

# London NextGen Perspective



2022 REPORT



# Foreword

What are the priorities,  
perspectives and motivations of  
the next generation of workers?



Photo: Christina Solomons

Unpredictable disruption is creating new challenges and opportunities for the property sector, with the interlinking trends of hybrid working adoption, demographic shifts, evolving life milestone timeframes and many others, overlapping in new and complex ways.

Our remit as the London Property Alliance NextGen Committees', made up of representatives from the Westminster and City of London groups, is to support and champion the next generation of leaders in the property industry. In commissioning this research, we were inspired by similar studies from other industries which look to analyse and learn from the motivations of younger generations in order to anticipate disruption and respond innovatively.

The London NextGen Perspective Research has used a combination of qualitative and quantitative data gathered from people under 35 years old who work across different industries and are based in London. Through a detailed survey and followed up by a number of focus groups, which brought people together from various sectors, we have been able to ask questions about their lifestyle choices, expectations of work and underlying motivations.

Our intention is that this project will enhance the built environment's understanding of the changing needs and motivations of workers across London and help to shape a vision for the strategies of investors, developers, advisors, designers, transport experts and public sector organisations to shape a thriving London that meets people's needs generations into the future.

By repeating this research in the years to come we'll be able to monitor how the findings evolve so that the industry can continue to respond. I hope you find this insight a useful tool in shaping the future of the built environment, ensuring that London's places and spaces continue to thrive.

**Alex Beale**

**CPA NextGen Chair 2021-22  
Strategy Manager, Landsec**



Photo: Marcus Bevilacqua Photography



# The NextGen Workforce



Photo: Cottonbro/Pexels

The NextGen workforce is defined as being **born between 1980 and 2000**. This young group is **racially and ethnically diverse**. Around 17% are in non-white ethnic groups, and around 26% were born abroad<sup>1</sup>.

They are **later to leave home, marry, and have children**, with many women becoming first-time mothers in their 40s<sup>2</sup>. They also spend longer in education<sup>3</sup>. This delayed progression into adulthood fundamentally affects key choices, creating more fluid lifestyles.

They are **highly educated and technologically connected**<sup>4</sup>. Almost 40% of the population in their late 20s and 30s were graduates, but ONS analysis showed that 47% of 'recent graduates' were in non-graduate roles<sup>5</sup>. Between October and December 2016, the employment rate for those aged 25-34 was 82.1% – a record high compared to other generations<sup>6</sup>.

The most **common sectors for employment are the wholesale and retail sector** (13.5% of working people), health and social work (12.4%) and education (9.8%)<sup>7</sup>.

They are the **first modern generation to be less financially secure than their parents**, and feel poorer for much longer. 48% of British millennials are in the low income bracket<sup>8</sup>.

They are far **less likely to own their home** and record numbers are still living with their parents<sup>9</sup>. 59% of households led by a millennial were renting their home<sup>10</sup>.

They are significantly **more likely to openly identify as LGBTQ**. 12% identify as transgender or gender non-conforming, meaning they do not identify with the sex they were assigned at birth or their gender expression is different from conventional expectations of masculinity and femininity<sup>11</sup>.

They are less likely than other generations to feel pride in their communities or to identify with particular religious affiliations or traditional political parties<sup>12</sup>.

Around 32.4% of voters voted for Labour in 2015, and around **60% of referendum voters voted to 'Remain'** in the European Union<sup>13</sup>.

This report explores 5 themes that are shaping the future of work and life for the next generation of knowledge sector workers in the fields of finance, tech and law.

**1 Flexibility**

**2 Purpose**

**3 Culture**

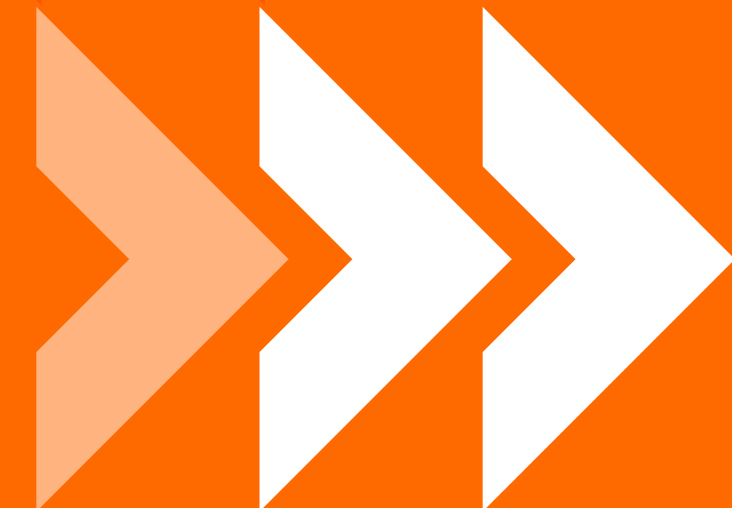
**4 Mobility**

**5 Balance**



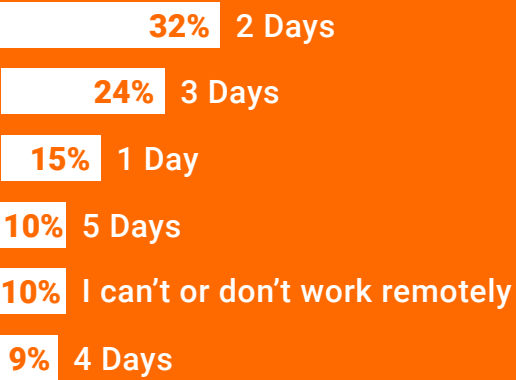
# Flexibility

Since the pandemic, the majority of companies have introduced some form of flexible working in relation to when and where employees work. This level of flexibility has become a must have for many young people.



London NextGen Perspective  
Survey Responses

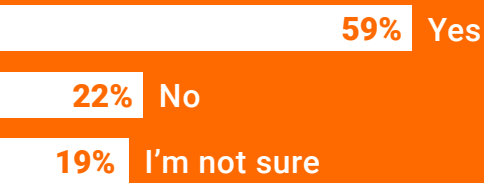
How many days per week do you want to work remotely?



