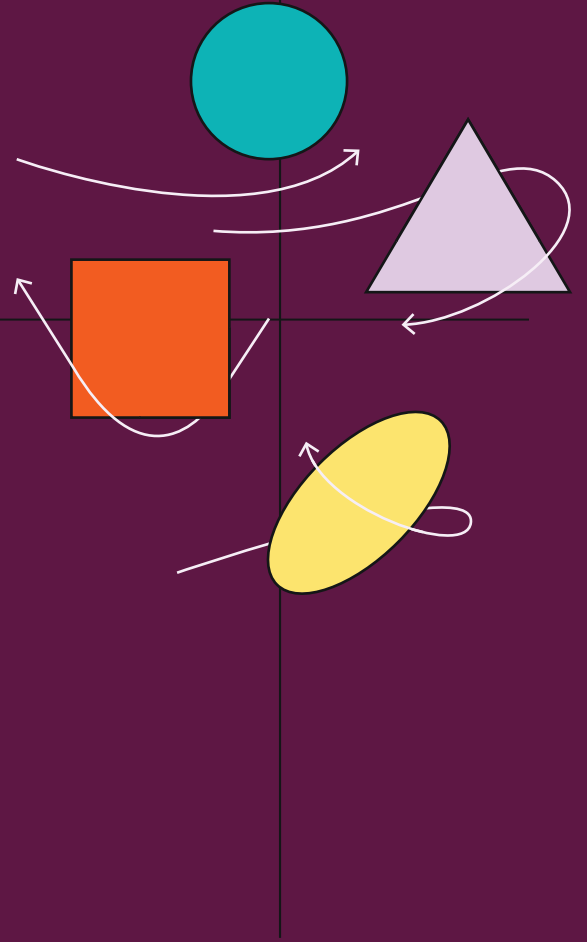


Understanding different generational needs in the workforce



There might be little variation in the workplace factors that drive employee engagement (pride, commitment, discretionary effort) across different age segments. That said, each cohort has different perspectives on what matters as part of company culture. Learn what the data says about four key topics below.

Generational diversity is one of "Five predictions your employees haven't shared with you (yet)" we're making in our new eBook.

[Download here](#)



BORN BETWEEN 1946 - 1964

Baby boomers

The presence of baby boomers in the workforce is surging as they're finding fresh momentum in the workplace. However, the work environment is barely recognizable from when they started their careers.



BORN BETWEEN 1965 - 1980

Generation X

Sandwiched between two sets of generations more readily in the news, Gen X accounts for 51% of leadership roles globally. Typical characteristics include a preference to be direct, adaptable and independent.



BORN BETWEEN 1981- 1996

Millennials

While maintaining many of the values of previous generations, millennials are more tech savvy and crave recognition, validation and reassurance even more so than older peers. Although the bulk of them now have direct reports, there's still experience to be gleaned via baby boomer and Gen X colleagues.



BORN BETWEEN 1997 - 2012

Gen Z

Many of this youngest strata of workers got their first jobs during the pandemic. True digital natives, Gen Z haven't known a time without the internet, social networks and smart phones. Compared to older generations of workers, they're more likely to consider a company's environmental, social and governance policies when applying for roles.



Flexible working

21.4%

of baby boomers and Gen X tend to feel more self-sufficient than younger colleagues, preferring to meet with their direct team less frequently than other generations (vs. 13% millennials and 4.4% Gen Z).

55%

of them volunteer their time to support environmental, cultural, educational, and other causes.

15%

of baby boomers are also more likely to apply to jobs remotely.

45%

of Gen X participants question the wisdom of returning to the office (vs. 36% of baby boomers).

2x

as many under-35s want permanent flexible working compared to over 55s.

8/10

millennials reject the traditional office space.

71%

Gen Z say they miss interacting with co-workers in person.

47%

view hybrid working as non negotiable and would seek employment elsewhere if it wasn't offered.

Take-away: Developing a method for meeting every employee on their own terms won't be easy. However, collective feedback will shed light on what each values most; and set the foundation for a longer-term strategy. You can also try applying "organizational justice" into effect.

This theory helps you understand what drives employee perceptions of fairness and value, and how these perceptions shape the employee experience at your company. [Learn more →](#)



Learning and development



59% of millennials say that opportunities to learn and grow are extremely important to them when applying for a job.

67% of Gen X leaders want more external coaching.

50% of employers appreciate the role that baby boomers play as mentors for others.

73% Yet 73% of baby boomers find that their employers aren't investing in their learning compared to 53% of millennials who say otherwise. This stems from the idea that older workers will be retiring soon, needing little to no training.

62% of Gen Z believe hard skills are changing rapidly and are more important than soft skills.

Take-away: Most employees want the chance to develop their skill sets, regardless of age. However, perceptions of unequal access to learning persist among older workers. And just as importantly, learning styles and attitudes to what matters most also differ across cohorts. [Learn more →](#)



Purpose and pay checks

71%

of baby boomers say health insurance is the benefit that most helps them achieve their financial goal.

71%

of Gen Xers are more likely to be attracted to another company that cares more about their financial well-being. They're also 25% more eager to advance than their millennial counterparts.



Millennials are willing to take a 15% pay cut just to work at a company that aligns with their values.

74%

Gen Z rank purpose ahead of a paycheck.

Take-away: When it comes to motivators, organizations have more ways to win than they might realize. Explore why and how flexibility plays a key role in this. [Learn more →](#)



Stress and mental health

31% of adults report experiencing ageism in the workplace personally. Millennials under the age of 32 are among them.

53% of surveyed, self-described baby boomers say they have felt age discrimination at work.

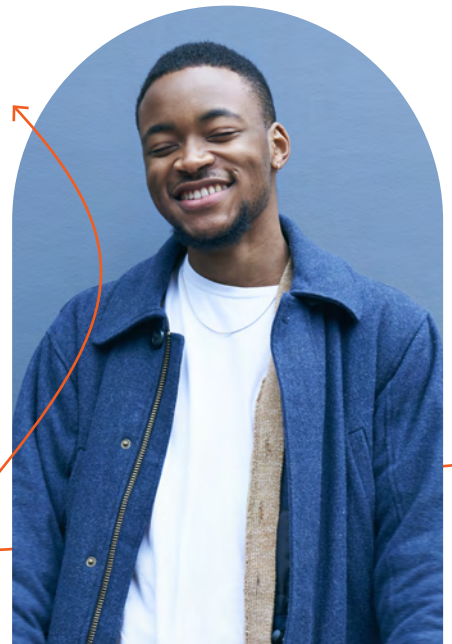
32% Just 32% of working baby boomers felt they could identify symptoms of depression, vs. 56% of Gen Z workers.



1 in 2 millennials and 75% Gen Z workers said they'd voluntarily (or involuntarily) left a job in part due to mental health reasons.

42% of millennial managers experienced burnout in 2021, as did 34% Gen Z, 27% Gen X and 21% baby boomers.

75% of Gen Z workers reported having left a job due in part to mental health reasons (vs. just 10% of baby boomers).



Take-away: Whatever their age group, individuals can feel highly stressed while also being engaged — while also being well on their way to burnout. Understanding this and fostering the right environment across all job levels is vital. [Learn more →](#)

Shape your future with Culture Amp's new eBook

Did we spark your interest? The power of generational diversity is one of five captivating predictions on the future of work that you can find out in our latest report.

Download our eBook

