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Allianz Research

TGIF*? Allianz Survey on Job Attitudes

*Thank God it's Friday, an expression commonly used on Friday to express gratification that the working week is nearly over, and a weekend of leisure will soon be here.

Executive Summary



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- **What drives people to wake up every morning and go to work?** With labor markets turning from loose to (extremely) tight, we decided to check the pulse of workers in France, Germany, Italy, the UK and the US. In April, we interviewed 1,000 people in each country to find out about their attitudes to work and how they value their jobs. Our results show that for most respondents the “classic” criteria take priority: security (54.7%), pay (48.7%) and work-life balance (45.4%). Only 15.8% of respondents said that a “sense of purpose” played a role in how they value a job. Generational differences are hardly significant in these answers.

- **Sustainability issues do matter when it comes to picking an employer.** Just over 47% of respondents say they consider sustainability criteria when selecting an employer. Only a small minority (8.8%) said they were unimportant. Italian respondents are most concerned (68.9%), with American respondents far behind in second place (48.5%); British respondents pay least attention to sustainability (38.2%).

- **Our results suggest that employees’ attitudes to work fall under three broad categories.** To better gauge the changing nature of job attitudes, we built three personas based on the answers to direct questions about respondents’ decisions in certain work situations: 1) “rationalists” (mainly working for money), 2) “realists” (looking for the meaning of work but not at all costs) and 3) “idealists” (who view work as a way to make the world a better place and improve themselves along the way). The majority of respondents belong to the “realists” category (45.3%). However, almost as many (40.7%) belong to the “rationalists” category. In contrast, only a small proportion (14.0%) can be classified as “idealists”. Age makes a big difference: While 21% of Gen-Z respondents can be counted as “idealists”, the corresponding proportion among Boomers is only 7%. The other generations fall exactly between these poles. But in all generations – including Gen-Z – “rationalists” are more numerous than “idealists” ones.

- **When it comes to leaving jobs, stress appears as the top factor, especially in the US and UK.** But we find signs that Great Resignation has peaked in the two countries. A total of 13.2% of respondents reported they had quit their job in the past 12 months; the figures were significantly higher among British (16.8%) and American respondents (18.2%) than in France (9.7%), Germany (13.0%) and Italy (8.8%). What all five countries have in common, however, is that quit rates fall linearly with age. At least in the US, however, the wave of

quitting seems to have already peaked: The rate of those planning to quit in the next 12 months (15.3% overall) is lower than in the past 12 months. This decline is dramatic among the youngest respondents in particular: their quit rate has fallen by 15pp to 22.5%. For workers who already have or plan to quit their jobs, stress (in total 24.8% for those who have already quit and 21.2% for those who plan to), work-life balance (20.4% and 22.6%, respectively) and career opportunities (22.6% and 28.6%, respectively) were the main motivations across all five countries. However, in France, Germany and Italy, career opportunities tend to dominate – especially in the case of those who plan to quit their jobs. In the UK and above all the US, stress is more prominent.

- **It is often assumed that different generations have different world views and values. Our study shows that such sweeping generalizations are delusive.** The recent crises have not led millennials and Gen-Z to turn en masse towards other goals in their working lives such as purpose or personal development, because the benefits that previous generations enjoyed have turned out to be illusory. Instead the crises have underscored the value of security and stability, the base levels of “Maslow’s hierarchy of needs” are still the strongest motivation across generations. For companies, this means that they must “deliver” in this respect; otherwise, all higher ambitions risk coming to nothing.

Top five surprises

- Half of all respondents say that security and pay are most important in their jobs - less than one in six respondents say that purpose matters
- Two thirds of Italian respondents consider sustainability issues when selecting an employer - one third of British respondents do
- One in ten respondents from the Millennial generation deem inclusivity important - one in seven from the Boomers generation do
- One in five Italian respondents can be classified as „idealists“ - only one in ten of German respondents are „idealists“
- A quarter of the respondents from GenZ are „rationalists“ - but almost half from GenX



Photo by Hunters Race on Unsplash

Maslow job priorities

For many workers, employment is not only a means of earning their livelihoods but also an essential part of their identity¹, shaping their politics and providing a sense of purpose. Thus, workers might be attracted and motivated by companies that not only focus on their core business but also take other issues into account, be it environmental or social issues. Finding meaning and purpose in the work they do is an important indicator of employee engagement, retention, performance and well-being.

As a company's long-term success is conditional on its ability to draw and retain talent, as well as engage employees, it is of utmost importance to get this equation right. Today, labor markets are at a turning

point – swinging from pandemic-induced mass unemployment to recovery-driven tightness – making it the right moment to check the pulse of workers in France, Germany, Italy, the UK and the US. So we decided to survey a representative sample of 1,000 people in each of the five countries about their views on work attitudes, values and behaviors. All in all, we asked more than 20 questions in an attempt to study what drives them to wake up every morning and go to work. The survey was conducted in April 2022 via an online questionnaire.

