

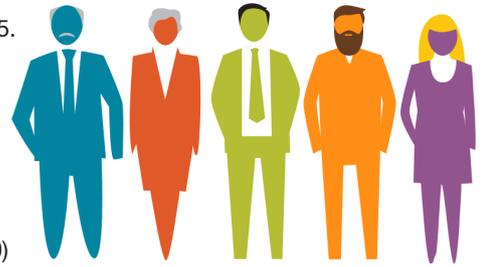
The Workforce Landscape in 2017

Note: Researchers use different parameters for identifying the age boundaries of each generation. For consistency, we are using the age groups identified by Bruce Tulgan, an internationally recognized management consultant and expert on generational differences in the workplace.

Workplace Demographics

Organizations have 3 generations working side-by-side. Some have 4 to 5.

- Pre-Baby Boomer, 72 and older (born before 1946)
- Baby Boomer, 53 - 71 (born 1946-1964)
- Generation X, 40 - 52 (born 1965-1977)
- Millennials/Gen Y, 17 - 39 (born 1978-2000)
 - Older Millennials, 28-39 years old (born 1978-1989)
 - Younger Millennials, 17-27 years old (born 1990-2000)
- Gen Z/Post-Millennial/iGeneration, 16 and younger (born after 2000)



2016-2017

In the last year:

- Millions of Pre-Boomers and Boomers have retired.
- Millions of younger Millennials (17- to 27-year-olds) have joined the workforce.



By 2020

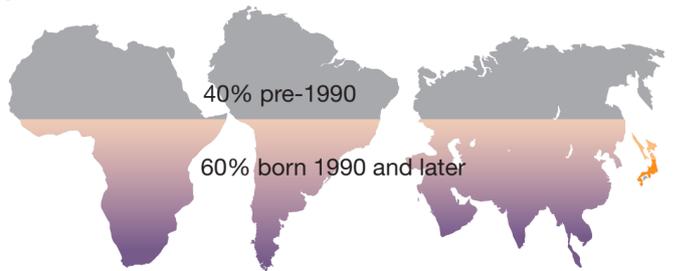
In North America:

Younger Millennials and Post-Millennials will make up **28%** of the workforce.



In Africa, Latin America, and most of Asia:

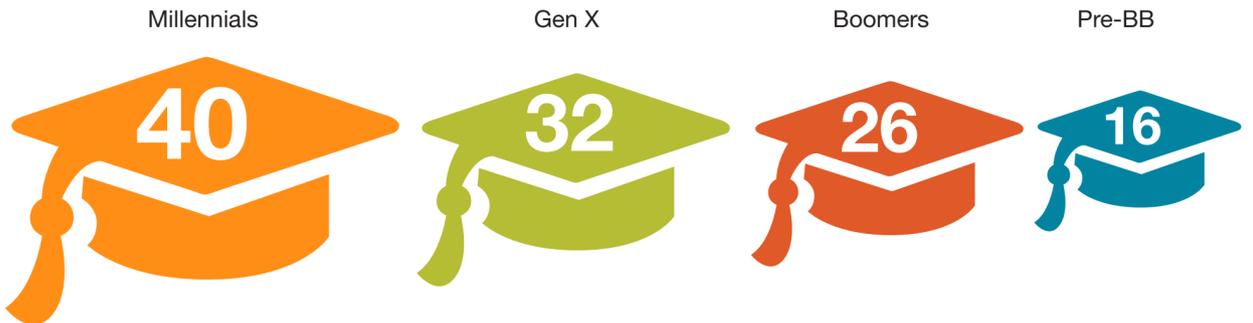
Younger Millennials and post-Millennials will make up **60%** of the workforce.



Source: The Great Generational Shift, Update 2017, Bruce Tulgan

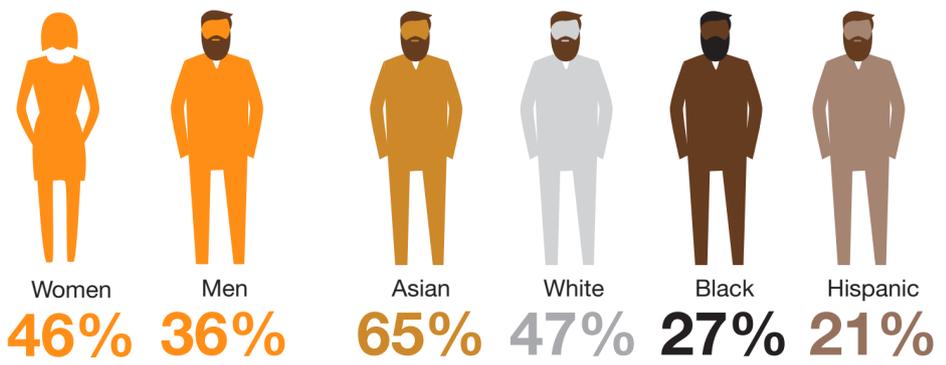
Education

Percentage of workers holding a bachelor's degree when they were aged 25-29:



Millennials and College

In 2016, female Millennials, aged 25-29, were more likely to finish college than males; as a result, there are more employed females in this age group who hold a bachelor's degree.



