



**MONSTER**

# STRATEGIES

**TO ATTRACT AND ENGAGE**

**GEN Z TALENT**



## **IT'S NO SECRET:**

there's a massive talent shortage in the US, with millions of open vacancies. Even with labor force participation for prime-age workers, classified as 25-54-years-old, back to pre-pandemic levels, there are still almost two jobs available for every unemployed American.

The age distribution of the population can strongly influence overall labor force participation. Baby Boomers are naturally contributing to the decades-long-decline since the participation peak of 67.3% in early 2000. The pandemic also pushed more than 3 million Baby Boomers into premature retirement.

The youngest generation should be making up the difference, but about half a million Gen Zers are missing from the workforce. So, the question remains: where are the Gen Z workers?

Gen Z, defined as people born in the late 1990s to early 2010s, are entering the workforce during a time of rising inflation, student debt, housing crises and a looming recession.

They have been hit hardest by the pandemic and still experience much higher unemployment rates than Boomers and Millennials. Working-age Gen Zers are more than twice as likely to be unemployed than any other generation, the World Economic Forum has discovered. Gen Z unemployment shot up from 6% to over 25% affecting the career, finances, and perspectives of Gen Z job seekers. It's not surprising that 79% of grads are concerned with job security while looking for their next role. Gen Z is coping with significant

challenges, with many facing burnout as the cost-of-living crisis begins to bite. But the impact isn't just on Gen Z earnings.

A 2022 study by Deloitte shows that Gen Z workers are disproportionately affected by stress and anxiety.

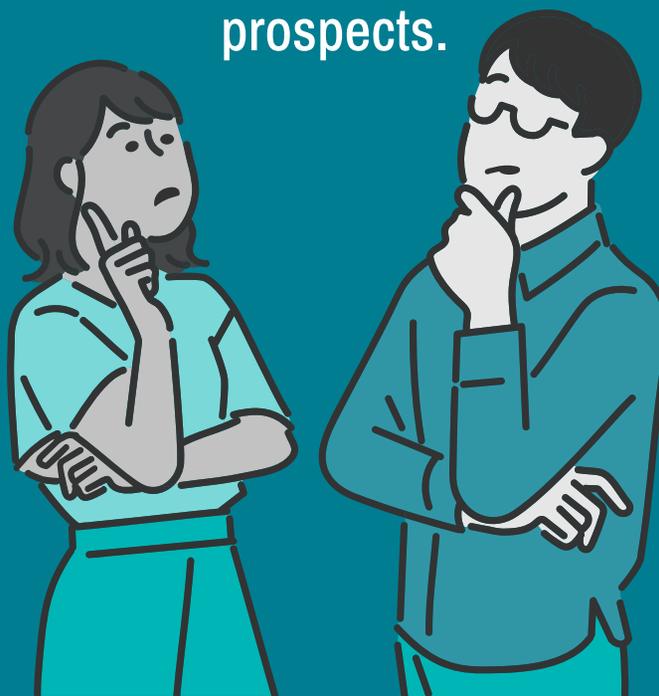
Women (53%) are more likely than men (39%) to experience these issues. We're seeing this reflected in survey confidence as well. Sixty-two percent of male graduates expect the starting pay at their new job to be higher as a result of the current economy, compared to just 27 percent of women.

To tackle talent scarcity, recruiters must engage Gen Z on their terms. The truth is that companies often aren't meeting the demands of Gen Z – and it's affecting their ability to fill talent gaps. Gen Z wants greater flexibility, financial stability, and investment in their skills.

They want to work for businesses with a bold brand and a compelling vision. They're searching for companies engaged in conversations about the issues that matter.

The lack of a strong, authentic brand, inflexible benefits, and rigid recruitment processes are all barriers. So, what's the solution? Businesses must readjust recruitment strategies to reflect the new reality. The strategies and solutions that have succeeded in the past won't work in the present – and following them could set you up for future failure.

**74%**  
of recent and  
impending graduates  
are worried that  
the current state of  
the economy will  
impact their job  
prospects.



