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# Research Summary on Generational Differences

Organisation: E&D Knowledge Consulting,  
Lda

Country: Portugal



**Co-funded by  
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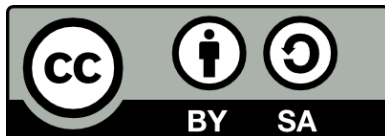


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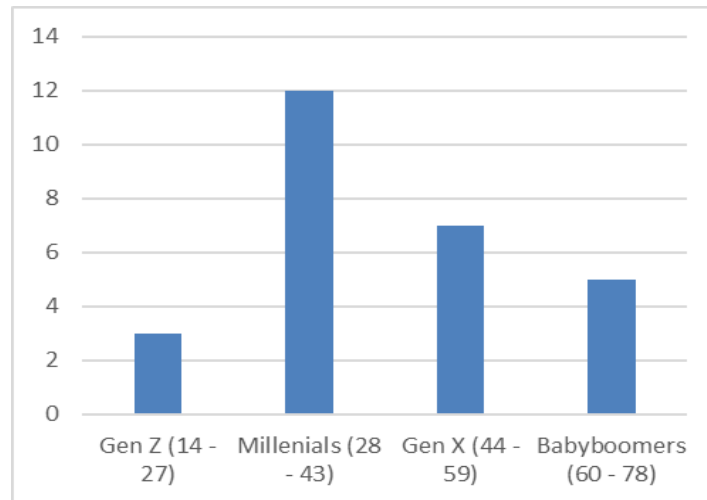
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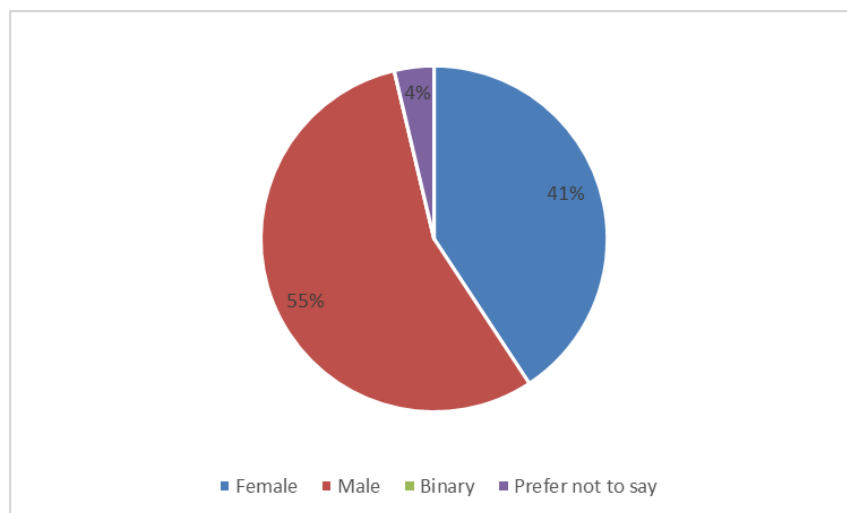
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## 1. General Information

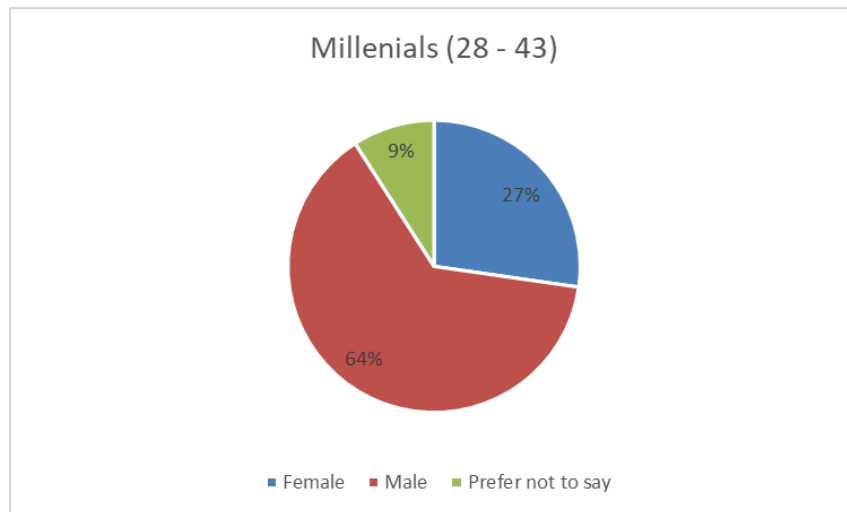
**Question 1:** The research was conducted among 27 participants. Most participants belong to generation Millennials (aged 28-43) with 12 participants, followed by Gen X (Age 44-59) with 7 participants.



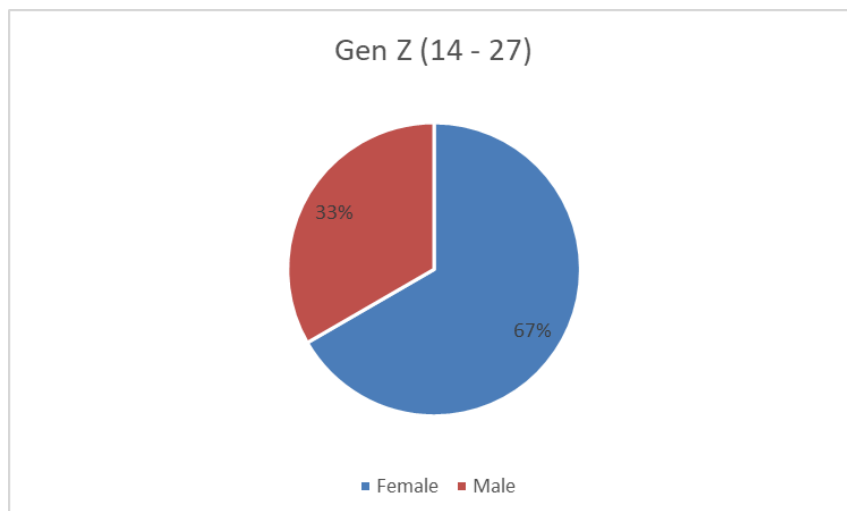
**Question 2:** Regarding gender of the participants, the respondents were 55% males, and 47% females, with 1 participant saying that prefer not to identify their gender.



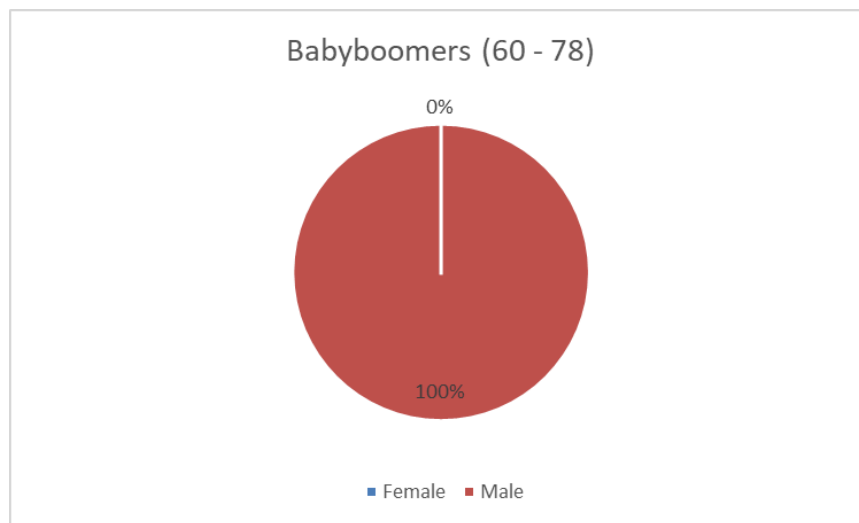
The participants of the generation “Millennials” where 64% males and 27% females, and one respondent that prefer not disclose its gender.



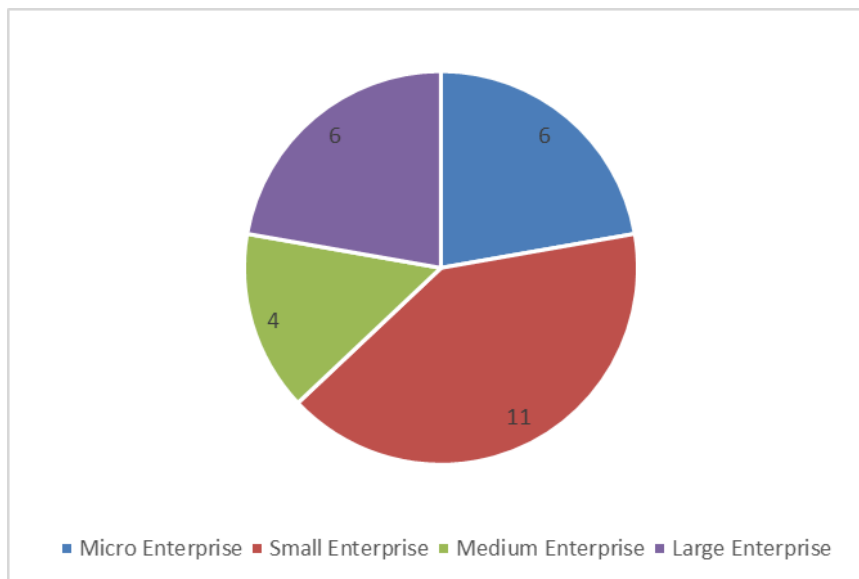
Among the participants of the Gen Z a 67% were females 33% were males, showing a reverse of the other generations.



The respondents from Baby Boomer generation were all males, and no females.



### Question 3: Size of the enterprise



We gathered a total of 27, most participants were working for small companies (11) when the research was conducted. From the other respondents, 4 worked for medium-sized companies, 4 for small companies and 6 for micro companies, Portugal is a small country and 95.4% of the companies are small and micro.

### Question 4: Rural vs. Urban location

From the respondents 23 of them work in urban context, and only 4 participants were in the rural context.

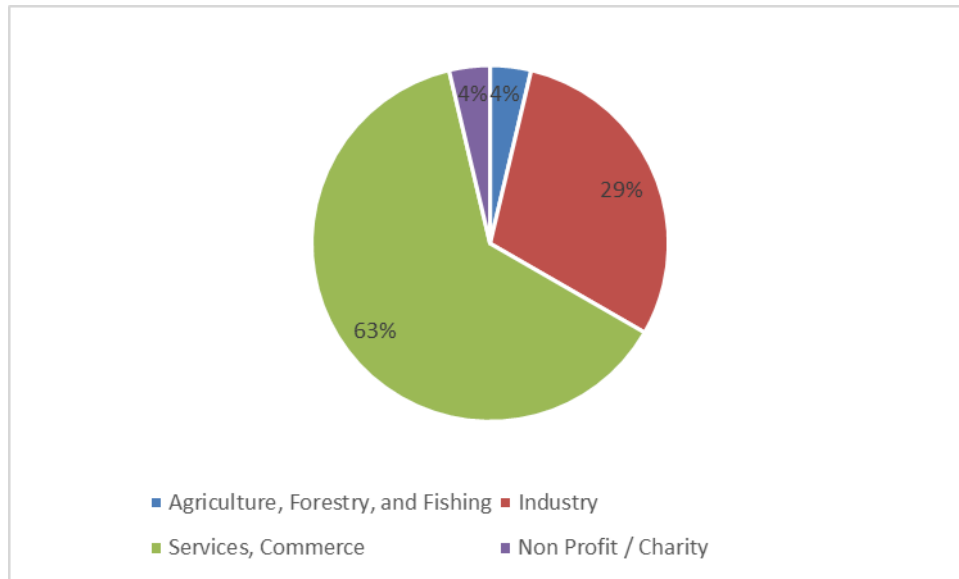
### Question 5: International operations

From the people that answered the questionnaire, 17 of the 27, answered that their company had international business and 10 answered their company only had business in

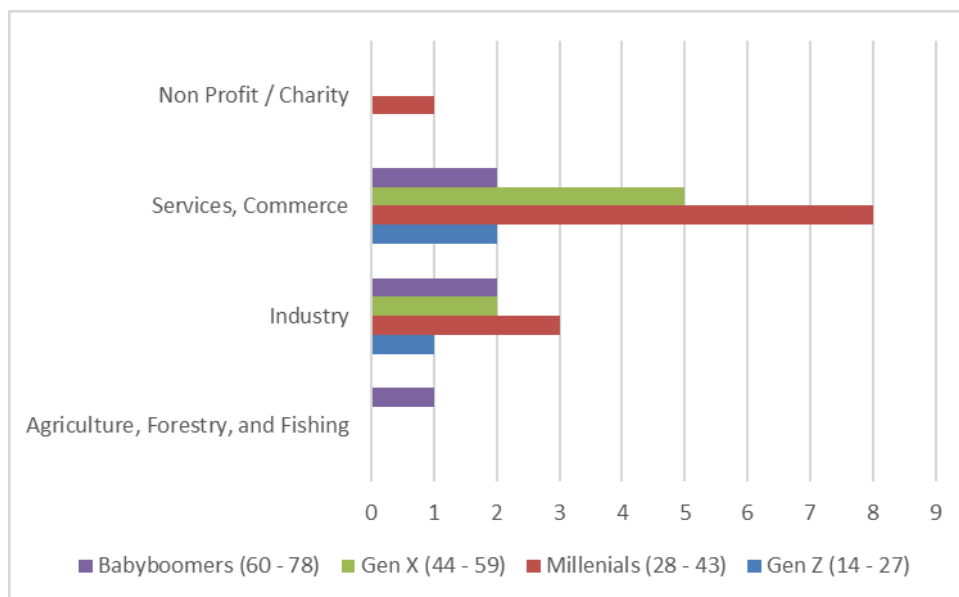
local markets. From the Millennials respondents 8 stated that they company is international, and from the Gen X 6 also said their company had international presence.

#### Question 6: Sector of employment

From all the respondents the biggest part worked in Services and Commerce” 63% and the second most answered was Industry with 29%. With one respondent stating worked in Non-Profit/Charity, but didn’t declare the type.

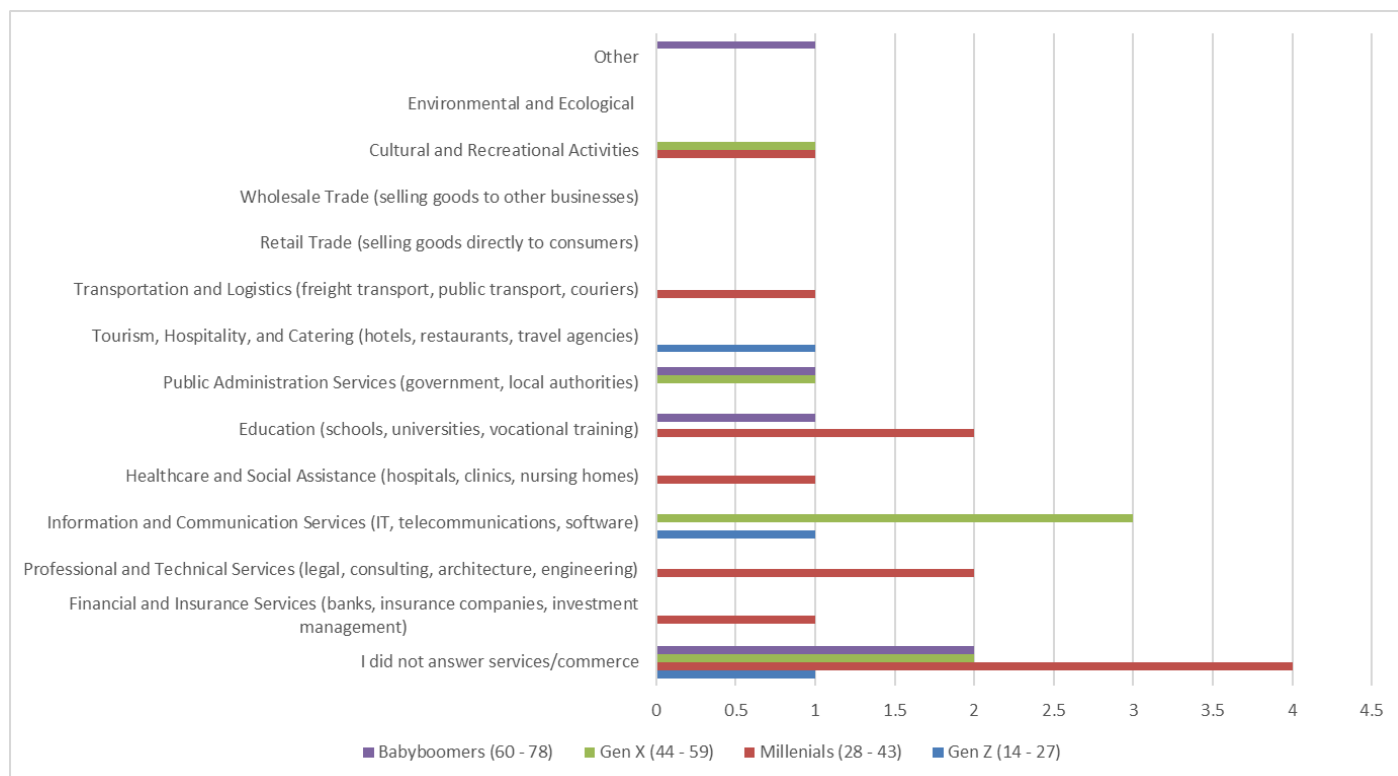


In the next graphic you can find the slip of the answer between generations. With the almost all Millennials working in Services and Commerce or Industry, and similar trend with Gen X.



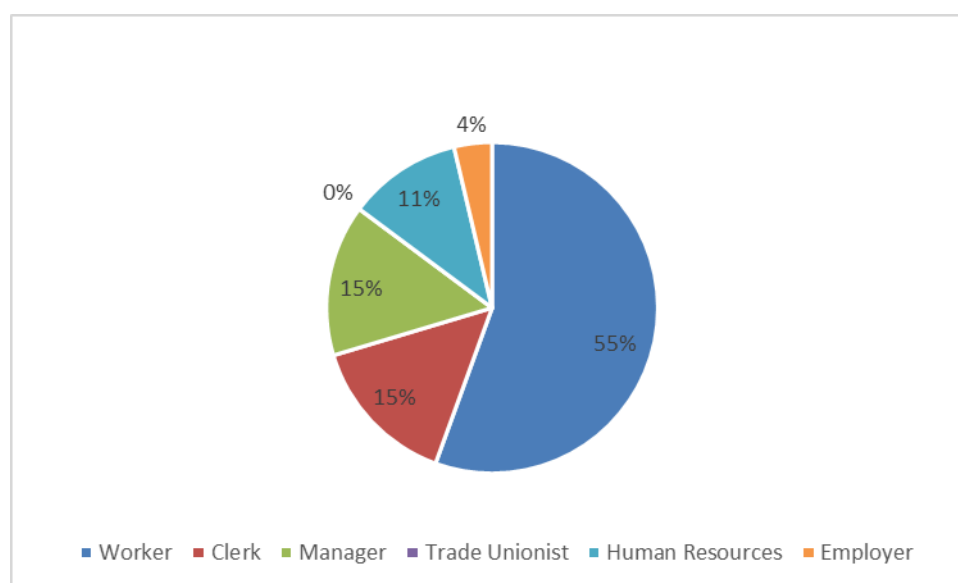
### Question 7: Subsector of employment

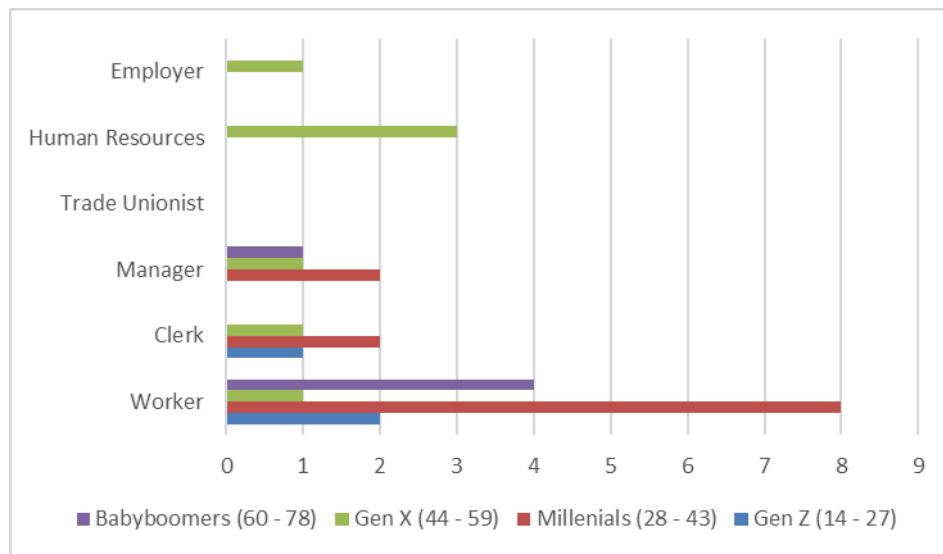
From the 27 respondents 18 answered they worked in services and from those most the Gen X mostly works in Information and Communication Services and the Millennials split between, Education and Professional and Technical services.



### Question 8: Role in the company

Among Generations Z and Millennials most participants occupied the role of workers.

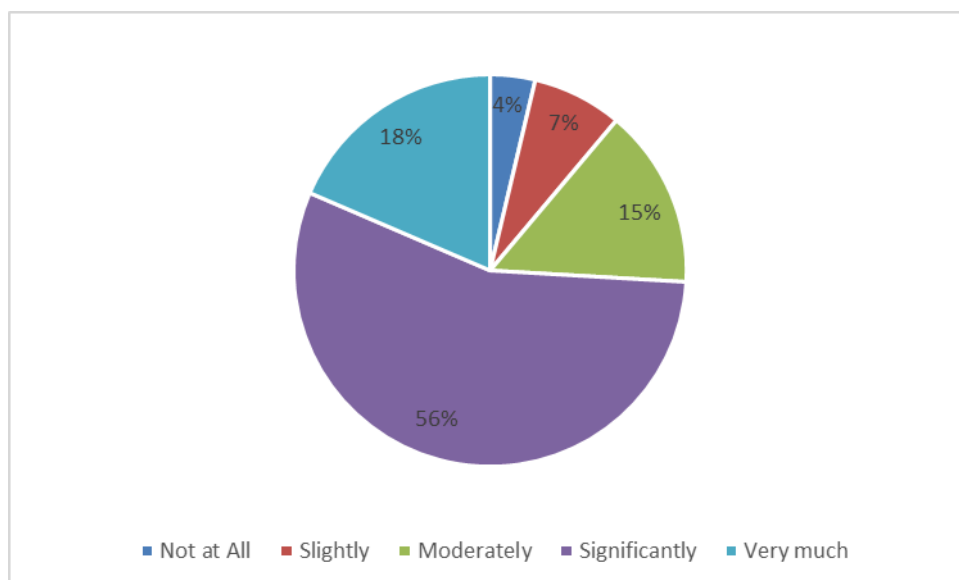




## 2. Culture and Generations

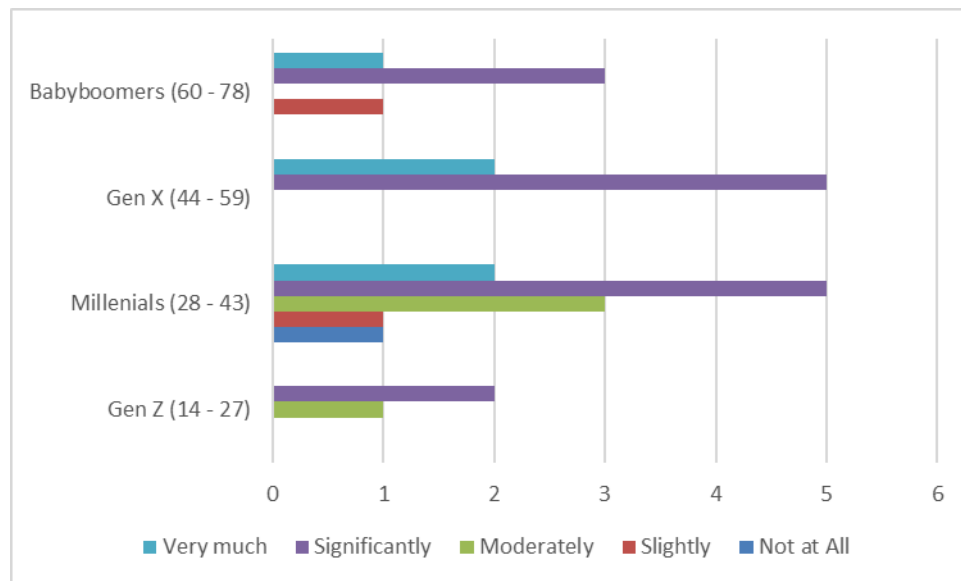
**Question 9:** Influence of cultural background on cooperation between generations in the workplace

From the participants of all generations believed that cultural background influences “significantly” intergenerational cooperation.



All generations, the biggest amount of answer is that the culture influences moderately or significantly the cooperation between co-workers.





#### Question 10: open question Cultural background

Some participants reported no impact, with some stating that cultural differences are small or do not influence intergenerational relationships at all. One person mentioned that their only older colleague struggled with adapting to modern workplace tools (online meetings and new programs) and was eventually dismissed.

Many respondents recognized meaningful influences, also challenges and opportunities. Several noted that working with people from different generations and cultural backgrounds can increase productivity, especially when combining technological adeptness from younger generations with the experience of older ones and can create better and faster communication and understanding.

Work ethics were also mentioned, particularly in environments, where older employees were sometimes seen as resistant to change, while younger ones also sought to limit workload in other ways.

Some participants also mentioned the different views on work seriousness, hygiene, gender treatment, dietary habits, prayer times, and communication styles as aspects influenced by cultural or generational background. For example, religious practices affected work schedules.

One respondent pointed out that generational differences are more significant than cultural ones—and surprisingly consistent across countries like Portugal, Italy, Germany, and India.

Some participants also stated the existence of mutual dismissiveness, where younger employees felt ignored by older staff and vice versa.



**Question 11:** Challenges in the organisation when different generations from different cultural backgrounds work together

### **Generation Z**

The biggest challenge identified was the difference in understanding time, with 100% of participants rating it as quite a lot. It shows that the perception of time is a major area of misalignment. Also, different expectations were seen as a strong challenge, with 67% rating it as quite a lot and 33% as very much.

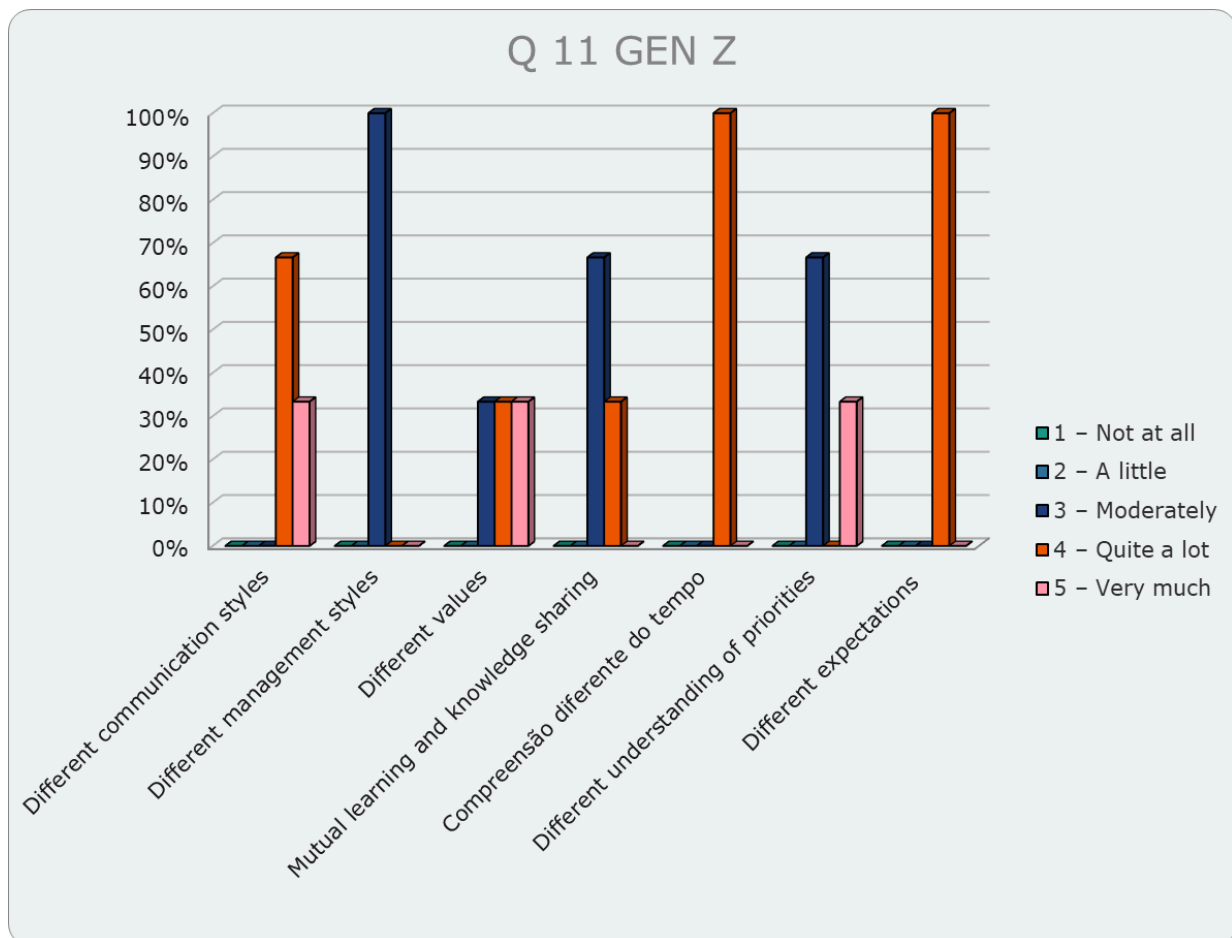
The sharing of Learning and knowledge was also noted 67% rated it as moderate, and 33% as quite a lot regarding importance, suggesting that while there is mutual benefit, it requires effort and adaptation.