Is a flexible working policy important to you when choosing your employer?



Does a flexible working policy impact where you choose to live?



Would a flexible working policy make it easier to achieve your life aspirations?



# What’s the situation?

The pandemic forged new working patterns that afforded a greater degree of individual choice and location independence for workers of all ages. Once granted, it is something that many are unwilling to give up. While young people are excited to get back into a formal working environment, there is a greater demand for more flexibility from their jobs<sup>14</sup>.

**An overwhelming majority (90%) of the participants in the London Property Alliance (LPA) survey would like to retain a hybrid arrangement,** with a preference for 2-3 days of remote working every week – a fluid approach to work that chimes with young people’s tendencies towards less settled lifestyles. Only 10% of participants would like to work in an office full time.

76%  
said that a flexible working policy is important when choosing an employer.





Photo: Canva Studio/Pexels

# What is the impact?

**76% of respondents to the LPA survey said that a flexible working policy is important to them** when deciding where to work. All members of the LPA focus group work for an organisation with some form of flexible working policy, and confirmed that this has become a key motivating factor for choosing a job and an employer, and an indicator of how well a company cares for their team.

**59% agreed that the flexibility a company is willing to offer also determines where they choose to live.** Cheaper housing, better air quality, more space, digital connectivity and the potential to do an existing job from a new location are all important factors that influence where young people settle. A study has revealed that **56% of young people would**

**choose to live outside of a major city if given the opportunity to work remotely** in the future, but only 10% made the decision to relocate during the pandemic<sup>15</sup>, possibly because of the uncertainty that still surrounds their working future. Statistics shows that the social opportunities of urban areas have, since lockdown ended, attracted many young people back to cities<sup>16</sup>.

Deloitte Millennial Survey 2017 found that young workers in highly flexible organisations are more loyal to their employers<sup>17</sup>. The appeal of flexibility generally lies in greater autonomy, and an ability to structure tasks around personal circumstances and commitments. However, more agility requires trust from both employer and employee, as well as increased



“Whether a company does or doesn’t offer flexible working has now become reflective of how well the company responds to what employees want.”

DAVID FAIRBAIRN,  
ASSISTANT SURVEYOR

levels of worker responsibility. Flexible working arrangements can help support better productivity, wellbeing, and happiness; a Gallup study reported that **employees across different work sectors that spend 60%-80% of their time working remotely were more productive and felt more engaged** in their work<sup>18</sup>. This has also been reported to depend on the collaborative and interactive nature of the work. A study has shown that remote work makes teams more siloed, but that adding some in-person time and one-on-ones between employees and managers will help<sup>19</sup>.

A Public Health England report found that employees feel better when they have greater control of their surroundings. Prior to the pandemic, a survey by Badenoch and Clark showed that a third of **employees listed agile or flexible work as the top source of workplace happiness**, other than salary<sup>20</sup>.



Photo: Nataliya Vaitkevich/Pexels



# What does this mean for the real estate sector?



## Adjustable Schedules

Amid the return to the workplace, companies need a multifaceted strategy that includes both flexible working arrangements and flexible spaces where to work.

Adjustable working hours can nurture a more positive work/life balance.



## Dynamic Interiors

A dynamic workspace interior can offer variety and stimulation. Rather than old-fashioned rows of desks, young people favour choice, from hot-desking and shared desks, to touchdown points, social hubs and breakout spaces<sup>21</sup>. Workspaces must be designed to accommodate a diverse group of people, created and shaped so that everyone can thrive, feel comfortable and perform at their best. People will come and go to a greater extent, often working outside the office, which needs to be reflected in workspace design.



## Personal Choice

The most competitive organisations will continue to provide options for where to work – in or out of the office, in communal or individual spaces – to accommodate different working styles and approaches by including a range of spaces such as quiet areas and collaborative zones.

The background is a solid orange color. It features several decorative elements: a large white chevron pointing right on the left side; three orange chevrons pointing left in the top center; three orange chevrons pointing right in the top right; three orange chevrons pointing left in the bottom center; three orange chevrons pointing right in the bottom right; and two white chevrons pointing right in the middle right.

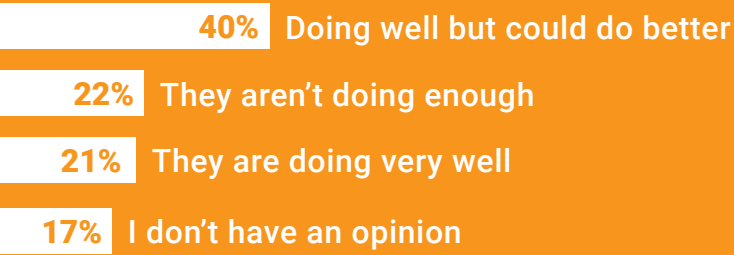
# Purpose

Be it a drive towards net zero or creating diverse and inclusive organisations, young people are purpose driven and expect their employers to act with purpose on key societal issues.



London NextGen Perspective  
Survey Responses

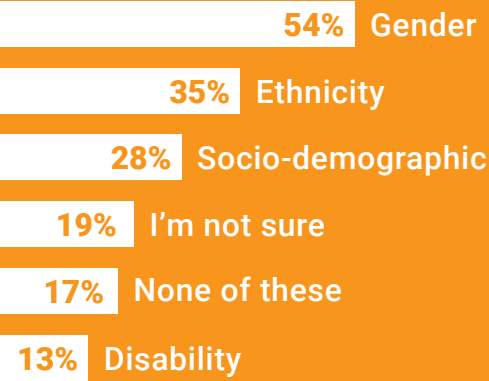
How well is your company contributing to the fight against climate change?



Is a future employer's stance on sustainability a deal breaker?



Does your company's population represent wider society in the following factors?



# What's the situation?

**Young workers have a greater tendency than older generations to seek out positions that fuel their sense of purpose and that make them feel empowered in their organisations<sup>22</sup>.** This highly educated and technologically advanced group often approach the workplace with the question “*what’s in it for me?*”.

Equally, younger generations have a greater aspiration to work for companies with a mission beyond profitability; **shared values and company ethos therefore become important factors when deciding where to work<sup>23</sup>.** They are also more likely to call out inequalities and avoid employers whose actions conflict with their personal beliefs<sup>24</sup>.

