



**Gen Z at Work**  
Edelman for the Future of Work

# With the rise of Gen Z, the business landscape is changing

There's a lot of opportunity and a lot at stake for companies and brands...



**\$360B**

in disposable income<sup>1</sup>



**2+ Billion**

Gen Z'ers globally<sup>2</sup>



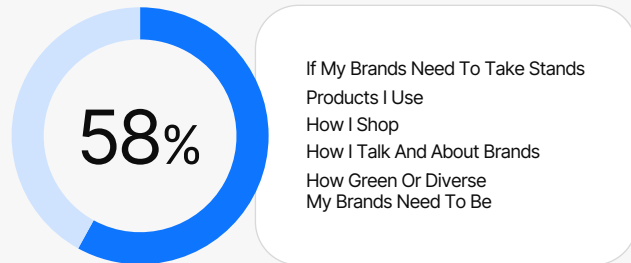
**27%**

of the workforce by 2025<sup>2</sup>

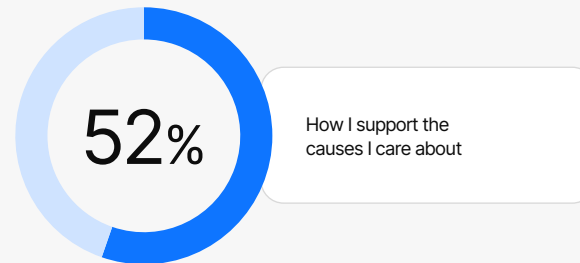


# Gen Z has a gravitational pull over every other generation

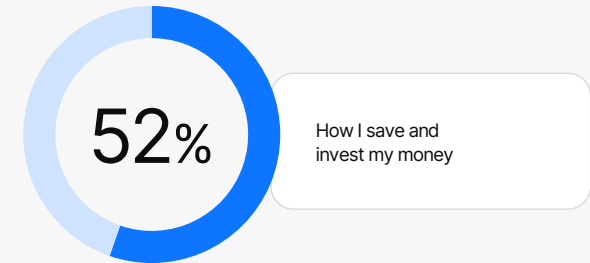
Older generations say Gen Z influences...



WHAT WE BUY



WHAT CAUSES WE SUPPORT



OUR FINANCIAL BEHAVIOR

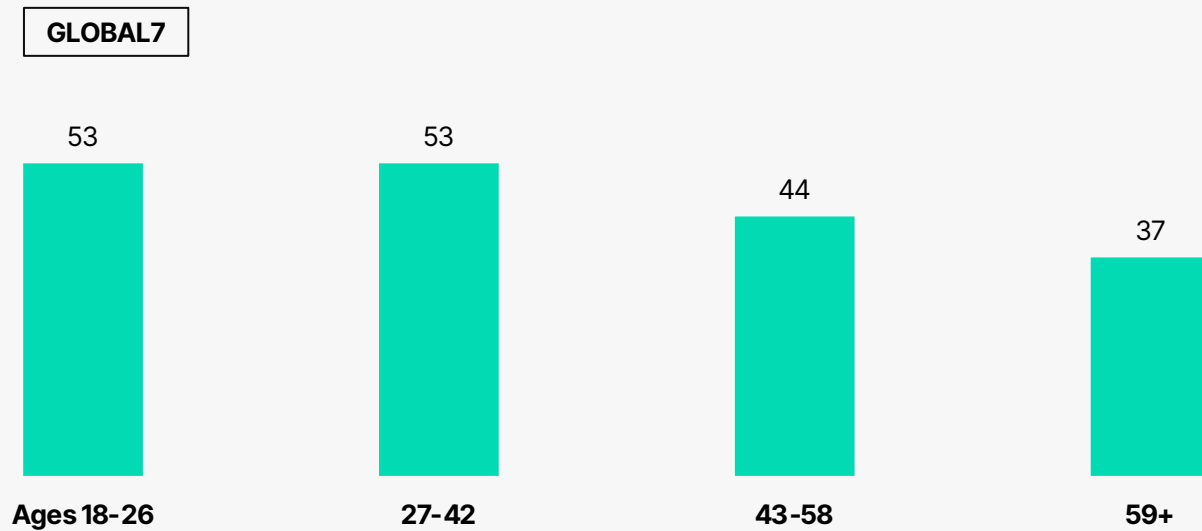


# In the workplace, young coworkers have a major influence across **all generations**

Percent of employees who say

I have been influenced  
by my **coworkers**  
in their twenties (net)

