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Project Title:
Inclusive workplaces for senior workers

Project N°: 2020-1-SK01-KA204-078253

INSPIRER
Inclusive workplaces for senior workers

Synthesis report on the multigenerational workplace culture training needs

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INTRODUCTION

Introduction

INSPIRER project description

The European Union faces new challenges due to the increased age of the labour force and longevity. Demographics show that the median age of the population in Europe is increasing rapidly. In 2020 it is expected that people over 55 years old will comprise 32.72% of the population in Europe. As a result of life expectancy being prolonged, the retirement age increases directly. People over 55 years old are going to play an active and important role in the European economy. Since the work environment undergoes many changes, especially as a result of digitization, older generations often do not have time to adapt due to lack of appropriate skills. Subsequently they strive to keep up in the workplace and they have to face discrimination or even segregation.

Facing all the above challenges, the project Inclusive workplaces for senior workers - INSPIRER (Project N°: 2020-1-SK01-KA204-078253) aims to promote, through innovative and integrated approaches, ownership of shared values, equality and diversity in the workplace.

The primary objectives of the project are as follows:

- To eliminate age discrimination and segregation in the workplace
- To create positive and inclusive working environments for older generations
- To train company managers and HR managers on how to create and maintain a multigenerational workforce
- To upskill the digital and collaboration skills of senior employees
- To create more flexible working mindset to older generations
- To involve all stakeholders and provide practical tools for the assessment of multigenerational culture in the workplace

The main target groups of the project are:

- Company managers and HR managers of companies employing people over and under 55 years of age
- Employees of companies employing people over and under 55 years of age

The expected project outputs are as follows:

1. Training course on multigenerational workplace culture
2. 360°assessment tool for multigenerational workplace culture

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3. Cross-generational/reverse-age mentorships in digital technologies

The project is implemented from November 2020 till October 2022. Project consortium consists of 7 partners from 5 countries:

- Technická univerzita v Košiciach (TUKE), Slovakia
- ASTRA - Združenie pre inovácie a rozvoj, Slovakia
- Trebag szellemi tulajdon- es projektmenedzser korlatolt felelossegu tarsasag, Hungary
- Aintek symvouloui epicheiriseon efarmoges ypsilis technologias ekpaidefsi anonymi etaireia – IDEC, Greece
- Omospondia viomixanikon ergatoipalliliko somateion – OBES, Greece
- Camera di Commercio Italo-Lussemburghese – CCIL, Luxembourg
- Volkshochschule im Landkreis Cham e.V. – VHS, Germany

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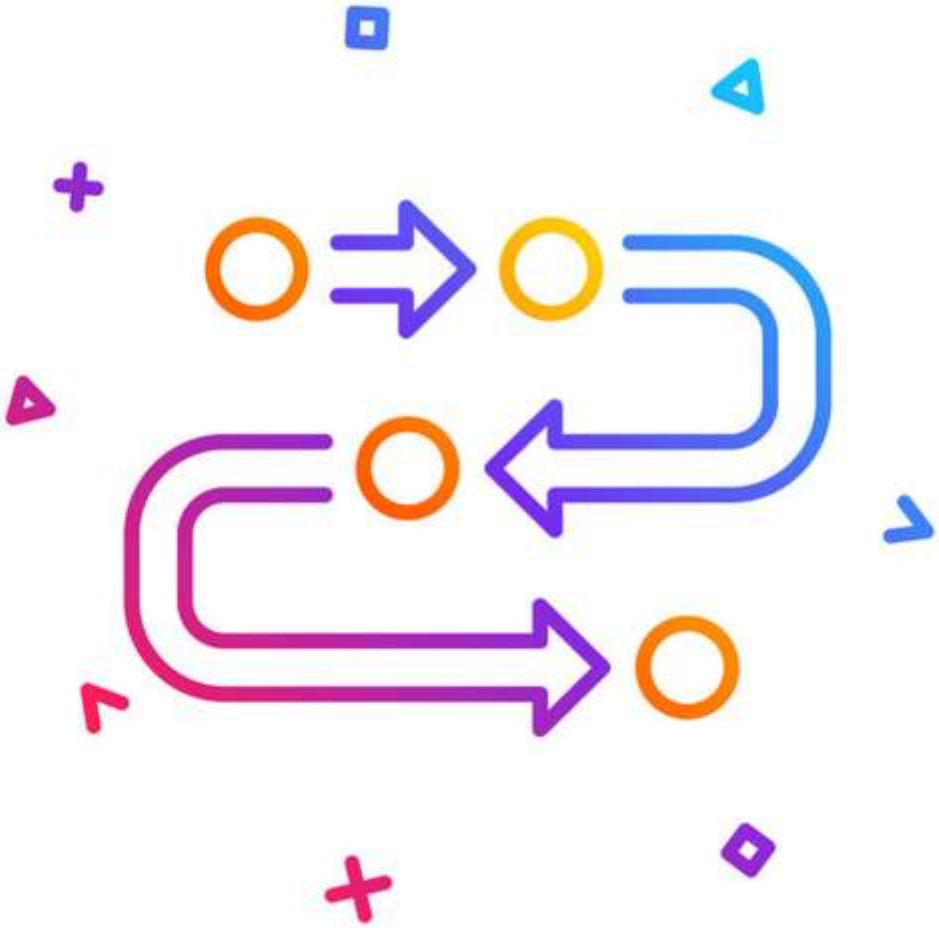
METHODOLOGY



Methodology

At the first phase of the INSPIRER project the research on challenges that main target groups face inside their organizations was carried out. Research also recorded proposed policies that will facilitate the collaboration between different generations and actions directed to employees that the companies could implement to develop a functional multigenerational culture. It included:

The secondary research:

- study of company/local/regional/national policy documents on multigenerational culture support
- the best practices to identify real-world examples of techniques and strategies of breaking the multigenerational barriers.

The primary research which consisted of:

- the quantitative research (questionnaire survey) for employees of multigenerational companies
- the qualitative research (focus group/semi-structured interviews) for company managers and HR managers

Questionnaire survey

The aim of the questionnaire survey was to get to know the opinion of employees about multigenerational culture support and training needs in the area of digital competencies, soft and other technical skills. The EUsurvey was prepared by TUKE, SK in English, as TUKE is the leader of IO1. Each partner chose the most suitable way of questionnaire survey realisation (online survey, mail survey, telephone survey, in person's interview…) and each country was supposed to distribute the questionnaire to at least 50 representatives – employees of multigenerational companies. The questionnaire survey took place in January 2021.

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Table 1. Number of participants in questionnaire survey by each country

Questionnaire	Number of respondents foreseen	Number of respondents reached
TOTAL	**250**	**342**
Slovakia	50	52
Hungary	50	58
Greece	50	109
Luxembourg	50	51
Germany	50	72

Source: own elaboration

The main findings are analysed in National reports with all of the participants' answers attached, as well.

Focused groups/ interviews

The aim of the focus group was to know the opinion of company managers and HR managers about their training needs in the area of multigenerational culture support. Each partner country was supposed to interview at least 5 persons, targeting company managers and HR managers and their aim was to identify real-world examples of techniques and strategies of breaking the multigenerational barriers. The focus group took place in January 2021, followed by the preparation of National reports.

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Table 2. Number of participants in focus groups by each country

Questionnaire	Number of respondents foreseen	Number of respondents reached
TOTAL	**25**	**28**
Slovakia	5	7
Hungary	5	6
Greece	5	5
Luxembourg	5	5
Germany	5	5

Source: own elaboration

Summaries of the interviews are part of the National reports submitted by each partner country.

Altogether five national reports were prepared (Slovakia, Hungary, Greece, Luxembourg, Germany) and one Synthesis Report on multicultural workplace culture, which was prepared by TUKE, Slovakia. This report will provide the main inputs and recommendations for training course design. IDEC, Greece, will prepare 360° assessment tool for multigenerational workplace culture and TREBAG, Hungary, will develop cross-generational/reverse-age mentorship in digital technologies.

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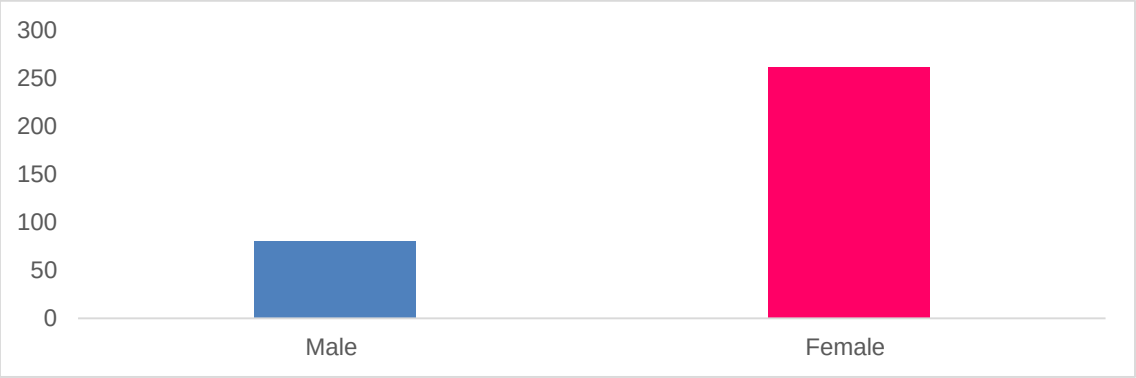
1 Characteristics of the research sample

In the INSPIRER survey all countries of the project consortium participated, Slovakia, Hungary, Greece, Luxembourg and Germany. All together 345 respondents contributed.

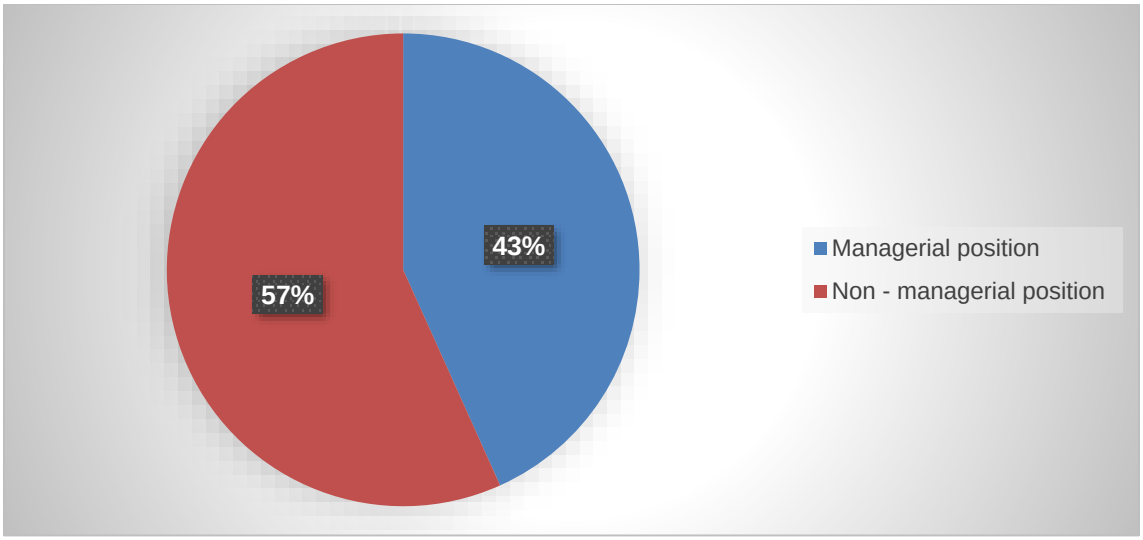
Women predominated in the sample (Graph 1). The work position was filled mainly by non – managers (Graph 2).

Graph 1: Respondents by sex – all countries



Source: own elaboration

Graph 2: Work position in company – all countries



Source: own elaboration

In all countries the sample consisted mainly of employees with a university degree (Graph 3). As for the age representation, all respondents belonged to Generation Y, X or Baby Boomers, which are currently in productive age. Even

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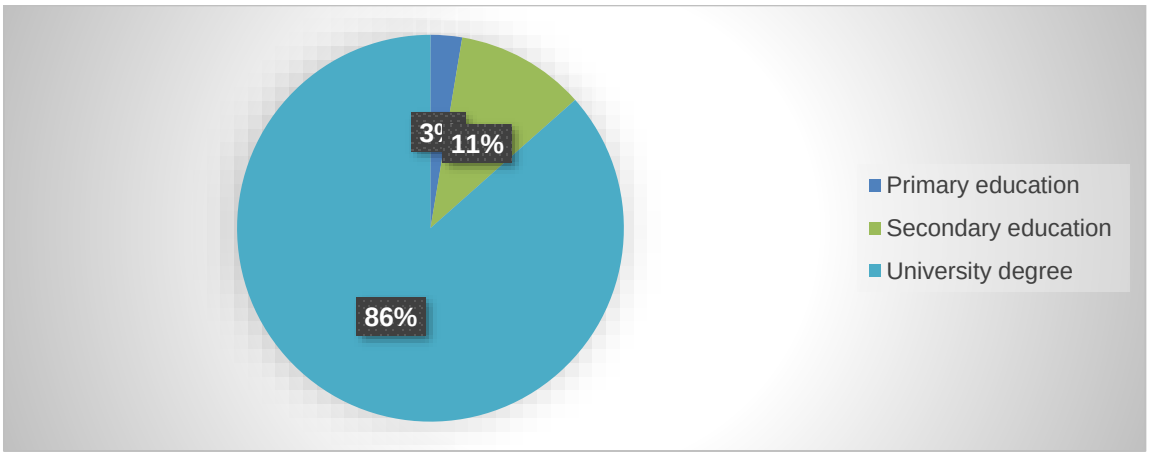
though Baby Boomers are in post- productive age, lot of them is still working. Detailed representation of each age category by country can be seen in Table 3.

Graph 3: The highest level of education - all countries



Source: own elaboration

Table 3. Profile of the respondents by age in % - by country

Country	Age group				
	<23y	23-35 y (Gen Y – Millennials)	36-55 y (Gen X)	56-75 y (Baby Boomers)	75>
Slovakia	0%	31%	53%	16%	0%
Hungary	0%	26%	58%	16%	0%
Greece	0%	56%	28%	17%	0%
Luxembourg	0%	47%	45%	8%	0%
Germany	0%	40%	43%	15%	0%

Source: own elaboration

Most represented were companies with more than 250 employees, which the Greeks had the most. Only 6 persons are working in micro company (less than 10 workers), see Graph 4. Up to 44% of all respondents stated they did not have any training in the last one year. On the other hand, 14% of respondents said they had 5 or more trainings (see Graph 5). Trainings will be described in more detail in Chapter 3.2 Benchmarking/comparison of partners' countries training needs.

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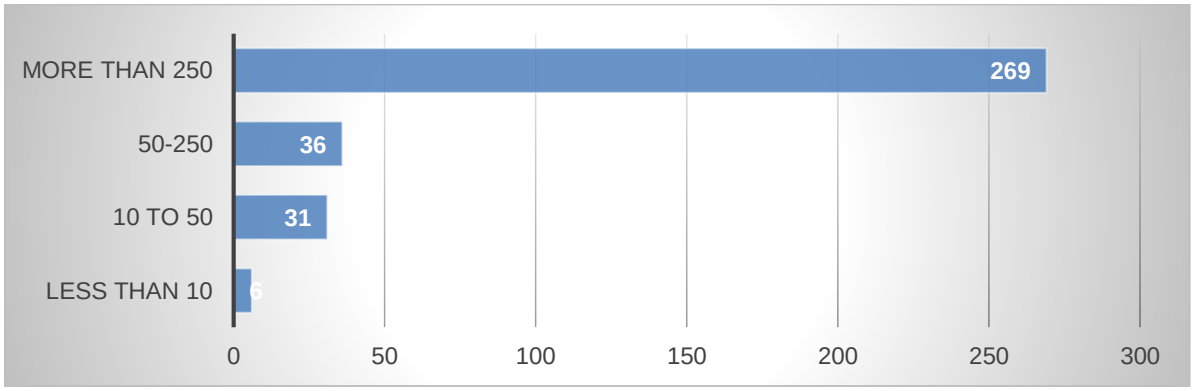
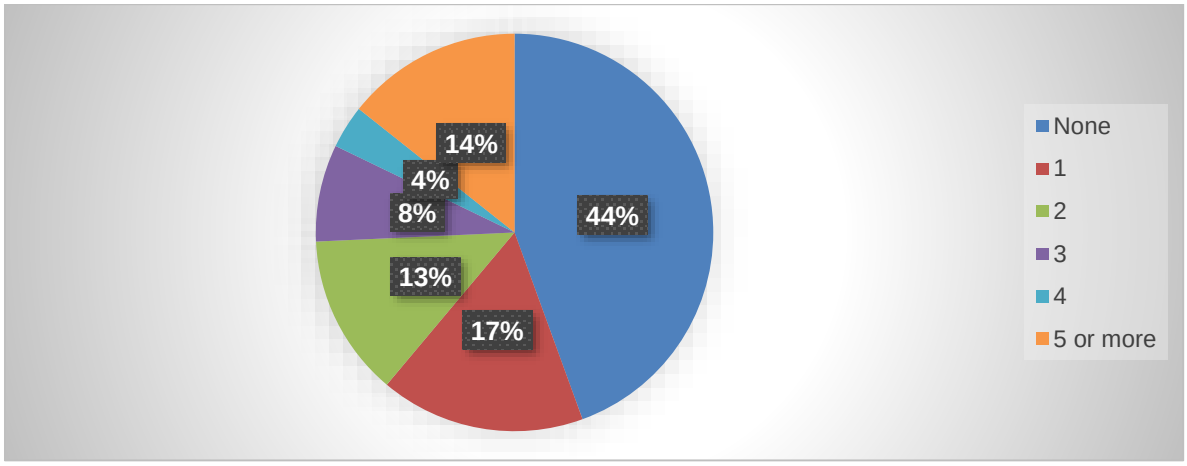
Graph 4: Size of the company (number of employees) – all countries



Source: own elaboration

Graph 5: Number of trainings in the last year – all countries



Source: own elaboration

As can be seen in Graph 6, there is a lack of application of anti – ageism strategies in all participating countries in general. Companies either do not apply them or they are included in general antidiscrimination rules and regulations without specific reference to age. Managers often do not know the concept of the age – management and how to apply it. From the participating countries Greek companies apply the anti – ageism strategies the most and Slovakian and Hungarian companies apply it the least.

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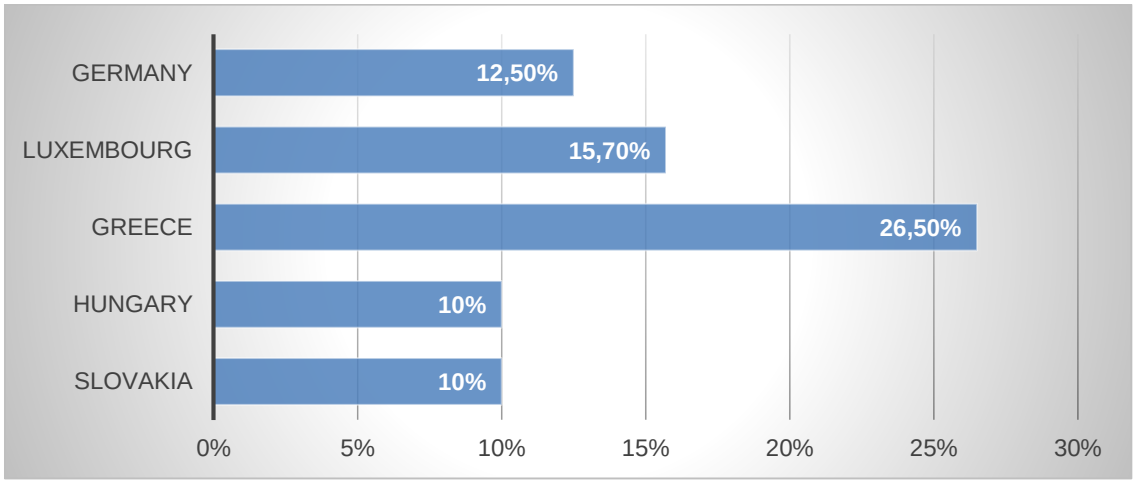
Graph 6: Percentage of researched companies applying anti- ageism strategy by each country



Source: own elaboration

1.1 Profile of the country based on indicators - Slovakia

-The population of Slovakia by 2020 was 5 457 873[1].
-Total percentage of working age population (aged 15 to 64) is currently 68,4%[2].
-The employment rate of the elderly population (64 and over) is 4,6%.
-The average wage by 2018 was €1164, although it varies according to the region and age. Based on the data from the Statistical office of the Slovak Republic [3] the salaries are reaching its peak around the age of 40 and then are decreasing, which means the age wage gap. People with little or none experience at the beginning of their working life (25-29 years) earn almost exactly the same as people working for their whole life (60≥).
-The average pension in Slovakia is 487,22 euro[4]
-The sub - dimension „The opportunity to use knowledge and skills in current job" was used to help evaluate the job quality, because it is directly related to INSPIRER project and its focus. The results showed that men in Slovakia perceive that they have fewer opportunities to pass on their knowledge to other generations than women.[5]

[1] https://ec.europa.eu/eurostat/databrowser/view/demo_gind/default/table?lang=en
2 OECD (2020), Employment rate by age group (indicator). doi: 10.1787/084f32c7-en (Accessed on 15 December 2020)
[3] http://datacube.statistics.sk/#!/view/sk/VBD_SLOVSTAT/np2005rs/v_np2005rs_00_00_00_sk
[4] https://www.socpoist.sk/priemerna-vyska-vyplacanych-dochodkov--v-mesiacoch-/1600s
[5] https://ec.europa.eu/eurostat/databrowser/view/QOE_EWCS_6_6__custom_372584/default/table?lang=en

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In Slovakia, several of the companies were selected to participate in the survey. This approach enabled to broaden the information base. Almost half of the participants were working in a large company (more than 250 employees) and only three participants were working in a micro company (less than ten employees). Results showed that more than half of participants were unaware, whether their company has anti-ageism policy or not, 37 % of companies do not apply any policy at all, and only 10 % of companies have some kind of anti-ageism policy (not specified).

In the case of respondents from the focus group, most companies do not have specific guidelines; they are governed only by the state policy. In some cases, employees are protected by the collective agreement, but it contains anti-discrimination guidelines in general.

1.2 Profile of the country based on indicators - Hungary

-The population of Hungary by 2020 was 9 769 526[6].
-Total percentage of working age population (aged 15 to 64) is currently 69,9%.
-The employment rate of people aged 64+ is 4,5% in Hungary and working above the retirement age is not very popular in Hungary. Since 2019, working in addition to retirement comes with the obligation to pay 15 per cent personal income tax.
-The average wage by 2018 was €996, although it varies according to the region, with Pest county having the highest average[7].
- In Hungary the average pension is 142 000 HUF a month (cca.400 euros) but its median is even lower 127 000 HUF (cca 360 euros), just a little higher than the minimum wage.[8] It is estimated that around 200000 people over 65 is to work besides pension to make ends meet. The average pension rate is below the European average.
-In the indicator "Job quality by age and sex", which is represented by sub-dimension „The opportunity to use knowledge and skills in current job, younger women are significantly happier in this field than older female co-workers and men in general.[9]
- There is an increasing tendency in salaries above the age 25. The highest salaries are paid between the ages 35 and 44. From the age of 44 salaries tend to slowly decrease. [10]

[6] https://ec.europa.eu/eurostat/databrowser/view/demo_gind/default/table?lang=en
[7] https://ec.europa.eu/eurostat/databrowser/view/earn_ses_monthly/default/table?lang=en
[8] https://nyugdijbiztositas.com/mennyi-az-atlagnyugdij-osszege-magyarorszagon/
[9] https://ec.europa.eu/eurostat/databrowser/view/QOE_EWCS_6_6__custom_602306/default/table?lang=en
[10] *source: https://www.fizetesek.hu/fizetesek-az-orszagban?global_currency=HUF*

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Many respondents that participated in survey stated that their companies do not yet engage in any anti-discrimination policy, but 10-15% of companies use it consciously. As for the number of training available in the workplace, several of the respondents think that the employer provides enough training to acquire necessary skills, only 15% think that it is not available. 67% of respondents were provided with ICT training opportunities for employees to improve their knowledge. 44% of the respondents have been working for a multigenerational company for more than 10 years, and 35% have been in a multigenerational work environment in the last 1-5 years.

