Getting Ready to Recruit Generation Z
Looking Ahead to the Future Work Force

John Flato, Vice President, Advisory Services, Universum Global
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Present in 60 countries with regional offices in New York City, Paris, Shanghai, Singapore, and Stockholm.

Helping the world’s leading organizations strengthen their Employer Brands for over 25 years.

Surveying more than 1.3 million career-seekers, partnering with thousands of universities and organizations.

Thought leaders in Employer Branding, publishing content on C-suite level subjects.

Serving more than 1,700 clients globally, including Fortune 100 companies.

Full service Employer Branding partner, taking clients from identifying challenges and engaging talent to measuring success.

Our Employer Branding content is published yearly in renowned media, e.g. WSJ, CNN, Le Monde, BusinessWeek.
Sample client list

Some of the World’s Most Attractive Employers
Universum in the Media

Universum Rankings and Thought Leadership Publishers
1.4 million students across 60 countries share their career preferences in the Universum Talent Survey

Countries covered by Universum in 2015:

**EUROPE**
- Ukraine
- Greece
- Kazakhstan
- Pakistan
- Belgium
- France
- Holland
- Ireland
- Denmark
- Finland
- Norway
- Sweden
- Austria
- Germany
- Switzerland

**AMERICAS**
- Brazil
- Canada
- Mexico
- USA
- Colombia
- Costa Rica
- Panama
- Argentina
- Chile
- Peru

**AFRICA**
- Morocco
- Algeria
- Ghana
- Nigeria
- Kenya
- South Africa

**ASIA/PACIFIC**
- Australia
- Japan
- Malaysia
- Singapore
- Thailand
- Vietnam

**MIDDLE EAST**
- Including United Arab Emirates, Saudi Arabia, Kuwait, Qatar, Lebanon, and Egypt.
John Flato, Campus Recruiting Veteran

John Flato, Vice President of Advisory Services has more than twenty years experience managing the corporate campus recruiting function, running a career services department, and consulting with more than sixty clients on all phases of university recruiting.

- **Corporate Leadership:** AlliedSignal (now Honeywell), CIGNA, and Ernst & Young/Capgemini
- **University:** Georgetown MBA Career Services Director; Johns Hopkins U faculty
- **Consulting** for 9+ years With Universum, Vault and own Businesses
- **Speaking:** Numerous speaking engagements at conferences, workshops, universities,
- **Awards:** NACE and EMA
- **Publishing:** Three chapters in books on HR and University Relations, plus articles in ERE

**PROJECTS DELIVERED**
- Strategy design and implementation
- Global school selection
- Custom surveys
- Training, documentation, outsourcing and more

**SELECTION OF MORE THAN 60 CLIENTS ACROSS ALL INDUSTRIES**

- Agilent
- AT&T
- BASF
- BP
- Campbell’s Soup
- Cisco
- Dell
- Deloitte
- GE
- IBM
- IFF
- J&J
- Macy’s
- Merck
- RBS
- Schlumberger
- Shell
- Walmart
It’s hard to stand out
2016 | US | Students | Business
Amazon Careers
Internet
10,001+ employees

Innovation is in our DNA
It's still Day 1 at Amazon--come build the future with us.
Big ideas are in our DNA

In 1939, our founders started a revolution. Now we're a team of 331,000 serving 1 billion customers in 170 countries. We dream in over 35 languages and share one mission: make the world better.
innovation is in our DNA

come with us to the future of technologies

THE PARK IS OPEN

INNOVATION IS IN OUR DNA

SAMSUNG
Talent today has more options than ever before.
Why this study matters

By 2030, many of the world's largest economies will have more jobs than skilled people to do those jobs. *

As a result, the talent market is going to be even more competitive than it is today. To prepare, Universum conducted the biggest Gen Z survey to help our clients prepare for their future workforce.

* https://www.ted.com/talks/rainer_strack_the_surprising_workforce_crisis_of_2030_and_how_to_start_solving_it_now
What is covered in the study
For the first time ever, members of Gen Z told us what they want for their future!

~ 50,000 respondents
Who are Gen Z?

Born 1994 – 2009
(McCrindle Research Centre)

Born 1995 or later
(Adweek, Business Insider)

Born 1993 or later
(Statistics Canada)
Who are Gen Z?

Ages 16-19
(Universum)
Who are Gen Z?

Who are They?

