

PRACTICAL GUIDE

# GENERATION Z

How to attract, integrate and retain young talents

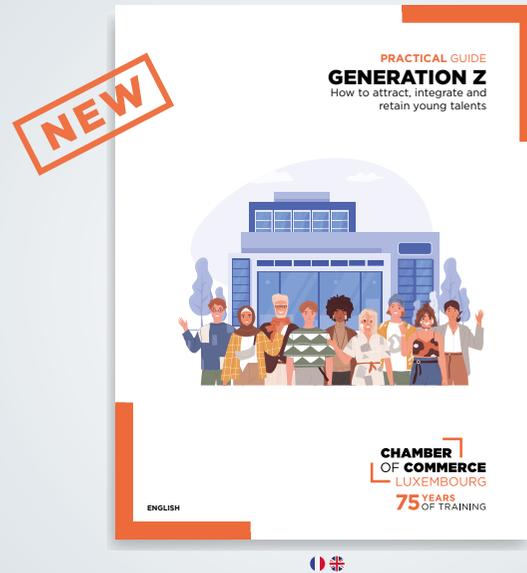


ENGLISH

**CHAMBER**  
**OF COMMERCE**  
LUXEMBOURG  
**75** YEARS  
OF TRAINING

## OUR PRACTICAL GUIDES PROVIDE

- ✓ STRUCTURED AND ILLUSTRATED CONTENT
- ✓ A PROGRESSIVE APPROACH
- ✓ SOUND ADVICE
- ✓ SOLUTIONS TO FORESEEABLE DIFFICULTIES



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## Introduction

Rarely has a generation sparked as much interest as Generation Z (also known as Gen Z).

Hyperconnectedness, environmental awareness, a different relationship to work, well-defined motivations and attitudes are all characteristic of this generation. While the accuracy of these assessments can sometimes be debated, it is undeniable that Generation Z reflects a world undergoing profound change.

For companies, Generation Z represents both an opportunity and a challenge.

In the face of evolving job roles and a persistent skills shortage, the race for talent, especially among young people, is a priority, prompting many companies to invest in their employer brand.

But beyond simple marketing, companies will have to become more agile and rethink their organisational models, not only to remain competitive in a context of a twofold digital and environmental transition, but also to attract and retain talent. Generation Z can contribute to this dynamic of change within companies, but knowing how to approach them is essential.

This guide aims to demystify Generation Z and explore how companies can attract, retain and develop these young talents within their teams.

Training is a crucial lever for companies that want to adopt more modern management styles that are more in tune with the expectations of the younger generation and can foster successful intergenerational dynamics.

A Chamber of Commerce publication in partnership with **MindForest** September 2024.

**Disclaimer:**  
This document is a summary provided for information purposes only in order to inform professionals about Generation Z but should not be considered exhaustive.

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# Scope

We are living through a period of multiple crises and social upheaval: the COVID crisis, the environmental crisis, the emergence of artificial intelligence in the workplace, uberisation<sup>1</sup>, etc. Society is evolving, and work is evolving with it.

In this context, some organisational models no longer function.

Over time, the patriarchal societies of the 19<sup>th</sup> century, where work was family-based, gave way to industrial societies and assembly-line work, then to large corporations that introduced the quantified analysis of objectives and performance.

The current era is about redefining the attitude to work. Youth is often portrayed as the driving force behind this new wave, but it is in fact the culmination of a movement that has been underway for years, advocating a better work-life balance and increased well-being in the workplace.

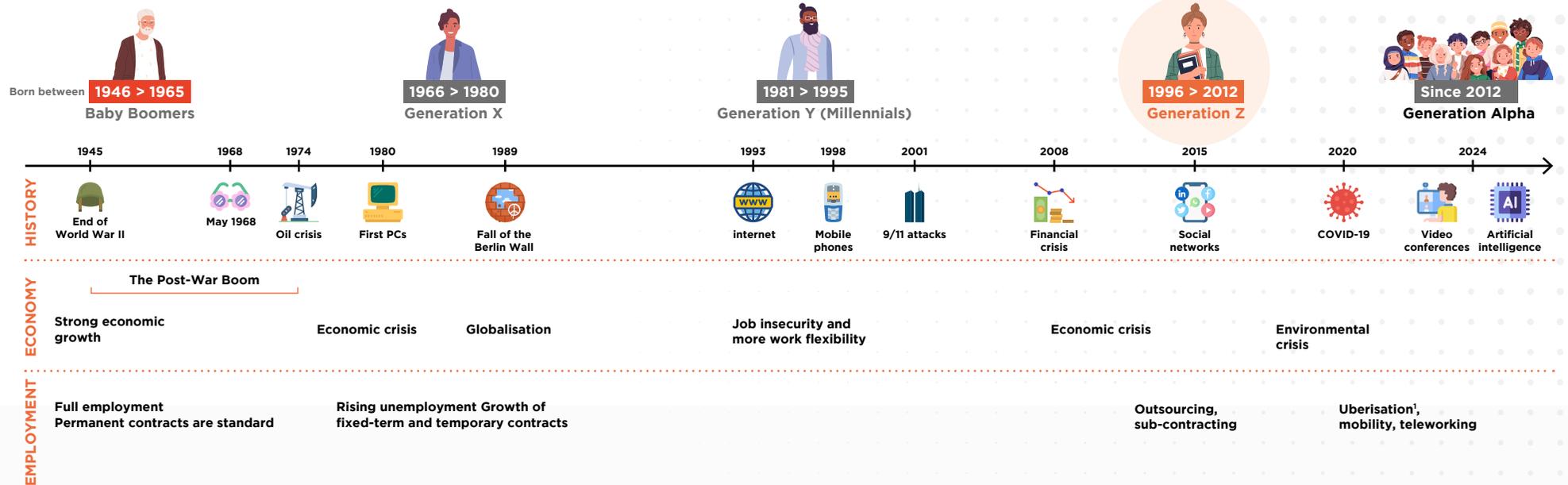
This is a deep-rooted trend that requires companies to adapt to recruit talent and ensure effective intergenerational management.

<sup>1</sup> This phenomenon challenges traditional economic structures by putting clients in direct contact with service providers via digital platforms.