# 93%



# From a work-life boundaries to societal issue involvement, Gen Z redefines meaning to work

Percent of employees who say

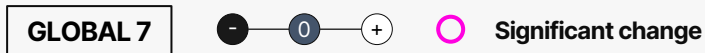
I have been influenced by my **coworkers in their twenties** in each area...

Top 7 of 11:	GLOBAL 7	18-26 Gen Z	27-42 Millennials	43-58 Gen X	59+ Boomers/Silent
Work-life <b>boundaries</b>	78	83	82	75	69
Openness to new <b>tech</b>	76	80	80	73	69
Desire for career <b>success</b>	76	84	81	71	62
<b>Fair pay</b> for work	75	79	79	71	69
Self <b>advocacy</b>	75	83	80	70	62
Work as <b>identity</b>	71	75	76	66	65
Employer involvement on <b>societal issues</b>	71	80	77	66	53



# Young coworkers also influence our willingness to pressure employers

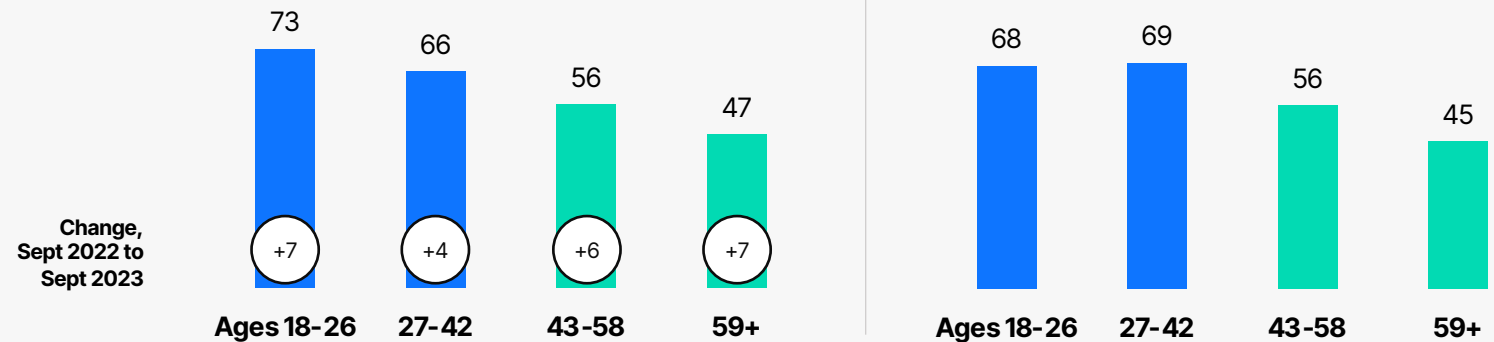
Percent of employees who say



**Coworkers I their twenties have influenced...**

**...my willingness to pressure my employer to change things I do not approve of**

**...my openness to unions or labor organizations**

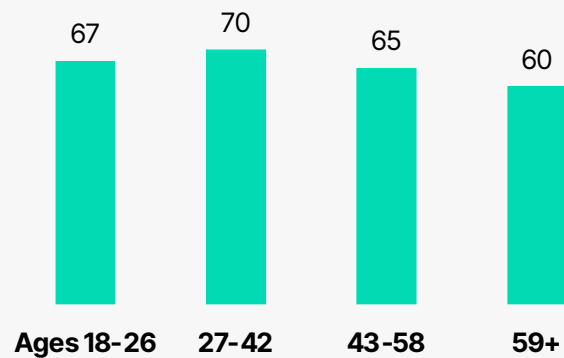


# Across all generations, employees want a **work-life reset**

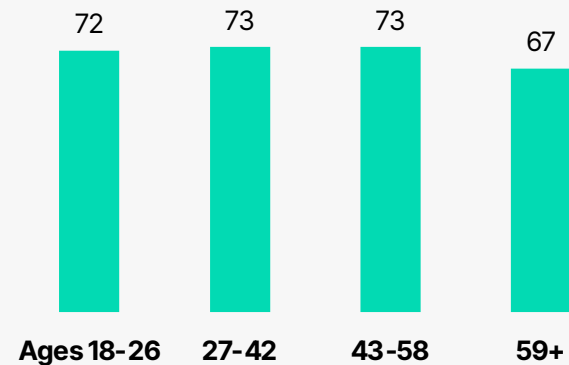
Percent of employees who say

GLOBAL 7

Because of everything that has happened in the world over the past few years, **I am reevaluating how I spend my time**



It is more important than ever that **employers rethink what work means** to employees



# What Gen Z seeks in the workplace





# Who is Gen Z?

Gen Z is coming of age in a complex world.  
Edelman's global research revealed that Gen Z:

- ✓ **Is a generation of sensibility**  
