**Elevate Equity 2024 – Session 3**

**Saffron**

So I studied Business, Economics and ICT at A-level. I went to a grammar school so the traditional next step would have been to go to university. So I did apply and when I looked through my list of applications, every single degree I had applied for was completely different. So it kind of indicated to me that I wasn't sure what my next step was. So I spoke to my careers advisor in school. And she recommended looking into apprenticeships. And I think traditionally I kind of had this preconceived idea that apprenticeships, were kind of in hairdressing or plumbing, like very hands on, skills and not so much in the business environment. I landed a role with Deloitte, through their apprenticeship scheme. So I joined Deloitte at 18. I joined Monitor Deloitte, which is their strategy practice. Yeah and I was there for seven years. So apprenticeships give you the opportunity to get the best of both worlds. So you still get your degree and you get to learn on the job. You get the on the job experience, which is completely invaluable. The reality is that employers have made a massive investment in you through apprenticeships, and they're likely to keep you on and retain you, and you get to kind of work your way up progressively through the firm, which just comes with so many different experiences, learning curves. And there's not a day that I ever regret doing an apprenticeship. It is a massive, massive transition. So for me, personally I stayed. I went to sixth form in the school that I went to. So I'd been there for seven years. You know you are very much in a routine. You know all the teachers, you know the area, you're very comfortable almost. So that change in itself, even if you went to university, going to a work place it’s a massive transition. You're adapting to a new environment, kind of gone from the top of the food chain in school to being, you know, the youngest in the workplace. So I did the Chartered Manager Degree Apprenticeship, through the Open Uni. We were one of the first cohorts to do this at Deloitte. So I ended up with a degree in business management and then I went through an EPA process which gave me chartered manager status. This took around three and a half years, and then I then transitioned to being able to support new apprentices within that process. So I sit on the apprenticeship management team. So we work through their kind of onboarding, their development. We do monthly check-ins with them. The Open Uni has a great support structure to kind of support on the academic side, but we were there to support on the development side, on the pastoral and wellbeing side. So I was able to share my experiences, what worked well for me, how I manage balancing client work and kind of side desk roles with being able to do a full-time degree. So I say embracing diversity, whether that's socioeconomic backgrounds, race, gender, neurodiversity. For example, if an employer is always doing outreach with the same universities, in the same schools, how do you attract a diverse pool of talent? How do you kind of encourage that diversity of thought? I think, you know, everyone from different walks of life can bring such different perspectives and experience, and that's how you really foster a culture of kind of innovation and fresh solutions. I would also say to mentor young talent, whether that's, you know, those that come in through an apprenticeship or a traditional graduate route, making sure that there's a support network in place and I think support navigating a hybrid environment. It is very difficult to kind of feel part of a community, part of the workplace when everyone's at home. So like suggesting, you know, anchor days where everyone in one team can come in to ensure that young talent can still adapt to the workplace, they can still get that client exposure. They can still feel part of the community. So I'm now an engineer in a construction consultancy, which is a complete new industry for me. And I'm a senior manager of strategy. So I'm responsible for driving strategic initiatives, building that strategic roadmap, looking at the data and insights that support the decisions we make as an organisation. I've actually migrated to a new country. So complete new market. And I don't think, you know, this would have been possible without the experiences I had through degree apprenticeship. So I'm super excited for this new chapter.

**Ben**

Hello. How's everyone doing? You good? Yeah. Yeah. Great. Okay. So we're going to move on to our next part now. Before we do, I'd like you to get Slido back out, please, because I've got a question for you. The question is going to be, we want to know if you found that young people's values in the workplace are different to those of older generations. There is your code. Yeah. There we go. Cool. So get your votes in. Get your votes in. I find young people's values in the workplace different to those of older generations. That is the question. Okay. Yeah, yeah, yeah. Strongly agree 50%. Oh, okay. Yeah. Agreed. 25%. Neither agree on disagree 25%. Okay. That's kind of jumping around. There we go. And we’re going to be engaging more with Slido over the next few sessions. So please do keep that open. Get your Q&As in. Before then though, let's go into our next speaker, Patrick Cantellow. Patrick has been a champion for youth opportunities, has seen him address cross-party government working groups. In June 2022, Patrick was recognised in the Queen's Birthday Honours list. Ooh and he was awarded the British Empire Medal for services to youth employment in Kent. Love that and day to day, Patrick is a Digital Marketing Manager at Knauf, which has over 35,000 employees worldwide. Please welcome Patrick.

**Patrick**

Right Ben I will slip you a tenner for that intro later. Right I'm going to start before I talk about myself, with a quote from Simon Sinek, which anyone in HR will know of where he says, and apologies, I've got to read it to make sure I get it right. You were in a very difficult and uncomfortable position, because I think leadership is more difficult now than it has ever been. You're dealing with anxiety, human uncertainty, human ambition, human egos, and especially young people who think they know what they want, are very outspoken and don't mind going around you to go to your boss's boss. And then I could also come to you with some quotes from what I've heard in the office. And we're only on Wednesday, so I've been in the office two days this week, with some of the words I've heard from Gen Z colleagues being slay, that's cap, And when I said something about showing up at work on time, I heard low key boomer vibes. So I'm Patrick, just about managed to be born in the last millennium. And I'm a Gen Z who also has the pleasure of managing them too. Some in the office call it chaos. I call it a joint understanding of how we go to work and why we go to work. And there's 13 million Gen Z people in the UK, so I don't speak for every single one of them. I speak from my own experiences, my own background, and my own challenges. Every person is an individual, and that's going to become quite the theme in this talk. So over the past couple of weeks at Knauf, one of the world's biggest construction material manufacturers, that one’s from my boss whose watching, we do plasterboard and insulation. We’ve had 14 and 15 year olds in the workplace for work experience. And actually we've done quite a good mix picking on what's been mentioned today. Some come in for a day, some come in for three days. We didn't do any virtual or remote, because of I.T issues and things like that. But it made me realise that despite these 14 and 15 year olds being on the fringe of Gen Z themselves, the Gen Z Alpha hybrids are coming to the workplace. So if you think it's bad now