<sup>2</sup> Sources: [www.innovationmanageriale.com](http://www.innovationmanageriale.com) and Frédéric Laloux's organisational models

**Historical, sociological and technological events have marked different eras**, shaped generations and created the foundation of the society we know today.

## Generations



## Management cultures and attitudes to work<sup>2</sup>

A company, like an individual, is rooted in its time. Its leaders, consciously or unconsciously, establish a management culture that new employees must deal with.

This culture impacts hierarchical relationships, the flow of information, decision-making, knowledge transfer, conflict management, etc. Different management cultures dominate depending on the era.



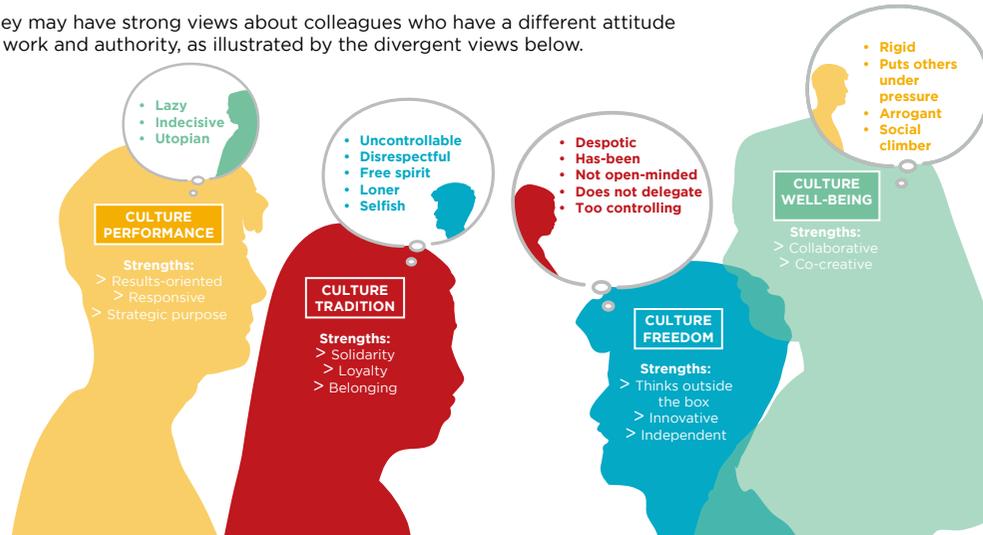
# Managing an intergenerational team

In a company, four generations have to work together, each bringing their own set of values and ways of doing things. The challenge is to leverage these differences, so as to turn them into an asset for the company and an opportunity to grow together. Attitudes to work vary across generations, resulting in different motivation drivers and priorities.

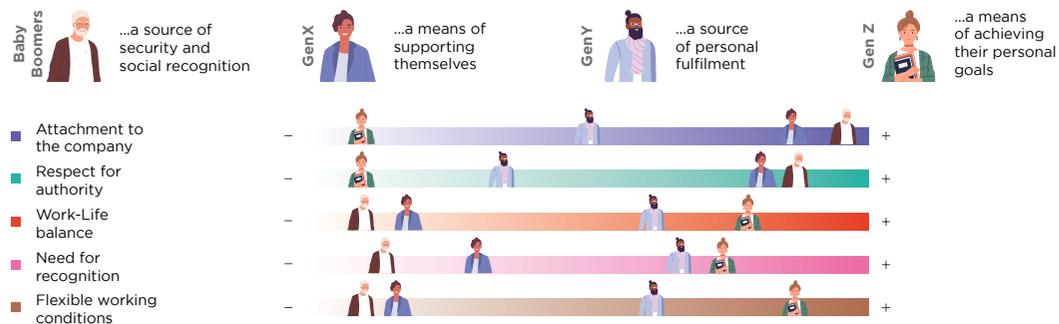
## Diverse perspectives

A person with a background in a traditional company with vertical leadership where experience is valued may struggle to find their bearings in a liberated company, where out-of-the-box thinking and collective intelligence are valued.

They may have strong views about colleagues who have a different attitude to work and authority, as illustrated by the divergent views below.



## Different generations have different priorities. What matters to them is that work is...



Each individual's attitude to work is, of course, influenced by their generation, but also by the management cultures in which they work or have worked during their career (see p. 04 / Scope).

# Facts and Figures



**40%**  
of Gen Z



**34%**  
of Gen Y



**24%**  
of Gen X



**21%**  
of Baby Boomers

**27%**

of the workforce in OECD countries will be from Generation Z in 2025  
(World Economic Forum)



**91%**

of young people do not consider it taboo to take a career break to travel, focus on family life or retrain in a different profession  
(OpinionWay, le Parisien and Indeed, 2022)



## The biggest challenges facing recruiters over the next 5 years:

1. Competition from other companies
  2. Attracting and retaining Generation Z
  3. Difficulty finding candidates with the right hard skills
  4. Difficulty finding candidates with the right soft skills
  5. Inability to offer competitive salaries to candidates
- (Global LinkedIn data, 2024)

The following expectations and needs are at the heart of the concerns of Generation Z employees:

Having a positive impact on the world  
**83%**

Ambition and dynamism  
**79%**

Healthy work-life balance  
**75%**

want to work for a company whose values align with theirs  
**70%**

(Carson College of Business, Gen Z spotlight report, 2021)



**96%**

of 16-24 year-olds worldwide use a phone to access the internet  
(BeeSecure, 2023)



**Nearly 80%**

of 17-30 year-olds check their phones several times an hour.

They are heavy users of social media:

**76%**

spend between 1 and 6 hours a day on social media  
(BeeSecure, 2023)



# Gen Z: profile

The generation entering the workforce is both full of promise and criticised by some. They are said to be full of paradoxes, difficult to understand and even harder to engage with and retain. Gen Z is sometimes viewed as a pure marketing product, sometimes as an embodiment of new trends in management practices, workplace behaviour, relationships with colleagues or line management, etc.

**But are today's young people so different from the young people of previous generations?  
Is it not part of youth to question existing ways of thinking and practices?**

*"We've never experienced a time with such stark generational differences when it comes to our core understanding of work and a job. It's critical leaders understand the complex paradoxes of how younger generations feel about the working world."*

Paul Sephton, Head of Brand Communications at Jabra (audio products), author of a study on Gen Z's attitude to work <sup>1</sup>.

