MYCo
Meet Your Colleague

Research Summary on Generational Differences

Organisation: LABC srl

Country: Italy

**Co-funded by
the European Union**

Partners

LABC

E&D
E&D
Knowledge
Consulting

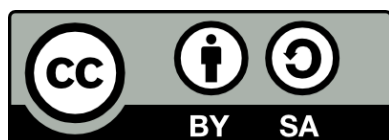CWEP
Centrum Wspierania
Edukacji
i Przedsiębiorczości

diciannove●coop

assist
| International HR |

Content

1. General Information

Breakdown of sample by generation (Q1)

Each generation is represented in the sample of 30 participants in the survey for Italy.

40% of the sample belongs to Generation X.

30% of the sample belongs to Millennials, and the youngest generation (Gen Z) and the oldest generation (Babyboomers) each account for about 15%.
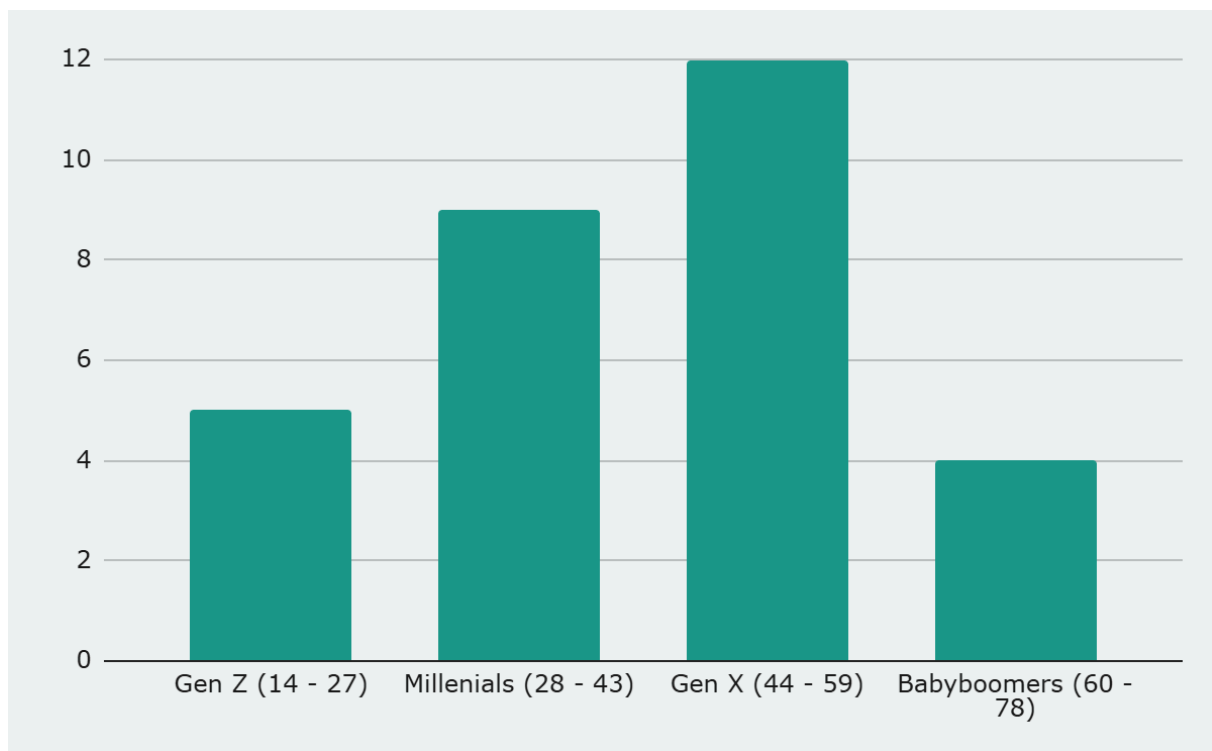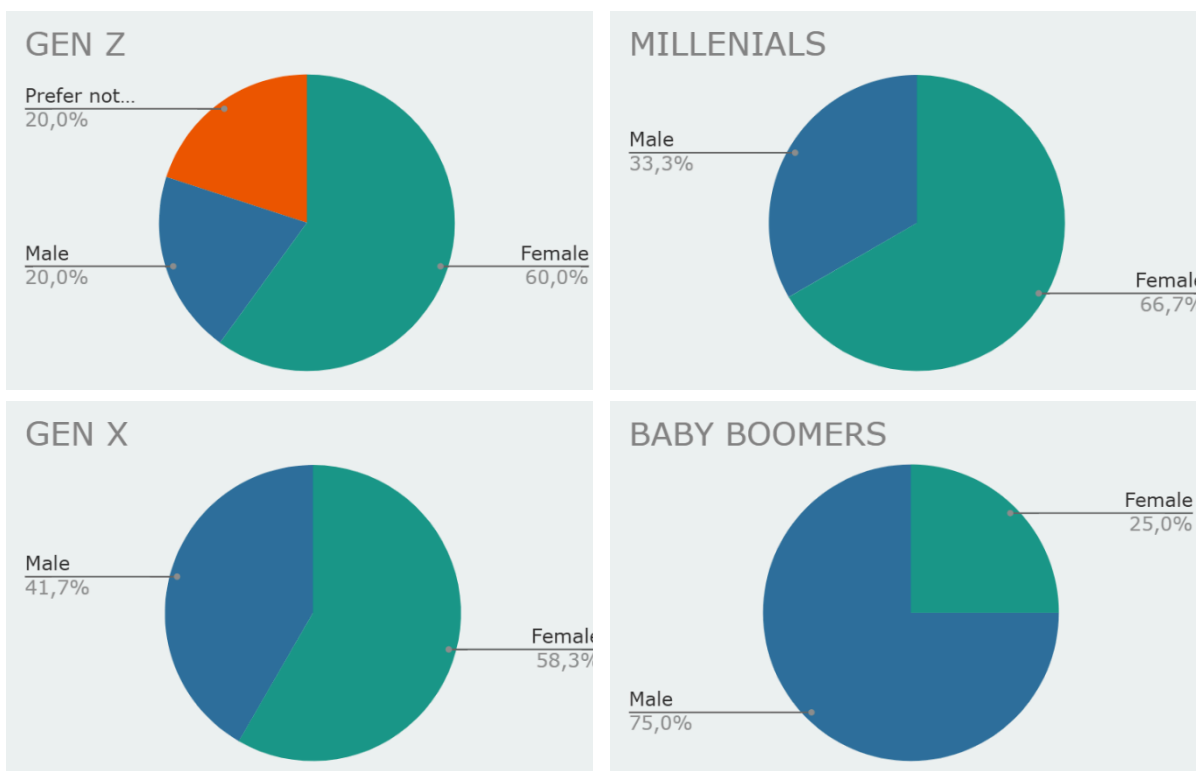

Breakdown of sample by gender (Q2)

As far as gender is concerned, the sample declares that about 60% are female and 40% male.

The graphs below show the distribution of the sample by gender.

For all generations except Baby Boomers, we observe that the sample is predominantly female. The Baby Boomers buck this trend, with three quarters of the sample consisting of males, a fact that could be attributed to the fact that this was still a generation in which many women gave up work after having children, choosing to devote themselves exclusively to childcare.
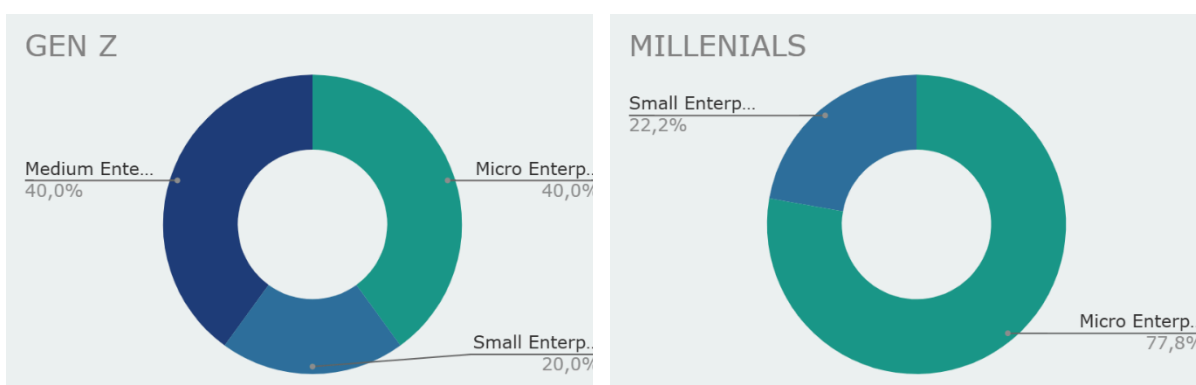
Only one of the respondents did not declare their gender and belongs to the younger generation, which is certainly more comfortable with the issue.

GEN Z

Prefer not...
20,0%

Male
20,0%

Female
60,0%

MILLENIALS

Male
33,3%

Female
66,7%

GEN X

Male
41,7%

Female
58,3%

BABY BOOMERS

Female
25,0%

Male
75,0%

Breakdown of sample by size of companies they work for (Q3)

When analysed as a whole, the sample is distributed across all company sizes, with a clear prevalence of micro-enterprises and large companies. This is in line with the labour market analysis, which shows growth in self-employment or freelance work and identifies some niches of privileged individuals still tied to old contracts.

The graphs below show the distribution across generations.

GEN Z

Medium Ente...
40,0%

Micro Enterp...
40,0%

Small Enterp...
20,0%

MILLENIALS

Small Enterp...
22,2%

Micro Enterp..
77,8%

GEN X

Micro Enterp..
16,7%

Large Enterp...
83,3%

BABY BOOMERS

Large Enterp...
25,0%

Micro Enterp..
25,0%

Small Enterp..
50,0%
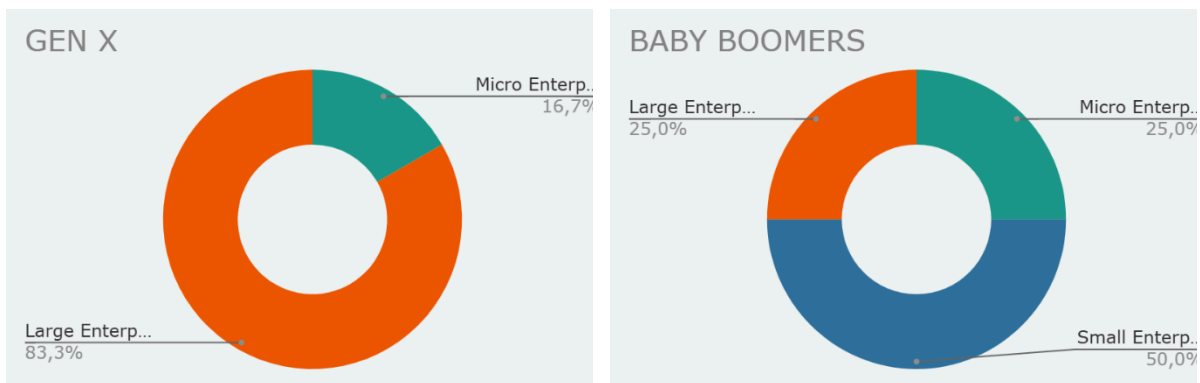
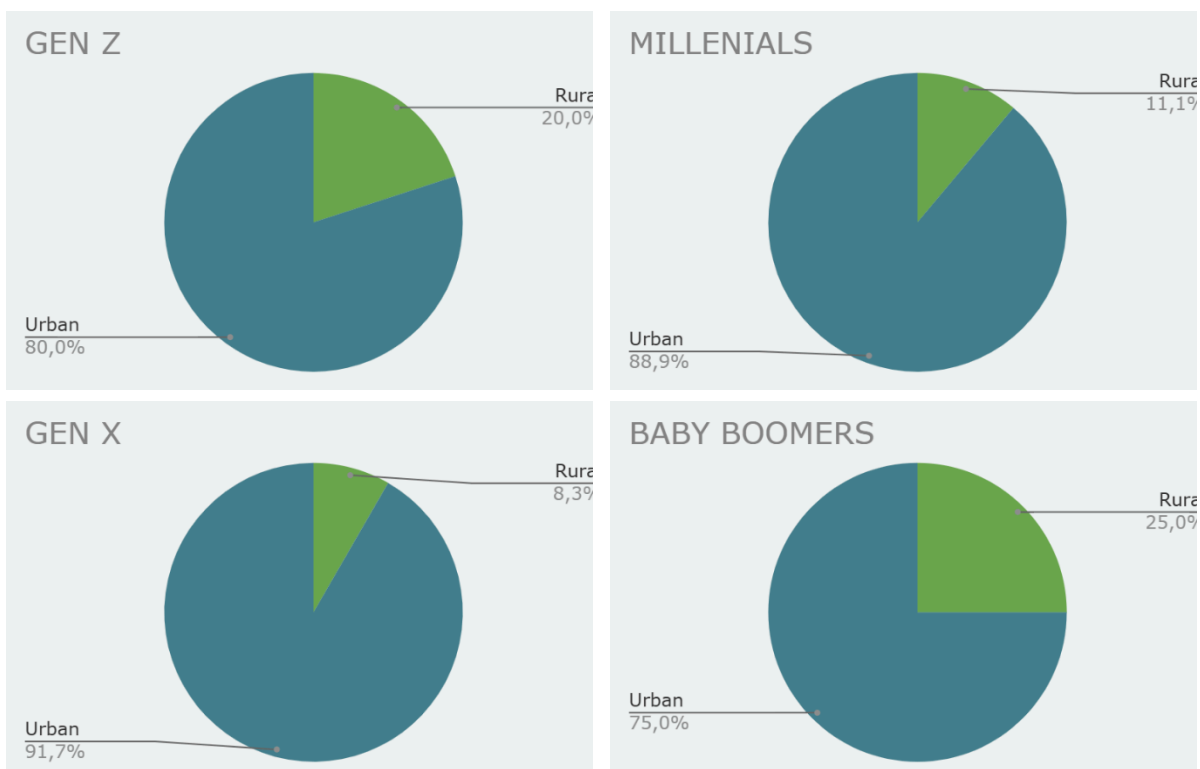The most interesting finding is that large enterprises are represented in the sample only by the older generations, with a clear prevalence of Generation X over Baby Boomers. This finding is consistent with national statistics, which indicate that, due to recurring economic crises and despite policies to help young people enter the labour market, large companies have for many years now limited the acquisition of new human resources, resulting in an ageing workforce.

Micro and small businesses mainly employ younger and older generations, perhaps because they are less competitive in terms of salary.

Medium-sized companies in the target sample are represented only by Generation Z.

Distribution of the sample by location of the companies they work for (Q4)

Over 86% of the sample works for organisations based in an urban setting. This prevalence of the urban context is also confirmed at the level of individual generations, with at least three quarters of the sample working in companies based in a city.

GEN Z

Rura
20,0%

Urban
80,0%

MILLENIALS

Rura
11,1%

Urban
88,9%

GEN X

Rura
8,3%

Urban
91,7%

BABY BOOMERS

Rura
25,0%

Urban
75,0%

Distribution of the sample by sector in which the companies they work for operate (Q5)

70% of the sample works for organisations operating in an international context.

This figure should be viewed in relation to the high prevalence in the sample of representatives of Generation X, most of whom are employed in large companies for which doing business in a globalised context is essential.

GEN Z
No 20,0%
Yes 80,0%

MILLENIALS
Yes 33,3%
No 66,7%

GEN X
No 16,7%
Yes 83,3%

BABY BOOMERS
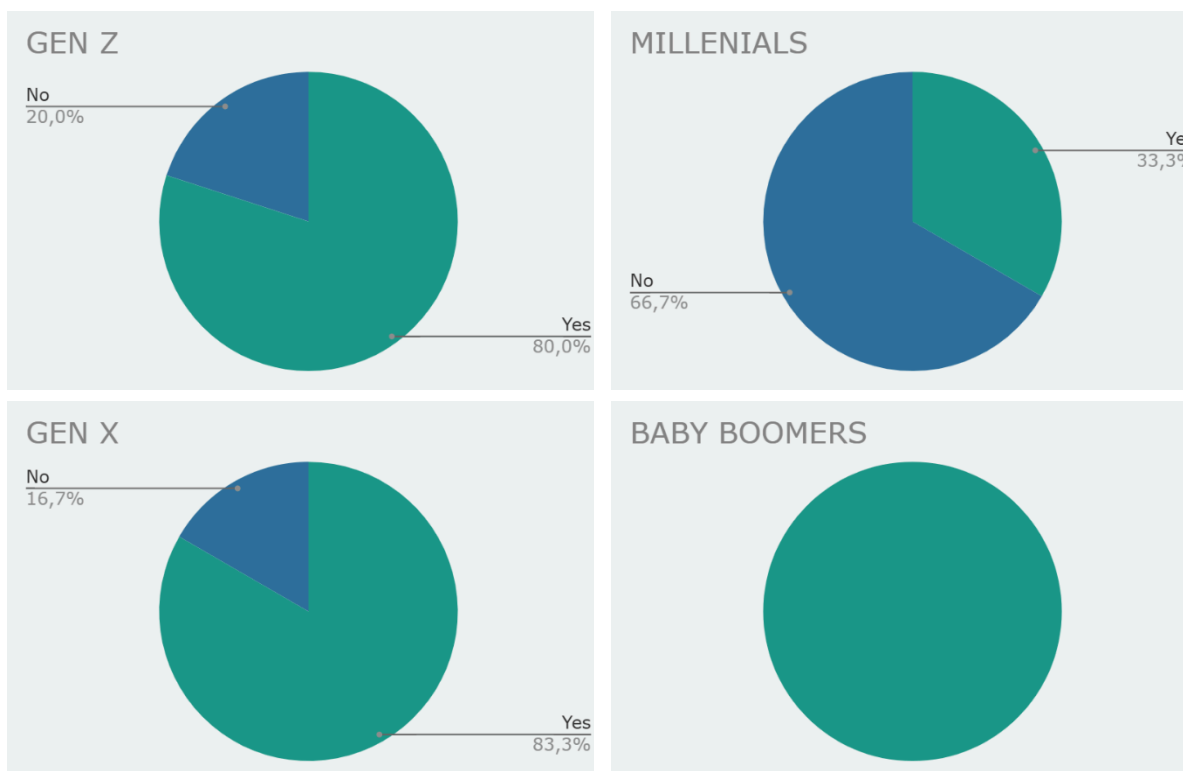
Breakdown of the sample by product sector in which the companies they work for operate (Q6)

More than half of the sample works in the services/commerce sector, while the remainder includes 26.67% employed in the non-profit sector, 13.33% in industry and only 6.67% in agriculture, forestry and fishing.

The graphs below clearly show that companies in the services/commerce sector are the most represented among those in the sample.
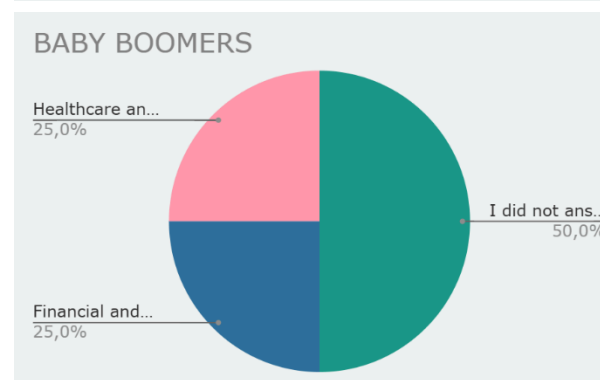

GEN Z

MILLENIALS

GEN X

BABY BOOMERS
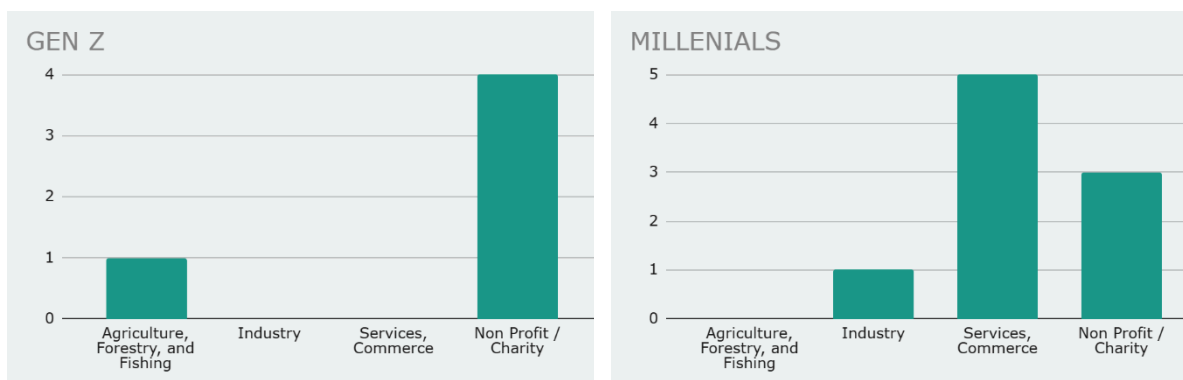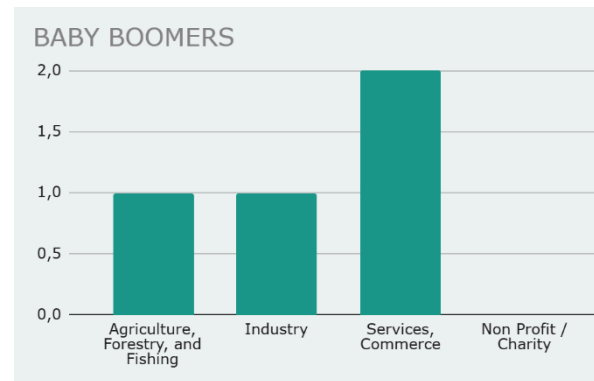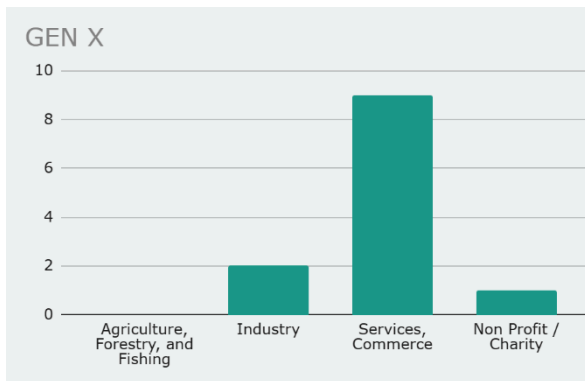
Breakdown of the sample that indicated the sub-sectorservices/commerce (Q7)

The 16 participants who indicated services and trade are divided between financial and insurance services, legal and IT, and others excluding tourism and logistics, culture and wholesale trade.

The graphs below illustrate the detailed distribution of members of each generation working in the services/trade sector.

GEN Z

Other
20,0%

I did not ans..
80,0%

MILLENIALS

Environmenta…
11,1%

Retail Trade (…
11,1%

Education (sc…
11,1%

Information a…
11,1%

I did not ans..
44,4%

Professional a..
11,1%

GEN X

Other
16,7%

Retail Trade (…
8,3%

Public Admini…
8,3%

Education (sc…
8,3%

I did not ans..
16,7%

Financial and..
25,0%

Professional a..
16,7%

BABY BOOMERS

Healthcare an…
25,0%

Financial and…
25,0%

I did not ans..
50,0%
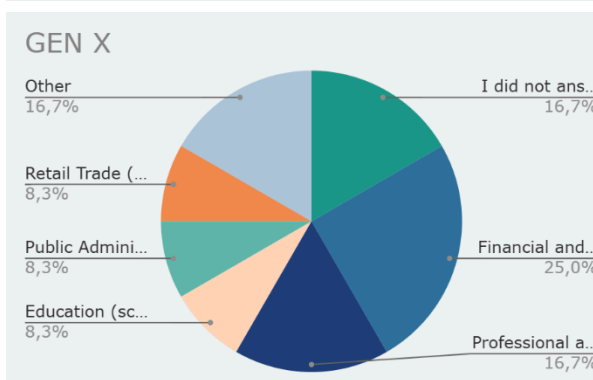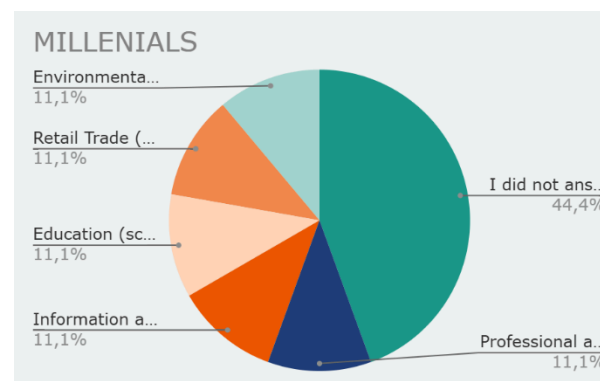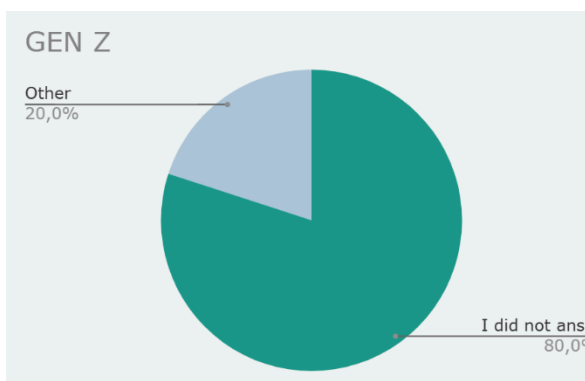
Breakdown of sample by role in companies (Q8)

In terms of roles, 20% are manual workers, 56.67% are office workers, trade union leaders account for 6.67%, while human resources and trade union members have only one representative each. Only three survey participants identified themselves as employers.

The distribution of roles across generations is influenced by experience and seniority, which are still very important factors in Italy for accessing positions of responsibility within an organisation.

GEN Z

Clerk
40,0%

Worke
60,0%

MILLENIALS

Employer
11,1%

Worke
22,2%

Clerk
66,7%

GEN X

Employer
8,3%

Human Resour...
8,3%

Trade Unionist
8,3%

Manager
8,3%

Clerk
66,7%

BABY BOOMERS

Employer
25,0%

Worke
25,0%

Manager
25,0%

Clerk
25,0%
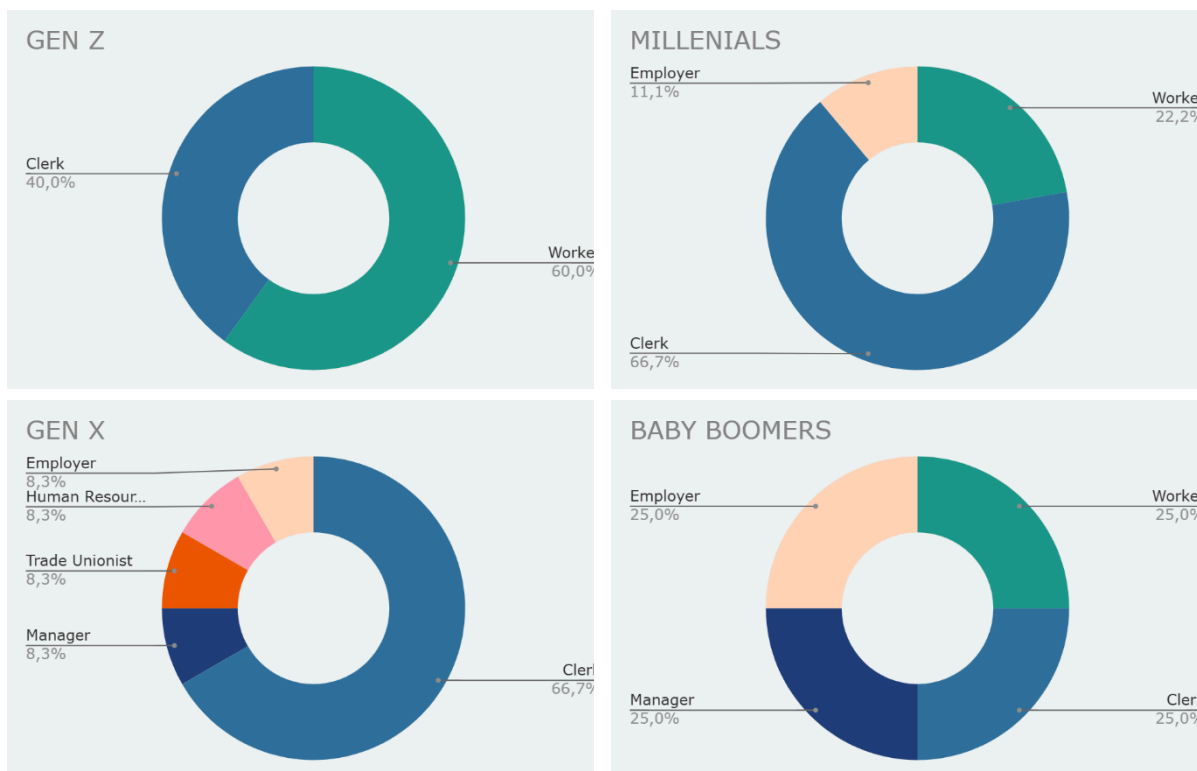
2. Culture and Generations

Assessment of the influence of cultural backgrounds other than one's own on intergenerational cooperation in the workplace (Q9)ì

The following graphic shows the level of influence on cooperation between generations in your workplace of having a different cultural background, according to the sample.

For over 70% the influence is high or very high, average for 23%, while only 1 of the participants indicated low. None of the participants ruled out the possibility of an impact.

The graphs below show the data collected for each generation.

Examples of situations in which intercultural differences between generations were evident (Q10)

Below are the main themes that emerged from the narrative responses to the request for specific examples of how intercultural differences between generations have become apparent in the workplace.

Work organisation

Participants highlighted clear intercultural differences between generations, particularly with regard to communication styles and work organisation. A fundamental difference emerged

between baby boomers and younger generations: older workers often see work as a central part of their identity, accept long working hours and value job stability, while younger generations prioritise work-life balance and personal well-being.

Engagement in global collective causes

Generation Z and Millennials show less interest in collective work issues, focusing instead on global causes such as climate change.

Communication styles in the workplace

Communication preferences also differ: older generations place greater value on face-to-face interaction, while younger generations are more comfortable with digital and online relationships.

Engagement

Some manufacturing companies have reported difficulties in engaging younger generations, who are less responsive to traditional brand loyalty strategies and more motivated by values such as ethics and sustainability.

Diversity as a value

Despite the generational gap, younger participants emphasised the value of cultural diversity as a source of enrichment. While experience remains a respected source of authority, digital literacy marks a significant gap: only a portion of Generation X has fully adapted to digital tools, while digital proficiency is more widespread among younger cohorts.

The challenges that the champion encounters in their organisation when different generations from different cultural backgrounds work together (Q11)

The following graphs show the target sample's assessment, broken down by generation, of the challenges their organisations face when different generations from different cultural backgrounds work together.

All the points raised (different communication styles, different management styles, different values, mutual learning and knowledge sharing, different understanding of time, different understanding of priorities, different expectations) are recognised as crucial issues.

