gen Y employees are able to perform tasks faster than older employees using mobile devices and apps.
- Further, 7 in 10 HR professionals think Gen Y employees are able to perform tasks faster if they are allowed to use their mobile devices and apps instead of desktop, laptop or notebook PC's.
- Gen Y professionals are more likely to indicate being "wired" differently than Gen X employees when it comes to efficiency and multitasking. More specifically, 56% of Gen Y professionals note that they are more efficient than Gen X employees.
- Slightly less than half of Gen X and Gen Y professionals spend at least some amount of time doing work-related activities (sending email, texting, tweeting or asking Siri to perform a task) while driving.
    - Additionally, two thirds have taken phone calls in the car while driving, including half who take calls 1% to 24% of the time when driving.

Management Experience

- Nearly two thirds of Gen X and more than 8 in 10 HR professionals have previously managed or currently manage Gen X and/or Gen Y employees.
- Among Gen X and HR professionals who have managed both Gen X and Gen Y employees, the largest proportion note Gen X professionals are easier to manage than their younger counterparts. Although, roughly one third indicate both groups are equally easy to manage.
- More than one third of Gen X and HR professionals who have experience managing Gen Y employees cited the greatest challenge is their "I want it now" ambition.
- Gen X and HR professionals agree managers in the future will need to change their approach to coaching/mentoring and collaborating with Gen Y employees as a result of more of them joining the workforce.

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Conclusions & Key Findings (Continued)

Human Resources & The Hiring State of Mind

- Nearly 6 in 10 (58%) HR professionals would be willing to hire a candidate by only interviewing him or her using video conferencing without ever conducting an interview in person.
    - When asked about hiring managers in general though, slightly less (50%) believe hiring managers would be open to hiring someone without an in-person interview.
- When it comes to hiring based on their organization's culture, HR professionals are equally divided on whether having the best talent or finding the best fit for their culture is most important.
- Most HR professionals are most concerned with new college graduates' lack of on-the-job skills.
    - Therefore, the largest proportion (40%) believe personal skills are most important to hiring managers when looking to fill entry-level positions.
- Nearly all HR professionals indicate their department comprises at least some Gen Y employees.

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Detailed Findings
Current Device Usage

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Daily Computing Device Usage

Overall, the majority of Gen X and Gen Y professionals indicate using two to three work and personal computing devices (such as laptops, tablets, smartphones, desktop computers and wearables) in their daily lives.

Relative to those in other countries, professionals in Japan were more likely to indicate using only one computing device or none at all.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
None	3	2	2	0	2	3	3	0	1	1	5	2	0	17 ABCDE FGHIJKLNO	2	0
1	9	7 H	5	4	9 H	10 H	5	16 BFHO	0	7 H	8 H	7 H	11 H	27 ABCDE FHIJKLO	23 ABCD FHIJKO	5
2-3	61	50	62	58	61	56	77 ABCD EGIJMO	61	66 AM	58	56	72 AEJMO	68 AMO	50	67	53
4-5	21	34 FJKLMN	25 FKMN	28 FKMN	22 MN	26 FKMN	12	22 MN	29 FKMN	27 FKMN	20 MN	13	18 M	5	7	34 FJKLMN
6-7	3	3	5	6	5	3	0	1	3	6	6 FM	1	3	0	0	4
8-9	0	0	0	0	0	0	1	0	0	1	2	1	0	0	0	1
10 or more	2	5	1	4	2	2	2	0	1	0	3	4	0	0	2	3
Among Gen X Professionals %	**Total (n=1524)**	**US (n=104) A**	**CAN (n=100) B**	**MEX (n=100) C**	**BRA (n=102) D**	**UK (n=100) E**	**FRA (n=100) F**	**GER (n=100) G**	**NED (n=100) H**	**POL (n=102) I**	**RUS (n=101) J**	**IND (n=102) K**	**CHN (n=104) L**	**JPN (n=104) M**	**KOR (n=103) N**	**AUS (n=102) O**
None	2	2	1	1	1	1	0	1	4	1	3	6 F	1	9 BCDE FGILO	6 F	1
1	8	1	4	3	7	10 AJ	7	15 ABCHJ	4	12 ACJ	2	7	13 ACJ	15 ABCHJO	11 AJ	6
2-3	61	59	61	58	70 EGJO	55	73 ACEGJO	55	59	60	53	65	63	67	68 J	55
4-5	23	22 M	32 DFKMN	29 KMN	19 M	27 MN	17 M	26 M	25 M	25 M	34 DFKMN	16	22 M	7	15	32 DFKMN
6-7	3	6 N	1	4	2	5	2	2	6 N	2	4	2	1	2	0	2
8-9	1	2	1	1	1	0	0	0	2	0	2	1	0	0	1	0
10 or more	2	9 BDFG HILMN	0	4	1	2	1	1	0	1	2	4	1	0	0	4

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q22/Q77. How many work and personal computing devices such as laptops, tablets, smartphones, desktop computers and wearables (e.g. Samsung smart watches, Google Glass, etc.) do you use in your daily life?

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Daily Computing Device Usage

Most HR professionals indicate using two to three work and personal computing devices in their daily lives.

Significantly greater than those in most other countries, nearly one quarter of HR professionals in the US indicate using 6 to 7 devices daily.

Additionally, half of those in Australia use 10 or more devices in their daily lives.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
None	1	1	0	0	3	0	2	0	0	7 EGH	3	0
1	7	2	16 ADG	6	1	10	5	3	9	11 AD	11 AD	5
2-3	53	32	60 AK	58 AK	73 AEFGHK	51 AK	56 AK	50 AK	51 AK	65 AK	74 AEFGHK	22
4-5	26	35 DIJ	24	27	20	33 IJ	24	28 J	35 DIJ	15	12	20
6-7	6	24 BCDEFGHIJK	0	3	1	4	3	7	4	2	0	3
8-9	1	3	0	2	0	1	3	1	0	0	0	0
10 or more	7	2	0	5	1	1	8	11 ABDEHIJ	1	0	0	50 ABCDEFGHIJ

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q140. How many work and personal computing devices such as laptops, tablets, smartphones, desktop computers and wearables (e.g. Samsung smart watches, Google Glass, etc.) do you use in your daily life?

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Network Connection

Driven by more than two thirds in Australia and South Korea, 4 in 10 HR professionals indicate all employees within their organization are allowed to connect any device to their network in order to do their jobs.

Significantly larger than most other countries, at least one quarter of those from Germany, Japan and France indicate no one is allowed access to their company network using any device.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Yes, all of us are allowed to do so	40	42 EI	54 CDEHI	29 E	29 E	10	44 EI	46 CDEI	35 E	20	67 ACDEFGHI	75 ABCDEFGHI
Yes, but only our CEO and Executive Staff are allowed to do so	14	15 J	10	18 J	16 J	20 FJK	6	21 FJK	15 J	9	2	6
Yes, but only certain groups (e.g. IT, Sales, Marketing, Engineering, etc.) are allowed to do so	29	29 K	24	35 K	23	33 K	35 K	24	41 DGJK	31 K	24	11
No, none of us are allowed to do so	13	9	10	9	27 ABCGHJK	32 ABCFGHJK	12 K	7	8	25 ACGHJK	6	2
Don't know/Not Sure	4	4	2	9 GH	5	5	3	1	1	15 AGHJ	2	6

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q151. Are any employees in your organization allowed to use any device to connect to your network in order to do their jobs?

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Preferred Sole Device

While professionals are somewhat evenly divided in their preference between a laptop and a smartphone, Gen X professionals tend to slightly lean towards a laptop.

In Russia, roughly 3 in 10 would choose a tablet, whereas for Gen Y in China and Japan, a considerably larger proportion would select a desktop computer; additionally, Gen X professionals in Japan, Germany and China are also more likely to select a desktop computer.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Laptop	37	41 M	36 M	40 M	30 M	38 M	37 M	48 DLMNO	36 M	59 ABDE FHLMNO	48 DLMNO	48 DLMNO	31 M	11	26 M	30 M
Smartphone	34	34 GJ	41 GJ	38 GJ	44 GIJK	33 GJ	34 GJ	17	43 GJ	27 J	14	30 GJ	34 GJ	40 GJ	53 AEFGIJKL	39 GJ
Tablet	15	15	15	11	17	20 L	18 L	17	13	8	28 ABCH IKLMN	12	7	10	9	18 L
Desktop computer	13	11	8	4	7	10	12	15 I	8	3	11	8	28 ABCDE FGHIJKNO	39 ABCDE FGHIJKNO	11	14 I
A wearable (e.g. Samsung smart watch, Google Glass, etc.)	1	0	1	6	2	0	0	4	0	3	0	3	1	0	2	0
Other	0	0	0	2	0	0	0	0	0	0	0	0	0	1	0	0

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Laptop	41	38 N	45 N	42 N	34	42 N	46 N	50 DHLMN	34	63 ABCDE FHKLMNO	51 DHLMN	43 N	33	32	24	40 N
Smartphone	27	27 GJ	24 GJ	30 GJ	39 BEFGIJO	25 GJ	23 GJ	8	38 BFGIJO	18	11	31 GIJ	30 GJ	27 GJ	43 ABEFG IJMO	24 GJ
Tablet	16	15 M	19 M	24 ILM	16 M	20 M	14 M	14 M	15 M	10	30 ADFG HIKLMN	15 M	12	5	15 M	19 M
Desktop computer	15	18 CDIJ	11	3	6	13 C	16 CD	27 BCDEHIJK	11	8	8	9	25 BCDEHIJK	37 ABCDE FHIJKNO	17 CD	17 CD
A wearable (e.g. Samsung smart watch, Google Glass, etc.)	1	1	1	1	5	0	1	1	1	2	0	2	1	0	2	1
Other	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q23/Q78. If you could only have one device to use for both your work and personal life, which of the following would you choose?

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Preferred Sole Device

Assuming they were forced to select only one device, the largest proportion of HR professionals would choose to use only a laptop for both work and their personal life, followed by those would choose a smartphone.

In Australia, roughly two thirds of HR professionals would select to use a smartphone – considerably greater than in other countries.

Those in Brazil are significantly more likely to select a wearable device.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Laptop	40	48 IK	32 K	42 K	34 K	52 BDIK	47 K	45 K	41 K	29 K	36 K	13
Smartphone	31	29 EF	30 E	26	35 EF	13	14	34 EF	38 EF	29 E	29 E	64 ABCDEFGHIJ
Desktop computer	14	9	10	8	18	14	20	8	16	25 ACG	17	13
Tablet	13	11	16 H	24 AGHK	13	20 H	20 H	9	4	15 H	12	9
A wearable (e.g. Samsung smart watch, Google Glass, etc.)	2	2	12 ACDEFHI	0	0	0	0	4	1	0	6	2
Other	0	0	0	0	0	0	0	0	0	2	0	0

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q141. If you could only have one device to use for both your work and personal life, which of the following would you choose?

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Workday Phone Use

Both Gen Y and Gen X professionals use their smartphones and desk phones roughly equally, although smartphone use tends to be slightly higher, predominantly by those in China and India.

In addition to those in China and India, nearly three quarters of Gen Y professionals in Mexico indicate using a smartphone more than their desk phone during a workday.

Most professionals in Germany and Japan typically use their desk phone during a workday – significantly more so than those in other countries.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Smartphone	53	54 GM	49 GM	74 ABEGH MO	56 GM	43 G	56 GM	18	42 G	59 EGHM	63 EGHM	70 ABDEGH MO	84 ABDEFG HIJKMN O	33 G	61 EGHM	50 GM
Desk phone	47	46 CKL	51 CKL	26	44 KL	57 CIJKLN	44 L	82 ABCDEF HIJKLMN O	58 CIJKLN	41 L	37 L	30 L	16	67 ABCDFIJ KLNO	39 L	50 CKL

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Smartphone	53	64 BEGHM O	35 G	53 BGM	58 BGMO	44 G	58 BGMO	20	47 GM	55 BGM	63 BEGHM O	75 BCDEFG HIMNO	88 ABCDEF GHIJKM NO	32	60 BEGMO	42 G
Desk phone	47	36 L	65 ACDFIJK LN	47 KL	42 KL	56 AJKLN	42 KL	80 ABCDEF HIJKLNO	53 AJKL	45 KL	37 L	25 L	13	68 ACDFHIJ KLN	40 KL	58 ADFJKLN

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q24/Q79. During your workday, which of the following do you typically use more?

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Workday Phone Use

Driven by those in India, China and Australia, HR professionals were more likely to indicate using their smartphones more than their desk phones.

HR professionals in Germany and Japan were the only ones to heavily skew towards using desk phones more than using a smartphone.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Smartphone	62	58 EI	56 EI	52 EI	72 CEI	31	62 EI	85 ABCEFIJ	85 ABCEFIJ	27	59 EI	77 ABCEI
Desk phone	38	42 GHK	44 GHK	48 DGHK	28	69 ABCDFGH JK	38 GH	15	15	73 ABCDFGH JK	41 GH	23

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q142. During your workday, which of the following do you typically use more?

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Use of Smartphone for Phone Calls

Though nearly one third (32%) of Gen X professionals primarily use their smartphone for phone calls, one quarter of Gen Y professionals indicate using their smartphone for the same purpose at least 50% of the time.

Those in Brazil, Russia and India indicate higher usage of smartphones for making phone calls, compared to those in other countries.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
None	2	2	2	0	3	1	0	5	0	3	1	0	0	15 ABCDEFG HIJKLNO	0	0
1-9%	21	21 JK	34 CDFJKL	11	12 J	36 ACDFIJKL	18 J	25 DJKL	38 ACDFIJKL	20 J	3	9	10	29 CDJKL	25 JKL	29 CDJKL
10-24%	30	34 D	34 D	34 D	12	37 D	26 D	31 D	35 D	32 D	25 D	25 D	32 D	30 D	35 D	42 DFJK
25-49%	22	23	16	19	29 BEO	16	24 O	24 O	18	21	29 BEO	26 O	29 BEO	17	26 O	12
50-74%	18	17 M	13	23 EHM	27 BEGHMNO	9	26 BEGHMN	12	7	18 HM	31 ABEGHMNO	29 BEGHMNO	21 EHM	6	9	14
75-100%	7	4	2	13 BEHM	17 ABEGHMO	2	7	4	2	6	11 BEH	12 BEHM	9	3	5	4

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
None	2	2	6 CDHL	0	0	2	3	7 CDHL	0	1	1	1	0	6 CDHL	2	3
1-9%	17	17 CJKL	25 CDJKLN	3	9	28 CDJKLN	22 CDJKLN	20 CDJKLN	29 CDJKLNO	19 CJKL	3	4	5	46 ABCDEFG HIJKLNO	9	16 CJKL
10-24%	24	27 DJ	17	20	11	34 BCDFIJK	17	25 D	33 BDFIJK	20	14	16	27 DJ	33 BDFIJK	45 ABCDFGI JKLO	24 D
25-49%	25	19 M	27 M	34 AEHM	25 M	19 M	23 M	28 M	18 M	28 M	24 M	29 M	32 HM	7	26 M	29 M
50-74%	22	27 EGM	16 M	34 BEGH MNO	29 BEGHMNO	9	21 EM	11	15	25 EGM	40 BEFGHIMNO	32 BEGHMNO	30 BEGH MNO	6	16 M	17 M
75-100%	10	8	9	9	25 ABCEG HILMNO	8	14 MN	9	5	7	19 AEHILMN	18 HILMN	7	3	3	12 MN

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q25/Q80. What percentage of your total smartphone usage (work and personal combined) is actually used for phone calls?

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Use of Smartphone for Phone Calls

The majority (66%) of HR professionals use their smartphone for phone calls (personal or business) less than 50% of the time.

Those in Japan indicate the least amount of smartphone usage for phone calls, with 5 in 10 using it for calls less than 10% of the time.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
None	1	1	0	2	0	2	0	1	0	9 ADFGHJK	0	0
1-9%	11	9	4	17 G	10	15 G	5	3	10	40 ABCDEFG HJK	6	9
10-24%	24	18	30	30	25	32 AK	17	18	20	38 AFGHK	29	16
25-49%	30	29 I	24	29 I	29 I	21	30 I	33 I	38 EI	9	36 I	44 BEI
50-74%	27	39 CEIK	30 I	17 I	25 I	21 I	38 CEI	32 I	29 I	4	24 I	22 I
75-100%	7	3	12 I	6	10 I	7	11 I	13 AHI	3	0	5	9

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q143. What percentage of your total smartphone usage (work and personal combined) is actually used for phone calls?

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Detailed Findings
The Use of Applications

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Number of Personal Applications

Roughly half of professionals currently have less than 20 personal apps on their smartphones, including nearly 8 in 10 Gen X professionals from Japan.

US Gen X professionals are significantly more likely to indicate having 60 to 99 personal apps.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Less than 20	49	41 N	51 LN	45 N	56 AELN	40	51 LN	51 LN	52 N	59 AELN	60 AELN	49 N	37	60 AELN	23	48 N
20-39	36	39	36	40	25	42 D	34	32	36	32	32	34	46 DM	29	51 DGJM	38
40-59	9	10	9	13 J	12 J	13 J	11	9	4	6	3	14 HJ	10	7	14 J	10
60-79	3	6	1	0	4	3	3	5	3	3	2	2	5	3	9 BO	1
80-99	2	3	2	2	2	3	0	2	2	0	1	1	3	0	2	1
100 or more	1	2	1	0	1	0	1	1	2	0	2	1	0	1	2	3

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Less than 20	54	36	65 AFHLN	59 AN	52 AN	52 AN	48	55 AN	45	63 AHLN	58 AN	58 AN	44	79 ABCDEFG HIJKLNO	35	59 AN
20-39	29	29 M	26 M	29 M	37 M	26 M	32 M	29 M	33 M	28 M	27 M	32 M	38 M	13	36 M	25 M
40-59	11	14 CM	7	5	9	13 M	15 CM	9	16 CKM	8	9	6	14 CM	3	16 CKM	15 CM
60-79	3	13 BDEFHIKL MO	2	5	1	3	2	5	3	1	4	1	1	1	7 O	0
80-99	1	6 BCDFIO	0	0	0	2	0	1	1	0	1	1	1	1	2	0
100 or more	2	3	0	2	1	4	3	1	2	0	1	2	2	4	5	2

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q34/Q89. How many personal apps do you currently have on your smartphone(s)?

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Number of Work-Related Applications

The vast majority of professionals (92%) have less than 20 work-related apps on their smartphones.

Considerably greater than most other countries, roughly 1 in 6 Gen Y professionals from Mexico and India indicate having 20 to 39 work-related apps.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Less than 20	92	85	93 C	79	93 CK	94 CK	95 ACK	96 ACK	96 ACK	89	93 CK	83	92 C	94 CK	93	93 C
20-39	6	10	3	17 BDEFGHJ MNO	3	4	3	4	4	8	4	14 BDEFGHJ M	7	3	4	5
40-59	2	2	3	0	2	2	1	0	0	0	2	3	1	3	4	2
60-79	1	2	1	4	1	0	1	0	0	3	0	0	0	0	0	0
80-99	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
100 or more	0	1	0	0	1	0	0	0	0	0	1	0	0	0	0	0

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Less than 20	92	78	99 ACDEIJKL O	86	91 A	92 A	96 ACJ	95 A	96 ACJ	91 A	86	91 A	89 A	98 ACJL	94 A	92 A
20-39	5	4	1	11 BFMN	7 M	4	2	3	3	8 BM	10 BFMN	5	10 BFMN	0	2	6 M
40-59	2	7 B	0	2	1	3	1	2	1	1	3	3	1	2	2	1
60-79	1	11 BCDEFGHI JKLMNO	0	1	1	0	0	0	0	0	1	1	0	0	1	0
80-99	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0
100 or more	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q35/Q90. How many work-related apps do you currently have on your smartphone(s)?

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Daily Application Usage

More than two thirds regularly use less than 10 smartphone apps each day, driven by those in Japan.

About 4 in 10 Gen Y professionals in Mexico, China and India and Gen X professionals in India, China and Brazil indicate using 10 to 19 applications everyday.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Less than 10	67	61 CK	73 CKL	38	60 CK	73 CKL	71 CKL	80 ACDJKLN	78 ACDKLN	68 CK	65 CK	45	54	91 ABCDEFG HIJKLNO	58	78 ACDKLN
10-19	25	24 M	18 M	43 ABEF GHMO	26 M	22 M	23 M	17 M	19 M	31 GM	29 M	38 ABEF GHMO	41 ABDE FGHMO	7	32 M	18 M
20-29	6	11 EIJM	9	11 EJM	9	2	6	3	3	1	2	14 EGHIJLM O	4	2	7	3
30-39	1	3	0	8 BFGHM	3	1	0	0	0	0	1	1	1	0	2	1
40-49	0	0	0	0	2	0	0	0	0	0	1	1	0	0	0	0
50 or more	1	1	0	0	0	2	0	0	0	0	2	2	0	0	2	0

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Less than 10	69	61	87 ACDEIJKL N	57	47	70 DKL	77 ACDKL	79 ACDKL	79 ACDKL	66 D	66 D	55	53	97 ABCDEFG HIJKLNO	66 D	81 ACDIJKLN
10-19	22	16 M	9	33 ABGHMO	36 ABFG HJMO	24 BM	20 BM	19 M	17 M	25 BM	22 BM	37 ABFG HJMO	36 ABFG HJMO	3	24 BM	14 M
20-29	4	8 M	3	9 M	7 M	3	2	2	2	6 M	8 M	4	7 M	0	2	2
30-39	2	12 BCEF GHIJKMO	1	0	7 CEGM	0	1	0	2	1	2	2	4	0	4	2
40-49	1	3	0	1	1	1	0	0	0	2	0	1	1	0	2	0
50 or more	1	1	0	0	2	2	0	0	0	0	2	1	0	0	2	1

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q36/Q91. How many smartphone apps (both work related and personal) do you use regularly each day?

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Preferred Social Media Application

Most professionals would choose Facebook as the sole social media application on their smartphone.

Those in Russia would be significantly more likely to select Snapchat or Tumblr; Snapchat is also a popular choice in China.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Facebook	58	71 JLMN	74 JLMN	68 JLN	67 JLN	71 JLMN	81 DGHJLMN	65 JLN	60 JL	70 JLMN	2	68 JLMN	1	53 JL	46 JL	71 JLMN
Snapchat	8	1	0	0	1	4	2	1	0	1	20 ABCDE FGHIKMNO	0	74 ABCDEF GHIJKMNO	2	2	1
Twitter	6	5	8 FIJ	11 FGHIJO	4	10 FGHIJO	1	2	1	0	0	5	16 ADFG HIJKO	19 ABDF GHIJKO	9 FIJ	2
Tumblr	5	0	0	0	0	1	0	2	0	1	62 ABCDEF GHIKLMNO	0	0	2	2	0
Instagram	4	9 FI	6 F	0	10 CEFGILM	2	0	2	3	0	7 F	3	2	2	7 F	7 F
LinkedIn	3	4	4	2	2	4	1	0	7 GJL	4	0	5	0	3	2	4
Other	16	10	8	19	17	8	15	28 ABEFJLO	29 ABEFJLO	23 ABEJL	9	19 BEL	7	18 BEL	33 ABDEFJLO	15

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Facebook	52	65 JLMN	56 JLN	71 BFGH JLMN	68 FHJLMN	65 JLMN	53 JL	54 JLN	53 JL	67 JLMN	15 L	72 BFGH JLMN	1	44 JL	39 JL	63 JLMN
Twitter	10	10	9	13 GKO	5	12 O	7	4	8	5	10	4	10	35 ABCDEFG HIJKLNO	15 DGIKO	3
Snapchat	8	0	1	2	0	1	0	0	0	0	29 ABCDEF GHIKMNO	3	76 ABCDEF GHIJKMNO	0	2	2
LinkedIn	6	9 J	10 CJM	2	11 CJM	4	8 J	3	11 CIJM	3	0	5	4	2	7 J	9 J
Tumblr	3	0	2	0	0	2	4	0	0	1	30 ABCDEF GHIKLMNO	0	0	2	3	2
Instagram	2	2	2	0	6 CEFK	0	0	2	1	4	5	0	3	2	3	2
Other	19	14	20 L	12	11	16	28 ACDJLM	37 ABCD EIJKLMO	27 ACDJL	21 L	12	17 L	7	15	32 ACDE JKLM	20 L

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q37/Q92. If you were only able to use one of the following apps on your smartphone, which one would you choose?

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Replacement of Websites by Applications

While one quarter think websites will always be prominent, roughly 4 in 10 professionals believe one day websites will disappear and be replaced by apps, including about one third who believe it will happen in their lifetime.