We present here a profile of Gen Z, highlighting the main characteristics that distinguish it from previous generations. These are behavioural trends<sup>2</sup> that generally apply across an entire population segment.

However, in our dealings with others, we should be wary of falling into the trap of stereotyping, and should remember that each individual is unique and cannot be viewed solely through the lens of the generation to which they belong.

An individual is, first and foremost, a personality influenced by a family environment, an educational model, instilled values (and potentially rejected ones), a place of birth (country/city or countryside) and membership of a community.

Stereotyping behaviour based on a person's age group assumes that our age determines how we operate, without considering our personal characteristics and experiences.

## MENTAL HEALTH

A number of studies point to a deterioration in the mental health of younger generations, who have been exposed to multiple economic and climate crises and uncertainties, which in turn has an impact on their stress and anxiety levels. They are more open about discussing these issues and seeking support.

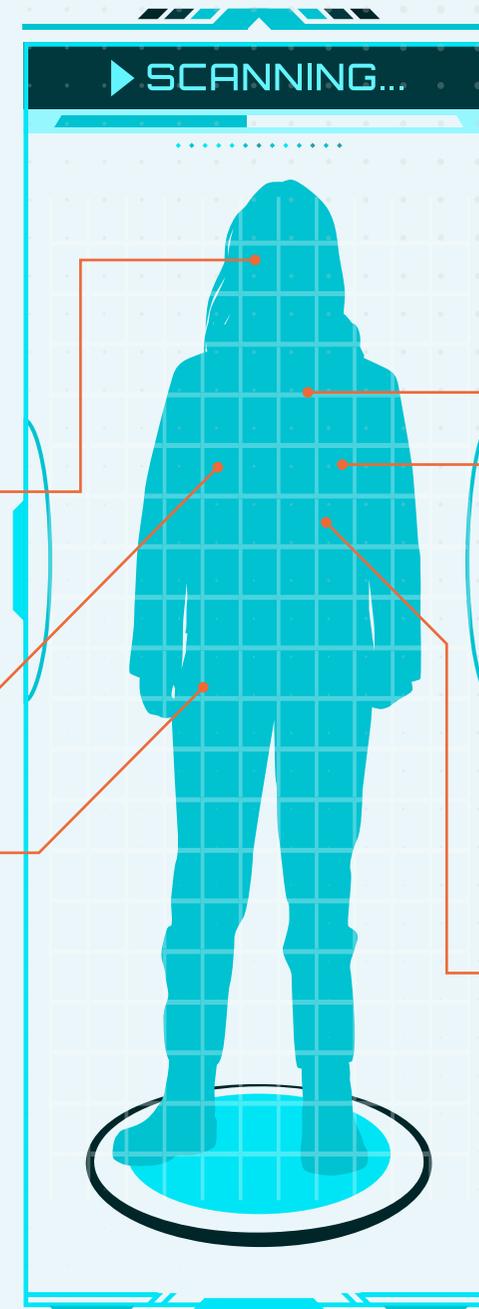
## MOTIVATION

It is important to them to feel useful, to be recognised and to see their ideas taken on board. They want to thrive in work that makes sense, both for them and for society.

## TECHNOLOGY

Digital natives and techno-dependent, everything they do is online and through social media: work, leisure, connecting with others and learning. They are hyperconnected. For them, technology is neither exciting nor innovative: it is simply their way of life.

Technology allows for instant connection and the dissemination of information globally, influencing the world at an extremely rapid pace.



## ATTITUDE TO WORK

Work is a means of earning a living so that they can pursue fulfilment outside work, not an end in itself. Work-life balance is paramount, as are flexible working conditions.

For Gen Z, advancing at work means growing your skill set, receiving recognition and gaining autonomy, but not necessarily moving up the hierarchical ladder.

## VALUES

Young people are considered to be more mature and more environmentally and politically aware (tolerance, diversity, inclusiveness, etc.) than older generations were at the same age. More of them want to have a positive impact on the world and are more committed to respecting individuals regardless of their physical appearance (tattoos, hairstyle, etc.), sexual orientation or ethnic origin.

They thrive in a company whose values align with theirs and whose actions reflect their positions (they reject tokenism and anything that may seem inauthentic).

## SELF-ESTEEM

Their upbringing has made them self-confident, which makes them more entrepreneurial and more inclined to rely on themselves to achieve their goals. They know their limits and refuse situations that are not acceptable. They have a certain resistance to "non-pleasure".

<sup>1</sup> Study on Gen Z's attitude to work: <https://www.decideurs-magazine.com/tendances-rh/57784-le-rapport-au-travail-de-la-genz-les-paradoxes-d-une-generation.html>

<sup>2</sup> Trends drawn from the article "Career aspirations of generation Z: a systematic literature review", in *European Journal of Training and Development*, March 2021.

# How to recruit Gen Z

The changes observed in the world of work, as outlined in the previous pages of this guide, also impact the recruitment of young people. The relationship between companies and job applicants is becoming more balanced. Job applicants are prepared to share their expertise if the company appeals to them. They do not hesitate to negotiate the terms of their employment. Companies must increasingly demonstrate the benefits of joining them.

Recruitment 2.0 is underway: the recruitment process is part of the job applicant experience. Posting a vacancy on a recruitment website is no longer enough. Companies must engage with Gen Z by being present on social media to develop their employer brand there and attract the best candidates.



