

# Building an intergenerational workforce



**Generations  
Working  
Together**



[www.gwt.scot](http://www.gwt.scot)

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Compared to gender, race or disability, age is often neglected as a diversity issue. Under the 2010 Equality Act, employers have the same responsibilities and legal obligations in relation to age as to any other protected characteristics. Having a policy relating to age is not enough without accompanying action to ensure that all employees have equal opportunities within the workplace.

Nearly a quarter (22%) of UK employers have faced issues with managing age diversity at work (Centre for Ageing Better). There is an urgency for employers to add age into their Equality, Diversity and Inclusion strategies.

Monitoring data on age diversity is fundamental to workforce retention, skills planning, and forecasting how your profile will change over time. Research (from Ageing Better) shows that whilst most employers believe their organisation is age-inclusive, these opinions were often based on subjective judgements rather than the gathering of age-specific data. Without collecting and comparing data on potential and current employees it's impossible to know how your organisation is doing on age-inclusivity.

We need to reframe the view of a multigenerational workforce and see it as an opportunity, rather than a threat or a frustration. Older workers value the same things in work as younger workers, including social connections developed in the workplace and having a sense of purpose. We all want to feel heard and valued and seek a better work-life balance: this is not dependent on age.

By using an intergenerational lens, workplaces can identify and address ways in which they can increase collaboration

**'With five generations in the workplace for the first time, the need for employers to understand and capitalise on their multigenerational workforce is greater than ever.'**

between the different generations of their workforce. This can be done through HR practices, training, and development.

Generations Working Together have developed a variety of training options based on the latest academic research in intergenerational practice. This is aimed at employers and employees to support them in moving from a multigenerational to an intergenerational workforce. This training has been piloted with various organisations and businesses in Scotland and England.

## Outcomes include:

- Raise awareness and knowledge of ageism in the workplace
- How to apply a relationship centred approach to the workplace
- How to plan relevant intergenerational initiatives
- How to bring different generations together to overcome barriers and meet challenges





### **Bespoke Training - tailored to your organisation:**

Every multigenerational organisation has their own workforce challenges. Some have an ageing workforce and struggle to attract younger workers, conversely others have a higher proportion of younger workers. Some organisations have concerns around workplace banter whilst others struggle with retention, through staff leaving, feeling unheard and disrespected. Each can be equally problematic.

GWT can develop a bespoke suite of workshops, using individual organisations' workforce data to illustrate the generational makeup of teams and create personalised reflective workplace scenarios which can be used to address these problems, as well as informing organisational processes such as recruitment or knowledge transfer.

A range of bespoke training can be offered in an online or inhouse format and can be tailored to suit the requirements of each organisation. Action learning sets can be built into the training programme as follow-up sessions to embed learning and support work culture change.

For further information or to arrange a meeting please contact: [solutions@gwt.scot](mailto:solutions@gwt.scot).

### **Universal age awareness in the workplace training**

In addition to bespoke age awareness in the workplace training, GWT also offer a variety of universal workplace training options, which explore the concept of the multigenerational workplace.

**Age Awareness in the Workplace:  
'Lunch & learn' - Online session.  
Time: 60 minutes**



This informal presentation explores the concept of age awareness in the workplace and is an excellent way of improving the knowledge of staff in a short period of time. The session introduces the concept of the modern workforce from a generational perspective, exploring generational traits, attitudes & preferences and the commonalities people share regardless of age.

It highlights the negative impact of ageism and what that may look like in the workplace. Polls are used to capture the personal experience of the delegates with regard to age discrimination and to highlight and discuss the main challenges and benefits delegates experience when working within multigenerational teams.

**'Some employers have an older workforce and are unsure how to attract younger generations and others have the opposite scenario attracting mostly the younger generation into their business.'**

## Age Awareness in the Workplace: Learn online session for independent learning on the GWT Moodle platform.

**Time: Approximately 2 hours**



This online module supports the learner to understand the negative impact of age discrimination and prejudice and recognise what this may look like in a workplace context. Whilst the module highlights generational preferences, it also encourages personal reflection, supporting the learner to acknowledge and value the commonalities people share across all ages and how working intergenerationally benefits everyone.

## Age Awareness in the Workplace Training: Inhouse or online Time: 3 hours



This training workshop can be offered online or inhouse, depending on the preference of the organisation and the number of delegates.

The session explores the concept of age awareness in the workplace, generational traits, preferences and attitudes, and the benefits which come from applying an intergenerational lens to the challenges which come from multigenerational teams. Using digital media to provide an interactive experience, delegates will engage in polls and discussion groups, share their experiences, and challenge perceptions around age prejudice and bias which result in age discrimination in the workplace. Group activities will explore workplace culture and how it can potentially be changed, with delegates creating their own personal action plans as part of this reflective process. Signposting will clarify organisational reporting processes.

## Bespoke consultancy support:

GWT can work with your organisation to explore how age-inclusive it is, from the recruitment process to analysing your workplace culture, developing a training programme which will help you to capitalise on the benefits that a multigenerational team can bring.

## Testimonial

‘Thank you to Generations Working Together (GWT) for their insight on age awareness and helping our Yugoers grow by understanding what motivates different generations in the workplace. We are thankful for the knowledge of the benefits of an intergenerational workforce, and we learnt to feel more comfortable with problem-solving during situations. We highly recommend GWT’s programme for any organisation with intergenerational teams.’  
(YUGO Global Student Housing Operator).

## Training feedback:

**93%** agreed that the session increased their awareness and knowledge of the benefits of an intergenerational workforce.

**Stat received from a training session involving the Fire and Rescue Service.**



## Stats:

- More than a third (36%) of 50-70 year olds feel at a disadvantage for jobs due to their age.  
**(Centre for Ageing Better)**

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- The most common form of workplace discrimination reported is age discrimination, with more than 1 in 10 adults in the UK saying that they think their age has been a factor in not getting jobs they've applied for.  
**(CIPHR 2021 study)**

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- More than a third (36%) of UK adults report experiencing workplace discrimination.  
**(CIPHR 2021 study)**

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- Ageism is the most widespread form of discrimination in the UK.  
**(Age Without Limits)**

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- One in five employers believe that age discrimination occurs in their organisation.  
**(Age Without Limits)**

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- In Europe, younger people report more ageism than other age groups.  
**(WHO)**

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- At least a third of people hold ageist beliefs.  
**(Age Without Limits)**

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- A LinkedIn poll to ask people if being part of a generation negatively influences how they're treated at work. 60% of respondents said it did. That is younger people as well as older people!

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- While organisations are focusing on diversity, only 8% of organisations include age as part of their DEI strategy.  
**(Harvard Business Review 2022)**

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GWT offer a range of **memberships**<sup>1</sup> categories (most are free for those living in Scotland) and deliver a variety of intergenerational training and learning opportunities. For further discussion on costs and how GWT can support your workforce, please get in touch with **solutions@gwt.scot**

<sup>1</sup> <https://generationsworkingtogether.org/become-a-member>



# Generations Working Together

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