Early Talent Development and Diversity & Inclusion:
Can we be experts at both?

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Chief University Partnerships Officer at JobTeaser
Associate Professor at IE Business School

About me

Current roles and credentials:

- Chief University Partnerships Officer, JobTeaser (FR, DK, DE)
- Associate Professor, IE Business School & IE University (ES)
- Academic Collaborator, Esade Business School (ES)
- Co-Founder, Wigmore & Alvarez
- HR workshop facilitator worldwide
- Moderator of talent-related panels in 30+ countries
- PhD in Economics and Business Science
- Passionate DEI Champion - *"more than an ally"*

Prior Experience:

- Chief Talent Officer, Highered EFMD
- Program Director, Career Professionals Development Institute, EFMD
- Executive Director of Talent & Careers, IE
- Executive Fellow, Woxsen University (India)

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Europe's largest
university talent network.

The Career Centre for
800 universities in **25** European countries.

GUIDANCE	ORIGINAL	EFFECTIVE
Resource	**Research**	**Recruitment**

5 Million Gen Z

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The GenZ Lab

GUIDANCE	ORIGINAL	EFFECTIVE
Resource	**Research**	**Recruitment**

GEN Z LAB

Europe's preeminent observatory on the new generation.

Early Talent Development and Diversity & Inclusion:
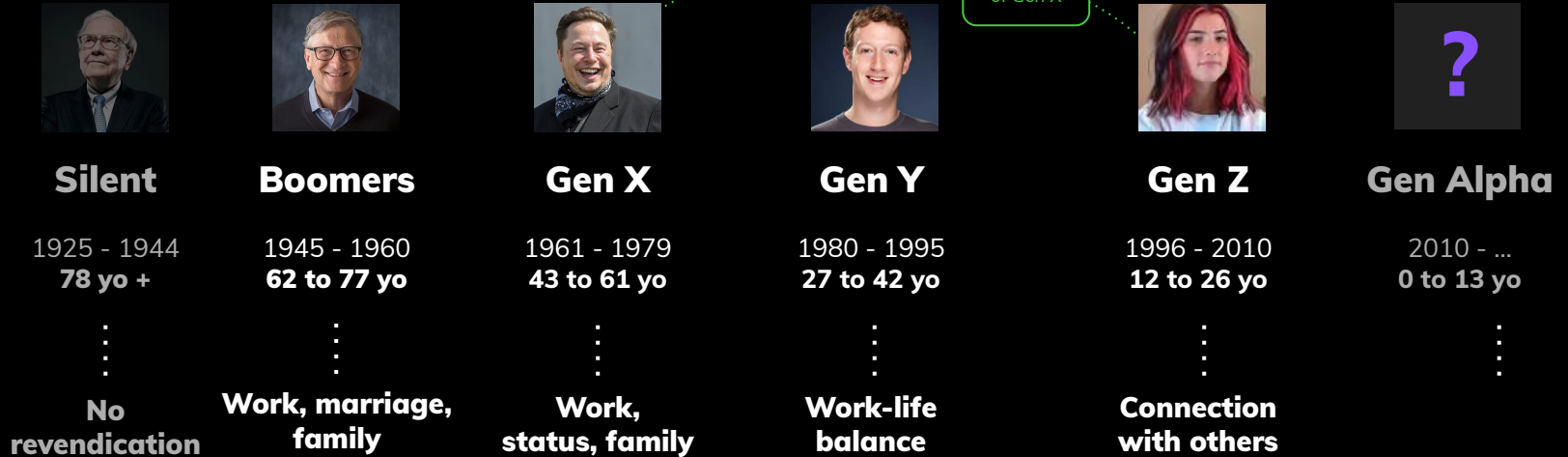## Can we be experts at both?

Step 1: Connect to the Wifi

    Wifi network: Broadway House Guest
Password: enjoyBH1!

Step 2: Scan the QR code or go to:

www.menti.com
Code: 1280 3633

Gen Z, the big shift.

Silent	Boomers	Gen X	Gen Y	Gen Z	Gen Alpha
1925 - 1944	1945 - 1960	1961 - 1979	1980 - 1995	1996 - 2010	2010 - ...
78 yo +	62 to 77 yo	43 to 61 yo	27 to 42 yo	12 to 26 yo	0 to 13 yo
No revendication	Work, marriage, family	Work, status, family	Work-life balance	Connection with others	

Children of Gen X

Increasing uncertainty, personal priorities >>

<< Decreasing resources, sense of obligation

Why is Gen Z so unique?