- Roughly 70 M
- 25% of US Population
- HS-College Sophomores for our discussion
### Generational Comparison - Four Generations in the Workplace

<table>
<thead>
<tr>
<th>Generation</th>
<th>Key Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baby Boomers</td>
<td>Hard working, Specialized, Individualistic</td>
</tr>
<tr>
<td>Gen X</td>
<td>Self-starting, Loyal, Driven</td>
</tr>
<tr>
<td>Gen Y</td>
<td>Flexible, Non-hierarchical, Innovative</td>
</tr>
<tr>
<td>Gen Z</td>
<td>?</td>
</tr>
</tbody>
</table>

- **Baby Boomers**
  - Tangible/material success
  - Work to live
  - No feedback
  - Blend in
  - Climb corporate ladder

- **Gen X**
  - More frugal
  - Digital natives
  - Word of mouth matters
  - Focused on the consequences of decisions
About the Universum Talent Research and the target groups

THE QUESTIONNAIRE
• Created with over 25 years of experience, extensive research within HR, focus groups and communication with our clients, students and professionals.
• Global perspective - local insight.
• Conducted via an online survey. The online link was distributed via university and alumni-networks, communities, the Universum Panel and different local and global partners.

RESPONDENTS
• Students at higher educational institutions.
• Professionals with an academic degree
• Non-academics

FIELD PERIOD
October 2016 to February 2017

Total number of respondents in the survey 81,102

THIS REPORT

Number of respondents

GROUP 1
Your students
382

GROUP 2
All students
81,102
Personal Background | Ethnic & other aspects of diversity

- **White/Caucasian**: 50% of Your students, 61% of All students
- **Latino/Hispanic**: 18% of Your students, 10% of All students
- **Black/African American**: 11% of Your students, 7% of All students
- **Multi-racial**: 7% of Your students, 6% of All students
- **East Asian / Native Hawaiian or Pacific Islander**: 5% of Your students, 7% of All students
- **South Asian**: 3% of Your students, 4% of All students
- **Middle Eastern**: 2% of Your students, 1% of All students
- **American Indian/Alaskan Native**: 1% of Your students, 1% of All students
- **Other**: 1% of Your students, 1% of All students
- **I prefer not to say**: 4% of Your students, 3% of All students

- **Federal Pell Grant recipients**: 32% of Your students, 26% of All students
- **First in family to go to college**: 27% of Your students, 20% of All students
- **LGBT**: 10% of Your students, 9% of All students
- **People with disabilities**: 6% of Your students, 3% of All students
- **Military veterans and reservists**: 2% of Your students, 3% of All students
- **I prefer not to say**: 3% of Your students, 3% of All students
- **None of these**: 46% of Your students, 53% of All students

- **What is your ethnic background?**
- **In which of the following groups do you consider yourself a member? Please check all that apply.**
Main field of study

- **Natural Sciences**: 35% (Your students), 20% (All students)
- **Humanities/Liberal Arts/Education**: 25% (Your students), 27% (All students)
- **Business**: 24% (Your students), 33% (All students)
- **Engineering**: 11% (Your students), 14% (All students)
- **Computer Science**: 5% (Your students), 6% (All students)

• What was your main field of study?
Top of mind associations with University of South Florida

- What is the first word that comes to mind when you think of your college or university?

- These are answers written in by your students.
  - Spelling mistakes might occur.
What we know now

Always connected

Grew up in uncertain times

Most global generation

Breaking the education mold
For Gen Z, the desire to help change the world for the better is not about CSR or donating to charities.

43% of Gen Z wants to start their own companies in order to have an impact.

1) Most global generation; driven by impact and entrepreneurial spirit

- Globally connected and well traveled
- Gravitating toward cities, where populations tend to be more ethnically and culturally diverse
- Aware of global events and business opportunities
- Recognize that the world has significant problems, and they want to help

@UniversumGlobal
Employer Reputation & Image

Attractive attributes

- Inspiring purpose: 54% (Your students), 54% (All students)
- Ethical standards: 45% (Your students), 41% (All students)
- Inspiring leadership: 40% (Your students), 41% (All students)
- Innovation: 37% (Your students), 38% (All students)
- Prestige: 27% (Your students), 24% (All students)
- Attractive/exciting products and services: 27% (Your students), 29% (All students)
- Market success: 18% (Your students), 23% (All students)
- Fast-growing/entrepreneurial: 15% (Your students), 14% (All students)
- Corporate Social Responsibility: 14% (Your students), 15% (All students)
- Corporate transparency: 8% (Your students), 8% (All students)

Which attributes do you perceive as the most attractive? Please select a maximum of three alternatives.
2) Always connected

- First generation to grow up with high speed, mobile internet access
- Comfortable interacting online with others
- Consume and share content with ease
- Easily adapt to new technologies and implement them in their workflow

Despite the myth that Facebook is dead, 60% of Gen Y specifically searches for employer information through that channel.

