RMPENTERPRISE

How To:

Attract a New
Generation
of Talent

**5 Tips to help you
engage with Early
Talent in 2023-2024**

The Background

RMP is a business built on feedback, not only are reviews and feedback central to our job boards (RateMyPlacement & RateMyApprenticeship), but we also ensure that our Brand Ambassadors and Talent Communities share with us what students are looking for, and how we and our employer partners can best support them.

It is so important that the student voices are being heard. In order to do this we partnered with youth marketing experts Savanta (also known as Youthsight) to collate a range of statistics and gather insights from a new generation of talent at different points in their career journey.

This is your **How To Attract a New Generation of Talent Action Plan** - we hope you find it useful, interesting and informative!

The RMP Team x

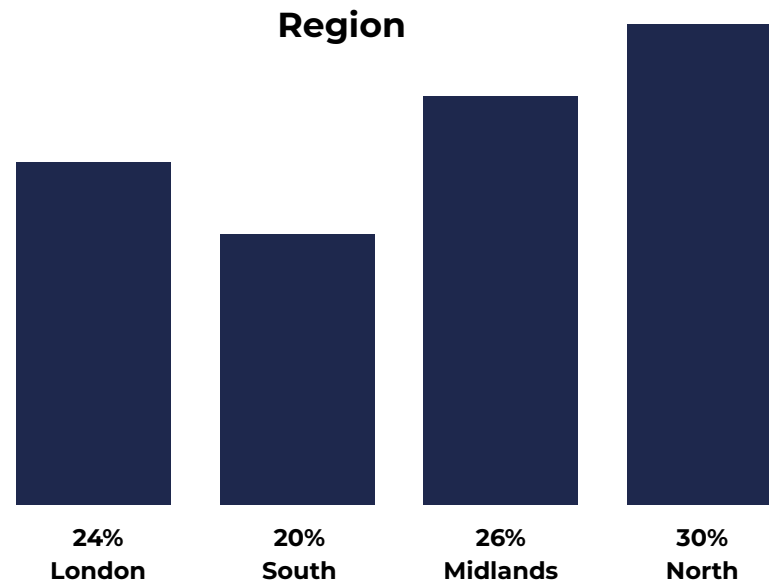*This is your How To Attract a New Generation of Talent Action Plan in 2023.*
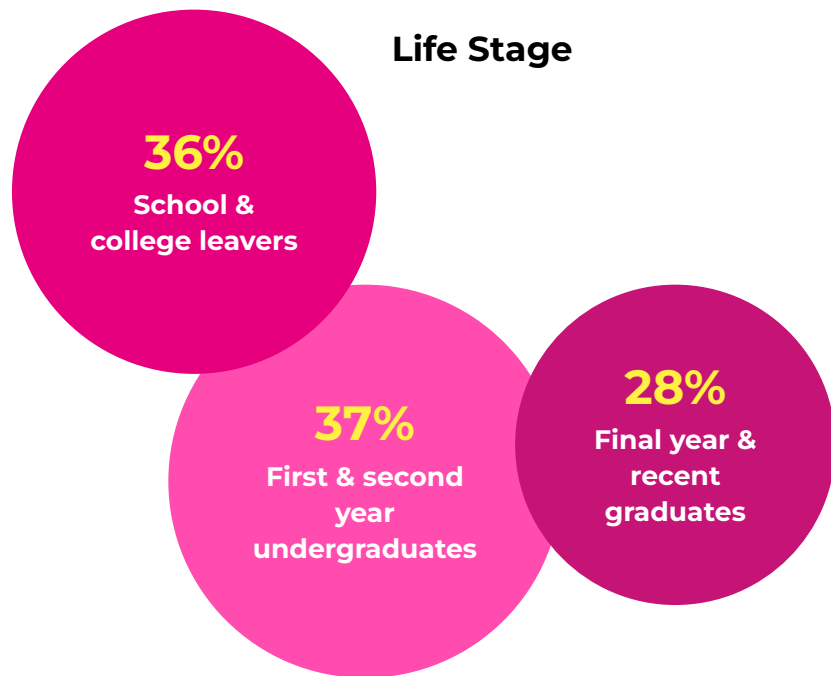
Survey - Data Breakdown

We worked with Youthsight as an impartial partner to survey **2500+** students that were representative of the student population.

**2500+ students
surveyed**

Life Stage and Region - Data Breakdown

Life Stage

36% School & college leavers

37% First & second year undergraduates

28% Final year & recent graduates

Region

24% London
20% South
26% Midlands
30% North

Ethnicity and Gender - Data Breakdown

Ethnicity

White	**59%**
Asian or Asian British	**20%**
Black, African, Caribbean or Black British	**12%**
Mix or multiple ethnic groups	**6%**
Other	**3%**

Gender

Male	**44%**
Female	**53%**
Transgender	**1%**
Non-binary	**1%**
Other	**1%**

Social Mobility - Data Breakdown

Free school meals

35% Yes

56% No

8% Other
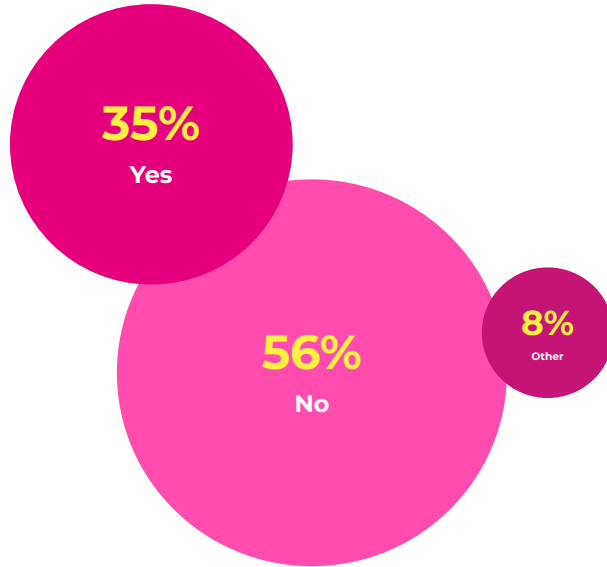
First in family to go to university

33% Yes

63% No

4% Other
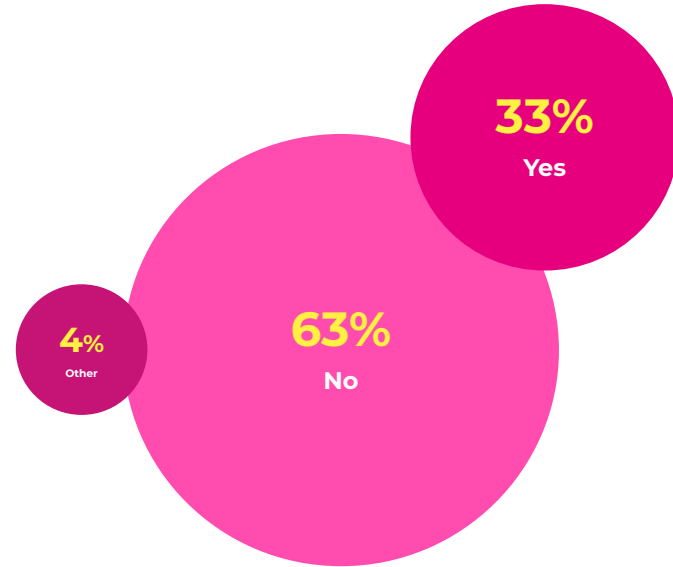
5 tips for your
How To Attract a New Generation of Talent Action Plan

1 Boost student confidence

2 What barriers are students facing?

3 How can we support students?

4 What attracts students to employers?

5 Making the application process better

# #1 How can we boost student confidence?

#1 How can we boost student confidence?

