



Recruiting & Retaining Generation Z: Survey-Based Insights

January 2024



Objectives & Issues

Our 2023 survey follows-up similar research conducted in 2018 and 2015. We looked at:

- Perceptions of jobs/careers in food & beverage processing.
- Valued aspects of work & the employee-employer relationship.
- Openness to working in F&B processing.
- Employment/career information sources.
- Message resonance testing.

1,150 Ontario labour market participants surveyed in June 2023.

- Gen Z: n=402
- Older Youth: n=341
- Employment Seekers: n=795
- Indigenous Peoples: n=200
- Persons with a Disability: n=234
- Newcomers to Canada: n=221

Highlights

Differences in Values & Priorities

Gen Z places relatively more importance on diversity and making a difference on the environment.

- Skilled trades are relatively less interesting.
- Being part of a union has become more important (but still a low priority).
- Working from home is less important.

Perceptions of Jobs/Careers in F&B Processing

Gen Z perceptions of jobs/careers in F&B processing are mixed with a lean to negative (similar to rest of sample).

Comparing over time, Gen Z perceptions and openness to working in the F&B sector are very close to those obtained in 2018, and much more positive than the 2015 results.

In a head-to-head match-up of employers, well-known F&B processing brands hold their own against well-known non-F&B processing brands.

Highlights (Continued)

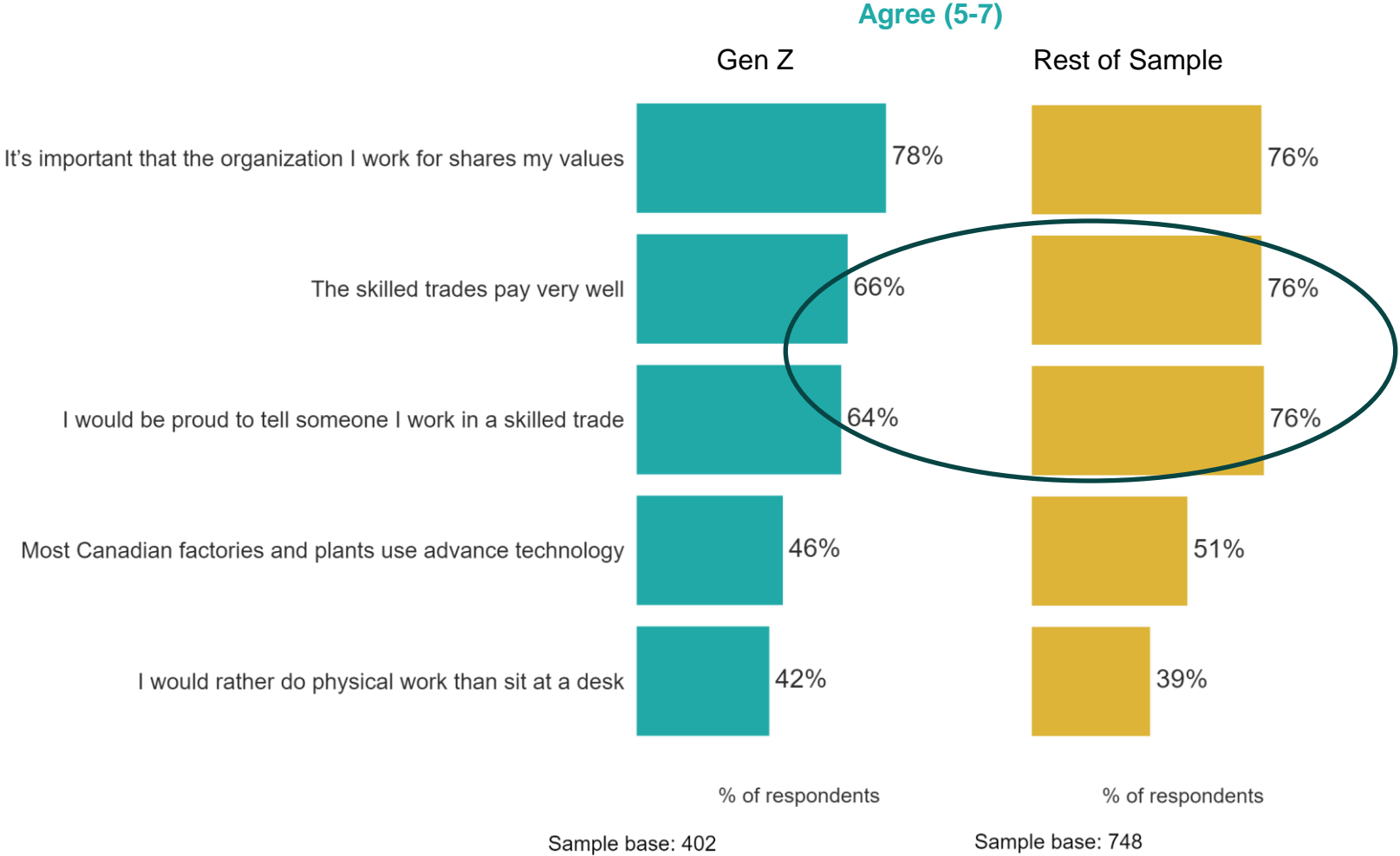
Outreach & Messaging

Among employment/career information sources, Gen Z place relatively higher importance on guidance councillors, and social media.

Consistent with other results, two messages are relatively resonant among Gen Z: 1) “We respect the environment”, & 2) “The sector is culturally diverse”.

