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Talent Solutions for Better Workplaces

Do We Have a Culture Problem?

Five Factors Shaping the Employee-Employer Compact and How to Respond

Our Webinar Will Begin Shortly

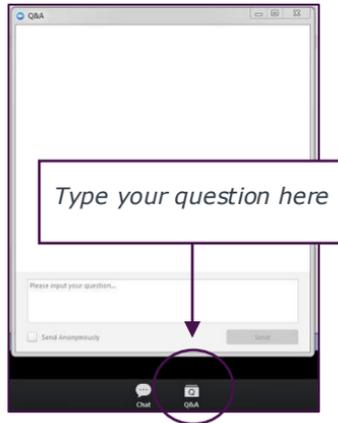
November 2025

Networking



Use the **chat** to connect with other participants and share ideas.

Asking a Question



Brief Exit Poll



We'd appreciate your **feedback** on today's presentation.



Glen Buickerood

Associate Director, Partner
Development



Do We Have a Culture Problem?

Meet Your Presenter

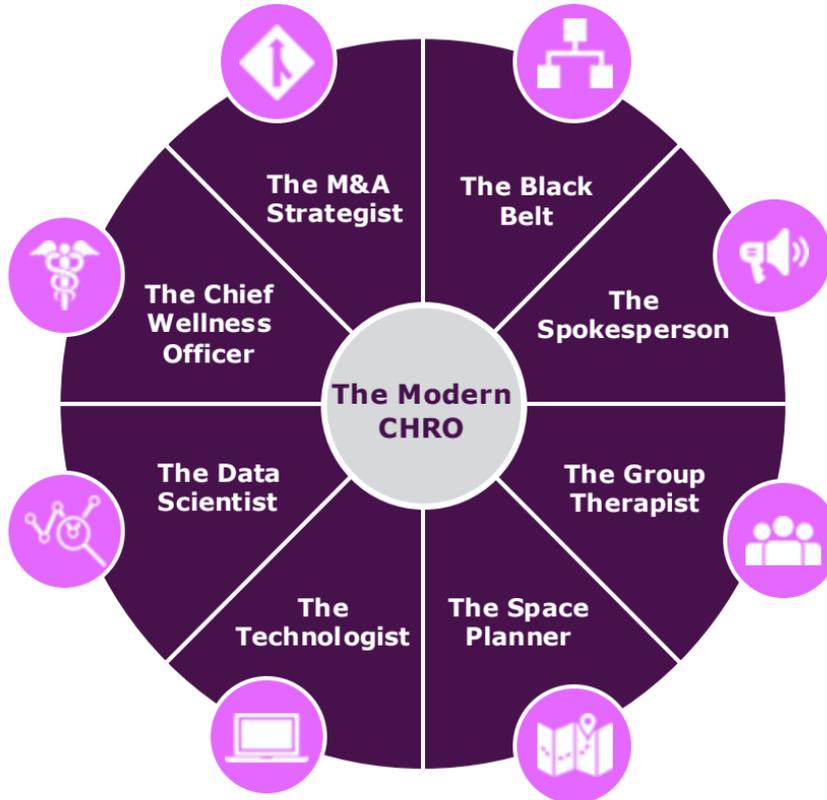


Joe Infantino

Senior Director, Insights
Seramount

Too Many Hats, Not Enough Hours

An Ever-Expanding 'Unofficial' Remit





1

Advancements in GenAI

*Separating Hype from Reality
and Ensuring AI Readiness*

2

Hybrid and Flexible Work

*Balancing Business Outcomes,
Hiring Competitiveness, and
Employee Engagement*

3

Employee Mental Health

*Quantifying the Challenge and
Prioritizing Strategies*

4

The Evolving Employee- Employer Compact

*Culture, Loyalty, Generations,
and the Gig Economy*



Which culture problem is your biggest concern?

- 1 Employees feeling disconnected or disengaged from their work and mission
- 2 Maintaining our workplace culture in a more flexible and hybrid environment
- 3 Adapting to changing employee expectations and preferences
- 4 Something else? Let us know in the chat!

