

# Full Report: Generation Z in the Workplace



This is a three-part series of reports exploring Gen Z attitudes toward gig economy, workplace readiness and expectations, corporate culture, and learning and development. Research findings are based on a global survey with 3,400 respondents conducted by Savanta from April 9–23, 2019.

*See page 32 for full survey methodology.*

# Part One: Meet Gen Z

The next generation is here: Hopeful, anxious, hardworking, and searching for inspiration





# GEN Z WORK IDENTITY: CONTRADICTIONS ABOUND

Anxiously optimistic digital natives in pursuit of face-to-face interaction

**Gen Z is tech-savvy, hardworking, and relentlessly hopeful...**

...but still prefers personal and interactive work environments, craves schedule autonomy and flexibility that supports work-life balance, and feels anxiety is the biggest barrier to professional success.



# RECONCILING PERSONAL WISHES WITH WORK REALITIES

Gen Zers are still figuring out where they fall in the generational divide

## Gen Zers say they're the hardest-working generation — but demand flexibility

Nearly a third (32%) of Gen Zers believe they're the hardest-working generation — beating out the Silent Generation and Baby Boomers. However, they admit that their hardworking nature is influenced by work-life balance: One in four (26%) would work harder and stay longer at a company with flexible schedules. On top of that, a third of Gen Z would *never* tolerate:

35%

Being forced to work when they don't want to.

34%

Not being able to use vacation days when they want to.

33%

An employer who gave them no say over their work schedule.

## Even in the digital era, Gen Z prefers face-to-face interaction at work

When given a list of “names” to best identify their generation, the majority (29%) of Gen Z chose the “digital generation” — yet nearly half (44%) also prefer to work with their team or coworkers in person:



75% prefer to receive feedback from their manager in person.

Only 17% prefer to receive feedback via technology.



39% prefer to communicate with their team or employer in person vs. via text (16%) or email (9%).

In Mexico, more than half (55%) favor in-person communication.



43% prefer hands-on training and in-person first-day orientation.

This is most important to the majority (55%) of Canadian Gen Z.

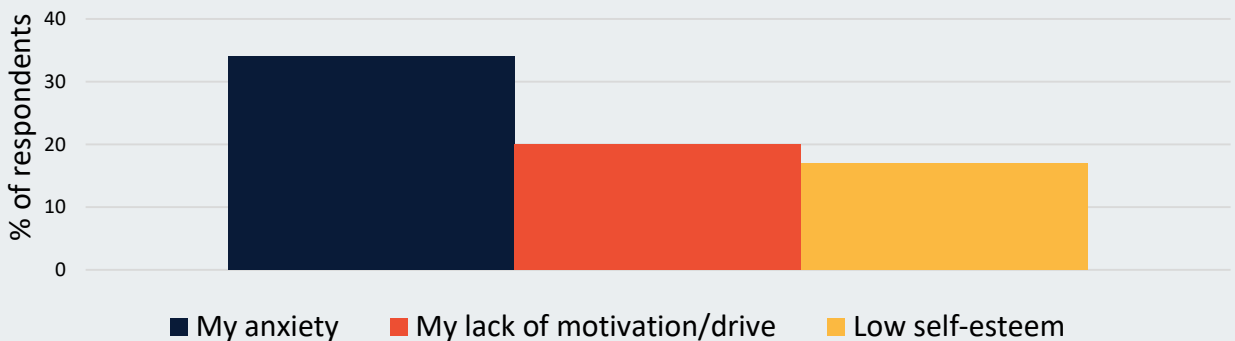
## Gen Zers are largely optimistic about their future — but anxious about their abilities to be successful workers

Across the globe, more than half (56%) of the Gen Z workforce is hopeful about the future. In India, an incredible 44% are extremely optimistic, followed closely by the U.S. Gen Z population at 31%.

However, this optimism is met with climbing anxiety about work expectations and achieving success. In fact, Gen Zers believe they have it as hard today as the Silent Generation did when they entered the working world. Just over a third (34%) of Gen Zers feel their anxiety is holding them back.

Gen Zers also perceive their lack of motivation (20%) and low self-esteem (17%) to be barriers to their success in the workforce.

### Emotional barriers to workplace success



These findings are based on a global survey of 3,400 Gen Z respondents (aged 16–25).

Anxiety is the greatest concern among Gen Z in Canada, the U.K., and the U.S., and is more prevalent among female respondents (39%) than male (29%).



In Canada, 44% of Gen Z sees anxiety as a barrier to success.



In the U.K., 40% of Gen Z sees anxiety as a barrier to success.



In the U.S., 40% of Gen Z sees anxiety as a barrier to success.



# TACKLING THE “PREPARATION GAP”

How organizations and managers can effectively develop Gen Z for the working world

## **Despite record-high college enrollment, Gen Z still feels unprepared to enter the workforce**

Only half of Gen Zers credit their college or high school experience as critical preparation for the working world, yet they look to managers and leaders to trust their abilities and support their work performance and professional growth.

# UNDERSTANDING GEN Z CONCERNS AND VALUES

To effectively train and develop Gen Zers,  
managers should meet them at the starting line

## When it comes to professional success, Gen Zers are most concerned about their education — and what it didn't prepare them for

Education is perceived as a barrier to workplace success by one in four (26%) Gen Zers. Specifically, they feel their education did *not* prepare them for common workplace activities such as:

- Negotiating (26%)
- Networking (24%)
- Speaking confidently in front of crowds (24%)
- Working long hours (24%)

One in five also feel their education hasn't adequately prepared them to resolve work conflicts (23%) or be managed by another person (21%).

Entering the workforce directly out of high school or college, a third (34%) of Gen Z is concerned that lack of professional connections or experience may negatively impact performance or success at work.

