

# Boomers, Millennials, Gen-Zers, Oh My! How to Manage a Multigenerational Workforce

A Focus on Talent and Inclusive Recruiting

# Meet Your Seramount Presenter



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Let's chat at Booth #4128 Today!



# About Seramount

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We empower the world's  
most inclusive workplaces.

## Trusted Partner to Organizational Change Agents

### ASSESSMENT AND STRATEGY

**Uncover the Real Levers  
to Unlock DEI Progress**

Unfiltered insight into the employee experience powered by innovative technology and over 40 years of DEI data and insights

### RESEARCH AND ADVISORY SERVICES

**Set Strong Foundations and  
Build Actionable Roadmaps**

Expert guidance rooted in research and benchmarking to support your strategic talent priorities

### LEARNING AND DEVELOPMENT

**Transform Your Culture  
by Enabling DEI at Scale**

Impactful workshops and events that build core leadership competencies at every level

We partner with **450+** corporations, government entities, and nonprofits **globally**.

We guide **~50% of the Fortune 100** and **~25% of the Fortune 500** on their DEI journey.



# DEI Progress Spectrum & Benefits

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# DEI Progress Spectrum & Benefits



## Compliance

- EEOC
- CDO owns DEI
- Compliance & awareness training
- Right thing to do



## Inclusion

- CEO owns DEI
- ERGs
- Communication
- Strong Business case
- Strategy exists
- Unconscious Bias training

## Consider

1. Is there opportunity at your organization to do things differently?
2. Do you know where your gaps are?
3. Do you have the right skillsets?
4. Are you aligned in your actions?



## Employer of Choice

- ✓ CDO has authority and dedicated budget to advance DEI
- ✓ Agile, and culturally competent recruiting and sourcing
- ✓ Multiple, clear measures and clear goals
- ✓ People leaders have the right capabilities
- ✓ Transparent career pathing and equitable investment

# The Benefits of an Inclusive Talent Strategy



## Better Loyalty

Employees who can bring their whole selves to work are **42%** less likely to say they intend to leave their job within a year<sup>1</sup>

## Better Performance

Inclusive teams improve team performance by **30%**<sup>2</sup>

## Increased Productivity

**75%** of high-performance organizations say that inclusion improves productivity<sup>3</sup>

## Better People Relations

**22%** Less turnover achieved by companies that incorporate DEI into the workplace experience<sup>4</sup>

## Increased Innovation

Companies with diverse employees have up to **20%** higher rate of innovation and **19%** higher innovation revenues.<sup>5</sup>

## Increased Financials

Gender and Ethnically-Diverse companies are more likely to outperform their peers by **25%** and **36%**, respectively<sup>6</sup>

1. "Diversity Doesn't Stick Without Inclusion," Harvard Business Review 2017,

2. [Gartner](#), 3 [Idc](#) 4 [Deloitte](#), 5 [World Economic Forum](#), 6. [McKinsey](#)



# Shifts in the Talent Landscape & Talent Trends

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# The Monumental Shift in the Talent Landscape



## How prepared are you and your organization to face these changes?

### Identity

More than **7.1%** of US adults identify as LGBTQ (21% of Generation Z).<sup>1</sup>

### Talent Shortfall

In the US as of the end of 2022, there were **11 million jobs compared to 5.7 million unemployed workers**.<sup>2</sup>

### Racial Diversity

By 2029, **Black, Hispanic, and multiple racial origins will represent 13.2%, 19.6%, and 11.4%** respectively of the US population.<sup>3</sup>

### Workers with Disabilities

There are approximately **1.3 billion** people with disabilities worldwide with **24%** in the US workforce.<sup>4</sup>

### Generational Diversity

HR leaders are under pressure to determine how to **engage a workforce composed of multiple generations**, each with their own defining characteristics and life experiences.

### Millennials & Gen Z

**By 2025, Millennials and Gen Z will comprise 64% of the global workforce.** One-in-four Gen Zers are Hispanic, 14% are black, 6% are Asian and 5% are some other race or two or more races.<sup>5</sup>

### Aging Population

By 2030 **all Baby Boomers will be aged 65 and older**.<sup>6</sup>

### Pay Gap

The pay gap difference still stands at **17%**, which is almost **\$20 less for women** for every \$100 men make.<sup>7</sup>

### Skills Demand & Supply

Demand for skilled workers is outpacing supply; **58%** of the workforce will need new skill sets to do their job successfully.<sup>8</sup>

### Paper Ceiling

A degree requirement immediately eliminates from consideration **the 64% of working-aged adults who do not hold a bachelor's degree**.<sup>9</sup>