Now imagine what that looks like for Gen Z, who grew up using it.
Talent is exposed to tons of information every day

Are you ensuring your employer brand will stand out?

By early 2014 nearly

3 billion people were online

facebook has almost
1.2 billion users worldwide

758 million pictures are shared on social media every day

20% of the world’s internet traffic is from mobile devices and we now buy more smartphones than “dumb” phones

6 billion hours of video are watched on YouTube every month

27 billion WhatsApp messages are sent every day

• Source: BI Intelligence http://thenextweb.com/mobile/2013/06/13/whatsapp-is-now-processing-a-record-27-billion-messages-per-day/#tsawFj
• See also: http://www.youtube.com/yt/press/statistics.html
Which communication channels do your students use the most?

- **Social media**: 60% (Your students), 59% (All students)
- **Employer websites**: 55% (Your students), 52% (All students)
- **Career fairs**: 45% (Your students), 43% (All students)
- **Career and job related apps**: 29% (Your students), 28% (All students)
- **University press & student organisation publications**: 27% (Your students), 26% (All students)
- **Job boards (sites where job openings are posted)**: 31% (Your students), 25% (All students)
- **Employer office/site visits**: 24% (Your students), 24% (All students)
- **Employer presentations on campus**: 26% (Your students), 24% (All students)
- **Career guidance websites**: 26% (Your students), 24% (All students)
- **Lectures/case studies as part of curriculum**: 22% (Your students), 21% (All students)

**Which channels do you use in general to learn about potential employers?**
..and LinkedIn usage is going down among students. Quickly.

| 1. Social media | Facebook     | 90% | 87% |
| 2. Employer websites | YouTube      | 71% | 68% |
| 3. Career fairs | Snapchat     | 71% | Not yet listed |
| 4. Job boards (sites where job openings are posted) | Instagram    | 69% | 50% |
| 5. Career and job related apps | LinkedIn     | 49% | 68% |
| 6. University press & student organisation publications | Twitter      | 41% |  |
| 7. Employer presentations on campus | Pinterest    | 37% |  |
| 8. Career guidance websites | Google+      | 27% |  |
| 9. Employer advertisements on TV | Online network/community from my university/career center | 19% |  |
| 10. Employer office/site visits | Tumblr       | 19% |  |

Social is still dominant, LinkedIn use has fallen dramatically since 2015 while the visual social newbies, Snapchat and Instagram, have really taken off.
### Top 10 social media channels among Gen Z

<table>
<thead>
<tr>
<th>Platform</th>
<th>US</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>96%</td>
<td>77%</td>
</tr>
<tr>
<td>YouTube</td>
<td>74%</td>
<td>59%</td>
</tr>
<tr>
<td>Instagram</td>
<td>64%</td>
<td>43%</td>
</tr>
<tr>
<td>Snapchat</td>
<td>59%</td>
<td>25%</td>
</tr>
<tr>
<td>Skype</td>
<td>33%</td>
<td>30%</td>
</tr>
<tr>
<td>Twitter</td>
<td>33%</td>
<td>27%</td>
</tr>
<tr>
<td>Pinterest</td>
<td>30%</td>
<td>10%</td>
</tr>
<tr>
<td>Tumblr</td>
<td>26%</td>
<td>13%</td>
</tr>
<tr>
<td>Google+</td>
<td>24%</td>
<td>21%</td>
</tr>
<tr>
<td>Vine</td>
<td>8%</td>
<td></td>
</tr>
</tbody>
</table>

- Which online networks/communities do you use?

4.1 is the global average

5.0 is the average number of social media channels used by Americans Gen Z.
Which communication channels do your students use the most?

- Social media: Your students 59%, All students 60%
- Employer websites: Your students 52%, All students 55%
- Career fairs: Your students 43%, All students 45%
- Career and job related apps: Your students 28%, All students 29%
- University press & student organisation publications: Your students 26%, All students 27%
- Job boards (sites where job openings are posted): Your students 25%, All students 31%
- Employer office/site visits: Your students 24%, All students 24%
- Employer presentations on campus: Your students 24%, All students 26%
- Career guidance websites: Your students 24%, All students 26%
- Lectures/case studies as part of curriculum: Your students 21%, All students 22%

*Which channels do you use in general to learn about potential employers?*
Gen Zers across the Americas extremely open to communication from employers about jobs...