Overview

We have seen conflicting messages in the market around student confidence. Some reports have said that student confidence is growing while others say they have noticed a dip in application quality and confidence in recent years.

So we asked students the question...

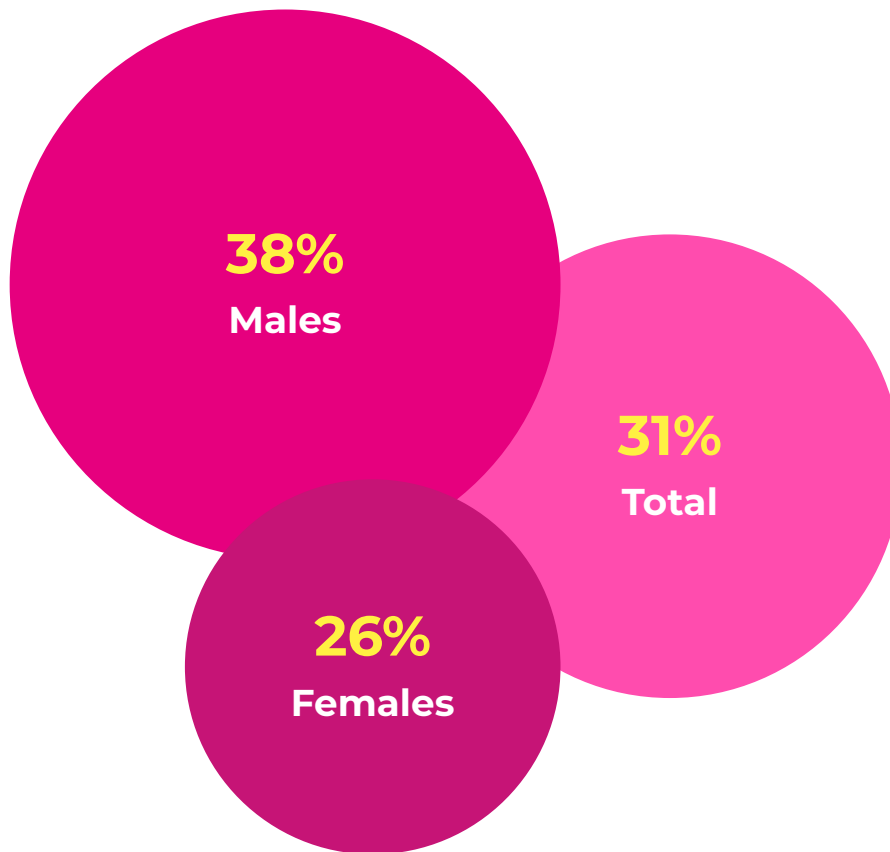**How confident do you currently feel about securing a graduate programme, internship or apprenticeship?**
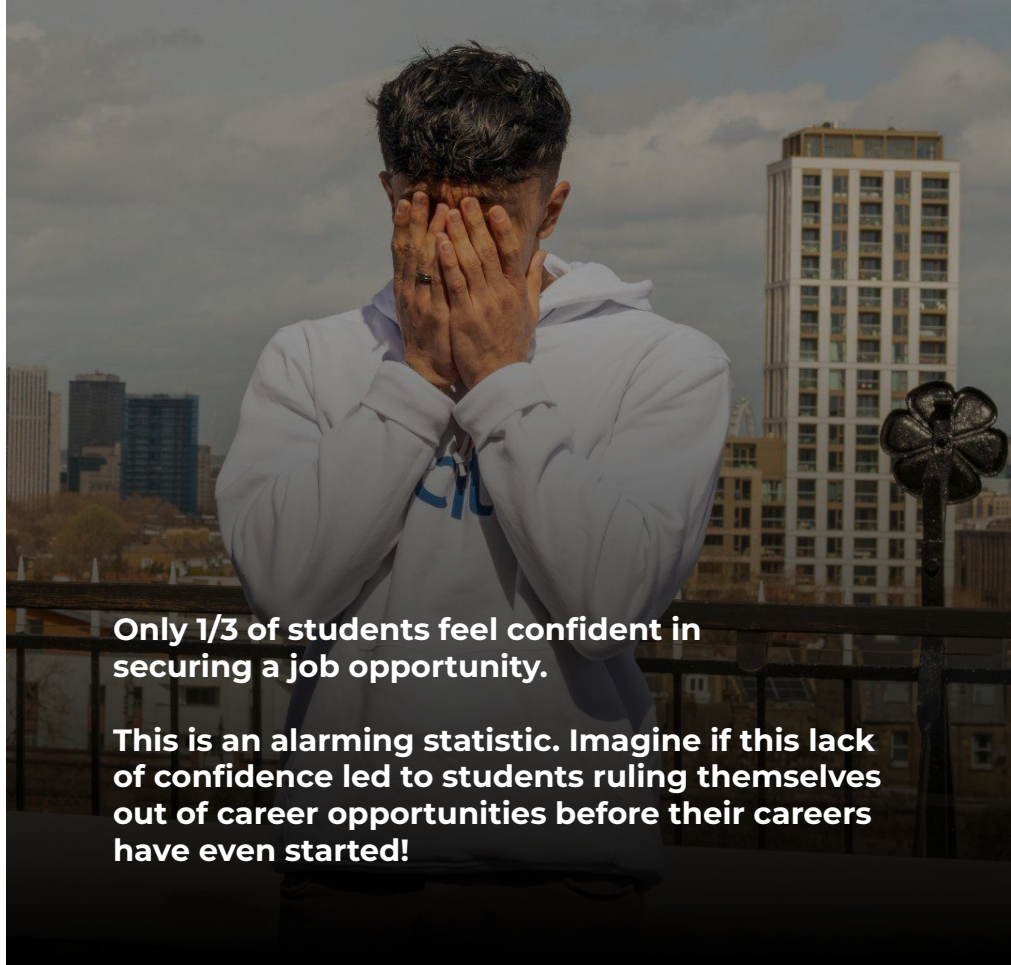
Only 1/3 of students feel confident in securing a job opportunity.

This is an alarming statistic. Imagine if this lack of confidence led to students ruling themselves out of career opportunities before their careers have even started!

#1 How can we boost student confidence?

How confident do you currently feel in securing a graduate scheme, internship or apprenticeship?

Males are feeling 12% more confident than females.

38%
Males

31%
Total

26%
Females

#1 How can we boost student confidence?

How confident do you currently feel in securing a graduate scheme, internship or apprenticeship?

Confidence increases throughout university but is at the **lowest for school leavers.**

Pre University	**24%**
1st Year University	**27%**
2nd Year University	**29%**
Final Years	**32%**
Graduates	**40%**
Apprentices	**48%**

#1 How can we boost student confidence?

How confident do you currently feel in securing a graduate scheme, internship or apprenticeship?