1.3 Profile of the country based on indicators - Greece

-In 2020, Greece had a population of 10 718 565 people.[11]
-The total percentage of working age population (aged 15 to 64) is 63,7%.[12]
-However, the employment rate of the elderly population (65 and over) is 4,6%.[13]
-By 2019, the average gross wage in Greece was 1 465,75 €.[14] However, the average wage differs according to gender, with women earning less than men.
-Regarding the age wage gap, in 2018, the difference of the youth earnings (15-24 years old) over the prime-age earnings (25-54 years old) was 36% and the earnings of prime-age over seniors (55-64 years old) was 22,2%. [15] The average pension in Greece is 726.70 €.[16]
-As for the job quality, there are significant differences in having the opportunity to use their knowledge and skills in their current work. While in the younger category men are more satisfied in this area, the dynamics changes rapidly with age and women have more opportunities to use their knowledge and skills. [17]

Mainly large companies were selected to participate in the survey in Greece, to ensure that the employees participated in the survey represented not only different generations but also different branches of the company. Regarding the

[11] https://ec.europa.eu/eurostat/databrowser/view/demo_gind/default/table?lang=en
[12] OECD (2021), Working age population (indicator). doi: 10.1787/d339918b-en (Accessed on 22 February 2021)
[13] EL.STAT, Labour force survey, Table 2A. Population (in thousands) of 15 years and over by employment status, age and gender:2001-2020 by quarter (Greece, total), available at: https://www.statistics.gr/en/statistics/-/publication/SJO01
[14] "Average annual wages", OECD.stats.org, available at: https://stats.oecd.org/Index.aspx?DatasetCode=AV_AN_WAGE#
[15] Age wage gap index, OECD.stat, available at: https://stats.oecd.org/Index.aspx?DataSetCode=AGE_GAP#
[16] Kathimerini,"Nearly one in four Greek pensioners under 65, database shows", available at: Nearly one in four Greek pensioners under 65, database shows
[17] Eurostat, Employed persons having the opportunity to use their knowledge and skills in their current job by sex and age (source: Eurofound), available at: https://ec.europa.eu/eurostat/databrowser/view/QOE_EWCS_6_6__custom_602306/default/table?lang=en

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anti-ageism policy, most of the respondent were unaware whether their company has one with 39,5%, while 34% responded negatively in the same question.

At a managerial level respondents stated there is no specific written policy in all the companies. Some have a general "mission statement" that protects employees against discrimination based on ethnicity, sex, social group but not age.

1.4 Profile of the country based on indicators - Luxembourg

-The population of Luxembourg by 2020 was 626.108, including 296.465 foreigners. Among these the most numerous are the Portuguese (95.057), the French (47.805), the Italians (22.996) and the Belgians (19.823). There are 48.587 foreign nationals from non-EU countries in Luxembourg. Since the need for workers cannot be met by domestic labour and migrant workers, the number of positions held by cross-border employees residing in one of the neighboring countries (Germany, Belgium and France) has been constantly increasing since 1985. At the end of April 2019, over 190.000 people crossed the border each day to commute to work in Luxembourg.[18]
-Total percentage of working age population (aged 15 to 64) is currently 69,5%[19].
-The employment rate of elderly population (aged 64 and over) by 2020 was 2,9%[20].
-In 2021, the National minimum wage (NMW) in Luxembourg remained fixed at 2.201,9 € and the average wage is 4 994 € per month.
-Those, who have worked 40 years in Luxembourg will never receive lower pension than 1.841 Euros a month or more than 8.525 Euros a month. The average pension per month is 3.862 Euros gross per month on benefits in Luxembourg.
-According to indicator "Job quality by sex and age", women are more content with passing on their knowledge and skills, in both age categories, younger and older.
-As for the age wage gap in Luxembourg, the salaries reach their peak in the age category 25-49 years with a minimum in age category 18-24, that means at the beginning of work life.

The survey reached primarily participants from financial, consulting and insurance business categories. A consistent number of participants (29%) work in a large companies, while only 9 participants (17.6%) works in micro companies.

[18] IGSS / CCSS employment dashboard
[19] https://statistiques.public.lu/catalogue-publications/luxembourg-en-chiffres/2020/luxembourg-figures.pdf
[20] https://ec.europa.eu/eurostat/databrowser/view/LFSQ_ERGAN__custom_650752/default/table?lang=en

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As for the application of anti-ageism policy in companies, results showed that more than 27% of respondents were unaware whether their company applies such policy or not, while only 15,7% declared that the company has some kind of anti-ageism policy. The considerable remaining percentage of participants (56.9%) works in companies that do not apply any policy of this kind.

1.5 Profile of the country based on indicators - Germany

-The total population of Germany as of January 1, 2019 was 83,019,213 inhabitants[21].
-The employment rate for the working age population (15-64) differed from 27,7% to 88%.
-The rate of the elderly people (65 and over) in the working population by 2019 was 7,8%.
- According to the Pension Adequacy report from 2018 the at-risk-of-poverty rate of older people (aged 65 or over) was 17,6%. The average statutory pension rate in 2019 was 954 EUR with a large gender gap in the former West and a smaller one in the former East (West: Men 1,169 EUR / Women 700 EUR; East: Men: 1,264 EUR / 1,033 EUR).[22]
-The average wage in 2019 for people aged 16-64 years was 24,753 EUR p.a.[23]. For the age group 65 and over it was 20,425 EUR p.a.[24]
-Men are more satisfied with opportunities to pass on their knowledge and skills in their current employment, but this satisfaction equalizes with age.
-Basically, the national statistical data in Germany shows one of the highest gender pay gaps in Europe starting from the age of approximately 20 years. However, a major increase is relevant also at the age of 30 years. This is best shown in Average gross hourly earnings[25], where men in age category 50-54 earn 25,30 per hour € (18,54€ in women) in comparison with men in age category over 64 with 16,61€ per hour (14,08€ in women).

The sectors of the companies in the survey were tertiary (83.3%) and secondary sectors (16.7%). The respondents represent the different sizes of companies in a quite well-balanced relation: 27.8% work together with 10-50 colleagues, 40.3% of companies have 50-250 employees and 31.9% have a workforce of 250 people

[21] https://ec.europa.eu/eurostat/databrowser/view/demo_pjangroup/default/table?lang=en (accessed February 11, 2021)
[22]https://www.deutsche-rentenversicherung.de/SharedDocs/Downloads/DE/Statistiken-und-Berichte/statistikpublikationen/altersrenten_im_zeitablauf.pdf?__blob=publicationFile&v=1
[23] https://appsso.eurostat.ec.europa.eu/nui/submitViewTableAction.do
[24] https://appsso.eurostat.ec.europa.eu/nui/submitViewTableAction.do
[25] https://www.destatis.de/DE/Themen/Arbeit/Verdienste/Verdienste-Verdienstunterschiede/Tabellen/gpg-persoenlich.html

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and more. Due to the feedback in the survey, 12.5% of the companies have set in place an anti-ageism strategy, 48.6% % of respondents do not know whether the company implemented such kind of policy. Another 38.9% deny the existence of a strategy in their company. However, this is merely data about employees` awareness about an anti-ageism strategy, it is assumed that more companies have an internal strategy on this topic.

1.6 Comparison of all participating countries

In the Table 4 below there is a comparison of all partner´s countries in the INSPIRER project based on the set indicators. According to the size of the population, Germany is the biggest with more than 80 000 000 inhabitants. Employment rate of working age population is more or less the same in all countries, except for Germany, where it varies. Regardless of the size of the population, Slovakia, Hungary and Greece have almost the same employment rate of elderly population, 4,6%. The biggest differences can be seen in indicators Pension and Average wage. Citizens of Luxembourg clearly have the highest income in this area, as opposed to Slovakia and Hungary. The sub - dimension of the Job quality indicator opportunity to use knowledge and skills in current job" was used, because it is directly related to INSPIRER project theme. In this case, however, we cannot draw unambiguous conclusions, as the results varied from country to country. Almost in every participating country the salary is highest around age of 40 and then decreases. Only in Germany the age is slightly higher, around 50 years.

Table 4. Comparison of partner countries by indicators

Country	Population	Employment rate (15-64)	Employment rate (64 and over)	Pension	Average wage	Job quality	Age wage gap
Slovakia	5 457 873	68,4%	4,6%	487 €	1 164€	Women over men	Peak at age 40
Hungary	9 769 526	69,9%	4,5%	Cca 400€	996 €	Young women score the highest	Peak at 34-44, then decreases
Greece	10 718 565	63,7%	4,6%	727 €	1 466 €	First men then with age women	36% difference between 15-24 and 25-54 years

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Luxembourg	626.108	69,5%	2,9%	3.862 €	4 994 €	Women over men	Peak at 25-49 years
Germany	83 019 213	27,7 - 88%	7,8%	954€	2 063 €	Men over women, equalizes with age	Peak at 50-54 years

Source: own elaboration

2 Overall policy context for multigenerational workplace culture in INSPIRER partner' countries

Policy in multigenerational workplace culture in Slovakia

According to the 2015 Eurobarometer, Slovaks more often than Europeans claim to have felt discriminated against based on age and to consider discrimination based on age as the most common form of discrimination. The survey showed that the most widespread form of discrimination in Slovakia is discrimination based on age over 55 (50%).[26]

The basic principles of Slovakia state policy concerning senior citizens determine the UN principles concerning older people, such as the principle of independence and the principle of participation. Slovakia, as a member of the European Union, must make sure that their national laws protect rights laid down by EU employment laws (Directives). [27]

The Slovak legislative framework for the prevention of discrimination on the grounds of age in employment is enshrined in the Labour Code and the Employment Services Act, which declares the application of the principle of equal treatment and provides for legal remedies in the event of a breach of this principle. At the same time, it defines disadvantaged groups of job seekers. [28] Slovak employees are therefore protected by their own labour code, EU and UN regulations.

In December 2013 the Government of the Slovak Republic approved National Program for Active Aging for 2014-2020, which was a comprehensive program document aimed at supporting people older than 50 years. [29] At present, there is

[26] https://www.gender.gov.sk/diskriminacia/diskriminacia/dovody/vek/
[27] https://ec.europa.eu/social/main.jsp?catId=82&langId=en
[28] https://www.upsvr.gov.sk/tn/sluzby-zamestnanosti/narodne-projekty/np-chceme-byt-aktivni-na-trhu-prace-50.html?page_id=574421
[29] https://www.agemanagement.sk/pribeh-vekoveho-manazmentu-na-slovensku/

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no systemic politically guided approach to age management in the field of human resources management in Slovakia.[30]

Policy in multigenerational workplace culture in Hungary

In Hungary retirement is regulated by laws. Although the employer can never force an employee to retire, the Hungarian Labour Code considers an employee who: (i) has reached the age necessary for retirement (generally 65 years old) and (ii) has the necessary service period (at least 20 years) a "retired" person, even if the employee has not actually retired. These employees may be dismissed without any justification and will not be entitled to severance payment. Women with a service period of at least 40 years are also entitled to retirement regardless of her age.[31]

According to the Eurobarometer, Hungarian are close to the European average in having felt discriminated against based on age and to consider discrimination based on age as the most common form of discrimination.[32]

As for anti-discrimination laws, Hungarian labour market could be characterised by several forms of traditionally existing, overt and covert discriminatory trends before the accession of Hungary to the European Union. European standards in relation to the regulation of equality required the implementation of a set of predominantly new and unknown concepts and legal instruments. The implementation of EU law on equal opportunities in employment significantly redesigned the previously existing national law, rendering it much more differentiated and enriching it with several new instruments.

By now, the trend of judicial practice takes a preferential direction in comparison with the past. Prohibition of discrimination is regarded as a fundamental principle of labour law and, by this, constitutes a genuine limitation of the margin of discretion of employers in exercising their employers' rights.

Policy in multigenerational workplace culture in Greece

The Council Directive 2000/78 was incorporated in Greece's national law with the L. 3304/2005 and therefore replaced by L. 4443/2016 to include the Directive 2007/78 and other relevant Directives regarding equal treatment.[33] In addition to the incorporation of the Directives clauses, the new law rendered responsible for

[30] https://epale.ec.europa.eu/sk/content/vekovy-manazment-age-management
[31] http://www.agediscrimination.info/international-age-discrimination/hungary
[32] https://ec.europa.eu/commfrontoffice/publicopinion/index.cfm/survey/getsurveydetail/instruments/special/surveyky/2251
[33] ΕΦΗΜΕΡΙΔΑ ΤΗΣ ΚΥΒΕΡΝΗΣΕΩΣ ΤΗΣ ΕΛΛΗΝΙΚΗΣ ΔΗΜΟΚΡΑΤΙΑΣ 9 Δεκεμβρίου 2016 ΤΕΥΧΟΣ ΠΡΩΤΟ Αρ. Φύλλου 232 ΝΟΜΟΣ ΥΠ΄ ΑΡΙΘΜ. 4443

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the promotion of the equal treatment principle the Greek independent authority "The Greek Ombudsman", in the public and in private sector.[34]

Equal treatment is protected in national level and represents a general principle, deriving from the general principle of equality under public law, enshrined in article 4 par. 1 of the Greek Constitution.

UN Principles of older persons, in alignment with the UN Charter,[35] complements the national and European law by encouraging the Member states to incorporate to their national programs independence and participation principles for older persons so they have access to work or to other income-generating opportunities and remain integrated in the society.[36]

In practice, age discrimination in Greece is noted in employment and occupation (mostly in public sector) that establish a maximum age limit for someone to be eligible to access it. According to the national and EU law, establishing that limit is acceptable but only if it can be justified by the objective nature of the job. Unfortunately, that justification is often neglected, or it is mentioned vaguely without a concrete cause.[37]

According to the 2015 Eurobarometer survey, Greek citizens believed that most forms of discrimination were widespread in Greece. Discrimination based on age occupied two positions, 46% on discrimination against people over 55 years old and 21% being under 30 years.[38] Most of the claims against age discrimination are brought in front of the Greek Ombudsman that has advocated in favor of the employees that faced the discrimination and has managed to change discriminatory rules and raise awareness on the issue. However, in Greece, a coherent policy in combating age discrimination is non-existent and the laws are focusing only on remedy and enforcement.

Policy in multigenerational workplace culture in Luxembourg

[34] Ibid.
[35] Also with the Universal Declaration of Human Rights, the International Covenant on Economic, Social and Cultural Rights and the International Covenant on Civil and Political Rights.
[36] UN Department of Economic and Social Affairs, Ageing, Principles for older persons, available at: https://www.un.org/development/desa/ageing/resources/international-year-of-older-persons-1999/principles.html
[37] The Greek Ombudsman, Report 2019, available at: https://www.synigoros.gr/resources/docs/ee_im_2019_el.pdf
[38] Balourdos, Sarris, "Tackling multiple discrimination in Greece", publication has been drafted in the framework of the Programme "Tackling multiple discrimination in Greece: Delivering equality by active exploration and enabling policy interventions", which was implemented by the National Center for Social Research (EKKE), in collaboration with the Economic and Social Council of Greece (OKE) , the University of Seville, the Hellenic Open University and the Region of Crete, available at: https://www.ekke.gr/ocd/wp-content/uploads/2014/01/Tackling_text.pdf

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In order to enforce compliance with the principle of equal treatment, the EU Framework Directive 2000/78 was implemented by the law of 28 November 2006 and by the law of 13 May 2008.

Furthermore, article L.251-1 of the Labour Code of Luxembourg specifically prohibits any direct or indirect discrimination on the ground of age.
It should be noted that the law of November 2006 established the Centre for Equal Treatment (*Centre pour l'égalité de traitement*, CET), which aims to promote, analyse and monitor equal treatment between all persons without discrimination on the basis of race or ethnic origin, sex, sexual orientation, religion or beliefs, disability or age. The CET carries out its work completely independently.

Policy in multigenerational workplace culture in Germany

In Germany, there are several approaches to age discrimination. Age discrimination is prohibited in Germany. This is laid down in the General Equal Treatment Act (AGG). In addition to discrimination on the basis of age, ethnic origin, religion and belief, sexual identity, gender or disability is also prohibited. The General Equal Treatment Act applies in employment and occupation and also in everyday transactions such as shopping and getting insurance under private law. In the event of violations of the law, you are entitled to compensation and damages."[39]

Partial retirement enables a smooth transition into retirement. Partial retirement is part-time employment regulated by the Partial Retirement Act (AltTZG). Since there is no legal entitlement to partial retirement, it is only possible on the basis of a voluntary agreement between employer and employee. Frequently, regulations on partial retirement are also included in collective agreements and company agreements. It should be noted that part-time work for older workers must continue at least until the earliest possible date on which an old-age pension can be claimed. In the case of partial retirement, the previous weekly working hours are reduced by half.

Since 2004, employers have been obliged to offer corporate integration management (*"Betriebliches Eingliederungsmanagement-BEM*) to employees who have been ill for a longer period of time. BEM serves to maintain employability and is an instrument to effectively counter the consequences of demographic change. BEM is legally anchored in § 167 paragraph 2 of the Ninth

[39] https://www.antidiskriminierungsstelle.de/DE/ThemenUndForschung/Alter/themenjahr_alter/fragen_antworten/faq_node.html#:~:text=Grunds%C3%A4tzlich%20kann%20sich%20Altersdiskriminierung%20unterschiedlich,einem%20bestimmten%20Alter%20vergeben%20werden

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Book of the Social Code (SGB IX). It states that an employer must offer BEM to all employees who are continuously or repeatedly incapacitated for work for more than six weeks within one year. Successful BEM relieves the burden on social security funds (for example, by avoiding sickness benefit payments or disability pensions) and can contribute to securing the employability of older people in particular in the long term. Employees are not forced to participate in BEM. Participation is always voluntary.[40]

Law on the implementation of occupational health and safety measures to improve the safety and health of employees at work work ("Arbeitsschutzgesetz – ArbSchG", 1996[41]), §4 (6) outlines that "special hazards for particularly vulnerable groups of employees shall be taken into account". Due to common jurisprudence, older employees are part of this group.

Protection against dismissal in the event of long service with the company: German Civil Code ("Bürgerliches Gesetzbuch - BGB[42]) § Section 622 guarantees Notice periods for employment relationships.

Qualification Opportunities Act ("Qualifizierungschancengesetz - QCG", 2019[43]). The German Federal Government is focusing on qualification and further training. It supports employees in expanding their skills and equipping themselves for change. With the so-called "Qualification Opportunities Act", it is expanding the existing funding opportunities of the Federal Employment Agency.

[40] https://www.bmas.de/DE/Themen/Arbeitsschutz/Gesundheit-am-Arbeitsplatz/betriebliches-eingliederungsmanagement.html
[41] https://www.gesetze-im-internet.de/arbschg/
[42] https://www.gesetze-im-internet.de/bgb/__622.html
[43] https://www.bundesregierung.de/breg-de/aktuelles/qualifizieren-digitaler-wandel-1523718

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BENCHMARKING

3 Benchmarking & comparative needs analysis for the field of multigenerational workplace culture building in INSPIRER partner' countries.

1.1 Benchmarking/comparison of partner countries

Based on the structure of the survey, the results enabling the comparison are divided into two parts, the current status on multigenerational culture in the workplace and measures to support the multigenerational culture.

Current status on multigenerational culture in the workplace in all countries based on questionnaire survey

Workplace conflicts (due to difference in technology fluency, age or task related)

Respondents of all researched countries don´t find it hard to work together with colleagues of different age, whether they are younger or older. The difference between technology fluency does cause conflicts in the workplace in approximately half of the respondents. Even though majority have stated they do not suffer from task-related conflicts with their colleagues, nevertheless certain number of respondents do feel like considering leaving their organisation due to conflicts in the workplace. One of the most common general ideas about the older workers is they are rigid when it comes to changes and new ideas. Younger employees often find it frustrating. The research showed ambivalent tendency, which should be further explored.

Negative emotions

Negative emotions are also an accompanying feature of age discrimination. In general, respondents do not feel stressed in the workplace and their performance is not influenced by negatives attitudes towards them. They feel relatively comfortable with new technologies and they feel confident enough to learn new digital content during the trainings.

Age discrimination in the workplace

In most cases respondents do not feel they are being discriminated in the workplace because of their age, nor they think discriminatory behaviour is present in their companies. However, some manifestations of such behaviour were detected. Some employees think that learning opportunities are being passed automatically to younger employees. This tendency is strongest in Germany and Hungary, according to respondents. Other employees feel like their abilities are being diminished because of their age (too old/too young). In Luxembourg the

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tendencies of age discrimination were recorded, both discriminating and discriminated. Employees are hearing disparaging remarks about their age and the same sample of respondents is frustrated when colleagues are not flexible enough.

Trainings, learning and age management

Respondents stated their employer provides them with sufficient trainings in general, but there are some differences between the individual countries. While Germany, Hungary and Greece are satisfied with the trainings provided by their employer, respondents from Slovakia and Luxembourg are ambivalent. When it comes to ICT or e- learning, part of the participants feels it´s not enough to enhance their ability or to upskill them in digital literacy. This does not apply in Greece, as their employees are very satisfied in this regard. Most of the companies in the research sample do not use the age management or employees have no knowledge about it. Only less than half of the respondents is aware of their rights in case of age discrimination, with Slovakian respondents being most aware.

Measures to help build multigenerational workplace culture based on questionnaire survey

Managers actively involved in building multigenerational workplace culture

According to research, respondents think that in order to build or to support the multigenerational culture in companies, the leadership or the management plays crucial role. It can be seen in Q5 where employees clearly expressed that it is the employer ´s responsibility to encourage a healthy and supportive workplace. Respondents also think that it´s really important for managers to find a way to know and use different communication strategies depending on the generation he/she is referring to and to treat everyone equally, so no preferential treatment for younger or older subordinates would be applied. Majority agreed that it would be helpful, if the benefit packages, job structure or working hours were reconsidered in order to adjust working conditions better for every age cohort. Designing the ICT solution for older employees is also an option, according to respondents.

Cross-generational mentoring programmes

Participants in the research sample wish to have more opportunities to interact more with colleagues of different age, for example to have established reverse-age mentorship programmes in their company. They think it would be beneficial to create age diverse pool of competencies where they could learn and

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complement each other. Participants agreed this could be done in a way that senior employees would pass on their social skills, include them in senior-level meetings or maybe client interactions and, vice-versa, younger team members would have the opportunity to share their ICT expertise and keep the older ones up-to date, trend wise. Almost everyone in the research sample agreed that companies should definitely provide regular trainings, thus supporting lifelong learning.

Relationships in the workplace

Participants wish to know their colleagues on a deeper level and they believe that the management should facilitate finding common ground and foster these relationships via teambuilding. They stated that this is one of the ways how to support multigenerational culture in the workplace.

To sum it up, in the project´s research sample the age discrimination tendencies were proved. However, even if there are elements of age discrimination in the workplace, it does not affect respondents´ interest and self-confidence in learning new things. At the same time, the respondents' clear interest in reverse learning and the effort to cooperate with people of different age were also demonstrated. As research showed, trainings on age management and age discrimination should be provided, as respondents from all research countries are lagging behind in this regard.