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage Likes</th>
<th>Percentage Dislikes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global</td>
<td>83%</td>
<td>17%</td>
</tr>
<tr>
<td>LATAM</td>
<td>82%</td>
<td>18%</td>
</tr>
<tr>
<td>Argentina</td>
<td>87%</td>
<td>13%</td>
</tr>
<tr>
<td>Brazil</td>
<td>74%</td>
<td>26%</td>
</tr>
<tr>
<td>Chile</td>
<td>87%</td>
<td>13%</td>
</tr>
<tr>
<td>Colombia</td>
<td>90%</td>
<td>10%</td>
</tr>
<tr>
<td>Costa Rica</td>
<td>90%</td>
<td>10%</td>
</tr>
<tr>
<td>Mexico</td>
<td>88%</td>
<td>12%</td>
</tr>
<tr>
<td>Panama</td>
<td>85%</td>
<td>15%</td>
</tr>
<tr>
<td>Peru</td>
<td>91%</td>
<td>9%</td>
</tr>
<tr>
<td>North America</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Canada</td>
<td></td>
<td></td>
</tr>
<tr>
<td>USA</td>
<td>84%</td>
<td>16%</td>
</tr>
</tbody>
</table>

- I like it very much / I like it somewhat
- I dislike it very much / I dislike it somewhat
…but hardly any of them have been contacted about job opportunities.

- Have you been contacted by any company regarding work opportunities?
Have you started actively communicating your employer brand to Gen Z?

CONTACT ME

83% of young students are open to the idea of being contacted on social media by a future employer regarding work opportunities.

Are you ensuring your employer brand will stand out?
3) Grew up in uncertain times

- Grew up during the “war on terror” and various economic crises
- Parents and/or siblings facing tremendous educational debt
- More goal-oriented, planning careers earlier
- Exposed to dramatically changing industries; STEM skills becoming even more critical: retail, journalism, transportation, cable broadcasting, industrial real estate, GPS
- The uncertain times did not quell their entrepreneurial desire
Gen Z students in US prioritize job security over the long term

Do you associate yourself with below statements? Scale 1-5, where 1 means “No, not at all” and 5 means “Yes, always”

The percentages represent the share of respondents who answered “yes” in each of the statements.

Which of these career goals are most important to you?

Choose no more than three

- To be secure or stable in my job: 58% (US: 40%, Global: 41%)
- To have work/life balance: 51% (US: 41%, Global: 43%)
- To be dedicated to a cause or to feel that I am serving a greater good: 43% (US: 28%, Global: 27%)
- To be competitively or intellectually challenged: 28% (US: 19%, Global: 27%)
- To be entrepreneurial or creative/innovative: 28% (US: 25%, Global: 28%)
- To be a leader or manager of people: 31% (US: 25%, Global: 31%)
- To be autonomous or independent: 32% (US: 19%, Global: 26%)
- To have an international career: 26% (US: 18%, Global: 26%)
- To be a technical or functional expert: 18% (US: 12%, Global: 18%)

- US
- Global
Career goals

- To have work/life balance: 60%
- To be secure or stable in my job: 50%
- To be dedicated to a cause or to feel that I am serving a greater good: 49%
- To be competitively or intellectually challenged: 39%
- To be entrepreneurial or creative/innovative: 28%
- To be a leader or manager of people: 26%
- To have an international career: 20%
- To be autonomous or independent: 13%
- To be a technical or functional expert: 8%

- Which of these career goals are most important to you? Please select a maximum of 3 alternatives.
Recent global research suggests that work-life balance is mostly about the hours

Key Components of Work-Life Balance for U.S. Bachelor’s Candidates
% of respondents selecting component as important

- Enough leisure time for my private life: 76%
- Flexible working hours (e.g. not limited to office hours): 58%
- Recognition and respect for the employees: 50%
- Overtime compensation (monetary or by leisure time): 48%
- Flexible working conditions (e.g. home office): 42%
- Convenient work location: 41%
- No interruption of my leisure time (e.g. on holiday or at the...): 37%
- Acceptance of parental leave: 32%
- Financial support for parental leave: 28%
- Adequate time for recovering after working peaks: 26%
- Consideration of private interests in the holiday planning: 26%
- Offering external activities (e.g. sports, cultural events): 20%
- No requirement for overtime work: 17%
- Opportunities for part-time work: 13%
- Offering child care: 13%
- Other: 2%

Source: Universum Millennials Survey,
Gen Z in North America is less likely to want to start their own company

- Are you interested in starting your own company?
It’s a brave new world for startups

**SpaceX** is one of two private companies licensed to carry cargo into orbit for NASA…

...**Tesla’s** Model 3 brings its electric cars to a mass-market price point…

...**and Uber** is moving from a scheduling / brokerage app to a full-scale self-driving taxi cab company.
There are just a few problems with that…

This is not SpaceX’s launch vehicle. It’s Boeing’s. (They’re the other private company licensed by NASA.)