Regarding the understanding of priorities, 67% rated it as moderate and 33% as very much, what is considered important at work.

The difference of values was evenly split: 33% rated it moderately, 33% as quite a lot, and 33% as very much.

The Difference in communication styles were seen as a considerable challenge, with 67% rating it as quite a lot and 33% as very much. This reflects generational and cultural variations in how people express themselves and interact.

Different management styles were considered less problematic overall.



## The Millennials

The Communication style was seen as a significant challenge, with 50% of respondents rating it as quite a lot and 17% as very much. Only 8% said it was not a challenge. Management style differences were slightly less impactful, with 42% rating it as quite a lot.

Differences in values, with 50% rating it as quite a lot, 17% as moderately, and 8% as very much.

Mutual learning and knowledge sharing was viewed positively overall. While 42% rated it as very much and 25% as moderately challenging, 8% still considered it not a challenge at all.

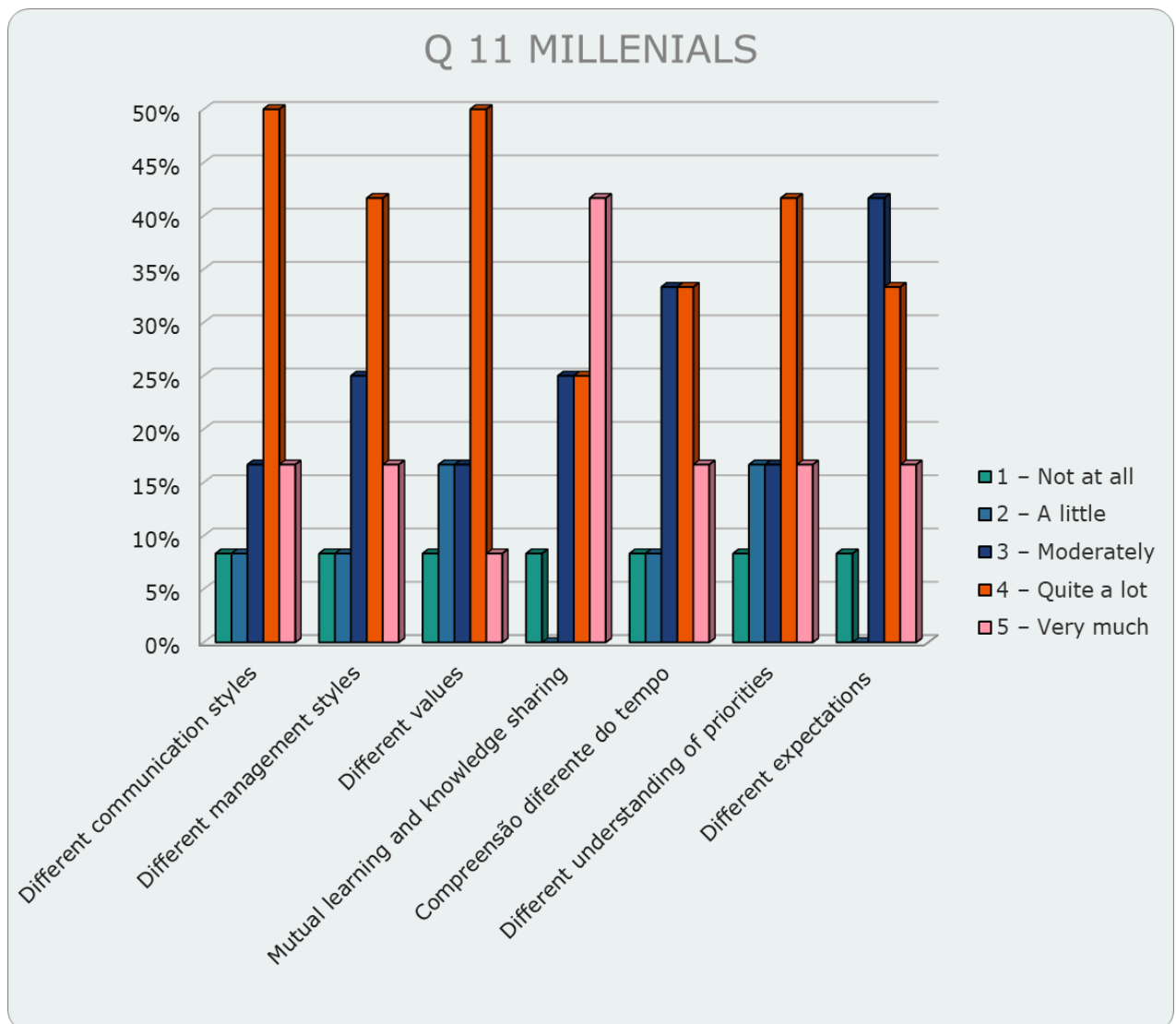
Understanding of time showed mixed results, with 33% rating it as moderately challenging and another 33% as quite a lot.

The different understandings of priorities received 42% for quite a lot and 17% for very much.

Expectations between generations and cultures were seen as moderately to highly challenging, with 42% rating it as moderately.

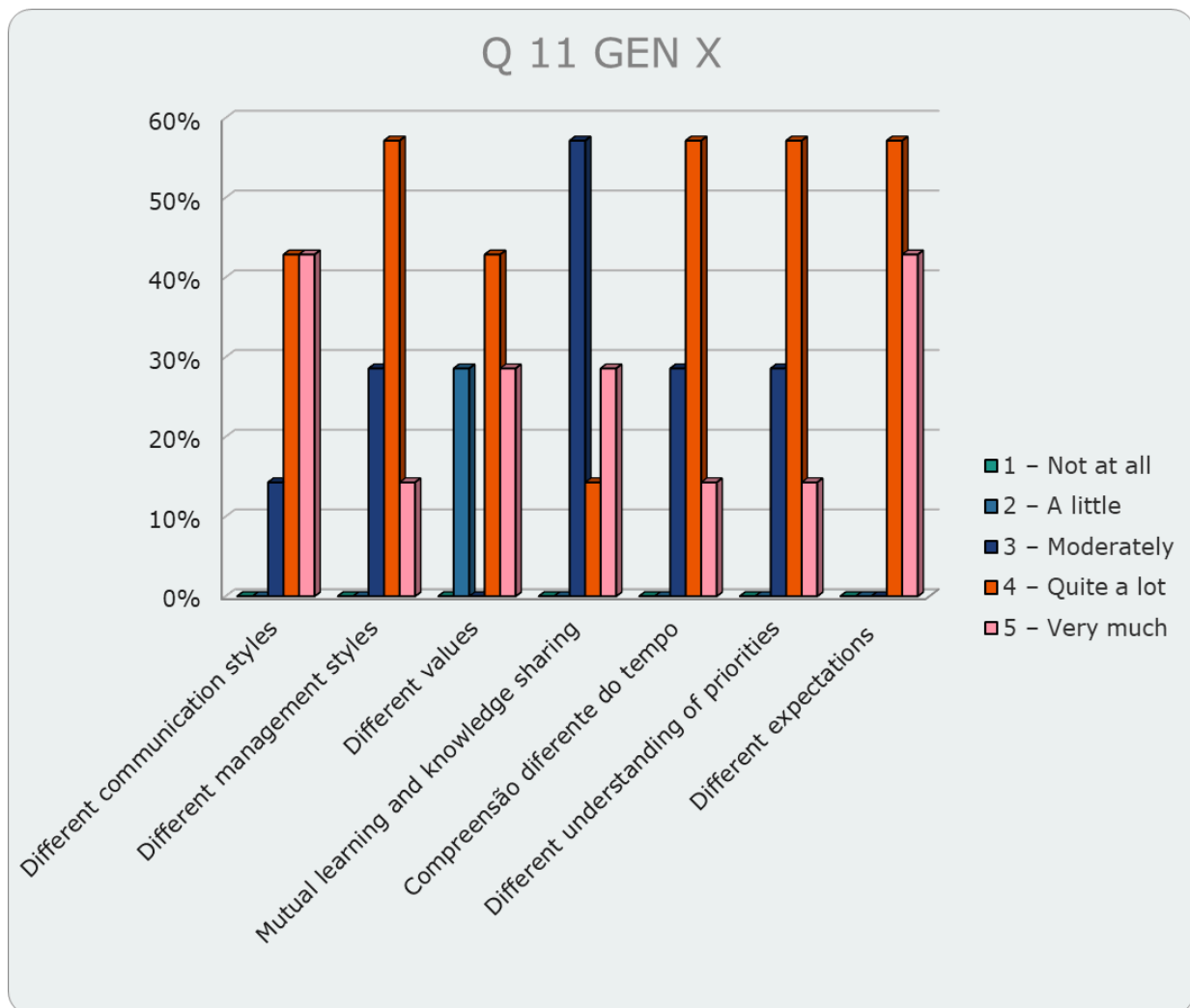
Overall, most respondents acknowledged the existence of challenges across all categories.

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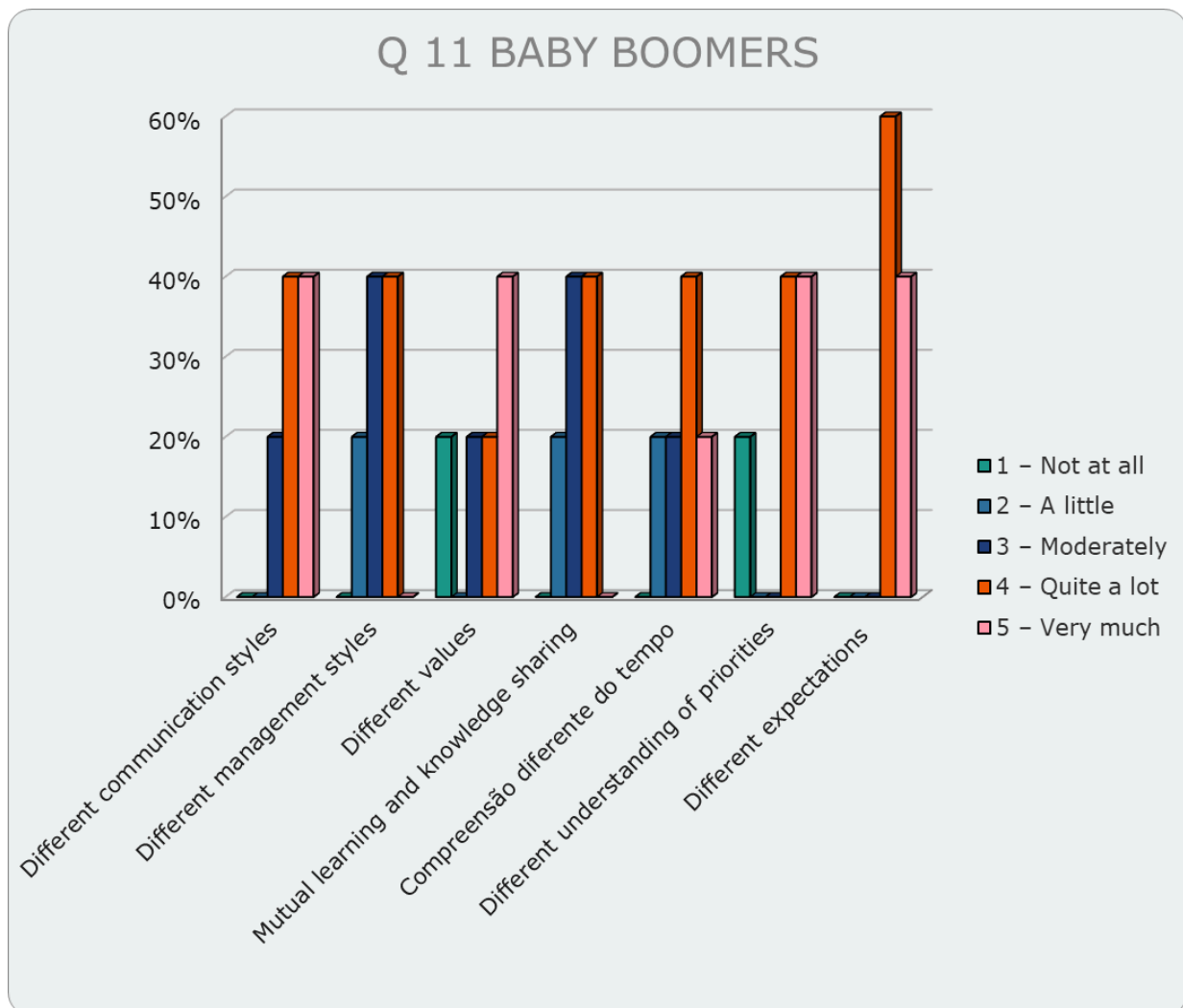
## Gen X

The main challenges reported are differences in communication styles 43% quite a lot and 43% very much, expectations were rate at 57% quite a lot, 43% very much, and management styles with 57% quite a lot, 14% very much. Mutual learning and knowledge sharing was seen as moderately challenging by 57% and very much by 29%. Understanding of time and priorities were each rated as quite a lot by 57%.



### Baby Boomers

The different expectations gathered of the votes with 60% quite a lot, 40% very much, regarding communication styles (40% quite a lot, 40% very much). Management styles were seen as moderately (40%) or quite a lot (40%) challenging. The Differences in values received a mixed response, with 40% rating them as very much and 20% as not at all. Mutual learning was mostly seen as moderately and quite a lot with 40%. The understanding of time and priorities were also relevant; each rated as quite a lot by 40% and very much by 20%.



#### Question 12:

The answers were:

- As I mentioned, older generations find it difficult to cope with the lack of a controlling hierarchy, have difficulty adapting to computers, and find it hard to give up habits that are not well accepted nowadays, such as invitations to socialize outside work or even work calls outside working hours. Younger generations have difficulty doing any work that is not strictly part of their job description, exceeding working hours by even ten minutes. I have seen a colleague refuse to do a task that would take 15 minutes to complete when she had ten minutes left before her departure time. I have seen a Gen Z colleague refuse to accompany a geographically displaced colleague to lunch because it was his lunch break.
- Having to work with people from different cultures and languages.
- The “instantaneity” and jumping to results without assessing impacts across the board. On the other hand, the art of appearing to have changed a lot without changing anything in your comfort zone.

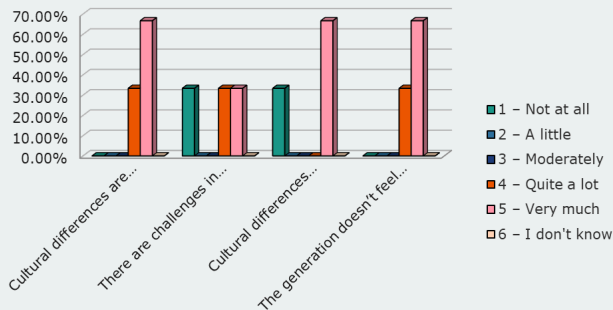


- I won't describe the experience in the port warehouse. It would sound like a fairy tale. It is perhaps one of the most capital-intensive and backward sectors in history. They make easy money and have frightening potential that they have no interest in developing. Outdated generations, lack of business vision, in short.
- Management for short-term profits even at the expense of long-term revenue, instead of making a medium- to long-term plan.
- Different generations have different expectations of career progression and professional maturity.
- More focus of older generations on work, with less priority of recent graduates on private life - lack of openness to do overtime and be flexible to support meeting hard deadlines if necessary, during late afternoons and weekends even when compensated in time or financially after the deadline is met.
- Confusion between email and phone calls.

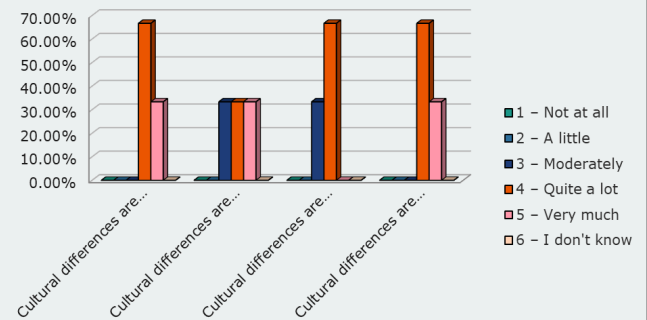
**Question 13:** How do you think different generations perceive cultural differences in the work environment? Please rate the following statements for each generation.

## Generation Z regarding other Generations.

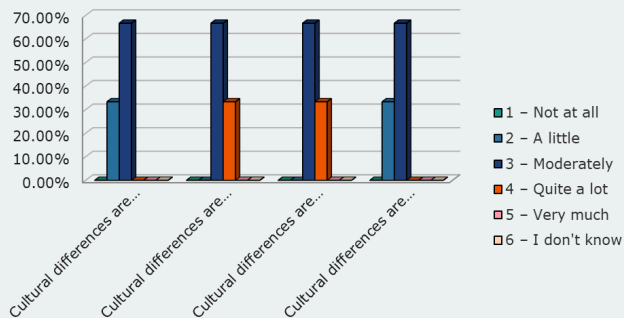
Q13 GEN Z about GEN Z



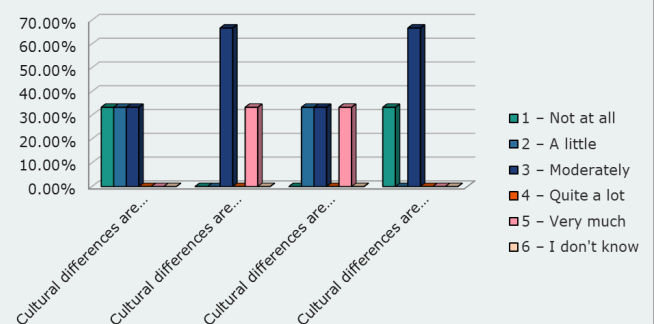
Q13 GEN Z about MILLENIALS



Q13 GEN Z about GEN X



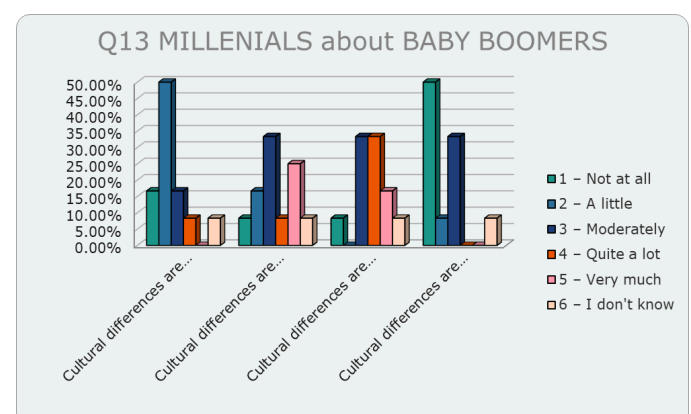
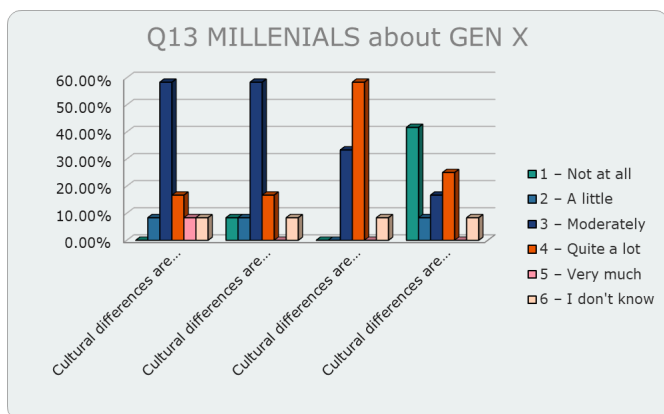
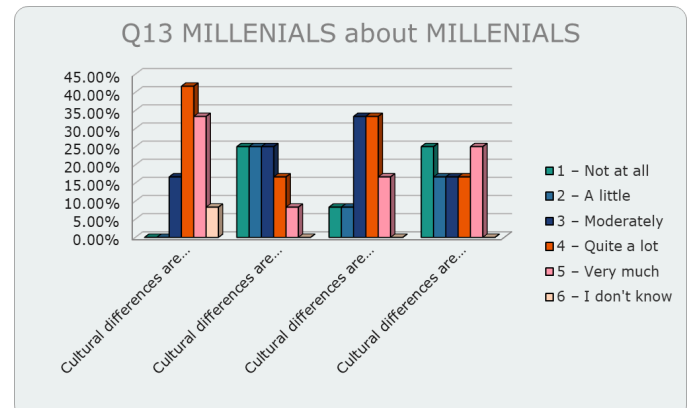
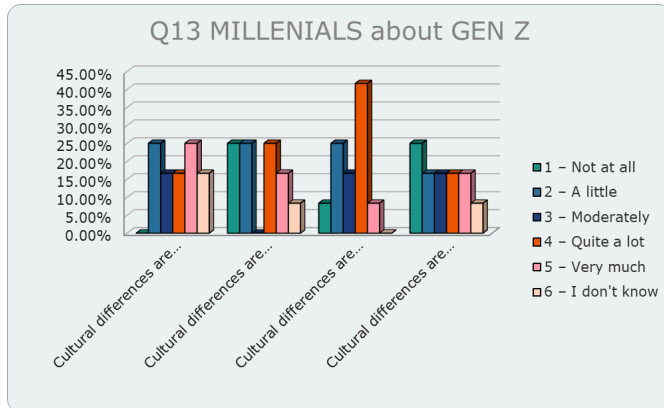
Q13 GEN Z about BABY BOOMERS



The participants of the questionnaire from the Generation Z, 66.67% believe that their generation sees cultural differences very positively. They also acknowledge challenges: 33.33% feel there are significant difficulties in understanding or accepting cultural differences, and 33.33% think these differences impact work and communication styles very much. Gen Z sees Millennials, as open to cultural cooperation, with 66.67% choosing quite a lot and 33.33% very much, though 33.33% also recognize moderate challenges and cultural influence. For Gen X, the view is more reserved: 66.67% of Gen Z say they perceive Gen X as only moderately influenced by or aware of cultural differences. As for Baby Boomers, Gen Z sees them as the least open.



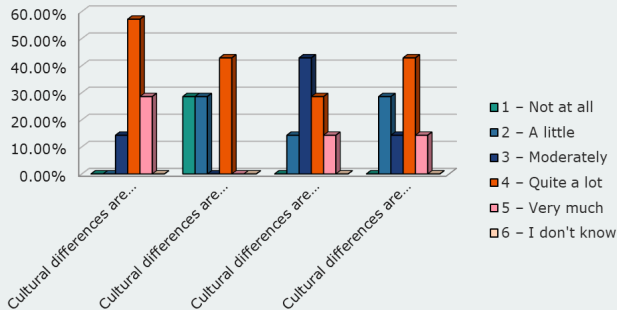
## Millennials regarding other Generations.



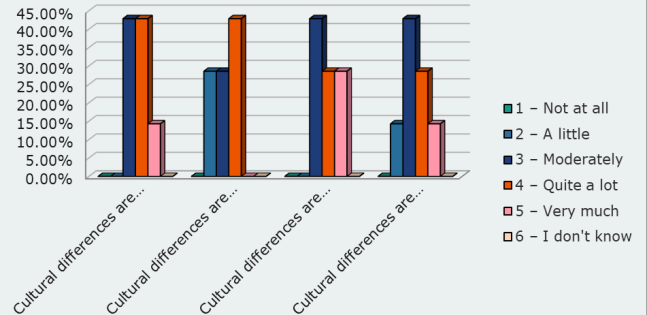
The Millennials' answered, 41.67% believe their own generation sees "cultural differences" as quite an opportunity for cooperation, while 33.33% rate it very much, and only 16.67% say "moderately". Millennials are divided regarding Gen Z: 25.00% sees then as valuing cooperation very much, but another 25.00% think they don't see challenges at all. For Gen X, 58.33% of Millennials perceive a moderate awareness of cultural challenges, and 58.33% say Gen X sees cultural influence moderately. Concerning Baby Boomers, Millennials are more critical: 50.00% think they see cultural differences only a little, and 50.00% believe Boomers don't recognize cultural diversity in the workplace at all.

## Gen X regarding other Generations

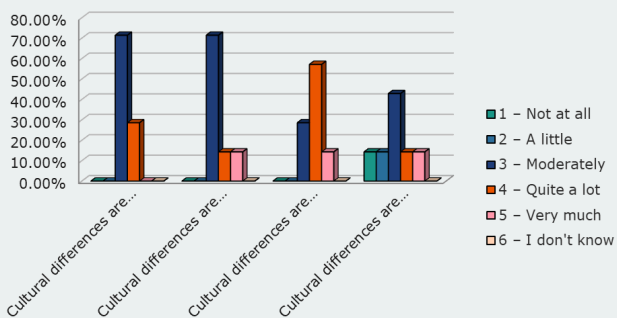
Q13 GEN X about GEN Z



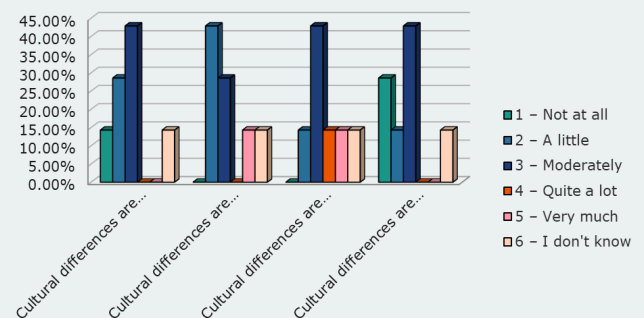
Q13 GEN X about MILLENIALS



Q13 GEN X about GEN X



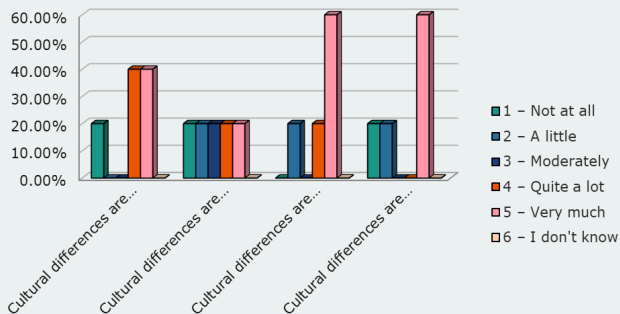
Q13 GEN X about BABY BOOMERS



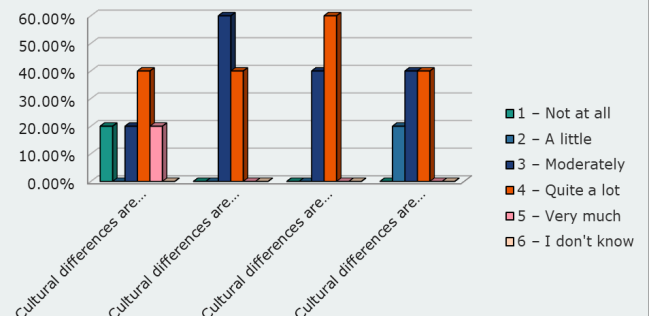
Gen X perceive that, 57.14% believe Gen Z sees cultural differences “quite a lot” as an opportunity for cooperation, and 28.57% very much. However, 28.57% think Gen Z struggles a little or not at all with understanding differences, and 42.86% say they see cultural impact “quite a lot”. For Millennials, 42.86% of Gen X think they moderately or “quite a lot” value cooperation and cultural influence. Regarding their own generation, 71.43% of Gen X feel they moderately recognize challenges and cooperation, and 57.14% think they see cultural influence “quite a lot”. Baby Boomers are perceived as less engaged with diversity: 42.86% think they see it “only moderately”.