What *does* Gen Z feel prepared for?

- Showing up on time (67%)
- Working in a team (57%)
- Hitting project deadlines (57%)
- Working with customers (56%)

However, it's worth noting that Gen Z's confidence in these work activities stems primarily from general work experience (68%) and internship experience (57%) — more so than college experience (51%) or high school education (41%).



In India, 40% see education as a barrier to success.



In the U.S., 34% see education as a barrier to success.



In China, 45% feel less prepared for public speaking.

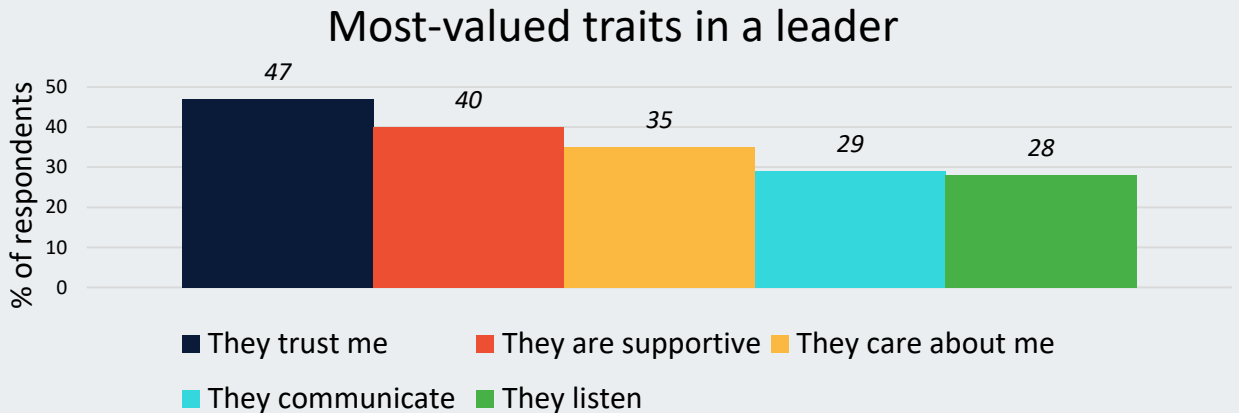


In the U.K., 37% feel less prepared to work long hours.

## Gen Z values trust and support above all else in managers

Managers matter: Nearly a third (32%) of Gen Z is motivated to work harder and stay longer at a company if they have a supportive manager, and 29% believe having a poor manager would get in the way of their performance at work. In fact, 37% of Gen Z would never tolerate an unsupportive manager.

When it comes to managers, Gen Zers seek out **trust**, **support**, and **care** as their top three leadership traits. They're looking for leaders who will help them be inspired in their day-to-day work while encouraging them to try new things and develop professionally over time.

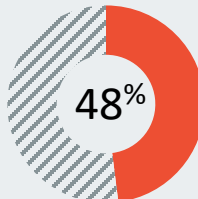


By demonstrating the qualities that Gen Z values most in a leader, organizations and managers can more effectively build and retain an inspired multigenerational workforce.



In Australia and New Zealand, more than half (51%) of Gen Z would never tolerate an unsupportive manager.

This sentiment is also high in Canada (49%) and the U.K. (45%).



Half of Gen Zers believe a stressful working environment would impact their performance at work.

Another 43% say visibly unhappy employees would make them lose interest in joining a company.



In China, more than half (52%) of Gen Z is inspired by leaders who are strategic.

They are also most likely to seek a promotion within six months (38%) to a year (29%) of joining the team.





# MEETING GEN Z'S WORKPLACE EXPECTATIONS

Set clear goals and recognize achievements to help Gen Zers move up the professional ladder

## When respect meets real-time feedback, Gen Z feels most motivated

It's not all about modern workplace technology — although that's certainly a part of it. Gen Z desires the same things as the generations that came before: feedback, recognition from managers, work they enjoy, and comprehensive benefits.

# RECOGNIZING A JOB WELL DONE

Engage Gen Zers by giving them what they want...  
which might be more frequent promotions

## Clear goals and real-time feedback to help them advance

Gen Z is keen on achieving goals and advancing professionally, with one in four (26%) looking to managers to set clear goals upfront and one in five (20%) counting on a defined path toward advancement.

Set expectations: More than a third (35%) of Gen Z measures success by how quickly they advance at work.

57%

of Gen Z worldwide expects to be promoted at least once a year.

Starting on day one, 25% of Gen Zers want regular check-ins with their manager during the first month of onboarding.

And don't wait to give feedback: Nearly half (43%) prefer receiving real-time manager feedback rather than during a scheduled performance review.

## Modern workplace technology that meets this digital generation's baseline expectations

It should come as no surprise: The self-proclaimed digital generation expects the same tech experience at work as they have at home.

26%

of Gen Z worldwide says poor workplace technology would affect their performance.

One-third (33%) of Gen Zers expect their employer to provide modern workplace technology.

- This expectation is held by more college graduates (38%) than those currently in high school (29%).

And many simply would not tolerate outdated workplace technology.

21%

of high school students and college graduates would not tolerate outdated workplace technology.

This sentiment is felt most strongly in India, with 37% of Gen Z considering outdated workplace tech a deal breaker.

## Recognition and respect

A third of Gen Zers measure their success based on how respected they are by their coworkers (34%) and the recognition they receive from managers (32%).



Gen Z in China is more likely to measure success by respect from coworkers (50%) and recognition from managers (44%).

Women are more likely to validate their success by respect from colleagues (38%) and recognition from their manager (36%) compared with men (31% and 28%, respectively).

Overall, this kind of validation is encouraging to Gen Zers — it lets them know they're on a path to success.

