



2022 - 2023 INSIGHT REPORT

Diversity in the Workplace

Strategic Insights Into How Traditionally Underrepresented Talent Is Approaching Today's Recruitment Landscape

Report by RippleMatch



In today's professional landscape, most companies can agree: The future of work needs to reflect the future of the workforce.

That means that as populations continue to become more and more diverse, representation at the professional level needs to rise as well. However, most workplaces are still behind on these goals, underscoring an urgency to progress on Diversity and Inclusion (D&I) initiatives, especially for the incoming generation of workers. In fact, that incoming generation is demanding it.

75%

of candidates would reconsider applying to a role at a company if they were not satisfied with its D&I efforts.

Generation Z — the newest entrants to the workforce — are the [most diverse generation](#) to date, and its members are putting pressure on employers to make strides in building a more inclusive workplace environment. In fact, when we surveyed students for this report in August 2022, we found that 75% of early career talent would reconsider applying to a role at a company if they were not satisfied with its D&I efforts.

But diversifying the workforce is easier said than done, and many companies today have a long way to go to truly support talent from underrepresented backgrounds. A successful and effective commitment to D&I needs to be an organization-wide initiative, and play a role in every aspect of the company, from initiating inclusive and unbiased hiring policies to ensuring it provides equal opportunities for advancement within the company.

To inform those strategies, organizations need to first understand what candidates of different genders, races & ethnicities entering the labor market today value in the workplace, and the unique challenges they face. Without that knowledge, talent professionals will be missing key insights to inform where they should focus their efforts — which is important now more than ever as we enter an uncertain economic climate where recruitment teams are being stretched to their limits.

Since 2018, RippleMatch has been surveying Gen Z college students as they search for jobs and internships. In August 2022, we conducted a survey of more than 2,600 students to understand how candidates of different genders and backgrounds are approaching their job search this fall, including what matters most to them about company policies and their hiring processes. We put together a report of our findings to help talent teams better understand diverse talent in the workplace today. Read on for what we have learned about what it takes to attract and support candidates of all types in today's market.

About RippleMatch

RippleMatch helps employers recruit their future. Our recruitment automation platform replaces job boards as the main way Gen Z finds careers and automates the time-intensive work that goes into building diverse, high performing teams.

At a Glance

The Job Search Sentiment & Top Challenges page 5

We asked students how confident they are about finding a good internship or job this year, and what they expect to be their biggest challenges during their search.

Where Work Happens: Exploring Preferences page 22

We uncovered where candidates want to work today, and how preferences for remote, in-person, and hybrid work differ across gender, race & ethnicity.

Application to Interview: What Candidates Want page 10

What do different candidates value as they proceed through the hiring process? We surveyed students about the factors that lead to negative candidate experiences.

D&I: Impact on Talent Acquisition page 27

We asked students what matters most to them when it comes to evaluating a company's commitment to D&I, and analyzed differences across groups.

Reneges: Exploring Candidate Attitudes page 18

We surveyed students to determine how their attitudes toward reneges changed since the spring, and how candidates differ in terms of why they would renege.

Final Report Takeaways page 33

We've laid out the key points from our data to help you better understand the diverse talent entering the workforce today, including how you can make progress on building a more inclusive workforce.

How to use this report

The purpose of this report is to help you understand traditionally underrepresented candidates entering the workforce. The 'Diving Deeper' pages in each section will allow you to pinpoint the discrepancies that exist within and between early career talent across gender, race & ethnicity who are entering the labor market. Knowing how talent today is approaching their job search and their preferences can help your organization better support candidates from all backgrounds.

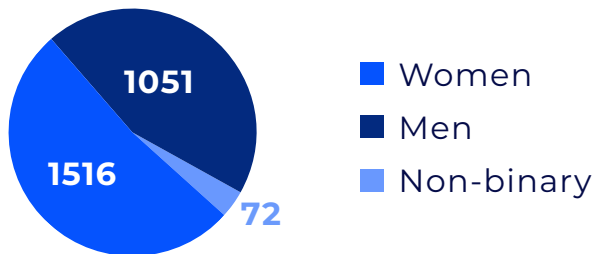
By the Numbers

To help talent teams better understand diverse talent entering the workforce, we set out to discover what they value today.

To do so, we surveyed more than 2,600 juniors and seniors (those with graduation dates of spring 2023 and 2024) between August 9-13, 2022. Our respondents include both internship (1,815) and entry-level job candidates (824), and hail from various regions around the country, as well as locations outside the U.S. Our respondents also include a diversity of gender (1,516 female candidates and 1,051 male candidates), and identify as either White, Asian, Black, or Hispanic.

2,639 Respondents

By Gender



By Job Type

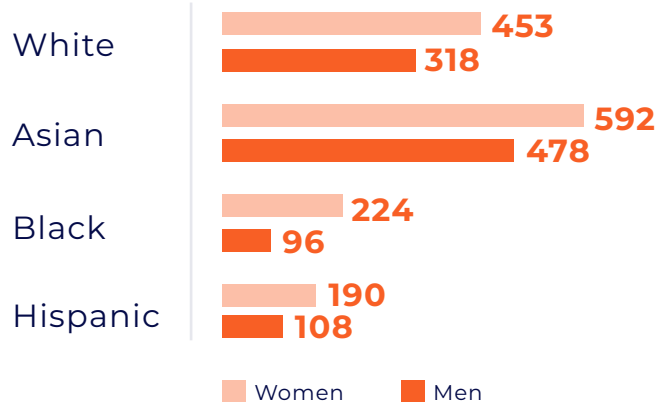
1815

Internship candidates

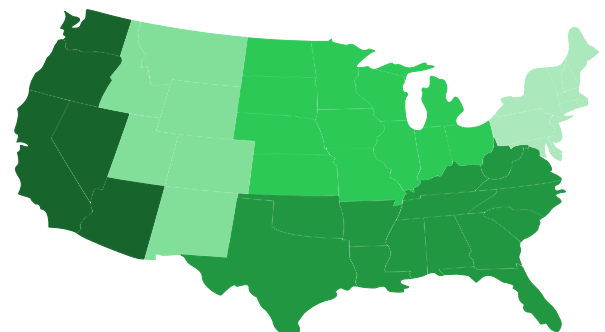
824

Full-time job seekers

By Race & Ethnicity



By Location



Job Search Sentiment & Top Challenges

Despite economic uncertainty keeping talent teams on their toes, Gen Z candidates remain optimistic about the labor market — though their confidence does depend on how they identify.

While late 2021 and the start of 2022 saw a candidate-driven market, recent layoffs and an economic cool down could spell trouble for candidates this recruiting season. However, when we surveyed students about their internship and job searches heading into the fall, it was clear that an uncertain future had little effect on their confidence in finding a good position this year.

Specifically, we asked candidates: as you search for jobs and internships this coming year, how confident are you feeling about securing a position based on the current

job market & economy? We found that 85% of candidates said they were either neutral or confident about securing an exciting opportunity this year, and just a small percentage of candidates (15%) said they are not confident that they will find an internship or job that meets their standards this fall.

Broken down even further, we found that of those 85% of candidates, 45% said they are neutral about finding an internship or job that meets their standards this year, and 40% said they were confident in their search for employment based on the current market.

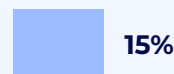
MOST CANDIDATES ARE NOT CONCERNED ABOUT THE EFFECT OF AN UNCERTAIN ECONOMIC CLIMATE ON THEIR JOB SEARCH

We asked candidates: As you search for jobs and internships this coming year, how confident are you feeling about securing a position based on the current job market & economy?

I am confident or neutral that I will find a job or internship that meets my standards



I am not confident I will find a job or internship that meets my standards



0 100

Job Search Sentiment & Top Challenges

Taking an even closer look at how different candidates today feel about their internship and job search in the current economy, we discovered a confidence gap between men and women, and between internship and full-time job seekers. Specifically, we found that male candidates and full-time job seekers feel the most confident in their ability to land a role that meets their standards this fall.

While 46% of male candidates said they feel confident in their search for employment this year, only 36% of female candidates said they felt similarly. When it comes to full-time job seekers, we found that 43% of

those candidates are confident in their job search this fall, compared to 39% of internship seekers. At the same time, 15% of both internship and full-time job seekers are not confident in finding a role that meets their standards this year.

Overall, a strong majority of candidates are not considering economic uncertainty to be a factor in their internship or job search this year. With that in mind, talent teams should prepare to continue their efforts to offer competitive compensation and benefits, and provide a stellar candidate experience to stand out among their competitors.

MALE CANDIDATES ARE MORE CONFIDENT ABOUT FINDING AN INTERNSHIP OR JOB THIS YEAR

We asked candidates: As you search for jobs and internships this coming year, how confident are you feeling about securing a position based on the current job market & economy?



Job Search Sentiment & Top Challenges

In addition to asking candidates about their confidence in finding an internship or job this year, we also asked what they expect their biggest challenges to be as they conduct their search.

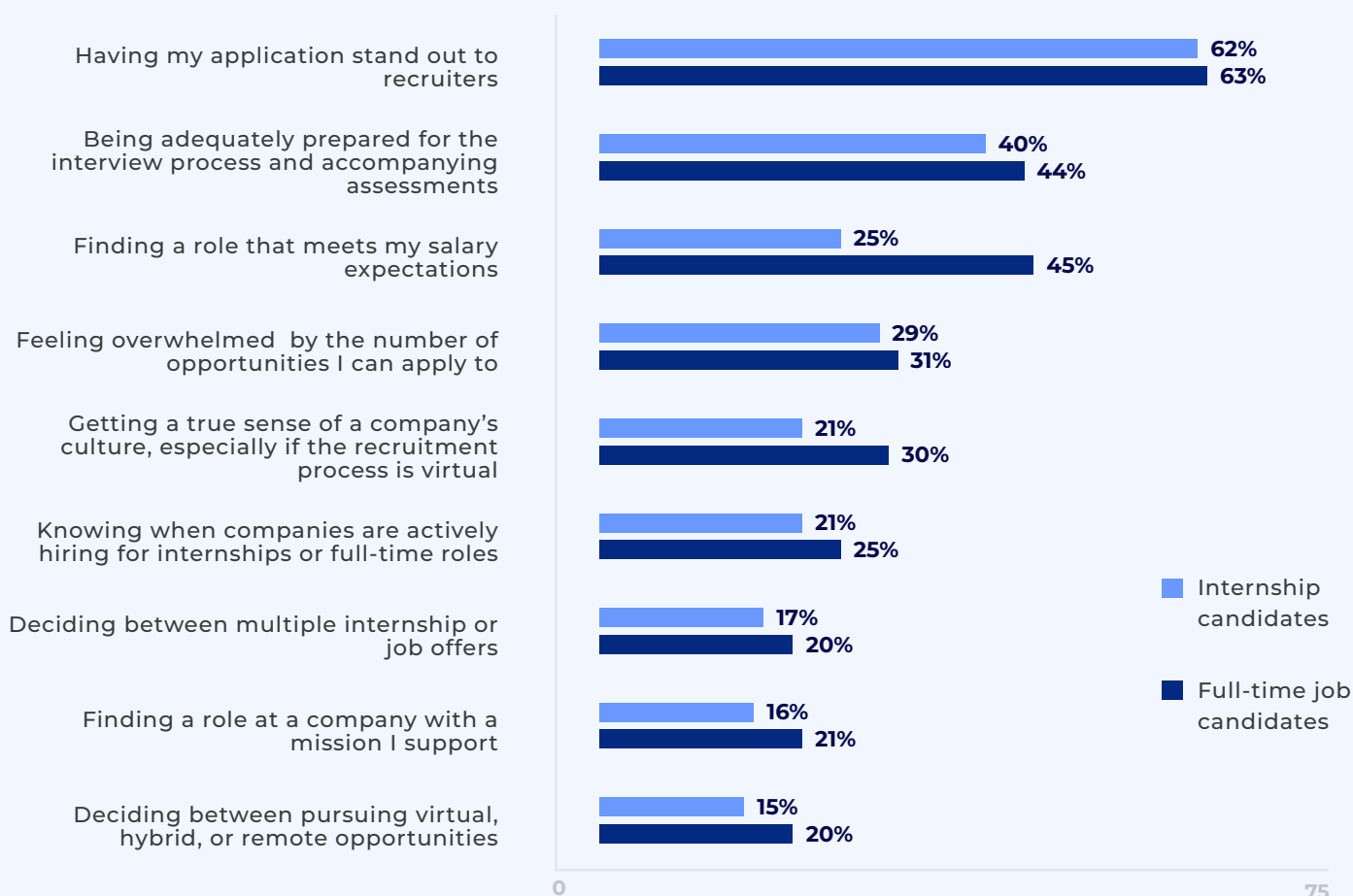
Our findings show that the greatest concern among both internship and full-time job seekers is having their applications stand out

to recruiters, with a little more than 60% of candidates in both groups sharing this worry.

We also found that full-time job seekers are more concerned with being adequately prepared for the interview process and assessments than internship candidates, and that full-time job seekers are significantly more concerned about salary expectations.

A MAJORITY OF CANDIDATES ARE CONCERNED ABOUT THEIR APPLICATIONS STANDING OUT

We asked candidates: As you conduct your job & internship search this year, what do you expect the biggest challenges to be?