Have a part-time job

33%
Yes

29%
No

Studies show that students from an Asian background are feeling the least confident.

White	**32%**
Asian or Asian British	**27%**
Black, African, Caribbean or Black British	**32%**
Mix or multiple ethnic groups	**32%**
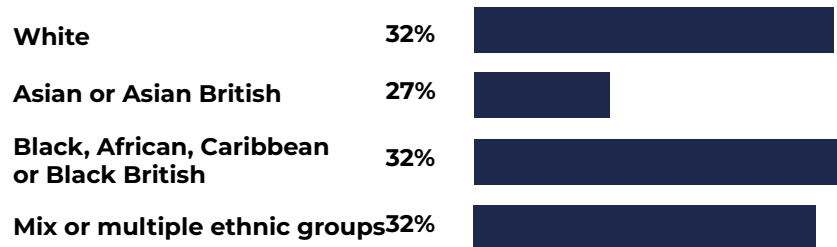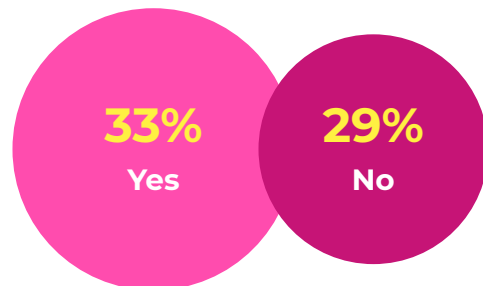
#1 How can we boost student confidence?

To help us learn how we can support and encourage students to feel more confident about their ability to secure a role, we asked them...

What would make you feel more confident when applying for internships, placements and graduate jobs?

Meeting an employer in person

51%

Knowing someone at the company

49%

Reviews of the company

40%

Receiving content and emails directly to them

36%

Networking and skills events

35%

Brand Ambassadors

25%

What would make you feel more confident when applying for internships, placements and graduate jobs?

"Clarity with regards to what roles entail and what experience is required. It is really discouraging when employers are requesting unnecessarily high experience."

"An employer who is willing to take a chance on someone with less experience, but who has a strong willingness to learn and grow, shows that they value potential and ambition over just qualifications."

#1 How can we boost student confidence?

There is a clear trend that despite the rise in technology, human interaction gives students a greater level of confidence.

However, meeting in person can take a lot more time than some of the tech we use to communicate. Let's look at the type of face-to-face activities students prefer to help you prioritise, and also dive into how we can make all interactions seem more personable, even if it is not possible to meet everyone.

There is clearly a strong desire from students to meet employers in person and felt by all students no matter where they are in their journey.

Brand Ambassadors
Brand Ambassadors were specifically referenced by more than 1 in 4 of the respondents as helping to improve confidence. These ambassadors can act as an extension of your recruitment teams and build a personal connection to your brand.

We also find from the Brand Ambassador campaigns we run for employers that around 50% of their activities are in person, providing that much requested face-to-face time.

Reviews
40% of students said seeing reviews from the company would make them feel more confident.

Using case studies of former students using peer-to-peer methods can help current students feel empowered to take the first step.

Social Media
Over 36% of the respondents mentioned social media and personalised email content. Creating interviews or showcasing a day in the life of people in the organisation can help build personal interaction with students.

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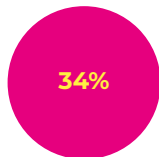#2 What are **the barriers** this generation are facing?
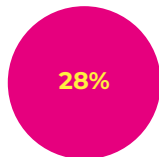
#2 What are the barriers this generation are facing?

Have any of the factors below ever stopped you from applying for internships, placements or graduate jobs?

41%

34%

28%

25%
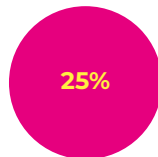
20%

19%

18%
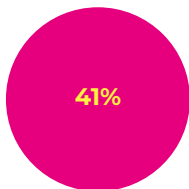
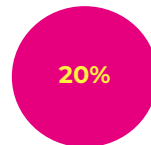Felt they did not have the necessary skills

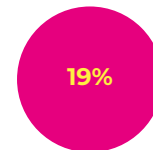The application process was too long or confusing

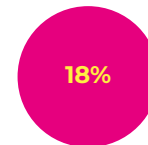The application window was too short and I missed the deadline

Felt my degree was not relevant

I did not feel aligned to the company due to my social values

I did not feel aligned to the company due to lack of diversity represented

I did not feel aligned to the company due to my financial background

#2 What are the barriers this generation are facing?

Barrier One - Feeling like they do not have the necessary skills

Barrier Two - Financials

Barrier Three - Lack of representation

Barrier Four - The application process

Feeling lacking in their skills
With 41% of students stating that the biggest barrier for them applying to jobs is the feeling that they do not have the relevant skills needed.

Financials
18% of students cited financial background as a reason for not applying, feeling unaligned with the company.

This increases to 33% for students that said they received a bursary during their studies.

Lack of representation
28% of students with a Black Heritage background expressed that they faced difficulties in applying to companies because they didn't feel a sense of alignment due to the lack of diversity represented.

The application process
34% of students cited that they found the application process to often be too long and confusing, while 28% had admitted to the application window being short and them only finding an opportunity when the deadline had passed.

#2 What are the barriers this generation are facing?

What we can learn from this:

Providing opportunities for upskilling students and helping them understand how skills are transferable.

Address the cost of living crisis by implementing measures such as offering subsidised interviews or travel expenses to ensure it does not become a barrier for students.

Representation matters!
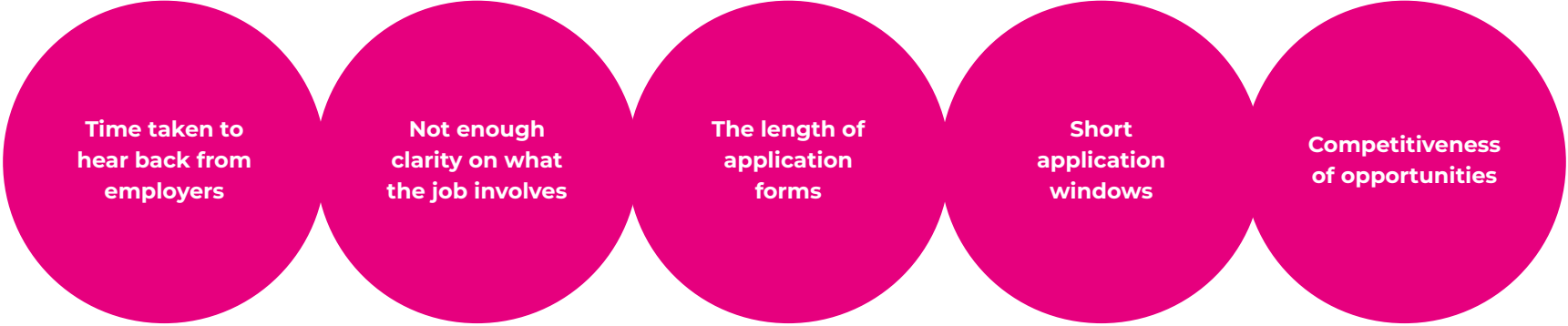
Be transparent about your process and dont leave students in the dark on timelines - communication is key.

If you have a short application window, **focus on building a talent community** all year round and keep students informed when applications are opening and closing.