## Fulfilling projects

Want Gen Zers to do their best work on the job? Give them projects that they actually care about and enjoy doing.

# 51%

of Gen Z worldwide is motivated by enjoyable work.

Although they consider themselves the hardest-working generation, Gen Zers gain their motivation from doing the work they care about most.

By encouraging Gen Z with fulfilling projects, more than a third (37%) say this will encourage them to do their best work.



In India, fulfilling work is more likely to motivate Gen Z (54%) to work harder and stay longer at a company — compared with pay/salary (34%).

## Work-life balance and competitive benefits

The shift across the workforce toward a strong work-life balance continues with Gen Z, which counts on employers to offer flexible hours (37%), paid vacation time (34%), and paid sick time (32%).

# 31%

of Gen Zers worldwide expect their employer to offer paid mental health days in support of work-life balance.

However, traditional benefits should not be forgotten in the push to attract Gen Z: Nearly half (44%) of Gen Zers care more about good healthcare coverage than paid time off (37%).

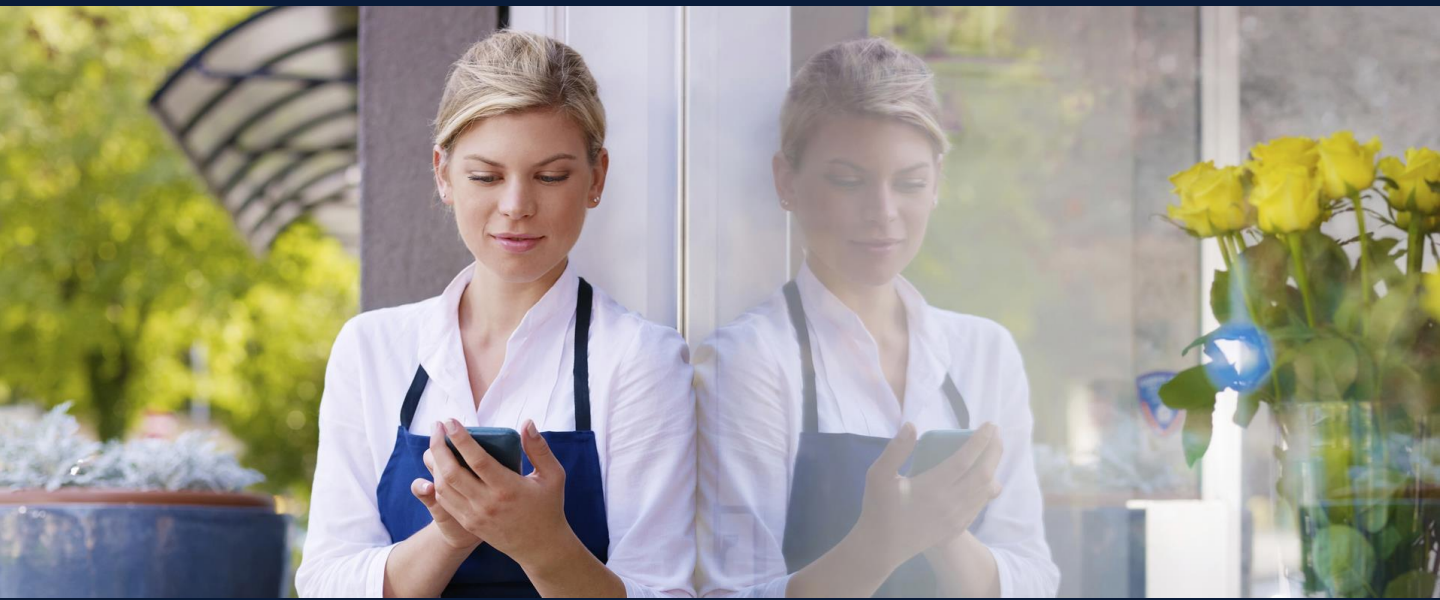
And contrary to popular belief, Gen Z is drawn toward good employee benefits (30%) more so than “perks” like free snacks, happy hours, or gym reimbursements (15%).

# Part Two: Gen Z and the Gig Economy

It's time to gig in or get out







# IS GIG ALWAYS GREENER?

Gen Zers are split down the middle on whether they prefer traditional or gig work

**Half of Gen Zers are interested in the flexibility and independence of gig work...**

...yet half of Gen Zers are also hesitant to join the gig economy due to lack of stability and unpredictable pay. The majority of Gen Zers who work gig jobs today do so to supplement a traditional full-time job.

# FACT OR FICTION? GEN Z WILL ENDANGER THE GIG ECONOMY

It's both: Gen Zers are interested in the promise of gig work but hesitant to actually take it

## **Fact: More than half (53%) of Gen Zers would choose "full-time" work over a traditional job.**

The pros of the gig economy don't go unnoticed by the new working generation. For Gen Z, the most appealing aspects of gig work are:

- Schedule flexibility (55%).
- Being their own boss (53%).
- Not having a boss or coworkers (42%).



Gen Zers in Australia and New Zealand are the least likely to work a gig instead of a traditional full-time job (61%), followed by the U.K. (60%), Canada (55%), and Germany (54%).

However, half of Gen Z is also concerned about the lack of stability (47%) and unpredictable pay (46%) that come as a result of gig work.

To most effectively empower gig workers, employers should focus on the tools and technologies they use.

- For example, temporary, seasonal, and occasional-time workers value modern workplace technology (36%) and flexibility to work from home or remotely (36%) more than they value face-to-face interactions with co-workers (35%).

## **Fact: Less than half of Gen Zers work gig jobs today.**

Although the slight majority of Gen Zers would *choose* gig work, less than half (46%) actually *do* gig work in some way. In fact, just 10% of Gen Zers exclusively work gig jobs,

while 18% engage in part-time gig work, and 18% supplement another job with gig work.