**Patrick**

let's see what happens over the next few years. And it also made me realise, and it's why I need to apologise today to everyone I've made to feel old in the past or will in this talk, because when they say to me, yes, everyone's parents are born in the 90s and I'm going to be saying to kids, I'm older than AI, I think it's hit me finally, this existential threat of getting older. So I started my career in 2016 as an apprentice, doing a level three, at a cyber security style company in digital marketing. I spent five hours a day on a bus every day of the week, running from the bus stop to make sure I showed up five minutes early. My expectations showing up to work on time and things like that was set very well by school and by my parents who went out to work every day at some point working multiple jobs. But would I do this now? No. Covid changed things and I would never do that again. And no one can make me do that again. And I don't expect anyone else around me to do it either. Is this because Covid changed my values, or I finally realised I know what I want in my life, and getting a bus for five hours a day is not worth the pressure and the time suck that it is? So I'm finally lining up with Gen Zs around me where we're not going to do that, I'm not gonna waste my time doing that. And I'm not going to talk about job hopping millennials as they were nine, because we're in this together. Gen Z millennials. We love to get media attention as we’re well and truly past that now. Now we know people don't stick around for as long as they used to. We as employers need to respect that, and it's something I'll hit on later. So I was in the workplace before lockdown, but let's think about those who are entering the workplace now who were in school during Covid, who have just entered their career, or are about to enter. At Knauf, We welcomed a cohort of apprentices last week and we're about to welcome our next lot. So wish us luck with that. And they understand the basics, right. They understand dress code, showing up on time and that they're here to learn and earn. We haven't had any issues with that understanding. So the interview process and that selection process is doing a good job. But then I get very, this or that, yes or no questions and very direct challenges and a lack of resilience from the Gen Z in my team. And I get this feeling of them being ill equipped to deal with constructive feedback and instead seeing it as an attack. Then I realised, I think I do the same, and it wasn't until others were doing it to me that I realised. And I also realised, though, that I am incredibly transparent. Some might say too much. But we talk about why our roles have purpose in a big commercial business 35,000 people. What the point is of the work that we are doing, because that's what I want to know. Why am I doing this? I have to make sure I explain the bigger picture and commercial purpose of something, because I want to know that and I want a clear personal and professional development plan, and I want my manger‘s support on that. And he's going to know I want his support on that because I want to know what I'm working towards. A purpose driven mindset means you just have to add on the why when talking to us. Our generations ability to challenge and speak up against the status quo results in a few attitudes that first seem unprofessional. Gen Z ,as you might be able to tell, we're quite opinionated and unafraid to think out loud. Transparency seems to be built into us. When planning this talk to you today I’ve really started to question why are we like this and why am I like this? Because it's quite funny when you reflect on yourself like that, that you are exactly like the people say sometimes. Is it because of the Covid situation that Joseph talked about this morning, or is it our expectations being wrong, like Lauren mentioned? Is it because we grew up with technology that's been mentioned again and again? Is it because my entire adult life, the life I remember the most, if I were sort of thinking at the moment, is it because of austerity, Brexit, Covid, chaos around every corner, that we've got used to it? You know, now we're talking about, Lauren was telling me about the Youth Voice Census and how people actually apart from in Manchester. it's not all about climate change. In Manchester, apparently they just want to plant trees and that fixes everything. But people talking about wars, challenges in the world and where that's going to take us, chaos. So is that because, is that as a result, our resilience is not as good as it should be for maybe, what your resilience levels are and what you expect to be past through generations and that sort of resilience. How do we have this motivation to challenge the world? We love to challenge politics. We love to challenge our bosses, and we love to challenge everything. But then why do we subscribe to cancel culture and provide little room for forgiveness? When people make mistakes and we don't accept criticism, we might call it gaslighting. I don't have the answer to it, I'm afraid, because I don't work for a company that wants your membership or have a book to sell. But if we consider how this translates to the workplace, it means we end up being quite vocal about things that we don't think are right, even if they’ve been the norm for decades, we will not settle for being given a task that takes the same amount of time to automate so it's quicker in the future, but you tell us it has to be done in this old fashioned Excel document way. You expect me to do that every week? Not a chance. It means we won't settle when we don't have the tools and equipment to do our job. I battled for this iPad from Knauf, it shouldn't have been that hard. It's proven useful now given I rewrote the script last night, which is now why I need it. And it means we won't settle for poor leadership, a confusing direction, and people not investing in us for the 7.5 hours you have us for a day. Why are you not sweating to get the best out of me while I'm in the workplace, because I'm not doing anything at the weekend for you. It means having mutual respect between employers and employees, clear expectations set, and the benefits of meeting those expectations. When providing feedback, we need perspective. Be clear to us why this is the way it is, why it can be that way, why it can't be that way, and the longer term benefit of telling me this feedback. And I think there's an element here where I think maybe both us as employees and as employers, as young people, as not so young people, that we need to remember our soft and human skills, our emotional intelligence and understanding why people are like this and why people are different. Sometimes even the best managers can forget, that everyone has a different upbringing, different experiences, and different expectations. So a common one. And again, writing this, I realised I was guilty of it back in 2016 when I started my apprentice as well, apprenticeship. And now I get it from others to me. Why can't you, as my boss, give me a pay rise after six months in my first job out of school? Well, actually, it's a double pay rise, so you need to explain the process to us. If you're lucky, you'll get annual reviews. But just know we have that Indeed tab open on our phone, which shows your competitor paying more or for better flexibility or both. And I think this when I'm asked that same question by people in my team, not to make me nervous that they might jump, and I can use it as an excuse not to justify the time and effort to train this person, but to keep me on my toes and to make sure I'm doing everything to make sure this person gets out of bed in the morning to come to work. Knauf calls managers their leaders. It's probably the same in a lot of other companies. So if I'm being classed as a leader, I best be acting like one and it gets frustrating. And again, I understand so many of the things that my old bosses have said to me in the past now. When they, we, Gen Z don't understand the benefits we're giving them of working at a company that's investing time, money, offering them flexibility and all the work that goes into making them a future leader. And they won't ever understand, because if us employers do it right going forward, they want this. This is the norm. It's the normal now, so they won't ever know. The only time they'll know is if they go somewhere with poor leadership, and then they might realise so it's not an employer bash, I've put that in there because I think I read it back and I was like Oh. But we all try and manage our teams fairly with a brush to be fair, we can't treat individuals in a certain way because otherwise you’re being biased and you’re treating them all differently. But supporting each individual and adapting to their expectations of the workplace and how they work, no matter their generation, is fair and makes you a cracking manager. I think we need to remember, and it's been mentioned today, that even some of the small achievements people make in their first careers, need to be recognised. So write in a professional email. You'd be surprised at how schools are churning out people who don't know how to communicate via email, yet it's one of the main ways we communicate. If it's not on Teams. Using the acronym COP in the right way. Have had a good example in the past where that was chucked into every email, and I don’t think they knew what it meant. So making sure that you celebrate them using that acronym correctly and celebrate people doing things differently because they haven't done it the way it's always been done. You might sit there and think, what are they doing? But actually wait for that end result and you might see that they've done it a lot quicker and a lot better because they want to show off what they can do. I had the pleasure of down in Kent, there's a lot of business groups and topics and things like this all about Gen Z and millennials in the workplace, like we’re some sort of aliens. Because yeah, as I said, we millennials are in this together. It's ,we talk about, I don't want to say the snowflakes word, but I just said it. but it's very easy for us to challenge the lack of inclusivity or diversity in the workplace or poor use of language that excludes others because we've grown up with it being normal. And I'm looking at Gen Alpha and it's even more normal for them. We talk about neurodiversity, not just to highlight how life's harder for these people day to day in some aspects, but because we want to get the best out of every single person. Throughout school, we've seen schools trying to adapt as best as they can for these people, so we expect the same in the workplace and society is changing. Everyone has choices on who they want to be and what they want to do, and those choices are ingrained in us from such a young age. We have colleges offering snooker tables and table tennis to get them to come in because they're realising they have a choice to go to college or not. So they're having to make these decisions to get people in. And it's the same in the workplace, and I don't need to say it too much, but offering choices on how, where and when we work. And you can ask for fair choices. A lot of Gen Z will be like, it's fully remote or nothing. Let them have that view on it. But I think actually a lot of Gen Z understand you're the boss, but you need to explain to us why you need us in on this day. Give us a purpose to come in. Like exactly as it's been spoken about today. And I'm going to say something controversial to the HR teams today who are listening. But at the end of the day, if it doesn't work for someone, be open and honest. If times are changing and the Gen Z’s got all these opinions that they're throwing at you and they're not happy with it, could they go into another team or could they simply, could you support them move to another company? Sounds very backwards to what we usually hear, especially when people are talking on stages, recruitment, retraining, expensive pound signs, clock's ticking. But consider this a planned transition period to be remembered as that great company to work at, helping someone in their lifelong journey, or someone running off to a competitor on a short notice period and you get blocked on LinkedIn as soon as they’ve walked out the door. It's very easy and naive for me to say, but is this my Gen Z mindset of being a realist to cope amongst the chaos? We are human. We can't be everyone's friend. We as a business do need to take some form of responsibility for supporting people in their lives, even if it means waving goodbye for now. So I’m running out of time so I'm going to rush this next bit. We talk about careers having a positive benefit that's on people and planet. So what I just spoke about was on people. And then I'm sure you can ask some questions around planet and sustainability and social purpose, because it's already come up today about how people don't engage in these things. So I won't touch on that. But to summarise, I want to express the point that every individual is just that. We can't make changes just for Gen Z or we can't make changes just for the boomers. It's all about individuality, experiences, and remembering that everyone's expectations are different. It's about having the right leaders in your workplace who can understand and use emotional intelligence to keep everyone's expectations set and met. Each generation sat before me today or virtually, have had their own individual and their own generational adversity. But I don't think we can disagree that despite all the going ons in the world, how we as Gen Z talk about mental health and won't let employers take us for a ride, is something that older generations have a right to be envious of. Thank you.