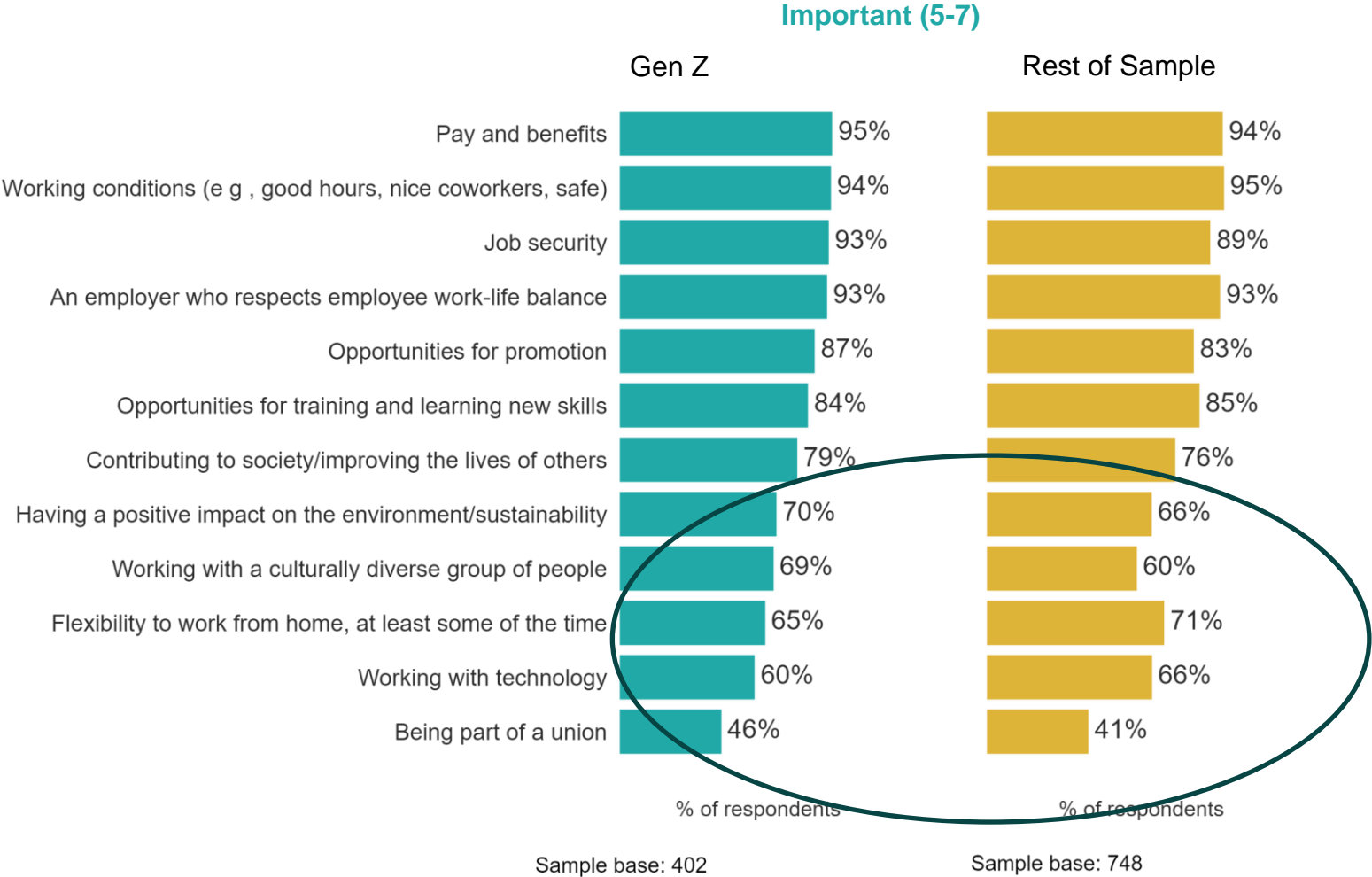
What Gen Z Values & Priorities

Broad Perceptions of Skilled Trades



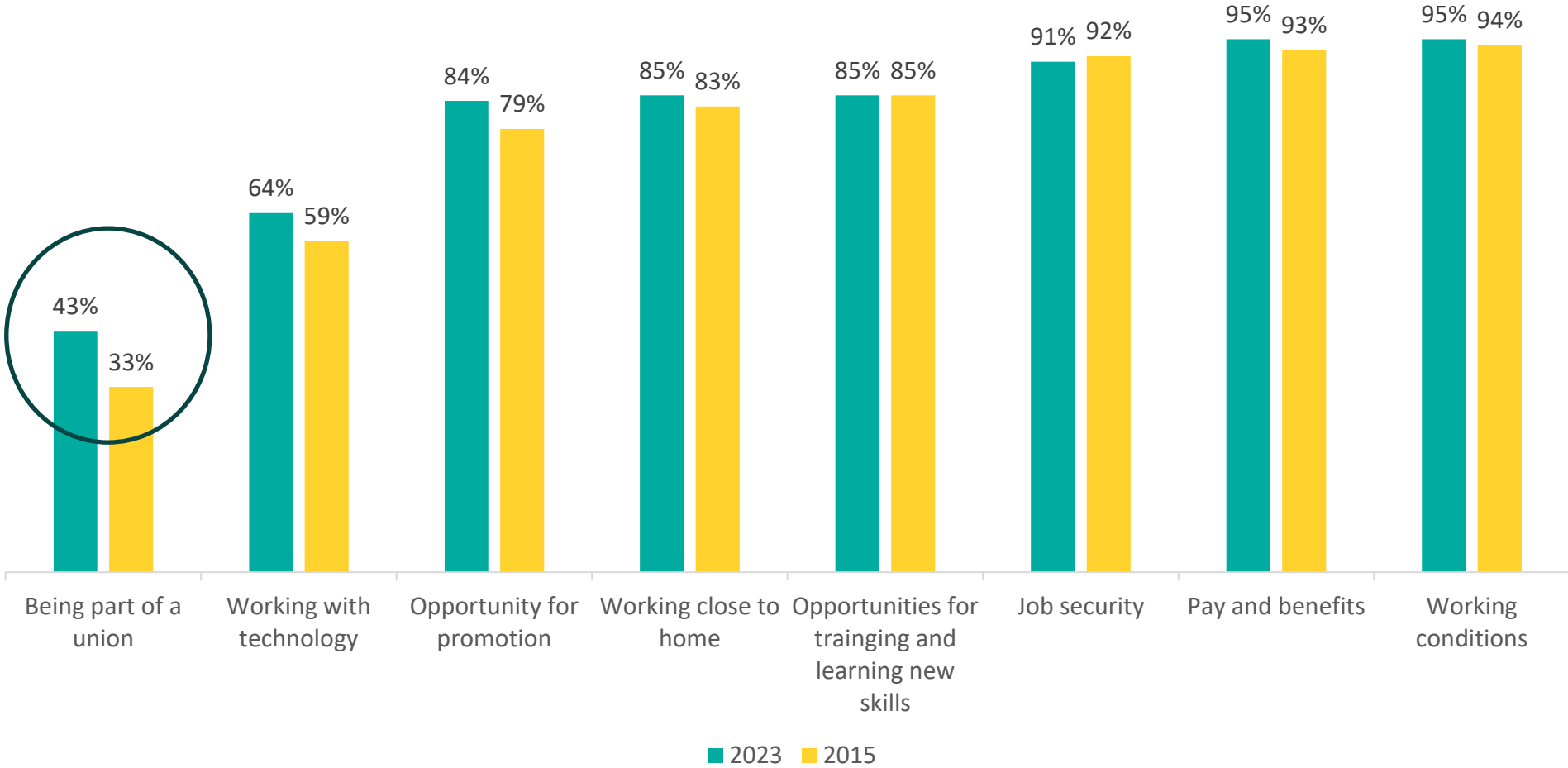
Q2 Please indicate whether you agree or disagree with each of the following statements

What Gen Z Values in Job/Career



Q1 How important are each of the following to you in a job or career?

Gen Z Perceptions Tracking: 2023 vs. 2015



How important are each of the following in a job or career?