# 27%

Among Gen Zers who aren't working or looking for work, more than a quarter cite lack of reliable or affordable transportation as one of the culprits.

When considering Gen Zers currently in high school, one in three (35%) would not even consider gig work while in high school or college.

Moreover, for workers who are self-employed workers, freelancers, and temporary, seasonal, and occasional-time workers, nearly half (47%) of those would actually prefer a traditional job.

## **Fact: The majority of Gen Zers (75%) work just one job.**

Contrary to popular belief, more Gen Zers today are working one full- or part-time job rather than job-hopping across gig opportunities.

Of the 25% of Gen Zers who work more than one job, the majority are currently in college and are either interns or freelancers.



This differs most in Belgium, where just 53% of Gen Zers work one job — one in five (20%) works two jobs and one in four (27%) is currently working three or more jobs.

The two biggest age groups most unlikely to embrace gig work? High schoolers and higher education students. When asked if they currently participate in the gig economy, more than a third of students in high school (35%) and in advanced college degree

programs (39%) say they do not do gig work and would not consider it.

## **Fact: One in four Gen Zers doesn't want to give up the structure of a traditional workplace.**

In addition to lack of stability and unpredictable pay, Gen Zers worldwide are concerned about the lack of structure that the gig economy provides.

They're equally hesitant (26%) about the lack of health insurance and benefits — meaning that, for many Gen Zers, the gig economy poses a perceived threat to long-term stability, both inside and outside the workplace.



The third-biggest hesitation about gig work for Gen Zers in China is the lack of mentors.

This lack of structure is most concerning in Canada (30%), the

Netherlands (30%), and the U.S. (29%), and least important in Germany (18%) and Mexico (16%).

Ultimately, although they crave flexibility and work-life balance, Gen Zers are still searching for an inspiring work experience. When asked what factors are most important when applying for their first full-time job, they cite schedule stability (21%), paid time off (21%), and a fun working environment (20%).



German Gen Zers are the least likely to embrace the gig economy: Close to half (43%) say they do not do gig work and would not consider it.

Across the globe, just one in 10 (10%) Gen Zers has no hesitation to participate in the gig economy, suggesting there is great opportunity for traditional employers to adopt the positive aspects of gig work — while providing the stability and structure that Gen Z craves.



# WHAT GIG GETS RIGHT

Gig work is a natural fit for Gen Zers who want to find success quickly and on their own terms

## Gen Z craves the independence and fast pace of the gig economy

While a staggering 91% of Gen Zers find job stability to be moderately to very important, more than one-third still expect to move on from their first full-time job within two years.



# MEETING GEN Z EXPECTATIONS

Independence, career growth, and income-driven outcomes set gig jobs apart from traditional work

## Eager for stability, but excited to move up and on

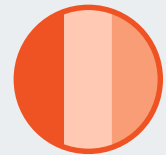
While job stability is important to nearly all Gen Zers across the globe, many don't anticipate staying in their first job for long. In fact, more than a quarter (27%) of Gen Zers expect to work for their first full-time employer for two years or less.

- High schoolers are most eager to prove themselves, with 31% seeking promotions based on merit versus a timed schedule every year (16%), six months (14%), or three months (11%).

For nearly one-third (29%) of Gen Zers worldwide, one of the most appealing aspects of working in the gig economy is the lack of a boss and/or management to impress, suggesting they're eager for an opportunity to grow their professional skills without fear of failure or reprimand from leadership.



In Mexico, 14% of Gen Zers plan to leave their first full-time job in less than a year.



In France, 13% of Gen Zers plan to leave their first full-time job in less than a year.



Meanwhile, in China, two-thirds (65%) of Gen Zers expect to stay in their first full-time job for two to five years.

## The prevalence of the preparation gap

Although the new digital generation is excited for the independence of gig work, many feel unprepared to build their newfound careers for the long haul: About a quarter of Gen Zers feel a little or not at all prepared to network (28%), negotiate (25%), or work long hours (23%) in the workforce — things people often need to do in order to succeed within the self-motivated gig economy.

- In France, Gen Zers feel the least prepared to negotiate (32%).
- In Germany, Gen Zers feel the least prepared to network (36%).
- In Mexico, Gen Zers feel the least prepared to work long hours (41%).

## Money and movement = success

Like many generations when they first enter the workforce, more Gen Zers think of their current job simply as a way to make money (44%) as opposed to viewing it as the beginning of a career (33%) or a career-building opportunity (31%).

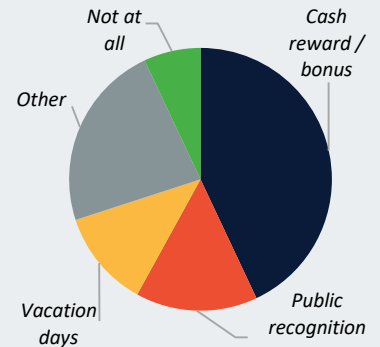
In fact, when applying for their first full-time job, pay continues to be the most important thing to Gen Z (54%), followed at a distance by working for a company that does meaningful work (32%) and employee benefits (30%).

This translates to what Gen Z craves in performance-related recognition and rewards: Even as the self-proclaimed digital generation, younger employees would rather receive cash rewards and bonuses (43%) than digital or social media recognition or experiential rewards such as sports tickets (both 8%).

- This differs across regions: In Belgium, for example, high-performing Gen Zers are just as interested in receiving additional vacation days (19%) as they are cash rewards and bonuses (25%) — whereas Gen Zers in India are more interested in receiving digital or social media recognition (22%) than they are public recognition by senior leadership (18%) or additional vacation days (9%).