The options to be evaluated are:
● Different communication styles
● Different management styles
● Different values
● Mutual learning and knowledge sharing
● Different understanding of time
● Different understanding of priorities
● Different expectations

Q.11 GEN Z

Legend: 1 – Not at all · 2 – A little · 3 – Moderately · 4 – Quite a bit · 5 – Very much

Q.11 MILLENIALS

Legend: 1 – Not at all · 2 – A little · 3 – Moderately · 4 – Quite a bit · 5 – Very much
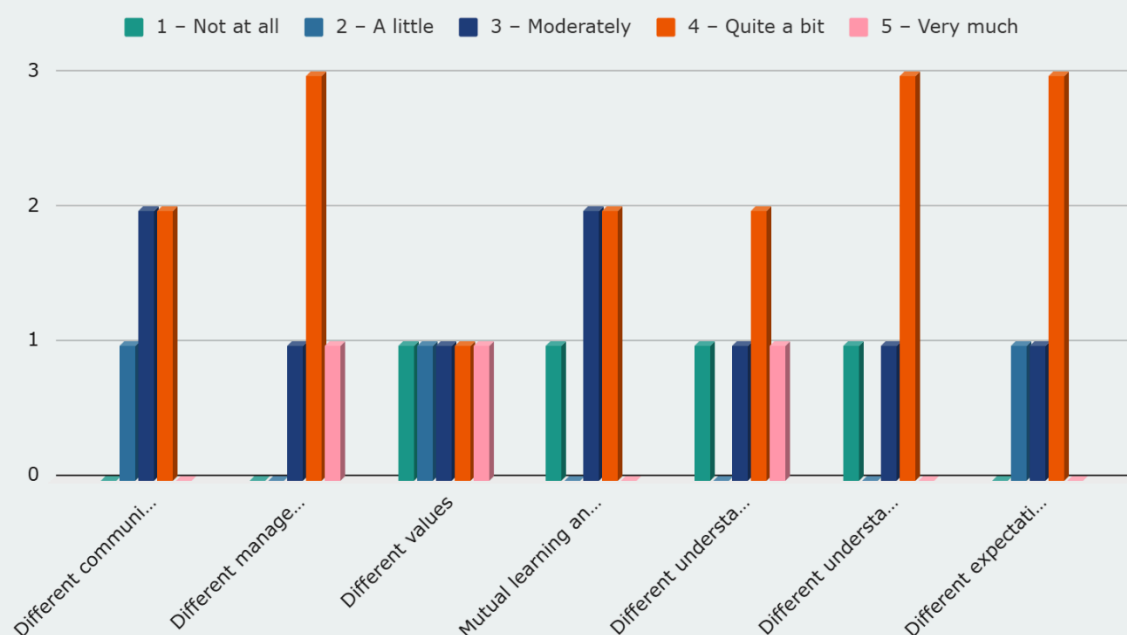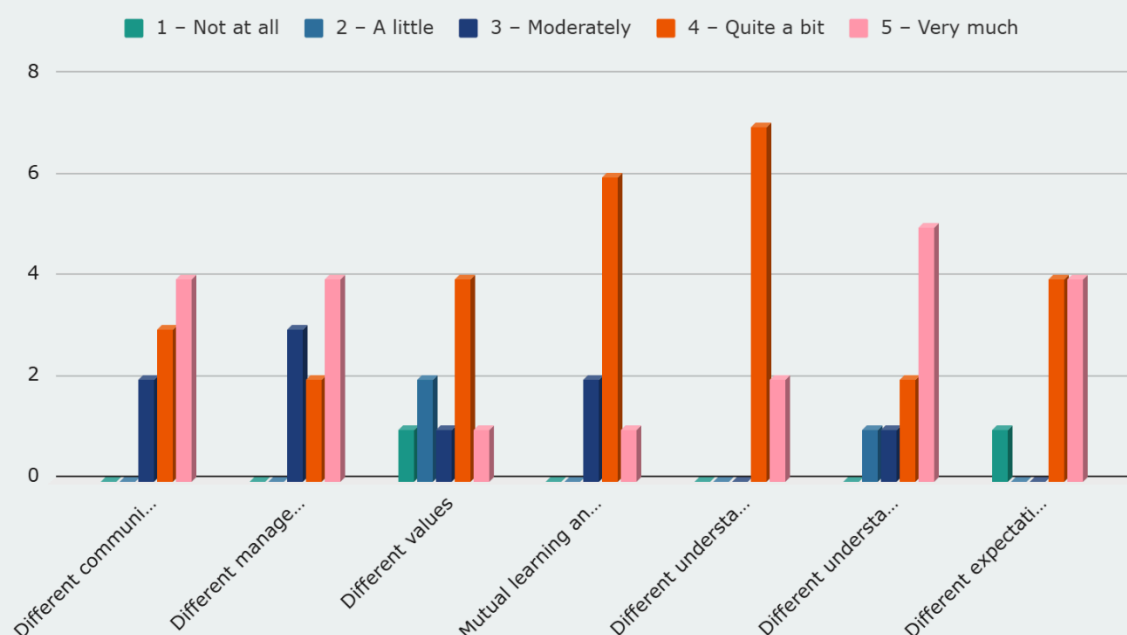
Q.11 GEN X

Q.11 BABY BOOMERS

An analysis of the data broken down by generation (Gen Z, Millennials and Gen X) reveals significant differences in the perception of the main organisational challenges.

Generation Z assesses critical issues less sharply than older generations. The issues highlighted as relevant include aspects such as different management styles, understanding

of time and priorities. The overall impression is that there is a less intense perception of problems.

Millennials show greater polarisation: challenges are perceived as more relevant, especially in terms of mutual learning, time management and different expectations. This group seems more aware and involved in the generational debate.
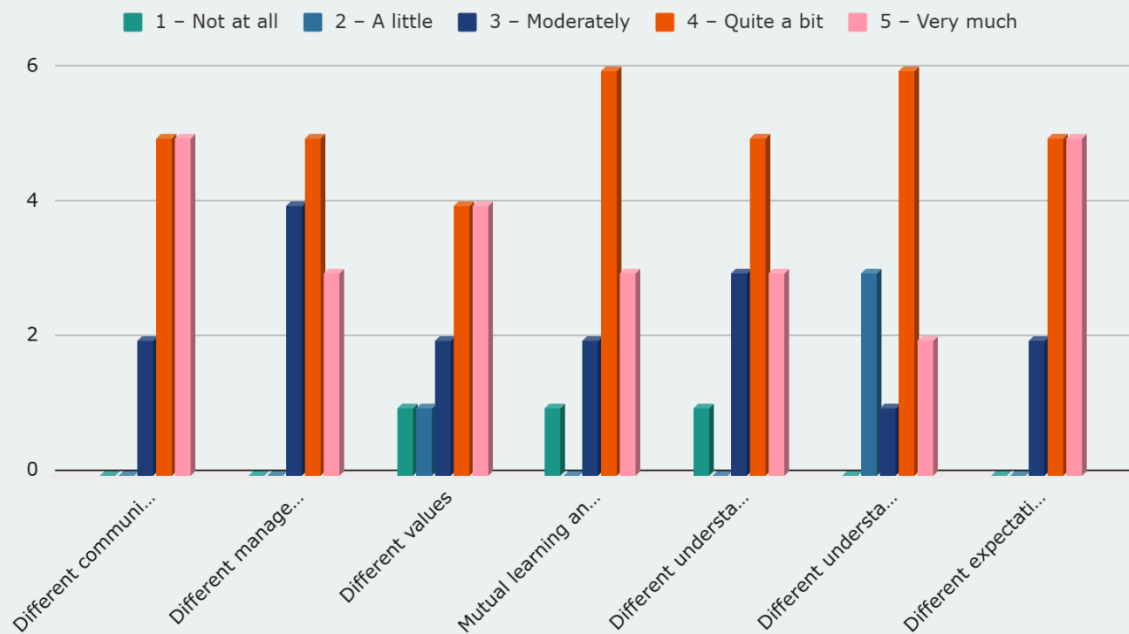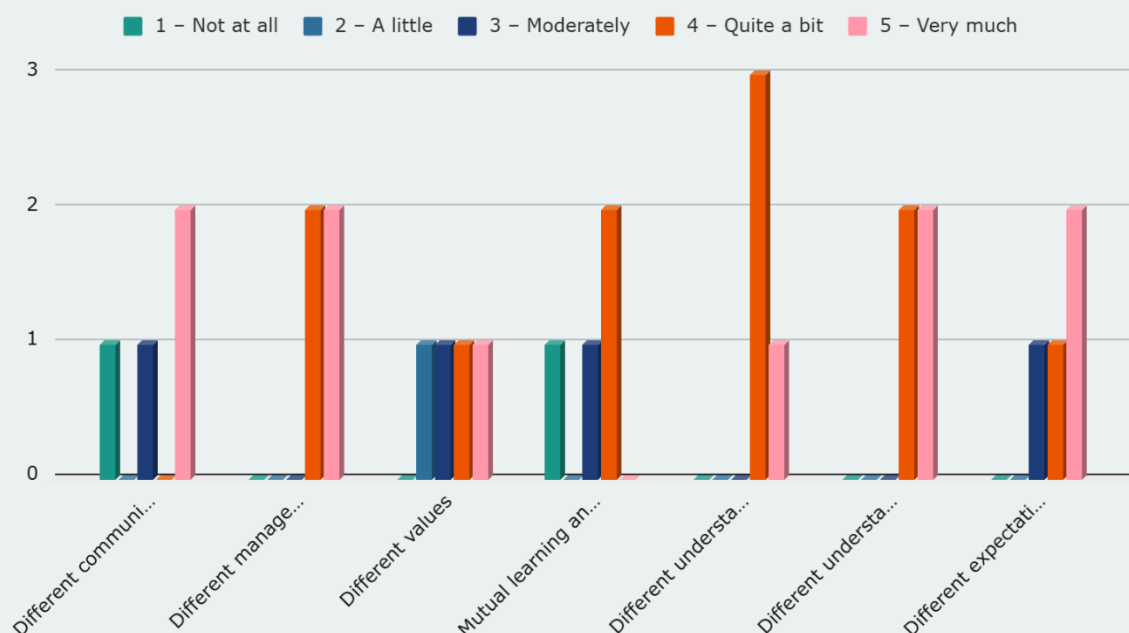
Generation X clearly recognises the importance of the challenges that are spread across almost all categories, particularly in terms of communication styles, management, values and expectations. This suggests a more structured and deeper perception of the difficulties associated with intergenerational and intercultural collaboration.

Baby Boomers show a keen sensitivity to changes in communication patterns and organisational values, probably stemming from a long professional career and a well-established perspective.

In summary, as age increases, so does awareness of organisational challenges, while Gen Z seems to have a more limited or less critical view of the problem. The most critical categories for all generations remain management, values, expectations and understanding of priorities.

Specific examples of the challenges mentioned in question 11 (Q12)

Participants highlighted several challenges arising from intergenerational and intercultural differences in the workplace.

Communication styles

Misunderstandings often arise due to different **communication styles**, with younger people tending to be more concise and emotionally detached, which can conflict with the expectations of older colleagues.

Working patterns

Preferences for remote working further complicate collaboration, as seen in cases where employees had to be reassigned due to customer expectations requiring in-person interaction.

Management and hierarchical styles

Management and hierarchical styles also differ; older generations tend to be more respectful of hierarchical structures, often taking on tasks that fall outside their defined roles.

Values and priorities

At the same time, values and priorities vary significantly: older employees focus on job security and long-term employment, while younger colleagues prioritise autonomy, professional mobility and work-life balance.

Perception of time and urgency

Differences in the perception of time and urgency create friction, such as the use of digital calendars versus paper calendars or differing opinions on what constitutes an urgent matter.

Expectations

This is closely linked to expectations, where older generations may view younger employees as seeking quick rewards without proportionate effort.

Finally, responses indicate that life stage plays a key role, particularly for 30-40 year olds, who may prioritise family over professional growth, highlighting the complexity of managing multigenerational teams.

About the comments regarding the approach to cultural differences follow.

In general, there is a widespread belief that the younger generations have a more attentive approach to cultural differences because they are more 'accustomed' and educated from childhood to the concept of inclusion. Millennials show that they have a sensitivity to this issue and Gen Z has been used to relating to people from different cultures since childhood.

For some it is difficult to answer without generalising. Sensitivity depends above all on individuals and their personal experiences. Certainly, the younger generations are used to travelling, to cultural exchanges and to questioning their own point of view compared to older generations.

According to the sample, the social context greatly influences the approach to cultural differences.

There is no generation that has an optimal approach; certainly, being older indicates less flexibility. It is a question of age rather than generation.

Assessment of the perception of cultural differences in the workplace by generation (Q13)

The graphs below highlight how much each generation believes certain statements are considered important.

The statements to be evaluated are:

- Cultural differences are seen as an opportunity for cooperation.
- There are difficulties in understanding or accepting cultural differences.
- Cultural differences strongly influence ways of working and communicating.
- The generation does not perceive any cultural differences.

GEN Z about each generation

GEN Z about GEN Z

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Cultural differen…, There are challe…, Cultural differen…, The generation…

GEN Z about MILLENIALS

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Cultural differen…, There are challe…, Cultural differen…, The generation…

GEN Z about GEN X

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Cultural differen..., There are challe..., Cultural differen..., The generation...

GEN Z about BABY BOOMERS

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Cultural differen..., There are challe..., Cultural differen..., The generation...

MILLENNIALS about each generation

MILLENIALS about GEN Z

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Cultural differen..., There are challe..., Cultural differen..., The generation...

MILLENIALS about MILLENIALS

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Cultural differen..., There are challe..., Cultural differen..., The generation...

MILLENIALS about GEN X

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

X-axis categories: Cultural differen..., There are challe..., Cultural differen..., The generation...

MILLENIALS about BABY BOOMERS

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

X-axis categories: Cultural differen..., There are challe..., Cultural differen..., The generation...

GEN X about each generation

GEN X about GEN Z

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Cultural differen..., There are challe..., Cultural differen..., The generation...

GEN X about MILLENIALS

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Cultural differen..., There are challe..., Cultural differen..., The generation...

GEN X about GEN X

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Cultural differen..., There are challe..., Cultural differen..., The generation...

GEN X about BABY BOOMERS

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Cultural differen..., There are challe..., Cultural differen..., The generation...

BABYBOOMERS about each generation

BABY BOOMERS about GEN Z

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Cultural differen..., There are challe..., Cultural differen..., The generation...

BABY BOOMERS about MILLENIALS

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Cultural differen..., There are challe..., Cultural differen..., The generation...

BABY BOOMERS about GEN X

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Cultural differen…, There are challe…, Cultural differen…, The generation…

BABY BOOMERS about BABY BOOMERS

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Cultural differen…, There are challe…, Cultural differen…, The generation…

Assessment of the generation with regard to the best approach to cultural differences and description of the motivation (Q14)

The sample, when asked to comment on which generation has the best approach to cultural differences, highlights the widespread perception that younger generations – particularly Generation Z and Millennials – have a more open and natural approach to cultural differences.

Generation Z

According to the sample, this is the generation most frequently cited as being receptive and inclusive, thanks to a combination of influential cultural factors, such as:

- Accustomed to diversity from childhood, thanks to increasingly multicultural school and social contexts.
- Greater exposure to global communication and social media, which has normalised cultural diversity.
- Implicit tolerance towards differences, which are seen not as an obstacle but as part of everyday life.

Millennials

According to the sample, Millennials are viewed positively, often on a par with Gen Z. The reasons given in support of this are:

- Extensive experience of travel, international mobility and cultural exchanges.
- A tendency to value diversity as a resource rather than a problem.
- An ability to accept differences in a conscious and structured way.

Generation X

Less frequently mentioned than the previous generations, but when mentioned, it is described as:

- Endowed with experience and awareness, able to manage diversity thanks to their intermediate position between younger and older generations.
- Flexible and pragmatically inclusive, especially in the workplace.

Baby Boomers

This generation is rarely mentioned in a positive light. When mentioned, it is often associated with a more rigid or problematic approach to cultural diversity, sometimes for reasons related to age rather than generation.

An interesting finding is that the sample in many responses distanced themselves from generalisations, emphasising that the approach to cultural differences depends on individuals, their personal experiences and social context rather than generational affiliation. Some participants pointed out that factors such as educational background, work environment and openness to dialogue have a greater impact than age.

Ambivalent or critical opinions also emerged, with some saying that young people take diversity for granted without necessarily understanding or exploring it in depth.
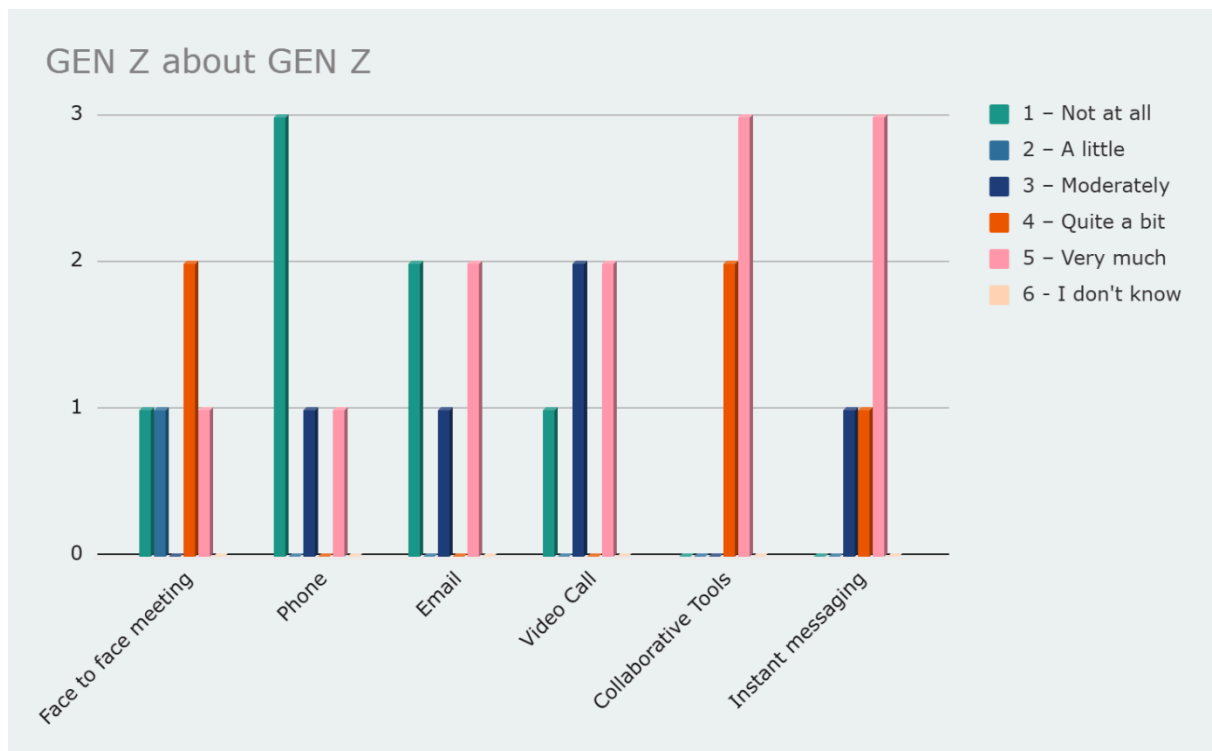
Overall, there is a shared perception that the younger generations (Gen Z and Millennials) are generally better prepared and more predisposed to deal with cultural differences in a natural, inclusive and open manner, albeit with an awareness that this attitude is not uniform and depends heavily on individual and social context.

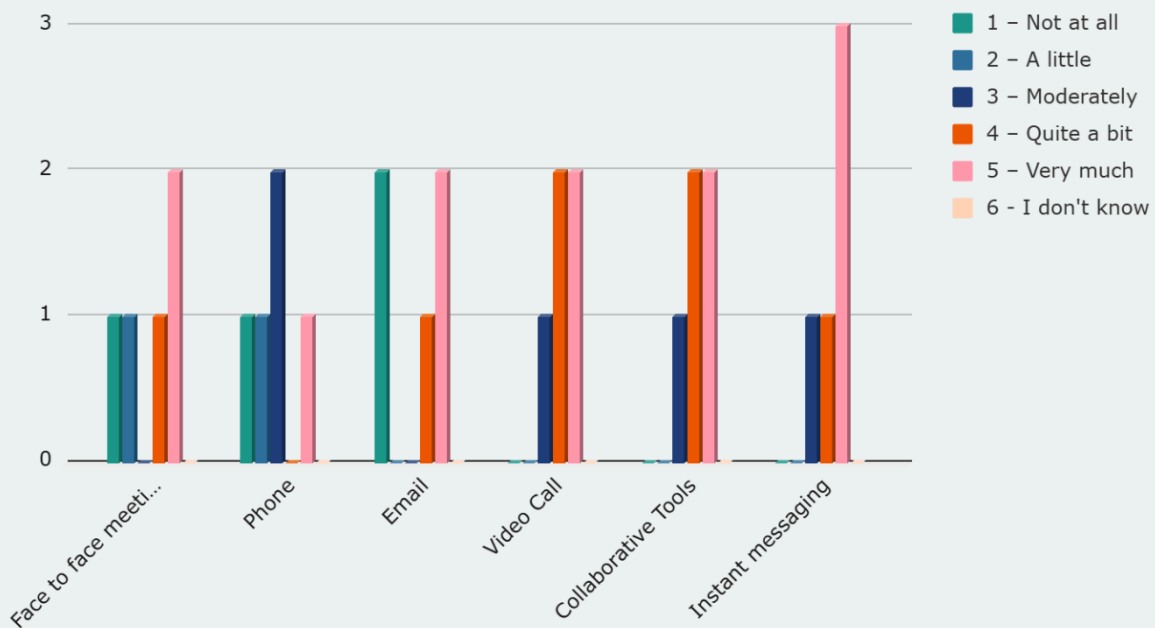# 3. Communication between generations – Conflict Prevention and Management

Assessment based on experience of the importance of different modes of communication for each generation (Q15)

The level of relevance of the different modes of communication in the profession for each generation is summarised in the graphs below.

GEN Z about each generation

GEN Z about GEN Z

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.

25

GEN Z about MILLENIALS

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Face to face meeti..., Phone, Email, Video Call, Collaborative Tools, Instant messaging

GEN Z about GEN X

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Face to face meeti..., Phone, Email, Video Call, Collaborative Tools, Instant messaging

GEN Z about BABY BOOMERS

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Face to face meeti..., Phone, Email, Video Call, Collaborative Tools, Instant messaging

MILLENNIALS about each generation

MILLENIALS about GEN Z

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Face to face meeting, Phone, Email, Video Call, Collaborative Tools, Instant messaging

MILLENIALS about MILLENIALS

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Face to face meeti..., Phone, Email, Video Call, Collaborative Tools, Instant messaging

MILLENIALS about GEN X

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Face to face meeti..., Phone, Email, Video Call, Collaborative Tools, Instant messaging

MILLENIALS about BABY BOOMERS

GEN X about each generation

GEN X about GEN Z

GEN X about MILLENIALS

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Face to face meeti..., Phone, Email, Video Call, Collaborative Tools, Instant messaging

GEN X about GEN X

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Face to face meeti..., Phone, Email, Video Call, Collaborative Tools, Instant messaging

GEN X about BABY BOOMERS

BABYBOOMERS about each generation

Babyboomers about GEN Z

Babyboomers about MILLENIALS

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Face to face meeti..., Phone, Email, Video Call, Collaborative Tools, Instant messaging

Babyboomers about GEN X

Legend:
- 1 – Not at all
- 2 – A little
- 3 – Moderately
- 4 – Quite a bit
- 5 – Very much
- 6 - I don't know

Categories: Face to face meeti..., Phone, Email, Video Call, Collaborative Tools, Instant messaging
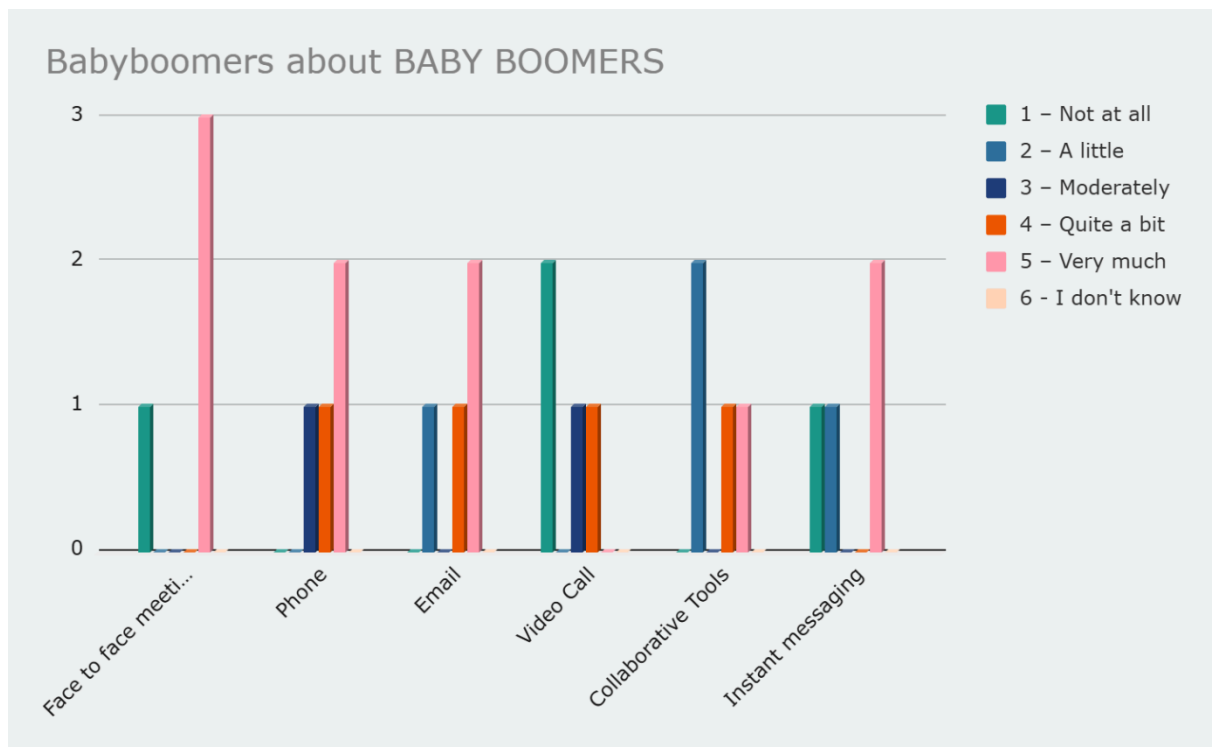
Babyboomers about BABY BOOMERS

Description of a situation in which communication preferences in the workplace led to a misunderstanding (Q16)

A comprehensive summary of the examples provided by the sample regarding situations of misunderstanding in the workplace highlights how diversity in communication preferences is a recurring source of misunderstanding.

The main topics of diversity between generations that emerged are as follows:

Communication tools and channels

- Instant messaging, if not accompanied by direct discussion or a clear set of rules, leads to misunderstandings about timing, responsibilities and work objectives.
- There are reports of situations where the exclusive use of text messages or messages on platforms is not sufficient to ensure effective communication, causing daily misunderstandings.
- Some participants pointed out that non-verbal or indirect communication (e.g. chat) makes it more difficult to grasp tone, leading to misunderstandings regardless of age.

Generational differences in channel choice

- Specific situations of misunderstanding between colleagues from different generations (e.g. Boomers, Gen X, Millennials, Gen Z) have been reported:
- Older colleagues tend to prefer more traditional channels such as the telephone and face-to-face communication, often expecting telephone confirmation of appointments.
- Some resist using new digital platforms or do not fully understand how they work, causing delays and confusion.

- Younger colleagues, on the other hand, tend to prefer short, quick messages, but sometimes claim to have understood instructions when in fact what they produce is incomplete or inadequate.
- There is also a tendency among younger colleagues to not participate in collective decision-making (e.g. meetings on issues such as part-time work), thereby delegitimising the results.

Language and cultural barriers

- The use of technical or slang terminology, especially related to the digital or social world (e.g. 'pin', 'error 404'), is not always understood by older generations, creating communication gaps.