Significantly larger proportions of Gen Y professionals in Mexico and South Korea, as well as Gen X professionals in Brazil, India, South Korea and the US believe websites will disappear within the next 5 years and be replaced by applications.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Yes, within the next 5 years	12	13	8	32 ABEF GHIJLMO	18 HO	11	9	11	4	10	10	18 HO	8	9	26 BEFG HIJLMO	6
Yes, but not within the next 5 years	21	25 G	26 G	25 G	31 FGHIMO	20 G	16	9	16	13	20 G	36 EFGH IJMO	23 G	17	32 FGIM	17
Yes, but not in my lifetime	7	8 D	13 DEH	6	1	4	8 D	8 D	1	11 DH	7	7	9 DH	5	12 DH	6
No, but their use and importance will lessen compared to apps	34	31	35 C	17	25	41 CDKN	42 CDKN	35 C	43 CDKN	37 C	35 C	22	40 CDKN	32	19	49 ACDKMN
No, they will always be prominent in our lives	26	24	19	21	25	25	26 N	38 ABKLNO	35 BKLN	30 N	28 N	18	21	38 ABCKLNO	11	23

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Yes, within the next 5 years	14	22 BEHJLM	8	18 EM	31 BCEF GHIJLMO	6	12	11	8	13 M	10	23 BEGHJLM	9	4	22 BEHJLM	16 EM
Yes, but not within the next 5 years	21	14	20	26 F	19	22	12	15	20	19	27 AF	21	31 AFGM	17	34 ABDF GHIKMO	20
Yes, but not in my lifetime	6	9 H	7 H	3	2	4	2	2	0	10 DFGH	5	5	9 H	14 CDEF GHJK	8 H	8 H
No, but their use and importance will lessen compared to apps	34	30	38 N	38 N	35	28	45 AEJN	42 N	36 N	31	30	33	35	32	22	34
No, they will always be prominent in our lives	25	25 D	27 DN	15	13	40 ACDKLNO	29 CDN	30 CDN	36 CDKLN	27 CDN	29 CDN	19	17	33 CDKLN	14	23

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q38/Q93. Do you believe that one day Web sites will disappear and be replaced by apps?

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Replacement of Websites by Applications

About half (52%) of HR professionals believe that one day websites will disappear and be replaced by apps, including about 1 in 5 who believe it will happen within the next 5 years.

Nearly half of HR professionals from the UK and France believe websites will not disappear but expect their use and importance to lessen compared to apps.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Yes, within the next 5 years	19	32 CDEFHI	22 H	14	14	12	9	28 DEFHI	7	9	21 H	34 CDEFHI
Yes, but not within the next 5 years	26	13	34 AI	17	23	25	30 AI	34 ACI	29 AI	11	35 ACI	34 ACI
Yes, but not in my lifetime	7	6	2	11	3	5	11	8	9	13 K	8	2
No, but their use and importance will lessen compared to apps	31	29	34	47 AEFGJK	47 AEFGJK	30	23	20	35 GK	36	27	19
No, they will always be prominent in our lives	17	19	8	12	14	29 BCDGJK	27 BGJK	10	20	31 BCDGJK	9	11

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q144. Do you believe that one day Web sites will disappear and be replaced by apps?

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Mobile Application Reliance

The largest proportion of professionals, about one third, have never solely relied on mobile apps for an entire day without also accessing a website – more specifically among both sets of professionals in Japan and Gen Y professionals in Australia.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Multiple times per week	24	18	19	36 ABGJO	24 O	23 O	23 O	15	25 O	24 O	17	38 ABDEFGJMO	43 ABDEFGHIJMO	21 O	39 ABGJMO	10
Once a week	20	20	25 FMO	25	21	14	13	21	16	14	25 FMO	24 M	29 EFIMO	12	33 EFHIMO	13
Once every 2 to 3 weeks	11	10	9	8	12	8	10	14	9	15	10	12	11	7	19 M	12
Once every 1 to 3 months	4	5	1	6	4	8 BL	6	5	3	7	7	5	1	4	2	3
Once every 4 to 6 months	3	2	3	4	2	6	6	3	2	3	9 K	1	2	2	0	2
Less often than once every 6 months	7	10 M	6	4	7	6	7	12 LM	10 M	8	9	4	3	2	2	10 M
Never	31	36 KLN	38 CJKLN	19	31 KLN	36 KLN	36 KLN	31 KLN	34 KLN	28 LN	23 N	17	12	52 ABCDEFGHIJKLN	5	50 ACDEFGHIJKLN
Among Gen X Professionals %	**Total (n=1524)**	**US (n=104) A**	**CAN (n=100) B**	**MEX (n=100) C**	**BRA (n=102) D**	**UK (n=100) E**	**FRA (n=100) F**	**GER (n=100) G**	**NED (n=100) H**	**POL (n=102) I**	**RUS (n=101) J**	**IND (n=102) K**	**CHN (n=104) L**	**JPN (n=104) M**	**KOR (n=103) N**	**AUS (n=102) O**
Multiple times per week	26	28 J	20	24	22	20	23	18	25	24	15	31 GJ	38 BDEFGIJ	26	46 ABCD EFGHIJMO	28 J
Once a week	18	10	13	32 ABEF GHIMO	25 ABGHM	15	16	9	9	17	23 AGH	22 AGH	31 ABEF GHIMO	13	22 AGH	14
Once every 2 to 3 weeks	10	8	8	9	17 HM	8	7	8	6	12	13	9	11	5	15 M	9
Once every 1 to 3 months	4	3	4	7	2	6	7	4	5	10 DLM	4	6	1	2	3	4
Once every 4 to 6 months	2	1	2	2	2	2	4	3	3	2	4	0	0	1	1	0
Less often than once every 6 months	8	9 MN	7 M	5	12 LMN	9 MN	10 LMN	16 CKLMN	9 MN	16 CKLMN	8 MN	6 M	2	0	1	8 MN
Never	33	42 CDIKLN	46 CDIKLN	21	21	40 CDILN	33 LN	42 CDIKLN	43 CDIKLN	21	34 LN	26 N	18	54 CDFIJKLNO	13	37 CDILN

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q39/Q94. How often do you go through a typical day without ever accessing a work related or personal Web site, relying instead only on mobile apps?

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Mobile Application Reliance

While one quarter of HR professionals indicate never relying solely on mobile apps for an entire day without also accessing a website, a similar proportion indicate going multiple times per week without ever accessing a work related or personal website, relying instead only on mobile apps.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Multiple times per week	26	30 CEFK	30 CFK	12	32 CEFK	15	9	45 CEFIK	31 CEFK	18 K	45 CEFIK	5
Once a week	23	22	32 DI	27 DI	10	21	23	18	29 DI	9	17	53 ABCDEFGHIJ
Once every 2 to 3 weeks	12	7	4	12	9	13	12	21 ABDK	17 BK	11	18 BK	5
Once every 1 to 3 months	4	4	2	5	5	5	2	1	6	4	5	3
Once every 4 to 6 months	3	2	4	0	6	4	3	4	4	0	0	2
Less often than once every 6 months	6	6 H	8 H	11 H	8 H	12 H	8 H	5	0	5	6	3
Never	25	28 GHJ	20 G	33 GHJ	30 GHJ	30 GHJ	44 BGHJ	5	13	53 ABDEGHJK	9	30 GHJ

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q145. How often do you go through a typical day without ever accessing a work related or personal Web site, relying instead only on mobile apps?

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Detailed Findings
Advanced Note-Taking

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Note-Taking Device

Though most professionals continue to use the traditional note-taking method of using a notebook, 13% use smartphones to take notes during meetings, including a significantly larger proportion of those in India, Mexico and South Korea.

Notebook PC or Laptop PC use for note-taking is also significantly higher among Gen X professionals in Mexico, China, Brazil and India.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Notebook (pen/pencil/paper)	63	51 K	59 CK	34	62 CK	73 ACKLN	76 ABCD KLNO	70 ACKLN	77 ABCD KLNO	69 ACK	72 ACKLN	33	55 CK	84 ABCD GIJKLNO	51 K	62 CK
Smartphone	13	17 EHM	12 M	32 BDEF GHIJLMO	16 EHM	5	8	8	4	14 M	17 EHM	32 ABDEF GHIJLMO	12 M	2	23 EFGHM	10 M
Notebook PC or Laptop PC	9	8	4	15 BJO	14 BJO	5	5	5	9	8	3	25 ABEF GHIJMO	18 BEFGJO	8	14 BJO	4
Tablet	4	8 GJK	7	15 EFGH IJKMN	5	4	2	1	3	3	1	1	6	3	2	7
Other	2	4	1	0	2	1	0	1	0	0	0	4	1	1	7 FHJ	2
I don't take notes when I attend meetings	9	12 DM	17 CDKMN	4	2	12 DM	9	15 DM	7	6	8	6	8	2	4	15 DM

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Notebook (pen/pencil/paper)	59	48	58 CK	36	45	66 ACDK	79 ABCD GIKLN	55 CK	76 ABCD GIKLN	57 CK	69 ACDKLN	38	52 C	85 ABCD EGIJKLNO	53 CK	66 ACDK
Smartphone	13	20 BEF GHMO	8 M	21 BEFG HIMO	17 FHM	9 M	4	8 M	3	10 M	11 M	27 BEF GHIJMO	18 FHMO	1	23 BEF GHIJMO	7
Notebook PC or Laptop PC	12	7	9	27 ABEF GHJMNO	22 ABEF GHJMNO	2	9	10 EO	4	16 EHJO	4	22 ABEF GHJMNO	24 ABEF GHJMNO	8	9	2
Tablet	7	12 BELM	2	15 BEFGLM	13 BEFLM	3	4	5	7	8	10 BM	8	3	2	6	6
Other	2	0	6 ACFHL	0	1	3	0	2	0	1	1	3	0	1	6 ACFHL	6 ACFHL
I don't take notes when I attend meetings	8	13 CDFK LMN	17 CDFJ KLMN	1	3	17 CDFJ KLMN	4	20 CDFI JKLMN	10 CK	9 C	5	2	3	4	3	14 CDFKLMN

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q44/Q99. When you attend meetings, what device do you use most to take notes?

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Note-Taking Programs & Applications (Gen Y)

The largest proportion (39%) of Gen Y professionals who use a technology-driven device to take notes indicate doing so using Microsoft Word, distantly followed by Google Docs.

Among Gen Y Professionals %	Total (n=371)	US (n=33*) A	CAN (n=23**) B	MEX (n=33*) C	BRA (n=35*) D	UK (n=14**) E	FRA (n=15**) F	GER (n=14**) G	NED (n=15**) H	POL (n=18**) I	RUS (n=21**) J	IND (n=58) K	CHN (n=36*) L	JPN (n=13**) M	KOR (n=22**) N	AUS (n=21**) O
Microsoft Word	39	30 N	39 N	30	43 GNO	36 N	60 ABCDE GKMNO	29	53 ACEG KNO	44 GNO	57 ABCE GKMNO	38 N	53 ACEGKNO	38 N	14	29
Google Docs	13	18 BFHLM	0	9 BM	20 BFHLM	21 BFHLMO	7 BM	14 BLM	7 BM	11 BM	19 BFHLM	17 BFHLM	3	0	23 BFHLMO	10 BM
Text editor	9	0	13 AHKN	9 AHK	14 AHKNO	7 AHK	13 AHKN	7 AHK	0	17 AHKNO	14 AHKNO	0	31 ABCDEF GHIJKMNO	8 AHK	0	5
Microsoft OneNote	9	15 BDFGHJLO	4	15 BDFGH	3	14 BDFGHJO	0	0	0	6	5	16 BDFG HJLO	6	31 ABDEF GHIJKLNO	5	5
Evernote	8	12 EFIKL	22 DEFG HIJKLNO	21 DEFG HIJKLN	6 EF	0	0	7 EF	7 EF	0	5	3	3	15 DEFIJKL	5	10 EFI
Simplenote	5	6 DEFJM	4	0	0	0	0	14 BCDE FHIJM	0	0	0	9 DEFHIJM	6 DJM	0	18 ABCDE FHIJLM	10 DEFHIJM
Super Note	3	0	4	6	3	0	0	7 AEFHJLM	0	11 AEFHJKLM	0	2	0	0	9 AEFHJLM	10 AEFHJKLM
Drafts	2	0	0	0	3	0	7 ABEG HJLM	0	0	0	0	10 ABCE GHIJLMN	0	0	0	5
Safe Note	2	6 BEGJ KLMO	0	3	3	0	13 BDEG IJKLMO	0	7 BEGJ KLMO	0	0	0	0	0	5	0
Notability	1	0	0	3	3	7 ABFG HJKLMO	0	0	0	6	0	0	0	0	5	0
Springpad	1	0	4	0	0	0	0	0	0	0	0	2	0	0	9 ADEF GHIJLMO	0
Noteshelf	1	0	0	0	0	0	0	0	0	0	0	0	0	8 ABDE FGHIJKL	5	5
Vesper	0	0	0	0	0	0	0	0	7 ABDE FGJKLMO	0	0	0	0	0	0	0
Other	6	12 DFJKLM	9 FJLM	3	3	14 DFJKLM	0	21 BCDF IJKLMN	20 BCDF IJKLMN	6	0	3	0	0	5	14 DFJKLM

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q45. When you attend meetings, what program or app do you use most to take notes? [Among those who take notes using a smartphone, tablet, laptop PC or Notebook PC]

** Caution: Small base size (interpret results with care)* ***Caution: Extremely small base size (interpret results with extreme care)*

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Note-Taking Programs & Applications (Gen X)

Similar to Gen Y results, roughly 4 in 10 Gen X professionals who use a smartphone, tablet, laptop or notebook PC for taking notes indicate Microsoft Word is their favored program for doing so.

Text Editor emerges as the top note-taking program among those in China, with Microsoft Word closely behind.

Among Gen X Professionals %	Total (n=471)	US (n=40*) A	CAN (n=19**) B	MEX (n=63) C	BRA (n=52) D	UK (n=14**) E	FRA (n=17**) F	GER (n=23**) G	NED (n=14**) H	POL (n=34*) I	RUS (n=25*) J	IND (n=58) K	CHN (n=47*) L	JPN (n=11**) M	KOR (n=39*) N	AUS (n=15**) O
Microsoft Word	42	40	42	43 N	44 N	29	88 ABCD EGIJKLMN	30	50	50 N	44	47 N	38	27	21	60 N
Text editor	14	3	11	11	13	14	0	30 AF	21	12	12	10	43 ABCD FIJKNO	18	8	7
Google Docs	11	15	11	16	13	7	0	4	7	12	12	7	4	27	21 L	7
Microsoft OneNote	9	8	16	14	10	21	0	9	7	12	12	7	6	9	5	0
Evernote	4	8	0	2	4	14	12	4	0	0	4	5	4	9	3	7
Simplenote	3	5	0	2	2	7	0	0	0	0	0	3	0	0	21 CDIJKL	0
Super Note	3	3	0	2	8	7	0	4	7	3	8	2	0	0	3	7
Safe Note	3	3	5	5	0	0	0	0	0	6	4	3	4	0	0	0
Drafts	2	0	0	0	0	0	0	4	0	0	0	9	0	0	5	0
Springpad	1	5	0	0	0	0	0	0	0	3	0	0	0	0	3	0
Notability	1	3	0	0	0	0	0	0	0	3	0	0	0	0	3	0
Noteshelf	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0	7
Vesper	0	3	0	0	0	0	0	0	0	0	0	0	0	0	3	0
Other	5	3	16 L	6	6	0	0	13	7	0	4	7	0	9	8	7

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q100. When you attend meetings, what program or app do you use most to take notes? [Among those who take notes using a smartphone, tablet, laptop PC or Notebook PC]

** Caution: Small base size (interpret results with care)* ***Caution: Extremely small base size (interpret results with extreme care)*

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Detailed Findings
Technology Preference & Value

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Smartphone vs. TV

While the majority of both sets of professionals would choose a smartphone rather than a television, Gen Y professionals are slightly more likely to select a smartphone, with nearly 8 in 10 indicating as such.

Among Gen Y professionals, respondents from each of the tested countries note their preference for a smartphone over a TV; further, more than 85% from China, South Korea, Mexico and India would prefer to have a smartphone.

Among Gen X professionals, those who prefer to own a TV were led by respondents in Germany and Australia.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Smartphone	76	76 EG	76 EG	89 EFGH	75 G	61	72 G	57	66	77 EG	79 EG	87 DEFGHMO	97 ABDEFGHIJKMO	74 G	95 ABDEFGHIJMO	74 G
TV	24	24 LN	24 LN	11	25 KLN	39 ABCIJKLN	28 CKLN	43 ABCDFIJKLMNO	34 CKLN	23 LN	21 LN	13 L	3	26 KLN	5	26 KLN

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Smartphone	67	62 GO	48	77 ABEFGHMO	74 BEFGHO	51	59 GO	41	58 GO	69 BEGO	83 ABEFGHIMO	88 ABDEFGHIMO	97 ABCDEFGHIJKMNO	63 GO	85 ABEFGHIMO	42
TV	33	38 CJKLN	52 CDIJKLN	23 L	26 KL	49 CDIJKLN	41 CDJKLN	59 ACDFHIJKLMN	42 CDJKLN	31 JKLN	17 L	12 L	3	38 CJKLN	15 L	58 ACDFHIJKLMN

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q26/Q81. If you could only have one of the following, which would you choose?

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Internet Access vs. Sense of Smell

Professionals overall lean towards maintaining their sense of smell rather than having internet access.

Internet access is more important to most of the Asiatic countries, such as India, China and South Korea.

The sense of smell is particularly important to Gen Y professionals in Germany, the Netherlands, Poland and Russia as well as, to Gen X professionals in Mexico, the Netherlands, Germany, Australia and Brazil.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
The sense of smell	58	50 K	56 K	57 K	66 AKLN	61 KLN	59 KLN	87 ABCDEF HIJKLMN O	74 ABKLMN O	72 AKLMN	69 AKLMN	22	44 K	53 K	40 K	57 K
Internet access	42	50 DGHIJ	44 GH	43 G	34 G	39 G	41 G	13	26 G	28 G	31 G	78 ABCDEF GHIJLM NO	56 DEFGHIJ	47 GHIJ	60 DEFGHIJ	43 GH

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
The sense of smell	58	49 KL	61 KL	75 AEJKLM N	68 AEKLMN	52 KL	65 AKLN	72 AEKLMN	75 AEJKLM N	62 KLN	58 KL	33	33	52 KL	47	69 AEKLMN
Internet access	42	51 CDFGHO	39	25	32	48 CDGHO	35	28	25	38	42 CH	67 ABCDEF GHIJMO	67 ABCDEF GHIJMO	48 CDGHO	53 CDFGHI O	31

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q27/Q82. If you could only have one of the following, which would you choose?

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Internet Access vs. Sense of Taste

Unlike their sense of smell, professionals are far less likely to relinquish their sense of taste in return for internet access, as more than three quarters would choose their sense of taste (vs. 58% who would choose their sense of smell) instead of having internet access.

Significantly greater than most other countries, nearly two thirds of Gen Y professionals in India would rather have internet access than their sense of taste.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
The sense of taste	78	73 K	76 K	83 KLN	84 KLN	88 ABFKLN	76 K	95 ABCDFJK LMNO	91 ABFKLN	87 AKLN	82 KLN	36	65 K	81 KLN	61 K	83 KLN
Internet access	22	27 EGHI	24 EGH	17 G	16 G	12	24 EGH	5	9	13	18 G	64 ABCDEF GHIJLM NO	35 CDEGHIJ MO	19 G	39 CDEGHIJ MO	17 G

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
The sense of taste	76	64	81 AKL	86 AJKLN	84 AJKLN	80 AKL	83 AKL	85 AJKLN	88 AJKLMN	78 AKL	71 KL	54	52	75 KL	72 KL	80 AKL
Internet access	24	36 BCDEFG HIO	19	14	16	20	17	15	12	22	29 CDGH	46 BCDEFG HIJMNO	48 BCDEFG HIJMNO	25 H	28 CDGH	20

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q28/Q83. If you could only have one of the following, which would you choose?

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Smartphone vs. Electricity

Home electricity tends to be important to professionals, as roughly two thirds would select to forgo their smartphone for one week instead of electricity.

Relative to those in other countries, professionals in Germany and Poland are significantly more willing to give up electricity in their homes for a week rather than their smartphone.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Your smartphone	65	58	72 GI	64	63	74 AGIKN	60	54	75 AGIKN	51	69 GI	59	72 GI	69 GI	56	75 AFGIKN
Electricity in your home	35	42 EHO	28	36	37	26	40 O	46 BEHJLMO	25	49 BEHJLMO	31	41 EHO	28	31	44 EHO	25

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Your smartphone	68	68 I	76 FGI	73 GI	68 I	66	61	54	71 GI	53	70 GI	63	64	77 FGIK	80 EFGIKL	70 GI
Electricity in your home	32	32	24	27	32	34 N	39 BMN	46 BCHJMNO	29	47 ABCDHJMNO	30	37 MN	36 N	23	20	30

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.
Q29/Q84. If you were forced to go for one week without one of the following, which would you give up?

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Smartphone vs. Sex

In total, professionals are somewhat equally divided when it comes to sacrificing their smartphone or sex for one month.

Significantly higher than many countries, most of those from Asian countries would choose to sacrifice sex for a month, including more than 7 in 10 professionals in Japan who would choose to maintain their smartphone instead.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Your smartphone	52	45 M	49 M	64 AKLMN	63 AKLMN	53 M	60 AKMN	53 M	63 AKLMN	58 MN	65 ABKLMN	43	46 M	29	37	60 AKMN
Sex	48	55 CDFHJO	51 J	36	37	47	40	47	37	42	35	57 CDFHJO	54 CDHJ	71 ABCDEF GHIJLO	63 CDFHIJO	40

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Your smartphone	53	51 M	52 M	69 ABIJKLM NO	64 ILMNO	60 LMN	61 LMN	62 ILMN	69 ABIJKLM NO	47 M	53 M	50 M	39 M	24	44 M	48 M
Sex	47	49 CH	48 CH	31	36	40	39	38	31	53 CDGH	47 CH	50 CH	61 CDEFGH	76 ABCDEF GHIJKLN O	56 CDEFGH	52 CDH

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.
Q30/Q85. If you had to give up one of the following for a month, which one would you sacrifice?

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First Thing To Look at in the Morning

Generally, while the largest proportion of Gen Y professionals wake up and first look at their smartphone, their Gen X counterparts typically look at a loved one when waking up.

At least half of Gen X professionals from South Korea, the US and China indicate initially looking at their smartphone.

Professionals in Japan indicate the TV news is the first thing they look at when waking up in the morning – considerably more so than those in other countries.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Your Smartphone	54	63 FIJM	60 JM	55	60 JM	53	49	50	53	45	39	63 FIJM	54 J	43	67 FIJM	58 JM
Your loved one	33	26	28	34	25	45 ABDKMN	35	37	36	41 MN	46 ABDKMN	28	43 ABDKMN	23	21	32
The TV news	8	9	4	9	12 EGL	2	11 E	3	4	6	9	7	3	30 ABCDEFG HIJKLNO	12 E	6
Other	4	2	8 EL	2	3	0	6 EL	11 AEKLN	7 EL	8 EL	7 EL	2	0	4	0	4

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Your loved one	43	29	47 AMN	45 AMN	45 AMN	38 M	50 AMN	51 AMN	44 AMN	51 AMN	54 AEMN	50 AMN	49 AMN	23	26	40 MN
Your Smartphone	38	51 BEFGHIJ M	33	38 H	43 GH	35	30	27	24	33	33	44 GH	50 BEFGHIJ M	34	59 BCDEFGHI JKMO	38 H
The TV news	11	10 L	10 L	13 IKL	10 L	18 GIKL	11 IKL	6 L	16 GIKL	3	9 L	3	0	41 ABCDEFG HIJKLNO	11 L	11 L
Other	8	11 DLM	10 DLM	4	2	9 L	9 L	16 CDJKLMN	16 CDJKLMN	13 CDJKLMN	4	3	1	2	4	11 DLM

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q31/Q86. When you wake up in the morning, what is the first thing you generally look at?

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Biggest Concern During a Robbery

Although the loss of a wallet is most concerning, 22% of Gen Y and 17% of Gen X professionals would be most concerned about losing their smartphone during a robbery.

More so than other countries, smartphone loss is particularly concerning for Gen Y professionals in Mexico and India, as well as Gen X professionals in China, South Korea, Brazil and India.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Your wallet	42	50 CFJK	47 CJ	25	41 J	37	34	55 CEFHJKO	40 J	45 CJ	23	35	43 CJ	62 BCDEF HIJKLO	46 CJ	39 J
Your smartphone	22	19 M	25 GM	42 AEFG HIJLMO	32 AFGHM	20 M	15	12	19 M	18 M	19 M	36 AEFGHIJLM	22 M	7	32 FGM	23 M
Your house keys	15	9	9	13	10	22 ABDIK	31 ABCD HIKNO	20 AB	13	8	19	10	18	23 ABDIKO	11	11
Your wedding ring	14	14	17 M	11	10	15 M	13	9	16 M	25 DGKLMN	28 ACDE FGKLMN	12	12	5	7	21 DGMN
Your favorite piece of jewelry	4	5	1	2	4	6	4	2	12 BGILM	0	5	6	3	2	4	4
Your tablet	3	3	2	8 H	3	1	4	2	0	3	5	2	3	1	2	3

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Your wallet	44	52 FJKL	63 CEFG HJKLN	48 FJ	51 FJKL	41 J	30	46 FJ	42 J	52 FJKL	23	34	36	57 EFJKLN	39 J	51 FJKL
Your house keys	19	9	5	21 ABD	8	21 ABD	26 ABDNO	30 ABDNO	27 ABDNO	19 BD	18 B	20 ABD	17 B	33 ABDIJ KLNO	14	14
Your smartphone	17	15 M	12	15	27 BCFGHIMO	20 HMO	13	11	9	15	19 MO	26 BFGHMO	30 ABCF GHIMO	6	29 ABCF GHIMO	7
Your wedding ring	13	16 M	13 M	8	8	14 M	20 CDGM	9	15 M	12	28 BCDEGHI KLMN	10	12	4	11	18 M
Your favorite piece of jewelry	5	5	5	2	2	3	10 CDGIM	0	7 G	1	9 GIM	8 GIM	3	1	6 G	8 GIM
Your tablet	2	3	2	6 HM	4	1	1	4	0	2	4	2	3	0	2	3

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q32/Q87. If someone were to rob you, which of the following items would you be most concerned about losing?