1.2 Benchmarking/comparison of partner countries training needs

In Slovakia, almost 71% of participants stated they did not have any training in the last year, which is in line with the overall outcome of the research. The rest of the participants commented they have regular trainings focused on: technology they are currently using, other forms of professional IT training, training focused on communication online tools, MOOC, e- learning or trainings to help them hold online classes or trainings to manage work from home. One of the best measures to support multigenerational culture according to Slovak respondents was to provide and enhance lifelong learning and development of various skills of employees.

Given that only 3 respondents stated they have in their companies anti-discrimination courses or specific skills trainings and more than a half of them was completely unaware if their company does or does not have and apply any anti-ageism policy, it seems that companies are lagging behind in this regard. It is more than necessary to provide employees with regular trainings on this matter.

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Employees should not only know what policy the company they work for applies against age discrimination, but they should also know their rights. They need to be provided with regular information on the ways of working with colleagues of different age group and thus create a workplace where age will be an advantage and not an obstacle.

The situation in Hungary is quite different comparing to Slovakia when it comes to trainings. More than half of the respondents think that the employer provides enough training to acquire the skills, only 15% think that it is insufficient. 67% of respondents were provided with ICT training opportunities to improve their skills. Up to 82% of employees are able to handle the technology and have no problem using it. The importance of life-long learning is paramount for them and regular training plays an important role. As for the age management, many companies do not apply it yet with only 10-15% of companies using it consciously.

Most of the participants in the survey questionnaire in Greece responded that they have undertaken training in the last year, which is the most of all partner´s countries. Most of them had training regarding working from home, Train the Trainer to become a trainer for a specific business unit, soft skills, product related training, leadership, project management or sales. According to survey the most important and helpful measures is to provide employees with regular trainings and lifelong learning and facilitating opportunities for creating workplace relationships. The trainings that exist are work-related and focused on a specific work skill or company product. None of the respondents mentioned anti discriminatory trainings in their companies and most of them are unaware about their rights when facing age discrimination. As mentioned by the managers but also as a general observation, companies should have a policy against age discrimination respected by the employers and the employees.

In Luxemburg almost 50% of participants declared they did not have any training in the last year. The rest of them commented they have had regular training and learning opportunities mainly focused on AML (Anti Money Laundering), CFA (Chartered Financial Analyst) and Compliance, work ethic end compliance, language learning or trainings to manage work from home. Answers are not homogenous when it comes to the question on whether the employer provides enough opportunities to train new skills. It mainly depends on the training policy of the company.
More than 50% of respondents are completely unaware of weather his/her company has anti-ageism policy or not. Same can be said with reference to respondents' awareness of their rights in case of age discrimination, which is in line with the findings of the rest of the consortium.

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In Germany both the survey as well as focus group interviews showed that there are rather no conflicts that are related to age issues. A multigenerational workplace culture is highly appreciated by the staff and the managers. However, both groups highlight the importance of teambuilding, knowledge transfer (from younger to older generation and vice versa), common team spirit and a mutual appreciation of attitude towards work that should go in line with the mixed-aged teams. There is also a need to increase awareness for age management in companies as well as the awareness of the corresponding policies and legislation – both for managers and staff, as in the case of other countries.

1.3 The main VET training needs for HR managers and employees 55+ for all project countries

Survey, but more importantly focus groups in every participating country showed, that employees, including HR managers, do not have a very clear idea on the topic of multigenerational workplaces and what it all entails. Either they have not encountered ageism or consider its manifestations to be "normal". However, there is a presumption that in the future the age composition of workers will be more and more diverse. It can meet up to 5 generations at once and this situation, if not caught, can escalate.

Employees in this point of their life need to learn how to deal with prejudices, which may have been developing for over many years. They need to know that even younger generations can bring benefits and stereotypes do not always apply. Younger generations might have different approaches and practices, but they also bring in new, smart and fresh ideas.

Country specific training needs of HR managers and employees 55+
SLOVAKIA

Based on the results from focus group, training of HR managers in Slovakia should cover:

- company policy towards ageism and country legislation
- characteristics and specifics of individual generations, differences between them, their strengths and weaknesses, approaches and attitudes to work
- flexibility: how to start using other forms of employee motivation, e.g. offering flexible hours, work from home options, etc. For young employees, this could help accommodate new families, while for older, this could help them ease into retirement.
- learn how to put together teams so that they complement each other and create an effective multigenerational culture

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- learn and apply conflict resolution strategies and skills
- regularly design and implement teambuilding's to strengthen workplace relations

Based on the results from questionnaire survey, main areas, in which it is necessary to train employees 55+ in Slovakia are:

- fighting biases and stereotypes about younger generations
- training in digital technologies – new technologies emerge every day and the old ones change. Younger generations can help the older ones to gain an overview in this area or teach them how to work with them.
- understand that education does not end with high school/university. The answer to the constantly increasing demands of employers and the labour market is the lifelong learning which would allow them to adapt to this situation much more agile.

HUNGARY

The main training needs for HR managers in Hungary:

- The research results showed that managers including HR managers all agree about the importance of the age management and the fight against age discrimination, but they do not have a set strategy to follow.
- In case of a goal-oriented management and business structure, HR managers often find it hard to convince the managers to consider human resources problems and threats to be more important than any financial measures.
- Therefore, HR managers also need to be provided with tools to convince these types of managers about the importance of age management.
- Research has also proved that team building sessions are for age management issues beneficial as well.

The main training needs for employees 55+ in Hungary:

The expectations for a training of this age group are two-folded.

- On the one hand the training should aim at the mind-set change of older workers to be able to accept and tolerate the different working methods and attitudes to life of their much younger colleagues. Also, a certain intelligence is needed in order to deal with the communication styles and attitudes of generation Z and Y. To reach this goal of sensitivity trainings the information about how younger generations learn, behave and work are required. Team buildings and communication exercises proved to be

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helpful as well. With this type of training the fear of loss of authority and therefore an unfriendly attainment to younger colleagues could be modified as well.

- On the other hand, research showed a certain amount of criticism towards older employees not keeping up with the constant changes in work practices and methodology. The problem often seems to be the lack of knowledge and skills in ICT and modern technologies. Changing the mind-set and attitudes about gaining new knowledge and skills in this topic is also recommended.

GREECE

Based on the results from the focus group, HR managers should be trained in the following sections:

- Characteristics, culture, and lifestyle of each generation, understanding the specifics of each generation in a deeper level.
- Motivational factors per generation (flexible hours, wages etc.).
- Communication skills according to each generation.
- Methods of performance appraisal according to employee's generation (positive reinforcement).
- Basic hard skills for senior workers and how to transfer them.
- Company policy against age discrimination.

Based on the results from questionnaire survey, employees 55+ should be undertaken training in the following main areas:

- Training in new technologies, mostly digital skills. The training can be provided by the company directly or by a reverse-mentorship program where younger employers can train the older generation in digital technologies.
- Age discrimination in the workplace. Training can include information regarding the employees' rights against age discrimination, intergenerational discussions to tackle the issue and more.
- The importance of lifelong learning and regular training, regardless of the educational background or the experience of each employee.

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LUXEMBOURG

The main training needs for HR managers are:

- Consider the possibility to organize workshops, courses and exchange opportunities between HR managers of different companies in order to gain new experience and insights.
- Attend trainings and various courses to always have an up-to-date overview.
- Learn strengths and weaknesses of the different generations employed in the company in order to maximise their potential.

The main training needs for employees 55+ are:

- Improve their digital skills in order to keep up with the latest technologies. Reverse mentoring can play a great role in this regard, thanks to the involvement of younger employees.
- Gain more positive attitudes towards changes.
- Try to use every opportunity to learn, educate and attend on trainings developing new skills.
- Fight the stereotypes against younger generations, allowing them to get involved in every aspect of the work life.

GERMANY

The main training needs for HR managers should be focused on:

- how to encourage a healthy and supportive workplace environment
- how to communicate in a way that everyone would be treated equally
- how to establish cross-generational programmes
- how to redesign working conditions and job structure
- how to develop innovative ICT solutions to help older people stay in work longer and improve their work-life balance
- general attitudes of employees towards work (e.g. career versus work-life-balance)
- teambuilding / demand and encourage performance
- knowledge transfer. Managers have identified knowledge transfer as a main concern and critical financial issue for their enterprises. Some of them expressed need for skilled academics that could take over their knowledge.
- Creation and completion of legislation and state policy as not all managers were aware of the full range of initiatives.

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The main training needs for employees 55+ are:

- To train them on what the age management is and what it all involves
- To provide them more frequent teambuilding
- To spread technology or trend-related insights within the team
- Mutual understanding among generations and different attitudes of employees towards work

Common training needs of HR managers and employees 55+

In all participating countries certain common training needs can be seen. First of all, HR managers need to be trained in the topic of age discrimination and age management. Their knowledge is often very vague, as learned from focus groups. People in their job position should certainly know what the policy of the state is, but especially what are the rules of the company they work for. They need to know particular characteristics of each generation, in order to maximise their potential. Only if they know well people they work with they can build productive teams. HR managers need to know how to communicate with people of certain age, what drives them, how to motivate them. Last but not least they need to know how to provide knowledge transfer between employees. As research proved, HR managers are more than willing to work with multigenerational teams and make profit of their differences, as they fully realize that every generation brings something useful. They just don´t know how. They need to be provided with constructive tools on how to manage such multigenerational culture and gain conflict resolution strategies.

As far as employees 55+ are concerned, following needs were repeating across all the partner countries. Employees in this age category often have misperceptions and stereotypes about younger generations. Similar to HR managers, they need to gain more insight into what are other generations like and how it can be used to their benefit. It is important to modify their attitudes towards changes and lifelong learning. They need to learn that lifelong learning actually brings something positive and that it is one of the ways how to stay active not exclusively in work life. Since the digital technologies are constantly changing, it is more than vital for them to keep up, if they want to stay desirable on the job market. Regular trainings in digital technologies adapted to their needs would be one way how to achieve this result. A very high percentage of employees in every country wish to have more teambuilding, in order to create good working relationships and get to know their co-workers a little more. They also believe it is the managers´ responsibility to provide them with such events.

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1.4 Recommendations on course Syllabus preparation

The workforce of the near future will be a multigenerational one, featuring members from between four and six generations. Effectively coordinating daily interactions with different generations, as well as understanding how different generations view, manage, and craft their careers, are core competencies for successful leadership. Ageism, stereotyping and discriminating against an individual based on age, is a complex phenomenon that is experienced by the younger and older generations in the labour market. Age-inclusivity in the workplace can be achieved with the promotion of the intergenerational contact.

Based on the results of questionnaire survey and focus groups the participants of this course should learn:

- Data and trends which will impact the workforce over the next several years
- Awareness of the different generations, their core values and preferences; combat prejudice and negative stereotypes and dispel the myths about older/younger workers
- Key areas of differences among the generations
- Commonalities across the generations
- Putting emphasis on the added value embedded in the collaboration between employees belonging to different generations
- Communication preferences across the different generations
- Providing feedback in a way that is valuable to each generation
- Managing possible generational clashes; conflict resolution and mediation
- Understanding how these demographic changes impact business and strategy execution
- Develop strategies for leading a multigenerational workforce that embrace generational diversity
- Importance of effective age management in every dimension of the workplace (job recruitment, training and lifelong learning, career development, flexible working time practices, health protection and promotion, workplace design, redeployment, employment exit and transition to retirement, comprehensive approaches)
- Wider comprehension among managers and HR managers of the available work-force and its relative structure in order to learn how to manage it in the most effective and efficient way.

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1.5 Recommendations on 360 tool preparation

The project is to develop a 360° methodology that will assess, promote, train and guide all stakeholders in a company to the creation and sustainability of a multigenerational culture. Company and HR managers are going to receive targeted training on the main elements of multigenerational companies and will acquire the necessary competences and skills to create and sustain the relevant culture inside the company. Employees belonging to different generations will be involved in the assessment of the existing situation in their workplaces and will be given guidance on how to promote multigenerational culture in their company.

In accordance with INSPIRER project, the 360-tool preparation should include:

- setting the purpose of the 360° tool. In INSPIRER project it is to assess multigenerational workplace culture.
- determining core competencies, values and/or behaviours to be evaluated in 360° degree review.
- involving key stakeholders and managers not only in designing the process, but also in its implementation. Management also plays a critical role in communicating the process.
- ensuring confidentiality and making it a top priority in the process, creating a safe space.
- deciding on who the best feedback providers are: managers, peers, subordinates...
- clearly communicating what the 360 process is for, the scope of the review, how the feedback will be gathered and how the results will be used. It needs to be emphasized that the process is being used for development purposes and not to make any participant feel bad about their performance.
- developing a feedback delivery plan. The feedback can be provided by peers or/and managers and the suggestions should contain an elaborate list with activities and company strategies.
- developing a pilot process in order to spot issues in advance and address them.

The INSPIRER application foresees that the 360° Assessment Tool for multigenerational workplace culture will consist of three different parts:

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Part 1: Mapping of experience of managers on multigenerational work culture:

-Knowledge and implementation status in the company of the six key topics of age management:

(1) Corporate culture, awareness-raising and leadership
(2) Preventive health promotion /
(3) Age-appropriate working time arrangements
(4) Individual career planning
(5) Continuous qualification, lifelong learning
(6) Cross-age cooperation

-Age Structure Analysis / Training Needs Analysis

-Checking with managers the stereotypes in the topic of performance and willingness to learn new things of older employees

-Checking the awareness for the problem of knowledge transfer in company: When older employees feel unappreciated, they prefer to keep their knowledge instead of sharing it. Younger employees can thus not develop further by learning from the older ones.[44]

Part 2: Mapping of employees <55 years on multigenerational work culture:
-Identifying discriminating attitudes or statements of young people (e.g. with questionnaire)

-Checking the awareness with view to implemented concepts of company age management policy (see above – 6 topics)

Part 3: Mapping of experience of employees >55 years on multigenerational work culture:
-Identifying discriminating attitudes or statements against older people (e.g. with questionnaire)

-Checking the awareness with view to implemented concepts of company age management policy (see above – 6 topics)

[44] https://www.charta-der-vielfalt.de/fuer-arbeitgebende/vielfaltsdimensionen/alter/, News 14.01.2021, (accessed February 19, 2021)

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1.6 Recommendations on cross generational reverse-age mentorships in digital technologies

In reverse mentoring a younger employee is paired with an older employee to collaborate, exchange ideas and teach each other new skills. In cross generational reverse mentorship, the younger employees team up with older ones and teach them to understand and work with digital technologies, providing them with fresh ideas and new trends. Reverse mentorship aims to prove that the transferred knowledge is not a one-way street.

The Mentorship Model of the Inspirer project targets both older and younger employees so they are able to have a digital space for interconnection, exchange of information, acquisition of new skills and good practices and provision of feedback. In order to attract younger and older employees for a cross-generational reverse-age mentorship in digital technologies in the framework of the INSPIRER project, it is important that both parties can benefit from the experience.

According to all partners, cross generational reverse-age mentorships in digital technologies should include:

- Identification of the goals of the mentorship while being open-minded and receptive to new ideas
- Sharing technical or content expertise and enhancing understanding
- Providing guidance and constructive feedback on training and mastery of new skills and knowledge to create an honest relationship with the optimum results
- Demonstrate smart technology and identify opportunities to apply knowledge
- Teaching about social networks and social media; introducing them to peers/colleagues to increase social integration and social capital
- Creating simulations to apply the knowledge gained during the reverse mentorship
- Creating user-friendly online platform for companies
- Creating user-friendly chat environments.

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4 ANNEXES

Annex I: Best practices

Best practices Slovakia:

Mgmt. of generationally diverse workforce in Atlantic Health System: Recruiting & Mentorship	
Country	USA
Type of company	Atlantic Health System: 3 medical centres in New Jersey
Business sector	Health
Number of staff	>2.750
Background of the company/organization	Atlantic Health System has a generationally diverse workforce population. About 4 percent are traditionalists, 46 percent are baby boomers, 33 percent are Gen Xers and 17 percent are millennials.
Classification	▪ Business strategy and Company Policies (Recruiting, Contracts, Payment) ▪ Working conditions (Teamwork, Performance, Work-Life-Balance) ▪ Career Development (Training Needs, Training options) ▪ Management Commitment ▪ Other, please specify
***Duration of the best practice:**	App 2 years from 2012
Best practice addressed this need/problem/issue:	Potential loss of organizational knowledge and professional expertise due to retiree exodus.
Short description of the good practice	1. Atlantic Health System established recruiting practices that target employees 50 years and above. The health system reaches out to clubs, organizations and events for workers, posts jobs in various media outlets geared toward the 50-plus population, utilizes placement agencies geared to this group and takes advantage of employee referrals to target retirees. 2. Atlantic Health System fostered generational partnerships by establishing a mentorship program that gives older employees an opportunity to work and share their knowledge and experience with younger employees. In

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	addition, employees work on temporary assignments in different departments and participate in team projects and formal job rotation programs to gain new experience. Atlantic Health System also offers an in-house faculty academy where experienced employees and experts in their respective fields are asked to present their work in the organization wide learning community. Of the academy's instructors, 70 percent are age 50 and over.
***The impact the best practice had on employees and/or the company:**	1. Fortune magazine ranked Atlantic Health System as one of the 100 best companies to work for in 2013. Since 2006, AARP has honoured Atlantic Health System annually as one of the best employers for individuals age 50 and over because of its progressive workplace policies and practices designed to attract and retain older employees. In 2012, the health system hired 254 workers age 50 and over. Atlantic Health System also maintained a robust employee retention rate of 97.3 percent, well above the national average. 2. About 112 pairs of employees have participated in the mentorship program since its inception. The quarterly reports submitted by mentees showed overall satisfaction from participating in the program.
Source of information/Link	https://www.aha.org/system/files/2018-01/managing-intergenerational-workforce-strategies-health-care-transformation-2014.pdf

Multigenerational MGMT in Beaumont Health System	
Country	USA
Type of company	Beaumont Health System
Business sector	Health
Number of staff	approximately 17,000 employees
Background of the company/organization	Beaumont Health System serves the Detroit metropolitan area with hospitals in Royal Oak, Troy and Grosse Pointe, Michigan, six medical centres and four nursing facilities.

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Classification	▪ Business strategy and Company Policies (Recruiting, Contracts, Payment) ▪ Working conditions (Teamwork, Performance, Work-Life-Balance) ▪ Career Development (Training Needs, Training options) ▪ Management Commitment ▪ Other, please specify
***Duration of the best practice:**	Probably started before 2009 and is running
Best practice addressed this need/problem/issue:	Need to encourage open dialogue about generational differences in staff meetings.
Short description of the good practice	The health system offers a course called "Generation Sensation" that is open to employees of all ages and job titles. This educational program provides a safe space for open dialogue to discuss generational differences in the workplace, whether real or perceived. This approach provides individuals with a better understanding of the unique strengths, differences, perspectives and unique challenges of each generation in the workplace, which will improve communication and teamwork.
***The impact the best practice had on employees and/or the company:**	Through small group discussions and interactive exercises in the "Generation Sensation" course, participants have gained strategies to help combat potential conflicts that can occur because of generational differences.
Source of information/Link	https://www.aha.org/system/files/2018-01/managing-intergenerational-workforce-strategies-health-care-transformation-2014.pdf

Multigenerational management requires inclusive leaders	
Country	Singapore
Type of company	Rohei
Business sector	Consultancy
Number of staff	approximately 60 employees

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Background of the company/organization	Consultancy company with the following mission: We exist to inspire hope, joy, courage and purpose in the global workforce.
Classification	▪ Business strategy and Company Policies (Recruiting, Contracts, Payment) ▪ Working conditions (Teamwork, Performance, Work-Life-Balance) ▪ Career Development (Training Needs, Training options) ▪ Management Commitment ▪ Other, please specify
***Duration of the best practice:**	
Best practice addressed this need/problem/issue:	
Short description of the good practice	Developing inclusive leaders who embrace diversity “At ROHEI, we always tell each other that “your age qualifies you”. It’s because you are young, that’s why you are promoted. It’s because you’re young, that’s why you are here. And it’s also because you are older, that’s why you are here—we value your experience and wisdom,” our CE Rachel Ong said in an interview with High Net Worth. “Eng Eng was 50 when she joined us, and now she’s 57. Another of our employees, Reena, was 53 and she’s 60 now. We see value at every age.” “We engage and promote millennials, and consciously let them know that we place our trust in them. One of our leaders in the largest arm is barely 30 years old. She became deputy head at around 27 or 28, because she is competent, reliable, and has low self-interest. She’s very good at her work and has a 57-year-old staff who reports to her. There is mutual respect between both of them,” Rachel says. When inclusion and diversity are embraced by leaders across different generational groups in the workplace, employees feel less disadvantaged because of their age. They feel safe—appreciated, valued, and empowered—to contribute their own individual strengths and do well for the organisation regardless of the generation they belong to.
***The impact the best practice had on**	**Inclusive working environment is developed although** eclectic blend of personalities representing diverse cultures,

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employees and/or the company:	work here, established in 2007 announced as Great place to work already in 2015
Source of information/Link	**https://www.rohei.com/resources/the-multigenerational-workforce-from-challenges-to-opportunities**

Dutch collective ´generation pact ´between older and younger workers	
Country	Netherlands
Type of company	Dutch unions (CNV, FNV) and healthcare provider Fokus
Business sector	health
***Number of staff**	2 400 employees
Background of the company/organization	Fokus provides care for people with disabilities, enabling them to live normally in their own homes.
Classification	☐ Business strategy and Company Policies (Recruiting, Contracts, Payment) ☐ Working conditions (Teamwork, Performance, Work-Life-Balance) ☐ Career Development (Training Needs, Training options) ☐ Management Commitment ☐Other, please specify
***Duration of the best practice):**	one year
Best practice addressed this need/problem/issue:	shortage of experienced personnel due to demanding working conditions (night shifts, working long hours etc.)
Short description of the good practice	The Dutch unions FNV and CNV have concluded a collective agreement with the health care provider Fokus, which includes a 'generation pact' allowing for working hours to be transferred from older to newer employees, while safeguarding pension rights. This agreement enables workers within four years before their retirement to reduce their working hours by 20% with a reduction in pay of 10%, while its pension contributions remain at the same level. The extra hours will be redistributed among the newer staff. Workers over the age of 58 will also not have to carry out night shifts.