62%  
believe that their employers can do more to contribute towards the fight against climate change.



Photo: Christina Solomons

**58% of respondents to the LPA survey agreed that a future employer's stance on sustainability could be a deal-breaker**, and 62% believe that their employers can do more to contribute towards the fight against climate change. A study has shown that 33% of young workers think that climate change has affected how they search for job opportunities<sup>25</sup>. Out of this group, **68% said that they would like to work for an employer that is doing something positive for the planet**, while some said that they would prefer not to work for an organisation that they believe is causing harm to the climate or the environment.

This comes at a time when corporations are playing a huge role in addressing climate change. As young people are becoming more concerned about environmental and sustainability issues, employers will have to demonstrate their commitment to those concerns or risk losing out on the best available talent.

Employees report that they find more satisfaction in jobs that take ESG (environmental, social and governance) issues seriously; **44% of participants in a recent global survey said that personal ethics have influenced the type of work they are prepared to do**, and what organisations they are



“ I would look for how much a company is investing back into the industry. Are they encouraging people to get involved in network groups, are they willing to give people time to go into schools and inspire the next generation? This is an indication that companies are thinking about the right things rather than just the bottom line. ”

**MATTHEW DICKENSON,  
MECHANICAL ENGINEER**

willing to work for<sup>26</sup>. The same survey also revealed that **15% of respondents left their jobs or started new careers after reflecting on the pandemic, their values and aspirations.**

Clear communication around the key values that drive a company and how they are set apart from other organisations can inspire commitment to an employer<sup>27</sup>. **59% of 18–22 year olds would remain longer in a job with a responsible employer<sup>28</sup>.** An opportunity to engage

in corporate responsibility efforts can result in a more dedicated and fulfilled workforce<sup>29</sup>, and almost **two thirds would not accept a job from a company without strong corporate responsibility<sup>30</sup>.** Working for a company that is dedicated to protecting our planet and the local community is a source of pride for many, and informing young job seekers about the commitments of a company should happen as early as the job application process.



# What does this mean for the real estate sector?



## Responsibility

Businesses that want to attract the best talent are those that act with integrity and address social issues, alongside meeting career aspirations. The most competitive organisations will be those who adapt their strategies to demonstrate their positive impact on local communities while accelerating climate change action and generating opportunities for young people to get involved.



## ESG Agenda

Companies that are committed to a genuine and comprehensive ESG agenda will generate greater job satisfaction amongst young workers. Two thirds of consumers in the UK say that ESG considerations are important to them<sup>31</sup>. By integrating ESG values in building designs, such as sustainable materials and renewables, companies can support the creation of resilient and healthy environments that foster innovation and local economic growth. Certifications such as BREEAM and B Corp would demonstrate certain environmental and social standards and increase credibility.



## Giving Back

Having a positive impact on the local community where a business is located can improve ESG credentials that appeal to young workers. This could include improving access to education, creating pathways for young people into meaningful work, increasing adult skills and creating economic opportunities for low-paid-low-skilled workers.



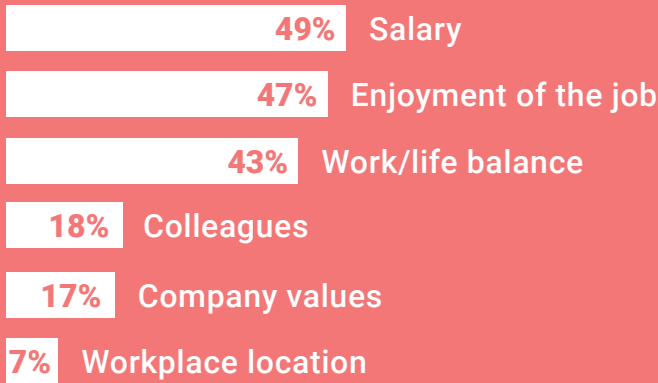


# » Culture

Young people are seeking out an inspiring company culture that brings enjoyment to what they do and who they do it with. A variety of working environments with opportunities for planned and chance interactions are key ingredients to an interesting working life.

London NextGen Perspective  
Survey Responses

What are your biggest motivations for working at a company?



Please prioritise the following life aspirations by importance for you.

Highest priority

- 1 Successfull and fulfilling career
- 2 Owning your own home
- 3 Get married &/or have kids
- 4 Moving abroad or to a new location

Lowest priority

Do you think workplace quality and experience is key when choosing your employer?



# What’s the situation?

Happiness and enjoyment at work are important to everyone, independent of age. A successful and fulfilling career was the highest ranking life aspirations for the young people participating in the LPA survey, and **47% of participants stated that enjoyment of the job is the biggest motivation for working at a company, second after salary (49%)**. Happy emotions make people feel engaged, invigorated and alert, boosting creativity and problem solving. Research has shown that **happy employees are 12% more productive** than those who are not<sup>32</sup>.

Many aspects contribute to workplace happiness. Office design and team dynamic are key determining factors, with **78% of LPA survey respondents agreeing that workplace quality and experience are key when choosing an employer**. It has been reported that over a fifth of young people have turned down a job offer because of outdated office design, while **16% of 18–24 year olds have left a job because of poor interior spaces**<sup>33</sup>. Aesthetics, a variety of collaborative spaces and a choice of how and where to work within the office all impact the appeal of working for a company.

78%  
agreed that workplace quality and experience is key when choosing employer.





Photo: Pew Nguyen/Pexels

# What's the impact?

Inspiring workspaces with a supportive company culture characterised by team work, collaboration, social interaction and working towards common goals will drive productivity and make the office a place of choice at a time when many businesses practice location independence.

Being present in the workplace has shown to have an impact on people's learning and career progression<sup>34</sup>, so **investing in the physical space to draw younger workers back is one way to indirectly invest in their career.**

**High quality spatial design and a comfortable working environment will inevitably boost company culture** and support a more energetic, healthy and productive workforce. Natural light can reduce headaches, drowsiness and eyestrain, according to a Cornell University study<sup>35</sup>. A pleasant temperature can increase productivity and reduce illness<sup>36</sup>. Workplace wellness incentives around food, exercise, mindfulness and recreation can inspire healthy lifestyles at work and at home. Spaces connected to nature and the outdoors can have a remarkable impact on cognitive ability, stress levels and happiness. Amazon's



“rainforest office” in Seattle has more than 40,000 plants from over 400 different species distributed throughout the building, responding to various studies that have linked the presence of nature with increased productivity and brain function<sup>37</sup>.