**Ben**

Amazing and please stay there. We're going to do a Q&A session now. We're going to be using Slido for it. And please do get your questions in via them. I think we've also got some roving mics as well. So we also have some more questions in the room. Okay. Let's have a look. Let's see do any of those questions take your fancy, Patrick? Anything there that you want to...

**Patrick**

The bottom one. Do you think young people expect their employers to be...

**Ben**

Do you think young people expect their employers to be sustainable businesses?

**Patrick**

Thanks, Ben. I'll try to...

**Ben**

Let's go.

**Patrick**

So this was something I wanted to touch on, but I've run out of time, so we’ll do it in the Q&A. But basically, there's this big, would I work in an oil company? Well it would pay quite well. Right. It’d get the nice car and go on holidays. But would I tell people that I work for an oil company? Probably not. But say this oil company has an audited verified non greenwash plan for sustainability, because they're transitioning to green energy and you know it's gone through the press, it's been tested, tried and audited, then yeah. Because if this energy company’s transitioning to green energy, that sounds like a money maker too. So that was a very top level kind of example. But it's about businesses need to be genuine in their sustainability, efforts and their corporate social responsibility as well. Like we've talked a lot about going out in schools and things like that. It's not just a box ticking exercise because we'll see right through it and they will not engage with it. It's about let us get our hands dirty. We've got biodiversity assessments happening around sites at Knauf and we're getting our hands dirty, because we’re actually getting in mud to check things and it's a bit different to sitting in the office all day. And it's not just a satellite image biodiversity review.

**Ben**

So actually doing the work. I like that. Do you have any questions in the room? Yes.

**Question**

I have a question, that sort of centers around, I suppose, careers advice. I think what we know is we'll have line managers and managers within organisations that will probably never have had any careers advice and then we'll probably have some young people that will have had a patchy, at best experience of it. Being a line manager, having never had careers advice and then being probably the first time anyone sat down with a young person to understand who they want to be and where they want to be when they're in a job is careers advice something you wish you had more training and support on as a line manager and are there skills that you think every line manager should have when they hire a young person?

**Patrick**

Thank you. Lauren. It's a big question. I think when I worked at a smaller company, a much smaller company, like 6 or 7 people in a room sort of thing, and that was it. I was managing apprentices then, and I was a lot younger, so I was an apprentice myself, and I was managing an apprentice at one point. So yeah, I don't think they asked me for careers advice because they knew I didn't have it. But now in this company where I'm at now. Yeah, I get nervous that I'm going to make someone take the wrong decision because of what I've told them. So I'm not a careers advisor. I will just try and tell them what I think is best for them. So we've got an example of someone in our team. An apprentice who is a digital marketing apprentice, so you got a shout out Olly, but he's like really into creative and things like that. And I want him to get a taste of what it's like in an agency because we're in house. It's a bit slower and things like that, So we're going to send them off to an agency for a week or two to see if he likes it. And I reckon he’ll come back and say don't, because the pace is absolutely unbelievable. But he might love it and if he loves it, then we know that either we need to transition his role or you know, he knows what he's doing next. I'd rather have someone, wave him off to the future and they'll be back one day. Rather than having someone leave because they didn't ask.

**Ben**

Yes.

**Patrick**

So like we've said today at multiple points, young people don't like to ask. But they should. I think it's easy because I'm Gen Z and I'm talking to Gen Zs with very like I said, some people call it chaos the way we talk to each other, but it works though

**Ben**

Yeah. I like that. It’s like a holistic approach. I'm going to jump back into the Slido. Is there a danger that young people might not be as attracted to face-to-face roles in the future, including vital roles such as nurses and social workers?

