



MYCo

Meet Your Colleague

Research Summary on Generational Differences

Organisation: assist Gesellschaft für
Personalentwicklung und
Unternehmensberatung mbH

Country: Germany



**Co-funded by
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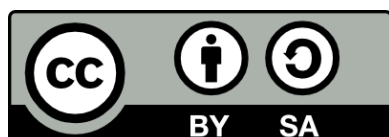


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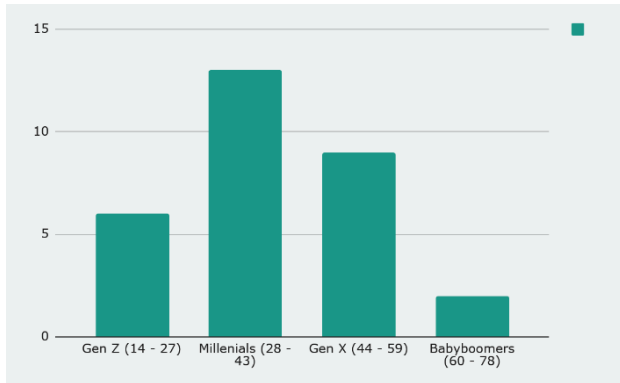
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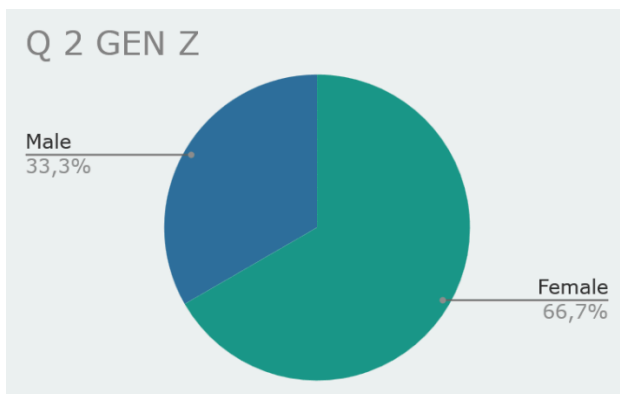
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1. General Information

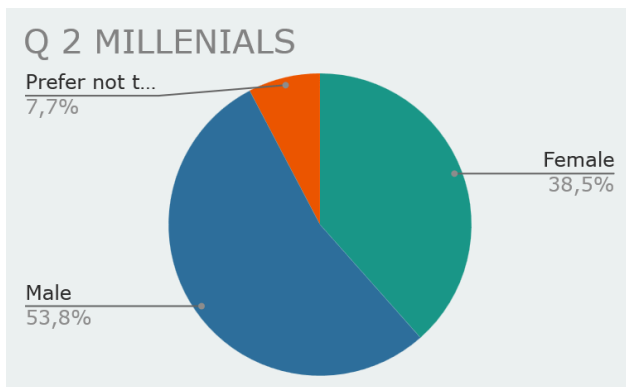
Question 1: The research was conducted among 30 participants. Most participants (13) belong to generation Millennials (aged 28-43).



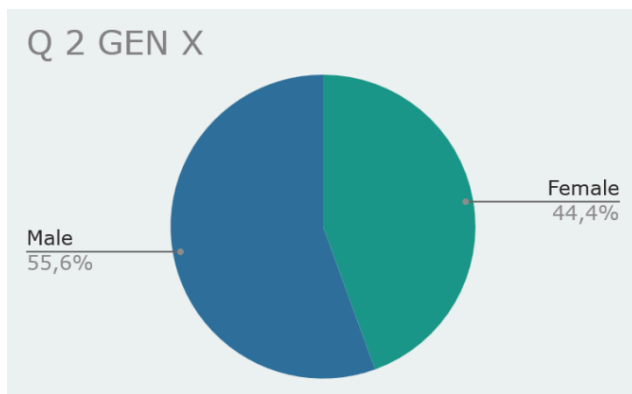
Question 2: Regarding gender participation, a few more males (53%) than females (47%) were involved in the questionnaire. Only 2 people preferred not to respond to this question.



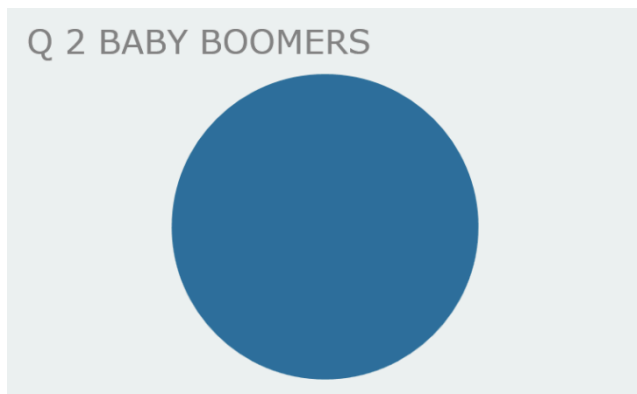
Interestingly, only participants of the generation “Millennials” declared not to be willing to respond to the question about gender.



Among the participants of the Gen Z a few more males were involved in the questionnaire. This could be a simple coincidence, however it could also reflect the fact that some females of this generation are still occupied with growing children and thus do not work.



It is noticeable, that the respondents of the Baby Boomer generation were all males. This could be due to the fact, that in that generation females did not get back to work after having grown children, but preferred staying at home.



Question 3: Size of the enterprise

In total and over all generations (11/30), most participants were working for large companies when the research was conducted. Among the other participants, 4 worked for medium-sized companies, 4 for small companies and 8 for micro companies.

Question 4: Rural vs. Urban location

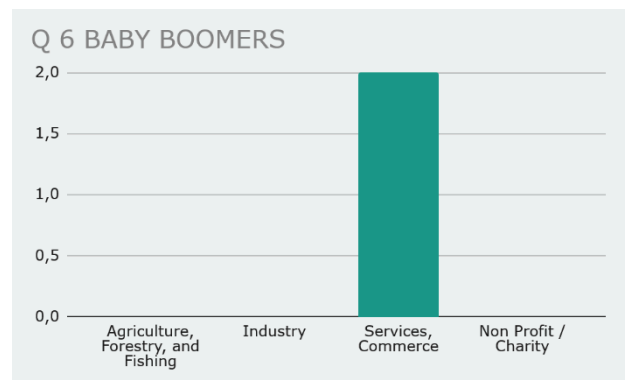
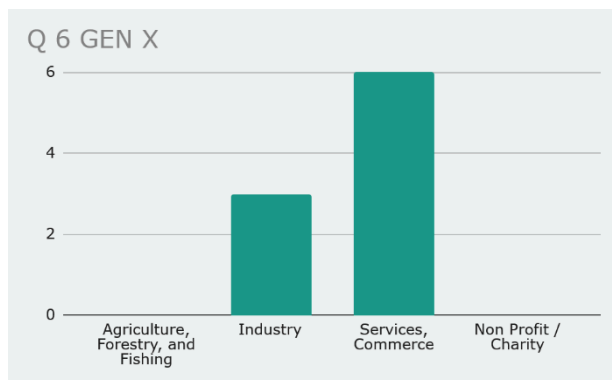
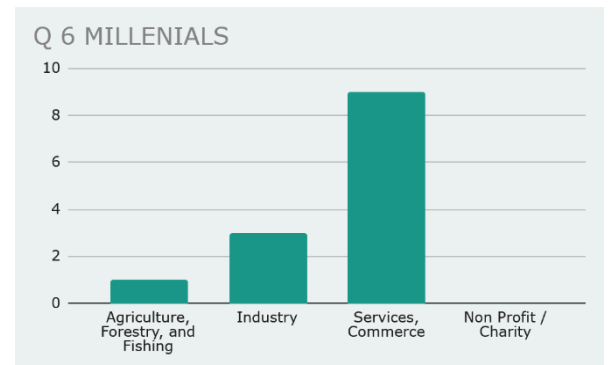
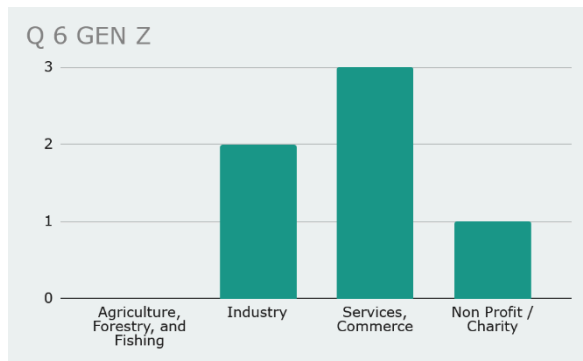
Most companies participants were employed with, were located in an urban context. Only 2 participants among generation Millennials and 1 among generation Z declared to be located in a rural area.

Question 5: International operations

Only a bit more than 1/3 (11/30) of the participants declared to be working for a company operating internationally. There doesn't seem to be a direct relation between age and internationalisation of the company. Most international were the participants from the generation Millennials, followed by Gen X (33,3%) and Gen Z (16,7%), The Baby Boomers were not employed in companies operating internationally.

Question 6: Sector of employment

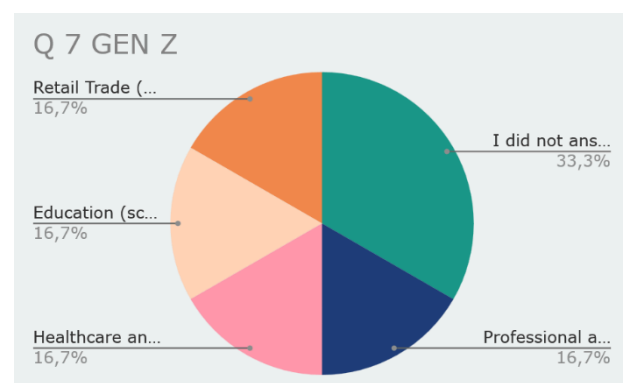
Over all generations, participants were employed most in the service sector. The second sector was “Industry”.



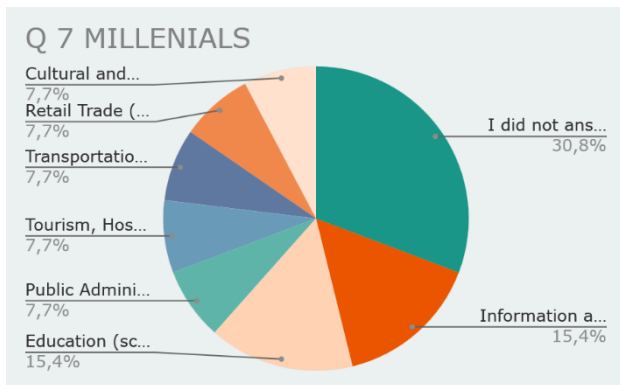
Question 7: Subsector of employment

Almost 1/3 of the participants chose not to indicate the subsector of employment. Only the Baby Boomers' sector was homogeneous and related to financial and insurance services.

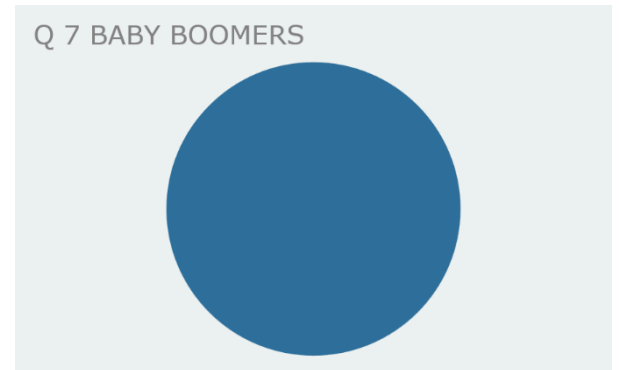
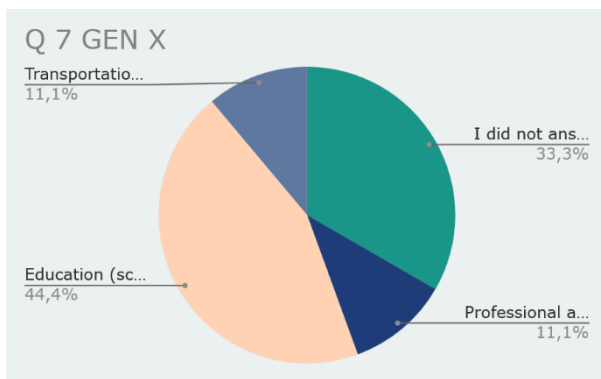
The other generations worked in very various subsectors:



Millennials have the most various fields of occupations:

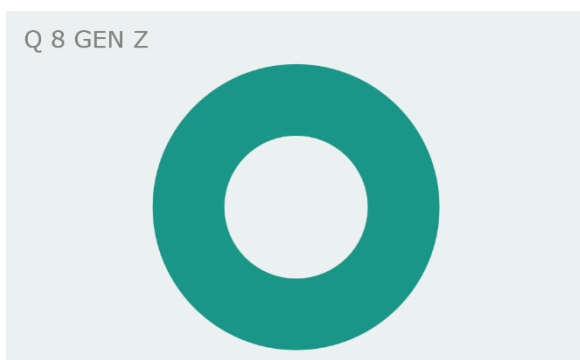


With growing age there seems to be less variation in the fields of occupation:

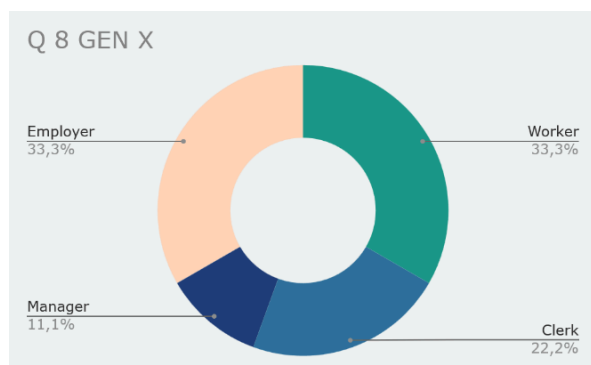


Question 8: Role in the company

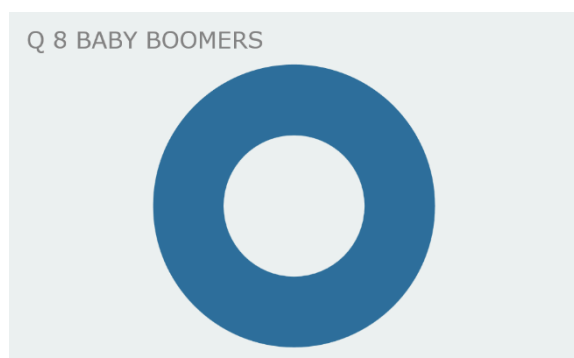
Among Generations Z and Millennials most participants occupied the role of workers.



Only among Gen X participants declared to be employers:



All Baby Boomers declared to be clerks.

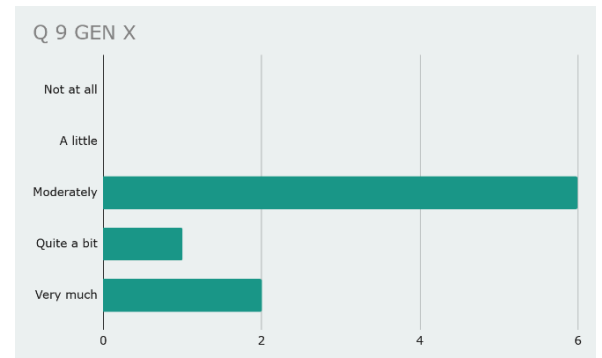
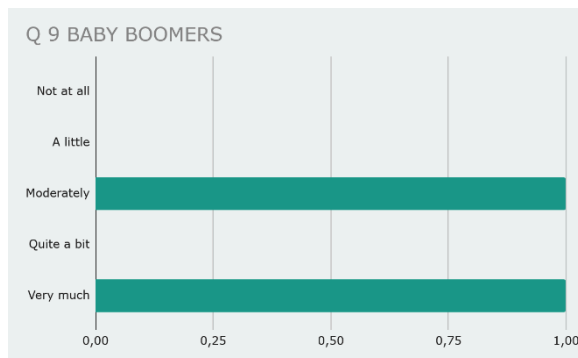


2. Culture and Generations

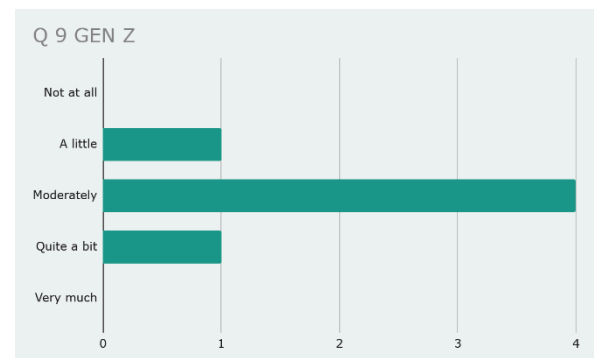
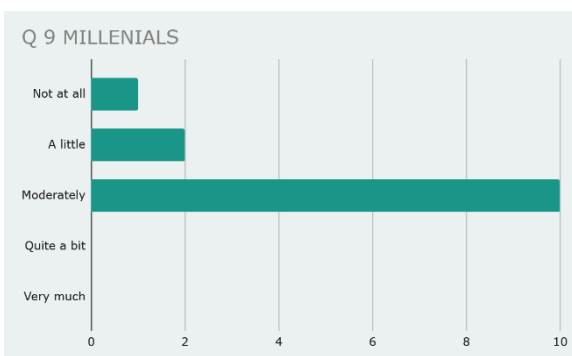
Question 9: Influence of cultural background on cooperation between generations in the workplace

Participants of all generations believed that cultural background influences “moderately” intergenerational cooperation.

However, the impression about culture being an influencing factor seems to be somehow related to age, as Gen X and Baby Boomers chose to acknowledge that culture influenced cooperation “quite a bit” and “very much”.



Compared to the Baby Boomers and Gen X, Millennials and Generation Z, assumed that culture influences cooperation less.



Question 10: open question Cultural background

The influence of national cultural background is not easy to detect, as its impact is related to other factors, organizational culture, language proficiency, and the degree of exposure to multicultural environments.

Generally, and with no relation to cultural backgrounds, it seems that younger colleagues are more informal, use less formal language and are more flexible with time and deadlines, while older generations seem to be more structured and formal. This can create tension in project timelines and expectations.



In relation to the influence of culture in the workplace, the answers may show that culture influences the communication style. There seem to be contrary tendencies between the younger generations, wanting to be less formal, and the expectations by older generations to respect hierarchies. The amount of respect deemed appropriate, may vary from culture to culture. In one case, a young intern from a different cultural background misunderstood the hierarchical norms of a traditional kitchen environment, leading to frustration among older team members. Similarly, employees from cultures that emphasize respect for seniority were more likely to use formal titles or expect structured interactions, contrasting with younger or more westernized colleagues who preferred casual or egalitarian dynamics. These cases illustrate how cultural norms about respect, power distance, and protocol can complicate intergenerational relationships.

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

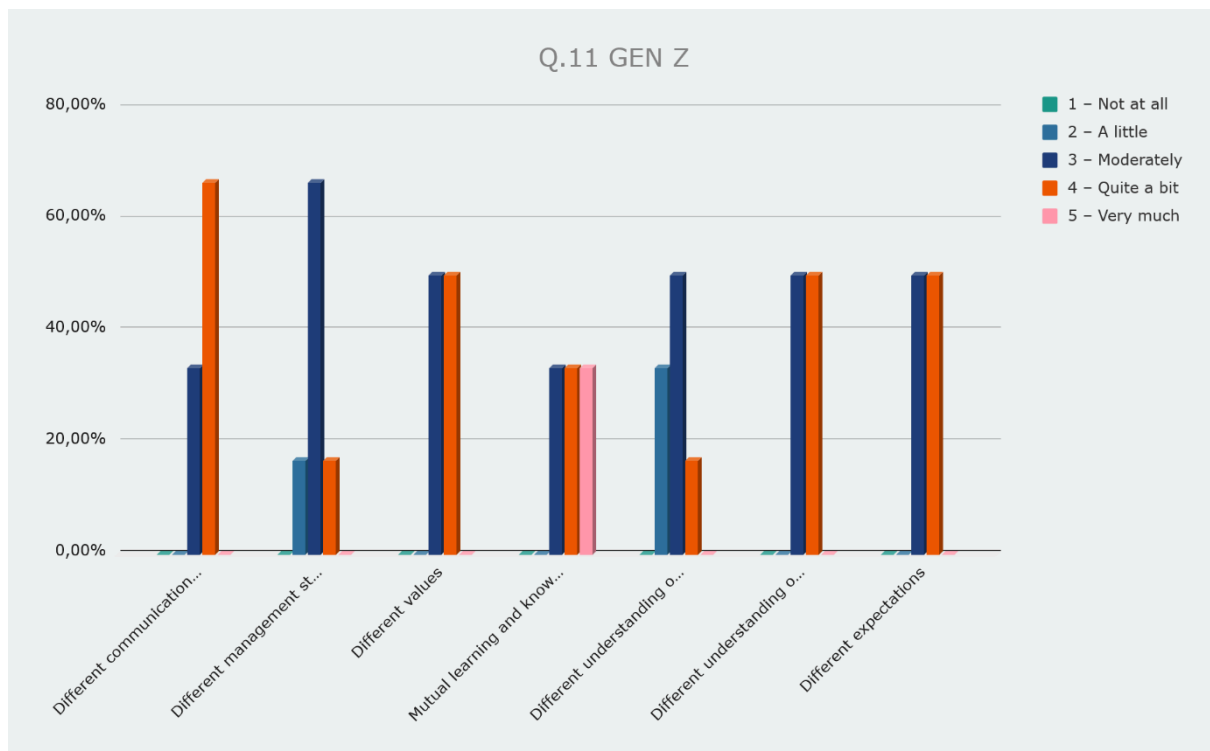
The question “Challenges in the organisation when different generations from different cultural backgrounds work together”, the 4 generations had to rate, addressed various items related to challenges in the workplace.

For all generations, “Different Communication Styles” seemed to be an important factor marking difference when different generations with different cultural backgrounds work together. All generations rated this factor “quite a bit important” (between 67-69%), the generations X and the Baby Boomers rated “Communication” even as “very” important.

Also, the factors “Mutual learning and knowledge sharing” were seen as critical by all generations. The generations Z, Millennials and X believed this factor is “very much” (answers ranging from 22%-33%) a challenge when working with different generations.

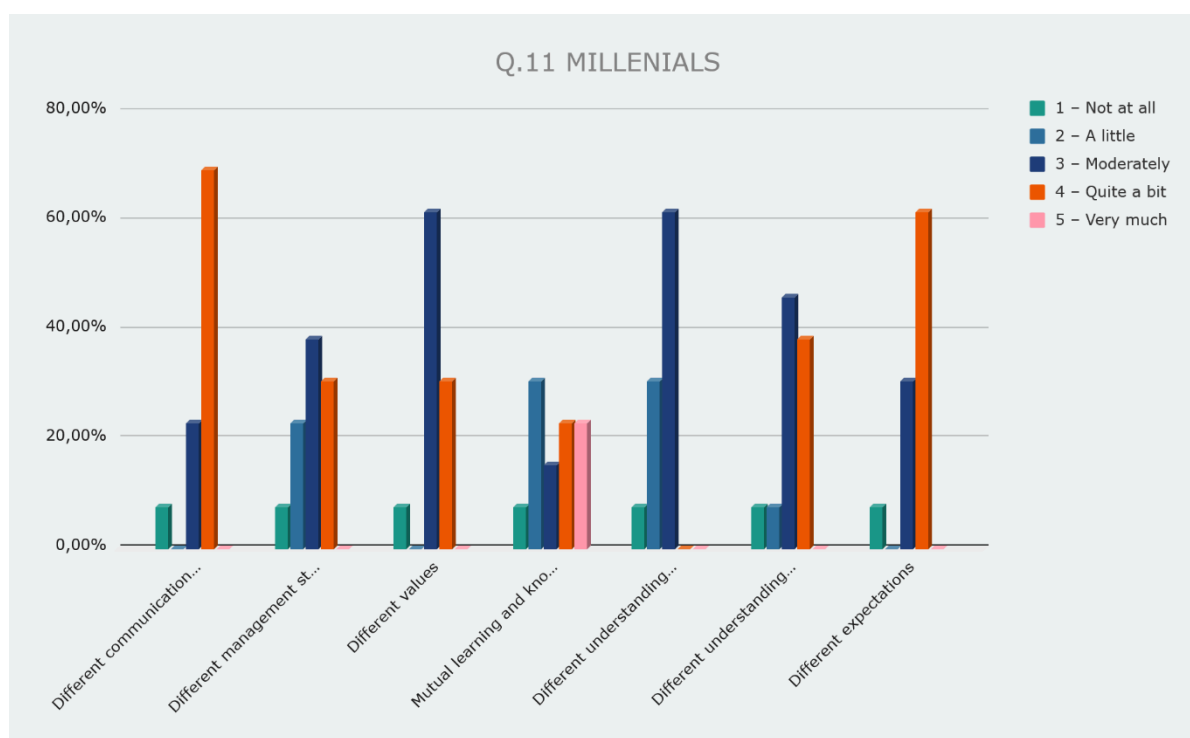
Analysis by generation

Generation Z assigns to the factor “Mutual learning and knowledge sharing” with 33% the highest value, no other factor has been rated equally high. For this generation “Different communication styles seem to be to 67% “quite a bit” a challenge, followed with by “Different values”, “Different understanding of priorities” and “Different expectations” (all 50%). 33% of this generation rated “Mutual learning and knowledge sharing” as “quite a bit” a challenge. Also, different “Understanding of time” and “Different management styles” were seen by 17% of the participants of this generation as “Quite a bit” a challenge. However, different management styles were assumed to be by most members (67%) of this generation as a factor that contributed only “moderately” the challenges in the workplace. Only “moderately” important were “Different values”, “Different understanding of time”, “Different priorities” and “Different expectations”.

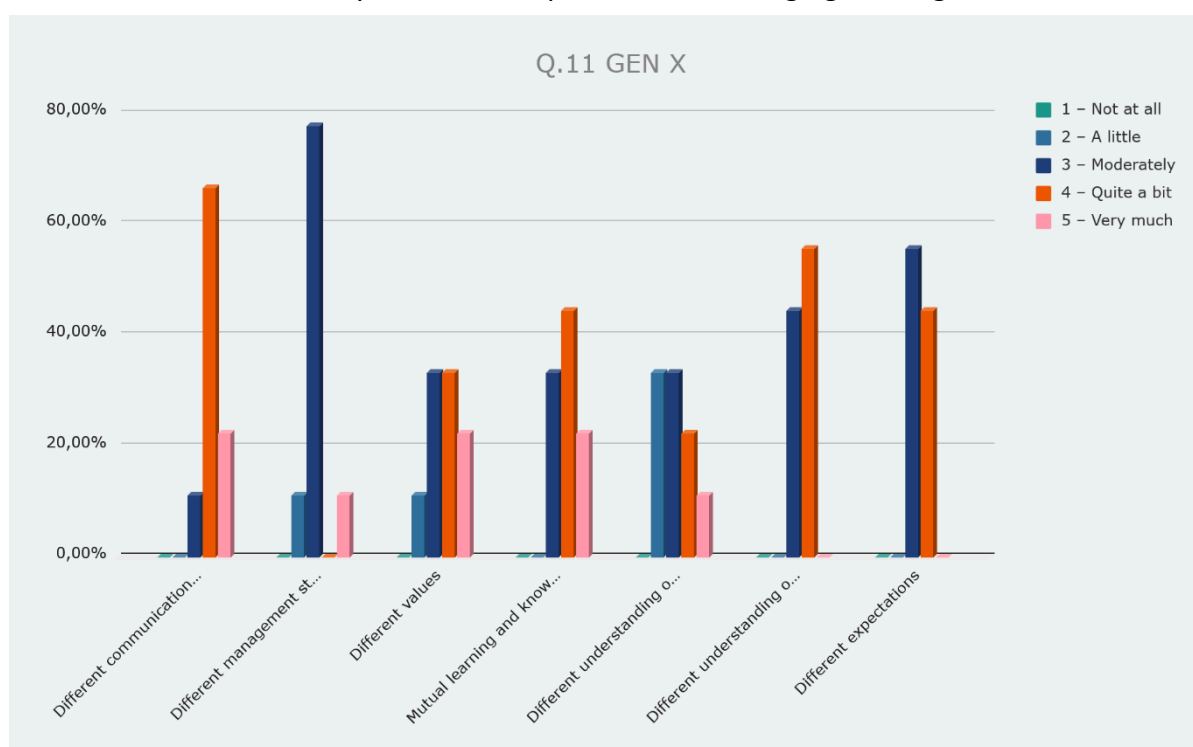


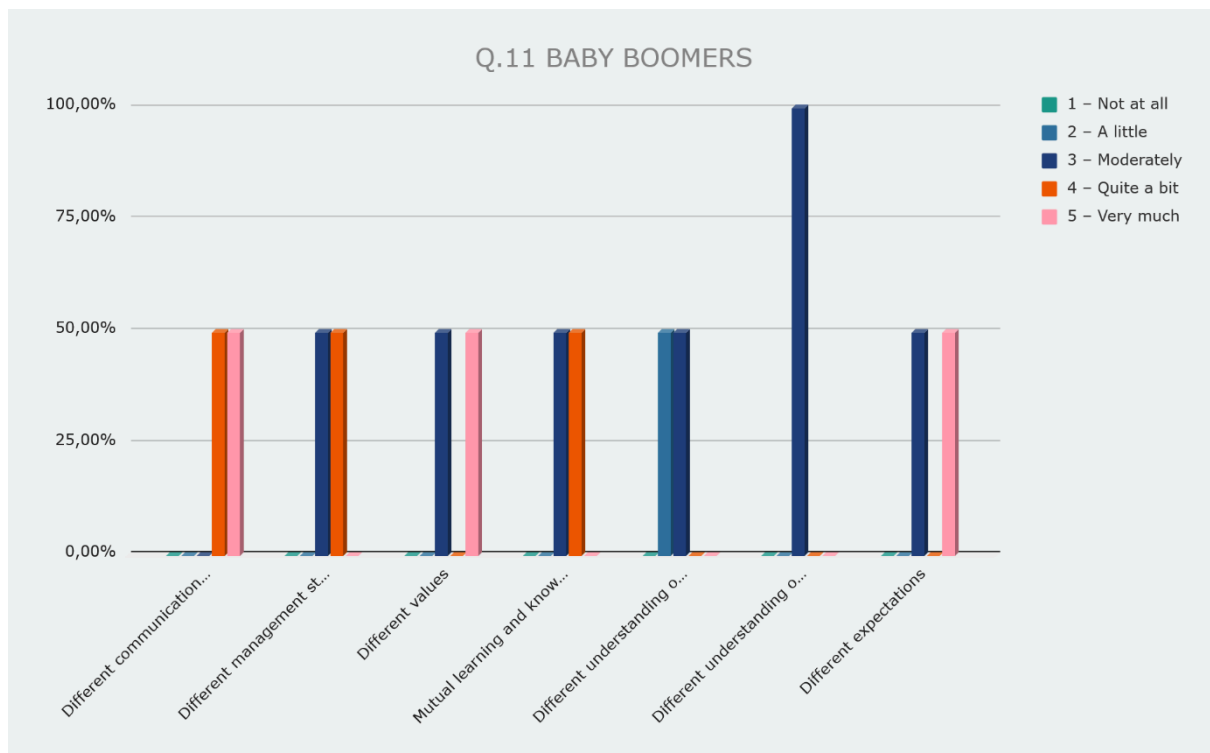
The Millennials rated as only factor that contributes “very” much to challenges in the workplace the factor “Mutual learning and knowledge sharing”. Also “Different communication styles” and “Different expectations” were seen by 69% and 62% of the participants of this generation as “quite a bit” a challenge. 38% of this generation saw also in “Different understanding of time” “quite a bit” a challenge. Less participants (31%) rated the factors “Different management styles” and “Different values” as “quite a bit” a challenge.

In fact, “Different values” were seen by 62% of the participants as “moderately” relevant together with different understanding of time.



Gen X rated more factors as “very much” and “quite a bit” challenging as the generations before.





Question 12: Examples

Younger employees prefer messaging apps and informal chats, while older colleagues expect formal communication, such as scheduled meetings, detailed reports, and written documentation. Thus, misunderstandings often arise when messaging replaces meetings (older colleagues feel excluded) and expectations around response times differ (e.g. what is “urgent”?). Sometimes different expectations (quick update via messaging vs. brief meeting) cause unnecessary delays.

Differences emerged also in relation to time and routines: Younger generations value flexible hours and work-life balance, older generations expect fixed schedules, overtime when needed, and routines.

