

ÉPREUVE MUTUALISÉE AVEC E3A-POLYTECH
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LANGUE VIVANTE A
ANGLAIS

Durée : 3 heures

N.B. : le candidat attachera la plus grande importance à la clarté, à la précision et à la concision de la rédaction. Si un candidat est amené à repérer ce qui peut lui sembler être une erreur d'énoncé, il le signalera sur sa copie et devra poursuivre sa composition en expliquant les raisons des initiatives qu'il a été amené à prendre.

RAPPEL DES CONSIGNES

- Utiliser uniquement un stylo noir ou bleu foncé non effaçable pour la rédaction de votre composition ; d'autres couleurs, excepté le vert, peuvent être utilisées pour la mise en évidence des résultats.
- Ne pas utiliser de correcteur.
- Écrire le mot FIN à la fin de votre composition.

L'usage d'un dictionnaire et de machines (traductrice, calculatrice, etc.) est strictement interdit.

Rédiger en anglais et en 400 mots une synthèse des documents proposés, qui devra obligatoirement comporter un titre.

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Des points de pénalité seront soustraits en cas de non-respect du nombre total de mots utilisés avec une tolérance de $\pm 10\%$.

Concernant la présentation du corpus dans l'introduction, vous n'indiquerez **que la source et la date de chaque document**. Vous pourrez ensuite, dans le corps de la synthèse, faire référence à ces documents par « doc.1 », « doc. 2 », etc.

Ce sujet comporte les 4 documents suivants qui sont d'égale importance :

- **document 1** - The Great Resignation (*score.org*, August 2021).
- **document 2** - How You Can Beat The Great Resignation And Retain Employees, Jason Richmond (extrait et adapté de *Forbes*, January 18, 2022).
- **document 3** - Where Did People From the Great Resignation Go? Back to Work, Emma Goldberg (extrait et adapté de *The New York Times*, May 13, 2022).
- **document 4** - The Cost of the Great Resignation (extrait et adapté de *superstaff.com*, February 18, 2022).

THE GREAT RESIGNATION

COVID19 and the Changing American Workforce

The massive migration from office to remote work during the pandemic has had a profound impact on how people think about their jobs. The result is a societal shift in what workers now consider the career status quo.

17.9 MILLION

The number of people that **QUIT THEIR JOBS** from January to May 2021

WHY WORKERS ARE QUITTING

No childcare	Low wages
Fear of COVID19	Long commutes
Time with family	Inflexible hours
New career goals	Values changed

% of workers whose positions became remote all or most of the time because of COVID19 say that they...

40%	Have more flexibility to choose their work hours
29%	Can better balance work and family responsibilities
19%	Are more satisfied with their job

Resources
<https://bit.ly/2TBBO4J>
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HOW WORKERS ARE EARNING

SMALL BUSINESS START-UPS
 Applications in Millions

Year	Applications (Millions)
2017	3.19
2018	3.49
2019	3.5
2020	4.35

1 TRILLION The amount of money **57 MILLION GIG WORKERS** contribute to the economy annually

20% Worked from home before the pandemic.

71% Working from home during the pandemic.

54% Want to continue to work from home after the pandemic ends.

score.org, August 2021

Document 2 - How You Can Beat The Great Resignation And Retain Employees

You've probably seen the headlines about the "Great Resignation" and the statistics that show record numbers of people quitting their jobs – according to some accounts more than four million workers per month are quitting. And there's no reason to believe that the numbers will get any better during 2022 since research by Gallup reveals a staggering 48% of workers are actively looking to make a change while McKinsey research puts the number at 58%. In that study, some 36% of American workers even said they left their job without a new one to go to. But what's really

¹ A gig worker : a person who works temporary jobs typically in the service sector as an independent contractor or freelancer

going on here, and what can you do about it? I prefer to think of the Great Resignation as being more of a “Great Reprioritization.” Others have called it a reshuffling, awakening or balancing. Whatever you want to call it, what it really comes down to is that the Covid-19 pandemic has spurred a seismic change in business mindset the likes of which we’ve never seen before.

The shake-up in working circumstances has led many to reevaluate what is truly important in their lives, and that often means ditching a work-centered life and a frustrating time-consuming daily commute. Opportunities abound. There are so many jobs available that many positions go unfilled for months. Employees can afford to be picky about when and where they work. Quitters today are winners not losers, which may have been the perception in years gone by.

We may look back on this time as a crucial inflection point in Americans’ attitude toward work with a reconsideration of the boundaries between boss and worker, family time and work time, home and office. It’s important therefore for leaders to gain an understanding of their workers’ life priorities and not just their work priorities. You have to appreciate their purpose as much as the corporate purpose. There needs to be an alignment between the two, and for leaders this entails having empathy, being authentic and listening to people so that your teams trust in you.

Not feeling valued or like they belonged were top factors cited in the McKinsey study for employees quitting. In other words, there was a lousy corporate culture. What is the best way to curb the tidal wave of attrition? I believe it is to make sure you have a happy and engaged workforce. Here are some important considerations to that aim.

Pretend you’re recruiting them: When you’re hiring talent, you strive to give a good impression to potential recruits. So why not do the same for your current employees? Don’t take them for granted.

Recognize their contributions: Be sure to acknowledge the part that your employees play. Note that this is not a one-time event. Take every opportunity you can to applaud their contributions – especially under stressful work conditions. It’s remarkable how many employees feel undervalued.

