## How Each Generation is Working Today in the Supply Chain

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"For the first time in history, digital natives are beginning to outnumber those who began their careers before the internet."

Employee hiring and retention has ranked higher and higher on the list of biggest challenges facing supply chain leaders these last few years. In fact, 70% of your current employees probably won't be there in two years.<sup>2</sup>

Lots of leaders like to blame it on the younger generations – "They don't see their jobs the way we saw our jobs when we were their age!"

While that statement may be true, studies show that Millennials actually care a lot about their jobs. Millennial employees, who tend to view their jobs as core to their identity and desire career growth, actually plan to stay at their current job for a total of 10 years.<sup>3</sup>

But that number probably sounds crazy to most warehouse managers, who are losing workers left and right.

So what's causing the labor turnover and challenges in the supply chain industry?

## **From Baby Boomers to Digital Natives**

Let's consider the flow of older, more experienced business leaders and younger, more tech-savvy workers who will be taking those leader seats soon.

Baby Boomers (born 1946 -1964) **Baby Boomers**, who make up 20% of the workforce, are **retiring even faster now** after enduring a whirlwind of challenges in the workplace and in society as a result of the pandemic.

**Gen X** (born 1965 -1980) Over half of business leaders are **Generation X** (born between 1965 and 1980), whose entire careers have tracked with the evolution of modern barcodes, the advancements of supply chain management as a professional and academic subject, and the rise of the Internet and eCommerce.

to lead transportation and logistics companies and departments, but regardless of industry, most of them say they face a new kind of stress-test: how to keep good workers working, and working hard.

These leaders are by far the most experienced and resilient

Millennials (born 1981 -1996) The overwhelming majority of available laborers today are **Millennials**, who entered the workforce with the Internet already booming, or **Generation Z**, who grew up with smart devices in hand.

Gen Z makes up the largest population segment alive, so **business leaders must think through labor attraction and engagement strategies** to get ahead of the impending shift from older workers retiring to younger generations starting out. A little bit about Millennials and Gen Z:



- They want to know their employer genuinely cares about their well-being, including their mental health.<sup>4</sup>
- They care about diversity and inclusion in the workplace more than any previous generation.<sup>5</sup>
- They might consider leaving a job for one at a more sustainable, environmentally friendly company. 6
- They don't just like using smart technology; they demand it. Outdated, manual processes and methods repel this generation that is used to automation.

## **Don't Let Status Quo Hold Your Company Back**

Even if hiring sprees calm down a little, the labor crunch is expected to impact companies' finances indefinitely. Remember elasticity from your high school econ class? Unlike the price of eggs, which came back down after it spiked this last year, the cost of labor is much more inelastic. Workers have demanded higher wages, and they won't settle for less, or even the same.

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