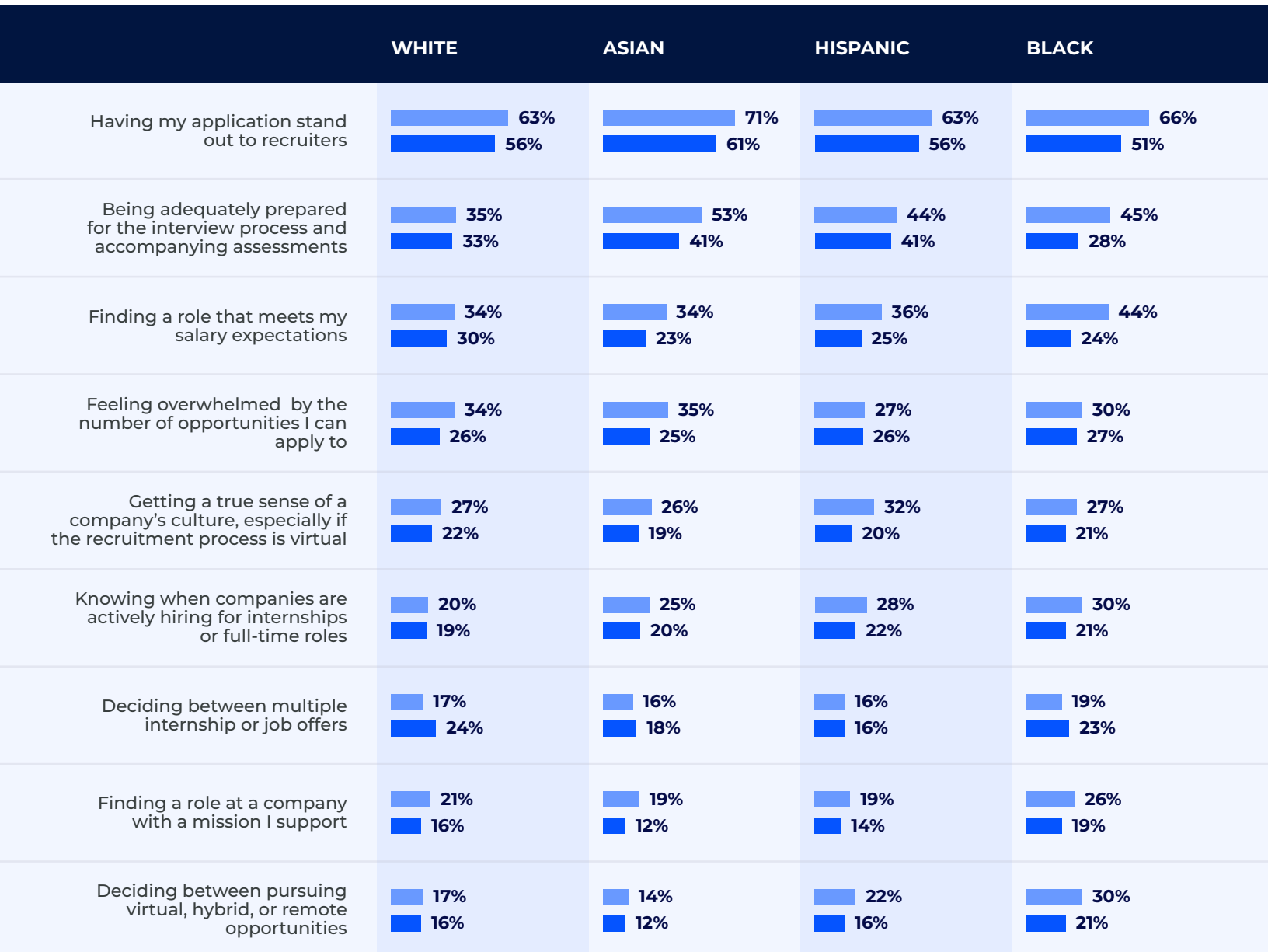
TOP CHALLENGES

Diving Deeper

While having an application stand out to recruiters remains the top concern across gender, race & ethnicity, we found that a greater share of women than men expect this to be their greatest challenge.

Our data shows that women are also more concerned about getting a sense of company

culture, and finding a role that meets their salary expectations this year. Looking closer at discrepancies in finding a role with competitive compensation, our data shows that women of color tend to care more about salary than White and Asian women, which is most likely due to the fact that they have historically faced the largest pay gap.



■ Women ■ Men

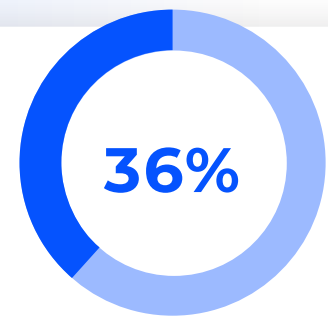
KEY TAKEAWAYS

Job Search Sentiment & Top Challenges

Understanding how different members of Gen Z feel about their internship or job search in today's market is essential for talent teams in uncertain economic times.

Women are less confident than men in finding an internship or job this fall

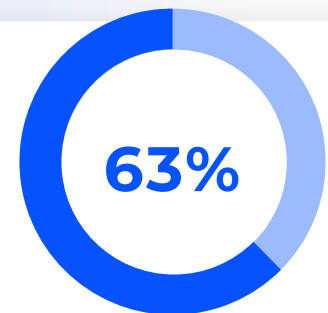
Fewer women than men are confident in finding employment in this market, and that gap in confidence may dissuade female candidates from applying to competitive opportunities. Talent teams looking to attract female candidates should ensure they are prepared to nurture female talent this season — beginning with being strategic about qualifications in their applications.



36%
of women are confident in finding a good role this year

Candidates are worried about standing out in a sea of applicants this season

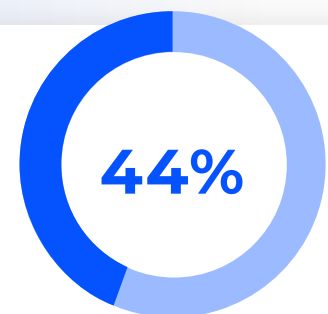
The top concern for candidates searching for employment this fall is having their applications stand out to recruiters. To show candidates you are invested in their success, your talent team may want to offer resources to help them understand what you're looking for in a candidate, such as info sessions with Q&A about open roles and programs.



63%
of job candidates fear their applications won't stand out

Black women are the most concerned about roles meeting their salary expectations

Women are more concerned than men with finding a job that meets their salary expectation this fall, with Black women being the most worried about competitive compensation. With that in mind, talent teams can make progress on their D&I efforts by openly discussing salary expectations with candidates, and putting forward their best offer.



44%
of Black women are concerned about finding roles with good salaries

Application to Interview: What Candidates Want



While many aspects of the job search have changed significantly, there is one trend that's here to stay: a make-it or break-it candidate experience. But it isn't necessarily 'one size fits all'.

Now that we've delved into how Gen Z is feeling ahead of their job search this season, including what they expect their largest hurdles to be, we'll also analyze a slew of data on Gen Z during their search for employment, and as they move forward in the hiring process. That includes learning how Gen Z discovers new opportunities, to the factors that contribute to a negative interview experience.

Through a [previous survey of talent professionals](#), we learned that the top challenges talent teams are facing today include breaking through the noise to reach top Gen Z talent in a crowded market, and recruiting a diverse slate of candidates to meet increasing D&I goals. To determine the marketing methods that resonate with candidates the most, we asked candidates heading into the fall recruiting season how they are discovering new companies and open opportunities. We also broke down that data by race & ethnicity to give talent teams an idea of which tactics will bring in the most diverse group of candidates.

We also sought to determine what matters most to candidates when it comes time to apply for those roles, and asked candidates about the factors that contribute to negative experiences during the application process. We broke down this data by gender, role-type, and race & ethnicity to determine what different candidates value, and what actions might turn them away.

Finally, we collected data on candidates' preferences when interviewing for those roles, and asked them about the factors that would negatively impact that process, which we also view by gender, role-type, and race & ethnicity.

THE PHASES OF THE JOB PROCESS

This section will follow candidates through how they find open roles to their preferences while interviewing for those positions.



Discovery Phase

Where do candidates find new companies to apply to?

Nearly half of candidates today discover employment opportunities through online research.



Application Phase

What do candidates want to see when they apply for roles?

Candidates value a quick feedback loop on their applications, especially if they aren't advancing.



Interview Phase

What aspects matter to candidates during the interview process?

Information about the process is key to a great interview experience.

DISCOVERY PHASE

Application to Interview: What Candidates Want

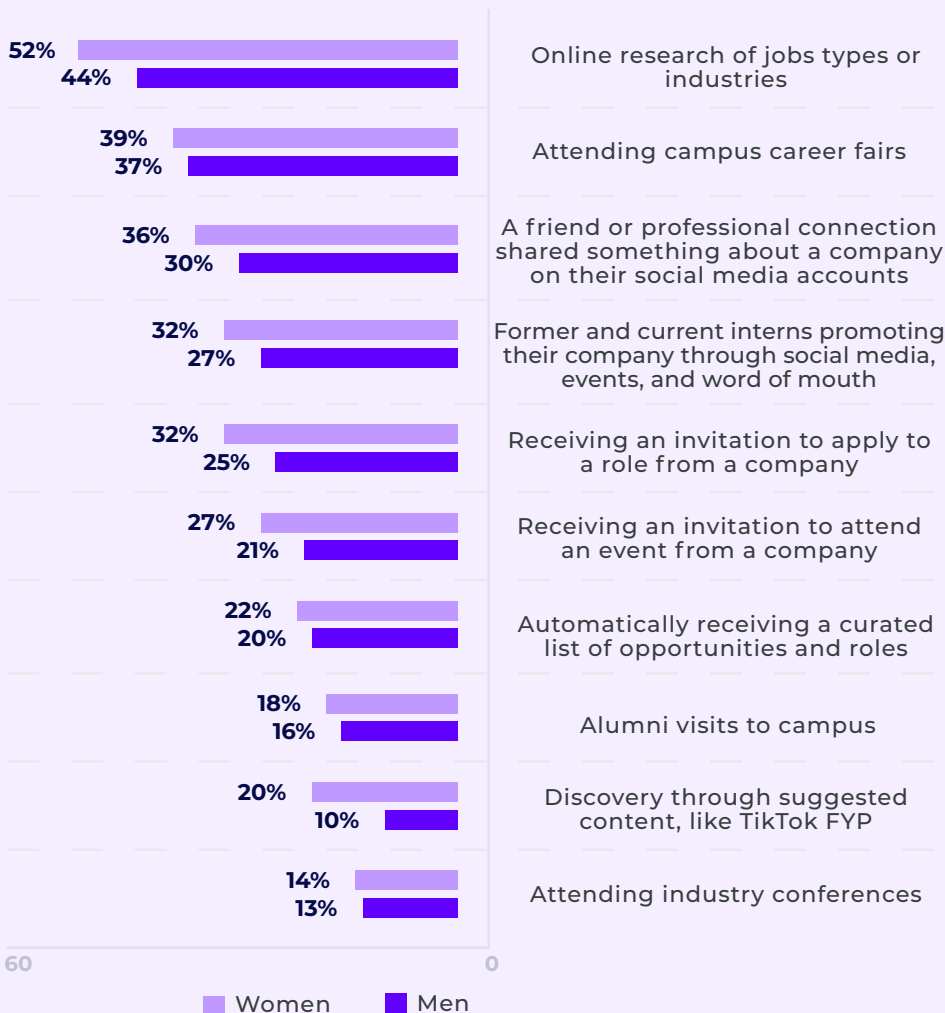
Regardless of gender or role-type, the most common way candidates discover new companies and roles is by researching online. This is slightly more popular among women

and full-time job seekers. Our survey also shows that more than one-third of candidates learn about new opportunities from campus career fairs or connections on social media.

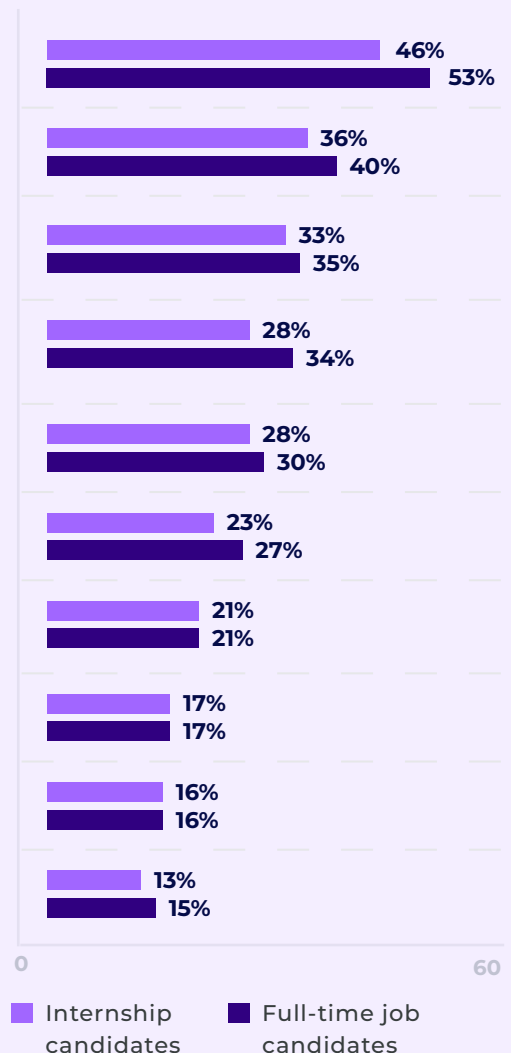
ONLINE RESEARCH IS THE MOST COMMON WAY CANDIDATES DISCOVER NEW COMPANIES & ROLES

We asked candidates: Select the most common ways you discover new companies and opportunities.