Functionality over formality is key when developing a joyful place to work. Generous circulation and communal spaces can help foster informal interaction, ideas exchange and collaboration. Feelings of being mentally stuck or lacking solutions can be overcome by stepping away from the desk, taking a walk and engaging with other people. This might mean less structured and space-efficient layouts, but with the added benefit of a more productive and enlivened workforce.

Alongside a varied working environment, variety in the working day generates higher levels of

fulfilment. A study has found that people who did many different things over the course of the day versus those who did similar things were happier at the end of the day<sup>38</sup>. **Employees that enjoy more freedom and control over how their working day is organised – pace of work, where to work, working hours – tend to be healthier, less stressed, work harder and be less likely to quit<sup>39</sup>.**

A study found that **appreciation and respect are the most influential factors in creating a positive company culture<sup>40</sup>** and that recognising individuals for their contributions encourages quicker bounce back after adversity, enhanced performance, and increased long-term loyalty. Positive relationships with colleagues, a healthy work/life balance, good relationships with management and security are also seen as important workplace qualities<sup>41</sup>.



Photo: CBRE Henrietta House

# What does this mean for the real estate sector?



## Respect

A positive workplace culture is associated with feeling valued, secure, supported and respected, and results in improved productivity and long-term loyalty. A thank you goes a long way. Employees who feel trusted and supported to take more ownership over their working day, without being micromanaged, are more likely to feel confident and relaxed in their role.



## Mental Health

Young people have had a particularly tough time during the pandemic. Many have faced job insecurity, diminishing job prospects and reduced earning potential. Some have felt lonely, bored and frustrated by the lack of social interaction and learning opportunities. These are issues that businesses need to address to inspire their young workers to perform at their best.



## Inspiration

An inspiring and flexible workspace set-up that nurtures opportunities for individuals and teams to come together, formally or spontaneously, will help to balance collaborative office working with more focused home working. In addition, local amenity and social spaces can support team building.

An understanding of the company's wider mission and purpose will help young workers feel better connected to the business and therefore more committed.



# Mobility

Opportunities to develop and learn new skills alongside a clear route to progress through the organisation are important factors for young people.





Photo: Sheppard Robson

## What's the situation?

Young workers value companies that invest in them as employees and people – **87% rate “professional or career growth and development opportunities” as important to them in a job<sup>42</sup>**. Young workers tend to be more fluid on the job market, and there has been a shift towards shorter tenures, rather than growing in the company. A study has found that **93% left their company the last time they changed roles**, while six in ten say they are currently looking for new job opportunities<sup>43</sup>. The opportunity to learn and grow within an organisation are deciding factors when considering a job, and is twice as important as a salary increase. Research by LinkedIn found that **employees stay on average twice as long in companies that offer more internal mobility<sup>44</sup>**.

Young workers claim there are barriers and obstructions that make it almost impossible for people from certain backgrounds to achieve a high income or level of wealth in their companies<sup>45</sup>. These young generations continue to see pay and bonuses awarded to senior business leaders—while average worker wages are kept low—as a primary cause of ongoing inequality<sup>46</sup>. **Ethnicity and race are the most common perceived barriers to career progression**, and many see older generations as standing in the way of progress<sup>47</sup>. Other factors stated as affecting personal career development are socio-economic status, disabilities, sexual orientation, and gender identity<sup>48</sup>.





Photo: Visual Tag MX/Pexels

# What's the impact?

Just over half of the LPA survey respondents felt that their company population represent the society's gender balance, while only around a third felt that way about ethnicity and socio-demographics. **87% felt that people with disabilities were underrepresented.** Research has found that **working for a diverse and inclusive organisation was important to 42%** of employees when considering a new job with a different company<sup>49</sup>. Diversity is seen as important as it allows for a greater wealth of experience and insight within an organisation, and it shows that an organisation places

people first. This generation will continue to demand greater diversity and inclusion, and "companies must accelerate their efforts to create diverse, inclusive workplaces to meet the expectations of a generation that will be making career choices as much on values and sense of purpose as pay and progression"<sup>50</sup>.

As observed on the previous page, pay inequality between younger and older employees is also a demotivating reality for many. Companies would benefit from straying outside of their normal parameters, such as degree, experience and length of service



“How your company is facilitating your career plan and how they help you progress through both your professional and personal objectives is really important.”

**TOM PEMBERTON,  
SENIOR PLANNER**

when assessing individual potential. A focus on personal ability, creativity and adaptability could help overcome barriers to progression for young people. Employers should make an effort to better understand what excites young people about their work, and involve them in conversations around professional development. Having the opportunity to do what they truly enjoy and are naturally gifted at will bring more enjoyment and stimulation to the workplace.

An individual development plan (IDP) can assist young workers as they navigate their career paths and strive towards achieving their personal development goals. This can include training, mentoring and volunteering, and demonstrates a company's dedication towards investing in their team as individuals. Regular two-way feedback conversations can also be used to offer constructive evaluation and positive recognition that is geared towards professional and personal growth, as well as improved working experiences.



Photo: Marcus Bevilacqua Photography



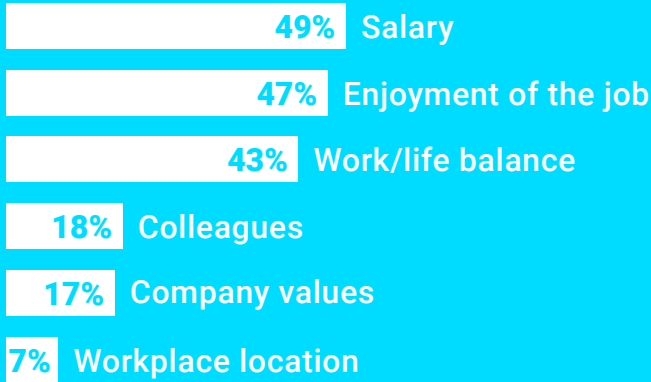


# Balance

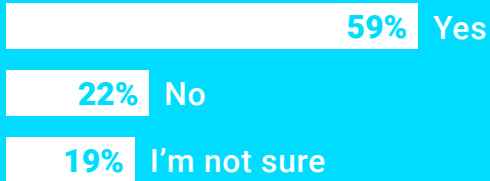
Young people are increasingly looking to achieve a work/life balance within organisations that are in-tune with the importance of mental and physical wellbeing and able to support staff sufficiently.