Asian workers, aged 25-29, are the most likely to have completed at least a bachelor's degree.

Source: FactTank, News in the Numbers, Pew Research Center, "Today's young workers are more likely than ever to have a bachelor's degree," Nikki Graf, May 16, 2017

Job Hopping

Contrary to the job-hopping label, Millennials, aged 18 - 35 have a job tenure that is similar to Gen Xers when they were the same age.

Length of employment with current employer:



Source: FactTank, News in the Numbers, Pew Research Center, "Millennials aren't job hopping any faster than Generation X did," Richard Fry, April 19, 2017

Characteristics of Gen Z versus Millennials at Work

Work Motivation



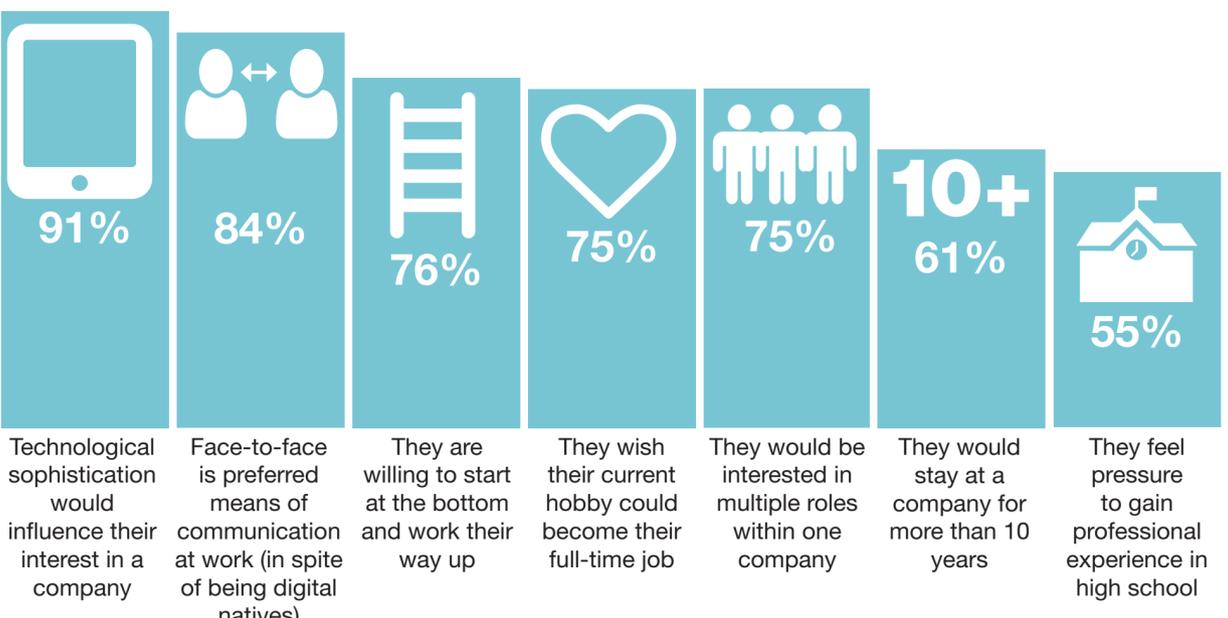
- Gen Z/Young Millennials** (ages 22 and younger):
- Seek job security and competitive pay.
 - Want to make a difference.
 - Have a competitive mindset.
 - Very entrepreneurial.



- Older Millennials** (ages 23-39):
- Seek meaning in their jobs and opportunities to make the world a better place.
 - Want to know how company fits in their life's plan.
 - Have a collaborative mindset.

Opinions on Work

According to recent research, the percentage of **Gen Z/Young Millennials** (ages 22 and younger) who say:



Society for Human Resource Management, "Move Over, Millennials; Generation Z is Here," David Stillman and Jonah Stillman, April 11, 2017

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