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Free Smartphone for Information Sharing

Nearly half of Gen X and Gen Y professionals would be open to allow their carrier/service provider to access all of the data and information stored on their phone if they could have a free smartphone of their choosing with free unlimited data service in return.

Professionals from China, Brazil and the US are more willing to give access to their carrier/service provider, the government or their employer in return for free smartphone and unlimited data service – significantly more than other countries.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Your carrier/service provider	45	57 FGHIMNO	52 FGIM	58 FGHIMN	58 FGHIMNO	49 M	37	37	37	32	47 M	48 M	57 FGHIMNO	26	37	42 M
The government	30	37 FIM	32	28	40 FGHIM	29	22	24	25	21	32	36 F	39 FGIM	22	40 FGIM	28
Your employer	29	40 FGHIMO	32 FM	45 EFGHIMO	39 FGHMO	28 FM	14	21	22	24	30 FM	46 EFGHIJLMNO	31 FM	14	28 M	25

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Your carrier/service provider	43	56 GHKMN	47 MN	44 MN	69 BCEFGHIJKMNO	42 MN	41 MN	35 MN	34 M	50 GHMN	47 MN	37 MN	65 BCEFGHIJKMNO	17	21	41 MN
Your employer	29	49 CEFGHJMN	36 FGHJMN	29 GMN	49 CEFGHJMN	27 MN	22 MN	15	17	35 GHJMN	19	40 FGHJMN	42 EFGHJMN	9	11	35 GHJMN
The government	27	44 CEFGHIJMN	32 M	20	35 CFGHM	27 M	19	21	20	27 M	27 M	30 M	43 CEFGHIJMN	11	22 M	31 M

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q33/Q88. If you could have a free smartphone of your choosing with free unlimited data service, would you accept it if any of the following were able to access all of the data and information stored on it? (Please select one per row)

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Detailed Findings
Evaluation of Current Work Life

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9-to-5 Workday

Though somewhat evenly split, slightly more professionals believe there should be a traditional time for work and time for personal life – especially those in China, South Korea, Russia and Mexico.

In addition to those in the aforementioned countries, Gen X professionals from Brazil also believe in having a traditional time for work and play.

On the other hand, those in the Netherlands were considerably more likely to have the desire to work and play from anywhere at anytime with no restrictions.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Yes, there should be a traditional time for work and time for personal life	54	53 H	49 H	81 ABDEFGH IKMO	49 H	58 GHIO	45 H	42 H	26	41	74 ABDEFGH IKMO	59 GHIO	79 ABDEFGH IKMO	56 H	70 BDFGHIO	42 H
No, I want the freedom to work and play from anywhere at anytime with no restrictions	46	47 CJL	51 CJLN	19	51 CJLN	42 CJL	55 CJLN	58 CEJKLN	74 ABCDEFG JKLMNO	59 CEJKLN	26	41 CJL	21	44 CJL	30	58 CEJKLN

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Yes, there should be a traditional time for work and time for personal life	55	59 GHI	45 H	75 ABEFGHIK MO	65 BEFGHIK O	45 H	49 H	42 H	26	42 H	78 ABEFGHIK MO	48 H	76 ABEFGHIK MO	56 H	70 BEFGHIK O	50 H
No, I want the freedom to work and play from anywhere at anytime with no restrictions	45	41 CJL	55 CDJLN	25	35	55 CDJLN	51 CDJLN	58 ACDJLN	74 ABCDEFGI JKLMNO	58 ACDJLN	22	52 CDJLN	24	44 CJL	30	50 CDJLN

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q40/Q95. Do you believe that a typical white-collar workday should be from 9:00 a.m. to 5:00 p.m.?

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9-to-5 Workday

HR professionals slightly skew towards the belief that there should a traditional time for work and time for personal life, where a typical white-collar workday should be from 9am to 5pm.

Those in Russia, Australia and China echo this sentiment even more strongly, with more than 7 in 10 indicating the need for a traditional workday.

On the other hand, those in the UK, Germany, Japan and France believe in having freedom to work and play from anywhere at anytime.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Yes, there should be a traditional time for work and time for personal life	58	61 CE	60 CE	32	48	37	77 ACDEGI	59 CE	73 CDEI	44	65 CEI	73 CDEI
No, I want the freedom to work and play from anywhere at anytime with no restrictions	42	39 F	40	68 ABFGHJK	52 FHK	63 ABFGHJK	23	41 F	27	56 FHJK	35	27

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.
Q146. Do you believe that a typical white-collar workday should be from 9:00 a.m. to 5:00 p.m.?

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White-Collar Workday Schedule

Overall, most Gen X professionals believe Gen Y employees aged 18 to 30 feel work schedules should be flexible – led by those in the Netherlands, Canada and Poland.

On the other hand, the majority of Gen X professionals in China believe Gen Y employees feel a typical white-collar workday should be from 9:00am to 5:00pm.

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Yes	35	41 BHI	17	46 BEGHI	32 BH	29 H	41 BHI	30 BH	12	23	38 BHI	35 BH	63 ABCDEFGHIJKMNO	34 BH	45 BEGHI	34 BH
No, they believe it should be flexible	65	59 L	83 ACDFGJKLMNO	54 L	68 L	71 CLN	59 L	70 CLN	88 ACDEFGJKLMNO	77 ACFJLN	62 L	65 L	37	66 L	55 L	66 L

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q109. Do you believe most Gen Y employees aged 18 to 30, feel a typical white-collar workday should be from 9:00 a.m. to 5:00 p.m.?

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White-Collar Workday Schedule

HR professionals are evenly divided when it comes to their perceptions of Gen Y employees' feelings towards a traditional work schedule of 9am to 5pm.

Those in Australia are more convinced that Gen Y employees would prefer a traditional work schedule while those in the UK, Germany and Japan think these employees believe in having a flexible work schedule.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Yes	48	46	46	30	53 CE	32	44	54 CE	59 CEI	36	55 CE	66 ACEFI
No, they believe it should be flexible	52	54 K	54	70 DGHJK	47	68 DGHJK	56 K	46	41	64 HK	45	34

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q157. Do you believe most Gen Y employees aged 18 to 30, feel a typical white-collar workday should be from 9:00 a.m. to 5:00 p.m.?

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Remote Access

About one quarter of Gen X and Gen Y professionals indicate their organization allows them to work from home.

Among Gen Y professionals, more than 4 in 10 in the Netherlands and India are currently employed by an organization that allows them to work remotely.

Gen X professionals in the Netherlands and Australia lead all others when it comes to having the ability to work remotely.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Yes	25	32 FJLMN	20 L	36 DFJLMN	20 L	36 BDFJLMN	17	29 LM	45 BDFGIJLMNO	24 L	17	43 BDFIJLMNO	9	12	14	24 LM
No	75	68	80 EHK	64	80 CEHK	64	83 ACEHK	71 H	55	76 HK	83 ACEHK	57	91 ABCDEGHIKO	88 ACEGHKO	86 ACEHK	76 HK
Among Gen X Professionals %	**Total (n=1524)**	**US (n=104) A**	**CAN (n=100) B**	**MEX (n=100) C**	**BRA (n=102) D**	**UK (n=100) E**	**FRA (n=100) F**	**GER (n=100) G**	**NED (n=100) H**	**POL (n=102) I**	**RUS (n=101) J**	**IND (n=102) K**	**CHN (n=104) L**	**JPN (n=104) M**	**KOR (n=103) N**	**AUS (n=102) O**
Yes	28	41 DFGIJKLMN	29 LMN	43 DFGIJKLMN	23 M	41 DFGIJKLMN	22 M	18	56 BDEFGIJKLMN	21 M	27 LMN	24 MN	13	10	12	46 BDFGIJKLMN
No	72	59	71 HO	57	77 ACEHO	59 H	78 ACEHO	82 ACEHO	44	79 ACEHO	73 ACEHO	76 ACEHO	88 ABCEHJO	90 ABCDEFHIJKO	88 ABCEHJKO	54

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q41/Q96. Does your organization currently allow you to work from home?

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Remote Access

Roughly three quarters of HR professionals indicate employees at their organization are required to be in the office Monday through Friday – more specifically, those in China, Brazil and South Korea.

Those in Germany, the UK and France were significantly more likely to indicate employees are not required to be in the office every weekday and have occasional remote access.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Employees are required to be in the office Monday through Friday	73	72 CE	88 ACDE	52	66	55	79 CE	78 CE	88 ACDEIK	71	85 CDE	72 C
Employees can work from home occasionally such as on Fridays	20	22 J	12	35 BFGHIJ	28 HIJ	40 ABFGHIJK	14	18	12	9	8	20
Our organization is flexible - employees can work anywhere, anytime	7	6 H	0	14 BH	6 H	5	8 H	4	0	20 ABDEGH	8 H	8 H

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q147. Are employees in your organization required to be in the office Monday through Friday or are they allowed to work remotely (e.g. from home)?

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Remote Access for HR Department

Similar to other employees, most HR professionals are required to be in the office Monday through Friday.

Relative to other countries, those in the UK are least likely to be required to be in the office every week day, with nearly 1 in 5 having a flexible schedule where they can work from anywhere and at any time.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
We are required to be in the office Monday through Friday	75	70 C	86 C	48	70 C	71 C	80 C	79 C	86 ACDE	73 C	86 ACDE	78 C
We can work from home occasionally such as on Fridays	18	22 HJ	14	35 BFGHIJK	23 HJ	24 HJ	15	16	10	13	9	16
Our organization is flexible - we can work anywhere, anytime	7	8	0	17 BEGH	8	5	5	5	4	15 BH	5	6

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q148. Are you and your Human Resources department required to be in the office Monday through Friday or are you allowed to work remotely (e.g. from home)?

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Preference of Working from Home

Overall, Gen Y professionals who have the opportunity to work remotely are more likely to prefer working from the office, relative to their Gen X counterparts.

About half indicate enjoying both working from home and in the office depending on their schedule while roughly one third noted preferring working from home because it saves them time on their commute.

Among Gen Y Professionals %	Total (n=344)	US (n=32*) A	CAN (n=20**) B	MEX (n=19**) C	BRA (n=20**) D	UK (n=36*) E	FRA (n=17**) F	GER (n=29*) G	NED (n=41*) H	POL (n=17**) I	RUS (n=17**) J	IND (n=43*) K	CHN (n=9**) L	JPN (n=12**) M	KOR (n=8**) N	AUS (n=24**) O
Yes, it saves time on my commute	34	41 BHIJ	25	37 HIJ	55 BEFG HIJLMO	33 HIJ	35 HIJ	28 I	20	12	18	51 BEFG HIJLMO	33 HIJ	33 HIJ	50 BGHIJ	33 HIJ
Yes, I get more accomplished from home	22	31 GHIK MNO	40 GHIK LMNO	37 GHIK MNO	40 GHIK LMNO	28 GHIKN	29 GHIK MNO	14	10	6	29 GHIK MNO	14	22 HI	17	13	17
Yes, I do not enjoy my office environment	8	16 BHK	5	11 K	15 BHK	11 HK	18 BGHIK	7 K	2	6	12 HK	0	11 HK	8 K	13 HK	8 K
I like to work both at home and in the office depending on my work schedule	44	44 M	50 DGM	53 DGM	30 M	47 DM	41 M	34 M	51 DGM	41 M	47 DM	47 DM	56 DGM	0	88 ABCDEFG HIJKLMO	46 DM
No, I prefer to work from the office	28	28 BCDLN	15 D	11	5	33 BCDKLN	24 DL	45 ABCD FKLNO	39 BCDF KLNO	53 ABCD EFJKLNO	35 BCDKLNO	19 D	11	50 ABCD EFJKLNO	13	21 D

Among Gen X Professionals %	Total (n=429)	US (n=43*) A	CAN (n=29*) B	MEX (n=43*) C	BRA (n=23**) D	UK (n=41*) E	FRA (n=22**) F	GER (n=18**) G	NED (n=56) H	POL (n=21**) I	RUS (n=27*) J	IND (n=24**) K	CHN (n=13**) L	JPN (n=10**) M	KOR (n=12**) N	AUS (n=47*) O
Yes, it saves time on my commute	34	56 BCDHIJ	28	23	26	46 H	41	28	23	19	22	46	31	50	42	38
Yes, I get more accomplished from home	28	49 CFIJL	38	16	30	37	14	22	30	19	15	29	8	10	17	34
Yes, I do not enjoy my office environment	10	12	10	2	13	12	9	6	5	19	15	8	8	10	17	13
I like to work both at home and in the office depending on my work schedule	50	40	48	58	78 AENO	37	45	44	54	62	63	67 EO	54	40	33	36
No, I prefer to work from the office	19	9	21	23 D	0	24 D	14	33 DK	27 DK	10	22	4	0	30 D	17	32 ADK

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q42/Q97. Do you prefer to work from home? (Please select all that apply) [Among those who are allowed to work from home]

** Caution: Small base size (interpret results with care)*

***Caution: Extremely small base size (interpret results with extreme care)*

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Preference of Working from Home

The majority of HR professionals who are allowed to work remotely indicate enjoying both working from home and in the office depending on their schedule.

About one third though, indicate preferring to work from home because it saves them time on their commute and/or allows them to be more productive.

Among HR Professionals %	Total (n=205)	US (n=30*) A	BRA (n=7**) D	UK (n=34*) E	FRA (n=24**) F	GER (n=24**) G	RUS (n=13**) J	IND (n=21**) K	CHN (n=14**) L	JPN (n=15**) M	KOR (n=9**) N	AUS (n=14**) O
Yes, it saves time on my commute	35	37	14	24	42	25	46	48	43	33	11	57
Yes, I get more accomplished from home	35	33	14	35	50	25	31	43	14	27	33	57
Yes, I do not enjoy my office environment	9	13	14	6	4	8	0	14	0	20	0	21
I like to work both at home and in the office depending on my work schedule	60	87 CFGI	86 G	59 G	63 G	63 G	38	24	71 G	47	78 G	57
No, I prefer to work from the office	6	0	0	9	8	4	15	5	0	13	0	7

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q149. Do you prefer to work from home? (Please select all that apply.) [Among those who are allowed to work from home]

** Caution: Small base size (interpret results with care)*

***Caution: Extremely small base size (interpret results with extreme care)*

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Focus & Productivity

Among those who are employed by organizations that allow them to work from home, more than 4 in 10 Gen Y professionals indicate they are most focused and productive when working in the office.

On the other hand, among Gen X professionals, an even distribution is observed with the largest proportion indicating they are equally focused and productive at home and in the office.

Among Gen Y Professionals %	Total (n=344)	US (n=32*) A	CAN (n=20**) B	MEX (n=19**) C	BRA (n=20**) D	UK (n=36*) E	FRA (n=17**) F	GER (n=29*) G	NED (n=41*) H	POL (n=17**) I	RUS (n=17**) J	IND (n=43*) K	CHN (n=9**) L	JPN (n=12**) M	KOR (n=8**) N	AUS (n=24**) O
In the office	44	50 CD	40 D	32 D	10	50 CD	47 D	52 CD	46 D	41 D	41 D	37 D	56 BCDK	67 ABCDEFGHIJKO	50 D	50 CD
Equally focused and productive at home and in the office	31	9	40 AFGMO	37 AM	50 AEFGHLMO	28 A	24 A	24 A	34 AM	35 AM	41 AFGMO	40 AFGMO	33 AM	17	50 AEFGMO	25 A
At home	25	41 BEGHIJKLMNO	20 N	32 LN	40 BEGHIJKLMNO	22 N	29 LMN	24 LN	20 N	24 N	18 N	23 LN	11 N	17 N	0	25 LN

Among Gen X Professionals %	Total (n=429)	US (n=43*) A	CAN (n=29*) B	MEX (n=43*) C	BRA (n=23**) D	UK (n=41*) E	FRA (n=22**) F	GER (n=18**) G	NED (n=56) H	POL (n=21**) I	RUS (n=27*) J	IND (n=24**) K	CHN (n=13**) L	JPN (n=10**) M	KOR (n=12**) N	AUS (n=47*) O
Equally focused and productive at home and in the office	38	40	41	40	48	34	32	44	36	38	30	58 O	62	20	25	28
In the office	36	23	34	42	17	32	32	28	25	38	56 ADH	38	38	80 ABDEFGH	33	49 ADH
At home	27	37 KL	24	19	35 K	34 KL	36 K	28	39 CKLM	24	15	4	0	0	42 K	23

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q43/Q98. Where are you most focused and productive when working? [Among those who are allowed to work from home]

** Caution: Small base size (interpret results with care)*

***Caution: Extremely small base size (interpret results with extreme care)*

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Commuting to Work

About one third of professionals primarily use public transportation to commute to work, including 4 in 10 from Japan who currently take a train.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Drive	52	86 BCDEFH IJKLMNO	72 DIJKL MNO	60 JLMN	51 LMN	59 JLMN	60 JLMN	75 DEFH IJKLMNO	58 JLMN	48 LMN	37 L	47 LMN	12	28 L	23	53 JLMN
Bus	13	3	9	26 ABEF GHMO	19 AEFG HMO	7	5	2	3	27 ABEF GHMO	32 ABDE FGHKMO	14 AGH	30 ABEFG HKMO	6	32 ABEFG HKMO	5
Train	11	3	2	0	5	17 ABCD GJLN	11 BCJL	4	14 ABCD GJLN	6	0	16 ABC DGJLN	1	40 ABCDE FGHIJKLN	2	32 ABCDE FGHIJKLN
Subway	9	4	12 EHKO	8	11 EHO	2	13 AEHIKO	7	2	3	13 AEHIKO	3	16 AEHIKO	11 EHO	32 ABCDE FGHIJKLMO	2
Walk	8	4	4	2	9	14 ABCHO	7	5	2	7	16 ABCGHO	7	19 ABCF GHKMO	7	12 H	4
Bicycle	4	0	1	0	2	0	2	5	18 ABCD EFGIJKNO	6	0	5	16 ABCD EFGJKNO	9 ABEJO	0	1
Other	3	0	0	4	3	1	2	1	2	4	3	9 ABEGM	6 ABM	0	0	3
I do not currently commute to work	0	0	0	0	1	0	0	1	0	0	0	0	1	0	0	0

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Drive	58	76 DEIJ LMNO	75 DEIJ LMNO	70 EJLMN	57 LMN	50 LM	71 EJLMN	69 EJLMN	64 JLMN	59 LMN	47 M	66 EJLMN	33	32	41	60 LMN
Bus	12	6	8	19 ABFG HMO	26 ABEF GHKMNO	13 FGH	4	2	3	16 AFGHM	24 ABFG HKMO	11 G	27 ABEF GHKMNO	5	13 GH	7
Train	9	7 CL	4	0	1	9 CDL	5	13 BCDJLN	8 CDL	8 CDL	3	10 CDL	0	42 ABCDEF GHIJKLNO	3	24 ABCDE FHIJKLN
Subway	8	5	6 K	7 K	7 K	7 K	11 HIKO	3	1	2	16 ABGH IKMO	0	13 GHIKO	6 K	33 ABCDEF GHIJKLMO	1
Walk	5	3	4	1	3	10 CH	4	6 H	0	9 CH	8 CH	5	10 CH	7 H	7 H	4
Bicycle	5	0	1	1	0	6 ADJ	2	7 ADJ	21 ABCDE FGIJKMNO	6 ADJ	0	1	13 ABCD FJKNO	9 ABCDJKN	1	2
Other	2	1	1	1	6 GM	2	3	0	3	1	3	6 GM	4	0	3	3
I do not currently commute to work	1	3	1	1	0	3	0	0	0	0	0	2	0	0	0	0

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q52/Q107. Currently, how do you primarily commute to work?

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Longer Commute=Higher Salary?

Generally, professionals are somewhat evenly split on their expectation of receiving a higher salary for a longer commute.

Nevertheless, Gen Y professionals tend to faintly lean towards the belief that a longer commute equates to a higher salary while their Gen X counterparts tend to slightly disagree.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Yes	53	55 HJLN	51 JLN	72 BHJLNO	74 ABGHJLNO	65 HJLNO	60 HJLNO	58 HJLN	36 JLN	68 HJLNO	15	81 ABEFGHJLNO	20	75 ABFGHJLNO	14	45 JLN
No	47	45 DKM	49 CDKM	28	26	35 K	40 KM	42 DKM	64 ACDEFGIKM	32	85 ABCDEFGHIKMO	19	80 ABCDEFGHIKMO	25	86 ABCDEFGHIKMO	55 CDEFIKM

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Yes	45	48 JLN	41 JLN	57 BEHJLNO	75 ABCEFHIJLNO	38 JLN	54 EJLNO	65 ABEHJLNO	40 JLN	58 BEHJLNO	9	69 ABEFHJLNO	17	68 ABEHJLNO	10	34 JLN
No	55	52 DGKM	59 CDGIKM	43 D	25	62 CDFGIKM	46 DK	35	60 CDGIKM	42 D	91 ABCDEFGHIKMO	31	83 ABCDEFGHIKMO	32	90 ABCDEFGHIKMO	66 CDFGIKM

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q53/Q108. Would you expect to receive a higher salary as a result of having a longer commute to work?

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Detailed Findings
Implementation of Greater Work Flexibility

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24/7 Accessibility for Work

Most professionals consider themselves accessible for work 24 hours per day/7 days per week in some manner and among them roughly 3 in 10 are reachable by both email and phone.

In Brazil, about half indicate being accessible by both email and phone any time, any day.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Yes, by email only	13	12	16	26 ADFJLMN	8	18 L	12	14	13	14	8	16	7	12	9	14
Yes, by phone only	17	16	11	23 HM	19 M	12	14	25 BEHM	9	13	25 BEHM	29 ABEF HILMN	15	7	12	21 HM
Yes, by both email and phone	27	19	34 AEFI	32 EFI	55 ABCEFGHI JKLMNO	10	15	29 EFI	30 EFI	13	34 AEFI	29 EFI	36 AEFIO	29 EFI	21	22 E
No	43	53 CDGJK	40 CD	19	19	60 BCDG JKLO	59 BCDG JKLO	33 D	48 CDGJK	61 BCDG JKLO	33 D	27	43 CDK	52 CDGJK	58 BCDGJK	44 CDK

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Yes, by email only	14	16	13	17	9	11	9	12	18	15	16	26 BDEFGLNO	13	20 DF	11	10
Yes, by phone only	13	10	7	11	25 ABCE HMNO	10	15 M	15 M	9	17 MN	22 ABEHMN	17 MN	17 BMN	4	6	13 M
Yes, by both email and phone	31	34 BEFI	17	38 BEFI	47 BEFG HINO	19	13	32 BFI	29 FI	16	49 ABEF GHILNO	37 BEFI	33 BEFI	46 BEFHINO	25 F	27 F
No	42	40 DJK	63 ACDG HJKLM	34 DJK	20	60 ACDG HJKLM	63 ACDG HJKLM	41 DJK	44 DJK	53 CDJKLM	14	20	38 DJK	30 J	58 ACDG JKLM	50 CDJKM

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q72/Q135. Would you consider yourself accessible for work 24 hours per day/7 days per week?

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Competitive Edge for Flexible, Remote Work Model

The majority of professionals believe an organization that has adopted a flexible, mobile and remote work model has a competitive advantage over an organization that requires its employees to work in the office during set work hours.

This belief is particularly prominent in India, China, Mexico and Brazil among both sets of professionals.