Please answer the poll in the Zoom pop-up

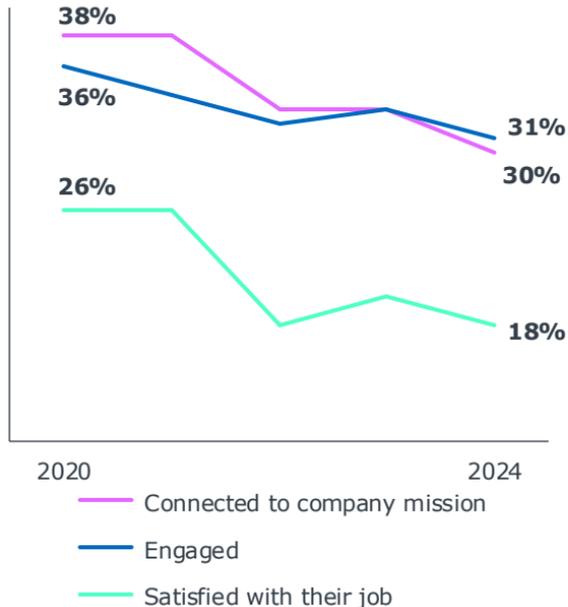
Do We Have a Culture Problem?



Key Engagement and Loyalty Measures Trending Down

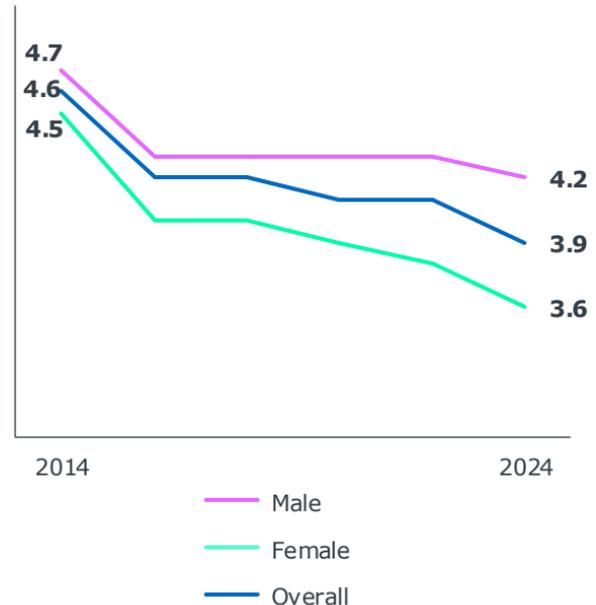
Percentage of Employees Engaged, Satisfied, Connected to Mission

2020-2024



Median Tenure in Years with Current Employer, Male, Female, and Overall

2014-2024



Sources: Wigerit, ["The Great Detachment: Why Employees Feel Stuck,"](#) Gallup, Dec. 3, 2024; ["How long do Americans stay at their jobs?,"](#) USAFacts, Dec 19, 2024; Seramount interviews and analysis.

Pendulum Swings from Employee to Employer Market ¹⁰

Cycles Are Expected, but Speed of Recent Shift Much Faster than Normal

Change in Vacancy-to-Unemployment (V/U) Ratio Compared to Voluntary Quits Rate

2020-2024



The V/U ratio—measuring labor market tightness—peaked in 2022 at the height of the Great Resignation but has since fallen sharply, signaling a fast shift from employee to employer market.

The voluntary quits rate has fallen to pre-COVID norms since 2023, signaling lower employee confidence and ability to find a new job.

Surge in job applications (+50% since February) from federal workers impacted by layoffs will only make finding a new position more challenging.



Welcome to the Great Detachment

As Hiring Slows, Employees Feel Increasingly Stuck and Restless

79%

Of employees report feeling detached

"That the labor market just a few years ago was so exceptional—and worker leverage so high—makes today's stagnating job market even more of a bitter pill."