#2 What are the barriers this generation are facing?

When students were asked about specific changes they would make to the application process, several themes emerged...

Time taken to hear back from employers

Not enough clarity on what the job involves

The length of application forms

Short application windows

Competitiveness of opportunities

42%

Among school leavers who were on free school meals and university students who were the first in their family to attend, **42% of each** said they'd change the **lack of clarity** around job responsibilities.

#2 What are the barriers this generation are facing?

What can you do about this:

While you may not be able to change your application window, you can ensure students are kept in the loop and not missing out on timelines by **building a talent community all year round with alerts and support for when roles are open.** Many platforms including our own also host register your interest listings to build awareness and showcase all year round.

As for clarity on what the job involves, this is something absolutely within your control. Especially if it is discouraging applications from students from a lower socioeconomic background. This new generation are looking for more transparency and more detail before committing to an industry or an application process.
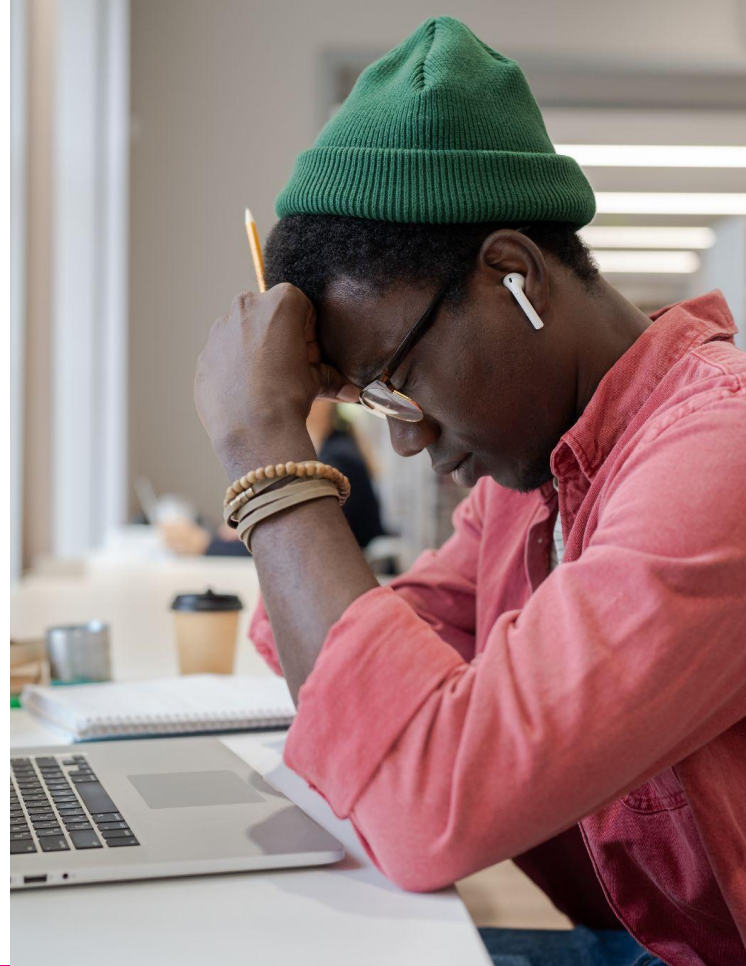
Key Takeaway

It is important to **be clear on what the job entails**. If social mobility is an objective, increasing the duration of your application windows could help improve the volume of applications for those that need more time.

Remember, it might be that they do not know anyone working in a similar role or industry so knowledge cannot be assumed.

#3 How can we support students to **overcome these barriers** and encourage and support applications?

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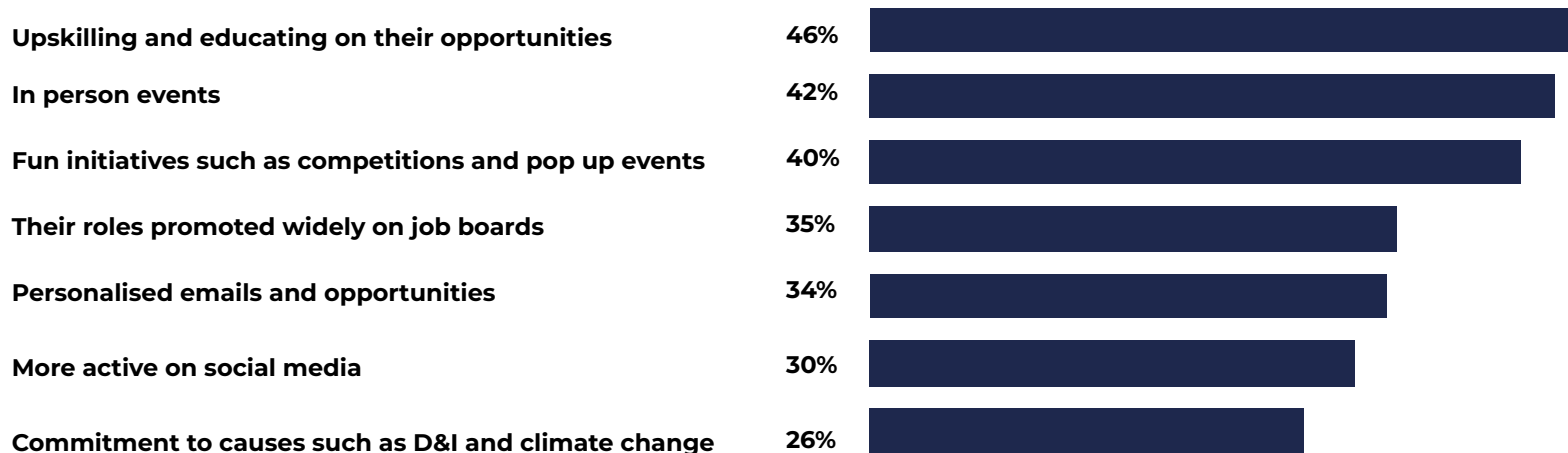
When students were asked about the resources they found most valuable during their career search, the following resources were mentioned by over 25% of the participants...

Virtual Careers Events

University Careers Services

In-Person Careers Fairs

Social Media

Student Brand Ambassadors

Online Job Boards

Upskilling Events

Employer Pop Up Events

#3 How can we support students to overcome these barriers and encourage and support applications?

What students wish to see more of from employers

Support in upskilling and educating came up again with 46% of students citing they would like to see more activities focusing on this area.

Upskilling and educating on their opportunities	**46%**
In person events	**42%**
Fun initiatives such as competitions and pop up events	**40%**
Their roles promoted widely on job boards	**35%**
Personalised emails and opportunities	**34%**
More active on social media	**30%**
Commitment to causes such as D&I and climate change	**26%**

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www.rmpenterprise.co.uk

#3 How can we support students to overcome these barriers and encourage and support applications?

Some quotes in this area included:

"Help with creating a CV, tips on interview techniques."

"Explain whether you need every skill in a list from an employer in order to get the job or if only certain ones are necessary, some are highly recommended and some would just be useful."

"Having communication and knowing there is a face to the company."

#3 How can we support students to overcome these barriers and encourage and support applications?

There has been an increase in initiatives such as gamification through various campaigns, providing early-stage students with an opportunity to connect with employers prior to attending specific presentations or events.