London NextGen Perspective  
Survey Responses

What are your biggest motivations for working at a company?



Does a flexible working policy impact where you choose to live?



# What’s the situation?

Personal wellbeing is a key deciding factor when choosing a job, with **43% of LPA survey respondents saying that work/life balance is one of the biggest motivations** for working at a company. This is slightly lower than other research findings, which indicates that more than **73% contemplate how a position would affect their work/life balance<sup>51</sup>**. Many are not willing to sacrifice their

personal time and quality of life for their job, and young people often look for flexibility in their careers that allow them to thrive outside of their job.

**77% of LPA survey participants agreed that a flexible working policy would make it easier for them to achieve their personal aspirations.** Owning their own home was the second most important life goal.

43%  
said that work/  
life balance is one  
of the biggest  
motivations for  
working at a  
company.



Photo: Ketut Subiyanto/Pexels

## What's the impact?

Work/life balance has a different meaning to different people, and businesses need to offer well-rounded and varied support to satisfy everyone's needs. Smart organisations show that they care through flexible working strategies, mental health support, childcare social groups, benefits, exercise, therapy/meditation breaks, and recreational initiatives. Sabbaticals and volunteering are other ways to increase satisfaction and offer support. Employers that can provide holistic wellness initiatives and working arrangements that support a balanced existence that better

“I'm interested in how people focussed the company is. Knowing the company cares for you and prioritises your wellbeing are things I would look for before applying to a company.”

**ALICE DUPERREY,**  
ASSISTANT CONSULTANT

responds to personal circumstances will dramatically increase job satisfaction and productivity.

Increased flexibility through hybrid working has however put more pressure on workers to reduce non-productive time, such as travel time between meetings and small talk with colleagues, with an expectancy to increase output. The general consensus in the LPA focus groups was that **despite flexible working, achieving a work/life balance has become harder post-COVID due to the increased volume of work that they are undertaking.** Particularly for young people, who have grown up in





Photo: Canva Studio/Pexels

an era of hyper-connectivity and 24 hour availability, the ability to switch off and separate home and work lives will become increasingly important.

The start of the pandemic appears to have made life simpler for some, with commuting no longer being part of daily life<sup>52</sup>. Working from home allowed for more family time, but for those with small children, balancing work and family commitments created a new set of challenges.

“We did a survey recently within our company about what staff value the most and what came back strongly was around work/life balance and I would say that my momentum has shifted more towards achieving a work/life balance as a key priority.”

JAGJIT MAHAL,  
SENIOR QUANTITY SURVEYOR

Women felt more stressed than men, as they were disproportionately affected by increased family care responsibilities<sup>53</sup>. As the pandemic dragged on, it created unprecedented stress, particularly for young people who worried about their financial situation and the wellbeing of their families. The LPA survey respondents reported that **a steady salary is one of the biggest motivations for working at a company**, reflecting a need for stability and job security, which is fundamental to mental health.

Many feel that their employers did not sufficiently support their mental wellbeing during the pandemic<sup>54</sup>. Company initiatives could usefully focus on worker support and resources, transparency around needs and destigmatising mental health issues. The LPA focus group agreed that **while it's easy for companies to have a wellbeing and mental health focus at a company level, it doesn't necessarily benefit the individual** or different teams due to the increased output that is being expected of staff.



“Buying a house is off the radar now. It feels like an unreachable goal and between friends we just don’t talk about it.”

ALICE DUPERREY,  
ASSISTANT CONSULTANT

Therefore, effective wellbeing and mental health support needs to come from the top as well as line managers who can oversee team and individual work-load.

Young people today belong to the first modern generation to be financially worse off than their parents, which impacts their relationship with money and the ability to acquire a home of their own<sup>55</sup>. Many are frozen out of the housing market due to supply issues and increased property prices, and some are still living with their parents<sup>56</sup>. **59% of LPA survey respondents agreed that a flexible working policy impacts where they choose to live**, which in turn affects lifestyle and quality of life as it opens the door for more affordable housing in less central locations.

Local modes of transport, such as walking and cycling, have become preferable over long commutes. In the long term, this might breed **a more localised workspace solution, with satellite locations to complement central office locations**.

The LPA focus groups all agreed that **London holds the same appeal as before the pandemic, and that the capital is still the place they want to live and work**. However, with hybrid working, their living requirements have changed and there is a need for a functional workspace that is separate from their bedroom.



Photo: Tony Schnagl/Pexels

# What does this mean for the real estate sector?



## Support Strategies

As part of their overall messaging, organisations should emphasise their focus on wellbeing and what they offer employees to help them reach their physical, community, social, purpose and financial goals. Companies should also publicise their flexible work arrangements, highlighting flexible scheduling and work-from-home options.



## Holistic Wellness

Employees want holistic wellness initiatives. On-site fitness, stress management, wearable devices, mental health support, and healthy food options are all excellent ways to support employee health. It is also an attractive feature for companies to offer family-related benefits, such as childcare providers, educational assistance, and paid parental leave.



## New Standards

London living often equates to tiny spaces at extortionate prices. The pandemic put a spotlight on spatial inequalities – those who have generous homes, private gardens, access to parks and open spaces, and those who don't. Often, it is young people that are missing out on these privileges. Providing the additional spaces required in new homes and neighbourhoods will ensure that we create a more desirable, healthy and inclusive city where people choose to stay.





# Conclusion

# Key Considerations

A summary of the key themes and priorities that drive the next generation of workers.

