Bridging the Generations
Fostering Inclusion and Belonging in Today's Workplace

May 17, 2024

Moderator: Caroline Leary, General Counsel, Environmental Working Group
Panelists: Susan Walker, ERISA and Benefits Counsel - Allstate
              Alex Gordon, Senior Counsel, Employment Affairs, The Johns Hopkins Health System
              Lisa Greenlees, VP & Senior Counsel - ESG, Marriott International, Inc.

A Multigenerational Workforce is a Diversity, Inclusion, and Belonging Issue

- Each generation has entered the workplace at different times and faced different obstacles and environments to navigate

- Each generation may bring unique workstyles, preferences, and communication styles to the workplace, leading to potential conflicts but also opportunities for collaboration and innovation.

- Building an inclusive workplace culture that values and respects individuals of all generations is crucial for fostering collaboration, creativity, and productivity across generations.

- More than 60% of employees report experiencing generational conflict at some point in their career
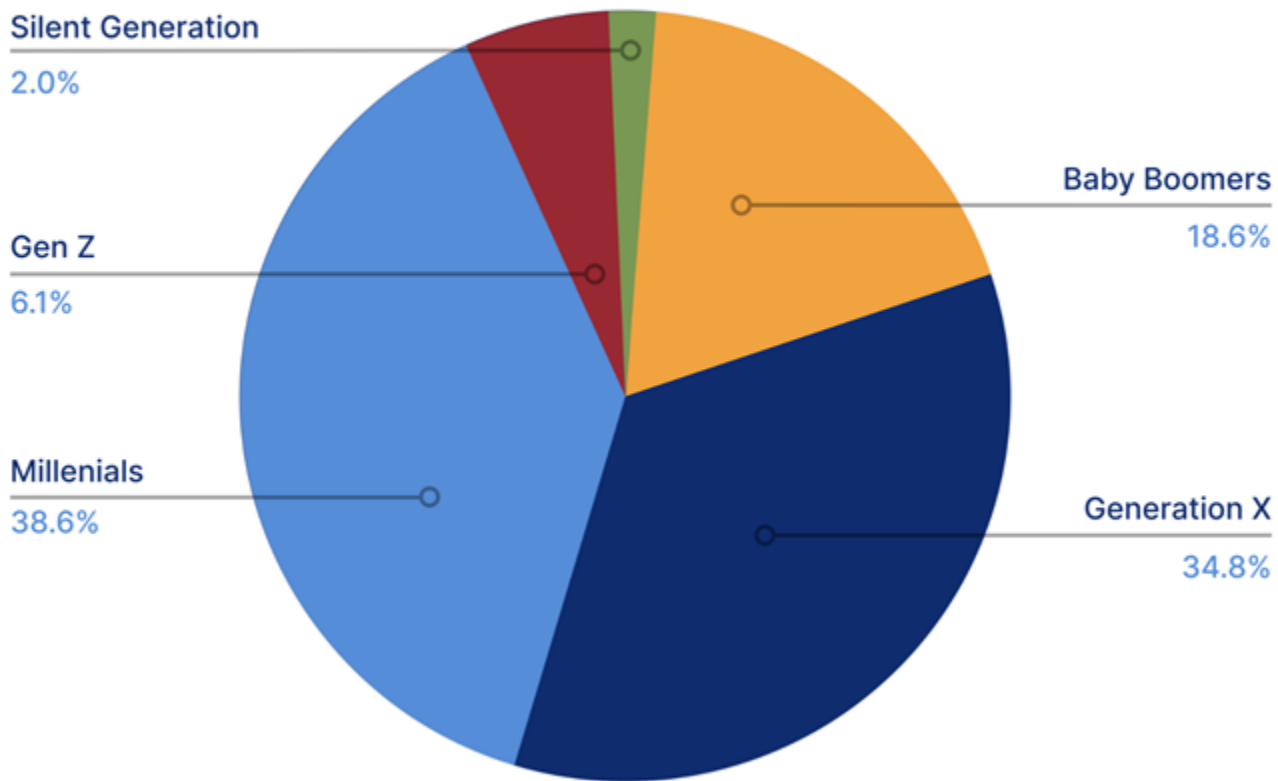
Mind the Gap: Managing Five Generations in the Workplace

GENERATION Z
(Born 1997 onward)
05
- Accustomed to change and expects it in the workplace[3]
- Value in-person interactions[3]
- Look for feedback on a frequent, ongoing basis[4]

MILLENIALS
(Born 1977-1997)
04
- Looking to be coached or mentored[3]
- Prefer collaborative and technology-centric training[3]
- Aligning with company values is key[4]

GEN-X
(Born 1965-1976)
03
- View change as a vehicle for opportunity[3]
- Embrace a hands-off management policy[2]
- Entrepreneurial spirit and results-oriented[5]

BABY BOOMERS
(Born 1943-1964)
02
- More reserved in communication style[3]
- Value traditional instructor-led courses or self-learning tools[3]
- Top qualities for a manager are being ethical, fair, consistent[4]