Big Brands Go Head-to-Head

Question Wording

Professional Positions

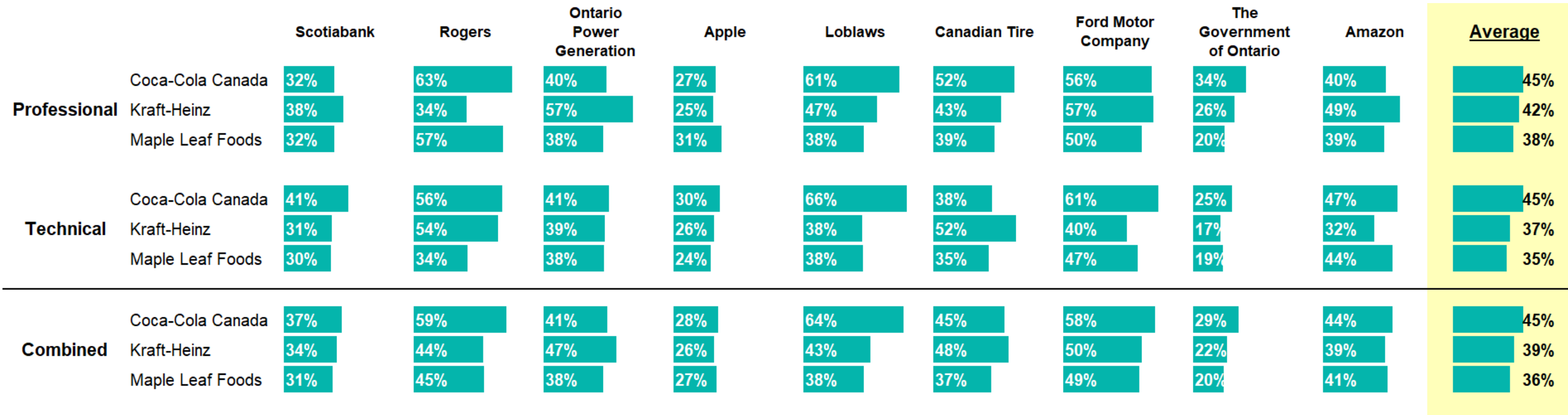
“Below are three pairs of organizations. Please imagine you are a professional working in an area like human resources, marketing, communications or finance and tell us which organizations you would prefer to work for.”

Technical Positions

“Below are three pairs of organizations. Now, please imagine you work in a technical field such as shipping and receiving clerk, information technology (IT) support technician, machine operator or quality control technician and tell us which organizations you would prefer to work for.”

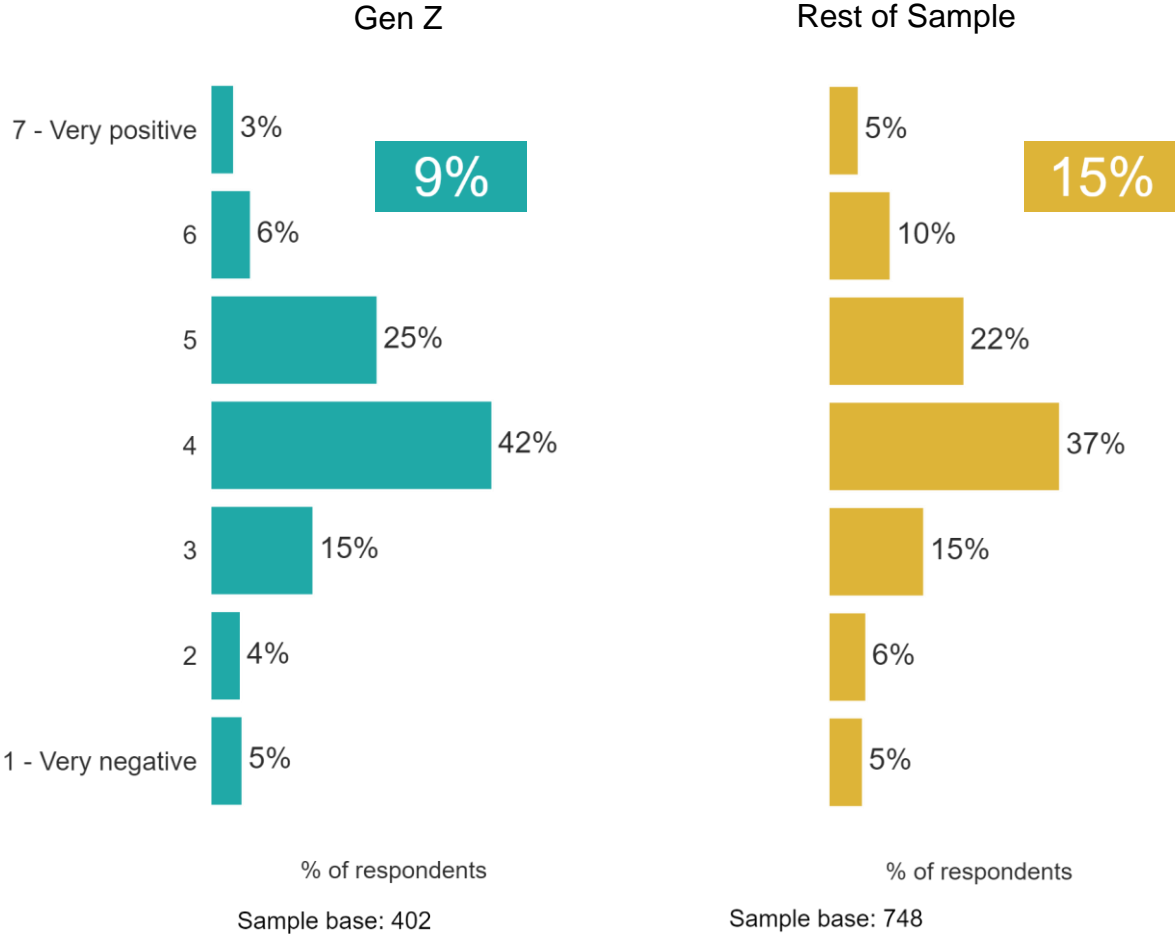
Preferred Employers: A Head-to-Head Comparison

Based on randomization, respondents would be asked either professional jobs scenario or the technical field scenario...