This is not the Tesla Model 3 – It’s a 2015 model Ford Focus Electric.

This is not Uber’s prototype for a self-driving car. It’s GM’s.
4) Breaking the education mold

- Student loans are increasingly unsustainable
- Gen Z values experience over tangible possessions, so the argument for earning a degree has less weight
- Employers are looking more for skillsets or learning capabilities, thus reducing the importance of a degree
- There has been a growth of alternative education and online learning tools

Contrary to their parents, who prioritized a college education, almost 59% of Gen Z is interested in finding out more about how companies offer education to people who have no university degree

@UniversumGlobal
Are high-schoolers considering skipping university altogether?

"Would you consider joining the workforce instead of getting a formal education at college/university, if an employer would educate you in the field instead?"

Source: Universum Gen Z study, 2015
...but arguments miss students’ and parents’ emotional responses to the debate

Billionaire college dropout

Was it worth it?

Along with Gates, Jobs, Dell, Ellison et al
What Is Gen Z Looking For in an Employer and A Career?
Gen Z students interested in **entrepreneurship** are in it for the impact and the ability to be their own boss.

- **I want to have an impact:** 59% (US: 44%, Global: 46%)
- **I want to be my own boss:** 51% (US: 46%, Global: 46%)
- **I want to work flexible hours:** 36% (US: 28%, Global: 42%)
- **I want to learn a lot quickly:** 12% (US: 18%, Global: 22%)
- **I want to work with my peers:** 11% (US: 12%, Global: 12%)
- **I want to see fast results:** 11% (US: 12%, Global: 12%)
- **I like to work in a meritocratic environment:** 4% (US: 11%, Global: 11%)
- **I like working with a flat structure:** 3% (US: 9%, Global: 9%)

**What do you see as the strongest reasons to start your own company? (Max. 3)**
- I want to have an impact
- I want to be my own boss
- I want to work flexible hours

**Are you interested in starting your own company?**
- 41% of the Americans respondents are interested in starting their own company
- 55% is the global average
Two thirds of Gen Z respondents say a top factor in trusting an employer is “providing equal opportunity for pay and promotion.”

“Very important” factors for Gen Z respondents in trusting an employer are...

- Provides equal opportunity for pay and promotion for all people regardless of differences: 66%
- Provides opportunities to learn and advance in my career: 66%
- Provides fair compensation and good benefits: 64%
- Provides job security (doesn’t terminate a large number of employees or terminate employees too often): 62%
- Encourages managing my work-life responsibilities by offering flexibility in when and where I work: 52%
- Has a diverse environment (meaning it strives to recruit, retain, and promote diverse people with all differences such as gender, country of origin, and thinking style): 44%
What They Study, Why and Who Influences Them?
Parents Still Have the Greatest Influence | US

- Who has most influence on your decisions regarding your education and career? (Max. 3)
- What is your year of birth?

% of Gen Z influenced by the respective entity over the years:

- My parents
- My teachers
- My friends
- News
- Mentor
- Other relatives
- Company representatives at school
- Career service at my school
Pure interest in subject matter is the primary driver of Gen Z’s choice of academic study

- Which of the following influenced/influences you in your choice of subject? (Max. 3)
One out of five doesn’t know what to study yet in US!

<table>
<thead>
<tr>
<th>Area</th>
<th>US</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>7%</td>
<td>15%</td>
</tr>
<tr>
<td>Engineering</td>
<td>10%</td>
<td>13%</td>
</tr>
<tr>
<td>IT / Computer sciences</td>
<td>3%</td>
<td>6%</td>
</tr>
<tr>
<td>Natural Sciences</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Humanities and social sciences</td>
<td>13%</td>
<td>12%</td>
</tr>
<tr>
<td>Medicine</td>
<td>14%</td>
<td>10%</td>
</tr>
<tr>
<td>Law</td>
<td>4%</td>
<td>5%</td>
</tr>
<tr>
<td>Other</td>
<td>13%</td>
<td>18%</td>
</tr>
<tr>
<td>I don’t know yet</td>
<td>20%</td>
<td>16%</td>
</tr>
</tbody>
</table>

- Which area are you planning in studying?
Women’s choice of major influenced by desire to help people; men’s by earnings potential

- Which of the following influenced/influences you in your choice of subject? (Max. 3)

- I am very interested in the subject (83%)
- I will be able to help people (57%)
- I will earn a lot of money (44%)
- There are many employment prospects (20%)
- I want to work in a related industry (16%)
- I want to study at a specific university (10%)
- One or both of my parents are working in this area (8%)
- I will be able to have a fast career (8%)