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	Additionally, the collective agreement allows workers with (informal) care responsibilities to get extra paid leave.
***The impact the best practice had on employees and/or the company:**	-wage increase of 2,8% and the lowest salary scales disappear - informal carers can receive paid leave -older employees can start working less and younger employees get a more beneficial contract.
Source of information/Link	https://www.etuc.org/en/better-life-young-and-older

Duo for a job	
Country	Belgium
Type of company	non-profit organisation Duo for a Job
Business sector	intergenerational mentoring
***Number of staff**	1103 mentors; 3017 duos
Background of the company/organization	DUO for a JOB aims to help eliminate inequalities in access to the labour market for young people with a migrant background, to recognise the knowledge of our seniors, and to combat discrimination by recreating social cohesion, understanding and local solidarity.
Classification	☐ Business strategy and Company Policies (Recruiting, Contracts, Payment) ☐ Working conditions (Teamwork, Performance, Work-Life-Balance) ☐ Career Development (Training Needs, Training options) ☐ Management Commitment ☐Other, please specify
***Duration of the best practice):**	2012 and ongoing

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Best practice addressed this need/problem/issue:	There is a proven inequality of access to the labour market for young people with a migrant background in Belgium. People over 50 years of age in Belgium have one of the lowest employment rates in Europe and face a lack of appreciation of their skills.
Short description of the good practice	DUO for a JOB brings together young jobseekers of migrant origin with persons aged 50 and over from the same professional sector, who will support them in their career plans. Once set up, the duets are supervised and accompanied by the association throughout the 6 months of mentoring. Through this mentoring programme and through the sharing of experiences, the association aims to eliminate inequalities in access to the labour market for young people with a migrant background and value the knowledge of the older population. The initiative fosters intergenerational and intercultural exchanges that challenge prejudices and fight discrimination while recreating social ties and solidarity at local level.
***The impact the best practice had on employees and/or the company:**	In this case it´s more of a impact on the society. By bringing two groups together, DUO for a JOB aims to help eliminate inequalities in access to the labour market for young people with a migrant background, to recognise the knowledge of seniors, and to combat discrimination by recreating social cohesion, understanding and local solidarity.
Source of information/Link	https://www.duoforajob.be/en/about-us-our-mission/

Best practices Hungary

Age management at Berner LTD	
Country	Finland
Type of company	manufacturer
Business sector	a manufacturer of hygiene products, detergents and plant protection products as well as ethanol and solvent-based products

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***Number of staff**	380 people
Background of the company/organization	Berner Ltd, established in 1883, is a manufacturer of hygiene products, detergents and plant protection products as well as ethanol and solvent-based products. In addition, the company acts as a wholesaler of branded products into the Finnish market. In Finland, the company employs 380 people, with an average age of 44 years. Eighty-three employees are over 55 years old, with 54 of these over 58 years. This group is engaged
Classification	☐ Business strategy and Company Policies (Recruiting, Contracts, Payment) ☐ Working conditions (Teamwork, Performance, Work-Life-Balance) ☐ Career Development (Training Needs, Training options) ☐ Management Commitment ☐Other, please specify
***Duration of the best practice):**	2010 and ongoing
Best practice addressed this need/problem/issue:	Retaining senior workforce would need new measures in companies.
Short description of the good practice	Berner Ltd is a long-standing manufacturer/wholesaler, known for its employee-centred approach. With an average employee age of 44 and with 21 % of employees over 55 years old, Berner created a 'senior programme' in 2010. The programme was developed by an in-house steering group in partnership with Ilmarinen Mutual Pension Insurance. The programme includes succession planning, mentoring and knowledge transfer, employee feedback and communication. (eg. arranging mentoring/tutoring of younger employees by older employees to ensure knowledge transfer (including 'tacit knowledge', that gained from experience). Work adjustments, healthcare checks and senior leave days help to retain older workers, and retired employees can join the labour reserve, providing training/cover when needed. The experience gained from this programme is now being applied to a 'junior' programme for younger staff. Success factors include the employee consultation, career planning and diversity of measures undertaken. The programme is transferable for large private- or public-sector organisations. Smaller companies could adopt a modified range of measures.

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***The impact the best practice had on employees and/or the company:**	The programme is successful, resulting in low rates of sickness absence, almost no staff lost because of incapacity, a retirement age above the national average and national recognition.
Source of information/Link	https://osha.europa.eu/en/publications/finland-age-management-berner-ltd/view
Age-diverse workforce at McDonalds	
Country	UK
Type of company	Private
Business sector	Fast food services
***Number of staff**	1.2 million worldwide, 425k in Europe
Background of the company/organization	McDonald's Corporation is an American fast food company, founded in 1940 as a restaurant operated by Richard and Maurice McDonald, in San Bernardino, California, United States. McDonald's is the world's largest restaurant chain by revenue, serving over 69 million customers daily in over 100 countries across 37,855 outlets as of 2018. The McDonald's Corporation revenues come from the rent, royalties, and fees paid by the franchisees, as well as sales in company-operated restaurants. McDonald's is the world's second-largest private employer with 1.7 million employees. This present case study is in relation with their UK chain.
Classification	☐ Business strategy and Company Policies (Recruiting, Contracts, Payment) ☐ Working conditions (Teamwork, Performance, Work-Life-Balance) ☐ Career Development (Training Needs, Training options) ☐ Management Commitment ☐Other, please specify
***Duration of the best practice):**	
Best practice addressed this need/problem/issue:	Training and development for all ages, cross-trainings

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Short description of the good practice	The company has various measures to attract and retain employees of all ages and enable a career path and good cooperation for all of them. McDonald's investment in learning and development has proved attractive to both young and older employees, their investment in training and development is on an upward trend. They have the McDonald's University, where employees can study all aspects of leadership. About 80% of McDonald's employees undertake training annually. McDonald's also has an online portal called 'our lounge', originally built to host online learning programmes, which enables employees to study online for national recognised qualifications such as GCSE English or Maths. The site has now evolved to become the primary way in which the organisation communicates and engages with its workforce in terms of business messages, competitions and company news. Employees of all generations share knowledge through online employee forums.
***The impact the best practice had on employees and/or the company:**	They were able to push back the edge of the workforce cliff by helping as many of the working age population into employment and then to ensure these groups are equipped to deliver the levels of productivity. With training and flexible hours' job satisfaction and career paths diversity are ensured.
Source of information/Link	https://www.cipd.co.uk/Images/managing-an-age-diverse-workforce_2015-what-employers-need-to-know_tcm18-10832.pdf

Job satisfaction at Roskilde Cemeteries	
Country	Denmark
Type of company	Governmental
Business sector	Funeral services
***Number of staff**	32
Background of the company/organization	Roskilde Kirkegaarde (Roskilde Cemeteries) includes three cemeteries and one crematorium, all located in the

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	municipality of Roskilde in Denmark. There are 32 employees, primarily gardeners and administrative staff.
Classification	☐ Business strategy and Company Policies (Recruiting, Contracts, Payment) ☐ Working conditions (Teamwork, Performance, Work-Life-Balance) ☐ Career Development (Training Needs, Training options) ☐ Management Commitment ☐Other, please specify
***Duration of the best practice):**	2007 and ongoing
Best practice addressed this need/problem/issue:	Younger and older generations work together on making work conditions better to retain aged employees.
Short description of the good practice	Roskilde Cemeteries, comprising three cemeteries and one crematorium, employs 32 people, nine of whom are over 45 years of age and classified by the company as 'senior'. Its senior policy was developed in 2007 by an internal working group and was facilitated by an external consultant, in line with the company's intention to retain older workers. Focus groups with younger and older workers, interviews with individual managers, employee survey questionnaires and consultant observation led to a series of recommendations. The senior policy was developed in a collaborative way, based on discussions among younger and older employees about the crucial factors that determine whether or not someone remains at work in the cemeteries after the age of 60. The younger participants discussed how they experienced working together with older colleagues, and the older group discussed the impact of their age on their work in the cemetery and how working conditions could be improved. These were then aligned with the company policy and culture and were communicated to employees. The senior policy includes general benefits such as additional family care days and regular interviews about self-perceived work ability. Specific measures included reduced working hours with no impact on pension, task rotation and adapting tasks. Success factors include the partnership with external experts, the systematic approach undertaken and the relevance to all employees.

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***The impact the best practice had on employees and/or the company:**	The cemetery manager stated that the most important outcome of the senior policy is motivating older employees to continue working. Careful preparation and dialogue fostered better understanding between younger and older colleagues, whereby younger employees accept that older colleagues receive additional leave days (the 'care' days) to take care of a dependent parent, and, on the other hand, older colleagues are more understanding when younger employees are absent because of, for example, a child's illness. The careful design of the senior policy also ensured that it fitted with company culture and identified those measures that were most relevant to workers. *The following success factors have been identified:* Consideration for all age groups: Younger and older workers were included in the consultations, with younger workers' needs considered in addition to those of older workers. Communication: The process created an environment where employees were encouraged to talk about their working environment, the physical or mental stresses they experienced in their work, their health problems and their wishes for their future work.
Source of information/Link	https://osha.europa.eu/en/publications/denmark-job-satisfaction-employees-all-ages-senior-policy-cemetery/view

Reverse mentoring at Mastercard	
Country	US
Type of company	Private
Business sector	Bank sector
***Number of staff**	

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Background of the company/organization	Mastercard Incorporated is an American multinational financial services corporation headquartered in the Mastercard International Global Headquarters in New York, United States. Its principal business is to process payments between the banks of merchants and the card-issuing banks or credit unions of the purchasers who use the "Mastercard" brand debit, credit and prepaid cards to make purchases. Mastercard Worldwide has been a publicly traded company since 2006.
Classification	☐ Business strategy and Company Policies (Recruiting, Contracts, Payment) ☐ Working conditions (Teamwork, Performance, Work-Life-Balance) ☐ Career Development (Training Needs, Training options) ☐ Management Commitment ☐Other, please specify
***Duration of the best practice):**	
Best practice addressed this need/problem/issue:	Pairing people of different age groups for co-learning
Short description of the good practice	Mastercard runs reciprocal mentoring programs in its internal business resource groups. The program partners young employees with older colleagues to work on tech skills. Younger pairs teach older colleagues how to use social media and how to get more out of professional networking sites, such as LinkedIn. In exchange they get professional counsel and help in other skills like improving communication skills.
***The impact the best practice had on employees and/or the company:**	Today hundreds of MasterCard employees take part in the program, which is currently offered in five offices. It boosts learning and also helps overcome generational prejudices.
Source of information/Link	https://hbr.org/2014/09/managing-people-from-5-generations

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Co-learning and responsibility at Vanderlande Industries	
Country	Netherlands
Type of company	Private
Business sector	Vanderlande Industries, Veghel, Netherlands Baggage handling equipment and technology
***Number of staff**	Vanderlande employs more than 6,500 people worldwide.
Background of the company/organization	Vanderlande is a material handling and logistics automation company based in Veghel, Netherlands. In 2019, the company reported revenue of 1.517 billion Euro making it the world's fifth-largest materials handling systems supplier. Specifically, Vanderlande makes baggage handling systems for airports. Currently, more than 600 airports in the world are using Vanderlande's baggage handling systems, including 17 of the 25 largest airports in the world. Apart from its headquarters and "innovation centre" in Veghel, Vanderlande has additional production and service locations in the Netherlands, Belgium, Germany, France, Spain, the United Kingdom, Canada, China, India, South Africa, and the United States.
Classification	☐ Business strategy and Company Policies (Recruiting, Contracts, Payment) ☐ Working conditions (Teamwork, Performance, Work-Life-Balance) ☐ Career Development (Training Needs, Training options) ☐ Management Commitment ☐Other, please specify
***Duration of the best practice):**	
Best practice addressed this need/problem/issue:	Professional growth of younger generation based on co-learning

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Short description of the good practice	A senior manager at Vanderlande Industries, Mr. Bolwerk is currently overseeing a project to install baggage-handling technology across multiple terminals at the Amsterdam Airport Schiphol in Amsterdam, Netherlands. He has a team of engineers ranging in age from their early twenties to their mid-50s, and he considers their ages, their personal circumstances and their personal goals when he assigns tasks. Backed with training from more experienced workers, younger team members can put some of those new lessons into actionon the night shift. Because there are fewer workers, younger team members perform more complex tasks, such as being in charge of testing for new software implementations.
***The impact the best practice had on employees and/or the company:**	More productivity and more satisfied workers by considering what motivates employees—on the job and in their personal lives. Job satisfaction for younger workers as they can grow faster in their career, more consideration of older workers in family life.
Source of information/Link	https://www.pmi.org/-/media/pmi/documents/public/pdf/white-papers/minding-the-gap.pd

Best practices Greece

Title of Best Practice: Mentorship & Reverse Mentorship Program	
Country:	Greece & globally
Type of company:	Private
Business sector:	IT
***Number of staff:**	Over 250 employees
Background of the company/organization:	Hewlett Packard Enterprise is multinational enterprise information technology company.
Classification:	Working conditions (Teamwork, Performance, Work-Life-Balance) Career Development (Training Needs, Training options)
***Duration of the best practice):**	

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Best practice addressed this need/problem/issue:	Elimination of age discrimination by bringing different age groups together through a mentorship program.
Short description of the best practice:	Development of a mentoring program designed to operate at the Business Level Unit or Service. To maximize the dynamics of the employees, the company also offers the option of Reverse Guidance, creating a guidance relationship, where both younger and older employees share skills, experiences and new ways of working, thus creating a "bridge" to eliminate gaps that may exist between generations and skills at the same time.
***The impact the best practice had on employees and/or the company:**	
Source of information/Link:	https://adecco.gr/wp-content/uploads/2018/10/Adecco-inovantage-ageing.pdf

Title of Best Practice: "Vacancies for all" tool	
Country:	Netherlands
Type of company:	Public
Business sector:	Social affairs, equal treatment
***Number of staff:**	
Background of the company/organization:	Dutch Ministry of Social Affairs and Employment, the Age and Society Expertise Centre and the Equal Treatment Commission
Classification:	☐ Business strategy and Company Policies (Recruiting, Contracts, Payment)
***Duration of the best practice):**	
Best practice addressed this need/problem/issue:	Creation of a "checklist" to provide employers with a tool to clarify what is allowed and what is prohibited in the text of a vacancy notice.

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Short description of the best practice:	The “Vacancies for all ages” tool screens ads for job vacancies placed in newspapers and on the Internet for age discrimination. Employers responsible for placing offending adds receive a letter explaining why that notice is discriminatory, as well as information on equal treatment legislation.
***The impact the best practice had on employees and/or the company:**	According to the Netherlands Institute for Human Rights, the number of unlawful ads has declined over the past decade.
Source of information/Link:	https://unece.org/fileadmin/DAM/pau/age/Policy_briefs/ECE-WG1-30.pdf

Title of Best Practice: Investing in recruiting people over 55 years old	
Country:	Poland
Type of company:	Private
Business sector:	Food
***Number of staff:**	
Background of the company/organization:	Lisner is a Polish company specialized in seafood product preparation and packaging.
Classification:	☐ Business strategy and Company Policies (Recruiting, Contracts, Payment)
***Duration of the best practice):**	
Best practice addressed this need/problem/issue:	Reduce reluctance of employers toward employing and recruiting people over 55
Short description of the best practice:	Older employees are more reliable, less demanding, and more loyal toward employers. Due to demographic changes, more and more people over 55 will be employed and when it comes to blue collar they are among the newly recruited staff.

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***The impact the best practice had on employees and/or the company:**	
Source of information/Link:	https://adecco.gr/wp-content/uploads/2018/10/Adecco-inovantage-ageing.pdf

Creation of an Employee Resource Group	
Country:	Globally
Type of company:	Private
Business sector:	IT
***Number of staff:**	Over 250 employees
Background of the company/organization:	Google LLC is an American multinational technology company that specializes in Internet-related services and products.
Classification:	☐ Working conditions (Teamwork, Performance, Work-Life-Balance) ☐ Career Development (Training Needs, Training options) ☐ Management Commitment
***Duration of the best practice):**	
Best practice addressed this need/problem/issue:	At Google there are currently 16 Employee Resource Groups (ERGs) with more than 250 chapters globally - providing community, personal and professional development opportunities for employees from underrepresented communities. One of them is “The Greyglers”, a community for employees of older age.
Short description of the best practice:	“The Greyglers” help Google succeed by sharing their experience and by advocating for the needs of employees and users as they age. As company elders, the Greyglers advocate for policy change within Google, promote awareness of age diversity and issues related to age, and support transitions throughout Google employees’ careers, so that Google remains a workplace that works for everyone.

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***The impact the best practice had on employees and/or the company:**	
Source of information/Link:	https://diversity.google/commitments/

Assistance for Workers Re-entering the Workforce	
Country:	UK & globally
Type of company:	Private
Business sector:	energy and services
***Number of staff:**	Over 250 employees
Background of the company/organization:	Centrica is multinational energy and services company with principal activity is the supply of electricity and gas to UK and Ireland.
Classification:	☐ Business strategy and Company Policies (Recruiting, Contracts, Payment) ☐ Working conditions (Teamwork, Performance, Work-Life-Balance) ☐ Career Development (Training Needs, Training options) ☐ Management Commitment ☐ Other, please specify
***Duration of the best practice):**	
Best practice addressed this need/problem/issue:	One of Centrica's most innovative programs to source talent is called HitReturn, that assist senior workers to return to the workforce.
Short description of the best practice:	Launched in partnership with two other companies, this pilot program targets senior-level professionals who want to return to the workforce after a break of two or more years. Candidates participate in 12- week, paid "returnships" that offer professional assignments and expert coaching and mentors. Participation does not guarantee a permanent job, but this is certainly a possibility.

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***The impact the best practice had on employees and/or the company:**	
Source of information/Link:	https://www.shrm.org/foundation/ourwork/initiatives/the-aging-workforce/Documents/Age-Diverse%20Workforce%20Executive%20Briefing.pdf

Best practices Luxembourg

Managing a Multigenerational Restaurant	
Country	USA
Type of company	Private
Business sector	Food distribution
***Number of staff**	19.000employees
Background of the company/organization	Gordon Food Service (GFS) is a foodservice distributor based in Wyoming, Michigan serving the Midwest, Northeast, Southeast, and Southwest regions of the United States and coast-to-coast in Canada. The Company was founded in 1897 and now, 124 years later, GFS has grown to become one of the largest privately held and family-managed foodservice distributor in North America. Gordon Food Service serves a wide variety of foodservice companies across industries, ranging from restaurants, to healthcare, education, and more.
Classification	☐ Business strategy and Company Policies (Recruiting, Contracts, Payment) ☐ Working conditions (Teamwork, Performance, Work-Life-Balance) ☐ Career Development (Training Needs, Training options) ☐ Management Commitment ☐Other, please specify
***Duration of the best practice):**	N/A

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Best practice addressed this need/problem/issue:	The generational cross-section of workers can easily span four decades and an equal number of generations, with people of all ages serving in both supervisory and subordinate roles. From a management standpoint, this creates challenges when it comes to getting everyone working as a team. People from different generations have different ideas about what work means, and different expectations about everything from training to treatment to advancement and compensation.
Short description of the good practice	There's no one-size-fits-all approach to staff management; operators need to learn ways to use all of the generational differences to their advantage, making use of the so-called "empathy training", as well as role-playing in multigenerational classroom training, to emphasize the point. Having a millennial playing the role of a boomer, responding to questions and situations as he or she thinks a boomer would react and then, reverse the roles.
***The impact the best practice had on employees and/or the company:**	Empathy facilitates better manager-employee relationships, and role-playing allows employees to find out that the differences between the generations are nothing negative, leading to a generational harmony. An happy company's workforce is the key for the long-term success of the company itself
Source of information/Link	https://www.gfs.com/en-us/ideas/managing-your-multigenerational-restaurant-food-service-staff

Bridging the Gaps	
Country	USA
Type of company	Limited Liability Company
Business sector	Financial services
***Number of staff**	11-50 employees
Background of the company/organization	VisionPoint Advisory Group, LLC (VPAG) is a registered Investment Advisor (RIA) that provides a comprehensive suite of corporate retirement plan consulting, wealth planning and investment management services

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Classification	☐ Business strategy and Company Policies (Recruiting, Contracts, Payment) ☒ Working conditions (Teamwork, Performance, Work-Life-Balance) ☐ Career Development (Training Needs, Training options) ☐ Management Commitment ☐ Other, please specify
***Duration of the best practice):**	N/A
Best practice addressed this need/problem/issue:	Generational issue: the firm needed to carry on a number of structural adjustments and policy revisions that acknowledged the dynamics of generational diversity
Short description of the good practice	Developing a proactive approach to managing a multigenerational workplace begins by examining the organization's demographics, culture and management practices.
***The impact the best practice had on employees and/or the company:**	Employees of every generation have welcomed and benefited from the increased freedom and flexibility they were given, as have the firm's clients and partners. The firm turned into a workplace where people want to come and stay. As a result, the founding vision and values regarding outstanding work and customer satisfaction have never been stronger.
Source of information/Link	https://www.collin.edu/cwed/reports/Generations_Potential_of_ Multigenerational_Workforce.pdf

Reverse mentoring	
Country	India
Type of company	Public
Business sector	Telecommunications
***Number of staff**	19.138 employees

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Background of the company/organization	Bharti Airtel Limited, also known as Airtel, is an Indian multinational telecommunications services company based in New Delhi. It operates in 18 countries across South Asia and Africa. Airtel provides GSM, 3G, 4G LTE, 4G+ mobile services, fixed line broadband and voice services depending upon the country of operation. It is the second largest mobile network operator in India and the fourth largest mobile network operator in the world with over 439.84 million subscribers.
Classification	☐ Business strategy and Company Policies (Recruiting, Contracts, Payment) ☐ Working conditions (Teamwork, Performance, Work-Life-Balance) ☐ Career Development (Training Needs, Training options) ☐ Management Commitment ☐Other, please specify
***Duration of the best practice):**	Initiated in 2008
Best practice addressed this need/problem/issue:	In a young country like India where more than 50 per cent of the population is below the age of 25 and more than 65 per cent below the age of 35, the traditional concept of mentorship may not yield the desired results. With our population becoming younger, it is essential for organisations to evolve to the needs of new young India.
Short description of the good practice	For Airtel, reverse mentoring as a concept was initiated in 2008 post the return of CEO Sanjay. As part of the reverse mentoring programme of Airtel, leaders across the country, including the Airtel Management Board (AMB), and the function heads are mentored mostly by our young managers, hired from the top B-schools of the country, and into their second or third year in the organisation. The topics,the seniors are educated on, include brand activation opportunities, downloading apps, fashion trends,as well as hard business strategies. Junior professionals are encouraged to volunteer for the reverse mentoring programme, but are chosen after intense question-and-answer sessions.
***The impact the best practice had on employees and/or the company:**	Mentor's benefits: • Gets access to a wealth of experience for his/her own personal development. A good mentor would keep on picking the mentee's brains • Mentor gets valuable insights on the virtual world, which is becoming increasingly relevant for the business

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	• The challenge of mentoring a leader forces the mentor to venture into unexplored territory — something that he/she may not be doing in the routine job Mentee's benefits: • Gets to understand the consumer preferences, likes and dislikes of the youth segment • Helps engage his/her team better by understanding their needs and desires • Helps getting acquainted with technology, social media, trends etc • A reverse mentor could be a good sounding board for the mentee to test and develop ideas
Source of information/Link	https://www.business-standard.com/article/management/reverse-mentoring-112090300058_1.html

Cisco Mentoring Program	
Country	USA
Type of company	Dutch unions (CNV, FNV) and healthcare provider Fokus
Business sector	Public
***Number of staff**	75.900 employees
Background of the company/organization	Cisco Systems, Inc. is an American multinational technology conglomerate headquartered in San Jose, California. Cisco develops, manufactures and sells networking hardware, software, telecommunications equipment and other high-technology services and products. Through its numerous acquired subsidiaries, such as OpenDNS, Webex, Jabber and Jasper, Cisco specializes in specific tech markets, such as the Internet of Things (IoT), domain security and energy management.
Classification	☐ Business strategy and Company Policies (Recruiting, Contracts, Payment) ☐ Working conditions (Teamwork, Performance, Work-Life-Balance) ☐ Career Development (Training Needs, Training options)

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	☐ Management Commitment ☐Other, please specify
***Duration of the best practice):**	6 months
Best practice addressed this need/problem/issue:	N/A
Short description of the good practice	Cisco supports a strong mentoring culture and has several formal and informal mentor programs in place across the company. As part of the yearly review process, employees are encouraged to identify a mentor within the company to help broaden their perspectives and increase business knowledge. A comprehensive mentoring website is available to all employees, providing information, guidance, and tools that support a range of mentoring approaches: • One-to-one mentoring: Formally and informally matched pairs with a focus on development guidance, perspective, and support • Mentoring circles: Network-based mentoring that brings people with common goals together to share business and leadership skills for mutual learning and growth • Peer mentoring: Experience and information sharing between persons of disparate skill sets to help grow professional networks • Reverse mentoring: Formal or informal relationships in which a junior-level employee mentors a senior-level employee
***The impact the best practice had on employees and/or the company:**	-Shared Learning – Most mentors and mentees felt the programme was valuable and they walked away having a greater understanding of another team inside of Cisco, how it operates, what drives the team for success and the challenges that organization faces. -Honesty/Respect – Many people said they enjoyed having an open and honest exchange of ideas and best practices. Mentors felt that their feedback was valued and well received which encouraged them to be as honest as possible. -Relationship – Quite a few people said they enjoyed getting to know someone who they wouldn't have normally engaged with at work who gave them a completely different perspective.