Also work styles were different among generations: Younger staff tend to value speed, efficiency, and digital tools (e.g., electronic diagnostics, AI). Older employees emphasize thoroughness, manual methods, and hands-on experience. Tensions surface when speed is prioritized over accuracy, older methods are challenged or bypassed or when younger workers do not appreciate hands-on approaches.

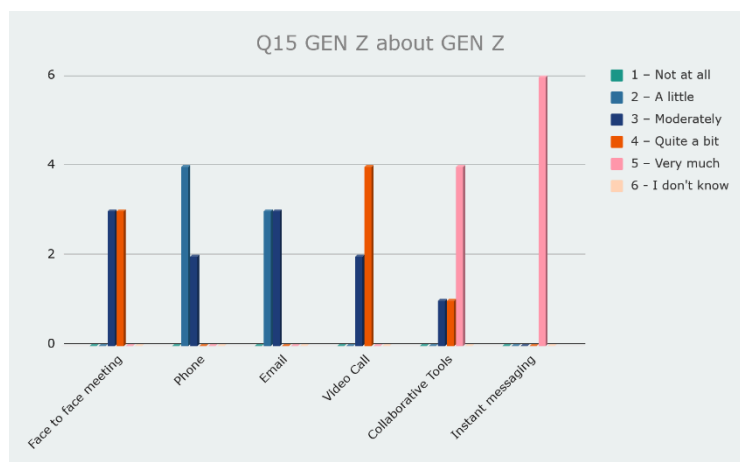
In summary, many of the conflicts arise from assumptions about response time, professionalism and different understandings of hierarchy and autonomy.

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.

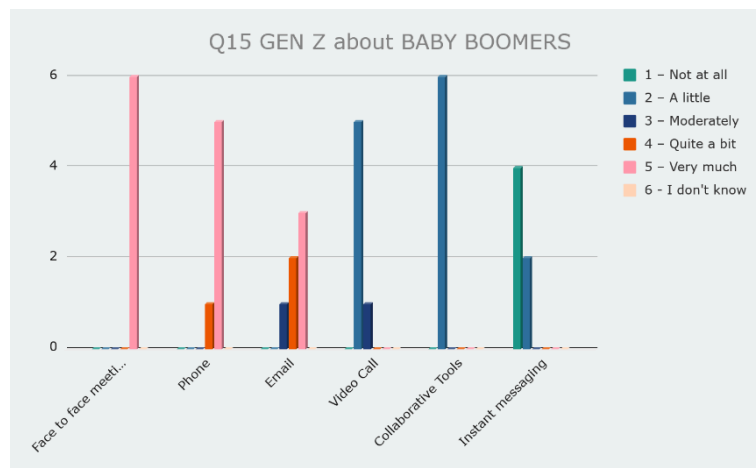
Gen Z prefers modern communication technology like instant messaging, collaborative tools and with a little less preference video calls. However, also face-face-meetings are widely accepted. Emails and especially phone calls are the less important means of communication for Gen Z.



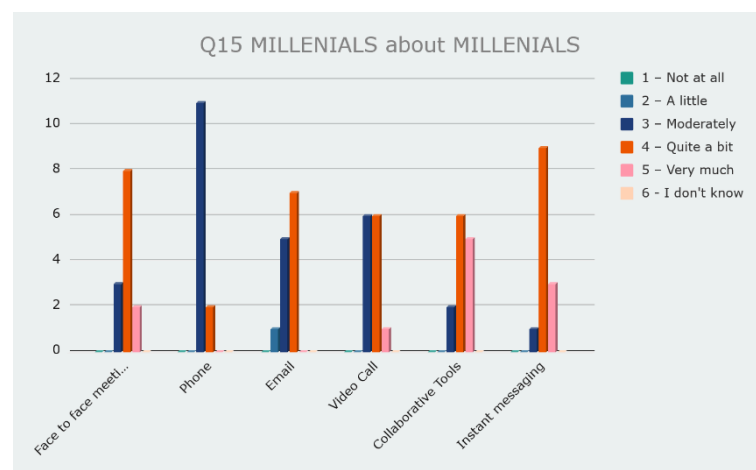
GenZ seems to see some similarity in communication preference among the Millennials to their own. Gen Z believes about the millennials that, like them, they prefer instant messaging and collaborative tools, but not to the same extent. Interestingly Gen Z believes that Millennials use emails much more than them and that phone calls have some relevance.

Gen Z rates Generation X as more traditional. According to Gen Z Gen X would give only “moderate” importance to instant messaging, collaborative tools and video call, while they give much importance to face-to-face meetings and emails.

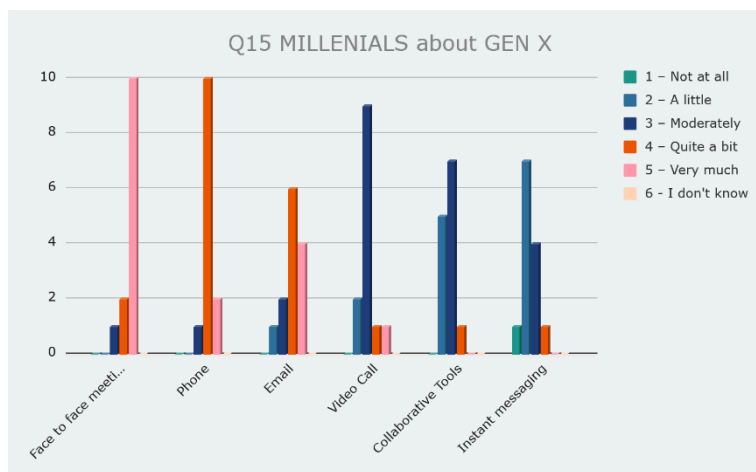
This tendency to traditional ways of communication Gen Z believes to be even more pronounced among the generation of the Baby Boomers. According to Gen Z Baby Boomers give little or no importance to instant messaging and collaborative tools, preferring very much face-to-face meetings, phone calls and emails. Gen Z assumes that the Baby Boomers give moderate importance to video calls.



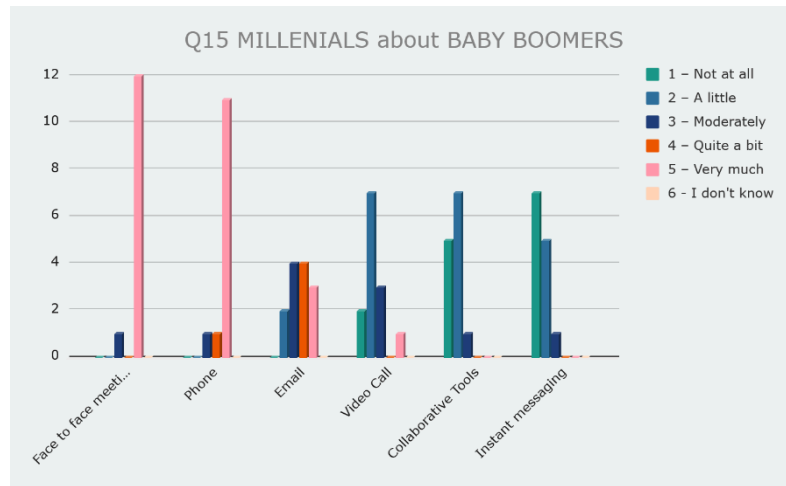
Millennials believe about themselves to be quite technological with a strong and quite a preference for instant messaging, collaborative tools and face-face-to-face meetings. With these responses there seem to be some parallels to the communicative preferences of Gen Z. However, Millennials rate the importance Gen Z gives to face-to face meetings as lower, than Gen Z when rating itself.



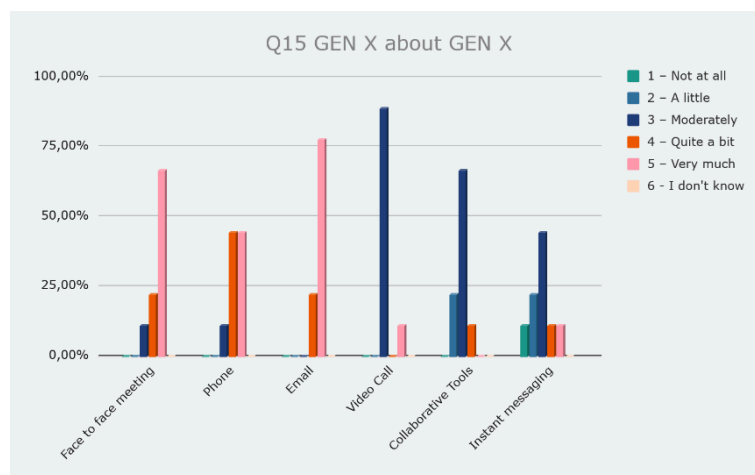
Gen X and Baby Boomers are rated more traditional with marked preferences for face-to face meetings, phone calls and emails.



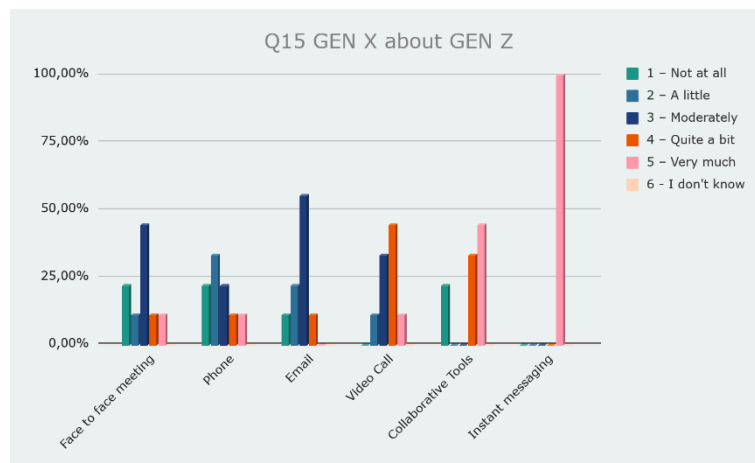
In the eyes of Millennials, Baby Boomers give almost no importance to instant messaging and collaborative tools.



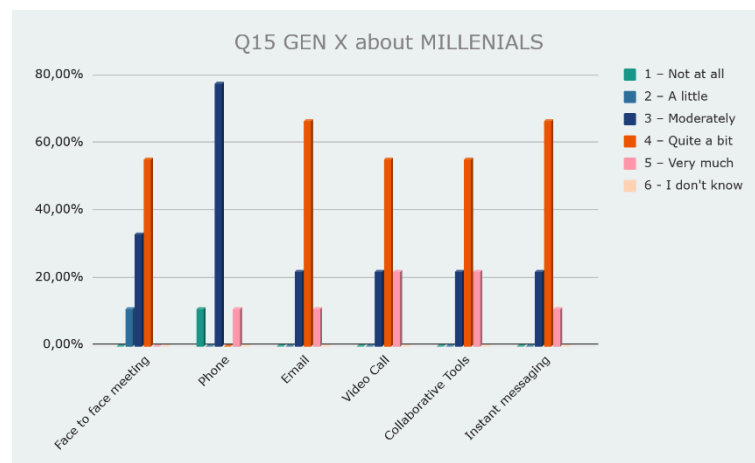
Generation X rates itself as more modern than Gen Z and the Millennials saw them. Although giving high importance to face to face meetings, phone calls and emails, members of Gen X attribute also very much and importance to instant messaging and video calls. A consistent number of members of Gen X (89%) attributes moderate importance video calls. Collaborative tools are seen as moderately important by 67%, and instant messaging by 44%



Following the assumptions of Gen X about the importance of communication modes among members of Gen Z, this generation is strongly focused on instant messaging, which is consistent with the opinion Gen Z has about itself. Self-perception and perception of others corresponds quite well also in relation to the use of collaborative tools and video calls.



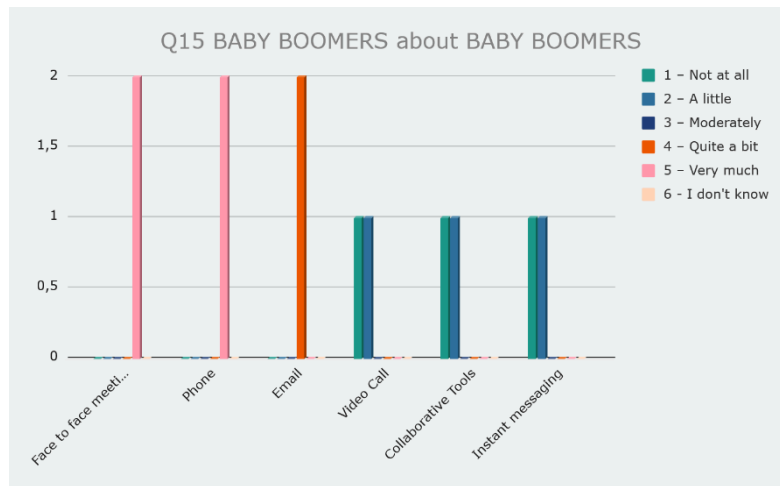
Gen X believes the Millennials to be also quite technological with attributing almost equal preference to all communication means. Only phone call are rated moderately important.



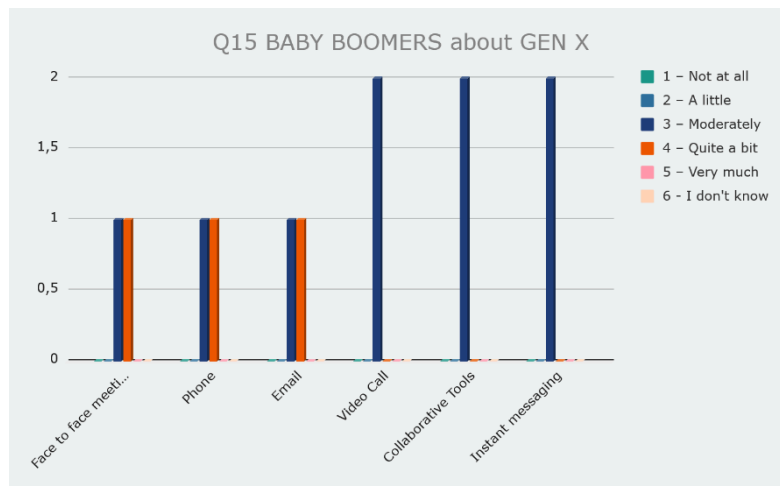
Baby Boomers are seen by Gen Z as less technological among all generations. Instant messaging and collaborative tools have little or no importance. The same counts for video calls. Gen X believes Baby Boomers have a strong preference in face-to-face meetings, phone calls and Emails. These attributions by Gen X correspond realistically to the way Baby Boomers perceive themselves.

Baby Boomers seem to be very clear in their preferences. They give much importance to face to face meetings as well as phone calls and a little less to emails. With these preferences they confirm the assumptions other generations have about them.

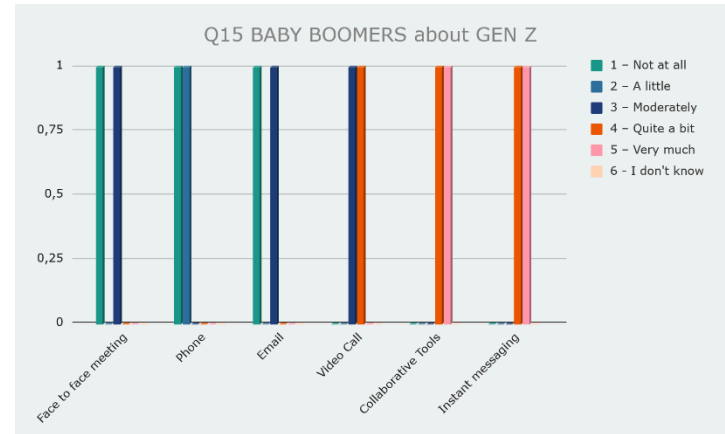
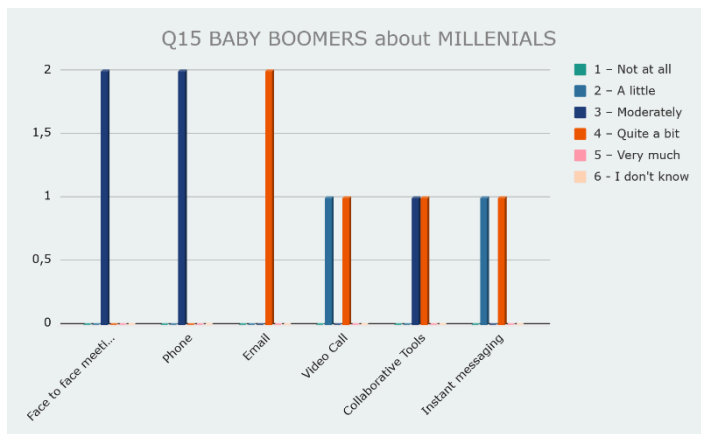
Other means of communication are little or not at all important.



Baby Boomers feel Gen X has similar preferences, although video calls, collaborative tools and instant messaging are seen to be moderately important for Gen X.



Technological preferences invert, according to the Baby Boomers, with Millennials and even more with Gen Z. However, Baby Boomers are wrong in assuming that for Millennials and Gen Z members face to face meetings have little or only moderate importance. The self-perception of the generations Z and Millennials rate face to face meetings higher in importance.





In summary it can be said, that the self-perception and the perception by others correspond quite well. Generations seem to be able to make quite realistic assumptions about the importance other generations attribute to certain communication modes. This might be helpful when collaborating with different generations, as misleading preconceptions will not create major challenges.

Question 16: The examples provided highlight recurring misunderstandings caused by different generational preferences in communication tools, tone, and expectations. These differences often lead to delays, frustration, or missed responsibilities, especially in time-sensitive situations. However, whether the institutions have a communication policy telling about official communication channels, does not emerge from the answers in the questionnaire.

One of the key challenges seemed to be mismatch in communication channels. Younger employees (Gen Z/Millennials) often rely on instant messaging apps or task boards for quick updates or decisions. Older employees (Gen X/Baby Boomers) tend to prefer email, phone calls, or face-to-face conversations, which they perceive as more formal and reliable. Also, when one side uses a channel the other doesn't check frequently, critical messages are overlooked ("a Baby Boomer coworker expected a phone call to discuss a task, but I had sent it all by message and email. We both thought the other was ignoring the work"). There also seems to be a difference in the perception of "urgency" conveyed by the communication channels. While older workers might prefer phone calls for urgent matters, younger generations rely on instant messaging expecting a rapid reply (Example: "A younger employee once sent me a WhatsApp message about an urgent order instead of calling me. I didn't check my phone right away because I prefer phone calls for important matters. By the time I saw the message, it was almost too late to complete the order").

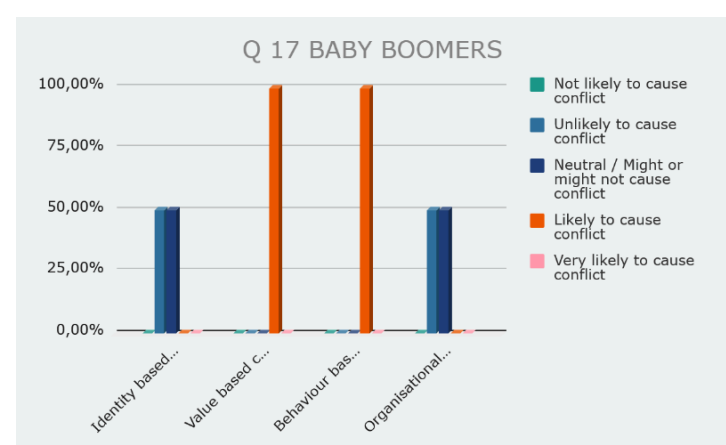
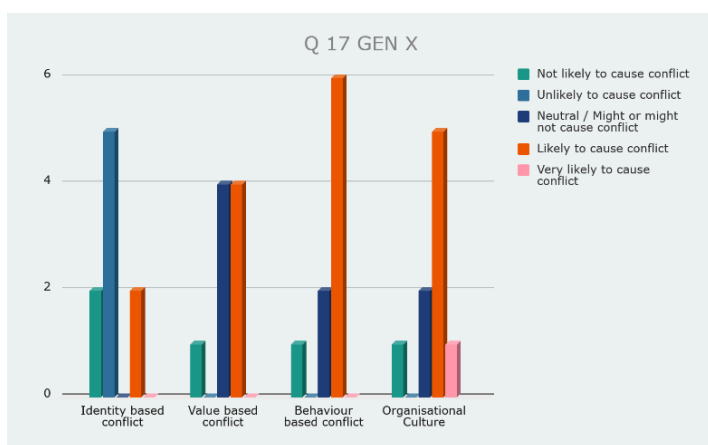
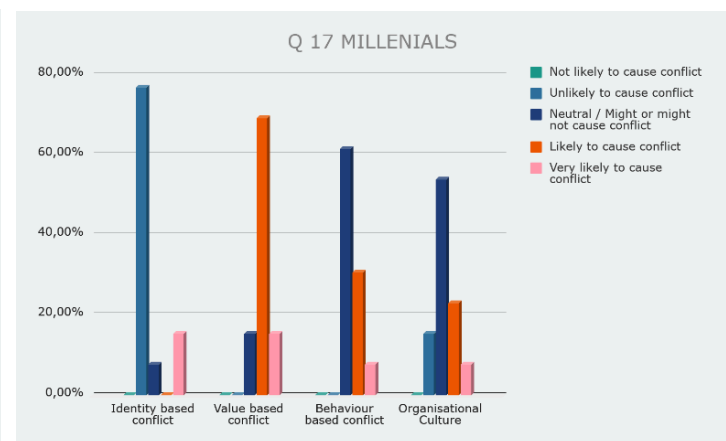
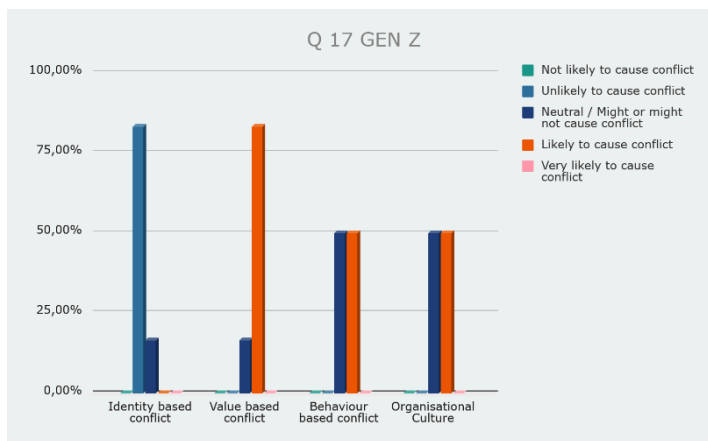
In other cases, the tone and style may differ creating tension between the communicating generations. Especially younger workers use of emojis or casual language which may be sometimes perceived as unprofessional or unclear by older generations. Conversely, the formality of emails or phone calls may feel slow or overly rigid to younger workers (Example: "A younger colleague preferred using emojis for approvals, but a senior manager didn't understand the shorthand, which delayed a client deliverable").

Misunderstandings also arise because generations, when working together are not clear about what counts as a "proper" or "urgent" message. This is linked to different perceptions of professionalism (instant messaging vs. email), creating tension or incorrect judgments about others' behaviour.

Summarising, the examples given in the questionnaire show that communication channels in the workplace seem to be an important source of misunderstanding between generations.

Question 17: Factors as potential sources of conflict between generations in the workplace

All generations agree that the factors "behaviour" and "values" are likely sources of conflict between generations. Gen Z, Millennials and Gen X agree also on "organisational culture" being a source of conflict. All generations give to "conflicts based on identity" lowest chances to be a source of conflict



Question 18: The examples reflect recurring misunderstandings and tensions that arise when different generations work together, particularly around expectations of work ethics, organisational structure and values like authority.

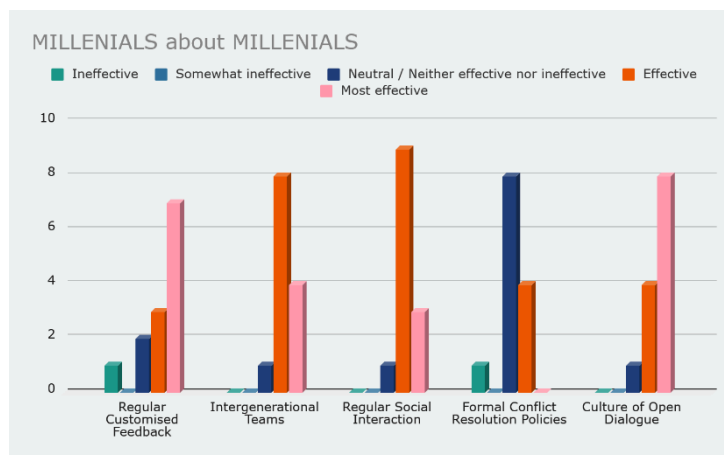
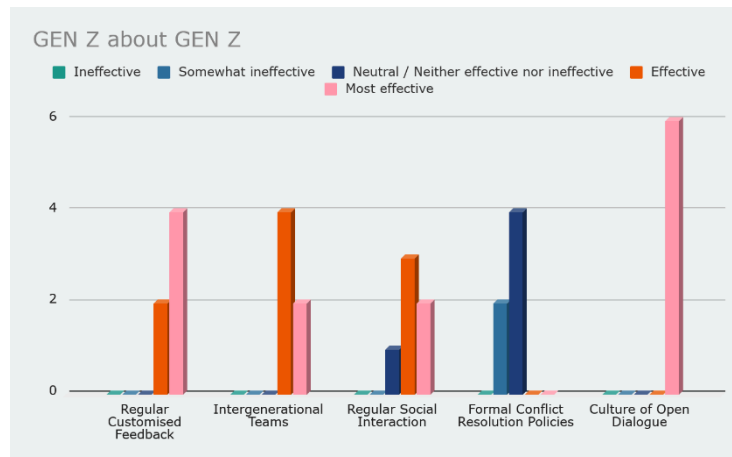
One factors of misunderstanding and conflict lies in differing views on work structure and flexibility. Older generations (Baby Boomers, Gen X) often prefer fixed schedules, physical presence, and structured routines, which they associate with commitment and professionalism. Younger generations (Millennials, Gen Z) tend to value flexibility, remote work, and results over presence, viewing rigid hours as outdated. Sometimes conflicting attitudes toward authority and hierarchy are to be observed: Younger employees may question traditional methods or voice new ideas, which can be perceived by older colleagues as disrespectful or insubordinate. Linked to this, also the reluctance towards change expressed by older employees may be interpreted by younger ones as resistance to progress or an unwillingness to adapt. These factors may lead to frustration, conflicts and generational polarisation during decision-making or brainstorming sessions.

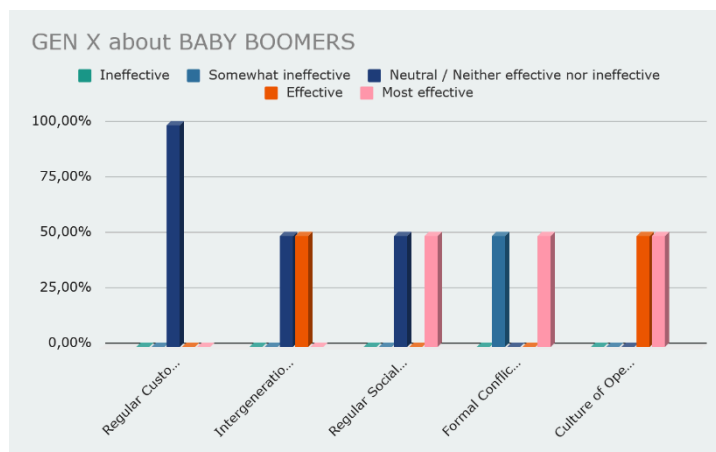
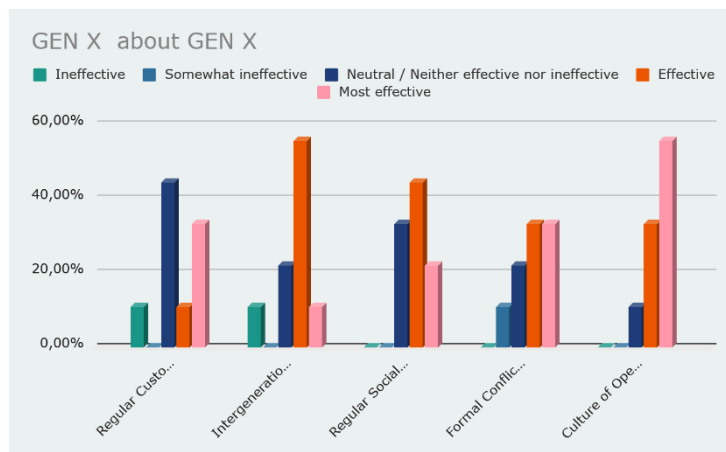
Also, different understandings of “Professionalism” as a value can be source of conflict: Efficiency may mean for younger workers finishing tasks quickly or multitasking online, but older colleagues may perceive it as disengagement. Furthermore, different understandings of formality in communication and working processes (protocol) may lead to frictions.

In summary, the core challenge in multigenerational teams lies not in age itself, but in unspoken assumptions, conflicting values, and lack of mutual understanding.

Question 19: Effectiveness of conflict prevention and management tools for each generation

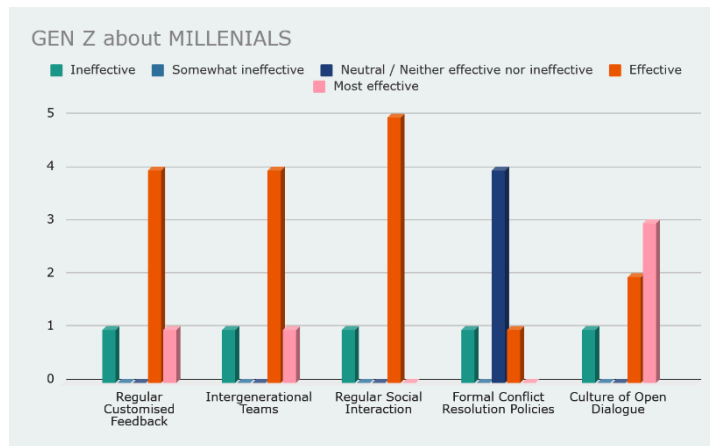
As regards to effectiveness of conflict prevention and management tools, each generation, when reflecting about its own attitude towards them, prefers culture of “open dialogue” rating this as “effective” and/or “most effective”.



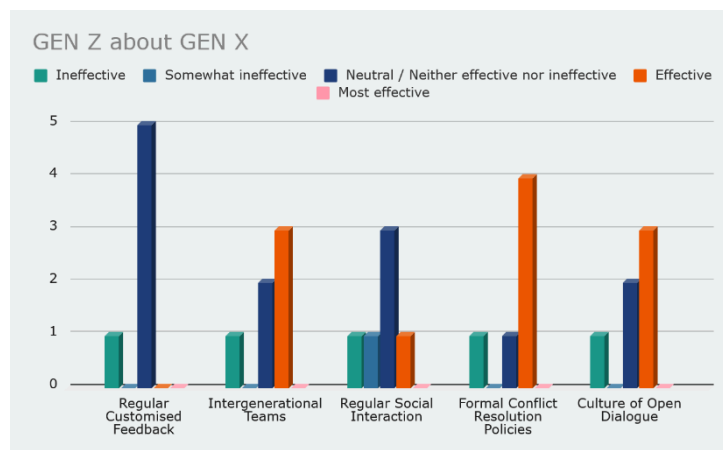


Interestingly, Gen Z is the only generation who gives the lowest rates to “Formal conflict resolution policies”, rating them as neutral and somewhat ineffective, while Baby Boomers have no preference for regular customised feedback, for which Gen Z has a strong preference rating it as “most effective” and “effective”. In this point there might emerge generational preferences.

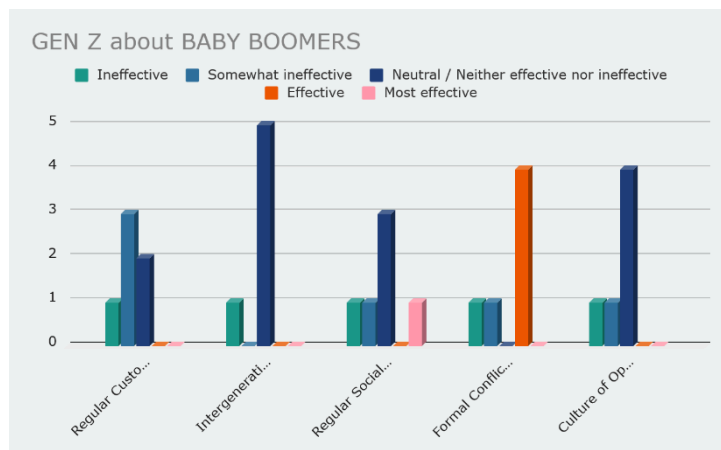
When making assumptions about the effectiveness of conflict resolution tools applied in intergenerational conflicts, **Gen Z** assumes that with Millennials, besides a culture of open dialogue, “Regular customised feedback” and “Intergenerational teams” work well, while “Formal conflict resolution policies” are less efficient.