as they want to solve humanity's most glaring issues, they desire safety, value realism, and are making sensibility the new standard
- ✓ **Are globally unified**  
set on course correcting & getting our world back to basics
- ✓ **Trust differently**  
their journey to trust-building looks different for this generation



# The visceral need for safety & security permeates every aspect of their lives

7 in 10 want  
safety & security  
in their lives

- ▶ **PHYSICAL**  
Prioritize activities that have a lower risk of getting sick or injured (75%)
- ▶ **EMOTIONAL**  
Prioritize “feeling safe” (81%) over building strong friendships (75%)
- ▶ **FINANCIAL**  
Say “pays well/provides financial stability” is an important career goal (79%)
- ▶ **SOCIAL**  
Have changed social circles to feel safer (69%)
- ▶ **EDUCATIONAL**  
Say safety is critical or important when thinking about school (81%)



# Safety in the form of health was exacerbated by COVID

Percent who say the COVID-19 pandemic impacted their attitudes

Describes me now

**78%**

I have created more time in my  
life for self-care/mental health

**68%**

I have started or continued to save  
up for future healthcare expenses

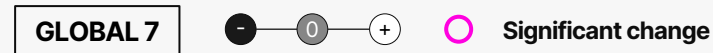
**66%**

I have considered or started a  
career that will allow me to handle  
health and wellness expenses

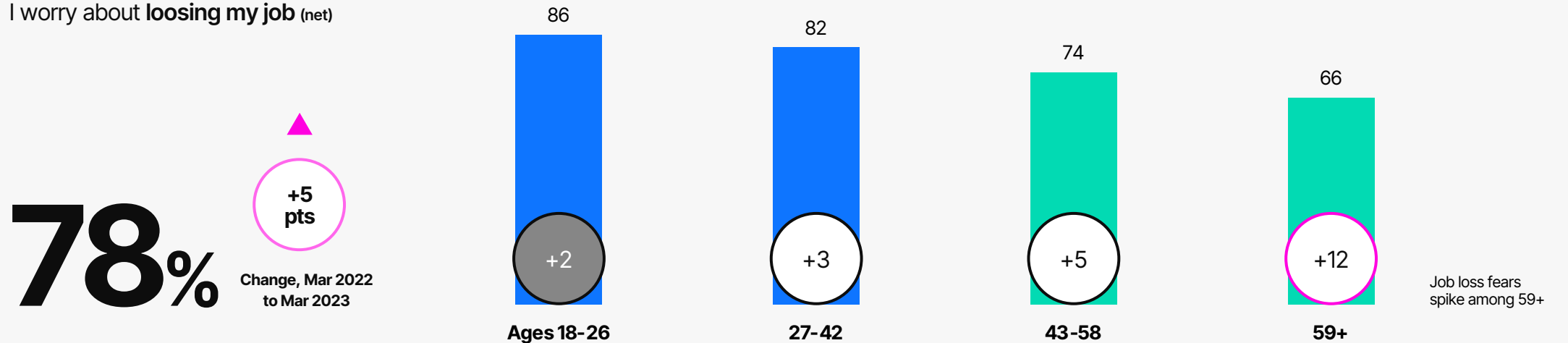


# Amid economic and geopolitical tensions, Gen Z most fearful of **job loss**

Percent of employees who say



I worry about **loosing my job** (net)