In Japan though, about 7 in 10 feel there is no difference between the organization regardless of their work model.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Yes, it has a competitive advantage	66	71 GMN	71 GMN	87 EFGHIJMNO	82 EFGHJMNO	66 M	64 M	53 M	66 M	69 MN	64 M	87 ABEFGHIJMNO	80 EFGHJMN	20	49 M	68 GMN
No difference between the organizations	28	28 CDKL	25 CDKL	9	13	30 CDKL	31 CDKL	37 CDKL	30 CDKL	24 K	26 CDKL	11	12	74 ABCDEFGHIJKLNO	37 CDKL	26 CDKL
No, it has a competitive disadvantage	6	1	4	4	5	4	5	10 AK	4	7	10 AK	2	8 A	6	14 ABEK	6

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Yes, it has a competitive advantage	64	73 BFMNO	58 M	78 BEFGMNO	82 BEFGJMNO	62 M	54 M	59 M	70 FMN	73 BFMNO	69 FMN	82 BEFGJMNO	77 BEFGMNO	21	50 M	58 M
No difference between the organizations	29	21	35 ACDJKL	21	12	31 DKL	40 ACDHIJKL	37 ACDHIJKL	23	23	21	16	15	69 ABCDEFGHIJKLNO	43 ACDHIJKL	35 ACDJKL
No, they would be at a competitive disadvantage	6	6	7	1	6	7	6	4	7	5	10 CK	2	8 C	10 CK	8 C	7

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q46/Q101. Do you believe an organization that has adopted a flexible, mobile and remote work model has a competitive advantage over a rival that requires employees to be in the office from 9 a.m. to 5 p.m. Monday through Friday?

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Competitive Edge for Flexible, Remote Work Model

Nearly 7 in 10 HR professionals believe an organization that has adopted a flexible, mobile and remote work model has a competitive advantage over a rival that requires employees to be in the office from 9am to 5pm.

This belief is particularly more prominent in India, Australia and Brazil.

In contrast, most HR professionals in Japan believe there is no difference between the organizations regardless of their respective work models.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Yes, it has a competitive advantage	68	73 DIJ	82 DEIJ	70 I	56 I	61 I	74 DIJ	88 ACDEFHIJ	72 DIJ	33	52	83 DEIJ
No difference between the organizations	24	21	18	24 FG	34 FGK	29 FG	9	11	20	58 ABCDEFGHJK	38 ABFGHK	16
No, it has a competitive disadvantage	7	6	0	6	10 G	11 BG	17 BGK	1	8 G	9 G	11 G	2

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q150. Do you believe an organization that has adopted a flexible, mobile and remote work model has a competitive advantage over a rival that requires employees to be in the office from 9 a.m. to 5 p.m. Monday through Friday?

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Flexible, Remote Work Model Adjustment

Roughly half of professionals indicate their organization's HR department is adjusting its culture to enable a more mobile, flexible work style for its employees, though about one third feel it is not doing so quickly enough.

Considerably greater than most other countries, those in the US and India indicate their organization is adjusting its culture to accommodate a flexible, work style and doing it "quickly enough."

On the other hand, more than 6 in 10 professionals (both Gen X & Gen Y) in Japan, as well as Gen Y professionals in Russia and Brazil indicate their respective organization is not adjusting their work model for employees.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Yes	21	33 BDJLMN	16 M	32 BDJLM	12 M	24 DJM	20 M	22 JM	33 BDJLMN	21 M	10 M	39 BDEF GIJLMN	14 M	2	16 M	25 DJM
Yes, but not quickly enough	31	28	41 HJ	34	27	40 HJ	31	27	24	30	18	35 J	32 J	30	33	36 J
No	48	40	44 K	34	61 ABCE HKO	37	50 K	51 EK	43 K	49 K	72 ABCEFG HIKLNO	27	54 CEK	68 ABCEFG HIKO	51 K	40

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Yes	17	40 BCDEFG HIJLMNO	17 JM	15	10	23 DJLMN	13	12	23 DJLMN	18 JM	7	31 BCDF GIJLMN	12	6	10	23 DJMN
Yes, but not quickly enough	32	17	39 AM	32 A	36 AM	35 AM	31 A	29	32 A	35 AM	34 AM	34 AM	37 AM	19	35 AM	40 AM
No	50	42	44	53 KO	54 KO	42	56 KO	59 ABEKO	45	47	59 ABEKO	34	52 KO	75 ABCDEFG HIJKLNO	55 KO	37

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q47/Q102. In general, do you feel that your organization's Human Resource department is adjusting its organizational culture to enable a more mobile, flexible work style for its employees (e.g. working from home)?

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Flexible, Remote Work Model Adjustment

Most HR professionals state their organization either has already implemented or is planning on implementing a more mobile, flexible work style for its employees.

Those in the US and Australia are significantly more likely to indicate their organization has already implemented a mobile, flexible work style.

In India, about half cite their organization plans to implement this flexible working style for its employees.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
We have plans to implement a more mobile, flexible work style for our organization's employees	30	13	20	39 ABH	28 A	26 A	32 A	49 ABDEFHI	23	27	35 A	38 A
We are assessing the need to implement a more mobile, flexible work style for our organization's employees but probably will not change	26	18	46 ACEGK	23 K	29 GK	18	39 AEGK	12	42 ACEGK	31 GK	32 GK	8
We have already implemented a mobile, flexible work style for our organization's employees	26	48 BCDEFGHIJ	14	23 I	20 I	32 BFHI	11	30 FI	17	5	18	48 BCDFGHIJ
No	18	20 GK	20	15	23 GK	24 GK	18	9	18	36 ACFGHJK	15	6

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q152. Have you and your Human Resources department implemented or do you have plans to implement a more mobile, flexible work style for your organization's employees?

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Job Role Requiring the Most Adjustment

Though professionals are divided on the role requiring the most adjustment, about 3 in 10 feel Executives within their organization would need to make the biggest adjustment to enable a more mobile, flexible working environment.

About 1 in 5 Gen X professionals in South Korea and the UK feel IT would have to make the biggest adjustment while one third from France feel HR is the department needing the biggest adjustment.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
CEO	22	15 G	10	38 ABDE GHKLO	18 GH	17 G	23 BGHL	5	7	34 ABDE GHLO	63 ABCD EFGHIKL MNO	20 GHL	9	30 ABEGHLO	33 ABDE GHLO	17 G
Executives	31	27	34 K	21	37 EK	23	31	46 ACEF JKNO	41 CEKN	39 CEKN	28	19	36 K	33 K	21	30
Middle Management	23	29 FIJM	36 DFGIJM	21 J	17 J	30 DFIJM	15 J	18 J	34 DFGIJM	8	2	37 DFGIJM	28 FIJM	12 J	26 IJM	32 DFGIJM
Human Resources	11	11 J	8	13 J	16 JO	13 JO	16 JO	17 JO	9	13 J	2	14 JO	11 J	16 JO	7	4
IT	8	12 J	6	4	7	14 HJ	10 J	9 J	4	4	1	10 J	10 J	8 J	9 J	13 J
Other	5	7	7	4	6	4	6	6	5	1	4	1	7	2	4	5

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
CEO	22	18 GH	13	46 ABDE FGHKLNO	16 G	8	16 G	5	7	44 ABDE FGHKLNO	49 ABDE FGHKLNO	25 EGHL	10	35 ABDEF GHLO	25 BEGHL	20 EGH
Executives	31	33 N	32	21	39 CEKN	22	26	48 ABCE FIKLNO	41 CEFKNO	33 N	40 CEKNO	23	31	39 CEKNO	19	25
Middle Management	21	23 CIJM	35 CFGIJMN	11	24 CIJM	32 CFIJM	18 IJ	20 IJ	22 IJM	6	4	31 CFIJM	24 CIJM	10	21 IJM	34 CFGIJM
Human Resources	11	8 J	9 J	15 HJ	11 J	13 HJ	32 ABCDEGH IJKLMNO	12 HJ	3	7	1	9 J	16 HJN	13 HJ	6	8 J
IT	9	9	5	4	6	19 BCDF GIJMO	7	7	14 CM	8	5	10	15 BCDJMO	3	20 ABCD FGIJMO	6
Other	5	10 FIJM	6	3	5	6	1	8 FM	13 CFIJKLM	2	2	3	4	1	8 FM	7

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q48/Q103. In general, who in your organization would have to adjust the most to enable a more mobile, flexible work style for its employees (e.g. working from home)?

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Job Role Requiring the Most Adjustment

The largest proportion of HR professionals feel Executives would have to adjust the most to enable a more mobile, flexible work style for employees.

Mainly led by those in Russia, roughly 1 in 5 believe their CEO would require the most adjustment.

In Australia though, the largest proportion believe the Human Resources department would have to adjust the most to enable a more mobile, flexible work style for employees.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
CEO	19	29 CDEH	16	11	15	5	41 BCDEGHJK	23 EH	9	24 EH	18 E	17 E
Executives	30	30 J	28 J	20	37 CJ	38 CGJ	45 CGJK	23 J	30 J	38 CJ	9	27 J
Middle Management	25	20	32 FK	42 AEFGIK	29 F	20	9	21	37 AEFGIK	18	33 FK	14
Human Resources	16	9	20 F	17 F	10	21 AFH	2	28 ADFHJ	8	15 F	9	41 ABCDEFHIJ
IT	8	11	2	6	8	15 BFGK	3	4	13 GK	4	20 BCFGIK	2
Other	2	0	2	5	1	0	0	0	3	2	11 ADEFGK	0

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q153. In general, who in your organization would have to adjust the most to enable a more mobile, flexible work style for its employees (e.g. working from home)?

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Pay Cut in Return for Greater Flexibility

The majority of professionals (more than 7 in 10) would not be willing to accept a pay cut in return for greater work flexibility (e.g. unlimited work from home, flexible hours, etc.) – largely driven by those in the Netherlands and Japan.

Those willing to take a pay cut include roughly 4 in 10 from Brazil, India (Gen Y), the US (Gen Y), China (Gen Y) and South Korea (Gen X).

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Yes, I would be willing to accept a pay cut in return for greater work flexibility	29	37 FGHJM	31 H	28	45 EFGHIJM	26	18	22	14	24	20	44 EFGHIJM	36 FGHJM	18	32 H	34 FHJM
No, I would not be willing to take a pay cut in return for greater work flexibility	71	63	69	72	55	74 DK	82 ADKLO	78 ADKL	86 ABDKLNO	76 DK	80 ADKLO	56	64	82 ADKLO	68	66

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Yes, I would be willing to accept a pay cut in return for greater work flexibility	26	34 HMO	25	27	41 BEFGHIJMO	21	21	21	17	26	27	29	32 HMO	17	39 EFGHMO	19
No, I would not be willing to take a pay cut in return for greater work flexibility	74	66	75 D	73	59	79 DN	79 DN	79 DN	83 ADLN	74 D	73 D	71	68	83 ADLN	61	81 ADLN

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q49/Q104. Would you be willing to accept a pay cut in return for greater work flexibility (e.g. unlimited work from home, flexible hours, etc.)?

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Pay Cut in Return for Greater Flexibility

HR professionals are also less willing to accept a pay cut in return for greater work flexibility – particularly those in Russia, Germany, the UK, South Korea and France.

Among those willing to accept a pay cut are more than half of HR professionals in Australia, India and the US.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Yes, I would be willing to accept a pay cut in return for greater work flexibility	40	56 CDEFIJ	38	27	29	26	24	59 BCDEFHIJ	41 F	31	27	67 BCDEFHIJ
No, I would not be willing to take a pay cut in return for greater work flexibility	60	44	62 GK	73 AGK	71 AGK	74 AGK	76 AGHK	41	59 GK	69 AGK	73 AGK	33

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q154. Would you be willing to accept a pay cut in return for greater work flexibility (e.g. unlimited work from home, flexible hours, etc.)?

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Proportion of Pay Cut

Among those who are willing to take a pay cut, roughly two thirds of professionals (65% for Gen Y and 66% for Gen X) indicate the maximum pay cut they would be willing to accept for greater work flexibility is 1% to 9%.

Additionally, more than 1 in 5 would be willing to accept a pay cut of 10% to 19%.

Among Gen Y Professionals %	Total (n=397)	US (n=37*) A	CAN (n=31*) B	MEX (n=15**) C	BRA (n=46*) D	UK (n=26*) E	FRA (n=18**) F	GER (n=22**) G	NED (n=13**) H	POL (n=17**) I	RUS (n=21**) J	IND (n=44*) K	CHN (n=36*) L	JPN (n=19**) M	KOR (n=18**) N	AUS (n=34*) O
1-4%	29	22	39 ADGJMN	27	22	35 MN	44 ADGI JKMN	23	77 ABCDE FGIJKLMNO	24	24	30 MN	33 MN	16	11	35 ADMN
5-9%	36	32 H	45 FHKLM	33 H	41 HKM	42 FHKM	28 H	50 AFHJKLM	8	47 FHKLM	33 H	23 H	31 H	21 H	44 HKM	50 AFHJKLM
10-19%	22	22 HO	13	33 BEHKO	22 HO	15	22 HO	23 HO	8	29 BEHKO	38 ABDE FGHKO	11	28 BHKO	47 ABDE FGHIKLO	33 BEHKO	9
20-29%	6	3	0	7 BEGJ	13 ABEGIJLO	0	6 J	0	8 BEGIJ	0	0	20 ABCE FGHIJLMO	3	5	11 BEGIJ	3
30-39%	4	16 BCDEF GHIJLMNO	3	0	2	0	0	0	0	0	5	9 EFGHIN	3	5	0	3
40-49%	1	3	0	0	0	0	0	5	0	0	0	2	0	5	0	0
50% or more	2	3	0	0	0	8 BDFG HIJMO	0	0	0	0	0	5	3	0	0	0

Among Gen X Professionals %	Total (n=403)	US (n=35*) A	CAN (n=25*) B	MEX (n=27*) C	BRA (n=42*) D	UK (n=21**) E	FRA (n=21**) F	GER (n=21**) G	NED (n=17**) H	POL (n=27*) I	RUS (n=27*) J	IND (n=30*) K	CHN (n=33*) L	JPN (n=18**) M	KOR (n=40*) N	AUS (n=19**) O
1-4%	22	11	16	30	24	38 K	38 K	24	41 AK	22	19	10	15	17	20	21
5-9%	44	26	64 A	41	48	33	52	52	53	44	56 A	40	48	33	40	37
10-19%	23	14	16	26	21	10	5	24	6	33 F	26	37 F	30	33	28	26
20-29%	6	14	4	4	7	10	5	0	0	0	0	7	6	17	10	5
30-39%	2	20 CDIJLN	0	0	0	0	0	0	0	0	0	3	0	0	3	0
40-49%	1	14 DN	0	0	0	0	0	0	0	0	0	3	0	0	0	0
50% or more	1	0	0	0	0	10	0	0	0	0	0	0	0	0	0	11

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q50/Q105. What would be the maximum pay cut you would be willing to accept in return for greater work flexibility (e.g. unlimited work from home, flexible hours, etc.)?

**Caution: Small base size (interpret results with care)* ***Caution: Extremely small base size (interpret results with extreme care)*

[Among those who are willing to take a pay cut for greater work flexibility]

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Proportion of Pay Cut

Among HR professionals who are willing to accept a pay cut, more than 4 in 10 (44%) would accept a pay cut of 1% to 9% in return for greater work flexibility.

Further, nearly one quarter would accept a pay cut of 10% to 19% for greater work flexibility.

Among HR Professionals %	Total (n=330)	US (n=55) A	BRA (n=19**) D	UK (n=18**) E	FRA (n=23**) F	GER (n=22**) G	RUS (n=16**) J	IND (n=58) K	CHN (n=41*) L	JPN (n=17**) M	KOR (n=18**) N	AUS (n=43*) O
1-4%	15	15	16	22	17	23	19	12	17	18	17	5
5-9%	29	11	42 AK	44 AK	52 AK	50 AK	44 AK	29 AK	24	24	50 AK	9
10-19%	22	15	32 K	11	13	18	31 K	17	46 ACDGK	47 AGK	22	5
20-29%	15	15	5	11	9	9	0	22	7	12	11	37 ABDEFH
30-39%	12	31 BEHIJ	0	11	9	0	6	14	5	0	0	19
40-49%	5	13 G	0	0	0	0	0	0	0	0	0	21 GH
50% or more	2	2	5	0	0	0	0	5	0	0	0	5

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q155. What would be the maximum pay cut you would be willing to accept in return for greater work flexibility (e.g. unlimited work from home, flexible hours, etc.)?

**Caution: Small base size (interpret results with care)* ***Caution: Extremely small base size (interpret results with extreme care)*

[Among those who are willing to take a pay cut for greater work flexibility]

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Perceptions of Willingness to Take a Pay Cut

Gen X professionals predominantly believe that Gen Y employees aged 18 to 30 would be unwilling to accept a pay cut in return for greater work flexibility: UK Gen X professionals are even more convinced of their unwillingness.

Those in Brazil though believe otherwise as nearly two thirds believe Gen Y employees would be willing to accept a pay cut – significantly larger than all other countries.

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Yes, I believe they would be willing to accept a pay cut in return for greater work flexibility	39	48 EFHMO	36	47 EFMO	64 ABCEFGHI JKLMNO	25	31	43 E	33	34	44 EM	36	46 EFMO	29	43 E	31
No, I do not believe they would be willing to take a pay cut in return for greater work flexibility	61	52 D	64 D	53 D	36	75 ACDGJLN	69 ACDL	57 D	67 AD	66 D	56 D	64 D	54 D	71 ACDJL	57 D	69 ACDL

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q110. Do you believe most Gen Y employees aged 18 to 30, would be willing to accept a pay cut in return for greater work flexibility (e.g. unlimited work from home, flexible hours, etc.)?

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Perceptions of Willingness to Take a Pay Cut

Overall, HR professionals are split with slightly more than half believing Gen Y employees would be unwilling to take a pay cut in return for greater work flexibility.

Significantly greater than most other countries, those in Australia and the US are more inclined to believe Gen Y employees would be willing to accept a pay cut in return for greater work flexibility.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Yes, I believe they would be willing to accept a pay cut in return for greater work flexibility	46	67 BCDEFHIJ	40	32	35	40	44	52 CDIJ	45	31	35	73 BCDEFGHIJ
No, I do not believe they would be willing to take a pay cut in return for greater work flexibility	54	33	60 AK	68 AGK	65 AGK	60 AK	56 AK	48 K	55 AK	69 AGK	65 AGK	27

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q158. Do you believe most Gen Y employees aged 18 to 30, would be willing to accept a pay cut in return for greater work flexibility (e.g. unlimited work from home, flexible hours, etc.)?

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Perceived Proportion of Pay Cut

Among Gen X professionals who believe Gen Y employees would be willing to accept a pay cut in return for greater work flexibility, 60% think Gen Y employees would accept a pay cut of 1% to 9%.

Greater than all other countries, in the US, about one quarter of Gen X professionals who think Gen Y employees would be willing to accept a pay cut, believe these employees would relinquish 30% to 39% of their pay for greater flexibility.

Among Gen X Professionals %	Total (n=600)	US (n=50) A	CAN (n=36*) B	MEX (n=47*) C	BRA (n=65) D	UK (n=25*) E	FRA (n=31*) F	GER (n=43*) G	NED (n=33*) H	POL (n=35*) I	RUS (n=44*) J	IND (n=37*) K	CHN (n=48*) L	JPN (n=30*) M	KOR (n=44*) N	AUS (n=32*) O
1-4%	21	14	17	21	15	28	48 ABCDGJK LMNO	16	30	26	18	14	19	17	23	19
5-9%	39	18	39	36	42 A	40	23	51 AF	55 AF	46 A	55 AFL	49 A	31	33	32	34
10-19%	29	30	44 HJ	38 H	34 H	20	19	30	12	20	20	27	31	30	30	38 H
20-29%	7	12	0	4	6	4	6	2	0	6	5	5	15	20 BGH	11	3
30-39%	3	24 BCDEFGHI JKLMNO	0	0	3	0	0	0	3	0	2	3	0	0	2	0
40-49%	1	2	0	0	0	0	3	0	0	3	0	0	0	0	2	0
50% or more	1	0	0	0	0	8	0	0	0	0	0	3	4	0	0	6

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q111. What would be the maximum pay cut you believe that Gen Y employees aged 18 to 30, would be willing to accept in return for greater work flexibility (e.g. unlimited work from home, flexible hours, etc.)? [Among those who believe Gen Y employees would be willing to take a pay cut for greater work flexibility]

** Caution: Small base size (interpret results with care)*

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Perceived Proportion of Pay Cut

Among HR professionals who believe Gen Y employees would be willing to accept a pay cut, about 4 in 10 (41%) indicate the maximum pay cut these employees would accept is 1% to 9%.

Among HR Professionals %	Total (n=381)	US (n=66) A	BRA (n=20**) D	UK (n=21**) E	FRA (n=28*) F	GER (n=34*) G	RUS (n=29*) J	IND (n=51) K	CHN (n=45*) L	JPN (n=17**) M	KOR (n=23**) N	AUS (n=47*) O
1-4%	14	9	15	19	25 K	21 K	24 K	10	18 K	6	22 K	2
5-9%	27	15	35 K	38 K	39 AK	47 AGHK	41 AK	22	22	35	35 K	11
10-19%	28	21	35 K	29	21	32 K	31 K	27 K	44 AK	47 K	39 K	9
20-29%	13	17 E	5	10	7	0	3	24 EFHJ	4	12	0	34 BDEFHJ
30-39%	8	29 BDEFGHIJ	0	5	4	0	0	8	2	0	0	13
40-49%	7	8	0	0	4	0	0	4	9	0	0	30 ABCDEFGHIJ
50% or more	2	2	10	0	0	0	0	6	0	0	4	2

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q159. What would be the maximum pay cut you believe that Gen Y employees aged 18 to 30, would be willing to accept in return for greater work flexibility (e.g. unlimited work from home, flexible hours, etc.)? [Among those who believe Gen Y employees would be willing to take a pay cut for greater work flexibility]

** Caution: Small base size (interpret results with care)* ***Caution: Extremely small base size (interpret results with extreme care)*

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Accepting a New Position

Though salary is the overall most important factor when deciding to accept a new job, the ability to work remotely is particularly important to Gen Y professionals in Brazil, Mexico and India - compared to those in most other countries.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Salary	62	56 DN	62 CDKN	40	40	81 ABCD GKMNO	71 ACDKMN	65 CDKN	70 CDKMN	77 ACDKMN	81 ABCD GKMNO	46	68 CDKN	54	37	67 CDKN
Benefits e.g. health insurance, life insurance, etc.	10	14 EJ	13 EJ	26 EFGHI JKNO	16 EGJN	4	10	5	7	10	3	11	15 EGJ	13 EJ	4	7
The ability to work remotely e.g. from your home or a coffee shop	7	6 EL	4	17 BEHLM	19 ABEF GHILMNO	0	6 EL	6 EL	3	6	12 ELM	15 BEHLM	0	3	5	6 EL
The flexibility to set your own work schedule	12	12	14	13	19 EFIJ	8	5	15 FJ	15 FJ	6	5	15 FJ	9	12	32 ABCEF GHIJKLMO	15 FJ
The ability to take a sabbatical after being on the job for a certain number of years	3	4	0	2	3	3	1	6 BJO	2	0	0	6 BJO	1	4	14 ABDEF HIJLMO	0
The amount of vacation time you are able to take per year	6	8 J	7 J	2	4	4	7 J	3	2	1	0	8 J	7 J	15 CDEGHIJO	9 J	5
Among Gen X Professionals %	**Total (n=1524)**	**US (n=104) A**	**CAN (n=100) B**	**MEX (n=100) C**	**BRA (n=102) D**	**UK (n=100) E**	**FRA (n=100) F**	**GER (n=100) G**	**NED (n=100) H**	**POL (n=102) I**	**RUS (n=101) J**	**IND (n=102) K**	**CHN (n=104) L**	**JPN (n=104) M**	**KOR (n=103) N**	**AUS (n=102) O**
Salary	58	53	54	45	40	65 CDK	65 CDK	62 CDK	59 D	68 ACDK	69 ABCDKL	46	55	65 CDK	59 D	67 CDK
The flexibility to set your own work schedule	15	13	12	15	23 JM	14	16	21 M	19	13	11	25 ABIJMN	15	9	13	16
Benefits e.g. health insurance, life insurance, etc.	13	17 EGJK	13	28 BEFGH IJKMNO	25 BEFGI JKMNO	6	8	6	15	10	7	6	21 EFGIJ KMNO	10	9	10
The ability to work remotely e.g. from your home or a coffee shop	7	8	12 ELMNO	9	10 LMO	3	7	6	5	6	10 LMO	15 EHLMNO	2	2	3	2
The amount of vacation time you are able to take per year	4	7 D	6 D	2	0	7 D	3	2	2	2	3	6 D	6 D	8 D	8 D	5
The ability to take a sabbatical after being on the job for a certain number of years	3	3	3	1	2	5	1	3	0	2	0	3	1	7 HJ	9 CFHJLO	1

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q51/Q106. Imagine you were looking for a new job. Which of the following would be the most important factor in your decision to accept a position?

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Accepting a New Position

More than 4 in 10 HR professionals indicate salary is the most important factor in their decision to accept a position, including roughly two thirds of those from South Korea.

In Brazil and India, the largest proportion note flexibility to set their own work schedule as the most important factor when looking for a new job.