Fun initiatives
Students specifically stated they wanted more fun initiatives such as pop ups and competitions.

Social media
Utilise social media to promote initiatives to target audience and people who would want to apply for specific jobs.
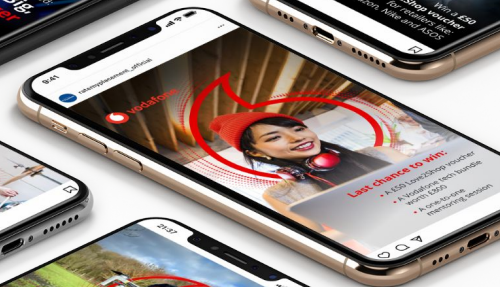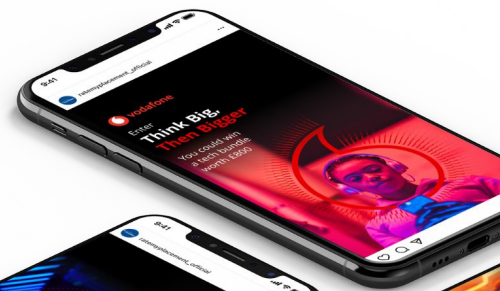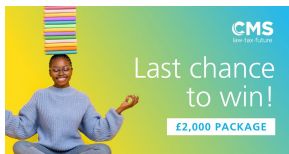
Career quizzes
Create career quizzes to allow students to identify jobs that would suit them within an organisation.
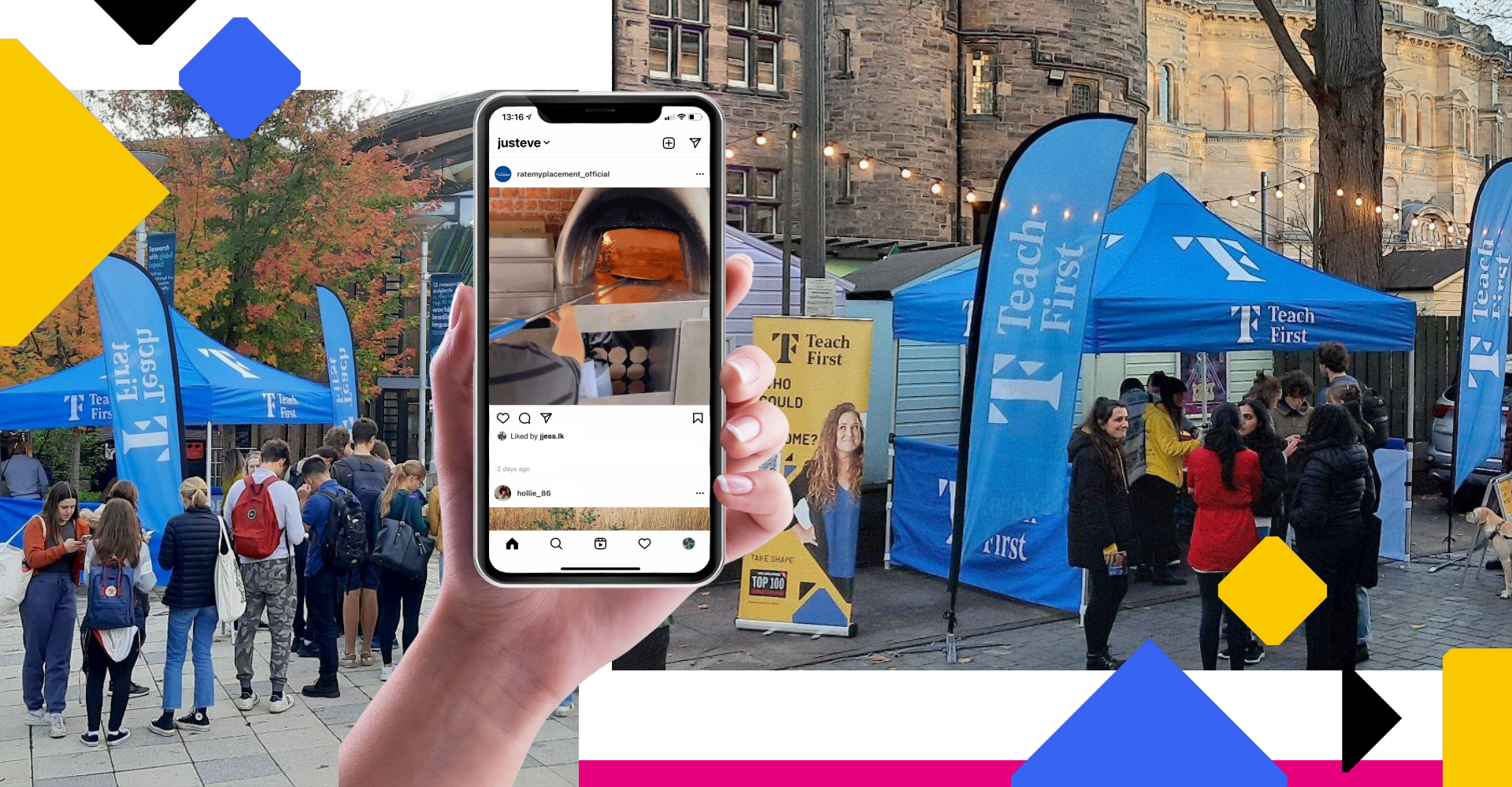
Student Ambassador
Having a Student Ambassador role makes students feel less intimidated by bigger companies.

Examples of initiatives that connect directly with students and support applications

26%

of students specifically said they want to see employers values and commitments to DEI and climate change.

To appeal to socially conscious Gen Z, it's crucial to prioritise and showcase your values, purpose, and commitments. Lead with these aspects to distinguish yourself and attract this new generation of talent. Additionally, ensure that your brand's social consciousness is prominently featured across platforms like websites, job boards, and social media.

#3 How can we support students to overcome these barriers and encourage and support applications?

Students are asking for **more than just job** adverts for short periods of time. **They want to feel like employers are helping them build skills,** they want to see fun approaches and commitments to DEI and sustainability! Here's how you can achieve this...

Showcase
your initiatives

Employer
brand building
all year round

Open days &
insight days

Skills sessions

Competitions
and fun
interactivity

Educate
throughout
the
application
process

#3 How can we support students to overcome these barriers and encourage and support applications?

By implementing this approach, it will create strong brand affiliation with ranking tables like Times Top 100 and our Best Student Employers. This will result in the creation of future brand advocates.

Additionally, those who apply will have increased confidence and upskilling in the application process, leading to higher-quality applications and attracting candidates who are more invested in you as their employer of choice.

#3 How can we support students to overcome these barriers and encourage and support applications?

We asked students if they have signed up to employers mailing lists or talent communities.

