



Securing the next generation of talent

Strategies for Attracting and Retaining Gen Z in the Workforce

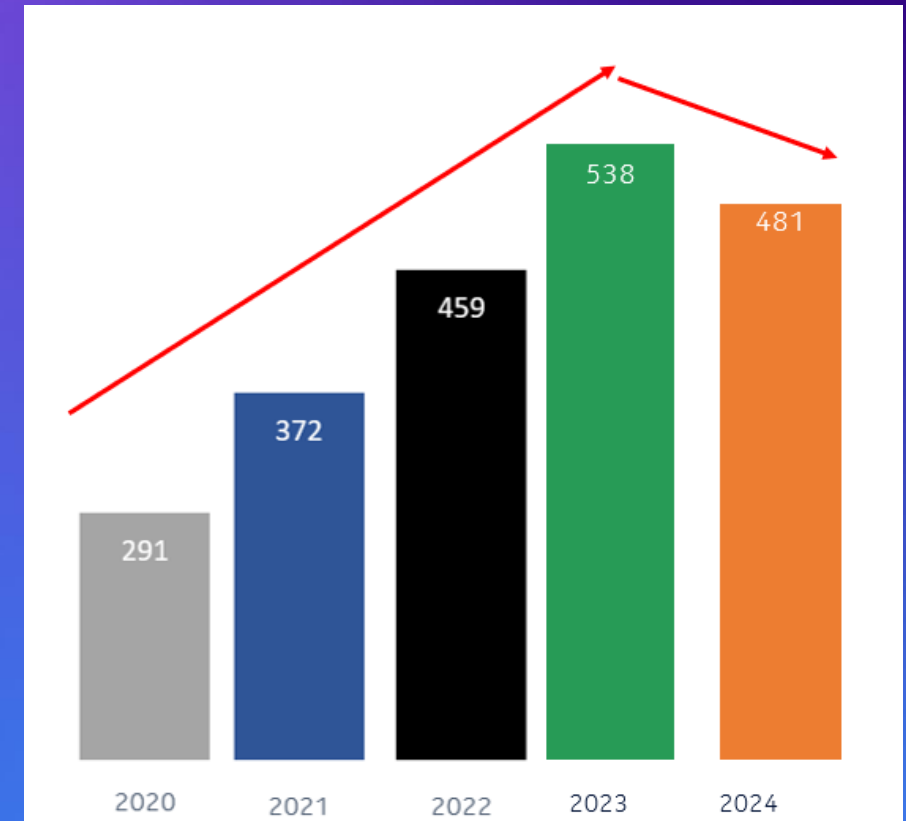
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Nokia Early Careers – Canada

- Increased gender diversity from 24% (2019) to 34% (2024)
- New grad hires increased from 59% (2022) to 96% (2024)
- Partnerships with 28+ schools
- Discovered new programs
- Applications increased from ~4000 to ~23,000 per work term
- Best Ottawa Business (BOBs) Award for Best Performance Co-op 2023
- Alumni Best Employer Award: Algonquin College 2023
- Employer Recognition Directors Award, Memorial University of Newfoundland 2023
- Management and Economics Award, University of Toronto 2022
- Top Co-Op Employer Award, Dalhousie University 2022
- Co-Op & Internship Award, University of Windsor 2022 & 2021



Agenda

1. Who is Gen Z?
2. What they look for in employees?
3. How to attract and retain them?
4. Optimizing the candidate experience
5. Why candidates ghost employers & how to prevent it
6. Authentic Employer Branding
7. The Future-Ready Workforce

Gen Z is transforming the workforce

By 2030, Gen Z will
dominate the job market



Who is Gen Z?



Who is Gen Z?

Key traits

- Born 1997-2012
- First truly digital generation
- Expect transparency, efficiency, and meaningful work
- Prioritize DEI, sustainability, and work-life balance



What Gen Z looks for in employers



What Gen Z looks for in employers

Flexibility

Career
growth

Inclusive
culture

Values-
driven work

Well-being
support



Attraction & retention strategies



Attraction & retention strategies

Attraction

- ✓ Invest in growth and mentorship programs
- ✓ Build a strong employer brand through authentic storytelling
- ✓ Leverage digital platforms (LinkedIn, Instagram, Discord)
- ✓ Showcase DEI, sustainability, and social impact in hiring materials

Retention

- ✓ Structured career paths
- ✓ Continuous feedback
- ✓ Well-being & mental health support
- ✓ Flexible work options



Optimizing the candidate experience



Optimizing the candidate experience

1

Speed & efficiency

Quick and simple application process

2

Personal communication

Avoid generic responses

3

Transparency

Set clear expectations throughout hiring



Why candidates ghost employers & how to prevent It



Why candidates ghost employers & how to prevent it

Common reasons for ghosting

- Slow hiring process
- Poor communication/lack of follow-ups
- Job expectations don't match reality

How to fix it

- ✓ Streamline hiring with tech
- ✓ Engage early and often
- ✓ Build a strong, transparent employer brand



Authentic Employer Branding



Authentic Employer Branding

Best Practices

Showcase **real** employee stories and testimonials

Act on values - don't just talk about them

Transparency in leadership, culture, and work environment



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The Future-Ready Workforce

- Companies that **adapt** will win the talent war
- Engagement, growth, and authenticity are **non-negotiable**
- Gen Z is an **opportunity**, not a challenge



Key takeaways

Speed up & personalize hiring

- Optimize application process & reduce delays
- Frequent communication with candidates

Invest in career growth & well-being

- Provide mentorship, training, and career pathways
- Offer flexibility and mental health support

Build an authentic & values-driven culture

- Showcase real employee experience
- Align company actions with stated values

How to stay connected



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