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.

Sponsored by:
SAN DIEGO MILLENNIALS IN THE WORKFORCE

GENERATIONS IN THE WORKFORCE

<table>
<thead>
<tr>
<th>Years Born</th>
<th>Generation</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>After 1996</td>
<td>iGEN</td>
<td>5.5%</td>
</tr>
<tr>
<td>1981 - 1996</td>
<td>MILLENNIALS</td>
<td>39.7%</td>
</tr>
<tr>
<td>1965 - 1980</td>
<td>GEN X</td>
<td>31.6%</td>
</tr>
<tr>
<td>1946 - 1964</td>
<td>BABY BOOMERS</td>
<td>22.1%</td>
</tr>
<tr>
<td>Before 1964</td>
<td>GREATEST GENERATION</td>
<td>1.1%</td>
</tr>
</tbody>
</table>

EDUCATION

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor's or Higher</td>
<td>49.5%</td>
<td>36.0%</td>
<td>45.2%</td>
</tr>
<tr>
<td>Some College</td>
<td>38.2%</td>
<td>33.5%</td>
<td>35.9%</td>
</tr>
<tr>
<td>High School</td>
<td>18.8%</td>
<td>12.7%</td>
<td>15.9%</td>
</tr>
<tr>
<td>Less than HS</td>
<td>4.3%</td>
<td>7.0%</td>
<td>5.6%</td>
</tr>
</tbody>
</table>

WHAT SAN DIEGO MILLENNIALS THINK

- **65.3%** are satisfied with their job.
- **51.9%** are likely to leave their employer within 6 months.
- **44%** are likely to leave San Diego in the next 2 years.
- Lack of affordable housing options is the **#1 reason to leave San Diego**.

ETNICITIES

- White: 42.0%
- Hispanic: 33.7%
- Asian: 11.6%
- Black: 5.9%
- Other: 2.5%

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% 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% 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% 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