WORRIES

Brought up in
a troubled world.

COMMUNICATION

The first complete
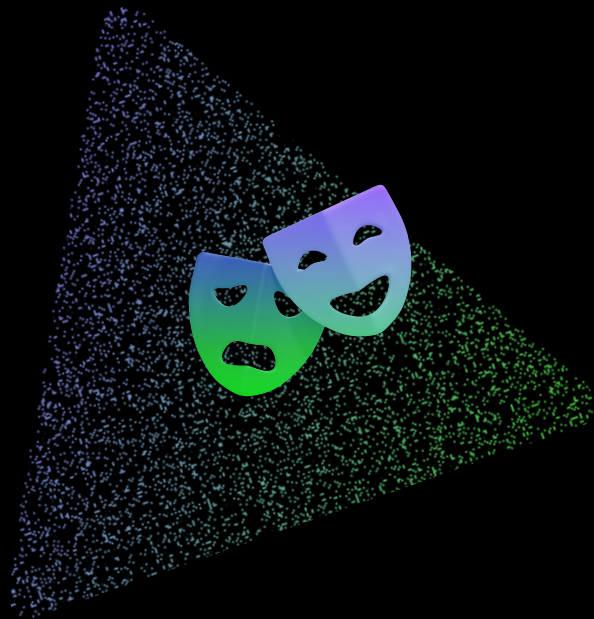digital & social natives.

PRIORITIES

Priorities causes over
commerce.

Gen Z brought up in a troubled world.

A **worrying** upbringing of **Scarcity, Crisis Uncertainty**

2x

mental health challenges *than their parents*

1 of 2

always feel **stressed**

Hyperconnected - the first digital and social native.
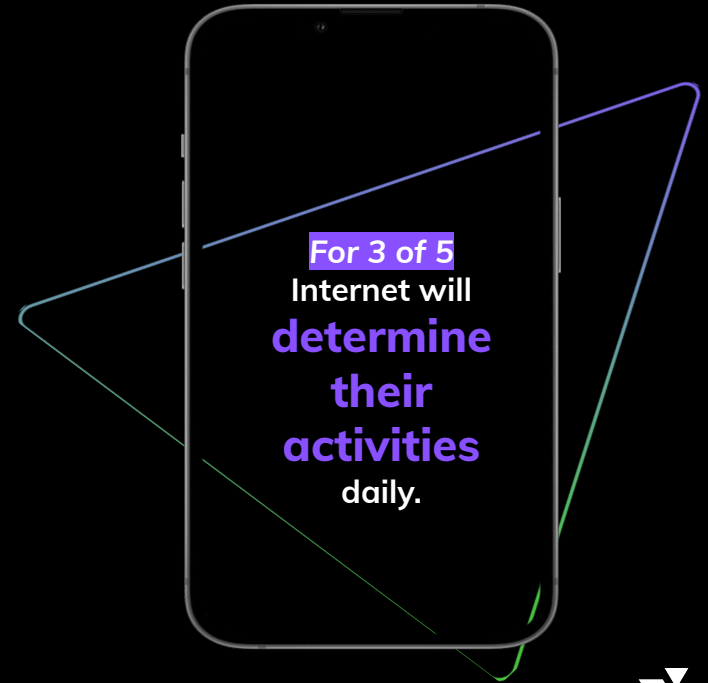
2x mobile use

4 hours per day
vs 2 hours Gen X and Y

65% communicate

Communicate more online than in person

Most uncomfortable without

12 hours internet

access daily.

For 3 of 5 Internet will **determine their activities** daily.

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Hyperconnected Gen Z - they're **visual**.

Gen X & Y

**Communication
+ Information**

Communication, killing time, news, customer service

WHY

Gen Z

**Personal Development
+ Entertainment**

Entertainment, education, inspiration, pop culture

DIGITAL ADOPTERS ———————— DIGITAL NATIVES ———————— SOCIAL NATIVE ⟶

Textual & Visual

Facebook (81%), YouTube (74%), Instagram (59%), Pinterest (44%), Twitter (45%), Snapchat (67%), TikTok (68%)

HOW

Mainly Visual

YouTube (88%), Instagram (76%), TikTok (68%), Snapchat (67%)

2x VIDEO CONSUMPTION + **40% SEARCH** VIA VIDEO FIRST

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Gen Z embraces the AI future more willingly than their parents.