**Patrick**

Yeah, that's a tough question that one. I think it comes down to the individual, and I'm not using that as a cop out to the answer, but there's those sort of roles in the public sector, they're not attractive to a lot of young people nowadays and you see what goes on in the press and that's what we've grown up with. It's all we've seen. The young people that watch the news anyway. But it's, yeah, how are those roles going to change? Because, you know, I've seen clips on TikTok of these robot things with iPads stuck to the top and I'm talking to someone, a doctor who works abroad via my hospital bed on an iPad, so I think it's a very good question and it's not one I've got the answer to. But. Yeah.

**Ben**

Interesting. Anything else in the room? Any other questions in the room? No. We could stick with Slido for now. Where education is failing young people, how do you think this can be reformed and how can employers support to attract these amazing Gen Zs.

**Patrick**

I don't want to rinse and repeat everything that's been said today. I think it's a postcode lottery in terms of schools, careers education, because careers advisors work really hard, to give out the best advice that they can. And they're so busy they don't always understand how certain things work. So, like, no one ever spoke to me about apprenticeships, but that was back in 2015, 2016. In fact, it was the unspoken word, apprenticeships. It was you have to go to university, was what the school was saying. But it's given those access to employers, from as soon as you can, because I think it's easy for us at Knauf, to say because we love doing it, we love going to careers fairs, and we love having people come in for work experience. It can be quite chaotic sometimes, but you realise they always come in and it's already been said today they come in and they're like, oh, actually everyone was like work’s meant to be really strict and a horrible place to work. It's actually quite fun. So yeah, it's kind of, get as much exposure to employers as you can and encourage young people to take some initiative to do it themselves as well and the benefits that will bring. So like Joseph said this morning, the only reason I've got that first apprenticeship job that was quite well paid was because I'd done loads of volunteering, so much of it, and I had to find that myself. There was no one pointing that out for me.

**Ben**

Can you talk about what pay that was? Because some of the apprenticeships I see for the young people that contact me, I'm like, how much?

**Patrick**

So you still do, especially outside of London, you see some apprenticeships starting at like the bare minimum. I don't know how much it is in some, please correct me, but it's like nine, ten, might be less, might be more. But so this level three that they were hiring was for £18,000. That was back in 2016. And this was in Canterbury. So it was a really good salary.

**Ben**

That's a really good salary.

**Patrick**

For a 16 year old who actually got offered the job when they was still 15, you can imagine the chaos of having that money in my bank account of course, but.

**Patrick**

that's not the norm. No, that's not the norm. It's, that is, apprenticeships. are so hard get into now, especially with degree apprenticeships. They’ve completely changed from when I was an apprentice. Degree apprenticeships were not a thing when I started, it was something to move into in the end. But yeah, you need to be able to stand out to employers and they need to have that learning and adaptable attitude. Because a good employer will know that they're not going to know anything, but they're there to learn.

**Ben**

I love that. How can employers identify future leaders in the workplace? And what should you look for?

**Patrick**

That's a good one. Identifying future leaders. If you're talking about Gen Z, I think it's those who are the odd ones out. The different ones, the ones who don't always comply, and the ones who are outspoken and the ones who might be stuck in someone's shadow. Chuck, a group of your younger colleagues in the deep end and see how they deal with it. Give them something hard. Give them something difficult. Chuck them all in it. Have a day, make a day of it. And just see what happens. You know, your recruitment professionals and managers are professionals and see what talent you can spot. But I feel like Gen Z, we can very easily get stuck in someone else's shadow because we're not asking for that help or we're not, we’re just, we feel like we can't have the opportunity to do something extra in the workplace. Yeah.

**Ben**

Interesting. The next one is how do we engage young people and Gen Z without it feeling like we're pointing a finger at them or alienating them?

**Patrick**

Okay. I don't know. I don't think I've seen that many good examples of it yet. If we're talking about in the workplace, it's kind of what I alluded to earlier, it’s making sure...What's the question again, Ben?

**Ben**

So how are you engaging young people without it feeling like you're pointing a finger at them? I suppose for the things that I've seen, it's where people join these workplaces, and maybe they are the first young person within that space. And it's, you're putting things in place that may make them feel like they're being babysat rather than going into a workplace. And sometimes, you know what, one of my favourite times of the year is, October, because people start their graduate schemes and then they contact me with all of the tea about what's going on in these places, and I'm just like, oh, and my DMS, my emails, are just filled with all of the things going on, like Canary Wharf or like my managers aren’t using the right pronouns for me, and this person's doing this in the office and I'm like, wow, like, this is Welcome. Like, this is real life, this is it. But actually, to put some of those measures in place, to almost make people feel more comfortable, it doesn't mean that you are alienating them. You are specifically pointing them out and saying, we're going to do this just for you. So is there a way around making sure they don't feel so excluded?

**Patrick**

It's probably worth asking that person in question. It's always a good place to start. And it's something Lauren alluded to on her one this morning. But I mean if you are the only Gen Z in an office you are going to be pointed out, but they're probably going to point out some of the older people in the office as well.

**Ben**

Did your office do anything to support you coming to your...it sounds like you're actually quite corporate minded anyway.

**Patrick**

Well, I'm in a very corporate environment now, so yeah, I've become a corporate, you know, person.

**Ben**

Corporate citizen.

**Patrick**

Yeah. But in old roles where actually I was under 18 in very small companies, I couldn't go out drinking with them. That was actually quite, obviously I didn't drink under 18. But, you know, that's tough. That's tough. We've got people at Knauf now who have to watch us. And go to bed early at conference. You know, it's hard, but we do try and keep them together. Make sure they all know each other, so they kind of do their own thing. Got to be careful what I say if this is recorded. So. But, Yeah, it's hard. I think it depends if you're in a big company, small company, networks a big thing because Yeah, doing an apprenticeship, I didn't have that uni life. I didn't have people to go and talk to and be like, oh, you’ll never guess what my boss just said. It’s just making sure that they all know each other and things like that, not just within the company. If you're working with an external training provider, are they doing anything? Our external training provider at Knauf don't, so we're trying to get, you know, get my digital marketing apprentice talking to the other digital marketing apprentices. So,

**Ben**

Yes. Oh, sorry in person. Go for it.

**Question**

No worries. Thank you. Thank you Patrick and great insight into Gen Z. You mentioned the word chaos quite a lot. So what's your advice to employers to harness that chaos for the benefit for that individual Gen Z but also for themselves?