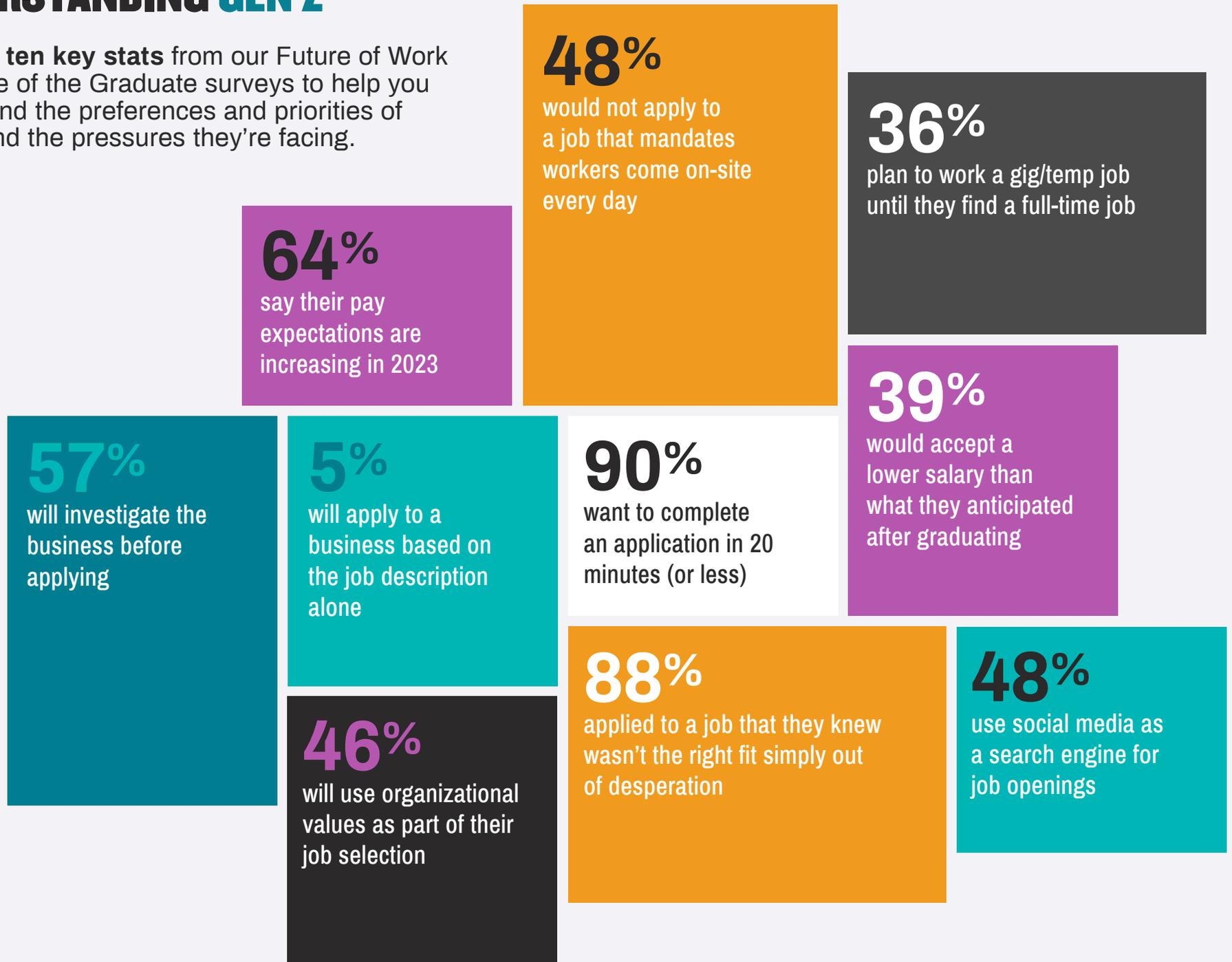


**GEN Z IS THE MOST DIVERSE GENERATION. THEY'RE "DIGITAL NATIVES" LIVING LIFE ONLINE. WHEN THEY'VE IDENTIFIED AN OPPORTUNITY, THEY WANT TO APPLY IMMEDIATELY ON A MOBILE PHONE. IF IT TAKES TOO LONG, THEY'LL DROP OUT.**



# UNDERSTANDING GEN Z

Here are **ten key stats** from our Future of Work and State of the Graduate surveys to help you understand the preferences and priorities of Gen Z and the pressures they're facing.