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	This wasn't just about "talking business" but actually spending valuable time getting to know someone and understanding the challenges they face. Where there was a good match, mentors and mentees said they would stay in touch beyond the six months. In other organizations, this has been shown to strengthen the corporate culture and to meaningfully improve engagement and the career path of the individuals.
Source of information/Link	https://www.mentorresources.com/mentoring-blog/bid/130898/Reverse-Mentoring-Cisco-s-Successful-Mentor-Program

6 Ways HP is Setting a New Standard for Diversity and Inclusion	
Country	USA
Type of company	Public
Business sector	IT
***Number of staff**	53.000 employees
Background of the company/organization	The Hewlett-Packard Company, commonly shortened to Hewlett-Packard or HP, is an American multinational information technology company headquartered in Palo Alto, California, that develops and provides a wide variety of hardware components, as well as software and related services to consumers, small and medium-sized businesses (SMBs) and large enterprises, including customers in the government, health and education sectors
Classification	☐ Business strategy and Company Policies (Recruiting, Contracts, Payment) ☐ Working conditions (Teamwork, Performance, Work-Life-Balance) ☐ Career Development (Training Needs, Training options) ☐ Management Commitment ☐Other, please specify
***Duration of the best practice):**	N/A

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Best practice addressed this need/problem/issue:	Need to accelerate the organization's digital transformation
Short description of the good practice	HP embraces the generational diversity of its workforce by recognizing that their multigenerational teams have helped lead to innovation and business success, gaining a broader diversity of skills, experiences and perspectives in the workforce. During the interactive training, employees from different backgrounds work together to share their experiences, identify their own biases, and work on ways to mitigate them going forward.
***The impact the best practice had on employees and/or the company:**	- Reinventing mind-sets: In addition to a specific training for managers, all employees have the opportunity to go through the Belong at HP program to ensure they understand the impact of unconscious bias, recognize when their own biases arise, and take action to ensure their biases aren't having a negative impact on inclusion. - The company's initiatives have not only created a better employee experience but have also contributed to higher employee engagement and greater innovation.
Source of information/Link	https://www.themuse.com/advice/hp-diversity-inclusion-in-tech

Best practices Germany

Senior Experten Service (SES)	
Country:	Germany
Type of company:	The SES Foundation and the limited company SES GmbH are based in Bonn. Both entities use the name 'Senior Experten Service – Stiftung der Deutschen Wirtschaft für internationale Zusammenarbeit' (Foundation of German Industry for International Cooperation) and both are non-profit organisations. https://www.ses-bonn.de/en/about-us/foundation-and-limited-company
Business sector:	"SES assignments are completed by voluntary experts and executives who are either retired or taking some time off work as part of the Weltdienst 30+ service. With its expertise, the SES strengthens local skills – in every industry and sector. - Skilled trades and technology - Commerce and sales - Education and training

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	- Healthcare and social services - Administration and science” https://www.ses-bonn.de/en/ses-experts
***Number of staff:**	n.a.
Background of the company/organization:	“Key idea: the future needs experience We actively put the huge potential of voluntary experts and executives who are either retired or taking some time off work to use in society. We have a special commitment to post-occupational volunteering. We see demographic change as an opportunity. We facilitate the sharing of knowledge and experience and promote solidarity between people from different generations, cultures and nations. We strengthen societal, economic and social development and thereby contribute towards raising the standard of living.” https://www.ses-bonn.de/en/about-us/mission-statement SES Experts have “Know-how for - Small and medium-sized businesses - Public authorities - Professional and business associations - Social and medical facilities - Institutions which provide schooling or vocational training SES Experts have: - Sound knowledge in their field of expertise - An interest in volunteering abroad - Good foreign language skills - A criminal record check confirming they are fit to work with children or young people, if applicable - Health insurance in Germany” https://www.ses-bonn.de/en/ses-experts
Classification:	- Business strategy and Company Policies (Recruiting, Contracts, Payment) - Working conditions (Teamwork, Performance, Work-Life-Balance) - Career Development (Training Needs, Training options) - Management Commitment - Other: Knowledge Transfer, Work Satisfaction
***Duration of the best practice):**	Operating since 1983 on international level, since 1990 on national level.
Best practice addressed this need/problem/issue:	Knowledge Transfer

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Short description of the best practice:	**International Activities** “Voluntary assignments in 160 different countries The SES has been completing international assignments for longer than it has been doing anything else. Its history of helping overseas began in 1983, with the first foreign assignment assisting a farming cooperative in Brazil. The SES has now completed assignments in 160 different countries – the majority of them in Africa, Asia, Latin America, Central, Eastern and Southern Europe, the Middle East and North Africa (MENA) or Central Asia. The experts also work in a broader range of areas than ever before. They now assist small and medium-sized businesses, public authorities, professional and business associations, social and medical facilities, and institutions which provide basic education or vocational training. They lend a hand in the skilled trades and with the installation, servicing and operation of machinery at production facilities, help to train specialists, resolve issues in marketing, sales, organisation, HR or certification, and provide support in all sorts of other areas. SES assignments last for an average of four to six weeks. The maximum duration is six months. Follow-up assignments can be arranged at any time.” https://www.ses-bonn.de/en/activities/international **National Activities in Germany** “The SES has been working in Germany since 1990. The first domestic assignments were completed at companies in the former East Germany prior to reunification. Now, the SES supports small and medium-sized businesses and non-profit organisations throughout Germany. It is also in demand as a partner to trade corporations and chambers of industry and commerce. The SES has branched out into new areas since 2006. As well as helping service providers, the skilled trades, industry and commerce, its experts now also focus on supporting young people at school or in training within Germany. The SES has been supporting schools since 2006 with its scheme ‘Neue Impulse für Schülerinnen und Schüler’, which delivers new impetus for students. This initiative is aimed at all types of schools and ages. It supplements ordinary teaching with age-appropriate, creative and practical projects. The SES launched its VerA initiative for young people in vocational training at the end of 2008. It aims to prevent apprentices from dropping out of their courses. VerA helps youngsters who are having difficulties at their vocational

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	college or the company where they are training, or who are experiencing personal problems. The SES has been supporting young refugees in Germany since 2015. Its experts help the youngsters to integrate into school, traineeships and everyday life. https://www.ses-bonn.de/en/activities/germany
***The impact the best practice had on employees and/or the company:**	"Currently, more than 12,500 experts from all professional spheres support the SES. Since the SES was established, they have completed more than 50,000 assignments in 160 different countries." https://www.ses-bonn.de/en/ses-experts
Source of information/Link:	https://www.ses-bonn.de/en/startseite

FORD AG – Disability Management	
Country:	Germany
Type of company:	Limited company
Business sector:	Car Industry
***Number of staff:**	53,000 https://www.ford.de/ueber-ford/nachhaltigkeit/menschen
Background of the company/organization:	"On 18 August 1925, the Ford Motor Company Aktiengesellschaft was founded in Berlin. Since then, over 40 million Ford vehicles have been manufactured in Germany - and 800,000 more are added every year. More than 2,500 engineers, designers and technicians are constantly working on new technologies and innovations at our four Ford plants, transforming them into marketable products." https://www.ford.de/ueber-ford
Classification:	- Business strategy and Company Policies (Recruiting, Contracts, Payment. Disablity Management) - Working conditions (Teamwork, Performance, Work-Life-Balance) - Career Development (Training Needs, Training options) - Management Commitment - Other, please specify
***Duration of the best practice):**	Since 2003
Best practice addressed this need/problem/issue:	Change in individual performance due to age or illness

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Short description of the best practice:	"If employability is endangered by illness or as a result of an accident, everything must be done in time to restore or stabilise it. As early as 2003, Ford introduced "Disability Management" in the company for this purpose - an efficient, holistic and sustainable concept for the early recognition and prevention of disability, exclusion and disadvantage of people with a change in performance. Interdisciplinary teams consisting of company supervisors as well as representatives of the works council, human resources, the department for the severely disabled, the health service and disability management look after employees with medical problems and physical or mental alterations in performance. Together, individual solutions that also create value for Ford are developed, which not only maintain the performance and working capacity of those affected, but also increase their job satisfaction and thus contribute to more personal well-being and quality of life." https://www.ford.de/ueber-ford/beruf-karriere/ford-als-arbeitgeber
***The impact the best practice had on employees and/or the company:**	"In 2006, Ford became the first European company to be certified to an international standard for its disability management." https://www.bmfsfj.de/blob/93662/8ec515dd463772b68185e682bd9b8ff8/erfahrung-rechnet-sich-data.pdf (page 79)
Source of information/Link:	https://www.ford.de/ueber-ford/beruf-karriere/ford-als-arbeitgeber https://www.bmfsfj.de/blob/93662/8ec515dd463772b68185e682bd9b8ff8/erfahrung-rechnet-sich-data.pdf

Age Structure Analysis / Training Needs Analysis: **Demographic Calculator 2030 and Skilled Labour Monitor**	
Country:	Germany (Bavaria)
Type of company:	Chamber of Trade and Industry of Bavaria
Business sector:	Trade and Industry
***Number of staff:**	n.a.
Background of the company/organization:	Skilled Labour Shortage: Ageing society and retirement of baby boomer generation
Classification:	- Business strategy and Company Policies (Recruiting, Contracts, Payment) - Working conditions (Teamwork, Performance, Work-Life-Balance) - Career Development (Training Needs, Training options) - Management Commitment - Other, please specify

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***Duration of the best practice):**	n.a.
Best practice addressed this need/problem/issue :	Calculator for company age structures and recruiting needs 2020 – 2030 / Regional Monitor Skilled Labour Monitor for demand of certain occupations "The demographic calculator can be used to determine age structures and replacement needs in the entire company and in individual occupational groups up to the year 2030. The free online tool thus supports companies in their personnel planning and, in addition to determining requirements, also shows fields of action for ensuring skilled labour." https://www.stmas.bayern.de/imperia/md/content/stmas/stmas_inet/arbeit/1904_beispielsammlung_aeltere-arbeitswelt.pdf
Short description of the best practice:	"With the demographic calculator, entrepreneurs can have the effects of demographic change on their own company transparently mapped and evaluated: A fast and uncomplicated overview of the current age structure of the workforce for the entire company as well as for individual occupational groups or departments / teams (e.g. mechanical engineering, human resources). A forecast of the age structure of the workforce up to the year 2030, based on the data entered for the company. An overview of the annual replacement requirements (overall and occupational group-specific) up to the year 2030. A year-by-year comparison of the age structure of your own company with the sector and the region." http://www.ihk-demografierechner-bayern.de/faq.php#faq_2_1 "Data from the Federal Employment Agency, the Federal Statistical Office, the Bavarian Statistical Office, the Federal Office for Building and Regional Planning and the Bavarian Chambers of Industry and Commerce are used in the calculation of the potential supply of skilled workers in the model. The results of the Chamber of Industry and Commerce business surveys are mainly used to calculate the potential demand for skilled labour. The Bavarian Chambers of Industry and Commerce survey their member companies three times a year on their business situation, their business expectations and their planned employment development.The business surveys are supplemented by industry-specific growth and employment data and by data on the development of the occupational structure." http://www.ihk-fachkraeftemonitor-bayern.de/methodik.html
***The impact the best practice had on employees and/or the company:**	n.a.
Source of information/Link:	http://www.ihk-demografierechner-bayern.de/ http://www.ihk-fachkraeftemonitor-bayern.de/

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Active Recruiting of 55+	
Country:	Germany (Bavaria)
Type of company:	Gruber Unternehmensgruppe, Rötz-Bernried bei Cham
Business sector:	Construction
***Number of staff:**	300
Background of the company/organization:	"The Gruber Group is a family-run medium-sized company. Founded in 1963 as a carpentry firm in Rötz/Bernried, Gruber today offers a broad portfolio of services. With Gruber Innenausbau-Holzbau GmbH, the company serves commercial and public customers with screed, flooring/parquet and element construction/interior finishing. Gruber Baumanagement GmbH offers ready-for-occupancy construction or conversion services in the commercial sector. Gruber Holzhaus GmbH builds individually planned, high-quality and energy-efficient wooden houses with sophisticated architecture for private customers. Gruber is also active in the construction of timber buildings and realises energy-efficient residential and commercial buildings for public and commercial investors." https://www.gruber-unternehmensgruppe.de/
Classification:	- Business strategy and Company Policies (Recruiting, Contracts, Payment) - Working conditions (Teamwork, Performance, Work-Life-Balance) - Career Development (Training Needs, Training options) - Management Commitment - Other: Knowledge Transfer
***Duration of the best practice):**	From app. 1998, on-going
Best practice addressed this need/problem/issue:	Knowledge Transfer – Loss of working experience for the company
Short description of the best practice:	"Experience is hard to replace. That is why the oldest site manager Johanna Gruber ever hired was already 72 years old. But: "He knew what he could do and was very motivated. We thought that was great and didn't think twice about it",says the

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	human resources manager of the Gruber group of companies in Rötz near Cham. Older employees play an important role for the family-run medium-sized company, which specialises in finishing, timber construction and construction management. Currently, about 15 percent of the workforce is older than 55. When 20 years ago the three most important industrial employees left at once due to family and illness, the resulting gap could not be closed easily: "That was the first time we realised how much knowledge and experience we could not easily replace," says Johanna Gruber. Since then, her human resources policy has been to keep employees on the job as long as possible. The first thing she did was to carry out a competence check on all tasks. And she discovered that many jobs are made for older employees. "Especially when construction projects are stuck, we need people who can act confidently and solve conflicts. In addition, it is often particularly important for older people to complete projects." For the application procedures, she and her team generally developed a fixed catalogue of criteria. It systematically matches the upcoming tasks with the respective skills. "This way, we rule out getting in our own way with unconscious prejudices." On a day-to-day basis, she looks at what certain target groups need in the workplace. "Older employees often want part-time or home office. But that is standard for us anyway, because we also have many young parents in our team. Johanna Gruber is very satisfied with the results of her personnel policy. Her eldest site manager worked for six years and played an important role in the company. in the company. He retired at the age of 78. Johanna Gruber: "It wasn't easy for us to lose this experience."” https://www.ihk-muenchen.de/ihk/documents/Fachkr%C3%A4fte/BIHK_Broschuere_Aeltere-Mitarbeiter_Web.pdf
***The impact the best practice had on employees and/or the company:**	- Competence checks on all tasks - Individual needs analysis with staff - Appreciation of older staff
Source of information/Link:	https://www.ihk-muenchen.de/ihk/documents/Fachkr%C3%A4fte/BIHK_Broschuere_Aeltere-Mitarbeiter_Web.pdf

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Corporate Health Management in the Geriatric Care Sector: Project „PeM – wir pflegen euch Mitarbeiter“ (we care for you as staff members)	
Country:	Germany (Bavaria)
Type of company:	Bavarian Red Cross
Business sector:	Geriatric Care
***Number of staff:**	Six homes for the elderly, one outpatient care service and three day care facilities with a total of about 500 employees were involved in the project.
Background of the company/organization:	The project was coordinated by the Deggendorf Institute of Technology (THD) and Bavarian Red Cross in Cham. The project was supported scientifically by the Deggendorf Institute of Technology (THD) - Faculty and Institute of Applied Health Sciences, Research Group Occupational Health Management and Occupational Safety
Classification:	- Business strategy and Company Policies (Recruiting, Contracts, Payment) - Working conditions (Teamwork, Performance, Work-Life-Balance) - Career Development (Training Needs, Training options) - Management Commitment - Other
***Duration of the best practice):**	From 2017
Best practice addressed this need/problem/issue:	By improving working conditions and the organisation of work, attractive jobs in care are to be created in order to counteract the shortage of skilled workers in a targeted manner.
Short description of the best practice:	A health and safety management pilot project was launched at the BRK (Bavarian Red Cross) senior citizens' facility in Cham in 2017. With the help of a bio-psycho-social work situation analysis (BISPA), valuable data could be obtained. On this basis, change processes were initiated in joint discussions in order to reduce mental stress among the employees. Due to the positive response, the project was extended to the entire district:

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	- Training of one of their own employees as a certified BGM (Corporate Health Management) process consultant - Presentation and adaptation of the systemic process within the framework of a kick-off event, as well as through management seminars and staff training. - Development of a company-specific methodology and corresponding implementation of the BIPSA as well as scientific evaluation and subsequent information on the results as well as training in dealing with the results. - Moderated workshops in the improvement process (instruction of the employees on the topic of health competence, taking into account the ArbSchG (Law on the implementation of occupational health and safety measures to improve the safety and health of employees at work)) - Individual measures from prevention, therapy and rehabilitation, e.g. Kinaesthetics and courses financed by the health insurance funds. The individual steps and measures were repeatedly adapted to the needs in the ongoing process. The project ran from April 2018 to January 2019 and will be continued. The staff position of BGM process consultant was created for this purpose.
***The impact the best practice had on employees and/or the company:**	"PeM - We care for you employees" was awarded the Bavarian Prevention Award at the end of 2019. The Deggendorf Institute of Technology and and Bavarian Red Cross in Cham as project coordinators prevailed against 106 competitors and won in the category "Prevention in training facilities and companies". The concept was also nominated for the German Demography Award.
Source of information/Link:	https://www.zpg-bayern.de/pem-wir-pflegen-euch-mitarbeiter.html https://youtu.be/byFI7lVvJuc https://th-deg.de/de/Presseartikel?id=18267

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Corporate Health Management - ICT	
Country:	Germany (Bavaria)
Type of company:	EVOSOFT GmgH Subsidiary company of Siemens AG
Business sector:	ICT / Software
***Number of staff:**	2,100 https://www.ihk-niederbayern.de/blueprint/servlet/resource/blob/4276824/fbb9322a7b4b5a9bf2f32ef69dfc98ef/fachkraeftesicherung-bihk-betriebliche-gesundheitsfoerderung-data.pdf
Background of the company/organization:	At the end of 2016, EVOSOFT GmbH in Nuremberg started to establish a systematic health management system for the entire company, following isolated measures in previous years. https://www.ihk-niederbayern.de/blueprint/servlet/resource/blob/4276824/fbb9322a7b4b5a9bf2f32ef69dfc98ef/fachkraeftesicherung-bihk-betriebliche-gesundheitsfoerderung-data.pdf
Classification:	- Business strategy and Company Policies (Recruiting, Contracts, Payment) - Working conditions (Teamwork, Performance, Work-Life-Balance) - Career Development (Training Needs, Training options) - Management Commitment - Other, please specify
***Duration of the best practice):**	From 2016 ongoing
Best practice addressed this need/problem/issue:	The work takes place at computer workstations - with corresponding health risks for the back, eyes and musculoskeletal system.
Short description of the best practice:	The approach is intended comprehensively address the issue of health. A two-step approach is recommended: In the first step, it is important to raise awareness of the issue: set up a communication platform, establish a working group and then offer the first measures. The second step is to involve the employees and encourage them to contribute their own ideas. “It is not about making as many offers as possible, but ones that fit well with the needs of the employees." Suggestions and support also came from the "Health 4.0" working group of the Nuremberg Chamber of Commerce and Industry for Middle Franconia. The EVOSOFT health working group includes the human resources department, works council, occupational health and safety and company doctor. Together, they first evaluated which health stresses occur and how the employees react to them. The first concrete measures were

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	mainly aimed at raising awareness. These included a chair check with ergonomic advice or an eye check-up. Further measures were aimed at body statics and back health. Health experts regularly provide tips on exercise and nutrition via information displays in the company's premises. The ”moving break” is also becoming increasingly popular. The short fitness break with a trained trainer offers employees the opportunity to do something for their body and mind with light exercises" https://www.ihk-niederbayern.de/blueprint/servlet/resource/blob/4276824/fbb9322a7b4b5a9bf2f32ef69dfc98ef/fachkraeftesicherung-bihk-betriebliche-gesundheitsfoerderung-data.pdf
***The impact the best practice had on employees and/or the company:**	n.a.
Source of information/Link:	https://www.ihk-niederbayern.de/blueprint/servlet/resource/blob/4276824/fbb9322a7b4b5a9bf2f32ef69dfc98ef/fachkraeftesicherung-bihk-betriebliche-gesundheitsfoerderung-data.pdf

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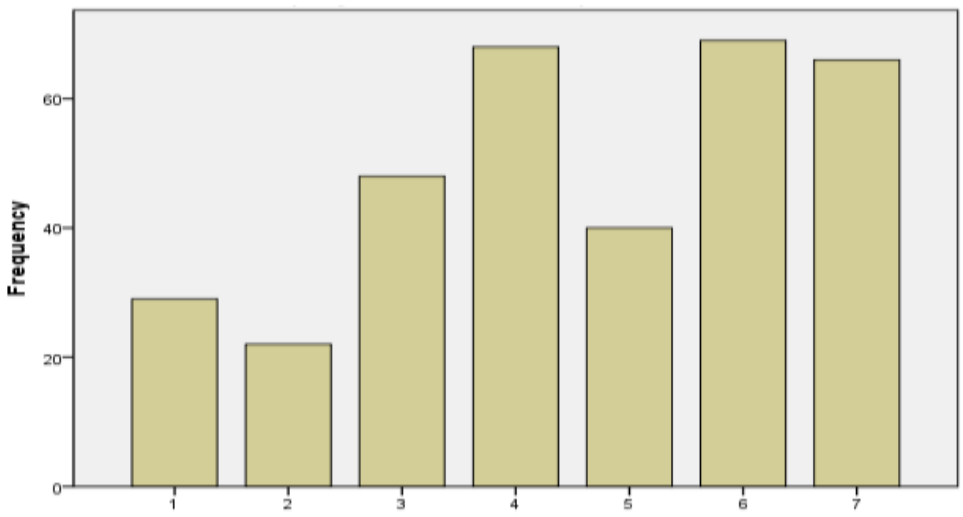
ANNEX II: Graphical representation of every question in Questionnaire survey on the multigenerational workplace culture training needs of all countries

The questionnaire was divided into two parts:

PART 1 (Q1 -Q19): Statements regarding workplace culture, company policy regarding age discrimination and differences between generations were evaluated (1= totally agree; 7= totally disagree).

PART 2 (Q20 – Q30): Participants were evaluating measures that would help to improve the multigenerational culture in the workplace (1 = would certainly help, 7 = would not help at all).