Organisational culture and document management

- Discrepancies have emerged in the shared management of information and documents, due to the absence of common practices accepted by managers and employees.
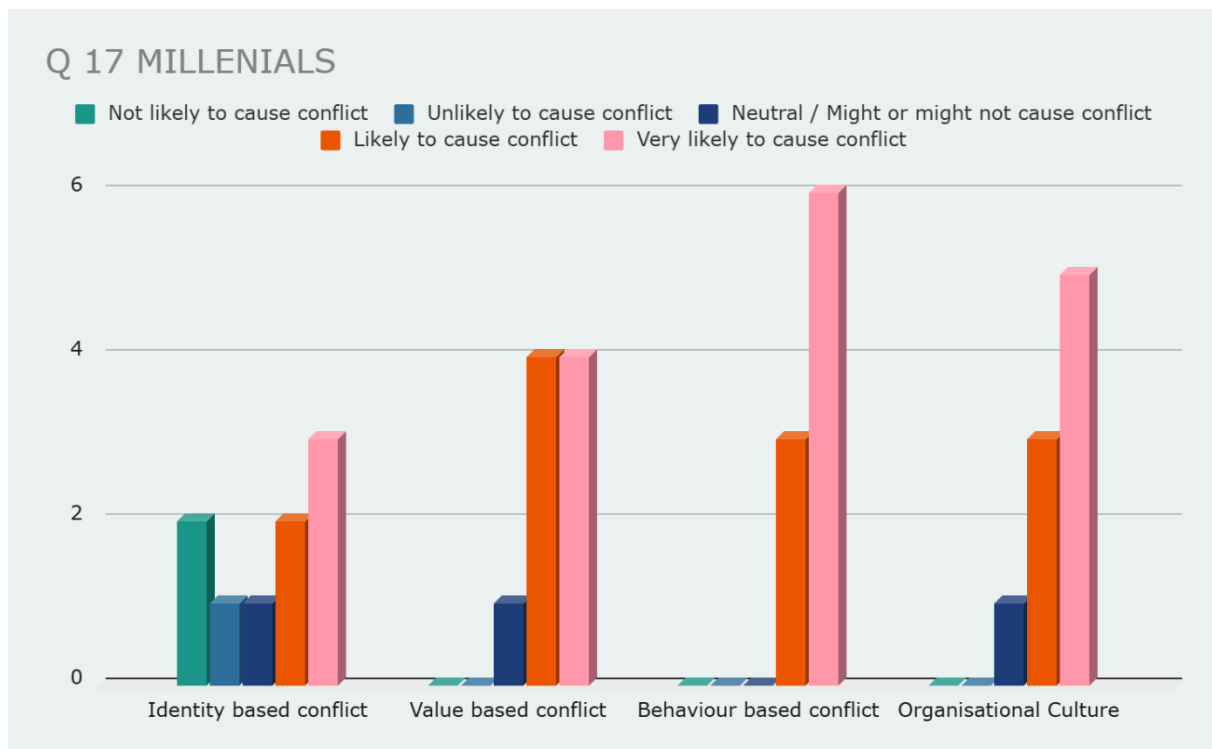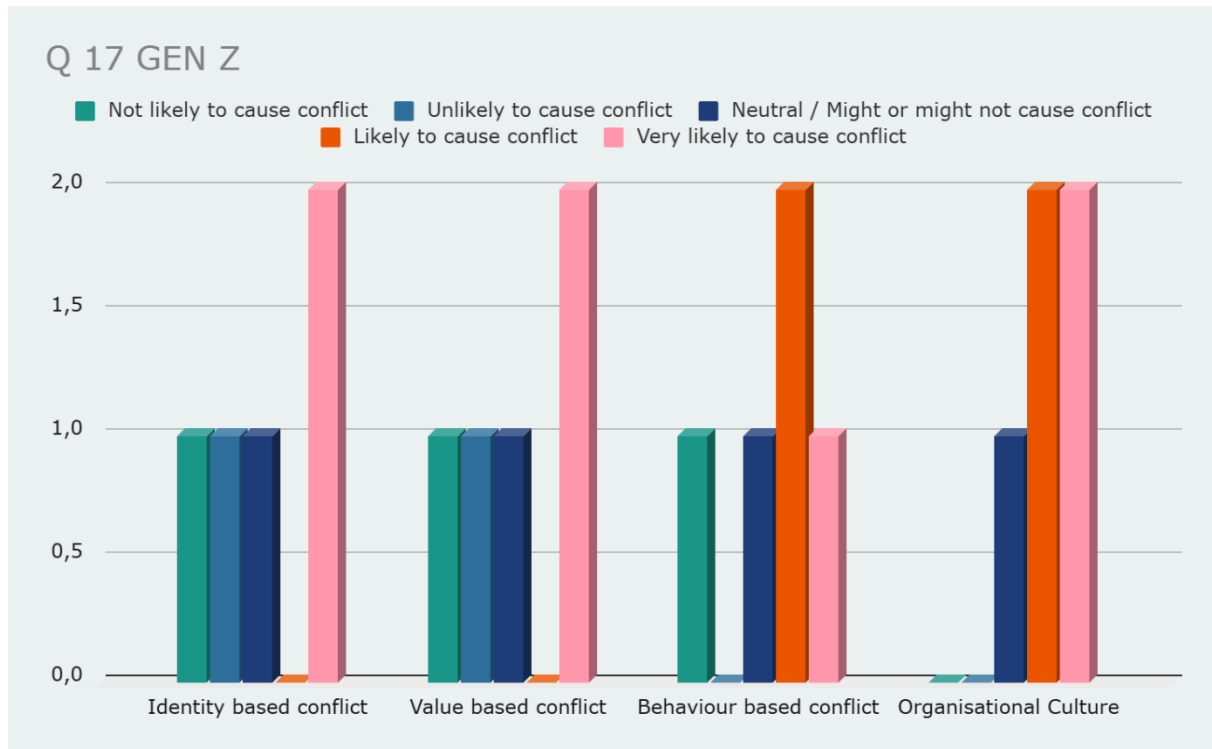
Practical examples of misunderstanding

- Orders taken by telephone without confirmation by email.
- Messages ignored because they were sent on platforms not used by everyone.
- Online meetings made complicated by difficulties in finding links or access tools.
- Confusion generated by unofficial communications or communications sent via inappropriate channels (e.g. social media or WhatsApp for contractual communications).
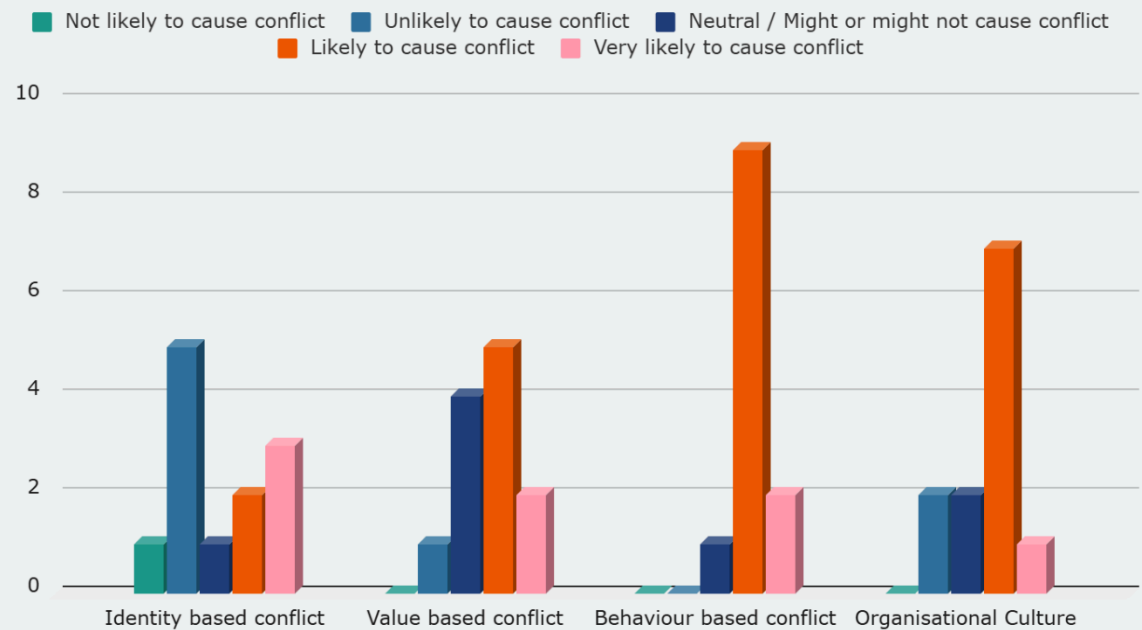
The picture that emerges confirms the need to:

- define shared protocols for internal communication;
- train staff in the use of digital tools;
- encourage intergenerational dialogue to bridge cultural and communication gaps;
- emphasise the importance of context in choosing channels, distinguishing between informal and official communications.
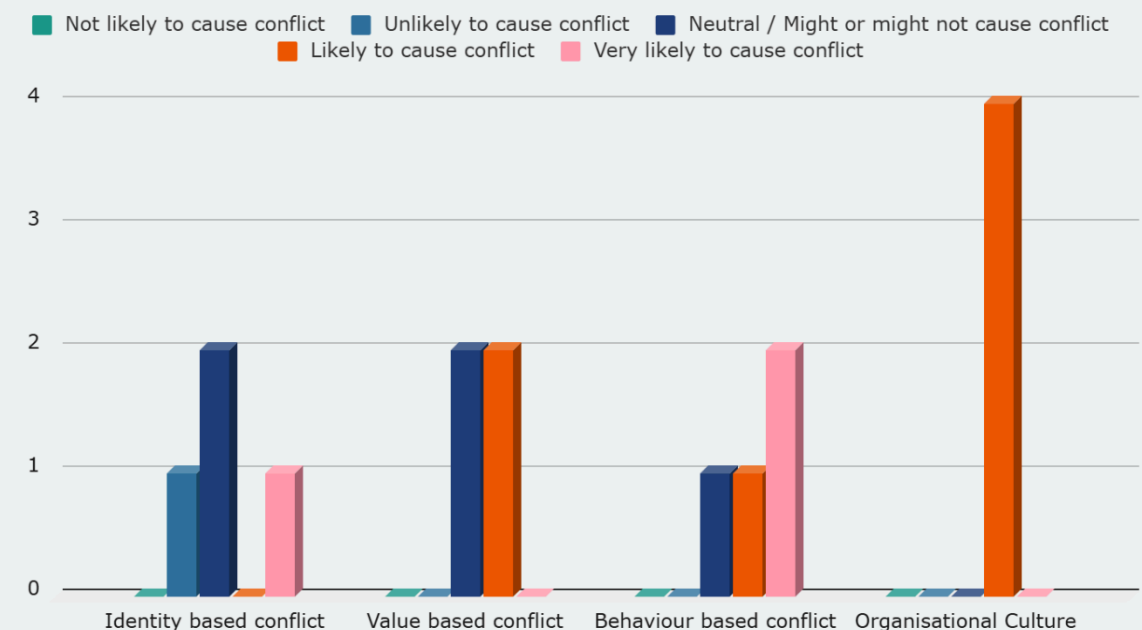
Assessment based on experience of potential sources of conflict between generations in the workplace (Q17)

Q 17 GEN Z

- Not likely to cause conflict
- Unlikely to cause conflict
- Neutral / Might or might not cause conflict
- Likely to cause conflict
- Very likely to cause conflict

Q 17 MILLENIALS

- Not likely to cause conflict
- Unlikely to cause conflict
- Neutral / Might or might not cause conflict
- Likely to cause conflict
- Very likely to cause conflict

Q 17 GEN X

Legend: Not likely to cause conflict; Unlikely to cause conflict; Neutral / Might or might not cause conflict; Likely to cause conflict; Very likely to cause conflict

Categories: Identity based conflict, Value based conflict, Behaviour based conflict, Organisational Culture

Q 17 BABY BOOMERS

Legend: Not likely to cause conflict; Unlikely to cause conflict; Neutral / Might or might not cause conflict; Likely to cause conflict; Very likely to cause conflict

Categories: Identity based conflict, Value based conflict, Behaviour based conflict, Organisational Culture

Description of a situation in which one or more of the factors in question Q17 caused a conflict at work (Q18)

In relation to the question on generational conflict and organisational factors in the workplace, we summarise the responses as follows:

Prevalence of conflicts related to organisation and communication

Many responses indicate that conflicts arise most frequently from a lack of organisation, unclear roles and inefficiencies in internal communication. This is particularly true with regard to document management, the lack of shared strategies and common goals, and the pressure for quick responses, especially towards baby boomers.

Presence of generational conflicts, but not exclusively

Some incidents highlight a clear generational gap, such as in a case involving an older worker's dissatisfaction with the promotion of a younger colleague based on competence rather than seniority. Tensions arise when younger people do not recognise the value of the organisational structure. Other differences in the definition of priorities, dress codes and tone of voice (TOV) were mentioned as possible sources of conflict. The use of digital tools (e.g. company chat) is more difficult for Generation X and baby boomers to follow.

However, several respondents emphasise that conflicts are not always age-related, but rather differences in communication style, personality and work approach.

Recognition of the complexity of the problem

Some participants acknowledge that they have not directly experienced conflict situations, but perceive these dynamics as common. Others report generally harmonious work environments with rare episodes of tension.

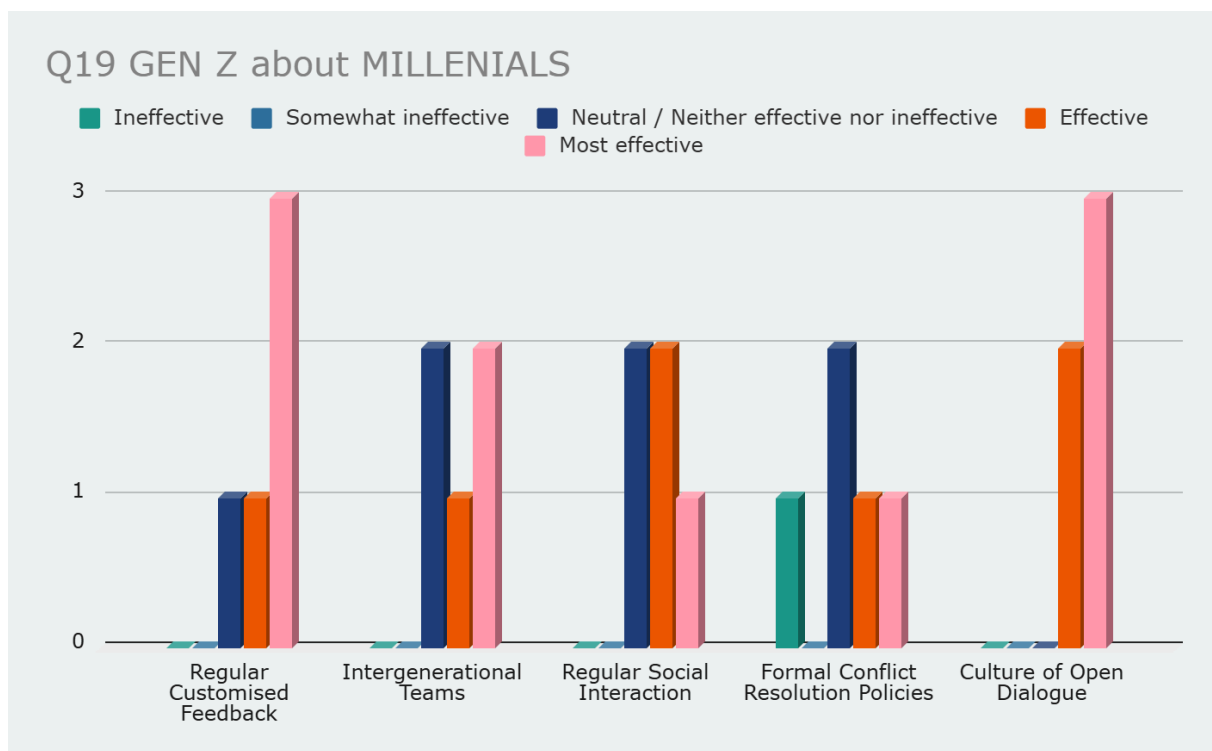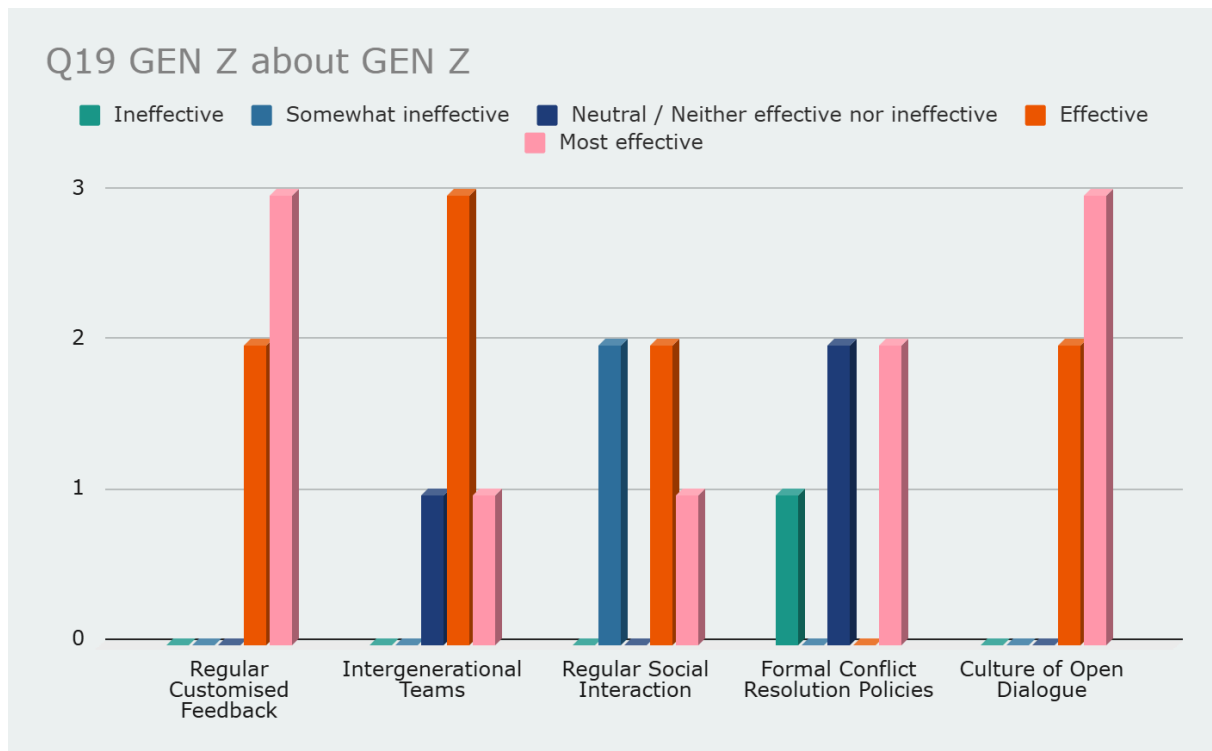Tendency to delegate and take responsibility

It emerged that younger workers are sometimes seen as more easily criticised or responsible for mistakes, especially in contexts where roles and responsibilities are not well defined.

Overall, the responses show that conflicts in the work contexts observed stem from a combination of organisational factors (communication, management, roles) and generational differences. The latter are not always the main cause, but can amplify existing difficulties, especially when there are different expectations regarding leadership, digital tools and corporate culture.
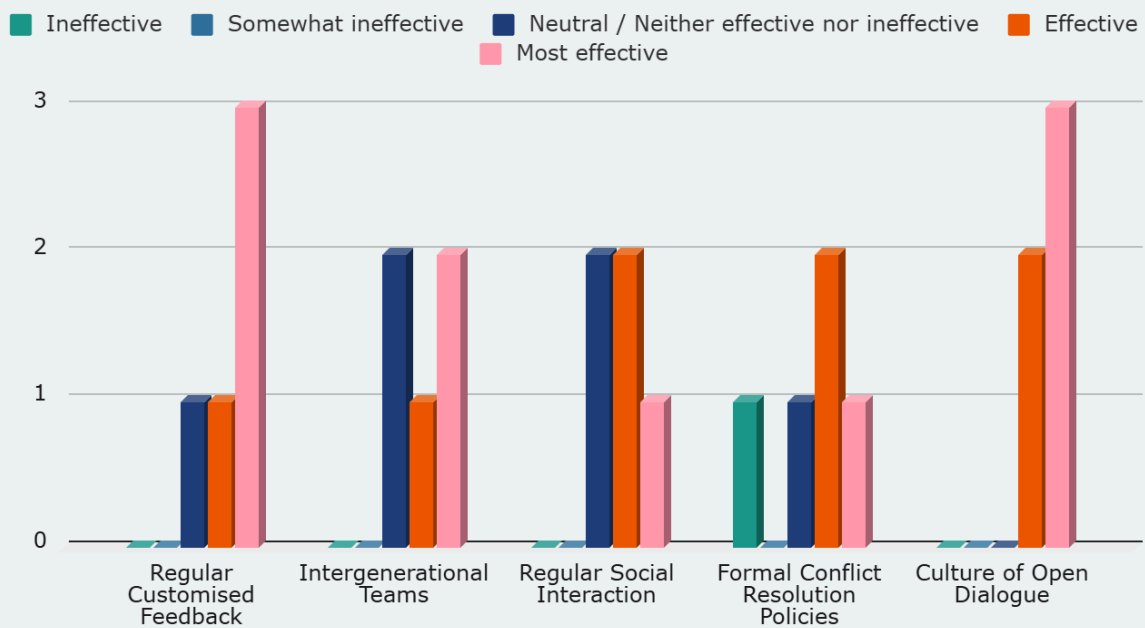
To mitigate these conflicts, the following measures are important:

- Improve intergenerational communication.
- Promote a transparent and shared organisational structure.
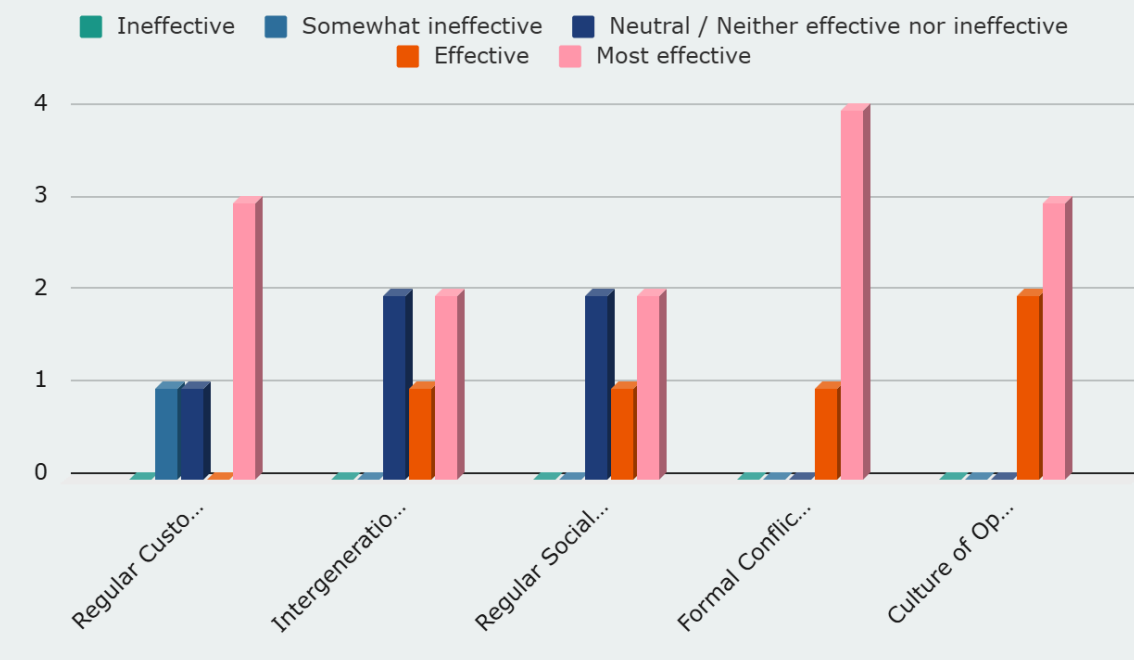- Value generational diversity as a resource rather than an obstacle.

Assessment, based on experience, of conflict prevention and management tools (Q19)
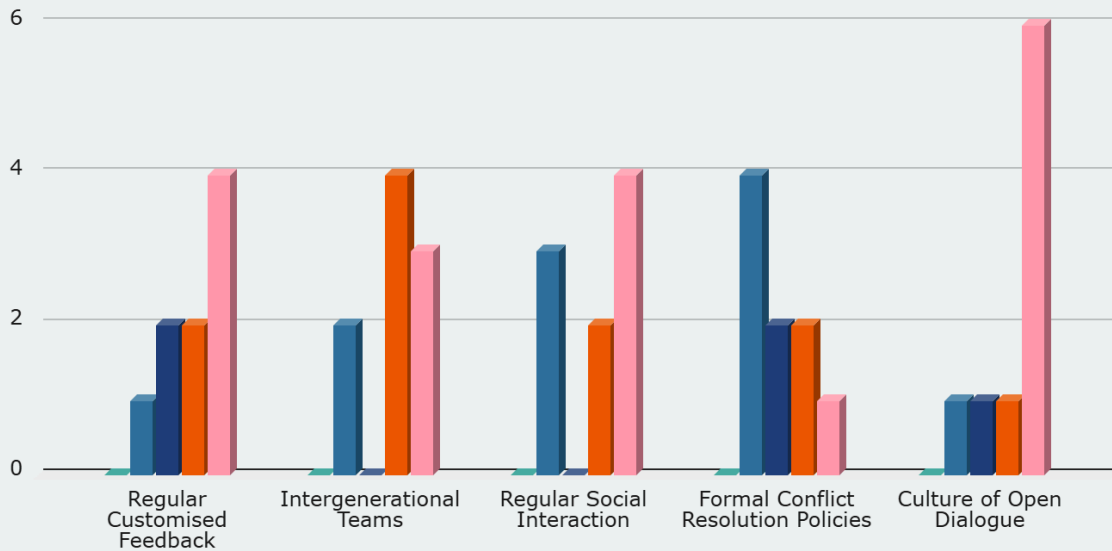
GEN Z about each generation

Q19 GEN Z about GEN Z

Q19 GEN Z about MILLENIALS

Q19 GEN Z about GEN X

Legend: Ineffective | Somewhat ineffective | Neutral / Neither effective nor ineffective | Effective | Most effective

Q19 GEN Z about BABY BOOMERS

Legend: Ineffective | Somewhat ineffective | Neutral / Neither effective nor ineffective | Effective | Most effective
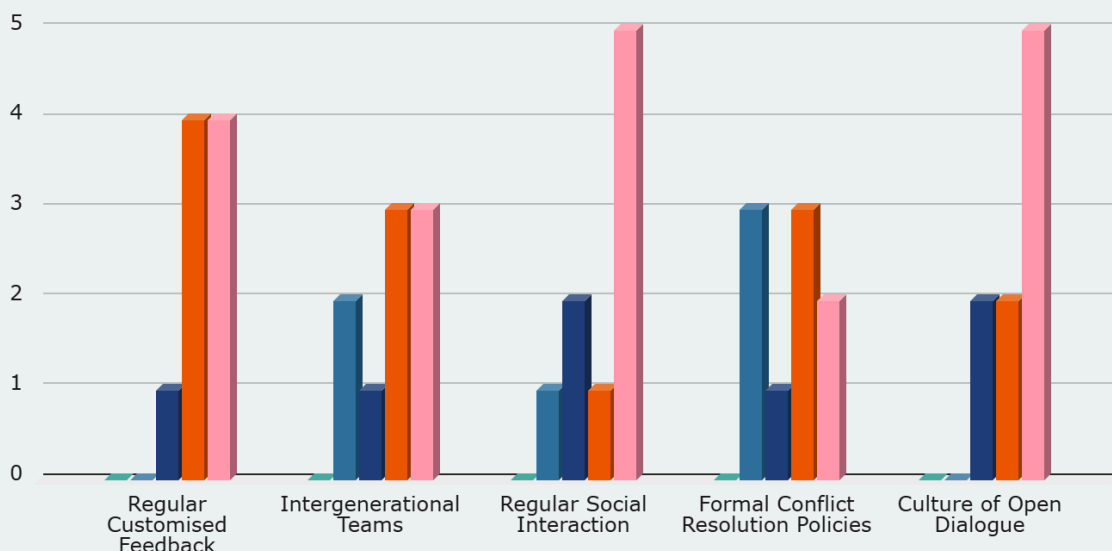

MILLENNIALS about each generation

Q19 MILLENIALS about GEN Z

Legend: Ineffective | Somewhat ineffective | Neutral / Neither effective nor ineffective | Effective | Most effective

Q19 MILLENIALS about MILLENIALS

Legend: Ineffective | Somewhat ineffective | Neutral / Neither effective nor ineffective | Effective | Most effective

MYCo
Meet Your Colleague

Q19 MILLENIALS about GEN X

Legend: ■ Ineffective ■ Somewhat ineffective ■ Neutral / Neither effective nor ineffective ■ Effective ■ Most effective
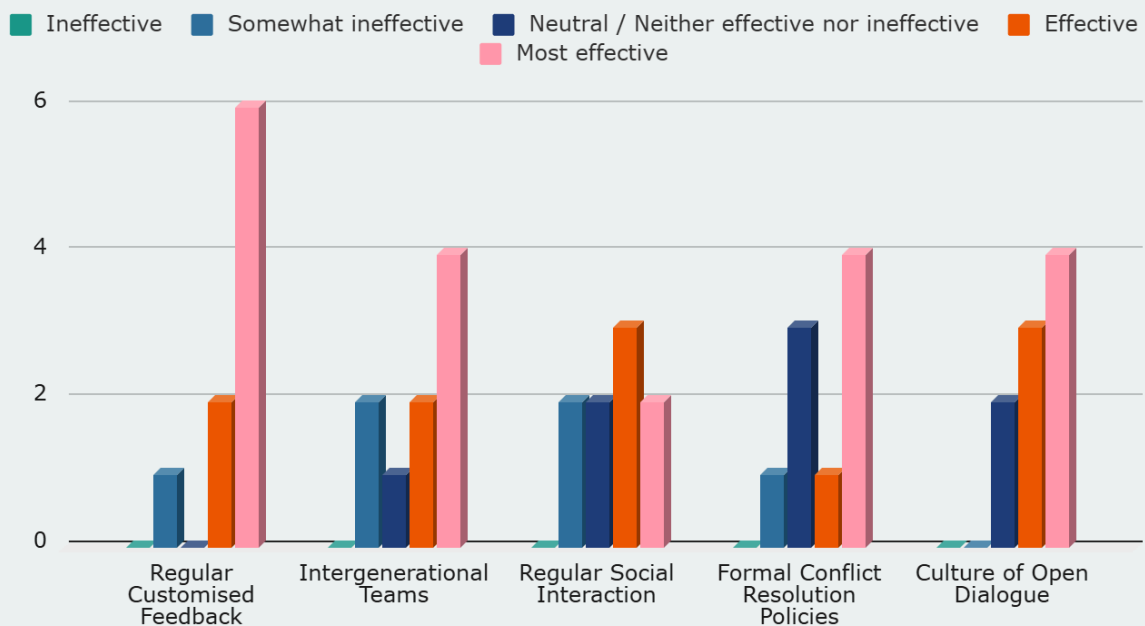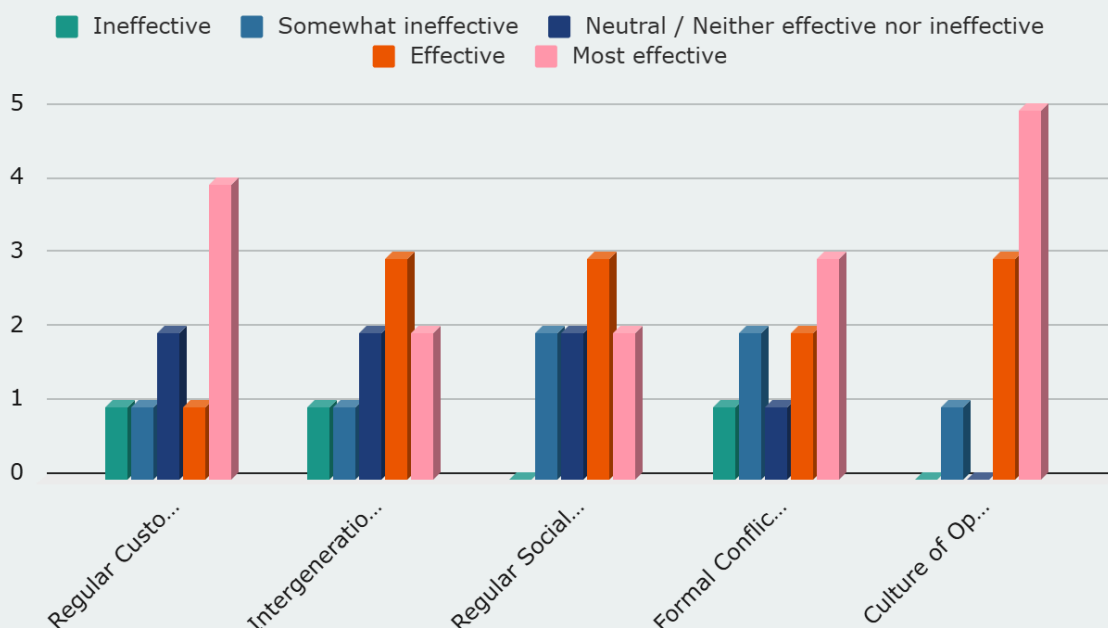

Categories: Regular Customised Feedback, Intergenerational Teams, Regular Social Interaction, Formal Conflict Resolution Policies, Culture of Open Dialogue

Q19 MILLENIALS about BABY BOOMERS

Legend: ■ Ineffective ■ Somewhat ineffective ■ Neutral / Neither effective nor ineffective ■ Effective ■ Most effective
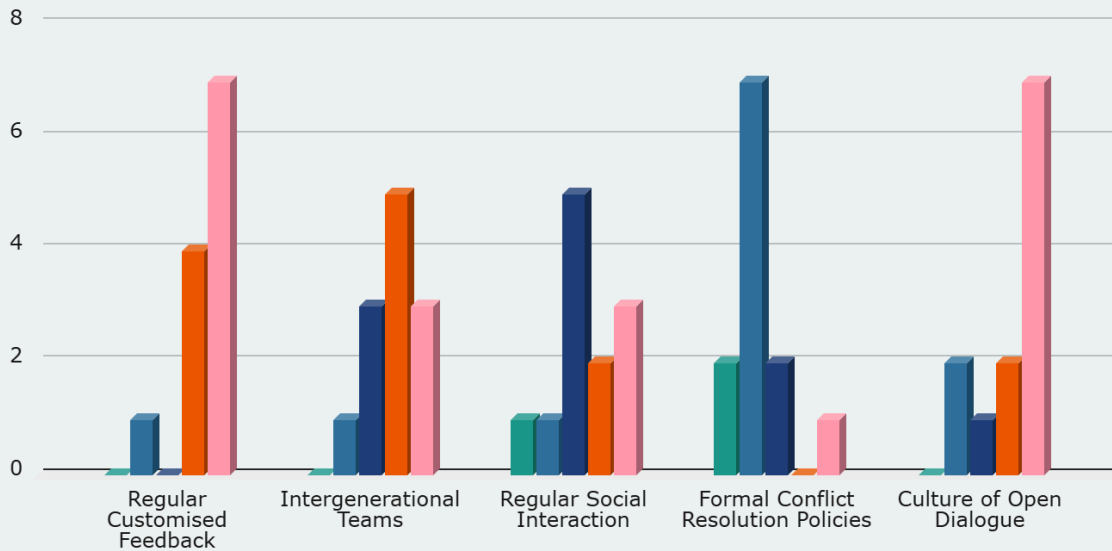