## Before recruitment

- Work on your employer brand: vision, values, editorial line with high-value-added content: employee testimonials, values experienced through completed projects
- Stand out on social media through posts that reflect the company's identity
- Develop a careers website specifically for recruitment
- Monitor reviews of the company on sites such as Glassdoor

## The most used apps by 17-30 year-olds in Luxembourg

- WhatsApp (95% of users)
- Instagram (88%)
- YouTube (85%)
- Facebook (77%)
- Streaming platforms (76%)

(BeeSecure, 2023)



## At the time of recruitment

- Write an attractive job offer that presents the role and the team, responsibilities and corporate culture, highlighting the soft skills required for the position.
  - Carefully choose the media and channels for posting the job offer
  - Adapt all content to be mobile-friendly
  - Analyse the impact to adjust the strategy
- Use digital tools:
  - To post job offers on social media
  - To propose an original recruitment campaign; for example, using video or gamification
  - To automate tasks where possible (multi-site posting, sourcing via LinkedIn) to focus on candidates
  - To offer video interviews

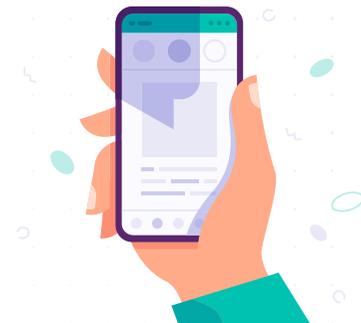
Simplify and shorten the recruitment process<sup>1</sup> by allowing applicants to submit their application in a few clicks, monitor its progress and be quickly informed of developments



## After recruitment

- Start onboarding the recruit as soon as the employment contract is signed (see p. 20 / Testimonial | Laurine Bottin)
- Use HR onboarding tools
- Assign a mentor to facilitate the integration of new hires into the company
- Plan the first day, the first week and the first month
- Promote continuous training for skills development and highlight internal mobility

**Nearly 75% of 18-35 year-olds use their mobile phones to apply for jobs**  
(CornerJob)



# What young people bring to companies

Young people entering the workforce today have learned to navigate a world that is neither linear nor predictable. This is known as a VUCA world (Volatility, Uncertainty, Complexity and Ambiguity), which describes the societal, economic, technological and environmental changes that companies are facing. In a rapidly changing world, companies have no choice but to question how they operate and how they manage people, and assess their ability to reinvent themselves. In this context, young employees, who are by their nature more agile and better prepared to deal with unforeseen situations, can help companies better understand this world in transition.

The ability of young recruits to see things with fresh eyes and their disruptive approach can bring a new perspective, provided of course that they are given the opportunity to express themselves.

## Hiring young people offers a fresh perspective on how your company operates

- To challenge the existing, to be challenged by their questions because they need to understand the ecosystem in which they are going to work,
- To experiment with new solutions and regenerate innovation capacity,
- To boost teams, introduce agility, get them out of their comfort zone,
- To benefit from their openness to other influences,
- To provide an antidote to the tendency of "we've always done it this way".



<sup>1</sup> According to a study by recruitment firm Michael Page, 7 out of 10 candidates felt that processes were overly long and 1 in 3 candidates even walked away from a position they were interested in because the process was too long.

# How to foster the engagement of Gen Z

Commitment is not measured by the number of hours spent at the office. Commitment is the ability to mobilise the efforts needed to carry out the company's mission and achieve its objectives

And in this, the younger generation does not fall short, even if they may sometimes seem elusive, difficult to please and their motivators differ from those of their elders. Their demands pave the way for other management practices and a flexibility that previous generations would not have dared to ask for.

They push the company to rethink its approach in order to satisfy their quest for fulfilment in meaningful and ethical work, and this is beneficial for everyone.

## Communication, feedback and recognition

Annual evaluations alone are no longer viable: regular, constructive and supportive feedback that allows improvement should be continuous. Communicating directly, authentically, transparently and regularly, recognising the efforts made and the results achieved, and adopting an inclusive and equitable leadership approach are all essential elements to keep them engaged.

## Hierarchical relationships and management

The relationship with authority has changed. A manager's legitimacy is less tied to their hierarchical position and increasingly to their ability to inspire, unite, coach and push people to deliver their best. Executing without understanding is becoming increasingly less acceptable. It is important to explain the context, set clear expectations that are aligned with a vision and show how each person contributes to the collective effort.

## Work-life balance

It is important to arrange working hours to allow Gen Z to pursue other activities simultaneously, such as family life, hobbies, community involvement, a second job or entrepreneurial projects. They like to hybridise their week by combining multiple activities, paid or unpaid. They appreciate employers who allow them this organisational flexibility.

## Working relationships

They find working in small teams or as part of a network on a project where everyone collaborates at the same level a perfect fit. They favor horizontal collaboration and the exchange of ideas on an equal footing.

## Knowledge and skills acquisition

Bearing in mind an estimated 60% of future jobs have yet to be created, and that knowledge is rapidly becoming obsolete, continuous training is a must, and young people know it.

A LinkedIn study carried out in the Benelux countries reveals that, more than any other generation, young people are particularly sensitive to the opportunities offered by their employer to develop their skills. In an agile and DIY\* mode, training takes many forms: mentoring, video tutorials, participation in online forums, etc.

## Missions

To mobilise them, show how much they are trusted by involving them in important tasks and giving them the opportunity to express their ideas and unleash their creativity. They want to thrive in meaningful work that echoes their values, and work for an employer that takes its social and environmental responsibilities seriously.

## Change

They are viewed as being less attached to their company and difficult to retain. What may be perceived as a lack of loyalty is actually an ability to grasp opportunities as they arise and to see work as an experience. This generation seeks personal growth and is in continuous learning mode. Their time is best invested in developing their skills, not in getting bored or doing repetitive tasks. To retain them, they should be allowed to diversify their tasks or missions, and have internal mobility opportunities.