Axios

31%

Increase in amount of job applications submitted from 2023 to 2024

65%

Of professionals said they feel stuck in their current role

69%

Of employees are currently seeking another job

20%

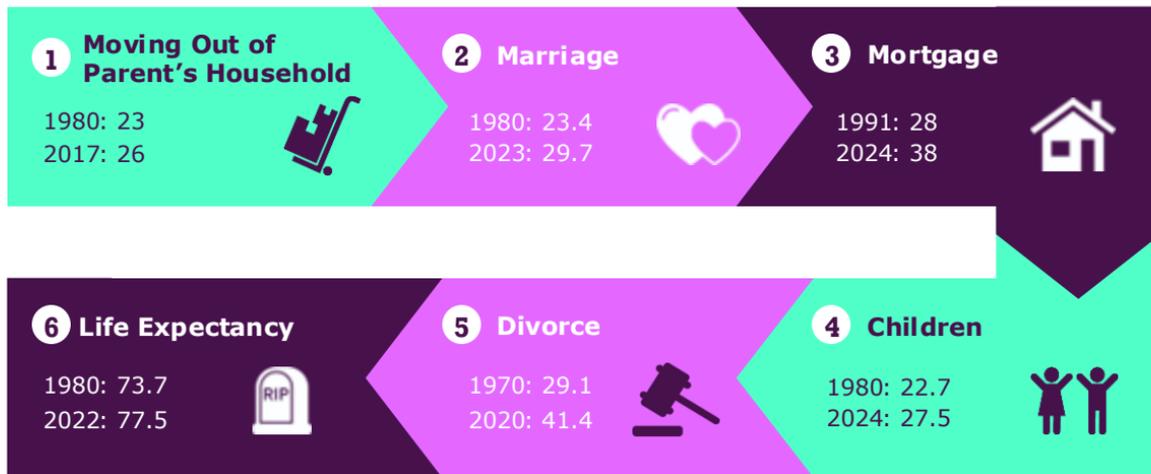
Of employees think about quitting every day

Sources: Burleigh, ["Workers are so humed out that nearly 20% think of quitting every day,"](#) *Fortune*, May 6, 2024; Burleigh, ["Job applications are up 31% this year as candidates struggle with a tougher market,"](#) *Fortune*, Sep 19, 2024; Escalera, ["79% of Employees Feel Detached From Their Jobs,"](#) *myperfectresume*, Feb 10, 2025; Meyers et al., ["Navigating the great workforce balancing act,"](#) *Dayforce*; Peck, ["Resentment is building as more workers feel stuck,"](#) *Axios*, Nov 20, 2024; Seramount interviews and analysis.

New Rules for The Game of Life™

With Fewer Attachments Outside of Work, Younger Staff Feel Less “Tied Down”

Past and Current Average Age at Key Life Milestones



Sources: [“Median Age at First Marriage, 1990–2010,” Infoplease](#), July 23, 2023; [“How has marriage in the US changed over time?” USAFacts](#), Feb 27, 2025; Chernikoff, [“The average age of first-time mothers continues to rise,” USA Today](#), May 18, 2024; Julian, [“Median Age at First Divorce, 2020,” BGSU](#), 2022; Kochanek et al., [“Mortality in the United States, 2022,” CDC](#), March 2024; Lambert, [“The vanishing young homebuyer...,” ResiClub](#), Feb 10, 2025; McCallister, [“US Life Expectancy 1950-2025 – Trends and Influences Over the Decades,” NCHstats](#), Dec 11, 2024; Sparber, [“States with the oldest and youngest newyeds,” Axios](#), Jan 11, 2025; Seramount interviews and analysis.