## Flexibility



### Adjustable Schedules

Flexible working arrangements, flexible hours and flexible workspace design.



### Dynamic Interiors

Choice of office working environments that can accommodate a diverse group of people.



### Personal Choice

Options for where to work - on location or remotely.

## Purpose



### Responsibility

Acting with integrity, addressing social issues and meeting young workers' career aspirations.



### ESG Agenda

A genuine and comprehensive ESG agenda in building design and business ethos.



### Giving Back

A positive impact on the local community.

## Culture



### Respect

A positive workspace culture that makes people feel valued, secure, supported and respected.



### Mental Health

Support systems that combat loneliness, nurture learning and interaction.



### Inspiration

A clear company mission and workspaces that provide opportunities for collaboration.

## Mobility



### Equality and Diversity

Diverse teams that are representative of society are a sign of societal progress.



### Democracy

Avoiding discrimination by valuing employees' adaptability and capacity for problem solving.



### Training

Upskilling and reskilling by integrating training and development into everyday work.

## Balance



### New Standards

An emphasis on wellbeing to help young workers reach their life aspirations.



### Holistic Wellness

Holistic employee health initiatives and family-related benefits.



### Support Strategies

Designing homes and communities to provide remote working facilities and local amenities.



Photo: Sheppard Robson

# Conclusion

**The NextGen cohort is maturing, heading towards their most financially powerful life stage. Their preferences should be the concern of any competitive business, as they will set the standard for our working future.**

**Flexibility** is essential and has become a key motivating factor for choosing where to work and live; it is perceived as an indicator of how well a company cares for its team. Companies that promote location freedom, adjustable hours, and dynamic interiors that offer choice will have a more loyal workforce. Flexible working arrangements can also help support better productivity, wellbeing, and happiness.

**Purpose** and shared values attract young workers, who have a stronger aspiration to work for companies with a mission beyond profitability. Most would like to work for an employer that is doing something positive for the planet and the environment. There is more satisfaction in jobs that take ESG issues seriously, and businesses are expected to prove their positive impact on local communities while accelerating climate change action.



**Culture** and workplace quality is key when choosing an employer. Social interaction and common goals will drive productivity and make the office a place of choice. A positive workplace culture is associated with feeling valued, secure, supported and respected, and results in improved productivity and long-term loyalty.

**Mobility** within an organisation – the opportunity to learn and grow – is a deciding factor when considering a job, and employees stay on average twice as long in companies that offer more internal mobility. A focus on personal ability, creativity and adaptability could help overcome barriers to progression for young people. Diversity is seen as important as it allows for a greater wealth of experience it shows that an organisation places people first.

**Balance** makes it easier for young people to achieve their life aspirations, including owning their own home, and most contemplate how a position would affect their work/life balance. Despite increased workplace flexibility, the capital is still the place many young people want to live and work, however, new homes and neighbourhoods need to be conceived to ensure that we create the spaces young people require, such as local amenity spaces and dedicated remote working locations.



# Research Demographics & Methodology

**This findings in report are based on responses and insights from a diverse and representative group of approximately 2,000 people across multiple industries and demographics.**

They were engaged via:

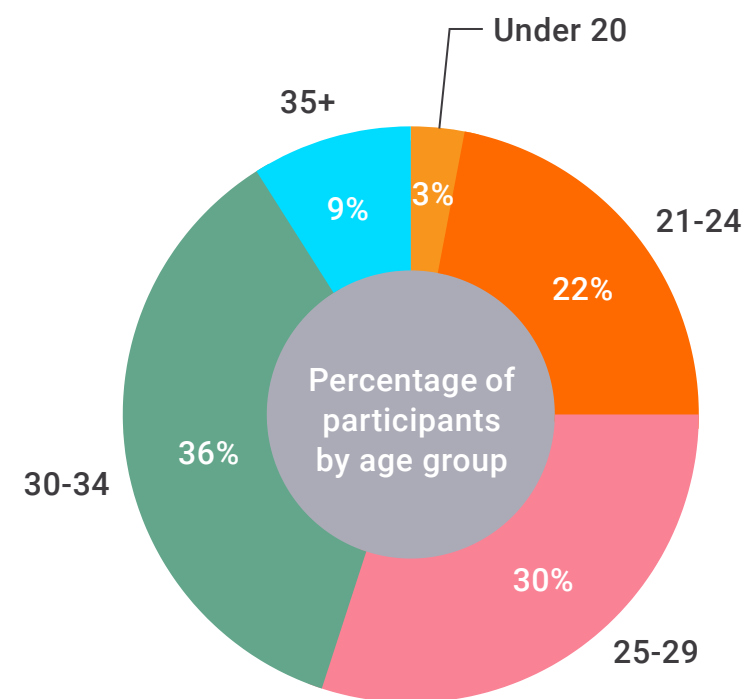
- marketing campaigns
- digital surveys
- focus group conversations

The project received a total of 36,899 visits and 3,409 votes.

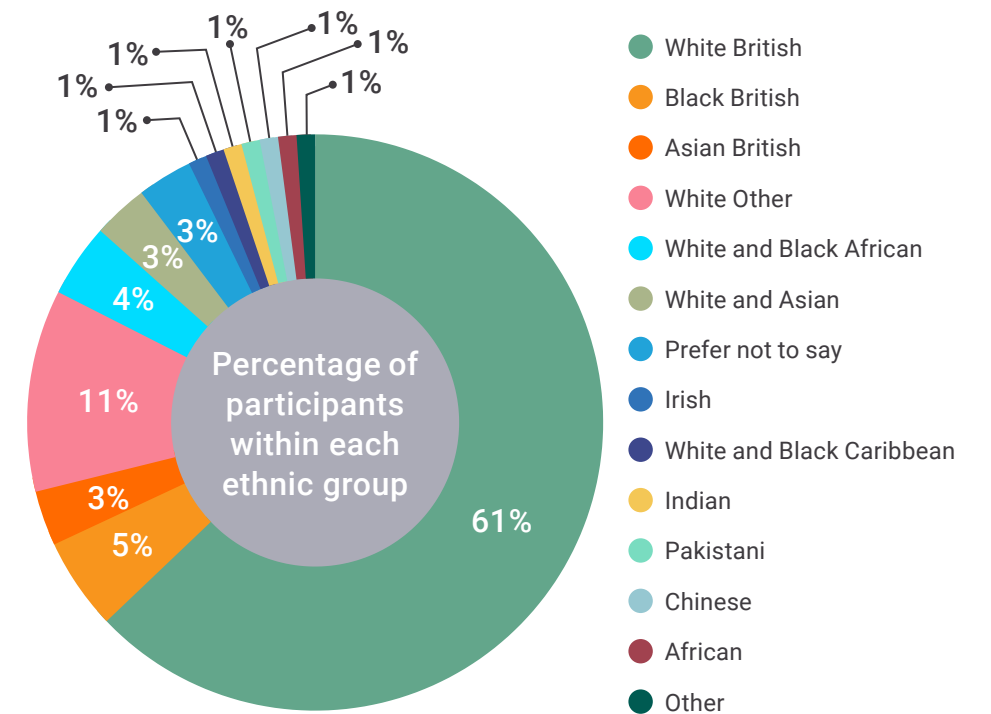
Face-to-face focus group conversations were held during late 2021/early 2022, with 8 young people participating in total.