## Workplace

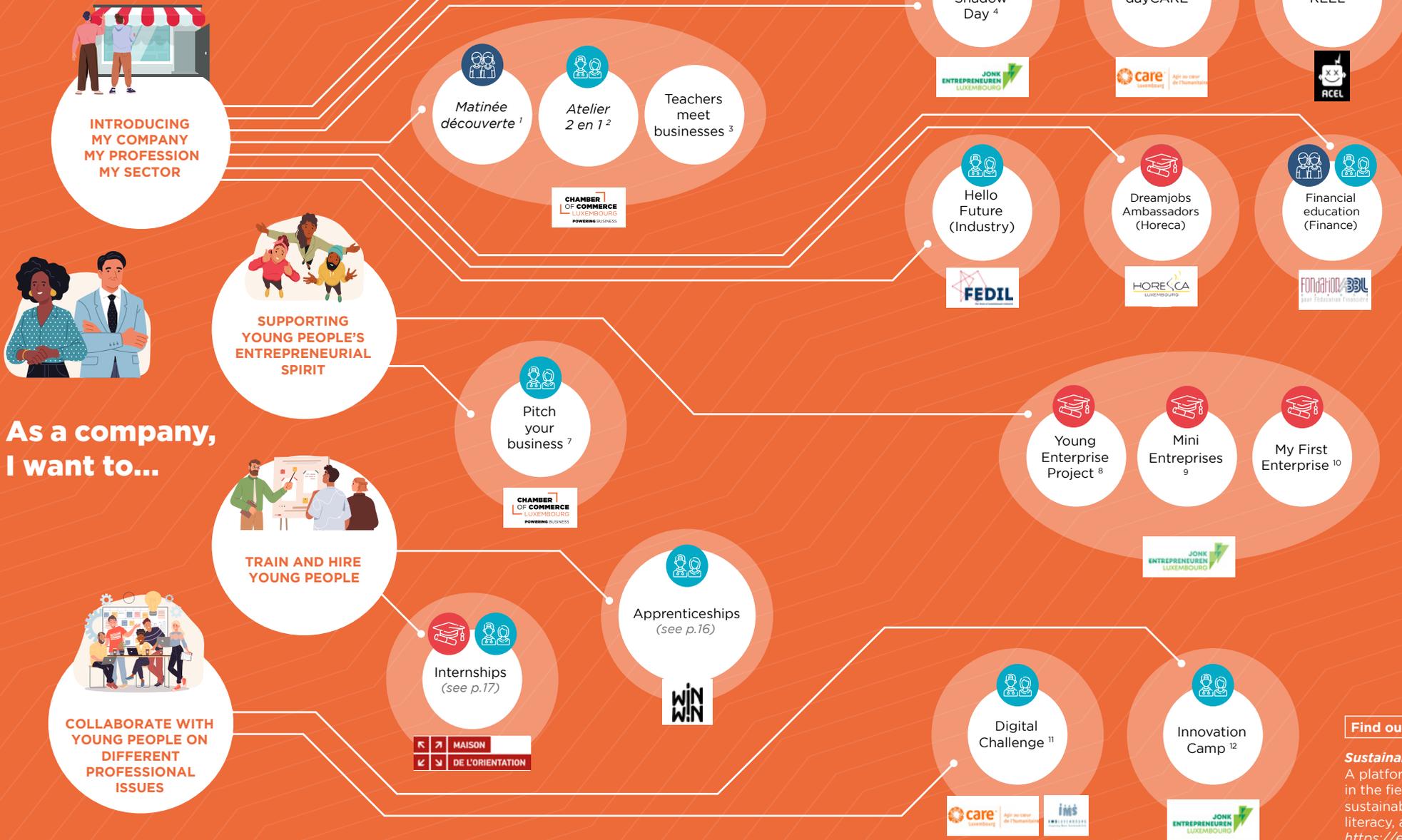
Offering the opportunity to work remotely is a plus for recruitment, even if not all sectors and companies can offer this possibility. Teleworking and videoconferencing are the norm for the new generation that arrived on the job market during the global COVID crisis. Gen Z can work from anywhere and the workplace is essentially a place to coordinate with colleagues. It has to be convivial, facilitate collaborative work and creative sessions.

\* DIY = Do It Yourself

# Initiatives for connecting with Gen Z

This list is not intended to be exhaustive and may change over time

 aged 12-14  
 aged 15-19  
 Post-high school



- 1 Introducing high school students to the world of work in a fun and educational way within the company
- 2 Explain the Luxembourg economy to high school students and raise their awareness of entrepreneurship
- 3 Introduce the company to teachers and present the career opportunities for their students
- 4 Introduce young people to the working life by shadowing a manager for a day
- 5 Introduce the company to volunteer high school students during a day
- 6 Every year, at the *Réunion Européenne des Étudiants Luxembourgeois*, partner companies have the opportunity to introduce themselves and meet students
- 7 Step-by-step introduction to starting up a business: inspiration, development of the Canvas Business Model and pitch
- 8 Build a business model based on an innovative, feasible and economically viable business idea
- 9 Students spend a year in charge of a mini-company and its business development
- 10 Over a 10-week period, a group of students try to grow a starting capital of €50
- 11 Launch a challenge to high school students on a problem faced by the company related to digital or sustainable development
- 12 Find innovative solutions to a business challenge set by a private-sector sponsor

**Find out more**

**Sustainable Entrepreneurial Schools directory:**  
 A platform that connects schools and businesses in the fields of entrepreneurship, economic sustainability, general financial and economic literacy, and educational and career guidance.  
<https://entrepreneurship.lu/> (in French or Luxembourgish)

# Apprenticeships: le droit de former

Recruiting apprentices is an opportunity to train skilled, committed employees to ensure the durability of your business. It also contributes to the professional integration of young generations, companies can benefit from financial and tax benefits.

*"Today's young people bring a breath of fresh air to companies."  
Cristina Costa, Executive Assistant, Losch.  
(See p. 22 /Testimonial | Cristina Costa)*

## Would you like to take on an apprentice in your company?

To qualify to train an apprentice, a number of criteria must be met:

- the apprenticeship position must concern one of the professions for which an apprenticeship agreement can be concluded (See list of apprenticeships and apprenticeship allowances on winwin.lu). Sectors involved: industry, services, commerce, hospitality and socio-educational/health.
- you must have obtained *le droit de former* (See application form for obtaining le droit de former on winwin.lu)
  - the business owner must provide a recent criminal record extract (Bulletin no. 3) for themselves and the tutor.
  - the company must appoint a mentor to supervise the apprentice
    - aged over 21 years old
    - having completed a corporate mentor training programme (3 days)
    - meeting the professional qualification conditions
- you must have declared the apprenticeship position to the ADEM career guidance service
- you must have found your apprentice
  - the apprentice must be enrolled in a high school or hold an equivalence certificate from the Ministry of Education that grants access to the apprenticeship
  - who is studying for a Technician's Diploma (DT), a Professional Aptitude Diploma (DAP), or a Certificate of Professional Competence (CCP).
- you must have drawn up an apprenticeship contract duly signed by the company and the apprentice (starting between 16 July and 31 October of the current year)

