

the millennials manual

[a snapshot of weber shandwick's research on millennials]



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shandwick
engaging, always.



KRC RESEARCH
OUR INSIGHT. YOUR BREAKTHROUGH.



The **Millennial** generation, defined as people born between 1981 and 1996, is a segment of the population that Weber Shandwick, in partnership with KRC Research, has covered a great deal in several thought leadership studies over the past few years.

Why do we focus on Millennials?

For starters, the sheer size of this generation demands attention. According to the UN, there are approximately 2 billion Millennials in the world today. The Millennial generation's size, the economic and social environment in which they grew up and their relatively high level of education differentiates their spending habits, workforce contributions and communications behaviors from those of older generations, making them a segment that both marketers and employers are intensely attentive to.

The purpose of this booklet is to share topline statistics from our various studies on Millennials. It offers a taste of our key insights, so we encourage you to click through to the full reports to learn about the breadth of knowledge Weber Shandwick has amassed about Millennials and how to engage them.



Employees Rising: Engaging Millennials In The Workplace

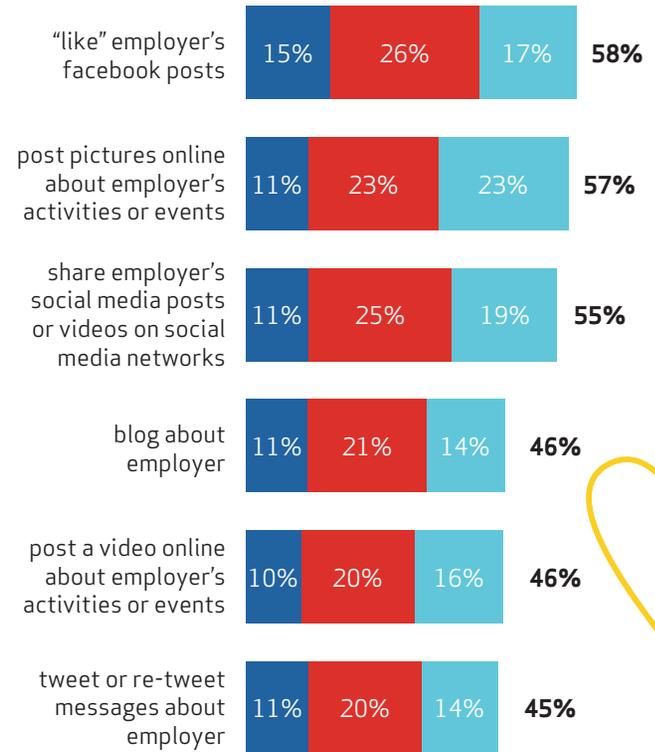
conducted across 15 markets worldwide, **Employees Rising: Seizing the Opportunity in Employee Activism** revealed a rising movement ignited by the digital and social media era: **employee activism.**

many millennials post online about their employers. posting is usually done at least a few times per month.

the most ardent employee activists are comprised largely of millennials who should be recognized as a game-changing force in workplaces across the globe.

millennials are shaping employer reputations right now!

frequency of social millennials posting about employer



● daily-few times per week ● a few times per month ● a few times per year



millennials need more to “like” about their employers

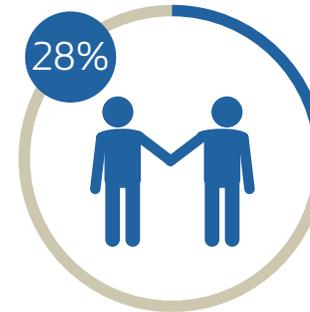
millennials rate their employers poorly on four critical aspects of organizational culture. why should employers care? millennials need a steady stream of positive things to say about their employers given their propensity to post.



internal communications

only 32% of millennial employees rate aspects of their companies' internal communications highly

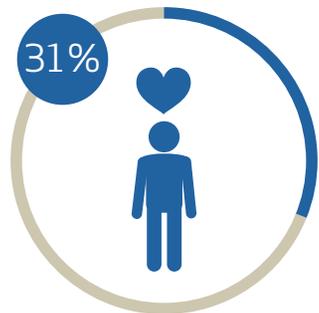
e.g., does a good job of keeping employees informed, communicates frequently with employees, etc.