Graph 1: The difference in technology fluency between older and younger generation in our company often causes workplace conflicts – all countries together



Source: SPSS program

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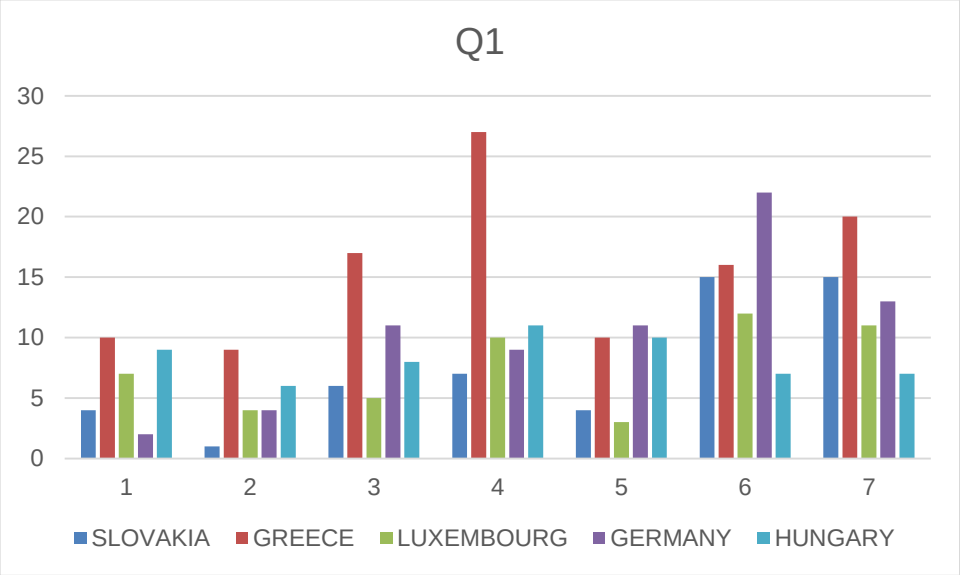
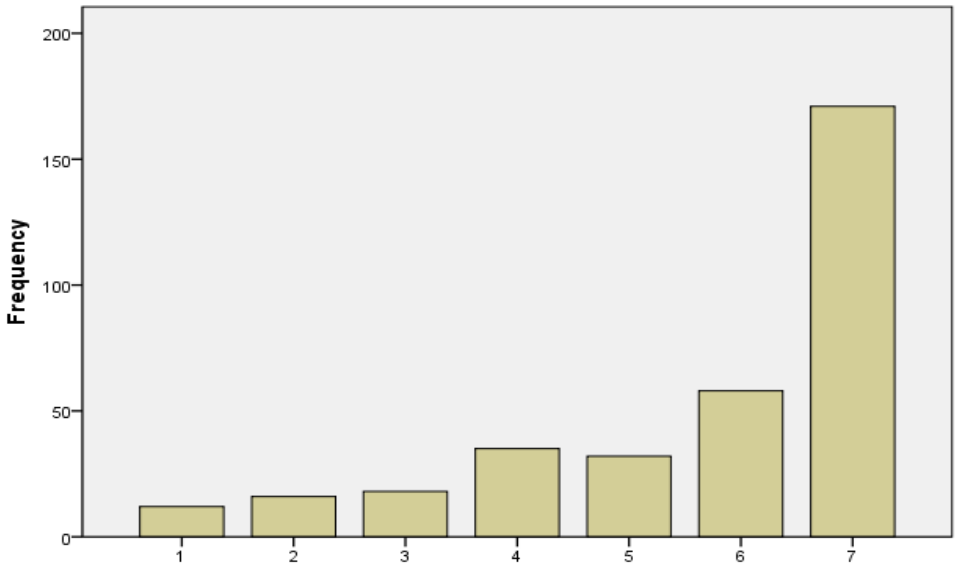
Graph 2: The difference in technology fluency between older and younger generation in our company often causes workplace conflicts – by each country



Source: own elaboration

Graph 3: I find myself having trouble working with colleagues who are significantly younger/older than me - all countries together



Source: SPSS program

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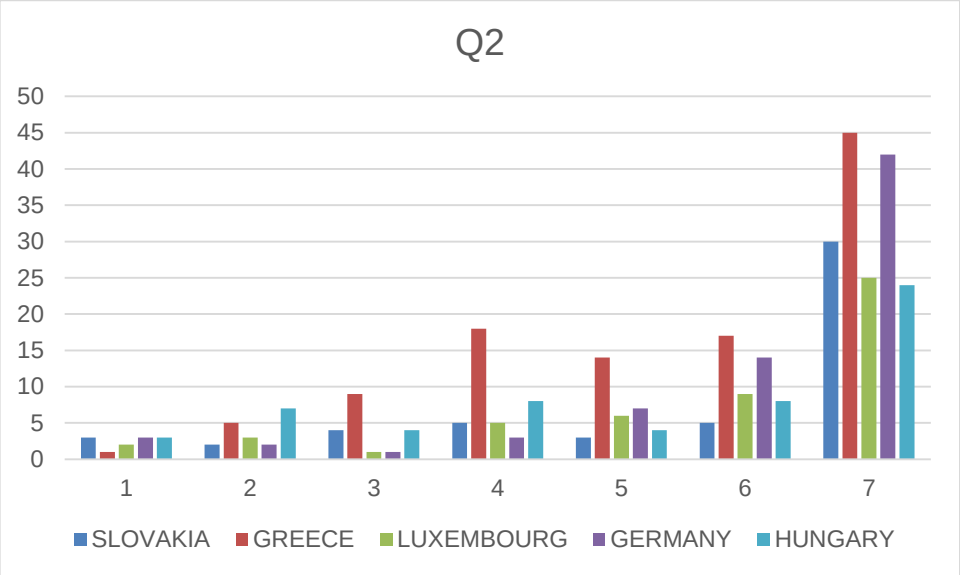
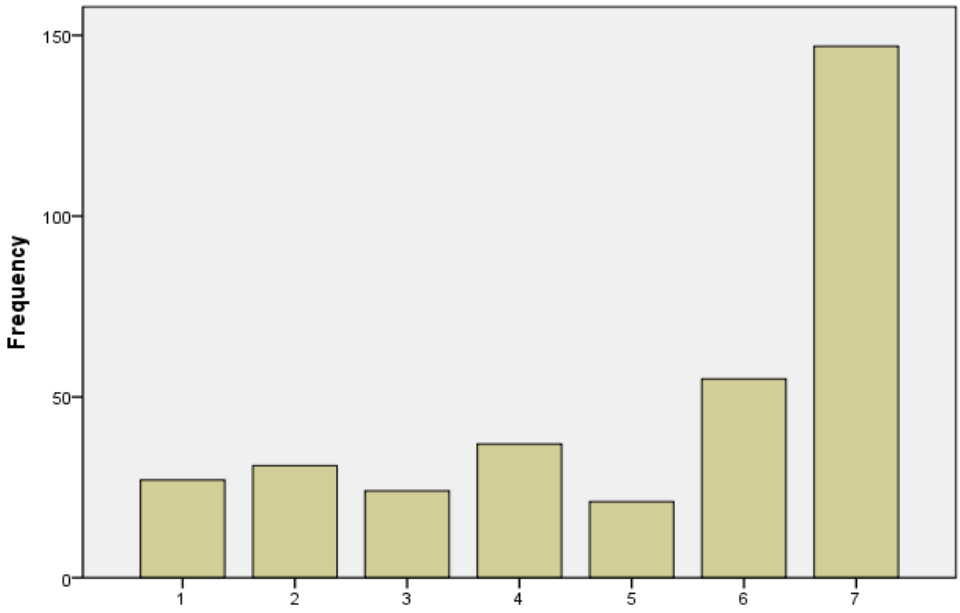
Graph 4: I find myself having trouble working with colleagues who are significantly younger/older than me – by each country



Source: own elaboration

Graph 5: I feel stressed and less productive because of negative work attitudes towards me – all countries together



Source: SPSS program

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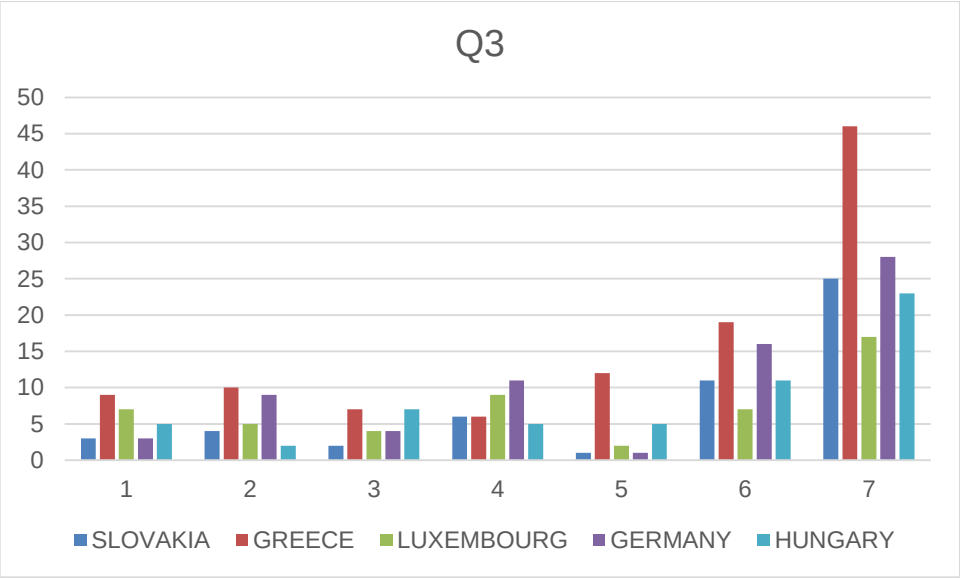
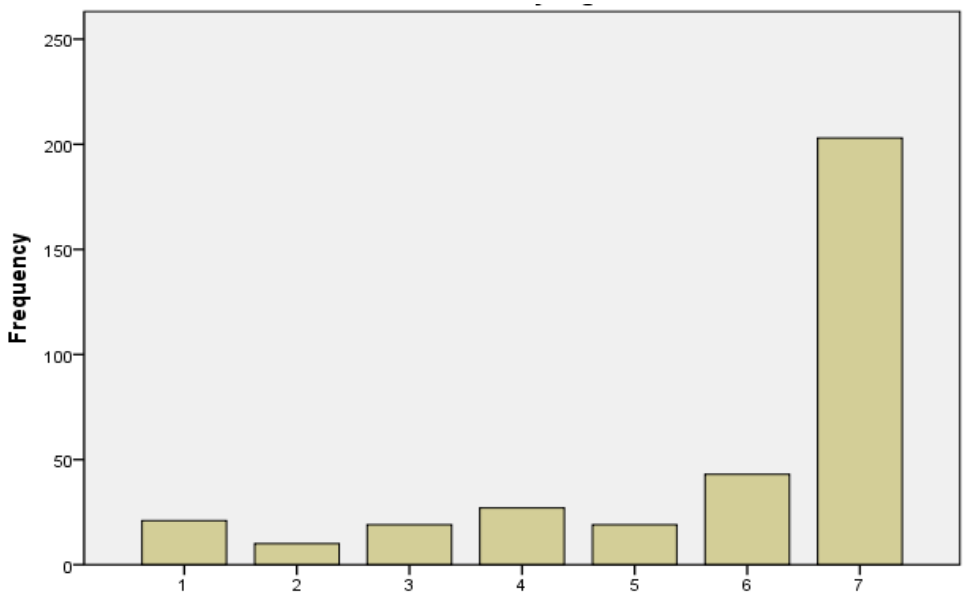
Graph 6: I feel stressed and less productive because of negative work attitudes towards me – by each country



Source: own elaboration

Graph 7: Many task related conflicts and disagreements with younger/older colleagues makes me want to exit my organisation – all countries together



Source: SPSS program

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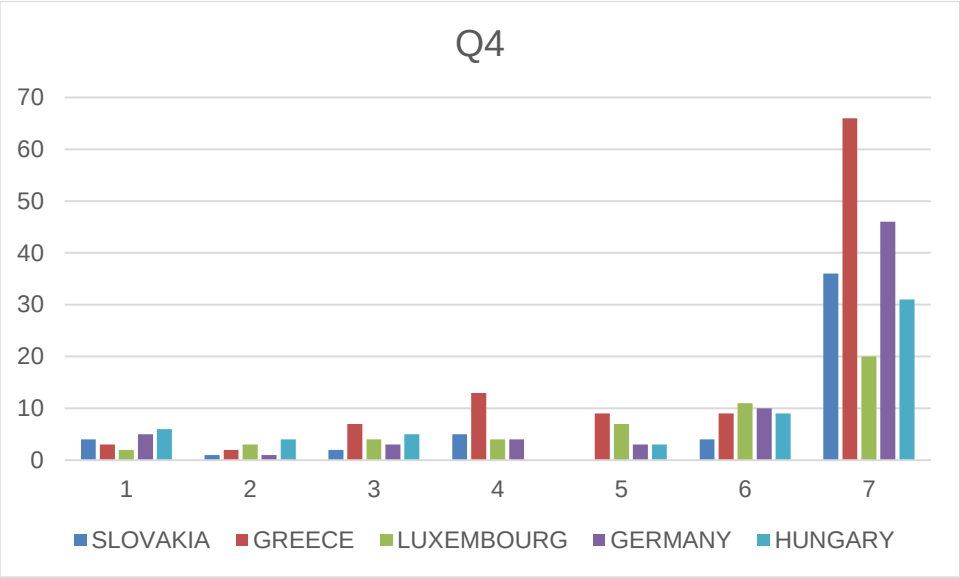
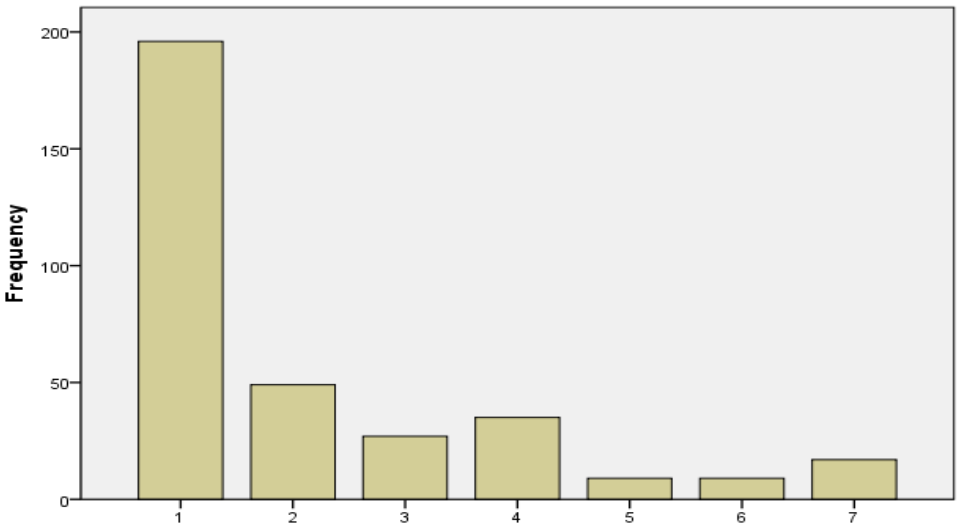
Graph 8: Many task related conflicts and disagreements with younger/older colleagues makes me want to exit my organisation – by each country



Source: own elaboration

Graph 9: It should be employer´s responsibility to encourage a healthy and supportive workplace environment – all countries together



Source: SPSS program

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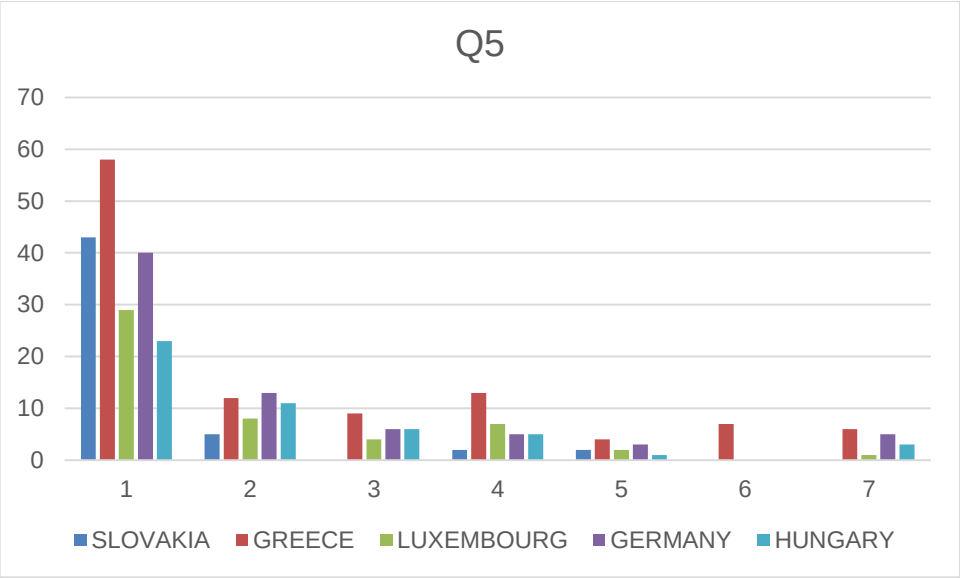
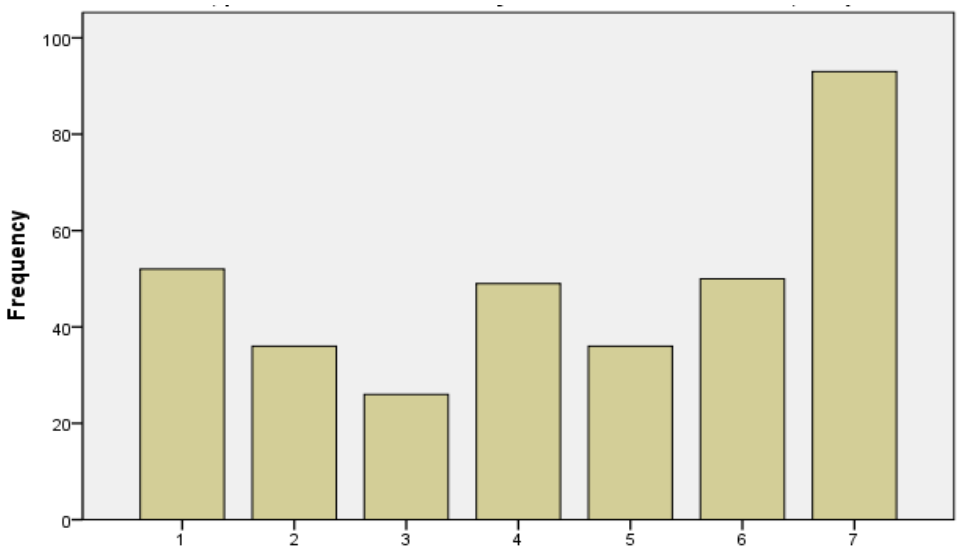
Graph 10: It should be employer´s responsibility to encourage a healthy and supportive workplace environment – by each country



Source: own elaboration

Graph 11: Learning opportunities in my company are automatically offered to younger employees (educational coursework, access to reimbursement for continuing education, professional or industry conference attendance, etc.) – all countries together



Source: SPSS program

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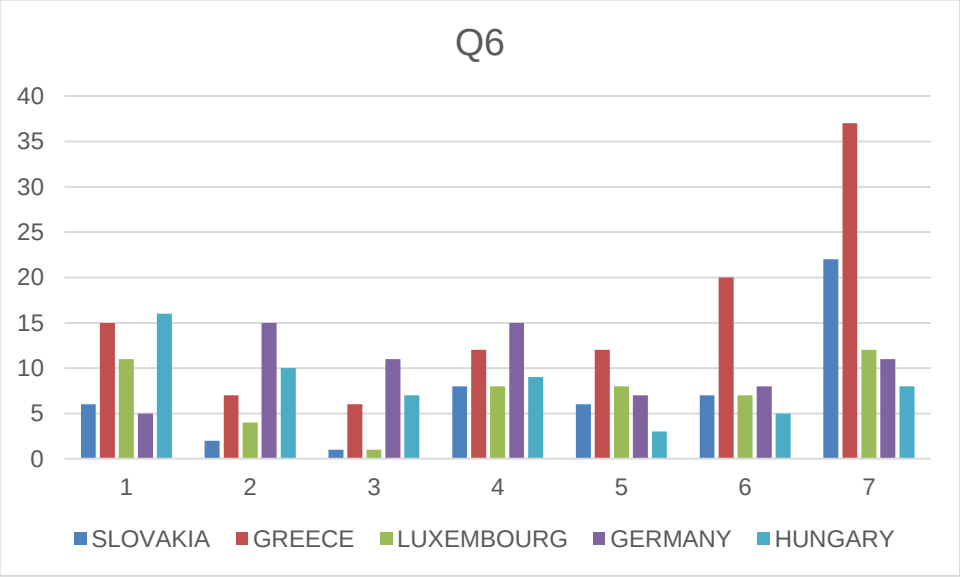
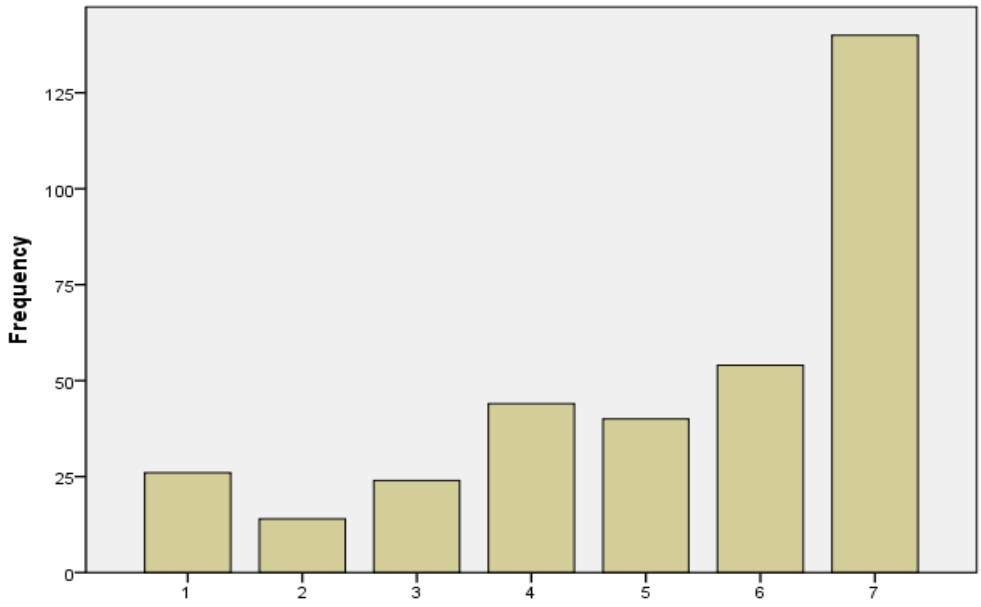
Graph 12: Learning opportunities in my company are automatically offered to younger employees (educational coursework, access to reimbursement for continuing education, professional or industry conference attendance, etc.) – by each country



Source: own elaboration

Graph 13: Older workers are being overlooked or passed over for challenging assignments – all countries together



Source: SPSS program

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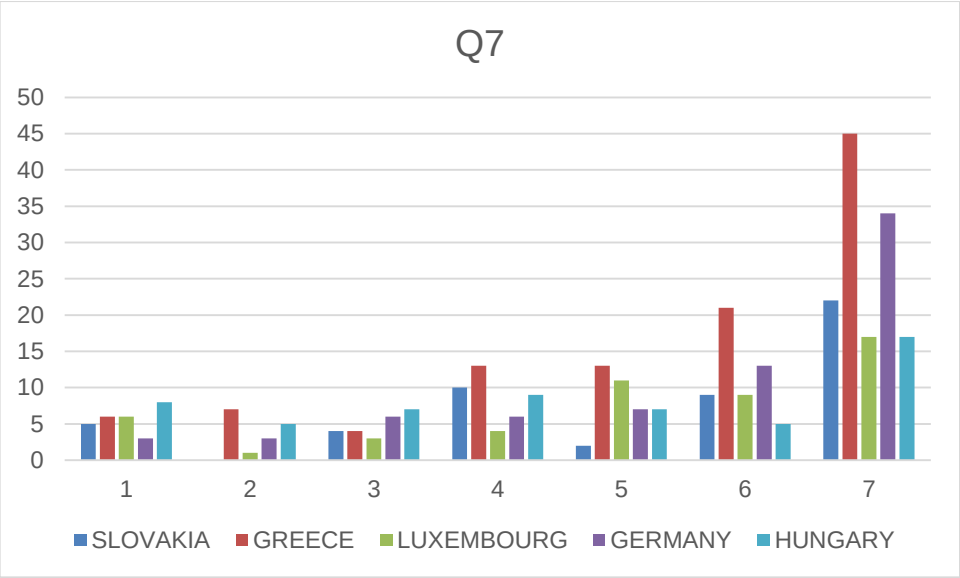
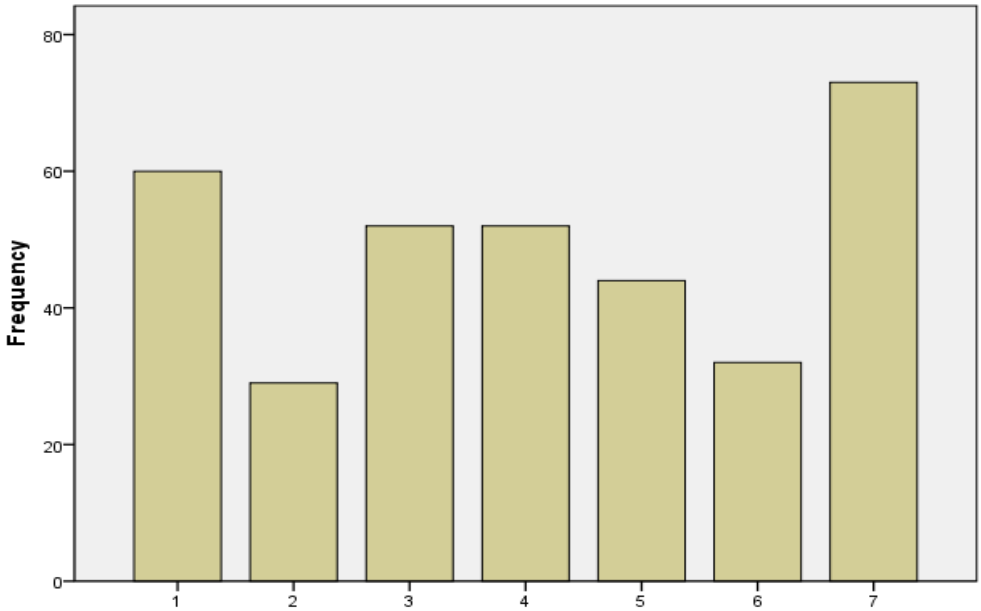
Graph 14: Older workers are being overlooked or passed over for challenging assignments – by each country