Their Parents

Gen Z

Up to 1.7x
More likely to use AI at **work**.

Up to 1.4x
More likely to use AI in **job search**.

40%+
Perception of **AI use** by recruiters/company.

Gen Z's are **values** driven.

1 in 2

would **refuse** jobs without **values** alignment.

+ equality & inclusion
security, health and wellbeing

CLIMATE
No. 1 concern
for Gen Z in
Europe

96%
believe that companies must address social issues.

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Gen Z at work

New generation, new reality, new expectations.

"Young people no longer fulfill themselves through work. It gives them the financial means to fulfill themselves elsewhere, in another community that they choose. For these young people,

"real life" is no longer in the company."

- François Dupuy, academic advisor at the European Center for Continuing Education

The Gen Z scarcity.

Competition to capture Gen Z early
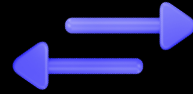
8 of 10 of **European** recent graduates are already hired.

The employment rate for recent graduates in the EU was 82.4%.

Pre-graduation recruitment initiatives are key.

Employment rates of recent graduates, Eurostat 2022

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What does Gen Z want in work?

Gen Z's priorities are sense.

Personal values reflecting in professional choice.

79%
Gen Z would refuse
a role without
meaning.

52%
would refuse jobs
without aligned
values.

60%
would forgo high
salary for work with
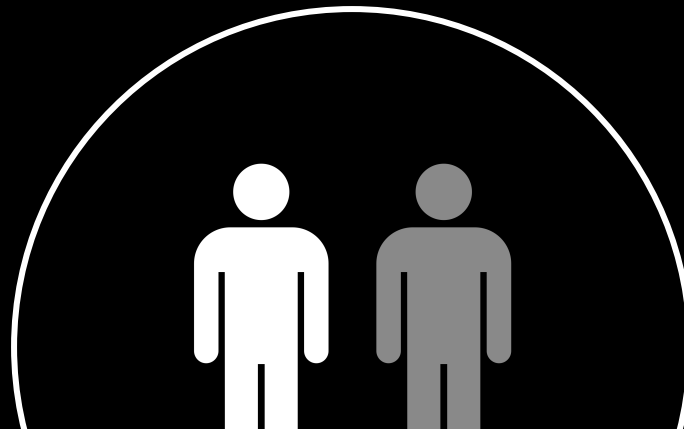**+ impact**.

Gen Z's priorities are human.

48%
would quit if they cannot enjoy life

61%
would quit without sense of belonging.

45%
would refuse jobs w/o flexible hours

Gen Z's priorities are flexibility.

JUST 1 IN 10

Want to stay in the <u>same company</u> long term

67%

Are interested in flexible work

1 in 4

Want to be entrepreneurs in 10 years

Why flexible work

- **Easy to find** contracts/clients
- Ideal **way of working** for a multitasking generation
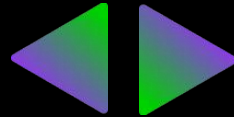- Flexible **location**, fewer constraints
- Higher **income**

? Can companies **match** these needs?

Gen Z prioritising **passion** + **progress.**

Ongoing Development

Career Mobility

Aversion to Boredom

? Can companies **match** these needs?

A generation in search of autonomy and flexibility

Giving Gen Z autonomy and flexibility is key to attracting and retaining them

Gen Z perceive the company as a vector of social connection

65 %

of Gen Z prefers to work according to **objectives** rather than according to precise schedules.

73%

of Gen Z want to be able to **organise their working time** as they wish.

More than half of Gen Z

is above all motivated by the **work environment** and exchanges with colleagues even before their interest in the position itself.

If D&I is in your mission, reflect that in the job offer

70 %

of 18 - 25 year olds have already ended their application during the recruitment phase
(even though the recruiter has responded to them).

What reasons?

28% Recruitment process too long

26% Lack of information about salary and benefits

21% A discrepancy between the missions discussed in the interview and those included in the job offer

Where does **Gen Z** want to work ? 🤔

Big names no longer suffice.

Gen Z is starting to choose intimacy.