# COMPANIES THAT WANT TO ATTRACT MORE GEN Z TALENT MUST ASK THEMSELVES THREE QUESTIONS:

1. Are your expectations realistic?
2. Is your offer attractive enough?
3. How are you communicating?

Following a business-as-usual approach to recruitment won't engage Gen Z on their terms. Instead, talent acquisition teams must assess every aspect of their approach to identify areas where they can refresh and refine their recruitment strategy.



# ARE YOUR EXPECTATIONS REALISTIC?

Gen Z is the best-educated generation, with more college degrees than Millennials and Boomers. But talent teams are searching for more than evidence of academic achievement.

Is it realistic to expect a graduate to have relevant experience and interview presence if they've never worked in a professional environment? Sixty-five percent of recent and impending grads feel that their skill set matches that of an entry-level job, whereas only 15% feel underqualified. Are these skills being overlooked?

We asked recruiters which of the following they value most when evaluating first-time job seekers, and the answers were surprising.



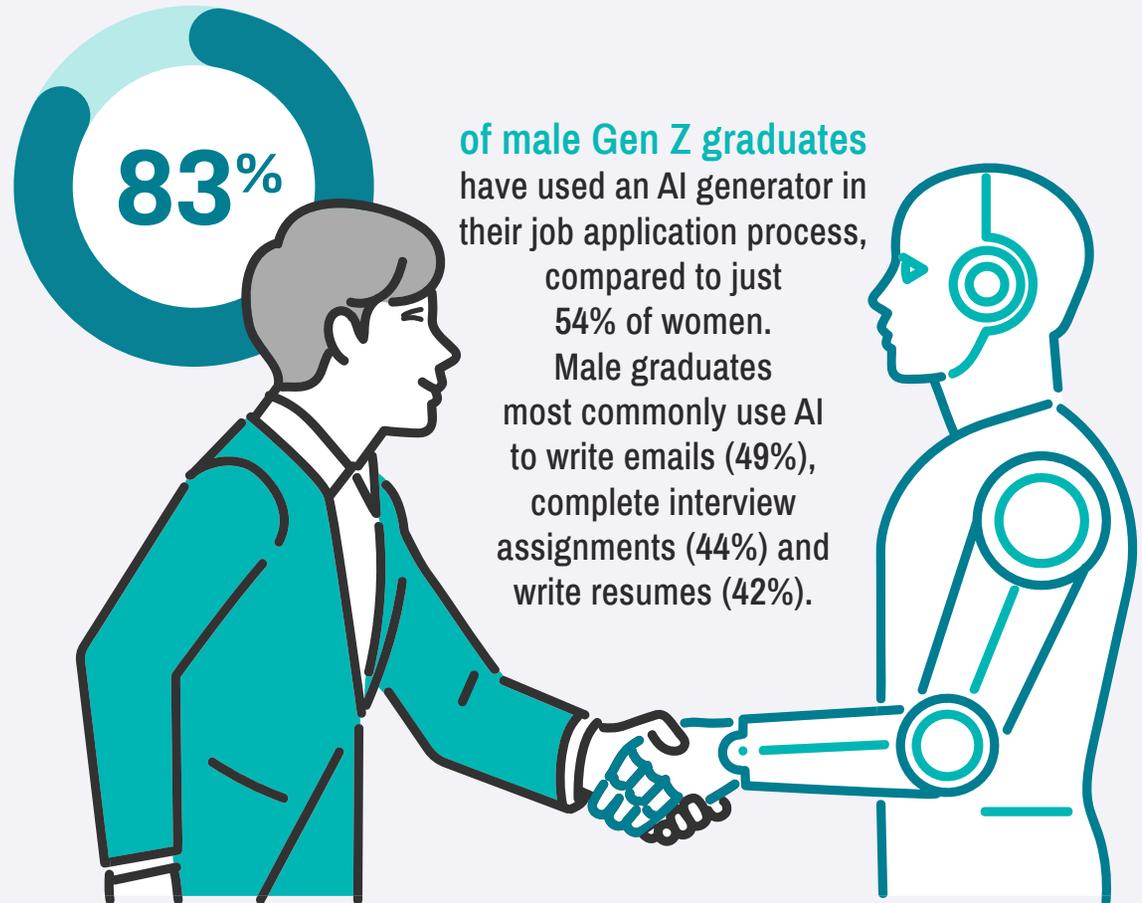
Recruiters must transform themselves into talent spotters – identifying individuals with the potential to grow and develop into a role. They need to take a skills-based approach to talent sourcing when reviewing resumes, screening candidates, and conducting interviews.