WOMEN VS. MEN



INTERNSHIP VS. FULL-TIME



DISCOVERY PHASE

Diving Deeper

Taking a closer look at how candidates from underrepresented groups learn about new companies and roles, our data shows that Hispanic and Black women utilize a friend or professional connection posting company news on social media to discover new opportunities more often than career fairs.

Specifically, while only 29% of Hispanic women and 39% of Black women selected campus career fairs as a common way they find new companies (compared to 39% of all women), 42% of Hispanic women and 40% of Black women selected connections on social media (compared to 36% of all women).

	WHITE	ASIAN	HISPANIC	BLACK
Online research of jobs types or industries	Women: 55% Men: 48%	Women: 50% Men: 43%	Women: 51% Men: 40%	Women: 50% Men: 42%
Attending campus career fairs	Women: 36% Men: 39%	Women: 43% Men: 36%	Women: 29% Men: 31%	Women: 39% Men: 36%
A friend or professional connection shared something about a company on their social media accounts	Women: 33% Men: 31%	Women: 35% Men: 31%	Women: 42% Men: 27%	Women: 40% Men: 32%
Former and current interns promoting their company through social media, events, and word of mouth	Women: 30% Men: 26%	Women: 35% Men: 28%	Women: 28% Men: 23%	Women: 32% Men: 29%
Receiving an invitation to apply to a role from a company	Women: 27% Men: 25%	Women: 33% Men: 26%	Women: 35% Men: 18%	Women: 38% Men: 26%
Receiving an invitation to attend an event from a company	Women: 23% Men: 16%	Women: 27% Men: 24%	Women: 27% Men: 17%	Women: 35% Men: 21%
Automatically receiving a curated list of opportunities and roles	Women: 17% Men: 17%	Women: 25% Men: 20%	Women: 21% Men: 20%	Women: 25% Men: 27%
Alumni visits to campus	Women: 17% Men: 19%	Women: 19% Men: 15%	Women: 17% Men: 14%	Women: 19% Men: 11%
Discovery through suggested content, like TikTok FYP	Women: 19% Men: 8%	Women: 17% Men: 11%	Women: 27% Men: 13%	Women: 24% Men: 7%
Attending industry conferences	Women: 10% Men: 11%	Women: 16% Men: 13%	Women: 15% Men: 12%	Women: 15% Men: 16%

Women Men

Application to Interview: What Candidates Want

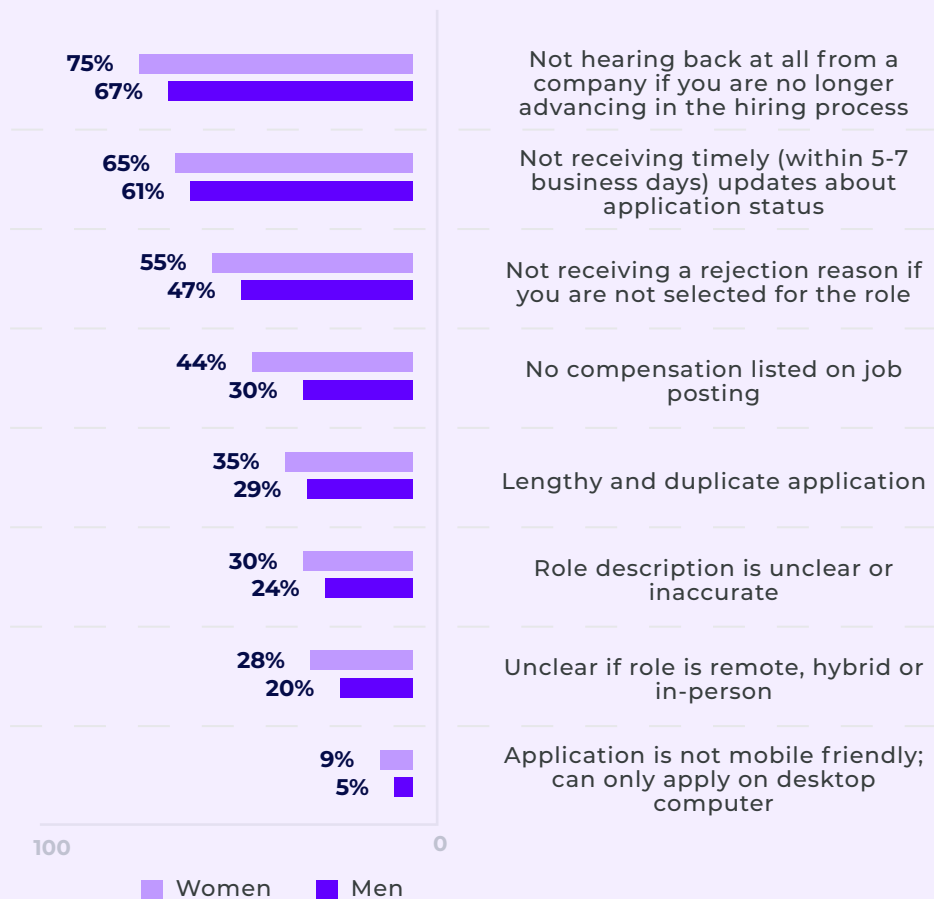
After candidates find roles they want to pursue, we also sought to understand their experiences during the application process. When we asked candidates what contributes to a negative experience when applying for a role, we found that the greatest indicator of a

subpar process is a lack of communication — which has been a common theme throughout surveys we conducted in the past few years. Women and full-time job seekers are significantly more likely to have a negative experience if compensation is not mentioned.

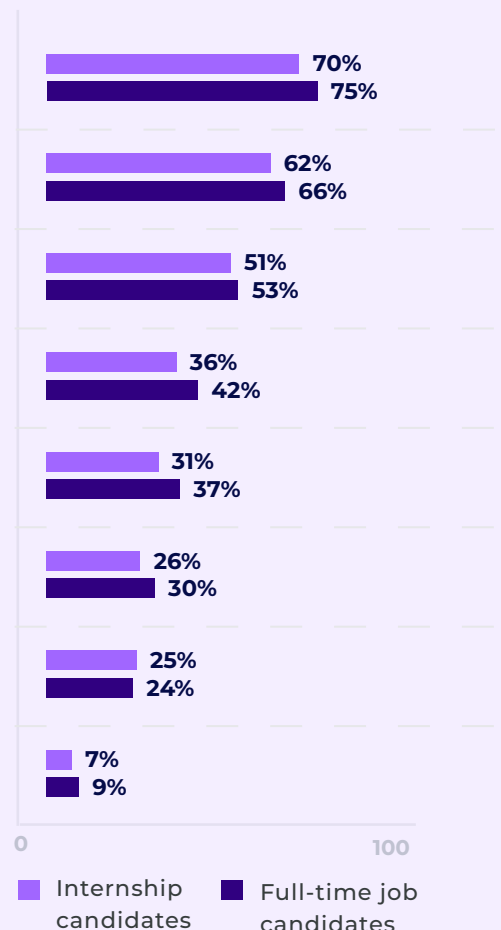
CANDIDATES CONTINUE TO VALUE TIMELY COMMUNICATION DURING THE APPLICATION PROCESS

We asked candidates: Which of the following most contributes to a negative experience when applying to a role?

WOMEN VS. MEN



INTERNSHIP VS. FULL-TIME

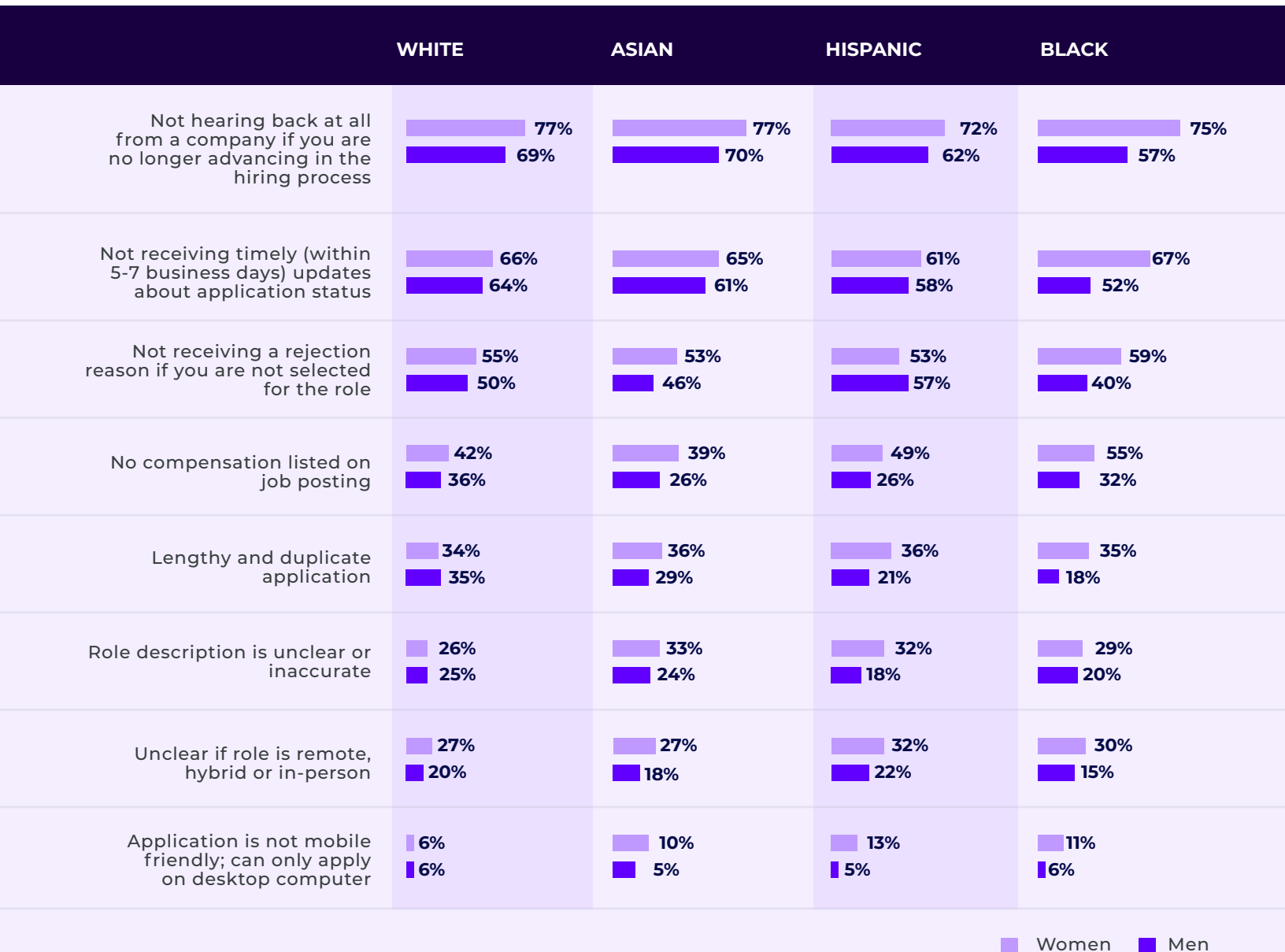


APPLICATION PHASE

Diving Deeper

Taking a closer look, we found that women of color place a large emphasis on compensation transparency when applying to a company, with half of Hispanic women and 55% of Black women reporting that an application missing salary information leads to a negative

application experience, compared to 44% of women. A larger share of Hispanic and Black women (32% and 30%, respectively) also said that uncertainty about whether a role is in-person, remote, or hybrid on an application leads to a negative candidate experience.



INTERVIEW PHASE

Application to Interview: What Candidates Want

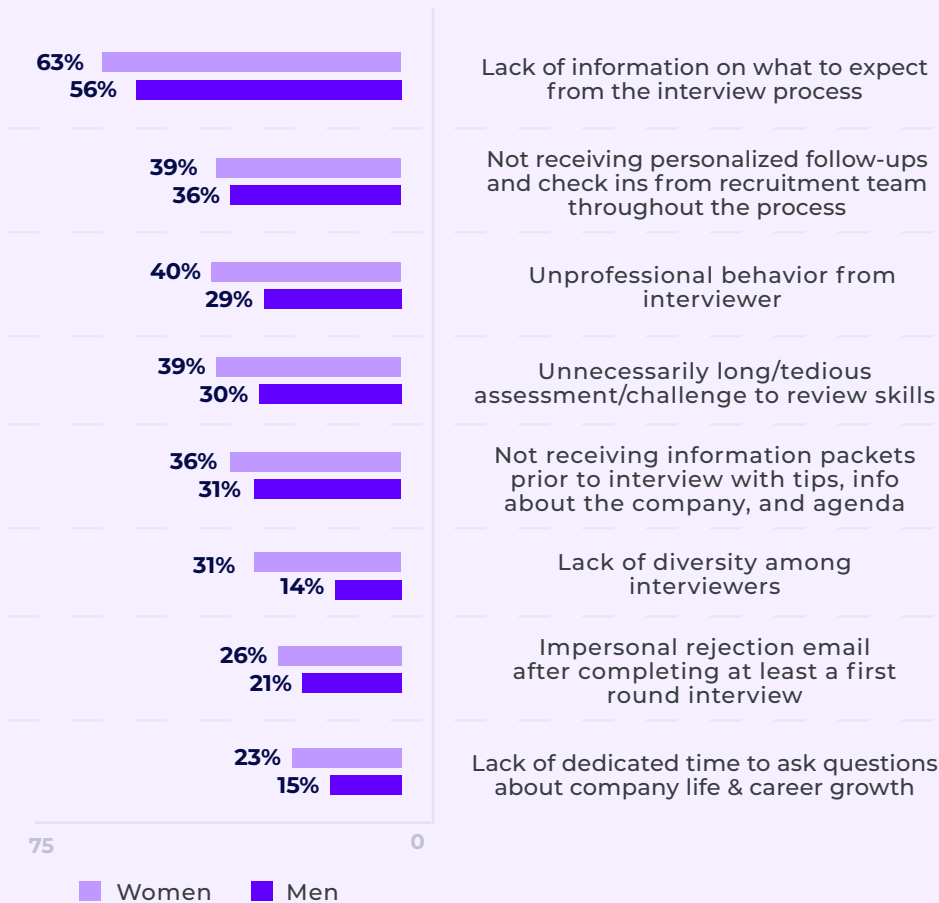
We found that for a majority of candidates, their interview experience can be tainted by a lack of information on what to expect from the interview process. We also discovered that women place a larger emphasis on

unprofessional behavior from an interviewer than men, and whether there is diversity among interviews. The largest discrepancy between internship and job seekers appears with unnecessarily long assessments.