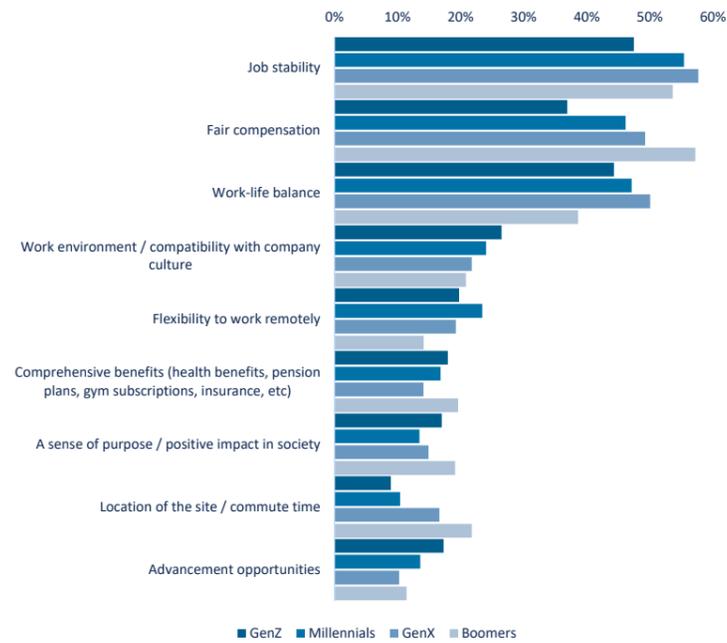
A more value-based attitude to work cannot necessarily be gleaned from the responses to our survey. When asked what was decisive in how they value a job, the majority of respondents cited the “classic” criteria: security (54.7%), pay (48.7%) and work-life balance (45.4%). However, the differences between the generations are remarkable, not least with regard to pay: For the older boomer generation, this point is most important (57.2%); for the youngest participants (Gen-Z), on the other hand, pay plays a much smaller role (36.9%); security and work-life balance are weighted significantly higher (see Figure 1, next page).

Even more revealing, however, are the criteria that play only a minor role (and on which the generations are largely in agreement). This applies to the question about the sense or purpose of work: Only 15.8% of respondents said that this played a role for how they

value a job; significantly, it is the boomers who still placed the strongest emphasis here (19.1%). This result is all the more astonishing because respondents did not have to choose a single answer but were allowed to select up to three criteria. For the vast majority of respondents, their chosen professional activity does not need to bring them a sense of purpose. In other words: Basics such as pay and security must be met first before more lofty aims can be taken into account. To paraphrase Bertolt Brecht, first comes a full stomach, then comes ethics. However, in a labor market increasingly characterized by labor shortages, which are forcing more and more companies to offer better pay, security and work-life balance, it could be a smart strategy to focus on the criteria that can really distinguish one employer from another – such as purpose.

¹ Oh, S. (2020), Does Identity Affect Labor Supply? Economics Yale. Retrieved May 3, 2022, from https://economics.yale.edu/sites/default/files/oh_jmp_20200202.pdf

Figure 1: What do you value from a job? Please choose three. Answers in % by generation*

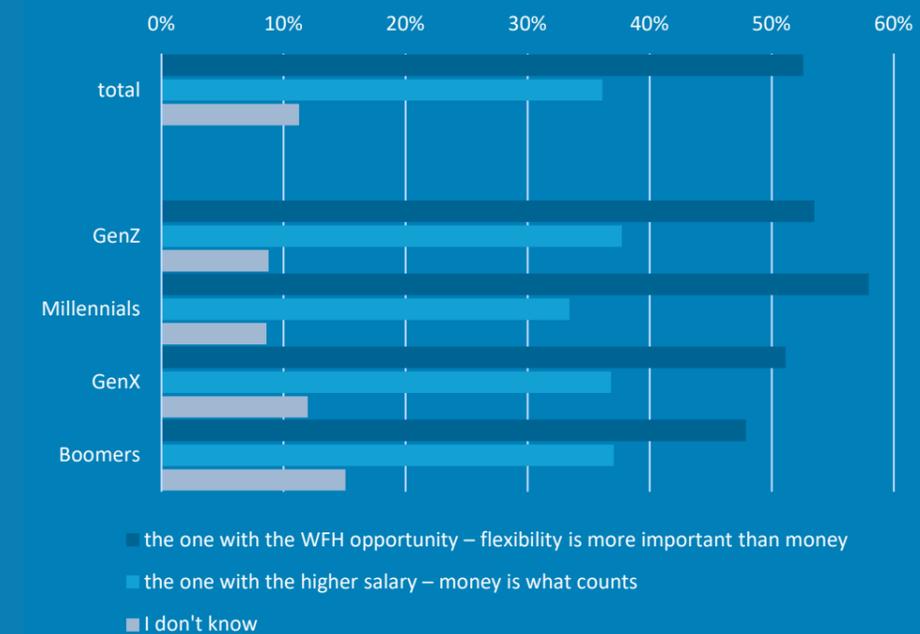


*GenZ: age cohort 1997 to 2010; Millennials: age cohort 1981 to 1996; GenX: age cohort 1965 to 1980; Boomers: age cohort 1946 to 1964
 Source: Allianz Survey on Job Attitudes

Covid-19 remains the dominant theme

Our survey was launched a month after the Russian invasion of Ukraine began. Nevertheless, this topic and its far-reaching consequences for peace and freedom in Europe do not yet seem to have fully entered the consciousness of most respondents. Instead, the pandemic still dominates thinking: On average, 55.6% of respondents said that health care was the most pressing issue for them at the moment, followed closely by the state of the economy (53.2%). Environmental issues came third but at a distance (44.2%). Only the Italian (35.8%) and German respondents (37.8%) seem to be somewhat concerned about foreign and geopolitical developments. In the other three countries, however, the threat of terrorism is rated higher than the threat of an escalation in the Ukraine war (see Figure 2). While this assessment may not be surprising among US respondents – the war in Ukraine is taking place on a different continent and seems to be from a different era – this ignoring of the war is rather surprising among French and British respondents. In this survey, France emerges as the country that is still the most strongly under the cloud of Covid-19 (66.8%); this fear is similarly strong in Germany (58.9%). In the other countries, however, concerns about the economy now top the list, especially in Italy (65.8%) and the US (53.1%). German respondents are much more “relaxed” in this respect, with only 38.8% citing this when asked about the most important issues at present. But this is also surprising as no other country in the survey is likely to be more affected by the economic consequences of the war than Germany due to its high dependence on Russian energy, especially gas. It seems that most respondents have still difficulties in understanding the full implications of the so-called “Zeitenwende” (turn of events); however, given the dimension and speed of the developments, this is hardly surprising after all.