An eye on the cash prize is one of the biggest factors dissuading Gen Zers across the world from engaging with gig work: Nearly half (46%) cite unpredictable pay, or lack of a “steady paycheck,” as a key hesitation, compared to less than a third (29%) who consider pay one of gig’s appealing qualities.

**How Gen Z wants to be rewarded for a job well done at work**



“Other” here includes: digital/social media recognition; experiential rewards (e.g., sports tickets, travel); and material goods (e.g., gift cards, tech devices).

**44%**

of Gen Zers measure their personal success at a company by their salary.

**35%**

of Gen Zers measure their personal success at a company by how quickly they advance.

**34%**

of Gen Zers measure their personal success at a company by the respect they get from colleagues.



# GIG IN OR GET OUT

Gen Zers know their time is valuable — and they're looking for employers who know it, too

## Flexibility and personalized schedules are musts for Gen Z

Gen Zers are searching for employers that give them a say over their work schedule and actively help them achieve a healthy work-life balance.

# FLEX WORK = BEST WORK

Work-life balance is more important than ever for the newest generation of workers

## Creative and flexible scheduling is what attracts Gen Z most to the gig economy

More than half (55%) of Gen Zers are drawn to the ability to work their own schedules in gig jobs, and one in four (26%) Gen Zers would work harder and stay longer at a company that supports flexible scheduling.

This is especially true among Gen Zers in China, where 79% are drawn to the schedule flexibility that gig work offers, followed by those in Australia and New Zealand (59%), Canada (58%), and the U.S. (57%).

## Employee input on work schedules is a must

For Gen Zers, flexibility isn't just a nice-to-have — it's a necessity. One-third (33%) of Gen Zers say they would never tolerate an employer that gave them "no say" over their work schedule, and, particularly for Gen Zers in Canada (33%), the U.K., and the U.S. (both 31%), flexibility to work when, where, and how they want is the motivation they need to deliver their "best work."

Behind schedule flexibility, "being my own boss" is the second-most appealing attribute of the gig economy to Gen Zers worldwide (53%), with Mexico (65%), France (61%), and Canada (56%) valuing it most.

35%

of Gen Zers would **never** tolerate being forced to work when they don't want to.

34%

of Gen Zers would **never** tolerate being unable to use vacation days when they want to.

30%

of Gen Zers would **never** tolerate being forced to work back-to-back shifts.



## For Gen Z, work-life balance begins with organizational policies

By and large, Gen Zers expect their employers to take the lead in establishing work-life balance in the workplace.

- Where flexible hours matter most: the U.S. (43%) and China, Mexico, and the U.K. (all 42%).
- Where flexible hours matter least: the Netherlands (25%) and Belgium (23%).

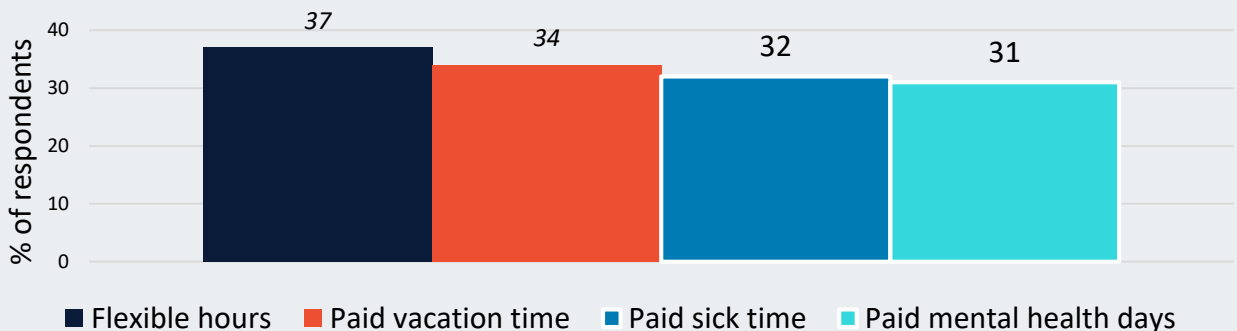
Gen Zers keep a keen eye on the working environments of the organizations where they currently work or are applying to work. Nearly half (43%) say that if an organization had visibly disengaged or unhappy employees, it would be a red flag that would make them lose interest in the company altogether. Even more Gen Zers (48%) say a stressful working environment would personally impact their performance at work.

- Stressful working environments are particularly impactful on the performance of part-time workers (52%) and temporary, seasonal, and occasional-time workers (50%).

In order to most effectively engage the newest generation of workers, organizations should ensure their time-off policies — whether for vacation, mental health days, or anything in between — are formalized, flexible, and generous. As a perceived lack of stability is creating gig hesitation for nearly half of Gen Zers across the globe (47%), organizations have an enormous opportunity to balance traditional assumptions with modern expectations to meet the youngest workers in the middle.

For traditional and gig employers alike: Consider an investment in flexibility, paid time off, and overall work-life balance an investment in the evolving workforce.

### Gen Zers answer: What could an employer offer to help improve work-life balance?



These findings are based on a global survey of 3,400 Gen Z respondents (aged 16–25).

# Part Three: How to Be an Employer of Choice for Gen Z

Fulfilling the next-generation workplace wish list





# ATTRACT NEW TALENT

Build a Gen Z-friendly workplace starting day one

## Prioritize pay, flexibility, and consistency

From interactions with recruiters to on-the-job workplace environments, Gen Zers expect quick responses and positive, personalized experiences built on consumer-grade technology.

# MARRY PAY WITH PERSONALITY

Beyond a healthy paycheck, offer Gen Zers a dynamic workplace they simply can't refuse

## Nothing outweighs pay

Gen Zers are as motivated to work harder and stay longer by doing enjoyable work as they are by pay (51%). Organizations can't ignore that even for the next-generation workforce, money still talks.