HR/employee development

only 28% of millennial employees rate aspects of their companies' HR and employee development highly

e.g., have many opportunities to grow and learn. provides training and resources needed to do the job well, etc.



corporate social responsibility

only 31% of millennial employees rate aspects of their companies' CSR efforts highly

e.g., works to protect and improve the environment, treats all employees fairly regardless of their differences, etc.



leadership

only 25% of millennial employees rate aspects of their companies' leadership highly

e.g., values employee ideas and opinions, is trustworthy, makes it a good place to work, etc.



understanding how to engage millennials in the workforce is essential for businesses

as millennials drive much of the employee activism movement and are projected to comprise 75% of the global workforce by 2025. their influence will only become more powerful, shaping the course of company reputations in unprecedented ways.

find out more about **Employees Rising: Seizing the Opportunity In Employee Activism** [here](#).



The CEO Reputation Premium: According To Millennial Executives

The CEO Reputation Premium: Gaining Advantage in the Engagement Era, a study of senior executives in 19 markets worldwide, found that CEO engagement and visibility is recognized as being critical to company reputation. millennials are making employment decisions based on the reputation of CEOs and see CEO reputation as a growing influence on what it says about a company.

millennials make employment decisions based on CEO reputation

millennial executives say that a strong CEO reputation...



attracts new employees:

78%



retains current employees:

71%

in fact, compared to boomer executives...



millennials are **71%**

more likely to say that the CEO's reputation influenced his or her decision to **take** the job



millennials are **55%**

more likely to say that the CEO's reputation influences his or her decision to **remain at** the job

millennials expect CEO reputation to increase in importance

millennials are the most likely generation of executives to believe that the reputation of CEOs will matter even more over the next few years.

“CEOs’ reputations will matter more to company reputation in the next few years”
(% agree)