Many recruiters now demand a degree as standard, but increasing costs and an uncertain future could explain why many younger people are turning away from a college education. A recent survey found a 20% drop in the number of young people believing further education is the best choice for their future. Will this trend open more doors for entry-level job seekers or will the desire for relevant work experience be even greater without having a post-grad education?

► **Takeaway:** pivot from prior experience to potential success when evaluating candidates or you might miss out on qualified applicants who are eager to learn.

Another compelling argument for leveraging interviews for talent spotting: the rise of artificial intelligence used by job seekers. Gen Z has been embracing AI as a native technology and started incorporating it into their job hunting.



Interview presence will help you look beyond words – which might be computer generated – to understand the true value this candidate can offer.



**SIXTY-TWO PERCENT OF RECENT GRADUATES SAID SALARY IS THE MOST IMPORTANT ASPECT OF A JOB, FOLLOWED BY WORK-LIFE BALANCE (58%) AND GOOD HEALTH INSURANCE (54%).**

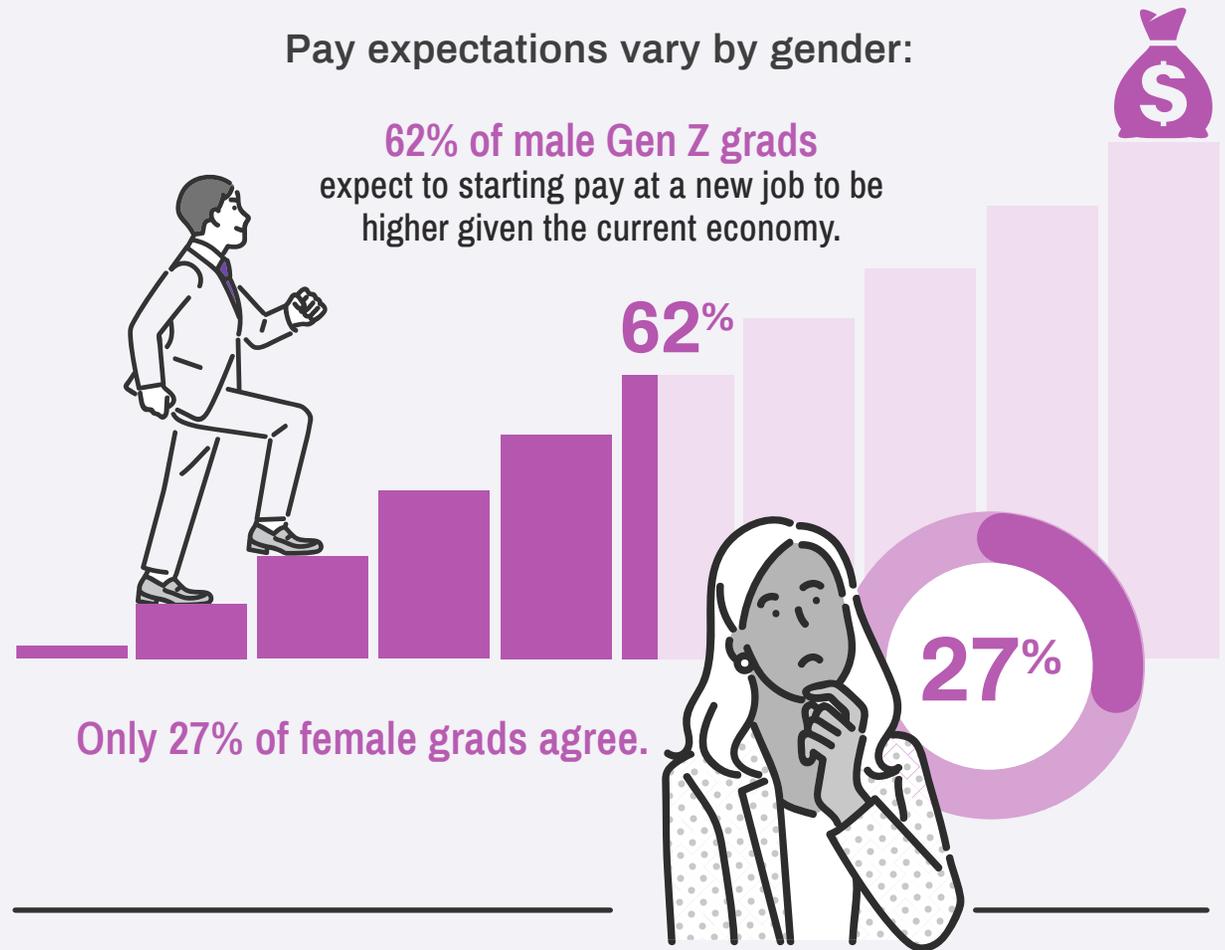


# IS YOUR OFFER ATTRACTIVE ENOUGH?

A telling stat from Monster's 2023 State of the Graduate survey: the biggest fear of recent and impending grads is almost an even split, as 50% said their top concern is finding a job while 48% said finding a place to live. Affordable housing is increasingly challenging, and we're seeing this reflected in monetary demands for their first job.

It's more about just salary, but who you are potentially attracting – and excluding – when it comes to pay. Sixty percent of female grads, compared to just 40% of males, wouldn't apply to a job if the salary was not disclosed in the job description. Simply put, you'll attract more women applicants by including pay in the posting.

Pay expectations vary by gender:

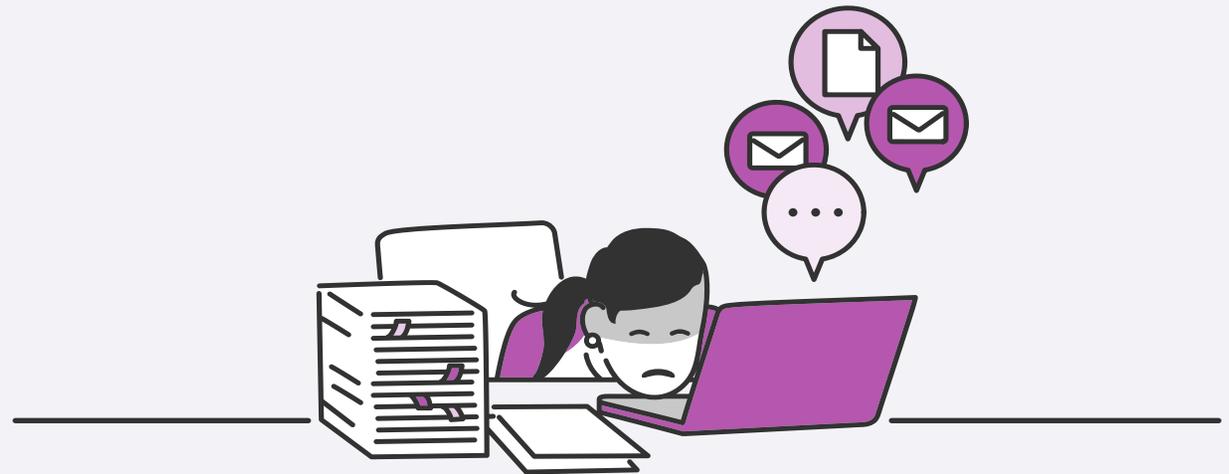
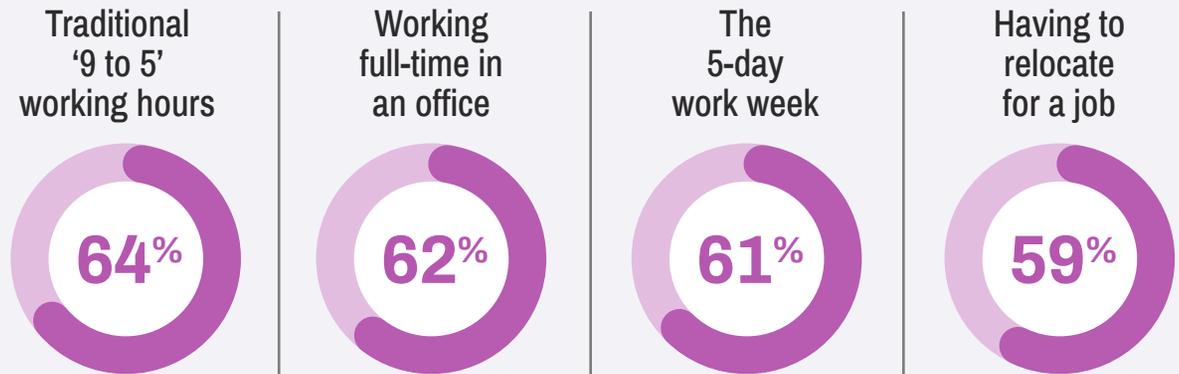