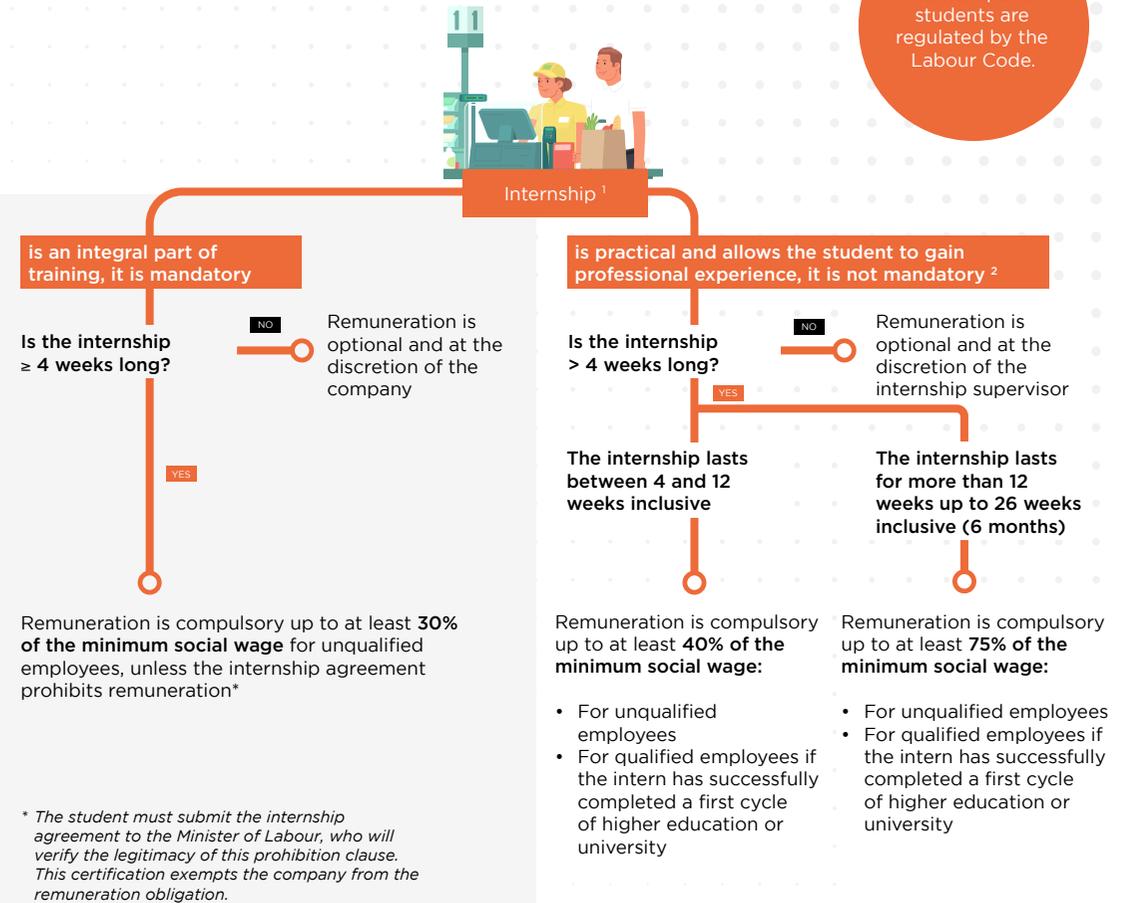
Full information on apprenticeships can be found on [winwin.lu](http://winwin.lu)



See also the Practical Guide - L'apprentissage : Une relation WinWin pour l'entreprise et l'apprenti (in French and German)

# Internships regulation

Internships for students are regulated by the Labour Code.



## <sup>1</sup>An internship

- must be intended to provide information, guidance and vocational training,
- must not assign the trainee to tasks requiring a level of performance comparable to that of an employee,
- must not be used to substitute for permanent positions, to replace an absent employee or to meet temporary increases in workload,
- must be covered by an internship agreement, specifying the tasks to be carried out by the intern, the remuneration and the duration of the internship,
- must be supervised by a tutor.

## <sup>2</sup>A practical internship requires

- that the student:
  - is enrolled in a Luxembourg or foreign educational institution and regularly follows a course of study,
  - or holds a Luxembourg secondary school leaving certificate or equivalent,
  - or has successfully completed a first cycle of higher education or university (holding a diploma or bachelor's degree),
- the total duration of the internship must fall within 12 months of the end of the last period of schooling that resulted in one of the above-mentioned diplomas,
- the duration of the internships must not exceed 6 months over a 24-month period with the company.

# Best practices



## Work on your employer brand

Attract top profiles by making your company attractive through true and genuine testimonials, the values conveyed, and showcasing concrete and innovative projects. In two words: practice storytelling. A new type of job-hunting website has emerged that can help you strengthen your employer brand and let you move beyond the simple job board.

- » In Luxembourg, the site All Eyes On Me (<https://alleyesonme.jobs>) enables you to publish videos and photos to create an immersive experience for applicants applying for a job with your company.



## Offer an onboarding experience

To transmit your corporate culture, communicate on procedures and best practices before the new recruit's arrival to make integration smoother.

(see p. 20 / Testimonial | Laurine Bottin)



## Promote skills transfer

Encourage intergenerational pairing and reverse mentoring (coaching by a younger and less experienced person): Role reversal between teacher/learner, exchanges of knowledge, experiences, and ideas, involving teams and hierarchical levels that do not usually work together. This encourages exchanges of views on the business sector and the company.

- » In Luxembourg, A&O Shearman and the European Investment Bank practice reverse mentoring



## Remove exclusivity clauses in employment contracts

And offer the possibility of working for another employer or pursuing a related activity. An employee who works elsewhere will develop new skills and open up to new perspectives. This helps to satisfy their need for freedom and their preference for varied experiences. Paradoxically, this can be a means to retain them because a single job cannot always satisfy all their desires.



## Be open to new influences

Set aside your preconceived ideas, remain open-minded and attentive, do not generalise the behaviour of an individual to an entire age group. Communicate, create opportunities to collaborate with young people, engage in discussions with them and connect generations.

