



## **Global health workforce diversity and sustainability: A generational perspective**

Suzanne Babich, DrPH, MS  
Associate Dean of Global Health  
Professor, of Health Policy & Management



## Millennials

Survey of 7,700 millennials from 29 countries: one in four would quit current job to do something different within the next year, 3 X rate of nonmillennials (Deloitte 2016)

Generation born 1980 to early 2000s labeled the “job-hopping generation.”



# The millennial perspective

- Now the largest segment of the labor market – 32%
- By 2025, they will comprise 75% of the global workforce (Brookings Institute 2014)
- The most diverse generation in the global workforce – 44% identify as non-Caucasian (Dupress Deloitte)



# Next Gen: Values and Needs

- Seek a higher purpose – experiences instead of “things”
- Innovative – creating more companies than previous gens, “millennipreneurs”
- Educated – university enrollment rates higher than previous gens
- Collaborative – high value on personal interactions, more likely to reveal salaries (narrowing gender pay gaps)
- Desire training and development – and regular performance feedback for growth
- Flexible – willing to travel and relocate



# Next Gen: Values and Needs

- Leadership development – globally 63% feel they lack adequate leadership skills, 70% in Brazil, Malaysia, Singapore, Thailand
- Mentorship levels for millennials particularly low in Australia, Canada, France, Germany, The Netherlands (Deloitte)



# Implications for global workforce development and sustainability?

- Encourage human contact, opportunities to collaborate and work on teams, open, transparent communication
- Encourage entrepreneurial workplace
- Provide leadership development and mentorship
- Next gen values and needs bode well for addressing gender barriers and strengthening global health workforce sustainability