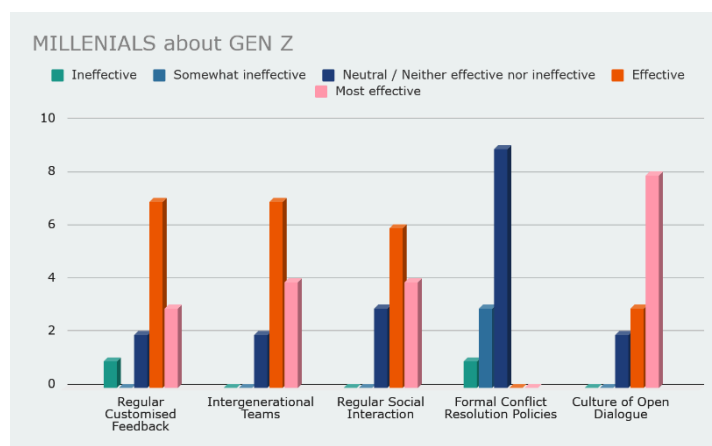
The statements are less clear when it comes to interpreting the data about Gen X by Gen Z. Gen Z seems to assume that Gen X has some preference for “Formal conflict resolution policies”. Gen Z seems to see some efficiency also in “Intergenerational Teams” and the “Culture of open dialogue” when resolving or preventing conflicts with Gen X. Gen Z doesn’t seem to perceive that “Regular customised feedback” is particularly helpful in conflicts and conflict prevention with Gen X.



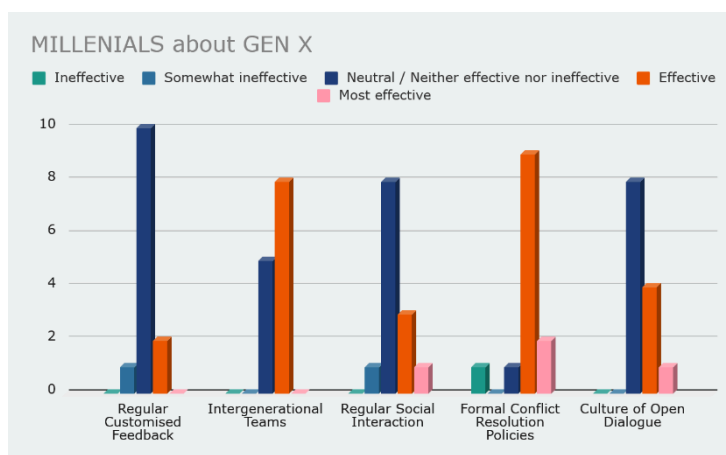
In conflict and conflict prevention with Baby Boomers, Gen Z sees as only efficient tool “Formal conflict prevention”. Also “Regular social interaction” might be seen as having some efficiency. All other tools receive lower rating and are less significant.



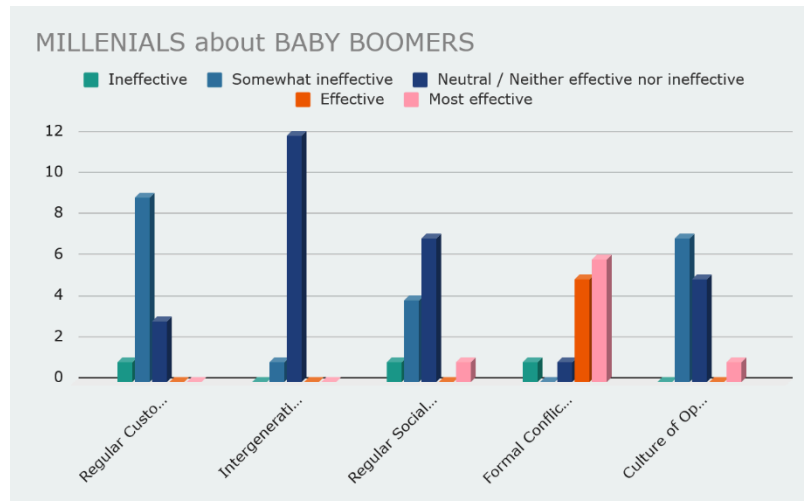
Millennials see Gen Z similar to their own preferences, as far as the effectiveness of conflict prevention and management tools. They assume Gen Z attributes “Regular Customised Feedback” as “effective” (53,85%) and “most effective” (23,08%), followed by “Intergenerational teams with rates “effective” (53,85%) and “most effective” (30,77%).



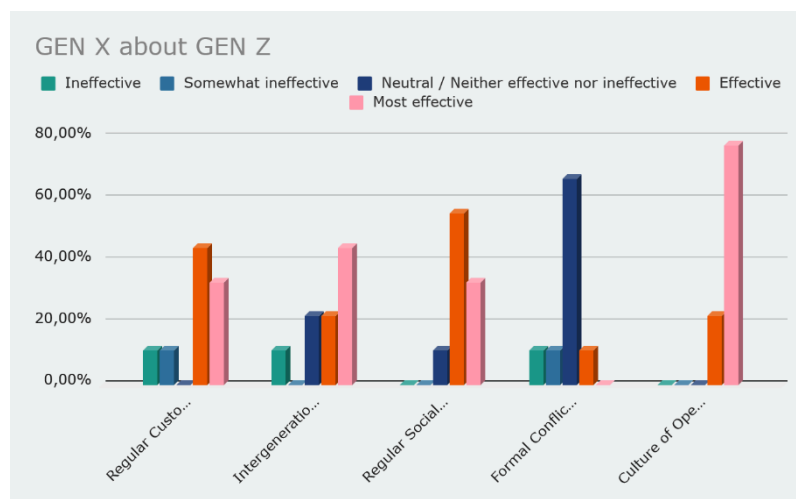
With regard to Gen X, “Formal conflict management” is “Effective” and “most effective”, followed by the “Culture of open dialogue”.



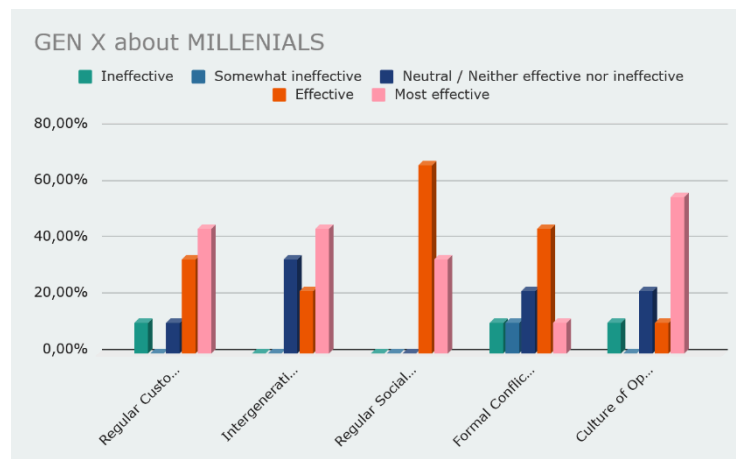
With regard to Baby Boomers, Millennials believe Baby Boomers to have a preference for “Formal Conflict Resolution Policies”. This does not correspond the Baby Boomers own perception about themselves. In fact, Millennials don’t seem to see really efficient means in conflict situations or to prevent conflicts with Baby Boomers.



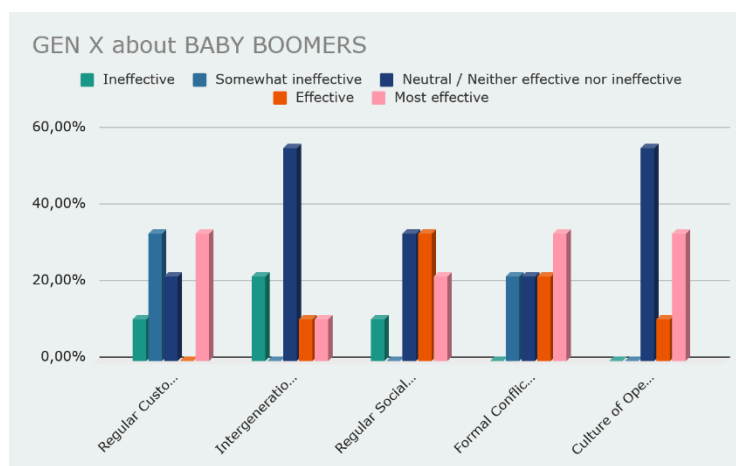
Gen X believes that - apart from “Formal conflict resolution policies” - Gen Z sees all other means as “effective” and “most effective”. Gen X expresses Gen Z to have a preference for “Culture of open Dialogue”.



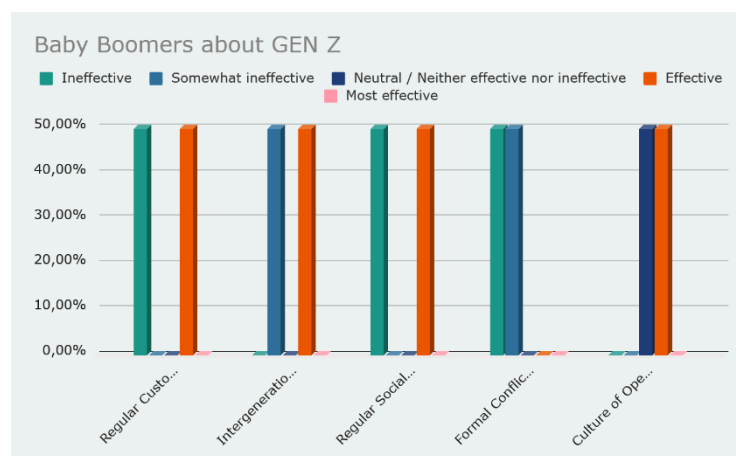
Similarly, Gen X believes Millennials accept the “Culture of open dialogue” as “most efficient”, followed by “Intergenerational Teams” and “Regular customised feedback”. Gen X assumes that Millennials see “Regular social interaction” as the most efficient way of addressing and preventing conflicts.

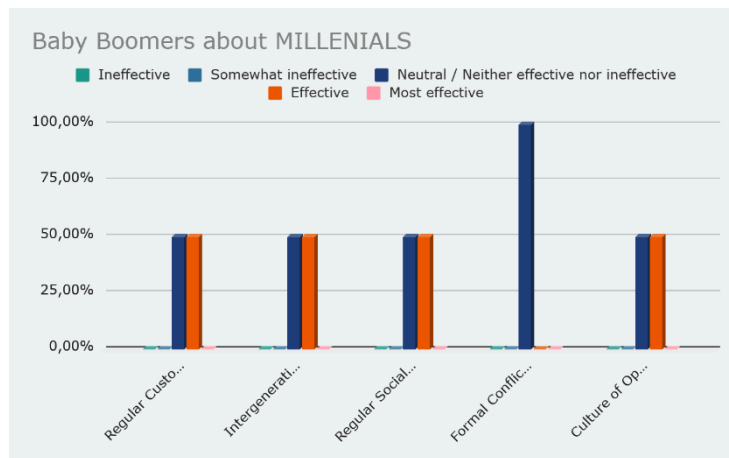


Gen X thinks about Baby Boomers that in conflict prevention and resolution they assign most effectiveness to “Regular customised feedback”, “Formal conflict resolution policies” and “Culture of open dialogue” followed by regular social interaction and intergenerational teams; “effective” are: “regular social interaction”, “formal conflict prevention policies”, “Culture of open dialogue” and, last, “Intergenerational teams”.

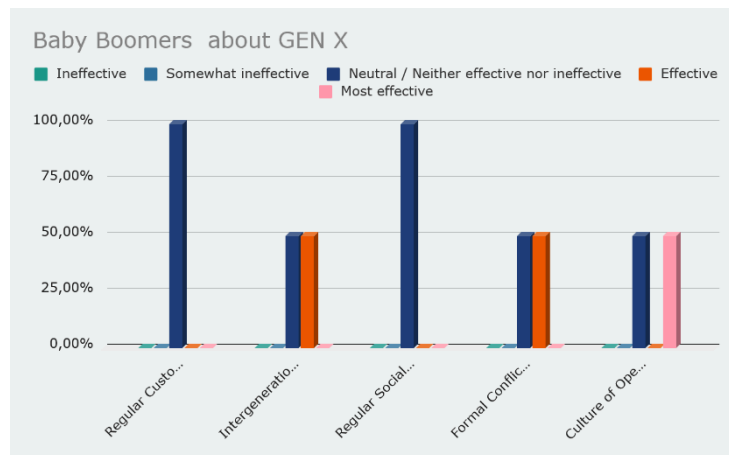


As only fewer **Baby Boomers** participated in the questionnaire data is not as reliable as with the other generations. Baby Boomers seem to believe Gen Z and Millennials attribute little effectiveness to “Formal conflict prevention policies”, while other means are (partly) “efficient”.





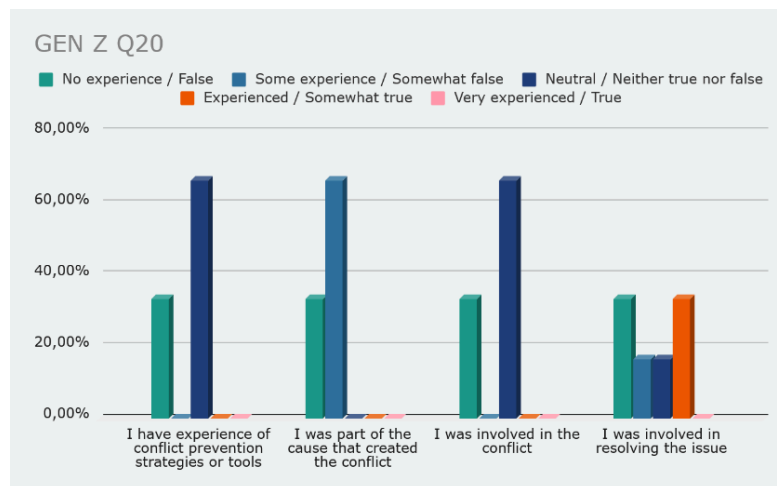
Like themselves, Baby Boomers believe Gen X sees the “Culture of open dialogue” as “most effective”. Also like themselves they attribute Gen X is neutral towards “Regular customised feedback”.



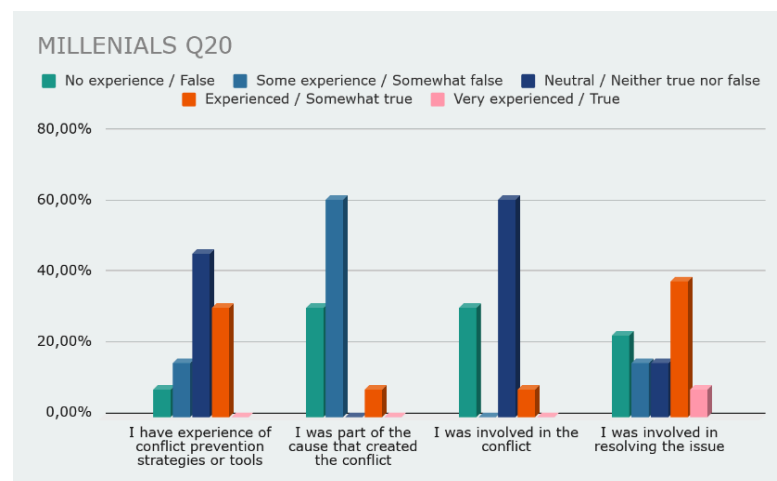
Question 20: Experience with conflicts and conflict management

It seems that all generations have moderate (“neutral”, “neither true nor false”) experience with conflict and conflict prevention.

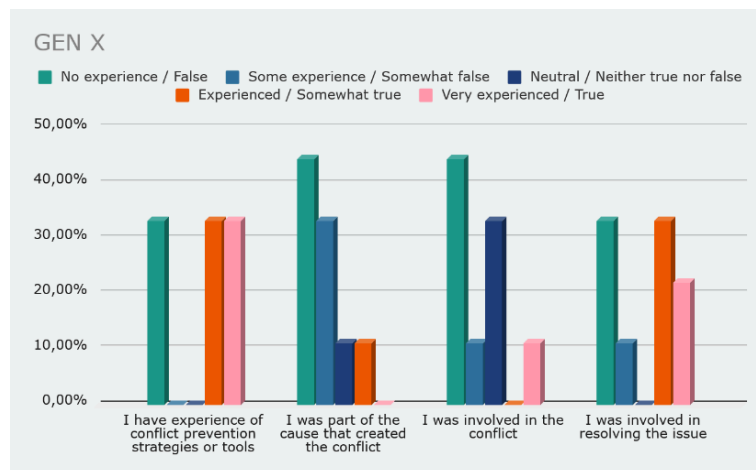
Maybe due to their young age, especially **Gen Z** data were low. Despite this, 66,67% of this generation was responsible for a conflict. 33,3% were involved in resolving the conflict.



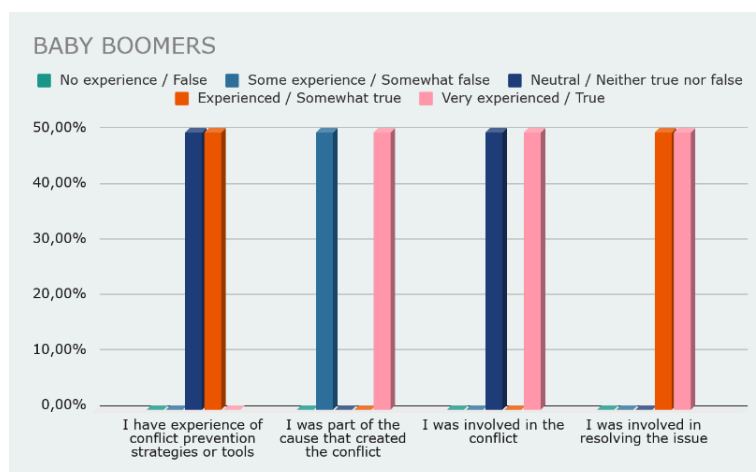
Millennials were not part of the cause of the conflict to 61,54%, and were not involved in the conflict to 61,54%. Only less than 10% saw themselves as “somewhat” part of the conflict or “somewhat” involved in the conflict. As 30,77% have experience in conflict prevention and 38,44% were involved in resolving the issue, Millennials seem to be proactive the conflict arises. Only less than 10% were part of the conflict or involved in the conflict.



Among **Gen X** 33,3% declare to be experienced and very experienced with conflict prevention strategies and tools. 33,3% and 22,2% say to be experienced and very experienced in resolving the issue. Only 11 % declare to have been part of the cause of the conflict and that they were involved in the conflict. The largest group does not seem to being part of the cause of the conflict or being involved in the conflict.



Baby Boomers declared to be “true” that they were part of the cause of the conflict (50 %) and that they were involved in the conflict (50%). All participating Baby Boomers were also involved in resolving the conflict, but only 50% of them were experienced in conflict prevention.



Question 21: Examples of conflict

The examples reported explicitly or implicitly generational differences as a cause or key dynamic. The examples are not very clear because they do not specify precisely the generations involved in the conflict. Some conflicts arouse around

- Working hours and attendance (“the speaker preferred a traditional 9–5 model, while a younger colleague supported hybrid work. Resolved with support from a Gen X manager);
- Communication style (“A Gen X coworker criticised a colleague’s informal tone who was backed by a Gen Z colleague);
- Disagreement on winter activities (“a Gen Z or Millennial worker felt supported by younger peers and less supported by a Gen X senior, hinting at generational leisure time activities”).
- Conflict between younger team and older supervisor (“I had a disagreement with a coworker over how to carry out a repair. A peer supported me and helped explain my view to the senior guy. It was a good moment of teamwork.”).

- Values (“A disagreement over eco-material usage was resolved in a team meeting where my ideas were finally supported by a Millennial colleague.”)

However, the examples show that conflict resolution is possible. Support comes not only from members of the same generation but also from seniors: “Once I stepped in during a disagreement about tool usage—my colleagues, especially a Gen X manager, appreciated it. I felt supported”, “Once a coworker from Gen X criticized my casual communication. I felt backed up by another Gen Z colleague, but management was neutral.”, “Once, I spoke harshly about someone always being late. A supervisor from Gen X helped mediate. I felt more supported by older coworkers”.

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



Yes: 26 / 30 (86.67%)

No: 4 / 30 (13.33%)

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



Yes: 27 / 30 (90%)

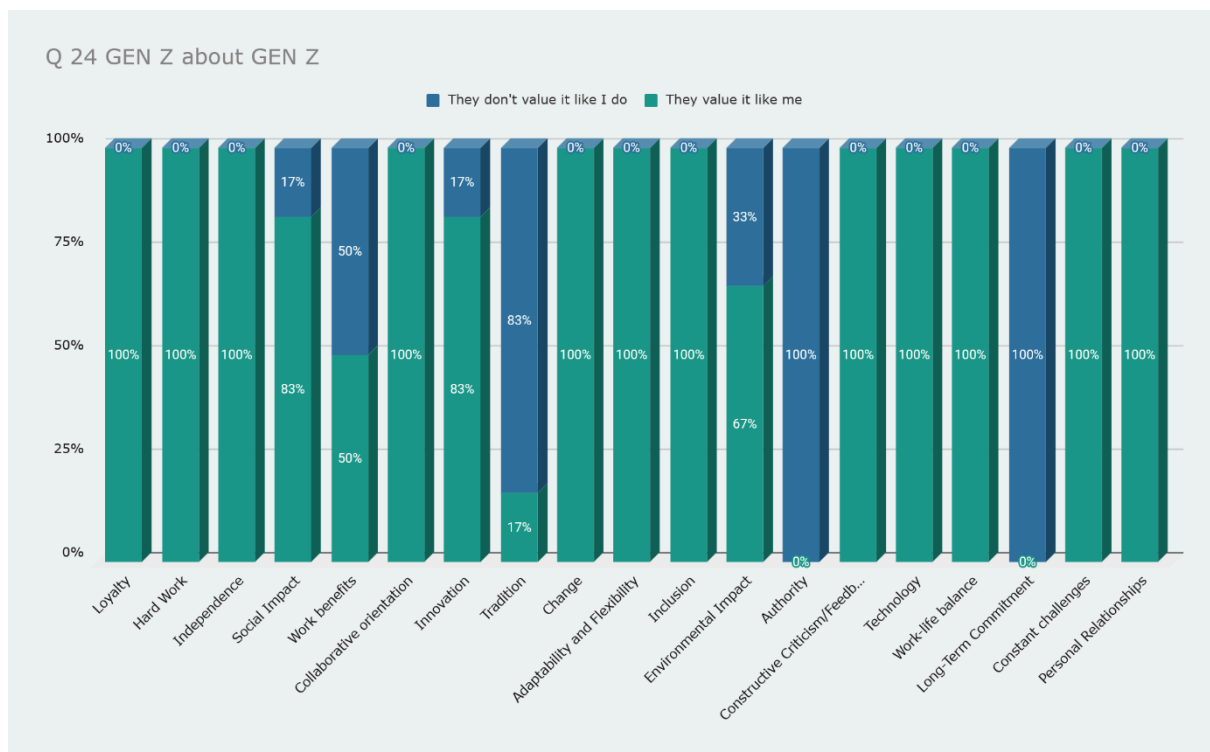
No: 3 / 30 (10%)

4. Differences in Approach to Work

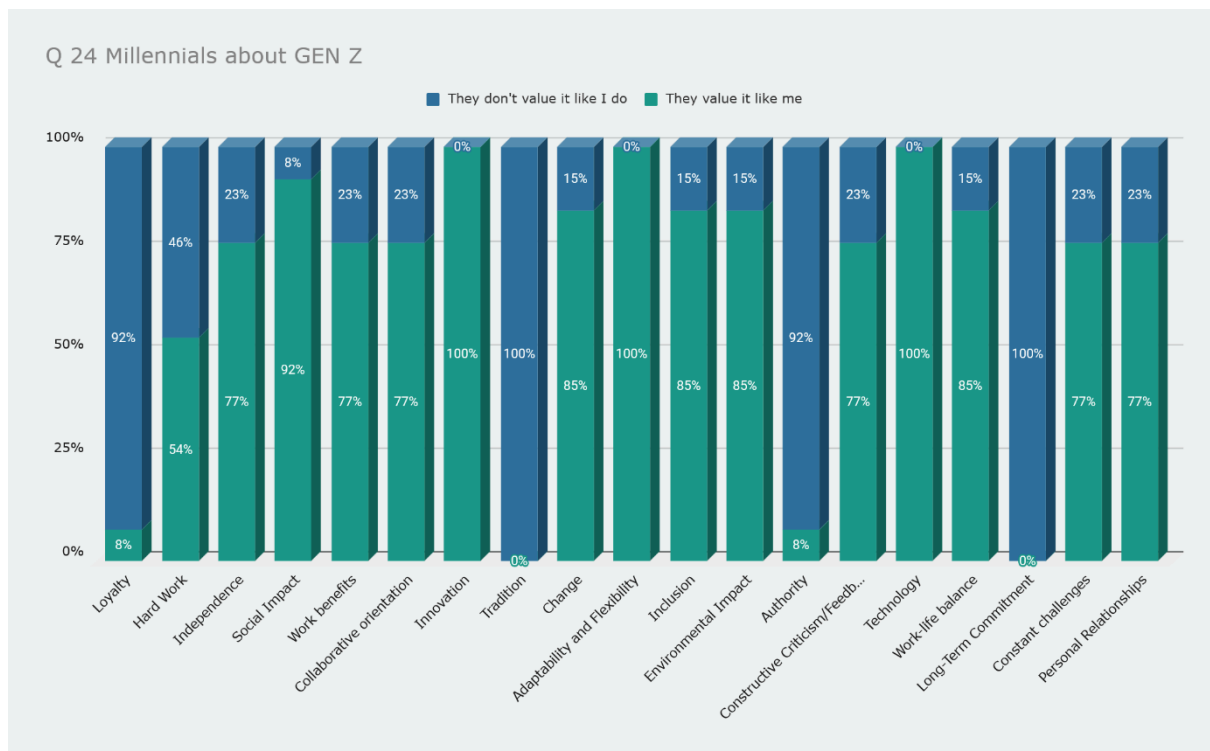
Question 24: Participants' assessment of the similarity of appreciation of certain values and characteristics in the workplace – Gen Z

Gen Z: all participating members of this generation agreed on the same values and characteristics to 100%: loyalty hard work, independence, collaborative orientation, change, adaptability and Flexibility, inclusion, Constructive criticism, technology, work-life-balance, constant challenges, personal relationships. Thus, in many aspects they confirm with this data the assumptions about the generation circulating in the media and public opinion. The positive attitude about 'hard work' could be surprising, as sometimes media refer differently. However, it could mean that for this generation the concept 'hard work' has to be reinterpreted, not meaning a 9-5 job.

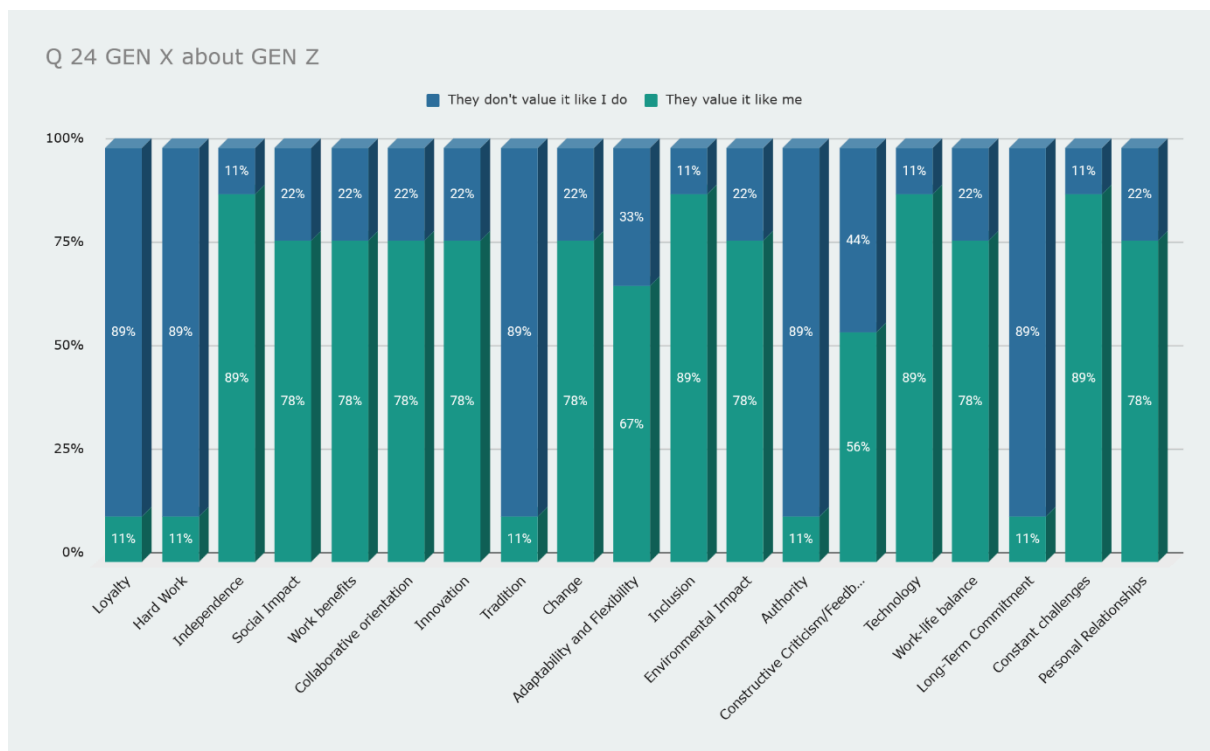
The values Gen Z agrees less are authority and long-term commitment. In the case of authority, it is not clear whether other generations value authority more or less than other members of the same generation.



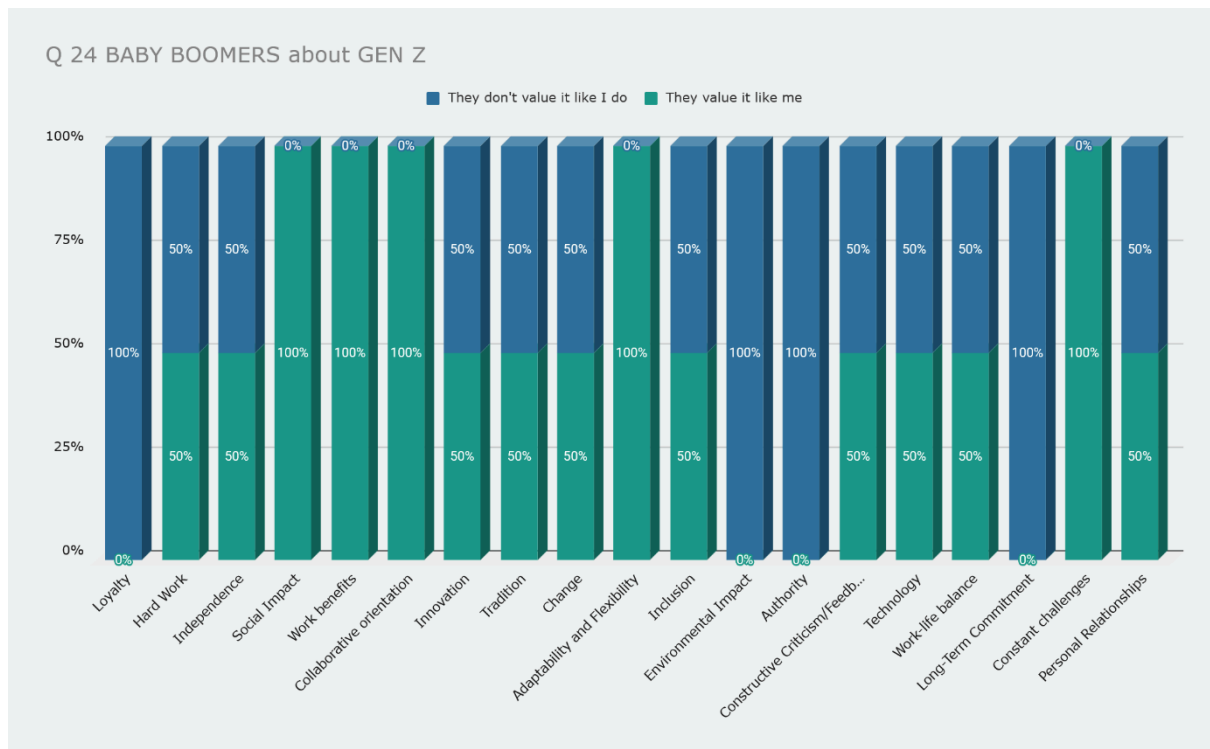
Millennials say about Gen Z that they agree to 110% on innovation, adaptability and flexibility and technology. Values they disagree most on are: tradition (0%), long-term commitment (0%), loyalty (92%) and authority (92%).