Categories: Regular Custo..., Intergeneratio..., Regular Social..., Formal Conflic..., Culture of Op...
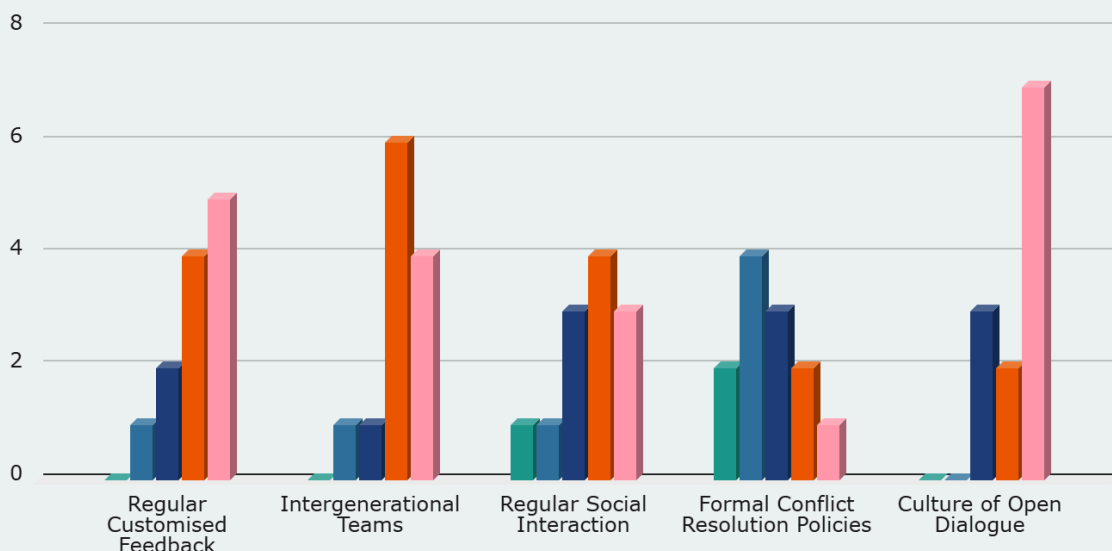
GEN X about each generation

Q19 GEN X about GEN Z

Legend: Ineffective | Somewhat ineffective | Neutral / Neither effective nor ineffective | Effective | Most effective
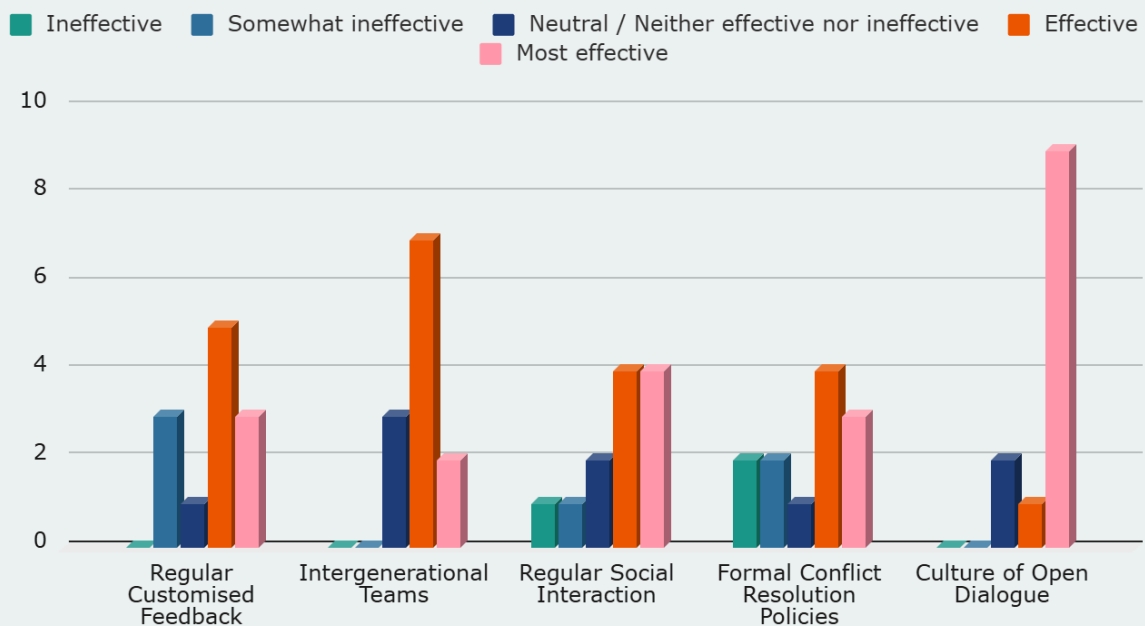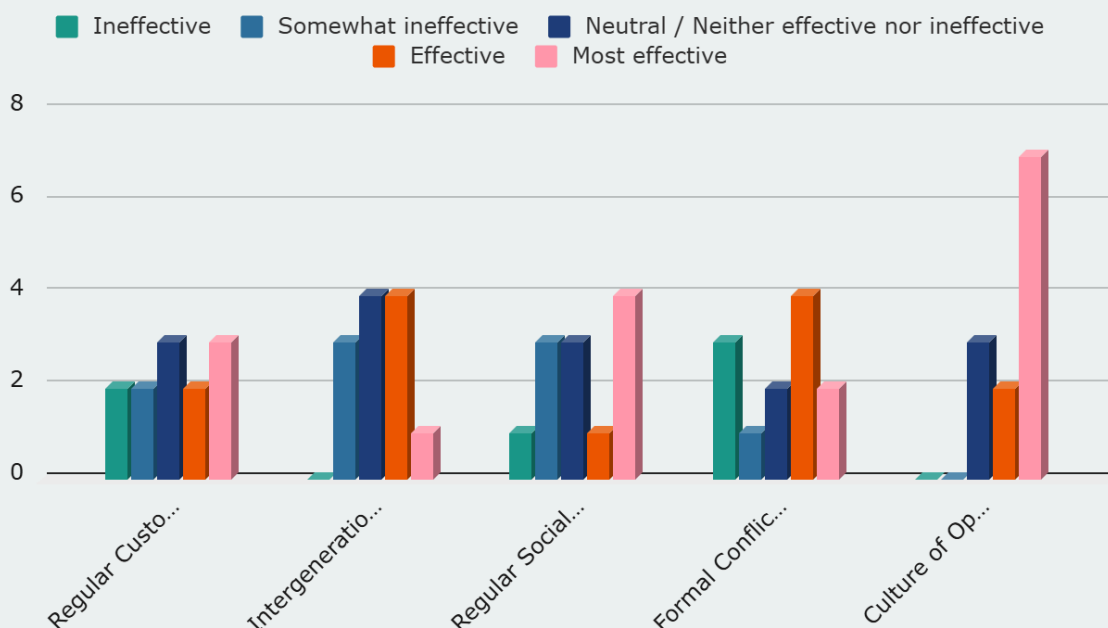

Q19 GEN X about MILLENIALS

Legend: Ineffective | Somewhat ineffective | Neutral / Neither effective nor ineffective | Effective | Most effective

Q19 GEN X about GEN X

Legend:
- Ineffective
- Somewhat ineffective
- Neutral / Neither effective nor ineffective
- Effective
- Most effective

Categories: Regular Customised Feedback, Intergenerational Teams, Regular Social Interaction, Formal Conflict Resolution Policies, Culture of Open Dialogue

Q19 GEN X about BABY BOOMERS

Legend:
- Ineffective
- Somewhat ineffective
- Neutral / Neither effective nor ineffective
- Effective
- Most effective

Categories: Regular Custo..., Intergeneratio..., Regular Social..., Formal Conflic..., Culture of Op...

BABYBOOOMERS about each generation

Q19 BABYBOOMERS about GEN Z

Legend:
- Ineffective
- Somewhat ineffective
- Neutral / Neither effective nor ineffective
- Effective
- Most effective

Q19 BABYBOOMERS about MILLENIALS

Legend:
- Ineffective
- Somewhat ineffective
- Neutral / Neither effective nor ineffective
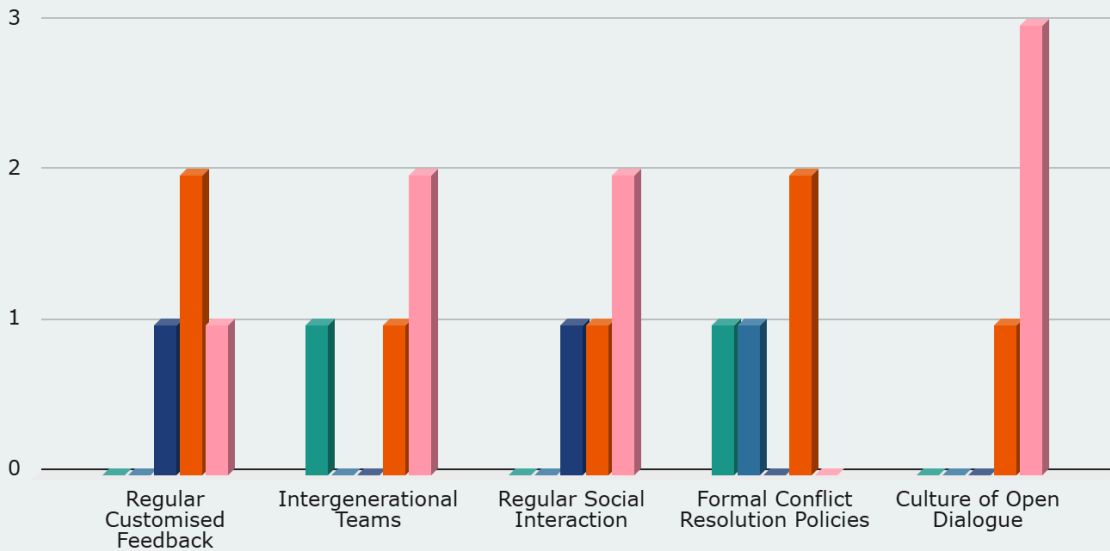- Effective
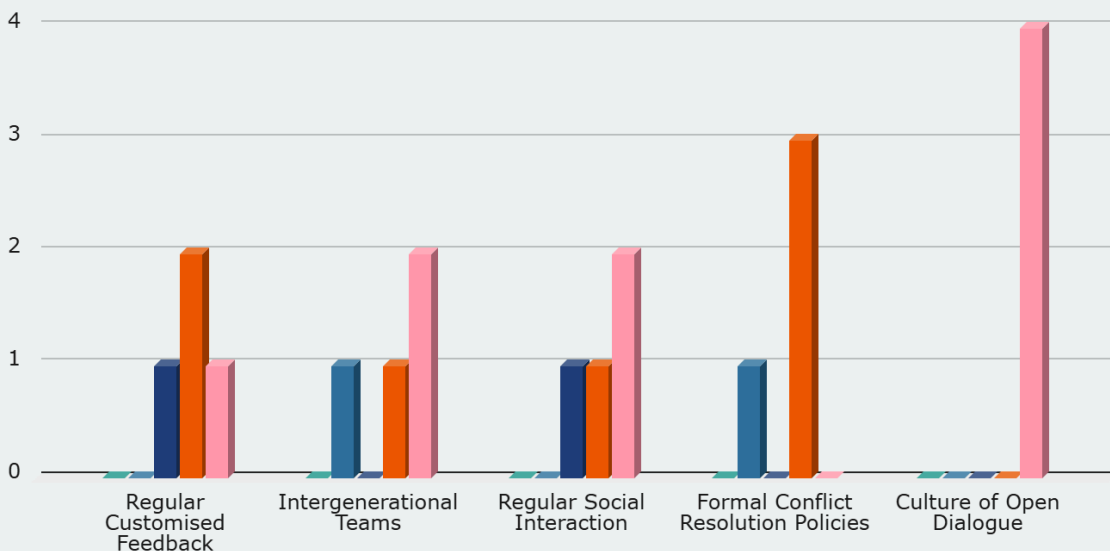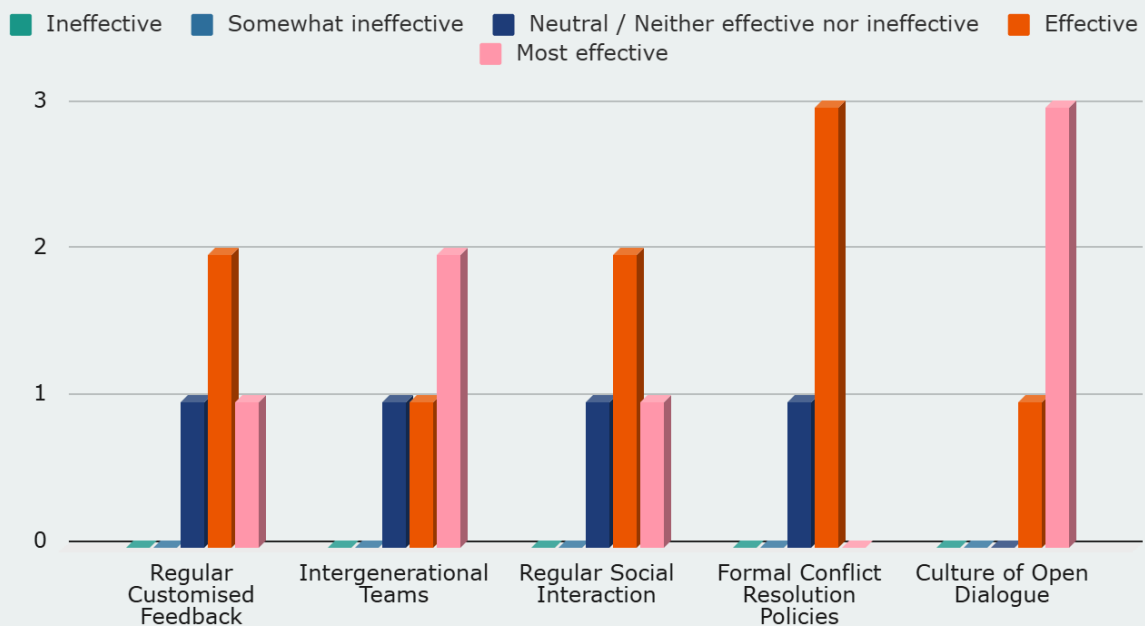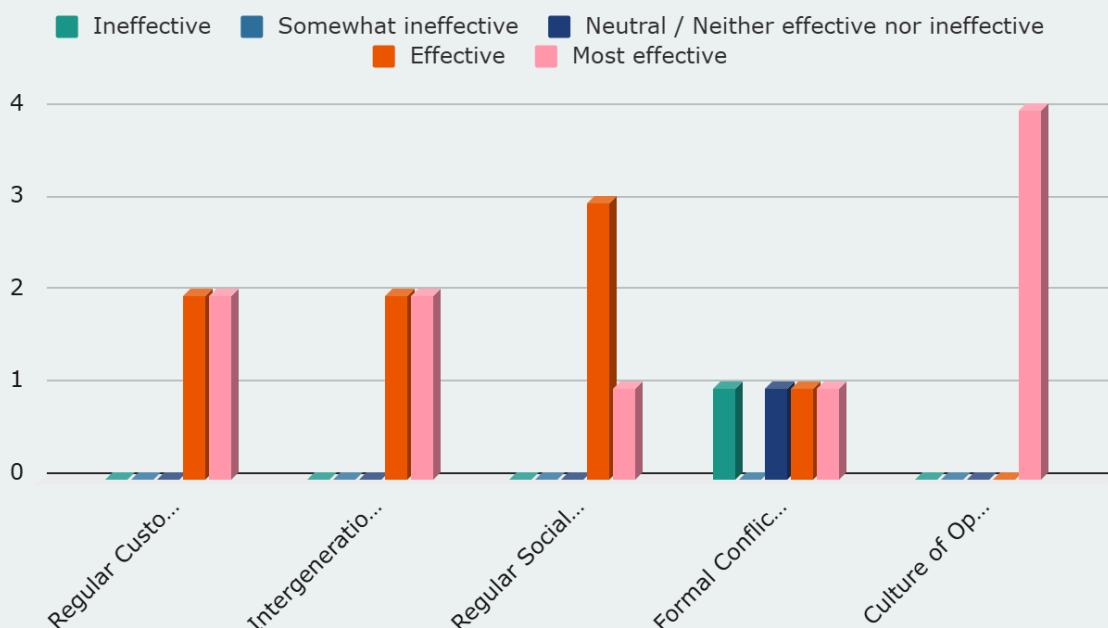- Most effective

Q19 BABYBOOMERS about GEN X

Legend: ■ Ineffective ■ Somewhat ineffective ■ Neutral / Neither effective nor ineffective ■ Effective ■ Most effective

Categories: Regular Customised Feedback, Intergenerational Teams, Regular Social Interaction, Formal Conflict Resolution Policies, Culture of Open Dialogue

Q19 BABYBOOMERS about BABY BOOMERS

Legend: ■ Ineffective ■ Somewhat ineffective ■ Neutral / Neither effective nor ineffective ■ Effective ■ Most effective

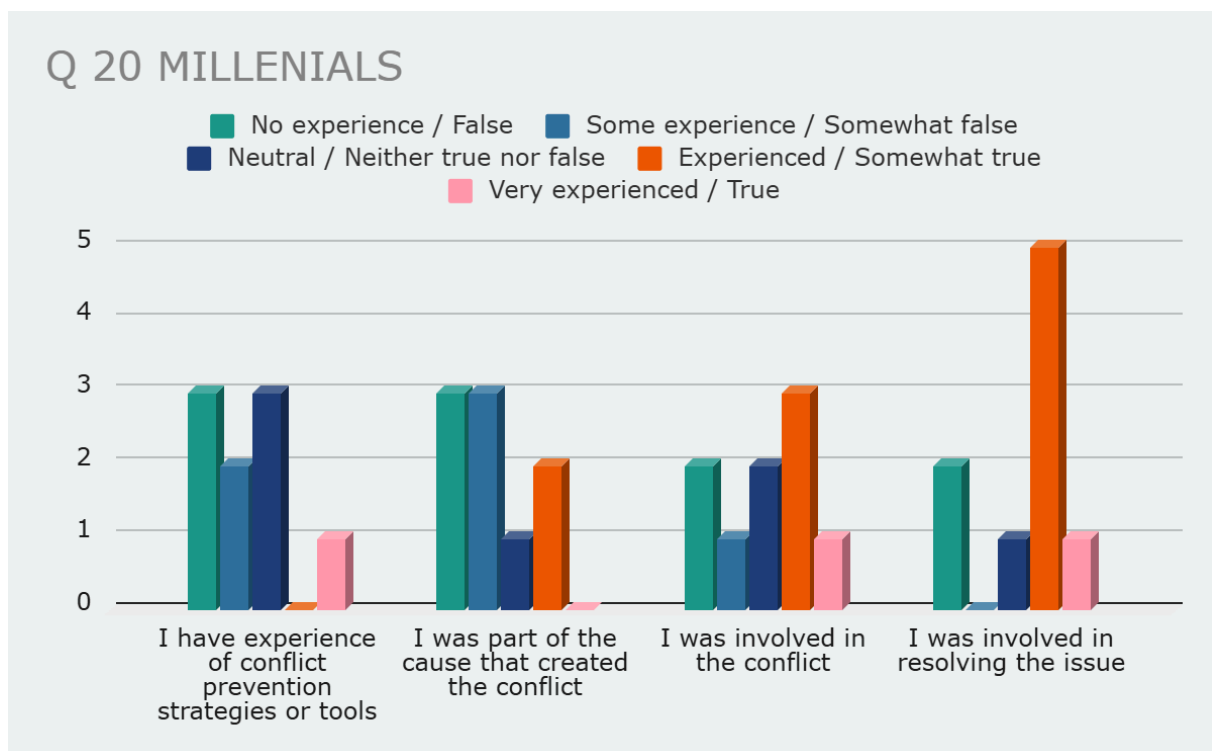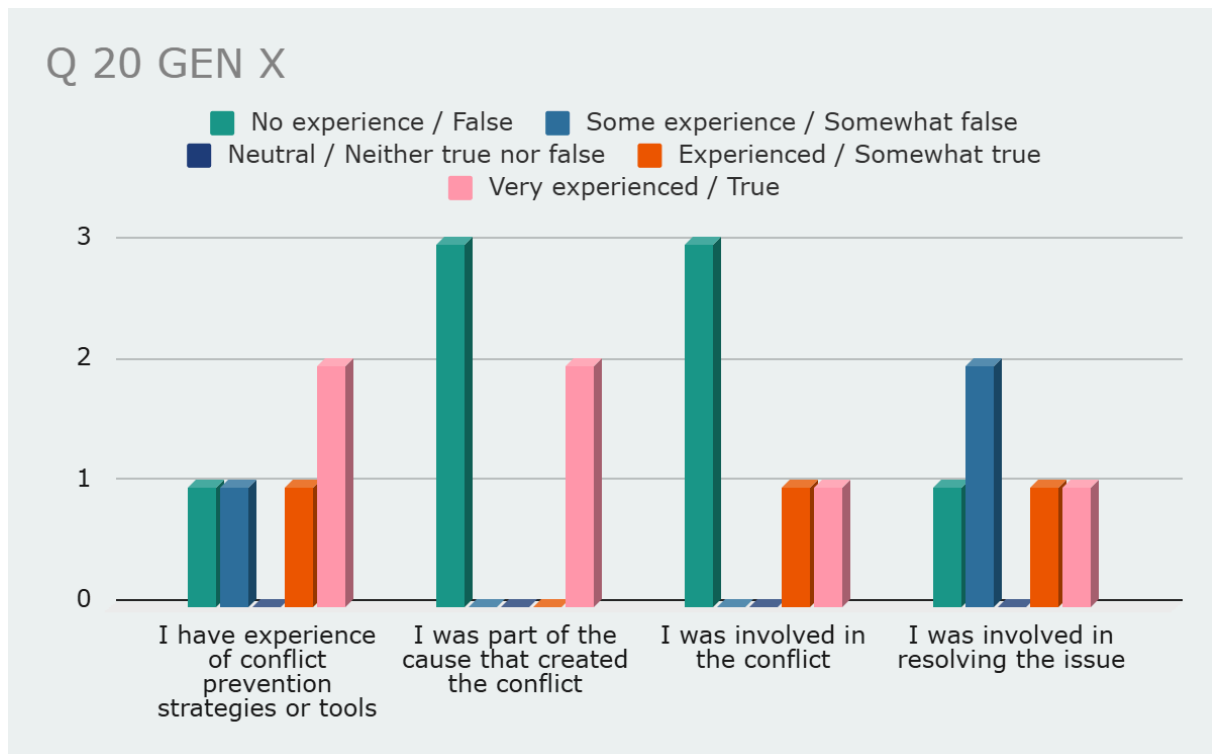Categories: Regular Custo..., Intergeneratio..., Regular Social..., Formal Conflic..., Culture of Op...

45

Assessment of the relevance of statements (Q20)

Q 20 GEN X

Legend:
- No experience / False
- Some experience / Somewhat false
- Neutral / Neither true nor false
- Experienced / Somewhat true
- Very experienced / True

Categories: I have experience of conflict prevention strategies or tools; I was part of the cause that created the conflict; I was involved in the conflict; I was involved in resolving the issue

Q 20 MILLENIALS

Legend:
- No experience / False
- Some experience / Somewhat false
- Neutral / Neither true nor false
- Experienced / Somewhat true
- Very experienced / True

Categories: I have experience of conflict prevention strategies or tools; I was part of the cause that created the conflict; I was involved in the conflict; I was involved in resolving the issue

Q 20 GEN X

Legend:
- No experience / False
- Some experience / Somewhat false
- Neutral / Neither true nor false
- Experienced / Somewhat true
- Very experienced / True

Q 20 BABY BOOMERS

Legend:
- No experience / False
- Some experience / Somewhat false
- Neutral / Neither true nor false
- Experienced / Somewhat true
- Very experienced / True

Description of a personal experience of resolving a conflict in the workplace (Q21)

Below is a comprehensive and coherent summary of the responses provided to the question on conflict resolution in the workplace.

All the various conflict situations experienced or observed in the workplace can be grouped into four broad categories:

Relationship and communication problems

Many conflicts seem to arise from misunderstandings, lack of dialogue and ineffective communication; the sample reports misunderstandings between colleagues resolved through direct discussion or clarifying meetings.

Many conflicts depend on inappropriate interaction between the personal and professional spheres.

Organisational and management conflicts

Several participants highlighted problems related to poor work organisation and poorly structured resource management: situations of ineffective organisation, lack of transparency and lack of accountability have led to frustration and conflict. Tensions emerged between project partners related to skills management or disagreement on how to collaborate. Some conflicts stem from previous 'perceived injustices', which generate resentment and latent grievances.

Intergenerational and hierarchical dynamics

Tensions between different generations and hierarchical roles emerged in several cases:

a manager adopts a 'normative-parental' attitude towards a younger colleague (Gen Z)

conflicts between senior workers and young temporary workers, linked to generational change and continuing to work beyond retirement age.

stubbornness and resistance to change among older people

Conflict management methods

The methods used to deal with conflicts vary considerably:

- Some participants acted as active mediators, facilitating dialogue between colleagues in conflict.
- In other cases, structured opportunities for discussion (e.g. meetings) were used to clarify differences.
- A proactive approach was also reported, where the person themselves brought latent problems to light in order to improve the working environment.
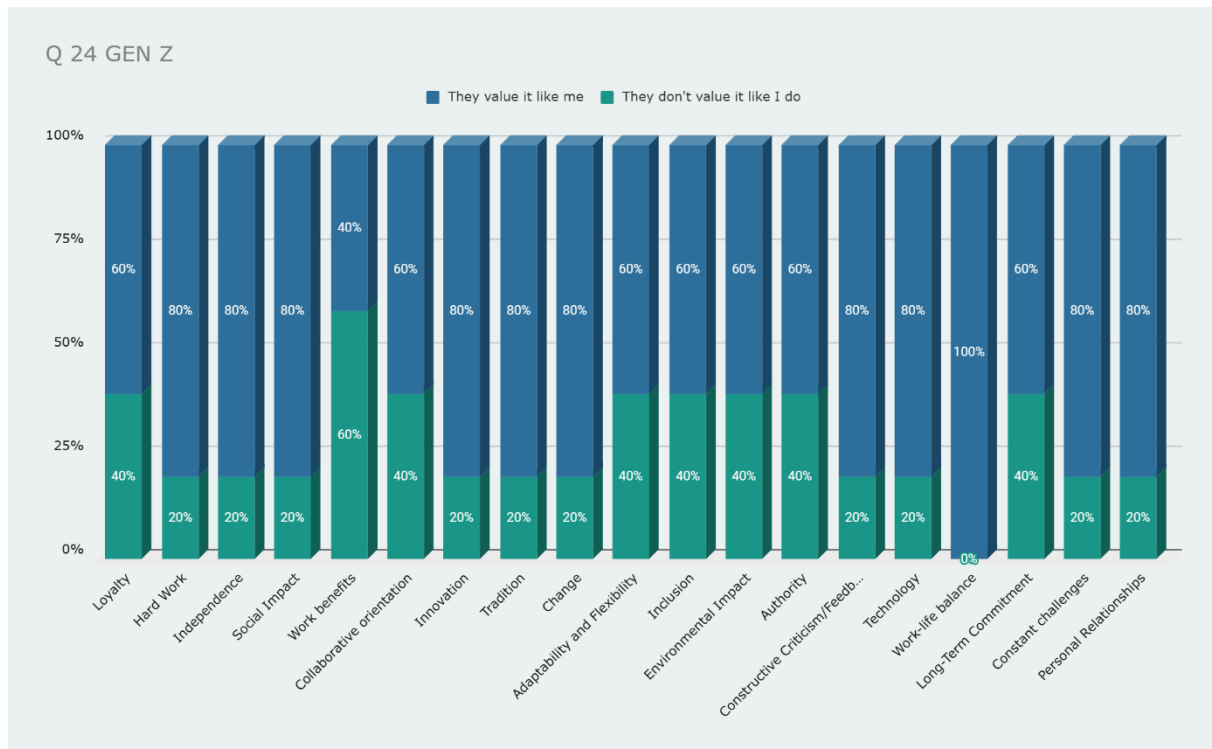
The responses provide little explicit data on the support received from colleagues or managers, but some instances of collaboration and positive discussion are highlighted. No significant generational conflicts emerge in most cases, although some situations reveal latent friction between different generations, often related to leadership styles, communication or the assumption of responsibility.
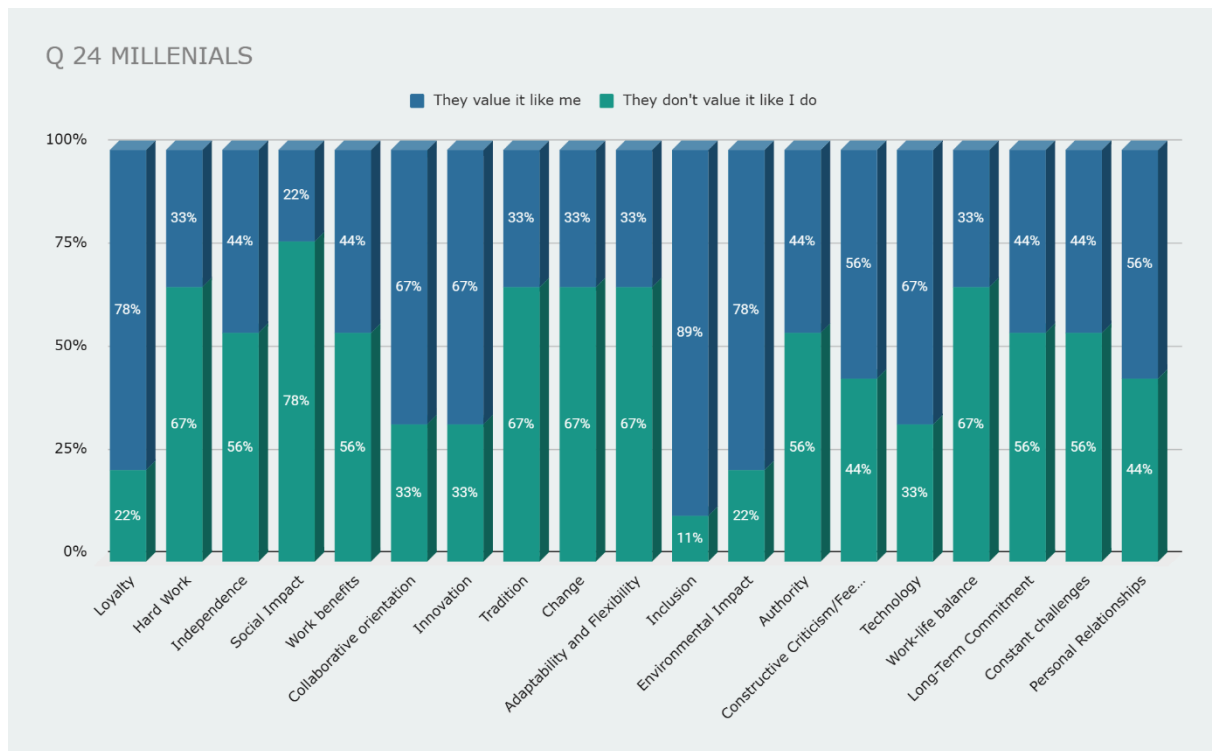
4. Differences in Approach to Work