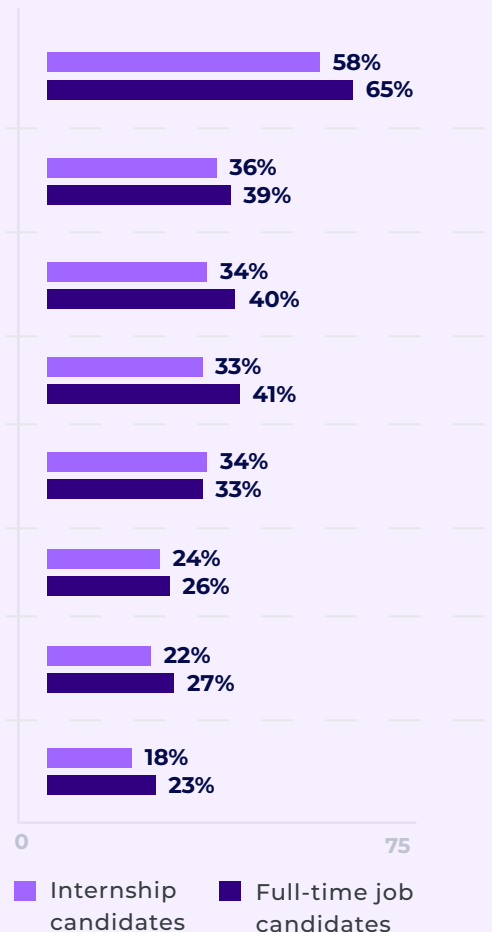
CANDIDATES WANT INFORMATION ABOUT WHAT TO EXPECT DURING THE INTERVIEW PROCESS

We asked candidates: Which of the following most contributes to a negative experience when interviewing for a role?

WOMEN VS. MEN



INTERNSHIP VS. FULL-TIME



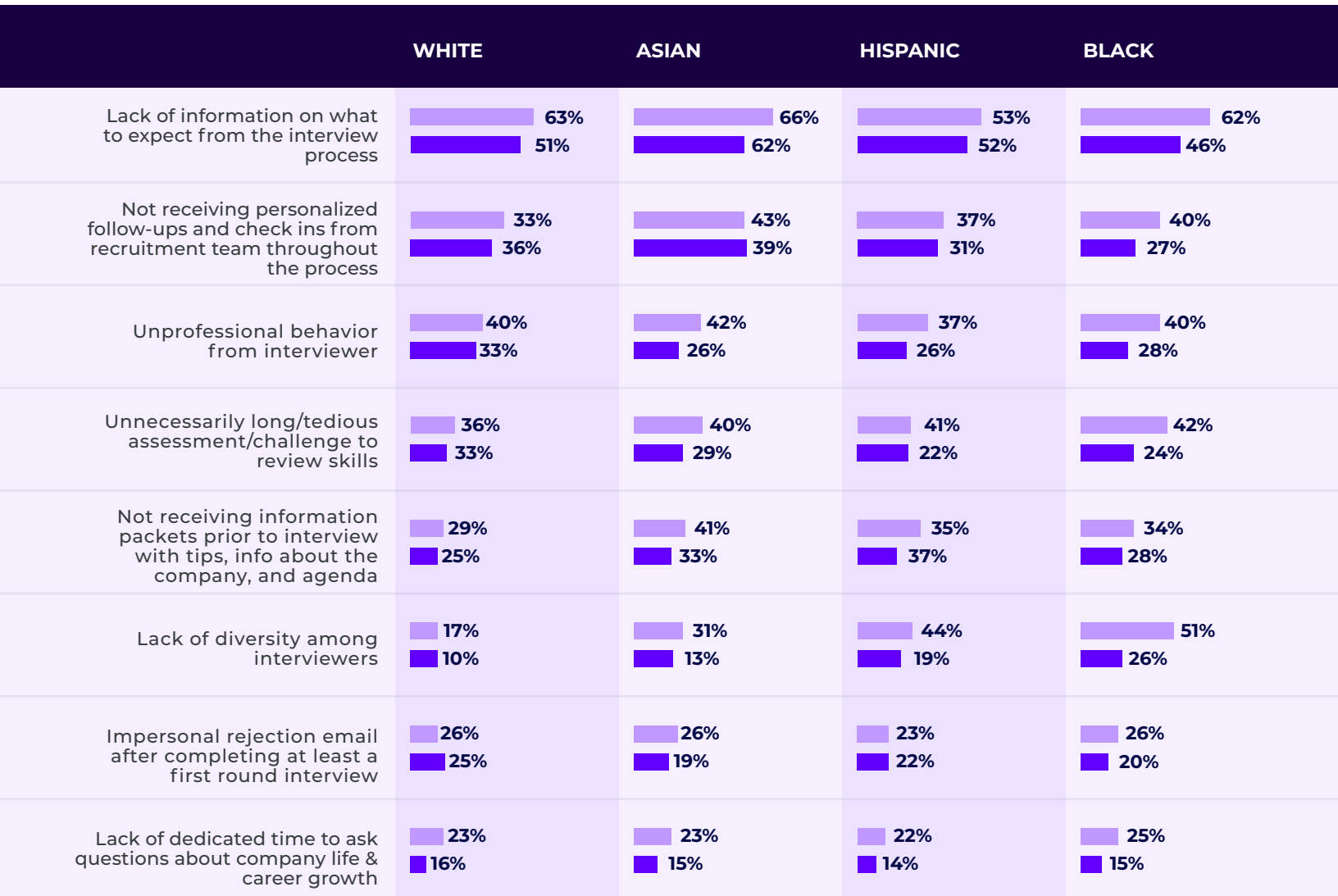
INTERVIEW PHASE

Diving Deeper

Taking a closer look, we found a big discrepancy within and across race & ethnicity in what different candidates consider to be the second most important factor contributing to a negative interview experience. Specifically, while for Black women that factor is a lack of diversity among interviewers, Black men are torn between unprofessional behavior and not receiving information packets prior to their interview. On the other hand, the second

most popular factor for White men is not receiving personalized follow-ups throughout the hiring process, while for White women it's unprofessional behavior.

Across all groups, however, it is clear that a lack of information about the interview process is the most important factor to all candidates today, with more than half of candidates in each group selecting this factor.



■ Women ■ Men

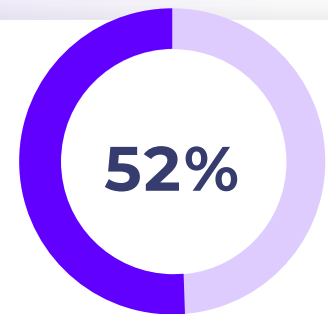
KEY TAKEAWAYS

From Application to Interview

How candidates discover companies, and what factors contribute to candidate experience is important for every talent team to consider as they craft strategies for attracting diverse talent.

Candidates most often discover new companies and roles by searching online

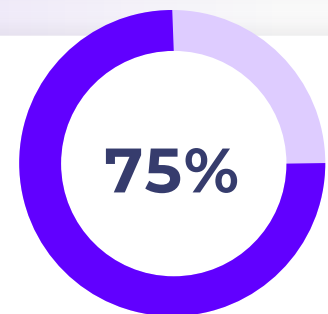
The top method Gen Z uses to learn about new companies and opportunities is by researching job types or industries on the internet. That being said, talent teams should be sure that they have a robust presence online, and that their career pages for early career professionals are accessible and reader-friendly.



of women find jobs through research online

Candidates want to know where they stand in the hiring process — and what comes next

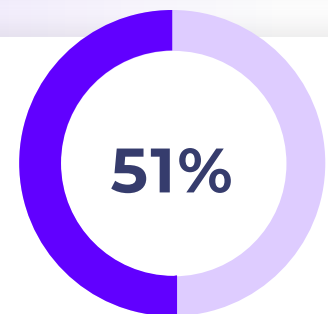
The number one indicator of a poor candidate experience during the application process is a lack of communication, specifically not hearing back if they are not advancing, and a lack of information about what to expect during the interview process. This is important to note because it could dissuade candidates from applying to other roles at your company.



of job seekers say that not hearing they've been rejected leads to a negative candidate experience

Half of women of color are concerned with the diversity of their interviewers

While more women than men consider a lack of diversity among interviewers to contribute to a negative candidate experience, this sentiment is felt even more strongly by women of color. During your interview process, it's important that through diverse representation applicants can see first-hand that your company supports and nurtures diverse talent.



of Black women say a lack of diversity among interviewers leads to a negative candidate experience

Exploring Candidate Attitudes Toward Reneges

Despite moving away from a candidate-driven market, candidates are unwavering in their liberal attitude toward reneges, regardless of their background.

When we surveyed candidates in March 2022 about whether they have or would renege, we found that while just 20% had rescinded an offer for a more attractive opportunity, a strong majority said they would renege in theory. Specifically, we found that 62% of internship candidates and 73% of full-time job seekers would back out of an offer if a superior one came along before their start date.

The data from our August 2022 survey shows that despite differences in the economic

climate, that liberal attitude has either remained the same, or grown. Specifically, we found that the same percentage of full-time job seekers from March and August would renege, while the percentage of internship candidates that would renege grew to 75%.

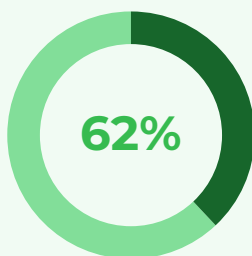
Acknowledging that candidates today remain unafraid to back out of their offers is critical for talent teams drafting or reevaluating their nurture strategies to keep accepted candidates warm.

MARCH 2022 VS AUGUST 2022: CANDIDATES' ATTITUDES TOWARD RENEGES ARE UNAFFECTED BY THE ECONOMIC CLIMATE

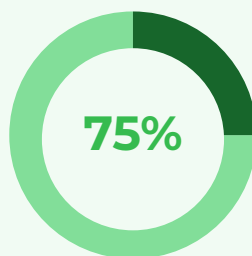
We asked candidates: If you accepted a job or internship offer but then a better offer came along, would you rescind your original offer?