Gen X says about Gen Z that there are no values they agree on to 100%. Highest values of agreement (all 11%) are reached by independence, inclusion, technology and constant challenges. Gen X sees as most divergent the aspects of loyalty, hard work, authority, long-term commitment, items that are all not valued alike to 89 % by Gen X.

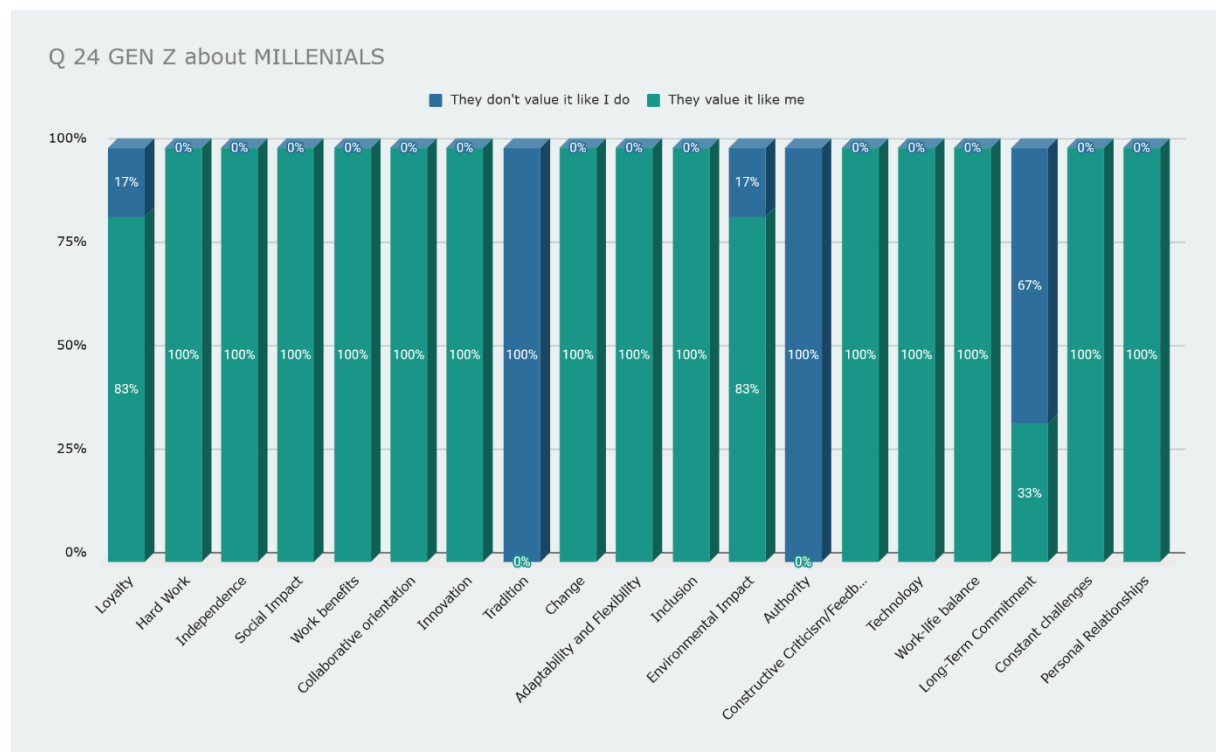


Baby Boomers say about Gen Z that they agree to 100% on aspects like social impact, work benefits, collaborative orientation, adaptability and flexibility, constant challenges. Some of these results may seem unexpected, due to the aged difference between the two generations. Baby Boomers however believe that the aspects of loyalty, environmental impact, authority and long-term commitment are those Gen Z values in a most different way.

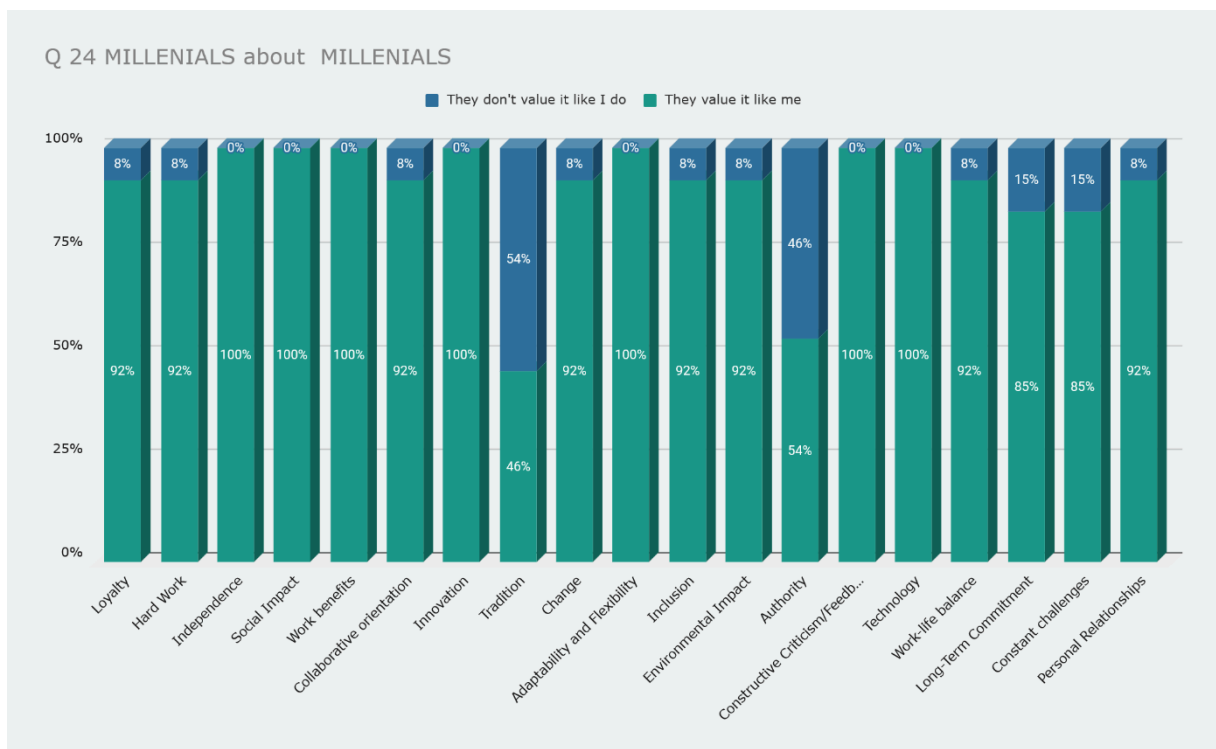


Question 25: Participants' assessment of the similarity of appreciation of certain values and characteristics in the workplace – Millennials

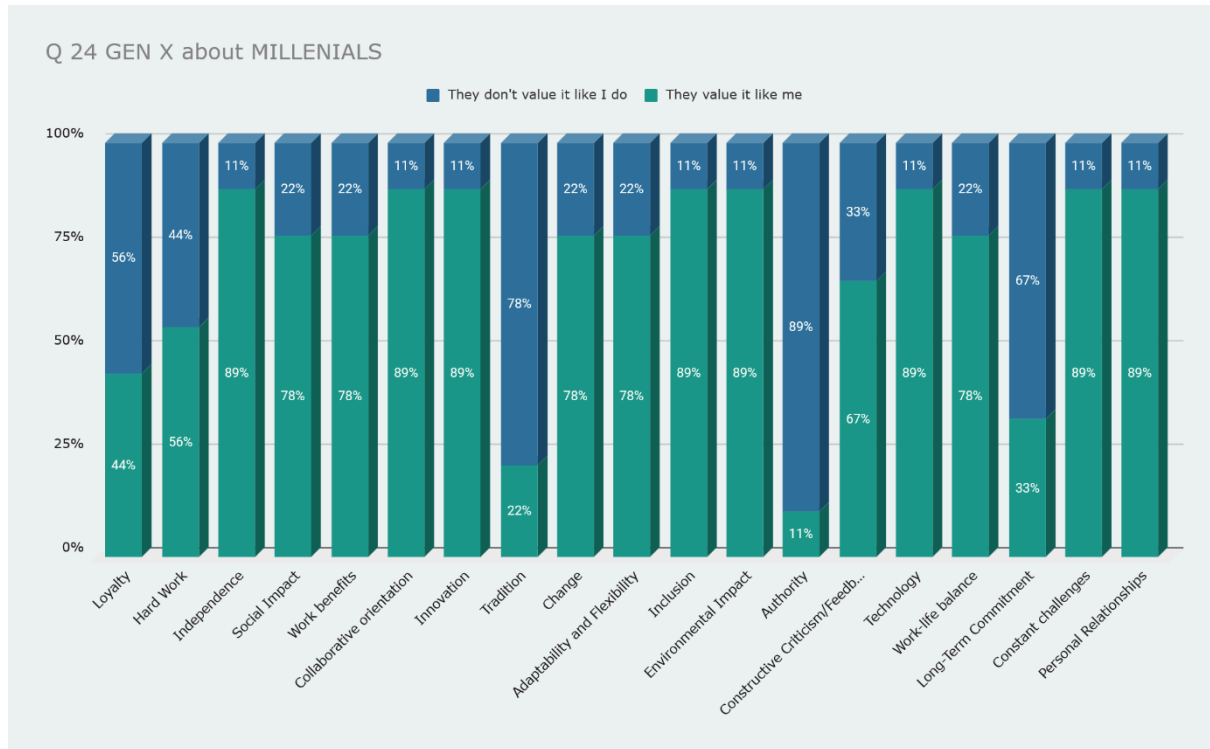
Gen Z sees many 100% correspondences with Millennials in relation to certain values and characteristics. It is easier to say where Gen Z sees 100% difference: tradition and authority.



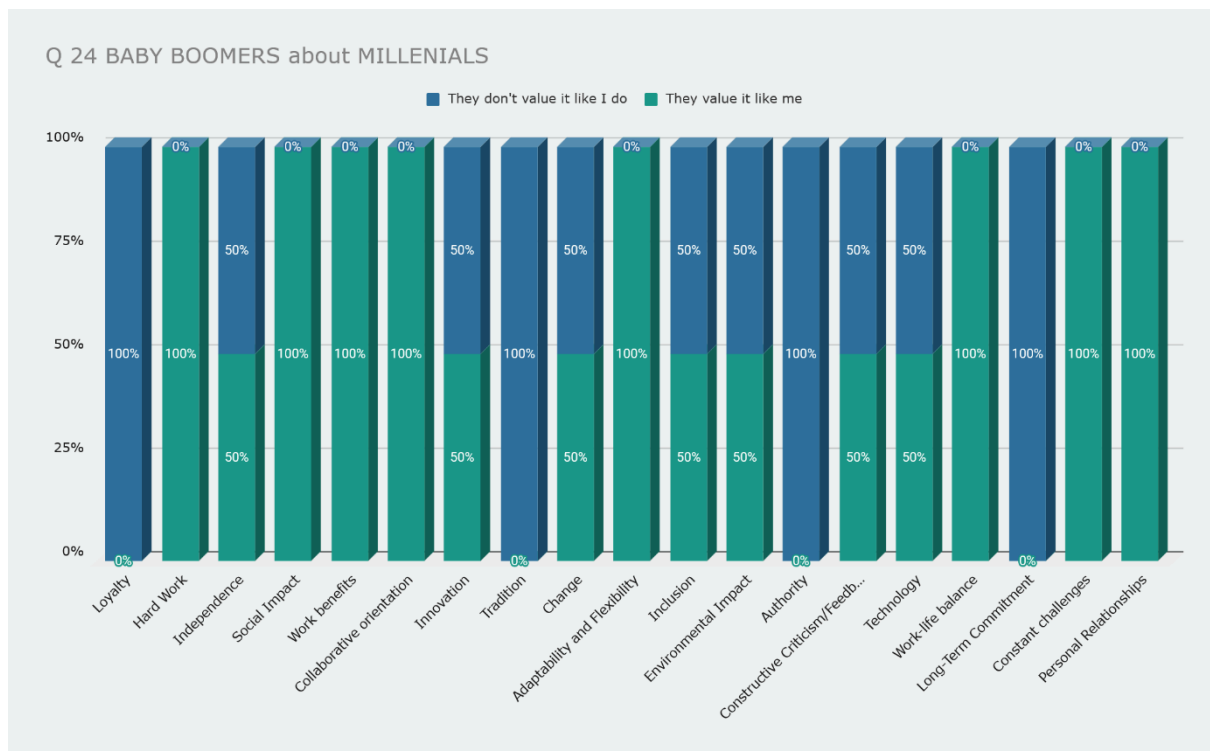
Millennials say about Millennials that they 100% value the same aspects like: independence, Social Impact, work benefits, innovation, adaptability and flexibility, constructive criticism, and technology. Not surprisingly all rates of correspondence are rather high and disagreement low among the same generation.



Gen X says about Millennials that there is no aspect they equally value to 100%. On the other hand, there is also none they completely value differently. Highest rates (89%) of agreement have the aspects: Indipendece, collaborative orientation, innovation, inclusion, environmental impact, technology, constant challenges, personal relationships. Lowest rates have: authority (11 % of agreement) and tradition (22% of agreement).

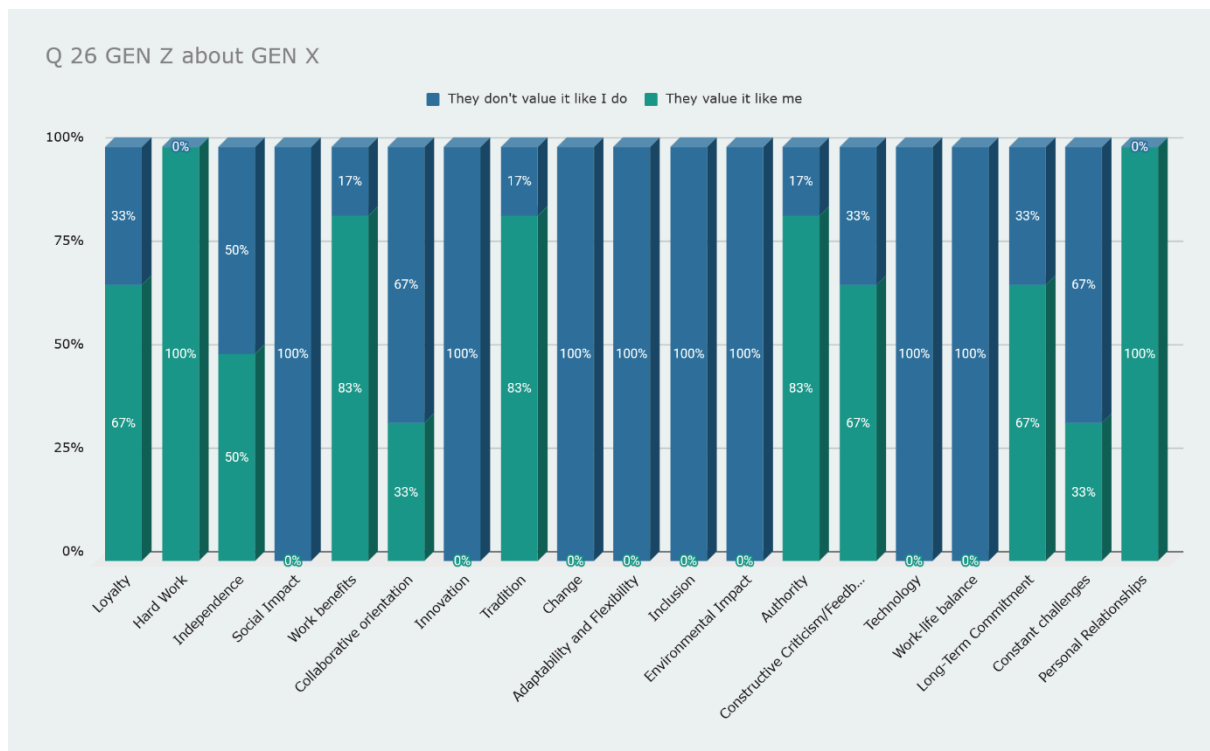


Baby Boomers say of Millennials that the last, as themselves, value to 100 % the aspects: social impact, work benefits, collaborative orientation, flexibility and adaptability, work-life balance, constant challenges and personal relationships. The two generation do not value equally loyalty, tradition, authority and long-term commitment. It is not clear whether Baby boomers value these aspects more or less than Baby Boomers.

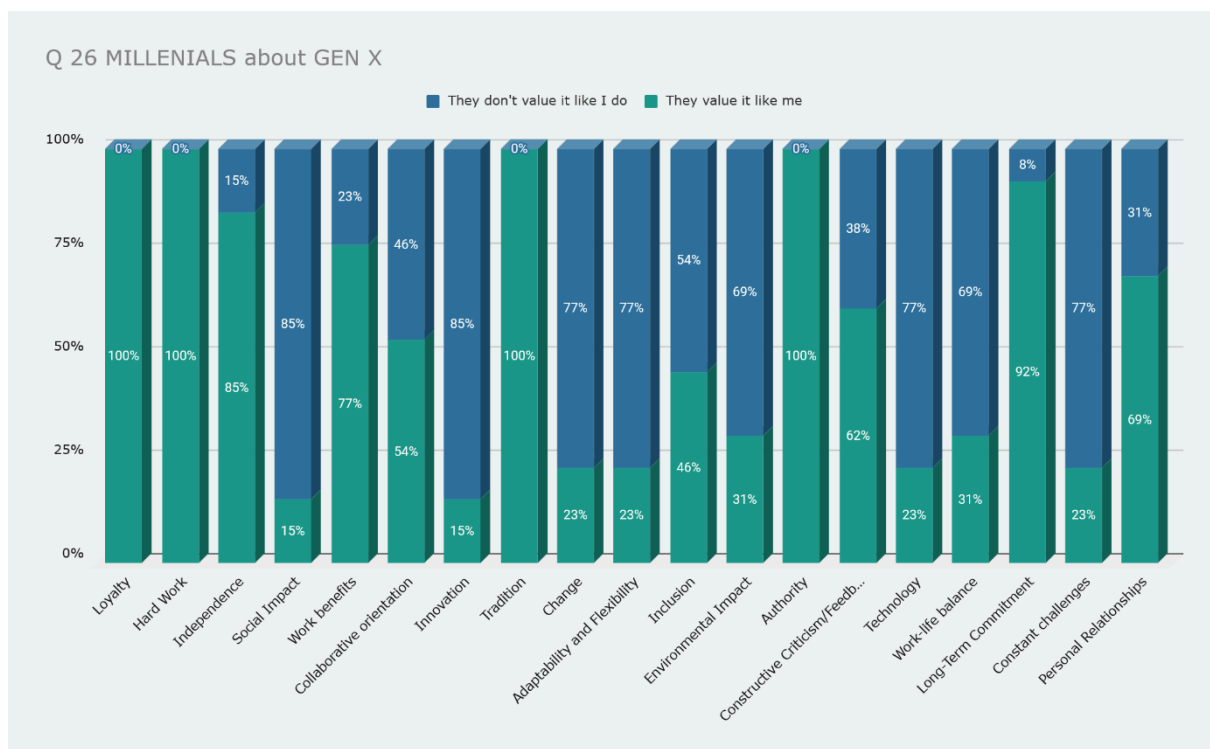


Question 26: Participants' assessment of the similarity of appreciation of certain values and characteristics in the workplace – Gen X

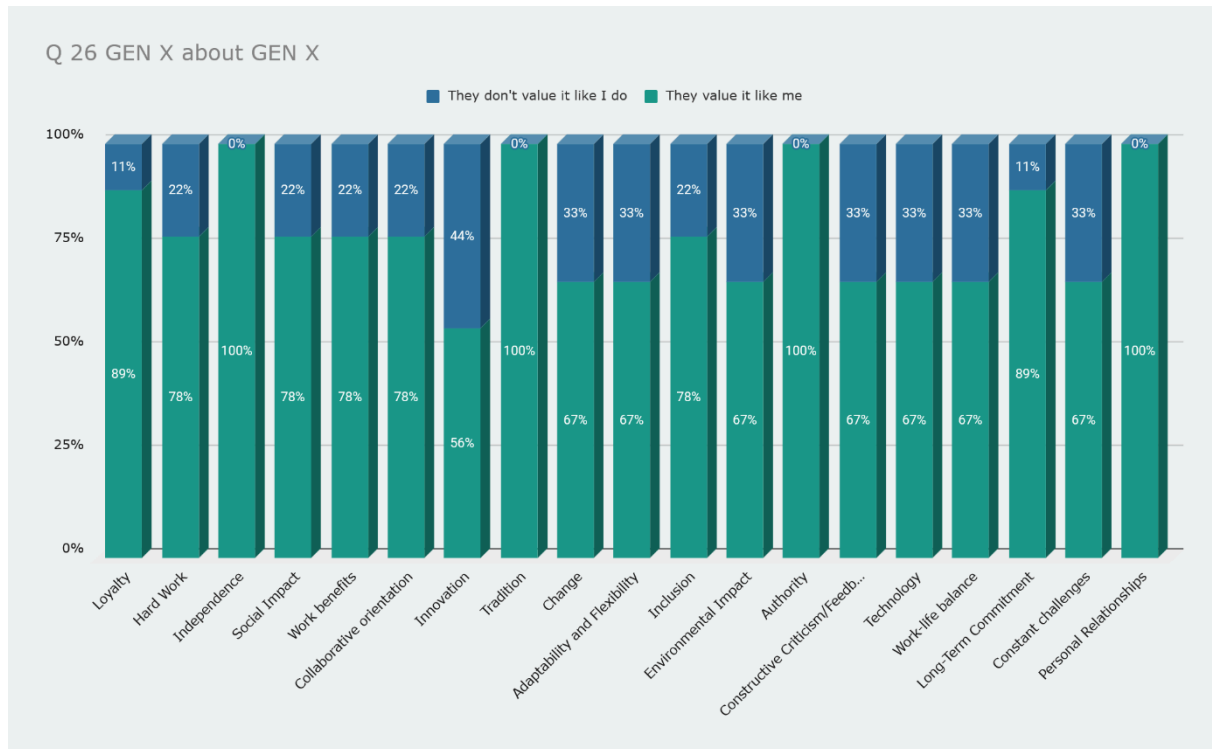
Gen Z about Gen X: It seems that Gen Z believes that Gen X value differently several aspects. Their opinion about Gen X diverges most in the items social impact, innovation, change, adaptability and flexibility, inclusion, environmental impact, technology and work-life balance. It seems that only in the aspect 'personal relationships' Gen Z perceives Gen Z as to 100% congruent with their own attitude.



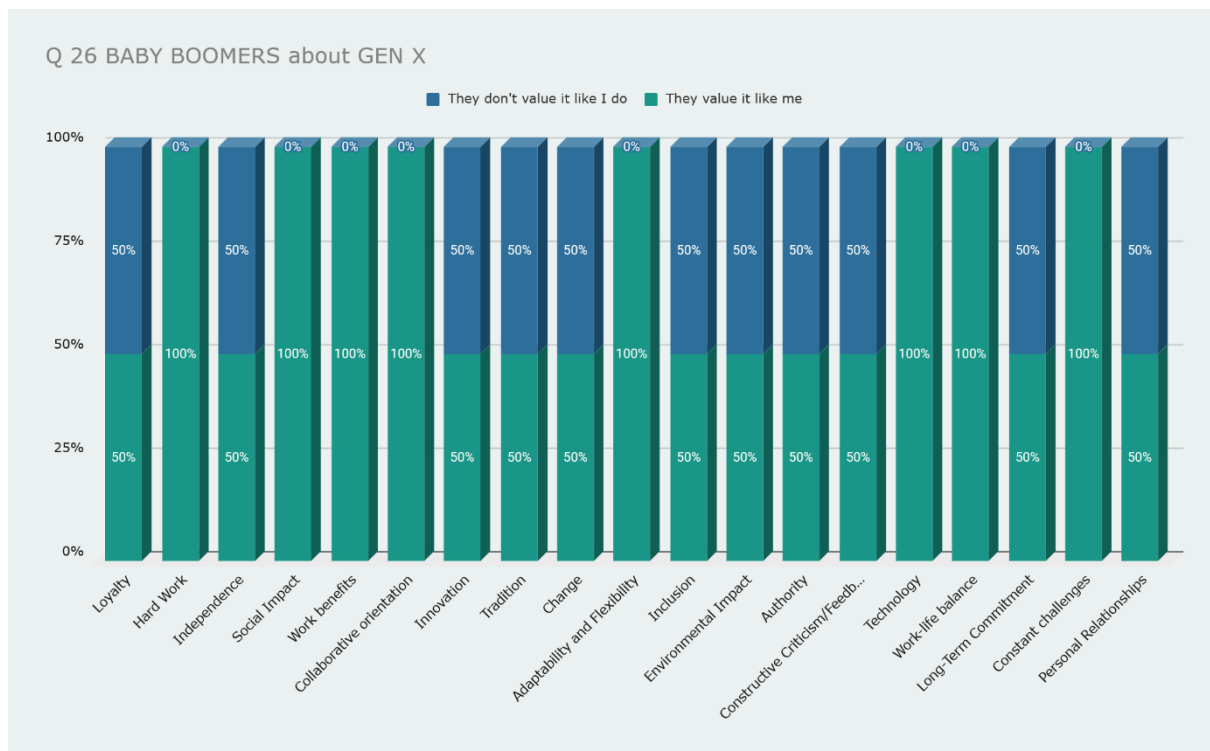
Millennials about Gen X: Millennials believe that Gen X values as themselves (100%) loyalty, hard work and tradition. Also long-term commitment is rated high (92%). The least agreement Millennials see in the aspects social impact and innovation.



Gen X about Gen X: It is not surprising that analysed aspects are rated similarly high among the same generation. Gen X sees among their peers that they equally value independence, tradition, environmental impact and personal relationships.

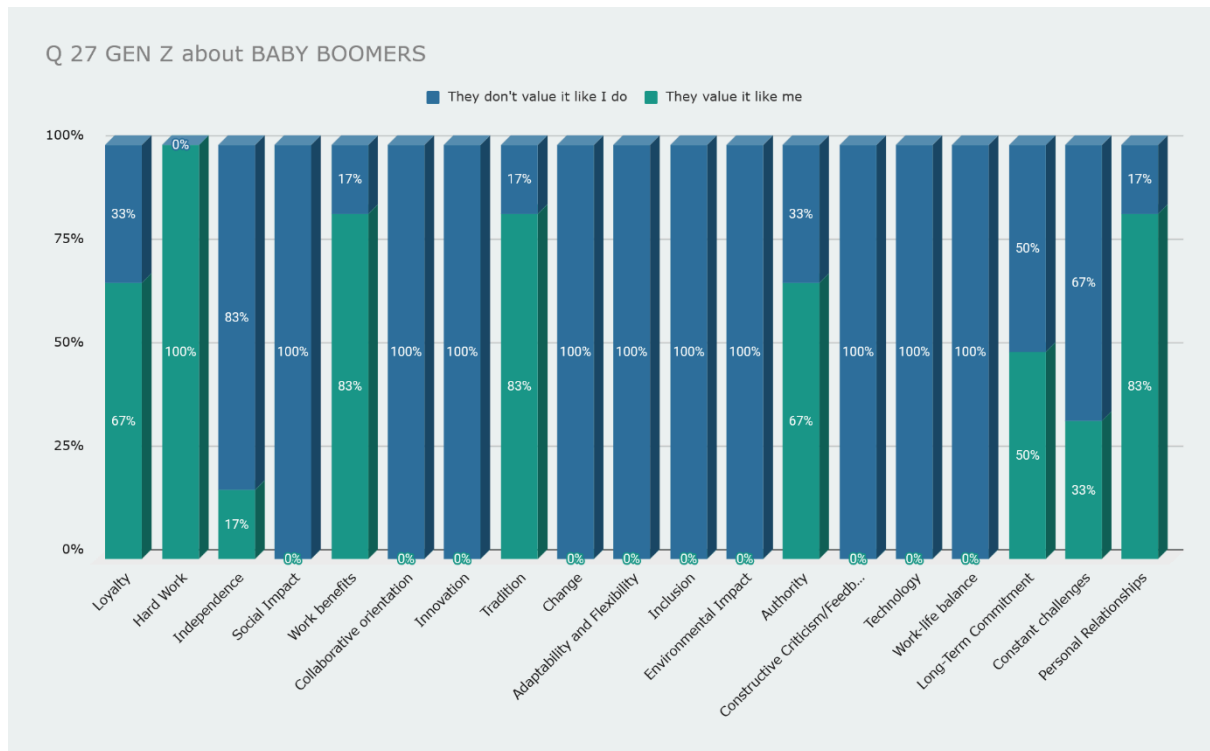


Baby Boomers about Gen X: In the opinion of Baby Boomers Gen X value as themselves the aspects hard work, social impact, work benefits, collaborative orientation, adaptability and flexibility, technology, work-lif balance and constant challenges. Compared to other generations the correspondence Baby Boomers see between their generation and Gen X covers relatively many aspects. This may be due to the fact that because of the proximity of age also mentality, attitudes etc are relatively similar.

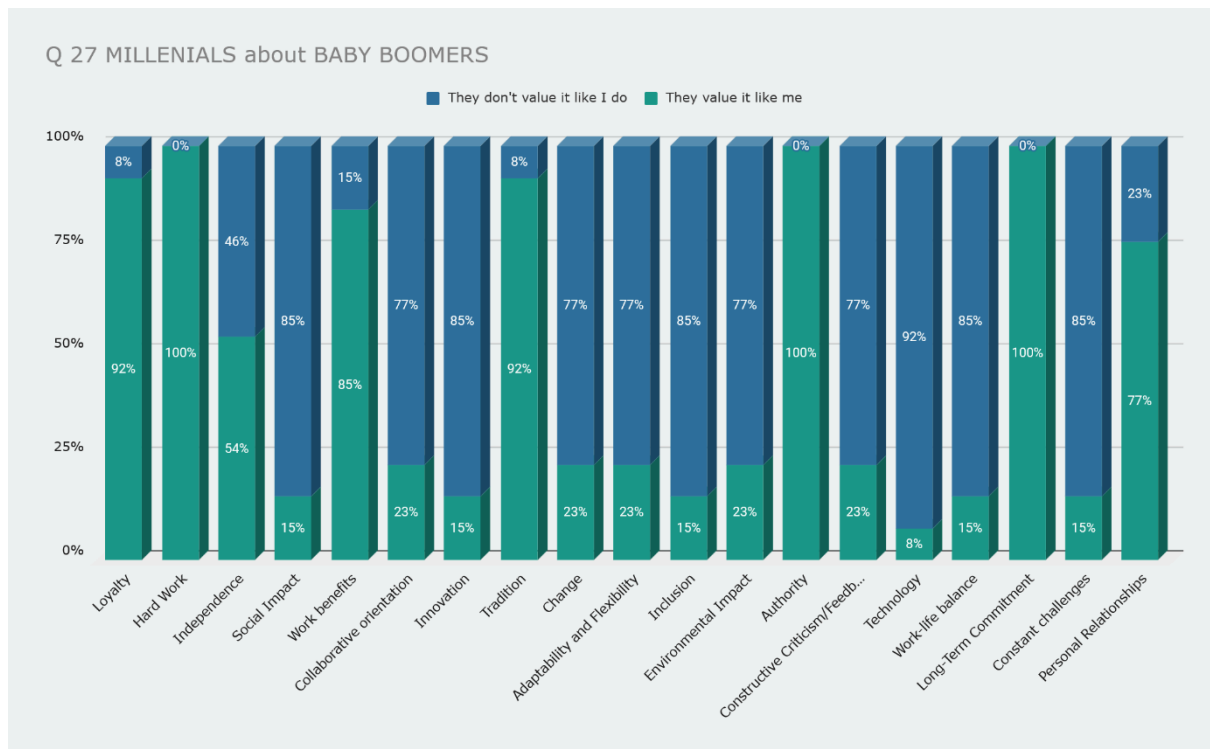


Question 27: Participants' assessment of the similarity of appreciation of certain values and characteristics in the workplace – Baby Boomers

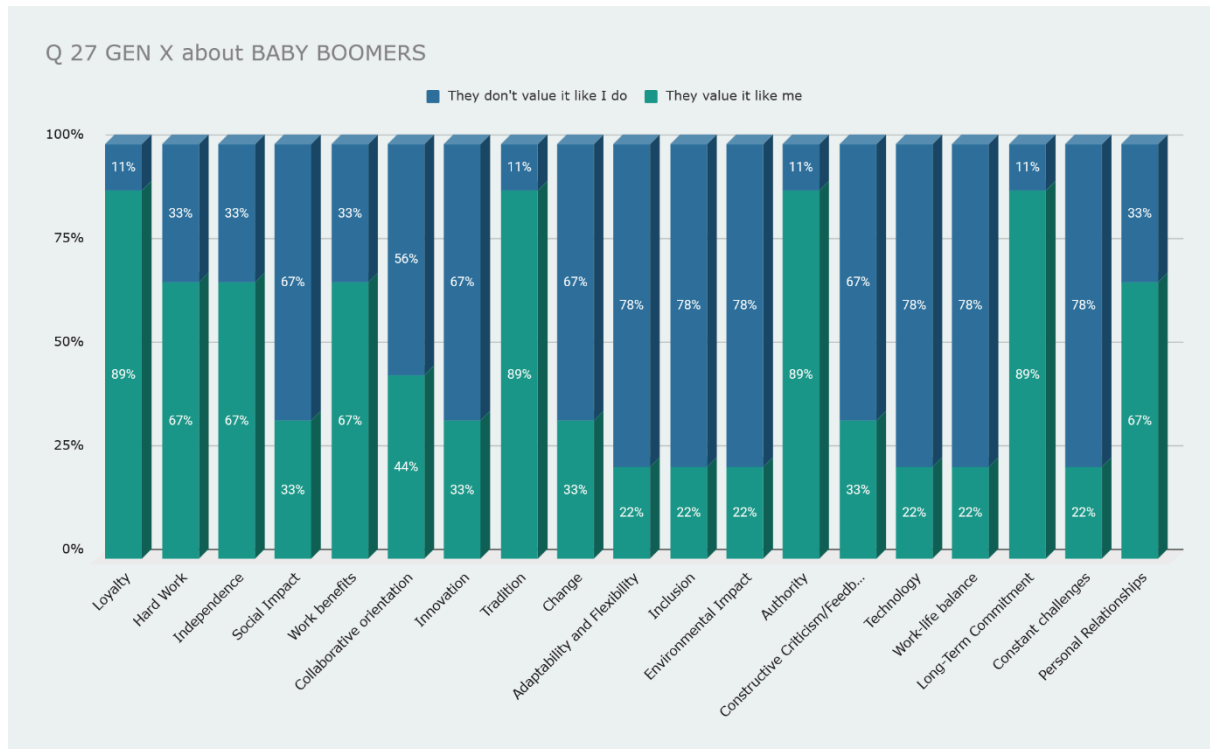
Gen Z about Baby Boomers: Due to the age difference, probably, it is not surprising that Gen Z believes that the Baby Boomers value almost half of the aspects (10/19) not as themselves. They see most divergence in social impact, collaborative orientation, innovation, change, adaptability and flexibility, inclusion, environmental impact, constructive criticism, technology and work-life balance. Most agreement they see in hard work.