Figure 2: Which of the following issues matter the most to you right now? (Multiple answers possible) Answers in % by nationality



Source: Allianz Survey on Job Attitudes

However, the picture changes when asked directly about the importance of sustainability practices when selecting an employer. For the majority of respondents, these issues play an important role (47.6%). Only a small minority (8.8%) said they were unimportant. The difference between the generations is rather small, ranging from 5.5% (Gen-Z) to 10.2% (GenX). At the same time, the results of our survey dispel the prejudice that questions about sustainability are primarily relevant to an urban, educated class. In fact, there are hardly any differences in the answers between the individual educational levels; if at all, ignorance of ESG topics seems to be (slightly) higher among those with higher educational attainment. There are, however, quite some differences between the nationalities. Italian respondents are by far the most concerned about sustainability (68.9%);

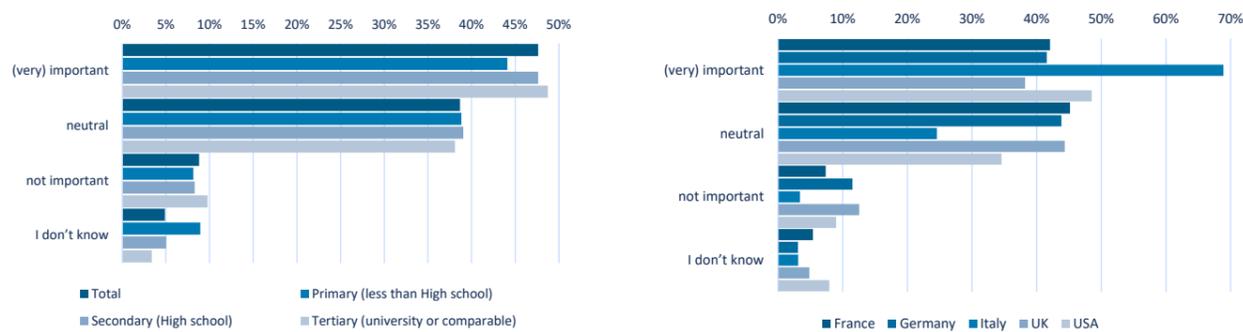
American respondents come second (48.5%). In contrast, British respondents pay significantly less attention to sustainability (38.2%). At 12.6%, the share of those who deem ESG topics unimportant is the highest in our survey, followed by the German respondents (11.5%). These results are hard to interpret. For one thing, they defy national stereotypes: German respondents are not more worried about the environment than, say, their French counterparts, and American respondents are not as hard-nosed as is often assumed in Europe. But what about the Italian respondents? Could it be that being blessed by abundant cultural heritage spanning the centuries sharpens your understanding of sustainability? (see Figure 3).

Among those respondents for whom sustainability issues are of great importance, protecting the environment is by far the most important consideration (25.8%), followed by social engagement (18.1%) – which is very strong among German respondents (21.7%) – and positive economic performance (16.1%). The latter is particularly of importance for the American respondents (21.5%) but matters considerably less for French (10.9%) and German ones (11.1%). The differences between the generations are not very pronounced. However, the importance given to environmental protection increases with age. In contrast, the use of cutting-edge technology seems to play a greater role for younger participants (Gen-Z and millennials, see Figure 4).

survey. Another explanation would be that – under the heading of sustainability – respondents care more about external impact and engagement and less about internal organization and opportunities. Nonetheless, the generational differences are interesting here: While the younger participants in the survey are still moderately interested in a hybrid working environment, this topic is rather unimportant for the older ones. The reverse is true for the question of equal opportunities: Here, it is primarily the older cohorts who attach some importance to this topic; for the younger ones, it hardly seems worth mentioning.

The bottom line is that the change in work attitudes has come rather quietly. Although differences between the generations can certainly be identified, they are by no means so pronounced as to justify a black-and-white picture. Younger respondents also look at security and money; older respondents are also open to “soft” issues. Most interesting – and also surprising – are the similarities between the generations when it comes to the topics that receive less attention: Purpose, inclusivity and the virtual workplace rank low across the ages; our survey thus suggests that truly value-based job attitudes are still at their infancy. The basics such as pay and security are still top of mind for most respondents when choosing a job..

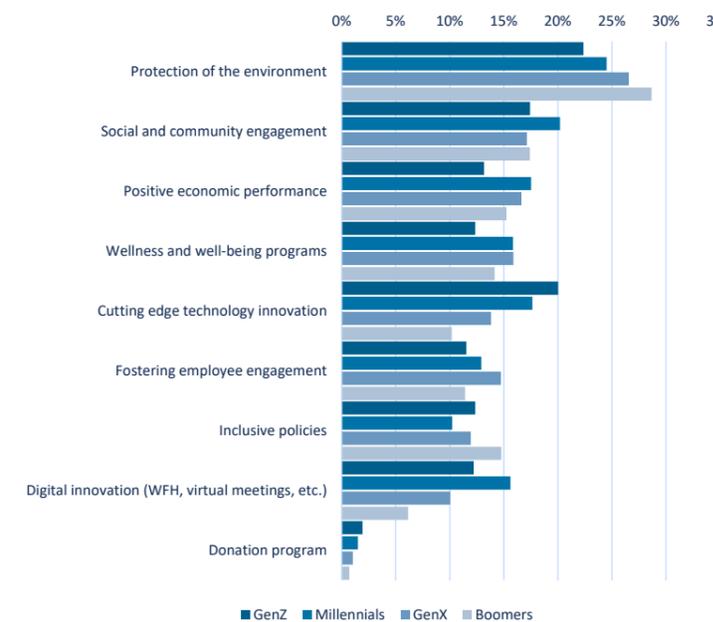
Figure 3: How important are sustainability practices for you when considering an employer? Answers in % by education level and nationality