## Baby Boomers regarding other Generations

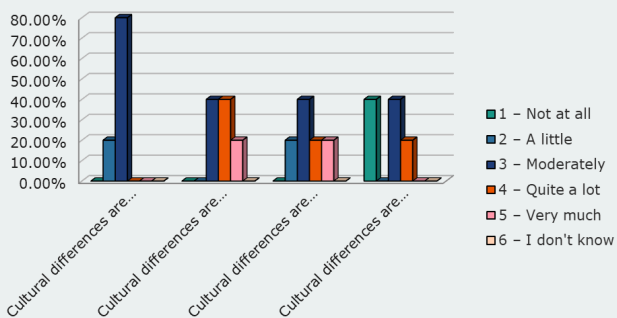
Q13 BABY BOOMERS about GEN Z



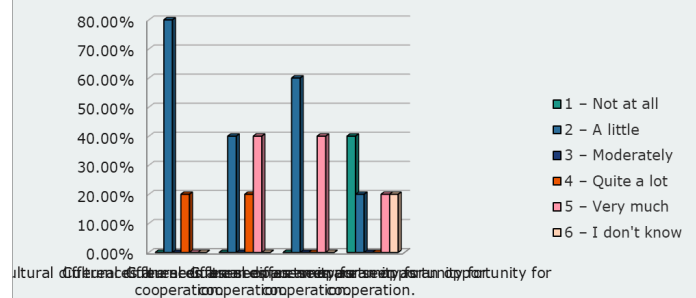
Q13 BABY BOOMERS about MILLENNIALS



Q13 BABY BOOMERS about GEN X



Q13 BABY BOOMERS about BABY BOOMERS



Baby Boomers, 40.00% believe Gen Z sees cultural differences “very much” as an opportunity for cooperation and 60.00% think they are strongly influenced by these differences. Millennials attributes 40.00% to a strong influence of cultural differences and another 40.00% saying they see cooperation quite a lot, though 60.00% believe they moderately face challenges. Gen X thinks, 80.00% of Boomers moderately value cooperation. On their own generation, 80.00% admits they see cooperation only a little, and 60.00% say the same about cultural influence.

**Question 14:** Which generation do you believe has the best approach to cultural difference.

- Millennials, because we grew up with strong use of IT, it was part of our education since secondary school, and we didn't start working in decades where it was normal or even valued to destroy your personal life for work, or where sexual harassment was considered normal.
- Gen Z, because these topics are more openly discussed and taught nowadays.
- Gen Z.
- The intermediate generations, partly due to their relative proximity to all the others.



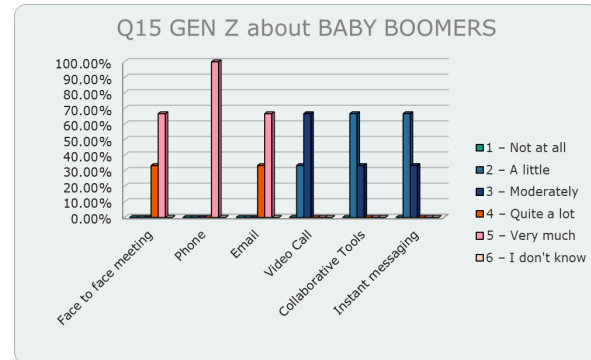
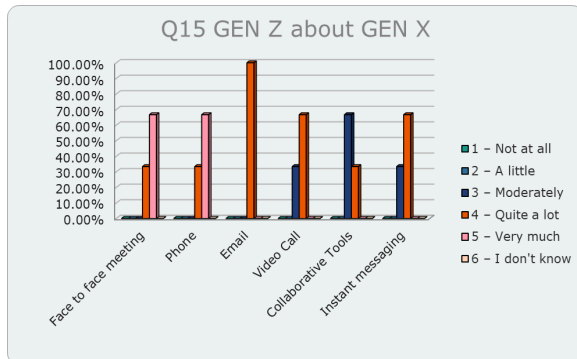
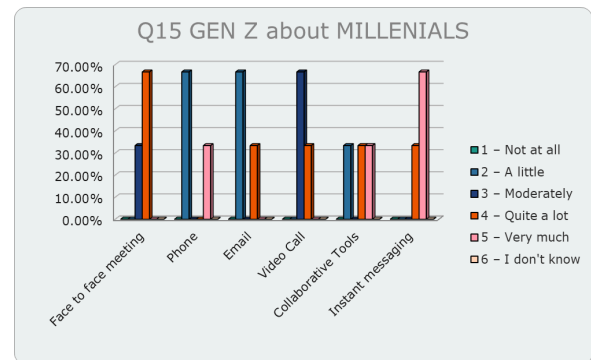
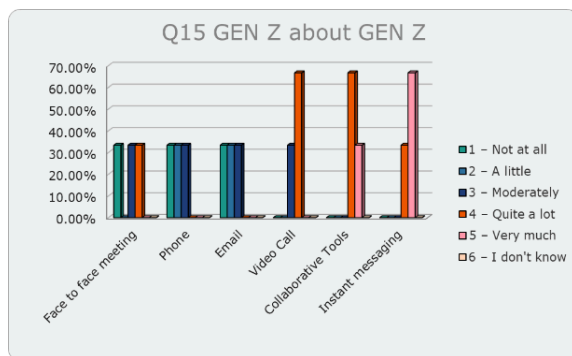
- Millennials, because they went through major cultural changes during adolescence. The others either didn't exist yet or were already around and had to adapt. Millennials not only adapted, but also had the opportunity to explore, experiment, and develop skills calmly alongside the pace of change.
- In my opinion, it's the millennial generation.
- Millennials.
- I don't think there's one generation that handles it better — I believe it depends a lot on individual experiences and ways of thinking.
- I don't have that perception.
- Millennials, at least the ones who went through the drastic shift from no technology to full acceptance of technological dependence, while other generations were more on one side or the other of that technological shift, which strongly influenced work culture.
- Gen Z. They are more aware of change.
- Simple things like hygiene, eating habits, and a different perception of time.

### 3. Communication between generations – Conflict Prevention and Management

#### Question 15: Importance of modes of communication to each generation

This question asked participants to evaluate their own attitude towards communication and means of communication and that of the other 3 analysed generations.

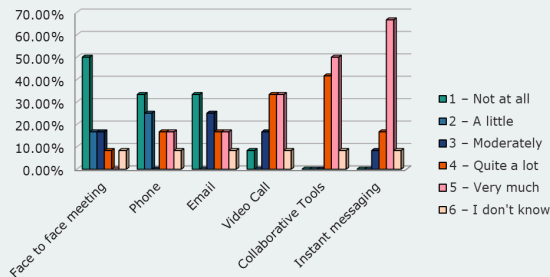
#### Gen Z regarding other Generations.



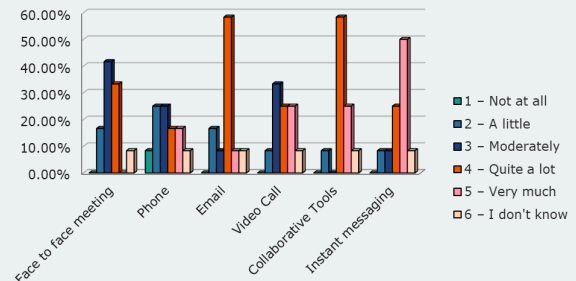
Gen Z answered that, face-to-face meetings are highly valued by Gen X with 66.67% and Baby Boomers with 66.67%. Phone and email are less important for Gen Z and Millennials, while Gen X and Baby Boomers consider the phone very important 66.67% and 100%, respectively. Video calls are rated highly by Millennials 66.67% “moderately”, Gen X 66.67% “quite a lot”, and Baby Boomers 66.67% “moderately”. Collaborative tools and instant messaging are more important to Gen Z and Millennials, with 33.33% to 66.67% rating them “highly”.

## Millennials regarding other Generations

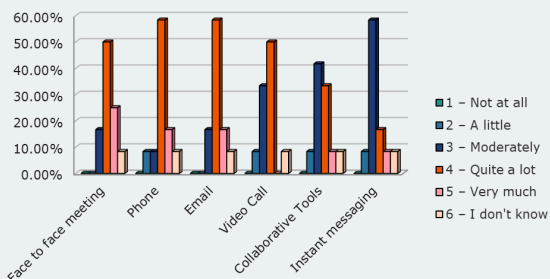
Q15 MILLENNIALS about GEN Z



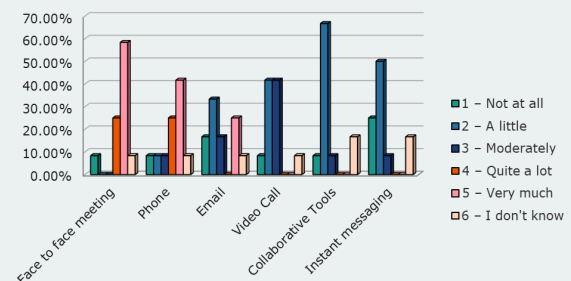
Q15 MILLENNIALS about MILLENNIALS



Q15 MILLENNIALS about GEN X

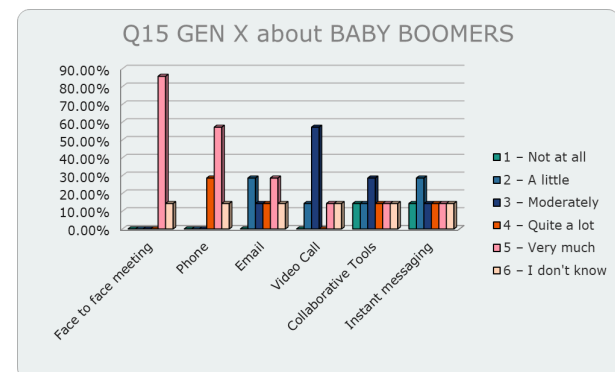
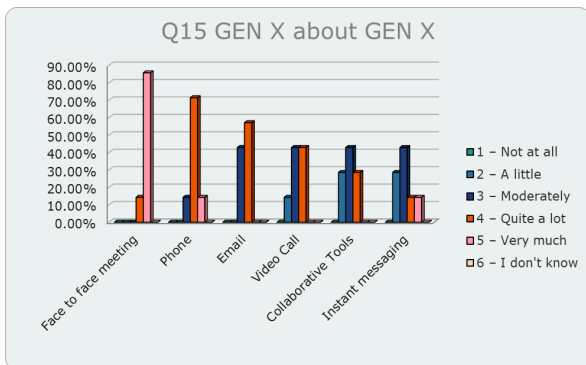
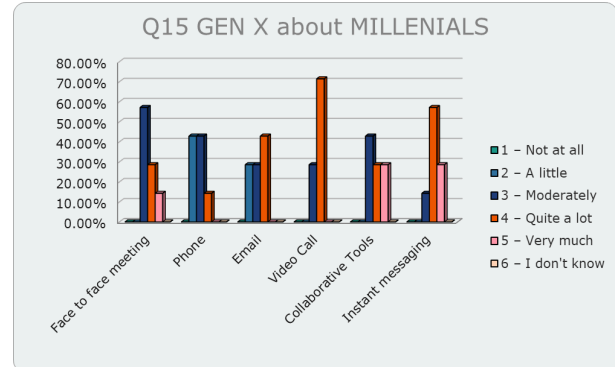
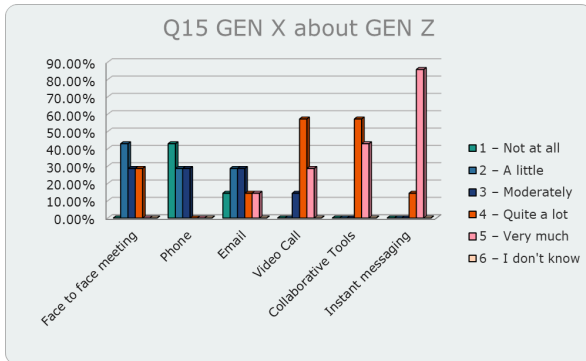


Q15 MILLENNIALS about BABY BOOMERS



For Millennials, Gen Z places the highest value on instant messaging with 66.67% and collaborative tools with 50.00%, while face-to-face meetings and email are often seen as unimportant 50.00% and 33.33% rated “not at all”. Millennials view their own generation as favouring email with 58.33% “quite a lot”, the collaborative tools with 58.33%. Gen X is seen to rely heavily on face-to-face meetings and email with 50.00% and 58.33% “quite a lot”. Baby Boomers are seen as preferring phone with 41.67% and face-to-face communication 58.33%.

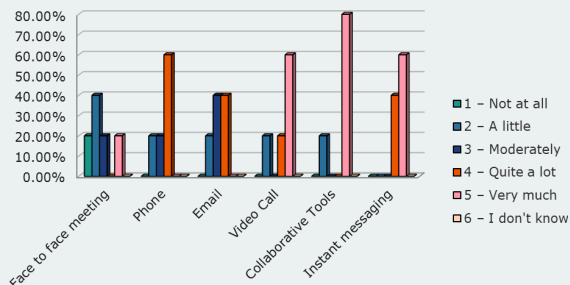
## Generation X regarding other generations



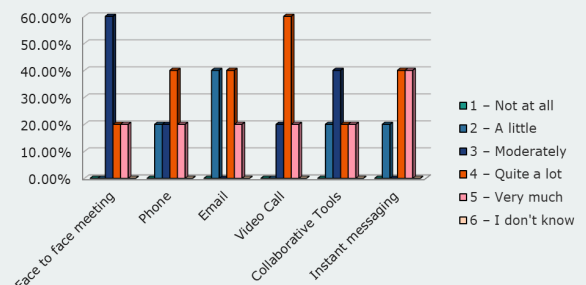
Gen X thinks, Gen Z highly values instant messaging (85.71%) and collaborative tools (42.86%), while giving low importance to face-to-face meetings. Millennials are seen as balanced, with moderate to high use of various tools with 71.43% value video calls “quite a lot,” and 57.14% value “instant messaging”. Gen X is heavily reliant on face-to-face meetings with 85.71% “very much” and phone with 71.43% “quite a lot”. Baby Boomers prefer face-to-face meetings with 85.71% and phone with 57.14%.

## Baby Boomers regarding other generations

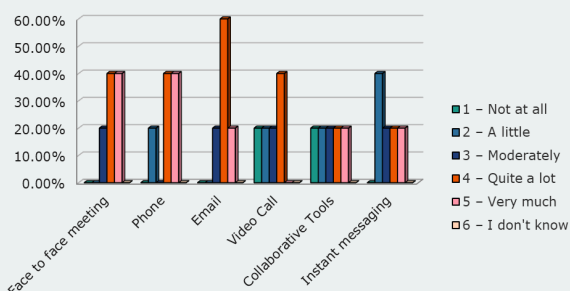
Q15 BABY BOOMERS about GEN Z



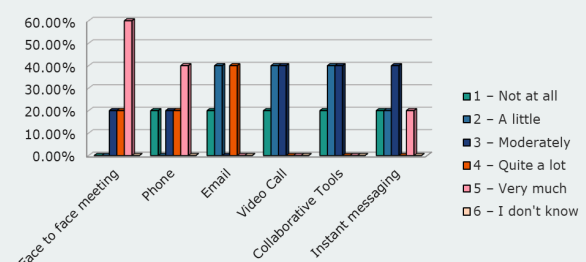
Q15 BABY BOOMERS about MILLENIALS



Q15 BABY BOOMERS about GEN X



Q15 BABY BOOMERS about BABY BOOMERS



Baby Boomers, thinks Gen Z strongly values collaborative tools with 80.00% and video calls with 60.00%, and face-to-face is mostly rated “a little” with 40.00%. Millennials are moderately balanced across all channels, with 60.00% valuing face-to-face and video calls. Gen X is perceived as giving high importance to face-to-face (with 40.00% “quite a lot” and “very much”) and email (60.00% “quite a lot”). Baby Boomers see themselves as favouring traditional methods, with 60.00% rating face-to-face as “very much”.

## Question 16: Describe a situation where communication preferences in the workplace led to misunderstanding. Did this misunderstanding occur between people of different generations?

The examples that were provided where:

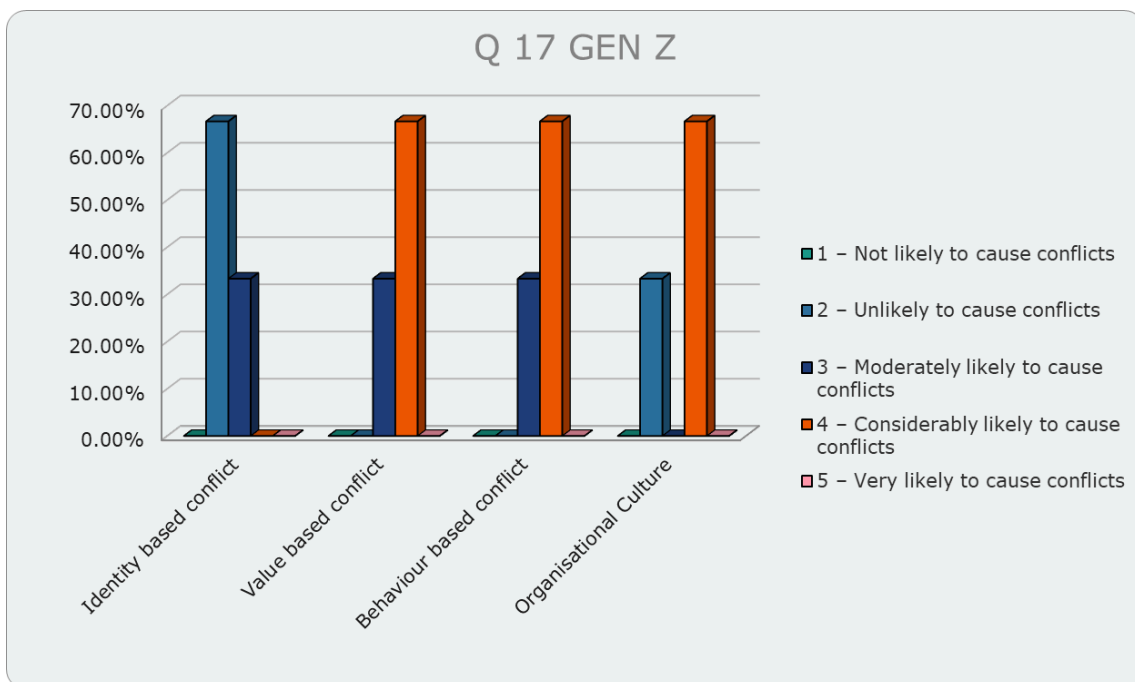
- Yes, I had a Boomer colleague who refused online training, insisted on face-to-face sessions, and that significantly disrupted the work.
- I haven't had any.
- Not understanding the language or not being able to grasp what was requested.
- Sending an email and expecting everything to be resolved just because of that, while the other party is waiting for a meeting or a phone call.



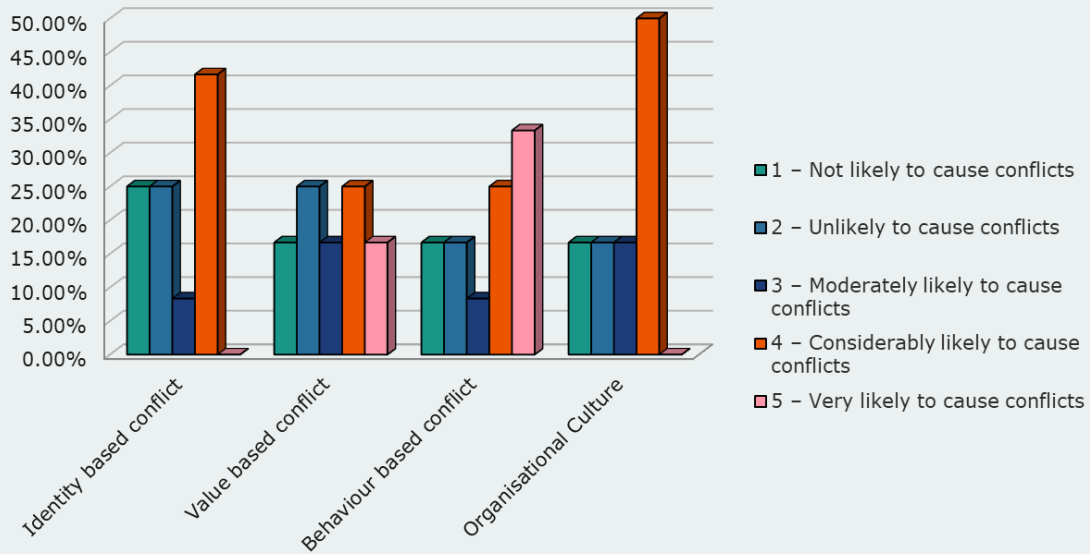
- Stevedoring once again. If it wasn't written, it wasn't valid — sometimes even when it came directly from a director. A real shame.
- When working together, the approach varies — some start without a plan, while others take time to create one and therefore begin later.
- Yes, one person sent an email and another a WhatsApp message, and no one saw the messages — a miscommunication between different generations.
- Communication of corporate strategies solely through verbal means.
- Misinterpretation of priorities — the conflicts are the same across all generations.
- In our case, most misunderstandings come from different national backgrounds and the varied interpretations of certain expressions, rather than generational differences. I can't think of a single misunderstanding in a professional context that was specifically related to generations.

**Question 17:** Based on your experience please rate the following factors as potential sources of conflict between generations in the workplace.

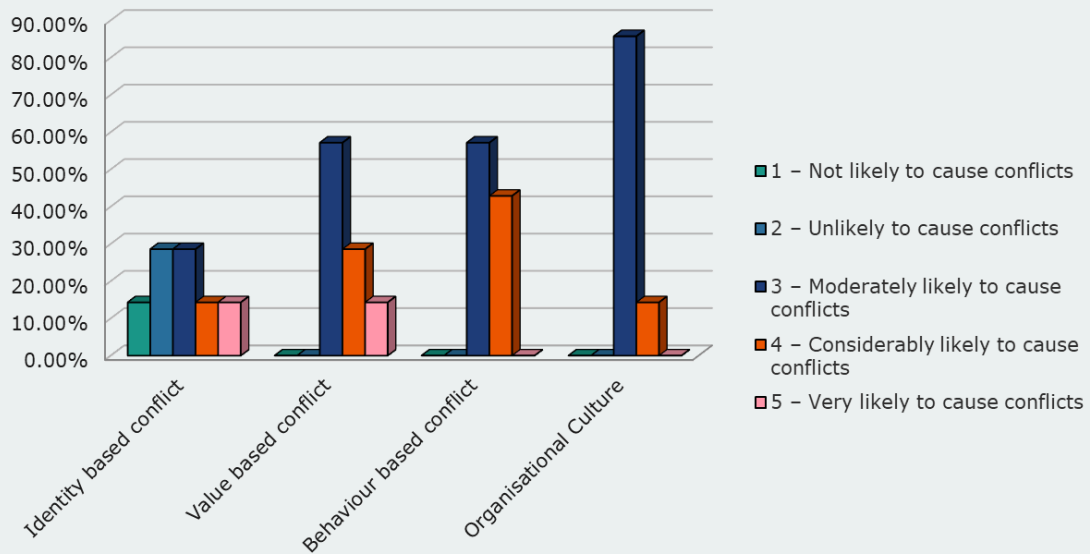
To Gen Z, value-based and behaviour-based conflicts are considerably likely with 67% to cause generational tension, while identity and organisational culture are seen as less problematic. Millennials view behaviour-based conflict as very likely with 33% and organisational culture as considerably likely with 50% to cause friction. The organisational culture is seen by Gen X with 86% and value and behaviour-based issues with 57% as moderately likely sources of conflict. Baby Boomers consider organisational culture moderately 80% likely to cause conflict, while behaviour-based conflict is viewed as very likely 40%.

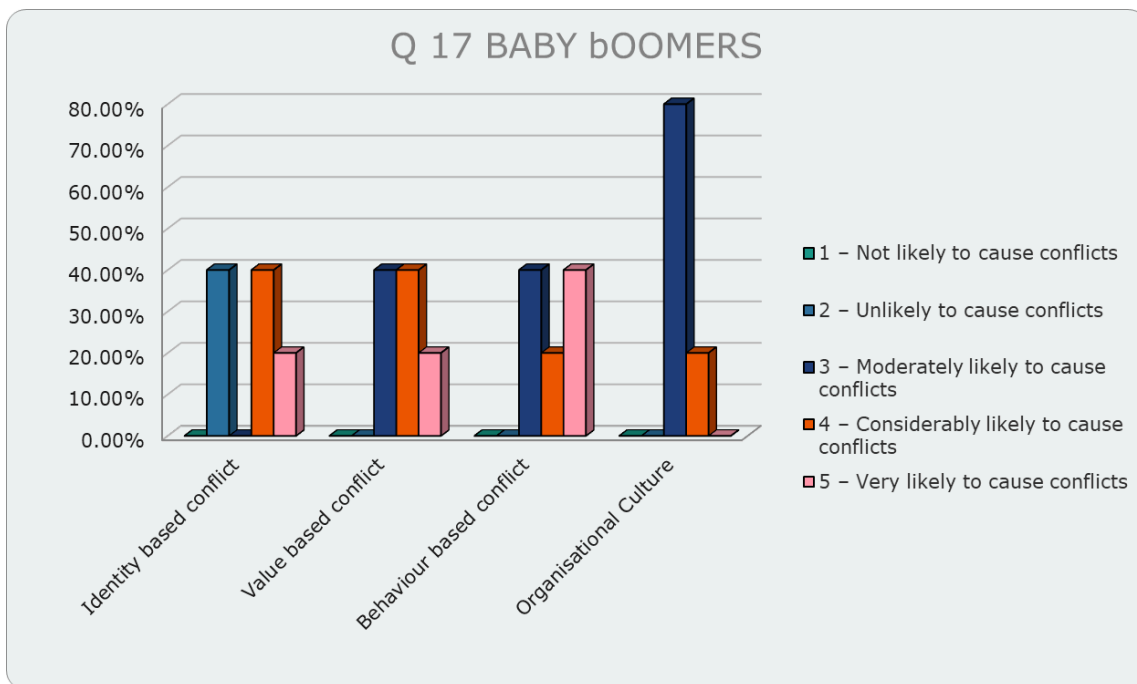


### Q 17 MILLENIALS



### Q 17 GEN X





**Question 18:** Describe a situation where one or more of the factors listed above caused conflict in the workplace. Did this misunderstanding occur between people of different generations? Did the conflict escalate to include others? If so, was there a clear generational divide?

- There are conflicts marked by Gen Z's difficulty in sacrificing personal time, which leads to complete misunderstanding from Boomers, particularly around making phone calls outside working hours.
- A new employee is trying to take over another employee's role, causing harm.
- Making age-related comments during a disagreement to subtly create a sense of superiority.
- A clear generational divide. I had the opportunity to make a decision regarding my team and, despite being hierarchically above older and long-standing colleagues, I suddenly became hated overnight because they were not consulted. As I disrupted their comfort zone, they closed off to change. It was ridiculous. Months later, the CEO, who was over 55, met with me to praise my work and offered a 12% raise and a company car. Two weeks later, I left the company due to the totally incoherent environment.
- Full disclosure of salary conditions by younger employees.
- There is no generational divide.
- Some conflict occurred due to the older generation's attachment to titles. They interpreted the younger generation's failure to use titles as disrespectful and



assumed that the opinions of younger people without titles were less valuable—or that those without senior titles shouldn't even speak up.

- Misunderstandings occur more frequently between people of the same generation.

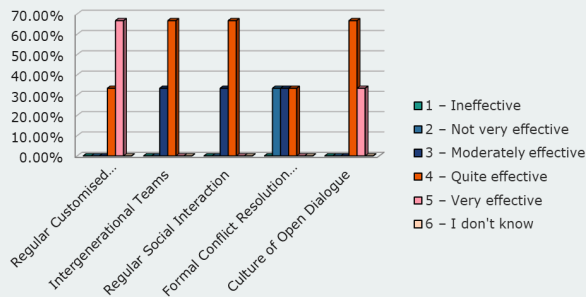
**Question 19:** In your experience which of the following conflict prevention and management tools is most effective for each generation?

Effectiveness of conflict prevention and management tools for each generation

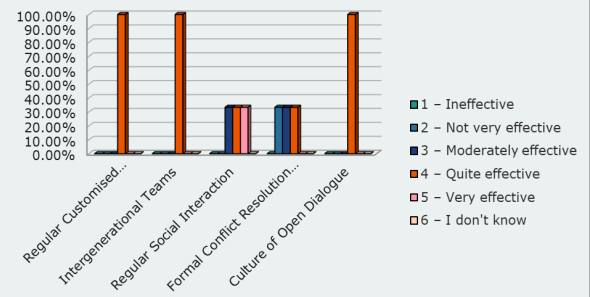
As regards to effectiveness of conflict prevention and management tools, each generation, when reflecting about its own attitude towards them, prefers culture of “open dialogue” rating this as “effective” and/or “most effective”.