Boost skills: Looking for new talent? Look no further than your existing workforce. Never mind the cost savings by not having to replace them, you can improve your organization’s capabilities by reskilling and upskilling the people you already have. Acquiring new skills is also a motivating ego boost for the individual.

Be flexible: Flexibility is right at the top of many people’s priority list. Many workers have come to appreciate the ability to work from home and would prefer the option of continuing to do that – at least on a part-time basis. Parents, in particular, have been stressed by pandemic working conditions – not only enforced remote working but also handling childcare responsibilities at the same time. Caring for family, in fact, was a top five reason some parents left a job, according to McKinsey research, while for non-parents, it was 18 out of a list of 20 reasons.

Companies that have a rich, positive culture end up more resilient and not only do they survive but thrive as they face challenges like the pandemic. Companies that were agile reassured their employees and gave them confidence. An all-hands-on-deck crisis can bring out the best in people, leading to creativity and innovation.

Jason Richmond, *Forbes*, January 18, 2022

Document 3 - Where Did People From the Great Resignation go? Back to Work

If Applebee’s were the solar system – and for nearly six years, to Nick Haner, it felt that way – the customer would have been the sun. Everything revolved around the customer. The customer was always right, he was told. But something happened, last year, to shift that orbit. It started with the signs that Mr. Haner saw popping up in windows as he drove to work: “Now hiring!” McDonald’s was hiring, Taco Bell closed early because it was short staffed. Everyone in Midland, Mich., it seemed, needed workers. So Mr. Haner began to wonder: Why shouldn’t work revolve around people like him?

“It’s absolute craziness,” said Mr. Haner, 32, who quit his job at Applebee’s last summer and accepted a fully remote position in sales at a tech company. “I decided to take a chance because I was like, ‘If it doesn’t work out, there’s 100 more jobs out there that I can find.’”

More than 40 million people left their jobs last year, many in retail and hospitality. It was called the Great Resignation, and then a rush of other names: the Great Renegotiation, the Great Reshuffle, the Great Rethink. But people weren't leaving work altogether. They still had to make money. Much of the pandemic stimulus aid stopped by the fall, and savings rates dropped to their lowest in nine years, 6.4 percent, by January. What workers realized, though, is that they could find better ways to earn a living. Higher pay. Stable hours. Flexibility. They expected more from their employers, and appeared to be getting it.

Across the country, workers were flush with opportunities and could rebuff what they'd once been forced to tolerate – whether rigid bosses or customer abuse. And to keep businesses running, bosses had to start listening. "People have seen this as a rejection of work, but I've seen it as people capitalizing on an abundance of job opportunities," said Nick Bunker, from Indeed's hiring lab. "People do need to pay the bills."

As vaccines and stimulus money rolled out last year, and state and local governments urged a return to normalcy, businesses grew desperate for workers. Workers took advantage of the moment by recalibrating what they expected from their employers. That didn't mean millions logging off forever and throwing their laptops into the sea. It meant low-wage workers hanging up their aprons and driving to another business with a "hiring" sign hanging on the door. It also meant white collar workers, buoyed by the tight labor market, telling their employers exactly how and where they want to work.

"Our employees have the power," said Tim Ryan, U.S. chair of PwC, which is in the midst of a three-year transition that allows for more flexible work, including allowing much of the work force to go permanently remote, a process that Mr. Ryan estimates to be a \$2.4 billion investment.

Many of last year's job quitters are actually job swappers, according to data from the Bureau of Labor Statistics and the census, which shows a nearly one-to-one correlation between the rate of quitting and swapping. Those job switchers have tended to be in leisure, hospitality and retail.

Emma Goldberg, *The New York Times*, May 13, 2022

Document 4 - The Cost of the Great Resignation

Employee turnover is killing businesses in more ways than one. Although "The Great Resignation" isn't merely a pay issue, it has undoubtedly fueled wage increases. The stiff competition for attracting and retaining talents has pushed U.S. companies to outdo each other in offering sweeter deals – even for those who did not switch jobs. The biggest winners of the current labor climate are job switchers, with a 7.5% average wage growth increase. While corporate relocation may help businesses enlarge talent pipelines, it is also a costly and time-consuming endeavor. Moving 10,000 square feet of office space could range from \$5,000 to as high as \$30,000, depending on the number of employees and office furniture.

"The Great Resignation" is costing employers intangible losses that may be even harder to recover. Top executives are not immune to 2021's most significant blows to businesses. With droves of employees leaving their seats empty, C-level executives feel more pressured than ever. They, too, are joining "The Great Resignation." And since executive roles are, by nature, harder to fill, businesses are taking triple hits. Resignations among CEOs increased by 16% in the last quarter of 2021. CEOs of Twitter, Disney, Amazon, and American Airlines have earlier announced that they are vacating their seats this year.

In the current state of the labor market, employer branding is companies' most powerful arsenal. Unfortunately, employer branding is also the first and most affected by a high attrition rate. A high employee turnover rate reflects low employee engagement and morale. And when employees are dissatisfied, they are highly likely to resign – creating a negative cycle with the organization. Such a work environment will put the company in a more difficult position to attract and retain talents. Why? Because employees share experiences on numerous platforms.

superstaff.com, February 18, 2022

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