Source: Allianz Survey on Job Attitudes

Far more interesting, however, is to again look at the topics to which less attention is paid. These include issues of digitization or the virtual world of work (11.0%), as well as issues of inclusivity (12.1%) – both topics on which employers have placed a strong emphasis in the recent past. One (benign) explanation could be that both a hybrid working world and equal opportunities are now taken so much for granted that further prioritization does not seem necessary; companies' efforts in this regard can be viewed as a success. This is corroborated by the fact that American respondents are more concerned with inclusivity (15.5%) than the rest, with the US arguably featuring a less inclusive labor market than the other countries in the

Figure 4: If sustainability practices are important, please choose three that you would prioritize from the options below. Answers in % by generations*



*GenZ: age cohort 1997 to 2010; Millennials: age cohort 1981 to 1996; GenX: age cohort 1965 to 1980; Boomers: age cohort 1946 to 1964

Source: Allianz Survey on Job Attitudes



To gauge the job attitudes of respondents, we asked them to answer nine questions about the decisions they would make in specific work situations, e.g. moving to another city, taking a job offer from a start-up or choosing between companies with or without gender equality. All nine questions can be found in the appendix.

The possible answers were presented as stark choices between different attitudes. One set of answers always related to a mindset that strives for purpose, fulfillment and new experiences, one that takes values seriously and that aims for a modular career with changing roles. In contrast, the alternatives represented a mindset that strives for money, security and a stress-less life, that gives lesser importance to values and that aims for a stable and more predictable career.

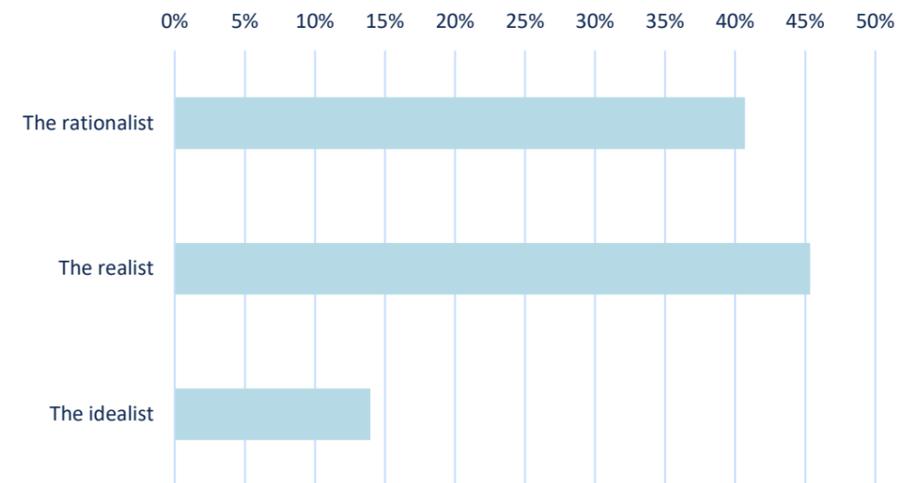
According to their answers, respondents were classified into three personas. Participants with three or fewer answers of the “purpose mindset” were called “rationalists”: they mainly work for money and (almost) nothing else matters to them. Participants with four to six answers of the “purpose mindset” were called “realists”: they look for the meaning of work but not at all costs.

Finally, participants with seven or more answers of the “purpose mindset” were called “idealists”: for them, work is a journey to make the world a better place and improve themselves along the way.

The distribution of the answers largely follows a (skewed) normal distribution. While 16.4% of the respondents gave four “purpose mindset” answers and 14.7% gave five answers, the percentage decreases significantly towards the edges. However, the percentage of participants without a single “purpose mindset” answer (6.6%) was significantly higher than that of participants with nine (0.5%).

How are the three different types of work attitudes distributed among the survey participants? Not surprisingly, the majority of respondents belong to the “realists” category (45.3%). What is surprising, however, is that almost as many (40.7%) belong to the “rationalists” category. In contrast, only a small proportion (14.0%) can be classified as “idealists”. In fact, there were only a few respondents who answered the majority of the questions with a “purpose mindset” (see Figure 5).

Figure 5: Job attitudes personas, total distribution in %



*GenZ: age cohort 1997 to 2010; Millennials: age cohort 1981 to 1996; GenX: age cohort 1965 to 1980; Boomers: age cohort 1946 to 1964

Source: Allianz Survey on Job Attitudes

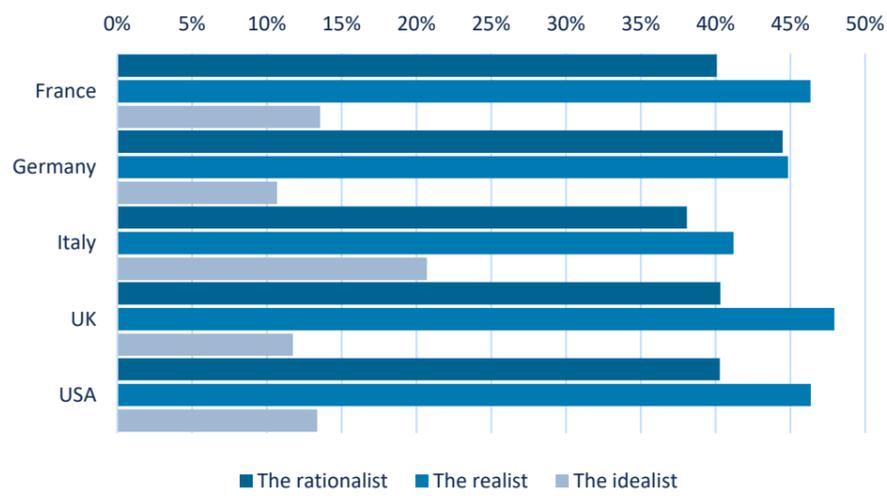
Though statistically significant, the distinction by nationality is not very revealing, with perhaps one exception: Italy. As the answers to the question about the importance of sustainability already suggested, the type of “idealists” is most common among Italian respondents (21%); in a mirror image, the proportion of “rationalists” is lowest (38%). The results of the respondents from the other four countries, on the other hand, are quite close to each other, with Germany still having the highest proportion of “rationalists” (44.0%) (see Figure 6, next page).