INTERNSHIP CANDIDATES

March 2022



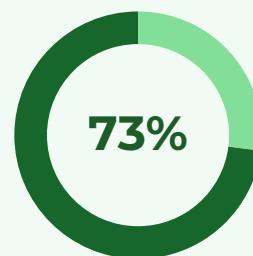
August 2022



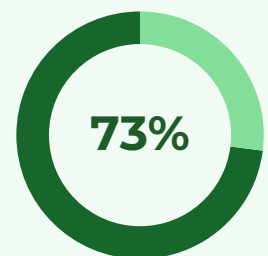
of internship seekers would renege

FULL-TIME CANDIDATES

March 2022



August 2022



of full-time job seekers would renege

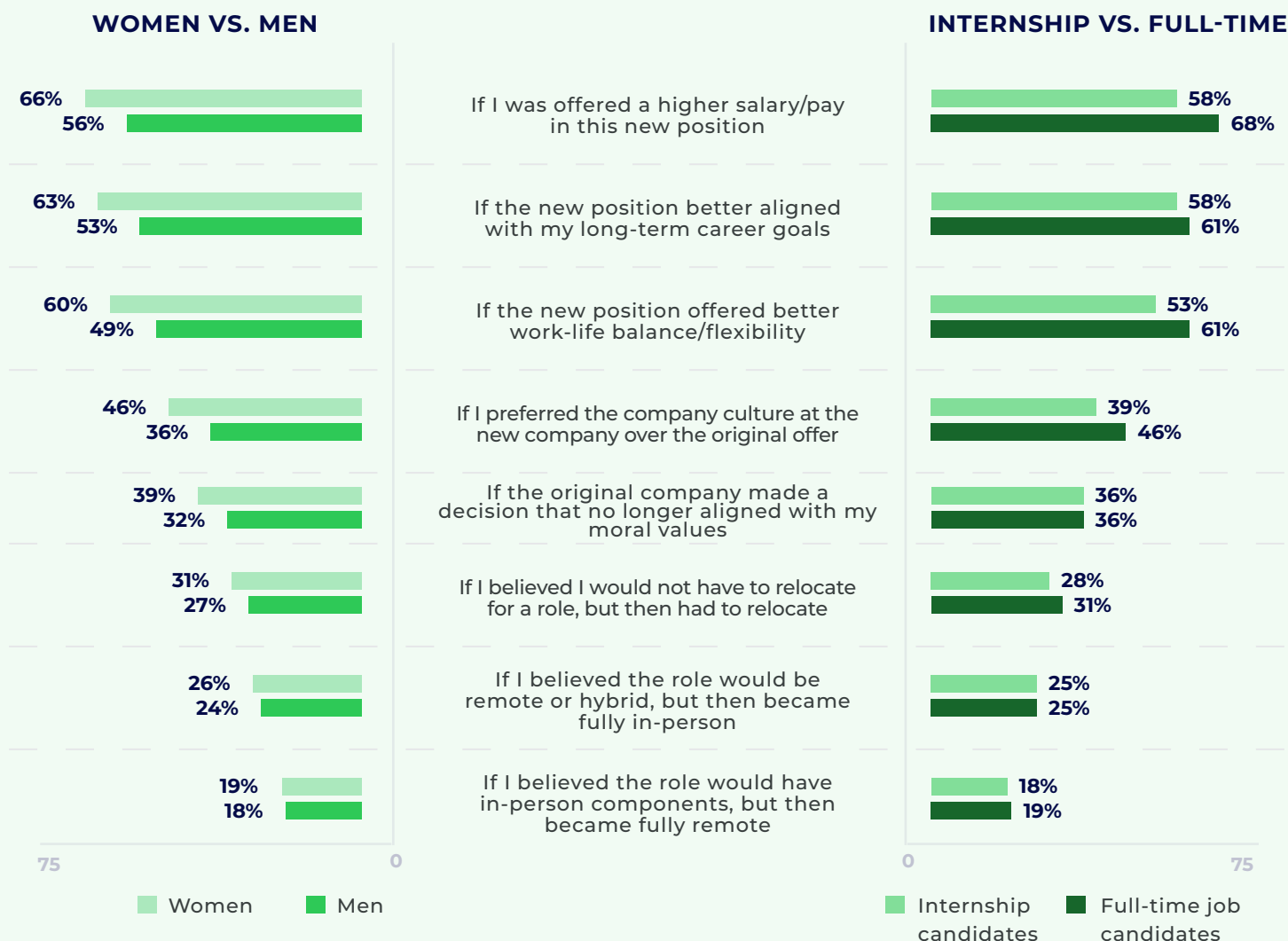
Exploring Candidate Attitudes Toward Reneges

The top reason that candidates today would renege is a higher salary (and tied with a career fit for internship seekers). This a break from our March 2022 survey, in which around 80% of all candidates said that their top reason for rescinding an offer would be for career fit.

Similar to our March survey, we found that female candidates are more likely to renege over flexibility (60% of women compared to 49% of men), and company culture matters much more to full-time candidates when considering renegeing.

COMPENSATION IS THE TOP REASON FOR RENEGES TODAY

We asked candidates: What would be the reasons you would rescind an offer for a different one?



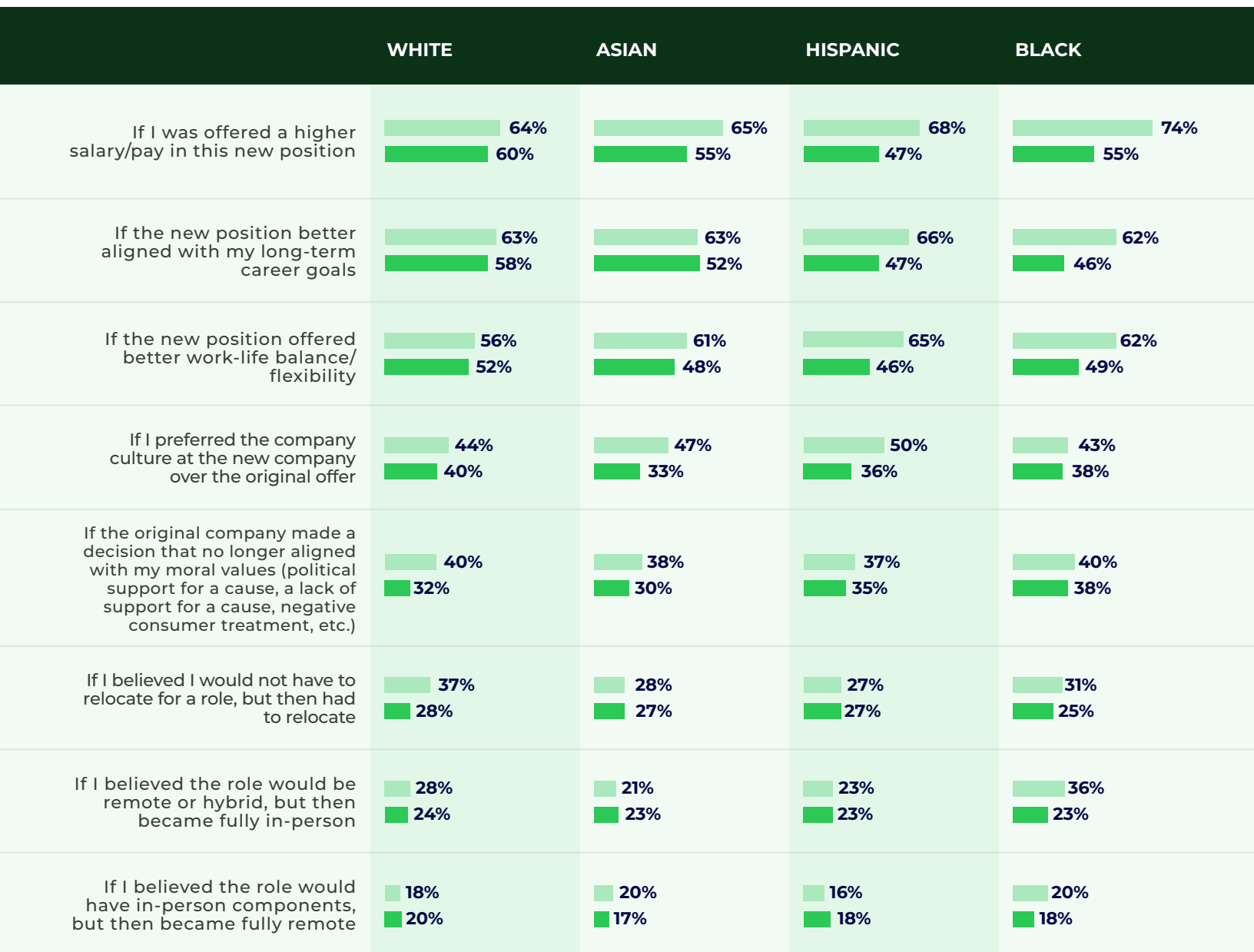
ATTITUDES TOWARD RENEGES

Diving Deeper

Looking closer, we found that women of color are the most likely to say that they would renege over compensation, and that Hispanic women are the most likely to say they would renege over company culture, with half agreeing this would be reason enough to rescind an offer — compared to 36% of

Hispanic men, and 43% of Black women.

We also found that White women would be the most likely to renege if they had to relocate for a role when they originally thought they would not have to move (37%), followed by Black women at 31%.



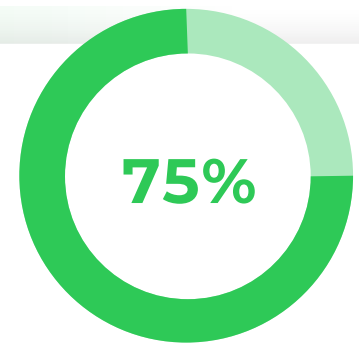
Women Men

Exploring Candidate Attitudes Toward Reneges

Talent teams today are facing a candidate pool that is steadfast in its approach to the job search process. Here are the main points you need to consider around how to avoid reneges.

Candidates are willing to rescind offers despite an economic cool down

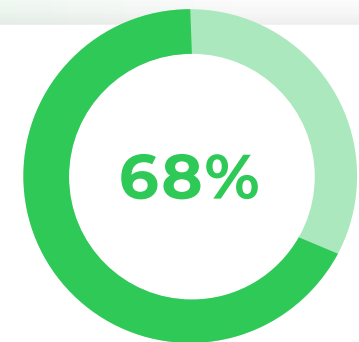
Candidates' attitude toward reneges has either remained the same or grown since Spring 2022. To retain accepted hires, recruitment teams must continue to invest in strategies to keep candidates warm through their start dates, such as hosting events to welcome them to the team, or asking current employees to reach out to them.



75% of internship candidates would renege on an offer

Compensation and career fit remain the top reasons for reneges across all candidates

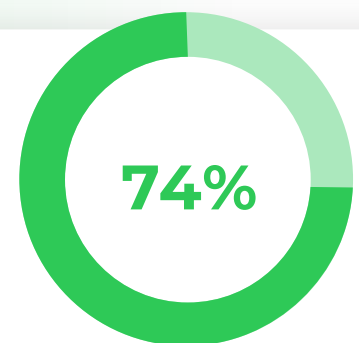
While compensation beats career fit as the top reason that candidates would renege today (when compared to March 2022), those two factors remain the most popular reasons a candidate today would back out of their offer. To prevent reneges, talent teams should be sure to discuss salary expectations and long-term career goals with candidates during the hiring process.



68% of job seekers would renege for more competitive compensation

Women of color are the most likely to renege over salary

Black and Hispanic female candidates are much more likely than White and Asian women to admit that they would rescind an offer if another role came with a higher salary — with Black women being especially concerned over compensation. To retain diverse hires in today's market, it's especially important to ensure that your offers are competitive.



74% of Black women would renege for a higher salary

Where Work Happens: Exploring Preferences



While candidates today continue to prefer hybrid work arrangements, traditionally underrepresented talent is embracing remote work at higher rates.

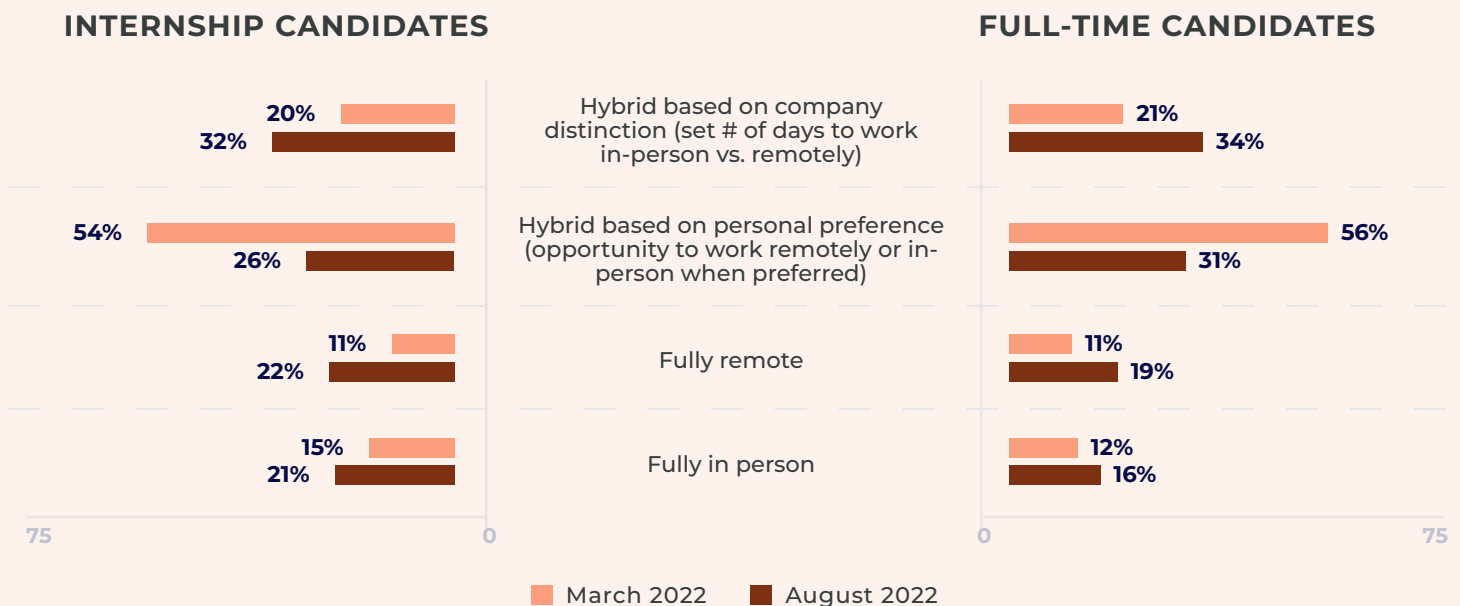
Our Spring 2022 survey revealed that internship and full-time candidates prefer a hybrid work setting — which still holds true for candidates today.

However, unlike candidates last March, internship and full-time job seekers we surveyed in August 2022 have different preferences when it comes to who dictates the terms of their work arrangements.

Specifically, in March 2022, a majority of internship and full-time candidates said they prefer a hybrid setting in which they choose when they travel to the office, and when they log in from home. In August 2022, however, candidates were more evenly split between a hybrid work setting in which they chose when they worked in-person or remotely, and when their company set the terms — with the latter being slightly more popular.