TRADITIONALISTS
(Born before 1943)
01
- Believe in hierarchical management style[1]
- Strong work ethic and loyal to their company[2]
- Slow to adapt to new technology[2]

Workforce Numbers in the U.S. (%)

Source: Purdue Global, 2020

HIRE **HOPKINS**

- Silent Generation 2.0%
- Gen Z 6.1%
- Millenials 38.6%
- Baby Boomers 18.6%
- Generation X 34.8%

Employee Engagement by Generation

Generation Z and Younger Millennials (Born 1989 or after)
- % Engaged: 31
- % Not Engaged: 54
- % Actively Disengaged: 15

Older Millennials (Born 1980-1988)
- % Engaged: 32
- % Not Engaged: 51
- % Actively Disengaged: 17

Generation X (Born 1965-1979)
- % Engaged: 32
- % Not Engaged: 49
- % Actively Disengaged: 19

Baby Boomers (Born 1945-1964)
- % Engaged: 33
- % Not Engaged: 50
- % Actively Disengaged: 17

Legend: ■ % Engaged   ■ % Not Engaged   ■ % Actively Disengaged
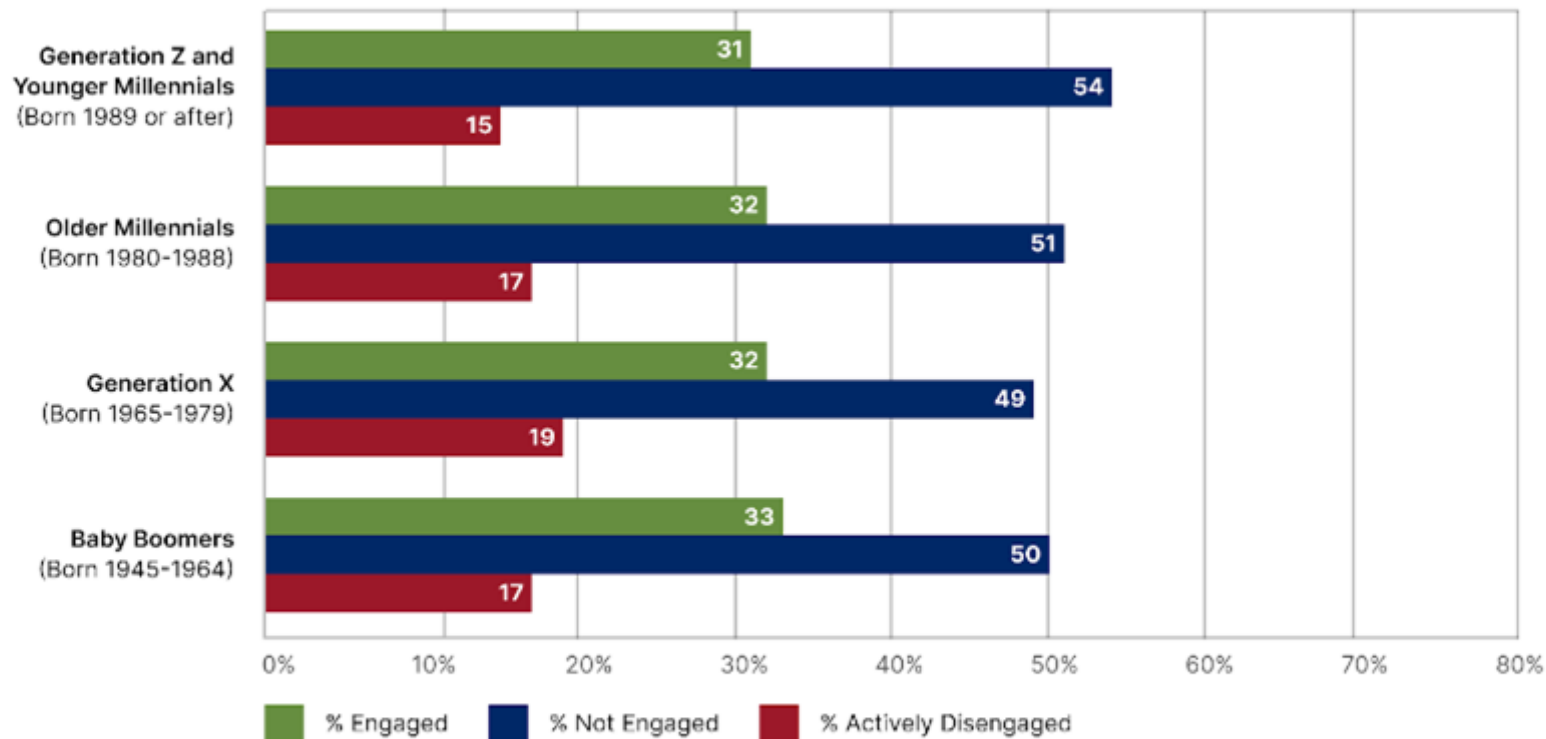
HIRE HOPKINS

Multigenerational Legal Considerations

- Age discrimination

- Harassment

- Workplace Accommodations

- Equitable policies and practices

- Fair succession planning + growth opportunities