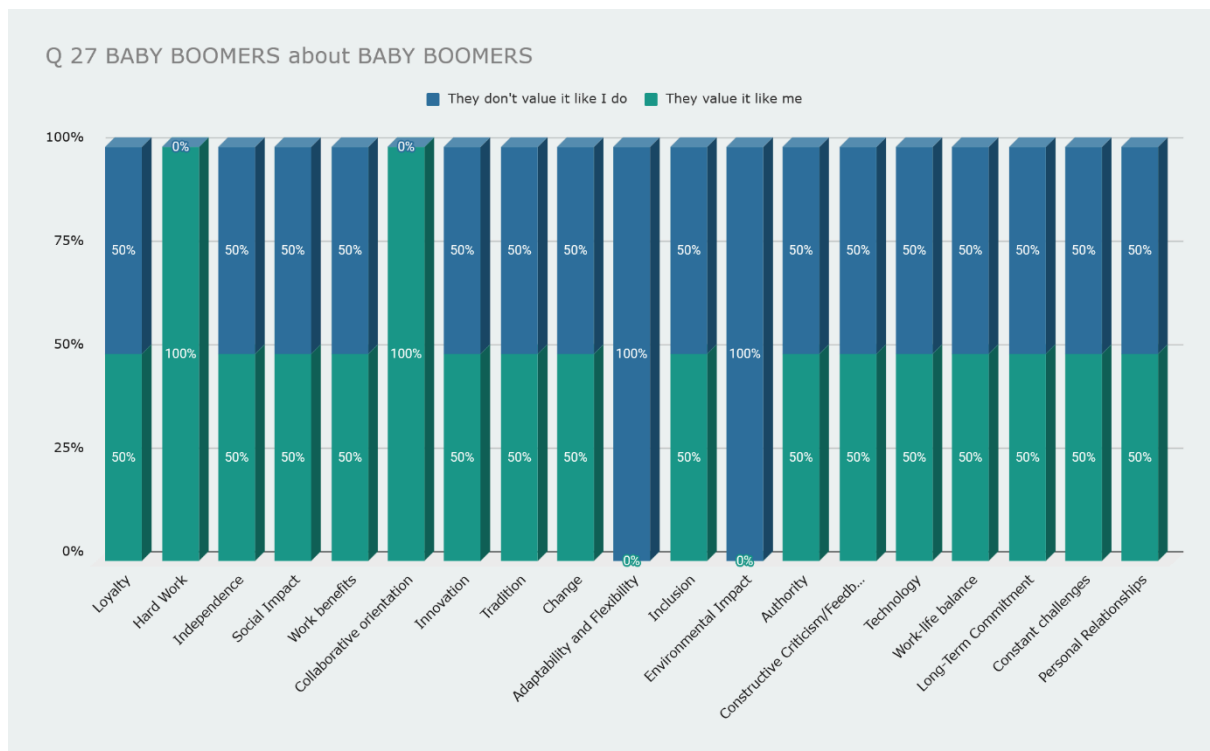
Millennials about Baby Boomers: Millennials don't seem to believe that the Baby Boomers value many aspects (10/19) as themselves. They see full correspondence in only three out of 19, namely in hard work, authority and long-term commitment. Relatively high correspondence (92%) lies also in loyalty and tradition. Least agreement the Millennials see in technology.



Gen X about Baby Boomers: Despite nearness of age, Gen X doesn't seem to believe that Baby Boomers value things as they do. No aspect has been given full correspondence. Highest rates of agreement, according to Gen X, seems to lie in loyalty, tradition, authority and long-term commitment.

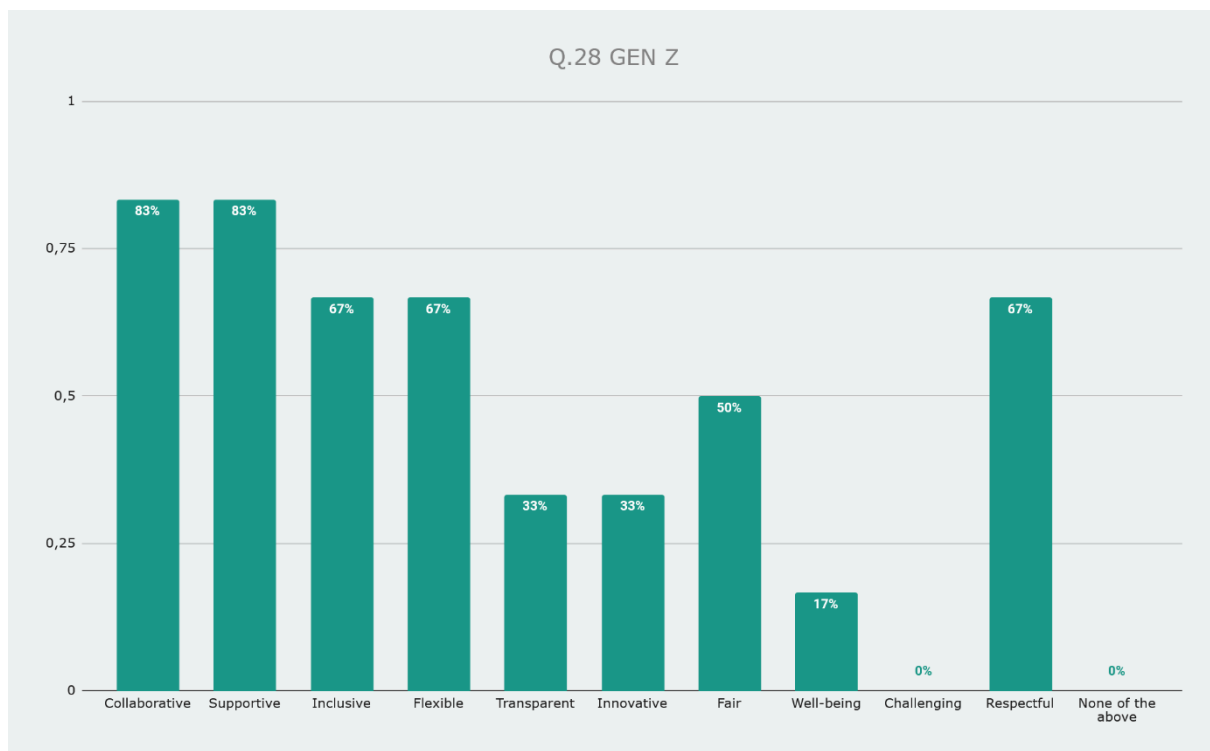


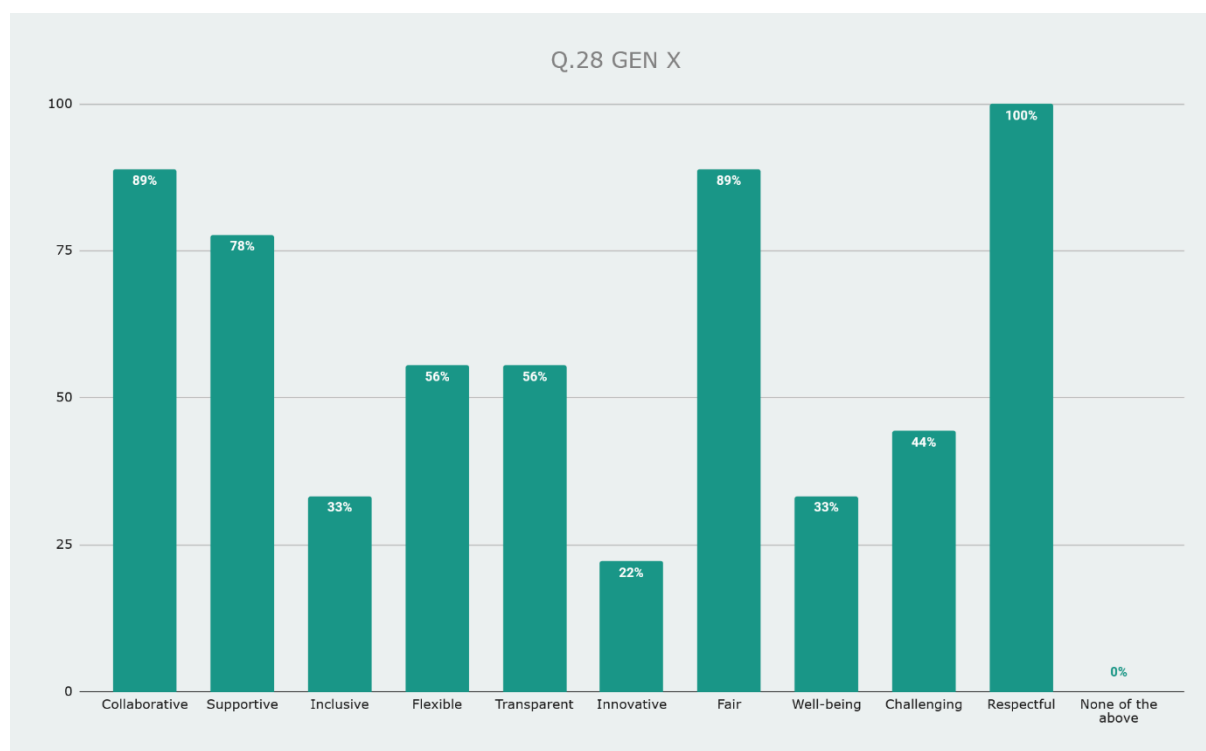
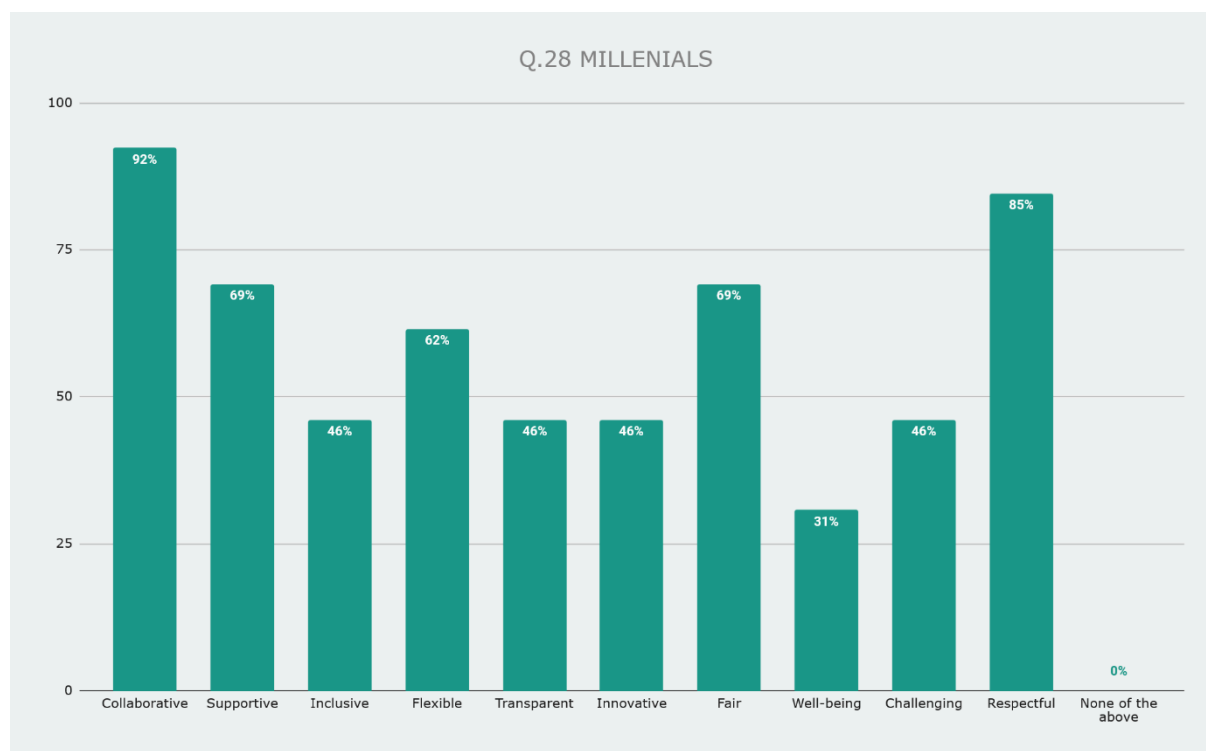
Baby Boomers about Baby Boomers: When thinking of their own generations Baby Boomers didn't seem to have same attitudes. The data obtained might not be relevant, as only few Baby Boomers answered the questionnaire.

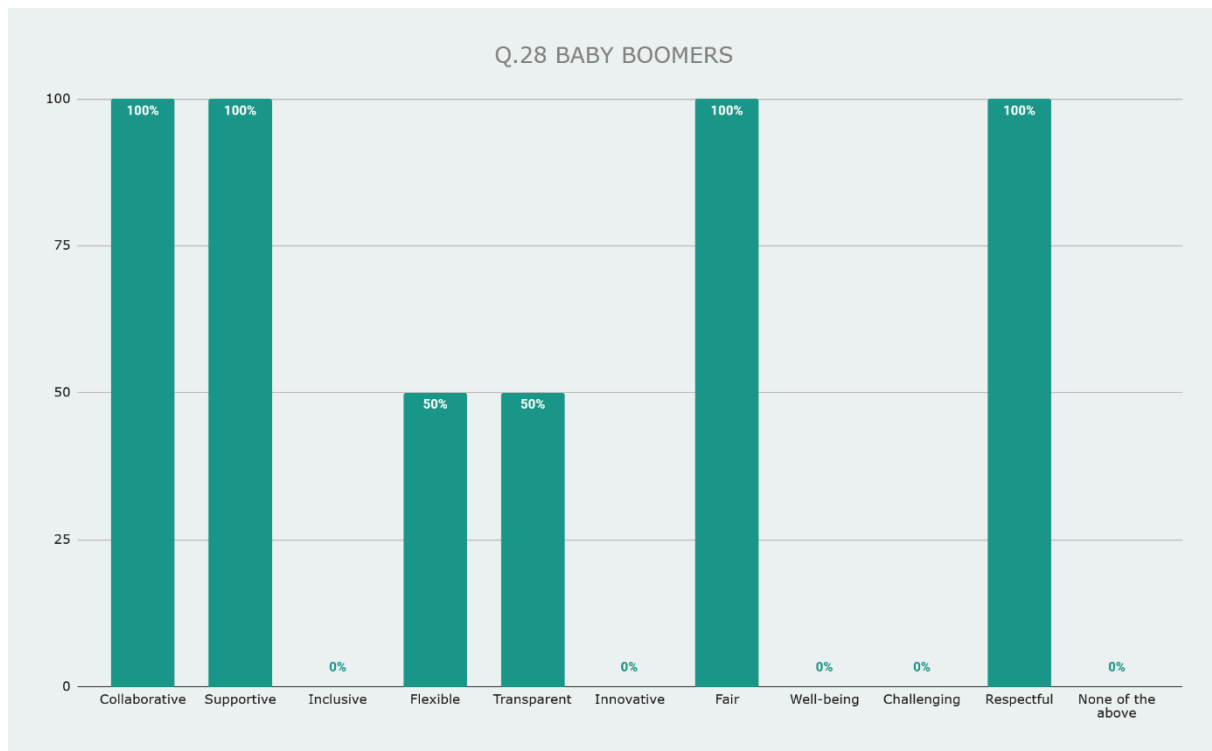


Question 28: Ideal workplace environment

Generations don't seem to agree on one common aspect of the workplace they all prefer most. However, there are some values that all generations rate high, like collaborative, respectful and supportive. Interestingly, well-being is not rated high by any of the generations.



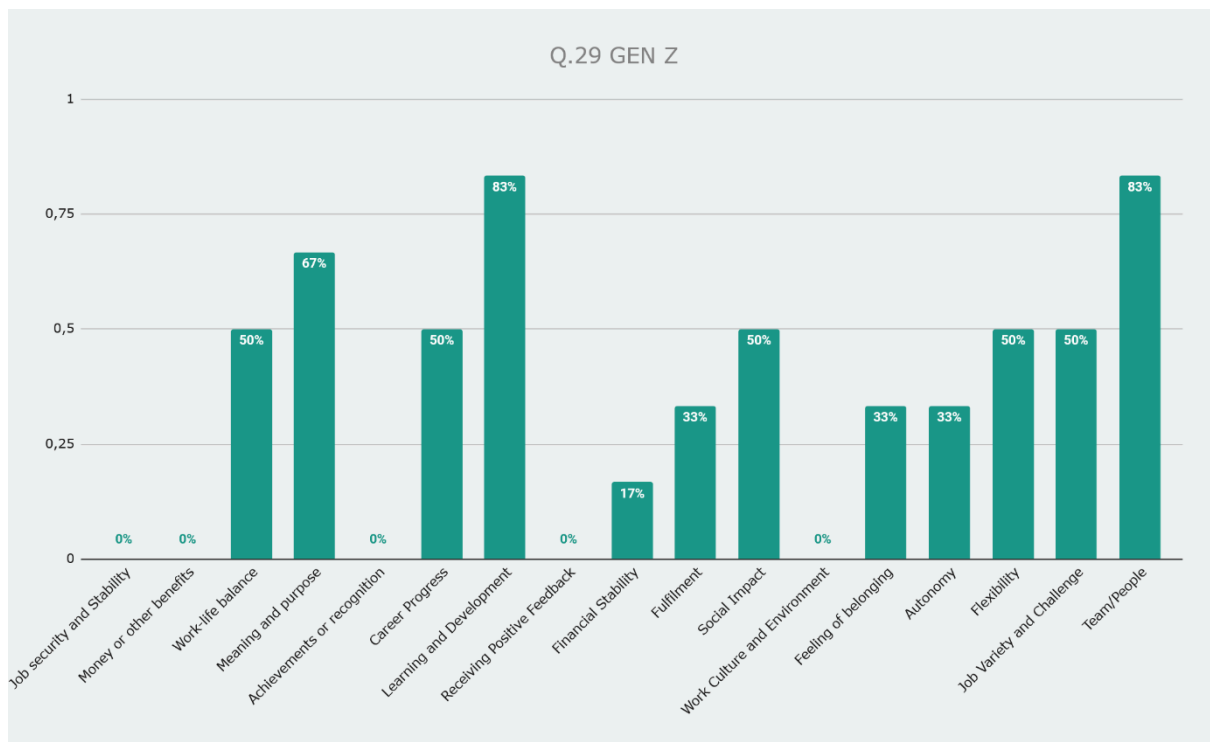




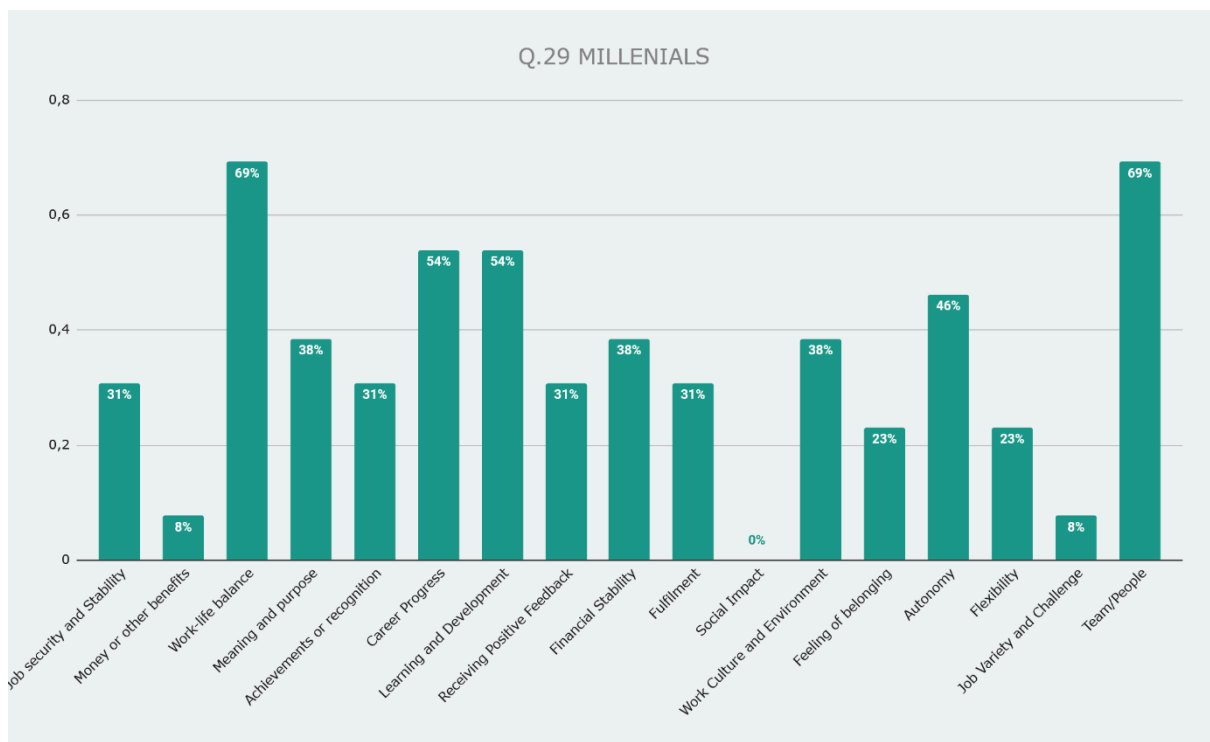
Question 29: Motivation in the workplace

With this question all four generations had to decide which factors motivate them most in the workplace. Participants had to choose among 17 factors. The factor on which all generations agree most seems to be team/people.

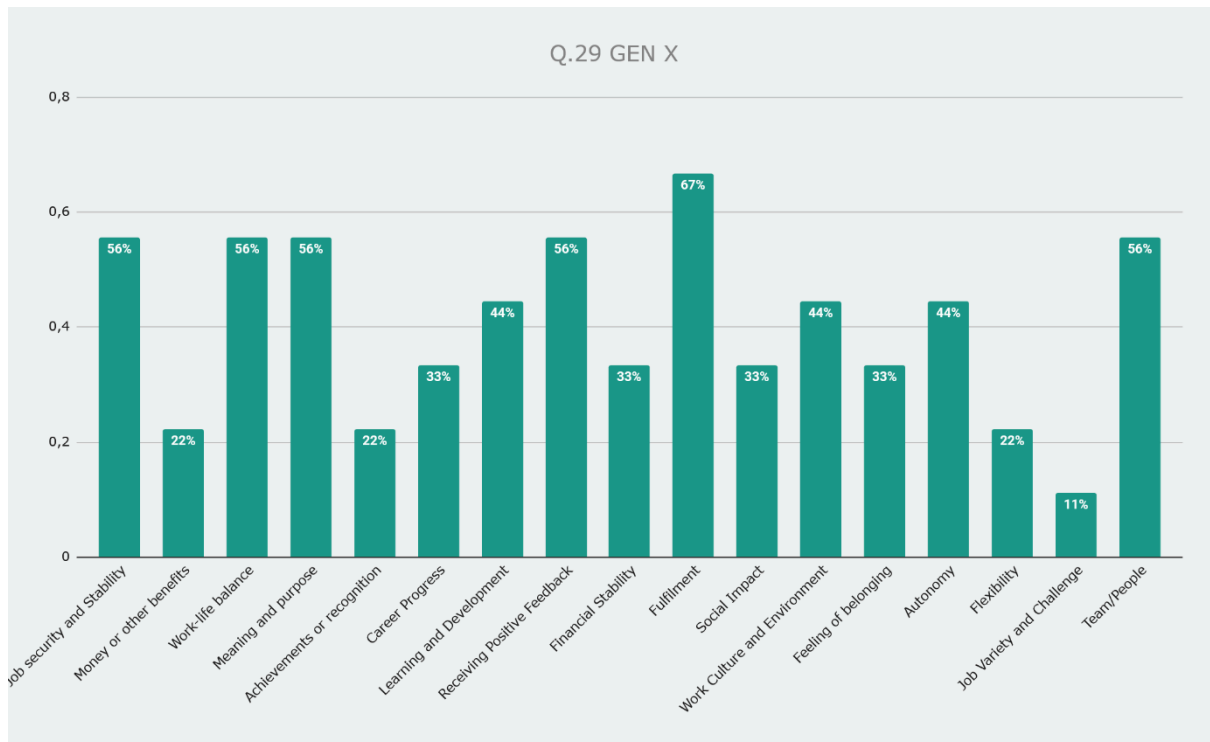
Gen Z decided that the factors Learning and Development and Team/People motivate them most. Least motivating is financial stability.



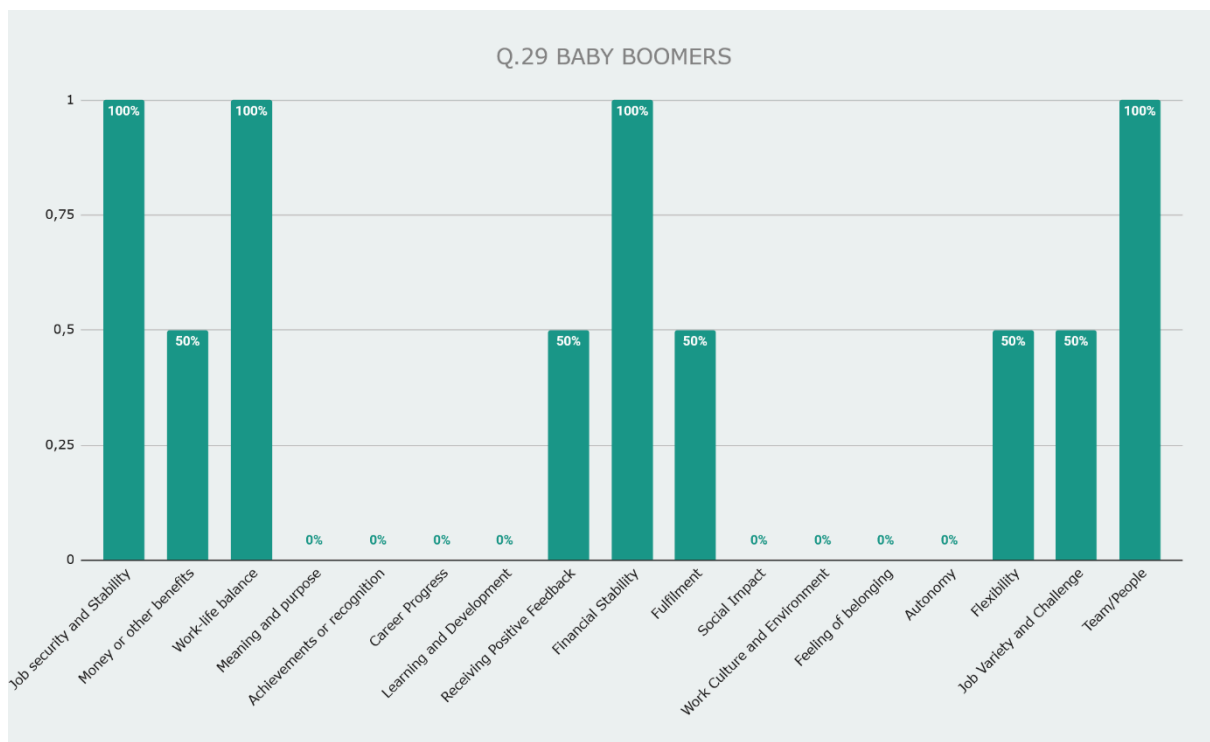
Millennials find work-life balance and Team/People motivating, least motivating are money or other benefits and job variety and challenge.



Gen X rate fulfilment highest and Job variety and challenge lowest.



Baby Boomers. Data from this generation is not very representative as only two responded to the questionnaire. However, factors like job security, work life balance, financial stability and team/people seem to be somehow important.