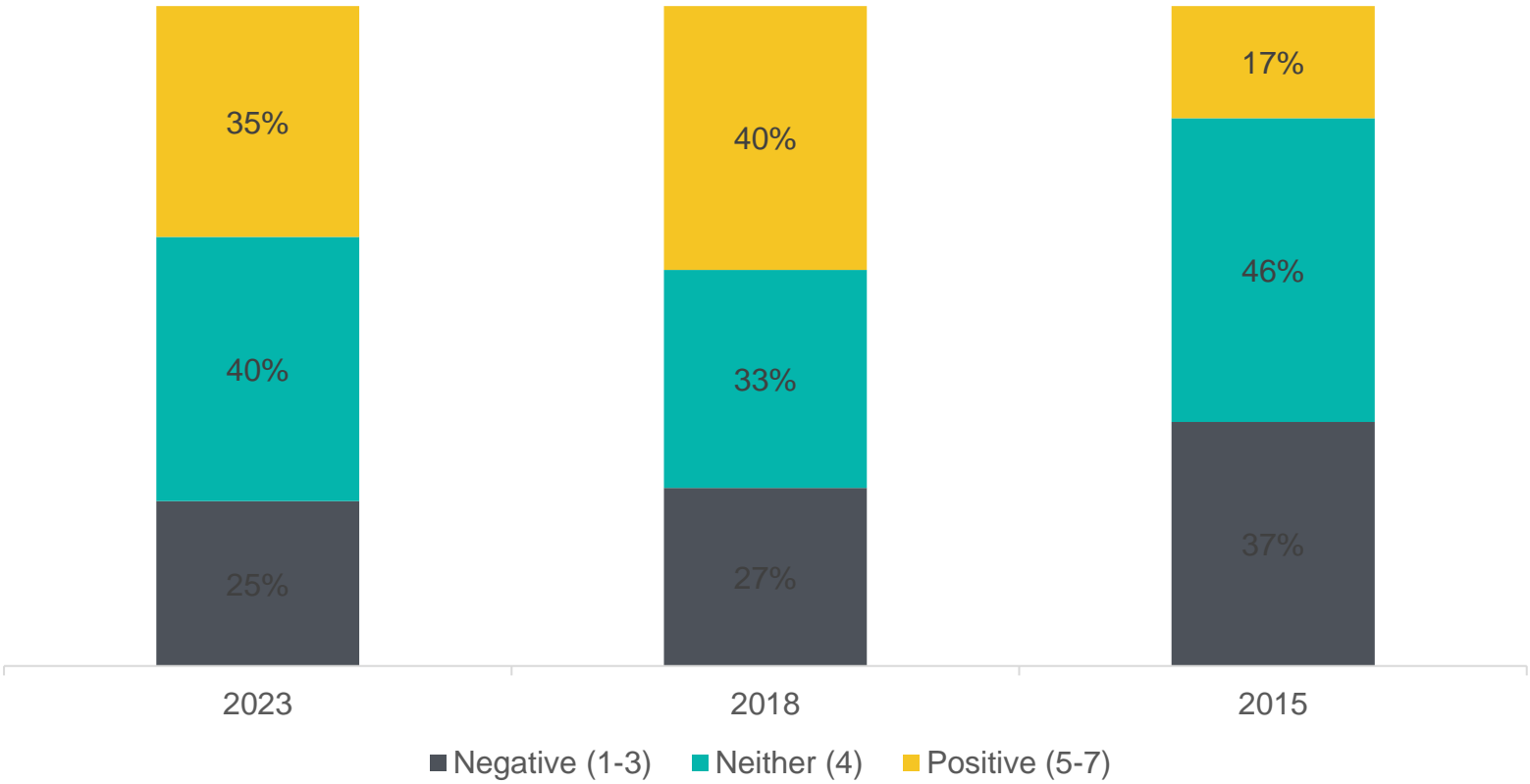
Perceptions of F&B Processing

Overall Impression of F&B Processing Jobs/Careers



Q19 From what you know or have heard, what is your overall impression of jobs and careers in the food and beverage processing industry?

Gen Z Overall Impressions Tracking: 2015 to 2023

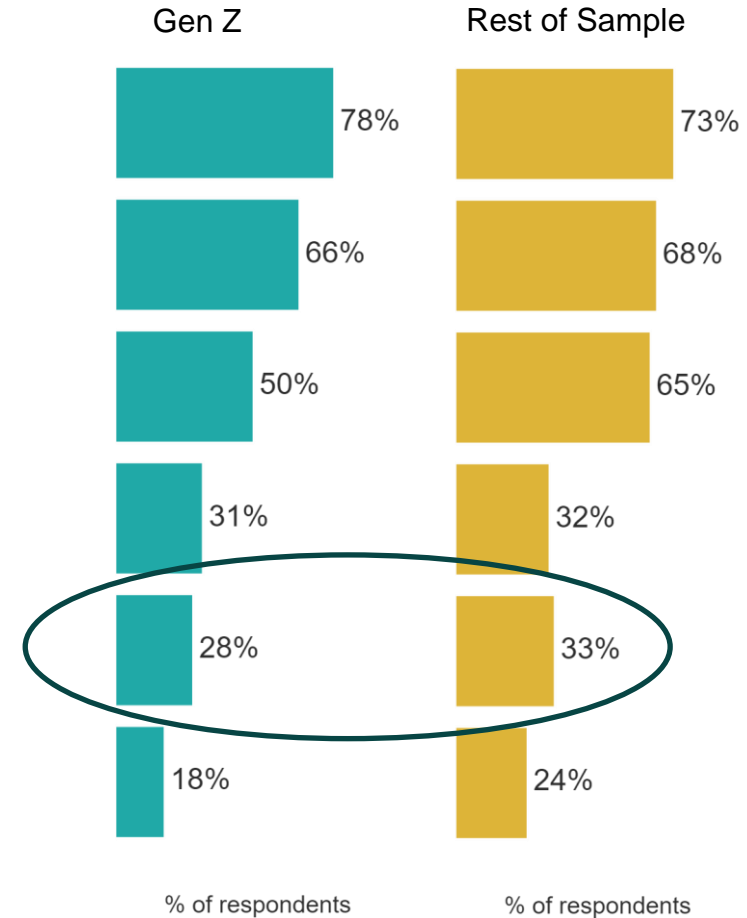
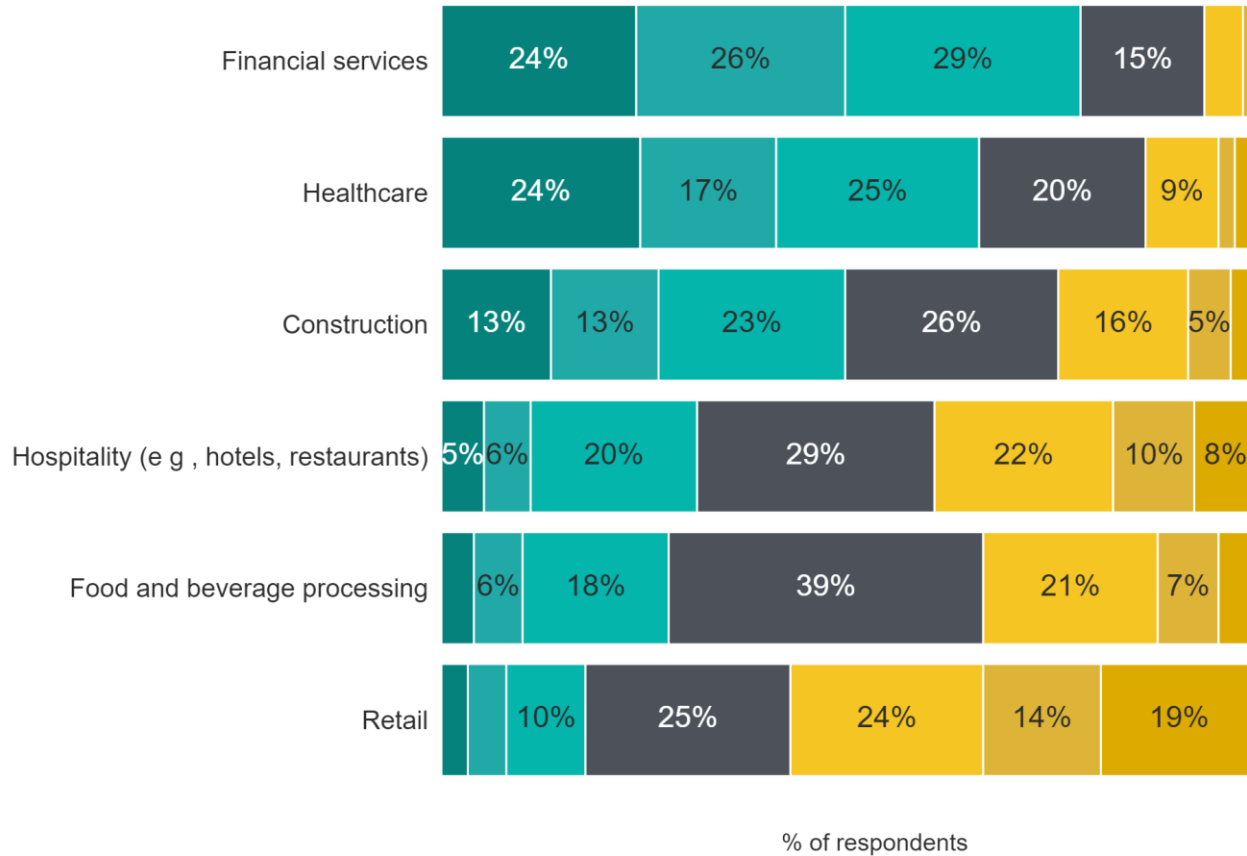


Q19 From what you know or have heard, what is your overall impression of jobs and careers in the food and beverage processing industry?