Overall, however, the differences between generations seem to have a higher predictive power than country of residence, or gender. While 21% of Gen-Z respondents can be counted as “idealists”, the corresponding proportion among the boomers is only 7%. And while 54% of boomers are classified as “rationalists”, only 24% of Gen-Z respondents fall into this category. The other generations fall exactly between these poles. So far, the study confirms the expectations of the different work attitudes by generation. However, it should not be

overlooked that in all generations – including Gen-Z – the type of “rationalists” is much more numerous than the “idealists” (see Figure 7, next page).

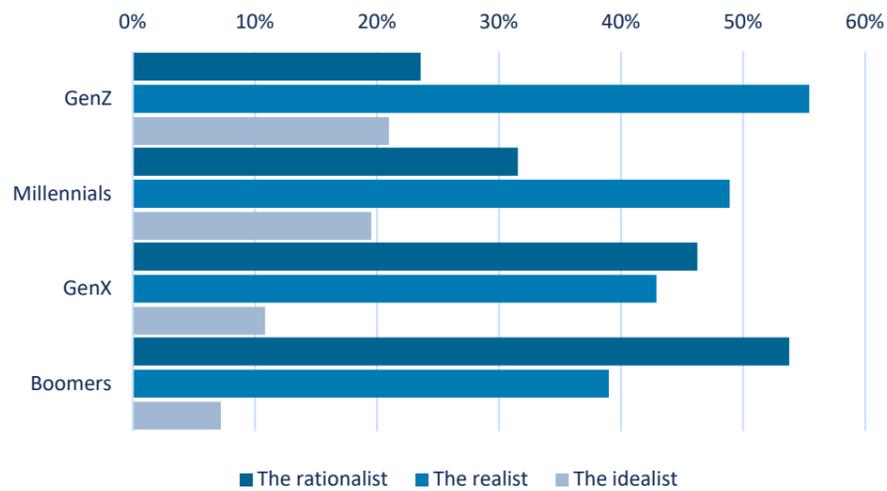
Nevertheless, the classification into different personas adds an important facet to the study of work attitudes. While the responses on general attitudes and values tended to underline the similarities in thinking between the generations – albeit with interesting nuances – the personas point to an important difference: respondents from the younger generations are far more likely to act according to their beliefs. So it is not so much the attitudes or values themselves that divide the generations, but rather the courage to live them. Overall, however, the numbers for the younger generations such as Gen-Z do not reflect a particularly courageous generation but rather a cautious one unsettled by many crises, as can be seen by the still (very) low proportion of “idealists” overall.

Figure 6: Job attitudes personas, distribution by country in %



Source: Allianz Survey on Job Attitudes

Figure 7: Job attitudes personas, distribution by age in %

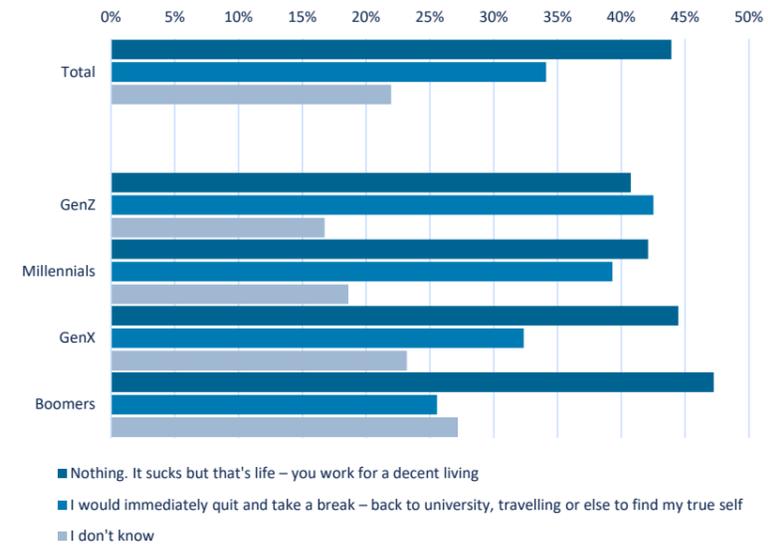


Source: Allianz Survey on Job Attitudes

This is further emphasized by the answers to the last of the persona questions, the reaction to burnout. The majority of respondents (43.9%) would react rather fatalistically, i.e. simply carrying on and not striving for any change. We find that the reaction to burnout can be explained by demographics: gender, country of residence, education level and generation are all statistically significant and show some explanatory value. Age in our sample has the highest relative importance in defining the answer to burnout. Interestingly, however, 40.7% of Gen-Z and 42.1% of millennials said they would continue to work through burnout. This means that the proportion of "fatalists" in

these two generations is about the same as that of more active respondents who sought to free themselves from a professional impasse, which is surprising since these younger respondents still have the bulk of their careers ahead of them. In contrast, for boomers the fatalism is less of surprise considering that changing jobs would possibly be associated with the loss of status and money built up over many years (see Figure 8).

Figure 8: Your current job exhausts you, you feel almost burned out. So, what next? Answers in % by generations*



*GenZ: age cohort 1997 to 2010; Millennials: age cohort 1981 to 1996; GenX: age cohort 1965 to 1980; Boomers: age cohort 1946 to 1964.
Source: Allianz Survey on Job Attitudes

WFH forever?

The pandemic accelerated the migration of the office to the home office. Although remote work was not a possibility for all workers, it allowed economies to close without being completely inactive. In Germany, for instance, a staggering 56% of jobs are work from home (WFH) feasible². This raises the question, does working from home work? It depends. Research carried out by Bloom et al. (2021)³ found that working from home increased productivity by +13%. This increase in performance is due to a more convenient working environment and working more minutes per shift because of fewer breaks and sick days. Work satisfaction went up and attrition rates went down. The post-Covid-19 working world will be different as all employees will wholeheartedly embrace the freedom from presenteeism and the new possibilities for flexible work arrangements.