We're not suggesting that businesses write a blank check. In an economic environment where salaries are stagnating, and the cost of living is increasing, businesses can engage all job seekers – and especially Gen Z – by boosting benefits.

In fact, focusing on the add-ons can elevate your business above others. Encouragingly, 37% of businesses are already increasing benefits to attract talent, but are they boosting the right ones?

Gen Z is the most enlightened and empowered generation when it comes to mental health. Offering support is now an expectation among Gen Z, not a nice-to-have. Forty-four percent of Gen Z recruiters say candidates expect businesses to offer mental health support and 43% have seen the usage of mental health support spike in the last year.

While not in the top spot, “a flexible work schedule” cracked the top five of what Gen Z says are the most important aspects of the job. The ways of working need to fundamentally change and many believe these standard practices are outdated.



► **Takeaway:** while pay is still most important for Gen Z, don't rule out benefits like work-life balance and health insurance as areas of attraction.

We recognize that businesses face an uncertain future and must prioritize benefits while balancing budgets. According to recruiters, the most in-demand benefits tie back to mental health:



**OUR FUTURE OF WORK SURVEY DATA REVEALED THAT 30% OF GEN Z WOULD PREFER TO BE TEXTED BY A RECRUITER ABOUT A RELEVANT JOB OPPORTUNITY. THIS IS SLIGHTLY MORE THAN A PHONE CALL (27%), BUT EMAIL IS STILL THE TOP CHANNEL AT 43%.**



# HOW ARE YOU COMMUNICATING?

To attract and engage Gen Z back to the workforce, companies need to first understand the best ways to communicate with this group. You need to consider the job seekers' overall experience with your brand, from initial touchpoint through the application process.

Look to tell your story across all touchpoints including advertisements, job descriptions, your website, and social media channels.

This digital-first generation is going to do some internet sleuthing even in the early job opportunity stages:

57% of Gen Z will investigate the business before applying

5% will apply to a business based on the job description alone

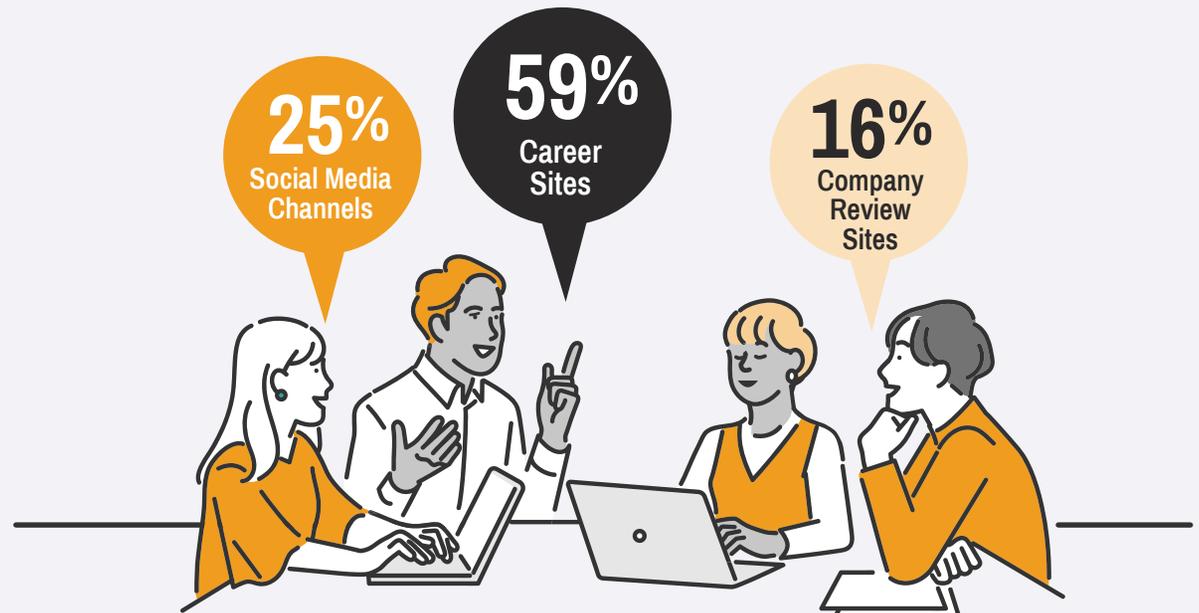
46% of Gen Z will use organizational values as part of their job selection

A strong and consistent employer brand will reinforce the company transparency they seek and why they should re-join the workforce for your organization.

Yet only 8% of businesses plan to refresh their employer branding in 2023.

The rest are assuming that their existing employer brand position is relevant enough to attract Gen Z talent. If your recruitment playbook has changed post-pandemic, wouldn't candidate expectations have evolved as well?

*What channels do you leverage when seeking information about a company you are applying to?*