46%



boomers

51%



gen Xers

53%



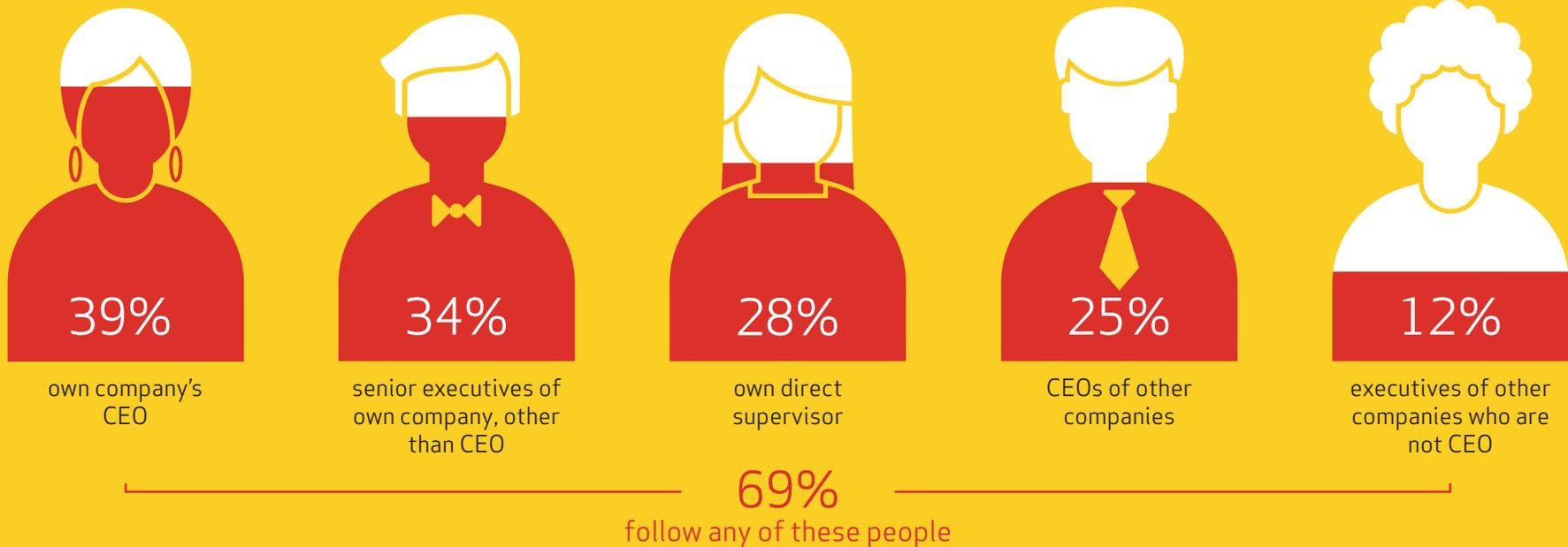
millennials



millennials follow executives on social media

approximately seven in 10 millennial executives (69%) follow other executives on social media, most commonly their own CEO (39%), but some (25%) are also keeping tabs on CEOs of other companies.

who millennials follow on social media



the digital communications and social media era has raised the bar for C-suite transparency and engagement, particularly for the millennials. younger talent is interested in the reputation of CEOs, and is searching online to learn about them. today, it behooves CEOs to have an online presence and take advantage of using social media to engage with this increasingly influential segment of their workforce.

find out more about **The CEO Reputation Premium: Gaining Advantage in the Engagement Era** [here](#).