In fact, due to the high cost of tuition and student loans, money may be more important for Gen Z than for any generation that came before: More than one in five Gen Zers in Canada and the U.K. (27%), Belgium (22%), Australia and New Zealand (21%), and Germany and the U.S. (20%) consider themselves broke or in debt.

The fear of being broke motivates nearly half (45%) of Gen Z to enter the workforce.

- This fear is strongest in the U.K. (63%), the U.S. (57%), Australia and New Zealand (56%), France (55%), and Canada (52%) — not so much in China (20%) or Mexico (18%), where Gen Zers work to support themselves and their household.

## Success is in the eye of the check holder

Not only does pay motivate the youngest generation to stay at a company, it also correlates with feelings of professional success: Nearly half (44%) of Gen Z measures success based on salary.

Helping Gen Z find success is simple: Start with pay. For the majority (54%) of Gen Zers, pay is the most important factor when applying for their first full-time job, and for many, a job is a way to make money (44%) versus a career (33%) or a career-building opportunity (31%).

With pay on the brain for the majority of Gen Z, organizations should ensure their payroll processes and systems are up to date: More than a third (39%) of Gen Z would *never* tolerate paycheck errors.



Gen Zers in the U.K. value money most: 62% prioritize pay when applying for their first full-time job.

# 51%

of college graduates measure success based on their salary.

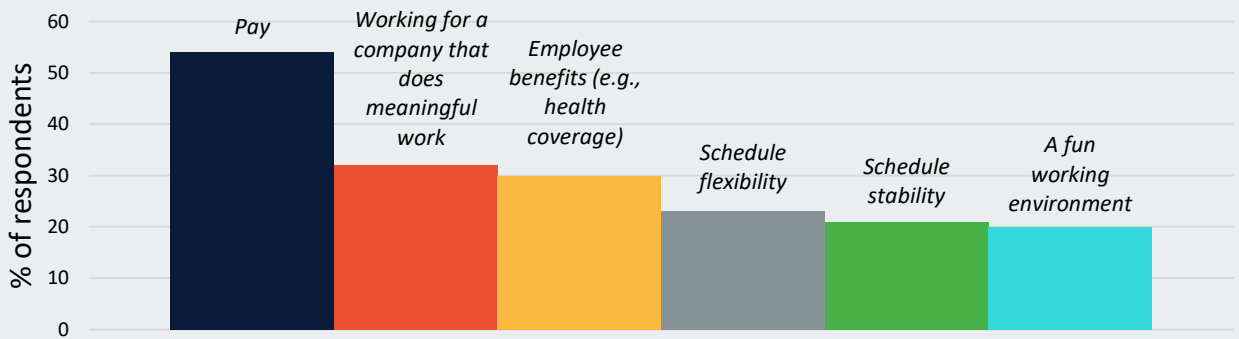


More than a quarter (27%) of Canadian Gen Zers consider themselves broke or in debt.

## What matters more: employee perks or traditional benefits?

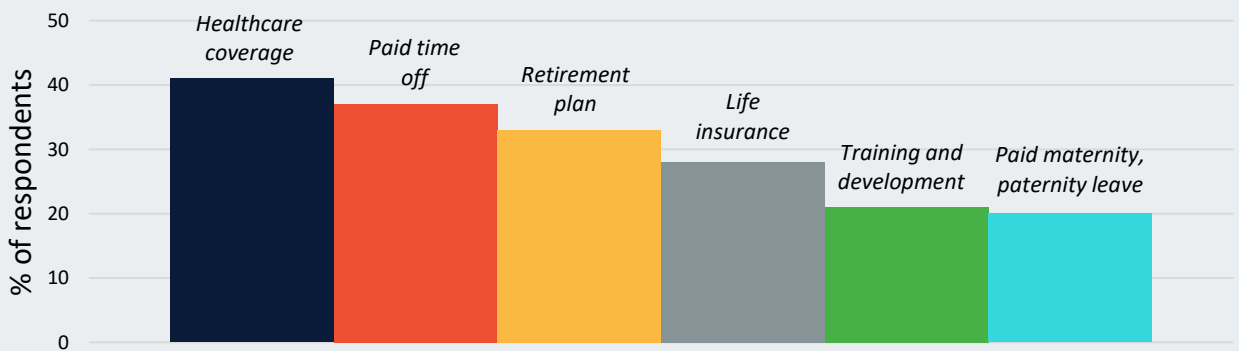
Contrary to popular belief, Gen Z is more interested in job stability — and the employee benefits that come along with it — than in surface-level workplace perks. Regardless of age, stage of life, or education, Gen Z is twice as likely to prefer working for a company that offers a good employee benefits package (30%) than one that offers employee perks such as free snacks, happy hours, or gym reimbursements (15%).

### Most important factors in first full-time job



Digging deeper into what traditional employee benefits matter most to Gen Zers, healthcare coverage (41%), paid time off (37%), retirement plan (33%), and life insurance (28%) rank highest.

### Most important traditional employee benefits



These findings are based on a global survey of 3,400 Gen Z respondents (aged 16–25).





# TRAIN TO RETAIN

Set up Gen Zers for long-term career success

## Don't hesitate to establish touchpoints

Before, during, and after the onboarding process, Gen Zers seek regular communication with managers and leaders, merit-based promotions, and a clearly defined path to success.

# DON'T SKIMP ON SKILLS

Developing the next generation will only help advance today's multifaceted workforce

## Future-proof the onboarding experience

Even before day one, nearly half (45%) of Gen Zers expect their employer to send them detailed information about their new role.