- » Participate in initiatives that promote meeting and working with young people. Find opportunities to present your company and profession, challenge young people, or welcome them through internships or apprenticeships.  
(see p.14 / Initiatives for connecting with Gen Z)



## Manage differently

Develop your soft skills to encourage dialogue and establish mutual trust within teams.

- » Managers can be offered training in communication, emotional intelligence, and managing intergenerational teams, which should be supported by their management (for example, the training course offered by the House of Training - Gérer une équipe multigénérationnelle au quotidien (in French)).



## Be mindful of the mental health of your employees

Put in place the means to help them boost their resilience and the ability to look after themselves, to assert their right to disconnect.



## Give employees the opportunity to take career breaks

To focus on their family or develop a personal project (humanitarian mission, travel, developing a business), with the possibility of being reinstated to their former position on their return or even continuing to receive all or part of their salary during their absence.

- » The University of Luxembourg offers an additional week of leave each year to develop a personal project.

# Testimonial | Laurine Bottin

## Talent Attraction team, PwC

### PwC recruits many young graduates each year. How does PwC integrate these young people into the company?

The integration process starts when the employment contract is signed, with an onboarding journey that continues until the end of the probation period.

Even before their arrival, recruits get to know the company by taking a virtual tour of the premises. They also receive practical information and meet some of their future colleagues. A “buddy”<sup>1</sup> colleague is designated to support the young person and answer any questions they may have, whether they relate to the requirements of the job or to day-to-day and social life at PwC Luxembourg.

Training in both hard and soft skills is also offered to enhance their academic training and accelerate their integration. They are invited to join alumni communities from their school and participate in an integration seminar to build their network and experience the company’s values through a “serious game”.

Within a few weeks, it feels like they have always been there.

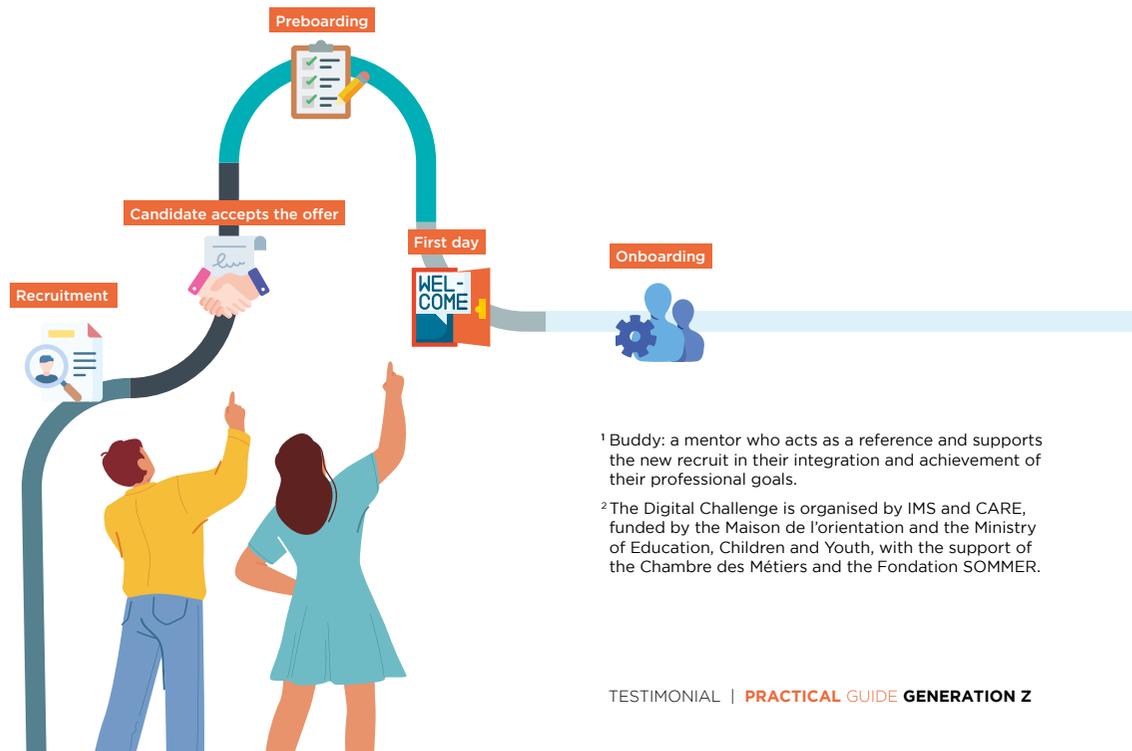
### What do they bring to the teams and the company?

PwC has put innovation at the core of its strategy and ensures that it is always one step ahead and remains agile. This is only possible if we surround ourselves with young, critical thinkers, who have been trained in top schools that teach them to think outside of the box.

It is crucial for PwC to be part of the youth landscape in Luxembourg and we spare no effort in recruiting young graduates. Investing in these young recruits means investing in the future of the company and ensuring its long-term future.

### What arguments are they particularly receptive to when they are being recruited?

Young people are drawn to the fact that PwC is committed to ensuring their employability throughout their career, with many training opportunities. Another argument in favour of PwC is that the work-life balance is excellent, thanks to our very flexible working hours and working places - we have eight satellite offices spread across Luxembourg, especially near the borders - and also thanks to the many ways in which employees can take part in sport or relax in the workplace.



<sup>1</sup> Buddy: a mentor who acts as a reference and supports the new recruit in their integration and achievement of their professional goals.

<sup>2</sup> The Digital Challenge is organised by IMS and CARE, funded by the Maison de l'orientation and the Ministry of Education, Children and Youth, with the support of the Chambre des Métiers and the Fondation SOMMER.

### You have participated in the Digital Challenge<sup>2</sup> several times. How do you feel about this experience?

This initiative ties in directly with our desire to connect with young people, including very young people since these are high school students, to gain their innovative points of view. This experience allows us to create a forum for genuine dialogue and to take a step back from one or more of our issues (for example, the role of the team leader in hybrid working, the use of Artificial Intelligence in the recruitment process, etc.).