US - Female
US - Male

*Which of the following influenced/influences you in your choice of subject? (Max. 3)*
Women’s choice of major more influenced by desire to help people; men’s by earnings potential

- Which of the following influenced/influences you in your choice of subject? (Max. 3)

- Business
  - US - Female: 4%
  - US - Male: 9%

- Engineering
  - US - Female: 5%
  - US - Male: 15%

- IT / Computer sciences
  - US - Female: 1%
  - US - Male: 6%

- Natural Sciences
  - US - Female: 10%
  - US - Male: 10%

- Humanities and social sciences
  - US - Female: 17%
  - US - Male: 10%

- Medicine
  - US - Female: 19%
  - US - Male: 9%

- Law
  - US - Female: 4%
  - US - Male: 5%

- Other
  - US - Female: 19%
  - US - Male: 16%

- I don't know yet
  - US - Female: 19%
  - US - Male: 22%
Students are losing interest in becoming technical or functional experts

Percentage of Students Who Selected "To Become a Technical or Functional Expert" as One of Their Top 3 Career Goals

Source: Universum Talent Survey, 2015
Those emotional responses have real consequences — here’s just one example:

Computer Science Degrees Awarded in the USA, as Percentage of all Bachelor's Degrees

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1970-71</td>
<td>0.3%</td>
</tr>
<tr>
<td>1975-76</td>
<td>0.6%</td>
</tr>
<tr>
<td>1980-81</td>
<td>1.6%</td>
</tr>
<tr>
<td>1985-86</td>
<td>4.3%</td>
</tr>
<tr>
<td>1990-91</td>
<td>2.3%</td>
</tr>
<tr>
<td>1995-96</td>
<td>2.1%</td>
</tr>
<tr>
<td>2000-01</td>
<td>3.5%</td>
</tr>
<tr>
<td>2005-06</td>
<td>3.2%</td>
</tr>
<tr>
<td>2010-11</td>
<td>2.5%</td>
</tr>
<tr>
<td>2015-16</td>
<td>3.0%</td>
</tr>
</tbody>
</table>
We need to bridge the skills gap
Future Implications
One-fifth of Gen Z students are anxious about their future work-life

Are you in general hopeful or fearful about your future work-life?

<table>
<thead>
<tr>
<th></th>
<th>US</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am very hopeful</td>
<td>42%</td>
<td>33%</td>
</tr>
<tr>
<td>I am somewhat hopeful</td>
<td>27%</td>
<td>32%</td>
</tr>
<tr>
<td>I am neither hopeful nor fearful</td>
<td>12%</td>
<td>17%</td>
</tr>
<tr>
<td>I am somewhat fearful</td>
<td>17%</td>
<td>15%</td>
</tr>
<tr>
<td>I am very fearful</td>
<td>3%</td>
<td>3%</td>
</tr>
</tbody>
</table>

69% of the Americans respondents feel rather hopeful about their future work life

65% is the global average
Gen Z students’ greatest fear regarding employment is that they won’t get a job that matches their personality.

- That I won't get a job that matches my personality: 50% US, 37% Global
- That I will underperform: 39% US, 34% Global
- That I will get stuck with no development opportunities: 36% US, 29% Global
- That I won't be seen as valuable to the organization: 34% US, 28% Global
- That I won’t realize my career goals: 28% US, 25% Global
- That I will work too much: 25% US, 18% Global
- That nobody will listen to me: 18% US, 17% Global
- To mix up my personal and professional lives: 18% US, 17% Global
- Too tough work climate: 15% US, 11% Global
- That I will not get the chances I deserve because of my age: 14% US, 10% Global
- That I will not get the chances I deserve because of my gender: 10% US, 9% Global
- That I will not get the chances I deserve because of my sexual preferences: 9% US, 5% Global
- That I will not get the chances I deserve because of my ethnic background: 8% US, 5% Global

What are your greatest fears regarding your work life? (Max. 3)
Most Gen Z believe that they will enjoy an equal or higher standard of living than their parents, slightly less in the USA.

To what extent do you agree with the following statement?
Over my lifetime, I believe I will enjoy a higher standard of living than my parents.

- To what extent do you agree with the following statement? Over my lifetime, I believe I will enjoy a higher standard of living than my parents.
- Source for US Millennials: Universum Millennial Survey 2014
Gen Z and Millennial Comparisons
For Millennials:

Getting stuck with no development opportunities

#1 career fears

For Gen Z:

Not getting a job that matches my personality

@UniversumGlobal
Are Gen Z’s fears different from the Millennials’?