MARCH 2022 VS. AUGUST 2022: MORE CANDIDATES TODAY PREFER THAT COMPANIES DETERMINE HYBRID WORK TERMS

We asked candidates: When searching for roles, what is your preferred work setting?



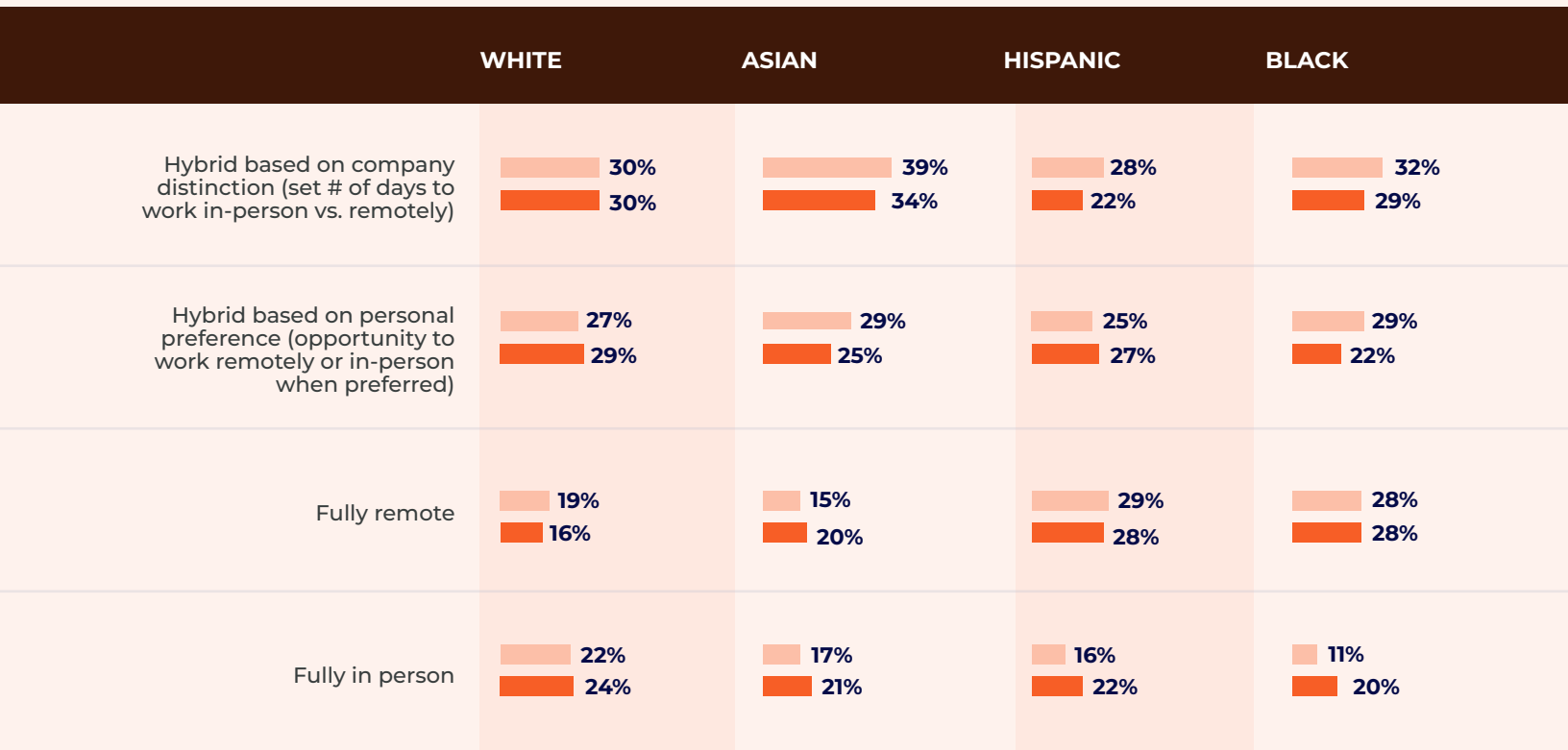
Diving Deeper

Looking at where candidates from different ethnicities prefer to work, we found that candidates from underrepresented backgrounds have a stronger desire for remote work than White and Asian candidates. Specifically, about 28% of Hispanic and Black candidates said that being fully remote was their preferred setting (compared to 19% and 16% of White women and men, respectively, and 15% and 20% of Asian women and men, respectively).

Our data also shows that male candidates generally have a stronger preference for fully in-person work than female candidates, with the exception of White women. We also found that Black women are the least likely to prefer a fully-in person work arrangement, with just 11% of those candidates selecting this format, compared to a little more than 20% of male candidates in each ethnicity, and 16% of Hispanic women, 17% of Asian women, and 22% of White women.

URM CANDIDATES HAVE A STRONGER PREFERENCE FOR FULLY REMOTE WORK

We asked candidates: When searching for roles, what is your preferred work setting?



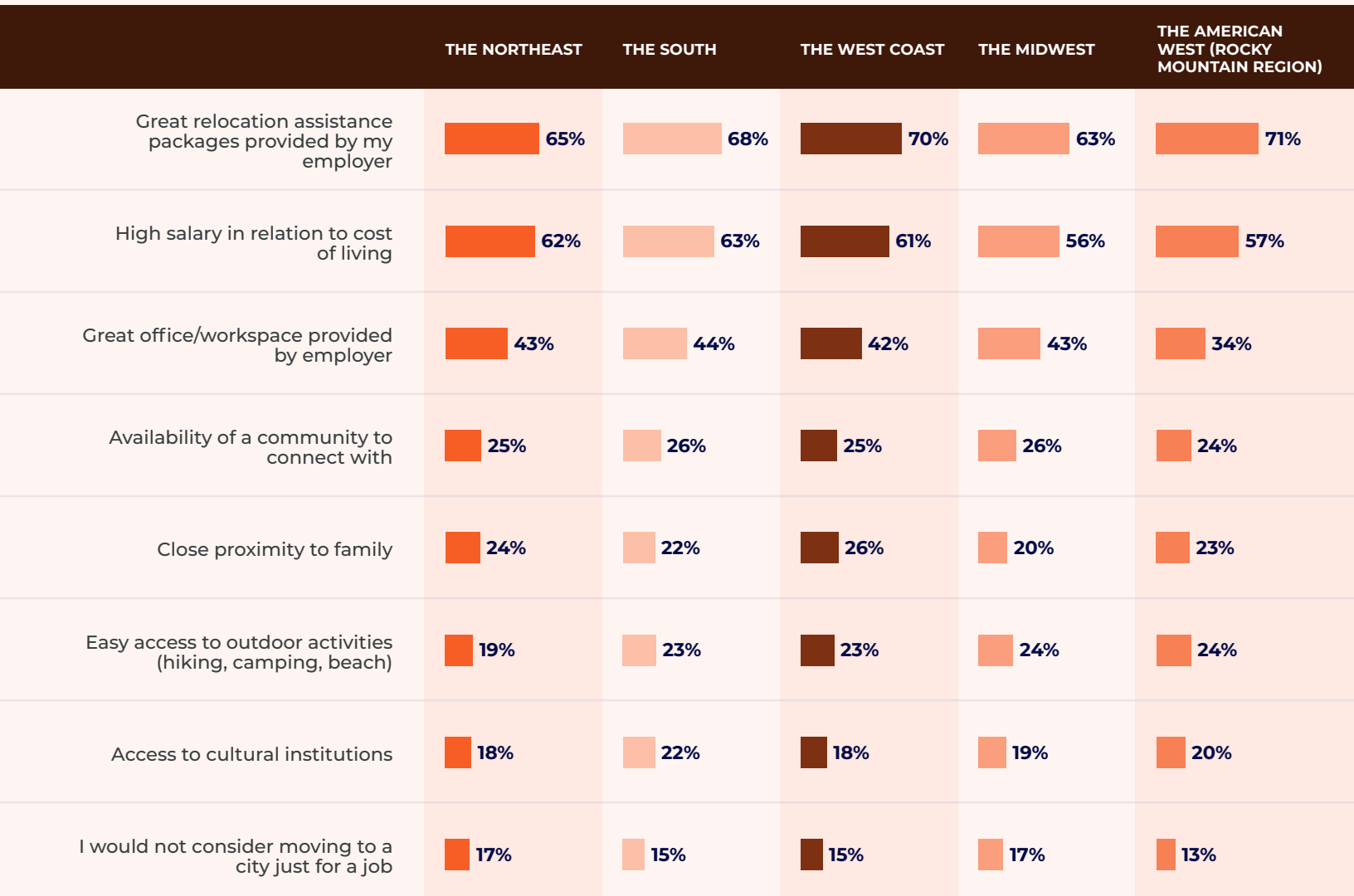
Where Work Happens: Relocation

Our data also shows that the willingness to relocate doesn't vary significantly depending on the region candidates hail from. In this

data set, we asked candidates currently residing in these different regions what it would take for them to move for a job.

MOST CANDIDATES WOULD RELOCATE FOR A ROLE WITH COMPANY-PROVIDED MOVING ASSISTANCE & A HIGH SALARY

We asked candidates: Imagine you are offered a job that strongly aligns with your career goals, but it's located in a city you hadn't considered moving to. Which of the following factors would convince you to relocate?



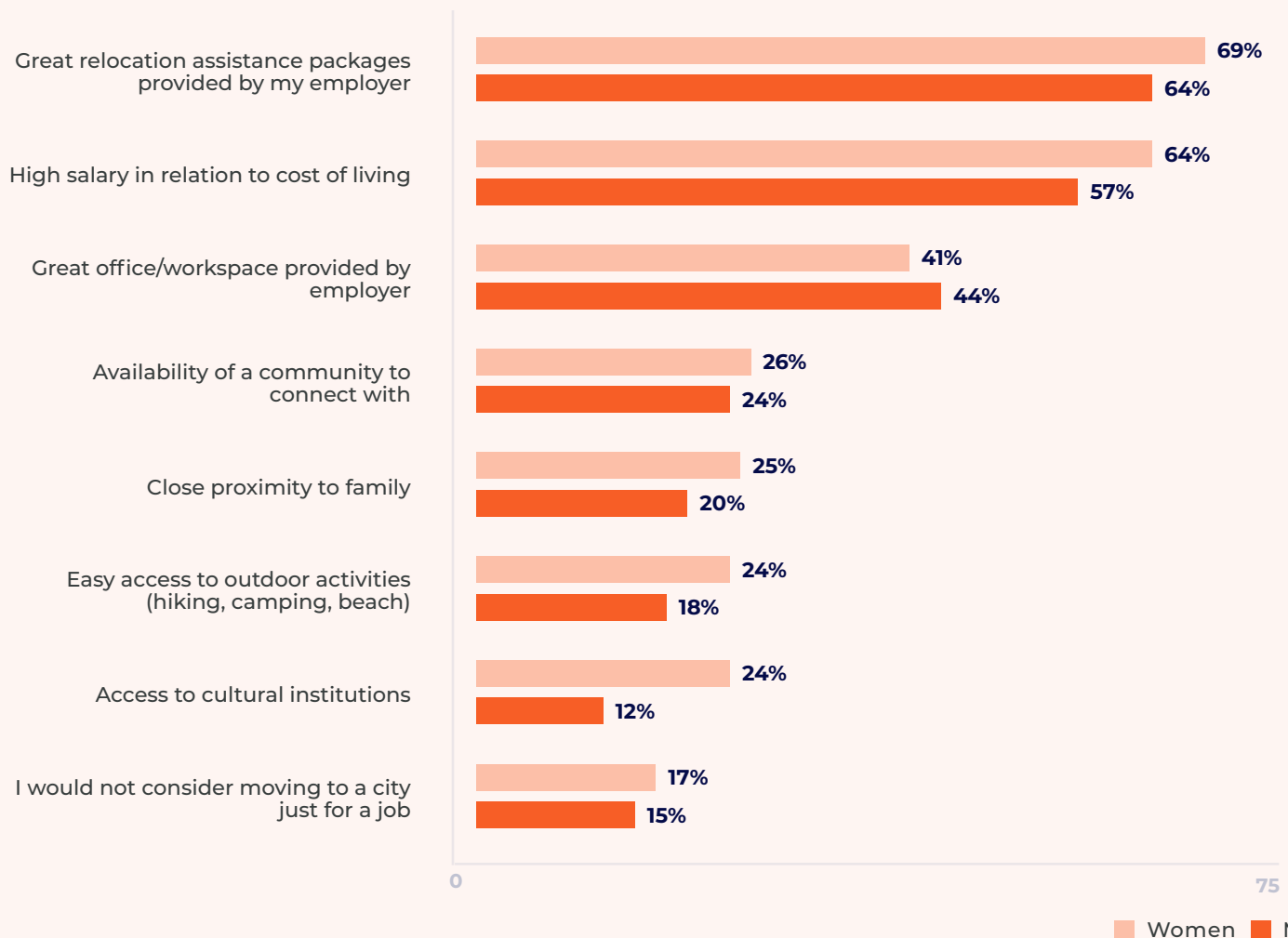
Where Work Happens: Relocation

Looking at what matters most to candidates of different genders when it comes to relocating, we found that women value a high salary relative to the cost of living in their new neighborhood more than men (with 64% of

women selecting this factor, compared to 57% of men.) We also found that female candidates value access to cultural institutions to a greater degree than men (with 24% of women selecting this factor, compared to 12% of men).