41% #1 Small Medium Enterprise

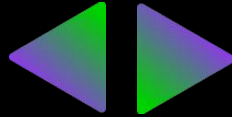33% #2 Big Corporate

19% #3 Independent

Servicenow, The expectations of gen Z in Europe, 2021
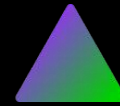
Why **Gen Z** are choosing smaller?

Lower Hierarchy

Higher Agility
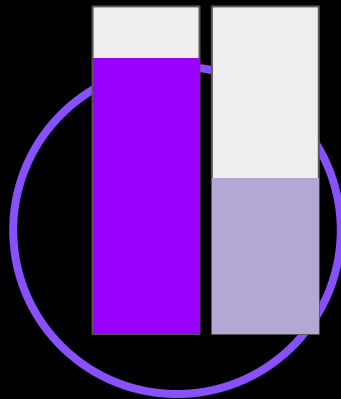
Greater Opportunity

? Can companies **match** these needs?

Employer brand is a **top 3** Gen Z criteria.

8 of 10

Gen Z decide based on their employer perception
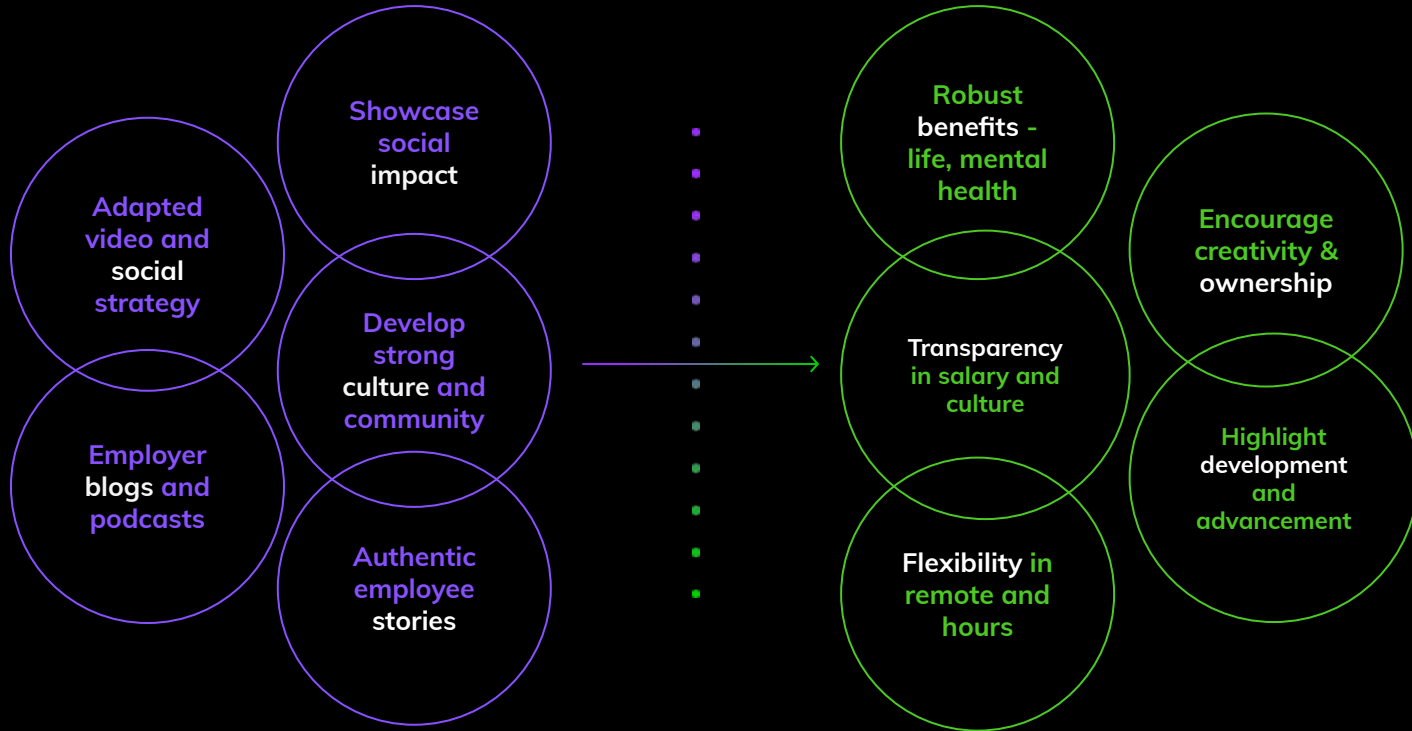
1 of 2

Employers **not** adapting their branding and EVP to match needs.