To those in Australia, the ability to take a sabbatical after being on the job for a certain number of years is most important.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Salary	44	37 K	24	47 BGK	54 ABGK	44 BGK	59 ABGK	26	51 BGK	62 ABGK	67 ABCEGK	17
The flexibility to set your own work schedule	20	11	26 A	23	19	21	23	31 AHIK	16	15	18	14
The ability to work remotely e.g. from your home or a coffee shop	12	11	18 HJ	8	14 J	17 HJ	9	22 CFHJ	5	9	3	16 HJ
Benefits e.g. health insurance, life insurance, etc.	11	24 DEFGIJK	26 DEFGIJK	14	5	4	8	9	14 EJ	5	3	8
The ability to take a sabbatical after being on the job for a certain number of years	8	9 DF	4	5	0	7 D	0	8 DF	3	4	8 D	39 ABCDEFG HIJ
The amount of vacation time you are able to take per year	6	7	2	5	8	7	2	4	11 FJ	5	2	6

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q156. Imagine you were looking for a new job. Which of the following would be the most important factor in your decision to accept a position?

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Detailed Findings
Glancing into the Future

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Most Important Connected Device

At roughly 4 in 10, the largest proportion of professionals believe in the year 2020, a worker's most important connected device will be his/her smartphone – especially those in the US.

Most professionals in Mexico and South Korea believe connected wearables (e.g. Samsung smart watch, Google Glass, etc.) will be most important for workers in the year 2020.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
A smartphone	40	58 CFGIJLMN	46 CGJL	25	45 CGJL	50 CGIJLN	39 J	28	47 CGJL	34	22	49 CGJLN	29	43 CGJ	30	44 CGJL
A tablet	25	24 DKN	20 N	26 DKN	10	34 BDKLN	25 DKN	42 ABDF HIKLN	24 DKN	24 DKN	40 ABDF HIKLN	10	20 N	35 BDKLN	5	30 DKN
Connected wearables (e.g. Samsung smart watch, Google Glass, etc)	23	10	26 AEM	42 ADEF HJMO	22 A	12	21	25 AEM	24 AEM	32 AEMO	21 A	33 AEMO	32 AEMO	11	47 ABDE FGHJMO	15
A car	6	7	7	2	19 ABCEF GHJKLMN	2	7	1	2	7	5	4	5	8 G	5	10 EG
A personal robot assistant	5	1	2	6	5	2	9 A	5	2	3	12 ABEHO	5	15 ABDE GHIKMO	4	12 ABEHO	2

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
A smartphone	34	48 CEGIJLM	46 CEGIJM	24	43 CGIJM	31 G	34 G	13	43 CGIJ	25 G	28 G	37 G	33 G	29 G	35 G	34 G
Connected wearables (e.g. Samsung smart watch, Google Glass, etc)	31	23	20	56 ABDEF GHIJLMO	27 M	17	19	39 ABEFJM	32 EM	38 ABEFJM	24	41 ABEFJM	38 ABEFJM	13	49 ABDE FHJMO	27 M
A tablet	25	18 LN	33 ACDKLN	18 LN	14	38 ACDHKLN	35 ACDKLN	43 ACDH IJKLN	22 LN	25 LN	25 LN	17 LN	6	44 ACDH IJKLN	7	31 ACDKLN
A personal robot assistant	6	4	1	2	10 BCGO	5	7	1	3	7	12 BCGHO	4	19 ABCEFG HIKMNO	8 BG	7	2
A car	4	7 BCH	0	0	6 BCH	9 BCHK	5	4	0	4	12 BCHKN	1	5	6 BCH	3	5

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q60/Q123. In the year 2020, which of the following will be a worker's most important connected device?

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Future Work Schedule

In the year 2020, most professionals expect their job will sometimes require them to physically be in the office from 9am to 5pm depending on their workday schedule.

Gen Y professionals from Germany and the Netherlands are significantly more likely to indicate that their job will not require them to be in the office at all in the year 2020.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Yes, every workday	30	27	33 H	26	34 H	31 H	37 HIL	32 H	15	21	43 AHIKLO	26	23	43 AHIKLO	32 H	24
Sometimes, depending on my workday schedule	54	58 F	52	55	51	57 F	42	44	56	70 BDFGJKM	48	53	65 FGJM	46	56	57 F
No, not at all	16	15	15	19	15	12	22 IJ	25 EIJLM	29 ABDEIJLMN	8	10	21 J	12	12	12	19

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Yes, every workday	29	41 CDEKLNO	30 LN	24	23	23	41 CDEKLNO	28 LN	28 LN	37 DEKLNO	40 CDEKLNO	22	14	43 CDEGHKLNO	14	24
Sometimes, depending on my workday schedule	55	41	49	63 AFHM	61 AFM	59 AFM	42	51	48	54	56 AM	58 AFM	72 ABFGHIJKMO	41	75 ABDEFGHIJKMO	54
No, not at all	16	17 J	21 IJ	13 J	17 J	18 J	17 J	21 IJ	24 IJN	9	4	21 IJ	13 J	15 J	12	23 IJ

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q55/Q118. In the year 2020, will your job require you to be physically in the office from 9:00 a.m.to 5:00 p.m.?

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Future Work Schedule

HR professionals are at parity when it comes to the future of traditional workday schedules (9 a.m. to 5 p.m.) although, those in Russia, Japan, Australia and Brazil are more convinced that the traditional schedule will remain relevant in the year 2020.

On the other hand, those in France, the UK, Germany and India are significantly more inclined to believe that a typical workday schedule at their organization will not exist in the year 2020.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Yes	47	58 CDEG	64 CDEGHJ	29	25	33	68 CDEGHJ	39	45 D	67 CDEGHJ	42 D	64 CDEGHJ
No	53	42	36	71 ABFIK	75 ABFHIJK	67 ABFIK	32	61 ABFIK	55 BFIK	33	58 BFIK	36

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q168. In the year 2020, do you believe the typical workday in your organization will still be from 9:00 a.m. to 5:00 p.m.?

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Future Flexibility of Work Schedule

The majority (65%) of HR professionals anticipate employees will have at least some flexibility in the year 2020, with one quarter expecting their organization to be flexible and allowing its employees to be able to work anywhere, anytime.

Those in Japan, the US and Russia are most likely to believe their organization will require its employees to be in the office Monday through Friday.

In India though, the largest proportion expects their organization to be more flexible, allowing its employees to work from anywhere at any time in the year 2020.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Employees will be able to work from home occasionally such as on Fridays	40	30	44 I	47 AI	44 I	58 AFGHIK	35	35	38	24	44 I	39
Employees will be required to be in the office Monday through Friday	35	51 CDEGHJ	40 CEG	20	28	21	50 CDEGH	22	31	60 CDEGHJK	32	39 CEG
Our organization will be flexible - employees will be able to work anywhere, anytime	25	19	16	33 F	28	20	15	43 ABEFIJK	31 F	16	24	22

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q169. In the year 2020, where will the majority of your employees be working?

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Shift Towards Flexible, Remote Work Model

Roughly 1 in 5 professionals believe by the year 2020, at least 50% of white-collar jobs will have shifted from a “being in the office from 9 to 5” work model to a flexible, mobile and remote work model.

This belief is especially echoed by about one third of professionals from Mexico and India.

In contrast, those in Japan and Poland are least likely to believe the shift will occur with some believing there will be no shift at all or a shift of less than 25%.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
None	4	4	1	6	3	1	7 HL	4	0	13 BDEHKLO	4	2	0	15 ABDEGHJ KLO	4	3
1-24%	37	27	37	32	37	43 AK	38	43 AK	37	44 AK	36	28	33	43 AK	37	42 A
25-49%	38	44 C	46 C	25	33	42	38	39	42	30	38	39	40	33	42	34
50-74%	18	22 M	17	34 BEFGIJM N	20 M	12	15	11	20 M	13	17	30 BEFGIJM	24 EGM	9	16	21 M
75-100%	3	4	0	4	7 B	3	3	4	1	1	6 B	2	4	1	2	1

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
None	6	2	6	5	3	5	12 ADKLNO	9	4	7	4	2	2	21 ABCDEGH IJKLNO	2	3
1-24%	31	29	36 H	24	28	34 H	35 H	28	20	43 ACDGHKN	34 H	25	30	38 CHK	27	36 H
25-49%	41	42	39	36	46	43	35	38	53 CFGIM	37	41	42	43	33	41	47
50-74%	19	26 IMO	16	32 BEFIMO	22 M	15	14	22 M	21 M	12	21 M	26 FIMO	23 MO	7	22 MO	11
75-100%	3	1	3	3	1	3	4	3	2	1	1	5	2	1	8 ADIJM	3

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q56/Q119. By the year 2020, what proportion of white-collar jobs do you believe will have shifted from a “being in the office from 9 a.m. to 5 p.m.” work model to a flexible, mobile and remote work model?

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Shift Towards Flexible, Remote Work Model

In general, by the year 2020, nearly all HR professionals foresee some type of shift when it comes to movement away from traditional work hours model (9am to 5pm) and towards a flexible, mobile and remote work model.

Although HR professionals in Australia are likely to expect the largest shift, those in Japan are least likely to anticipate any shift in the standard 9am to 5pm work model.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
None	6	3	4	0	9 C	5	12 CH	4	3	27 ABCDEGH JK	6	5
1-24%	27	22	28 K	24	28 K	37 AGK	38 AGK	16	29 K	35 GK	39 AGK	11
25-49%	40	38	44	50 I	37	38	39	46 I	45 I	25	36	41
50-74%	21	34 EFIJ	22	24 F	20	17	9	28 FIJ	21	11	11	20
75-100%	5	2	2	2	6	4	2	6	2	2	8	23 ABCDEFG HIJ

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q170. By the year 2020, what proportion of white-collar jobs do you believe will have shifted from a “being in the office from 9 a.m. to 5 p.m.” work model to a flexible, mobile and remote work model?

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Future Employee Accessibility

More than one third of HR professionals feel that their organization's management will expect its employees to be accessible 24 hours a day/7 days a week by the year 2020 but there will be no expectation that they work constantly (they can simply work when they want to after hours).

Due to the proliferation of mobile devices in the workplace, roughly 4 in 10 from France, Germany, China and Japan expect to be able to do their job more efficiently during a typical work day, meaning there would be no need for them to be accessible 24 hours a day/7 days a week.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Yes, with the proliferation of mobile devices, I'm already required by my job to be accessible 24 hours a day/7 days a week	28	49 BCDEFHIJ	22	9	27 C	18	26 C	48 BCDEFHIJ	19	16	18	42 BCEHIJ
Yes, but there will be no expectation that I work constantly - I can work when I want after hours	38	29	46 D	52 ADEI	24	31	53 ADEI	38	37	31	45 D	41
No, I expect to be able to do my job more efficiently during my typical work day	28	19	26 G	33 FGK	44 AFGJK	42 AFGJK	14	10	42 AFGJK	35 FGK	21	16
No, my organization will not let us work remotely or in a mobile fashion so we will continue to be traditional 9-to-5 workers in the future	6	2	6	6	5	10	8	4	2	18 ADGHK	15 AGHK	2

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q173. By the year 2020, do you feel that your organization's management will expect employees to be accessible 24 hours a day/7 days a week given the proliferation of mobile devices in the workplace?

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Necessity of In-Office HR Professionals

HR professionals are equally divided when it comes to the need for them to be in the office Monday through Friday to get their job done in the year 2020.

While those in Japan, Russia and Australia tend to lean towards the need to be in the office, those in the UK, South Korea and China tend to disagree.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Yes	50	56 CHJ	58 C	33	48	45	61 CHJ	47	40	67 CDEGHJ	38	69 CDEGHJ
No	50	44	42	67 ABFIK	52 IK	55 IK	39	53 IK	60 AFIK	33	62 AFIK	31

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q171. In the year 2020, do you think that Human Resources professionals in your organization will need to be in the office Monday through Friday to get their job done?

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Necessity of In-Office Managers

By the year 2020, nearly half of HR professionals believe managers will have a choice of whether they will need to be in the same office as their direct reports every weekday – mainly led by those in Russia, China and Japan.

Driven by those in Germany and France, more than one quarter believe organizations will be more nationally and/or globally distributed by the year 2020, where managers will not need to be in the same office as their direct reports every weekday.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Yes, and it will be mandatory	25	37 CDEH	36 CDH	15	14	20	27 H	23 H	11	31 DH	29 DH	45 CDEGH
Yes, but it will be by choice	48	36	54 E	45	41	31	65 ACDEGK	42	65 ACDEGK	62 ADEGK	56 AE	41
No, organizations will be more nationally and/or globally distributed	27	26 BFI	10	39 BFIJK	46 ABFHIJK	49 ABFHIJK	8	35 BFIJK	24 FI	7	15	14

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q172. By the year 2020, will managers in your organization need to be in the same office as their direct reports Monday through Friday?

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Future Job Hunting Approach

While one third of professionals indicate their job hunting approach will always remain local, nearly 1 in 5 indicate their approach is already national or worldwide, driven by those in India, Mexico and France.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Yes, my approach to job hunting is already national or worldwide	19	21 JM	11	42 ABDEG HJLMNO	22 JM	18 J	28 BGHJLMO	11	14	24 BGJM	7	43 ABDEF GHIJLMNO	12	10	16	15
Yes, but my approach to job hunting will be national or worldwide before the year 2020	20	15	20	30 AEFGM	28 AEFGM	11	13	12	16	25 EGM	21	38 ABEFGHJL MO	18	11	26 EGM	20
Yes, my approach to job hunting will be national or worldwide in the year 2020	15	14	21 FH	15	19 FH	10	7	10	8	11	27 AEFGHIK	12	17	17	23 FH	20 FH
No, but my approach to job hunting will be national or worldwide after the year 2020	16	11	21 FK	8	17 K	16 K	8	16 K	25 ACFKO	14 K	17 K	4	27 ACFKO	17 K	30 ACFKO	13 K
No, my approach to job hunting will always be local	31	40 CDKN	28 CDKN	6	15 K	46 BCDIJKLN	45 BCDIJKLN	51 BCDIJ KLNO	36 CDKN	25 CKN	28 CDKN	4	27 CKN	47 BCDIJKLN	5	33 CDKN
Among Gen X Professionals %	**Total (n=1524)**	**US (n=104) A**	**CAN (n=100) B**	**MEX (n=100) C**	**BRA (n=102) D**	**UK (n=100) E**	**FRA (n=100) F**	**GER (n=100) G**	**NED (n=100) H**	**POL (n=102) I**	**RUS (n=101) J**	**IND (n=102) K**	**CHN (n=104) L**	**JPN (n=104) M**	**KOR (n=103) N**	**AUS (n=102) O**
Yes, my approach to job hunting is already national or worldwide	18	26 BGHJMO	7	33 BDEG HIJMO	16 JM	17 JM	26 BGHJMO	10	7	20 BHJM	5	43 ABDEF GHIJLMNO	23 BGHJMO	6	20 BHJM	11
Yes, but my approach to job hunting will be national or worldwide before the year 2020	18	13	20 EGH	33 AEFGHIL MO	34 ABEFGHIL MO	9	15 G	4	9	17 G	26 AEGHMO	29 AEFG HILMO	16 G	12	24 AEGHMO	12
Yes, my approach to job hunting will be national or worldwide in the year 2020	14	11	12	14	22 FGM	14	8	9	14	16	21 FGM	17 M	14	7	17 M	12
No, but my approach to job hunting will be national or worldwide after the year 2020	16	17 K	21 CFK	9	17 K	13	9	13	19 K	16 K	16 K	5	20 CFK	17 K	31 ACDEFGIJ KM	20 K
No, my approach to job hunting will always be local	34	34 CDKN	40 CDKLN	11	12	47 CDIKLN	42 CDKLN	64 ABCD EFIJKLNO	51 ACDIJKLN	32 CDKN	33 CDKN	6	26 CDKN	59 ABCD FIJKLN	8	46 CDKLN

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q61/Q124. In the year 2020, will your approach to job hunting be national or worldwide (vs. local) with the expectation that you would be able to work from anywhere, anytime using real-time audio and video?

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Existence of Physical Offices

The vast majority of professionals think physical offices will continue to exist to some degree in the year 2020, with about half indicating that there will always be a need for them.

In China, the largest proportion of professionals believe in the year 2020, physical offices will be much smaller than they are today because more people will work remotely.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Yes, there will always be a need for physical offices as they exist today	56	66 LN	52	55	52	60 L	57 L	67 BDLN	58 L	58 L	56 L	57 L	39	54 L	44	59 L
Yes, but they will be much smaller than they are today because more people will work remotely	38	36 GM	48 GM	42 GM	39 GM	41 GM	39 GM	20	33	35 GM	42 GM	43 GM	57 ADEFGHIJMO	20	40 GM	36 GM
Yes, but they will be conference rooms mostly and have less cubicles, desks and offices	20	17	20	23	31 AEFIJM	13	17	25 EI	30 EIM	8	17	20	20	17	23 I	19
No, there will be no need for physical offices - we will be able to communicate with others from anywhere anytime using real-time audio and video	3	2	3	2	2	0	1	2	3	3	4	4	1	15 ABCDEFGHIJKLO	4	1

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Yes, there will always be a need for physical offices as they exist today	49	56 CLN	51 CL	34	41	57 CDLN	55 CL	62 CDHIJKLN	44	45	44	45	33	68 BCDHIJKLNO	41	53 CL
Yes, but they will be much smaller than they are today because more people will work remotely	40	42 GM	43 GM	50 GM	36 GM	36 GM	37 GM	21	47 GM	50 GM	44 GM	44 GM	50 GM	16	40 GM	39 GM
Yes, but they will be conference rooms mostly and have less cubicles, desks and offices	21	19	19	31 EGIJMO	33 ABEFGIJMO	17	19	15	28 GIM	13	18	24 M	25 IM	11	26 IM	18
No, there will be no need for physical offices - we will be able to communicate with others from anywhere anytime using real-time audio and video	3	3	0	1	3	3	1	7 B	4	1	2	5	4	8 BCFI	6 B	3

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q57/Q120. In the year 2020, do you think that physical offices will even exist? (Please select all that apply)

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Detailed Findings
Advanced Technology

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Existence of Self-Driven Cars

Though the majority think otherwise, about 3 in 10 professionals believe cars will be self-driven in the year 2020, making their commute easier as they will be able to work in cars similar to working on trains or buses today.

At least half of professionals in India (both Gen X and Gen Y) and China (Gen Y) believe cars will be self-driven in the near future.

Gen X professionals in the US and Brazil are more likely to believe that cars will be self-driven in the year 2020, compared to their Gen Y counterparts.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Yes, it will make my commute easier because I can work in the car as we do on trains or buses today	29	19	30	42 AEGIJMO	29	21	30	20	33 AM	18	23	50 ABDEFGHIJMO	51 ABDEFGHIJMO	17	42 AEGIJMO	22
No, I don't believe cars will be self-driven by the year 2020	71	81 CHKLN	70 KL	58	71 KL	79 CKLN	70 KL	80 CKLN	67 KL	82 CKLN	77 CKLN	50	49	83 CHKLN	58	78 CKLN

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Yes, it will make my commute easier because I can work in the car as we do on trains or buses today	31	41 BEFGIJMO	18	32 BEM	39 BEFGIJMO	17	25	25	35 BEJM	24	20	57 ABCDEFGHIJMO	44 BEFGIJMO	17	47 BCEFGIJMO	25
No, I don't believe cars will be self-driven by the year 2020	69	59 K	82 ACDHKLN	68 KN	61 K	83 ACDHKLN	75 ADKLN	75 ADKLN	65 K	76 ADKLN	80 ADHKLN	43	56	83 ACDHKLN	53	75 ADKLN

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q58/Q121. In the year 2020, do you expect cars to be self-driven?

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Robots for Assistance

Most professionals believe that middle income workers will have robots to assist them (i.e. with scheduling, coordination, project management, technical support, etc.) sometime in the future; among them, 7 in 10 believe it may not happen by 2020 but maybe by 2030.

More than most other countries, 1 in 5 Gen X professionals in the US and China believe middle income workers will have robots to provide assistance by 2020, as well as a similar proportion of Gen Y professionals in Mexico and India.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Yes	9	11 EH	8	21 BEGHMO	11 EH	2	11 EH	5	2	7	10 E	16 EGHMO	9	5	14 EH	6
Not by 2020 but maybe by 2030	70	67	61	66	76 BM	69	76 BM	67	66	77 BM	75 M	72 M	76 BM	55	68	76 BM
Never	21	22	31 CDFIJKL	13	13	29 DFJKL	13	28 DFKL	32 CDFIJKLO	15	16	12	15	40 ACDFIJKLNO	18	18

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Yes	9	20 BEFGHIJMO	5	10	13 FM	5	4	8	8	8	8	12 M	15 BEFM	3	13 M	7
Not by 2020 but maybe by 2030	73	60	73 M	80 AEM	76 AEM	61	77 AEM	69	75 AM	78 AEM	80 AEM	82 AEGM	84 AEGM	55	74 AM	75 AM
Never	18	20 KL	22 CKL	10 L	11 L	34 ACDFHIJKLNO	19 KL	23 CDKL	17 KL	14 L	12 L	6	1	42 ABCDFGHIJKLNO	14 L	19 KL

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q59/Q122. In the year 2020, do you think that middle income workers will have robots to assist them with scheduling, coordination, project management, technical support, etc.?

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Relocation to Another Planet

Overall, one quarter of professionals would be willing to relocate to Mars or another planet if their organization opened a branch there.

This is mainly driven by those in Mexico, Brazil, India and China.

Among those unwilling to relocate are nearly 9 in 10 professionals from Japan (Gen X and Gen Y), the Netherlands (Gen X and Gen Y) and Canada (Gen X).

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Yes	27	24 HM	26 HM	66 ABDEFGHIJKLMNO	38 AEGHIMO	21 M	28 HM	22 HM	10	15	29 HM	46 ABEFGHIJMO	40 AEGHIMO	8	30 HM	23 HM
No	73	76 CDKL	74 CK	34	62 C	79 CDKL	72 CK	78 CDKL	90 ABCDFGJKLNO	85 CDKL	71 CK	54 C	60 C	92 ABCDEFGJKLNO	70 C	77 CDKL

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Yes	25	24 BH	12	40 ABEFGHIJMNO	41 ABEFGHIJMNO	17	21	22 H	10	21	24 BH	41 ABEFGHIJMNO	48 ABEFGHIJMNO	13	25 BH	18
No	75	76 CDKL	88 ACDJKLN	60	59	83 CDKL	79 CDKL	78 CDKL	90 ACDGJKLN	79 CDKL	76 CDKL	59	52	87 CDKL	75 CDKL	82 CDKL

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q62/Q125. If your organization opened a branch on Mars or another planet, would you be willing to relocate there?

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Implanting the World Wide Web

Though the majority are unwilling to do so, about one quarter of professionals would have an operation to make the entire World Wide Web instantly accessible to their thoughts assuming it was available.

Gen Y professionals in India and Mexico are particularly more willing to have the operation, followed by those in China and Brazil.

On the other hand, those in the Netherlands and Japan are far less open to having the operation to make the World Wide Web instantly accessible.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Yes	26	25 HM	32 FHM	51 ABEFGHIJMNO	34 EFGHMN	19 M	18 M	19 M	11	21 M	29 HM	55 ABDEFGHIJLMNO	35 EFGHMN	4	18 M	30 HM
No	74	75 CK	68 CK	49	66 K	81 CDKL	82 BCDKL	81 CDKL	89 ABCDJKLO	79 CK	71 CK	45	65 K	96 ABCDEFGIJKLNO	82 CDKL	70 CK

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Yes	21	32 FGHIMO	20 H	26 GHM	26 GHM	23 HM	15 H	13	5	15 H	19 H	31 FGHIMO	36 BFGHIJMO	10	22 HM	15 H
No	79	68	80 L	74	74	77	85 AKL	87 ACDKL	95 ABCDEFIJKLNO	85 AKL	81 L	69	64	90 ACDEKLN	78	85 AKL

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q63/Q126. If a company invented a brain implant that made the entire World Wide Web instantly accessible to your thoughts, would you have the operation?

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Detailed Findings
Supertasking

A Supertasker is one who can successfully do two or more things at once (e.g. talking on a cell phone while driving a car) without noticeable impairment. While multitasking is the act of conducting multiple activities at once, Supertasking is conducting multiple activities at once and doing them well.

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Are You a Supertasker?

Slightly less than half of professionals would consider themselves to be a Supertasker.

While those in India are significantly more likely to describe themselves as a Supertasker, those in Japan, Germany and South Korea (Gen X) are least likely to do so.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Yes	44	57 EGHLMO	55 EGHLMO	64 EFGHLMO	57 EGHLMO	39 GM	46 GM	20 M	34 GM	48 GM	58 EGHLMO	71 BDEFGHILMNO	38 GM	5	44 GM	39 GM
No	56	43	45 K	36	43 K	61 ABCDJK	54 CK	80 ABCDEFHIJKLNO	66 ABCDJK	52 K	42	29	62 ABCDJK	95 ABCDEFGHIJKLNO	56 K	61 ABCDJK

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Yes	42	64 DEFGHILMNO	54 EFGLMN	60 EFGHILMNO	47 GMN	38 GMN	34 GM	16	42 GMN	40 GMN	54 EFGLMN	73 BDEFGHIJLMNO	38 GMN	8	23 M	40 GMN
No	58	36	46 K	40	53 AK	62 ABCJK	66 ABCJK	84 ABCDEFHIJKLO	58 ACK	60 ACK	46 K	27	62 ABCJK	92 ABCDEFHIJKLNO	77 ABCDEHIJKLO	60 ACK

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q65/Q128. Would you consider yourself a Supertasker?