**Patrick**

There's part of me that wants to say, keep the chaos going. I don't know if that’s because we're used to it. I can't imagine what stability looks like, both in terms of the economy, in the workplace, because all I’ve seen is, chaos. So people going on furlough, people coming back, then mass redundancies and people coming back after that because they realise they got it wrong. Overhiring, underhiring. And then companies can have a habit, especially in a corporate environment of changing direction, and changing this and changing that. I think we're adaptable to that. But sometimes I think we'll be quite visible in our frustration, when we've put so much work and effort in something, that direction suddenly changed. But I think that's probably going to be a reality for the rest of our life. So it's probably just something we need to learn that's going to happen. Life throws things at you, it always will. So, yeah, either keep the chaos going because I don't know, I don't have the answer to what? It's not without chaos.

**Ben**

Love that. This question is quite interesting. How can we support young people in schools in understanding their career options in future marketplaces so they can make the right subject choices? I had an email the other day from someone worrying about taking food technology, about whether that was going to impact their future career as a lawyer, and I was like, Ha, Ha, Ha, Ha, Ha. It's just so interesting when you look back and see that actually it wasn't really ever about those specific subjects. It was the wider picture. So what can we do?

**Patrick**

Well, who knew in Year 9 what they actually wanted to do?

**Ben**

That's what I'm saying.

**Patrick**

But there's so much and the day I left school, I was so glad I could start to actually say things like this, just because I wasn’t in school. It's done completely wrong. I didn't know what I wanted to do in Year 9. I was taking these GCSEs that were absolutely pointless, my back up career was to be a geography teacher, to do some colouring in. Digital marketing, it’s the same kind of thing.

**Ben**

To do some colouring in?

**Patrick**

Well, it’s just colouring in maps isn’t it? So digital marketing is the same sort of thing. So I've got there in the end. But yeah, I think it's, I don't want to use the same answer to everything, but if you have employers come in and talk to your students, they'll talk about how AI might be changing in the work and things like that. So it’s keeping those connections with employers. Have I lost you Ben?

**Ben**

That’s so funny. I need you to go and do some volunteering in schools of geography teachers, just so you can say that to, you know.

**Patrick**

My Geography teachers never liked me. So

**Ben**

I can feel it there. Love that. Let me take that. Oh on the subject of volunteering, could you speak more about your volunteering, is another question.

**Patrick**

asked that?

**Ben**

Yeah.

**Patrick**

I used to. So I did loads of volunteering, some with Youth Employment UK. Basically, where I cut my teeth. Ended up being Lauren's boss for four years, on the board. But, I ended up setting up my own youth company in Kent that was funded by the DCMS and Comic Relief. Because for those who know, Isle of Sheppey, really deprived area, some people live and die without ever coming off it. So we got funding to send these kids to like, days with lawyers and things like that to get experience in London and things. So yeah.

**Ben**

Really cool, really cool. Is that still going now?

**Patrick**

No, Theresa May cut the funding off. She gave us an award for changing lives. She then cut the funding. So, I tried not to be political.

**Ben**

No. It's interesting. It's mad to me how the landscape has changed. Because like I said, with my own organisation, I've had to go corporate because a lot of those spaces where people said, go here for money, there's no money, literally none. So I've gone to law firms, I've gone to accountancy firms and it's just having to beg big money for charity. So how is this making sense? Wild. What is the best way? Kind of the same thing before but let's go for it. Anyway, what's the best way for employers to respond to being challenged by young workers? To wrap it up.

**Patrick**

The best thing I think I've learned on leadership courses, because I seem to have been chucked on loads of them, which might be a good or a bad thing, I don't know. But, is always question why someone's telling you something. The why behind it? Put yourself in their position. If they were telling you this, challenging this, think what they might be thinking. Like I said, even the best managers sometimes forget that emotional intelligence buzz word I love. So I think it's just remember the why they’re challenging you.

**Ben**

Love that. Thank you so, so much. Please give it up again. Patrick.

**Sophie**

Welcome back. Sophie here again from The Nursery to share more findings from our Coming of Age thought leadership project. In this section, we'll be sharing some insights around what 18 year olds value. We also have learnings from broader Gen Z audience as well as older generations, so we compare the results accordingly to see how Gen Z compare and differentiate to different age groups. So let's dive in. Firstly, there's plenty of good news when it comes to how 18 year olds feel about brands. Over half say they feel a strong sense of loyalty to brands they like, which is really good news. They also say that having great advertising is just as important as having a strong track record, so they aren't as bothered about heritage stories and provenance. Instead, they want to be entertained and impressed by good quality advertising. When this comes to employers, this tells us that 18 year olds are open to being loyal to an employer, especially if they feel they can connect with the company they work for. It also suggests that 18 year olds are more interested in what companies are doing right here, right now. They're less interested in the past and stories of heritage, as it doesn't affect them today. So tell them about what you're doing now. 18 year olds ‘here and now’ mindset is showcased when looking at the factors they say they prioritise when choosing an employer. They’re less hung up on job security, a company's reputation or finances. Only 7% of 18 year olds selecting this as their number one most important factor when choosing an employer, this is versus 11% for the rest of Gen Z, 14% for Millennials, 17% for Gen X, and 23% for Baby Boomers. The importance of job security becomes more critical as people get older and have fewer working years ahead of them. Like everyone, salary is the most important factor for all generations, and 18 year olds are no different. A third choose this as the number one factor, which mirrors that of Baby Boomers. After salary, company culture and values and opportunities to travel abroad are the most important factors for 18 year olds, and they're more likely to be ranked number one than training and development opportunities, and flexible hybrid working policies. It's important to note that company culture and values are being perceived by 18 year olds as the factors that will impact them personally. Is it a nice place to work? Is it progressive? Would it be fun? This again showcases that ‘inner bubble’ mentality, whereby younger generations are not looking that too far ahead or in the distance. They are most focused on things that will benefit them and how to obtain more of that. However, when we look a bit broader at factors that are ranked within the top three, 18 year olds are more likely than older generations to value a company's social environmental impact, with 30% ranking it within the top three versus 11% of Gen X and 13% Baby Boomers. However, we do question whether there are some rose tinted glasses going on here, as the drop off from Gen Z, 23% to Millennials, 16% is quite stark, and perhaps it's more of a lack of experience that is guiding 18 year olds perceptions, as many of them have not started working yet. Similarly, while 22% of 18 to 21 year olds rank opportunities to travel abroad within the top two most important factors, this already falls down to 16% for 22 to 24 year olds. It seems that once they start working, they realise that security and flexibility are really important and their attitudes quickly merge with other generations. So to summarise, 18 year olds are looking for immediate and personal benefits from an employer, which will impact their day to day life and immediate world. They are also optimistic and ambitious, seeking opportunities and experiences. But as 18 year olds age up, even after few years of work, practicalities kick in on factors like job security and flexibility overtake ones like environmental impact and travel as they begin to build their own lives and focus shifts to maintaining this.