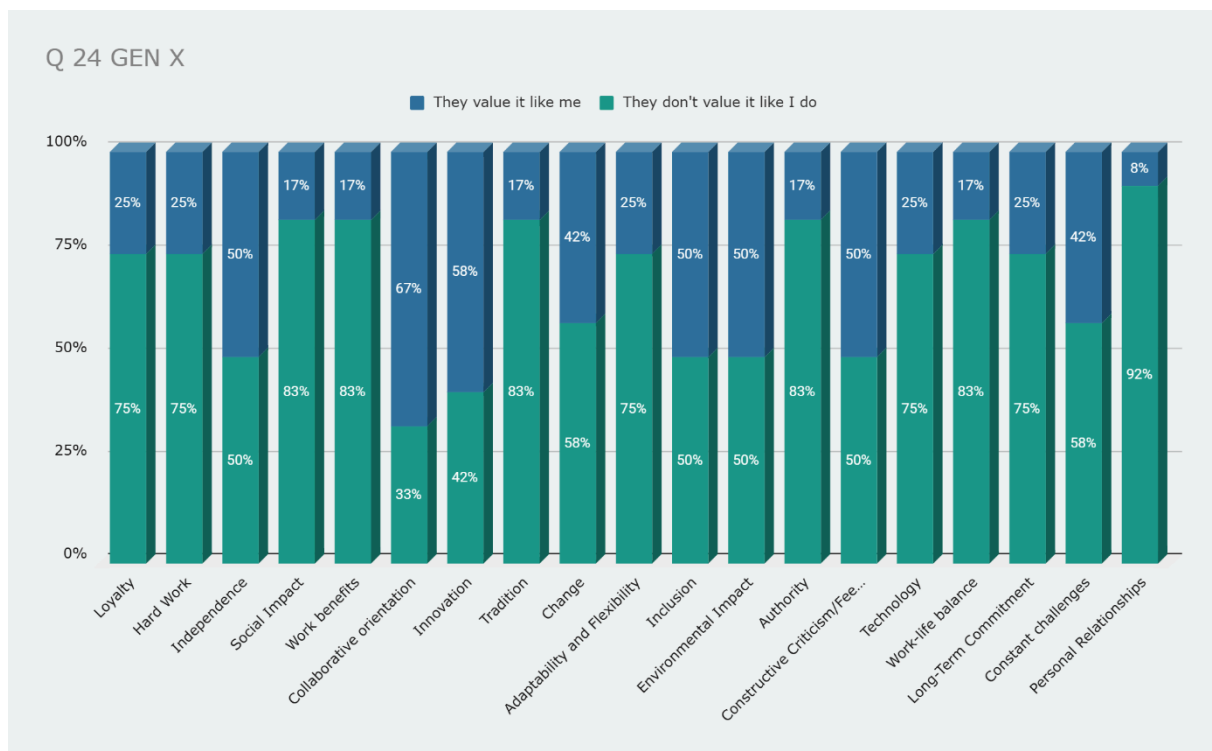**Respondent's assessment of the similarity of appreciation of certain aspects (Q24-Q25-Q26-Q27)**
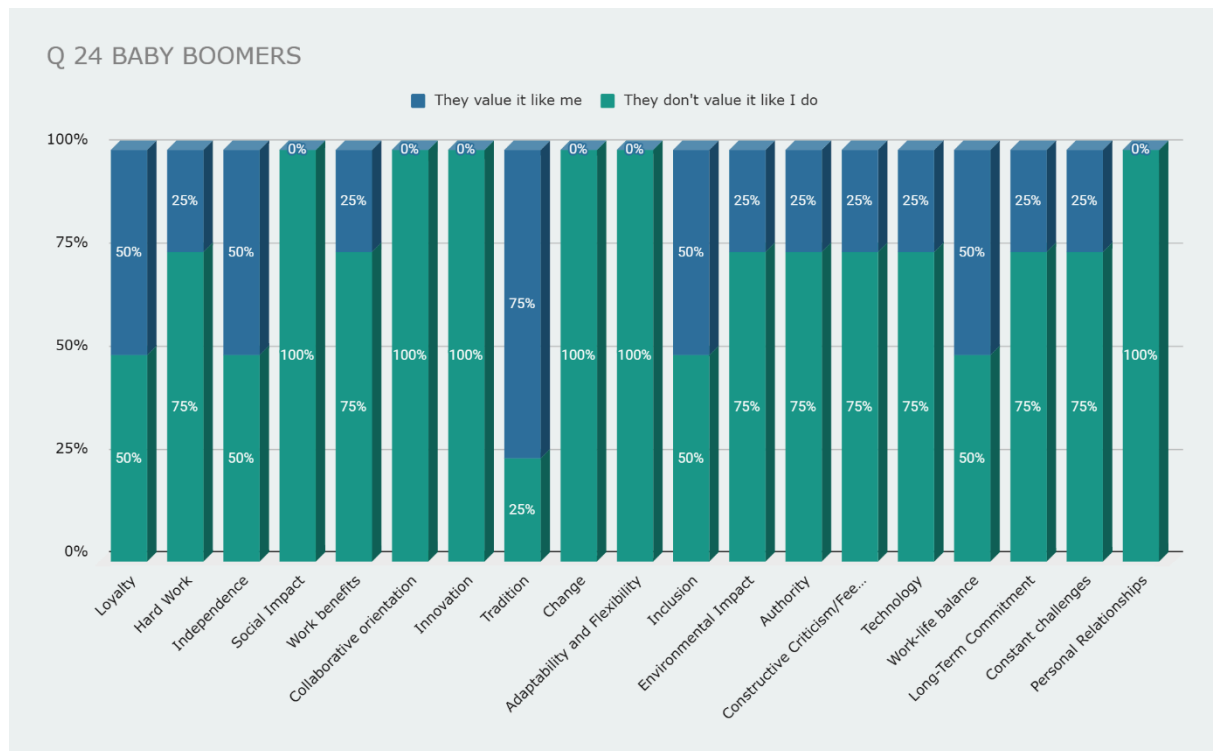
Gen Z

Q 24 GEN Z

Millennials

Q 24 MILLENIALS

Legend: They value it like me | They don't value it like I do

Category	They value it like me	They don't value it like I do
Loyalty	78%	22%
Hard Work	33%	67%
Independence	44%	56%
Social Impact	22%	78%
Work benefits	44%	56%
Collaborative orientation	67%	33%
Innovation	67%	33%
Tradition	33%	67%
Change	33%	67%
Adaptability and Flexibility	33%	67%
Inclusion	89%	11%
Environmental Impact	78%	22%
Authority	44%	56%
Constructive Criticism/Fee...	56%	44%
Technology	67%	33%
Work-life balance	33%	67%
Long-Term Commitment	44%	56%
Constant challenges	44%	56%
Personal Relationships	56%	44%

Gen X

Q 24 GEN X

Legend: They value it like me | They don't value it like I do

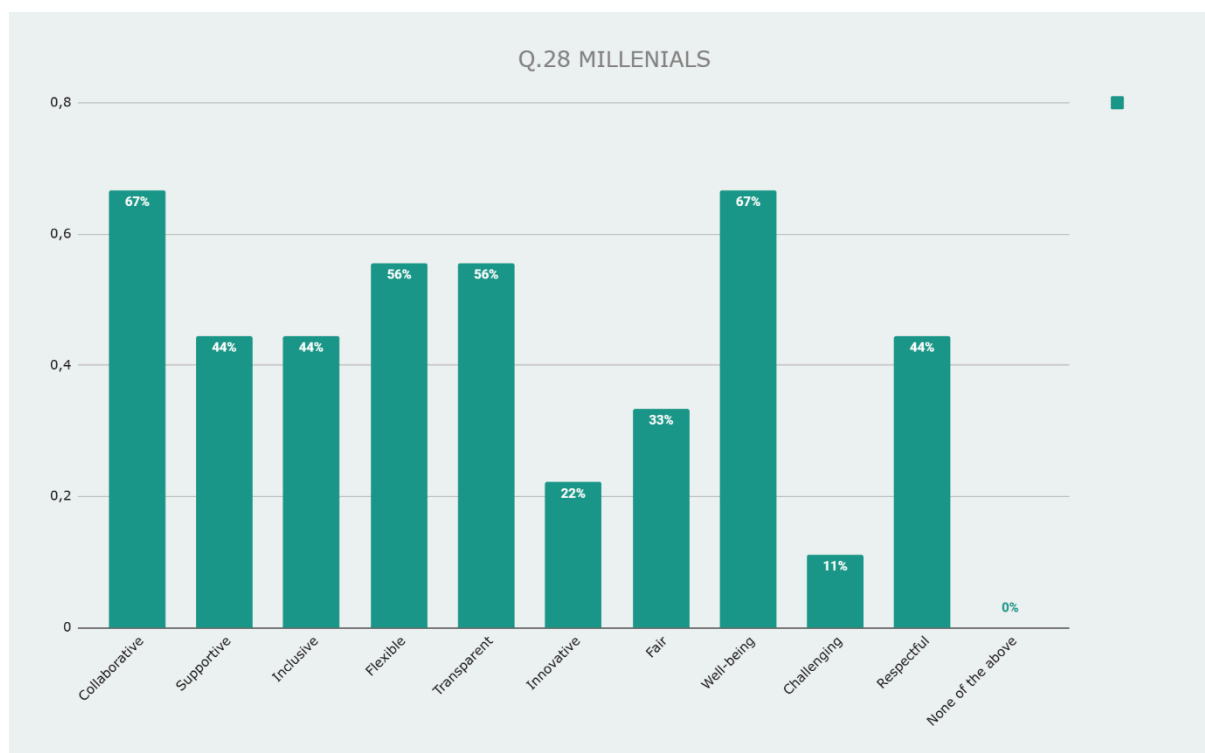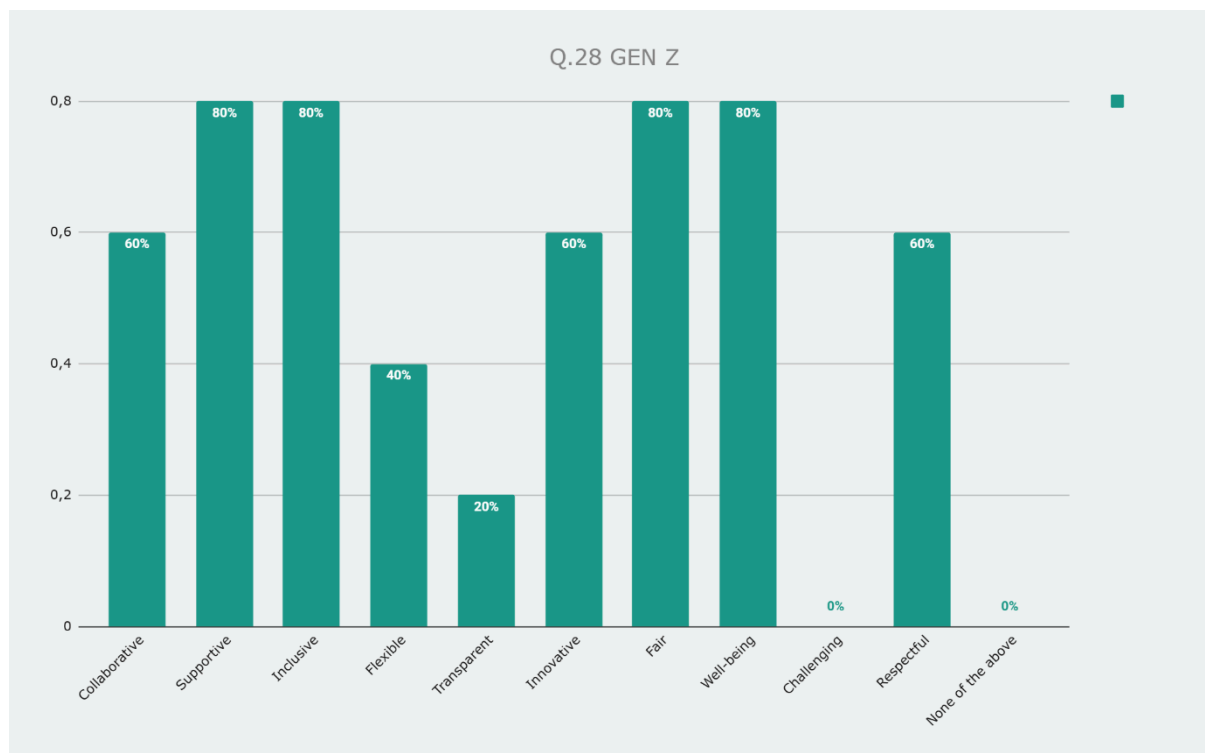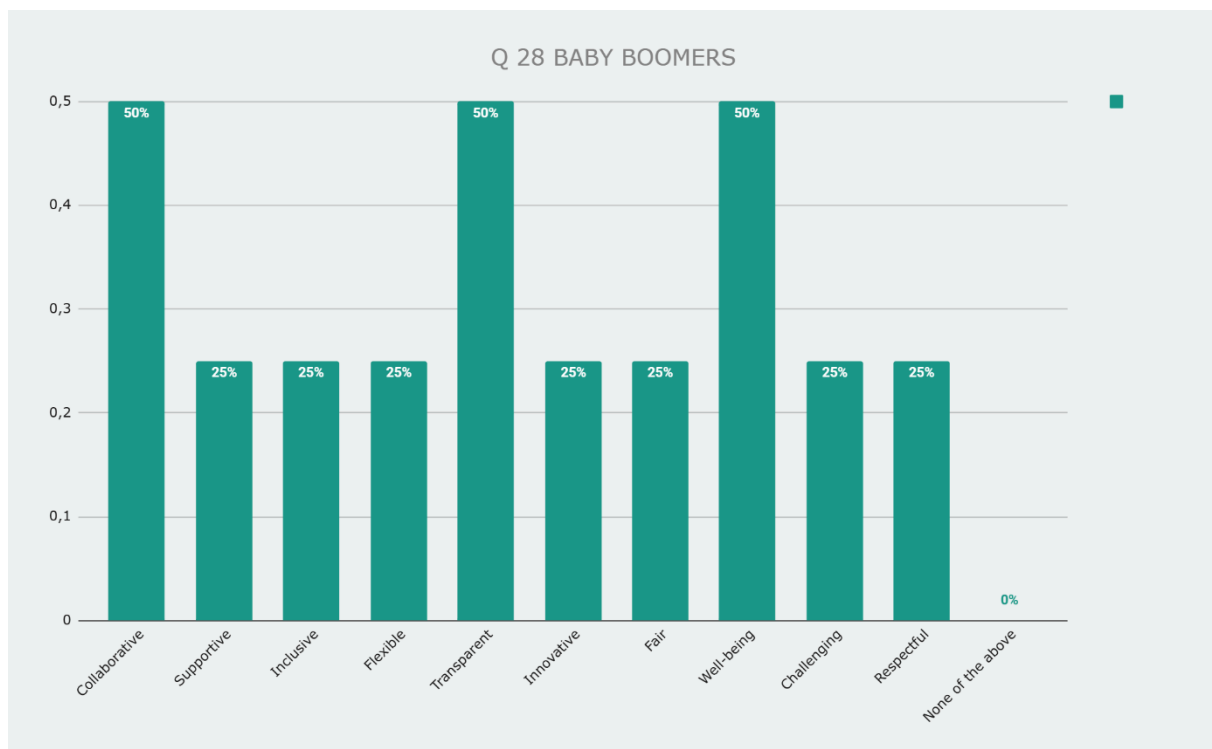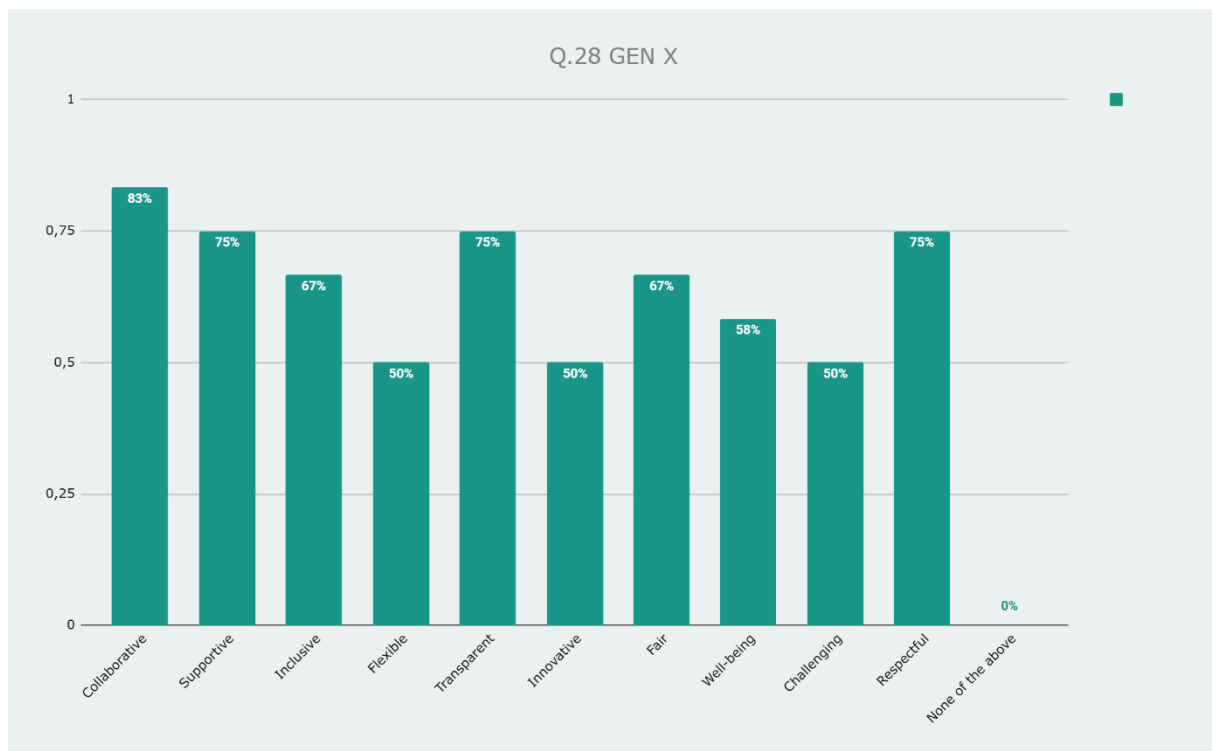| Category	They value it like me	They don't value it like I do
Loyalty	25%	75%
Hard Work	25%	75%
Independence	50%	50%
Social Impact	17%	83%
Work benefits	17%	83%
Collaborative orientation	67%	33%
Innovation	58%	42%
Tradition	17%	83%
Change	42%	58%
Adaptability and Flexibility	25%	75%
Inclusion	50%	50%
Environmental Impact	50%	50%
Authority	17%	83%
Constructive Criticism/Fee...	50%	50%
Technology	25%	75%
Work-life balance	17%	83%
Long-Term Commitment	25%	75%
Constant challenges	42%	58%
Personal Relationships	8%	92%

Baby Boomers

Q 24 BABY BOOMERS

51

Keywords describing your ideal workplace (Q28)

Q.28 GEN X
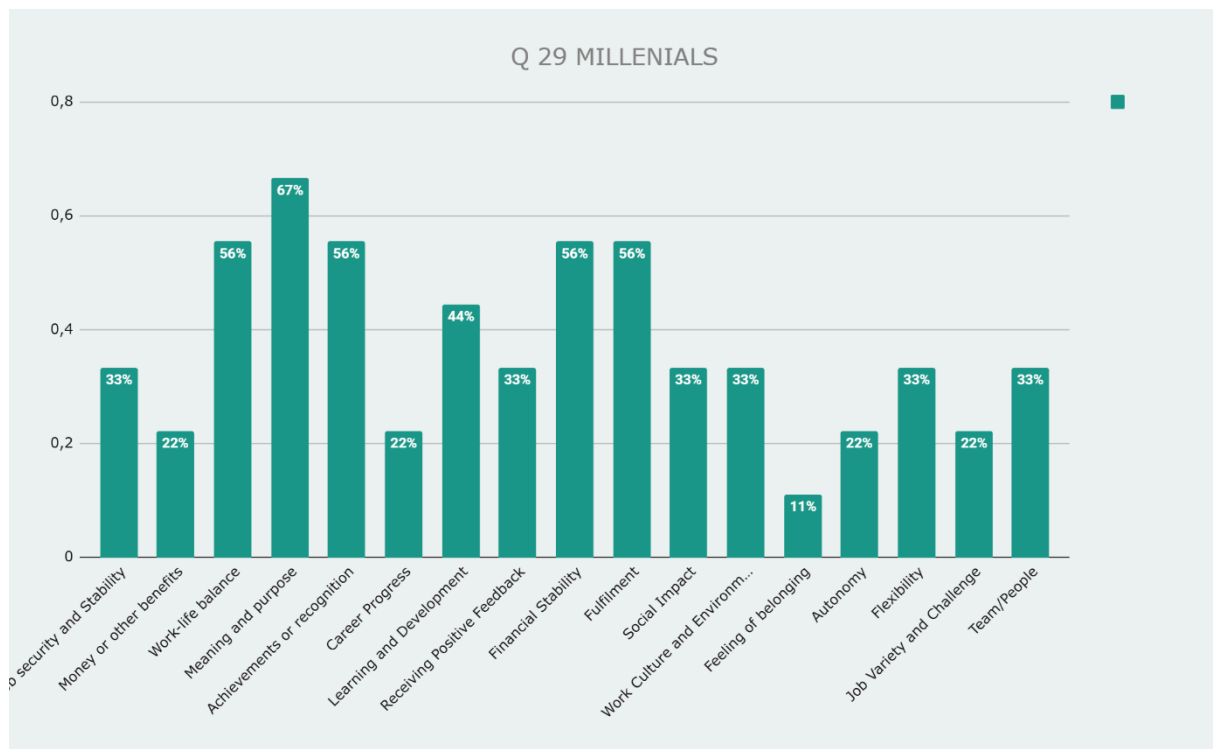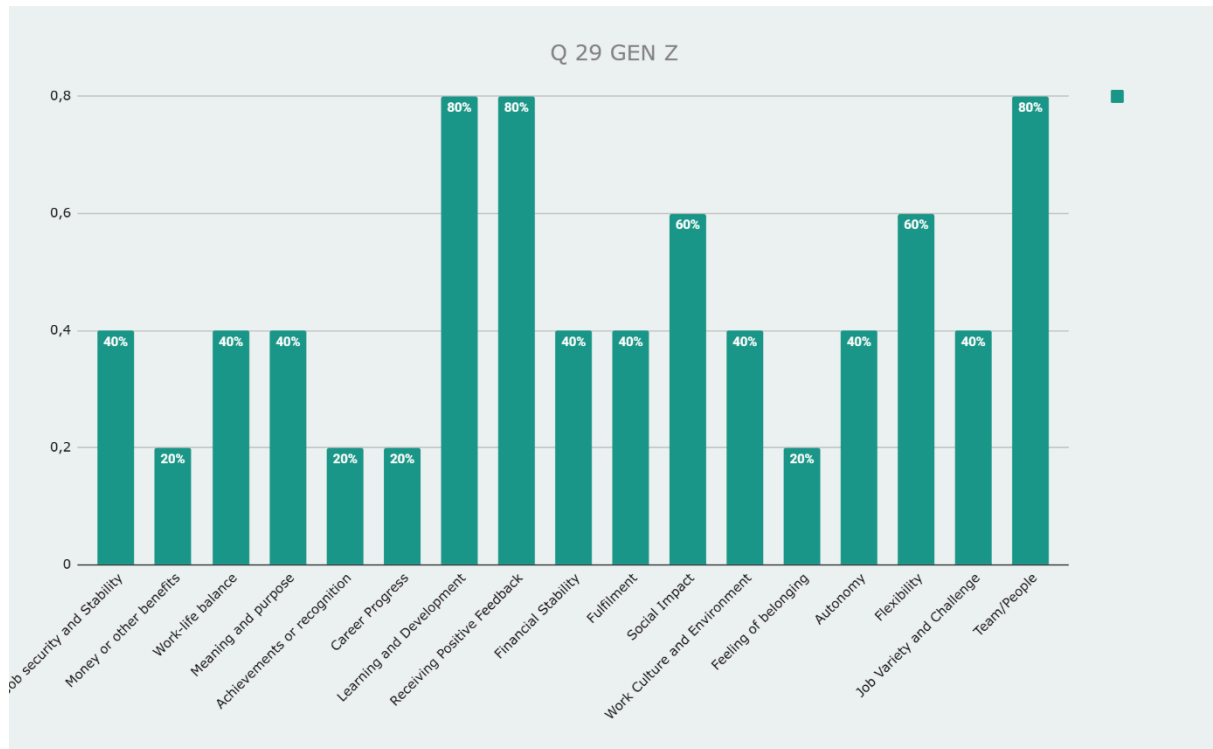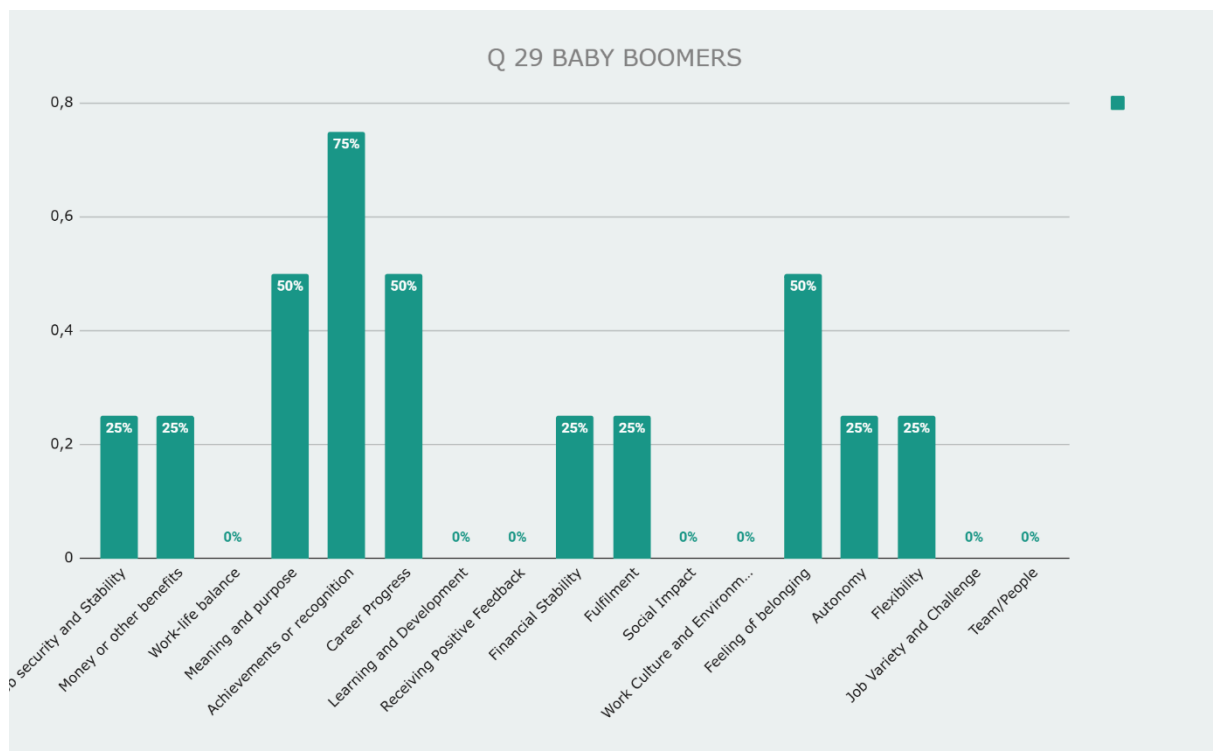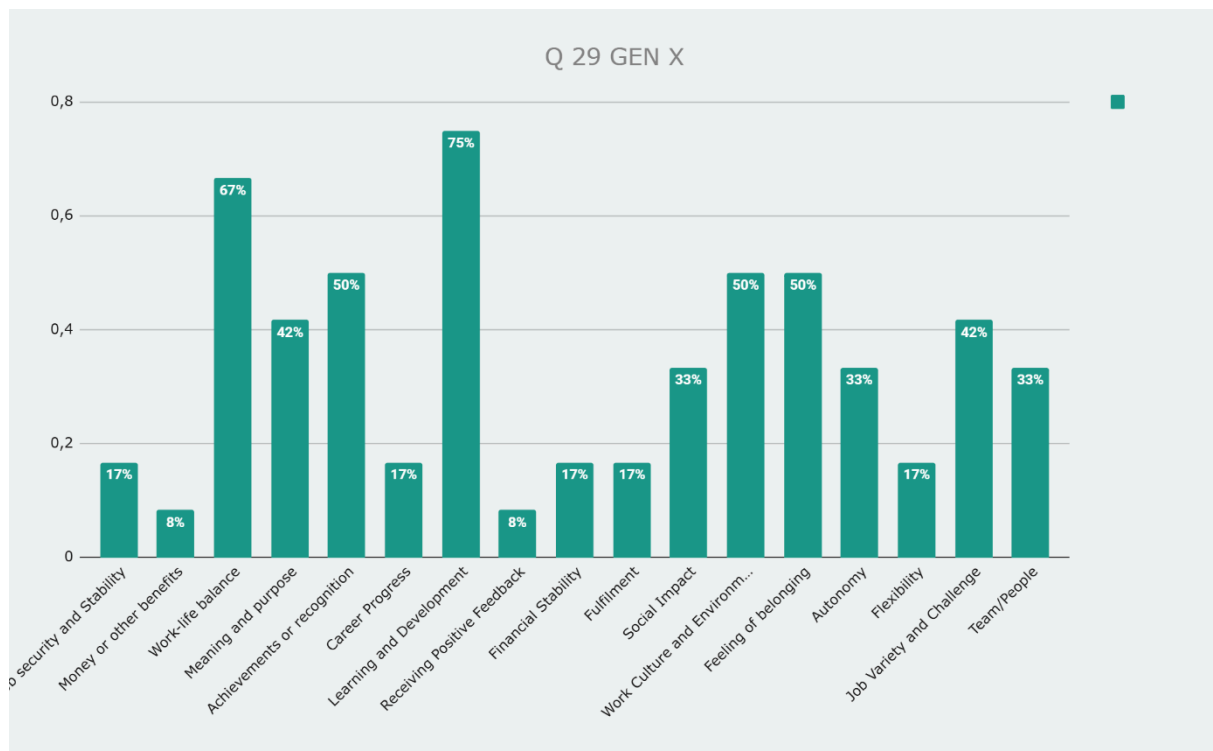

Q 28 BABY BOOMERS

It is interesting to note that the characteristics proposed are relevant to all generations. In particular, the adjective collaborative is prevalent in all generations that have been active in the workplace for several years. Generation X is the generation for which the proposed adjectives are most widely distributed.

Motivational factors in the workplace (Q29)

54

Q 29 GEN Z

Q 29 MILLENIALS

Q 29 GEN X

Q 29 BABY BOOMERS

It is interesting to note how motivating factors vary by generation (generational cultural factor) but also according to individual life and career stage.

Baby boomers seem to prefer more individual, private factors, while Generation X is focused on factors that bring meaning to results, Millennials are divided between valuing professional quality and improving living conditions, and Generation Z is still anchored to external appreciation.

Description of a specific example of a situation in which a task, project or team approach is demotivating to contribute to teamwork or complete the work (Q30)

Analysing the description of a specific example of a situation in which a task, project or approach demotivated the sample, we observe that:

Several participants reported demotivation resulting from poor internal communication and late or partial involvement in projects. Being informed only at certain stages, or not being involved from the outset, makes it difficult to contribute effectively.

There were instances of poor collaboration between colleagues, including:

- Colleagues working at the last minute, missing deadlines or not communicating properly.
- People closed off in their own 'bubble' for fear of responsibility.
- Difficulty integrating new members with different communication styles.
- A working environment influenced by the preferences of the boss or a lack of fairness in the distribution of growth opportunities.
- Frustration caused by colleagues who are uncooperative or more focused on their personal lives than their work.

Some participants criticised the approach to projects, highlighting:

- Unshared strategic choices, such as focusing everything on a single asset or a single person on the team.
- Projects imposed 'from above' (HR or corporate) that do not encourage involvement.
- Excessive fragmentation of work, which hinders the creation of a cohesive team.
- Work overload that leaves little room for building effective relationships.
- Repetitive meetings and calls considered a waste of time.

One participant said they had proposed a system to improve efficiency, but the rest of the team opposed it, causing demotivation.

There were reports of a certain difficulty in integrating between generations, with older colleagues perceived as slow, uncooperative and inclined to follow rules rigidly without passing on knowledge.