COMPETITIVE COMPENSATION MATTERS TO MORE FEMALE CANDIDATES THAN MALE JOB SEEKERS CONSIDERING RELOCATION

We asked candidates: Imagine you are offered a job that strongly aligns with your career goals, but it's located in a city you hadn't considered moving to. Which of the following factors would convince you to relocate?

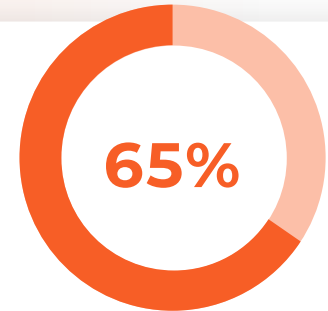


Where Work Happens

Catering to where candidates want to work will not only bring in more diverse talent, but it will help you retain that talent as well.

The most desired work setting for full-time and internship candidates today is hybrid

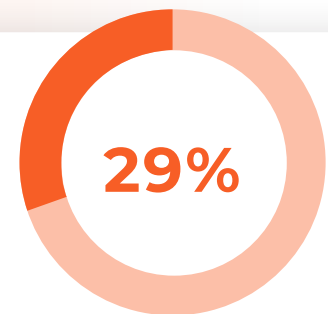
While the details of who dictates when candidates must come into the office may have changed since March 2022, the idea that candidates continue to crave flexibility over their schedules holds true from season to season. Workplaces that offer employees more opportunities for flexibility and a better work-life balance will continue to shine this year.



of job seekers prefer a hybrid work setting

Candidates from underrepresented backgrounds have a stronger preference for remote work

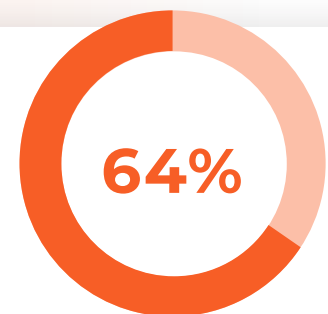
Despite the fact that hybrid work is the most popular setting across candidates, Black and Hispanic candidates do have a stronger desire to work remotely than White and Asian candidates. That being said, it's critical now more than ever to consider how you can offer employees more flexibility over their work schedules.



of Hispanic women prefer fully remote work

Female candidates place the largest value on a high salary as a reason to relocate

While where candidates are currently located doesn't play a significant role in whether they are willing to relocate, salary might — especially for women. In addition to offering relocation assistance, in order to attract a diverse slate of candidates to roles that require them to move, it's important to offer salaries that reflect what top candidates are being offered today.



of women would relocate if offered a high salary

Diversity and Inclusion: Impact on Talent

How much do candidates today really care about what your company is doing to make strides in diversifying the workplace? It turns out they consider it a lot.

Our data confirms the narrative that Gen Z is especially concerned with what employers are doing to help make the workforce a more inclusive place.

In fact, when we asked candidates about whether they considered a company's actions to build a diverse and inclusive workplace when deciding whether to apply for a role, we found that 75% of all candidates would reconsider pursuing an opportunity if they are not satisfied with a company's D&I efforts.

Broken down by gender, we found that female candidates are more likely to reconsider

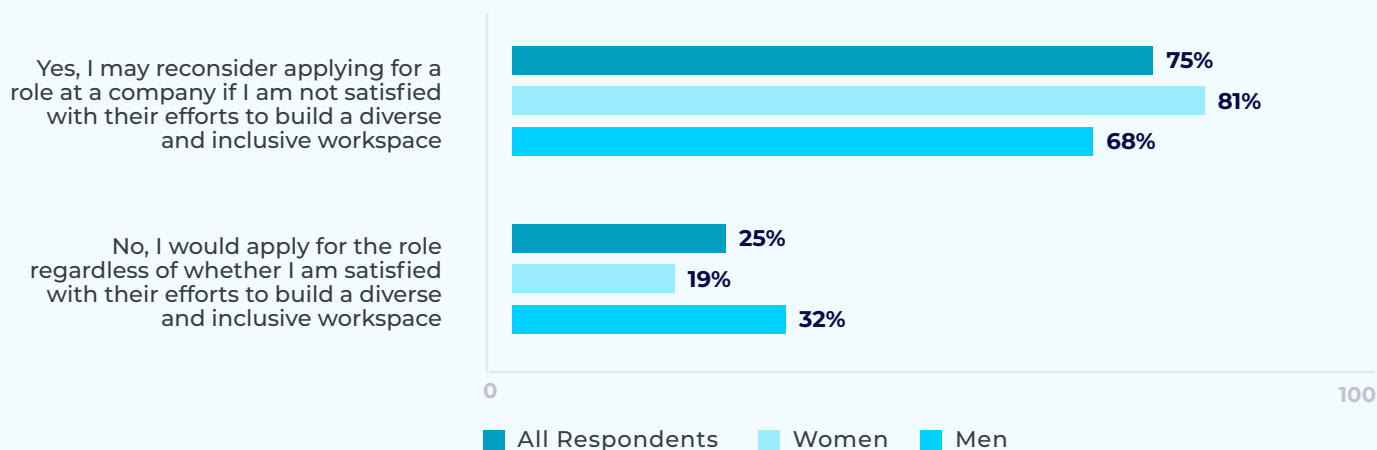
applying to a company due to unsatisfactory D&I efforts, with 81% of women agreeing with this sentiment, compared to 68% of men.

But what are those action-items that Gen Z has their eyes on to determine how your company is performing when it comes to D&I?

Later on in this section, we dive into exactly what matters to candidates today, and how it differs by demographic. But first, we look further into how much D&I matters to candidates across different ethnicities & races, and delve into what that means for organizations today.

THREE-FOURTHS OF CANDIDATES WOULD RECONSIDER APPLYING FOR A ROLE DUE TO UNSATISFACTORY COMPANY D&I EFFORTS

We asked candidates: Do you consider a company's actions to build a diverse and inclusive workplace when deciding whether to apply for a role?



Diving Deeper

As mentioned previously, women care significantly more about a company’s commitment to D&I than men when it comes time to apply for jobs. Not surprisingly, we found that this is especially true for women from underrepresented groups (with 85% of Black women and 87% Hispanic women saying they would reconsider applying due to poor D&I efforts, compared to 78% of White women and 81% of Asian women).

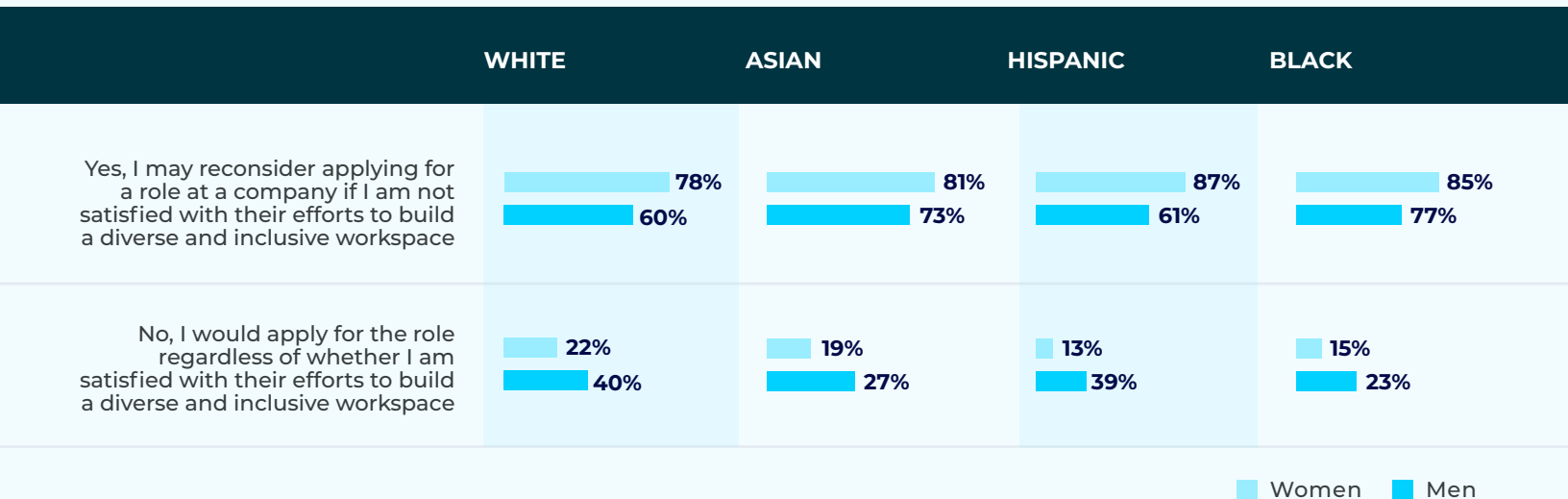
Looking at male candidates, our data shows that Black men care the most about a company’s D&I efforts when applying for roles (as 77% of those candidates say they would reconsider submitting an application), followed by Asian men at 73%. About 60%

of White and Hispanic men agree that a company’s D&I efforts have an effect on their decision to pursue an open role, making them the least likely of any group (across all genders, race & ethnicities) to forgo an application if they are unsatisfied with a company’s D&I actions.

Overall, it’s clear D&I matters to candidates entering the workforce today. When evaluating the steps your organization has taken to both welcome in more diverse talent, it’s important to acknowledge what resonates with internship and job-seekers in this market, and what actions might fall short of showcasing a true commitment to D&I. Read on for the factors candidates are evaluating.

URM WOMEN ARE THE MOST CONCERNED WITH COMPANY D&I EFFORTS WHEN APPLYING FOR ROLES

We asked candidates: Do you consider a company’s actions to build a diverse and inclusive workplace when deciding whether to apply for a role?



■ Women ■ Men

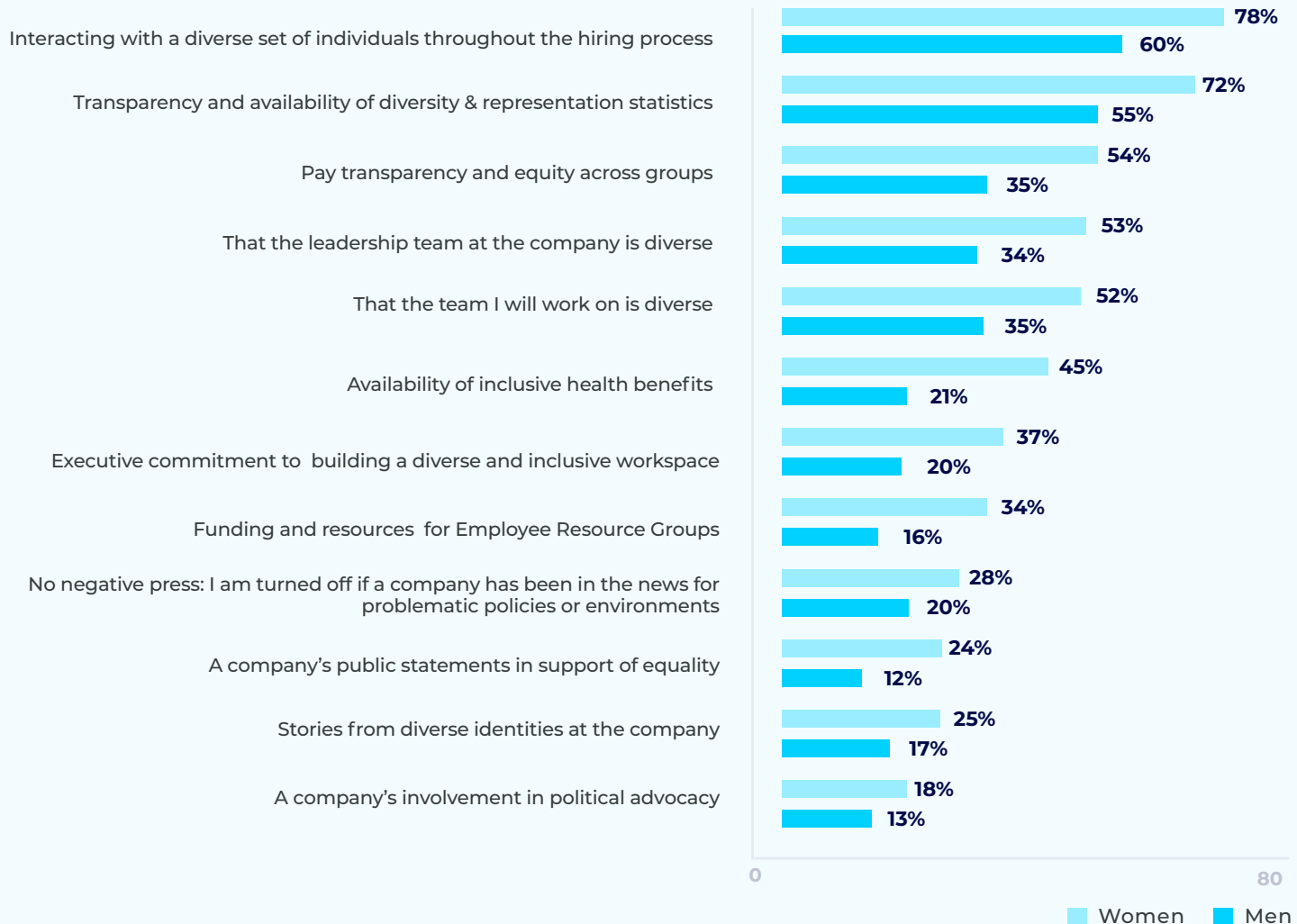
Diversity and Inclusion: Company Actions

When it comes to evaluating D&I efforts, our data shows that candidates today want to be able to see that an organization hires employees from all backgrounds. Specifically, we found that both male and

female candidates said that among the most important actions they consider when analyzing a company is whether they would interact with a diverse set of individuals throughout the hiring process.