Sector Comparison: Pay and Benefits

7 - Good | 6 | 5 | 4 | 3 | 2 | 1 - Poor

Good (5-7)



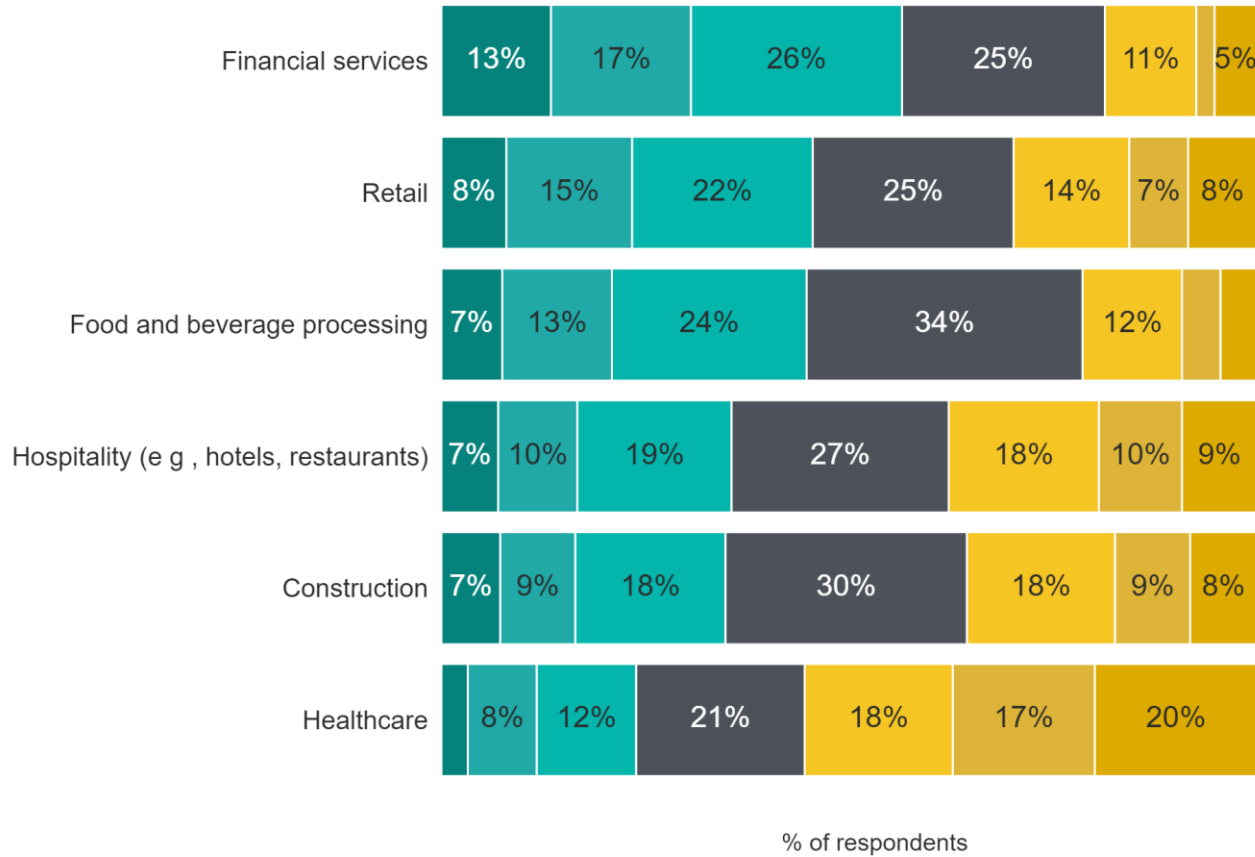
Q10 In Ontario, there are jobs in dozens of industries. Please tell us what you think or imagine it's like to work in each the following sectors.

Sample base: 402

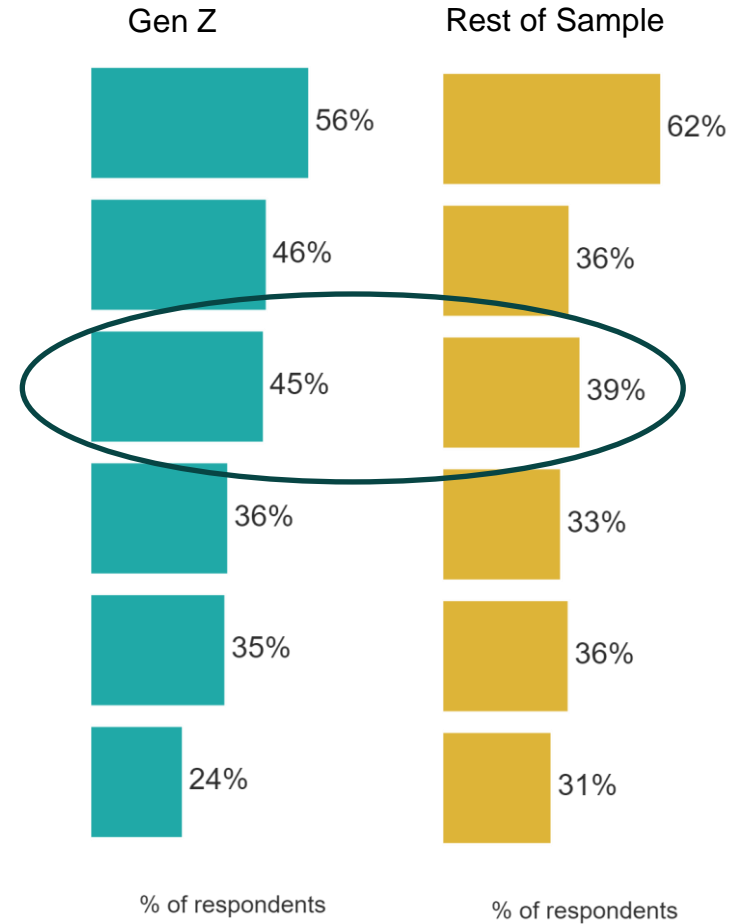
Sample base: 748

Sector Comparison: Work-Life Balance

7 - Good | 6 | 5 | 4 | 3 | 2 | 1 - Poor



Good (5-7)