Some participants indicated a strong personal determination to overcome difficulties, completing tasks even under demotivating conditions. However, others expressed closed-mindedness and emotional frustration in the face of disrespectful comments (e.g., 'Shut up!').
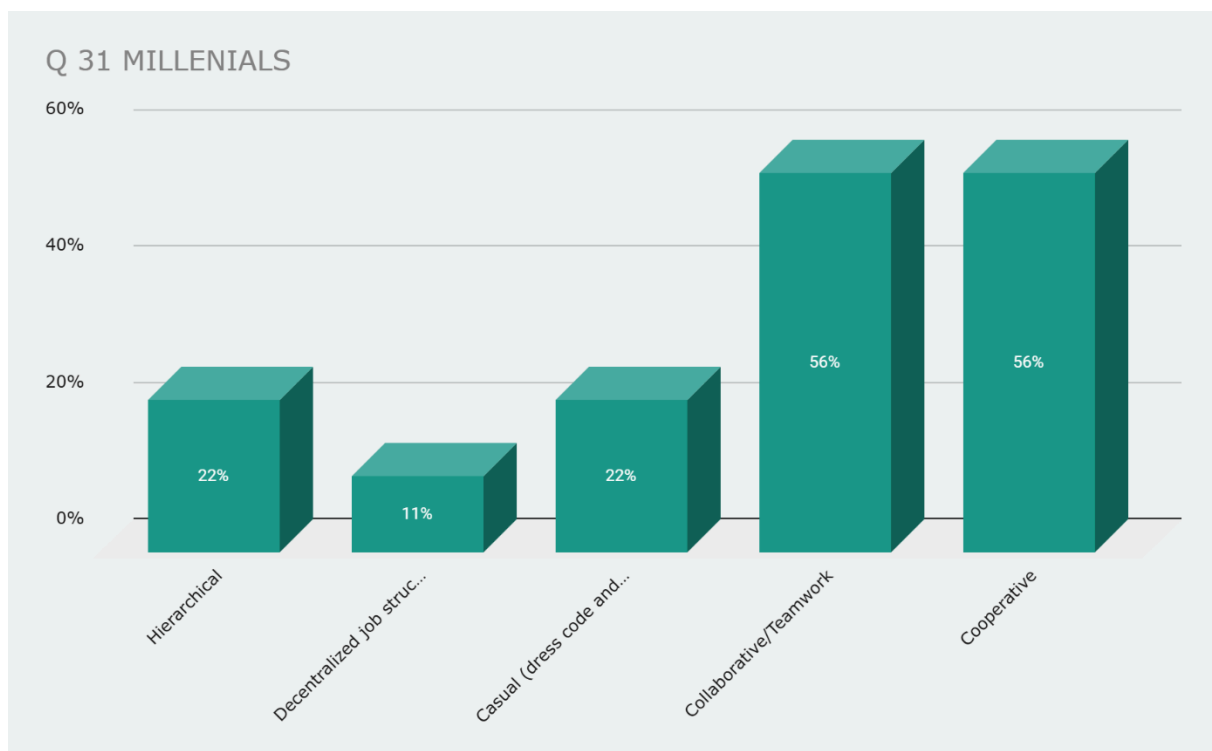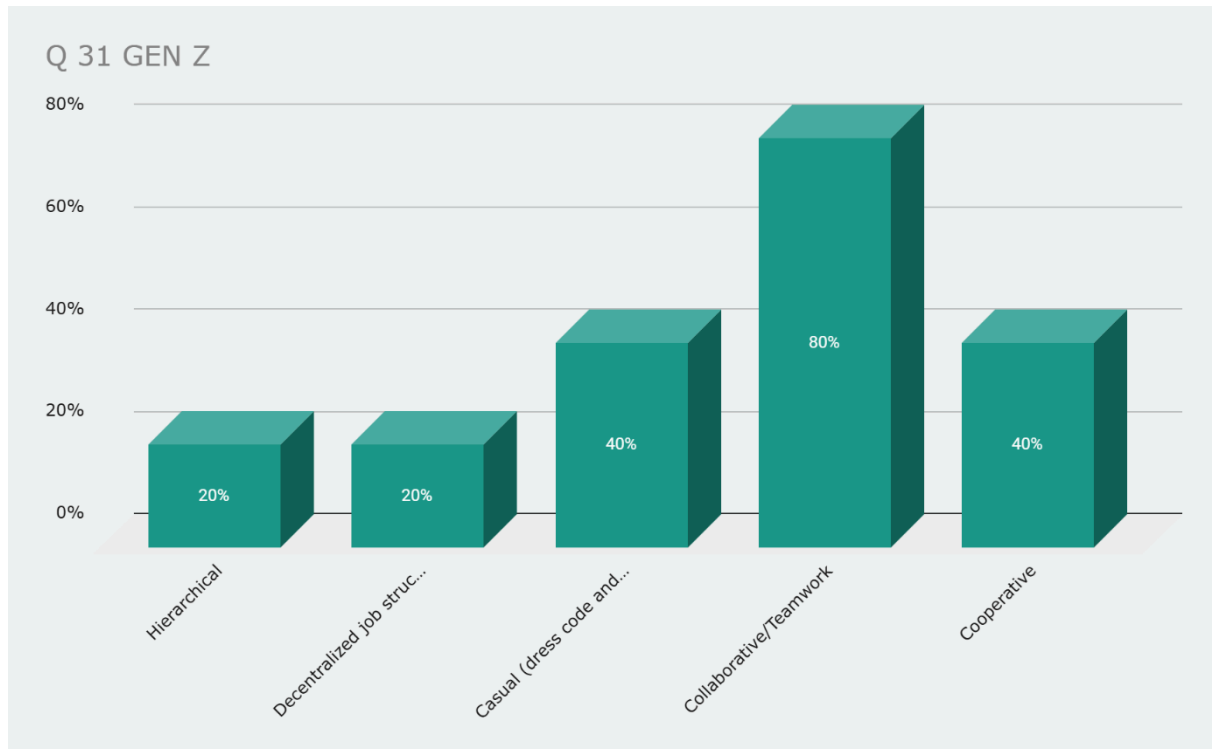
Workplace preferences (Q31)

The sample divided by generation indicated its preference for the following working methods:
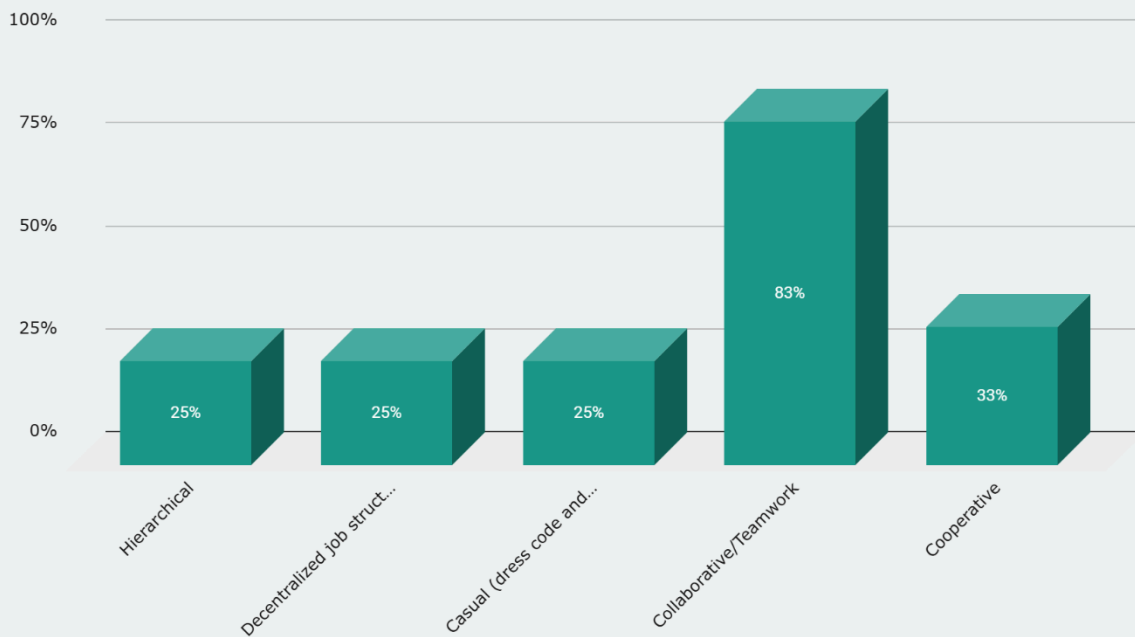
- Hierarchical

- Decentralised job structure
- Casual (dress code and communication style) Collaborative/Teamwork
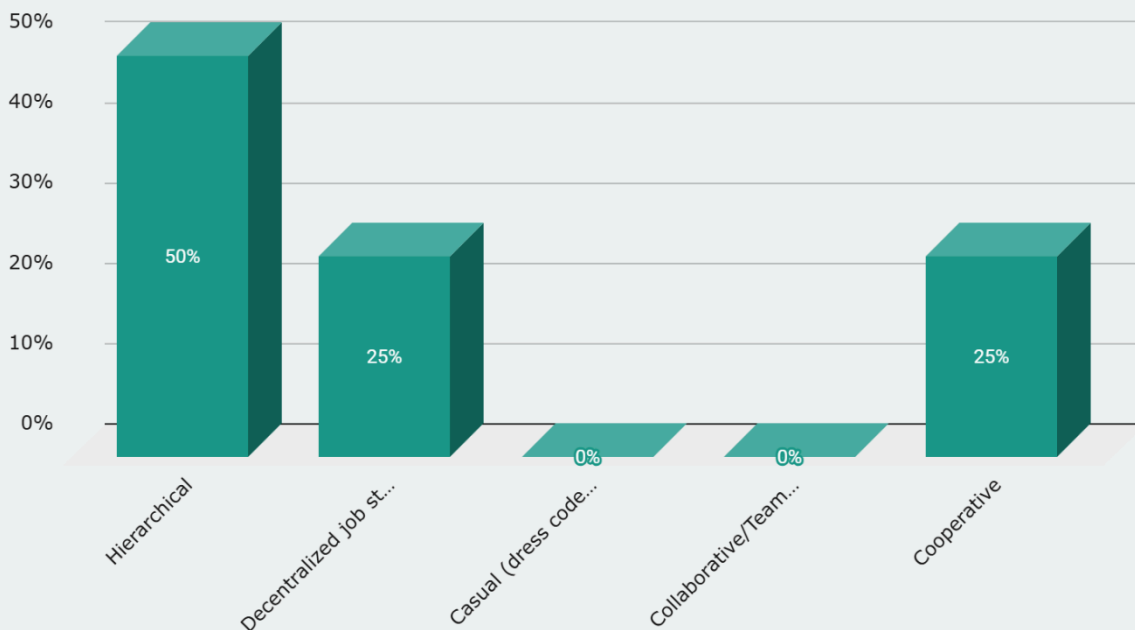- Cooperative

Q 31 GEN Z

Q 31 MILLENIALS

Q 31 GEN X

	Hierarchical	Decentralized job struct...	Casual (dress code and...	Collaborative/Teamwork	Cooperative
%	25%	25%	25%	83%	33%

Q 31 BABY BOOMERS

	Hierarchical	Decentralized job st...	Casual (dress code...	Collaborative/Team...	Cooperative
%	50%	25%	0%	0%	25%

Most effective working style for collaboration between people of different ages (Q32)

The analysis of the responses reveals some key elements that define an effective intergenerational working style

Clear, continuous and transparent communication - This is the most recurring factor. The ability to communicate openly, share objectives, give and receive feedback, and maintain constant communication is considered crucial for a team to function well.

Sharing and valuing individual skills - Respondents highlight the importance of recognising and exploiting the unique characteristics of each generation, with a view to mutual enrichment rather than competitive comparison.

Clear definition of roles and responsibilities - An organisational structure that makes everyone's roles clear helps prevent misunderstandings and overlap, promoting operational efficiency.

Team building and socialising - -Opportunities for socialising, not just work-related (such as informal meetings, exchange workshops and team-building activities), promote mutual understanding and help overcome generational barriers.

Flexibility and attention to work-life balance - A context that respects the needs and rhythms of different stages of life is perceived as fairer and motivating. It is considered useful to combine physical presence to strengthen bonds with hybrid and flexible methods.

Open-mindedness and mutual respect - Openness to dialogue, listening, intergenerational learning and non-judgement are cross-cutting elements considered essential.

Most problematic working style for collaboration between people of different ages (Q33)

Among the working styles perceived as least effective or even harmful to intergenerational collaboration are:

Rigid and vertical hierarchical structures - A strongly hierarchical approach is seen as an obstacle to dialogue and innovation. It can create power imbalances, inhibit the expression of critical issues and encourage authoritarian or abusive behaviour.

Lack of communication or transparency - The lack of open exchange of ideas, feedback, expectations or objectives is one of the factors that most hinders the effectiveness of intergenerational work.

Internal competition and individualism - When individual performance or competitive attitudes (often linked to seniority or status) prevail, group cohesion is weakened and conflict arises.

Organisational rigidity and generational preconceptions Inflexible working hours (such as the 8-to-5 office model), fixed procedures and a lack of openness to different approaches are considered problematic, as are prejudices between generations.

Lack of leadership or unclear guidance - While excessive verticalization is criticised, the lack of a defined leadership figure is also seen as a source of confusion and inefficiency.
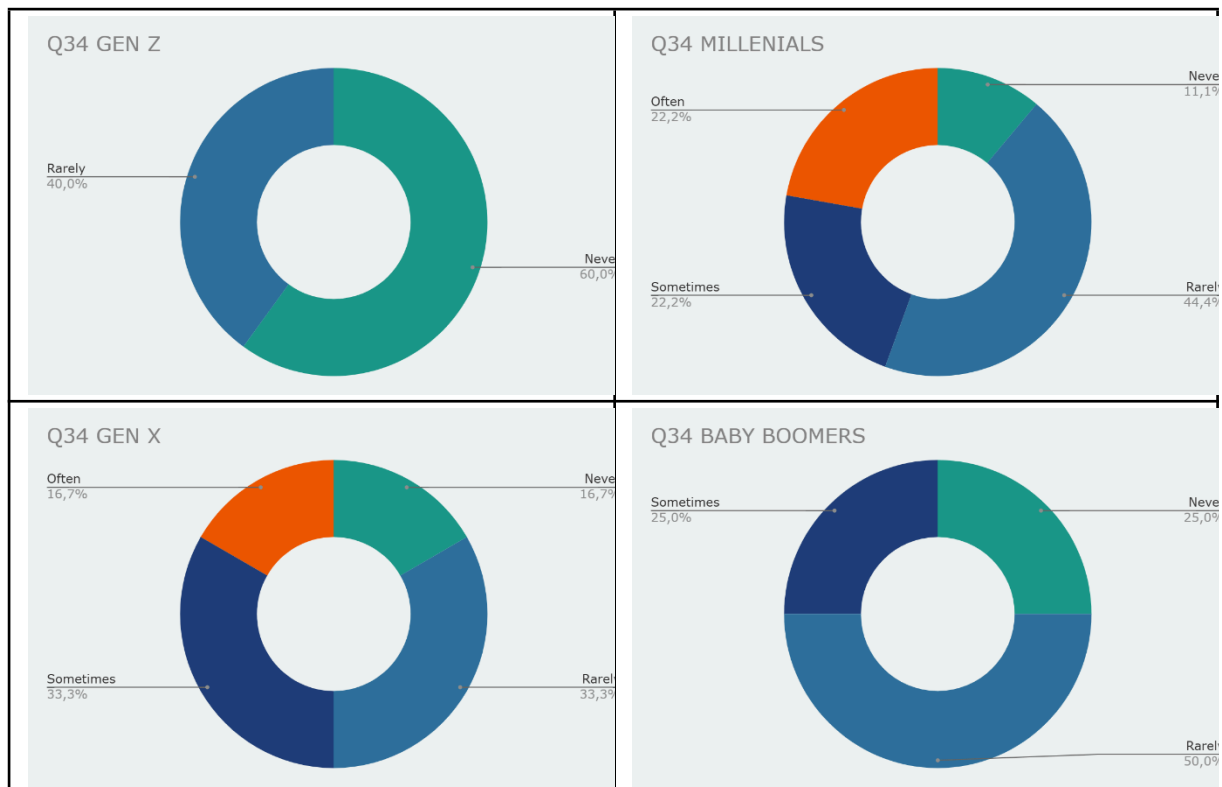
Close-mindedness, arrogance, disinterest - Negative attitudes such as arrogance, lack of humility, contempt for others and reluctance to engage in dialogue are reported as factors that make any form of collaboration difficult.

The picture that emerges indicates that effective intergenerational work is based on balance, flexibility, dialogue and mutual recognition. Overly rigid or competitive structures, as well as a lack of communication and respect, are seen as the main obstacles. For effective collaboration between generations, it is necessary to promote inclusive, horizontal and cooperative environments that are capable of adapting to the needs and characteristics of people, regardless of age.

5. Digital inequality

Frequency of difficulties in accessing or using digital tools at work (Q34)

Q34 GEN Z
- Rarely 40,0%
- Never 60,0%

Q34 MILLENIALS
- Often 22,2%
- Never 11,1%
- Sometimes 22,2%
- Rarely 44,4%

Q34 GEN X
- Often 16,7%
- Never 16,7%
- Sometimes 33,3%
- Rarely 33,3%

Q34 BABY BOOMERS
- Sometimes 25,0%
- Never 25,0%
- Rarely 50,0%

Description of a situation in which limited access to or unfamiliarity with digital tools affected your work, the consequences, and how the situation was addressed or resolved (Q35)

The sample was asked to describe a situation in which limited access to or unfamiliarity with digital tools affected their work. The testimonies reveal that:

Many participants reported difficulties related to the use of unfamiliar digital tools, especially in the early stages of their work. The effects are

- Delays due to the need to learn new software (e.g. Canva, Excel, project platforms).
- Difficulties in creating replicable models or files.
- Delays in the production of documents due to a lack of specific training or failure to attend training sessions.

Some reported technical problems beyond their control that affected their results, such as unstable internet connection, denied access to digital resources or obsolete systems (e.g. DOS software or outdated hardware).
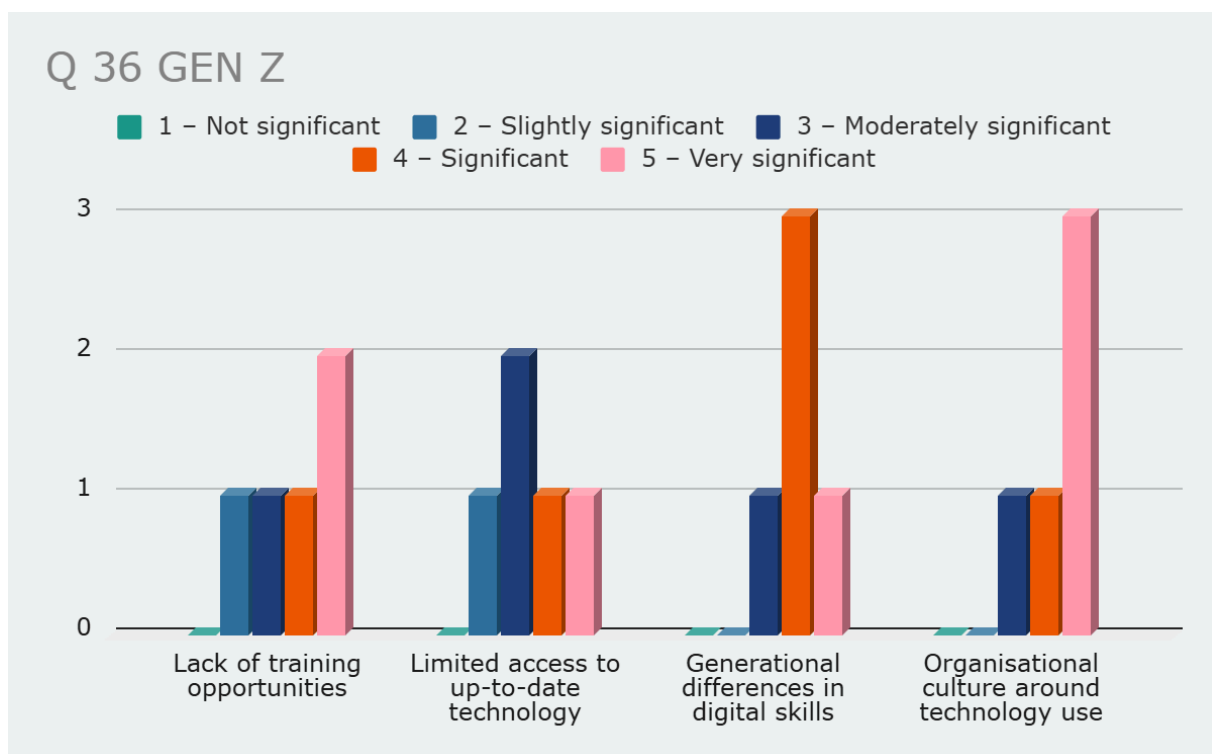
Another critical area concerns the continuous change of IT systems, often without adequate training:

Despite the difficulties, individual and collective strategies have emerged to address the problems:
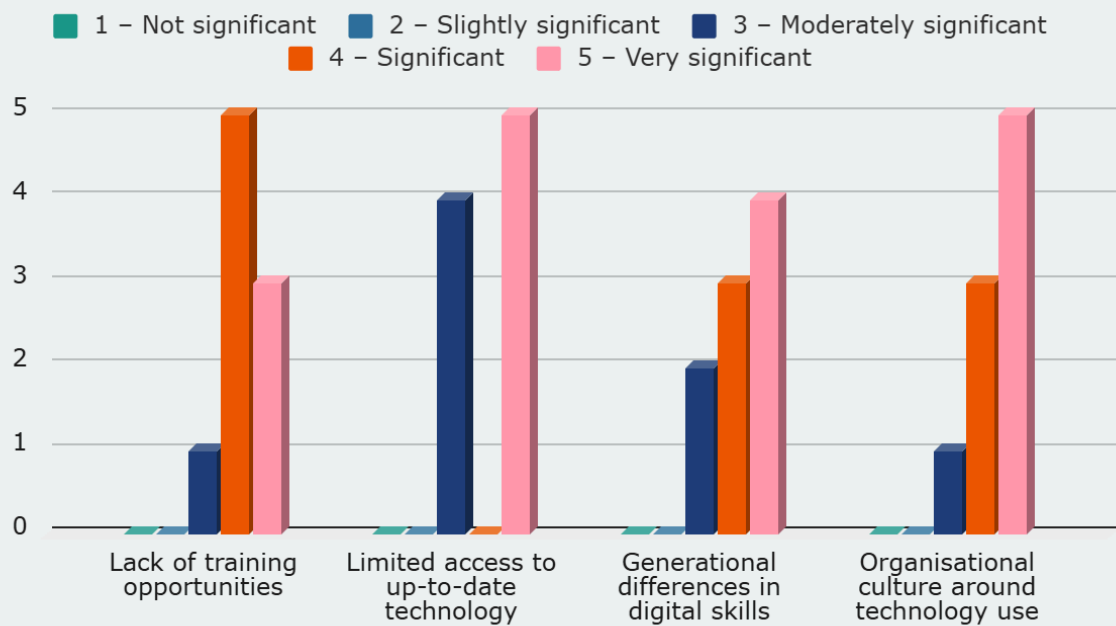
- Some users have sought independent training or online guides.
- The help received from more experienced colleagues, particularly those with IT skills, was highlighted.
- The difficulties tend to be temporary and are overcome with experience and adaptation.

The analysis highlights that digital literacy is not uniform among participants, and that the introduction of new tools or the lack of adequate infrastructure can create significant obstacles to daily work. However, there is a strong ability to adapt and an internal support network that helps to bridge the gaps. Improving continuous training and ensuring technical stability could significantly contribute to reducing these impacts.
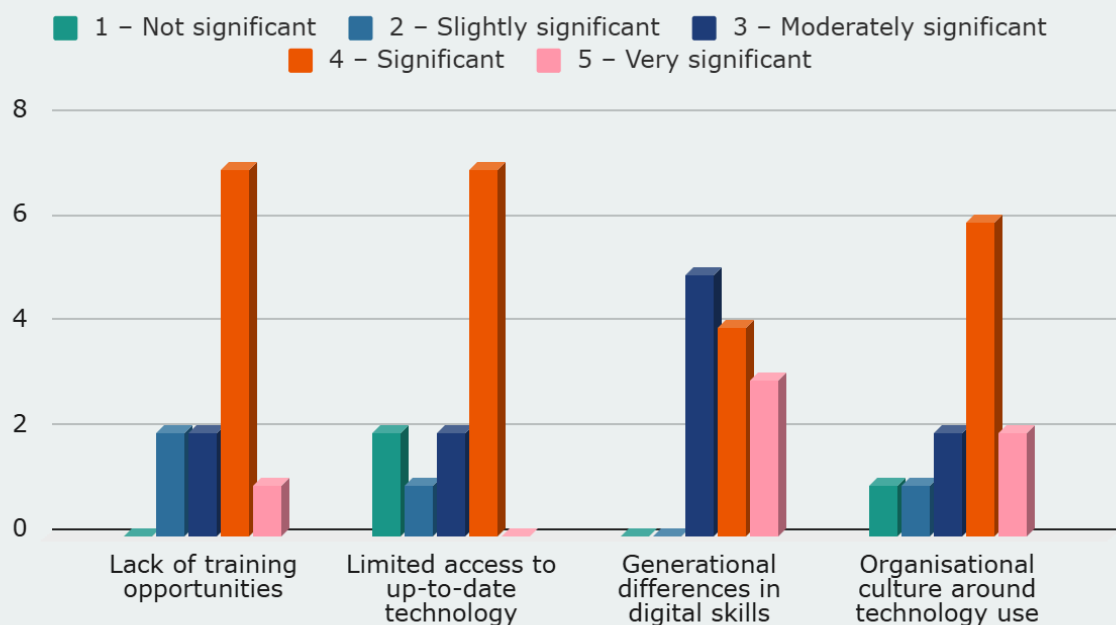
Assessment of the significance of the following factors in contributing to digital inequality in the workplace (Q36)
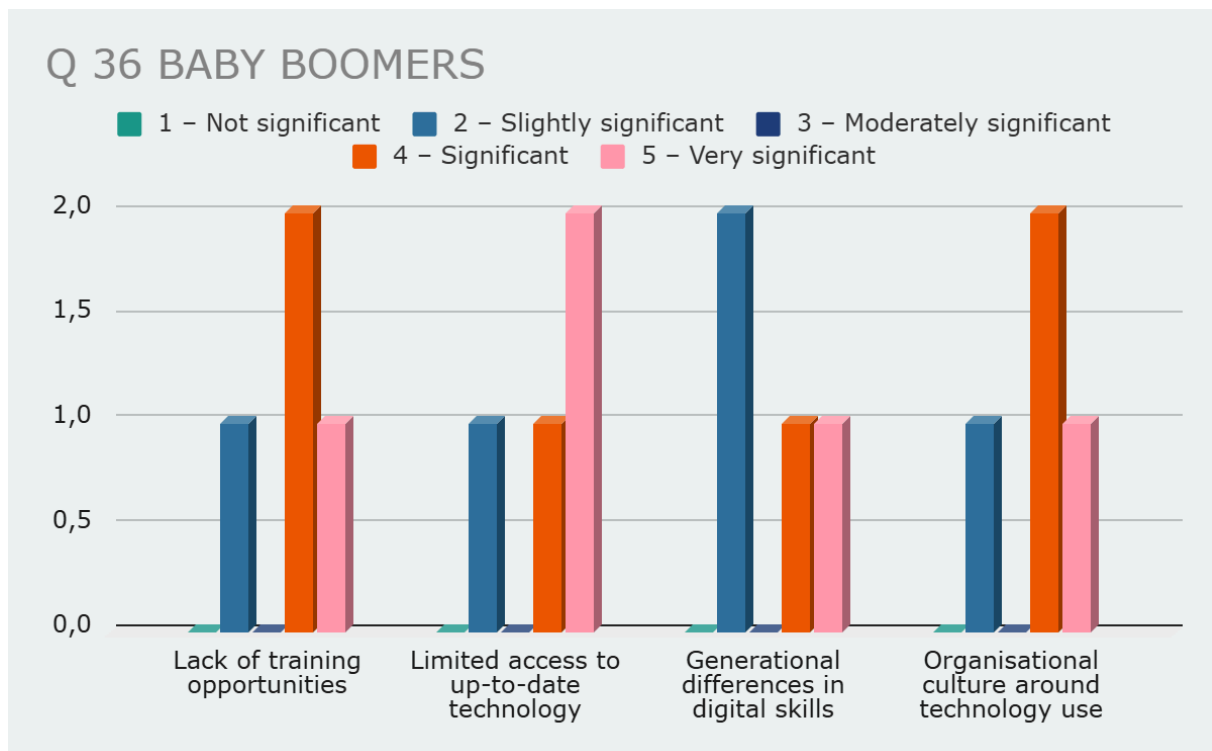
Q 36 MILLENIALS

- 1 – Not significant
- 2 – Slightly significant
- 3 – Moderately significant
- 4 – Significant
- 5 – Very significant

Q 36 GEN X

- 1 – Not significant
- 2 – Slightly significant
- 3 – Moderately significant
- 4 – Significant
- 5 – Very significant

Q 36 BABY BOOMERS

- 1 – Not significant
- 2 – Slightly significant
- 3 – Moderately significant
- 4 – Significant
- 5 – Very significant

(Categories: Lack of training opportunities, Limited access to up-to-date technology, Generational differences in digital skills, Organisational culture around technology use)

Description of difficulties arising from digital inequality factors (Q37)

The survey participants highlighted numerous challenges related to the use of digital and technological tools, which can be grouped into several macro-thematic areas:

Uneven digital skills

Many respondents reported significant inequality in digital tool proficiency among colleagues. In particular:

- The lack of structured training leads to self-taught learning, resulting in operational differences and differences in the quality of proposals to customers.
- Some colleagues, especially older ones, have greater difficulty using technology, often asking for support with basic tasks (e.g. using Excel or entering data into platforms).
- Generational change creates a cultural barrier to the adoption of new technologies, with some staff reluctant to change their working habits.

Informal support among colleagues

In several cases, technological adaptation has been facilitated by spontaneous support from younger or more experienced colleagues:

- More competent colleagues are often asked to perform digital tasks on behalf of others.
- Some participants report that they regularly offer IT assistance to colleagues.

Lack of a digital-oriented organisational culture

Several comments highlight the absence of a corporate strategy or culture that promotes and values the conscious use of technology:

- New tools are often adopted without a unified vision.

- Training initiatives are sometimes ineffective or not accessible to everyone (e.g., preference for face-to-face training over online training).