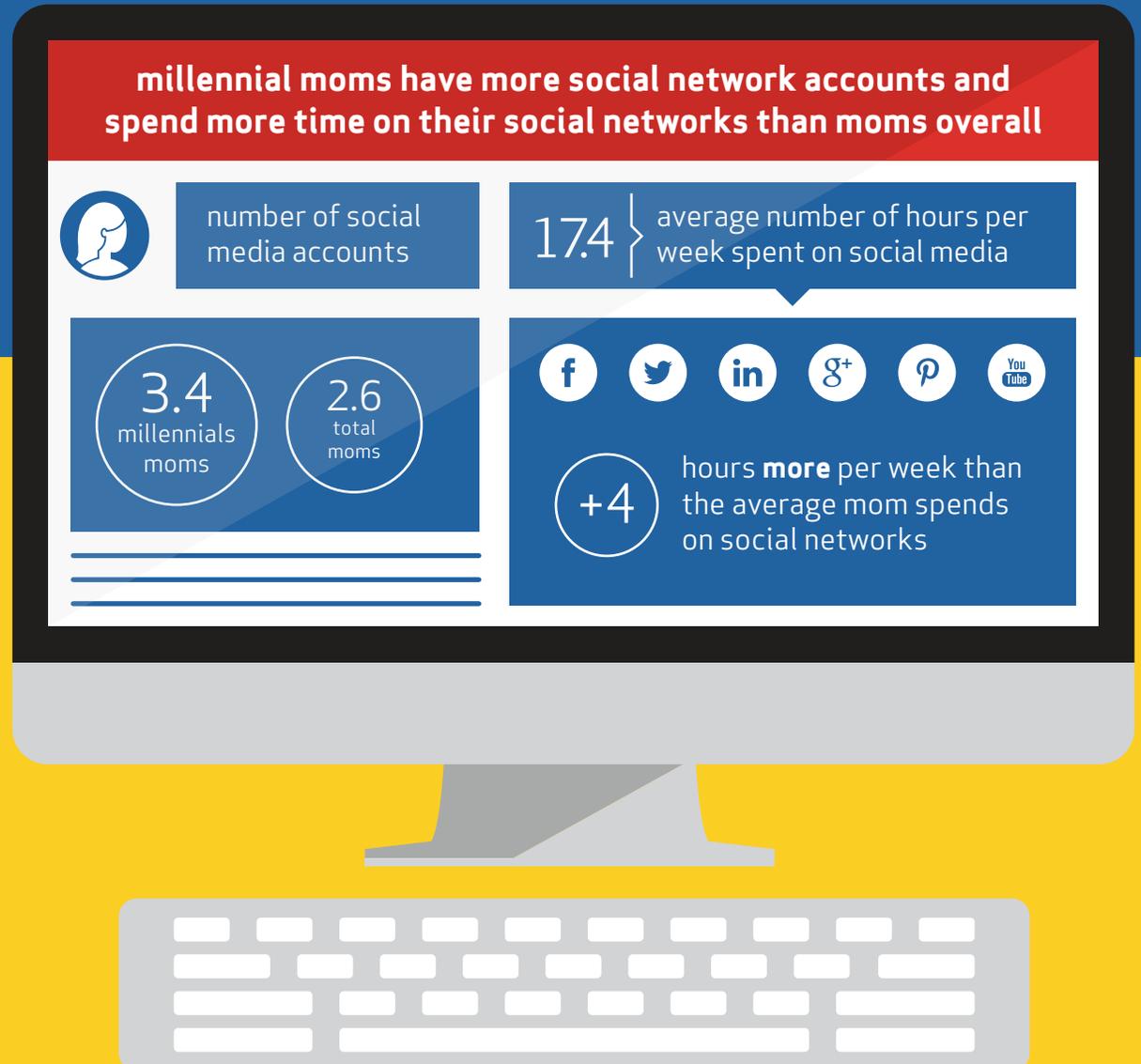


Digital Women Influencers: Millennial Moms

the **Millennial Moms** report uncovered insights about the digitally-connected and highly influential segment of North American women of the millennial generation who have kids under 18 years of age.



millennial moms are highly connected



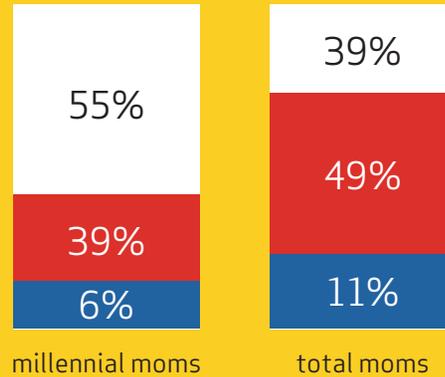


millennial moms are highly influential

millennial moms are decision-influencers. they are more likely than moms overall to provide opinions and recommendations. they also cite themselves as key advisors among their circle of friends.

how often do other people ask your opinion when making purchase decisions?

- frequently
- occasionally
- rarely



in an average month, number of times...

“like” or recommend products or services online



number of times per month, on average, asked for a product recommendation



re-tweet or re-pin products or services online



marketers need to wipe the slate of traditional perceptions clean and recognize the diversity of the mom target. millennial moms' digital connectedness gives them a much different perspective of motherhood and brands need to learn how to better engage them in this new social era.

find out more about **Millennial Moms** and how to engage them [here](#).



Civility in America: A Millennial View

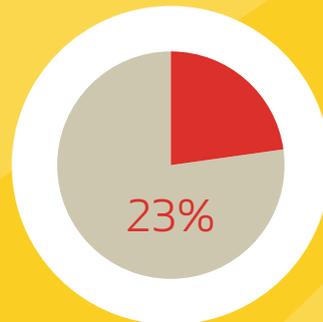
the fifth annual installment of **Civility in America** looked at perceptions of civility through a generational lens.

significantly higher than other generations

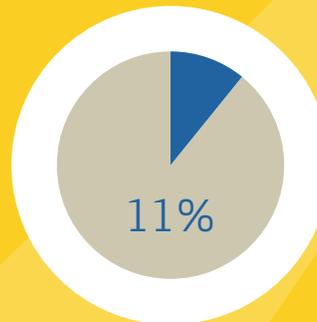
perhaps in an expression of hope over experience, the millennial generation is less convinced of bleak future

“in the next few years, civility will get better”

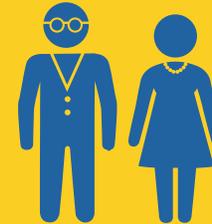
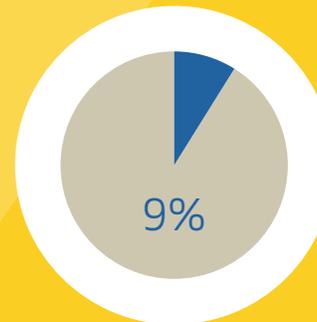
(% completely/mostly agree)