WFH¹ Increases Employee Choice Exponentially

Not Limited to a Geographic Area, Staff Can Apply to Any Job Anywhere

Career Opportunities Employees Could Consider, Then



Career Opportunities Employees Could Consider, Now



	2020	2023
Average distance between home and work	10 miles	25 miles
Percentage of employees living 50+ miles from their company's office	0.8%	5.4%

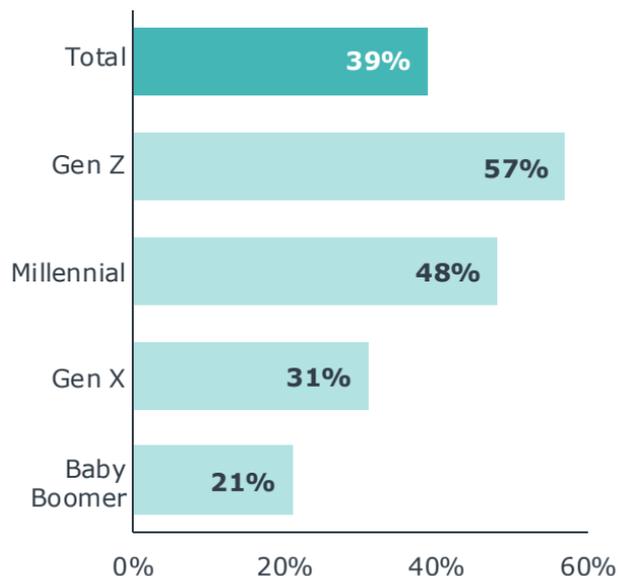
1) Work from home.

Participation in the Gig Economy Reaches New Highs 14

Side Hustles Used in a Variety of Ways, Not Just a Way to Make Ends Meet

Percentage of Working-Age Population Participating in a Gig,¹ by Generation

2024



Types of Gig Work



Side Gig

Provides supplemental income on top of full-time employment



Transition Gig

Serves as temporary bridge between jobs, careers



Portfolio of Gigs

Multiple, simultaneous gigs replace full-time work entirely



Skill-Building Gig

Provides experience, skills that enhance chosen career

1) A temporary or freelance job performed on an informal or on-demand basis, either in addition to or instead of regular full-time work.



A Storied History of Generation Shaming

Every Rising Age Cohort Was Considered 'Worst Ever'

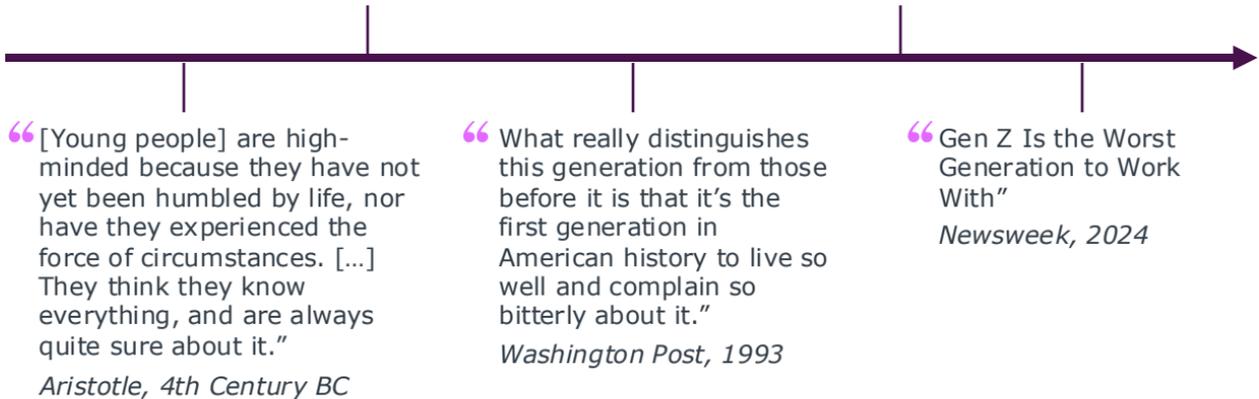
Select Commentary on Youngest Generation at Points in History

“ We defy anyone who goes about with his eyes open to deny that there is, as never before, an attitude on the part of young folk which is best described as grossly thoughtless, rude, and utterly selfish.”

Hull Daily Mail, 1925

“ When I was trying to buy my first home, I wasn't buying smashed avocado for \$19 and four coffees at \$4 each. We're at a point now where the expectations of younger people are very, very high.”

