



MILLENNIALS AT WORK: THE PURPOSE-DRIVEN GENERATION

As the largest segment in our workforce, millennials are shaking up the workplace. To be successful in attracting and retaining millennial employees, organizations must create a culture that reflects the priorities of this generation. To help understand who millennials are, how they find purpose in the work that they do, and the best practices for employing this important workforce segment, the San Diego Regional Chamber Foundation conducted a “Millennials at Work: The Purpose-Driven Generation” study. The following dashboard highlights the study’s key findings.

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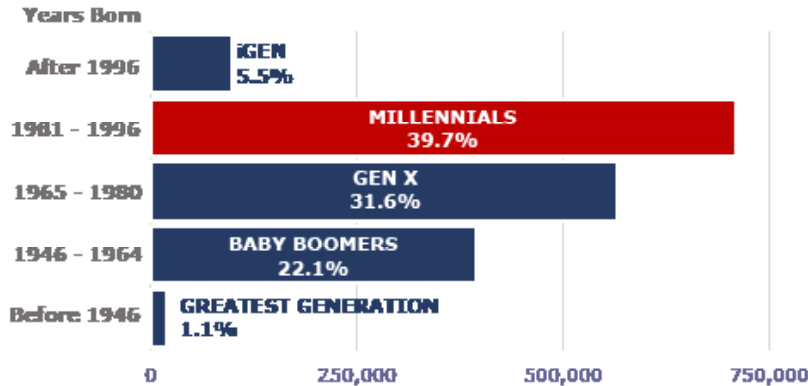


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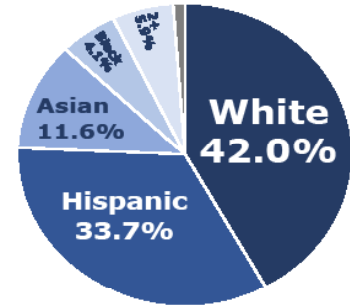


SAN DIEGO MILLENNIALS IN THE WORKFORCE

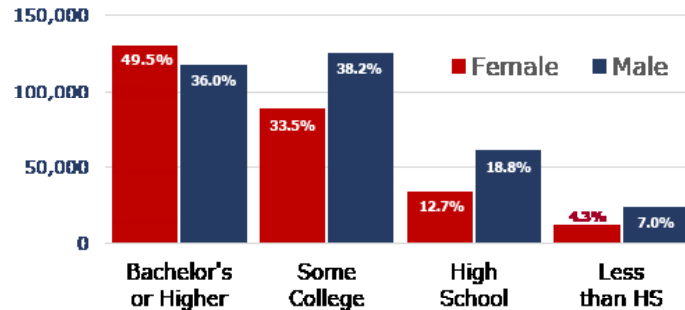
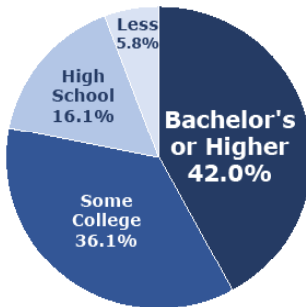
GENERATIONS IN THE WORKFORCE



ETHNICITIES



EDUCATION



WHAT SAN DIEGO MILLENNIALS THINK



65.3%
ARE SATISFIED
WITH THEIR JOB



51.9%
ARE LIKELY TO LEAVE
THEIR EMPLOYER
WITHIN 6 MONTHS



44.0%
ARE LIKELY TO
LEAVE SAN DIEGO
IN THE NEXT 2
YEARS



**LACK OF AFFORDABLE
HOUSING OPTIONS**
#1 REASON TO LEAVE
SAN DIEGO

RECOMMENDATIONS FOR EMPLOYERS

1. Create a Purpose-Driven Organizational Culture



- **90.5%** find their jobs meaningful
- **30.6%** of those considering leaving their job in the next six months cite a lack of meaningfulness as a driving factor in their satisfaction

2. Encourage Quality and Frequent Communication



- **36.8%** more likely to be engaged when supervisors often communicate reasons for tasks and responsibilities
- **61.9%** more satisfied with their jobs when supervisors often communicate reason for tasks and responsibilities

3. Recognize the Importance of Work/Life Integration

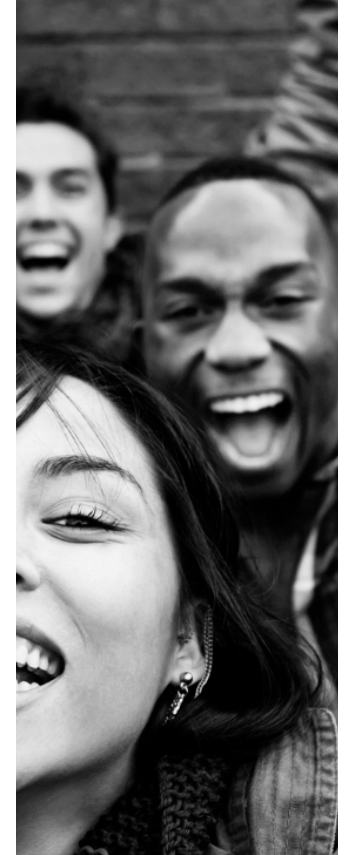


- **53.4%** think it is reasonable to be expected to regularly check and respond to emails, phone calls and/or text messages outside of regular business hours
- **30.0%** cited "work hours/schedule flexibility" as a top factor driving workplace satisfaction - more than any other factor

4. Support with Coaching and Professional Development



- **28.0%** more likely to be engaged when supervisor is "very supportive", compared to when they are not supportive
- **22.1%** cite professional development opportunities as a top driver of satisfaction, compared to **5.8%** who cite office perks



PUBLIC POLICY RECOMMENDATION

Incentivize More Housing



- **44.0%** of millennials indicated they were considering moving out of San Diego County with **14.6%** indicating that they were "very likely" to leave
- **68.3%** of millennials that were "very likely" to leave identified affordable housing options as one of the top three reasons they were considering a move - more than any other reason