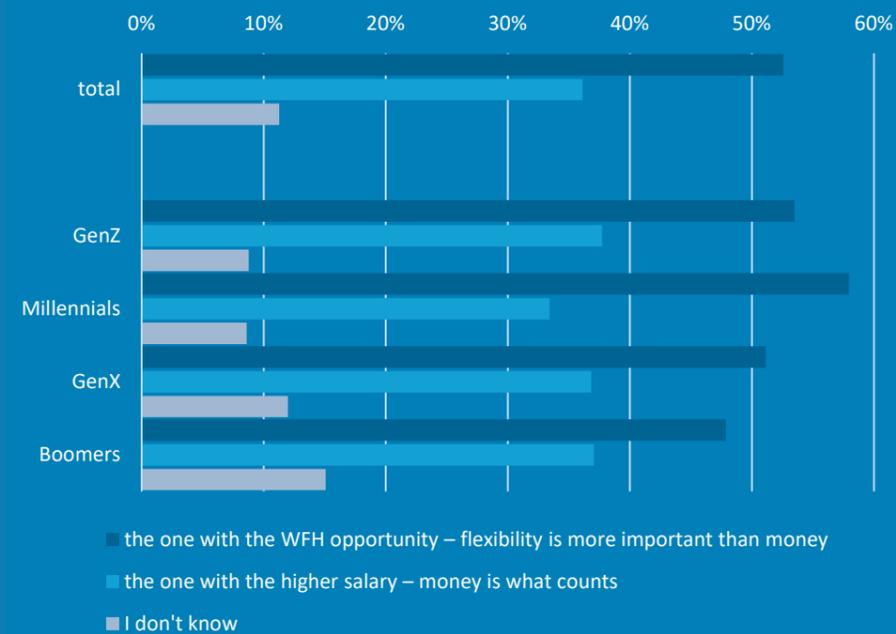
Are all workers created equal?

When asked about WFH, the majority (52.6%) of respondents said they would indeed opt for flexible solutions, even if it meant a loss of salary. This is true across all generations and especially for millennials, many of whom are likely to live in young families that particularly appreciate the benefits of flexible work

schedules. Younger workers, in contrast, could benefit from the social opportunities of the office. As most of them are young, single and early in their careers, they might miss out on not having the in-person contact that can lead to visibility and career advancement. Age is not the only explanatory variable for the preferences in our sample: country of residence and income level also play a role. So far, so expected. In contrast, the high proportion of around one-third of respondents, relatively stable across all generations, who are rather hostile to WFH or at least not prepared to give up money for this “freedom” is surprising. This was not necessarily to be expected so soon after the last lockdowns. It could be an indication that the upheavals in the world of work during Covid-19 have a shorter half-life than is assumed in many places today. A not too small proportion of respondents seem to be immune against the alleged blessings of a hybrid world of work (see Figure 9).

Remote work may create opportunities to decrease inequalities within industries by allowing families the flexibility to enjoy better work-life balance, but for those jobs that cannot be performed at home, remote work can widen the gap between occupations.

Figure 9: You're looking for a job. One company offers you a job with the flexibility to work two days a week from home. The other company doesn't allow WFH, but offers a higher salary. Which one would you take? Answers in % by generations*



*GenZ: age cohort 1997 to 2010; Millennials: age cohort 1981 to 1996; GenX: age cohort 1965 to 1980; Boomers: age cohort 1946 to 1964. Source: Allianz Survey on Job Attitudes

² Alipour, J.-V., Falck, O. and Schüller, S. (2020), Germany's Capacities to Work from Home, CESifo Working Paper No. 8227, Available at SSRN: <https://ssrn.com/abstract=3578262>.

³ Barrero, J., Bloom, N. and Davis, S. (2021), Internet Access and its Implications for Productivity, Inequality, and Resilience, in: Kearney, M. and Ganz, A. (ed.), Rebuilding the Post-Pandemic Economy, Aspen Institute Press, Washington D.C.