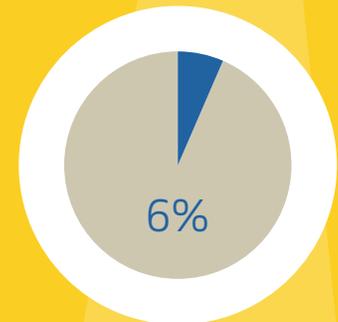
millennials



gen Xers



boomers



silent gen



americans who expect to experience incivility in the next 24 hours...



significantly higher than other generations



millennials



gen Xers



boomers



silent gen



the only adult generation to have grown up with cyber-bullying, millennials are also the only generation to have a native understanding of the power of a digitally connected world to change things for the better. observing how millennials overcome the challenges of incivility may suggest how our society can lay the groundwork for a more civil future.

find out more about how millennials feel about the state of **Civility in America** [here](#).

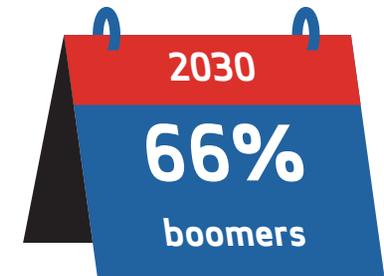
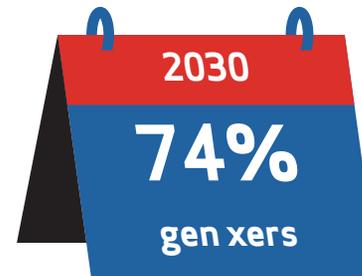
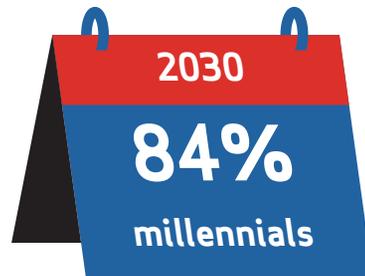


The Push Toward Gender Equality in the Executive Ranks: Millennials Expect No Less

Gender Equality in the Executive Ranks: A Paradox – The Journey to 2030 found that millennial executives have higher expectations for achieving gender parity in the C-suite.

millennials are more optimistic for achieving gender equality by 2030

Weber Shandwick, EIU



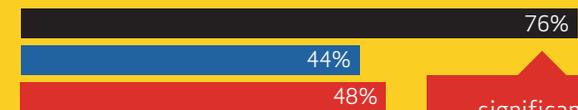
gender equality is particularly important to millennials

Weber Shandwick, EIU

importance of gender equality on the personal level

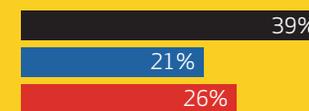
- millennials
- gen Xers
- boomers

gender equality at C-level in own company is important



significantly higher than other generations

support for women to advance into leadership positions is valued in a potential employer





millennials are more likely to work at a company where gender equality is on the corporate agenda.

millennials don't see stakeholder pressure as one of the top three ways to achieve gender equality like older generations do. sensitivity to stakeholder pressure is likely a factor executives become more aware of as they become more senior in the organization.

company has a formal, stated goal of improving gender equality in the C-Suite

creating diverse senior executive team is high priority of company's executive team

top 3 corporate actions and broad social changes that would most likely trigger gender equality

| | company has a formal, stated goal of improving gender equality in the C-Suite | creating diverse senior executive team is high priority of company's executive team | top 3 corporate actions and broad social changes that would most likely trigger gender equality | | |
|--|---|---|---|--|---|
|  millennials | 67% significantly higher than other generations | 39% | 47% more positive examples of women CEOs in young adult books | 41% several visionary CEOs who are women | 39% laws to ensure equal pay for men and women who do the same job |
|  gen Xers | 39% | 29% | 43% pressure from stakeholders | 42% laws to ensure equal pay for men and women who do the same job | 39% more positive examples of women CEOs in young adult books 39% several visionary CEOs who are women |
|  boomers + | 40% | 28% | 51% pressure from stakeholders | 46% more female than male graduates from business or STEM schools | 45% more positive examples of women CEOs in young adult books |



the millennial generation will demand greater gender equality and firms would be wise to take their concerns into account. employers cannot afford to disenfranchise this fast-growing and highly influential segment of the workforce and marketplace. they need to build a culture of inclusiveness and ensure millennial expectations for gender equality are not met with disappointment.