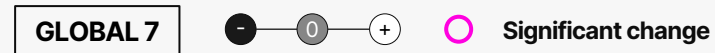


2023 Edelman Trust Barometer Special Report: Trust at Work. POP\_EMO. Some people say they worry about many things while others say they have few concerns. We are interested in what you worry about. Specifically, how much do you worry about each of the following? 9-point scale; top 4 box, worried. Question asked of half the sample. 7-mkt avg, by generations. Job loss is a net of attributes 1-3, 5, and 22-24. All data is filtered to be among employees who work for an organization or corporation (Q43/1). Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.

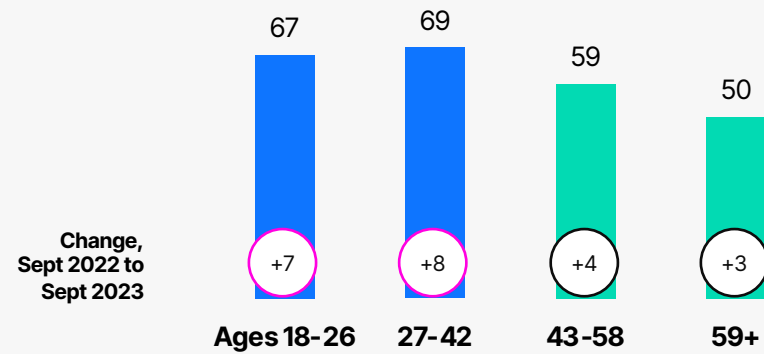


# Across all generations, employees want a **work-life reset**

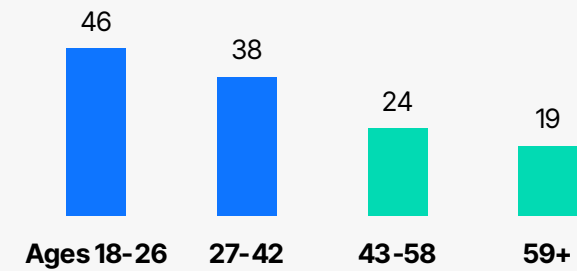
Percent of employees who say



I frequently engage in conversations with my coworkers about important **societal issues**



I am **regularly so distraught** over what is happening in the news **that I am unable to function at work**



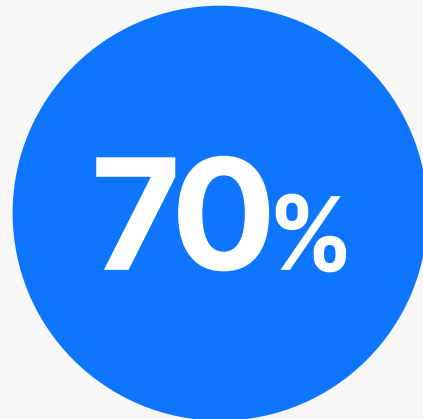
2023 Edelman Trust Barometer Special Report: Trust at Work. CIVIL\_ROLE. To what extent do you agree or disagree with the following statements? 9-point scale; top 4 box, agree. Question asked of half the sample. CNG\_ATT. To what extent do you agree or disagree with the following statements? 9-point scale; top 4 box, agree. Question asked of half the sample. 7-mkt avg., by generation. All data is filtered to be among employees who work for an organization or corporation (Q43/1). Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.