## Gen Z regarding other Generations

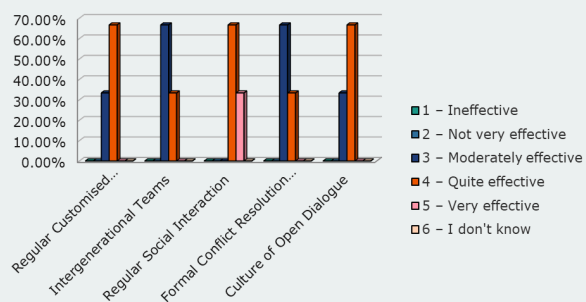
Q19 GEN Z about GEN Z



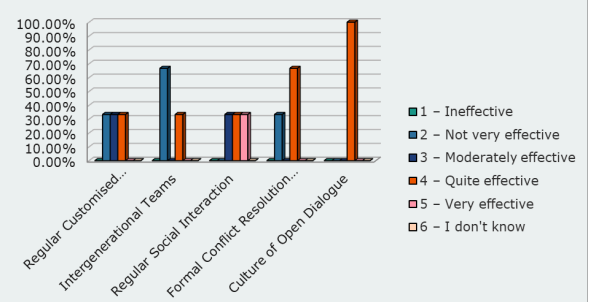
Q19 GEN Z about MILLENNIALS



Q19 GEN Z about GEN X



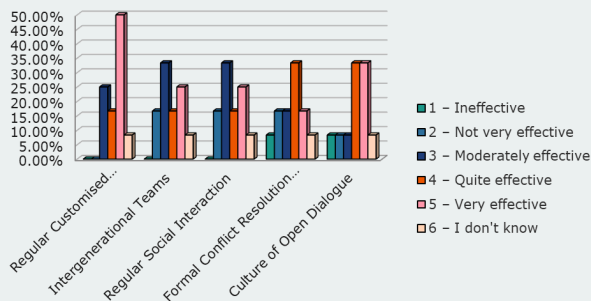
Q19 GEN Z about BABY BOOMERS



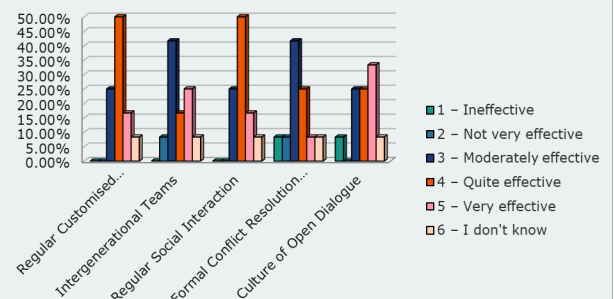
From the Gen Z answers, the most effective conflict prevention and management tools for Millennials are regular customised feedback whit 100% and a culture of open dialogue whit 100%. Gen X answered that 66.67% prefers regular customised feedback and social interaction whit 66.67% are considered quite effective. In relations to Baby Boomers, Gen Z sees a culture of open dialogue whit 100% and formal policies whit 66.67% as quite effective. Gen Z believes regular customised feedback is very effective and favours a culture of open dialogue and social interaction whit 66.67% as quite effective tools.

## Millennials regarding other Generations

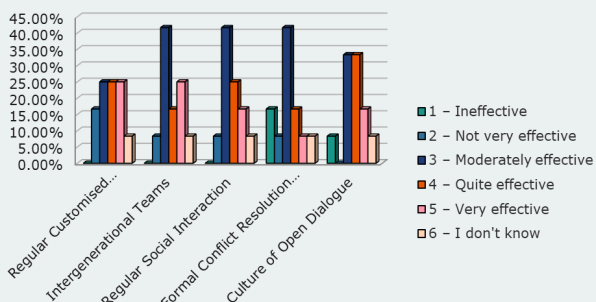
Q19 MILLENNIALS about GEN Z



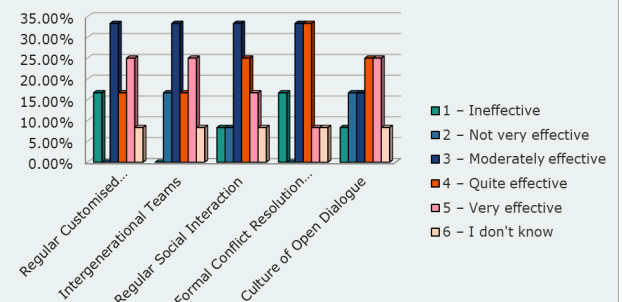
Q19 MILLENNIALS about MILLENNIALS



Q19 MILLENNIALS about GEN X



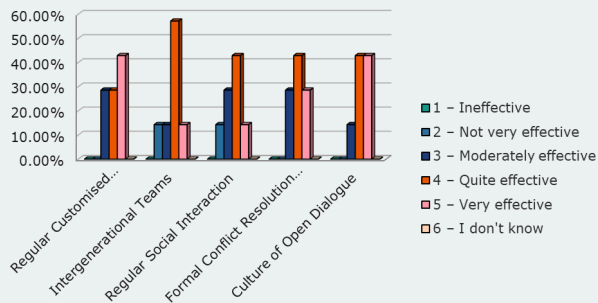
Q19 MILLENNIALS about BABY BOOMERS



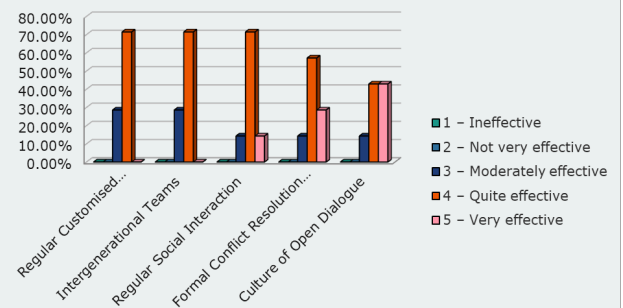
In the millennials' perspective, regular customised feedback is considered "quite or very effective" for all generations, especially for Gen Z and Gen X. A culture of open dialogue is mostly valued, by Gen Z and Baby Boomers. Millennials see intergenerational teams as "moderately" to "very effective" across generations. Millennials see social interaction has especially effective.

## Gen X regarding other Generations

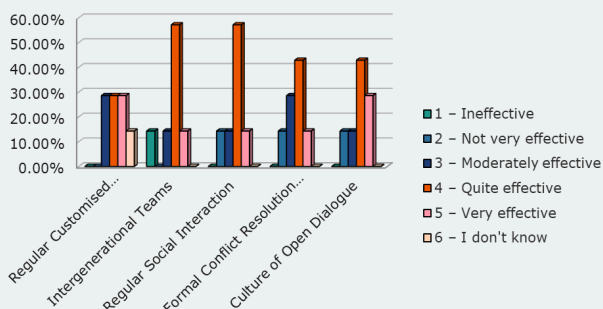
Q19 GEN X about GEN Z



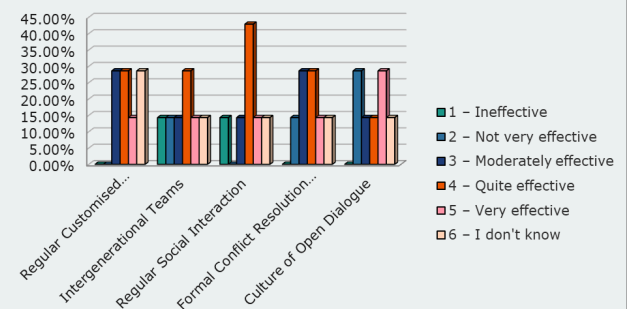
Q19 GEN X about MILLENIALS



Q19 GEN X about GEN X



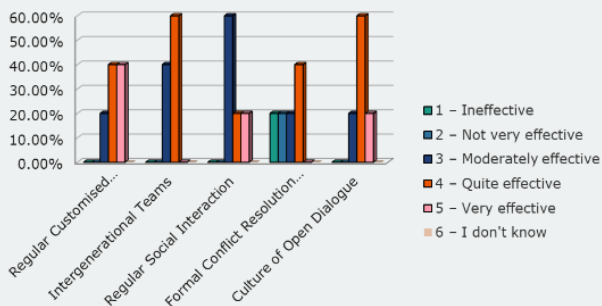
Q19 GEN X about BABY BOOMERS



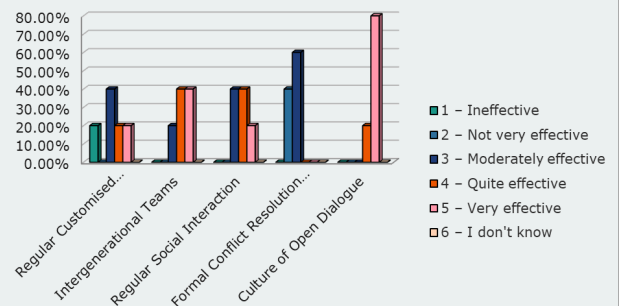
In the Gen X's perspective, regular customised feedback is especially effective for Gen Z and millennials, with over 70% rating it as "quite" or "very effective". Intergenerational teams are considered helpful across generations, particularly for millennials. A culture of open dialogue is viewed as very effective for millennials and Gen Z. Social interaction is seen as quite effective for most generations, especially millennials.

## Baby Boomers regarding other Generations

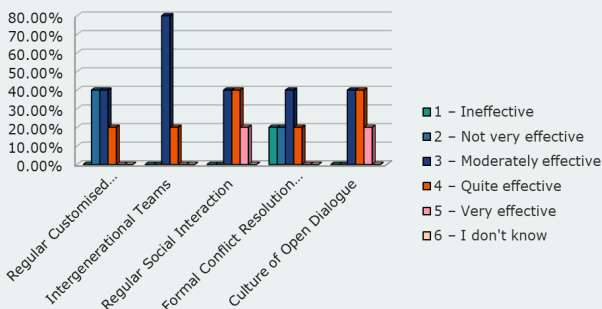
Q19 BABY BOOMERS about GEN Z



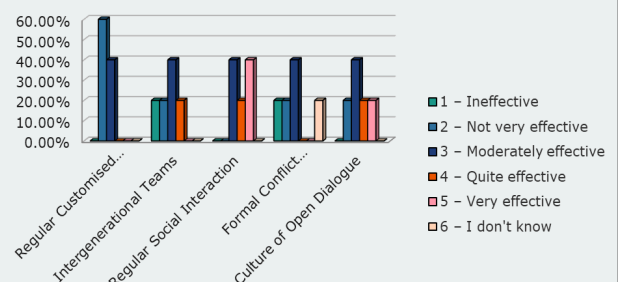
Q19 BABY BOOMERS about MILLENIALS



Q19 BABY BOOMERS about GEN X



Q19 BABY BOOMERS about BABY BOOMERS

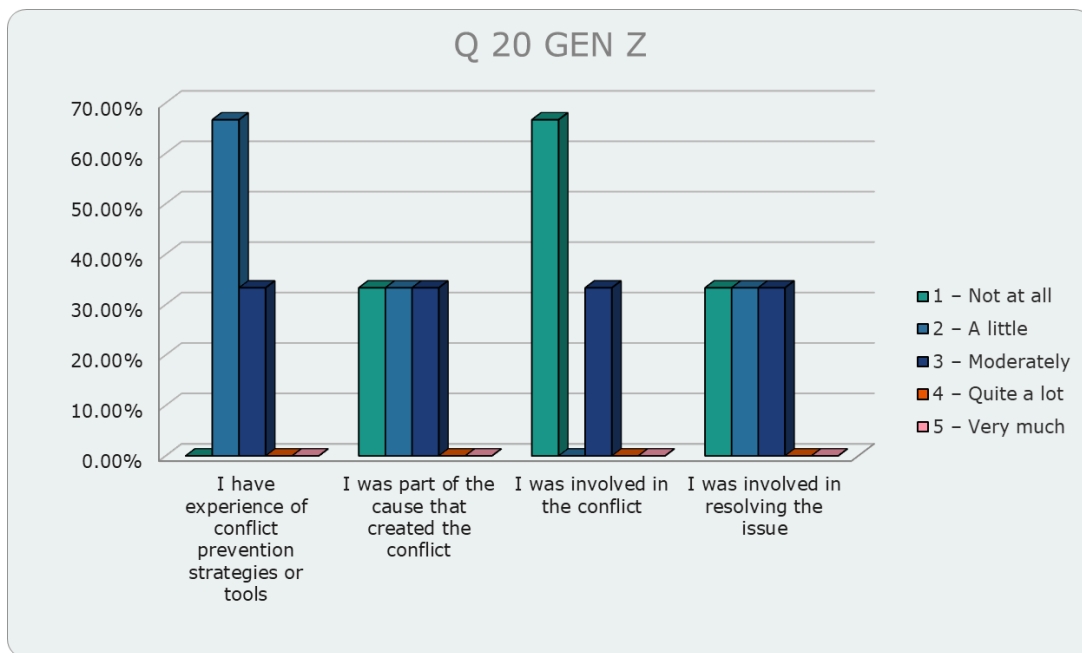


Regarding to Baby Boomers answers, Millennials benefit most from a culture of open dialogue, rated as very effective by 80%. In the case of Gen Z, intergenerational teams and regular customised feedback are seen as quite or very effective. Gen X respond best to intergenerational teams and a culture of open dialogue. Formal conflict resolution policies are not strongly valued for any generation.

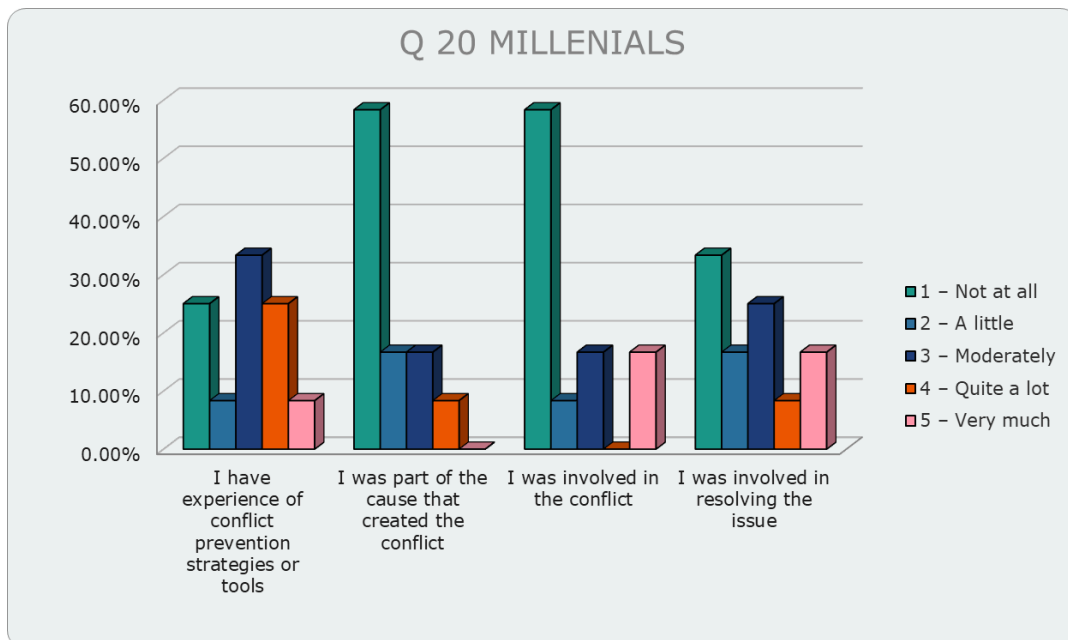
### Question 20: Experience with conflicts and conflict management

Regarding Gen Z most respondents have limited experience with conflict management. While 67% have experience in prevention strategies, but only 33% were involved in resolving conflicts. A 67% reported being involved in a conflict, but in majority they were not part of the resolution.

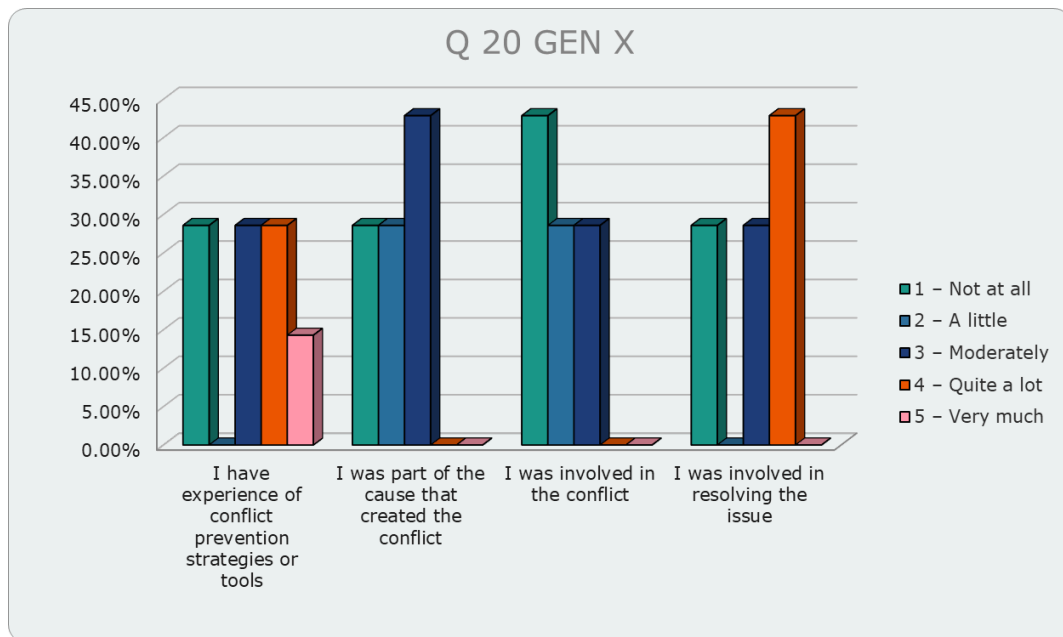




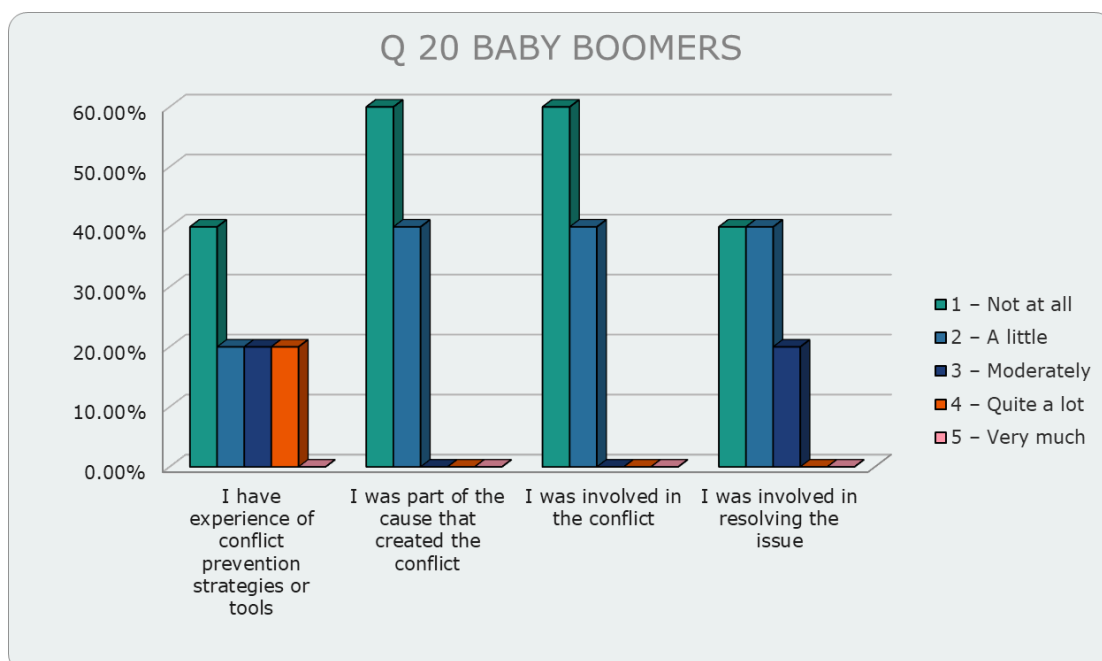
**Millennials** answered in majority that they have some experience with conflict prevention strategies, with 33% reporting moderate involvement and 25% quite a lot. More than half admitted they were not at all part of the conflict or its cause.



Respondents from the Gen X show some variety in experience with conflict management. While 43% were not involved in any conflict, a combined 43% admitted to being moderately or slightly part of the cause. Conflict resolution involvement is higher, with 43% stating they were quite involved.



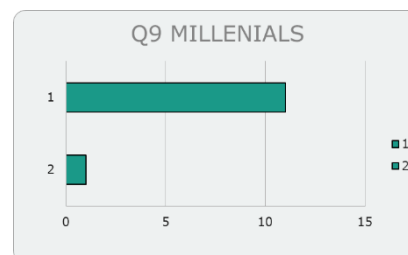
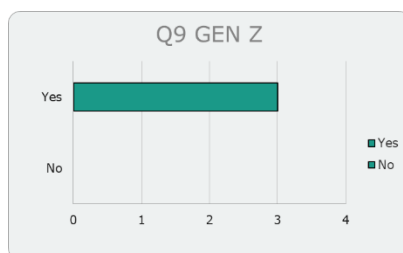
From **Baby Boomers** most of the respondents have little to no experience with conflict management. In majority reported not being involved in conflicts or in the cause. Only 20% have moderate to quite a lot of experience in conflict prevention. No one reported a high level of involvement in any aspect.

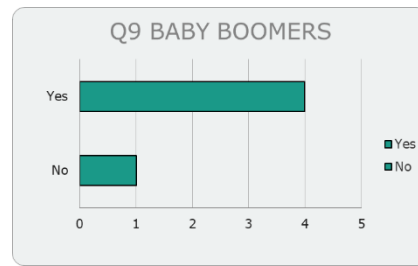
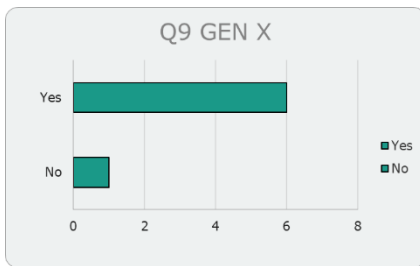


**Question 21:** The examples provided were

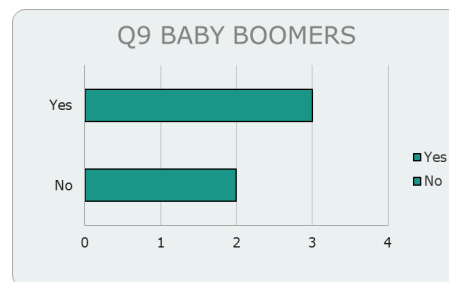
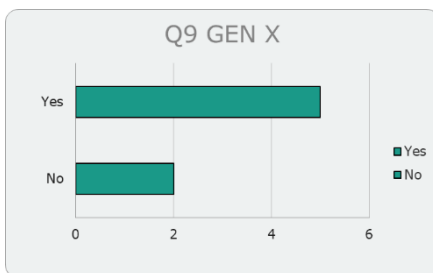
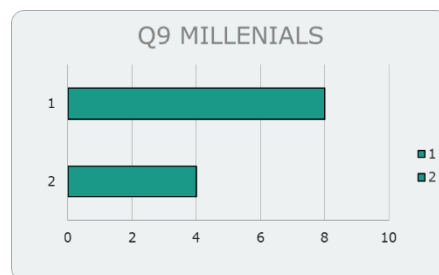
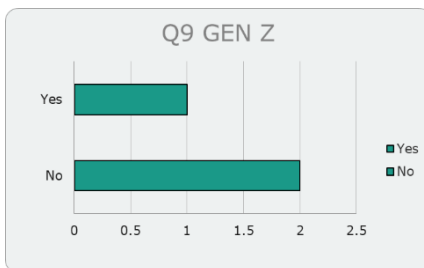
- I have not had, nor do I have, any issues related to different cultures or generations.
- I reported a case of sexual harassment by a manager. I didn't feel supported by the leadership. Despite a full confession, the manager only received a mild reprimand.
- Receiving orders to carry out tasks without authorization from higher management.
- I received no support. To give an example beyond dock work, in my first job I twice expressed that I was not enjoying the trainee program I was part of. I didn't feel engaged or involved in any meaningful work. The generation in their 50s eventually told me to endure it and not raise the issue again. I happened to leave the program and stay at the company in a different role. Then the unions got involved, but I couldn't do anything because it was up to the operators. I handed in my resignation, which surprised everyone. They immediately offered me the chance to move to a different department and work on a project, which I had always said I would prefer. They even suggested the company could formally dismiss me so I could receive unemployment benefits and not affect the company's employee resignation statistics, which shows it was a poor place to work. I declined everything, left with a clear conscience, and owed nothing to anyone.
- Inappropriate behavior from a colleague – lack of respect towards another coworker.
- Due to a strong tendency to give power to those highest in the hierarchy and a lack of openness to resolving conflicts or being inclusive in decision-making, particularly to accommodate people with different backgrounds and opinions, I left a previous job. There was no effort or willingness to address this barrier in that workplace.

**Question 22:** Support by co-workers / management of the same generation





**Question 23: Support by co-workers / management of different generation**

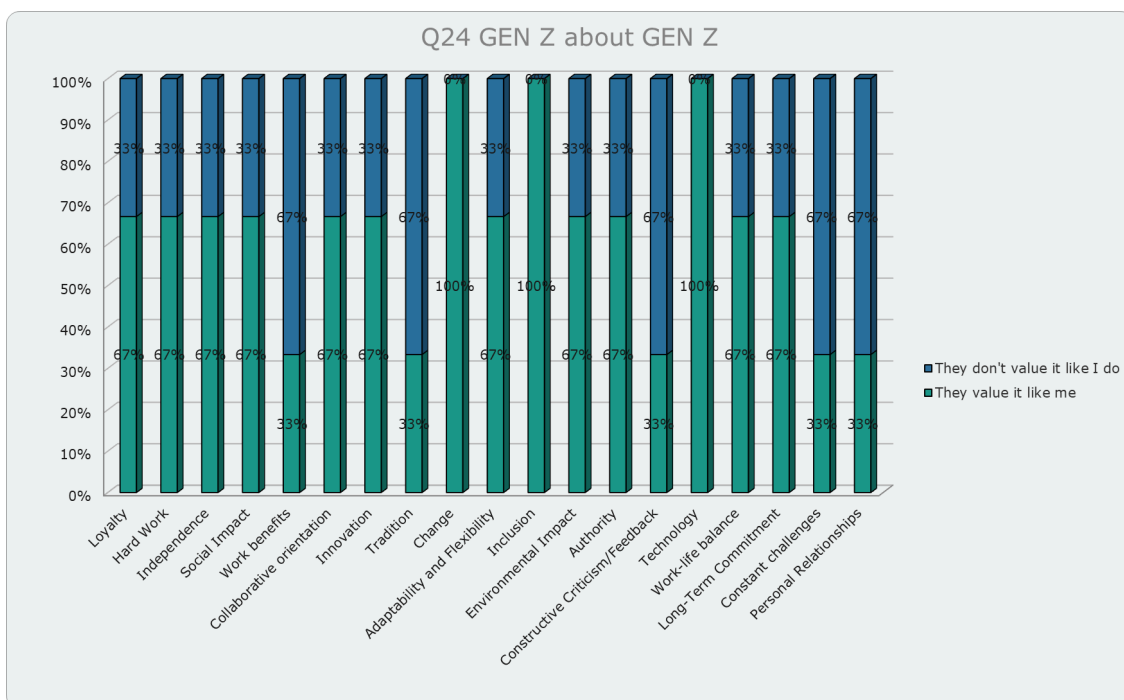


## 4. Differences in Approach to Work

**Question 24:** Respondents' opinion regarding the similarity of appreciation of certain values and characteristics in the workplace.

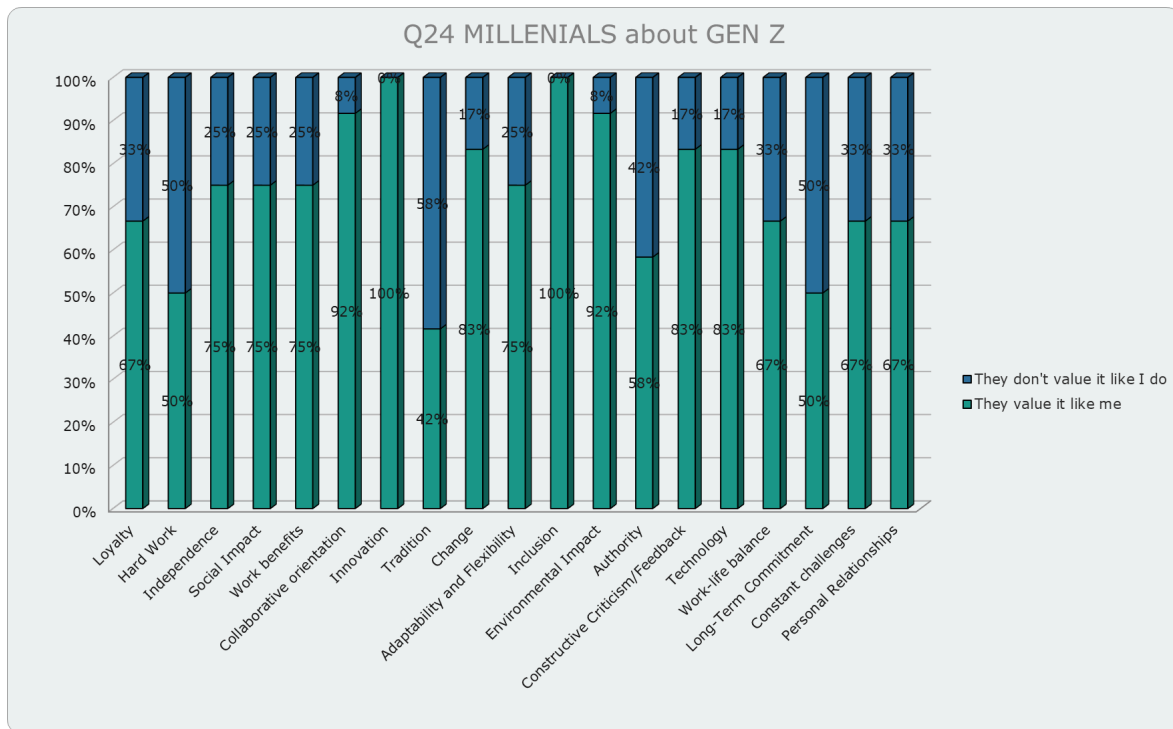
### Gen Z regarding the Gen Z

In majority the respondents believe that the values of the generation are in areas such as change, adaptability, inclusion, technology, and hard work. However, there are clear differences in how perceived to value work benefits, tradition, authority, feedback, constant challenges, and personal relationships.