**Ben**

Amazing. Thank you. So next up we have Shelly Larsen-McCue. Shelly is the Early in Careers Programme Manager at Manpower Group. Shelly focuses on understanding Gen Z and looking at what initiatives employers can offer to support them. With The Open University survey revealing that over half of organisations do not have any specific initiatives, skills programs or workplace adjustments in place for specific talent pools, including employees under 25s this could be adding further strain to the ongoing skills gap. Please welcome Shelly.

**Shelly**

Am I on? Can you hear me? The last time I were miked up I absolutely battered proud Mary. Do we all like a bit of Tina. Absolutely annihilated it. But here we are. So I'm Shelly, and do you know what? I'm going to tell you a little story. I went to our Manpower Group conference, a couple of, last week, actually, and I got a professional headshot. I'd never work again. If you’ve seen that, I would never work again. It was terrible. So I’ve been with Manpower Group for 15 years. I started, another story, story time. I started back in Doncaster. You can tell by the Yorkshire accent. Back in Doncaster after university, I did my degree in Psychology in Sport and then I stayed on and I did a master's in Sociology. So when I'm talking today, I'm coming from that kind of lens. But I needed a job. So I went to, what I thought was npower. So I googled and researched electricity. It turns out I'm sat in a room being interviewed for Manpower. So I said, oh, this has took a funny turn. But I got the job. And I believe the reason I've got that job is because I was transparent, I was honest, I brought a little bit of humour. But I was just human. I acknowledged I’d made a mistake, I needed a job, I were a hard working, and I had the attitude to learn. So let's see if this works. I didn't turn up here this morning. I've got childcare issues. I'm not like Beyoncé, where I've got an helicopter outside and I'm that important. I’m not. I just wish I’d turned up for the day, but I didn't. We've probably already covered this, so apologies if I'm repeating myself, but Gen Z obviously, what make up the 25% of the workforce, I'm not going to go in on each and every bullet point, but what I want us to pick up here is, pre and post pandemic Gen Z. I think it's a really interesting mix because we tend to talk about Gen Z as already being in the workforce and affected by Covid, but actually, what about the ones that were at school and were struggling and then they’re now facing this, as we say, chaotic world that we live in, and I find that really interesting and again, I don't know the answer, but has the impact of Covid divided a generation? I don't know the answer. I'm not going to give you any answers today. Don't look to me, you’re not having them. And I also like this. It's the ‘most’ generation in history. So there's one down here, there's one, I'm on a timer. It's the most generation. So most racially, most ethnically, diverse, most educated, technological, savvy. We've got this Slido. I'm thinking, oh, God, don't give me any technology, I'm 41 and I don't look at it. But I find that really interesting. It's the ‘most’ generation, but with the most becomes disruption, chaos, innovation, chaos, innovation. Keep the chaos because it brings innovation. So as I said, I'm not going to go on and on and on. You've probably covered loads of this today. But what I see from the work that I do, and I guess I introduced myself today, a jack of all trades, because I don't just focus on early in careers, I focus on the social side. So I am almost ahead of ESG in terms of our ‘S’ people and prosperity. Missions and values. We've all got a moral compass. Gen Z are no different. So how do we align our missions and our values? And do we advertise those missions and values? Manpower Group is the most ethically, ethical organisation. I think it's for the 17th year running. We absolutely need to tell people about that because do they want to come and work for the most ethical company? Absolutely. They do. So we need to really think about that. And we need to think about what are our morals and our values, what is our mission, what’s the work we do? Another story. So I was on a panel a couple of weeks ago and, a guy who works in a com, a dealership and he said we had a base rate, we weren’t really attracting Gen Z, with the on target earnings. So we lowered the base rate and increased the on top, sorry, So we hired the base rate and lowered the on target earnings. We're not selling any cars. I found it hilarious. So my question was does he want to sell cars? Is that the job? What motivates them? Is it the money that's motivated them? Possibly not. Do they want to sell the cars? And again, I don't know the answer because I don't work there. Arnold Clark. I’m dead political. Communication. We have to really think about our communication. We have to think about how we communicate and how we, when we're recruiting. I've got a friend and she is 25. We've become best mates at work. We do a lot of work together. And I'll talk about some of that work in a second, because I've got nine minutes left. I don't like being on a timer. I, I did work with her, and I tend to write Jane Austen. I'm like, I want to get everything in, and I don't want to feel like I've missed anything. And she's TikTok, Snapchat and she's like, less is more. Who knew that, less is more? Like, it's just unreal, isn't it? But we've got to think about how do we get everything that we needed, how do we get that into short, snappy, instant impact messaging? And it's difficult. I'm still learning. Simplification. I'm not going to talk about technology. I feel like that's been done hasn’t it? Like, we know the techno, technologically savvy. I can’t even say the word, but simplification. How do we simplify what we do? My wife the other day, she's a general manager in hospitality, she sat there, glass of wine in hand and invited somebody to, she's seen a video, they've got this iTech video situation and invited somebody, based on three questions, to an interview the next day. And I was like, this is the world we live in. How amazing is that? How fast is that? And how innovative is that? Career development. This is massive. People need to know, not just Gen Z, but where's their career? Where are they valued? People want to be listened to and heard, and career development is no different to that. DEI&B I know we have DEI, but we have a B on the end. I don't know if we're going to stop there. I hope so because it makes me stutter. But we have to belonging. People want to feel like they belong in an organisation. And of course, compensation. But that's not obviously the most important. I'm going to skim by because I've got some right good stuff on my third slide. Authenticity, Reputation and Digital presence. We need to be able to, look at how we package what we do as a business. How we package that up. In Manpower Group we have clarity, care and grow. No matter what your level in our organisation, clarity, care and grow. That's it. Nothing more. No hierarchy. You will grow whatever your level. But clarity can grow. How do we get that into there for people to know that they're going to be valued in our organisation? The next bit I want to move on to and this is I guess, this is my baby. This is where I got a blank piece of paper a couple of years ago and said, this is where my job's going and here's my new job title. I'm going to get a new one because I think that one's too long. Employee experience. Gen Z have been disproportionately hit in Covid by mental health. I truly believe in psychological safety. And we have a program in our organisation called The Working Mindset. It's for the work mind and the work in mind. It has five star reviews in our organisation, and I think it's been the game changer, not just because I wrote it and I deliver it. And naively, I thought I was just going to write a program and deliver a program, but actually I found myself opening up as well. People connect with people, and when you lean in and you show vulnerability, people will show that back. They will show what they're comfortable in doing. So I wrote this program. It's all about, self-mastery, self-awareness, growth mindset, innovation, resilience. I show them a picture of a winding tree in California, you might have seen it, Winding tree. Tell me what that means to you in terms of resilience. I cried because it were about privilege. Well, there's a root here, and that root shot up, but this other root it's gone round and round, but it knew that it wanted to fight. Sobbing, I was sobbing, but because people were opening up, people want to be in organisations where they feel that they can be psychologically looked after. And, the working mindset is no different. I've also got a thing, out in our organisation in terms of diversity, inclusion called People Like Me. I said in our organisation, I've got a vision. My boss went, oh God, here she goes again. Here she goes. I've got a vision, I said, I want to see a sea of Manpower Group faces on our intranet telling their story. Everybody's got a story. And Gen Z are no different. Hands up who travel day to day by themselves. Hands up who came, you don't know anybody. Anybody not know anybody? Yeah. Hands up if you were a bit nervous? I were nervous. I was nervous. I am nervous. I’m up here. I don't know, I've got massive imposter syndrome. I do not know why I am stood on this stage. No idea. But I'm stood on it. And do you know what else? I was going to email over on last week, I think I said to you didn’t I? I said, I don't know if you’ve got the right email address, you want me to speak? Why? But also people have lives and I was gonna email over last week and say, I can't do it. I don't feel confident enough. I'm grieving. We've all got issues going on haven’t we? I'm grieving. I don't feel like being around people. I literally were gonna write the email, but I stopped meself. Do you know why? Because I practice emotional intelligence, resilience, and I'm doing it for every gen Z, every person out there, not just Gen Z, every person out there that struggles with something. We've all, I use.. I know I'm dead funny, but I use humour because that's my thing. I get nervous. I'm the scattiest person in the world, but I'm up here today. Ten years ago, I wouldn't have said any of this because Oh, God, I can't be that person. This is me. So people like me is about people telling their story. We've got baby laughs on there. We've got grieving on there. We've got imposter syndrome. I want people in our organisation to say, wow, I didn't know you suffered with anxiety. You always seem so bubbly. Wow. I didn't know you had imposter syndrome. Let's go and get a coffee. Everybody's got something. So diversity and inclusion and belonging makes a massive difference. And that's my absolute passion. My other passion in two minutes is social responsibility. There's a big.. we have to ask ourselves the why? I did my master's in, language of the media, the words they use. Come on, do you know what I mean? But I've, also, created a volunteering program in Manpower Group. There's a massive disparity between what school leavers leave with in terms of skills and what businesses need. So how do we close that gap? And I had the fortune of going to a couple of, volunteering in year 11. And I asked what out of here are your soft skills. Couldn't answer me, but I heard that this guy just moved from Dubai back to the UK with his family because his dad had got a job. I said, okay, so you've got new friends? Yeah, okay. You've got a new town? Yeah. Okay. You've got new teachers? Yeah. Okay. So is that not resilience? He went, yeah, yeah it is. So okay, tick resilience. But I know he'll remember that conversation because I sat and I translated and I invested a simple conversation and translated that into real life. So all of our employees at Manpower Group get a full day paid. And I know we can do more, but a full day paid, to lean into what they do best. And hopefully someone's going to ask me a question on my second slide. Wait there, where have we gone? I've got nine, eight seconds, so ask me some questions on first line managers. And then I’m going to tell you the answers. Two, look at that. Right I need a drink.