Question 30: example of a situation where a task, project, or your team's approach made you feel demotivated

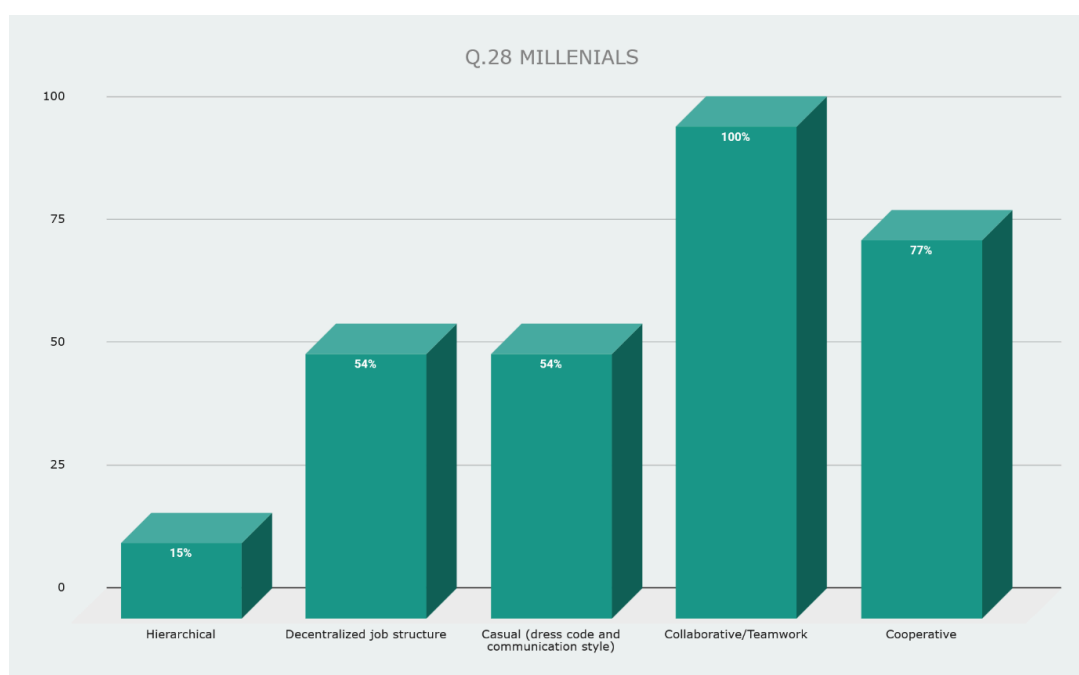
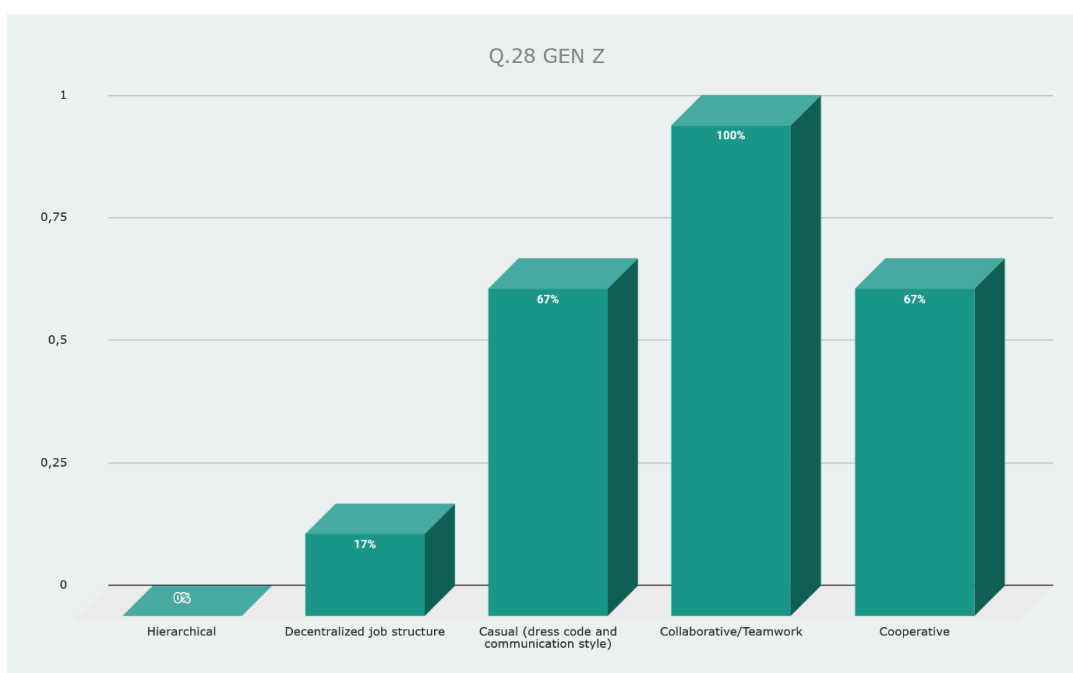
Many examples reflect frustration when staff input is ignored or dismissed by leadership or peers: "My input wasn't valued", "Decisions were made without respecting our experience". Also, the feeling of being over-controlled or distrusted demotivated several participants: "Micromanaged by leadership", "Felt like no one trusted us to self-manage", "A rigid workflow with no space for creativity". Demotivation by lack of self-determination shows also when workers feel excluded from decision-making processes or uninformed about changes: "Dismissed by management without discussion", "Top-down without consultation". Experiences of ideas being disregarded due to age or status contributed to feeling undervalued: "Only younger workers were praised", "Assuming I wasn't ready", "Old-fashioned". Interestingly, young age and old age can be both negative influencing factors. Demotivating factors could also be technological shifts without adequate support created disconnect and exclusion: "Input from those unfamiliar with digital tools was ignored", "Digital project... without proper training". motivation is often linked to feeling respected, involved, and trusted. When those are missing—through micromanagement, exclusion, or unfair practices—demotivation is a common result.

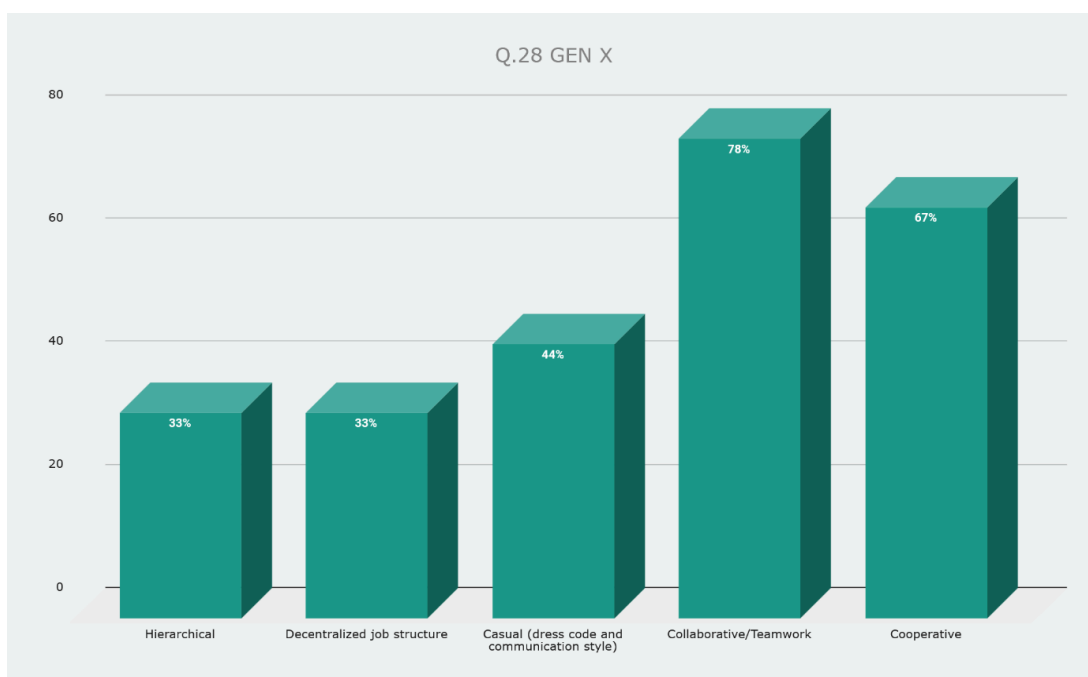
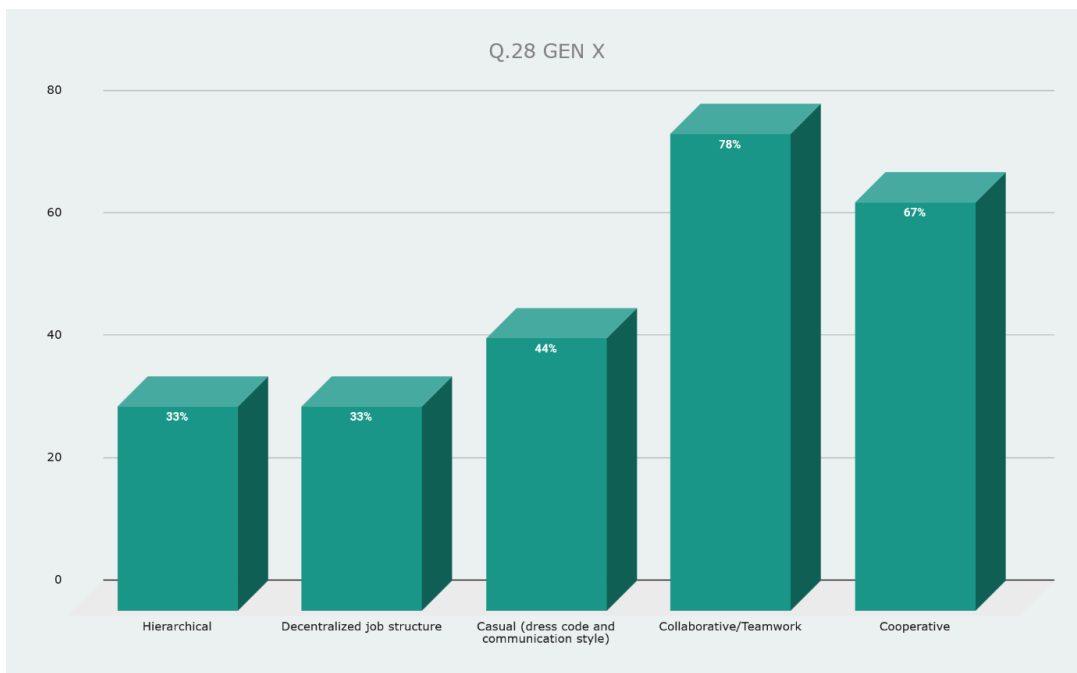
Question 31: Preferences for workplace

Participants had to choose between five items related to preferences at the workplace

1. Hierarchical
2. Decentralized job structure
3. Casual (dress code and communication style)
4. Collaborative/Teamwork
5. Cooperative

Apart from the Baby Boomers, all generations seem to have a preference for the working methods "collaborative" "cooperative".





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

The analysis of the responses reveals a clear trend for an effective intergenerational working style. “Collaboration and teamwork” were the working modes given as most effective. Some respondents specified: “Collaborative structure with open communication and cross-generational mentoring”, “Collaborative and flexible working styles with digital tools that foster transparency”, “face-to-face teamwork”, “hands-on teamwork”. So people seem to differentiate between online and offline working modes, the ones preferring online collaboration, the other offline.



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

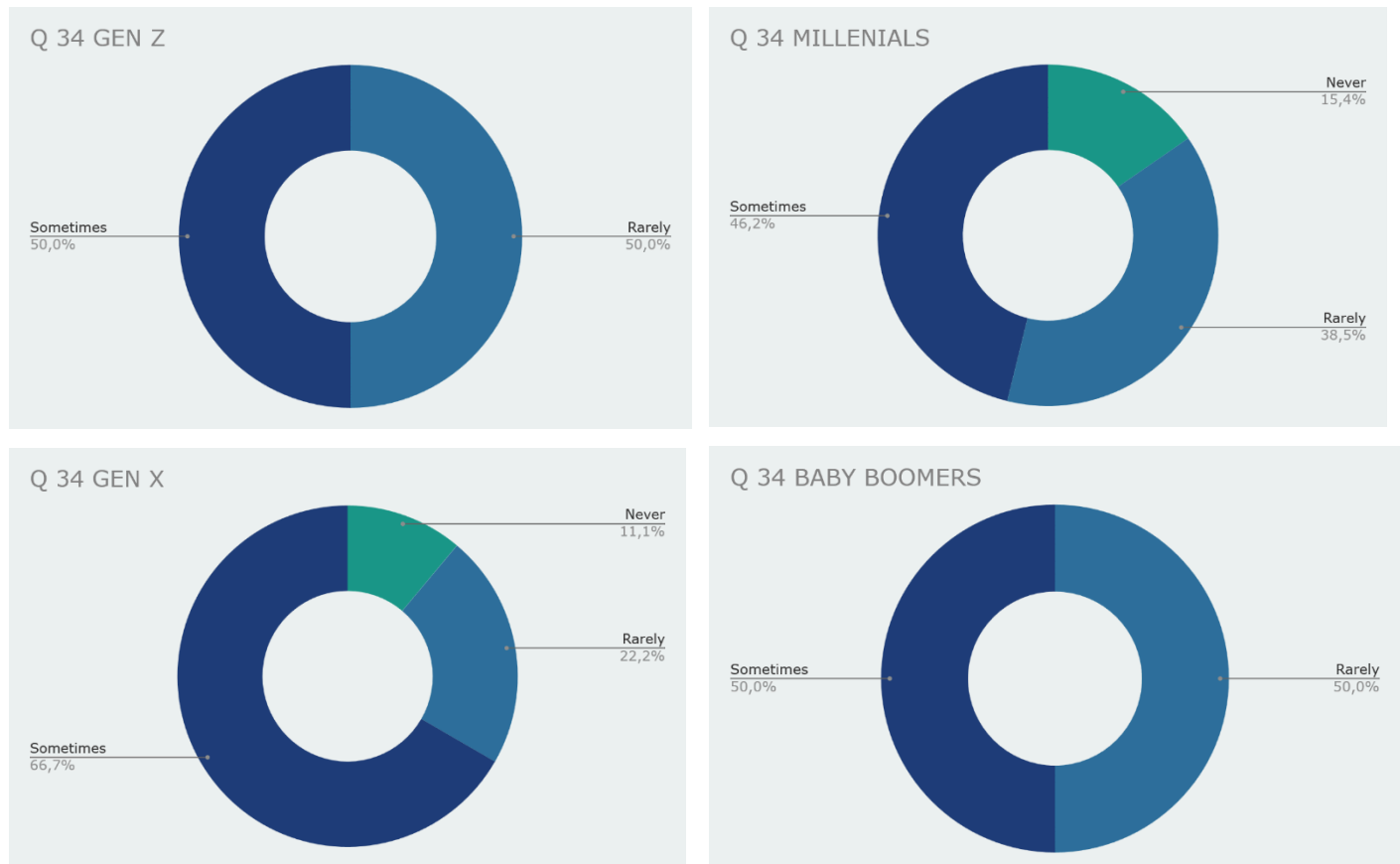
The analysis of the responses reveals what clearly can be problematic for collaboration across different age groups: digital inequality, meaning that “older workers often have problems with handling digital tools”. Other respondents make clear that there seems to be some resistance on the side of the older workers to adapt to changes in the working modes which are related especially to the use of tablets, apps and digital layouts. This difference in approaches may lead to frustration and inefficiency.

Also the factors “hierarchy” and “decentralised job culture” were mentioned several times. The answers do not tell whether there is a generational divide in the approach to hierarchy and decentralised job culture in the workplace. Sometimes also different expectations to the quality of the result seems to be a problem, as quality may ask for more dedication and working hours. This opposition shows in the comment: “work speed vs. craftsmanship quality”.

5. Digital Inequality

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

Most respondents from all generations asked answered, that they rarely or sometimes encountered difficulties in assessing or using digital tools at work. Only among the Millennials and Gen X were some participants that never encountered difficulties.



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

The examples provided reveal several interconnected themes and patterns that illustrate how limited access to or familiarity with digital tools can significantly impact work in various environments. These patterns not only highlight the challenges faced by individuals and teams but also shed light on deeper organisational and generational dynamics that influence how digital transitions are managed.

One of the most prominent themes is the generational digital divide. Many of the examples involve older or senior colleagues struggling with newly introduced tools or updates to existing systems. These difficulties often stem not from a lack of capability, but from unfamiliarity with fast-evolving digital platforms that younger workers may adopt more intuitively. For instance, older workers struggled with the use of digital calendars, shift-planning apps, or inventory systems, leading to delays, scheduling conflicts, or miscommunication. This generational gap often required younger team members to step in



as informal trainers or troubleshooters, which, while helpful, diverted their focus from their own responsibilities and placed an unstructured burden on peer support.

Closely tied to this is the lack of adequate training and structured onboarding. Several examples demonstrate how digital tools or updates were introduced without sufficient preparation for end users. Whether it was a court software update, a CRM system, or a project management tool, many employees were left to navigate complex platforms without guidance. This often led to delays in workflows, missed deadlines, or inefficient workarounds. In many cases, these gaps were eventually addressed through impromptu solutions such as peer mentoring, after-hours tutorials, or distributed user guides. However, the absence of initial training created unnecessary friction that could have been avoided through proactive planning.

Also, employees across different roles experienced personal challenges when trying to use digital tools. Some were unable to join virtual meetings or training sessions due to outdated software or lack of knowledge, while others felt excluded or dependent on colleagues for help. These situations affected both confidence and productivity, showing that even a single team member's digital inexperience can create ripple effects throughout a group. Moreover, technical issues like unstable internet connections or failed virtual training setups further compounded these difficulties, underscoring the importance of reliable infrastructure and IT support.

These examples point to broader organisational issues. Transitions to new systems were sometimes poorly executed, such as incomplete data migrations or uncoordinated credential updates. These lapses resulted in disrupted workflows and lost information, highlighting the systemic risks of inadequate digital project management.

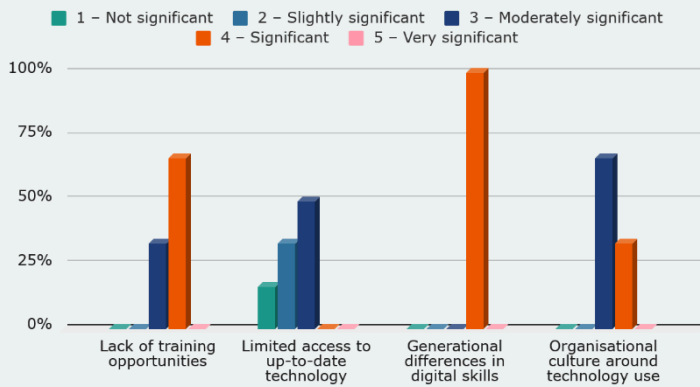
Another noteworthy theme is the cultural or philosophical resistance to digital tools. In one example, a generational divide played out not through ignorance of a tool, but through differing values around its use. A younger employee preferred precise, software-based manufacturing techniques, while an older one emphasized the aesthetic value of hand-crafted work. This case, unlike others, was resolved through compromise rather than training, suggesting that sometimes digital friction arises not from skill gaps but from contrasting perspectives on quality, efficiency, and tradition.

In sum, the recurring themes of generational gaps, insufficient training, individual struggles, communication breakdowns, and broader structural challenges all point to the same core truth: successful integration of digital tools requires more than just technology. It demands thoughtful planning, inclusive support, and a culture that values learning and adaptation. These examples show that without those elements, even the most advanced tools can become obstacles rather than assets.

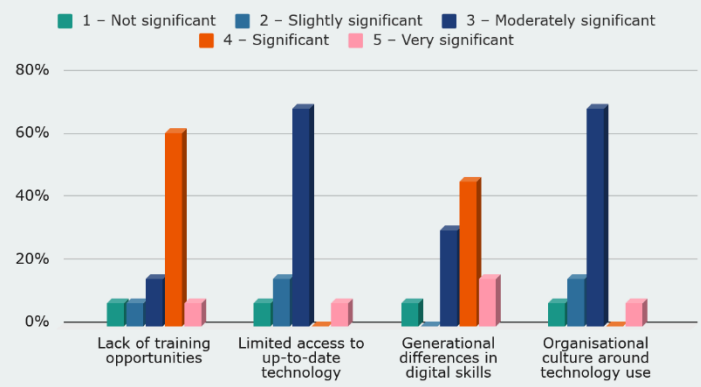
Question 36: Significance of certain factors in contributing to digital inequality in the workplace

The participating generations were asked to evaluate the following factors: Lack of training opportunities, Limited access to up-to-date technology, Generational differences in digital skills, Organisational culture around technology use. Following are graphs with responses generation by generation. The graphs show that the factors "Generational differences in digital skills" and "lack of training opportunities" were seen as most relevant.

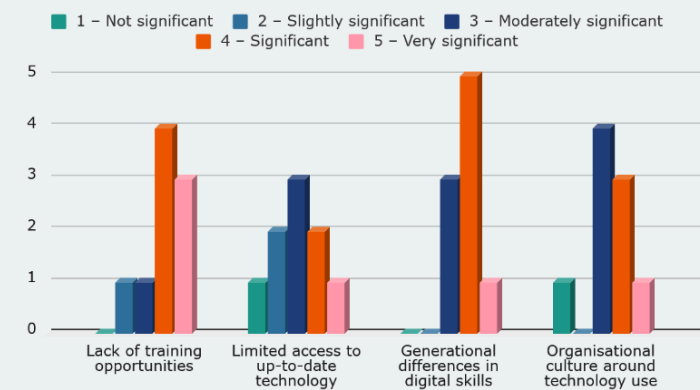
Q 36 GEN Z



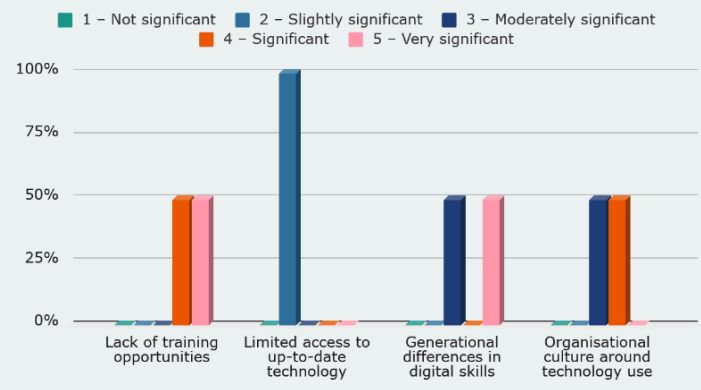
Q 36 MILLENIALS



Q 36 GEN X



Q 36 BABY BOOMERS



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

The examples illustrate complex challenges related to digital tools and intergenerational dynamics in the workplace. These challenges stem from a combination of technological change, differences in digital fluency between age groups, and varying levels of institutional support for adapting to new systems. Together, they point to a broader tension within many teams and organisations undergoing digital transformation.

Another common theme is the imbalance in digital competence across generations. Younger staff are often more comfortable experimenting with and adopting new technologies, which can lead to a division of labour where younger volunteer or are expected to handle digital tasks. While this may ensure short-term functionality, it also reinforces unequal skill distribution and can leave older colleagues feeling excluded, embarrassed, or less valued. For example, some older staff members felt out of the loop during digital transformation efforts, while others were bypassed entirely when collaborative software or digital platforms were introduced.

Several examples highlight frustration among younger or more digitally adept team members when their ideas or tools are dismissed by more traditional-minded managers or peers. One participant described a manager's refusal to adopt new software with the phrase, "the old way still works," which resulted in delays and a breakdown in collaborative spirit. This resistance from leadership figures can be particularly demotivating, as it discourages innovation and slows down progress for the entire group.



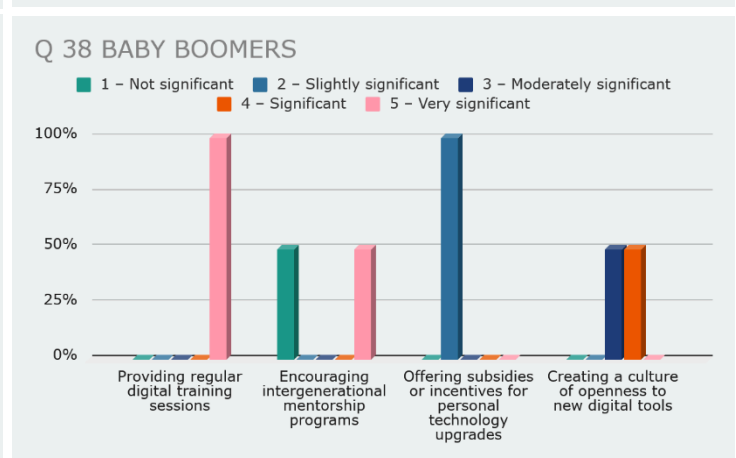
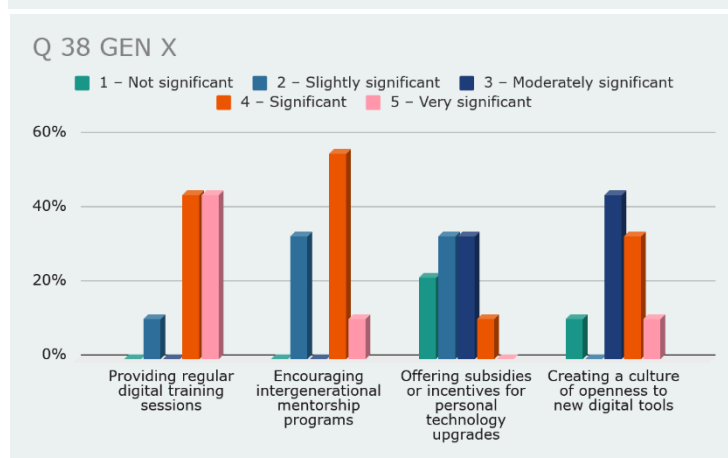
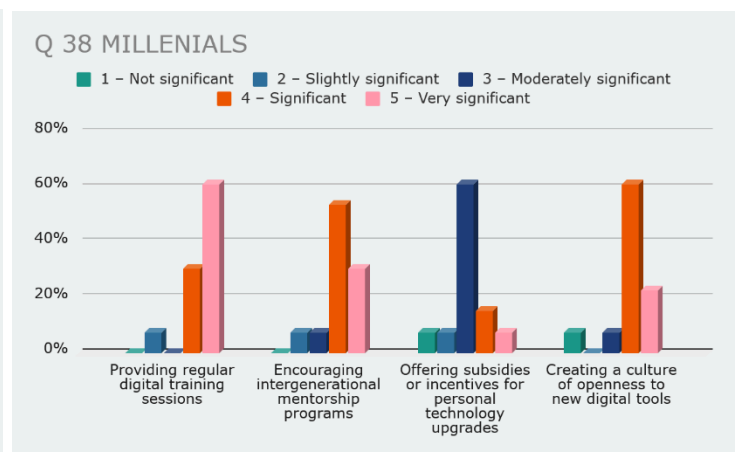
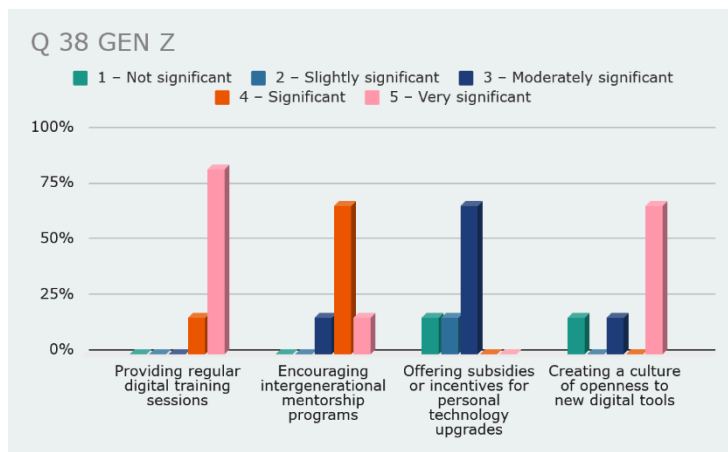
However, the examples also demonstrate the value of peer support and targeted training. In multiple cases, younger or more knowledgeable colleagues stepped in to provide informal guidance, helping older staff navigate tools like court submission platforms, digital tachographs, or invoicing systems. These efforts often helped resolve short-term issues and fostered cross-generational learning, but they also highlight the absence of formal support structures in many workplaces. One-on-one IT support and scheduled training sessions proved useful where implemented, indicating that institutional backing is key to successful digital transitions.

Some examples also point to external or client-facing implications of these challenges. One participant noted that older customers sometimes prefer working with older employees, assuming they are more competent in hands-on tasks. This introduces another layer of complexity, where digital adaptation must be balanced with maintaining personal rapport and trust, especially in service-based roles. It suggests that digital transformation is not only an internal challenge but also one that affects how businesses interface with their clients and communities.

In conclusion, these examples collectively show that while digital tools are intended to enhance efficiency and collaboration, their success depends heavily on inclusive implementation and adequate support. The most effective teams are those that recognize differences in digital fluency not as barriers, but as opportunities for mutual learning. Addressing these challenges requires not only technical solutions—like training and support—but also cultural shifts that value all team members equally and promote shared ownership of digital transformation.

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

The participating generations were asked to evaluate the following factors: 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. Among these factors all generation seem to regard “Providing regular training sessions” as most important.



Question 39: Examples of initiatives aimed at reducing digital inequality

The following is a summary of the responses given by the participants regarding initiatives aimed at reducing digital inequality and their effectiveness.

The examples provided highlight a range of initiatives—both formal and informal—implemented to reduce the digital divide between generations in the workplace. Overall, the most effective strategies centred on peer support, mentorship, and informal learning environments.

1. Peer-led training sessions
 - Increased digital confidence and improved tool adoption,
 - frequently described as successful or moderately successful,
 - Encouraged collaboration and reduced communication gaps.
2. Cross-Generational Mentorship
 - Supported onboarding and promoted mutual knowledge exchange,
 - Worked best when integrated into ongoing routines.
3. Training Sessions and short Training Programmes
 - Formal and informal sessions where employees taught each other or were instructed, for example about new tools,
 - Described as “surprisingly effective” and “well-received”,



- Useful for introducing concepts but often lacked follow-up,
- Attendance was sometimes inconsistent, especially among older staff, limiting success,
- Provided a low-pressure learning environment.

4. Communication (also institutionalised)

- Newsletters and internal updates providing information about new tools.
- Ensuring everyone has access to help when needed.
- contributed to reducing stress and to promoting digital inclusivity.

In summary, while most initiatives had moderate success, informal peer support, buddy systems, and mentorship pairings emerged as the most practical and positively received approaches to bridging the generational digital divide. Their success largely depended on consistency, time availability, and the willingness of staff across generations to engage in mutual learning.

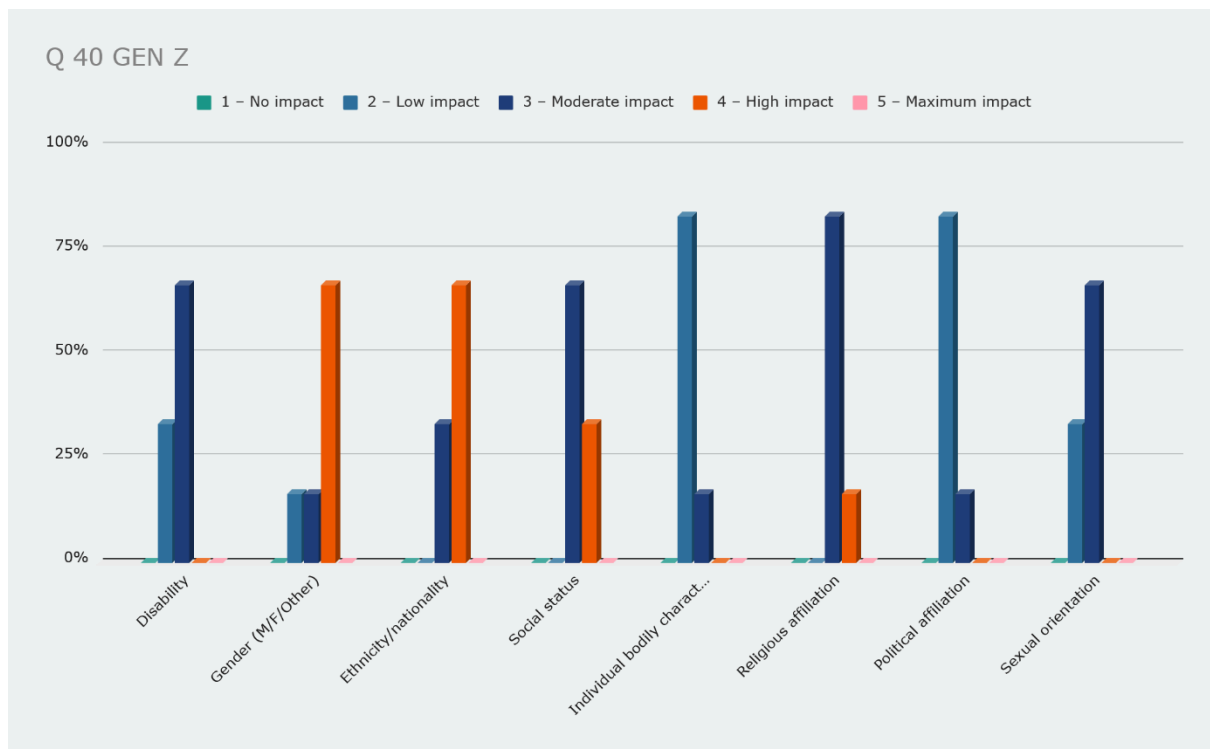
6. Generational diversity from an intersectional point of view

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

The factors generations had to evaluate were the following:

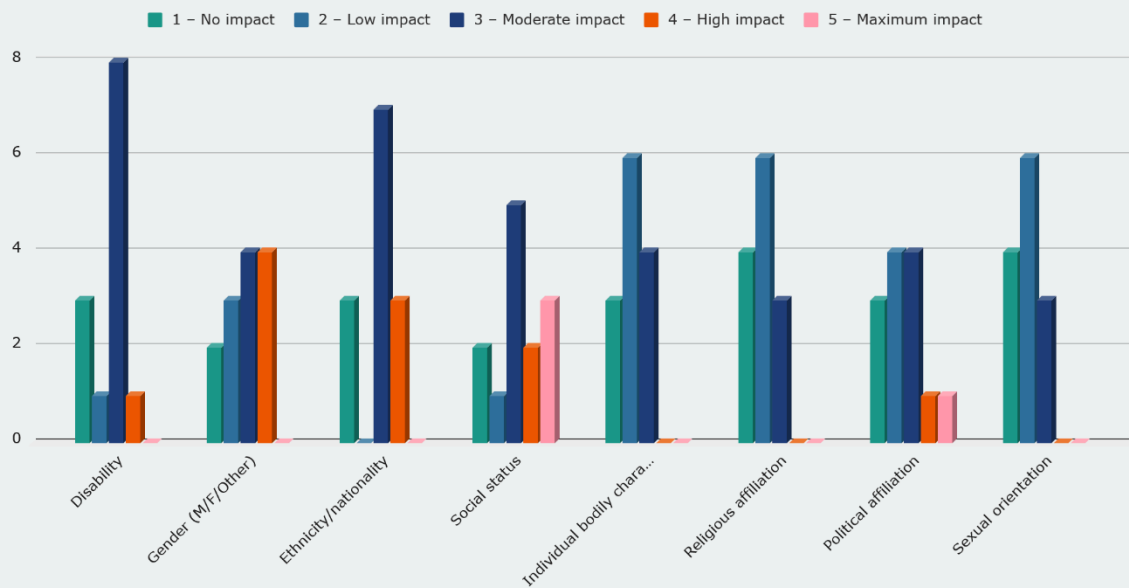
- Disability Gender (M/F/Other)
- Ethnicity/nationality
- Social status
- Individual bodily characteristics
- Religious affiliation
- Political affiliation
- Sexual orientation

For all analysed generations “Social status” seemed to be a high impact amplifying factor. Gen Z, Millennials and Gen X also rated “Gender” and “Ethnicity/Nationality” as having (high) impact.