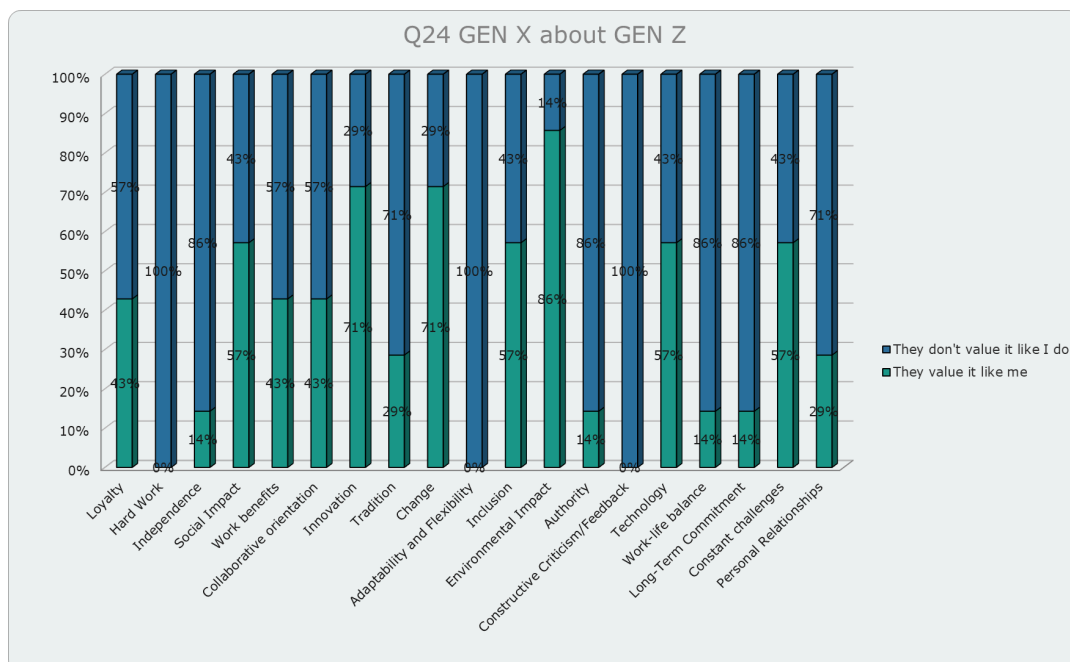
### Millennials regarding the Gen Z

Most of the respondents feel that Generation Z shares their values, especially regarding innovation, inclusion, environmental impact, and collaboration. There is also strong alignment in certain areas like independence, social impact, and adaptability. The differences are more noticeable when it comes to tradition, authority, and long-term commitment.



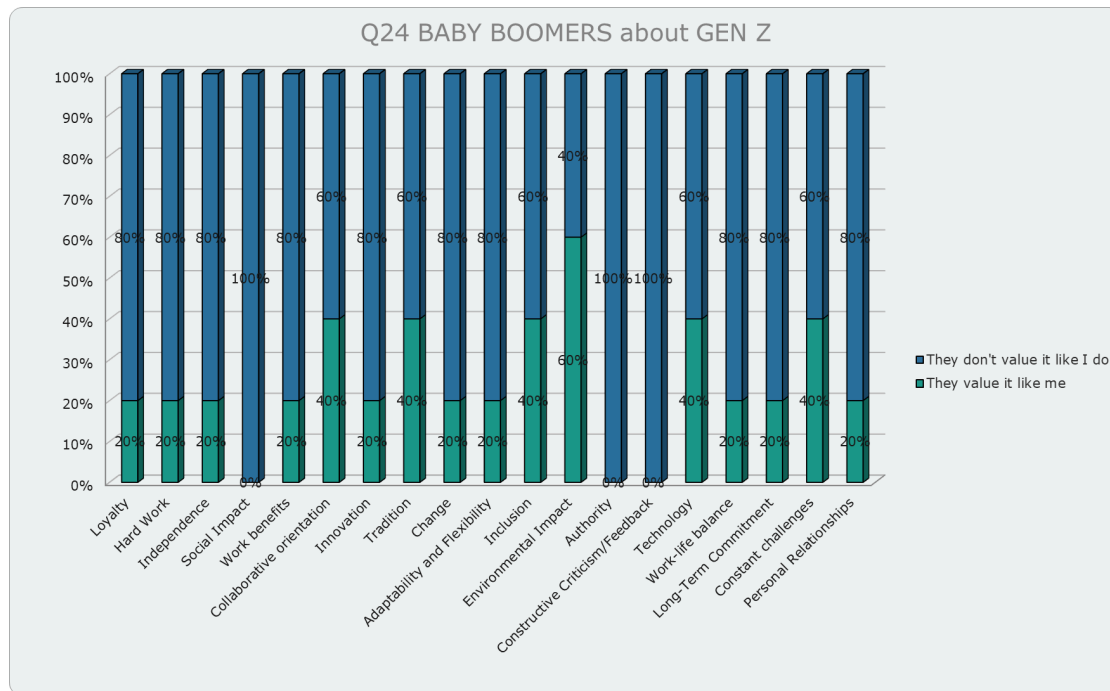
### Gen X regarding the Gen Z

Respondents from Gen X suggested that Generation Z shares the same values regarding environmental impact, change, and technology. But there is a strong sense that Gen Z doesn't share the same appreciation for hard work, authority, tradition, or long-term commitment.



### Baby Boomers regarding the Gen Z

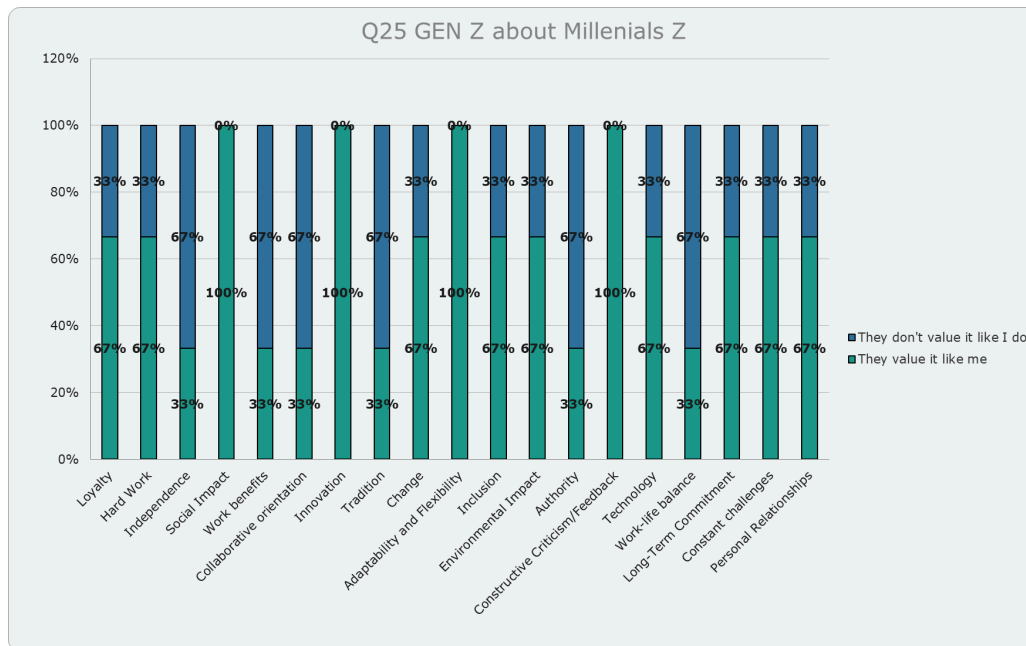
Respondents answered that Generation Z values most, especially social impact, authority, and feedback. Just the environmental impact shows a slightly higher level of shared value. Overall, the data suggests a significant generational gap.



**Question 25** Respondents' opinion regarding the similarity of appreciation of certain values and characteristics in the workplace.

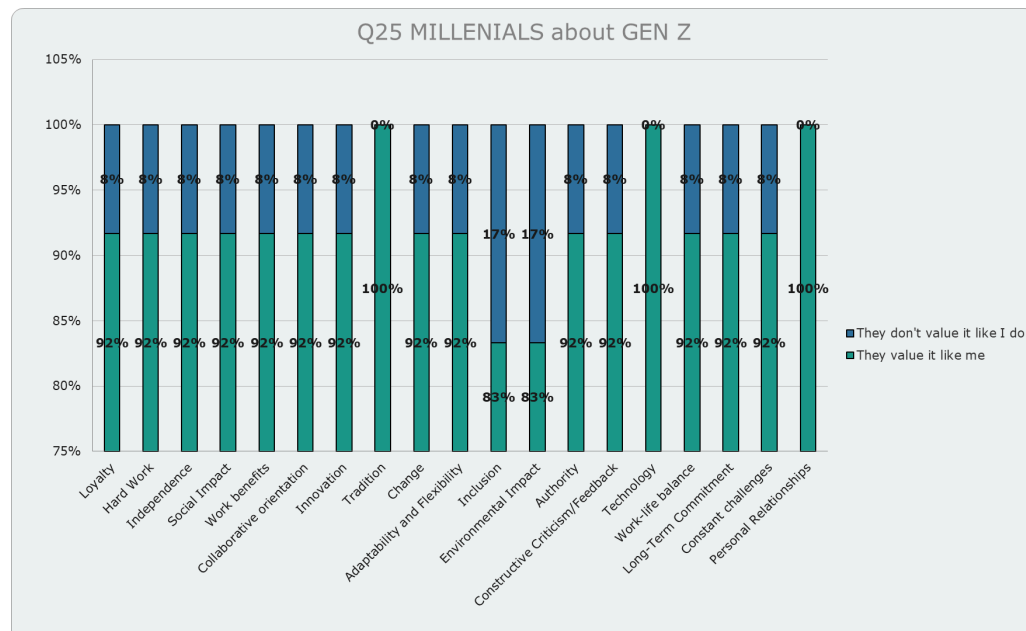
### Gen Z regarding the Millennials

The Gen Z respondents said generally feel that Millennials share their values in areas such as social impact, innovation, adaptability, feedback, and environmental concerns. Also, similar alignment in loyalty, hard work, and work-life balance. The differences emerge from independence, tradition, authority, and long-term commitment.



## Millennials say about Millennials

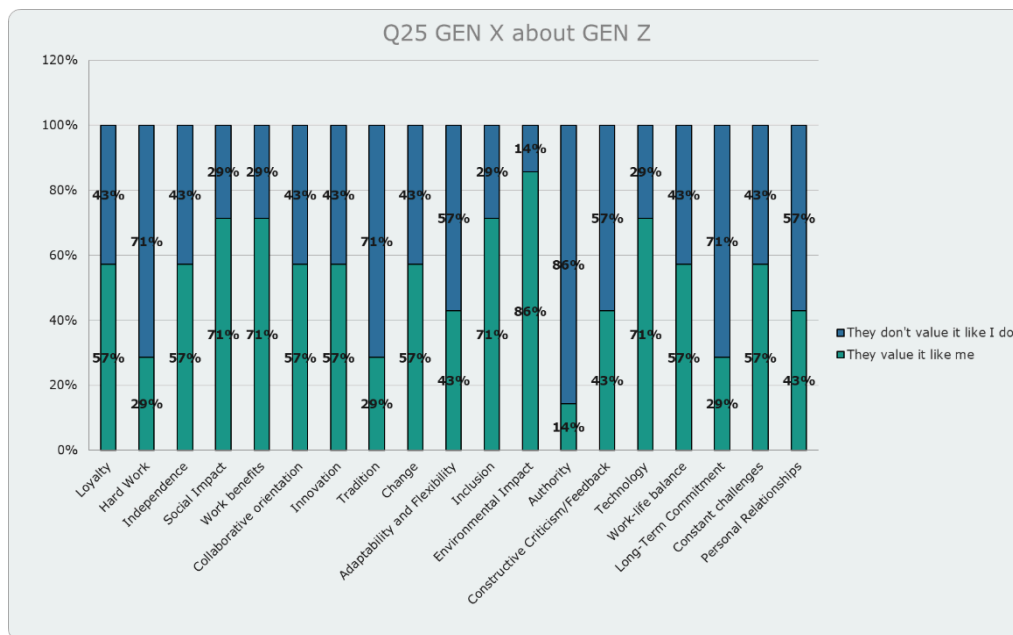
Overwhelmingly Millennials believe that other Millennials share the same characteristics, with agreement levels above 90% in nearly all areas. There is complete alignment in tradition, technology, and personal relationships. Only small differences are noted in inclusion and environmental impact.





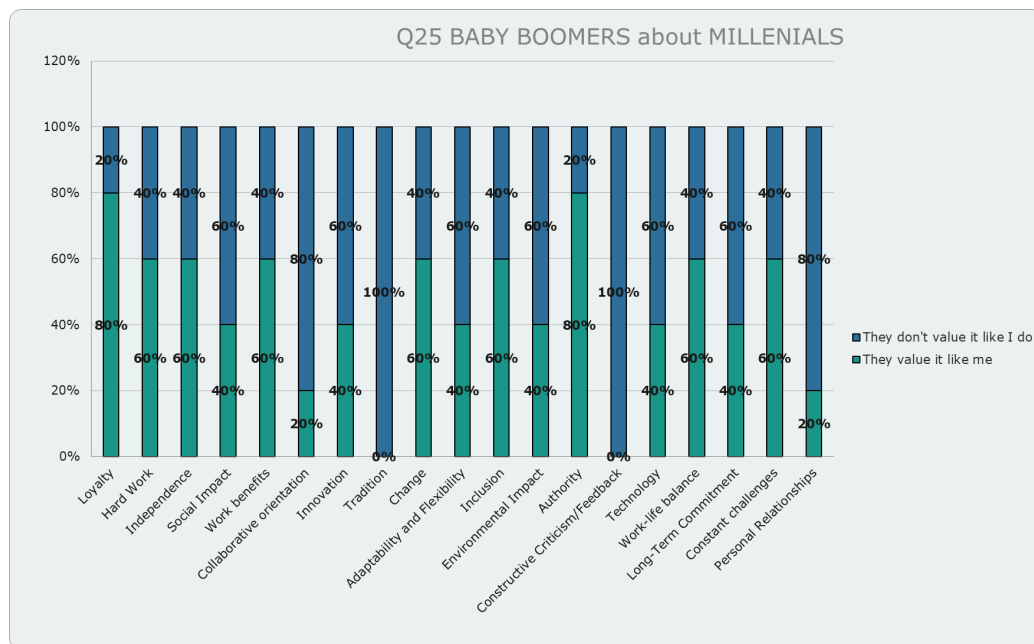
## Gen X says about Millennials

Gen X believe that Millennials share similar values in areas like social and environmental impact, technology, and work benefits. The differences are perceived in how Millennials value authority, hard work, tradition, and long-term commitment.



## Baby Boomers say of Millennials

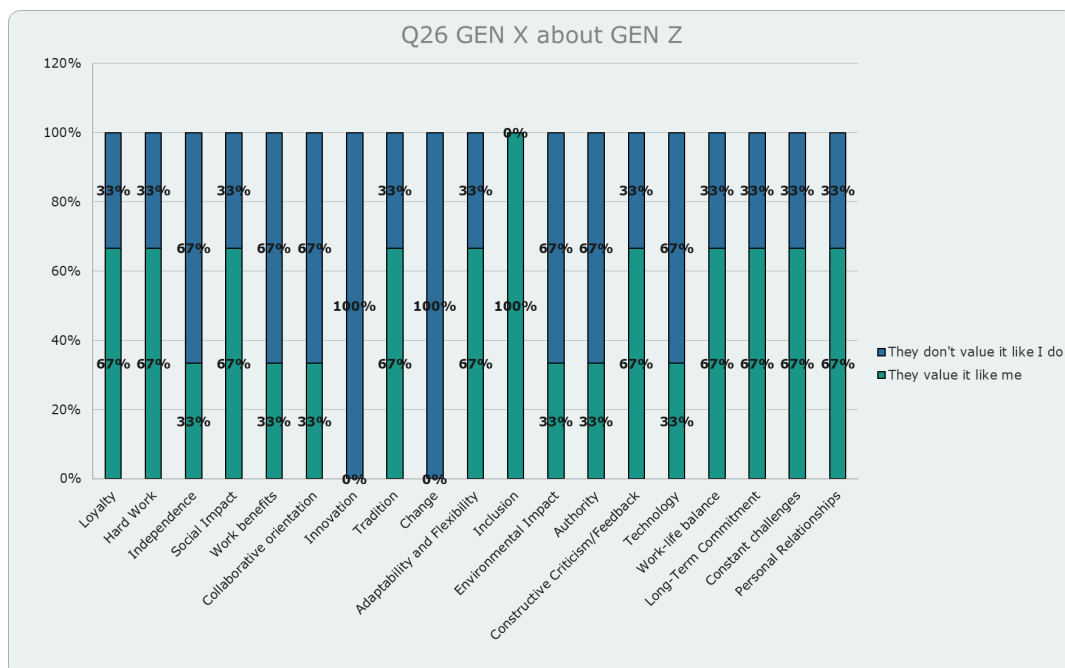
In this case the respondents feel that Millennials value loyalty (80%), authority (80%), and long-term commitment (60%) in a similar way. Only 20% believe there is alignment on collaborative orientation and personal relationships, and 0% on tradition. Views are split on independence (60%), change (60%), and work benefits (60%), showing partial agreement.



**Question 26:** Respondents' opinion regarding the similarity of appreciation of certain values and characteristics in the workplace.

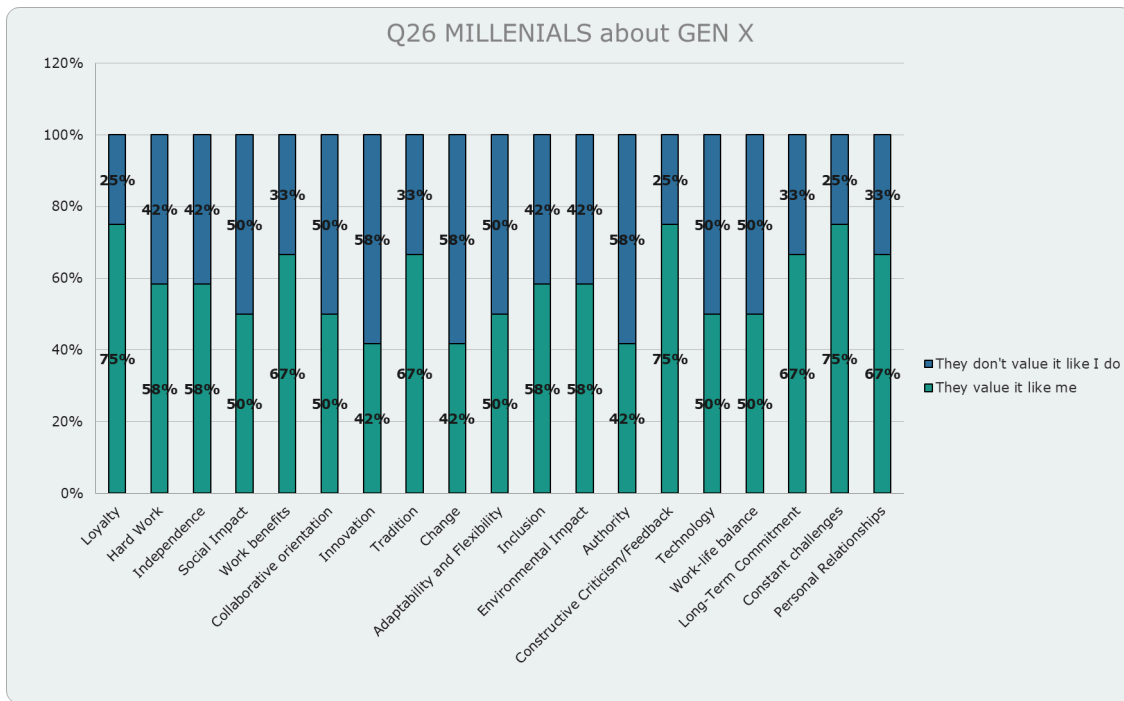
### Gen Z about Gen X

Respondents answered that Gen X shares their values most in inclusion 100%, followed by loyalty, hard work, and long-term commitment 67%. But, the major differences are seen in innovation and change, where 100% and 67% respectively feel Gen X does not value them similarly. Independence and environmental impact also show significant divergence (67%).



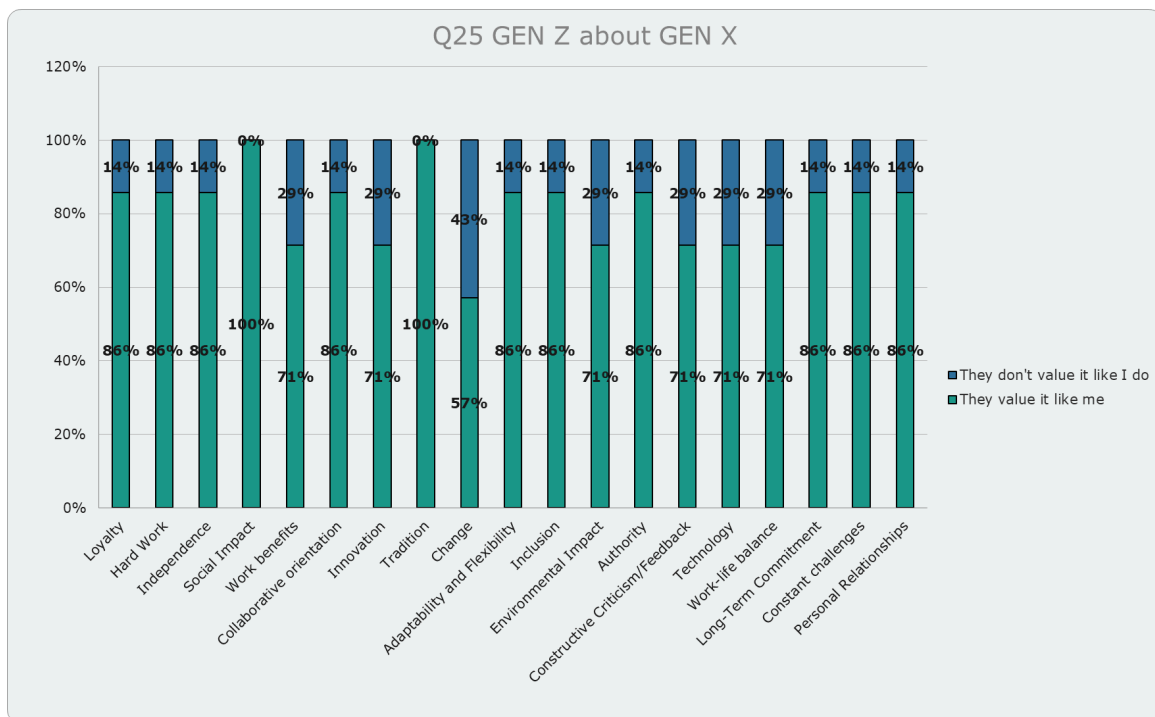
### Millennials about Gen X

Respondents from Millennials generation answered that Gen X colleagues largely share their values in areas like loyalty 75%, constructive feedback 75%, and personal relationships 67%. But, noticeable gaps appear in innovation and change, where 58% feel Gen X does not value these aspects similarly.



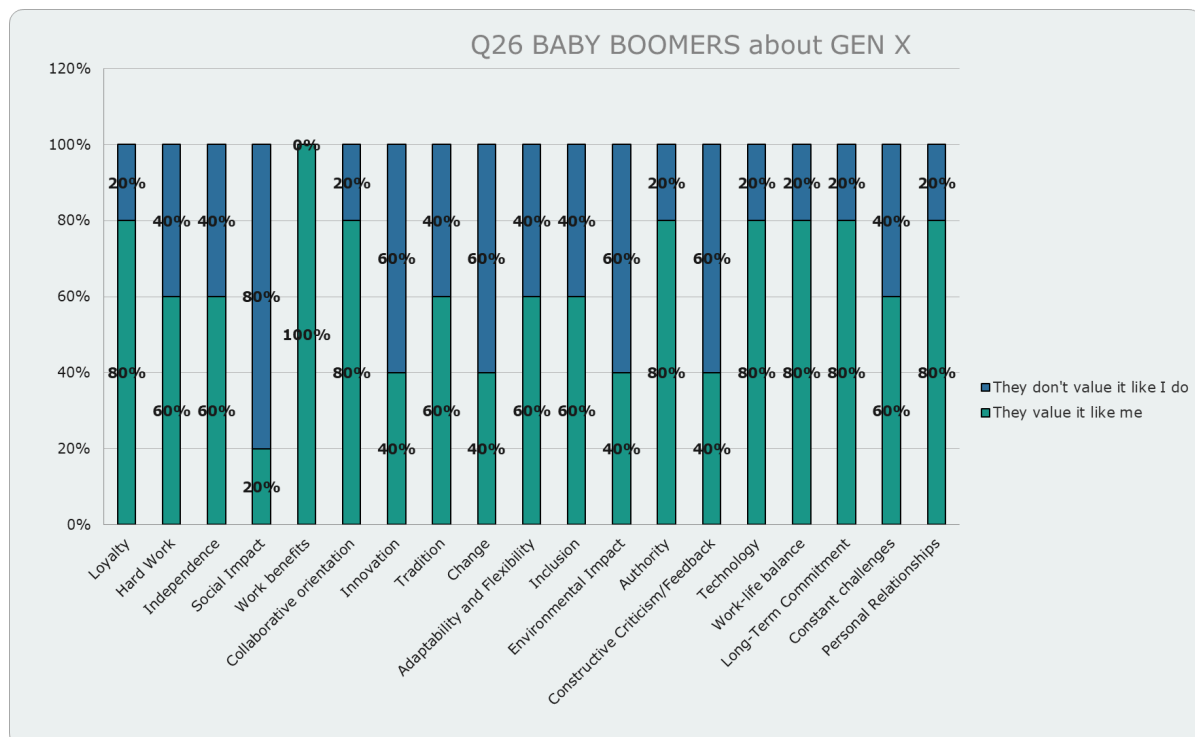
### Gen Z about Gen X

The majority of the respondents from Gen Z feel that Gen X colleagues value similar characteristics, with strong alignment in social impact 100%, loyalty, hard work, independence, and long-term commitment all at 86%. The biggest perceived gap is in openness to change.



### Baby Boomers about Gen X:

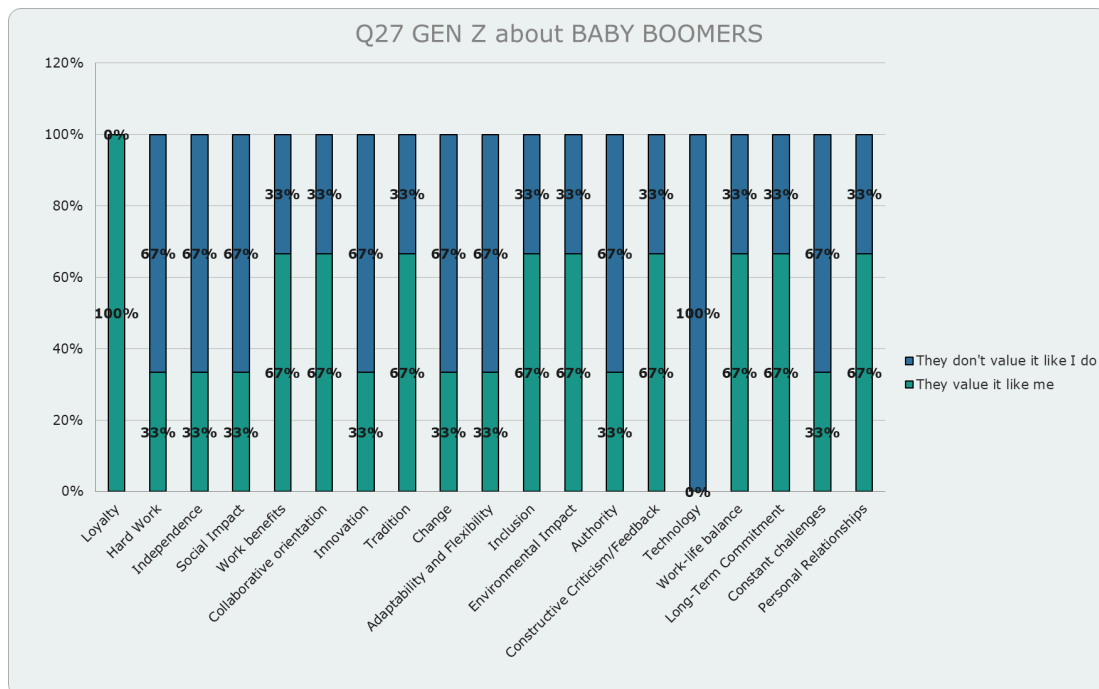
Many of the respondents from Baby Boomers believe Gen X colleagues share similar values in areas has work benefits 100%, loyalty, authority and long-term commitment. But, there is a notable gap in how much Gen X values social impact.