Tim Gurner, 2017



“ [Young people] are high-minded because they have not yet been humbled by life, nor have they experienced the force of circumstances. [...] They think they know everything, and are always quite sure about it.”

Aristotle, 4th Century BC

“ What really distinguishes this generation from those before it is that it's the first generation in American history to live so well and complain so bitterly about it.”

Washington Post, 1993

“ Gen Z Is the Worst Generation to Work With”

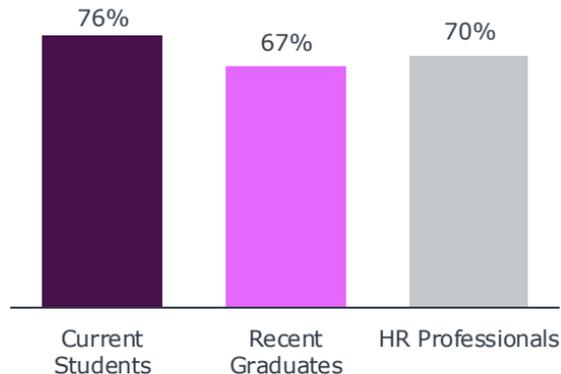
Newsweek, 2024

Sources: Gillard, [“The 2,500-Year-Old History of Adults Blaming the Younger Generation,”](#) History Hustle, 2018; Levin, [“Millionaire tells millennials: if you want a house, stop buying avocado toast,”](#) *The Guardian*, 2017; Sawdah, [“Here Are 7 Times Older Generations Slammed Gen Z's Work Ethic, Calling Them 'weakened' Kids Who 'Don't Seem Like They Want to Work,’”](#) *Business Insider*, 2023; Seramout interviews and analysis.

In Defense of Gen Z

Generational Differences Overstated, Unique Strengths Overlooked

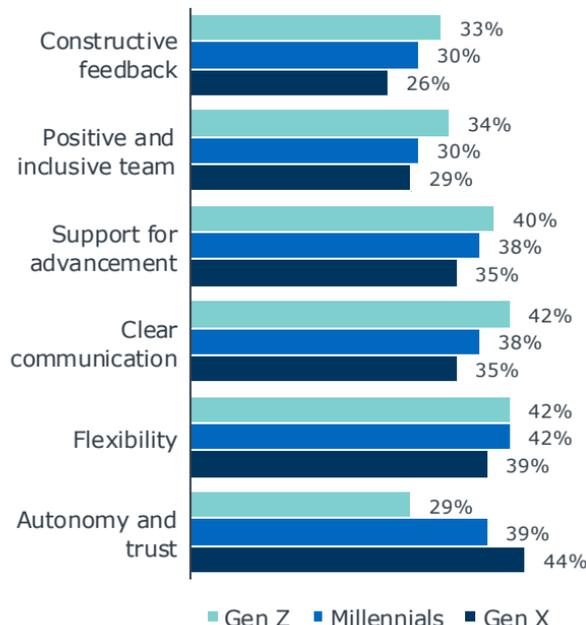
Percentage Agreeing That Emerging Professionals Have the Skills They Need to Succeed in the Workforce



“ Each group is a product of their professional upbringing, and unfortunately, Gen Zs had to experience their early career in a completely upside-down experience of work.”