Virtuous initiatives and positive training approaches

Some respondents describe constructive experiences:

- Some companies introduce a new tool to be tested collectively each year, such as Power BI or Power Apps, encouraging a challenging and inclusive approach.
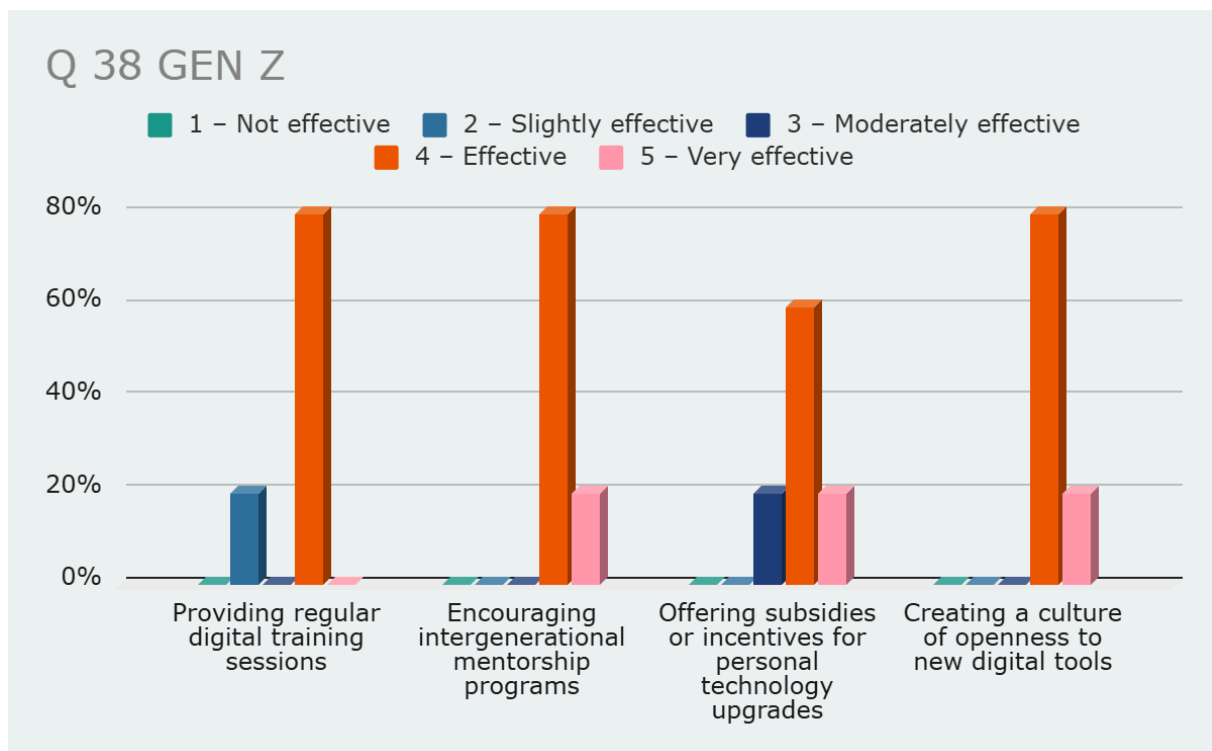- Courses on emerging technologies, such as artificial intelligence, are mentioned.

Concrete operational impacts

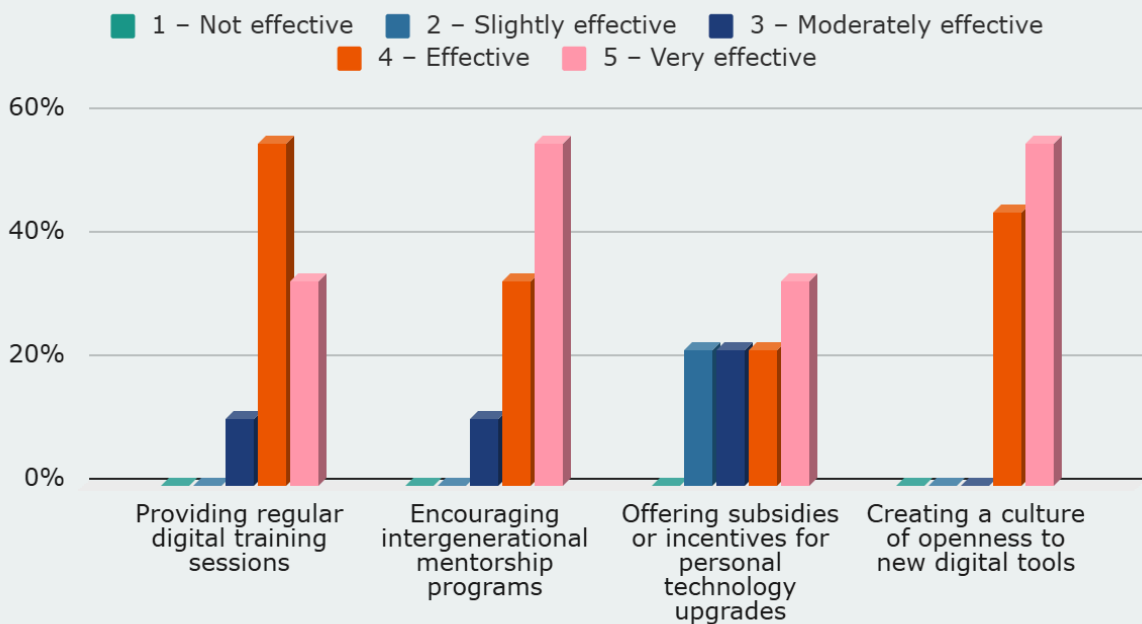Difficulties in using technology have practical effects on daily work:

- Delays or inefficiencies in the management of digital tasks.
- Discontinuity in the adoption of new processes or tools (e.g., new workflow ignored by older colleagues).
- In some cases, new tasks are assigned without the necessary digital skills.

There is a need to strengthen digital training, promote a more cohesive organisational culture regarding technological transformation and encourage structured intergenerational learning. Positive experiences show that a strategic and inclusive approach to training can transform a challenge into an opportunity for shared growth.
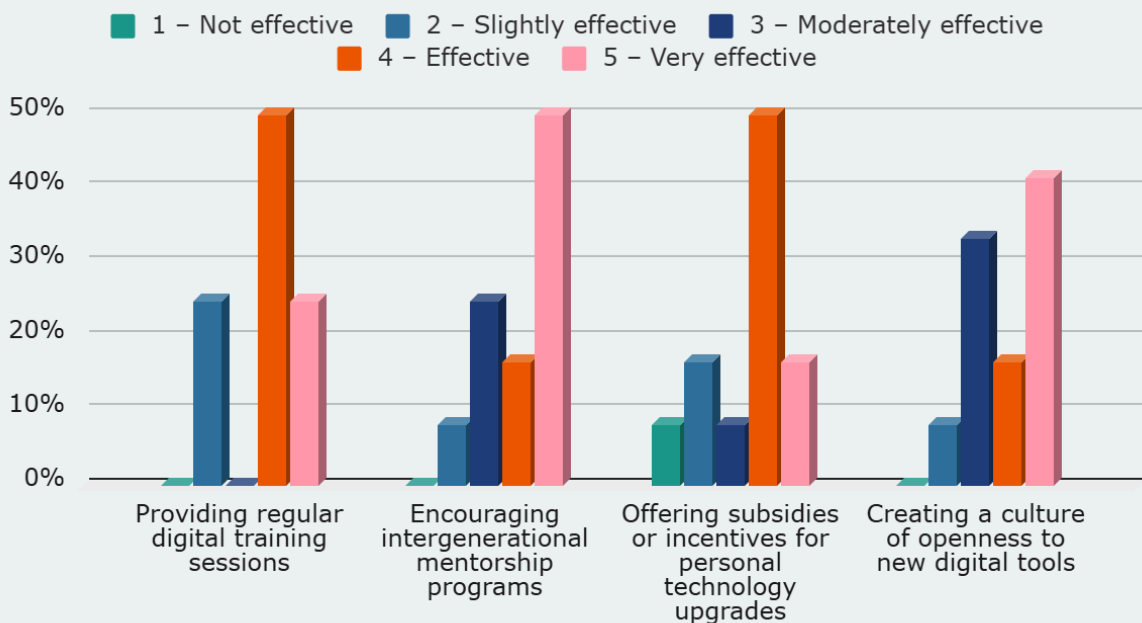
Assessment of strategies to reduce the digital divide in your workplace (Q38)
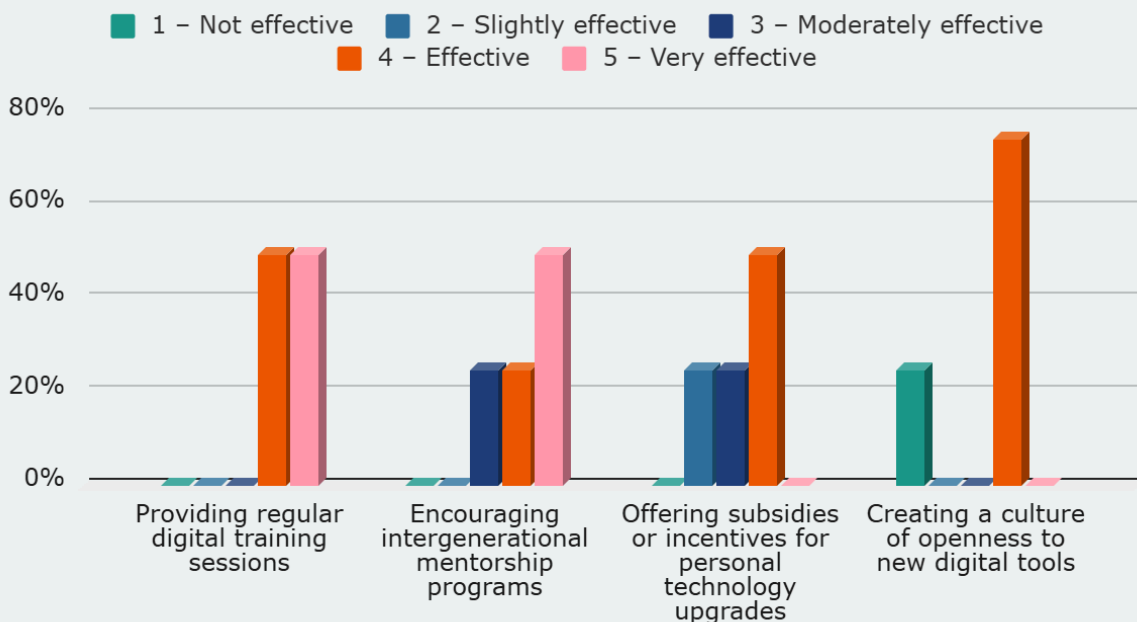
MYCo
Meet Your Colleague

Q 38 MILLENIALS

- 1 – Not effective
- 2 – Slightly effective
- 3 – Moderately effective
- 4 – Effective
- 5 – Very effective

Q 38 GEN X

- 1 – Not effective
- 2 – Slightly effective
- 3 – Moderately effective
- 4 – Effective
- 5 – Very effective

MYCo
Meet Your Colleague

Q 38 BABY BOOMERS

Legend:
- 1 – Not effective
- 2 – Slightly effective
- 3 – Moderately effective
- 4 – Effective
- 5 – Very effective

[Bar chart showing effectiveness ratings across four categories: Providing regular digital training sessions; Encouraging intergenerational mentorship programs; Offering subsidies or incentives for personal technology upgrades; Creating a culture of openness to new digital tools. Y-axis ranges from 0% to 80%.]

Description and assessment of initiatives aimed at reducing the digital divide (Q39)

Here is a summary of the sample's responses regarding initiatives aimed at reducing digital inequality and their effectiveness.

Initiatives to reduce the digital divide exist but are often fragmented, non-systemic and perceived as ineffective. Clear needs emerge greater accessibility, continuous and personalised training, cross-functional staff involvement and more effective methods (e.g. coaching, mentoring, presence). More user-centred design that considers actual conditions of use is needed to effectively bridge the digital gap.

The critical issues highlighted concern:

- Accessibility and timetable: Use during working hours proved problematic. The online format was often an obstacle, especially for those less familiar with technology.

- Selective involvement: Some initiatives were aimed only at certain roles (e.g. coordinators), leaving out the rest of the staff.

- Limited effectiveness: Many participants report that, despite having taken courses, they have not gained sufficient confidence or skills. In some cases, there is talk of a 'lack of practical results'.

- Generational perception: Some observe a generational gap, with younger people learning faster and benefiting more from the courses.
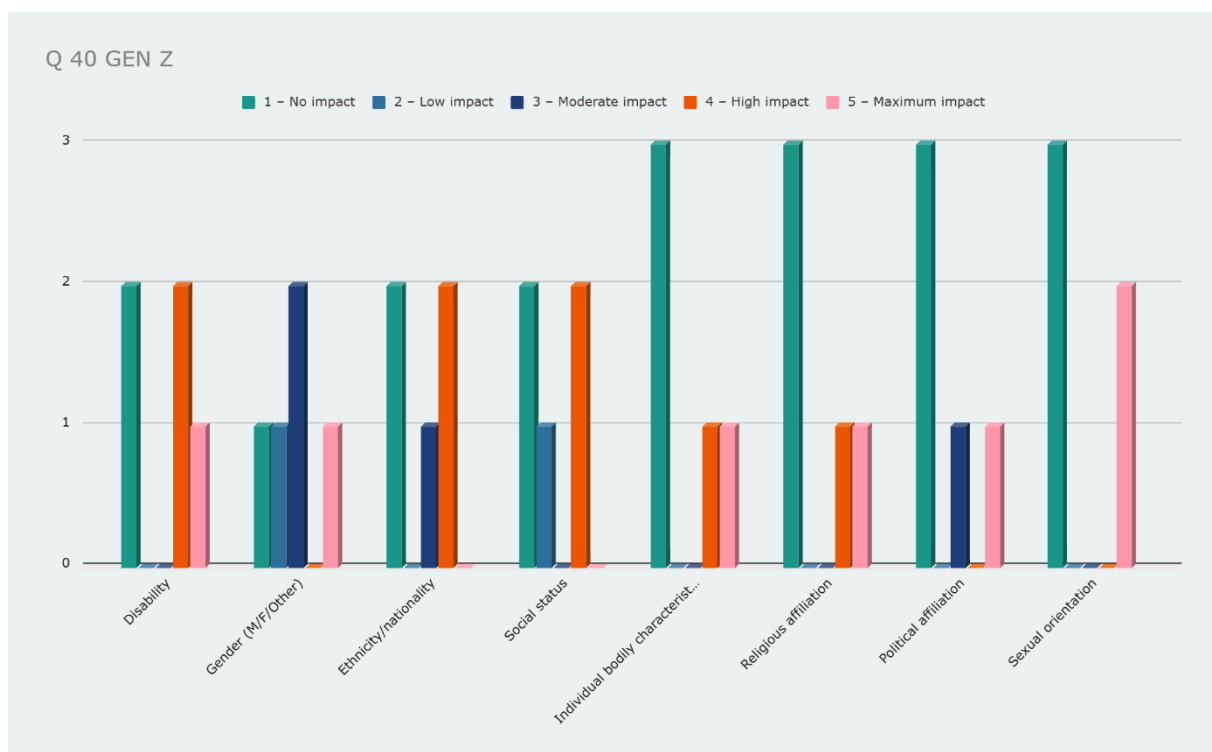
A significant number of responses (over a third) indicate that no significant initiatives to reduce the digital divide in their work contexts have been observed or experienced. Some explicitly refer to 'failures' or 'traditional' courses that are not suited to real needs.

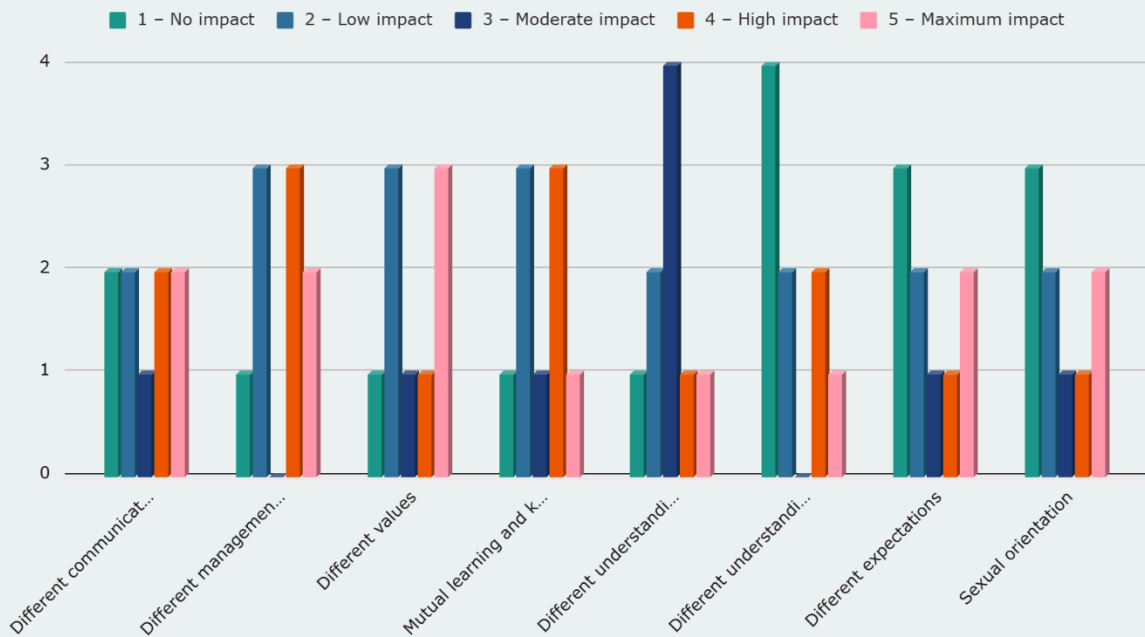# 6. Generational diversity from an intersectional point of view

Factors amplify discrimination and relational asymmetries between different generations in the professional environment and their level of impact according to the sample. (Q40)
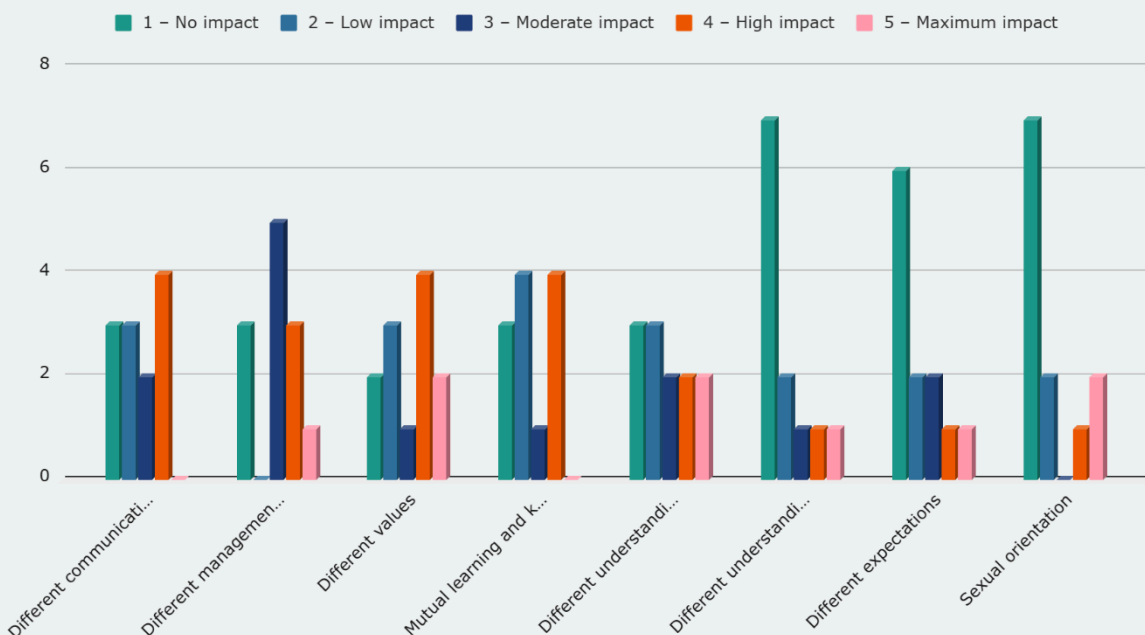
The factors proposed for enhancement are as follows:

- Disability Gender (M/F/Other)
- Ethnicity/nationality
- Social status
- Individual bodily characteristics
- Religious affiliation
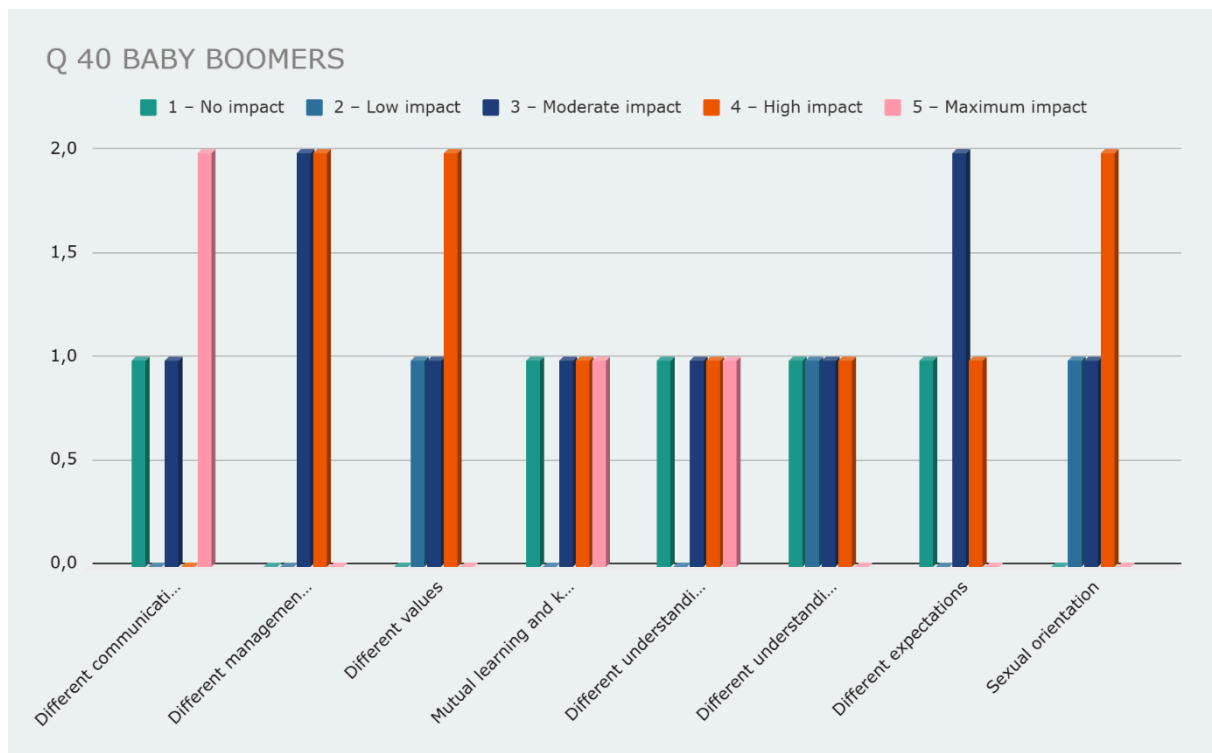- Political affiliation
- Sexual orientation

Q 40 MILLENIALS

Legend: 1 – No impact | 2 – Low impact | 3 – Moderate impact | 4 – High impact | 5 – Maximum impact

Q 40 GEN X

Legend: 1 – No impact | 2 – Low impact | 3 – Moderate impact | 4 – High impact | 5 – Maximum impact

Descriptions of worrying situations in which one or more (intersectional) factors amplify relational difficulties between individuals belonging to different generations. (Q41)

When questionnaire participants were asked to describe situations in which intersectional factors amplify relational difficulties between people of different generations, a varied picture emerged. A significant proportion of respondents did not identify any problematic situations related to intersectionality between generations, while others reported experiences and observations that highlight complex dynamics related to discrimination based on gender, sexual orientation, disability, physical appearance, race, and differences in values (especially political).

Gender discrimination

Persistent inequality at work: Women, even in the same role and age group, report having to prove themselves more to achieve the same results as men.

Leadership and representation: Men continue to predominate in leadership roles, although younger generations seem to show greater openness and acceptance of women in leadership roles.

Negative personal experiences: Some women report that their gender has limited their professional opportunities.

Sexual orientation

Lack of intergenerational acceptance: There have been reports of older colleagues (Gen X, Boomers) showing little acceptance of homosexual colleagues, especially if they are younger.

Culture of silence: In some professional environments, the unwritten rule of 'don't ask, don't tell' remains, effectively limiting the free expression of sexual identity.

Disability and physical appearance

Stereotypes and offensive language: Some incidents report the use of derogatory terms towards people with physical disabilities.

Different treatment: Different attitudes are observed towards people with physical characteristics that do not conform to the dominant standards.

Cultural and ethnic diversity

Subtle racism and prejudice: It has been reported that a colleague of colour is considered, until proven otherwise, to be a 'lazybone', highlighting latent racial stereotypes.

Political and value differences

A divisive factor across generations: Political opinions are frequently a source of tension and hinder group cohesion, with operational consequences.

Difficulties in working together: Ideological differences are perceived as a barrier to smooth collaboration.

In addition to these factors, other forms of discrimination emerge towards those who have chosen not to have children and are therefore considered available to work during peak or 'inconvenient' times, as if family status were more important than contractual equality. This is undoubtedly attributable to a Catholic cultural matrix that attributes value to people, especially women, in relation to motherhood.

The responses also highlight the existence of mitigating factors such as inclusive contexts in which to experience positive experiences in small, close-knit work environments, where generational differences and intersectional factors are not perceived as problematic or divisive. Younger generations seem to show greater awareness and openness to issues related to equality and inclusion.

In addition, there were evasive responses that indicated a lack of interest or difficulty in understanding the question, suggesting a possible need for simplification or clarification in the language used. The presence of a significant proportion of responses denying the existence of problems is something to be investigated, as it could highlight a genuinely positive working environment or a possible underestimation of the issue.

Assessment of generations based on their inclination to express certain statements concerning intersectional discrimination factors (Q42)
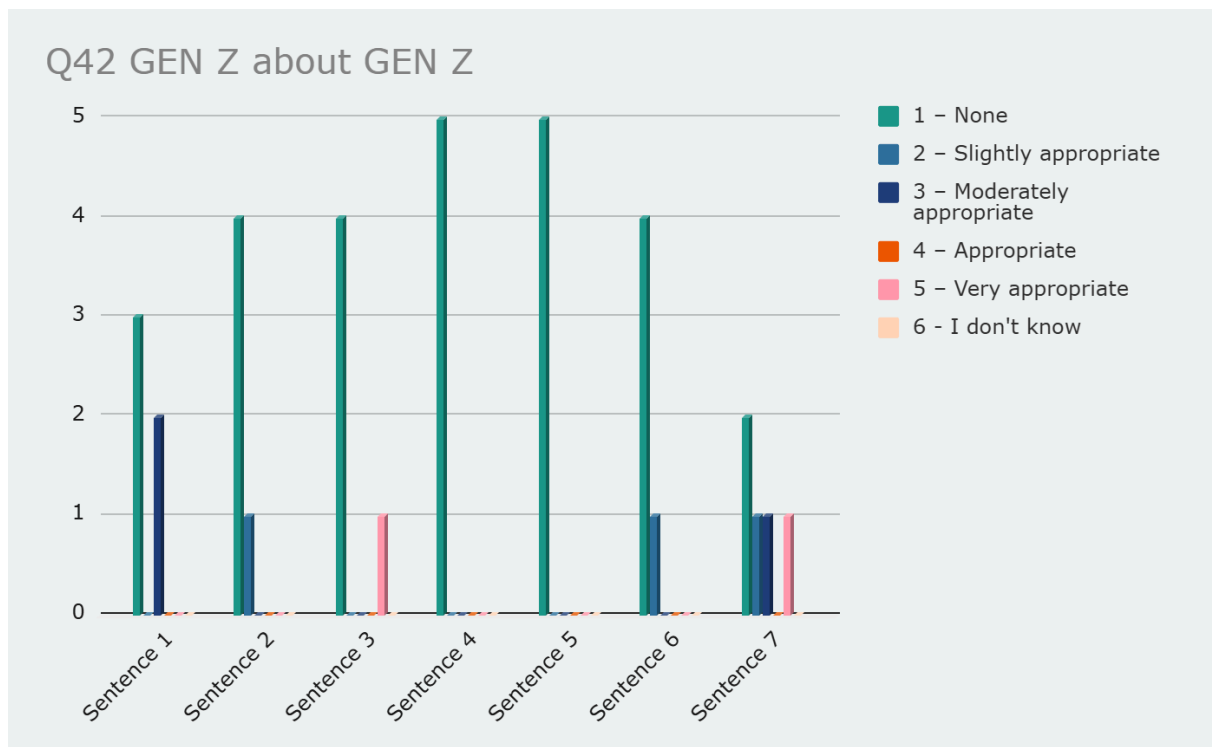
In the graphs below, the sample is divided by generation according to the appropriateness of the following statements:

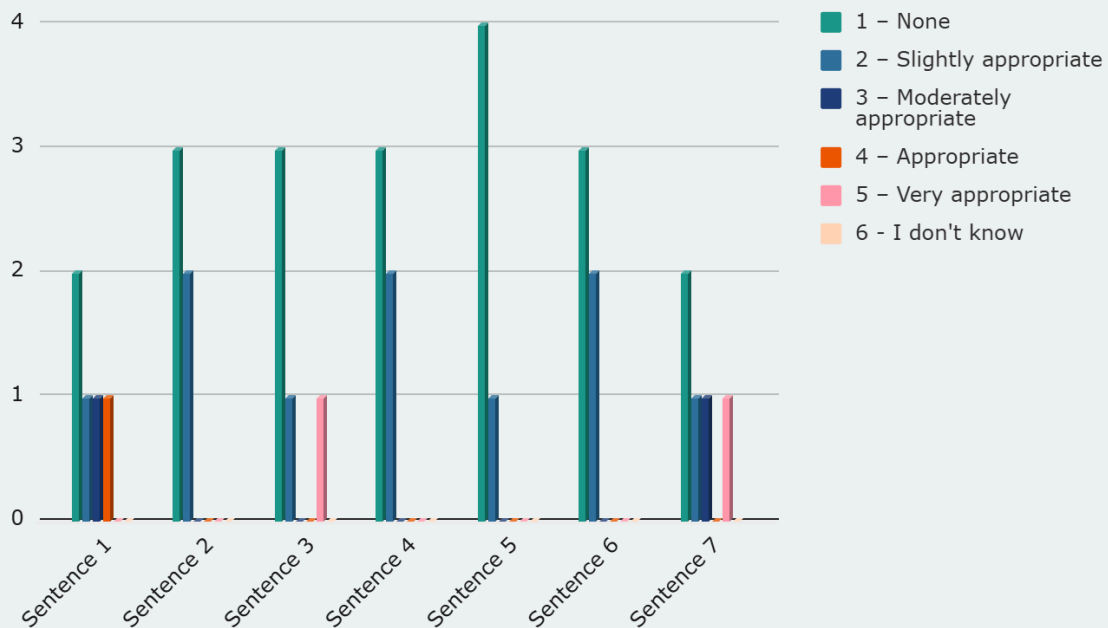Sentence 1   If you have a disability, your work is not authentic.

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.