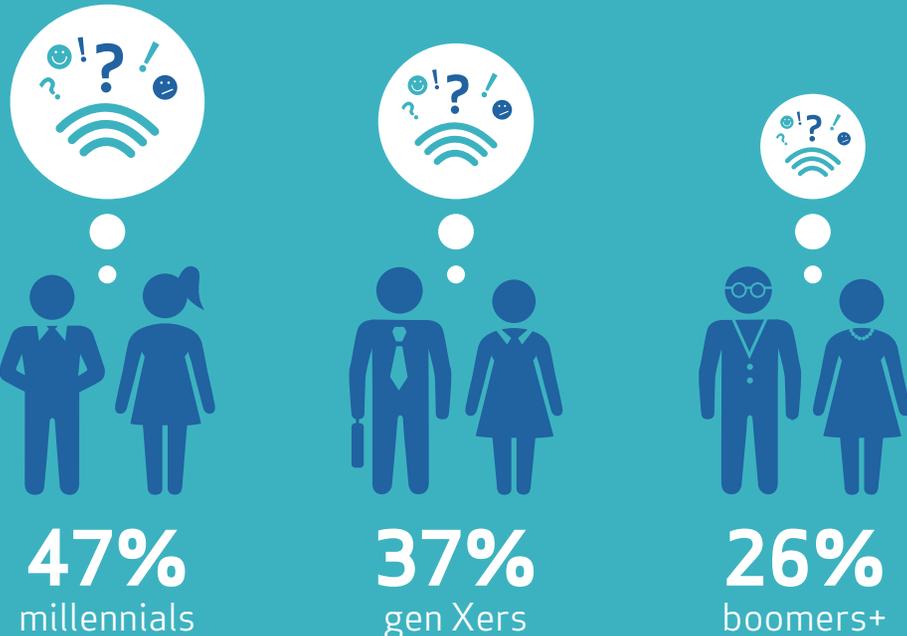
find out more about **Gender Equality in the Executive Ranks** [here](#).



Millennials@Work: Perspectives on Reputation

Millennials@Work explores how millennials perceive the importance of their own reputations at their jobs.

millennials think about their reputations at work more than any other generation



think about own reputation at work all or most of the time

millennials take reputation at work seriously

what is more important to you, your reputation at work or your reputation on social media?

my reputation at work

my reputation on social media

both are equally important to me

neither is important to me

millennials

70%

2%

21%

8%

gen Xers

73%

1%

14%

11%

boomers+

72%

3%

13%

13%



job performance trumps all when it comes to reputation at work, but millennials also see the social side of business.

| helps build a positive reputation at work | millennials | gen Xers | boomers+ | helps build a positive reputation at work | millennials | gen Xers | boomers+ |
|---|-------------|----------|----------|--|-------------|----------|----------|
| doing a good job | 81% | 89% | 93% | staying late to complete work | 38% | 33% | 34% |
| being prompt to work, meetings, etc. | 65% | 71% | 80% | making oneself visible to management | 33% | 27% | 34% |
| being courteous | 64% | 67% | 72% | meeting with other staff members outside of work for happy hour, lunch, etc. | 34% | 14% | 15% |
| volunteering for assignments/ additional work | 48% | 43% | 44% | bringing food, drinks, etc. to share with coworkers | 30% | 19% | 13% |
| seeking advice or feedback from colleagues | 47% | 40% | 37% | being active on social media | 12% | 3% | 4% |



the acknowledgement that personal reputation at work is important to millennials is useful information for managers. managers should work hard at creating an environment where individual reputations can be developed and therefore help fulfill millennials' endeavors for career success.

find out more about **Millennials@Work** and how they see their personal reputations being shaped [here](#).

please feel free to contact Weber Shandwick for more information about our thought leadership resources:

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