Jennifer Moss, Workplace Strategist

Qualities Employees Most Value in a Manager, by Generation¹



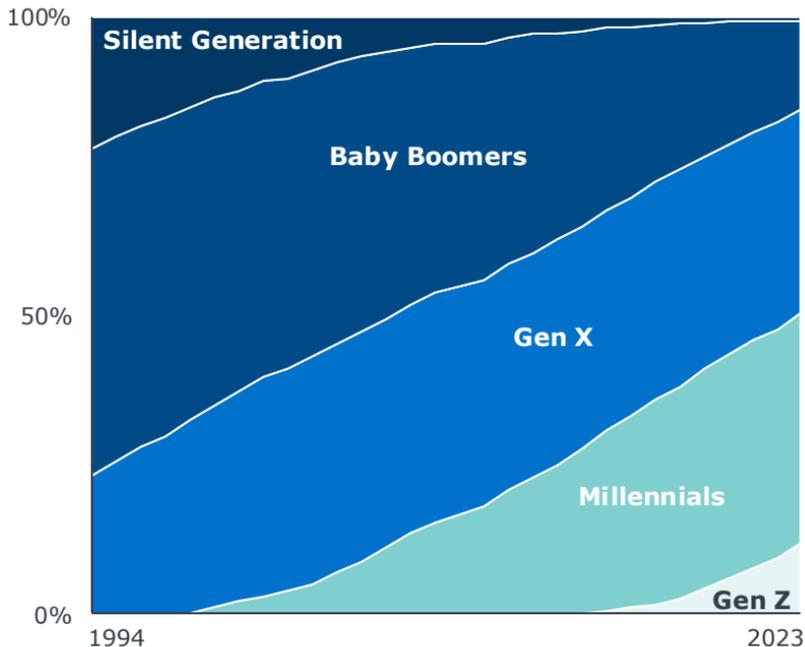
1) Numbers sum to over 100% because respondents could select up to three attributes.
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Sources: "Gen Z in the Workplace: Welcoming the Next Generation"; ["Preparing the Next Generation of Talent for the World of Work: The skills gap. Why HR should prioritize Gen Z's development in 2025,"](#) SHRM; Seramount interviews and analysis.

Friction Arises Within Multigenerational Workforce

Bias Against Younger Workers Impacts Hiring, Manager Relationships

Actual Composition of Workforce, by Generation



31%

Of hiring managers avoid hiring Gen Z employees in favor of older candidates

18%

Of managers have thought about quitting because of the stress of managing Gen Z staff

3x

Employees with managers 12 or more years older are three times as likely to report being unsatisfied in their job

Sources: Crist, "31% of hiring managers say they steer clear of Gen Z," *HR Dive*, 2024; Crist, "Gen Z is stressing managers out, survey finds," *HR Dive*, 2024; Hogg, "Gen Z and millennial worker productivity is being crushed by bosses who don't understand them, top economics university research says," *Fortune*, 2024; Morse, "Here's why 1 out of 8 hiring managers plan to avoid hiring recent graduates," *Fortune*, 2025; Terrazas, "2024 Workplace Trends," *Glassdoor*, 2023; Seramount interviews and analysis.



Pulse Check

In which of the following areas are you currently upskilling your global HR team? Select all that apply.

- Adaptability
- AI
- Change management
- Communications
- Compliance
- Cross-cultural collaboration
- L&D strategy
- People analytics
- Strategic workforce planning
- We aren't focused on upskilling
- Other? Let us know in the chat!

