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MILLENNIALS AT WORK

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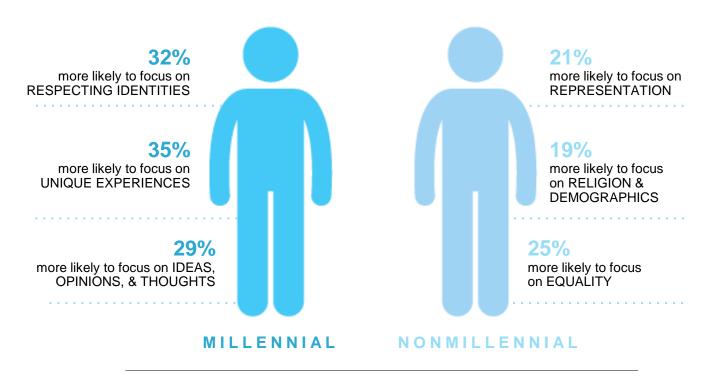




- + Millennials are the largest generation in the U.S. (Pew)
- + More than one in three employed Americans is a Millennial = 53.5 million people (Pew)
- + During the 1st quarter of 2015, Millennials surpassed Gen X to become largest share of the workforce (Pew)
- + 21% of Millennials have changed jobs in the past year (Gallup)



MILLENNIALS DEFINE DIVERSITY DIFFERENTLY



"Diversity is a variety of cultures and perspectives working together to solve business problems."

MILLENNIAL SURVEY RESPONDENT

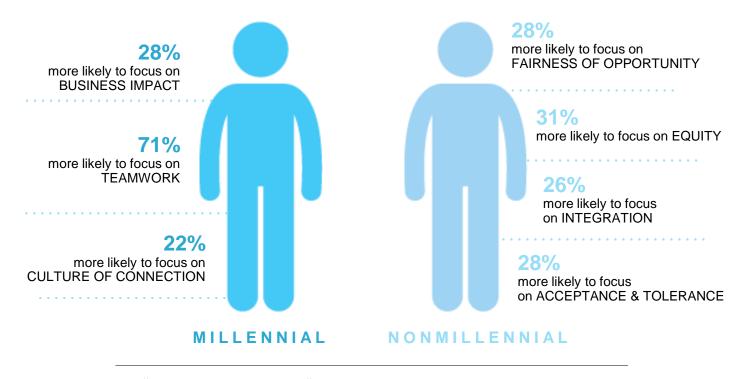
Source: The Radical Transformation of Diversity and Inclusion: The Millennial Influence, Deloitte, 2016

Institute for Public Relations

"Millennials are more likely to define diversity as pertaining to the individual mix of unique experiences, identities, ideas, and opinions.

Prior generations, on the other hand, frame diversity in terms of demographics, equal opportunity, and representation of identifiable demographic characteristics."

MILLENNIALS ALSO DEFINE INCLUSION DIFFERENTLY



"To me, inclusion is "all individuals and their uniqueness to move toward a group-involved, group-directed action and conclusion."

MILLENNIAL SURVEY RESPONDENT

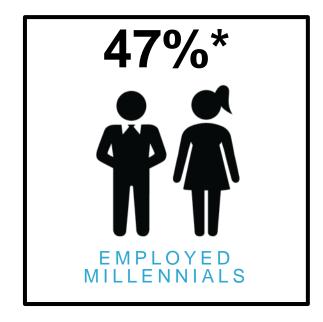


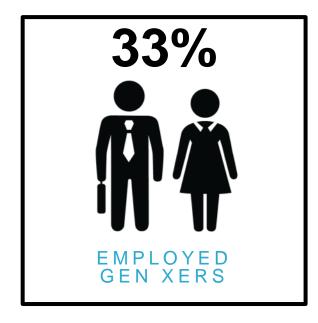
"When it comes to defining inclusion, Millennials focus primarily and extensively on teaming, valuing a culture of connectivity, and using collaborative tools to drive business impact.

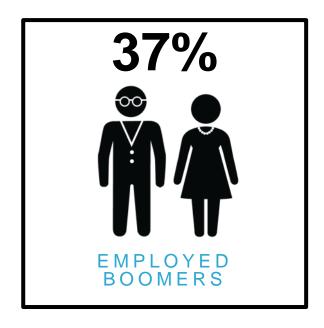
Prior generations instead defined inclusion in terms of equity, fairness, and the integration, acceptance and tolerance of gender, racial and ethnic diversity within the organization."