## However, Gen Z is the **most optimistic** generation



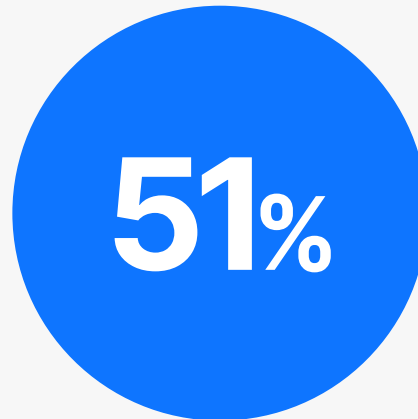
GEN Z



believe that they will be better off in the future today



ADULTS 27+



who believe the same thing

vs



# Gen Z wants more than compensation at work— they want **self actualization**

Percent of employees who say

**GLOBAL 7**

I expect my job to provide...

	<b>18-26</b> <i>Gen Z</i>	<b>27-42</b> <i>Millennials</i>	<b>43-58</b> <i>Gen X</i>	<b>59+</b> <i>Boomers/Silent</i>
A way of earning money	<b>89</b>	92	91	87
A path for achieving higher status in society	<b>78</b>	77	68	57
A way to meet new people and form friendships	<b>78</b>	76	71	68
An outlet for my passions and creativity	<b>75</b>	75	67	62
The ability to travel and experience new cultures	<b>71</b>	69	59	53
The ability to get away from my personal responsibilities and worries	<b>69</b>	67	60	55



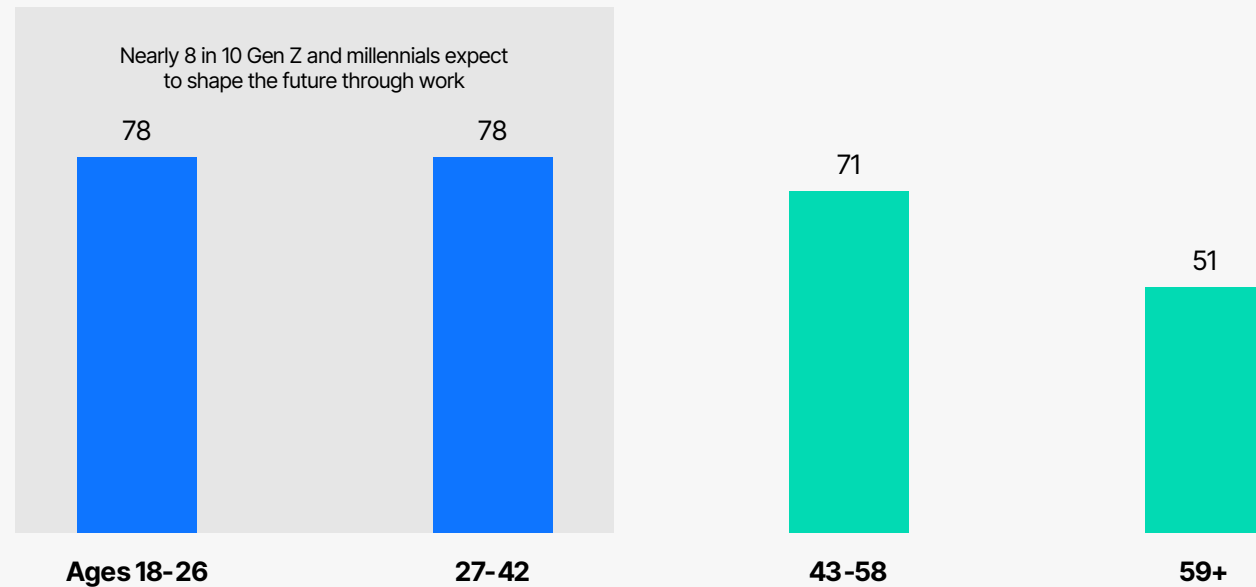
# Across generations, employees want their work to **shape the future**

Percent of employees who say each is a **strong expectation or deal breaker** when considering a job

GLOBAL 7

When considering a job, I want the opportunity to do work that will **shape the future** in some meaningful way

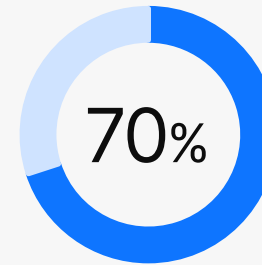
74%





# Unity is Gen Z's superpower?

It's not radical, it's about **coming together** to create change for a **common good**.