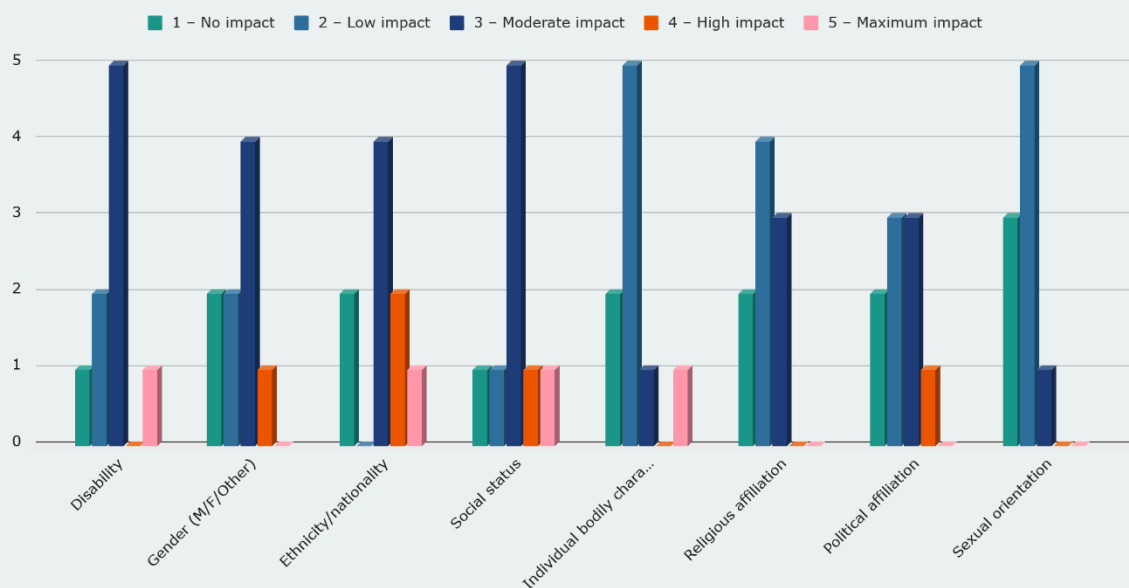


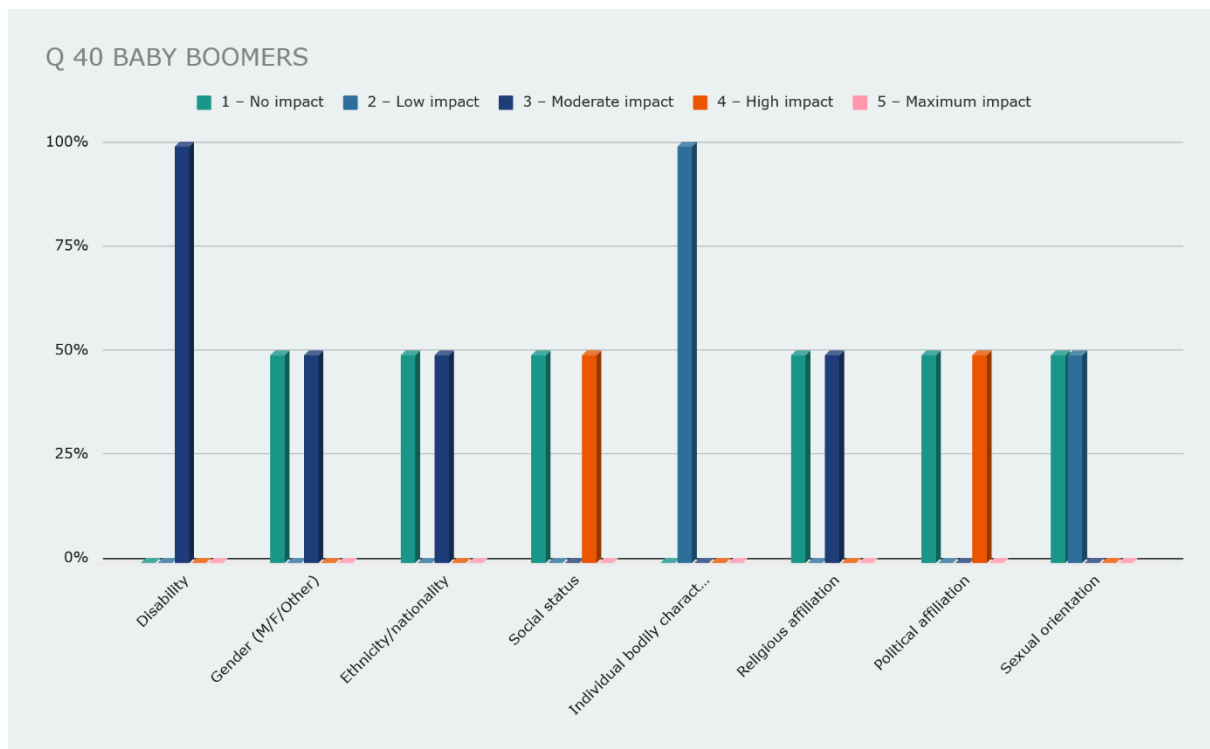


Q 40 MILLENNIALS



Q 40 GEN X





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

The examples offer a clear and nuanced view of how intersectional factors, such as gender, ethnicity, language, disability, sexual orientation, and immigrant background, can amplify relational difficulties between individuals of different generations in the workplace. These challenges often emerge not simply due to generational differences, but because those differences intersect with assumptions and biases around identity and social norms.

One recurring theme is *gender-based bias*, especially when combined with generational attitudes. Older colleagues were reported making outdated comments about women's roles in leadership or maternity leave, revealing covered traditional views that can undermine the credibility and authority of younger female professionals. In one case, a woman was dismissed as “too emotional” during a stressful leadership phase—an example of how gendered stereotypes intersect with generational authority to challenge women’s legitimacy in leadership roles. In other cases, some older staff did not grasp LGBTQ+ identities and terminology, occasionally making inappropriate or dismissive remarks. While these comments were not always intended to be harmful, they created situations that required mediation or intervention by younger staff, who often felt more comfortable addressing identity issues directly. This generational contrast in awareness and openness toward diverse identities illustrates the challenges of maintaining inclusive workplace culture when understanding and attitudes vary widely.

Ethnic and linguistic bias is also a major factor in generational tensions. Many examples described younger employees with immigrant backgrounds being overlooked, interrupted, or subtly excluded from decision-making. These workers, often highly capable and qualified, were sometimes dismissed as “unprofessional” due to their accents or assumed lack of cultural fit. In these situations, older colleagues



(Gen X or Baby Boomers) appeared to carry implicit biases that led to exclusionary behaviour—sometimes consciously, sometimes not. These dynamics created visible discomfort, hindered collaboration, and fostered a sense of alienation for the affected individuals.

Disability and accommodation needs added another layer to intergenerational friction. In one account, an older colleague referred to a younger disabled coworker's workplace adjustment as "special treatment," revealing a lack of awareness or empathy for inclusivity practices. Though HR eventually intervened, the episode left lasting tension, showing how a lack of understanding around evolving equity standards can disrupt workplace cohesion.

In a few examples, *younger employees' appearances* (such as tattoos) were judged harshly by older clients or colleagues, reflecting aesthetic and cultural biases that affect perceptions of professionalism. Similarly, younger employees were sometimes denied responsibilities or questioned about their capabilities based on age, appearance, or background, compounding their sense of marginalization.

Yet amidst these tensions, there were also small but meaningful efforts at inclusion. In one case, a more senior employee named Klaus took notice of a younger immigrant coworker's isolation and took steps to include them socially, helping to ease workplace divisions. Such acts of inclusion—though not systemic—highlight the potential for individuals to play bridging roles across generations and identities.

In summary, the examples show that relational difficulties between generations are rarely rooted in age alone. Instead, they are often intensified when generational divides intersect with gender norms, cultural biases, linguistic barriers, disability awareness, and evolving social values.

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.

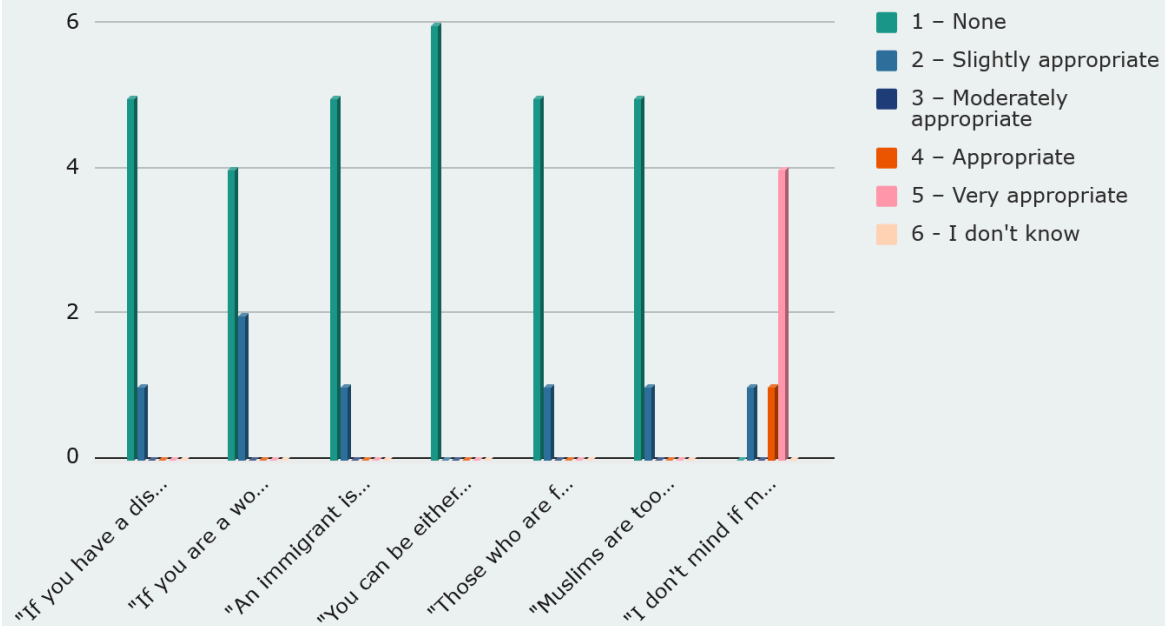
Sentence 6 Muslims are too different from us, it's useless to try to understand them.

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

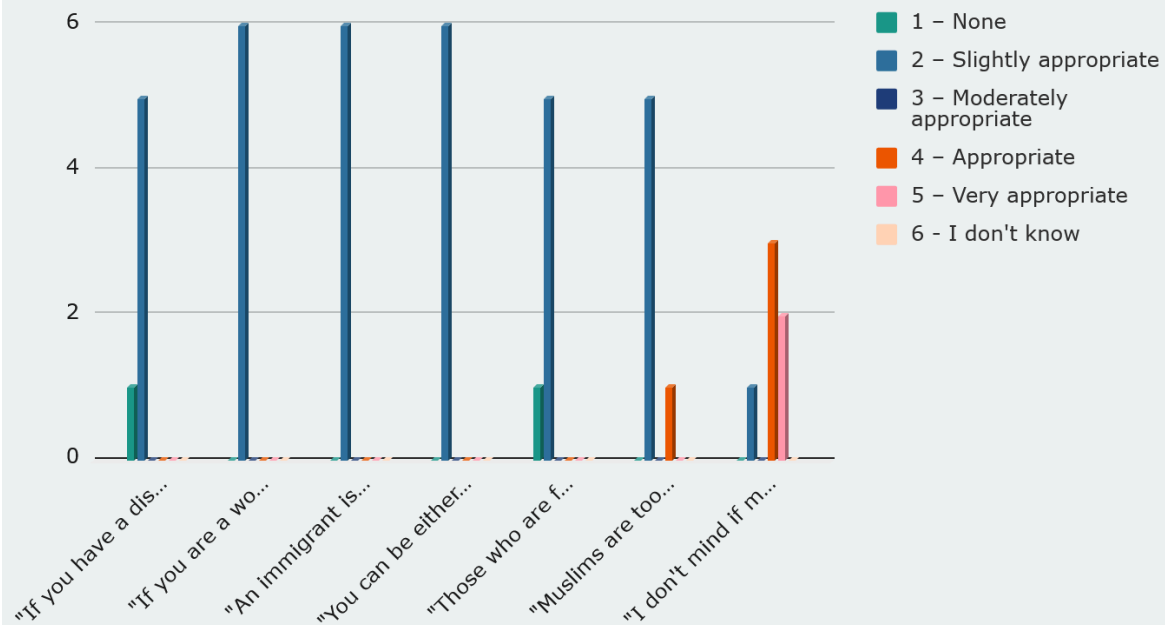
Gen Z

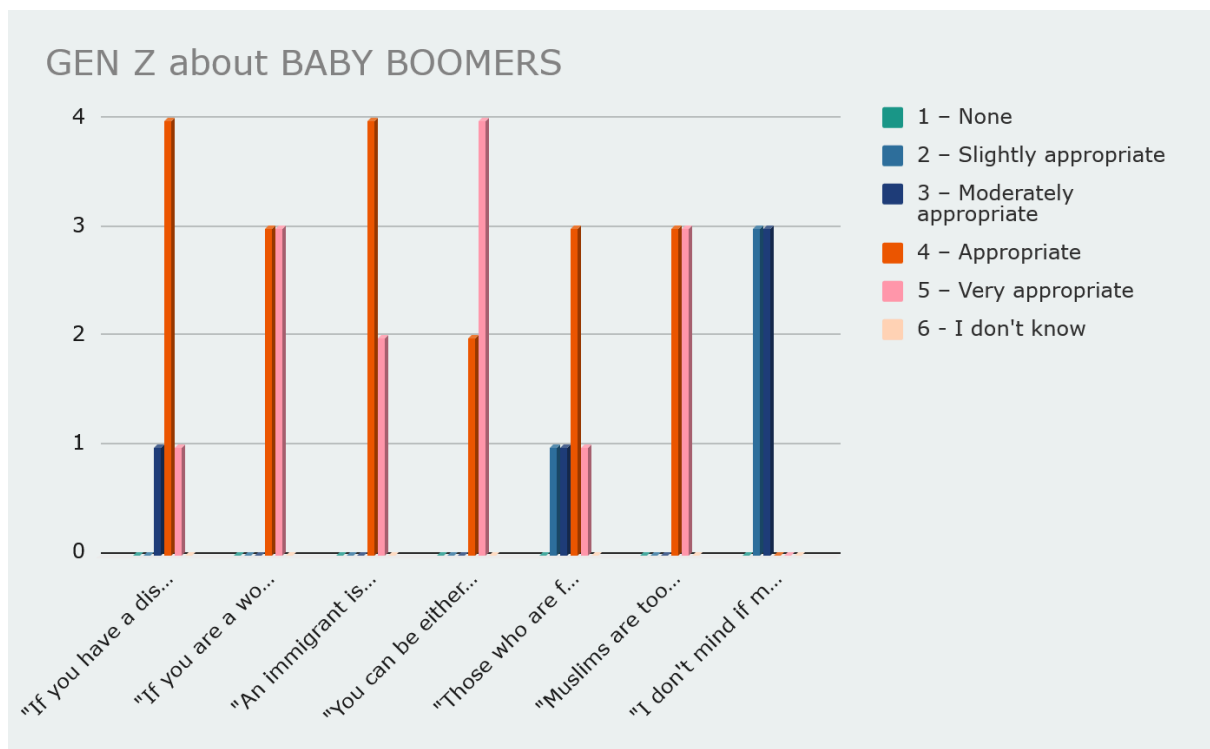
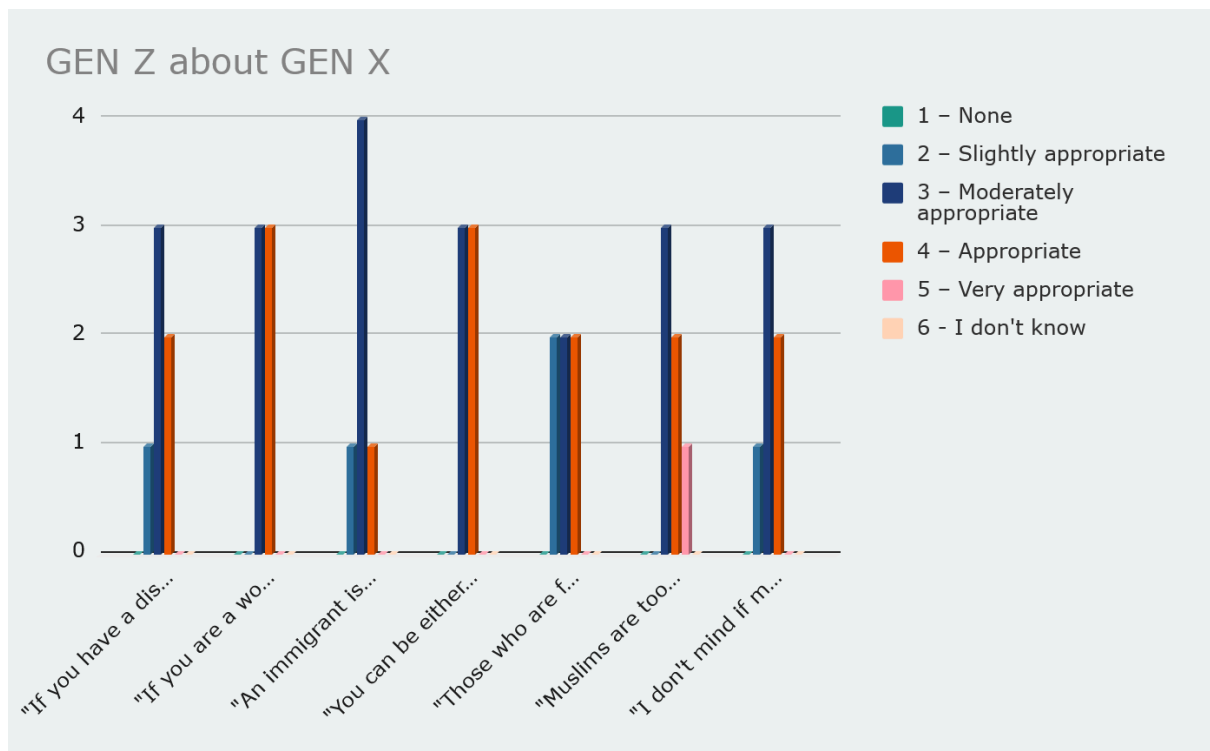
From the graphs emerges that Gen Z and Millennials have similar attitudes towards what seem appropriate statements. In the eyes of Gen Z, the older people get, the more they express discriminatory sentences.

GEN Z about GEN Z



GEN Z about MILLENIALS

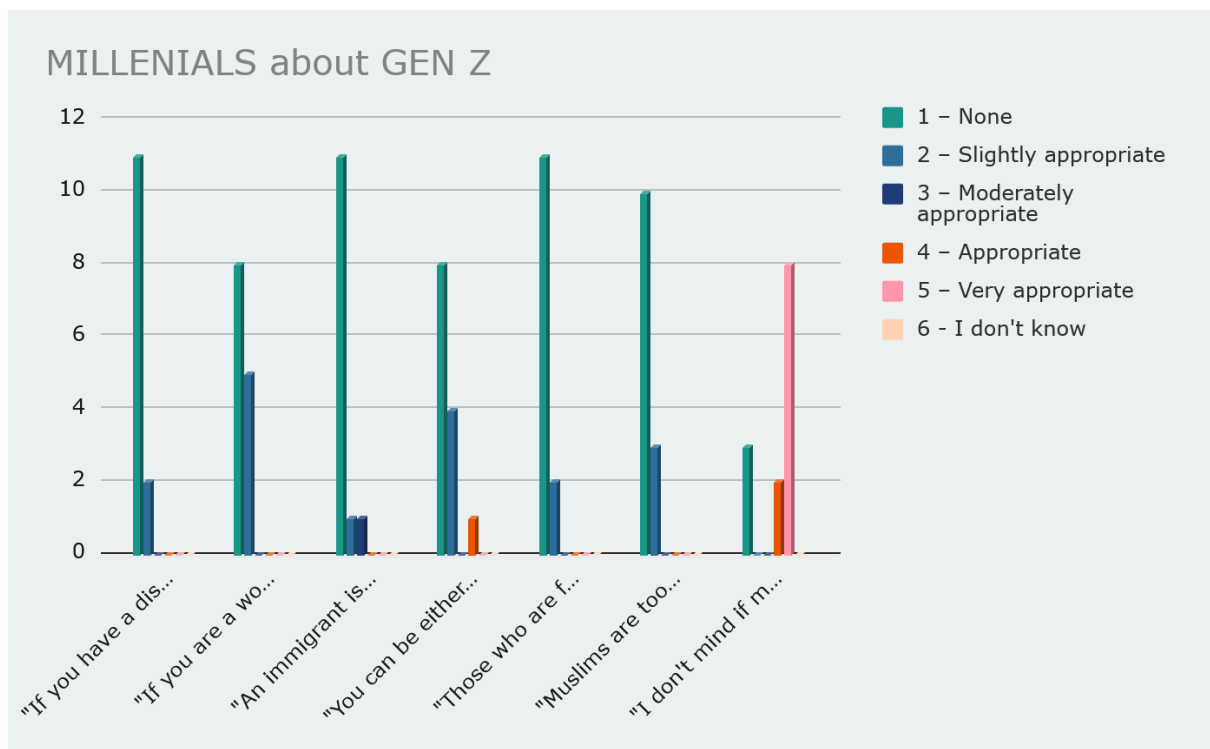
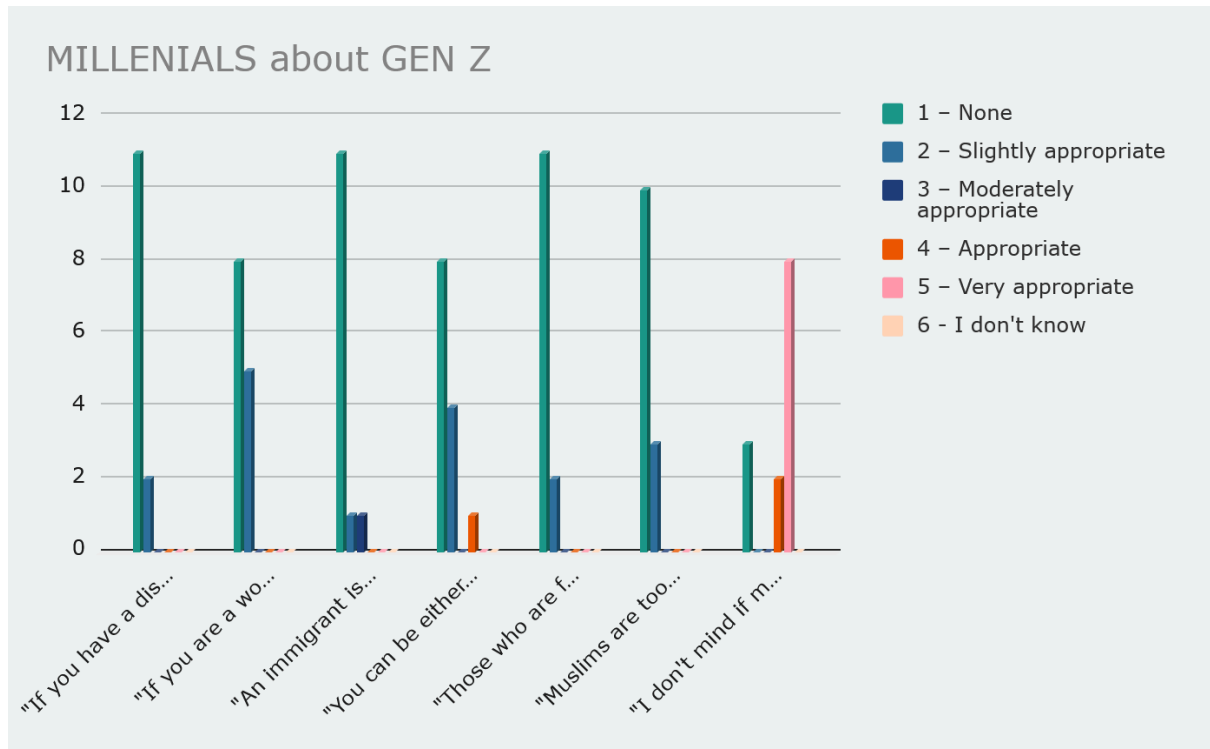




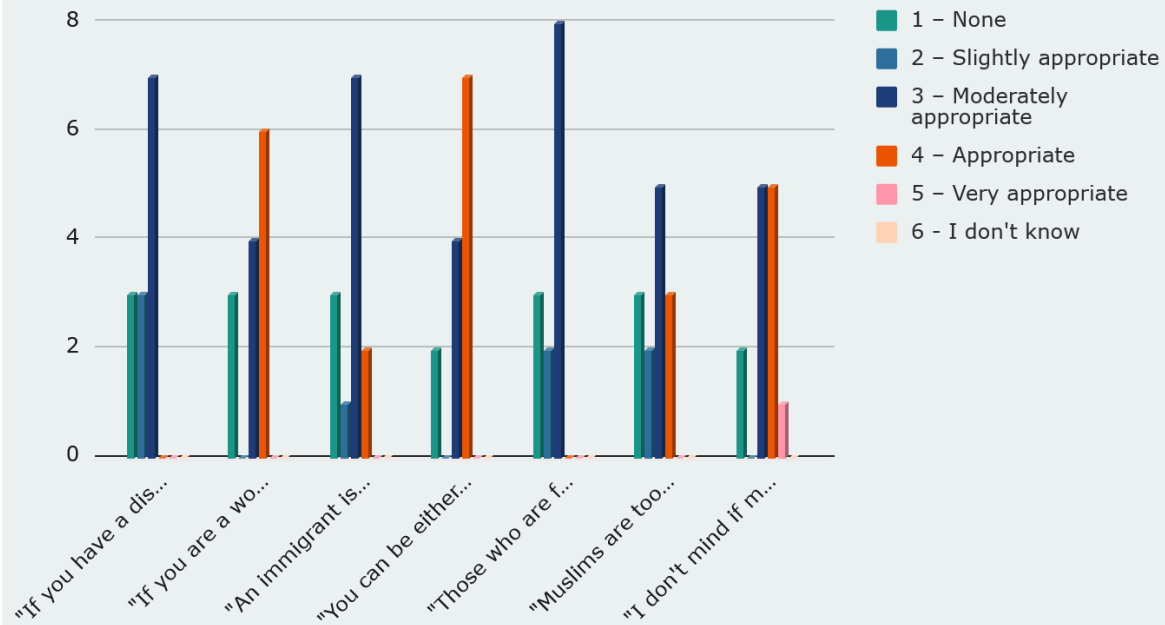
Millennials

When comparing the four generations, it is interesting to notice, that Millennials, although admitting having opinions that are “slightly appropriate”, they see Gen Z as less discriminatory than themselves.

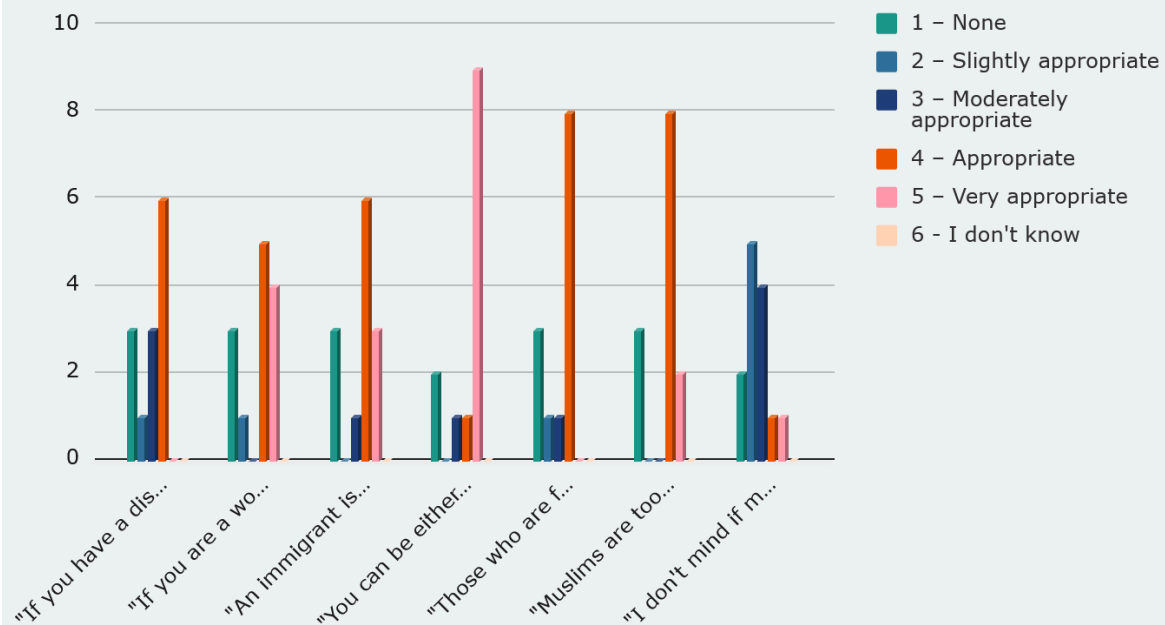
Thus, their opinion is similar to what Gen Z said about generations. Millennials see Gen X as far more discriminatory than themselves and Baby Boomers as the generation that is most likely to express inappropriate statements.