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Are You a Supertasker?

Nearly 6 in 10 HR professionals would consider themselves to be Supertaskers, including roughly 8 in 10 from Australia and India.

Those in Japan and South Korea are least likely to consider themselves to be Supertaskers.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Yes	58	60 EIJ	70 DEIJ	64 EIJ	49 I	43	68 DEIJ	78 ADEHIJ	55 I	29	39	81 ACDEHIJ
No	42	40 GK	30	36 K	51 BFGK	57 ABCFGK	32	22	45 GK	71 ABCDFGHK	61 ABCFGK	19

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.
Q180. Would you consider yourself a Supertasker?

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Best Supertasking Device

Among self-described Supertaskers, Gen Y professionals were slightly more likely to indicate they Supertask best on a smartphone than Gen X professionals.

Among Gen Y Professionals %	Total (n=615)	US (n=58) A	CAN (n=56) B	MEX (n=34*) C	BRA (n=58) D	UK (n=39*) E	FRA (n=46*) F	GER (n=20**) G	NED (n=31*) H	POL (n=34*) I	RUS (n=60) J	IND (n=72) K	CHN (n=38*) L	JPN (n=5**) M	KOR (n=25*) N	AUS (n=39*) O
Smartphone	43	50 I	39	47	43	51 IO	39	55 BFIJMO	45	29	37	40	42	40	72 ABCDEFHIJKLMO	36
Notebook PC or Laptop PC	25	29 EFJNO	23 N	21	31 EFJNO	15	15	25 N	35 EFJNO	47 ABCD EFGJKLNO	13	31 EFJNO	29 EFJNO	40 BCEF GJNO	8	15
Desktop PC	19	12	29 ACGJKL	12	21 JL	23 JL	33 ACGHIJKL	15	16	18	8	15	8	20 JL	20	33 ACGH IJKLM
Tablet	10	9 M	9 M	12 MN	3	10 MN	13 DHMN	5	3	6 M	25 ABDEF GHIKMN	7 M	13 DHMN	0	0	15 DGHMN
Phablet (e.g. Samsung Galaxy Note, etc.)	3	0	0	9 ABEF GHIMO	2	0	0	0	0	0	15 ABDE FGHIMNO	7 ABEF GHMO	8 ABEF GHIMO	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0

Among Gen X Professionals %	Total (n=642)	US (n=67) A	CAN (n=54) B	MEX (n=60) C	BRA (n=48*) D	UK (n=38*) E	FRA (n=34*) F	GER (n=16**) G	NED (n=42*) H	POL (n=41*) I	RUS (n=55) J	IND (n=74) K	CHN (n=40*) L	JPN (n=8**) M	KOR (n=24**) N	AUS (n=41*) O
Smartphone	37	43 JO	39	32	42 O	39	24	13	33	49 FGJMO	24	47 FGJMO	55 CFGJMO	0	54 FGJMO	20
Notebook PC or Laptop PC	25	16	31	35 A	31	29	18	13	33	29	25	22	20	13	13	29
Desktop PC	20	27 JN	13	15	23	16	50 ABCD EHIJKLN	38 JN	19	15	9	14	15	38	4	34 BCJKN
Tablet	11	9	17	7	4	11	6	38 ACDF HIKL	10	7	31 ACDE FHIKL	7	3	25	8	15
Phablet (e.g. Samsung Galaxy Note, etc.)	5	4	0	12 BD	0	0	3	0	2	0	11 B	11 B	8	13	21 ABDEHIO	0
Other	1	0	0	0	0	5	0	0	2	0	0	0	0	13	0	2

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q66/Q129. On which of the following devices do you Supertask best? [Among those who would consider themselves to be a Supertasker]

** Caution: Small base size (interpret results with care)*

***Caution: Extremely small base size (interpret results with extreme care)*

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Becoming a Supertasker

More than half of self-described Supertaskers indicate learning to become one by managing their personal lives, while one quarter believe they learned to be a Supertasker in the workplace.

Among Gen Y Professionals %	Total (n=615)	US (n=58) A	CAN (n=56) B	MEX (n=34*) C	BRA (n=58) D	UK (n=39*) E	FRA (n=46*) F	GER (n=20**) G	NED (n=31*) H	POL (n=34*) I	RUS (n=60) J	IND (n=72) K	CHN (n=38*) L	JPN (n=5**) M	KOR (n=25*) N	AUS (n=39*) O
Learned it managing my personal life	54	50 L	52 L	68 ILM	62 ILM	67 ABGIKLM	54 L	50 L	58 LM	44	60 LM	51 L	34	40	56 L	54 L
Learned it in the workplace	26	26 EN	20 E	26 EN	21 E	8	22 EN	30 EN	32 EN	35 BEN	28 EN	36 BDEFN	29 EN	60 ABCDEFG HIJKLNO	8	33 BEN
Genetics	13	17 CHM	13 CM	0	14 CM	15 CM	22 CGHI JKMO	10 CM	6 M	9 M	10 CM	8 M	24 CGHI JKMO	0	20 CHM	10 CM
Learned it in school	7	7 M	14 DFHJKMO	6	3	5	2	10 FJM	3	12 FJMO	2	4	13 DFHJKMO	0	16 DEFHJKMO	3
Other	0	0	2	0	0	5	0	0	0	0	0	0	0	0	0	0

Among Gen X Professionals %	Total (n=642)	US (n=67) A	CAN (n=54) B	MEX (n=60) C	BRA (n=48*) D	UK (n=38*) E	FRA (n=34*) F	GER (n=16**) G	NED (n=42*) H	POL (n=41*) I	RUS (n=55) J	IND (n=74) K	CHN (n=40*) L	JPN (n=8**) M	KOR (n=24**) N	AUS (n=41*) O
Learned it managing my personal life	54	49	48	57 F	63 F	50	29	56	57 F	61 F	58 F	61 F	50	50	79 ABEFLO	44
Learned it in the workplace	27	30	35 JN	28	23	29	24	25	29	20	15	30	43 JN	38	8	32
Genetics	15	15	13	12	13	8	47 ABCDEGH IKLNO	13	10	12	27 EKLN	9	3	13	4	22 L
Learned it in school	2	4	0	2	0	8	0	0	0	7	0	0	5	0	8	2
Other	2	1	4	2	2	5	0	6	5	0	0	0	0	0	0	0

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q67/Q130. How do you believe you became a Supertasker? [Among those who would consider themselves to be a Supertasker]

** Caution: Small base size (interpret results with care)*

***Caution: Extremely small base size (interpret results with extreme care)*

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Supertasking Work & Personal Activities

Though Gen Y Supertaskers are somewhat evenly divided in how they Supertask work and personal activities, most Gen X Supertaskers (70%) indicate mixing work and personal activities throughout their day when Supertasking.

Those in Brazil are significantly more likely to Supertask separately, relative to those in most other countries.

Among Gen Y Professionals %	Total (n=615)	US (n=58) A	CAN (n=56) B	MEX (n=34*) C	BRA (n=58) D	UK (n=39*) E	FRA (n=46*) F	GER (n=20**) G	NED (n=31*) H	POL (n=34*) I	RUS (n=60) J	IND (n=72) K	CHN (n=38*) L	JPN (n=5**) M	KOR (n=25*) N	AUS (n=39*) O
Mix them	55	59 DKM	66 DJKM	71 DFJKM	28	56 DM	52 DM	75 ADEFJKLMN	68 DFJKM	71 DFJKM	50 DM	42 M	61 DKM	20	56 DM	64 DKM
Supertask separately	45	41 G	34	29	72 ABCEFGHIJLNO	44 G	48 CGHI	25	32	29	50 BCGHI	58 ABCGHILO	39 G	80 ABCEFGHIJKLNO	44 G	36

Among Gen X Professionals %	Total (n=642)	US (n=67) A	CAN (n=54) B	MEX (n=60) C	BRA (n=48*) D	UK (n=38*) E	FRA (n=34*) F	GER (n=16**) G	NED (n=42*) H	POL (n=41*) I	RUS (n=55) J	IND (n=74) K	CHN (n=40*) L	JPN (n=8**) M	KOR (n=24**) N	AUS (n=41*) O
Mix them	70	54	85 ADK	82 AD	44	71 D	79 AD	69	76 AD	73 D	73 D	66 D	68 D	88	67	73 D
Supertask separately	30	46 BCFH	15	18	56 BCEFHIJKLO	29	21	31	24	27	27	34 B	33	13	33	27

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q68/Q131. Thinking about your work and personal activities, do you Supertask separately or mix them throughout your day? [Among those who would consider themselves to be a Supertasker]

** Caution: Small base size (interpret results with care)*

***Caution: Extremely small base size (interpret results with extreme care)*

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Supertasking Consequences

Although professionals are divided in their opinions regarding the consequences of Supertasking, Gen Y professionals are slightly more likely to believe that Supertasking makes an individual more productive – mainly led by those in Mexico, China, India and Brazil.

Professionals in Germany (both Gen X and Gen Y), the Netherlands (primarily Gen Y) and Japan (primarily Gen Y) are more inclined to believe Supertasking makes individuals more prone to mistakes.

Similarly, Gen X professionals in Canada and France agree that Supertasking would make an individual more prone to mistakes.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
More productive	55	50 GH	63 GHM	74 AEFGHIMN	67 AGHM	53 GHM	53 GHM	31	33	54 GH	58 GHM	69 AEFGHMN	73 AEFGHIJMNO	38	51 GH	56 GHM
More prone to mistakes	45	50 CDKL	37	26	33	47 CKL	47 CKL	69 ABCDEFIJKLNO	67 ABCDEFIJKLNO	46 CL	42 L	31	27	62 BCDEFJKLO	49 CKL	44 L

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
More productive	51	57 BFGM	40 G	66 BEFGHMNO	55 BFG	45 G	40 G	25	43 G	53 G	62 BEFGHMN	72 ABDEFGHIMNO	69 BEFGHIMNO	41 G	46 G	49 G
More prone to mistakes	49	43 K	60 ACDJKL	34	45 K	55 CJKL	60 ACDJKL	75 ABCDEFHIJKLMNO	57 CJKL	47 KL	38	28	31	59 ACJKL	54 CJKL	51 CKL

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.
Q69/Q132. Do you believe Supertasking would make an individual more productive or more prone to mistakes?

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Impact of Supertaskers

Most HR professionals feel that Supertaskers increase the expectations of a “high performer” at their organization.

Relative to those in the UK, France, Germany and Australia, a significantly larger proportion of HR professionals in Brazil, India and China express the same sentiment about the impact of Supertaskers.

A considerably larger proportion compared to some other countries, nearly 3 in 10 HR professionals from Australia feel Supertaskers can cause lost opportunities for their organization.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Supertaskers increase the expectations of a "high performer"	53	57 K	68 CDEK	42	42	44	56 K	66 CDEK	61 CDEK	55 K	61 DK	33
Supertaskers can "burn out" more quickly than typical employees	39	41 I	32	41	41	43 I	42	34	45 I	24	44 I	33
Supertaskers are more prone to mistakes	27	29	14	35 BG	27	31 B	32 B	18	22	31	24	34 BG
Supertaskers can cause lost opportunities for the organization	15	17 F	14	12	18 F	13	5	18 F	12	9	17	28 CEFHI

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q181. Which of the following ways do you feel that Supertaskers impact your organization? (Please select all that apply.)

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Supertaskers' Influence on Productivity

Driven by those in India and Australia, most HR professionals believe Supertaskers increase their organization's productivity.

Conversely, roughly 4 in 10 from Germany, Japan and France feel Supertaskers have no effect.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Supertaskers increase my organization's productivity	62	57 E	56	61 E	53	39	65 E	80 ABCDEI	69 DE	53	67 E	80 ABCDEI
Supertaskers have no effect on my organization's productivity	26	27 GK	26 G	24 G	37 GHK	42 CGHK	27 G	9	17	42 GHK	26 G	13
Supertaskers decrease my organization's productivity	12	16	18	15	10	19 I	8	11	14	5	8	8

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.
Q182. How do you believe Supertaskers affect your organization's productivity?

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Best Roles for Supertaskers

HR professionals primarily feel that Supertaskers are best suited for managerial, individual contributor or executive roles within their organization.

In Australia though, nearly 6 in 10 feel Supertaskers are best suited for a CEO role – significantly larger than all other countries.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
CEO	23	35 BCEGHJ	12	9	35 BCEHJ	12	23	21	12	20	14	58 ABCDEFG HIJ
Executive staff	32	33 EK	24 K	24 K	34 EK	17	48 BCEK	39 EK	42 BCEK	31 K	42 CEK	8
Directors	25	37 EHJK	28 HK	24 HK	38 EHJK	13	27 HK	30 EHJK	11	40 EHJK	14	9
Managers	41	41 H	52 HK	39	43 H	39	55 HK	49 HK	26	44 H	42 H	27
Individual contributors	33	45 DIJK	34	35	20	32	32	43 DIJ	45 DIJK	20	20	27
We do not need or want to employ Supertaskers based on our culture and productivity perspective	7	2	8	6	8	11 AG	5	2	9	11 AG	8	8
None of the Above	5	2	6	8 G	6 G	19 ADFGHJK	2	0	3	7 G	3	0

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q183. What roles within your organization do you feel are best suited to Supertaskers? (Please select all that apply.)

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Most Effective Supertasking Generation

Nearly half of HR professionals feel Gen Y employees are most effective at Supertasking, particularly those in Australia, China, India and Russia.

Those from Japan and South Korea are considerably more likely to believe that Gen X employees are most effective at Supertasking.

Equivalent proportions of HR professionals in the UK and Germany feel Gen Y and Gen X employees are most effective.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Gen Y employees aged 18 to 30	47	39 I	50 I	33 I	42 I	40 I	58 ACIJ	61 ACDEIJ	65 ACDEIJ	13	33 I	67 ACDEIJ
Gen X employees aged 31 to 50	34	34 K	38 K	35 K	33	40 HK	32	27	25	53 ADFGHK	52 ADFGHK	17
Baby Boomer employees aged 51 to 67	7	13 EFH	4	9	11 FH	4	2	5	2	7	6	8
Traditionalist employees aged 68 and above	1	0	0	3	1	0	0	1	1	0	0	2
They are all equally effective at Supertasking	12	13	8	20 GHK	13	15	9	6	7	27 BFGHJK	9	6

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q184. Which generation do you feel is most effective at Supertasking?

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Supertasking vs. Single Activity Focus

Nearly two thirds believe Supertasking will be most coveted by their organization in the year 2020.

In Germany though, about three quarters think single activity focus will be most coveted in the future – significantly larger than all other countries.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Supertasking	62	65 E	68 E	70 EI	62 E	24	65 E	77 EI	66 E	49 E	64 E	78 EI
Single activity focus	38	35	32	30	38	76 ABCDFGH IJK	35	23	34	51 CGK	36	22

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q186. Thinking again about the year 2020, what will be most coveted by your organization?

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Detailed Findings
Task Performance

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Task Performance Speed

Most Gen X professionals think Gen Y employees between the ages of 18 and 30 are able to perform tasks faster than them using mobile devices and apps.

This belief is especially more prominent in most Asiatic countries (China, South Korea and Japan), the Netherlands and the US.

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Yes	60	66 BCEFI	47	51	59	49	47	55	71 BCEFGIO	46	59	64 BFI	79 BCDEFGI JKO	75 BCDEFGI JO	78 BCDEFGI JKO	54
No	40	34	53 AHKLMN	49 AHLMN	41 LMN	51 AHLMN	53 AHKLMN	45 HLMN	29	54 AHKLMN	41 LMN	36 LN	21	25	22	46 HLMN

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q112. Do you think that Gen Y employees aged 18 to 30, are able to perform tasks faster than you using mobile devices and apps?

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Task Performance Speed

An overwhelmingly large proportion of HR professionals think Gen Y employees are able to perform tasks faster than older employees using mobile devices and apps.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Yes	81	77	76	65	75	79	83 C	90 ABCDI	89 ACDI	75	91 ACDI	86 C
No	19	23 GHJ	24 G	35 FGHJK	25 GHJ	21	17	10	11	25 GHJ	9	14

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q160. Do you think that Gen Y employees aged 18 to 30, are able to perform tasks faster than older employees using mobile devices and apps?

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Gen Y Performance Speed on Mobile Device

Most HR professionals (70%) believe Gen Y employees are able to perform tasks faster if they are allowed to use their mobile devices and apps instead of desktop PC's, laptop PC's or notebooks PC's.

Those in the UK, France, Germany and Russia are a bit more skeptical, with roughly 4 in 10 citing that using mobile devices and apps would not make Gen Y employees faster in performing tasks.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Yes	70	73 C	80 CDE	55	58	60	62	79 CDEF	75 CDE	71	80 CDEF	81 CDEF
No	30	27	20	45 ABGHJK	42 BGHJK	40 BGHJK	38 GJK	21	25	29	20	19

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q161. Do you think Gen Y employees aged 18 to 30, are able to perform tasks faster if they are allowed to use their mobile devices and apps instead of desktop PC's, laptop PC's or notebook PC's?

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Efficiency “Wiring”

Gen Y professionals are more likely to indicate being “wired” differently than their Gen X colleagues when it comes to efficiency, with most indicating they are more efficient than their older colleagues.

This is particularly evident among those in Russia, India, Mexico and Brazil.

In Japan though, it’s the Gen X professionals who are more likely to believe they are “wired” differently, compared to Gen Y professionals (66% vs. 38%).

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Yes, I am more efficient	56	62 EFM	58 M	74 EFGHMO	69 EFGHMO	47 M	44 M	50 M	52 M	59 M	76 BEFGHILMO	73 BEFGHLMO	58 M	16	61 FM	51 M
Yes, I am less efficient	7	1	9 AD	2	1	4	2	9 AD	9 AD	4	2	6	9 AD	22 ABCDEFGHIJKLO	19 ACDEFIJKO	7
No, I do not think of myself as being "wired" differently	37	37 JKN	33	25	30	50 BCDJKLN	54 ABCDIJKLN	41 JKN	40 JKN	37 K	22	21	33	62 ABCDGHIJKLNO	19	42 JKN

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Yes, I am more efficient	46	58 EFHJM	51 EFJ	43	47	35	34	46	41	52 EFJ	33	52 EFJ	51 EFJ	38	48 J	57 EFHJM
Yes, I am less efficient	8	4	3	4	11 EH	2	5	6	1	8 H	11 EH	8 H	8 H	28 ABCDEFGHIJKLO	20 ABCEFGHIKLO	5
No, I do not think of myself as being "wired" differently	46	38	46	53 MN	42	63 ABDGIKLMNO	61 ABDIKLMNO	48 N	58 ADIKLMNO	40	56 AIKLMNO	40	41	35	32	38

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q73. When it comes to efficiency, do you think of yourself as being "wired" differently than your work colleagues over the age of 30?

Q136. When it comes to efficiency, do you think of yourself as being "wired" differently than your work colleagues aged 30 and under?

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Multitasking "Wiring"

Similar to efficiency results, Gen Y professionals are more likely to believe that they are wired differently than their Gen X colleagues, with roughly 3 in 10 indicating they multi-task both personal and work activities more.

Relative to Gen X professionals, more than twice as many Gen Y professionals in South Korea indicate they multi-task personal activities more than their older counterparts.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Yes, I multi-task personal activities more	18	26 BHM	13	15	25 HM	15	14	14	12	17 M	25 BHM	26 BHM	26 BHM	6	35 BCEFGHIMO	14
Yes, I multi-task work activities more	19	16	18	26 JM	20	16	20	17	18	15	12	27 JM	23	12	32 AEJM	25 JM
Yes, I multi-task both personal and work activities more	30	26 M	39 GLM	40 LM	43 AEGLM	27 M	30 M	24 M	36 LM	34 LM	46 AEFGKLMNO	31 M	18	11	26 M	31 M
No, I do not think of myself as being "wired" differently	32	33 DJKN	31 DJKN	19	13	43 CDJKN	37 CDJKN	46 BCDJKNO	34 DJKN	34 DJKN	17	17	34 DJKN	72 ABCDEFGHIJKLNO	7	31 DJKN

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Yes, I multi-task personal activities more	13	21 BGHM	7	11	14	12	12	10	10	12	11	21 BM	19 B	10	16	12
Yes, I multi-task work activities more	18	17 H	14	21 H	19 H	20 H	10	13	7	21 H	14	24 FH	25 FGH	22 FH	30 ABFGHJO	15
Yes, I multi-task both personal and work activities more	27	25 FM	27 FM	37 EFLM	45 ABEFGHJLMN	18	11	29 FM	26 FM	34 EFM	30 FM	33 EFM	23 FM	11	28 FM	32 EFM
No, I do not think of myself as being "wired" differently	41	37 DK	52 ACDIKLN	31	23	50 CDIKLN	67 ABCDEGIJKLNO	48 CDIKLN	57 ACDIKLNO	33	46 DKN	23	33	58 ACDIKLNO	26	41 DKN

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q74. When it comes to multitasking, do you think of yourself as being "wired" differently than your work colleagues over the age of 30?

Q137. When it comes to multitasking, do you think of yourself as being "wired" differently than your work colleagues aged 30 and under?

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Performing Tasks While Driving

More than half of professionals claim never engaging in work related activities or tasks when driving.

One third admit to spending 1% to 24% of their driving time sending at least one work related email, text, tweet, or asking Siri to perform a work related task.

In South Korea and Brazil, 1 in 5 Gen X and Gen Y professionals indicate engaging in work related activities 25% to 49% of the time while driving; a similar proportion of Gen Y professionals in India also admit to performing such activities.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Never	52	52 CDKLN	58 CDKLN	30	32	67 ACDJ KLMN	60 CDKLMN	69 ACDI JKLMN	66 CDJKLMN	52 CDKN	50 CDKN	34	38	44	32	72 ACDI JKLMN
1-24%	33	26	29	42 GO	39 GO	27	29	21	26	42 AGO	44 ABEFGHO	37 GO	46 ABEFGHO	36 GO	51 ABEFGHO	19
25-49%	11	10	11	21 EFGHIJ	22 AEFGHIJO	3	8	8	5	6	5	22 AEFGHIJO	12 E	17 EHIJ	18 EHJ	9
50-74%	3	10 BEFGIJNO	1	8 O	4	1	1	2	2	0	1	8 BEFIJO	5	3	0	0
75-100%	1	2	1	0	3	2	2	0	0	0	0	0	0	0	0	0
Among Gen X Professionals %	**Total (n=1524)**	**US (n=104) A**	**CAN (n=100) B**	**MEX (n=100) C**	**BRA (n=102) D**	**UK (n=100) E**	**FRA (n=100) F**	**GER (n=100) G**	**NED (n=100) H**	**POL (n=102) I**	**RUS (n=101) J**	**IND (n=102) K**	**CHN (n=104) L**	**JPN (n=104) M**	**KOR (n=103) N**	**AUS (n=102) O**
Never	54	45 N	73 ACDIJKLN	43	36	71 ACDIJKLN	67 ACDIJKLN	78 ACDIJ KLMN	65 ACDIJKLN	48 N	44	40	45 N	62 ACDJKLN	30	65 ACDIJKLN
1-24%	33	32 G	22	42 BEFGMO	43 BEFGMO	21	23	16	31 G	40 BEFGMO	48 ABEF GHMO	44 BEFGMO	41 BEFGMO	25	46 BEFG HMO	25
25-49%	9	9	3	9	16 BEGHJO	4	9	6	3	11	6	13 BEH	12 BH	12 BH	20 ABCE FGHJO	6
50-74%	3	13 BCEFGHIJ KLMNO	1	4	5	1	0	0	1	1	3	3	2	2	4	3
75-100%	1	1	1	2	0	3	1	0	0	0	0	0	0	0	0	2

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q70/Q133. When driving, what percentage of your time is spent on sending at least one work related email, work related text, work related tweet or asking Siri to perform a work related task?

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Taking Calls While Driving

While one third never take phone calls while driving, half of professionals indicate taking calls 1% to 24% of the time, including more than 6 in 10 of those in China, Russia and Mexico (Gen X only).

A significantly larger proportion, nearly one quarter (22%) of US Gen X professionals take phone calls at least 50% of the time when they are driving.