4 in 5 students were aware of employer specific mailing lists which is huge! We have been capturing candidate leads through our talent community software solution RMP Connect since 2014 and **this is the highest level of awareness we have seen.**
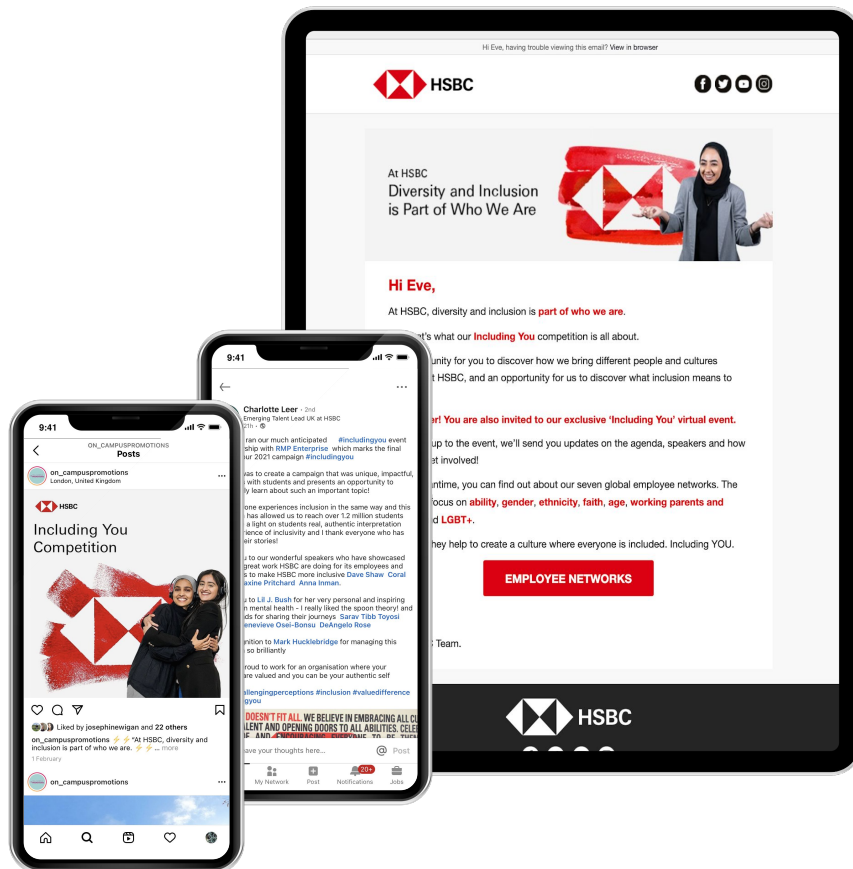
4 in 10

Students are opted into an employer's mailing list, weekly being the preferred method of communication.

#3 How can we support students to overcome these barriers and encourage and support applications?

With students worried about confidence and application windows being short, building a talent community is a great way to help build student confidence.

Regularly connect with students in talent communities on a weekly basis, as most students prefer frequent contact. If you already have a talent community, explore automation options to stay in touch, offer valuable content, and encourage applications effectively.
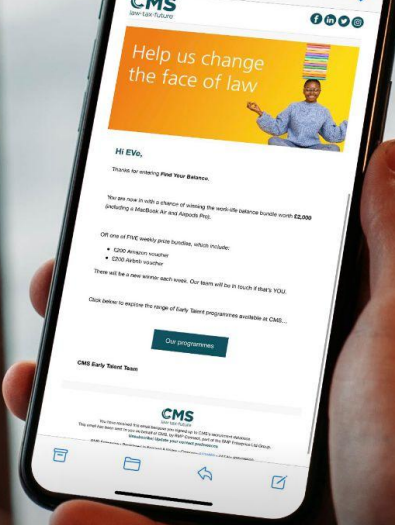
An example of this is with a recent law firm that set up a series of emails targeting eligible students as their vacation scheme applications went live.

The emails included information about the programme, application tips, case studies, and D&I initiatives. This sequence reached nearly 8,000 students and resulted in 60 successful hires.

Key Takeaway

Weekly content may seem a lot, but you can automate this process with stories of personal connections such as case studies of current employees, showcasing D&I initiatives or even just a simple application timeline reminder.

Build a Talent Community and **stay in touch**! Keep students informed of applications opening and closing but also **nurture them through the process** and keep them warm once offer accepted.

#4 What attracts a **student to an employer** the most?

#4 What attracts a student to an employer the most?

The biggest discrepancies are in Technology where 15% of males cited tech as their top preference compared to 7% of females. Banking and Engineering are favoured by over double the amount of males vs females with females showing more preference to careers in Law, Hospitality and the Public Sector.

These are the top 10 industries that students were interested in...

Media
Male - 9%
Female - 13%

Technology
Male - 15%
Female - 7%

Science & Pharmaceutical
Male - 8%
Female - 13%

Public Sector
Male - 4%
Female - 9%

Travel
Male - 6%
Female - 7%

Construction & Engineering
Male - 9%
Female - 3%

Law
Male - 7%
Female - 13%

Accounting & Finance
Male - 9%
Female - 6%

Hospitality
Male - 3%
Female - 7%

Banking
Male - 7%
Female - 3%

Key Takeaway

While we may be aware that females are underrepresented in many degree courses that align to these roles, this really demonstrates the increased need to **build appetite among underrepresented groups** in order to ensure balanced applications from all genders.

#4 What attracts a student to an employer the most?

Students' Ranking of Role Preferences

1. Interest in the industry/field
2. Career prospects/opportunities for growth
3. Company culture/atmosphere
4. Work-life balance
5. Alignment with personal values
6. Salary/compensation
7. Opportunity to make a positive impact/change the world
8. Flexibility in work arrangements (e.g. remote work)
9. Reputation of the company/industry
10. Challenging and rewarding work/projects

#4 What attracts a student to an employer the most?

We asked students what is it about these industries that attracts them the most and here's what they said...

"They are a big influential brand that would look good on my cv, and have better benefits compared to smaller companies."

"They always have adverts, are active on social media and I feel like they are aligned with my values."

"Good future career prospects, accessible, interesting, the field I want to go into."

"What they stand for and what they do is something I would like to do in the future."

#4 What attracts a student to an employer the most?

Here are the key factors students consider when reviewing job ads, which determine their application submission.

1. Salary/Compensation **(306)**
2. Job Description/Responsibilities **(281)**
3. Location/Commute **(216)**
4. Company Culture/Values **(179)**
5. Opportunities for Advancement/Growth **(169)**
6. Skills/Qualifications Required **(157)**
7. Work-Life Balance **(138)**
8. Company Reputation **(133)**
9. Job Security/Stability **(126)**
10. Benefits/Perks **(123)**
11. Industry/Field **(94)**
12. Company Size **(67)**
13. Diversity/Inclusion **(64)**
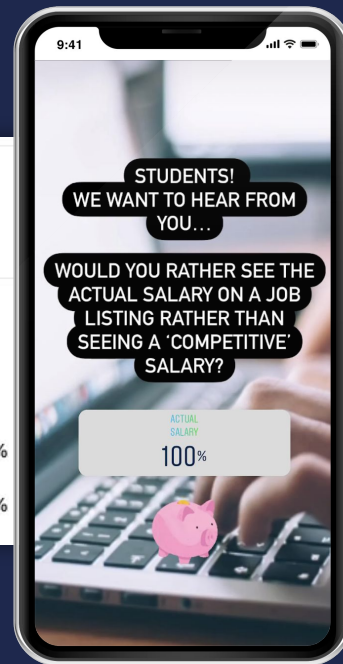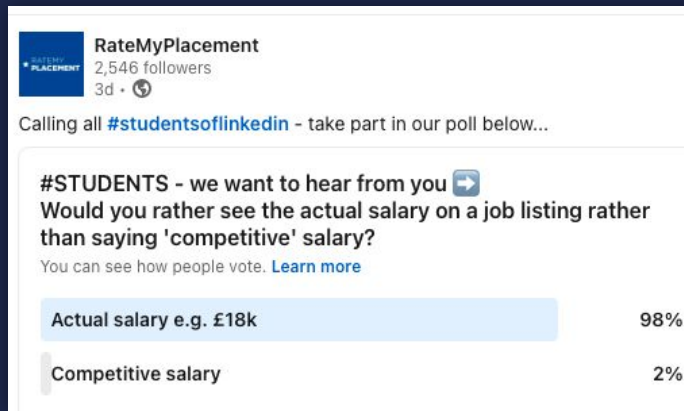14. Company Mission/Goals **(60)**

33%

of students rating salary as their leading driving factor.