**Question 27:** Respondents' opinion regarding the similarity of appreciation of certain values and characteristics in the workplace.

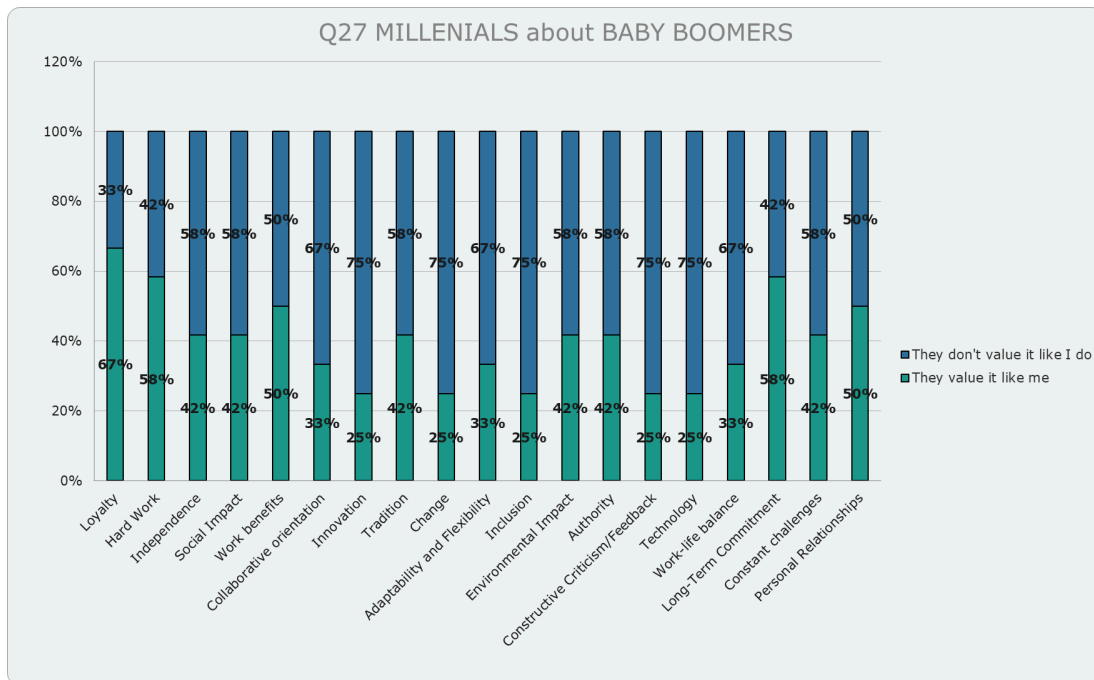
### Gen Z about Baby Boomers:

The data provided regarding Baby Boomers suggest that they strongly share values such as loyalty 100%, work benefits 67%, and collaboration 67%. But, there are big differences in how they are seen to value technology, independence, and adaptability.



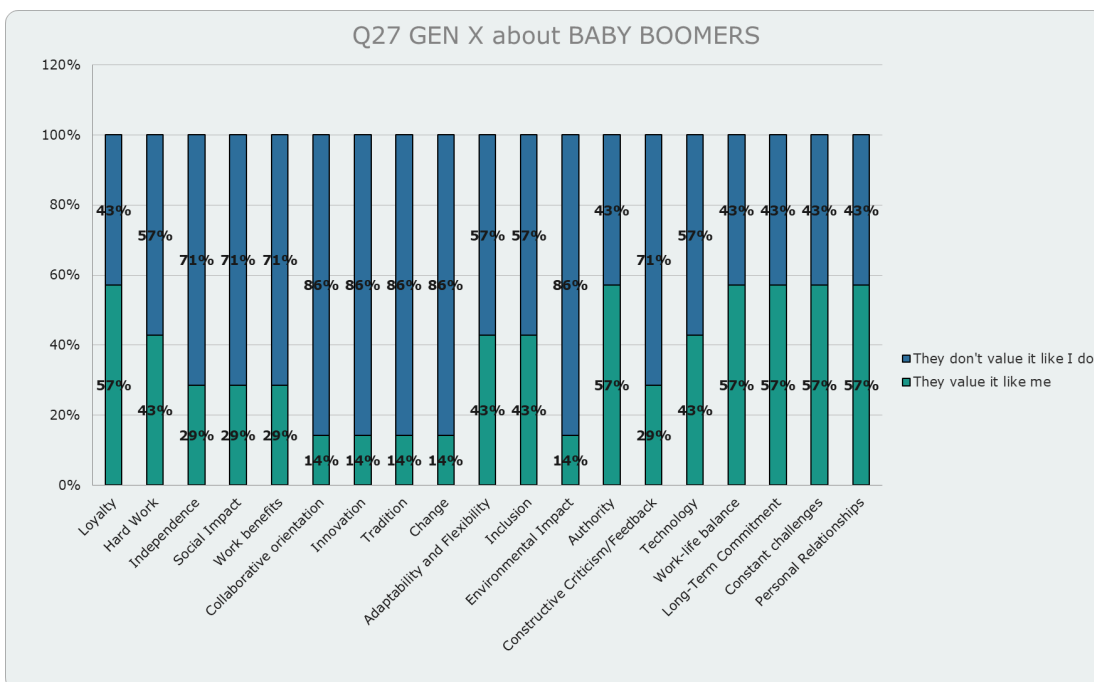
### Millennials about Baby Boomers

The answers suggests that Baby Boomers are seen by Millennials with similar alignment in with values like loyalty 67%, hard work 58%, and long-term commitment 58%. In overall, while some traditional values are shared, there are generational gaps in areas linked to change and modern work practices.



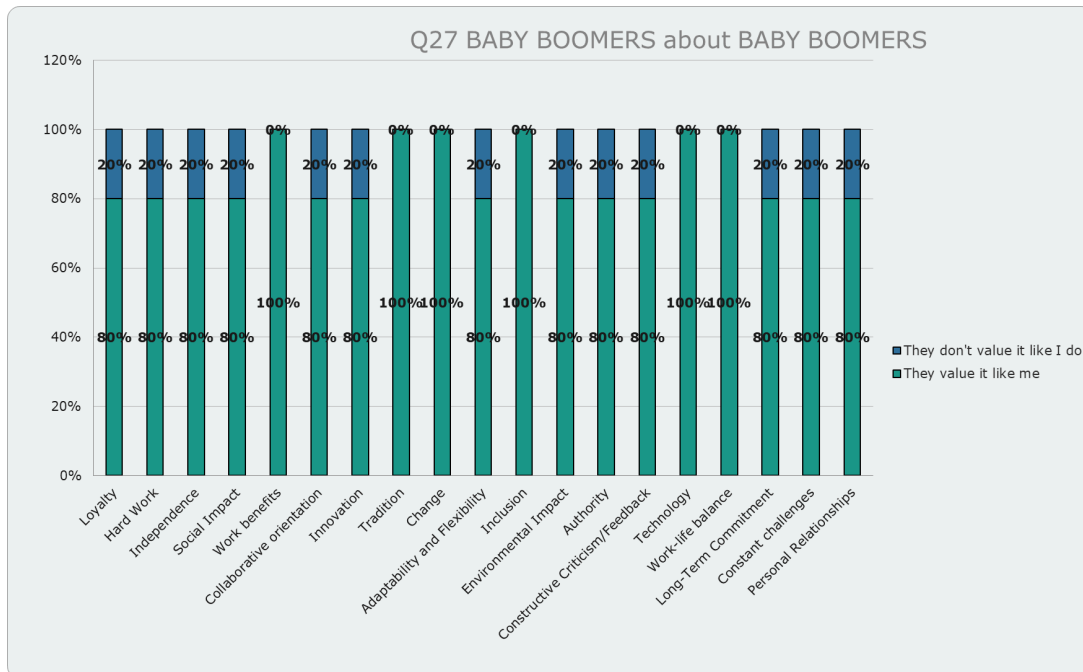
### Gen X about Baby Boomers

Gen X perceives that Baby Boomers share some common values such as loyalty 57%, long-term commitment 57%, and personal relationships 57%. But they do not equally value aspects like innovation 86%, social impact 71%, and independence 71%.



### Baby Boomers about Baby Boomers

The data gathered suggests Baby Boomers. In majority 80% to 100% value most areas like work benefits, tradition, inclusion, and work-life balance. Only a small percentage 20% feels that there are some mismatches.



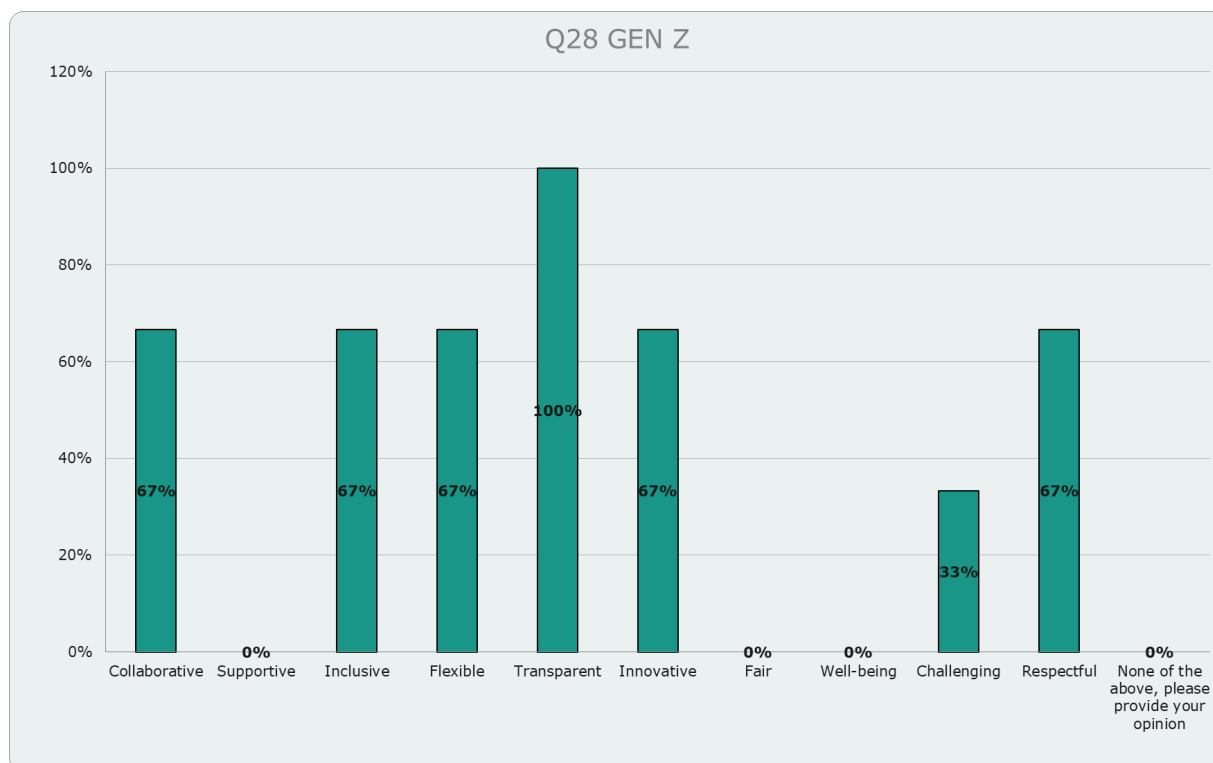
## Question 28: Ideal workplace environment

The answers collected suggests that across generations, an ideal workplace is seen as collaborative, respectful, and transparent. Gen Z says that values flexibility, innovation, and inclusion the most, Millennials appreciate the most collaboration, flexibility, and challenge. Gen X prefers transparency, fairness, and respect. Baby Boomers looks to prioritize respect, fairness, and collaboration. But in general, transparency and collaboration are shared ideals.

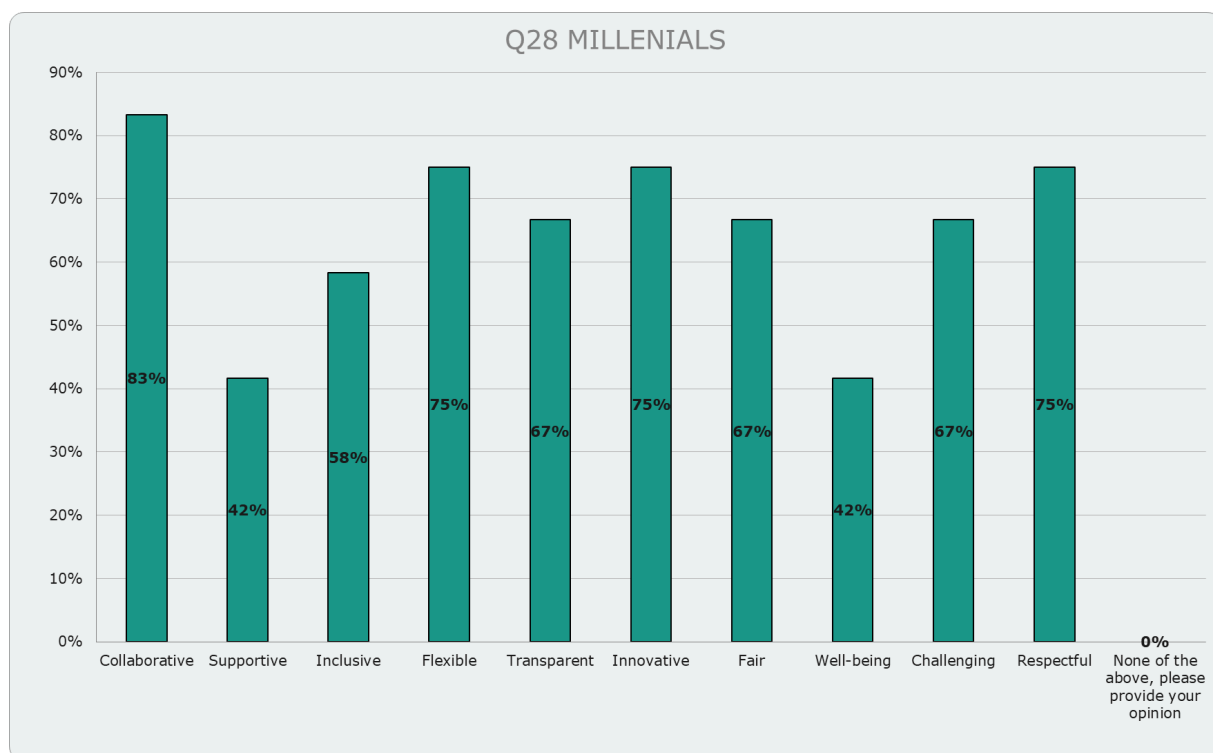


## Gen

Z



## Millennials

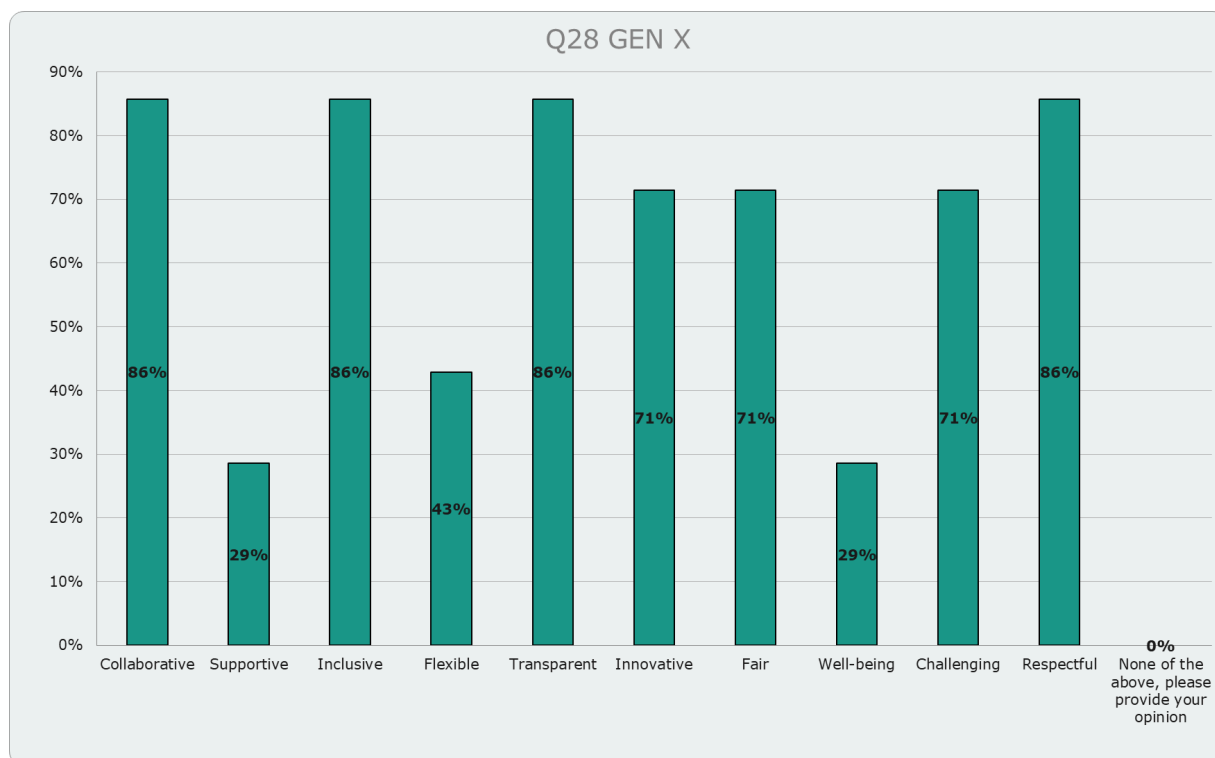




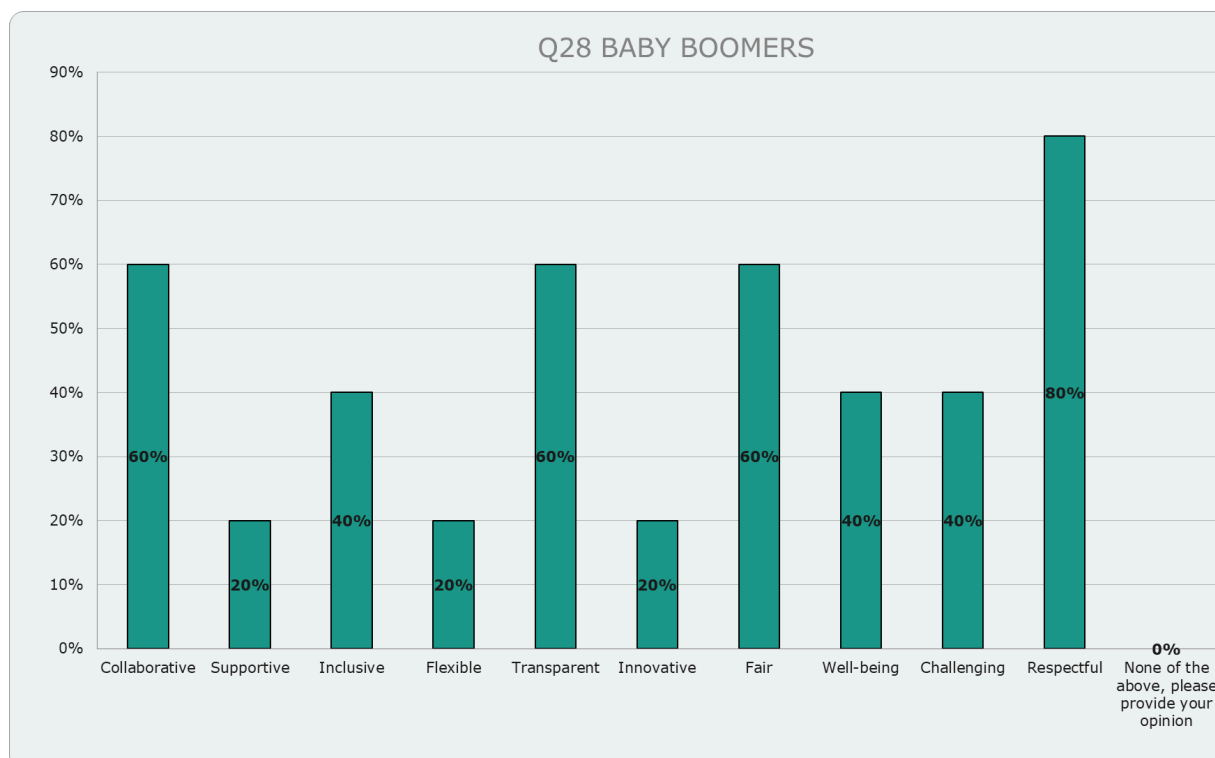


Gen

X



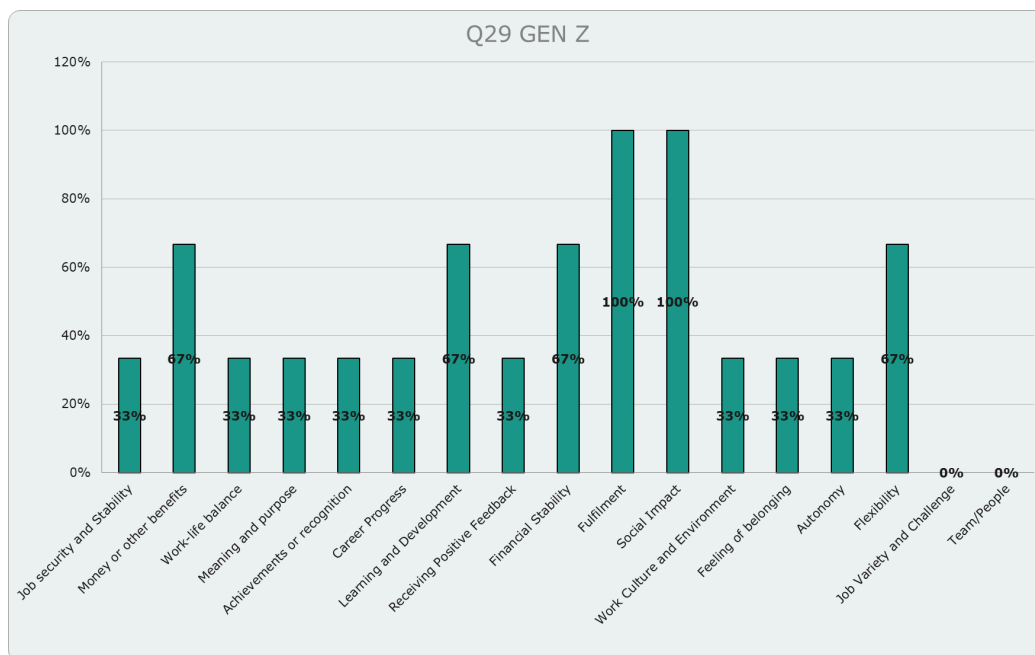
Baby Boomers

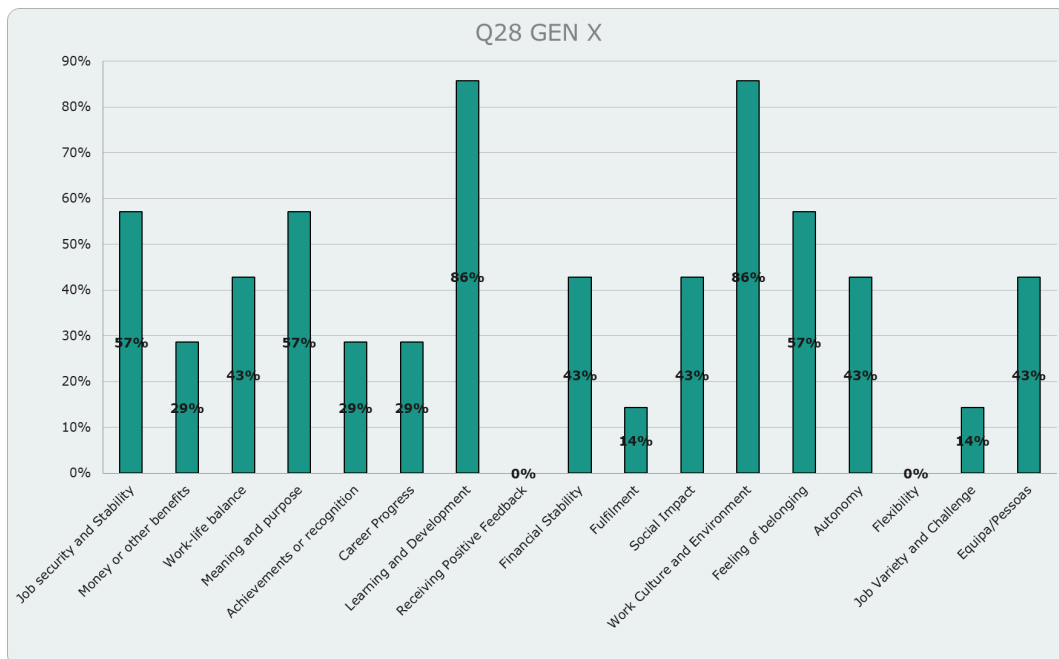
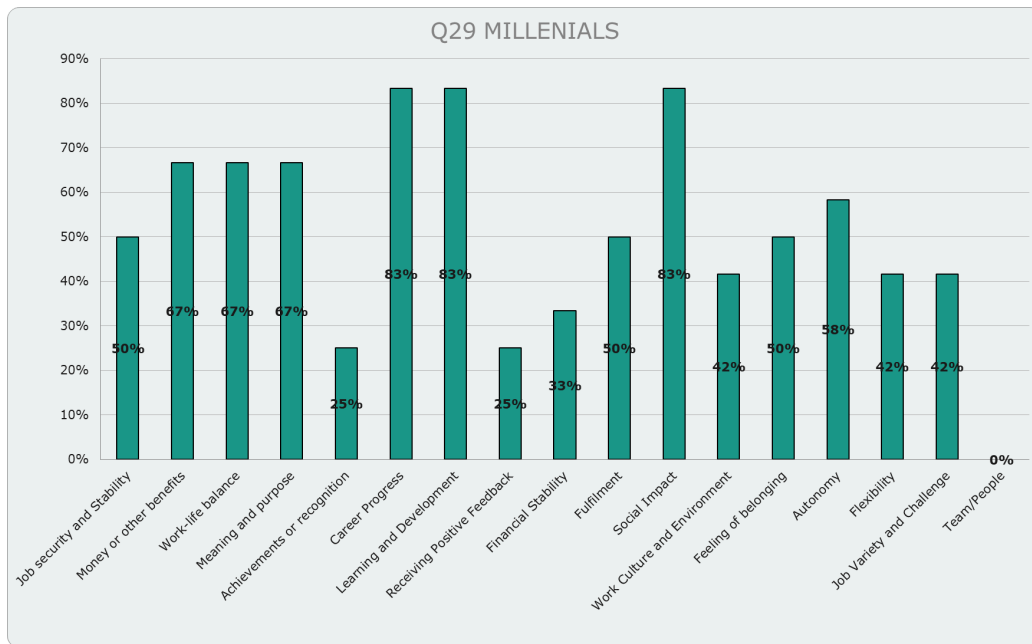


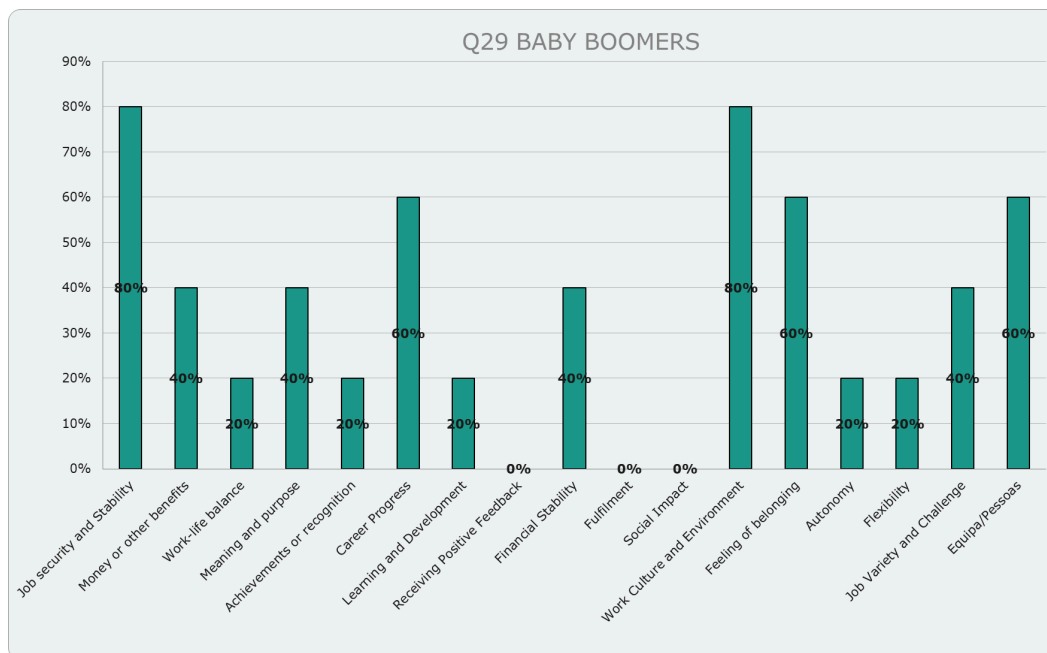


### Question 29: Motivation in the workplace

According to the answers Gen Z, ideals workplace emphasizes fulfilment, social impact, flexibility, learning, and financial stability. In case of Millennials, they value career progression, learning, work-life balance, and social impact the most. Regarding Gen X they prioritize learning, work culture, meaning, and autonomy, and Baby Boomers focus on job security, a positive environment, and a sense of belonging. For all generations, learning and a supportive culture are valued.