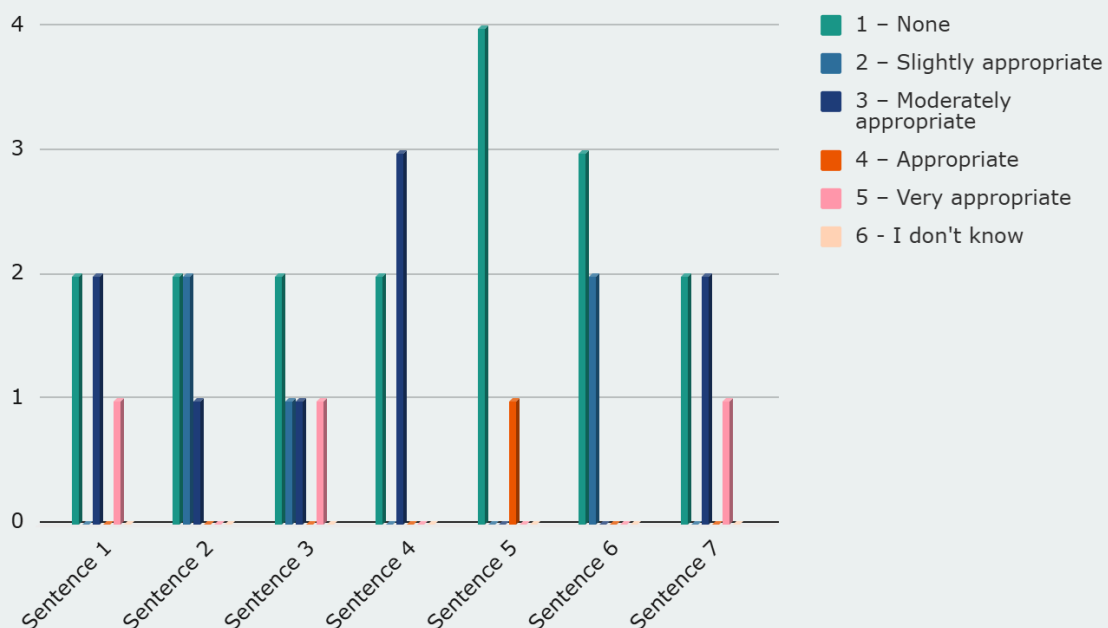Sentence 7   I don't care if my colleague is gay, as long as he does his job well.
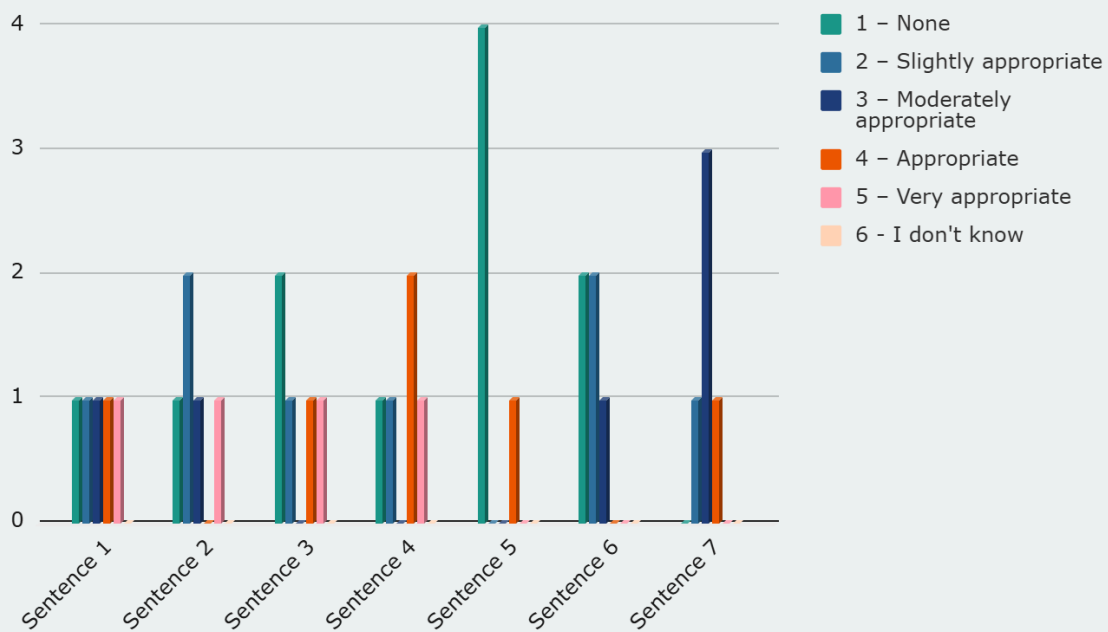
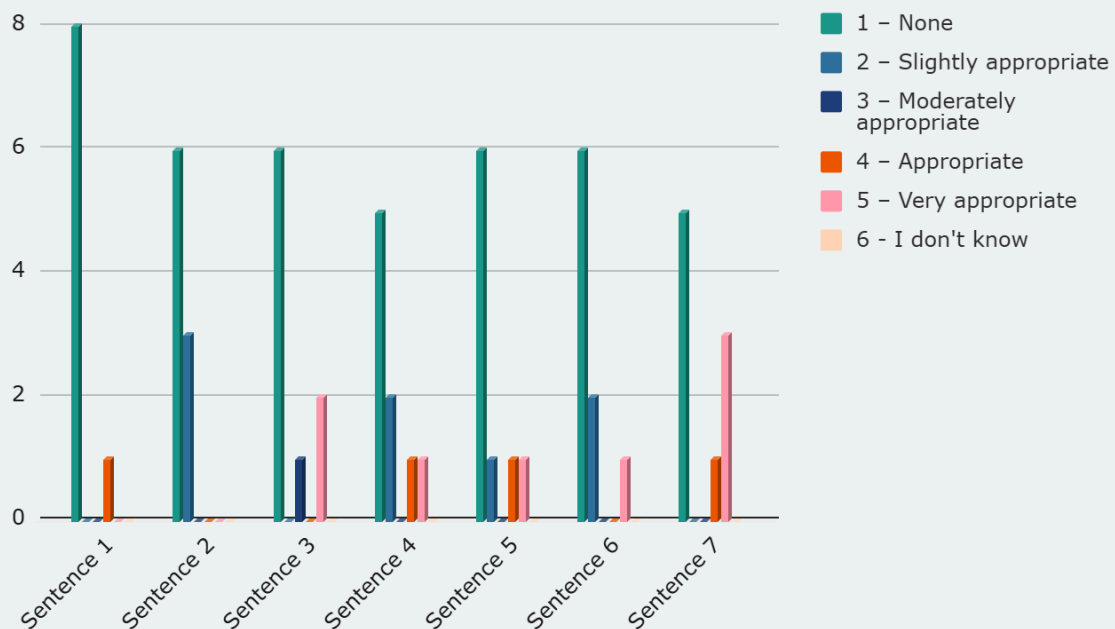**Gen Z about each generation**

Q42 GEN Z about GEN Z

Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know

Q42 GEN Z about MILLENIALS

Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know

Q42 GEN Z about GEN X

Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know

Q42 GEN Z about BABY BOOMERS

Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know

Millennials about each generation

Q42 MILLENIALS about GEN Z
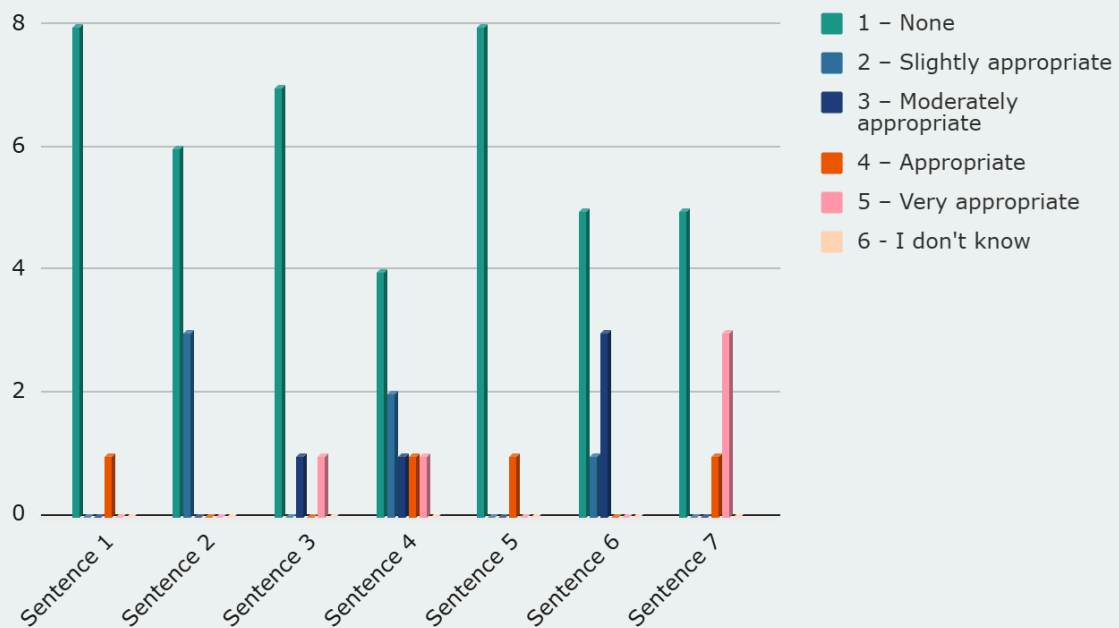
Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know

Q42 MILLENIALS about MILLENIALS

Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know

Q42 MILLENIALS about GEN X

Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
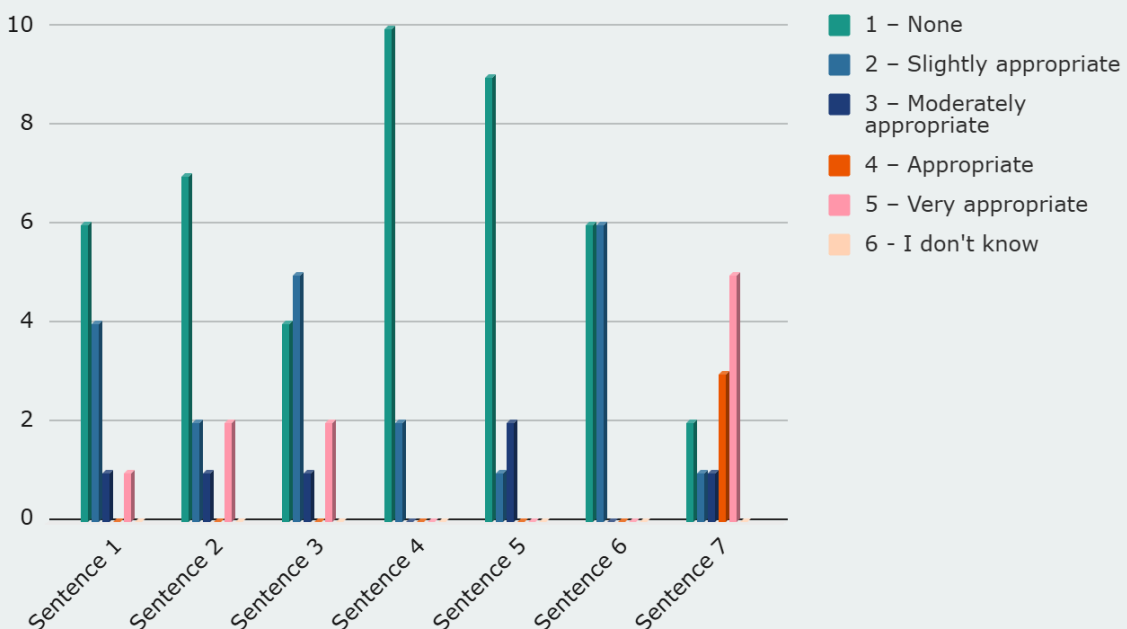- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know
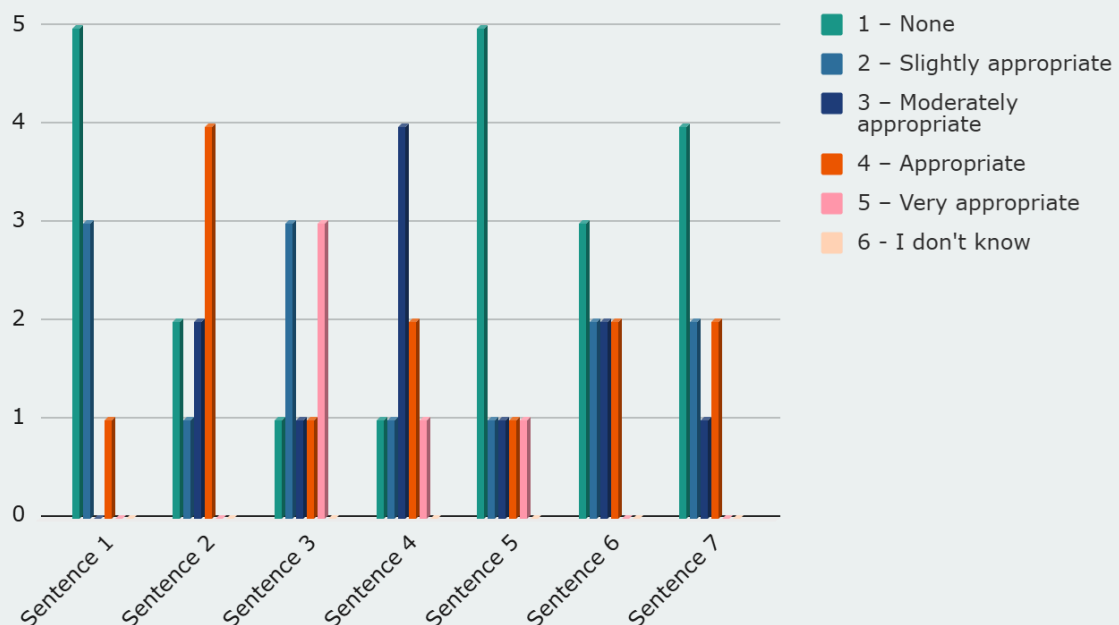
Q42 MILLENIALS about BABY BOOMERS
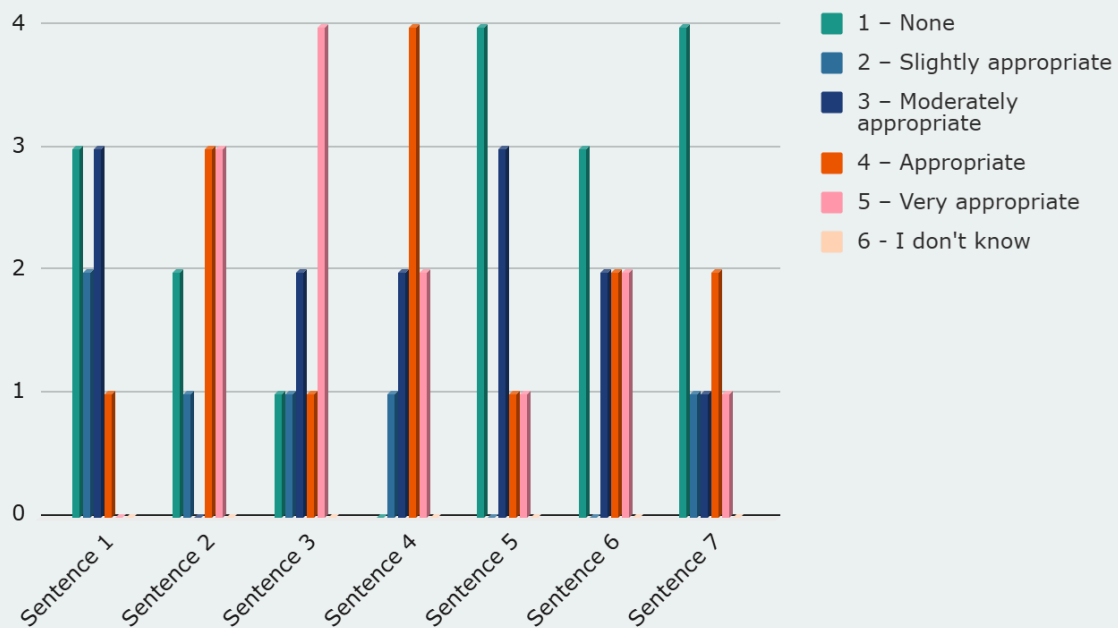
GEN X about each generation

Q42 GEN X about GEN Z

MYCo
Meet Your Colleague

Q42 GEN X about MILLENIALS
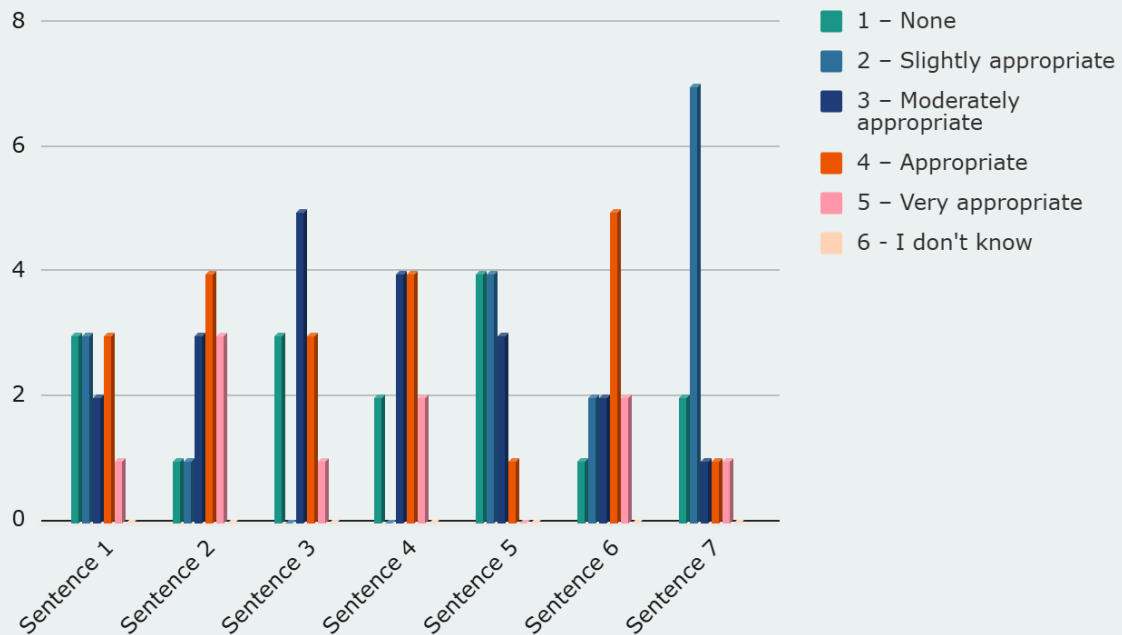

Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know

Q42 GEN X about GEN X

Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know

Q42 GEN X about BABY BOOMERS

Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know
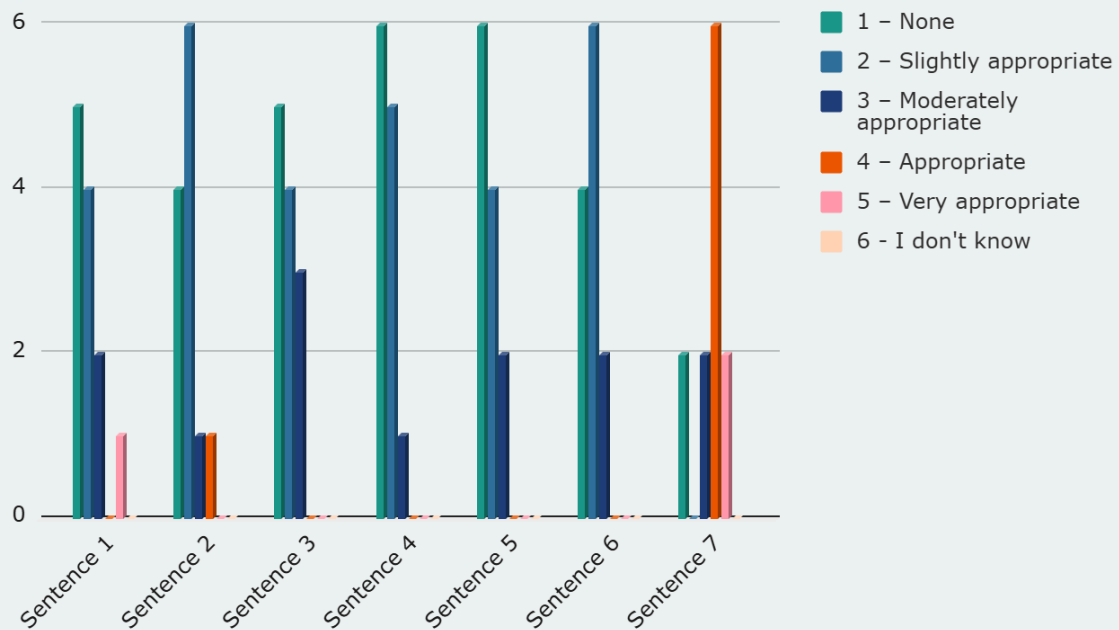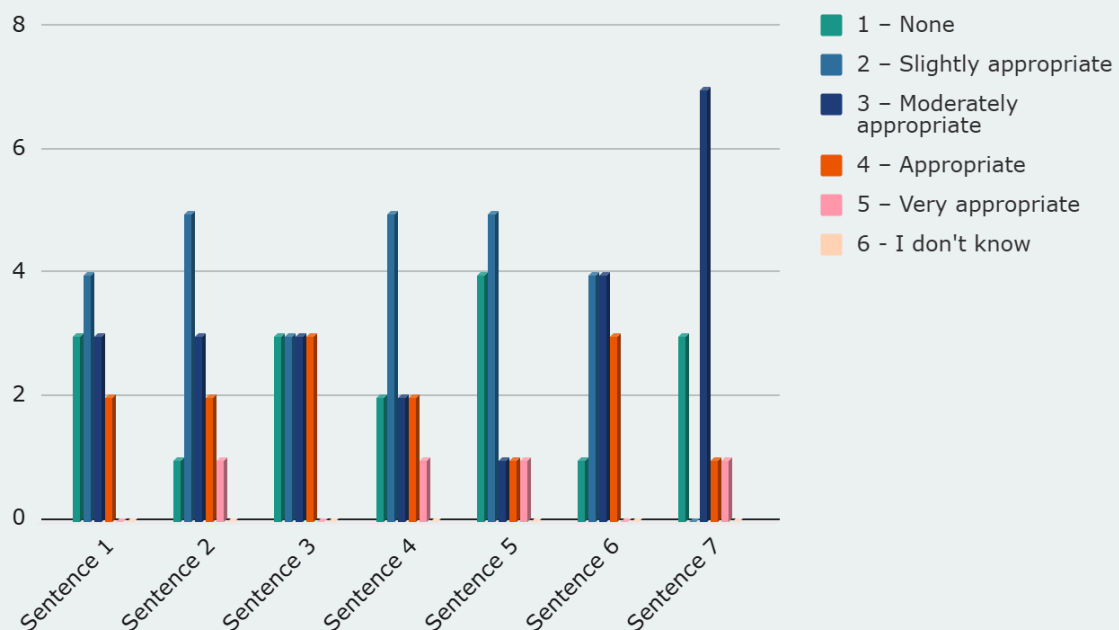
BABYBOOMERS about each generation

Q42 BABY BOOMERS about GEN Z

Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know

Q42 BABY BOOMERS about MILLENIALS

Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know

Q42 BABY BOOMERS about GEN X

Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know

Q42 BABY BOOMERS about BABY BOOMERS

Legend:
- 1 – None
- 2 – Slightly appropriate
- 3 – Moderately appropriate
- 4 – Appropriate
- 5 – Very appropriate
- 6 - I don't know

Example where the sample observed or experienced discrimination of this intersectional type and assessment of the weight of each factor in the discriminatory behaviour. (Q43)

The experiences of discrimination observed or experienced by the sample show that while some respondents have never experienced or observed discriminatory incidents, a significant proportion have reported experiences or perceptions related to multiple forms of discrimination. The forms of discrimination observed or experienced can be grouped into several main categories:

Gender discrimination

- Strongly present in the responses.
- Several respondents report that women have to work harder to achieve the same recognition as their male colleagues, even when they have the same role, age and skills.
- Persistence of the glass ceiling in management, with a male predominance, despite contexts that are attentive to equal opportunities.
- Some women report personal experiences of career limitations linked to gender.
- On the other hand, greater openness and inclusion among the new generations is appreciated, where women hold more senior positions and are accepted without difficulty.

Discrimination based on sexual orientation

- Some report that a culture of silence ('don't ask, don't tell') still prevails in the workplace with regard to homosexuality.

- Cases of non-acceptance of homosexuality by older colleagues towards younger colleagues.

Intergenerational discrimination

- In general, no major issues emerge, but:
    - Some responses point to cultural or technological differences between generations.
    - Discrimination manifests itself more in values and political views than in simple age differences.
    - There are tensions between generations, mainly related to social issues and openness to diversity.

Discrimination on political or ideological grounds

- Many references to strong political differences as a cause of conflict, isolation or difficulties in working together.
- Differences on ideological issues also seem to affect professional collaboration and team cohesion.

Discrimination related to disability or physical characteristics

- Some incidents describe stigmatising attitudes, such as the case of a colleague who became disabled because of an accident and was labelled with an offensive term ('cripple').
- Reports of different treatment towards people with distinctive physical characteristics, without these necessarily being linked to overt disabilities.

Other types of exclusion

- Some report a sense of exclusion for cultural or environmental reasons: 'not being from the right background excludes you'.
- Criticism of those who do not adhere to traditional family models, with perceptions of unequal treatment (e.g. benefits only granted to married people).
- One comment refers to a black colleague perceived with racist stereotypes.

The most frequently reported discrimination concerns gender, sexual orientation and political differences, followed by disability and latent racism.The awareness of the younger generations is seen as a positive factor for the future of inclusion. The presence of cultural prejudices or stereotypes still seems to influence the working environment, albeit in a non-systemic way. In several cases, the importance of interpersonal and personal dynamics emerges as a crucial factor for real inclusiveness, beyond company policies alone.
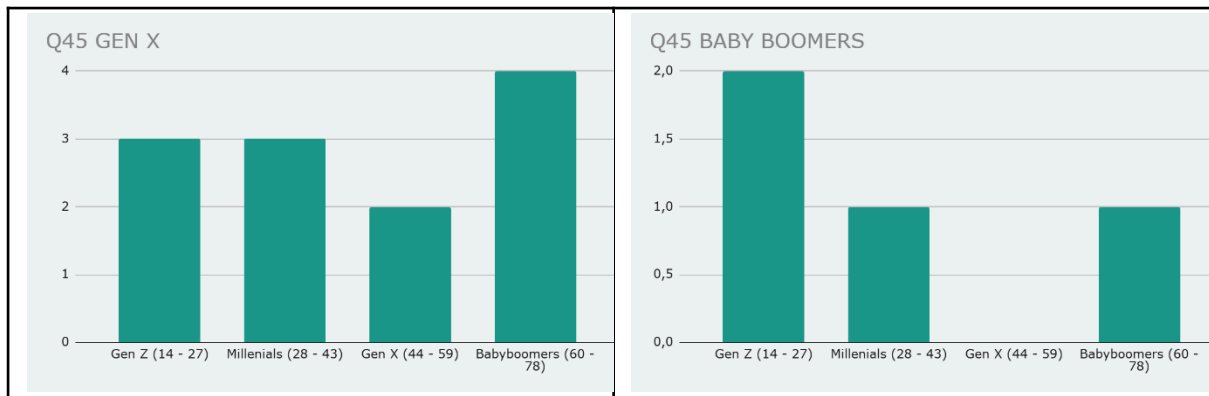
Breakdown by generation of people who express discriminatory comments (Q44)

Q44 GEN Z

**Q44 MILLENIALS**

Q44 GEN X

Q44 BABY BOOMERS

It is widely believed that Generation X uses discriminatory language, along with Baby Boomers who do not recognise it in themselves, with effects that are undoubtedly amplified because they are not subject to checks or corrective measures.

Breakdown by generation of people who are victims of discriminatory comments (Q45)

Q45 GEN Z

Q45 MILLENIALS

Q45 GEN X

Q45 BABY BOOMERS
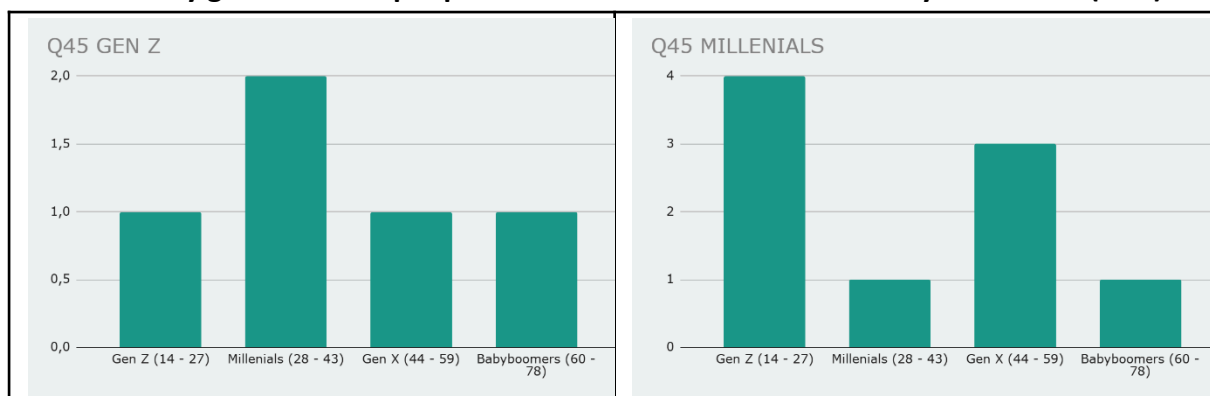
Breakdown by generation of people who support victims of discriminatory comments (Q46)

Q46 GEN Z

Q46 MILLENIALS

Q46 GEN X

Q46 BABY BOOMERS
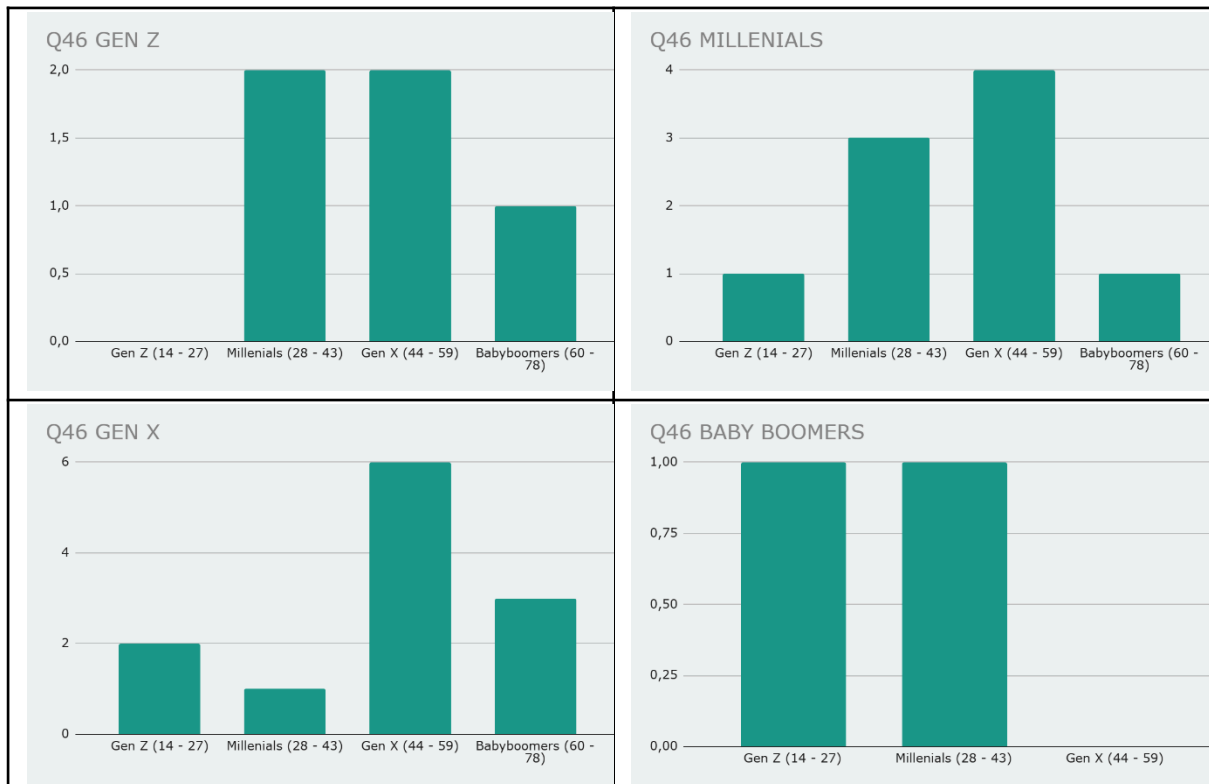
Most significant discriminating factors other than age (Q47)

A significant proportion of participants reported the presence of **additional discriminatory factors**, including:

- **Gender**: mentioned in various forms such as 'female', 'gender', or with direct references to the profession (e.g. female engineer). This is one of the most common factors.

- **Physical appearance** and **sexual orientation**: explicitly mentioned in some cases.
- **Socio-economic or social status**: indicated by several respondents, often associated with class differences or background.
- **Disability**: emerged as a specific factor in at least one response.
- **Health condition**: mentioned together with physical appearance as a possible cause of discrimination.
- **Political orientation**: indicated as a discriminating factor in one case.
- **Digital skills**: some respondents indicated difficulty in the digital sphere as a discriminating factor, linked to both a lack of updating and perceived inability.
- **Personal characteristics**: such as professional specialisation or individual character.