Diversity, sustainability, culture, brand value, and more.

Effective **employer branding** for Gen Z.

Adapted video and **social strategy**

Showcase social **impact**

Employer **blogs and podcasts**

Develop strong **culture and community**

Authentic employee **stories**

Robust **benefits - life, mental health**

Encourage creativity & **ownership**

Transparency **in salary and culture**

Highlight **development and advancement**

Flexibility in remote and hours

Employer branding your inbound recruiting.

The right fit
Adapt job offers to the needs and codes of Gen Z, publish them strategically.
Match their what and when.

The right process

High competition to attract Gen Z. **Quick and transparent recruitment** process to match their expectations.

The right channel

Attract Gen Z **where they are**, in their language.

The right experience

Ensure an excellent recruitment process – **Gen Z will become promoters**.
Even if not hired.

ATTRACT	CONVERT	HIRE	ENGAGE
TALENT	VISITS	CANDIDATES	EMPLOYEES	PROMOTERS
Employer Branding Careers Page Social Networks	Job Offers Forms Mobile phones	TRM Email Talent Pool	Candidate Experience Referrals Surveys

The Gen Z expectations
personal and professional

#1
Intimate is beautiful
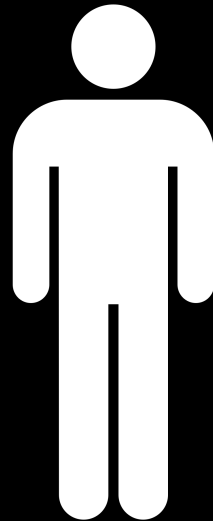**Connection and proximity** more important than big names.

#2
Values matter
Work must **match their values** for 8 out of 10 Gen Z.

#3
Authenticity and transparency
The "truth generation" expects the same from their employers.

#4
Horizontal management
Motivating, listening, and bringing together. The role of a manager is that of **a coach and partner.**

#5
Diversity and progress
Gen Z is _the_ multi-hat generation. Capture **their interest** or lose them.

#6
More collaboration
A cooperative community approach across work, life, and communication. Engage them **as collaborators** and not just as workforce.

📦 BONUS
Recruiting Gen Z
5 TIPS &
INSIGHTS

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1. Gen Z job offers
The key points to address

Overall

- **Adding videos on page or offers i**s definitely a must-have to catch Gen Z audience
- **Posting shorter announcements** as their attention is more limited than all previous generations
- **Using Emojis intelligently** could be a great way to easily grab their attention and more efficiently convey your message

Company Description

- **Highlight the purpose** of your company with concrete proofs of its impact. If not valuable enough, put in evidence the meaning of the missions in job description
- **Highlight the human size** of your company / department / team

Job Description

- **Put value on the responsibilities** and the contribution of the missions toward the company
- **Emphasize the management of proximity** and the feedback culture put in place
- **Enhance** the diversity proposed and the variety of people and profiles from which the recruited person will learn

What we will offer

- **Mention everything you make** to increase conviviality (events, activity, annual party,...)
- **Shows concrete proofs** of well-being (awards,..)

2. Gen Z skill-match
Attention to soft (human) skills are on the rise
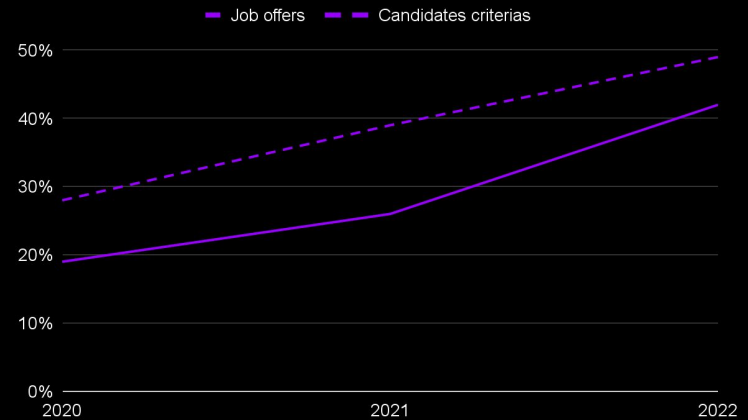
Recruiters