**Question 30:** example provided regarding the situation where a task, project, or your team's approach made you feel demotivated were:

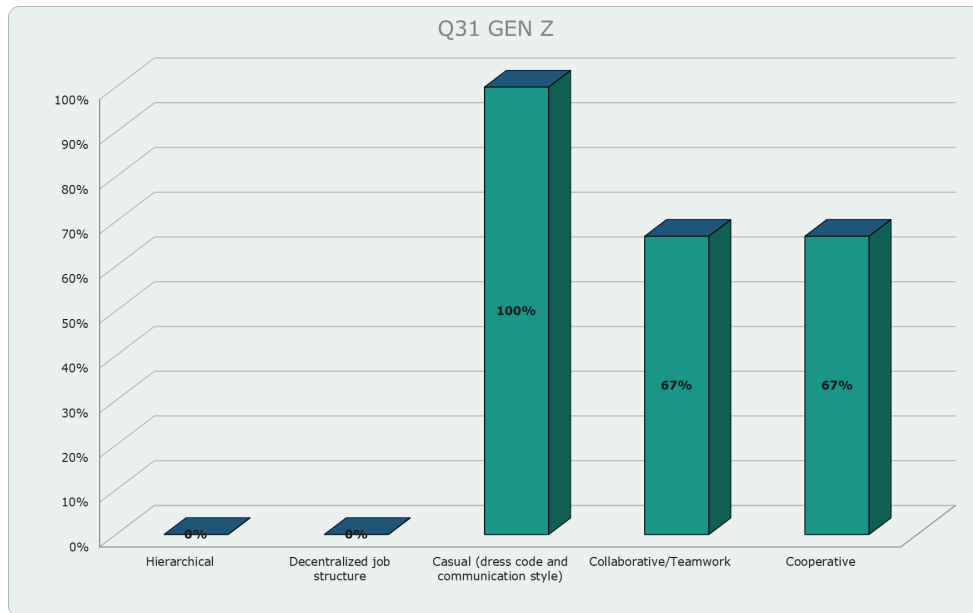
- There is a difficulty among Gen Z in doing anything that goes beyond the strict description of their roles. If I need someone to do me a favour, like entering some data into a platform for me, they won't do it – that's demotivating.
- I don't have any.
- Lack of organisation in the project and lack of skills from those developing it.
- Routine tasks with little added value.
- Group work development where changes were made to the work without being communicated before the presentation.
- All types of tasks that have no specific focus on impact, but rather on delivery with minimal effort just to secure payment for the work done.

**Question 31:** Preferences for workplace style

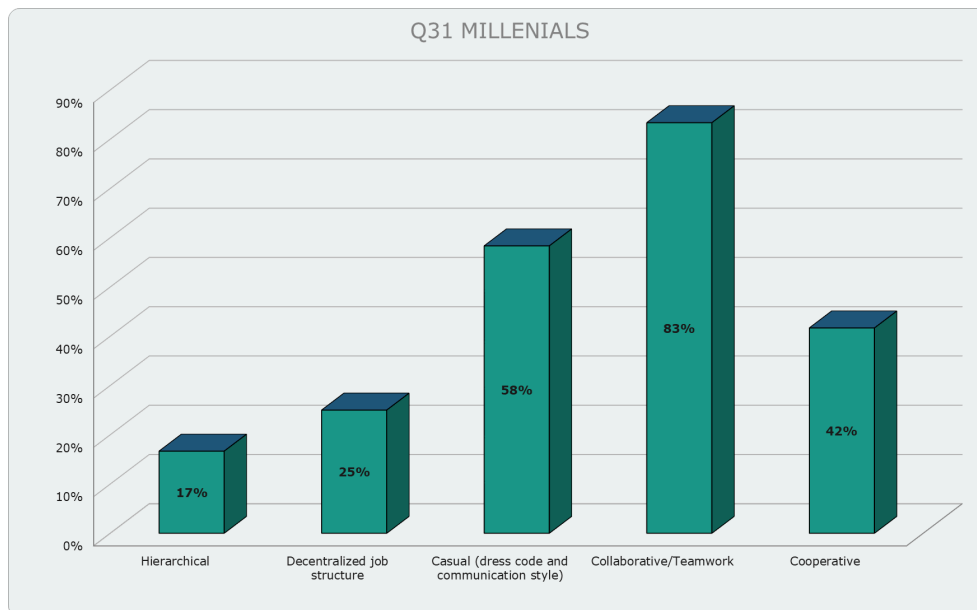
Takin in an account the answers collected, Gen Z strongly prefers a casual and collaborative work environment, with no inclination toward hierarchical or decentralised structures. Regarding Millennials also lean towards a casual and team-oriented setting but show slightly more openness to hierarchical and decentralised structures. Gen X answered is moderately split, valuing collaboration and cooperation, meanwhile Baby Boomers show a preference for hierarchical setups and teamwork. The preferences changes from informal and team-based among younger generations to a more structured settings among older generations.



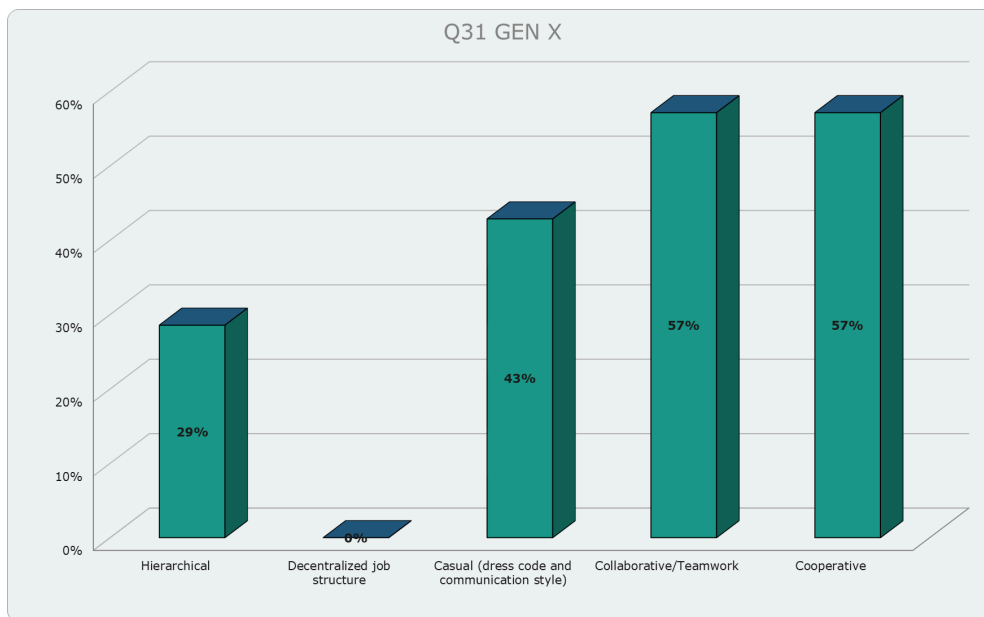
## Gen Z



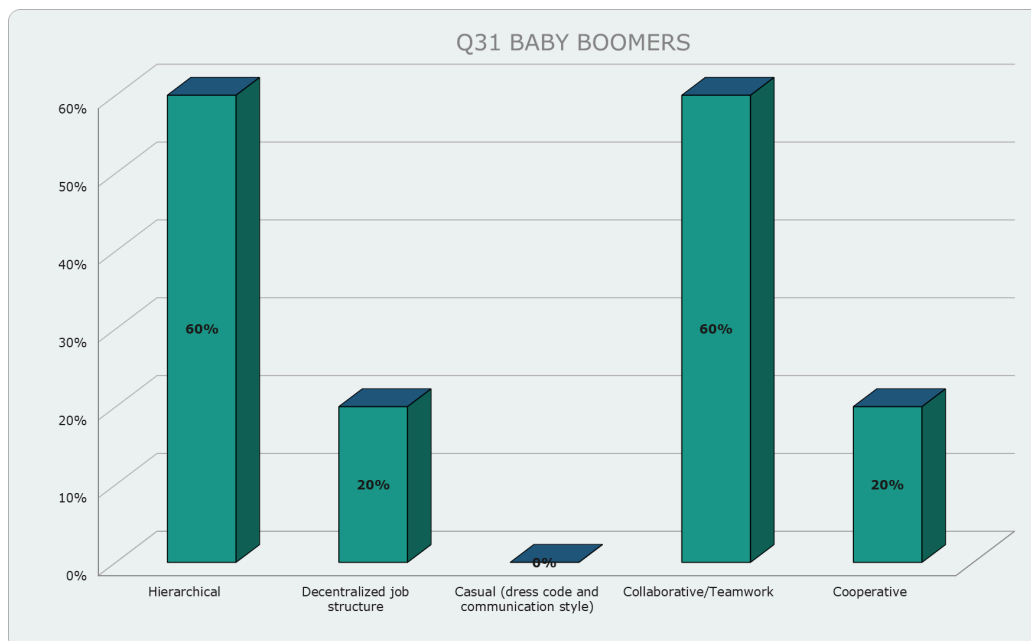
## Millennials



## Gen X



### Baby Boomers



### Question 32: Working style most effective for collaboration across different age groups:

The collected answers suggest that the perfect workplace environment reflects a strong emphasis on collaboration, teamwork, and mutual respect. And there is a mix of hierarchical and decentralised structures, with a preference for project-based management and open communication. A hybrid work model is favoured, combining office presence with flexibility.

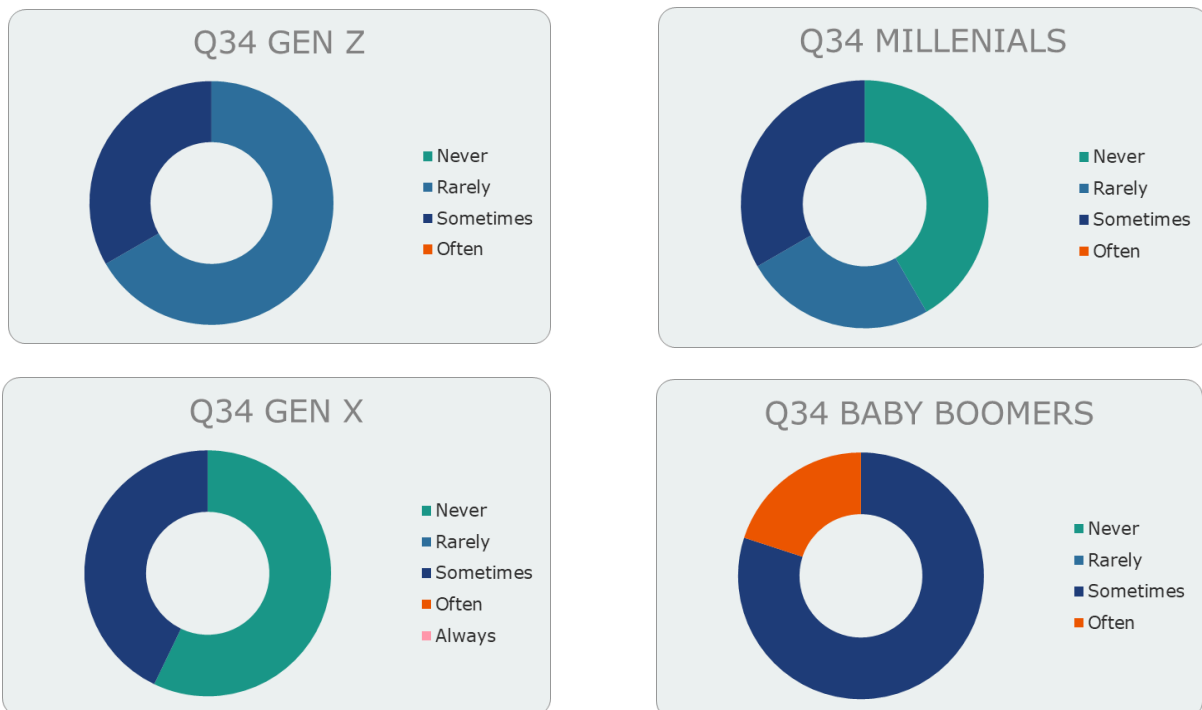
**Question 33:** Working style most problematic for collaboration across different age groups:

According to the collected answers during the questionnaire, the most problematic work styles identified are rigid hierarchical structures, disinterested employees, and leadership lacking vision or financial understanding. The title-based status creates divisions among employees. But decentralised work structures are frequently mentioned, they appear as both a recurring preference and challenge. Asynchronous work is also mentioned as potentially problematic.

## 5. Digital Inequality

**Question 34:** Frequency of difficulties in accessing or using digital tools at work:

From the answers gathered Gen Z and Gen X it was reported the fewest difficulties with digital tools, with most stating they "never" or only "sometimes" encounter issues. Meanwhile Millennials showed a more varied experience, though the majority still face difficulties "rarely" or "sometimes." In the other hand, Baby Boomers reported more frequent challenges, and that they encounter issues "often".



**Question 35:** Can you describe a situation where limited access to or familiarity with digital tools impacted your work?

- Only when the IT system fails and there is a need to resort to paper to complete tasks.

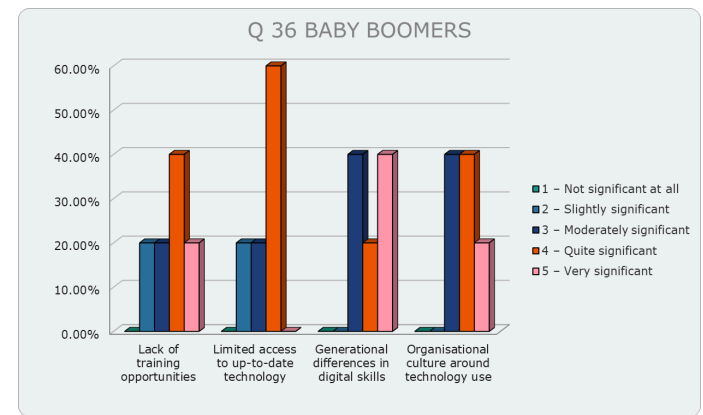
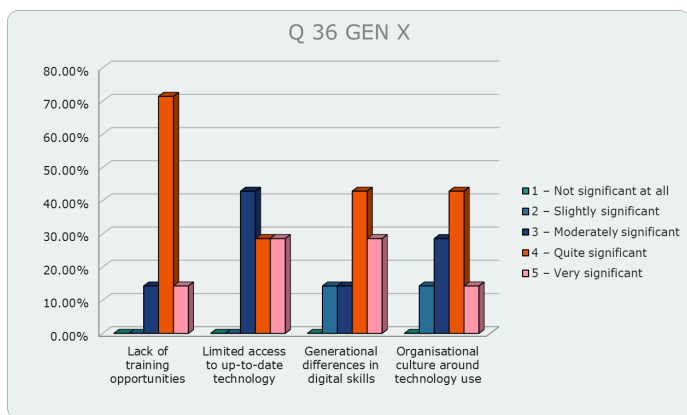
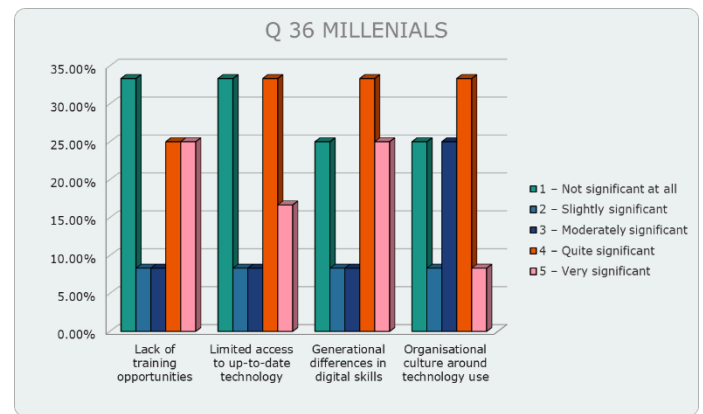
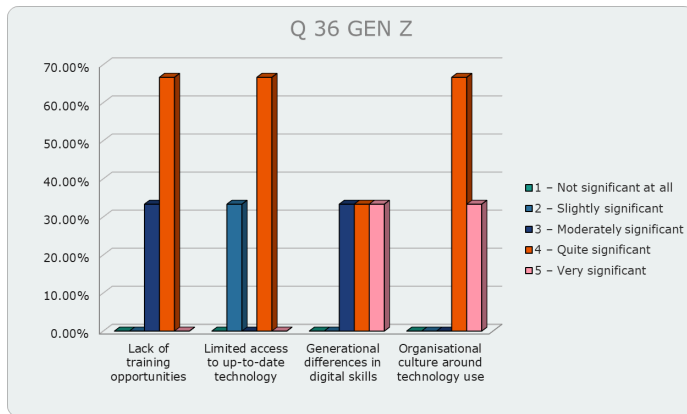


- Yes, just yesterday I had difficulty using an online meeting tool different from the usual one. My Gen Z colleague didn't help, so I resolved it by asking the client to send the meeting invite.
- I don't have any issues.
- I have no knowledge of such cases.
- When I transitioned from manual labor to the current, more modern industry, I asked the Scrum Master to introduce me to Jira. Over time, I developed skills in other platforms as well.
- When we are required to use a new tool without any training or time to familiarize ourselves with it.
- Re-works.
- Today, the Teams app on my phone was blocked and, as I had already left the workplace, I couldn't properly assist a client – I had to use other platforms and involve other departments.
- Often, IT professionals are not very willing to provide clear instructions or user-friendly guidance for older employees and clients, leading to difficulties in navigating systems or finding support. As a result, less tech-savvy, often older, colleagues are unable to participate, complete tasks, or waste a lot of time trying to figure things out. Despite regularly reporting these issues to IT providers, only some are resolved. The younger IT professionals often lack empathy for the difficulties faced by older generations and tend to ignore the problems, making some situations unsolvable.
- When software changes occur without training.
- Software changes with no training or time to learn.
- Lack of training and quick changes to programs – I had to learn everything on my own.

**Question 36:** Significance of certain factors in contributing to digital inequality in the workplace:

The respondents said that Gen Z perceives digital inequality as quite significant, especially due to lack of training and organisational culture, with some concern about generational gaps. On their turn the Millennials show a more varied view. The Gen X largely considers training gaps and cultural factors as quite or very significant, meanwhile Baby Boomers highlighted moderate to significant impact, particularly due to generational skill differences and limited technology access.



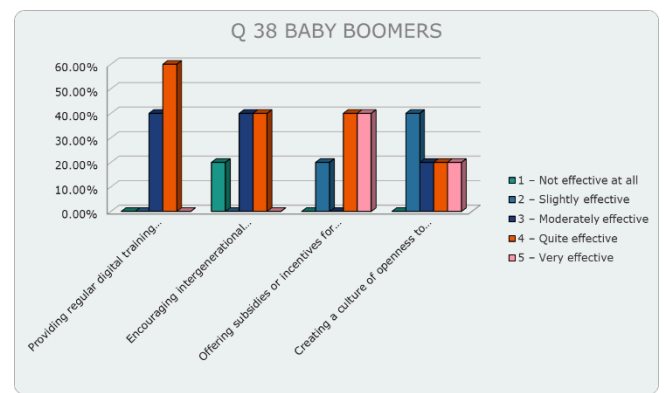
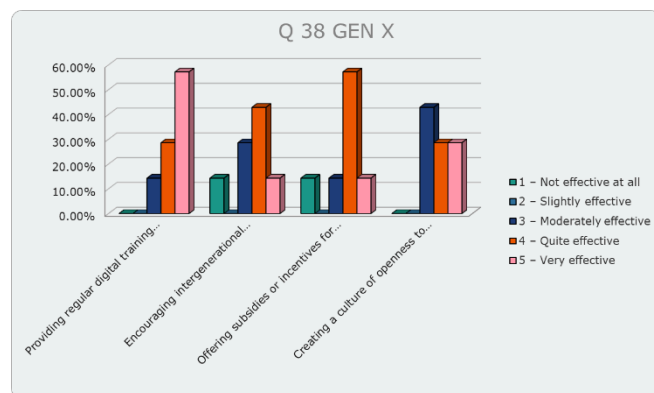
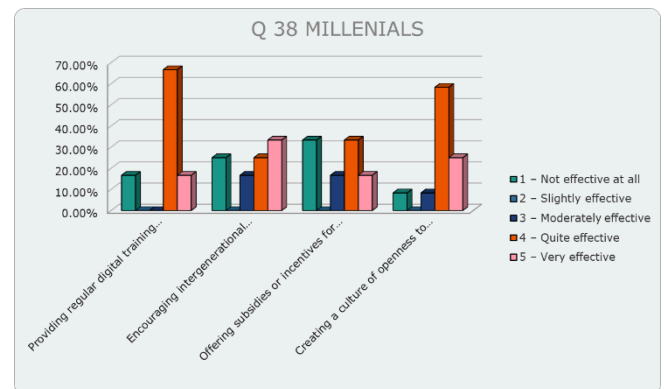
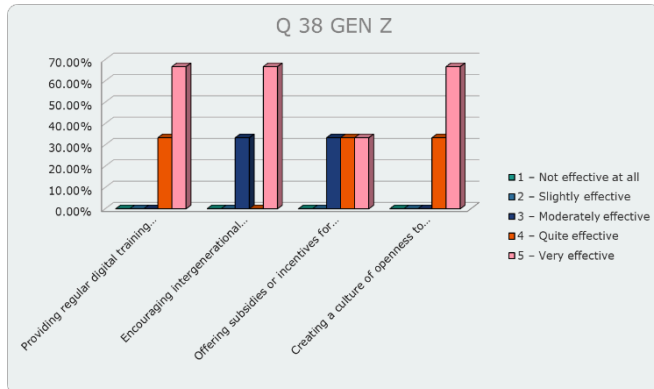


**Question 37:** Examples for the challenges arising from the factors listed above the answers were:

- Most of the answers where I don't know and lack of support when new tools are introduced
- I had never used OneDrive to share files and work simultaneously until a director did it with me and was surprised that I didn't know about it or hadn't used it before
- Yes, lack of training opportunities
- Yes, mostly technological challenges and the approach to them – see the example above
- Generational differences in digital skills

**Question 38:** Effectiveness of strategies for reducing digital inequality in the workplace:

The compiled answers across generations, providing regular digital training is generally seen as quite or very effective, by Gen Z, Millennials, and Gen X. The Gen Z places high value on intergenerational mentorship and cultivating openness to new digital tools. Regarding Millennials and Gen X they are more divided, with Gen X showing strong support for subsidies and training. Although Baby Boomers are more interested in mentorship and cultural change, though they do find training and some incentives effective.



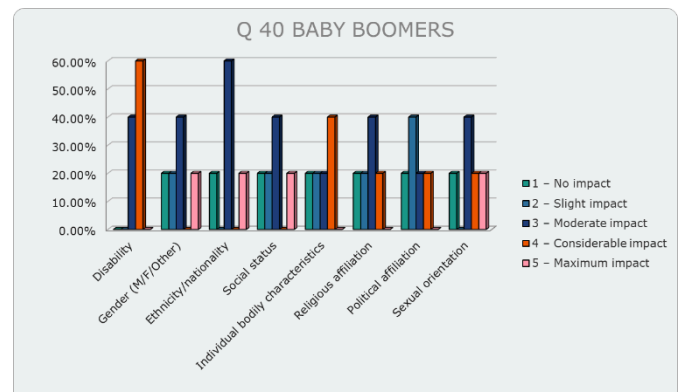
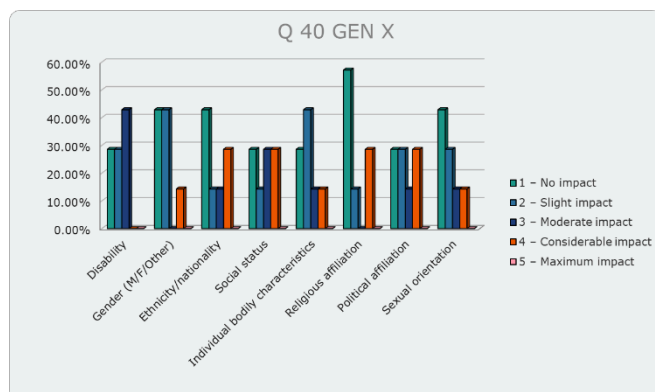
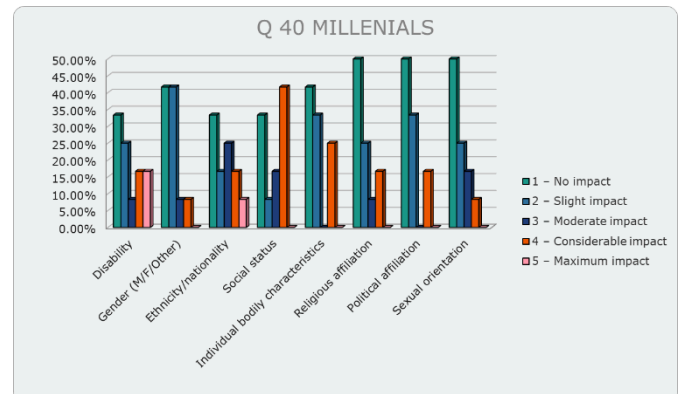
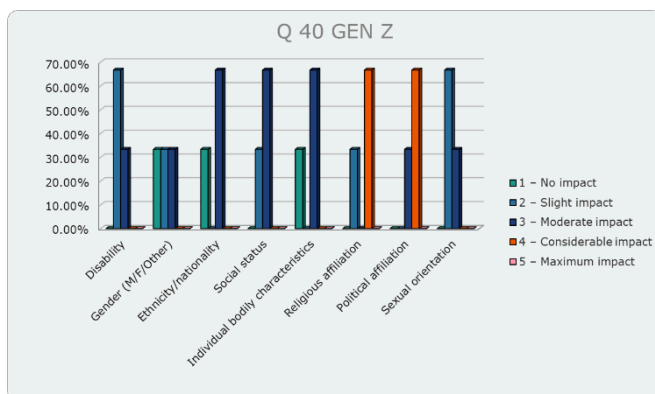
**Question 39:** Examples of initiatives aimed at reducing digital inequality were the following:

- No, due to the nature of my work, everyone is at least reasonably up to date.
- Yes, online training for Boomer colleagues was unsuccessful and frustrating.
- No.
- Yes, training.
- I had cybersecurity training. I passed.
- There is extensive ICT training available in Portugal, sponsored by the government. It has had some success in reducing gaps, but its outreach doesn't always align with actual needs.
- Ongoing training.
- Yes, very successful.

## 6. Generational diversity from an intersectional point of view

**Question 40:** Amplifying factors in relation to discrimination and relational asymmetries between different generations within the professional environment?

The respondents' views on discrimination and asymmetries vary. The Gen Z, 67% see social status and 67% see individual bodily characteristics as having a moderate impact, while 67% consider political and religious affiliation to have a considerable impact. Regarding Millennials, 42% believe gender and social status have slight or moderate impact, and 33% view political affiliation as slightly impactful. The Gen X answered that, 43% see disability as having a moderate impact, while 29% believe political affiliation and social status have a considerable effect. And Baby Boomers, 60% consider disability to have considerable impact, and 40% believe ethnicity and sexual orientation have some influence.