The following pages map the profiles of the young people that partook in the digital survey.

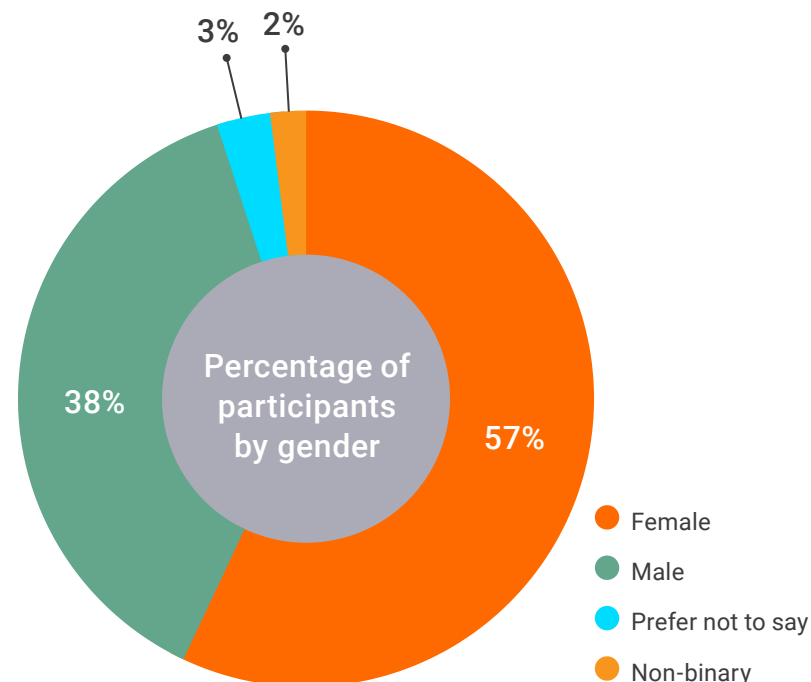
What is your age?



How do you describe your ethnicity?



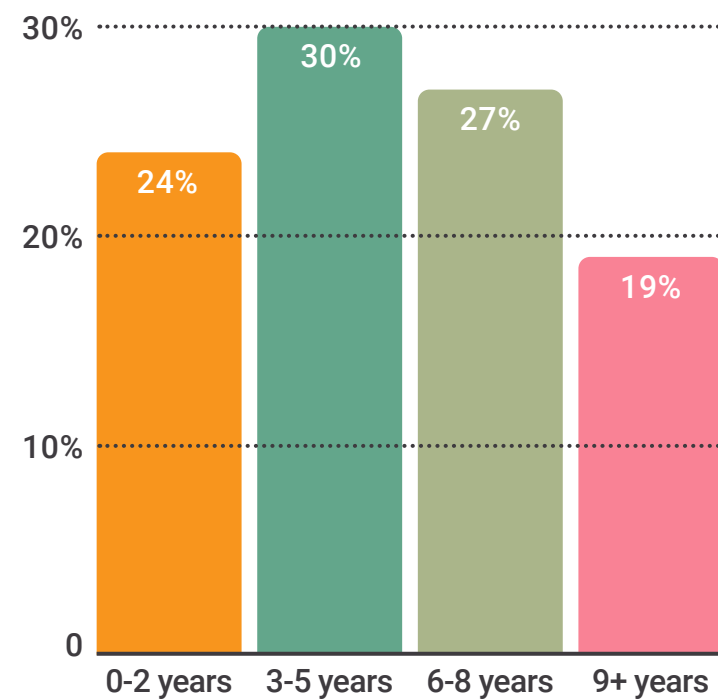
What gender do you identify as?