Source: own elaboration

Graph 15: It frustrates me that older workers are resistant to new ideas and changes – all countries together



Source: SPSS program

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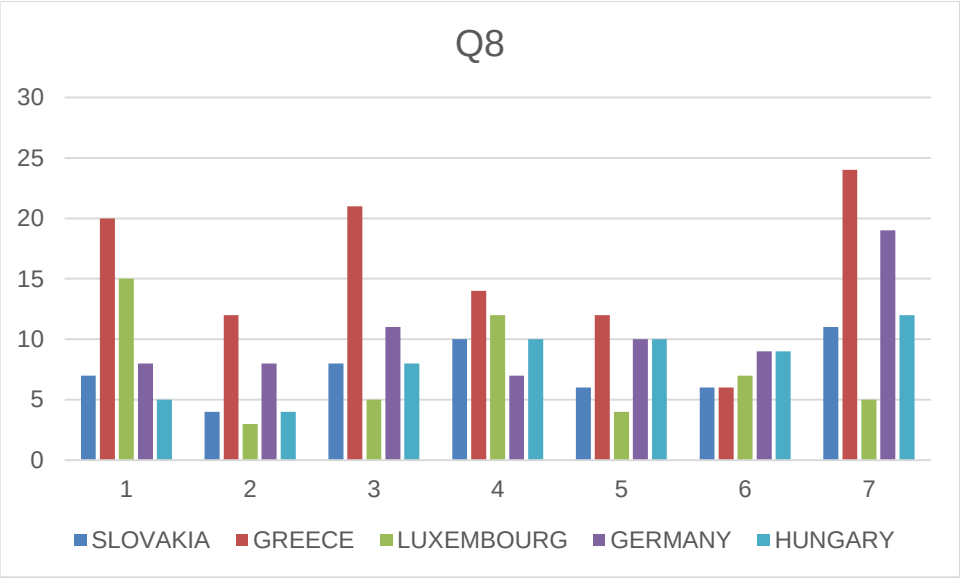
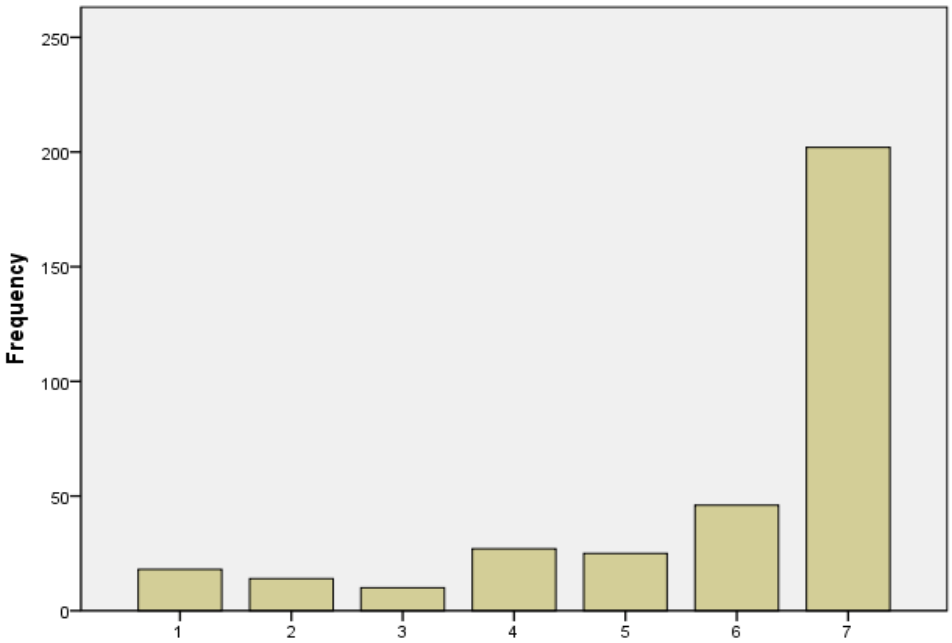
Graph 16: It frustrates me that older workers are resistant to new ideas and changes – by each country



Source: own elaboration

Graph 17: Older workers are being left out of client meetings or company activities – all countries together



Source: SPSS program

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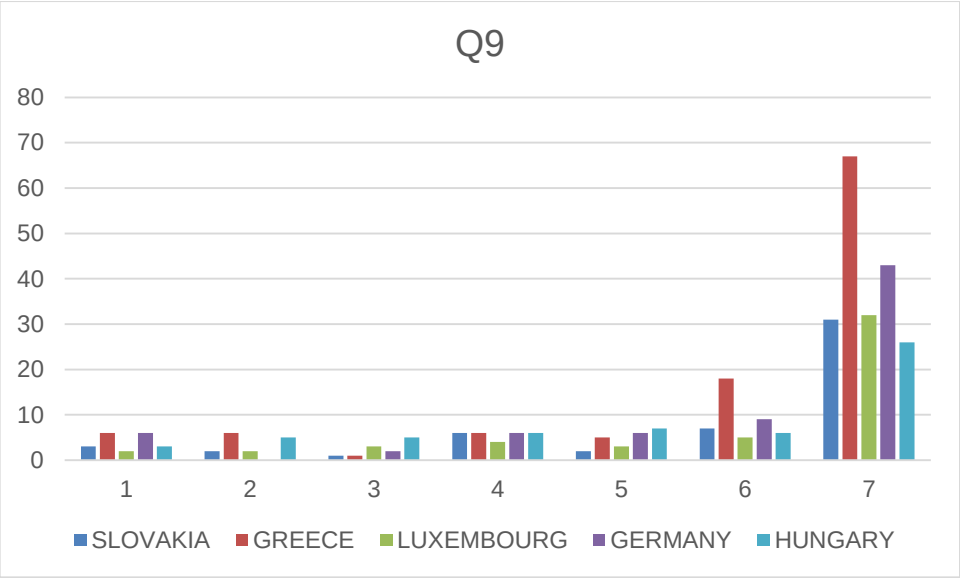
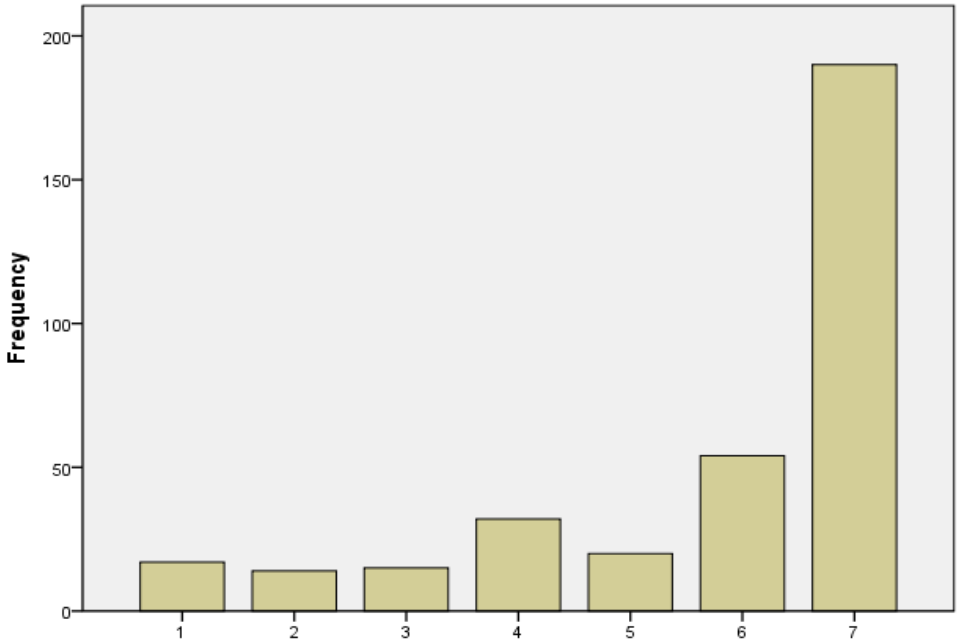
Graph 18: Older workers are being left out of client meetings or company activities –by each country



Source: own elaboration

Graph 19: I often hear disparaging comments and remarks about age at a workplace – all countries



Source: SPSS program

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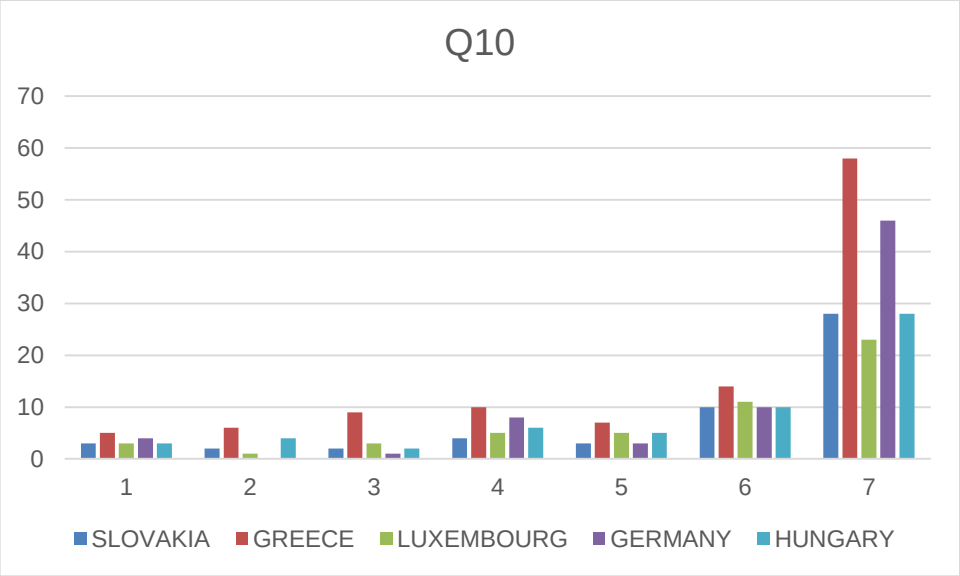
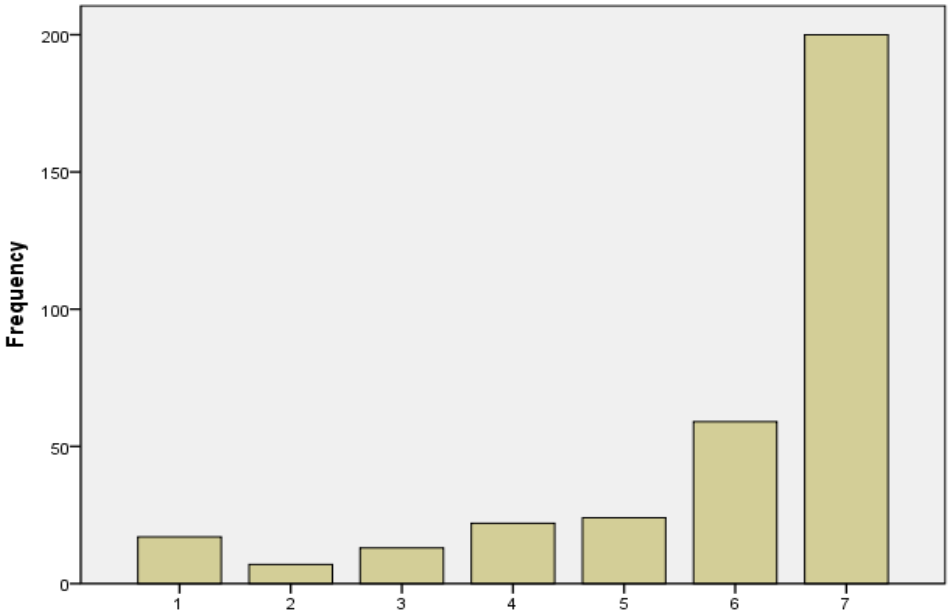
Graph 20: I often hear disparaging comments and remarks about age at a workplace – by each country



Source: own elaboration

Graph 21: I feel discomfort with new technology – all countries together



Source: SPSS program

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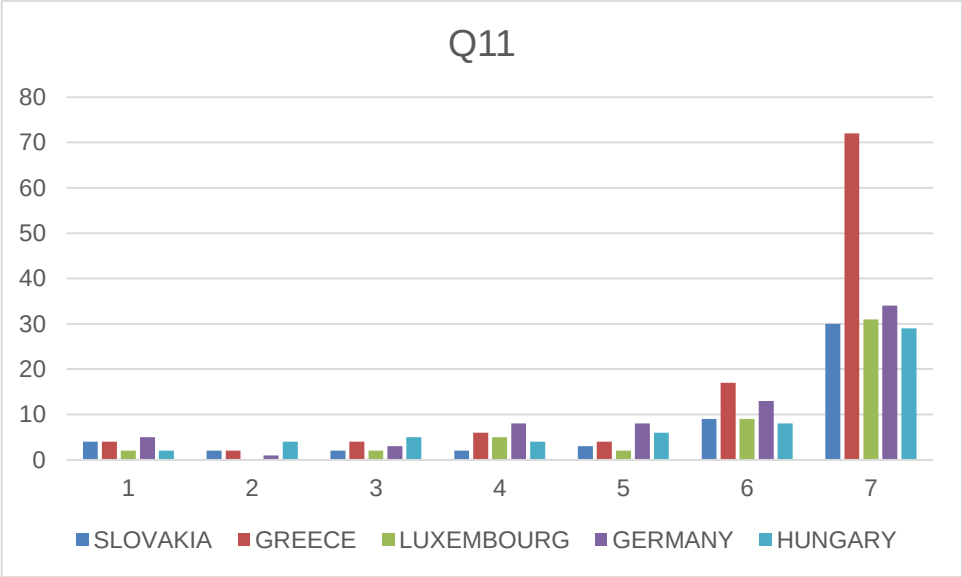
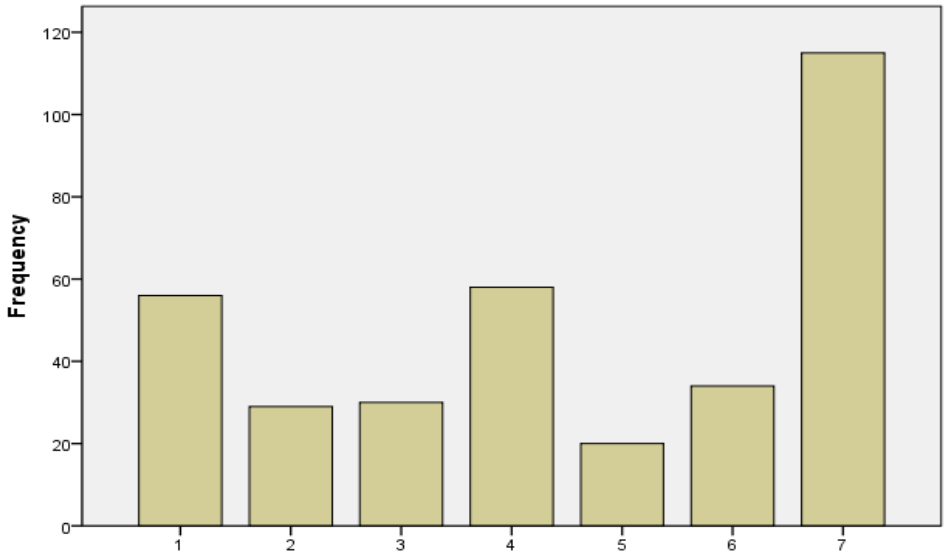
Graph 22: I feel discomfort with new technology –by each country



Source: own elaboration

Graph 23: It irritates me when my co-workers question my ability to do my job well because I am too young/too old – all countries together



Source: SPSS program

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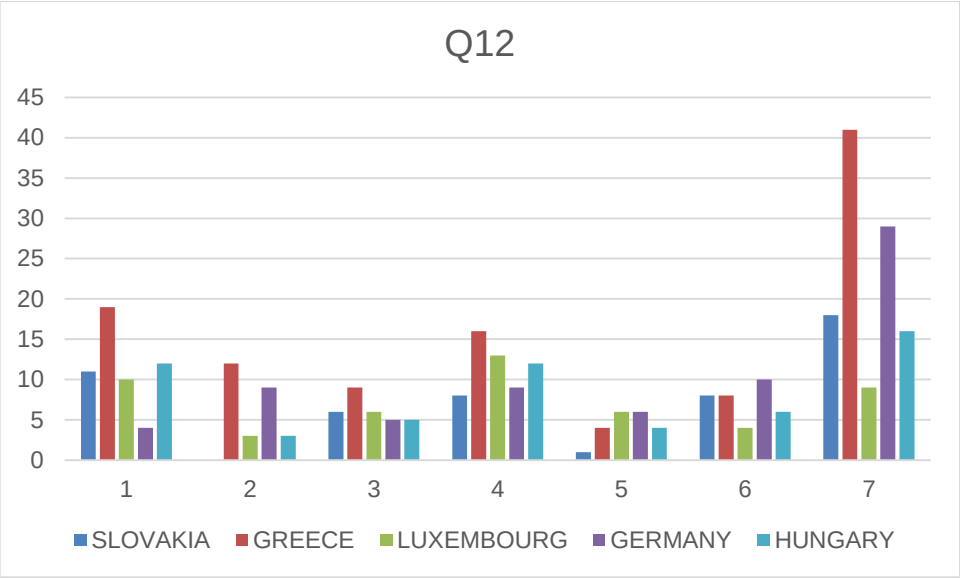
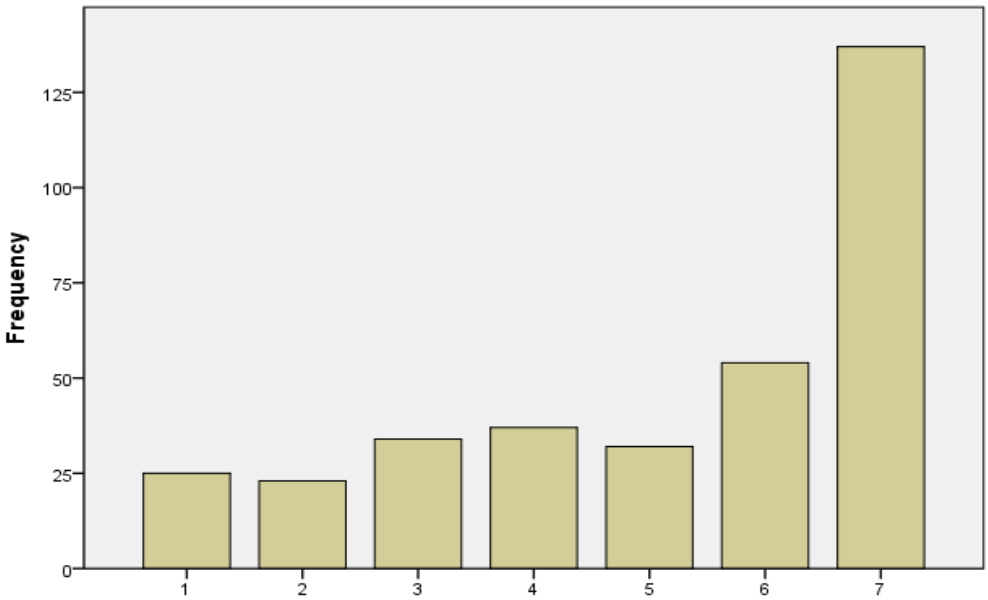
Graph 24: It irritates me when my co-workers question my ability to do my job well because I am too young/too old – by each country



Source: own elaboration

Graph 25: I do not feel comfortable reporting to a younger manager with fewer years of experience than me – all countries



Source: SPSS program

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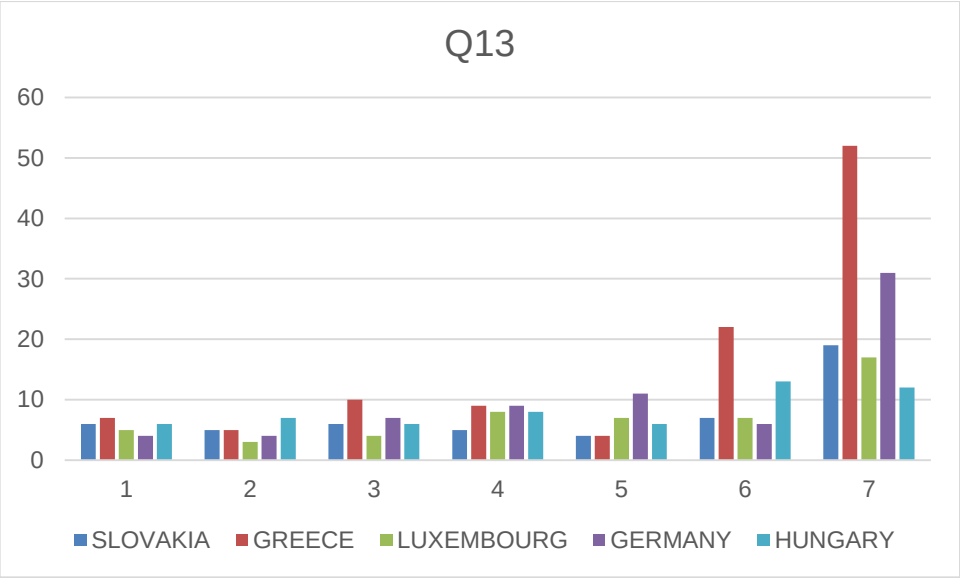
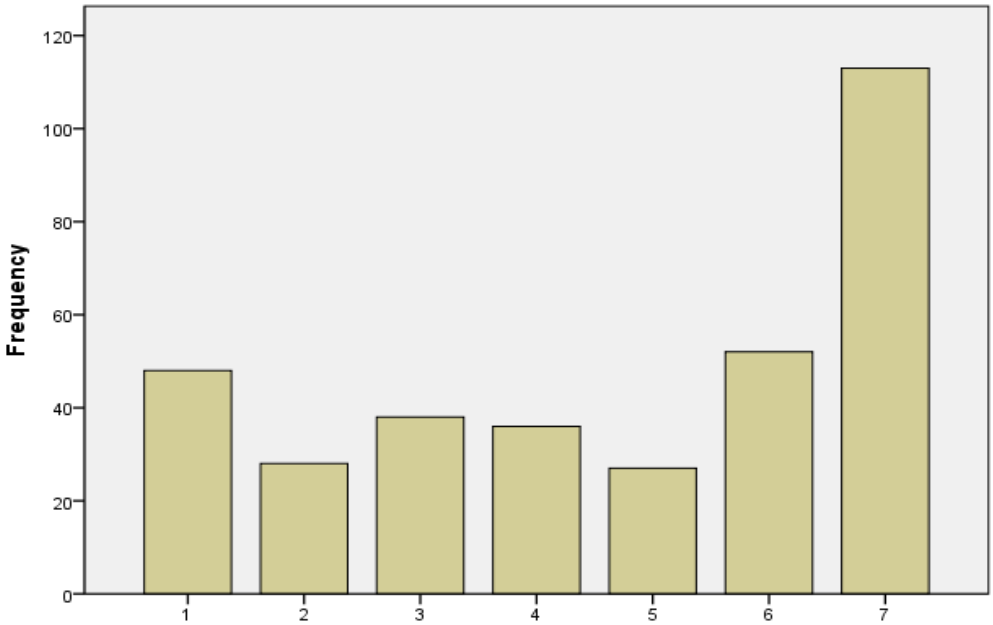
Graph 26: I do not feel comfortable reporting to a younger manager with fewer years of experience than me –by each country