x 2.2
vs 2019

Students

x 1.8
vs 2019

<u>**Soft skills**</u> **are increasing in demand by recruiters as well as prioritised by students (vs just hard skills)**
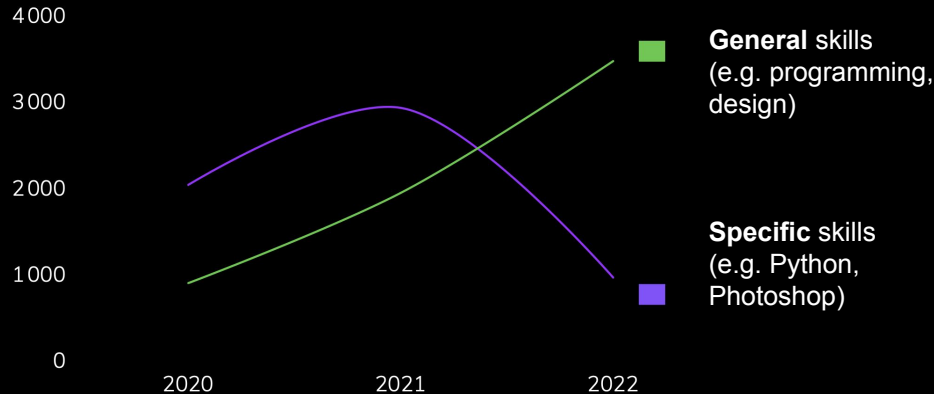
<u>% of Soft skills in job offers / candidates' research</u>

Legend: — Job offers   - - - Candidates criterias

Y-axis: 0%, 10%, 20%, 30%, 40%, 50%
X-axis: 2020, 2021, 2022

3. Gen Z profile match
General skills over specific skills

Type of hard skills in Job ads

4000

3000

2000

1000

0

2020   2021   2022

General skills
(e.g. programming, design)

Specific skills
(e.g. Python, Photoshop)

Distribution of skills picked by recruiters when posting a job on our platform.

The reasons?
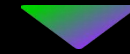
Priority to generalist candidates vs experts

Emerging technologies, which require companies to adapt them and work across multiple systems

The rise of **low/no-code** platforms

Rise of **AI tools**

4. Gen Z needs-match
Enhance remote to boost your ROI

Remote work is not promoted enough by recruiters

while it overperforms

51%

of users are interested in remote work

2%

of jobs actively promote remote work

2%

of jobs

16%

of all applications

🚀 The sum-up

WHO
A unique generation

A generation of **crisis**

A generation of **connectivity**

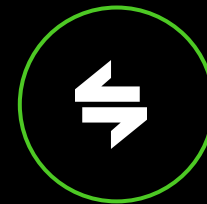A generation seeking **meaning**

Understand their position to relate.

WHAT
With strong expectations

Life before work - **flexibility** first

Transparency and authenticity

Collaboration and **connection**

Respond to demands to remain attractive.

HOW
To be recruited differently

The **right** channel, offer, and timing

A positive **employer brand** and image

Optimized, **adapted recruitment** experience

Adapt the how, where, and when.

To go further...
Discover the latest results of Europe's largest Gen Z Career Barometer study

5,000 Gen Z interviewed across all Europe

- **Unveiling Gen Z's career insights:** Insights into their work attitudes, future plans, and needs.

- **Understanding Gen Z's priorities:** Key factors that influence their career decisions and aspirations.

- **Actionable guidance for effective recruitment:** Strategies to attract and engage Gen Z talent.

Download the full report

Career

Gen Z:
new talent, new rules

Barometer
2023/24

JOBTEASER The GenZ Lab

Key learnings from the workshop:

- Gen Z is more and more **comfortable with self-exploration** and **4% of Gen Z** identify as transgender
- A transgender person can be binary or non-binary
- Gender refers to a **sense of identity**, it has nothing to do with a person's biological sex
- It's important to distinguish between a person's gender and his or her appearance, which are obviously unrelated
- We speak of **misgendering** when the noun or pronoun (i.e. he/him, they/them, etc.) doesn't correspond to the identity of the person in front of us
- **Misgendering** situations are often the result of a **"misunderstanding" of cisgender people**, as they don't experience the same situations as transgender people
- **"Queer"** is a general word to designate a **community of people** whose gender, identity or sexual orientation doesn't correspond to the dominant model
- It's important to find out in each language how to pronounce the names / pronouns, etc. to avoid misgendering and best address Gen Z (leverage LinkedIn - name pronunciation feature and pronoun dropdown + custom pronouns)