Sample base: 402

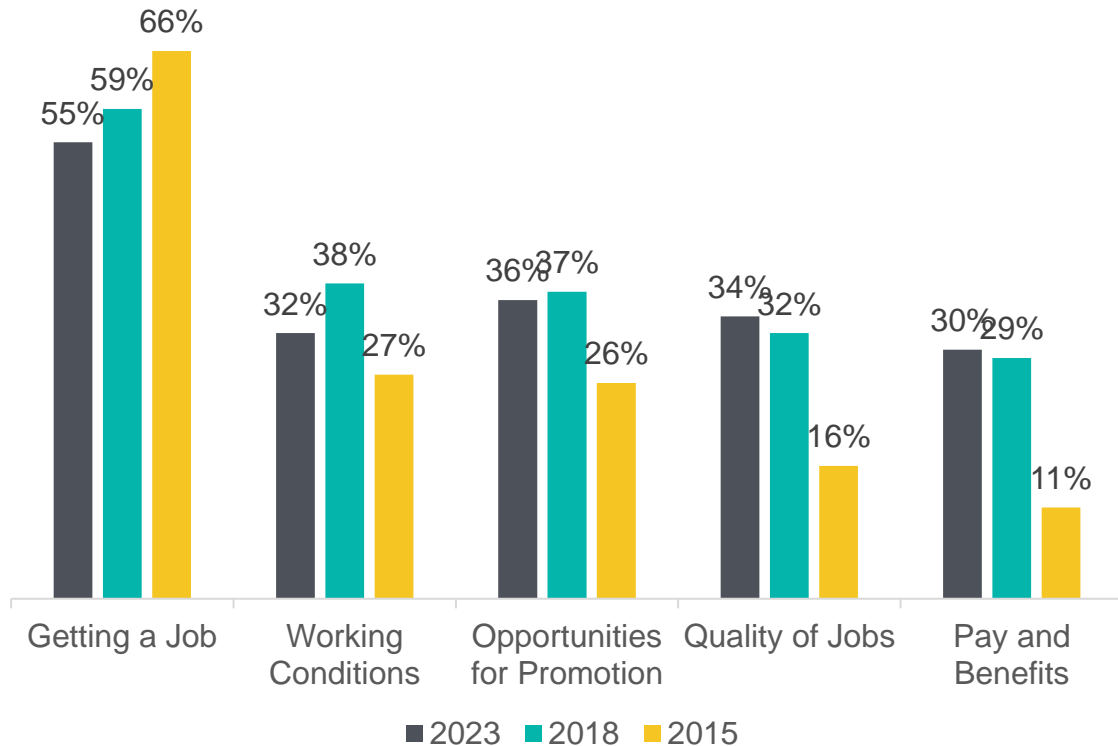
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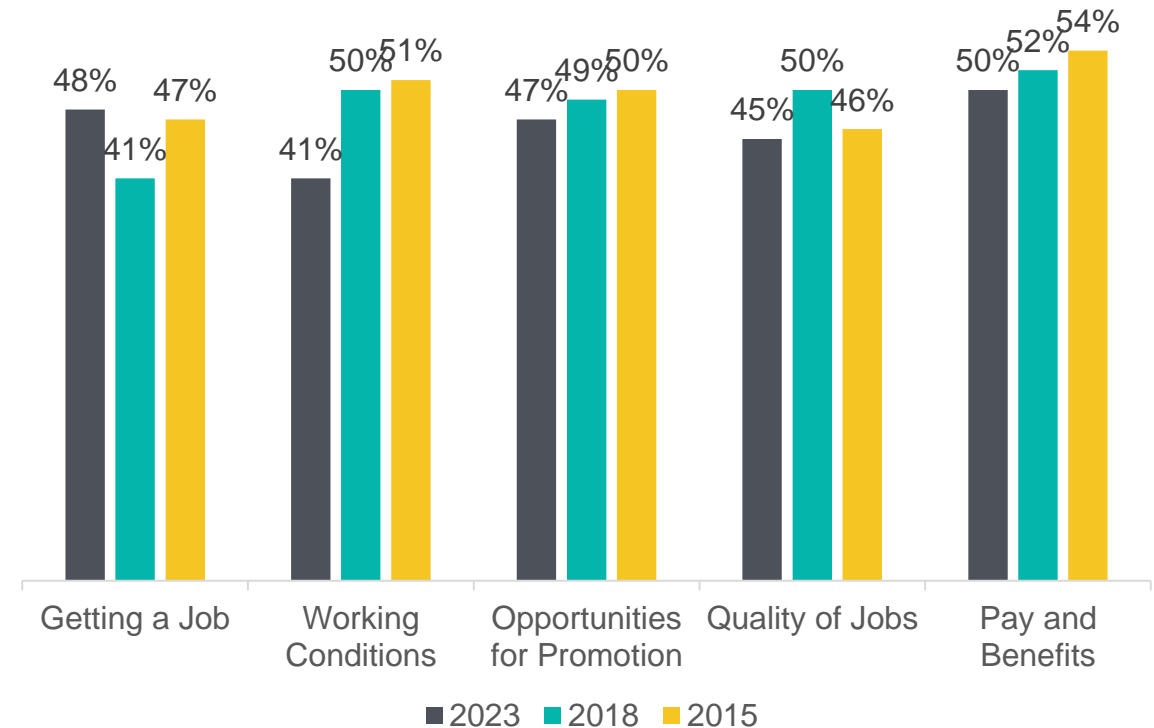
Gen Z Sector Comparison Tracking: 2015 to 2023

(Youth - 5-7 on a 7-point scale)