During their first day on the job, 44% expect hands-on training, 43% expect to attend a day-one orientation, and 33% expect to be provided upfront with everything they need to know about the job.

- Overall, most young new hires prefer to receive printed materials rather than online materials — however, in China, online materials win out for more than half (56%) of Gen Zers.

For Gen Z, onboarding doesn't end with the first day: At least one in four Gen Z employees appreciates a manager who sets clear goals and expectations upfront (26%), and a quarter believe an ideal onboarding experience includes regular check-ins with their manager during their first month on the job (25%).

Beginning on the first day, Gen Zers are looking for more than preparatory materials and on-the-job coaching: They're seeking a clear and defined path for how to get promoted.

In the eyes of Gen Z, an exceptional onboarding experience leads them to expect quick promotions: More than a third (35%) of Gen Zers measure success by how quickly they advance within the organization.

- High schoolers are most eager to prove themselves, with nearly a third (31%) seeking promotions based on merit rather than a timed schedule such as every year (16%), six months (14%), or three months (11%).

# 45%

of Gen Zers want details about their new role before day one.

# 35%

of Gen Zers measure success by advancement — second to salary.

# 13%

of Gen Zers ranked chatbot access last on their onboarding wish list.

## Include Gen Z in the corporate conversation to bring out their best

Gen Zers are most encouraged to do their best work when they feel their ideas, projects, and contributions are valued by the organization and its mission. Specifically, Gen Zers are eager for leadership to:

- Provide training and projects to help them develop their skills (44%);
- Listen to their ideas and show they value their opinions (44%); and
- Allow them to work independently (39%).

Access to organizational leaders is also valuable for Gen Z, which prides itself on frequent cross-functional knowledge-sharing. More than a third (34%) of Gen Zers want to work in an environment where senior leaders are accessible and available, meaning younger employees are hungry for opportunities to get to know and learn from leaders in the workforce.

- Interestingly, this becomes more important to Gen Zers as they age and climb the professional ladder: Access to leaders is important to 31% of 16-to-18-year-olds, 33% of 19-to-21-year-olds, and 35% of 22-to-25-year-olds.

Consumer-grade workplace technology is table stakes for Gen Z communication and collaboration — in fact, a third expect their employer to provide modern workplace technology. For employers, the consequences of *not* offering advanced workplace technology could be dire: One in four (26%) Gen Zers says poor workplace technology would affect their performance at work, and one in five (21%) full-time employees, high school students, and college graduates simply wouldn't tolerate outdated technology.

- This sentiment is highest in India, where a staggering 37% of Gen Zers wouldn't tolerate antiquated technology in the workplace.



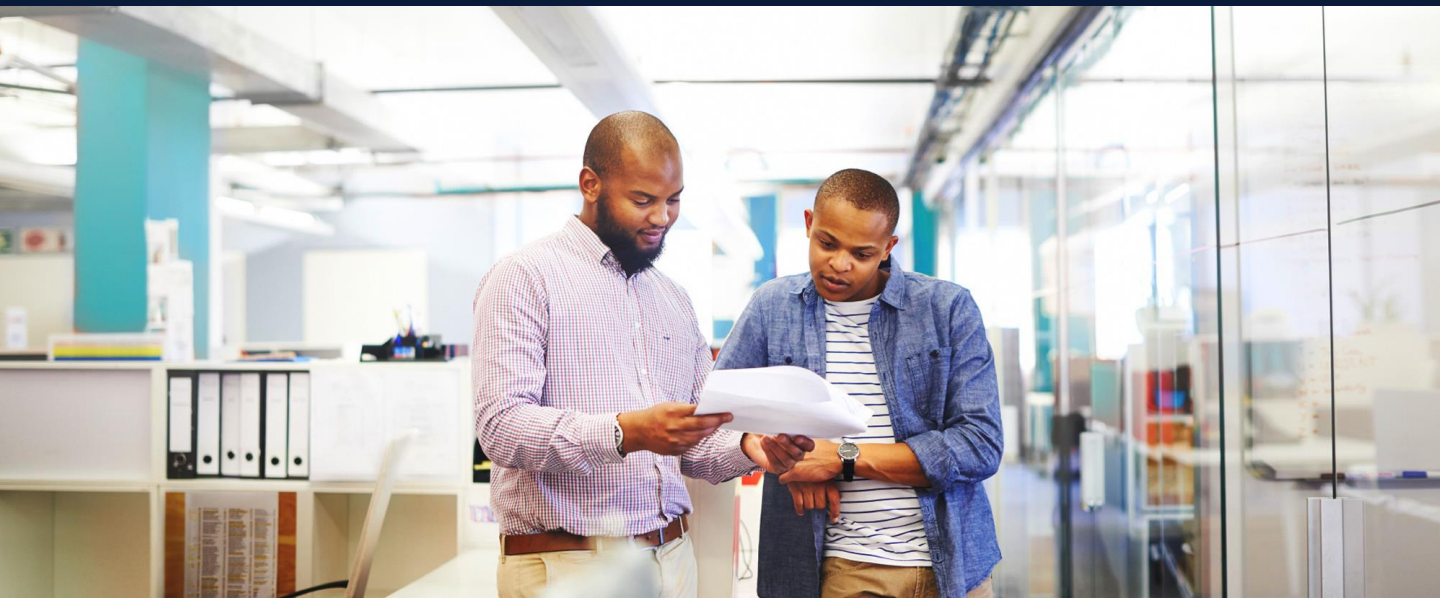
Gen Zers in India are more likely to do their best work tackling projects they care about (59%) compared to the global average (37%).



In China, more than half (51%) of Gen Zers want to work in an environment where senior leaders are accessible and available.