**Causes Bring Them Together**  
of all Gen Zers globally are involved  
in a social or political cause

Activism is a social, political, environmental revolution to change society. I don't think you can do that alone."

— 23-year-old Female, China

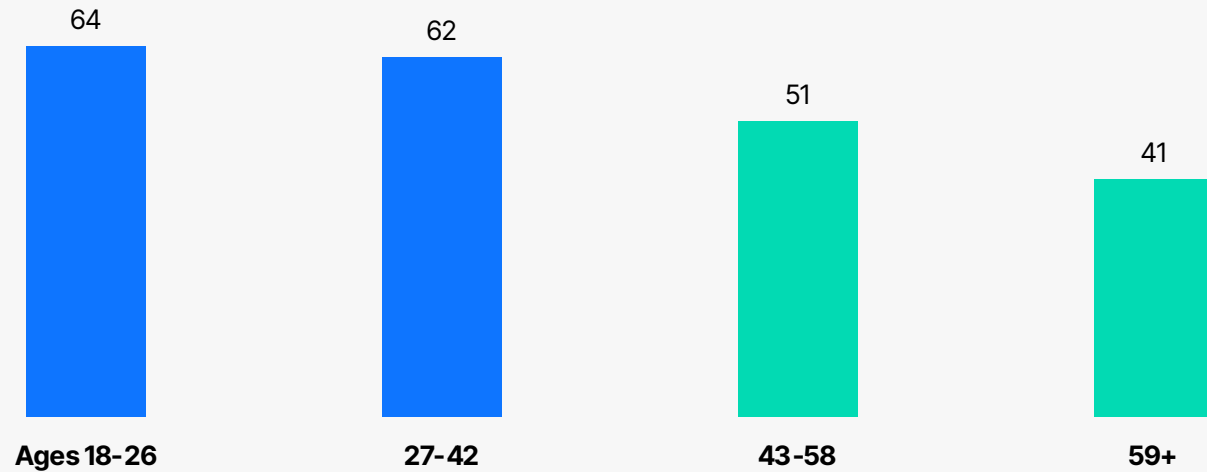


# Nearly 2 in 3 Gen Z and millennials are **belief-driven** employees

Percent of employees who say


GLOBAL 7

I choose, leave, avoid, or consider employers based on my beliefs and values




# Gen Z most likely to expect potential employer CEO to speak out on controversial issues

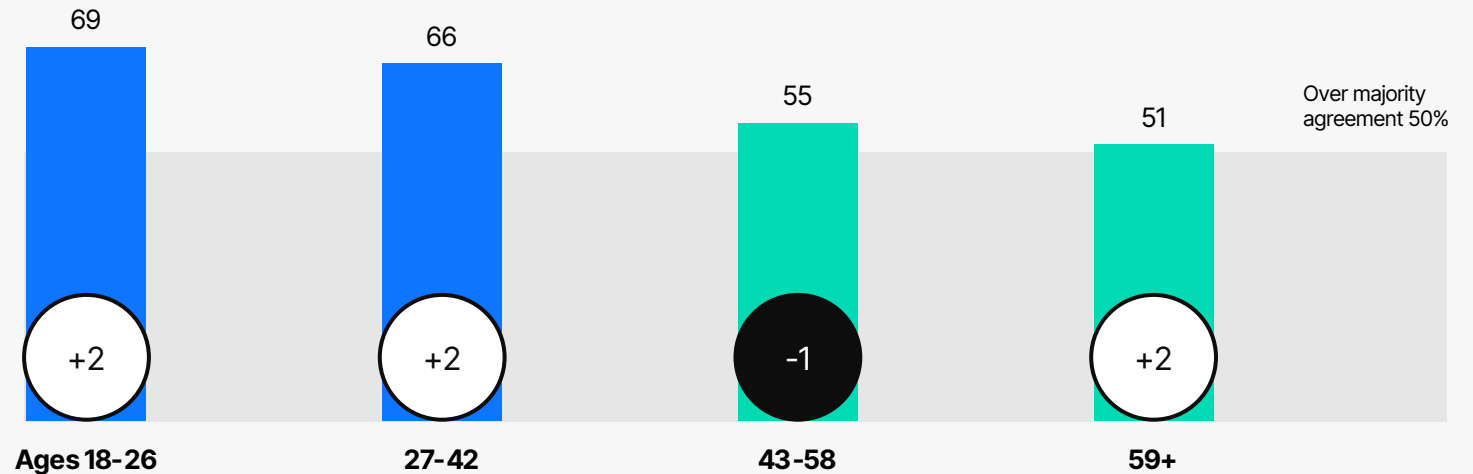
Percent of employees who say each is a **strong expectation or deal breaker** when considering a job