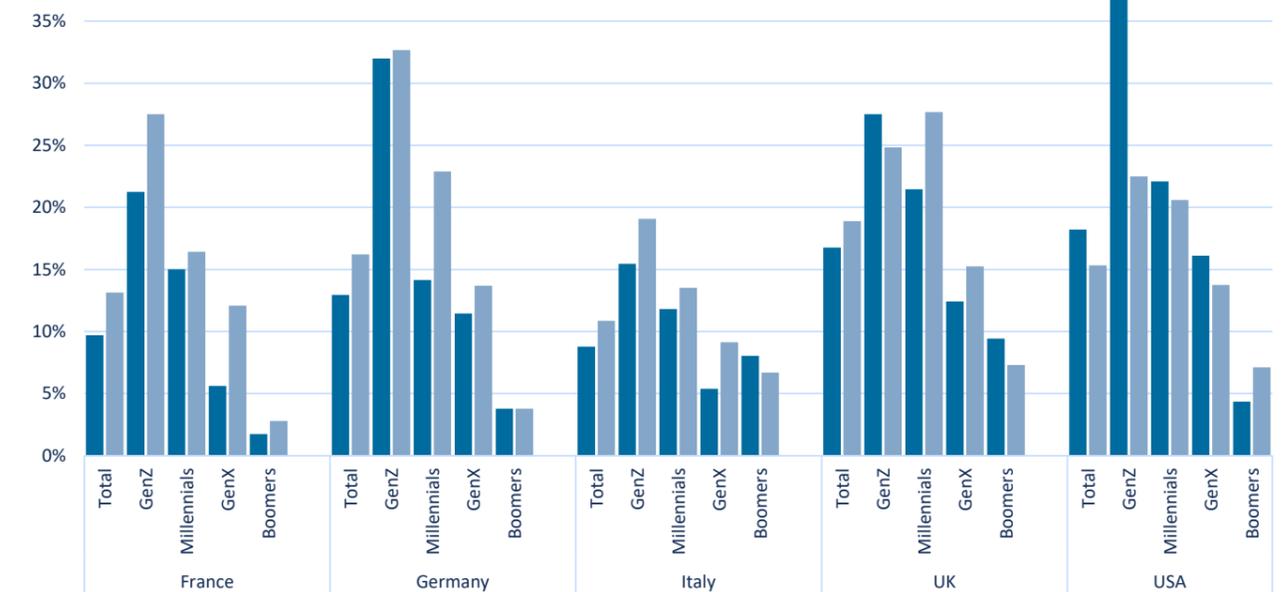
The immediate impact of the pandemic took a toll on the world's workers and accentuated inequalities. However, with the grand reopening of economies, the cards swiftly turned and developed economies are currently experiencing tight labor markets. In the US, for example, there are just 60 unemployed workers for every 100 job openings. While some turnover can be considered healthy for labor markets and workers, we estimate that in the US there are approximately 2mn⁴ missing workers. This phenomenon was quickly given a dazzling label: The Great Resignation. Behind this buzzword is the assumption that this is not a normal development in a hot-running labor market but that a profound change is taking place, which has its roots not least in changed preferences, a changed attitude to work. In our survey, 13.2% of respondents said they had quit their jobs in the past 12 months; the figures were significantly higher among British (16.8%) and American respondents (18.2%) than in France (9.7%), Germany (13.0%) and Italy (8.8%), reflecting the different degrees of labor market tightness. What all five countries have in common, however, is that quit rates fall linearly with age. Only the Italian boomers are out of the ordinary

here, their quit rate being higher than that of the next younger generation (Gen-X), albeit at a low level. Overall, however, these figures are broadly in line with expectations that job changes tend to be more frequent at the beginning of a career. While the 37.5% figure for US Gen-Z respondents is already special, it attests to the extraordinary dynamism of the US labor market following the pandemic (see Figure 10).

However, our results suggest that the Great Resignation may have peaked in the US: The rate of those planning to quit in the next 12 months (15.3% overall) is lower than in the past 12 months. The decline is dramatic among the youngest respondents in particular: their quit rate has fallen by 15pp to 22.5%. In the other four countries, however, the wave of resignations could still be gaining momentum: the proportion of those willing to quit in the next 12 months has once again increased, albeit slightly. However, they still remain below the numbers of those who have already quit in the UK and US over the past 12 months.

4 2022_03_15_US_excess_savings_and_inflation.pdf (allianz.com)

Figure 10: Have you quit your job in the past 12 months or do you plan to quit your job in the next 12 months? Answers in % by nationality and generation*



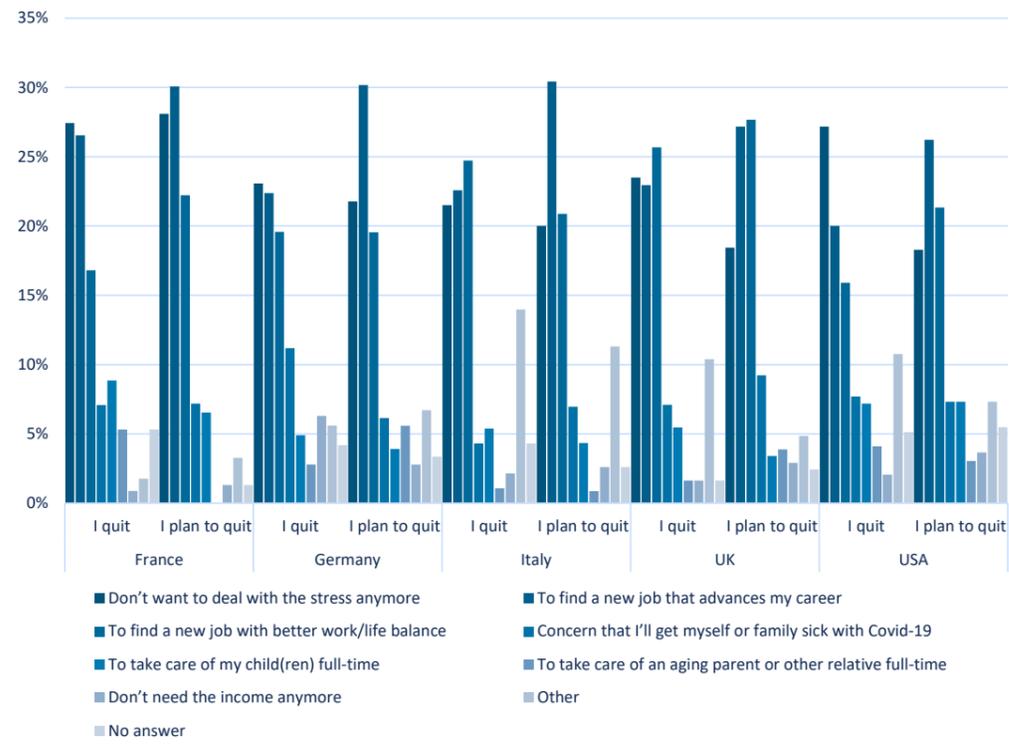
*GenZ: age cohort 1997 to 2010; Millennials: age cohort 1981 to 1996; GenX: age cohort 1965 to 1980; Boomers: age cohort 1946 to 1964.
Source: Allianz Survey on Job Attitudes

Why are workers quitting their jobs? Do specific reasons such as childcare, fear of contracting Covid-19 or early retirement – which might indicate changing preferences – play a predominant role? Our study provides little evidence of this. For those who have already quit and those who plan to quit, the explanation comes down to three rather unsurprising reasons: stress (in total 24.8% for those who have already quit their jobs and 21.2% for those who plan to), work-life balance (20.4% and 22.6%, respectively) and career opportunities (22.6% and 28.6%, respectively). This applies to all five countries, albeit in different degrees. In France, Germany and Italy, for example, career opportunities tend to dominate – especially in the case of those who plan to quit – while in the UK and above all the US, stress is the prominent factor (see Figure 11, next page).