F&B Processing



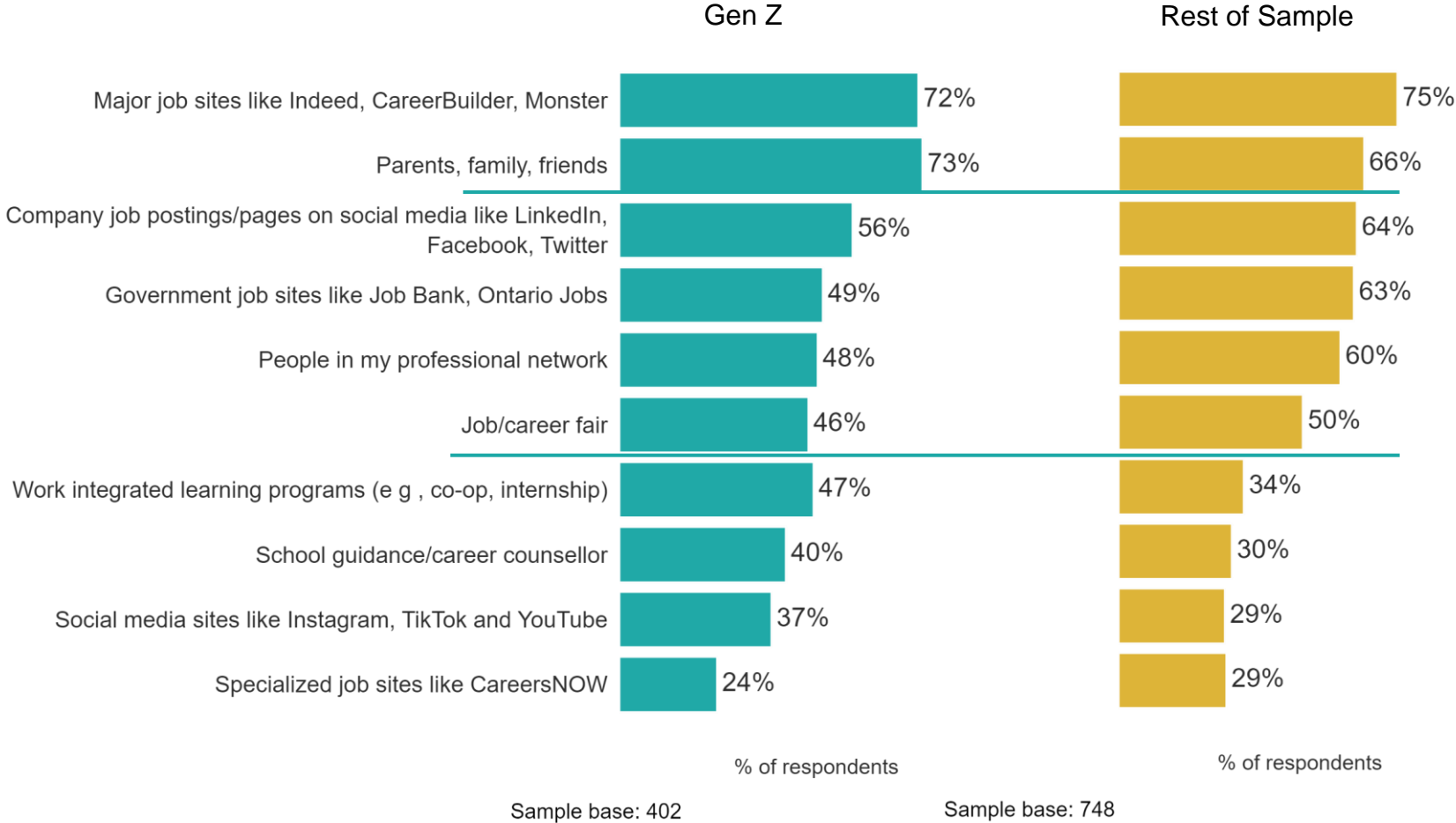
5 Other Sectors Aggregated Value



In Ontario, there are jobs in dozens of industries. Please tell us what you think or imagine it's like to work in each the following sectors.

Outreach & Messaging

Employment/Career Information Sources



Q26 Below is a list of information sources about jobs and careers. Please tell us if you have ever used these to help you find a job and/or plan a career?

Message Resonance Testing: Full Text

Respondents were randomly shown a random selection of 4 of the following messages and asked to indicate whether the information increased their interest in working in the food and beverage processing sector:

The sector is large and growing: Canadian food and beverage processors employ more people than any other manufacturing sectors, including auto and construction. And the sector is growing -- from 2023 to 2030, about 11,500 people will need to be hired each year.

There is a bright future in food and beverages processing: As the global population grows and countries like India develop their economies, the demand for food will increase by as much as 90% by 2050, or almost double current production. To meet this growing demand, Canada's food and beverage processing industry must expand, which means thousands of additional jobs.

Great job security: Unlike some other employment sectors, food and beverage processing offers stable, recession- and pandemic-proof employment. This industry employs 300,000 Canadians – from general labour to trades to professionals, with a lot of opportunities to advance.

Getting your foot in the door is easy: The vacancy rate in the food and beverage processing sector is about 3.8%, which is much higher than it is for the overall manufacturing sector. This means there are a lot of job openings, plus, employers try to make it easy for people to get hired.

Message Resonance Testing: Full Text

The sector is culturally diverse: The food and beverage processing industry has a very diverse workforce, employing a higher percentage of New Canadians than most other sectors. The industry offers a diverse and inclusive environment for all people to develop a career.

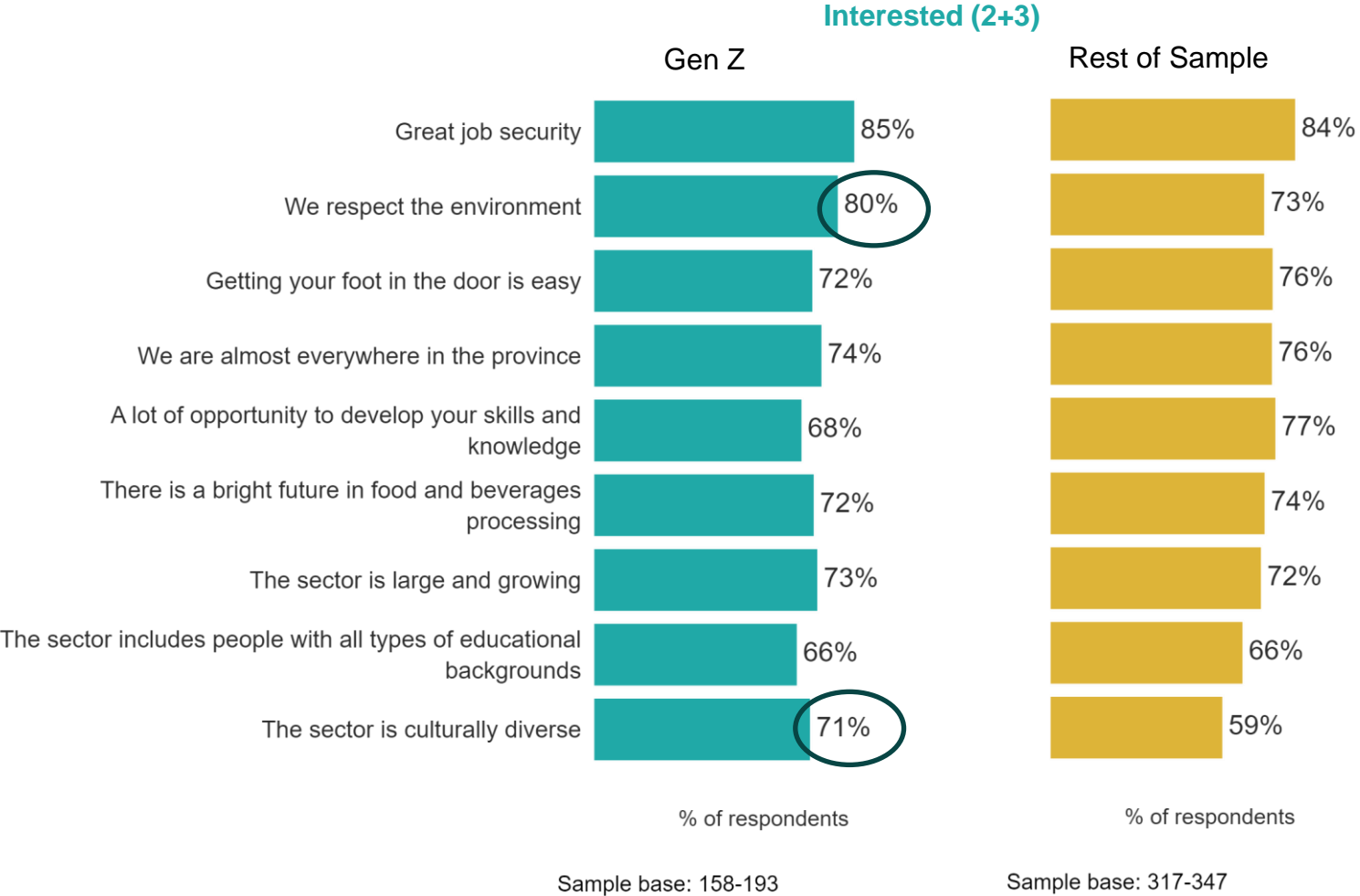
We are almost everywhere in the province: Unlike certain industries that only have a limited number of places to work. Ontario's food and beverage processing industry is huge, with over 4000 companies in both rural and urban parts of the province. If you look, you can probably find a facility close to where you live.

A lot of opportunity to develop your skills and knowledge: Food and beverage processing sector employers offer professional development opportunities through ongoing training and access to advanced technologies and manufacturing best practices.