46%

of the jobs listed on RateMyPlacement.co.uk in 2021 advertised a 'competitive' salary.

#4 What attracts a student to an employer the most?

But without being transparent on what salary is being offered, employers are running the risk of students opting out of applying...

RateMyPlacement
2,546 followers
3d · 🌐

Calling all #studentsoflinkedin - take part in our poll below...

#STUDENTS - we want to hear from you ➡️
Would you rather see the actual salary on a job listing rather than saying 'competitive' salary?
You can see how people vote. **Learn more**

Actual salary e.g. £18k	98%
Competitive salary	2%

STUDENTS! WE WANT TO HEAR FROM YOU...

WOULD YOU RATHER SEE THE ACTUAL SALARY ON A JOB LISTING RATHER THAN SEEING A 'COMPETITIVE' SALARY?

ACTUAL SALARY
100%

#4 What attracts a student to an employer the most?

"Many students will move to live near their job, so when me and my friends were applying it felt like a huge risk to apply for a job without knowing whether you will be able to afford it.

Competitive salary feels like it could be absolutely anything and that makes you untrustworthy of the company.

It is really reassuring when there is transparency around salary, especially when for many students, this will be their first salaried role."

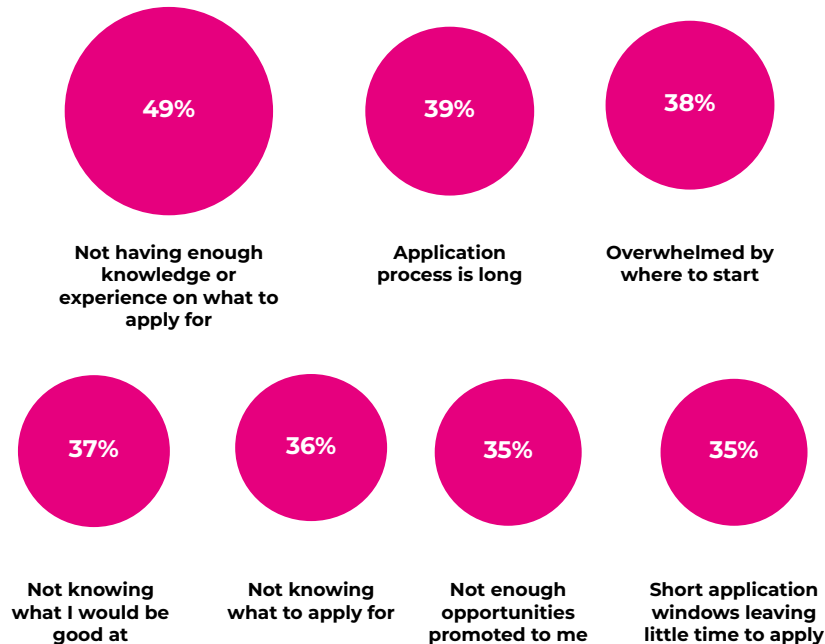**Anna Ralls, University of Reading**

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#5 Making the application process better and retaining talent.

#5 Making the application process better and retaining talent.

We asked students what are some of the worst things about applying for jobs and here are the top reasons they cited:

School leavers and second-year university students find it challenging to apply for jobs due to a lack of knowledge and experience. This emphasises the need to engage with talent earlier, supporting them in gaining knowledge, confidence, and a positive connection with your brand.

49%

Not having enough knowledge or experience on what to apply for

39%

Application process is long

38%

Overwhelmed by where to start

37%

Not knowing what I would be good at

36%

Not knowing what to apply for

35%

Not enough opportunities promoted to me

35%

Short application windows leaving little time to apply

40%

of students also said that they **needed support in understanding business language** such as 'resilience' and 'commercial awareness'.

The feeling is stronger among those who went to a state-run/funded school (43%), or who went to a school outside the UK (46%).

#5 Making the application process better and retaining talent.

When looking at the factors that discouraged students from applying, again confidence emerged as a common theme. The main reasons cited were feeling inexperienced and believing they lacked the required skills.

"Asked too much experience for an entry level role and I didn't know how to show them what they needed."

There were also strong feelings about the lack of feedback provided and feeling 'ghosted' by employers once having submitted an application.

"Applying for a job and not hearing anything back from the employer. The silent rejection kills your confidence but a rejection email is fine."

#5 Making the application process better and retaining talent.

Here are some factors that have resulted in students rejecting a job offer or opting out of the process:

48%
Yes

52%
No
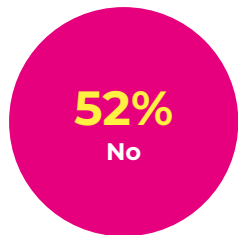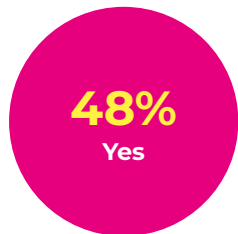
Found a better opportunity	43%
Did not get a good impression throughout the process	30%
Took too long to get back to me	26%
Salary did not meet my expectation	24%
Concerned I would not be able to do the job	19%
Changed my career direction	18%
Felt impersonal and didn't speak to anyone at the company	18%

#5 Making the application process better and retaining talent.

Have you ever rejected a job offer or opted out of the process?

There are actions we can take to avoid losing valuable talent and prevent students, particularly those from Black and Mixed heritage backgrounds and different socioeconomic backgrounds, from developing a negative impression of your brand. It is important to address the increased rates of opt-outs and reneges among these student groups.

55%
Eligible for free school meals

51%
Black & Mixed Ethnic background

#5 Making the application process better and retaining talent

Be transparent by clearly communicating the timelines of your application process.

Consider hosting live drop-in sessions for applicants or hires if you can't speak to everyone individually.

Create short 1-2 minute videos with general feedback, hints and tips, and constructive guidance to unsuccessful candidates.

Focus on building a positive impression of your company regardless of whether a student secures a role with you.

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5 key takeaways to implement from the research

5 key takeaways to implement from the research:

1 Showcase salary on your opportunities. Or at least include wherever possible. Consider the cost of living crisis and offer expenses and payment for interviews.

2 Upskill & Educate. Ensure your events and attraction activities give back to students and support them in their journey.

3 Get FUN with attraction. Students mentioned student Brand Ambassadors, career quizzes and a good social media presence all make them feel more connected to an employer brand.

5 key takeaways to implement from the research:

4 Build a talent community. Don't just communicate with students when your applications are open but keep in touch all year round.