GLOBAL 7  Significant change

When considering a job, I expect the CEO to speak publicly about controversial issues I care about

61%

 +2 pts  
Change, Mar 2022 to Mar 2023



# Belief that employee pressure can **change almost anything** about their organization grows

GLOBAL 7 Significant change

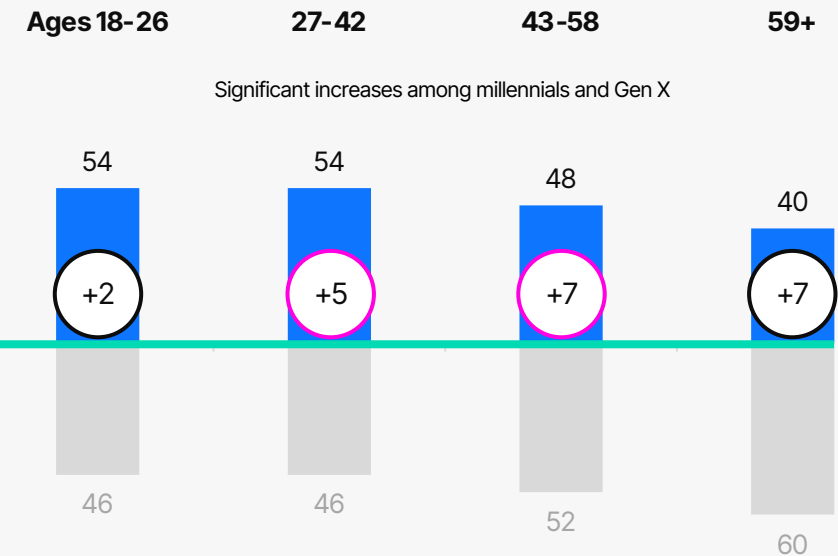
Which best describes your view?

...exerting strong pressure can get our organization to change almost anything about itself

or

...cannot force our organization to change anything that the organization itself does not want to change

**50%** +5 pts



# How can I leverage Gen Z's unique talents in the workplace



# 2023 Edelman Trust Barometer Special Report: Trust at Work

## The Workplace Reconsidered: Gen Z Deep Dive

### 01

#### Leverage the power of Gen Z



Your youngest colleagues are leading the workplace reset, redefining the meaning of work and how workers engage with management. Employees need to feel like they're making an impact; show how the organization is doing so.

### 02

#### Align employer action



Differences in politics and geography are growing more pronounced. Talent strategy needs to be consistent across the enterprise, but societal engagement must be aligned to local markets and stakeholders. Lead through action, not talk.

### 03

#### Harness peer connection & social media



For Gen Z, Trust is local; they believe their employer is more trustworthy than general business, and their peers are more trustworthy than company leaders. Harness this local trust, especially on social media, since Gen Zers increasingly speak about employers on social media and look to social media for information.



A black and white photograph of four young adults (three women and one man) sitting together on a couch, laughing and celebrating. The man on the right has his arm raised in a celebratory gesture. The overall mood is joyful and energetic.

# Thank You!