The other reasons also hardly allow any conclusions to be drawn about a special situation in the US. Fear of infection plays only a minor role everywhere and is by far the highest in Germany (11.2% of respondents). In the US, this figure is 7.7% and in Italy – which suffered significantly more from the pandemic than Germany, for example – only 4.4%. A similar situation applies when it comes to quitting jobs for childcare reasons, which is often cited to explain the falling labor market participation of young women in the US. In fact, 7.2% of US respondents cited this

as their motivation for quitting. However, in France where childcare options are disproportionately better, this rate is 8.8%. Finally, 2.1% of American respondents said they quit because they no longer needed earned income. In Germany, the same was said by 6.3% of respondents. However, this statement in the US is almost exclusively concentrated among the boomer generation: at 18.2%, the corresponding figure is exactly twice as high as in the UK and Germany (9.1% each). This is at least a strong indication that older employees in the US have indeed retired early. However, given a quit rate of just 4.3% in the boomer generation, this is hardly a mass phenomenon. The bottom line is that while the post-Covid-19 wave of resignations has assumed astonishing proportions, it is hardly particularly mysterious. The reasons are the typical ones: almost of half of respondents change jobs for reasons of overwork (stress and work-life balance); a good quarter promise themselves better career opportunities. Both are unsurprising in a labor market where those unable to work from home face particular pressures under Covid-19 conditions, and at the same time the number of job openings is shooting up due to strong demand. Specific reasons such as childcare or early retirement, on the other hand, play only a minor role. Instead of the great resignation, there should rather be talk of a great exhaustion.

Figure 11: If you have quit or plan to quit what was or is your main motivation? Answers in % by nationality



Sources: Allianz Survey on Job Attitudes



Appendices

1 Survey Data

Overall responsibility for methods: Allianz Research, Allianz SE

Planning and drawing the sample: Qualtrics

Target groups surveyed:

French resident population, age 18 and over in France
 German resident population, age 18 and over in the Federal Republic of Germany
 Italian resident population, age 18 and over in Italy
 UK resident population, age 18 and over in UK
 US resident population, age 18 and over in US

Number of respondents:

5,488 persons (1,165 from France, 1,104 from Germany, 1,058 from Italy, 1,091 from the UK, 1,070 from the US)

Sampling method:

Representative quota sampling
 Qualtrics was given quotas for how many people to survey and which criteria to use in selecting respondents. The quotas were distributed in accordance with official statistics among sex and age.

Representativeness:

A comparison with official statistics shows that the survey data on the whole corresponds to the total population age 18 and over in the three countries.

Type of survey: Web-based survey

Date of survey execution: 25.03.2022– 24.04.2022

2 Statistics

Sex (in % of respondents)

		France	Germany	Italy	UK	USA
	5,488	1,165	1,104	1,058	1,091	1,070
Male	48%	48%	45%	49%	48%	48%
Female	52%	52%	54%	51%	51%	51%
Diverse	1%	0%	1%	0%	1%	1%

Generation (in % of respondents)

	France	Germany	Italy	UK	US	USA
Generation (ages)	1,001	1,010	1,109	1,059	1,000	1,070
Silent (76 - 93)	1%	2%	1%	3%	3%	15%
Boomers (75 - 57)	26%	26%	23%	24%	26%	31%
GenX (56 - 41)	35%	35%	44%	36%	27%	28%
Millennials (40 - 25)	28%	28%	23%	27%	31%	24%
GenZ (24 - 11)	11%	10%	8%	10%	13%	

3 Job attitudes questions

1 For a new job with a different company, you would have to move to another city. Would you accept the offer?

Yes, it's a great opportunity to learn new things and people
 No, even if my wage would increase, I wouldn't change
 I don't know

2 You are offered a job in the public service. Salary is lower, but the job is less stressful and secure. What would you do?

I would accept – security and work life balance trump money
 I wouldn't accept – I can have a quiet life after retirement
 I don't know

3 During the last round of salary increases, you were overlooked. How do you react?

I will work harder and more in order to make sure that I get a higher salary next time.
 I will work less, in accordance with my relative too meagre salary.
 I don't know

4 You're looking for a job. You have two offers: One from a company where 50% of board members are female, and one from a company with no female board members. Which one would you take?

The one with female board representation – it speaks for an equal corporate culture
 I don't care about the board composition – I would take the higher paid offer
 I don't know

5 Your company switches to renewable energy, although this change implies higher costs and lower profits; your bonus will decline. How would you react?

I would support the change – it is the right move in the face of the unfolding climate crisis
 I would look for another job outside the company – I want to be fairly compensated
 I don't know

6 A new start-up tries to lure you. The business model is still unproven, but might eventually change your industry; potential rewards are huge but very uncertain. What would you do?

I would join the start-up – the offer to possibly disrupt the business is too exciting to be declined
 I would stay in my old company – you cannot gamble with your professional future
 I don't know

7 You realize that one of your company's suppliers use child labor. How would you react?

I would do nothing – the last thing I want is to risk my job
 I would talk to my boss to change things; if nothing happens I would quit
 I don't know

8 A friend of yours offers you to join his non-profit-organization to improve social development goals in Africa; salary would be more or less the same but prospects for pay rises nil. What would you do?

I would happily accept – it is a great chance for doing good
 I would kindly decline – I have to think of my future financial wellbeing
 I don't know

9 Your current job exhausts you, you feel almost burned out. So, what next?

Nothing. It sucks but that's life – you work for a decent living
 I would immediately quit and take a break – back to university, travelling or else to find my true self
 I don't know

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