# Who's in the Talent Pool?

## The Five Types of Talent

### Traditionalists

**Career-oriented,**

motivated to work by benefits, titles, status, and career advancement

**60%**

remained employed during the Great Resignation

### Do-It-Yourselfers

**Largest share**

of respondents

**Values**

flexibility, meaningful work, and compensation

### Caregivers

**Motivated**

by compensation but prioritizes flexibility, support for health, and career development

**18-44**

predominant age group, with most being women

### Idealists

**Younger workers**

aged 18-24 who value diversity in the workplace

**Motivated**

by flexibility, career advancement, meaningful work, and a supportive community

### Relaxers

**Early and Natural-Age**

retirees, those not looking for work, and those who can be persuaded to return by meaningful work and a positive pandemic outlook

**1 in 5**

are looking to return to office

# Workforce - Current State



## In the United States

Nearly **47 million** Americans quit their jobs through November 2022<sup>1</sup>

## Globally

**1 in 5** workers planned to quit their job in 2022<sup>2</sup>

## Women

**29%** of women are thinking about switching jobs to less demanding ones or leaving the workforce all together<sup>3</sup>

## Gen Z & Millennials

Over **50%** of Gen Z & Millennial workers said they would put personal happiness over work<sup>4</sup>

## The Why



Higher Pay



Less Stress



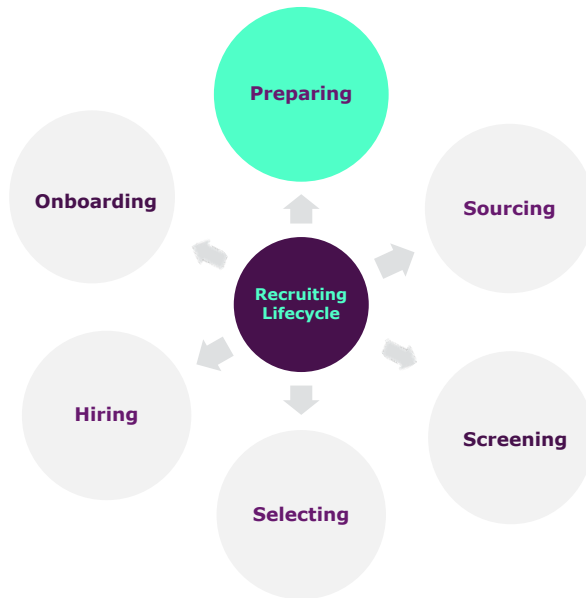
Work-Life Balance



# Building an Inclusive Recruitment Lifecycle

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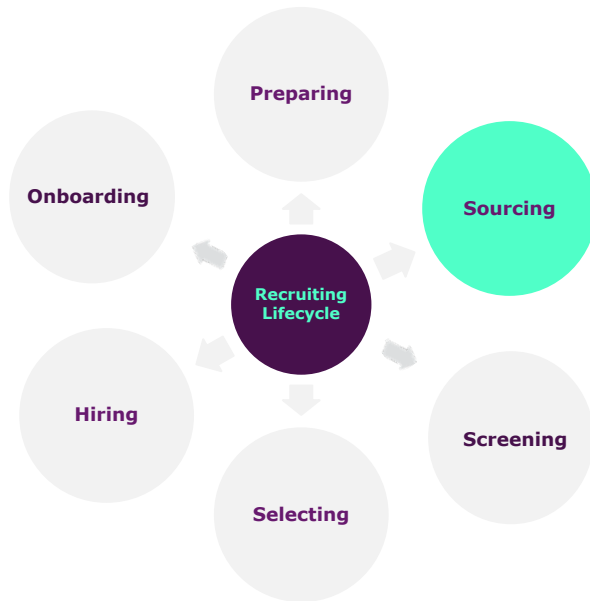
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## Preparing

Before a job is even posted:

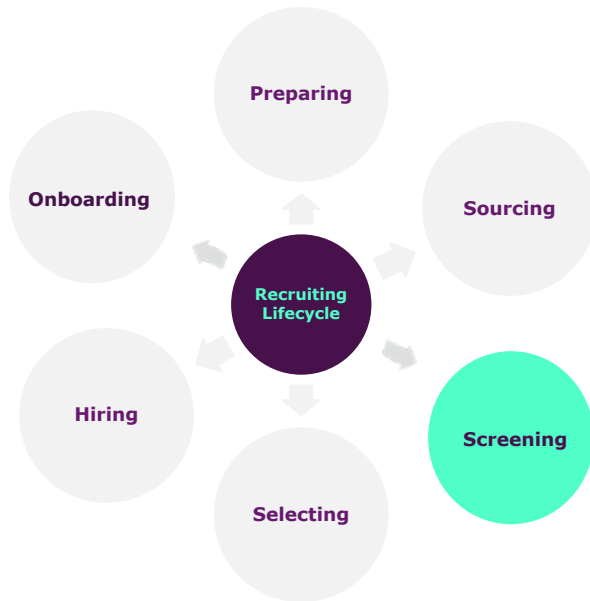
- Consider diverse slates
- Interview toolkit
- Intake meeting
- Job description language