<table>
<thead>
<tr>
<th>Fear</th>
<th>US Gen Z</th>
<th>US Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>That I won't get a job that matches my personality</td>
<td>50%</td>
<td>33%</td>
</tr>
<tr>
<td>That I will underperform</td>
<td>39%</td>
<td>26%</td>
</tr>
<tr>
<td>That I will get stuck with no development opportunities</td>
<td>40%</td>
<td>29%</td>
</tr>
<tr>
<td>That I won't be seen as valuable to the organization</td>
<td>30%</td>
<td>28%</td>
</tr>
<tr>
<td>That I won't realize my career goals</td>
<td>31%</td>
<td>25%</td>
</tr>
<tr>
<td>That I will work too much</td>
<td>31%</td>
<td>25%</td>
</tr>
<tr>
<td>That nobody will listen to me</td>
<td>18%</td>
<td>9%</td>
</tr>
<tr>
<td>To mix up my personal and professional lives</td>
<td>18%</td>
<td>18%</td>
</tr>
<tr>
<td>Too tough work climate</td>
<td>14%</td>
<td>11%</td>
</tr>
<tr>
<td>That I will not get the chances I deserve because of my age</td>
<td>11%</td>
<td>10%</td>
</tr>
<tr>
<td>That I will not get the chances I deserve because of my gender</td>
<td>10%</td>
<td>9%</td>
</tr>
<tr>
<td>That I will not get the chances I deserve because of my sexual preferences</td>
<td>5%</td>
<td>2%</td>
</tr>
<tr>
<td>That I will not get the chances I deserve because of my ethnic background</td>
<td>3%</td>
<td>12%</td>
</tr>
</tbody>
</table>

• What are your greatest fears regarding your work life? (Max. 3)

Source for US Millennials: Universum Millennial Survey 2014
Different generations also have different priorities in life

<table>
<thead>
<tr>
<th>Priority</th>
<th>US Gen Z</th>
<th>US Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>To spend time with my family</td>
<td>47%</td>
<td>60%</td>
</tr>
<tr>
<td>To have a successful career</td>
<td>46%</td>
<td>38%</td>
</tr>
<tr>
<td>To grow and learn new things</td>
<td>44%</td>
<td>53%</td>
</tr>
<tr>
<td>To have many good friends</td>
<td>36%</td>
<td>21%</td>
</tr>
<tr>
<td>To live a long and healthy life</td>
<td>34%</td>
<td>44%</td>
</tr>
<tr>
<td>To work for the betterment of society</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To be able to have time to enjoy my hobbies</td>
<td>28%</td>
<td>23%</td>
</tr>
<tr>
<td>To be wealthy</td>
<td>21%</td>
<td>13%</td>
</tr>
</tbody>
</table>

- If you had to prioritize in life, what would you put emphasis on? (Max. 3)
- Source for US Millennials: Universum Millennial Survey 2014
Gen Z looks first at the friendliness of people when assessing cultural fit with an organization.

- Which of the following aspects of your future employer’s culture should match your personality? (Max. 3)

  - Friendliness of people: 68%
  - The view on equality/diversity: 49%
  - Organizational structure: 48%
  - The level of empowerment of the employees: 39%
  - Style of office environment: 39%
  - The level of formality (communications/dresscode): 36%
  - General brand image: 30%
  - The level of entrepreneurship: 29%

Note: The percentages represent global data, with specific values noted for the US.
Assessing cultural fit

- Which of the following aspects of your future employer’s culture should match your personality? (Max. 3)

<table>
<thead>
<tr>
<th>Aspect</th>
<th>US - Female</th>
<th>US - Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friendliness of people</td>
<td>83%</td>
<td>71%</td>
</tr>
<tr>
<td>The view on equality/diversity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational structure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The level of empowerment of the employees</td>
<td>36%</td>
<td>42%</td>
</tr>
<tr>
<td>Style of office environment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The level of formality</td>
<td>37%</td>
<td>35%</td>
</tr>
<tr>
<td>General brand image</td>
<td>17%</td>
<td>30%</td>
</tr>
<tr>
<td>The level of entrepreneurship</td>
<td>13%</td>
<td>19%</td>
</tr>
</tbody>
</table>

US - Female

US - Male
Which of the following statements best define challenging work to you?