**Ben**

Just like that. I love it. I love it. So how do we work for your organisation then, because I think we're all ready to sign up.

**Shelly**

I just writ me own job description, and here I am, I love it.

**Ben**

I wonder if you'd get away with, thinking you were interviewing for the wrong place now. Is that of this time?

**Shelly**

I don’t know you know, I don't... I think I would.

**Ben**

Yeah?

**Shelly**

Yeah, I might try it.

**Ben**

I like that, I like that.

**Shelly**

At a loose end on a Friday, I might just go and try it.

**Ben**

Yeah. Well thank you so much for that talk. Absolutely loved it. I'm going to scan the Slido now. Also got some questions in person, I'm sure. Are there any questions so far? Yes, at the back. They'll get a mic to you and we'll start off here.

**Question**

Hi. Thanks so much for the interesting er... I guess I have a slightly, I don't know if this is a difficult question or not, but I think what you shared about what Gen Z are looking for around culture, mission and values is a priority. I do a lot of work supporting businesses to talk about the commercial reality of the businesses that they work in. So the fact that, yes, you're joining a business that believes in its culture, mission, purpose and values, but fundamentally is there to make money. and I think sometimes is, and what I hear is, that actually I go and look at the Instagram profiles of a lot of these early career talent teams that are sort of showcasing the great life that you're going to have at work. There's a lot of TikTok. videos out there doing ‘the day in the life of’ with influencers from different industries saying what, you know, what a great, fantastic day at work they've had. It's not real. What's real is you coming in to do a job to help your organisation make money. Right. And I'm really interested in how businesses can try and set expectations in a way that's going to be meaningful for this new generation. I wonder if you have any thoughts on that?

**Ben**

Question of the day that. I love it.

**Shelly**

You need to do a mic drop. That’s a question.

**Question**

Happily connect with anyone in the room here to talk about it further.

**Ben**

Such a good question? I wanted to ask that question the whole time. I'll be like, yeah, yeah. Wow.

**Shelly**

It's a really difficult one. And I think, thanks for that. It's a difficult one because everyone's different. But ultimately we've got jobs to do. And that's why I gave the Arnold Clark example, because actually, we've got to connect it to what this person wants. Some people want to earn a wage, a decent wage and go home, have a cheese sandwich. Fine. Other people might want that progression, and that's fine. But we've got to really think about how we connect our purpose to them and what's their moral compass. And does it connect? Because if it doesn't, we're not the right organisation for them. And also I feel like, even though you didn't ask about hiring managers in your question, I feel like there's a little bit of hiring manager in here. We need to rethink the role of hiring managers, and first line managers or whatever we call them in organisations, because they’re so heavily weighted on KPIs and their own target, how are they freeing up their time to do all the fluffy stuff like look after your people, invest in your people, How are you doing that? Because we've got in our organisation, you've got a manager with targets essentially, and you've got their team with targets, whose targets are they going to hit first, theirs or the teams? They're going to serve themselves and then they're going to serve the team. So it's really difficult, I don't know if I've answered it, because I feel like, there's so many different things that we need to consider in how we connect to that commercial, because ultimately we're a business. But how do we connect the people to the business? How do we connect that? And for me, I’ve got a plant analogy. I know I’m bonkers, but, people, I’ve said earlier need to be listened to, heard, seen, but treated as individuals. I don’t look after the plants in my house. My God, I don’t even know if there’s new plants turn up. So I'm not going to answer this question. Would you water every plant and give them the same amount of water? Would you expose those plants to the same amount of sunlight? People are no different. Water them accordingly.