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Key learnings from the workshop:

- **Feedback from schools & universities:**
  - <u>Green flags:</u> The company promotes the actions it takes to fight against biases on its website or during the job interviews for example — HR or managers are able to answer quickly to questions on the subject during job interviews.
  - <u>Red flags:</u> The company asks questions about family plans (if a person wants to have a child soon, for example) — The company specifies gender in the job offer — The company doesn't talk about diversity during the job interview or on its website, for example.

- **Feedback from speakers:**
  - one of the biggest <u>red flags</u> is **vague answers** (lack of clarity) from HR or managers during the job interview.

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Key learnings from the workshop:

- **Feedback from schools & universities:**
  - <u>Ideas to give students to protect themselves:</u>
    - Open dialogue with the company / manager — Set up discussions with HR — Tell students it's ok to quit and stop fighting if they don't feel good in their company — Train students to give and receive feedback

- **Feedback from speakers:**
  - <u>Ideas to give students to protect themselves:</u>
    - Find allies — Communicate — Never be loyal to a company — Talk to HR — Seek medical advice and take sick leave if necessary — Talk to a union — Know your rights (harassment policy for example) — Call a lawyer

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Inclusive practices

Important: we cannot wait for someone to request an accessibility measure to put that measure inplace. We should think about and implement inclusive practices **before** the practices are needed.

For example, don't wait until a wheelchair user enters to make ramps and elevators available. The same goes for gender inclusion.

Basic gender-inclusive practices:

- Everybody should introduce themselves in meetings, events, etc. with names and pronouns. "Hi, I am [name] and my pronouns are [pronouns].
- Add badges and email signatures with names and pronouns. Make sure everybody can express their chosen name.

Put in place a zero-discrimination policy ready to use whenever an incident happens. Do not wait for incidents to happen.

Use gender neutral language in all documents, communication and public speeches.

Support the creation of LGBTQ+ collectives and allow them to thrive.

Advocate for gender-neutral facilities.

Stereotypes, prejudice and discrimination

WW and/or EU:
- Age
- The state of health
- Belonging or not to a so-called race
- Belonging or not to a nation
- Sex
- Gender identity
- Sexual orientation
- Pregnancy
- Disability
- Origin
- Religion
- Political opinions
- Philosophical opinions
- Union activities
- Ethnicity or not
- Genetic characteristics

Specific FR
- Physical appearance
- Bank domiciliation
- Family status
- Morals
- Name
- The place of residence
- Loss of autonomy
- The ability to express oneself in a language other than French
- Vulnerability resulting from economic situation
- Acting as a whistleblower

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Questions to ask a potential employer

1. What is your commitment to diversity & inclusion: do you have internal policies?
2. Are employees encouraged to use gender-neutral language in all communication?
3. Are employees encouraged to display their pronouns on the website, email signatures, badges, etc.
4. Does your organization have gender-neutral facilities?
5. Does your organization provide regular DE&I training to all employees?
6. Do you provide **trans-inclusive healthcare**?
7. Are gender traits protected through an internal anti-discrimination policy? If so, how?
8. For trans and non-binary people: can I expect to be always addressed with the right name and pronouns?
9. Do you have practices in place to defend the right to privacy and non-disclosure for trans people's deadnames and gender characteristics?
10. Is there an internal LGBTQ+ ERG?

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Early Talent Development and Diversity & Inclusion:
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Step 2: Scan the QR code or go to:

    www.menti.com
    Code: 1280 3633

My take

It should not be the minority pushing an agenda, or for initiatives or change, but rather there should be awareness and momentum coming from leadership.

Regardless of how a person identifies, your questions should be: What are the needs of my colleague? How do I make them feel welcome and valued in their identity?

Inclusive practices should be a given in today's workplaces.

By keeping these as your guiding principles, and continuously taking the pulse of your early talent, it's possible to develop expertise in both realms.

What questions do you have?

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Thank you

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Business School & IE University, Former Chief Talent...