We respect the environment: Corporate social responsibility is a priority for the food and beverage processing industry. As an example, Maple Leaf Foods is a sustainable meat and plant-based company that is carbon neutral and aims to reduce its environmental footprint by 50% by 2025. Within this industry, there are many opportunities for people to develop careers in fields that benefit society and the environment.

The sector includes people with all types of educational backgrounds: From a high school and community college diplomas to an advanced university degrees.

Message Resonance Testing

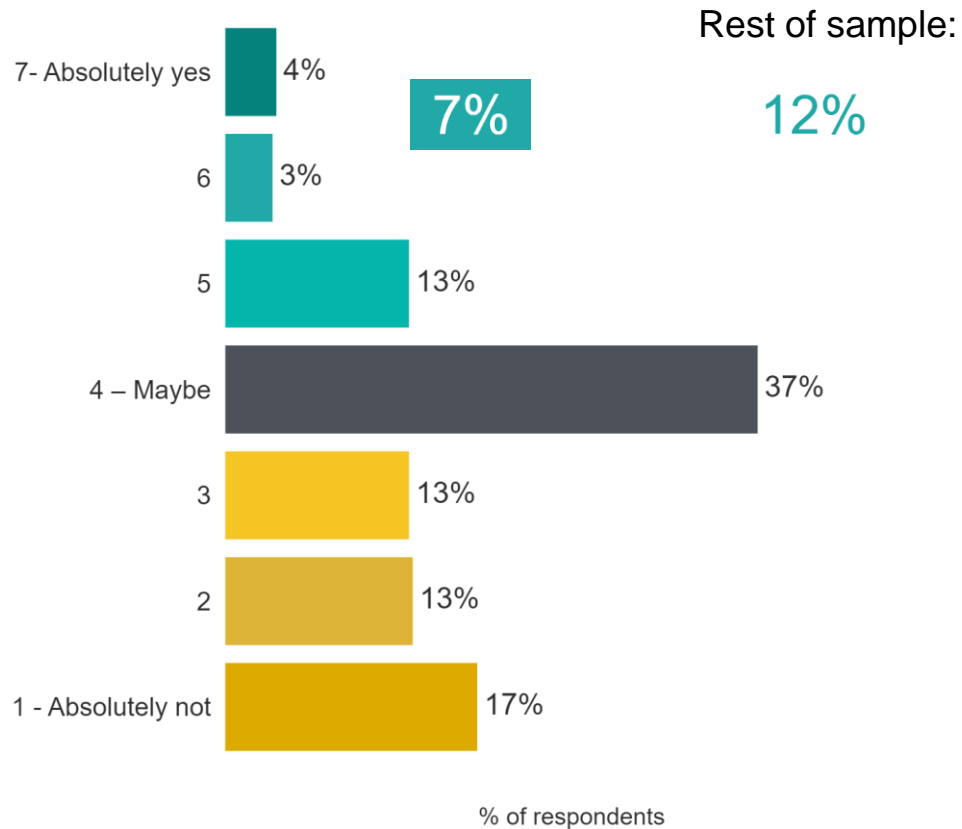


Q26 Below are several facts and figures about jobs and careers in the food and beverage processing sector. Please tell us whether this information makes you more interested in working in this sector.

Openness to Working in F&B Processing

Impact of Fact-Based Information & Messaging on Openness to Working in F&B Processing

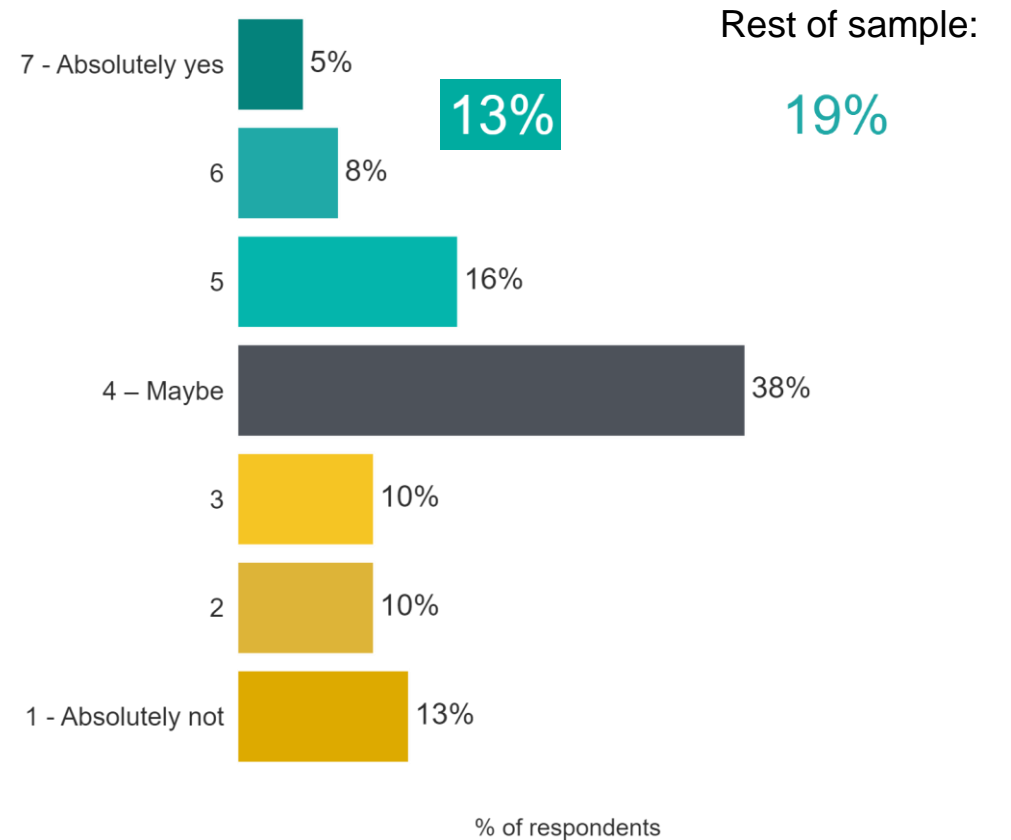
Time 1



Sample base: 383

Q22 Would you consider a career in the food and beverage processing industry?

Time 2



Q28 Would you consider a career in the food and beverage processing industry?

Openness of Segments to Working in F&B Processing (Index)

Employment Seekers
Newcomers
Parents
35 to 44s

Gen Z
Indigenous Peoples
Persons with a Disability

Older Youth (27 to 34s)

From Another Survey...

FPSC: *Working Together – A Study of Generational Perspectives in Canada’s Labour Force* (Fall 2020)

Older Workers (55+)	Gen Z
<ul style="list-style-type: none">• Relatively modest expectations.• Higher levels of job satisfaction.• More self-sufficient & flexible (hours, shifts).• Require less feedback.• Fine with learning new things on their own.• Value honesty above all.• Health & wellness policies/programs are less important.	<ul style="list-style-type: none">• Look at the world of work through a wider lens.• Higher expectations about what a job should provide, beyond a paycheck.• Want to make friends, have fun at work, and hope to have a supervisor who is friendly.• Sense of belonging is important.• Keen to see how their work/organization contributes to the greater good (e.g., environment).• Want more feedback about how they are doing and need more structure.• Health & wellness policies/programs are important.• Value diversity.



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