DIVERSITY & INCLUSION IS AN IMPORTANT FACTOR IN MILLENNIALS' JOB SEARCHES

"If I were to look for a new job tomorrow, a diverse and inclusive workplace would be important in my job search" (% agree)









^{*}Statistically significantly higher than other generations

DIVERSITY & INCLUSION MAKES FOR A BETTER PLACE TO WORK

Reasons Employers Emphasize Diversity and Inclusion (Top 3)

	EMPLOYED MILLENNIALS	EMPLOYED GEN XERS	EMPLOYED BOOMERS
#1	To make it a better place to work in general (38%)	To increase opportunities for all employees (27%)	To make it a better place to work in general (29%)
#2	To increase opportunities for all employees (31%)	To make it a better place to work in general (25%) Because of outside pressures (25%)	To make themselves look better/improve their reputation (26%)
#3	To improve employee morale (28%)	To make themselves look better/improve their reputation (21%)	Because of outside pressures (25%)



MILLENNIALS TUNE IN TO DISCRIMINATION ISSUES AT WORK

FORMS OF DISCRIMINATION OR BIAS SEE/HEAR ABOUT MOST FREQUENTLY AT WORK	EMPLOYED MILLENNIALS %	EMPLOYED GEN XERS %	EMPLOYED BOOMERS %
Any of the following (net)	69*	57	46
Racial/ethnic	27* (#1)	21 (#1)	14
Gender	23*	16	13
Age	22	15	16 (#1)
Sexual orientation/gender identity	21*	14	9
Appearance/dress	18*	12	9
Job type, title, occupation	17	11	12
Level or type of education	13	8	8
Religion	11	9	4
Marital/parental status or other aspect of personal life	10*	4	3
Political party affiliation	9	9	7
Physical/mental disability	8	8	4
Economic/income level	8	6	6

^{*}Statistically significantly higher than other generations



Source: Millennials @Work: Perspectives on Diversity & Inclusion, IPR & Weber Shandwick, 2016



"I am comfortable discussing diversity and inclusion in the workplace" (% agree)

Employed Millennials	64%*
Employed Gen Xers	57%
Employed Boomers	54%

Source: Millennials@Work: Perspectives on Diversity & Inclusion, IPR & Weber Shandwick, 2016

^{*}Statistically significantly higher than Boomers

DIVERSITY & INCLUSION DON'T MEET MILLENNIAL EXPECTATIONS

% AGREE WITH STATEMENTS	EMPLOYED MILLENNIALS	EMPLOYED GEN XERS	EMPLOYED BOOMERS
My workplace is very diverse	53	46	54
wy workplace is very diverse			
My workplace is very inclusive	45	44	43
My employer does a good job communicating its diversity and inclusion goals, programs and initiatives	46	40	44
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My employer invests too much time and/or money into	17*	16	10
promoting diversity and inclusion in the workplace	*Statistically significantly higher than Boomers		



DIVERSITY AT WORK MEANS A MORE DIVERSE LIFE

EMPLOYED EMP

EMPLOYED EMPLOYED GEN XERS BOOMERS

"There is more diversity in my workplace than in aspects of my personal life outside of work" (% agree)