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Never	33	13	28 A	26	30 A	52 ABCDFGH JKLNO	33 A	38 AKL	35 AL	38 AKL	27 A	22	21	65 ABCDFGH IJKLNO	32 A	36 AKL
1-24%	50	57 EM	50 M	45 M	46 M	41 M	49 M	58 EM	54 M	49 M	63 DEMO	50 M	65 BCDEFKM O	25	54 M	47 M
25-49%	11	17 EG	15 EG	19 EG	16 EG	4	12 G	2	8	10	8	19 EGHJM	9	8	12 G	13 EG
50-74%	4	6 E	4	6	6 E	0	4	2	3	1	2	10 EGJM	5	2	2	3
75-100%	2	7 GHJKLM	4	4	2	3	3	0	0	1	0	0	0	0	0	2

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Never	33	13	40 ACJKL	16	26 AL	53 ACDIJKLN	47 ACDIJKLN	45 ACDIJKLN	48 ACDIJKLN	27 AL	18	23 L	10	67 ABCDFGH IJKLNO	26 AL	40 ACJKLN
1-24%	51	49 EM	50 EM	65 ABEFGH MO	57 EFHM	30	39 M	46 EM	41 M	60 EFHM	66 ABEFGH MO	59 EFHM	75 ABDEFGH IKMNO	25	54 EFM	49 EM
25-49%	10	16 BM	6	10	11	13 M	10	9	8	8	13 M	15 M	13 M	4	12	7
50-74%	4	17 BCDEFGHI JKLMNO	1	7 G	5	1	2	0	3	5	3	3	3	4	6 G	1
75-100%	1	5	3	2	1	3	2	0	0	0	0	1	0	0	2	3

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q71/Q134. When driving, what percentage of the time do you take phone calls in the car?

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Detailed Findings
Management Experience

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Management Role

Most Gen X professionals (64%) currently manage or have previously managed Gen X and/or Gen Y employees.

More than 7 in 10 Gen X professionals in China and India currently manage or have previously managed Gen Y employees aged 18 to 30.

Those in Germany are least likely to have managed Gen X or Gen Y employees, followed by those in the Netherlands.

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
I currently manage or have managed in the past Gen Y employees aged 18 to 30	53	48 G	58 EGH	65 AEFGHIM	61 EGHIM	43 G	48 G	23	35	45 G	57 GH	71 AEFGHIM	72 AEFGHIJM	43 G	65 AEFGHIM	62 EGHIM
I currently manage or have managed in the past Gen X employees aged 31 to 50	37	41 GM	42 GM	48 EGLM	41 GM	28	38 G	16	35 G	37 G	41 GM	44 EGM	32 G	26	35 G	48 EGLM
I do not currently manage nor have I ever managed either Gen Y employees aged 18 to 30, or Gen X employees aged 31 to 50	36	41 CDJKLN	38 CDKLN	19	22	51 CDFJKLNO	36 CDKLN	70 ABCDEFIJKLMNO	58 ABCDFJKLNO	43 CDJKLNO	25 K	12	20	51 CDFJKLNO	21	28 K

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q113. Do you currently manage or have you managed in the past either Gen Y employees aged 18 to 30, or Gen X employees aged 31 to 50? (Please select all that apply.)

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Management Role

The vast majority of HR professionals currently hold or have previously held a management role, including nearly three quarters who have experience managing Gen Y employees.

Those in Russia, the UK and Japan are far less likely to have management experience, while those in India, the US, China and Australia are most likely to have managed or currently manage Gen X and/or Gen Y employees.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
I currently manage or have managed in the past Gen Y employees aged 18 to 30	71	76 E	74	62	66	57	61	84 CDEFIJ	83 CDEFIJ	62	67	84 CDEFIJ
I currently manage or have managed in the past Gen X employees aged 31 to 50	50	67 BCFGHK	44	44	65 BCFHK	54 FK	32	51 FK	45	49	53 FK	33
I do not currently manage nor have I ever managed either Gen Y employees aged 18 to 30, or Gen X employees aged 31 to 50	15	8	18 G	27 AGHJK	14	23 AGH	33 ADGHJK	5	9	22 AGH	11	9

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q162. Do you currently manage or have you managed in the past either Gen Y employees aged 18 to 30, or Gen X employees aged 31 to 50? (Please select all that apply.)

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Ease of Management

Among Gen X professionals who currently manage or have previously managed both Gen X and Gen Y employees, the largest proportion (41%) indicate Gen X employees are easier to manage.

In contrast, more than one quarter find Gen Y employees to be easier to manage.

Among Gen X Professionals %	Total (n=390)	US (n=32*) A	CAN (n=38*) B	MEX (n=32*) C	BRA (n=24**) D	UK (n=22**) E	FRA (n=22**) F	GER (n=9**) G	NED (n=28*) H	POL (n=26*) I	RUS (n=23**) J	IND (n=27*) K	CHN (n=25*) L	JPN (n=21**) M	KOR (n=22**) N	AUS (n=39*) O
Gen X employees aged 31 to 50	41	38 H	63 CDEHK	25	29	14	36 H	56 H	7	65 CDEHK	48 EH	26	52 EH	52 EH	50 EH	49 EH
Both Gen Y employees aged 18 to 30, and Gen X employees aged 31 to 50, are equally easy to manage	32	38	26	28	33	64 BCGIJKL MN	32	0	82 ABCDFGI JKLMNO	27	22	26	12	10	14	36
Gen Y employees aged 18 to 30	28	25	11	47 BHIO	38 BI	23	32	44	11	8	30	48 BHIO	36 BI	38 BI	36 BI	15

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q114. Do you find it is easier to manage Gen Y employees aged 18 to 30, or Gen X employees aged 31 to 50?
[Among those who currently manage or have previously managed Gen X and Gen Y employees]

** Caution: Small base size (interpret results with care)*

***Caution: Extremely small base size (interpret results with extreme care)*

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Ease of Management

Among those with management experience with both Gen Y and Gen X employees, HR professionals are split equally when it comes to their opinions on which group is easier to manage.

Among HR Professionals %	Total (n=301)	US (n=50) A	BRA (n=18**) D	UK (n=22**) E	FRA (n=35*) F	GER (n=28*) G	RUS (n=17**) J	IND (n=39*) K	CHN (n=37*) L	JPN (n=18**) M	KOR (n=20**) N	AUS (n=17**) O
Gen X employees aged 31 to 50	36	32	33	36	31	29	41	26	41	50	55	47
Gen Y employees aged 18 to 30	33	18	33	14	40	36	35	46 AC	35	33	45 A	35
Both Gen Y employees aged 18 to 30, and Gen X employees aged 31 to 50, are equally easy to manage	31	50 HIJK	33 J	50 J	29 J	36 J	24	28 J	24 J	17	0	18

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q163. Do you find it is easier to manage Gen Y employees aged 18 to 30, or Gen X employees aged 31 to 50?
[Among those who currently manage or have previously managed Gen X and Gen Y employees]

** Caution: Small base size (interpret results with care)*

***Caution: Extremely small base size (interpret results with extreme care)*

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Challenges of Managing Gen Y Employees

Though Gen X professionals cite a variety of challenges they have faced in managing Gen Y employees, nearly 4 in 10 indicate their “I want it now” ambition is the most challenging aspect – particularly in Russia, Australia and Poland.

About one third in India indicate their greatest challenge in managing Gen Y employees is managing their expectations of having a more mobile, flexible work style. Further, a similar proportion in South Korea indicate managing change is their greatest challenge.

Among Gen X Professionals %	Total (n=809)	US (n=50) A	CAN (n=58) B	MEX (n=65) C	BRA (n=62) D	UK (n=43*) E	FRA (n=48*) F	GER (n=23**) G	NED (n=35*) H	POL (n=46*) I	RUS (n=58) J	IND (n=71) K	CHN (n=75) L	JPN (n=45*) M	KOR (n=67) N	AUS (n=63) O
Their “I want it now” ambition	36	38 HM	41 HKM	29 HM	27 M	47 HKM	33 HM	39 HM	9	54 CDHKLMN	69 ABCDEFGHKLMN	21 M	29 HM	4	31 HM	57 CDFHKLMN
Developing/Growing Staff	28	20	22	31 I	29 I	23	19	9	51 ABEFGIJNO	11	21	30 I	36 GIN	78 ABCDEFGHIJKLNO	18	22
Managing their expectations around being able to have a more mobile, flexible work style	14	20 JNO	16	15	18 JO	7	10	17	11	15	3	32 BCEFHJLMNO	16 J	7	6	5
Managing Change	12	12	5	8	13	14 J	25 BCJKO	17 J	14	13	2	6	13 J	9	33 ABCDEIJKLMO	5
Changes in technology	6	6	5	12	6	5	6	13	3	7	2	10	5	2	9	5
Other	4	4	10 L	5	6	5	6	4	11 L	0	3	1	0	0	3	6

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q115. Which of the following have you found to be the greatest challenge in managing Gen Y employees aged 18 to 30?
[Among those who currently manage or have previously managed Gen Y employees]

** Caution: Small base size (interpret results with care)* ***Caution: Extremely small base size (interpret results with extreme care)*

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Challenges of Managing Gen Y Employees

At one third, the largest proportion of HR professionals who have experience managing Gen Y employees, indicate the greatest challenge in managing this particular group is their “I want it now” ambition.

Further, 17% cite managing expectations around being able to have a more mobile, flexible work style is the greatest challenge in the management of Gen Y employees.

Among HR Professionals %	Total (n=590)	US (n=75) A	BRA (n=37*) D	UK (n=41*) E	FRA (n=52) F	GER (n=48*) G	RUS (n=40*) J	IND (n=82) K	CHN (n=83) L	JPN (n=34*) M	KOR (n=44*) N	AUS (n=54) O
Their “I want it now” ambition	34	35 I	35 I	41 I	44 IK	44 IK	53 GIJK	27	35 I	9	27	22
Developing/Growing Staff	23	9	35 ADEJ	29 AD	10	13	30 AD	18	34 ADEGJ	62 ACDEFGH JK	14	22
Managing their expectations around being able to have a more mobile, flexible work style	17	24	14	15	21	13	8	29 FHIJ	14	9	9	17
Managing Change	16	21 C	11	2	13	23 C	8	11	16	12	36 BCDFGHI	22 C
Changes in technology	8	9 H	5	10 H	10 H	6	3	13 H	0	9 H	14 H	11 H
Other	2	1	0	2	2	2	0	1	1	0	0	6

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q164. Which of the following have you found to be the greatest challenge in managing Gen Y employees aged 18 to 30?
[Among those who currently manage or have previously managed Gen Y employees]

** Caution: Small base size (interpret results with care)*

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Changing Leadership Traits

About one third of Gen X professionals believe managers will need to change their approach to coaching/mentoring and collaborating with Gen Y employees in the future as a result of more Gen Y employees entering the workforce.

On the contrary, 1 in 5 feel no change is needed as a result of the growing number of Gen Y employees entering the workforce in the future, including a significantly greater proportion in Germany and the UK.

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Their approach to coaching or mentoring Gen Y employees	37	38 F	39 F	38 F	38 F	31	23	27	45 FGI	30	32	46 EFGI	39 F	50 EFGIJ	47 EFGIJ	37 F
Their approach to collaborating with Gen Y employees	32	26	34 EH	36 EHM	43 AEFGHMO	17	27	24	20	42 AEFGHM	35 EHM	37 EHM	38 EGHM	21	47 AEFGHMO	28
Their approach to giving directives to Gen Y employees	26	27	25	35 EGHIJL	36 EGHIJL	17	37 EGHIJL	20	20	19	17	39 BEGHIJLO	18	26	26	24
Their approach to accommodating requests from Gen Y employees	21	25 DFG	31 DFGHI	28 DFGH	8	22 DF	6	12	15	18 F	26 DFG	34 DFGHIMO	23 DF	19 DF	22 DF	21 DF
Their approach to hands-off management of Gen Y employees	19	20 CGM	19 CGM	7	34 ABCEFGIMN	18 CM	12	8	24 CFGM	13	32 CEFGIMN	33 BCEFGIMN	27 CFGIMN	6	13	22 CGM
Their approach to micromanagement of Gen Y employees	18	28 CEFGIM	27 CFGIM	11	17 M	15 M	8	13 M	20 FM	10	19 FM	28 CEFGIM	30 CDEFGIM	4	20 FM	21 FM
None of the above - Managers should not have to conform to the needs of Gen Y employees	20	22 DKLN	29 CDKLN	11 N	7	42 ACDFHIJKLMN	26 CDKLN	44 ABCDFHIJKLMN	20 DKLN	21 DKLN	18 DKLN	7	4	19 DKLN	2	31 CDJKLN

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q116. Which of the following leadership traits will managers need to change in the future as a result of more Gen Y employees aged 18 to 30, entering the workforce? (Please select all that apply.)

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Changing Leadership Traits

Though HR professionals note various leadership traits that managers will need to alter as a result of more Gen Y employees entering the workforce, generally, most believe managers need to change their approach to coaching /mentoring and collaborating with Gen Y employees.

In the US, the largest proportion feel managers will need to change their approach to micromanagement of Gen Y employees.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Their approach to coaching or mentoring Gen Y employees	44	37	54 K	50 K	39	38	47	45	52 K	58 AEK	45	30
Their approach to collaborating with Gen Y employees	42	34	42	32	33	37	50	46	52 ACD	38	55 ACDE	38
Their approach to giving directives to Gen Y employees	31	30	30	27	37 K	43 IK	27	35 K	35 K	24	30	16
Their approach to accommodating requests from Gen Y employees	27	29	26	24	20	19	38 DEK	42 CDEHIK	26	20	33	17
Their approach to micromanagement of Gen Y employees	24	40 CDEIJK	24 EI	20 I	13	10	29 DEI	34 DEI	36 CDEIJ	5	20 I	23 EI
Their approach to hands-off management of Gen Y employees	22	25	38 CDEIK	17	18	13	33 CEIK	24	32 CDEIK	11	20	13
None of the above - Managers should not have to conform to the needs of Gen Y employees	8	12 BG	0	9	11 B	14 BG	8	3	5	13 B	6	9

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q165. Which of the following leadership traits will managers need to change in the future as a result of more Gen Y employees aged 18 to 30, entering the workforce? (Please select all that apply.)

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Detailed Findings

Human Resources &
The Hiring State of Mind

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Hiring Without In-Person Interviews

Though some seem to be hesitant to do so, more than half of HR professionals would be willing to hire someone without meeting the candidate in person only holding interviews remotely via a video conference.

Interestingly, while those in India, Australia and Brazil are very open to the idea of hiring someone without meeting them in person, those in Japan are far less willing.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Yes	58	68 CDEFIJ	74 CDEFIJ	50 I	46 I	39 I	48 I	85 ACDEFHIJ	66 DEFIJ	16	47 I	80 CDEFIJ
No	42	32 G	26	50 ABGK	54 ABGHK	61 ABGHK	52 ABGHK	15	34 G	84 ABCDEFGHJK	53 ABGHK	20

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q174. Would you be willing to hire someone if you were only able to interview them remotely via a video conference and never met the candidate in person?

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Hiring Without In-Person Interviews (Managers)

While they, themselves, are slightly more willing, HR professionals are evenly split when asked about their organizations' hiring managers' willingness to offer a position to someone only having interviewed them remotely (via video conferencing) without meeting in person.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Yes	50	52 FI	54 FI	44 I	38 I	39 I	33 I	76 ABCDEFIJ	62 CDEFIJ	15	41 I	73 ACDEFIJ
No	50	48 GK	46 G	56 GHK	62 GHK	61 GHK	67 ABGHK	24	38	85 ABCDEFGHJK	59 GHK	27

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q175. Would hiring managers in your organization be willing to hire someone if they only interviewed them remotely via a video conference and never met the candidate in person?

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Best Talent vs. Organizational Fit

When it comes to the importance of finding the best talent even if they test the boundaries of an organizations' culture versus finding someone who fits into their organizations' culture but who may be less talented, HR professionals are divided.

Nevertheless, most of those in India indicate finding the best talent is important even if it means they test the boundaries of their organizational culture.

In contrast, HR professionals in Japan and China are more inclined to believe that finding employees who fit into their culture even if they are not the most talented is more important.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Finding the best talent even if they test the boundaries of our organizational culture (e.g. working from home, device choice, access to social media, etc.)	50	61 HIJ	48 HI	59 HIJ	57 HI	46 HI	48 HI	70 BEFHIJ	29	25	39	59 HIJ
Finding employees who fit and do not test our existing organizational culture but may not be the most talented at their craft	50	39	52 G	41	43	54 G	52 G	30	71 ABCDEFGK	75 ABCDEFGK	61 ACGK	41

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q176. Which of the following is more important to your organization's culture?

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Relocating Employees & New Hires

In the next few years, most HR professionals believe that even with changes and advances in technology, their organization will still need to relocate employees and new hires, as they continue to require employees being in the office every weekday.

This is more prevalent in Australia, Russia, Japan and the US.

More than 1 in 5 from South Korea, the UK and France believe their organization will not need to relocate employees and new hires in the next few years, as they anticipate becoming a distributed, mobile organization.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Yes, our organizational culture will continue to require that employees are in the office Monday through Friday	55	64 CDHJ	48	44	43	58	71 BCDGHJ	54	44	67 CDHJ	44	75 BCDGHJ
Yes, but only for executives and high-level positions	29	22	38 IK	32	35 IK	23	23	33 K	47 AEFIJK	18	27	17
No, we will be a distributed, mobile organization	15	14	14	24 FHK	22 FHK	19 F	6	13	9	15	29 AFGHK	8

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q185. With changes and advances in technology, do you feel that in the next few years, you will still need to relocate/move employees and new hires for a job at your organization?

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New Graduate Concerns

For slightly more than half of HR professionals, the most concerning aspect of new college graduates is their lack of on-the-job skills – especially among those in Japan, Germany and South Korea.

In India, Australia and the US, the concern is more focused on new graduates' expectations regarding work styles.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Their lack of on-the-job skills	55	42	54 G	59 G	52 G	70 ADGK	59 G	34	60 AGK	76 ABDGK	65 AGK	41
Their expectations regarding work styles (e.g. working from home, device choice, access to social media, choice of attire, etc.)	45	58 EHIJ	46 I	41	48 EI	30	41	66 BCDEFHIJ	40	24	35	59 EHIJ

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q177. Thinking about new college graduates, which of the following concerns you most?

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Most Important Entry-Level Skills

When filling entry-level positions, 4 in 10 HR professionals believe hiring managers are looking for personal skills, distantly followed by organizational and technical skills.

Personal skills are believed to be most important to those in Japan and Germany, while organizational skills are significantly more coveted in South Korea.

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Personal skills	40	29	34	47 AG	30	61 ABDFGJK	29	26	46 AFG	71 ABCDFGHJK	38	42 G
Organizational skills	23	20	26 I	14	23	14	38 ACEHI	22	17	9	45 ACDEGHIK	25 I
Technical skills	22	24 I	22 I	20 I	33 EIJK	17	23 I	29 IJ	32 EIJK	5	14	14
Leadership skills	14	25 DEFHJ	16 HJ	18 HJ	11	7	9	22 EFHJ	3	15 H	3	17 HJ
Other	1	1	2	2	3	1	2	1	2	0	0	2

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q178. What skills do you believe are most important to hiring managers when they are looking to fill an entry-level position?

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Respondent Profile

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Age

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
18-30	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
31-40	58	59 B	43	62 BM	56	52	54	55	48	65 BHMO	72 BDEFGHMO	77 ABCDEFGHLMO	63 BHM	46	68 BEHMO	50
41-50	42	41 K	57 ACIJKLN	38 K	44 JK	48 JKN	46 JK	45 JK	52 IJKLN	35	28	23	37 K	54 CIJKLN	32	50 IJKN

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
18-30	31	21 I	30 IJ	21	18	24 I	52 ABCDEIJ	45 ACDEIJ	43 ACDEIJ	7	12	64 ABCDEGHIJ
31-40	35	32	40 K	33	41 K	39 K	33	30	39 K	27	58 ACEFGHIK	17
41-50	23	35 FGHJK	22	32 FH	25 FH	24	11	20	12	36 FHK	20	16
51-60	10	8	8	14	15 GHK	12	5	5	5	29 ABEFGHJK	11	3
60 or older	1	3	0	0	1	1	0	0	1	0	0	0

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q6. What is your age?

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Gender

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Male	43	41	37	60 ABDEF GJNO	38	34	38	40	48	48	41	50 E	50 E	50 E	33	39
Female	57	59 C	63 C	40	62 C	66 CKLM	62 C	60 C	52	52	59 C	50	50	50	67 C	61 C

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Male	50	50	50	50	49	50	50	50	50	51	50	51	51	52	49	51
Female	50	50	50	50	51	50	50	50	50	49	50	49	49	48	51	49

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Male	48	48 F	36	35	38	50 F	29	53 CFH	35	85 ABCD EFGHJK	58 BCDFH	64 BCDFH
Female	52	52 I	64 IJK	65 GIJK	62 IJK	50 I	71 AEGIJK	47 I	65 GIJK	15	42 I	36 I

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q7. What is your gender?

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Employment Status

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Employed Full-time	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Employed Full-time	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Employed Full-time	100	100	100	100	100	100	100	100	100	100	100	100

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q8. Which of the following best describes your employment status?

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Primary Type of Business

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Healthcare	13	16 IL	21 ILN	8 L	12 L	17 IL	16 IL	18 ILN	21 ILN	3	11 L	11 L	0	11 L	5	14 IL
Manufacturing/Production	10	4	7	13 EO	7	3	9	13 AEO	7	7	9	11 O	28 ABDE FGHIJKO	17 ABDEHO	25 ABDE FHIJKO	2
Retail	9	13 DKL	10 K	6	4	11 K	15 DKL	8 K	12 KL	15 DKL	12 KL	0	3	13 DKL	4	11 K
Banking	8	8	11 CN	0	6	7	10 CN	7	3	14 CHLN	10 CN	16 CDH LMN	3	5	0	9
Finance/Insurance	7	3	4	13 AG	7	8	8	2	4	6	4	17 ABDG HJLN	6	10 G	2	13 ABGJN
Accounting/Tax	5	2	6 M	4	1	4	5	2	5	6	10 ADGM	8 DM	11 ADGM	0	16 ADE FGMO	3
Transportation and Warehousing	5	2	1	6	4	3	5	4	3	8 BK	8 BK	1	11 ABK	6	5	5
Government – National, Federal	4	6 LM	5	2	2	4	1	10 DFKLM	8 LM	4	3	1	0	0	2	11 DFKLM
Government – Local, Regional, Provincial	4	5	1	4	9 BFK	9 BFK	1	7 K	2	1	3	0	2	3	2	6 K
Construction	4	4	1	6	2	4	2	4	4	6	7 L	1	0	4	11 BDKL	3
Professional Services/Consulting	3	3	1	6	4	3	1	4	7	4	1	6	2	1	7	4
Wholesale	3	5	3	6	1	1	1	3	1	4	3	1	4	8 DEFK	0	4
Telecommunications	3	1	2	2	5	3	3	4	7	6	1	2	3	2	2	1
Hospitality	2	7 G	4	2	4	1	1	0	1	1	3	5	3	2	0	1
Utilities	2	0	2	0	4	2	8 AIJMO	4	2	0	0	3	3	0	2	0
Legal	2	6 BFGK	0	0	5	8 BFGHJKL	0	0	0	3	1	0	1	2	0	3
Engineering, Architecture, Management	2	2	1	9 BHIJKMO	7 HMO	3	3	2	0	0	1	1	2	0	0	0
Real Estate	2	2	2	2	1	0	1	0	0	1	1	3	6 EG	4	0	1
Media/Marketing/ Advertising/PR	1	1	1	0	2	0	1	1	1	1	0	2	1	1	0	3
Agriculture, Forestry, Fishing	1	0	4	4	2	0	0	0	2	0	1	0	1	0	0	1
Mining	1	1	1	0	1	0	0	0	0	0	1	0	4	0	0	5
Printing and Publishing	0	0	0	0	2	0	1	0	0	0	0	2	1	0	0	0
Other	10	10 O	13 O	9 O	10 O	10 O	9 O	8 O	9 O	8 O	13 O	10 O	6	13 O	19 LO	1

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q10. Please indicate your organization's primary type of business at your location.