Additionally, the Digital Challenge facilitates a true intergenerational dialogue, helping us better understand the younger generation while giving them valuable insights into the professional world.

### Are you involved in any other initiatives aimed at connecting with young people in Luxembourg? If so, which ones and why?

We have several initiatives aimed at guiding young people, helping them find their path and facilitating connections. With *Job in a day*, young graduates spend a day at PwC, discovering some of our 300 professions and participating in interviews. They can even sign their employment contract on the same day. With the *Job Shadow Day*, high school students have the opportunity to explore various professions and the working world, which helps them in making informed career choices.

Workshops are organised in partnership with the *Maison de l'Orientation* to teach young people how to manage their presence on LinkedIn, discover careers in finance, conduct job interviews and write CVs.

# Testimonial | Maeva Kersuzan

## 17 years old, in class 2<sup>nd</sup>, Lycée Aline Mayrisch, Luxembourg

### What inspired you to participate in the IMS Digital Challenge?

I wanted to work on a concrete case involving a real business need, which is a change from the hypothetical case studies we learn about in school. I have participated twice in the Digital Challenge initiative: once for Handicap International and once for Orange.

### What did you like about this experience?

#### What surprised you?

I really appreciated feeling useful by responding to the challenge proposed by the company, which for Orange was: “*What can the company do to attract more young clients from Luxembourg?*”

I also liked working in a group, with students I did not know, which represented a challenge in itself to agree on the solution to propose.

### What is your view of the business world after this experience?

My image of business has changed. I used to have an image of an “old-fashioned” company, with relationships based solely on work. I discovered companies where you feel like part of a family, with a good atmosphere and a sense of community.

This made me aware of my need for constant interaction with my professional environment. That said, I have not yet decided what I want to do. I am also attracted by teaching, its DNA is the transmission of knowledge.

### Would you recommend this experience to other young people?

I would definitely recommend this opportunity as it offers valuable insights into the business world and assists in making post-high school career decisions.



# Testimonial | Cristina Costa

## Executive Assistant, Losch

### How long have you been welcoming apprentices?

My company has been welcoming apprentices for over 20 years across various professions.

I have been a workplace tutor for 12 years and completed my training at the Chamber of Commerce in 2012.

### Have you noticed any changes in their motivation over the years?

The motivation of apprentices is certainly changing, because over the years the outlook for the future, work expectations and the vision of a professional career change and evolve with the generations.

My first apprentices were part of Generation Y. That generation shared the values of their parents. Loyalty to the company and a long career with the same employer were synonymous with professional success. They valued stability and were reassured by precise instructions they followed to the letter.

In contrast, Generation Z is more flexible and digital-savvy. Young people from this generation are comfortable with new technologies. They are freer because they have shorter-term perspectives. They live in the moment.

They are more curious and open to change than previous generations and do not envision long careers with the same employer for fear of getting bored with the routine. They are less willing to make concessions on the quality of their private lives for the sake of their professional careers.

### What do young people bring to the company?

In my opinion, today's young people bring a breath of fresh air to companies.

Their curiosity, independence and vision are different from those of previous generations, driving managers to change management styles. They support the acceptance of new technologies, which are often a barrier for older generations.

Their different outlook on the future and working life leads to changes in the professional world, promoting more collaboration and reducing the focus on hierarchical order-giving.

### Do you adapt your management style to young employees?

Yes, absolutely. To manage the new generation successfully, you need to avoid an authoritarian management style. Young people need leaders, managers who set an example for them.

The new generation looks up to role models, which explains their attraction to influencers on social networks.

A manager should, in a way, be an influencer within the company.

Communication and trust in them are very important.

They live at the pace of technological change, so it's important to keep them active and give them interesting tasks, or risk losing them if routine sets in.

They want to be engaged partners, not just follow orders.



# Who can help me?

## Connecting with young people, offer projects and learning opportunities

- **School-Business Relations Programme of the Chamber of Commerce:** Initiatives for bringing the classroom and the business world closer together.  
<https://www.cc.lu/en/school-business-relations>  
Contact: ree@cc.lu
- **WinWin, the site dedicated to apprenticeship:** Learn how to prepare to train an apprentice and access all necessary documents (see p. 16 / Apprenticeships).  
<http://www.winwin.lu> (in French and German)  
Contact: winwin@cc.lu
- **Jonk Entrepreneuren Luxembourg asbl:** Encourage entrepreneurship, allow young people to take on business challenges, and create networking opportunities.  
<https://jonk-entrepreneuren.lu/en/>
- **IMS Luxembourg (Inspiring More Sustainability):** Support young people in specific, collaborative and unifying projects, particularly in terms of diversity and inclusion (member companies).  
<https://imslux.lu/eng/youth>
- **Participation in selected trade fairs and exhibitions:** *StudenteFoire, Moovijob Day, Jobday ADEM, Léierplazendag, etc.*

## Access training

- **Training course “Gérer une équipe multigénérationnelle au quotidien” (in French) by the House of Training:**  
[https://www.houseoftraining.lu/en\\_GB/training/catalog](https://www.houseoftraining.lu/en_GB/training/catalog)

## Find out more

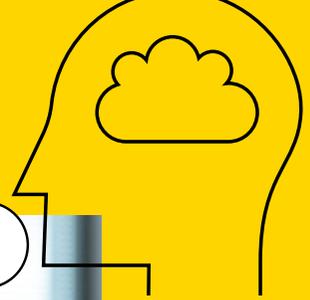
- **Sustainable Entrepreneurial Schools directory:** To foster connections between the educational sector and businesses offering activities in entrepreneurship, economic sustainability, financial and economic literacy, and educational and career guidance.  
<https://entrepreneurship.lu/> (in French)
- **Maison de l'orientation:** La Maison de l'orientation offers information and advice for citizens on study, training or professional paths, regardless of age, level of studies or qualifications.  
<https://maison-orientation.public.lu/> (in French and German)
- **Lifelong learning portal:** To find courses, request training assistance, or stay informed about training news.  
<https://www.lifelong-learning.lu/accueil/en>



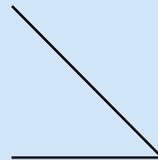
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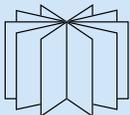
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