Please answer the poll in the Zoom pop-up

Culture Costs Across the Board



The Domino Effect of Unhealthy Culture



Unhealthy Culture



47% of turnover
linked to culture

→ **Disengagement** →



Employees are
18% less productive,
37% more absent

→ **Turnover** →



Cost **1.5–2x salary**
to replace talent

→ **Reputation Risk** →



10% wage premium
to attract talent

→ **Escalating Costs**



\$40K to \$300K+
per employee lawsuit

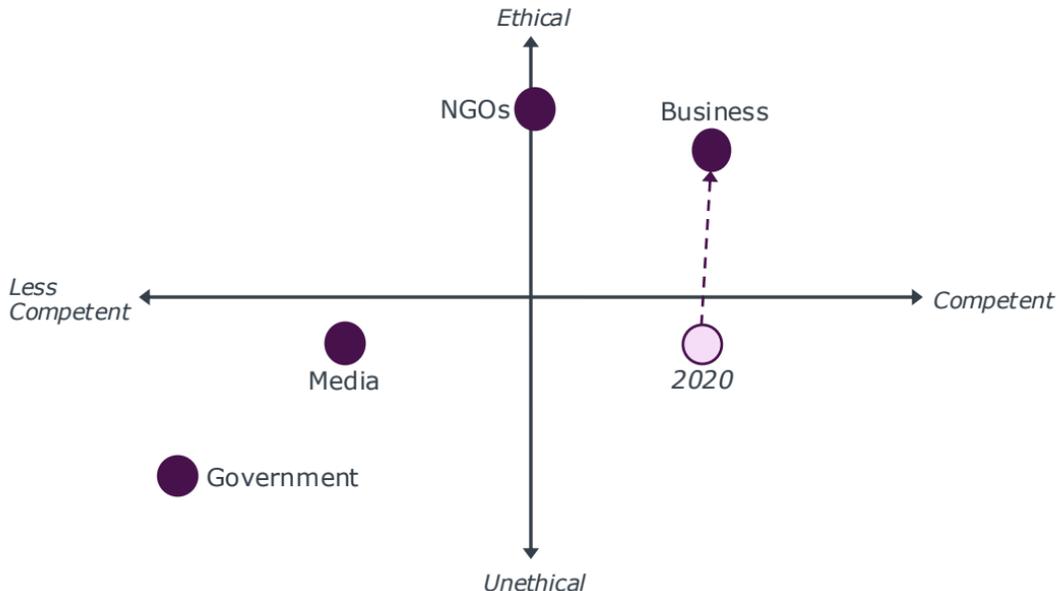
Employee Voice is Crucial



A Reason for Optimism?

Despite Culture Challenges, Trust in Employers Continues to Grow

Edelman Trust Barometer, 2025



Addressing Culture Before Problems Arise



Review

Employee listening data to see if your company is affected by any of the issues we've discussed



Identify

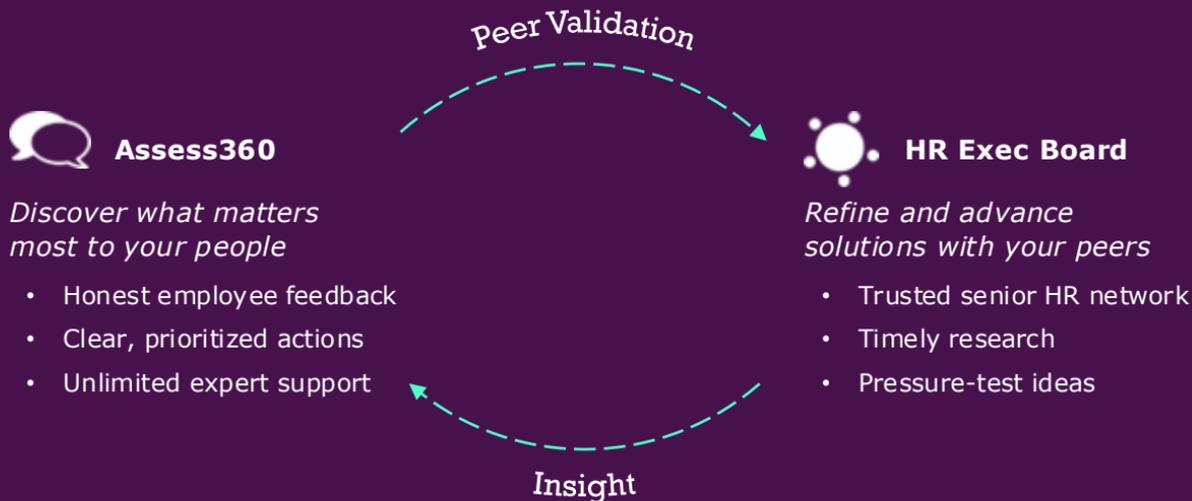
Opportunities to improve your culture to meet the needs of current and future employees



Refine

The ways you implement culture across the employee lifecycle from attraction to offboarding

From Employee Voice to Collective Action



Two Partnerships to Help You Turn Pressing Challenges into Opportunities for Growth

Where Can Seramount Help?

Live Q&A:
Do We Have a Culture
Problem?

Type your questions into the Q&A box

Thank You!



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