**Question 41:** Descriptions of worrying situations in which one or more (intersectional) factors amplify relational difficulties between individuals belonging to different generations the answers were:

- Physical or mental disability can limit the ability to practice emergency medicine but does not necessarily constitute discrimination.
- I don't know.
- I have nothing to add.
- I have no knowledge of that.
- Lack of patience.
- I can't see beyond the general.
- Lack of willingness to learn or improve.
- There is not much discrimination based on these factors in Portugal. Most discrimination is linked to gender-specific associations in certain areas—for example, the different treatment of women, especially younger ones, when they try to buy a car or discuss technical matters in other contexts. This treatment is particularly common among professionals from older generations and is often more pronounced when the woman is young, regardless of her professional or educational background.
- There are no such situations.

**Question 42:** Generations' inclination to express certain statements concerning intersectional discrimination factors

The graphs below show how the four analysed generations believe others to voice the appropriateness of the following statements. They were asked to comment on their own generation and the three others in relation to:

Sentence 1 If you have a disability, your work is not authentic.

Sentence 2 If you are a woman, you must prioritise your physical appearance, then motherhood, and only then can you hope to have a career, if it is not too late.

Sentence 3 An immigrant does not have the same opportunities as someone born here.

Sentence 4 You can be male or female, there are no other possibilities.

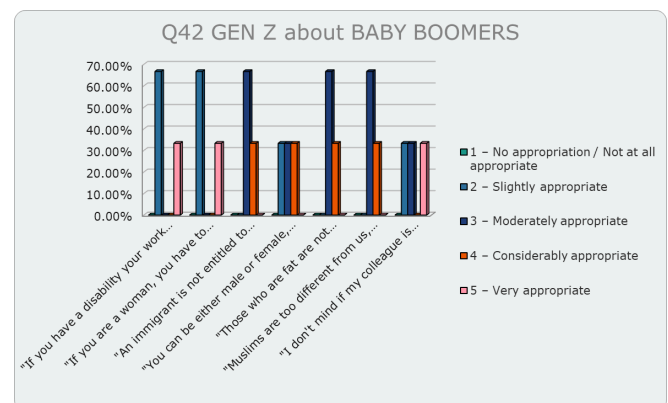
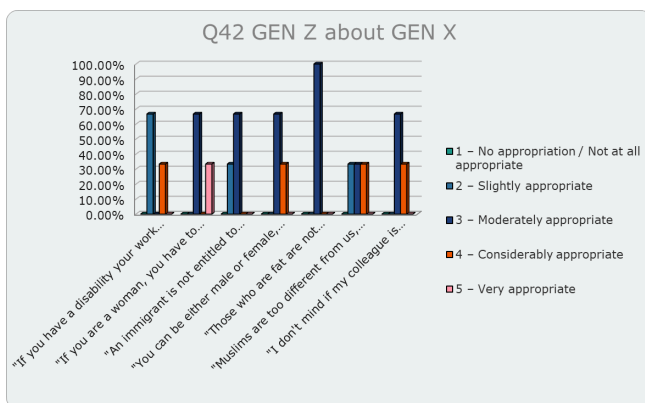
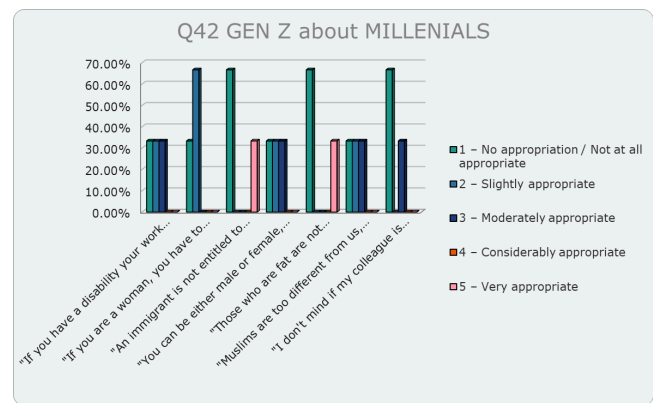
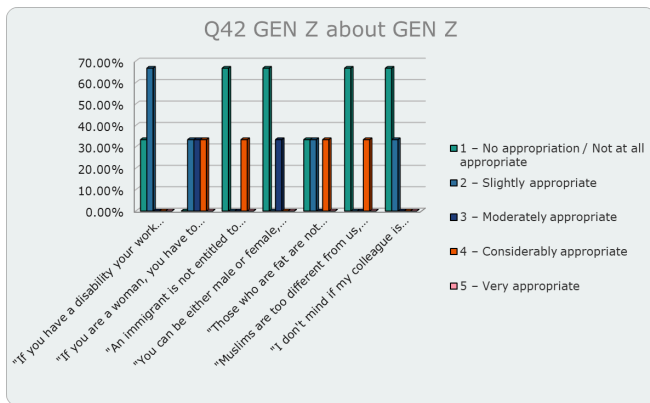
Sentence 5 Overweight people are unreliable; they can't even control themselves.

Sentence 6 Muslims are too different from us, it's useless to try to understand them.

Sentence 7 I don't care if my colleague is gay, if he does his job well.

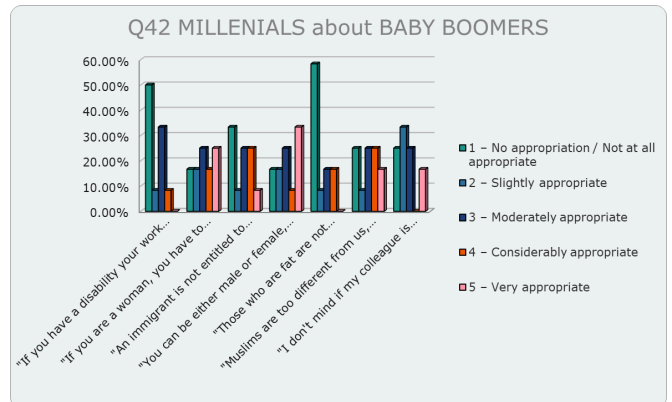
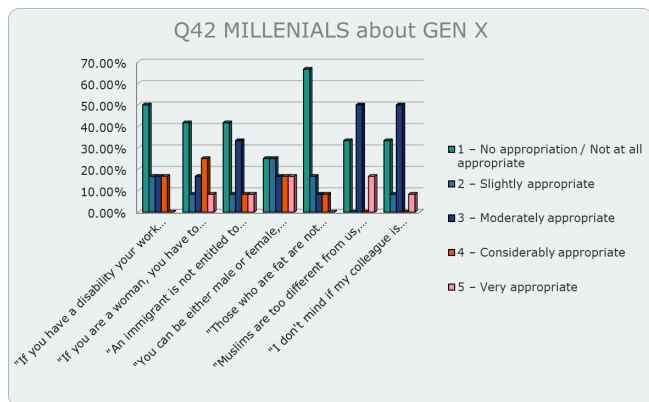
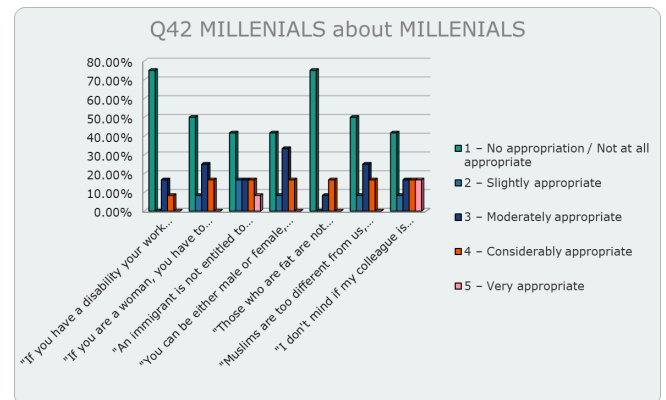
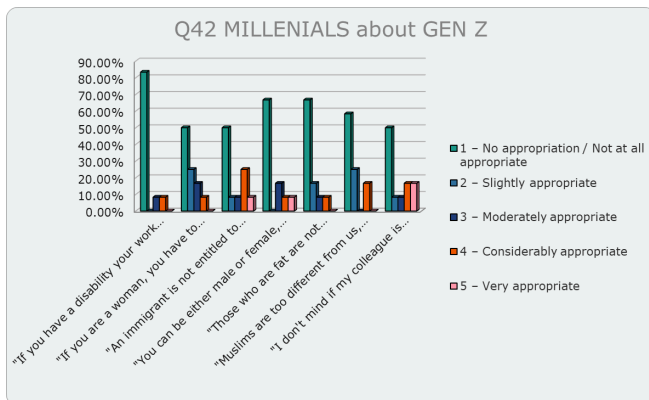
## Gen Z regarding other generations

According to the participants from Gen Z, 67% of Gen X and Baby Boomers were seen as moderately or considerably accepting of the statement that "immigrants are not entitled to the same opportunities." Regarding the belief that "you can be either male or female, there are no other possibilities," 66.7% of Gen X and Baby Boomers were also viewed it as moderately or acceptable. Regarding the idea that "those who are fat are not trustworthy," Gen Z perceived 100% of Gen X and 66.7% of Baby Boomers as finding it at least moderately appropriate. Taking in consideration the statement about Muslim people being "too different" was also seen as acceptable by 66.7% of both groups. For last, Gen Z believed that 66.7% of Millennials considered the statement about women prioritising appearance and motherhood as slightly to moderately appropriate.



## Millennials regarding other generations

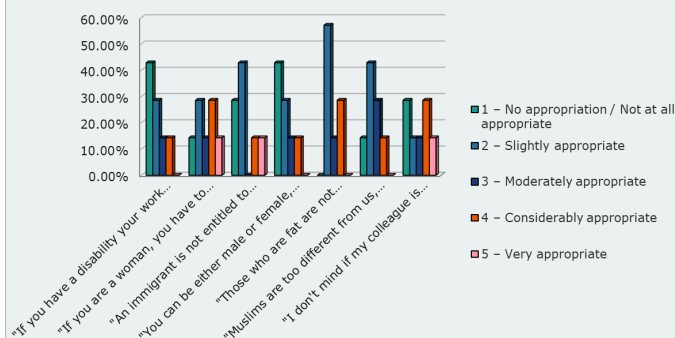
According to answers provide by Millennials, 66.7% of Baby Boomers are recognised as finding the statement "You can be either male or female" at least moderately appropriate, while 50% of Gen X seem to moderately agree that "Muslims are too different from us." But only 25% of Gen Z are finds the same gender-binary statement moderately appropriate. For the idea that "an immigrant is not entitled to the same opportunities," 33.3% of Gen X and 25% of Baby Boomers are recognized as considerably or very approving.



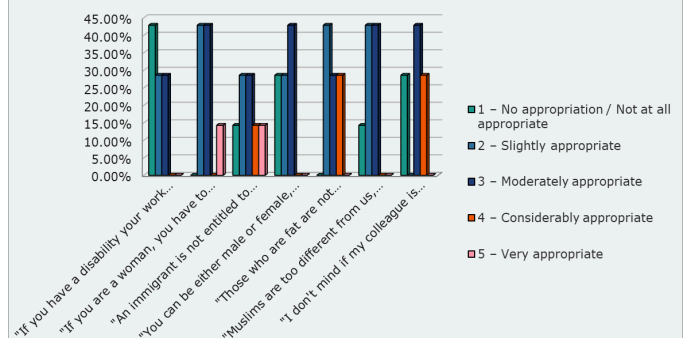
## Gen X regarding other generations

The Gen X sees Baby Boomers as strongly agreeing 71.43% that immigrants shouldn't have the same opportunities. They also think Millennials mostly agree 42.86% that people are only male or female. According to Gen Z is seen as slightly agreeing 57.14% that overweight people can't control themselves. Moreover, 28.57% of Millennials are quite okay with the idea of accepting gay colleagues if they do their job well.

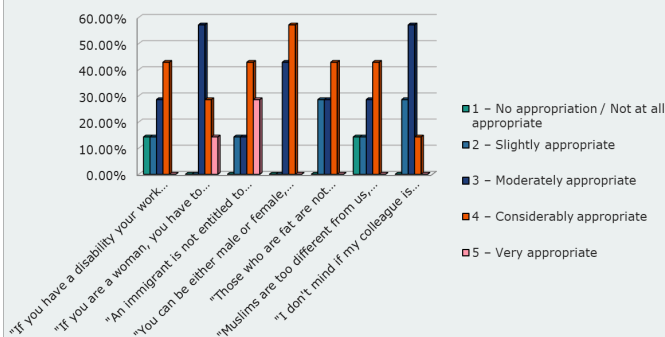
Q42 GEN X about GEN Z



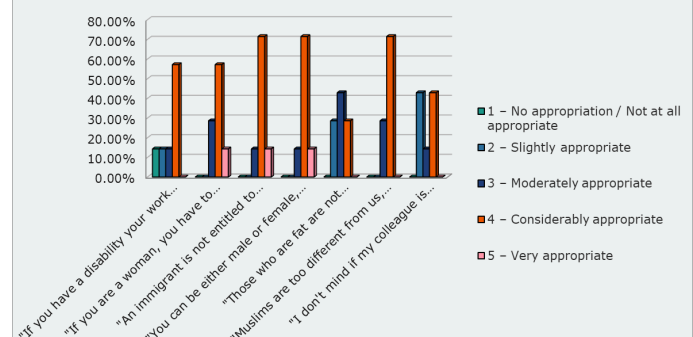
Q42 GEN X about MILLENIALS



Q42 GEN X about GEN X

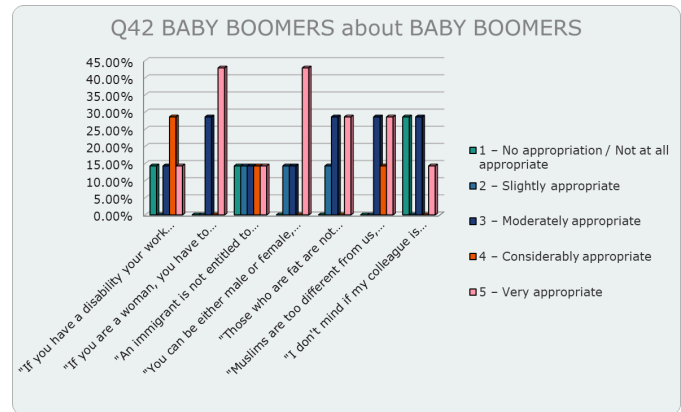
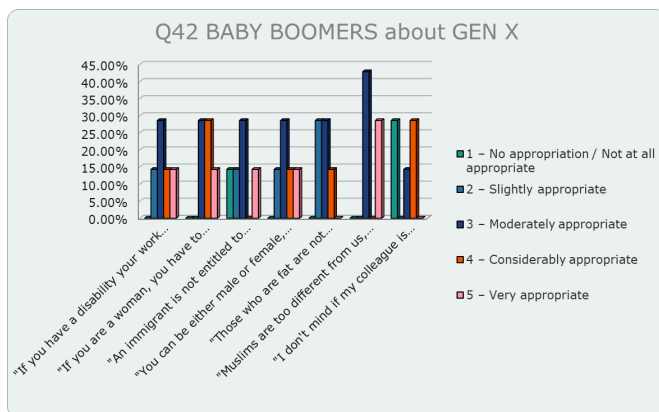
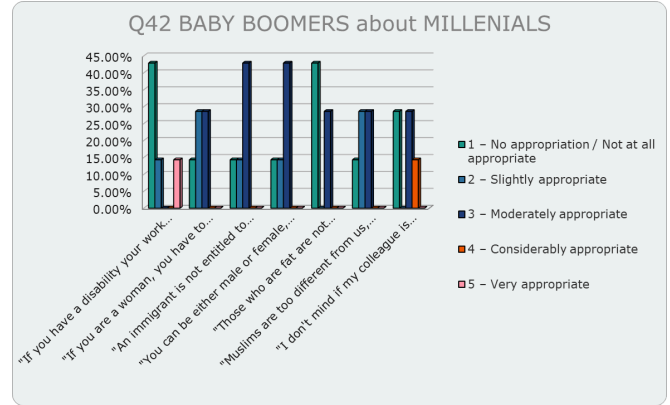
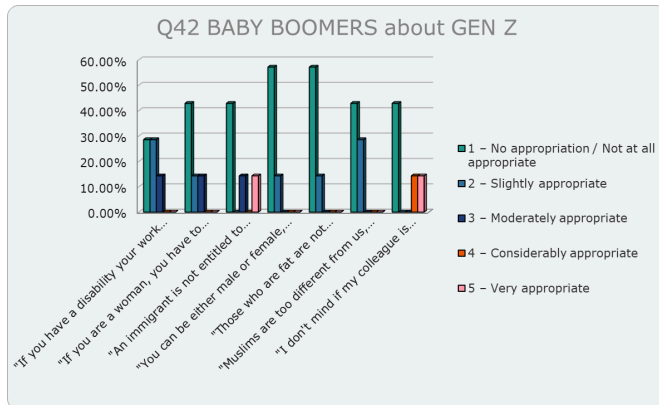


Q42 GEN X about BABY BOOMERS



### Baby Boomers regarding other generations

According to the answers Baby Boomers see Gen Z as the most rejecting group, with 57.14% saying it's not okay to claim only two genders. They view regarding Millennials as more mixed, with 42.86% saying it's moderately okay to deny immigrants equal rights. Regarding Gen X, 28.57% they think it's moderately fine to make negative assumptions about overweight people.



**Question 43:** Examples of observed or experienced discriminatory statements were:

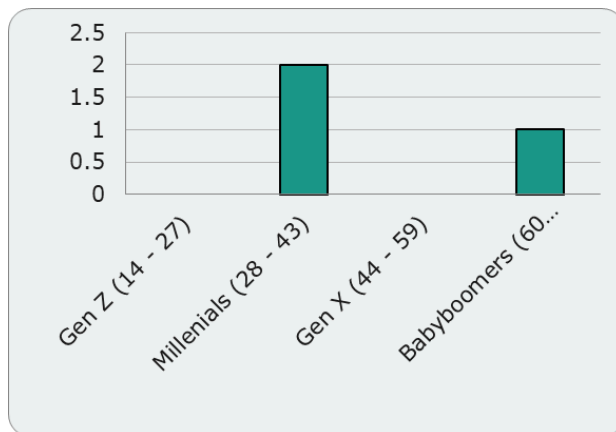
- The answer most given was no.
- In the work context, never; socially, I have heard some racism and sexism.
- The most No.
- I don't have any.
- I'm not aware of any.
- The weight of each factor depends more on a person's upbringing than on their generation. Educated people tend not to hold such discriminatory views.
- It has never happened.
- 'It's better for a woman to consider having a second child rather than bother starting a business.'
- Not particularly.



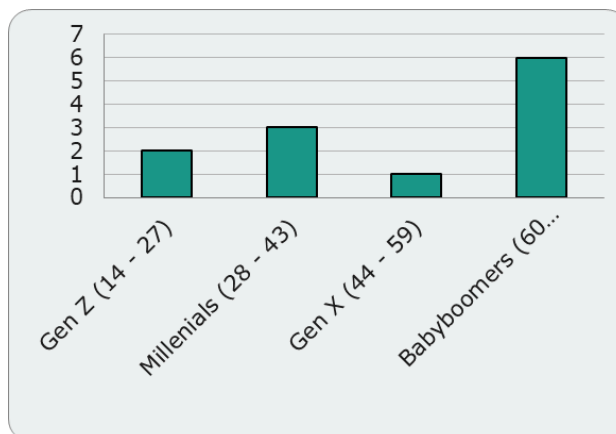
**Question 44:** Breakdown by generation of people who express discriminatory comments

The responses were that Baby Boomers think most discrimination comes from their own group 43%, after then is Millennials 21%, then Gen X 14%, and Gen Z 14%. The Millennials said that Baby Boomers cause most 55%, then themselves 27% and Gen Z 18%. Gen X sees discrimination gap between Gen Z, Gen X, and Baby Boomers both 29%.

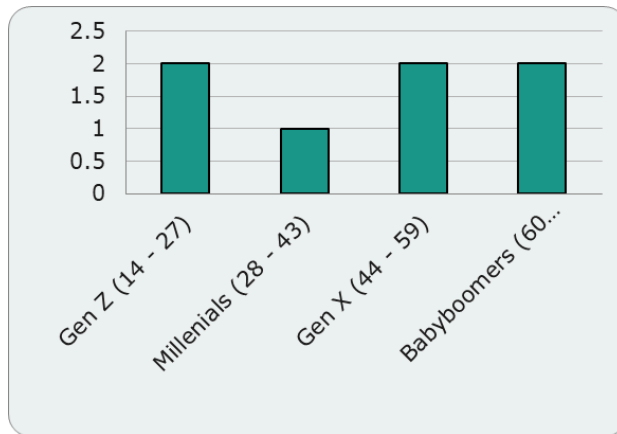
Gen Z



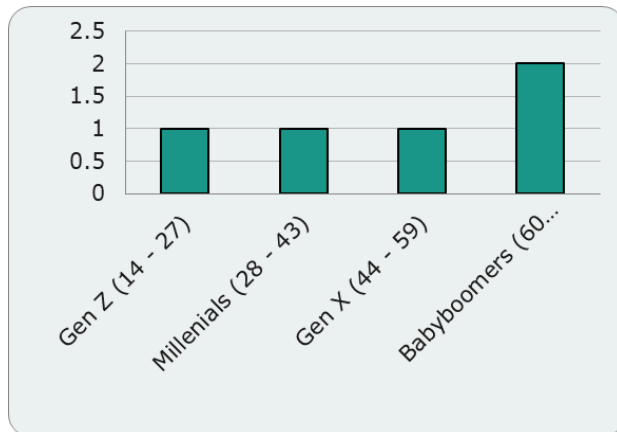
Millennials



### Gen X



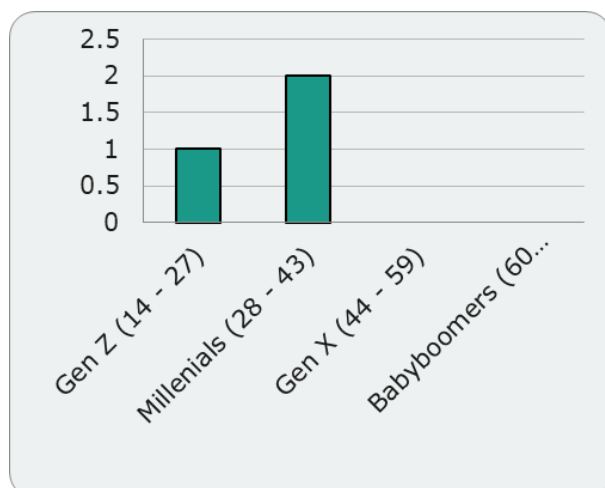
### Baby Boomers



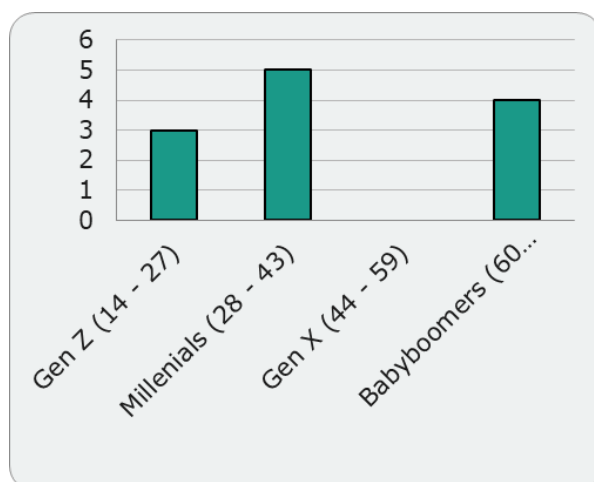
**Question 45:** Breakdown by generation of people who victims of discriminatory comments are:

According to the responses Baby Boomers believe most targets of discrimination are Millennials and Gen X. Moreover, Millennials see themselves and Baby Boomers as the main target. Also Gen X think Gen Z and Baby Boomers are mostly targeted.

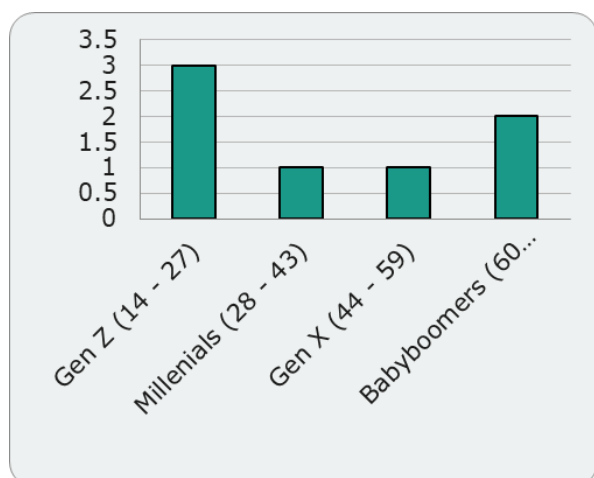
### Gen Z



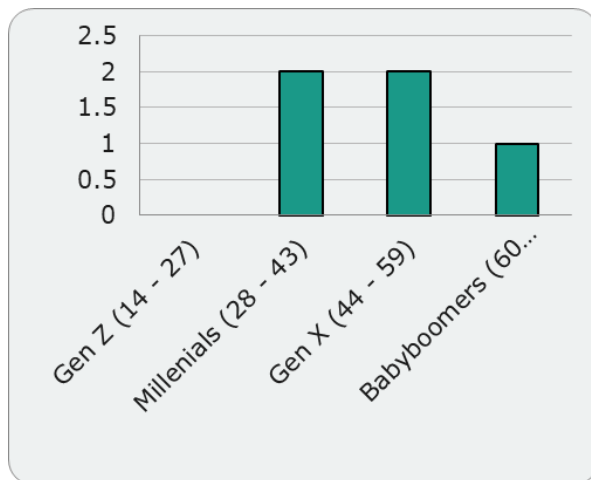
### Millennials



### Gen X



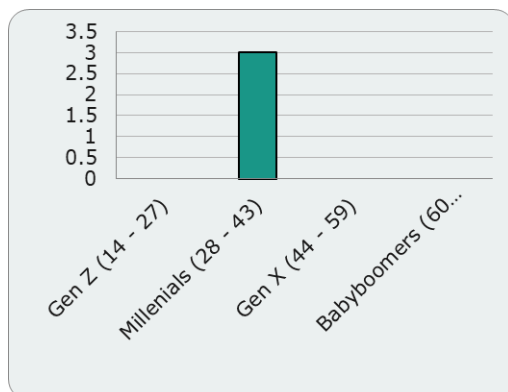
### Baby Boomers



**Question 46:** Breakdown by generation of people who support victims of discriminatory comments:

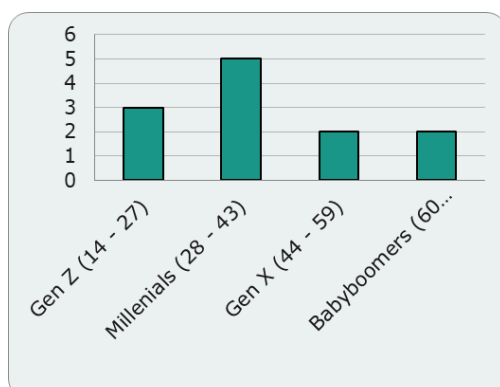
The respondents said that most people who step in to solve problems are seen as Millennials across all generations. Baby Boomers and Gen X are less often to intervening. Overall, Millennials are viewed as the main generation acting.

### Gen Z

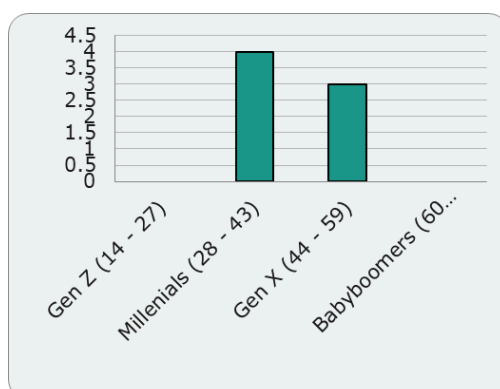




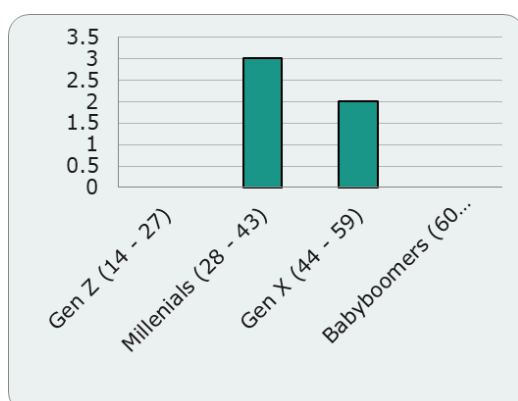
### Millennials



### Gen X



### Baby Boomers





**Question 47:** Most significant discriminating factors other than age

The responses to the question “*Were there other discriminatory factors in that situation besides age?*” the responses were:

- Most given response were no
- Female sex and immigration
- I have no knowledge
- Education
- Origin
- Culture
- Gender
- Ideology
- Sex
- Yes
- Culture, hygiene