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Primary Type of Business

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Manufacturing/Production	16	15 O	9	15 O	11	9	11	16 O	12	17 O	16 O	22 BEO	40 ABCDEFG HIJKMNO	19 O	19 O	4
Healthcare	9	18 BCDIJ LMN	7 L	7 L	7 L	12 IL	12 IL	16 IJLN	24 BCDEF IJKLMNO	3	5	9 L	0	7 L	5	10 L
Government – Local, Regional, Provincial	7	6 J	14 FJKLMN	9 JM	20 AFGHJ KLMN	11 JKLM	3	8 JM	5	11 JKLM	0	2	2	1	5	15 FHJKLMN
Retail	7	8 CK	11 CK	0	7 CK	7 CK	11 CK	5	10 CK	7 CK	7 CK	0	10 CK	8 CK	5	6 CK
Government – National, Federal	6	4	9 LN	8 LN	6 L	10 JKLMN	13 AIJKLMN	6 L	13 AIJKLMN	4	2	2	0	2	1	8 LN
Banking	5	2	5	10 AHLN	8 L	4	4	4	2	10 AHLN	7	9 L	1	3	2	6
Finance/Insurance	5	9 CD	7	1	1	5	2	8 CD	2	3	7	8 CD	6	8 CD	6	3
Transportation and Warehousing	4	4	7	1	2	7	1	5	5	7	8 CF	4	5	7	2	2
Accounting/Tax	4	1	1	2	8 ABFHM	5	1	2	1	6 M	17 ABCEF GHIKLMO	2	3	0	11 ABCF GHKM	4
Professional Services/Consulting	4	9 BJ	0	2	2	4	5	8 BJ	3	2	1	2	3	6 B	6 B	5
Telecommunications	3	3	4	3	4	1	4	9 EHJMN	1	4	1	9 EHJMN	2	1	1	4
Construction	3	2	0	8 BFGI	3	2	1	1	2	1	7 B	4	7 B	3	6 B	2
Engineering, Architecture, Management	3	0	4	2	4	1	2	1	3	0	8 AEGI	5	2	2	6 AI	4
Utilities	3	3	2	2	1	5	14 ABCDG HIJKMNO	1	0	2	1	4	7 HMN	0	0	1
Hospitality	2	1	0	3	1	5	2	3	2	1	0	5	5	1	4	2
Wholesale	2	1	2	1	0	0	1	3	2	6 DEK	4	0	1	7 DEK	2	2
Legal	1	0	0	2	2	3	3	0	1	0	3	0	0	1	2	4
Real Estate	1	3	0	1	1	0	0	0	0	2	3	1	5	4	1	0
Mining	1	0	2	1	1	0	0	0	0	2	2	0	3	0	1	4
Media/Marketing/Advertising/PR	1	1	1	2	0	0	0	0	0	2	1	1	0	3	2	1
Printing and Publishing	1	1	1	0	1	1	0	2	0	0	0	1	0	4	1	0
Agriculture, Forestry, Fishing	0	1	1	1	0	0	0	0	0	2	0	0	0	0	2	0
Other	10	10 GJL	13 GJL	19 EGJL	12 GJL	8 JL	10 GJL	2	12 GJL	10 GJL	1	12 GJL	0	15 GJL	12 GJL	15 GJL

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q10. Please indicate your organization's primary type of business at your location.

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Primary Type of Business

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Manufacturing/Production	17	24 CDFK	12 K	9 K	8	12 FK	2	26 CDEFK	33 BCDEFK	22 DFK	29 CDEFK	0
Government – Local, Regional, Provincial	7	7	20 AGHIJK	14 GHIJ	11 GHJ	13 GHIJ	14 GHIJ	2	1	2	0	5
Engineering, Architecture, Management	7	2	0	0	4	1	2	9 CE	7	0	2	52 ABCDEFGHIJ
Healthcare	7	9 H	2	17 BFGHIJ	16 BFGHIJ	10 H	2	3	0	4	2	9 H
Professional Services/Consulting	6	2	12 A	8	8	12 AFH	2	5	3	4	12 AFH	5
Transportation and Warehousing	5	2	4	6	6	8	5	6	5	11 A	2	3
Construction	5	8 DE	4	5	0	0	11 DEK	7 DE	6	5	9 DEK	0
Government – National, Federal	5	8 H	2	2	4	11 H	5	7 H	0	2	3	5
Retail	4	9 G	8 G	8 G	3	4	5	0	4	9 G	2	2
Hospitality	4	6	0	3	0	1	0	8 DF	8 DF	0	5	2
Utilities	3	1	0	3	18 ABCEFGHIJK	2	3	1	4	0	0	2
Finance/Insurance	3	1	0	2	1	2	2	6	5	7	3	2
Accounting/Tax	3	1	4	0	4	2	6	1	3	4	6	2
Real Estate	2	1	0	2	1	0	0	1	13 ABCDEFGIJK	0	2	0
Banking	2	3	0	3	0	1	5	5	1	2	0	2
Wholesale	2	0	0	0	4	2	3	1	1	5	8 A	0
Legal	2	0	2	5	1	2	5	1	0	2	3	3
Telecommunications	1	2	2	2	0	2	3	1	1	4	0	0
Agriculture, Forestry, Fishing	1	0	2	0	0	0	2	0	3	0	0	2
Media/Marketing/Advertising/PR	0	0	0	2	0	0	0	1	0	0	3	0
Mining	0	1	4	0	0	0	0	0	0	0	0	2
Computer - Hardware, Software, Systems	0	0	4	0	1	0	0	0	0	0	0	0
Computer - Services, Support, Manufacturing or Distribution or Sales	0	0	0	0	0	0	2	0	0	0	2	2
Printing and Publishing	0	0	0	0	0	1	0	1	0	0	0	0
Internet Service Provider	0	0	0	0	0	0	2	0	0	0	0	0
Other	11	12 H	18 HK	14 H	10 H	12 H	26 ADGHJK	7	2	18 HK	11 H	5

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q10. Please indicate your organization's primary type of business at your location.

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Company Size

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Less than 50	1	0	0	0	0	0	0	0	0	0	0	0	0	0	12 ABCDE FGHIJKLMO	0
50 - 99	1	0	0	11 ABDEF GHIJKLMO	0	0	0	0	1	0	0	0	0	0	5	1
100 – 249	13	10	15	15	11	7	10	11	11	11	11	8	26 ADEF GHIJKO	22 ADEF GJKO	21 EK	9
250 – 499	13	12	14	17	16	10	14	15	13	10	14	7	9	12	14	22 EKL
500 – 749	7	9	9	9	8	5	6	6	8	7	6	7	10	10	9	6
750 – 999	5	8 F	6 F	4	4	6 F	0	5	2	10 FN	8 F	9 F	2	8 F	0	9 F
1,000 – 4,999	20	17	13	9	23	15	22	22	20	23	25 BC	18	23	25 BC	16	18
5,000 – 9,999	10	11	6	13	12	22 BFGHJ LMNO	7	8	8	10	6	11	10	7	4	9
10,000 or more	31	34 MN	38 LMN	21	27	36 LMN	42 CLMNO	34 MN	37 LMN	30	31 MN	41 CLMN	21	17	14	27
Don't know	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	0

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q12. Approximately how many people does your organization employ at all locations worldwide?

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Company Size

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Less than 50	1	0	0	0	0	0	0	0	0	0	0	0	0	0	8 ABCD EFGHIJK LMO	0
50 - 99	0	0	0	4	0	0	0	0	0	0	0	0	0	0	3	0
100 – 249	14	12	10	10	17 O	12	7	15 O	9	16 O	12	9	18 FO	31 ABCDEF GHIJKO	26 ABCEFHJ KO	5
250 – 499	12	14 D	12	14	5	10	7	12	12	8	20 DFIK	9	12	15 D	12	12
500 – 749	8	4	8	8	7	4	7	7	5	15 AEHJK	5	4	12	7	12	10
750 – 999	6	4	5	8 O	4	5	3	8 O	8 O	6 O	10 O	7 O	10 O	6 O	10 O	0
1,000 – 4,999	22	23	17	24	21	18	19	17	30 BG	25	21	35 BDEF GJN	23	22	18	23
5,000 – 9,999	10	10 N	13 N	10 N	11 N	16 N	8	13 N	9	9	12 N	12 N	7	7	2	14 N
10,000 or more	27	34 LMN	35 JLMN	22 N	36 CIJLMN	35 JLMN	49 ACGH IJKLMN	28 MN	27 MN	22 N	21 N	25 MN	19	13	9	37 CIJLMN
Don't know	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q12. Approximately how many people does your organization employ at all locations worldwide?

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Company Size

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Less than 50	1	0	0	0	0	0	0	0	0	0	8 ADEGH	0
50 - 99	3	0	4	0	4	0	12 ACEGHIK	0	0	0	12 ACEGHIK	0
100 – 249	16	18 G	20 G	12	25 FGK	15 G	11	5	22 G	13	23 G	9
250 – 499	17	7	16	18	15	11	15	11	17	24 AJ	6	53 ABCDEFGHIJ
500 – 749	9	13	10	11	4	12	8	13	7	13	8	3
750 – 999	6	6	6	5	5	8	6	9	7	4	8	3
1,000 – 4,999	20	34 BCDFIJK	8	14	14	20	17	24 B	31 BCDIJK	15	15	14
5,000 – 9,999	9	5	14	20 ADEHJK	6	7	12	13	5	16 AH	5	6
10,000 or more	19	16	22	21	27 HK	26 HK	20	23 H	11	16	17	11
Don't know	0	0	0	0	0	0	0	0	0	0	0	0

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q12. Approximately how many people does your organization employ at all locations worldwide?

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Gen Y Employees in HR

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
None	5	17 BEFGHIJK	0	9 G	10 GH	4	5	0	2	2	2	2
1-9%	10	10	30 ACDEFGHK	11	8	10	3	3	7	15 G	18 FG	6
10-19%	14	8	14	20 H	18 H	21 AGH	12	9	5	13	24 AGH	11
20-29%	17	11	8	23 HK	23 HK	23 HK	11	15	10	27 ABFHK	32 ABFGHK	5
30-39%	18	10	10	20	20	14	26 AJ	21 A	16	24 A	11	30 ABEJ
40-49%	11	11	8	5	3	7	11	17 CDI	15 D	4	6	25 ABCDEIJ
50-59%	9	11 J	10	5	8	7	12 J	13 J	8	7	2	14 J
60-69%	4	5	2	5	3	1	11 EJ	4	7	2	0	5
70-79%	5	7	8	0	1	6	3	7	16 CDFIJK	0	2	0
80-89%	4	6	4	0	3	2	2	6	9 C	0	2	2
90-99%	1	0	2	0	1	2	2	0	1	0	0	0
100%	2	2	4	2	0	1	5	2	4	2	0	0
Don't know/Not sure	2	1	0	3	4	1	0	1	0	5	3	2

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q166. What percentage of your Human Resources department is comprised of Gen Y employees aged 18 to 30?

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Job Function

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Customer Service	20	21 HM	27 HKM	21 HM	25 HM	22 HM	32 HKLM	26 HKM	8	30 HKM	19 HM	13	16 M	5	23 HM	20 HM
Finance	15	13	15	19	13	17	8	14	11	14	18 F	24 FHM	14	10	19	18
Operations	13	23 FGHIJLM	15 M	19 FHILM	18 FGHILM	24 FGHIJLM	6	7	5	6	11	20 FGHILM	6	4	16 M	19 FGHILM
Sales	13	6	11	17	6	11	15	12	19 ADL	14	11	9	8	37 ABCDEF GHIJKLNO	11	11
Manufacturing	7	3	2	6	0	0	10 BDEO	8 DEO	10 BDEO	8 DEO	10 BDEO	8 DEO	23 ABCDEFG HIJKMNO	8 DEO	7 DE	1
Senior Management	4	7 M	6 M	4	13 EGHJLMN	1	5	2	3	6	1	6 M	3	0	2	5
Purchasing/Procurement	4	5	1	4	3	3	6	3	0	4	10 BHO	5	6	5	2	1
Marketing	3	3	3	0	1	1	0	3	0	1	2	5	7 FH	4	7 FH	2
Training	2	1	1	4	2	1	4	1	3	1	0	2	2	0	2	3
Other	20	19	20 K	8	21 K	21 K	15	25 CK	41 ABCDE FGIJKLNO	15	18	9	16	28 CFKN	12	21 K

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Customer Service	17	15	18	26 HLMO	15	14	27 DEHKL MO	26 HLMO	9	21 HO	17	15	11	13	23 HLO	9
Operations	15	12	24 ACFGHIM	12	18 HIM	29 ACFGH IJLMN	12	10	7	6	15 M	20 HIM	13 M	4	15 M	25 ACFG HILM
Finance	11	13	10	9	9	8	6	14	6	11	20 CDEFHL	15	9	13	16	14
Sales	11	6	10	12	13	7	11	16 AK	11	9	10	6	11	20 AEIKO	14	9
Senior Management	9	13 FMN	6	11 F	12 F	8	2	5	10 F	15 FGJMN	5	13 FMN	11 F	4	4	11 F
Manufacturing	8	5	3	4	2	3	7	6	15 ABCDEO	17 ABCDE GKNO	13 BCDEO	6	20 ABCDE FGKNO	10 D	7	3
Purchasing/Procurement	4	3	1	7	4	1	5	4	2	6	4	8 BEO	9 BEO	5	3	1
Training	3	2	1	3	3	7 M	6 M	1	1	3	4	3	3	0	2	1
Marketing	2	3	3	4	1	0	0	1	0	1	0	5	8 DEFGHIJO	5	5	1
Other	20	28 CIJKLN	24 CKL	12	25 CIKLN	23 KL	24 CKL	17	39 BCDEF GIJKLN	13	13	11	8	26 CIJKLN	13	27 CIJKLN

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q13. Which one of the following best describes your job function?

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HR Job Role

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Approve or authorize final hiring decisions	52	75 BCDEFGHIJ	54 IJ	47 IJ	49 IJ	51 IJ	44 J	59 IJ	54 IJ	27	14	73 CDEFHIJ
Influence or define hiring policies	64	80 BDEGK	56 K	70 DK	52 K	60 K	71 DK	65 K	71 DK	82 BDEK	65 K	28
Influence or define organizational policies	48	75 BDEFGHIJK	42	59 DEK	27	38	45 D	50 DK	54 DEK	55 DK	42	30
Influence or define organizational culture	43	60 BDEGIK	28	53 BDEK	29	35	55 BDEK	38	56 BDEGIK	36	47 DK	23
None of the above	0	0	0	0	0	0	0	0	0	0	0	0

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q14. Which of the following describes your role in your organization's Human Resources department? Do you….? (Please select all that apply.)

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Devices Used for Work

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Desktop PC	81	83 M	84 M	74	80	78	92 CDEH IKMO	90 CEHIKMO	78	75	88 CIKM	73	83 M	68	88 M	77
Notebook PC or Laptop PC	42	45 FG	36 F	68 ABDEF GHIJLMO	45 FG	35 F	21	24	46 FG	48 FG	33	60 ABDE FGJMO	50 EFGJ	44 FG	61 BEFGJO	37 F
PDA (personal digital assistant)	4	8 GM	7	4	5	3	3	1	5	1	4	4	4	1	4	2
Smartphone (a cell phone with Internet connectivity)	41	48 BEFGM	33 M	74 ABDEF GHIJKMO	46 EFGM	30 M	30 M	21	41 GM	52 BEFGM	50 BEFGM	50 BEFGM	59 BEFGHM	14	54 BEFGM	45 EFGM
Tablet Device (iPad, etc)	15	17 F	21 FGM	26 EFGKM	14	11	5	7	18 FG	15 F	20 FGM	11	17 F	8	16 F	20 FGM
Other	1	0	1	2	3	1	0	2	2	1	0	0	1	0	0	1

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Desktop PC	80	72	79 M	77 M	75 M	76 M	86 AM	85 AM	87 AM	89 ACDEM	87 AM	78 M	84 M	62	80 M	79 M
Notebook PC or Laptop PC	48	57 BEFGH	37	68 BEFG HIJMO	59 BEFGHO	41 F	25	32	35	44 F	47 F	55 BFGH	63 BEFGHIJO	52 BFGH	55 BFGH	42 F
PDA (personal digital assistant)	4	14 BCDEF GHJKMO	1	3	5	4	2	1	3	6 M	4	3	6 M	0	9 BGM	4
Smartphone (a cell phone with Internet connectivity)	45	56 BEFGIM	35 GM	64 BEFG HIMO	51 BFGM	39 GM	32 GM	18	46 GM	36 GM	57 BEFGIM	59 BEFGIMO	75 ABDEFGH IJKMNO	11	52 BFGIM	43 GM
Tablet Device (iPad, etc)	15	28 BDEF GIKM	4	19 BFGM	12 G	15 BG	8	2	17 BGM	12 G	21 BFGM	15 BG	24 BDFGIM	7	18 BFGM	19 BFGM
Other	0	0	2	0	0	0	1	1	2	0	1	0	0	0	0	0

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q15. Which of the following devices do you use for your job? (Please select all that apply.)

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Devices Used for Work

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Desktop PC	80	85 IK	88 IK	82 IK	95 CEGHIK	82 IK	91 IK	83 IK	80 IK	60	86 IK	44
Notebook PC or Laptop PC	61	65 D	50	56	39	55	55	67 D	79 ABCDEFIJ	58	61 D	77 BCDEF
PDA (personal digital assistant)	11	27 BCEFHIJK	10	8	14	7	5	16 F	7	5	6	8
Smartphone (a cell phone with Internet connectivity)	65	77 BEI	58 I	65 I	65 I	49 I	62 I	78 BEI	73 EI	22	64 I	80 BEFI
Tablet Device (iPad, etc)	29	55 BCEFGHIJK	30	23	42 CEHIJK	17	26	35 EIK	26	15	21	17
Other	1	0	0	2	0	0	2	3	0	0	0	0
None of the above	0	0	0	0	0	0	0	0	0	0	0	0

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q15. Which of the following devices do you use for your job? (Please select all that apply.)

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Personal Devices Used

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Desktop PC	49	53 EM	49	49	50	36	58 EIM	45	46	39	61 EGIKM	44	62 EGHIKM	37	54 E	49
Notebook PC or Laptop PC	78	79 FN	79 FN	91 FJLMN	85 FJMN	82 FMN	58	86 FJMN	89 FJLMN	94 ABEFJ KLMNO	73 F	80 FN	75 FN	68	56	78 FN
PDA (personal digital assistant)	5	10 EGMO	7 GM	4	3	2	5	0	3	3	10 EGMO	7 GM	8 GMO	0	5	1
Smartphone (a cell phone with Internet connectivity)	99	100	100	98	97	100	99	100	100	99	99	96	98	98	96	99
Tablet Device (iPad, etc)	43	63 BFGIJK LMN	45 M	58 FGKMN	49 KMN	50 KMN	39 M	38 M	54 GKMN	42 M	48 KMN	32 M	42 M	8	30 M	57 FGKLMN
Other	1	1	0	0	1	1	1	1	1	1	1	1	0	0	0	3

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Desktop PC	58	63 M	49	54	60 M	49	61 M	62 M	55	66 BEM	69 BCEKM	52	72 BCEH KMO	41	67 BEKM	56
Notebook PC or Laptop PC	73	77 FN	68 F	86 BFJKMNO	84 BFMNO	76 FN	53	81 FMN	75 FN	82 BFMN	73 FN	74 FN	79 FMN	65	58	70 F
PDA (personal digital assistant)	4	14 BCDEF GHIKLM	2	4	1	3	0	1	2	2	7 F	5	5	1	8 DFGM	8 DFGM
Smartphone (a cell phone with Internet connectivity)	98	97	96	97	96	100	99	100	96	96	99	97	99	100	100	97
Tablet Device (iPad, etc)	49	60 IKMN	51 MN	57 IMN	52 MN	59 IKMN	51 MN	45 M	65 GIJKMN	41 M	50 M	42 M	52 MN	13	35 M	58 IKMN
Other	0	0	2	0	0	0	1	0	1	0	0	0	0	0	0	0

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q16. Which of the following devices do you use in your personal life? (Please select all that apply.)

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Personal Devices Used

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Desktop PC	58	74 BCGHIK	54 K	44 K	70 CIK	63 CIK	64 CIK	59 K	59 K	42	65 CIK	25
Notebook PC or Laptop PC	75	89 DFGIK	92 DFGIK	79 DK	48	90 DFGIJK	73 DK	76 DK	79 DK	73 DK	77 DK	42
PDA (personal digital assistant)	9	30 BCDEFGHIJK	4	6	8	2	5	14 EJ	8	4	3	6
Smartphone (a cell phone with Internet connectivity)	97	99	100	100	96	95	97	93	98	100	97	98
Tablet Device (iPad, etc)	53	76 BDEFGHIJK	58 IJ	65 GIJK	59 IJ	48 I	56 IJ	45 I	58 IJ	24	36	44 I
Other	0	0	0	0	1	1	0	1	0	0	0	0
None of the above	0	0	0	0	0	0	0	0	0	0	0	0

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q16. Which of the following devices do you use in your personal life? (Please select all that apply.)

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Job Title

Among Gen Y Professionals %	Total (n=1388)	US (n=101) A	CAN (n=101) B	MEX (n=53) C	BRA (n=102) D	UK (n=101) E	FRA (n=101) F	GER (n=101) G	NED (n=91) H	POL (n=71) I	RUS (n=103) J	IND (n=101) K	CHN (n=101) L	JPN (n=103) M	KOR (n=57) N	AUS (n=101) O
Chairman, CEO, Owner, Partner or President	1	5	1	4	0	2	1	1	1	0	0	0	0	0	2	1
Controller, Treasurer or CFO	3	1	3	6	3	0	5	1	5	0	1	1	5	0	12 ADEG IJKMO	2
Vice President, General Manager or Managing Director	2	4	3	0	4	0	2	0	1	0	1	7 EGLM	0	0	4	3
Chief Customer/Experience/Engagement Officer or CCO	2	1	2	8 GJM	2	1	6 GJM	0	1	6	0	3	4	0	9 AEGJMO	1
CIO or Vice President of MIS, IS or IT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IT Middle Management (director, supervisor, manager)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-IT Middle management (group director, department supervisor or section manager)	23	31 GIM	24 M	15 M	25 IM	25 IM	25 IM	16 M	19 M	11 M	19 M	41 BCDEF GHIJMO	29 GIM	0	44 BCDE FGHIJMO	24 M
Professional staff/individual contributor	69	58 N	67 KN	68 KN	67 KN	72 KN	61 N	82 ABDFKLN	73 KN	83 ABDFKLN	79 AFKLN	49 N	62 N	100 ABCDEFG HIJKLNO	30	69 KN

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q17. What is your job title or level of responsibility? (Select one)

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Job Title

Among Gen X Professionals %	Total (n=1524)	US (n=104) A	CAN (n=100) B	MEX (n=100) C	BRA (n=102) D	UK (n=100) E	FRA (n=100) F	GER (n=100) G	NED (n=100) H	POL (n=102) I	RUS (n=101) J	IND (n=102) K	CHN (n=104) L	JPN (n=104) M	KOR (n=103) N	AUS (n=102) O
Chairman, CEO, Owner, Partner or President	2	8 BCDFG HILM	1	1	1	3	0	0	1	0	2	2	1	0	5	5
Controller, Treasurer or CFO	3	2	2	2	4	0	1	2	1	0	9 EFHIKMO	1	5	0	11 ABCEF GHIKMO	1
Vice President, General Manager or Managing Director	3	4	4	1	8 CFIJM	3	1	2	2	0	1	8 CFIJM	3	0	7 IM	2
Chief Customer/Experience/ Engagement Officer or CCO	2	0	0	5	1	2	3	1	0	3	0	2	2	0	3	1
CIO or Vice President of MIS, IS or IT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IT Middle Management (director, supervisor, manager)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-IT Middle management (group director, department supervisor or section manager)	38	29	40 GI	45 ADGIMO	29	36 G	45 ADGIMO	17	31 G	24	42 GI	53 ADEG HIMO	59 ABDEG HIJMO	30 G	62 ABCDE FGHIJMO	28
Professional staff/individual contributor	53	58 KLN	53 KLN	46 LN	57 KLN	56 KLN	50 KLN	78 ABCDE FJKLNO	65 CFJKLN	74 ABCDE FJKLN	47 LN	34 N	31 N	70 BCFJKLN	13	63 CJKLN

A/B/C/D/E/F/G/H/I/J/K/L/M/N/O= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q17. What is your job title or level of responsibility? (Select one)

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Job Title

Among HR Professionals %	Total (n=827)	US (n=99) A	BRA (n=50) B	UK (n=66) C	FRA (n=79) D	GER (n=84) E	RUS (n=66) F	IND (n=98) G	CHN (n=100) H	JPN (n=55) I	KOR (n=66) J	AUS (n=64) K
Chairman, CEO, Owner, Partner or President	7	5	0	6	8	4	0	7	1	0	3	52 ABCDEFGHIJ
Controller, Treasurer or CFO	3	12 CDFGHIK	6	2	0	4	2	1	1	0	9 DGHK	0
Vice President, General Manager or Managing Director	7	22 BCDEFHIJK	6	5	8	1	0	15 EFIK	7	0	6	2
Chief Customer/Experience/Engagement Officer or CCO	4	2	8	0	10 ACI	5	2	8 C	3	0	5	5
CIO or Vice President of MIS, IS or IT	0	0	0	0	0	0	0	0	0	0	0	0
IT Middle Management (director, supervisor, manager)	0	0	0	0	0	0	0	0	0	0	0	0
Non-IT Middle management (group director, department supervisor or section manager)	52	42	34	50 K	54 BK	60 ABK	48 K	51 K	71 ABCDFGJK	71 ABCFGK	55 BK	27
IT Staff	0	0	0	0	0	0	0	0	0	0	0	0
Engineering or R&D	0	0	0	0	0	0	0	0	0	0	0	0
Professional staff/individual contributor	21	16 D	30 D	35 ADGHJK	5	24 D	44 ADEGHJK	17 D	17 D	29 D	14	16
Administrative assistant or secretary	3	0	14 ACEGHIK	2	13 ACEGHIK	1	3	0	0	0	8 AGH	0
Other	1	0	2	2	3	2	2	0	0	0	2	0

A/B/C/D/E/F/G/H/I/J/K= Significantly larger than the corresponding subgroup at the 95 % c-level.

Q17. What is your job title or level of responsibility? (Select one)

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