WOMEN VS MEN: A LARGER SHARE OF FEMALE CANDIDATES VALUE DIVERSITY OF EMPLOYEES

We asked candidates: When evaluating a company's actions to build a diverse and inclusive work environment, which of the following are most important to you?



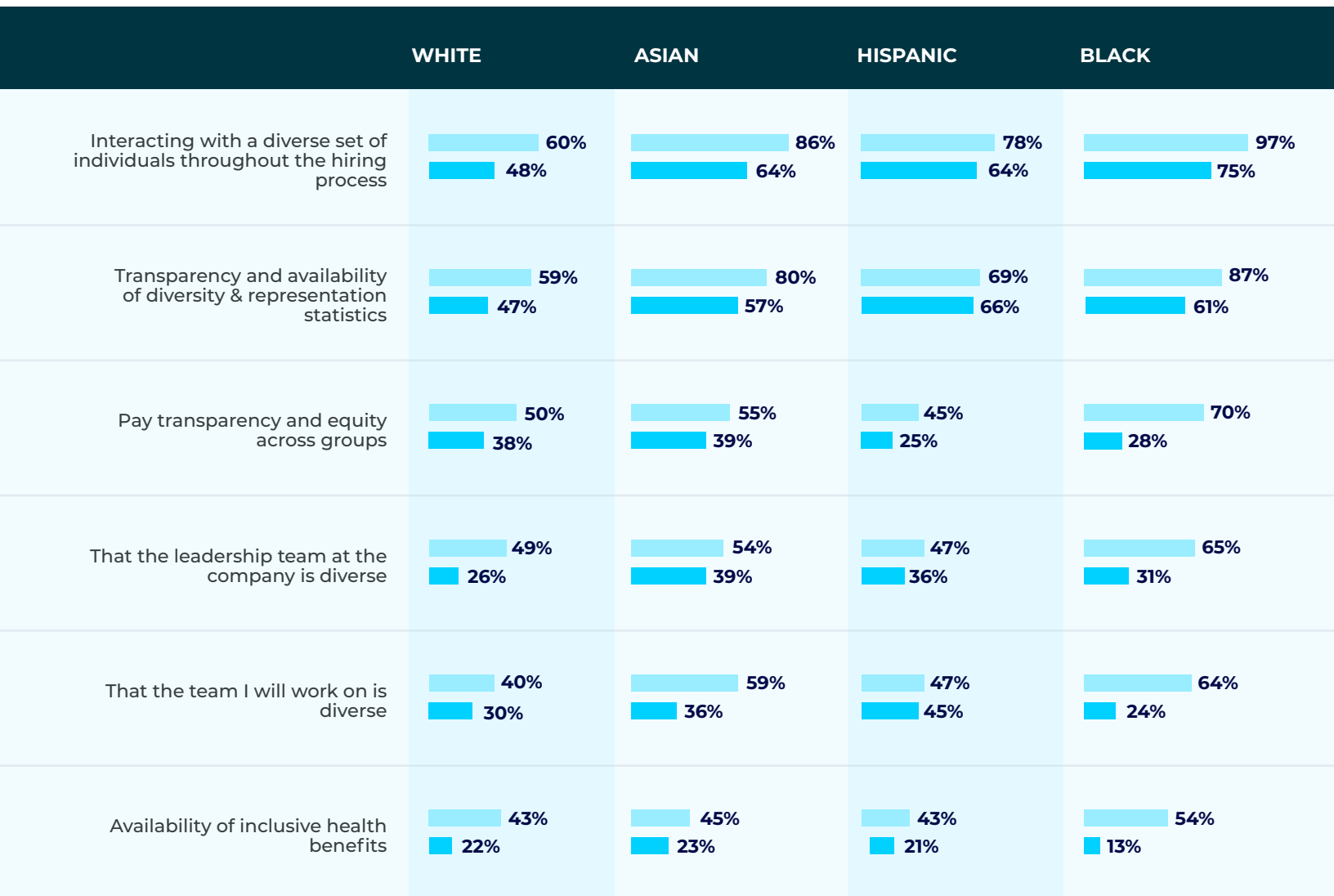
Diving Deeper

Looking at the impact of a company’s D&I actions on candidates of different races & ethnicities, we discovered that Black women are the most likely to consider the makeup of employees they would interact with during the hiring process.

We also found that Black women are significantly more concerned with a company’s commitment to pay transparency and equity across groups, with 70% of those

candidates seeing this action as critical to a company’s D&I efforts, compared to half of White women, 55% of Asian women, and 45% of Hispanic women. Less than 40% of men in every group selected this action as important.

As a traditionally underrepresented group in higher level roles, we also found that Black women care the most about the breakdown of a company’s leadership team, as well as the makeup of those on their immediate team.

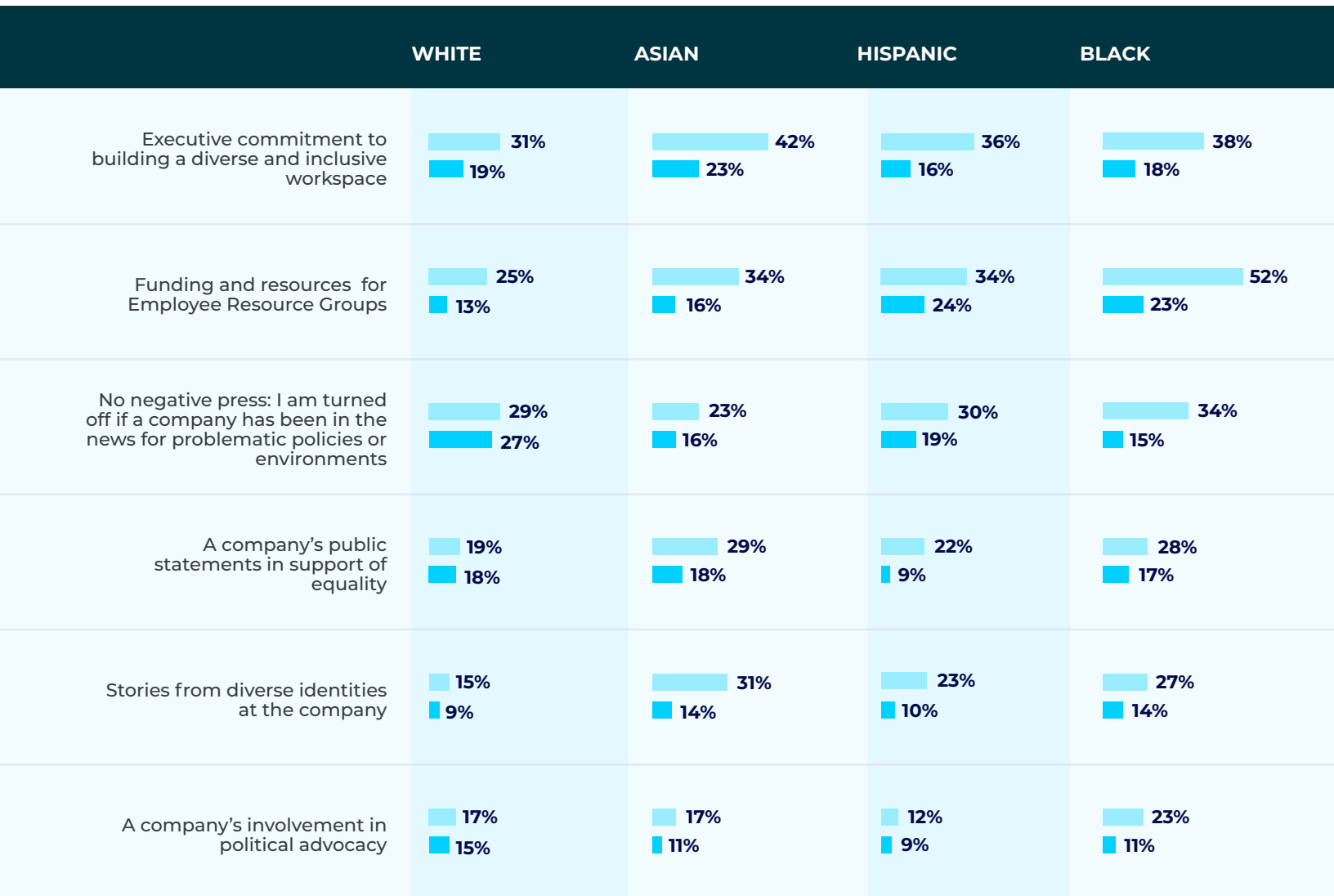


■ Women ■ Men

Diving Deeper (cont.)

Looking further down the list of actions that contribute to a candidate's perception of a company's commitment to D&I, our data shows that Black women are significantly more concerned about funding and resources for ERGs than candidates in every other group (with 52% of those candidates selecting this factor compared to 34% or less from all other groups), and that men from underrepresented groups care more about ERGs than White

and Asian men. We also found that women from underrepresented groups are more concerned with whether a company has been flagged by the media for problematic policies or environments, with 34% of Black women and 30% of Hispanic women agreeing that no negative press is an important factor when evaluating a company's commitment to D&I, compared to 29% of White women and 23% of Asian women.



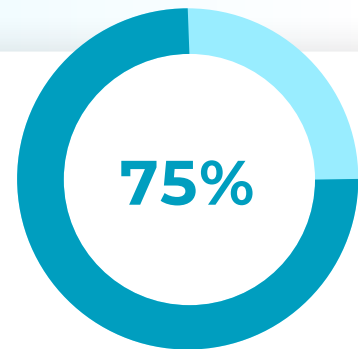
Women Men

Diversity and Inclusion

Getting a sense of what candidates today care about in your company's commitment to D&I is critical for talent teams looking to attract a diverse slate of candidates.

Candidates today care about companies' D&I efforts

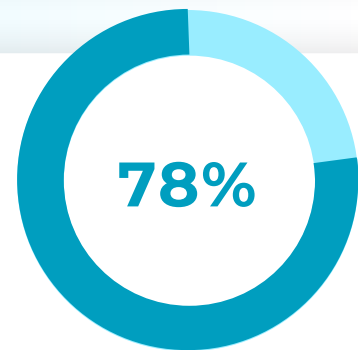
With 75% of all candidates agreeing that they would reconsider applying to a company if they were not satisfied with its efforts to diversify the workforce, it's clear that D&I matters to Gen Z. It's important now to reevaluate the picture you paint for candidates, including what your employee base looks like.



of candidates consider a company's D&I efforts when applying

Candidates want to see you support employees from different backgrounds

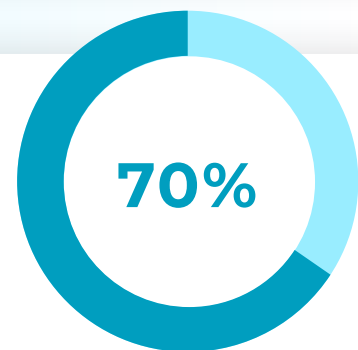
Candidates today judge a company's D&I efforts by the diversity of the employees they will interact with during the hiring process. But it doesn't end there. Candidates are also evaluating the diversity of your leadership team and other teams — so be sure you're keeping a close eye on how diverse talent moves through your organization.



of women say an important D&I indicator is interacting with a diverse group during their interview

Black women are the most concerned with pay equity and transparency

Pay transparency and equity matter the most to Black women entering the labor market than any other group. As this sentiment has appeared across multiple data sets in this report, it's important to be transparent with diverse talent about salary expectations and be your offers are competitive relative to the market.



of Black women consider pay transparency and equity to be an important D&I indicator

Final Takeaways



Now that you have an understanding of what diverse talent values as they prepare to enter the workplace, what are the important lessons to take home? We've narrowed down the themes that arose throughout this report to help you attract talent across genders, races & ethnicities.

Work preferences differ across gender, race & ethnicity — and there is no 'one size fits all' solution to attracting diverse talent.

While our broader data does help paint a picture of candidates entering the workforce today, it's important to recognize the discrepancies within those figures. For example, while we noted that candidates have a clear preference for hybrid work arrangements today, those from underrepresented groups are significantly more likely to prefer remote work. That being said, it's critical your talent team invests in building out a variety of strategies.

There's work to be done to close the confidence gap between working men and women.

There remains a confidence gap between male and female workers in the labor market, especially for women from underrepresented backgrounds. To help open the door to more diverse and female talent, especially in male-dominated industries, your team may want to revisit what support your company offers for women and candidates from underrepresented backgrounds.

When it comes to how candidates evaluate your D&I efforts, seeing is believing.

For candidates entering the workforce today, the breakdown of your employees and leadership team matter much more than the details in your official and written commitment to D&I. To attract diverse talent to your organization, your first steps should include ensuring that your company is fueled by a diversity of perspectives and backgrounds, and is prepared to support employees from all backgrounds as they grow within your organization.

About RippleMatch

Recruit Your Future with RippleMatch: How Gen Z Finds Work

RippleMatch helps employers recruit their future. Our recruitment automation platform replaces job boards as the main way Gen Z finds careers and automates the time-intensive work that goes into building diverse, high performing teams.

Learn more by visiting RippleMatch.com/employers