**Ben**

Yeah.

**Shelly**

So if you remember anything today, remember that plant analogy. Because we're all different. We're all so different that we all need to just think about actually, does this plant person need more water or need more sunlight? And how much sunlight? Because apparently too much is for some plants, I don't know.

**Ben**

I like that. That's interesting. From a commercial point of view, I definitely understand that. I wonder if there's anything from the young person's perspective where maybe they're being told that they’re joining a leadership scheme and they go into their job and actually they're sat with audits day in, day out and there's absolutely no leadership at all. Like, what about that level of expectation that they come in with, as a result of seeing these fabulous TikToks that showed them a fabulous day in the life of whatever, and don't show them literally scratching their head wondering what the spreadsheet means, having to work until 4am. When I was working for Google, I was like three flights a day for different clients. It was wild. I was crying myself to sleep in hotel rooms with nobody around me. But still on Instagram, you didn't see that. I was living my best life. So. Yeah. How do you have, how do you live, how do you set that expectation for those young people to make sure they actually deliver on what they're being promised?

**Shelly**

I think that's mis-selling. So if they've been told they're on a leadership program or an accelerated whatever, whatever term we have for whatever your company is, but you're there doing the day to day data, whatever it might be, then that's mis-selling. But what we've got to do is, is that part of the end outcome. And if it is, why is this data entry important? Connect to the why. Because that might get you to somewhere in your job where you're saying, my God, when I started I'm now a first line leader, whatever you want to call them, when I started here, I was doing this for six weeks. But you know what? I know everything about that particular part of this business because of it. So it's understanding the why. And has that message been articulated to the person? Irrelevant of Gen Z, I know we are here for Gen Z but irrelvant of Gen Z, has that message, has the value of that message been articulated to the person, and do they understand it? Is it meaningful work?

**Ben**

Yeah, I guess just to push back on that, I guess not all work is meaningful. I've definitely worked jobs that weren’t meaningful. They paid bills and looked fantastic on my CV and on Linkedin, but actually they weren’t meaningful at all.

**Shelly**

To you.

**Ben**

Apart from to the corporate that I was working for. Yeah, very meaningful. But yeah, to me it meant absolutely nothing.

**Shelly**

But to me who were doing that same job as you, it might have been meaningful to me. And that's the difference.

**Ben**

Yeah. I want to ask a questions from Slido. It says when it comes to attracting young people, how can companies make a start on ESG and corporate social responsibility?

**Shelly**

Just make a start. Just start. And I know that sounds really wishy washy and I feel like a politician, you know, like where they go, oh really great question and then slat. No make a start. But lean into that vulnerability and be authentic because times evolve. And what we do today is probably not what we're going to do tomorrow. I've changed things in our organisation, so many times, but the one thing that has stuck is the working mindset. Is people like me because it's about people. But I would say you have to start somewhere and the start is the start. So just go for it and don't be fearful of getting something wrong. When we did our diversity... diversity, inclusion, enormous. It means so much to so many different people. But actually the crux of it is, we need to understand and we’re all coming from a different lens. And I want to be in a psychologically safe environment where if I say something that is not your pronouns or is not as PC as it was yesterday. Tell me. Don't hold it against me in this cancel culture era that we've got at the minute. Tell me, because I wouldn't have done it in any other way than it wouldn't have been an intentional thing that I've done to attack you. So just tell me. But yeah, I would start.

**Ben**

I think also start because funding's about to get pulled from a lot of companies as well. I was having a meeting last week of a, what can I say, a firm in the US, who think that this could be their last pride season that they celebrate because of the presidential election is coming up, but also because DEI is just being attacked in the US and their funding is being pulled from all of their programmes, specifically targeting race, but also targeting sexuality. So DEI as it stands, is really in danger. So yeah, start if you want to do it, then start now because. The next one is how do you bring the ‘belonging’?

**Shelly**

Well, you've got to have the DEI first and you just get the B. It's about belonging. And there's a famous shoe analogy on LinkedIn and I steal it all the time about, you know, does this pair of shoes fit? Are they comfortable? Do I feel like I would wear these on a weekend? Do I feel like I would go X amount of places? And there's that Microsoft one where it says, you know, you can, bring in your to dance like you can, what's the saying? You can, but you be invited to the party. But there's one thing being invited to the party, but another thing asked to dance. But actually, is it your kind of music?

**Shelly**

That's the belonging. Is it your kind of music? Do I feel like I belong? Do I, can I bring my full self to work as an openly gay woman? If I couldn't bring my full self to Manpower Group, I would be off like a shot.

**Ben**

I want to get one more question in, because we’ve got six seconds. Are you finding employers have lower retention rates for Gen Z?

**Shelly**

I think, I don't think ..we're in minus am I still allowed to talk?

**Ben**

Go for it? I'm running this. Go. We're not getting off the stage.

**Shelly**

I’m not very good at timers. Even in exams, you know you’re in an exam and you’re just watching that.

**Ben**

Instinctually you do actually just wrap up because it's like, its just there.

**Shelly**

Yeah I know. No, I don't like them. Turn it around, I would. What were your question?

**Ben**

I want to go with, are employers seeing a lower retention rate for Gen Z?

**Shelly**

We, again it's a difficult one because organisations are all different depending on the population of Gen Z that you’ve recruited. Gen Z aren't fearful of just moving to that next job. They don't have that loyalty, if it's not been built with them instantly. So I would say we do have, and interestingly at Manpower Group we have less Gen Z managers. And that's my next passion is to say, well, why do we have less Gen Z? Because actually it brings around that innovation. That diversity of thought brings innovation. So let's throw them into the mix, give them the tools to do the job and see what happens. Because I can imagine it's magical.

**Ben**

Love that. Thank you so much, Shelly. Please give it up again. Okay.

**Shelly**

Do you want your Slido back?

**Ben**

I'll take it. Thank you.