36%

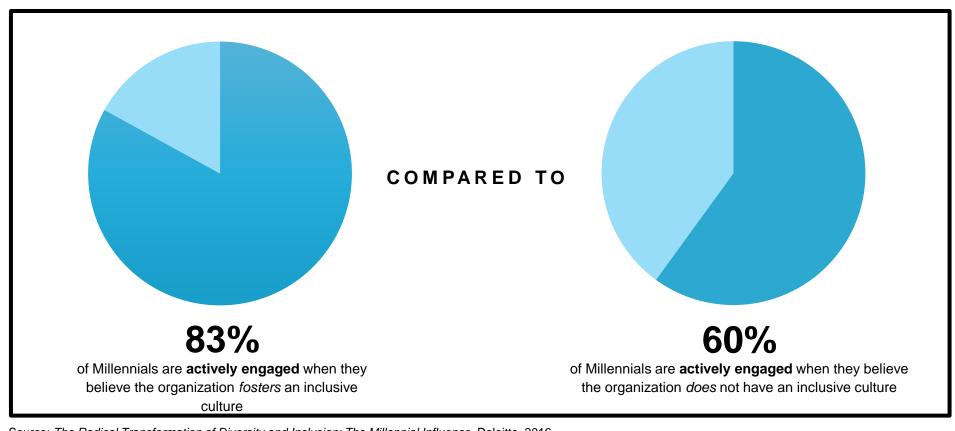
35%

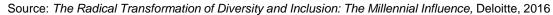
32%





MILLENNIALS ARE MORE ENGAGED WHEN IN INCLUSIVE CULTURES





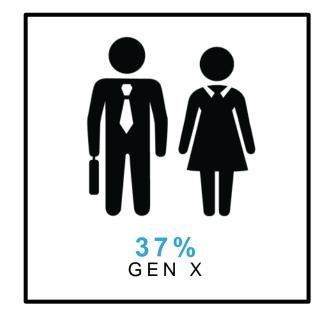


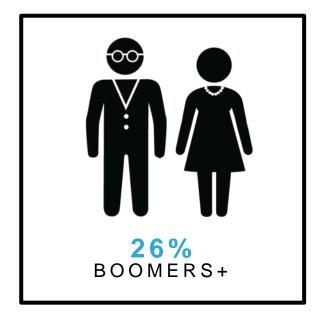


MILLENNIALS ARE THE MOST REPUTATION-OBSESSED

% think about own reputation at work all or most of the time...









THE GENERATIONS AGREE: FIRST IMPRESSIONS COUNT

At what point is a person's reputation at work established?

	MILLENNIALS	GEN X	BOOMERS+
Within the first month on the job	59%	54%	54%
Within the first 3 months on the job	24%	20%	21%
3 months or longer on the job	17%	18%	21%
Don't know	1%	7%	5%



JOB PERFORMANCE DRIVES REPUTATION AT WORK. MILLENNIALS SEE A SOCIAL BENEFIT

Which of the following helps build a person's positive reputation at work?

	MILLENNIALS	GEN X	BOOMERS+		MILLENNIALS	GEN X	BOOMERS+
Doing a good job	81%	89%	93%	Staying late to complete work	38%	33%	34%
Being prompt to work, meetings, etc.	65%	71%	80%	Making oneself visible to management	33%	27%	34%
Being courteous	64%	67%	72%	Meeting with other staff members outside of work for happy hour, lunch, etc.	34%	14%	15%
Volunteering for assignments/additional work	48%	43%	44%	Bringing food, drinks, etc. to share with coworkers	30%	19%	13%
Seeking advice or feedback from colleagues	47%	40%	37%	Being active on social media	12%	3%	4%



MIND YOUR ELDERS, MILLENNIALS! WHAT YOU SAY ABOUT OTHERS CAN HURT YOUR REPUTATION

Which of the following can damage a person's reputation at work?

	MILLENNIALS	GEN X	BOOMERS+		MILLENNIALS	GEN X	BOOMERS+
Doing a poor job	83%	88%	89%	Being too competitive	37%	29%	28%
Being late to work, meetings, etc.	73%	78%	81%	Being too outspoken	36%	31%	36%
Saying negative things about your coworkers	68%	74%	79%	Too frequently seeking feedback	21%	14%	13%
Engaging in gossip about your coworkers	64%	72%	74%	Not being social with coworkers outside of work	20%	13%	7%
Not being helpful or collaborative	70%	70%	66%	Being too quiet	19%	13%	12%
Posting negative things about work on social media	59%	55%	62%				



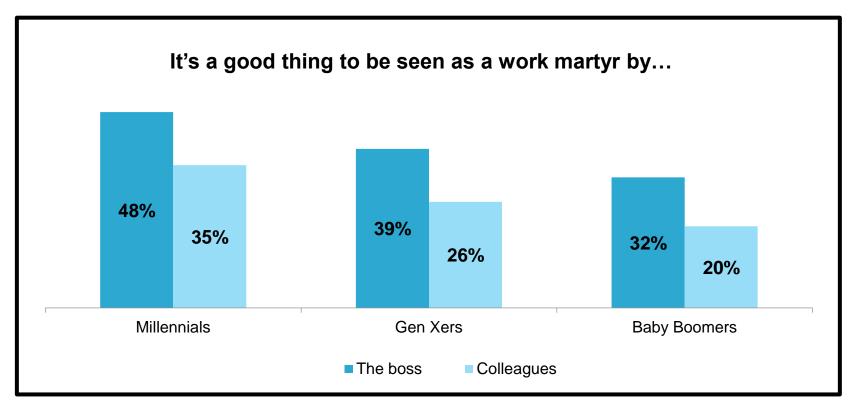
REPUTATION AT WORK OUTRANKS REPUTATION ON SOCIAL MEDIA

What is more important to you – your reputation at work or your reputation on social media? (among social media users)

	MILLENNIALS	GEN X	BOOMERS+
My reputation at work	70%	73%	72%
My reputation on social media	2%	1%	3%
Both are equally important to me	21%	14%	13%
Neither is important to me	8%	11%	13%



MILLENNIALS THINK IT'S A GOOD THING TO BE SEEN AS A WORK MARTYR



Source: The Work Martyr's Cautionary Tale: How the Millennial Experience Will Define America's Vacation Culture, Project: Time Off & GfK, 2016



COMMENTARY





THANK YOU.