<table>
<thead>
<tr>
<th>Statement</th>
<th>US Gen Z</th>
<th>US Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Being asked to do things that are outside of my comfort zone</td>
<td>54%</td>
<td>42%</td>
</tr>
<tr>
<td>A task that takes me to my limits</td>
<td>32%</td>
<td>22%</td>
</tr>
<tr>
<td>A constant and heavy workload</td>
<td>18%</td>
<td>18%</td>
</tr>
<tr>
<td>High level of responsibility</td>
<td>31%</td>
<td>33%</td>
</tr>
<tr>
<td>Learning new things on a daily basis</td>
<td>33%</td>
<td>33%</td>
</tr>
<tr>
<td>Low level of coaching by my teacher/manager</td>
<td>18%</td>
<td>18%</td>
</tr>
<tr>
<td>Working with talented colleagues who inspire me</td>
<td>26%</td>
<td>16%</td>
</tr>
<tr>
<td>Being empowered by my teacher/manager</td>
<td>21%</td>
<td>16%</td>
</tr>
<tr>
<td>Being involved in innovative work</td>
<td>33%</td>
<td>15%</td>
</tr>
<tr>
<td>A changing environment</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>High level of monitoring by my teacher/manager</td>
<td>9%</td>
<td>6%</td>
</tr>
<tr>
<td>Meritocracy</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Low level of monitoring by my teacher/manager</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>High level of coaching by my teacher/manager</td>
<td>4%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Which of the following statements best define challenging work to you? (Max. 3)

Source for US Millennials: Universum Millennial Survey 2014
Gen Z’s mind-set differs from the Millennials’

Do you associate yourself with below statements? Scale 1-5, where 1 means “No, not at all” and 5 means “Yes, always”

- Taking time to think
- Future-Oriented
- Seeing the bigger picture
- Solution-focused
- Questioning assumptions
- Balancing behaviours
- Continuous renewal of yourself

The percentages represent the share of respondents who answered “yes” in each of the statements

- Data on Millennials taken from Universum Talent Survey 2015 (US Undergraduates aged 20-25)
Gen Z research findings in a nutshell

**Communication**
Gen Z in US are very open to being contacted by employers regarding work opportunities. Most of them haven’t been contacted, although they are present on five social media channels on average.

**Education**
20% of Gen Z students in US do not yet know which broad field of study they will choose. Their main influencers are their parents, while they claim that they choose their area of study primarily by interest in the subject.

**Work Life**
The majority of Gen Z students in US are hopeful about their future work-life. However, they have some distinct fears compared to the Millennials: Gen Z fears to a larger extent than the Millennials that they will not get a job that matches their personality, that they will underperform and that nobody will listen to them.

**Personality**
Most Gen Z students in US describe themselves as responsible and committed, say that they take time to think, and are future-oriented. The most challenging thing at work for them would be to be asked to do something outside of their comfort zone. Combined with their preference for secure & stable jobs, these findings show that Gen Z in US are a realistic and pragmatic generation.
Don’t treat them like Millennials

Very Different Experiences and References

**Gen Z**
- Massachusetts legalizes same-sex marriage
- The video-sharing website Youtube is launched
- Snapchat, a photo messaging app is introduced
- Smartphones with a multi-touch interface
- Commercial music streaming services

**Millennials**
- Politics
- Media
- Communication
- Telecommunications
- Music

- Homosexuality is no longer considered a disease
- The DVD, an optical disc computer storage media format is announced
- Instant messaging, a type of online chat, is released by Microsoft
- Mobile phones with the ability to send text messages
- Portable media player
Don’t treat them like Millennials

Gen Z
- Tech Innate: 5 Screens
- Think in 4D
- Judiciously Share (GeoLoco Off)
- Active Volunteers
- Blended (race & gender)
- Togetherness
- Mature
- Communicate with Images
- Make Stuff
- Have Humility
- Future Focused
- Realists
- Want to Work for Success
- Collective Conscious

Millennials
- Tech Savvy: 2 Screens
- Think in 3D
- Radical Transparency: Share All
- Slacktivists
- Multi-cultural
- Tolerance
- Immature
- Communicate with Text
- Share Stuff
- Have Low Confidence
- Now Focused
- Optimists
- Want to be Discovered
- Team Orientation
The time to act is now.

By the time Gen Z enters the workforce, they will have already been guided and influenced.

The race for Gen Z starts now, and anyone not thinking ahead will be behind.

Key questions to address now:

• How are you planning to adapt or grow your training and development programs?

• Are you prepared to source talent from alternative education options?

• Does your organization have a defined purpose? Is it communicated?

• How is your organization differentiated from your industry or competitors?

• Is your brand uniform globally, unique in every market, or locally adapted from a global brand structure?
“Orville Wright didn’t have a pilot’s license.”

- Hire for potential, train for skill
- Focus on cultural fit
- Be less stringent academic requirements (i.e. specific major or GPA)
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201-400-2343
Check out the new book: Winning the War for College Talent, https://createspace.com/5699921
All proceeds go to NACE.