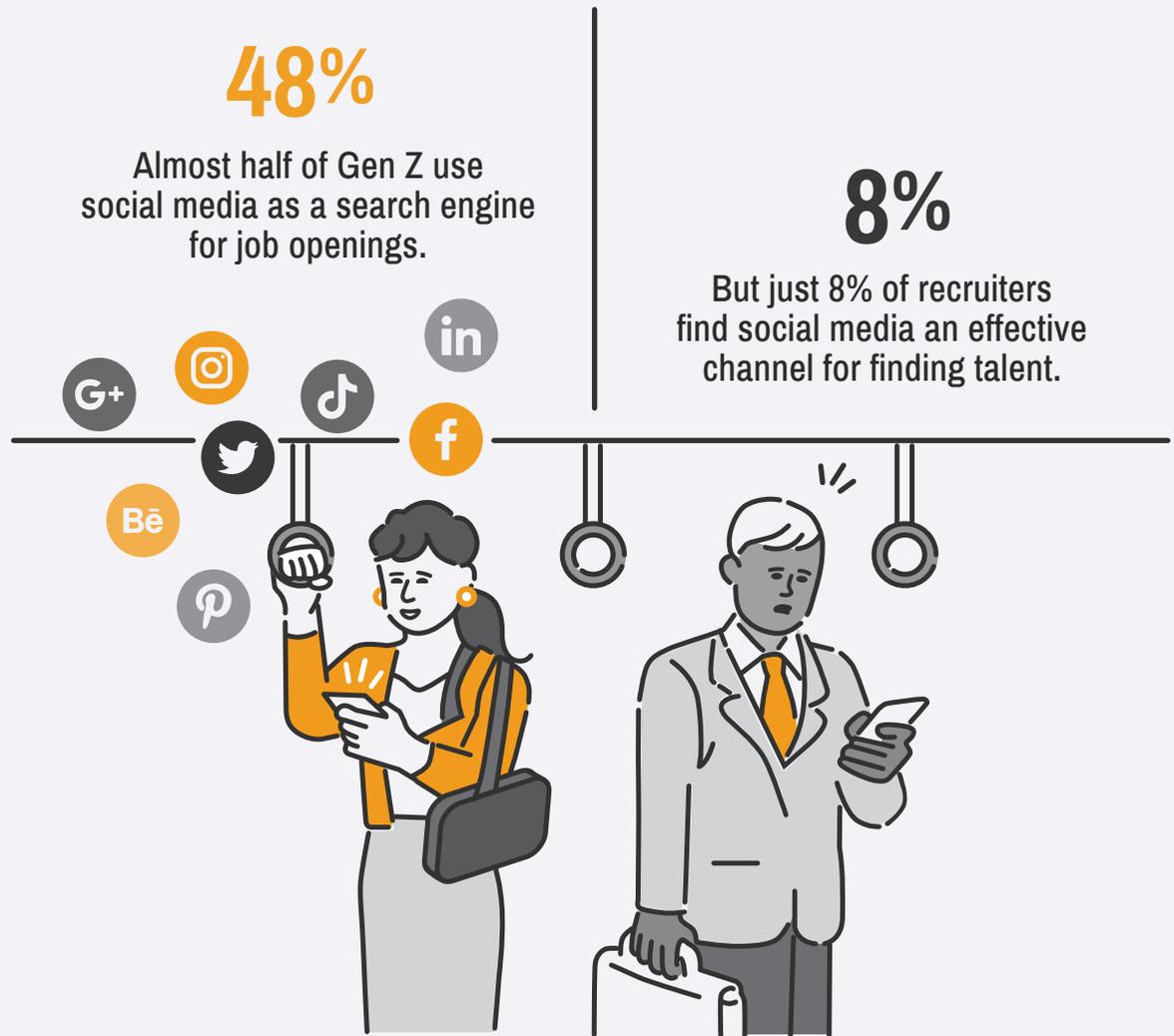


How your company communicated major changes over the last year could have an impact on your Gen Z recruitment efforts. A quarter of recent and impending grads said they are not applying to companies that they have heard, read, or seen bad news about recently, and 21% are not applying to companies that announced layoffs this year.

Gen Z graduates are looking to see themselves in your employer brand. Almost half (49%) of Gen Z wouldn't accept a job with a business that doesn't align with their values on social and environmental issues.

Knowing this generation seeks job security and stability, they are on the lookout for red flags. Fifty-nine percent of Gen Zers would quit their job if the workplace became toxic, while 43% would leave if not given opportunities to learn and develop in their position.

Gen Z is very social media savvy. They expect a seamless journey from advertisement to application. The technological choices of Gen Z are influencing how every generation engages with organizations and completes applications.



Recruiters should revisit their recruitment strategies to meet today's digital demands of Gen Z.

Any dropouts and delays in the application process could cause them to look elsewhere – and you to lose out on talent.

The fewer clicks from interest to application, the better.

Ask yourself, just how easy is it to apply for a job with your company? This list provides a clear description of the common reasons why Gen Z may drop out of the process.

### Which of the following would make you pull out of the recruitment process?

Too many interviews	30%
Being required to write a long presentation/business case	11%
Timelines too long	5%
Timelines were too quick	4%
Lack of flexibility around interview timings	5%
Recruiter attitude/behavior	11%
Interviewer attitude/behavior	9%
Interview and assessment process – being made to jump through hoops	7%
Poor communication from the company, e.g. not being updated on my application or messages not being responded to quickly/at all	18%

Tackling these can ensure talent sticks with you from their application all the way through to the appointment phase.

► **Takeaway:** re-evaluate your candidate experience from a Gen Z perspective, from your communication tactics to brand values to ease of application.

**An incredible 90% of Gen Z applicants want to complete an application in 20 minutes (or less).**



Reaching and engaging Gen Z talent takes more than just a job posting on a website. This technologically savvy, socially conscious generation seeks employers that have an authentic brand that speaks to their values, offer flexible benefits and a clear path for development, and provide a seamless recruitment process. Monster can help you create the messaging and solutions that will resonate with Gen Zers across platforms, sites, and devices, giving you an edge in recruiting these candidates.

Monster solutions include:

Pay for Performance | Employer branding | ATS integrations

Fill your reqs with Gen Z candidates

**MONSTER**