## Sourcing

Once the job posts:

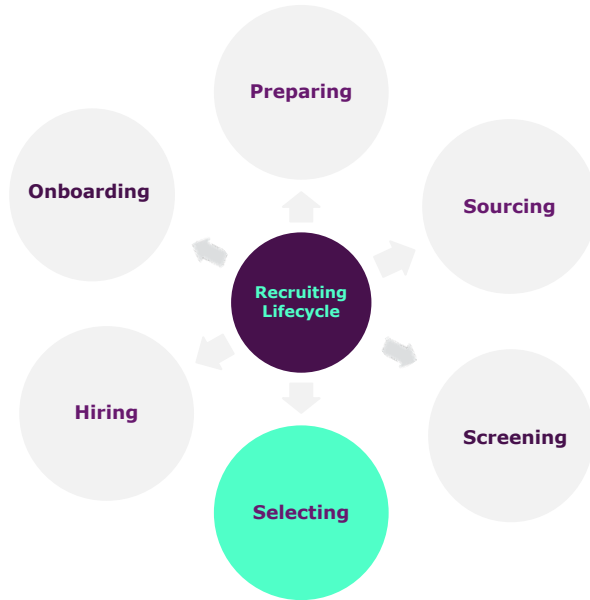
- Build external relationships
- Monitor and leverage social media
- Utilize ERGs/BRGs, referrals
- External search & recruitment companies
- Inclusive Boolean searches



## Screening

When building the slate of candidates:

- Check bias
- Inclusive screening
- Realistic job preview\*

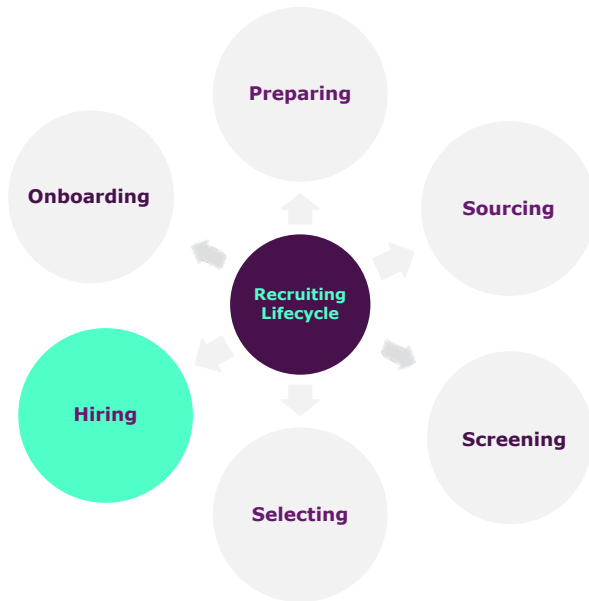


## Selecting

When interviewing candidates:

- Structure process
- Diverse interview teams
- Monitor for “cultural fit”
- Equity Advocate

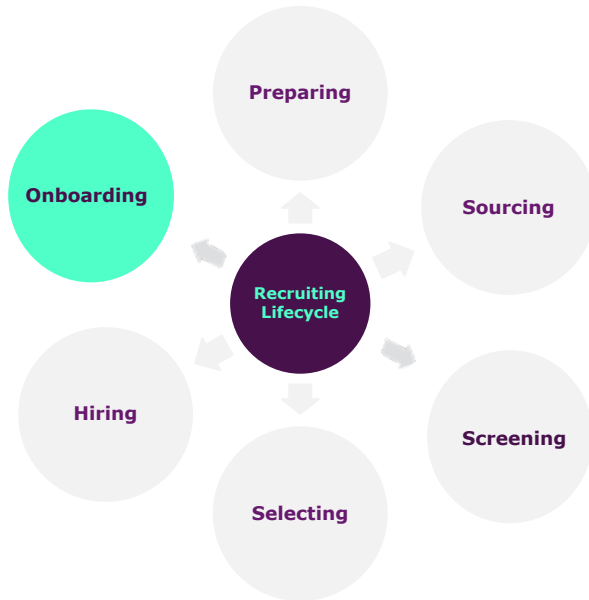




## Hiring

When selecting candidates to hire:

- Inclusive interviewing and selection
- Candidate evaluation form
- Measure hiring ratios



## ▶ Onboarding

When welcoming hires into the company:

- Share Your Commitment to DEI
- Extend support to underrepresented populations
- Incorporate feedback

How prepared are you?  
What do you need to be successful?

**Join us at booth #4128 and  
meet our experts!**

# Thank you



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