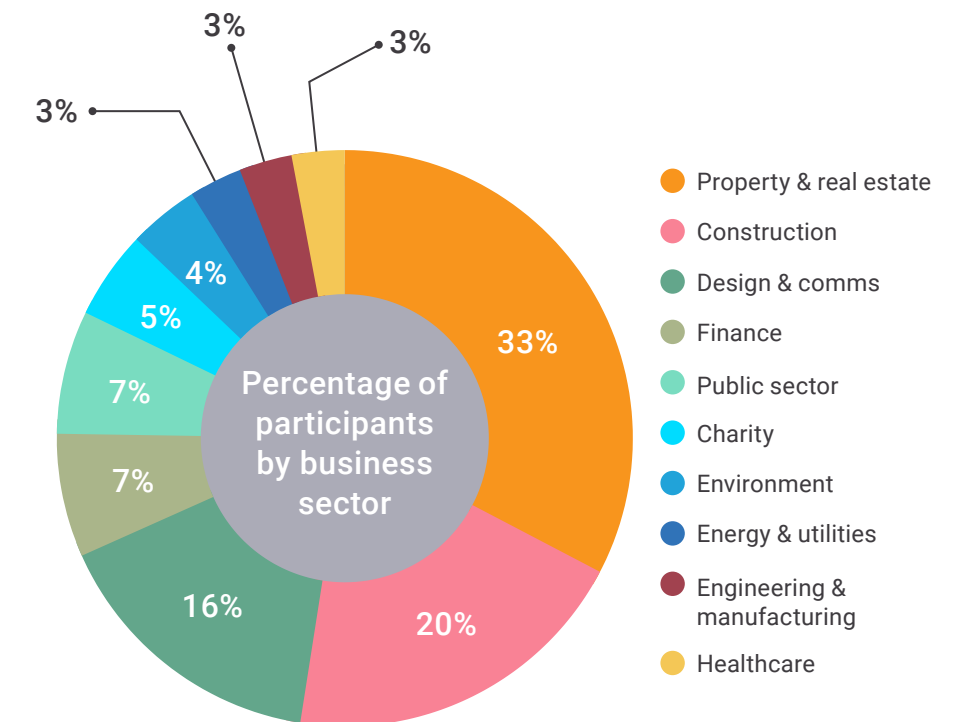


# Research Demographics & Methodology

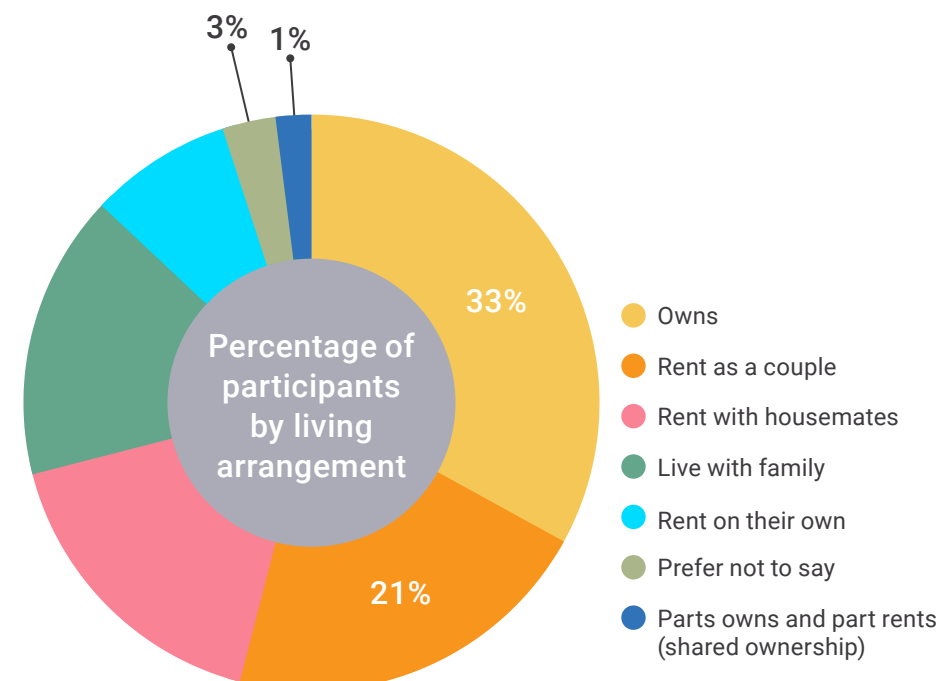
How many years into your career are you currently?



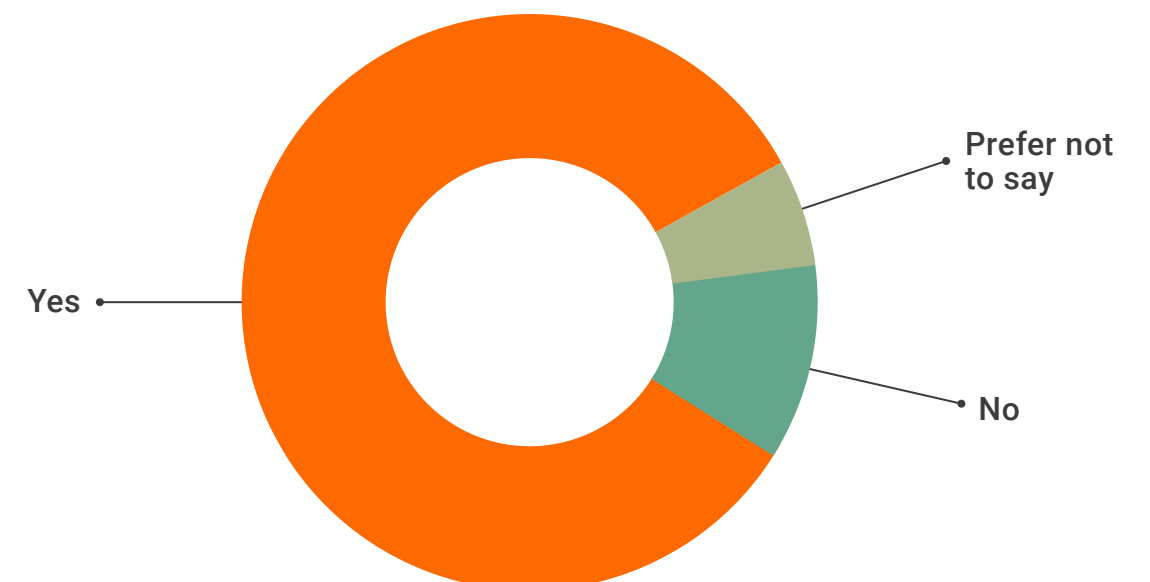
What business sector do you work in?



What is your current living situation?



Did you go to university?



**This research report was commissioned and published by London Property Alliance.**

London Property Alliance is the joint name for City Property Association (CPA) and Westminster Property Association (WPA): two not-for-profit membership bodies representing the leading owners, investors, professional advisors and developers of real estate in the City of London and Westminster. Together, the Associations represent more than 400 organisations involved with Central London's built environment. We are a not-for-profit advocacy group that champions the interests of real estate in Central London.

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**This report was written and produced by Future Places Studio.**

Future Places Studio is a purpose-driven research and strategy studio working across the built environment sector to deliver projects that prioritise inclusive growth, placemaking, sustainability and innovation.

A strong qualitative approach to research is adopted by engaging with a broad range of stakeholders to learn about them and listen to their perspectives.

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Photo: Antoni Shkraba/Pexels



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