MILLENIALS about GEN X

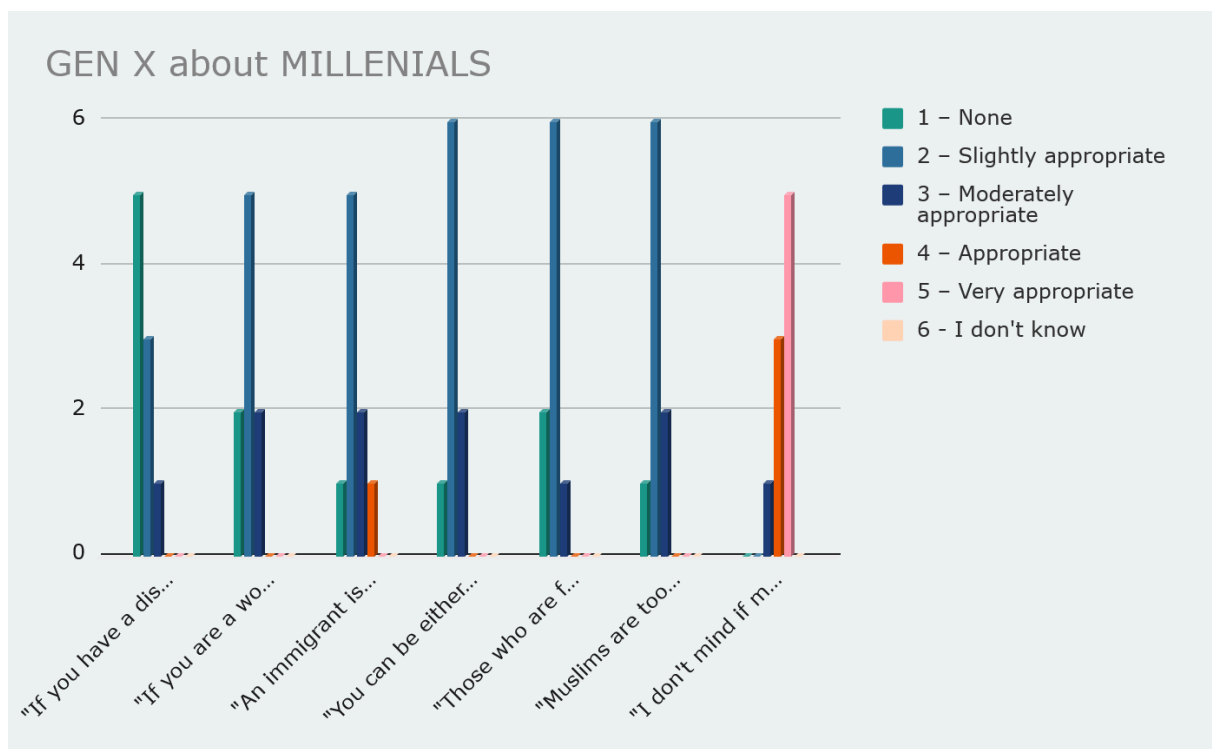
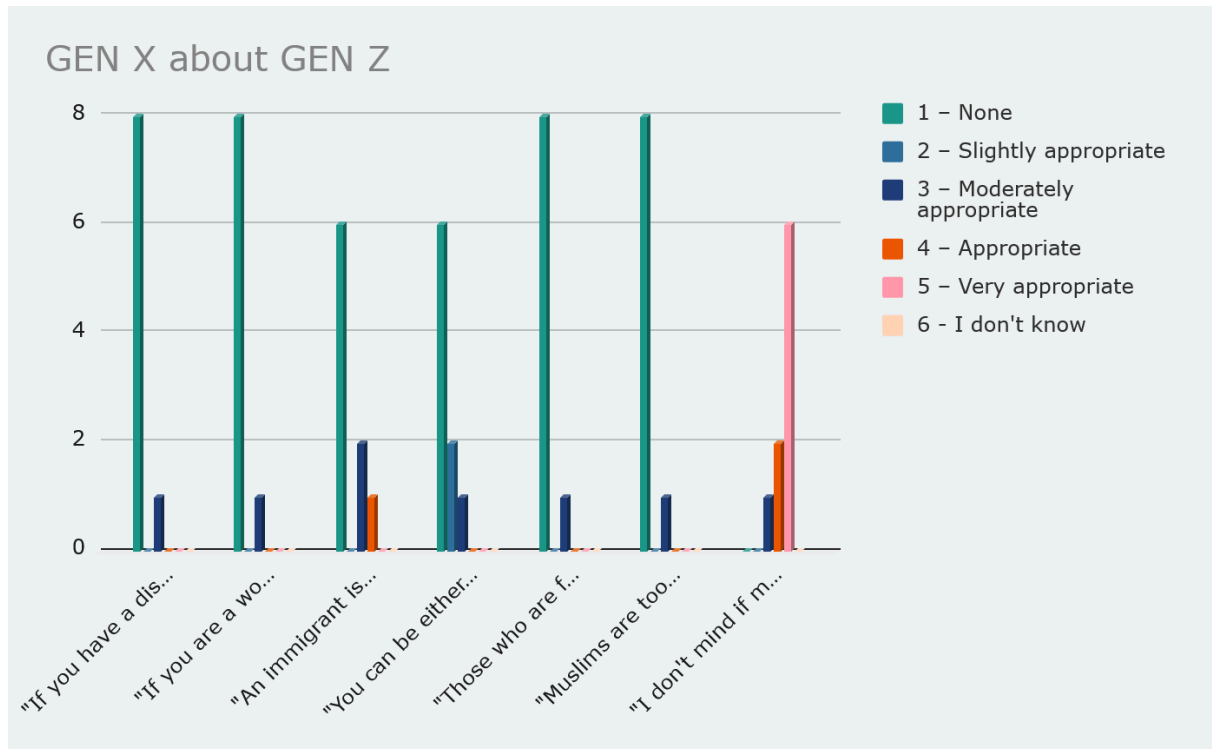


MILLENIALS about BABY BOOMERS

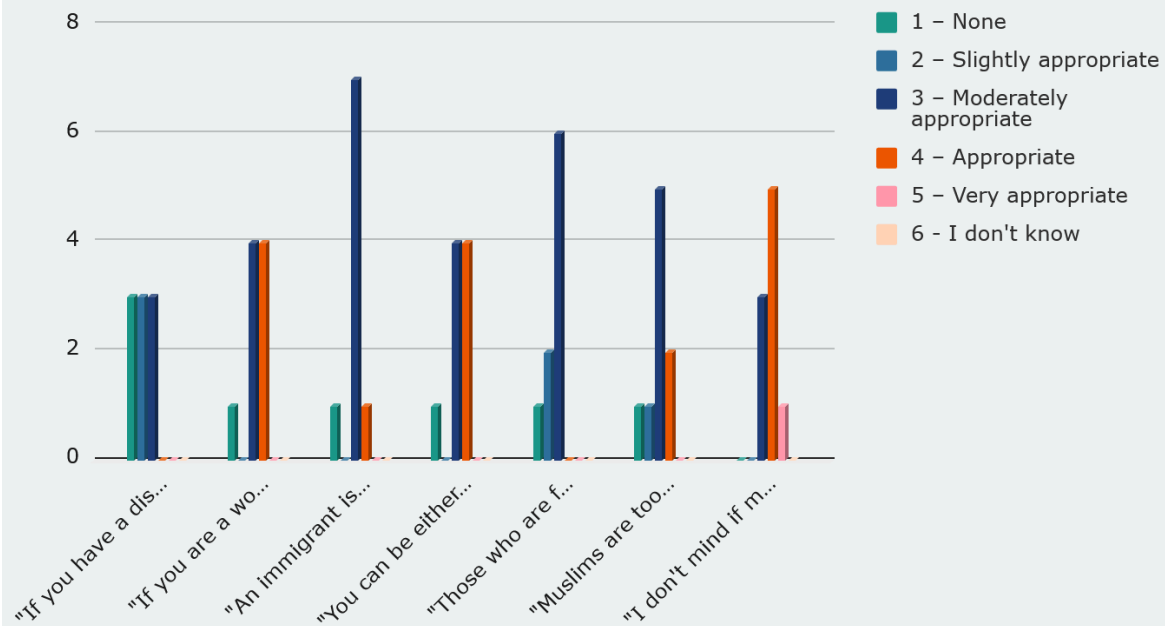


Gen X

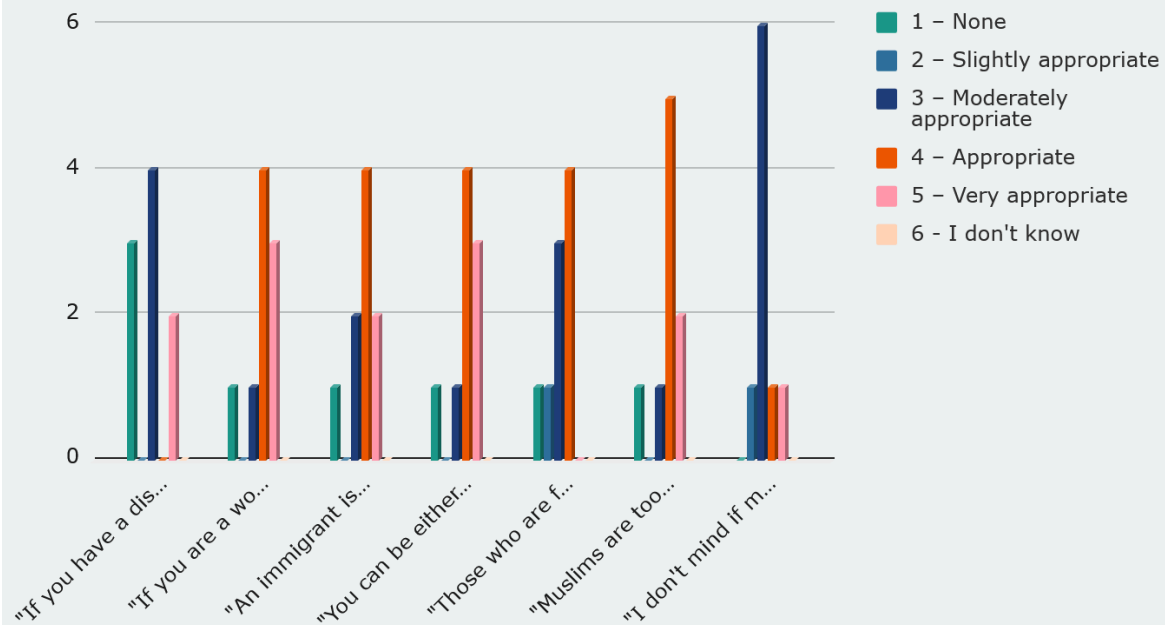
About the appropriate of pronounced statements, Gen X seems to believe Gen Z and Millennials to utter more appropriate statements than themselves. Baby Boomers seem those more likely to utter discriminatory statements.



GEN X about GEN X



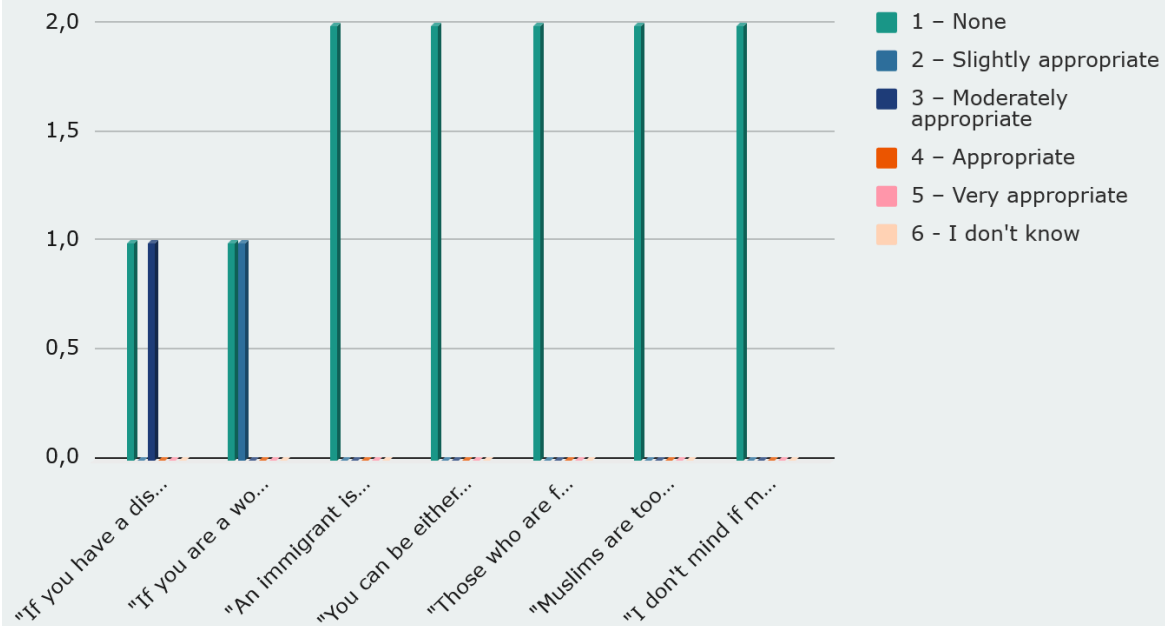
GEN X about BABY BOOMERS



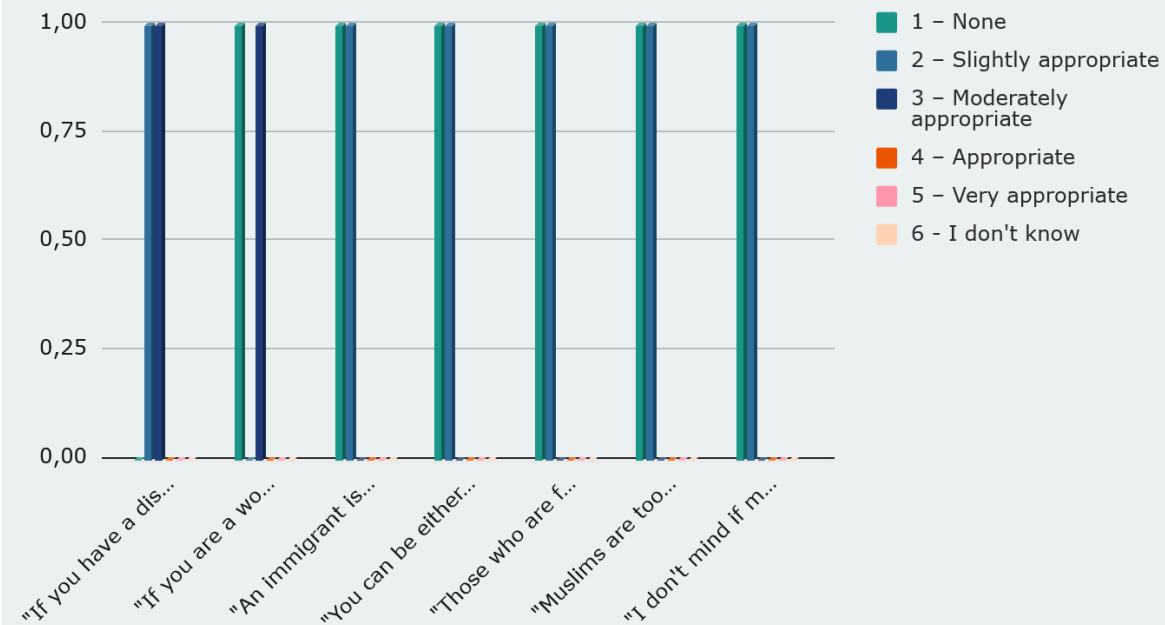
Baby Boomers

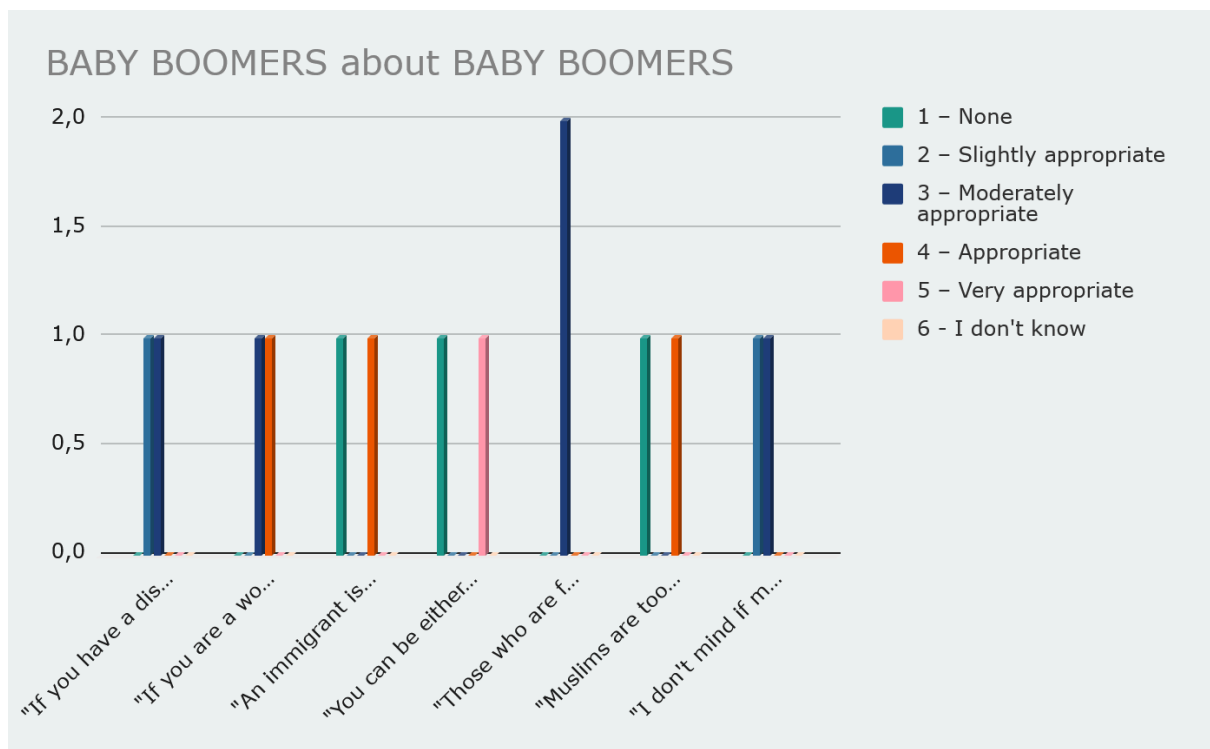
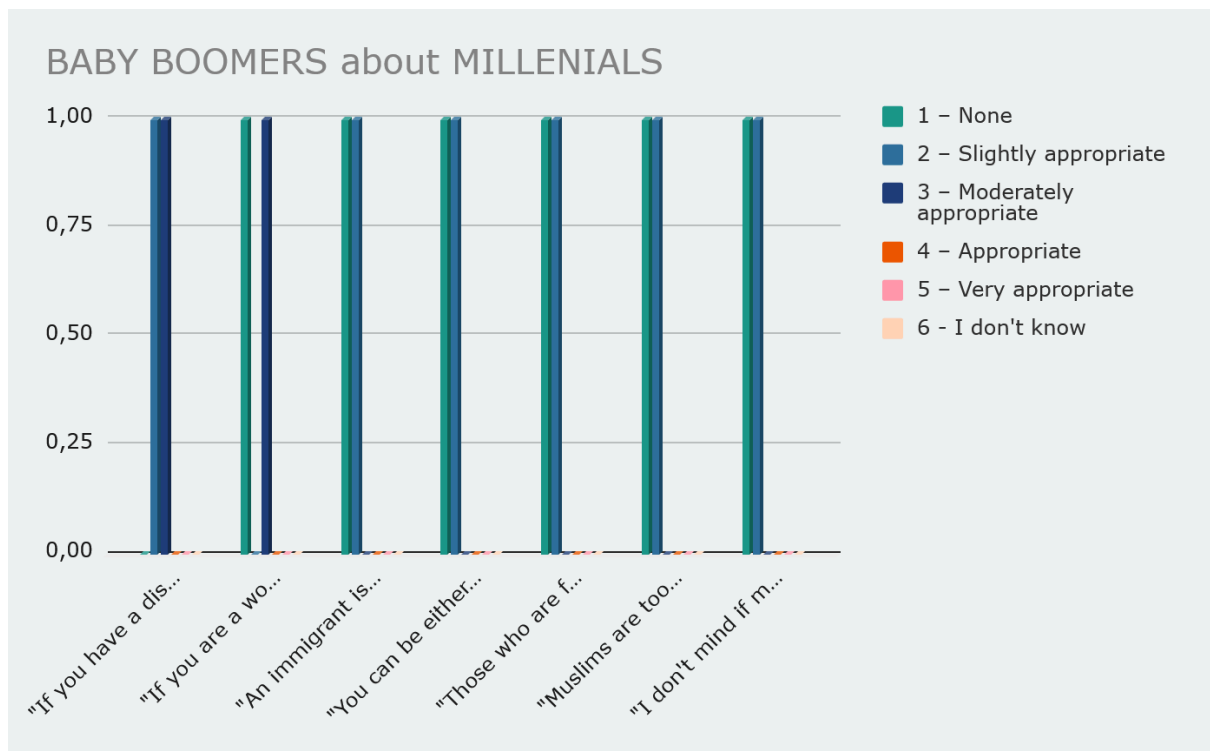
Baby boomers do not assess the own generation and the other much differently than the other generations themselves and others.

BABY BOOMERS about GEN Z



BABY BOOMERS about MILLENIALS





Question 43: Examples of observed or experienced discriminatory statements

The examples collected reveal a pattern of discriminatory statements made across generations in the workplace, with gender, ethnicity, nationality, sexual orientation, and appearance frequently cited as the



bases for bias. While the discriminatory remarks are not exclusive to any one generation, many of the examples attribute these behaviours to older individuals—often Baby Boomers or Gen X—suggesting that certain attitudes and social norms held by these generations may be more resistant to contemporary standards of inclusivity.

A recurring theme is *gender-based discrimination*, often exacerbated by generational perceptions of roles and capabilities. Several examples describe older male colleagues questioning women's competence or authority, especially when these women were younger, mothers, or working in male-dominated fields. For instance, comments implying that women with children are not committed managers or that women don't belong in mechanical roles reflect outdated gender stereotypes still voiced by some older workers. These statements not only diminish individual employees but also send damaging signals about whose contributions are valued or trusted in the workplace.

Closely related is the issue of *appearance-based and age-related bias*, where younger employees—particularly women—are judged by older colleagues for their style, piercings, or general demeanour. These criticisms often mask deeper assumptions about professionalism and respectability, grounded in older generational norms. In one example, a younger team member's outfit was criticized as "too casual for someone trying to be taken seriously," blending gender, age, and class assumptions into a single remark that undermined her professional credibility.

Sexual orientation and gender identity were also frequent targets of generationally rooted discrimination. Several examples cite Gen X or Baby Boomer employees dismissing or mocking LGBTQ+ colleagues, including non-binary individuals, gay coworkers, or those perceived as "flamboyant." These remarks often reflected ignorance rather than direct hostility, but still created uncomfortable or hostile work environments. In some cases, such comments were formally addressed by HR or team members, showing a degree of institutional accountability, though peer silence was also noted as a barrier to intervention.

Discrimination based on *ethnicity, nationality, and language* surfaced repeatedly, especially when younger migrant or immigrant workers were involved. Remarks such as "they don't understand how things work here" or dismissals of ideas due to accent or national background were often made by older colleagues. These examples highlight how generational and ethnic biases can intersect, reinforcing exclusionary behaviours that marginalise valuable contributions and erode team cohesion. The workplace response varied: while some situations prompted direct action, such as team workshops or peer interventions, others went unchallenged, pointing to inconsistency in how such issues are managed.

Further complicating the picture are instances where *masculinity and caregiving roles* became contested terrain. In one case, an older colleague implied a younger male teacher couldn't be trusted with toddlers because "men aren't naturally nurturing," illustrating how both gender expectations and age stereotypes can combine to restrict who is seen as fit for certain roles. In another, a younger female nurse struggled to assert authority with older male doctors, suggesting that power imbalances tied to both gender and generational hierarchies persist even in highly professional settings.

Not all comments were overtly aggressive; many were described as offhand or joking, but still had a harmful impact. The discomfort they caused among bystanders and the affected individuals points to a growing sensitivity in younger generations toward inclusion and respect. Interestingly, in many instances,

it was younger colleagues who intervened, called out the behaviour, or advocated for those targeted, reflecting a shift in workplace norms toward greater awareness and accountability.

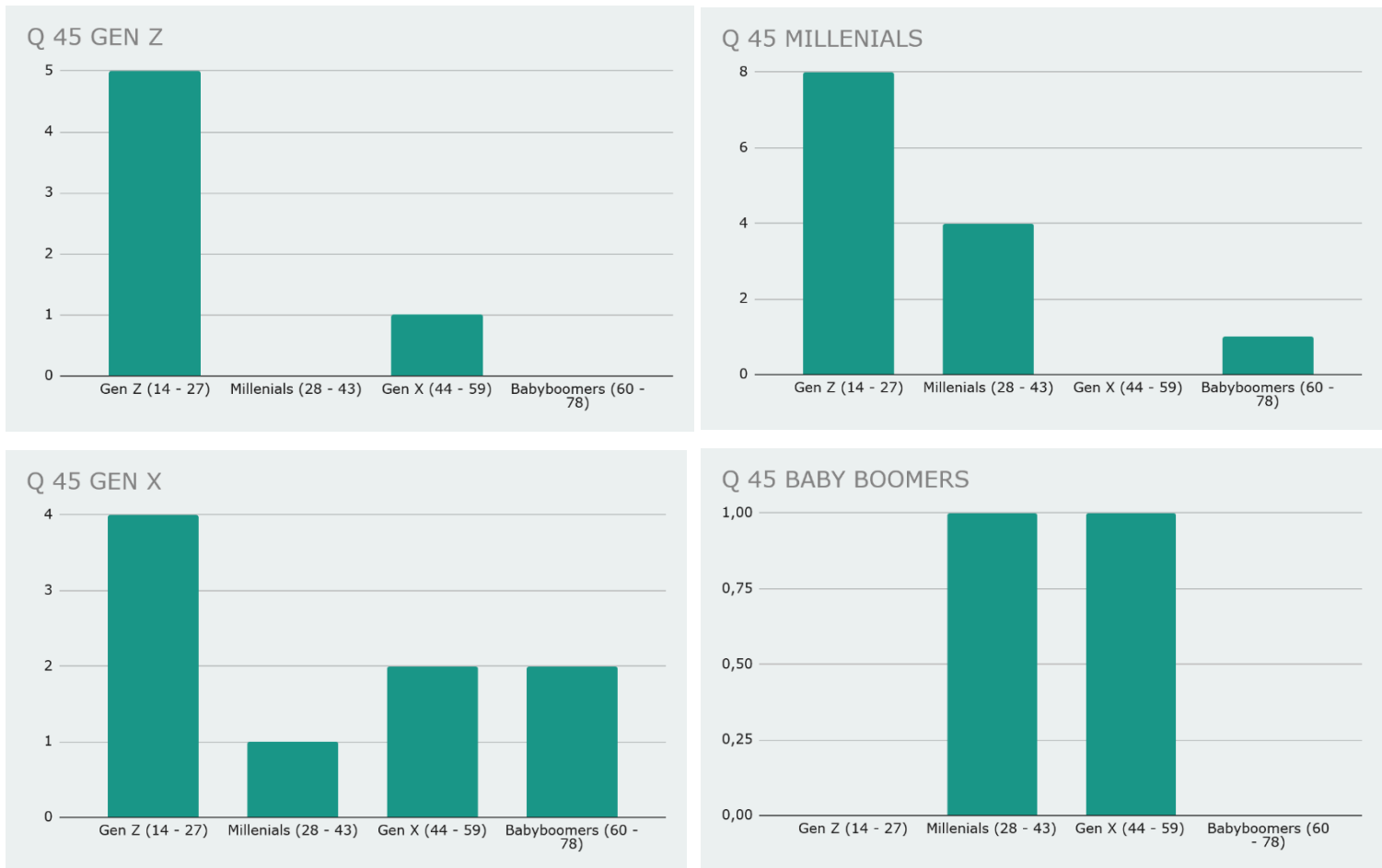
In summary, the examples demonstrate that discriminatory statements often stem from rooted generational attitudes, especially when intersecting with other identity markers like gender, ethnicity, sexuality, and appearance. While not universal, such biases are more frequently attributed to older generations, revealing a cultural lag in adapting to evolving norms. The presence of both formal responses and grassroots peer interventions shows progress, but also underscores the need for continued education, clearer policies, and courageous leadership to ensure inclusive and respectful work environments across all generations.

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



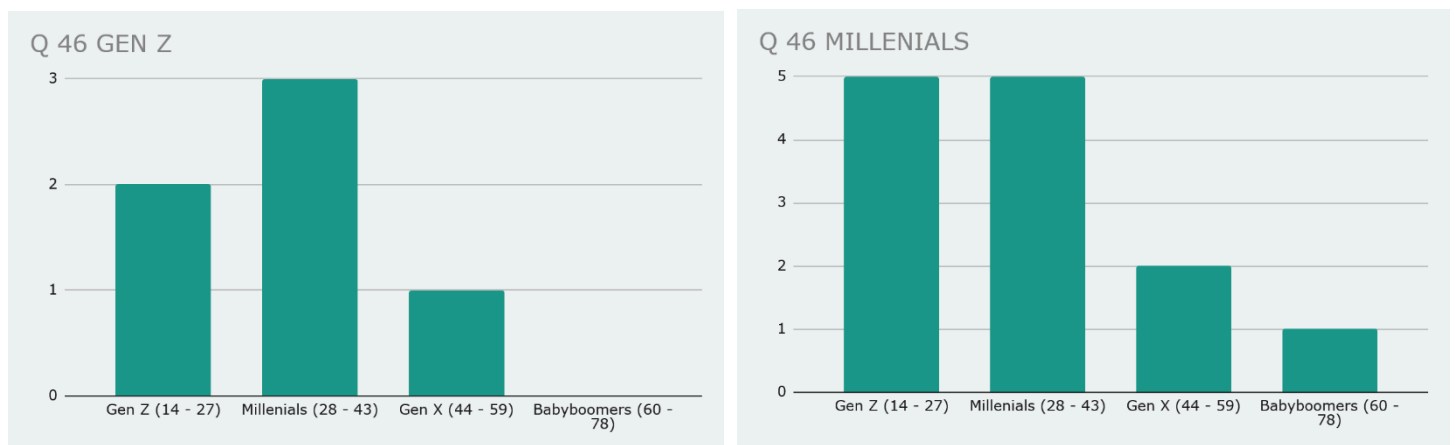
It is widely believed that Generation X uses discriminatory language, along with Baby Boomers who do not recognise it in themselves. It is strange to notice, that Millennials are not represented in the chart. Interestingly, also Gen Z, although for certain most aware of discriminatory acts, is also involved in reproducing them.

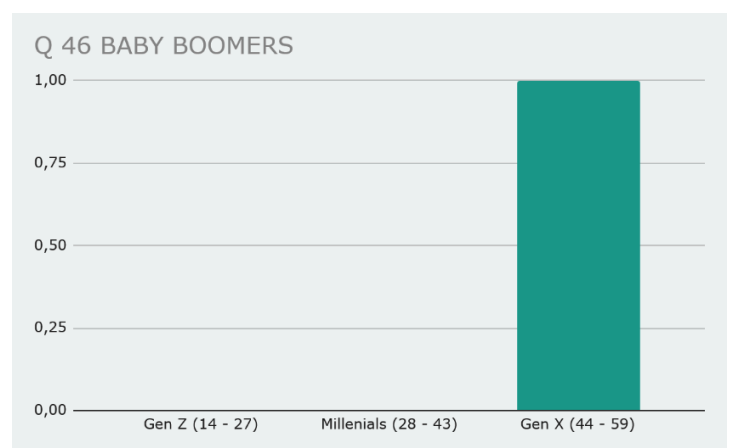
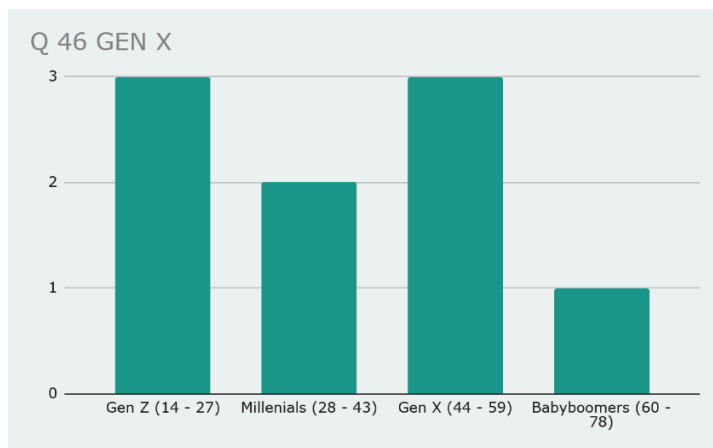
Question 45: Breakdown by generation of people who are victims of discriminatory comments



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

The positive observation is that in the perception of others all generations are – more or less – involved in supporting others in difficult situations.





Question 47: Most significant discriminating factors other than age

The responses to the question “*Were there other discriminatory factors in that situation besides age?*” show a strong consensus that age-based discrimination was frequently intertwined with other forms of bias.

Gender was the most commonly mentioned additional factor, with many participants identifying gender bias or assumptions as playing a key role in the discriminatory situations they described. This includes both traditional gender stereotypes and biases related to gender identity.

Social status and appearance-based judgments, particularly around how professionalism is perceived, were also highlighted as contributing factors—especially for younger women or those from marginalized backgrounds.

Nationality, ethnicity, and religion were mentioned repeatedly, showing that cultural and racial dynamics often intersect with age-related bias, particularly in comments about accents, work norms, or belonging. Several respondents cited *sexual orientation* as a basis for discrimination, with comments reflecting discomfort or ignorance toward LGBTQ+ identities.

While most participants acknowledged the presence of multiple discriminatory factors, a minority explicitly responded with “no,” “none,” or “I don’t know.” Some also expressed difficulty answering the question due to the structure of the questionnaire or time constraints.

In summary, the answers suggest that age-based discrimination rarely occurs in isolation. Instead, it often intersects with biases related to gender, nationality, ethnicity, religion, sexual orientation, and social status, revealing the importance of an intersectional lens when addressing discrimination in the workplace.

In summary, the research surveyed 30 participants in Germany to explore generational dynamics in the workplace. It examined aspects such as communication preferences, work values, and intersectional discrimination. Key findings showed younger generations (Gen Z and Millennials) prefer flexible, tech-driven environments and communication via instant messaging, while older generations (Gen X and Baby Boomers) favour structured routines, face-to-face meetings, and formal channels. Cultural background and digital inequality emerged as significant factors affecting collaboration, often leading to misunderstandings or inefficiencies. Intergenerational conflicts were commonly linked to differing



expectations on authority, work style, and professionalism. All generations agreed that open dialogue is crucial for conflict resolution. Social status, gender, and ethnicity were identified as amplifying factors in workplace discrimination. The report emphasised the need for inclusive practices, regular digital training, and cross-generational mentoring to bridge gaps and promote understanding across age groups.