Gen Zers in Mexico are eager for inclusion: Nearly half (47%) seek managers who listen to their ideas and actively value their opinions.



# MOTIVATE WITH MEANING

Cultivate an inspiring culture that Gen Zers crave

## Gen Zers seek money first and foremost...

...but enjoyable work, supportive managers, and recognition for a job well done don't fall far behind. Keep them longer by building a strong workforce centered on employee engagement.

# EXCEED EXPECTATIONS

Identify the perfect combination of people, culture, and technology

## Communicate, socialize, and modernize

When it comes to attracting top talent, companies should be aware that Gen Zers are ultimately looking for employers with highly communicative recruiting approaches, transparency around employee concerns, and advanced candidate- and employee-facing technology.



More than half (55%) of Gen Z candidates in Mexico are put off by slow or delayed responses from recruiters and hiring managers.

When asked what turns them off, nearly half (44%) of Gen Zers cite slow or delayed responses from recruiters and

hiring managers, followed closely by negative employee reviews online (41%), dated application portals or processes (29%), and dated working environments (24%).



Negative employee reviews are the biggest red flag for more than half of Gen Z candidates in China (55%).

## Flexibility: One small step for employers, one huge factor for Gen Zers

On the hunt for a stable paycheck but a flexible job, 21% of Gen Zers rank schedule stability closely behind the importance of flexible working schedules (23%) when they consider what's most important in their first full-time job.

- Notably, this mindset flips in Canada, France, and Germany, where Gen Zers favor stability (24% and both 20% respectively) over flexibility (23%, 12%, and 16%).



Negative customer experiences wreak the most havoc for Gen Z candidates in Australia and New Zealand (34%).

In the mission to balance workplace structure and schedule flexibility, employers across the globe should turn to intelligent and automated time-off requests and shift-swapping technology to ensure healthy staffing while empowering employees to work when, where, and how they want to.



## Empower teams to empower Gen Z workers

Don't underestimate the value of a strong managerial workforce: One-third (32%) of Gen Zers feel motivated to work harder and stay longer at a company if they have a supportive manager, and, for 29%, a poor manager is one of the biggest obstacles to work performance.



More than half (51%) of Gen Zers in Australia and New Zealand would never tolerate an unsupportive manager.

Beyond managers, strong working relationships with teams are vital for the engagement of the Gen Z workforce — a third (34%) say their work performance would be affected if they were unable to get along with their team.

- Gen Zers in Germany (43%), France (42%), and Australia and New Zealand (41%) feel most strongly about this.

Nearly half (43%) of Gen Z workers see disengaged or unhappy employees as a red flag that would make them lose interest in working for the company altogether.

Building an inspired workforce starts at the top. Ensure managers proactively demonstrate the attitudes that Gen Z values most in a leader, including:

- They trust me (47%)
- They are supportive (40%)
- They care about me (35%)

## Reward — and rehire — for a job well done

Sweeten the pot for performance reviews: Cash rewards and bonuses are preferred worldwide by nearly half (43%) of Gen Zers, ranking above public recognition by a manager or leader, additional vacation days, or recognition via social media.

In addition to cash, a third (32%) say they feel motivated to do their best work when a manager recognizes them for doing a good job.

- This sentiment is particularly prevalent in France (42%), Australia and New Zealand, and Canada (all 40%).

In addition to pay, Gen Zers look to factors such as respect from coworkers (34%) and recognition from managers (32%) to measure their success in the workplace.

- In China, Gen Zers are more likely to measure success based on respect from coworkers (50%) compared to other regions.

**43%**

of Gen Z employees prefer to be rewarded with cash rewards and bonuses for a job well done.

Remember: Despite how successful you are attracting, developing, and motivating your workforce, Gen Zers are just starting out and might feel the urge to explore other job opportunities — regardless of how good they have it working for you! After all, most young workers tend to job-hop early on in their careers.

As an employer of choice, don't be afraid to keep the door open welcome great talent again when they're ready to boomerang back to you.

## ABOUT THIS REPORT

This survey is a three-part series of reports from The Workforce Institute at Kronos Incorporated and Future Workplace that examines attitudes of Gen Z in the workplace, including attitudes toward gig economy, workplace readiness and expectations, corporate culture, and learning and development.

## THE WORKFORCE INSTITUTE AT KRONOS

The Workforce Institute at Kronos Incorporated is a think tank that helps organizations drive performance by addressing human capital management and workforce management issues that affect both hourly and salaried employees. Through education and research, The Workforce Institute empowers organizations with practical ideas for optimizing the 21<sup>st</sup>-century workplace. Board members and key stakeholders publish articles and insights through The Workforce Institute blog at [www.workforceinstitute.org](http://www.workforceinstitute.org).

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### Survey Methodology

Research findings are based on a global survey conducted on behalf of The Workforce Institute at Kronos and Future Workplace by Savanta across Australia and New Zealand (surveyed together), Belgium, Canada, China, France, Germany, India, Mexico, the Netherlands, the U.K., and the U.S. from April 9–23, 2019. For this survey, 3,400 respondents were asked general questions to explore thoughts on gig economy, workplace readiness and expectations, corporate culture, and learning and development with respect to their career. Respondents are recruited through a number of different mechanisms, via different sources, to join the panels and participate in market research surveys. All panelists have passed a double opt-in process and completed on average 300 profiling data points prior to taking part in surveys. Respondents are invited to take part via email and are provided with a small monetary incentive for doing so. Results of any sample are subject to sampling variation. The magnitude of the variation is measurable and is affected by the number of interviews and the level of the percentages expressing the results. In this particular study, the chances are 95 in 100 that a survey result does not vary, plus or minus, by more than 1.7 percentage points from the result that would be obtained if interviews had been conducted with all persons in the universe represented by the sample.

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