5 Let's stop ghosting. Both students and employers are guilty of ghosting each other. When students have a positive experience with a brand, they are more likely to stay engaged and not drop out of the application process. However, students are also expressing frustration with employers who don't communicate clear timelines for feedback and are keen to receive more frequent updates throughout the process.
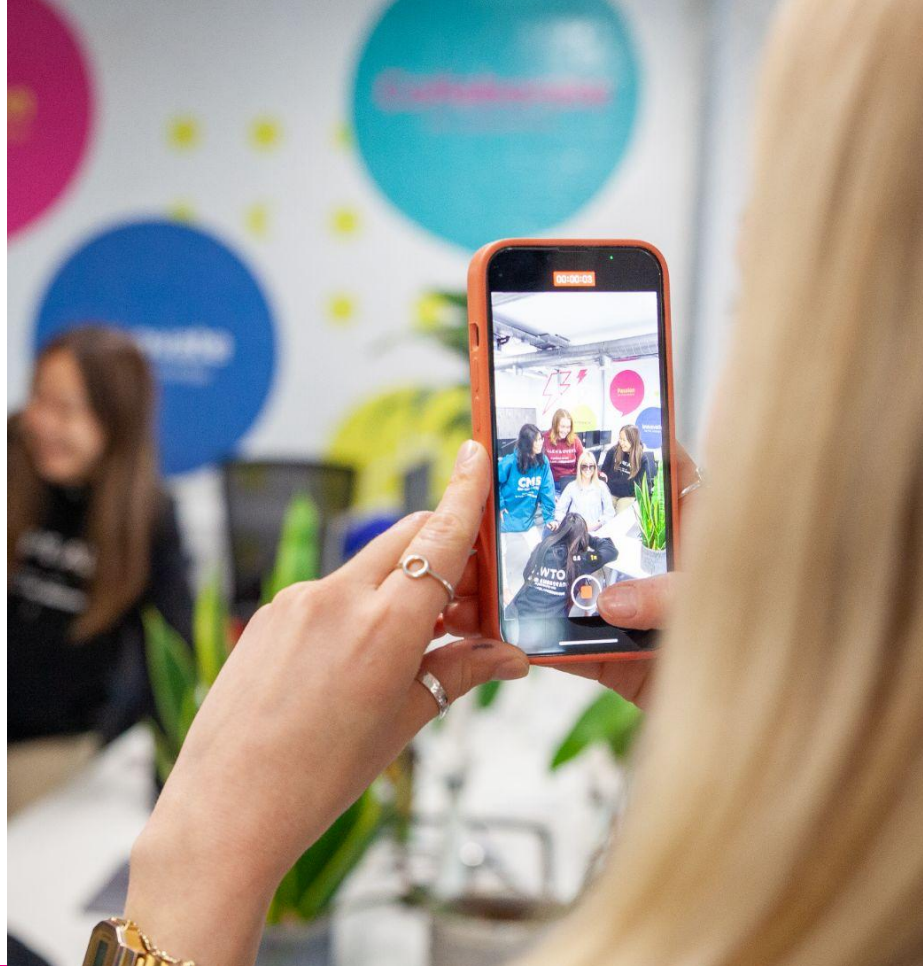
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How to implement
the student
learnings
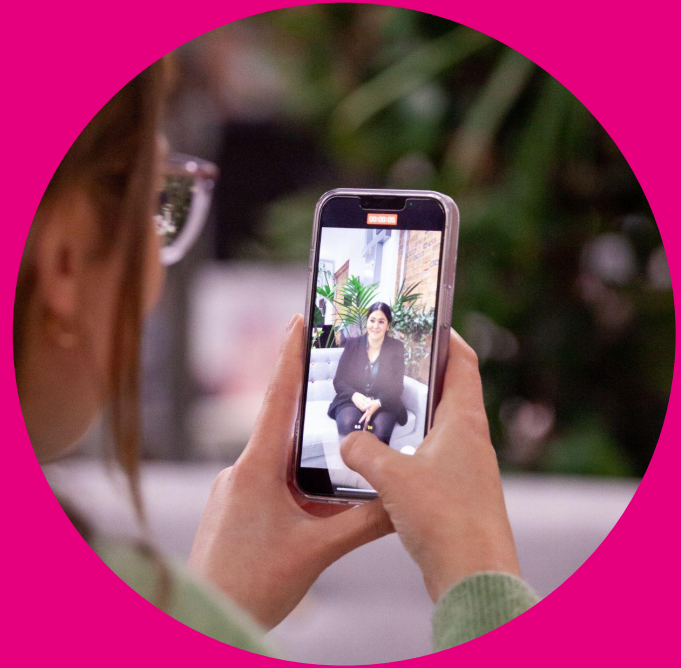
Get in touch!

Thank you so much for reading! We hope you've found this report interesting, useful and thought-provoking.

If you have any further questions on this or about how RMP Enterprise can help you in your attraction strategy for 2023-2024, please contact us via the link below:

rmpenterprise.co.uk/contact-us

Ali Lindsay &
Oliver Sidwell
Co-founders of RMP

RMPENTERPRISE

Employer Trends
For 2023

**Additional trends from
employer research**

Employer Trends For 2023.

Reneging and Ghosting: The issue of candidates changing their minds after accepting job offers is a big concern, particularly for professional services firms. There is still a lot of work to be done in developing strategies to handle this, both from the perspective of students and employers.

AI in Recruitment: The increased use of AI in the recruitment processes raises concerns and challenges. It's a risk that candidates may share application questions online and use AI tools like ChatGPT to generate answers, making it difficult to detect plagiarism. However, there is also recognition of the potential benefits of AI, such as assisting with internal pitches, document writing, and personalised rejection letters.

New Generation Expectations: Many employers reference that this new generation have different expectations in the workplace and it can be challenging to communicate this with other generational managers in the business.

Engagement and Upskilling: Organisations have found success in engaging with students through virtual and face-to-face events focused on upskilling. Teach First, EY, and J.P. Morgan highlight the efficiency and positive outcomes of virtual engagement activities.

Diversity, Equity, and Inclusion (DE&I): Employers express a need to position DE&I and sustainability efforts strategically, emphasising the importance of purposeful vision and mission statements. There is a focus on changing perceptions and engaging with Gen Z on topics related to DE&I.

Employer Trends For 2023.

Talent Pool and Engagement Challenges: Employers face challenges in diversifying the talent pool and engaging with Gen Z audiences effectively. It's important to keep engagement and brand recognition high all year round.

Employer Branding and Marketing: Organisations such as Harrods, KPMG, and AlphaSights are working on breaking down perceptions, diversifying talent, and showcasing different career paths within their businesses. Some companies struggle with collateral, marketing materials, and content creation but there has been huge success on going back to campus in creative ways this year.

Regional Focus and Challenges: Companies like GSK and DLA Piper express a desire to promote their brands in specific regions and face challenges in attracting talent, especially in locations with high living costs or competitive rental markets.

Social Mobility: Concerns are raised about social mobility, including students being unable to relocate due to cost-of-living issues and rejection rates being higher in hard-to-fill locations.

Achieving More For Less: Discussions around working with key groups of suppliers and partners who can support on more of their marketing without the need to work with too many organisations.

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