Source: own elaboration

Graph 27: My employer does not provide enough opportunities for training of new skills – all countries together



Source: SPSS program

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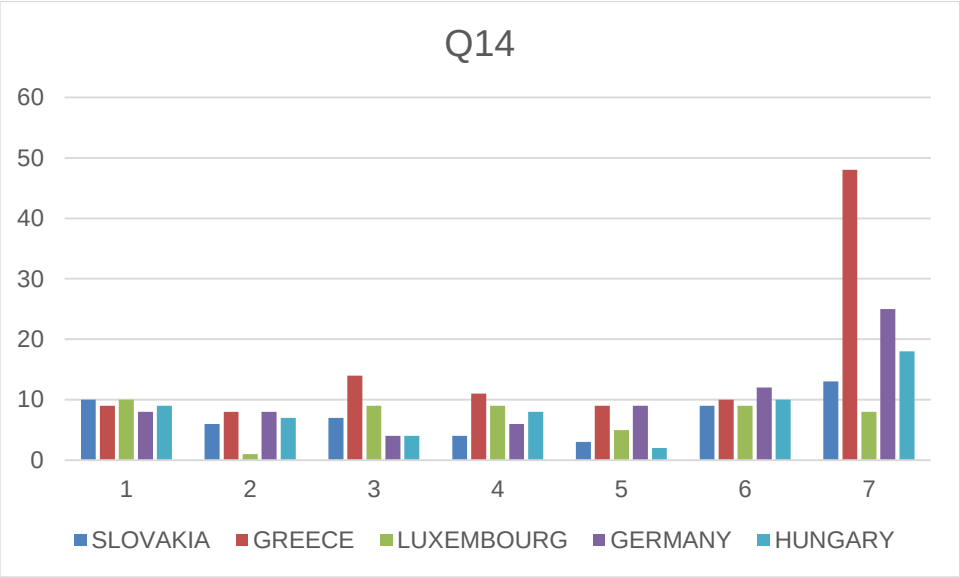
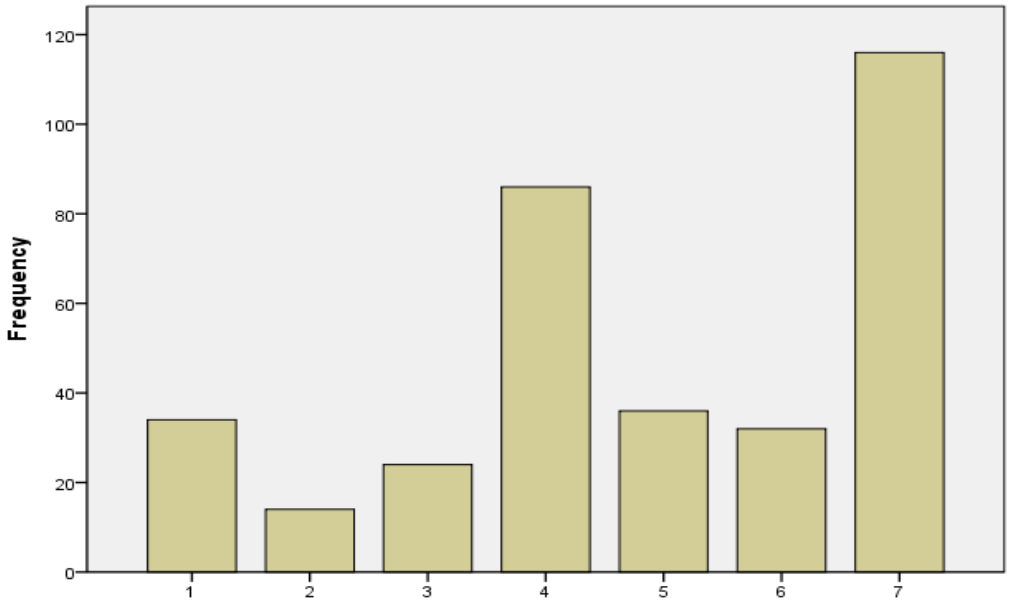
Graph 28: My employer does not provide enough opportunities for training of new skills – by each country



Source: own elaboration

Graph 29: My company uses age management – all countries together



Source: SPSS program

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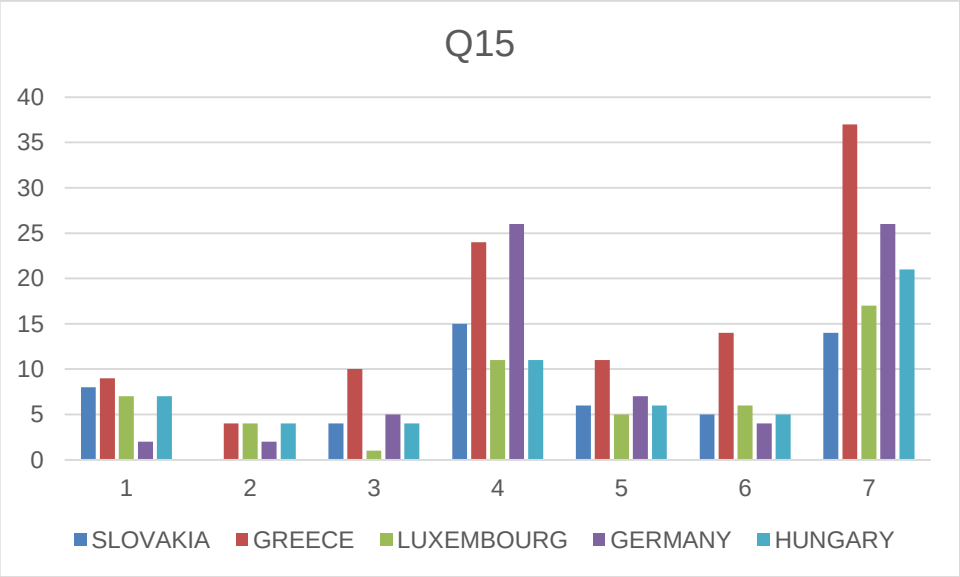
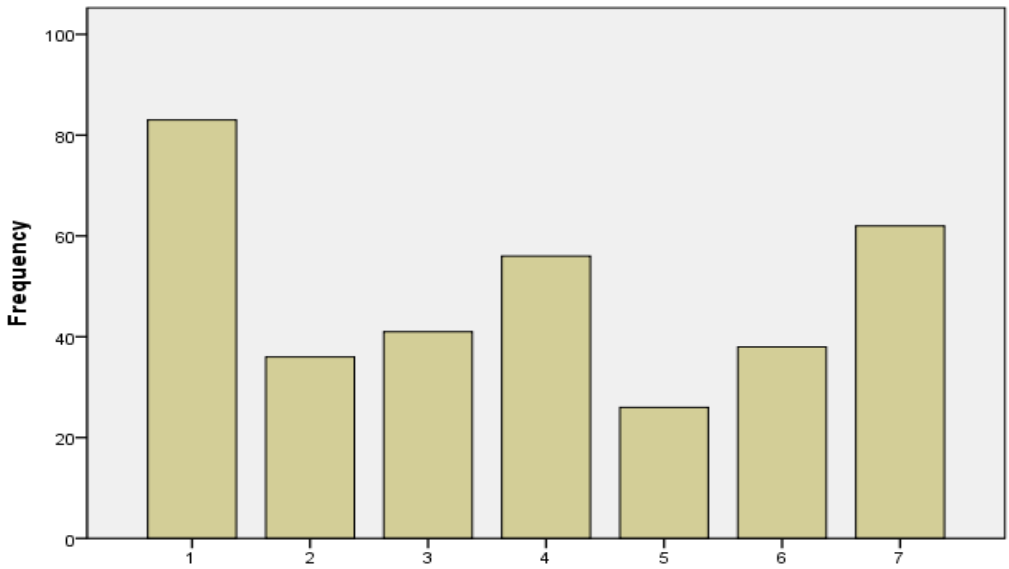
Graph 30: My company uses age management – by each country



Source: own elaboration

Graph 31: My company provides ICT training and eLearning as key elements to enhance the productivity and upgrade the skills of all workers – all countries together



Source: SPSS program

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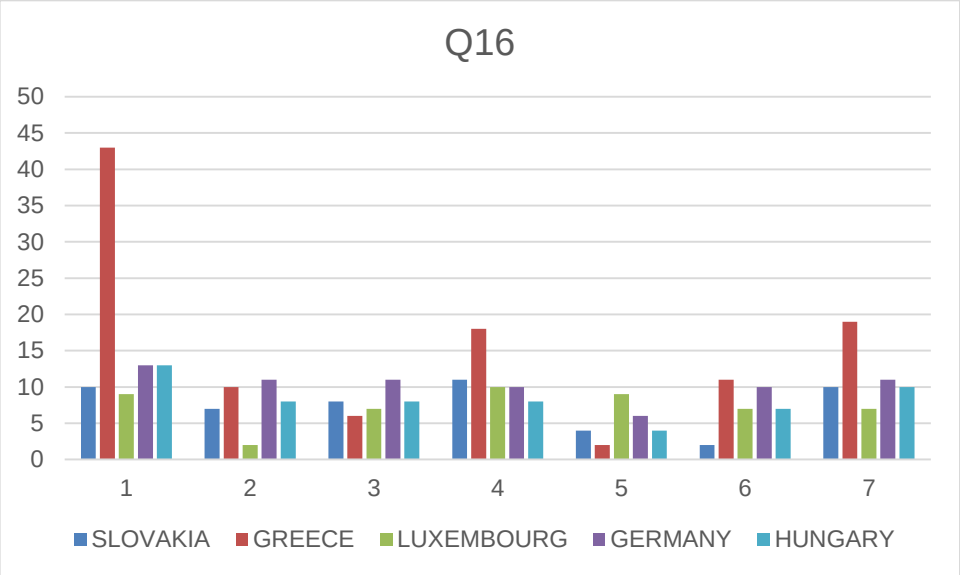
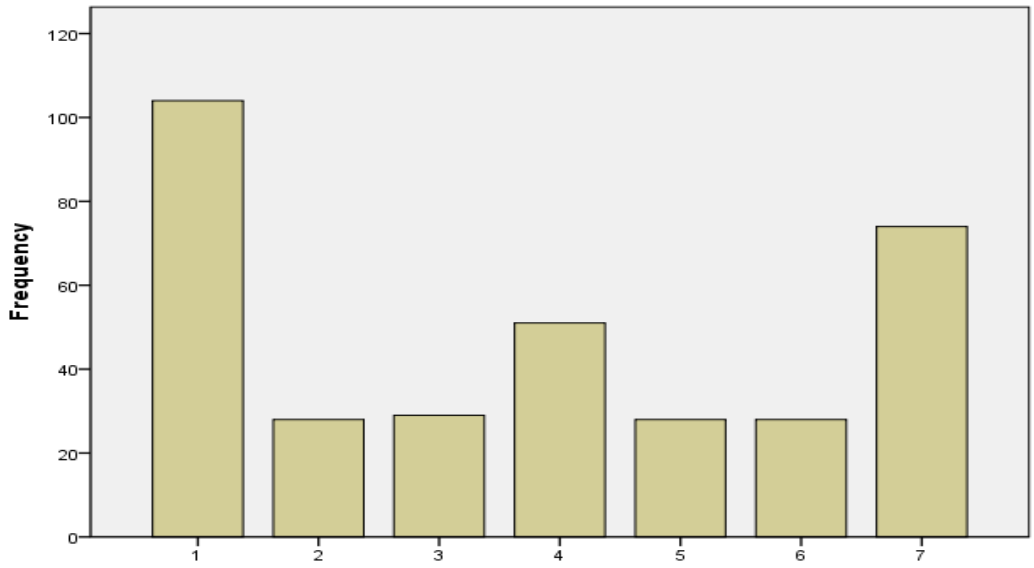


Source: own elaboration

Graph 33: I am aware of my rights in case of age discrimination – all countries together



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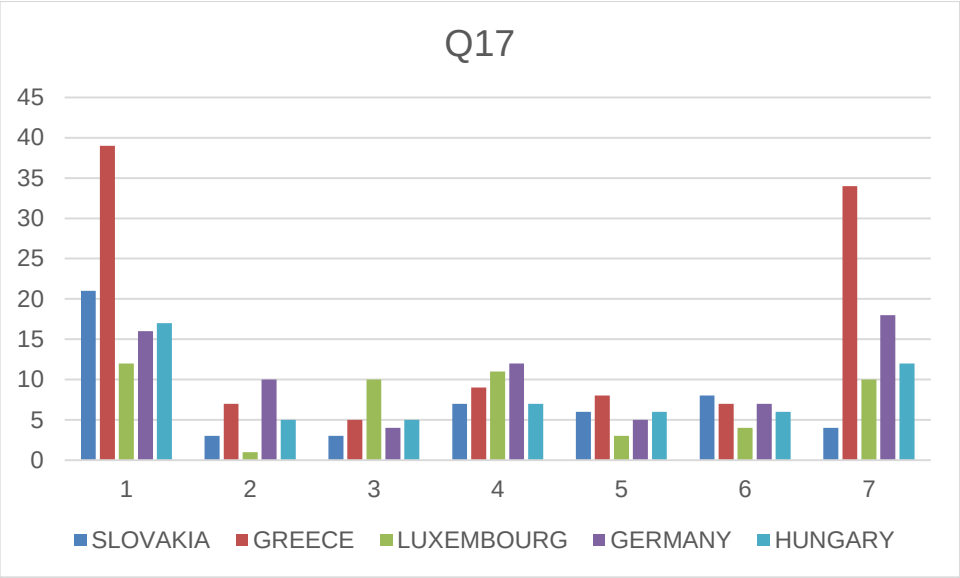
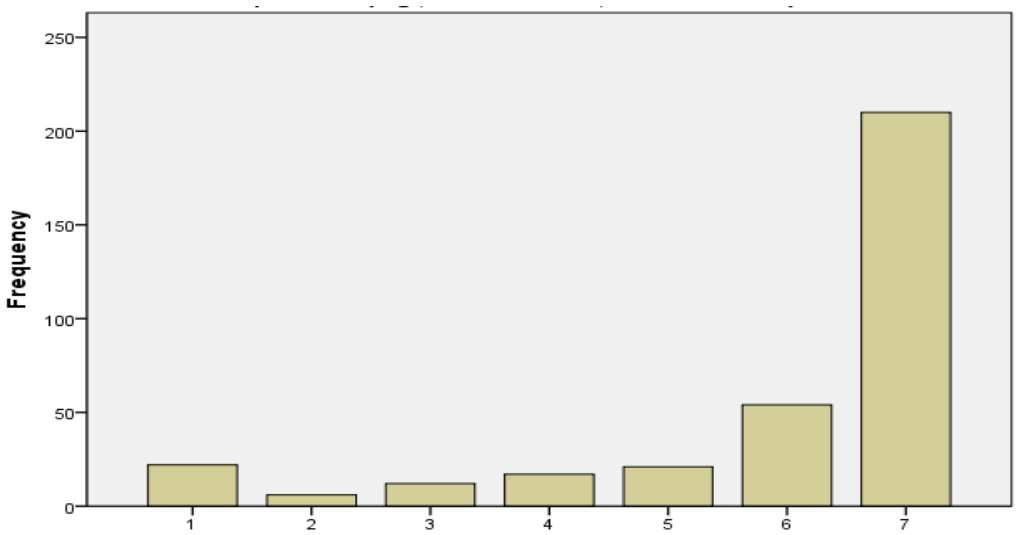


Source: own elaboration

Graph 35: I feel intimidated by high-tech program, due to inexperience with its various components (e.g., touch screen, lack of mouse) – all countries together



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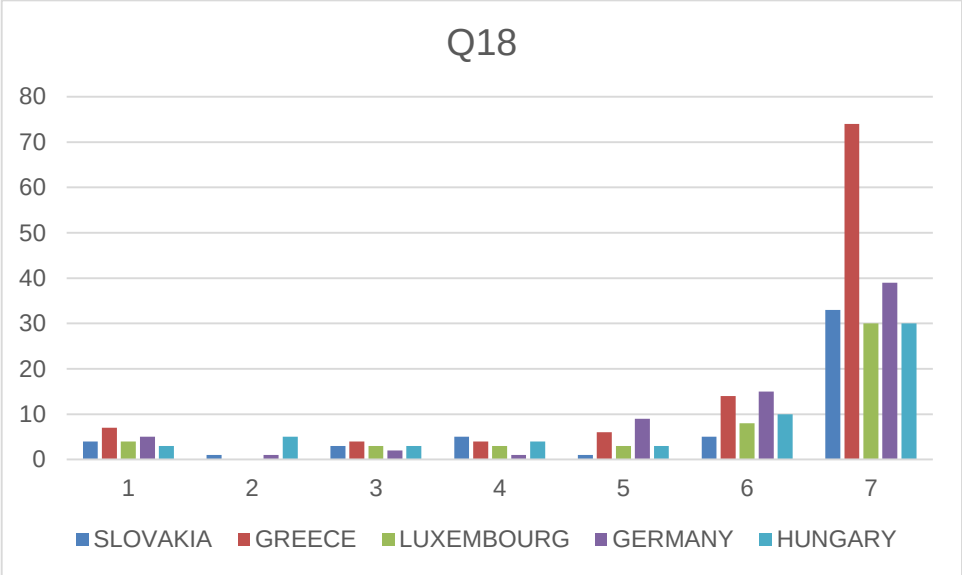
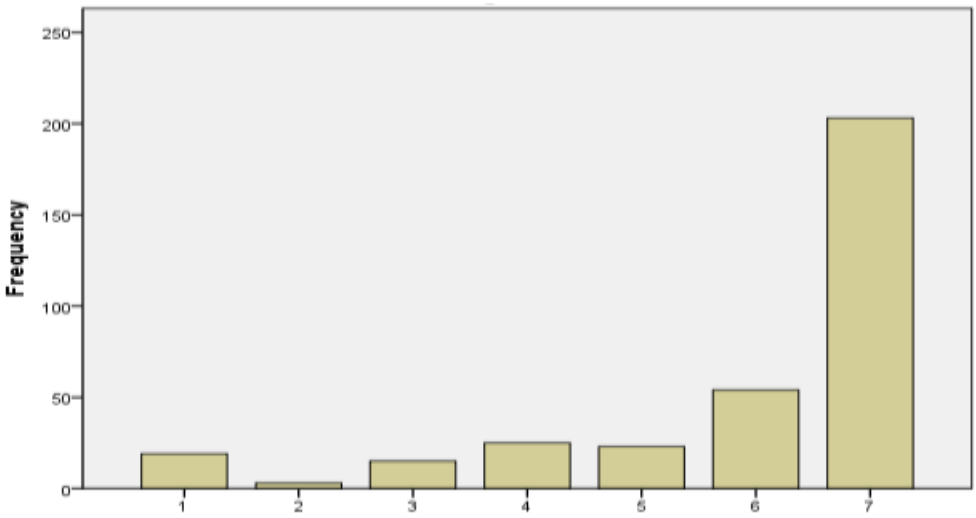


Source: own elaboration

Graph 37: I lack confidence in my ability to master the technology standing between me and the training content – all countries together



Source: SPSS program

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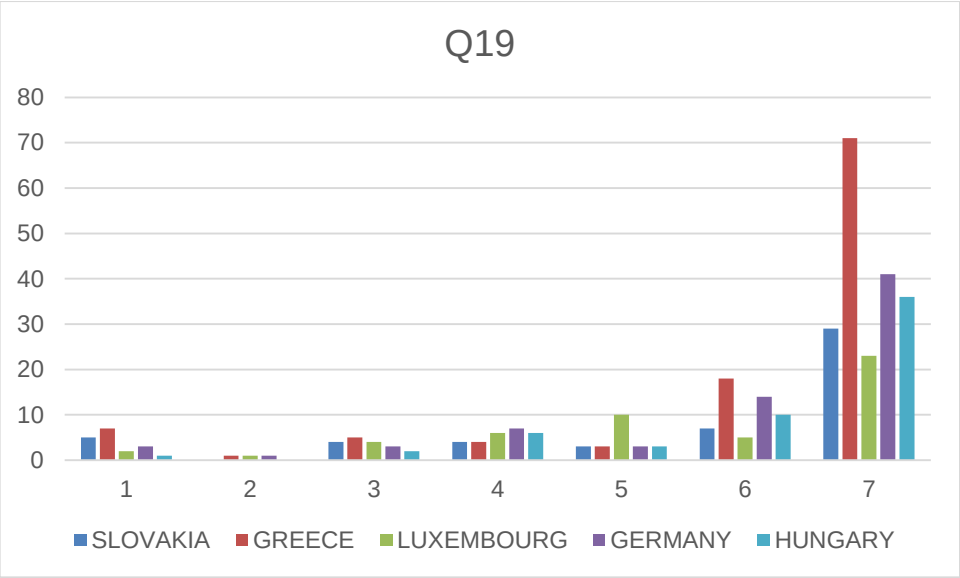
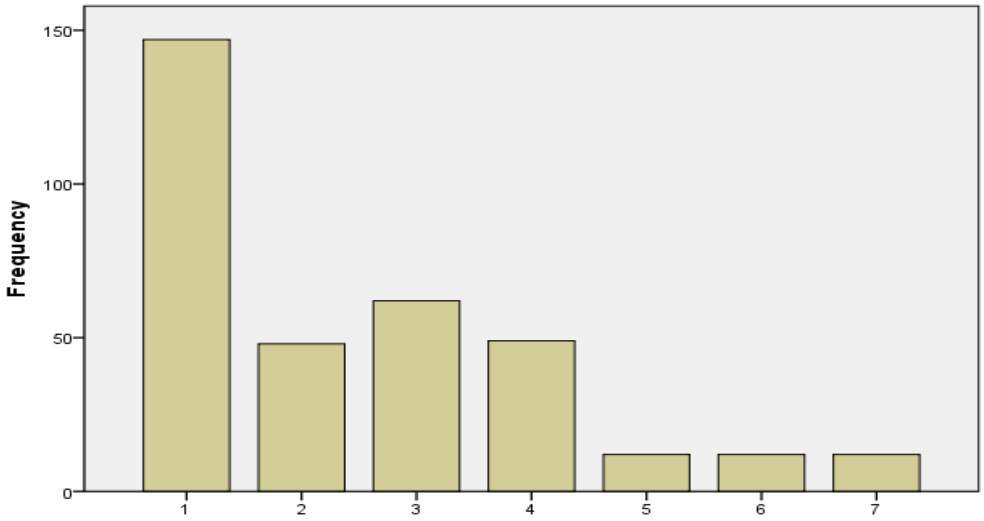
Graph 38: I lack confidence in my ability to master the technology standing between me and the training content – by each country



Source: own elaboration

Graph 39: Manager making the same message available in multiple formats (verbally, online) thus satisfying differing communications preferences – all countries together



Source: SPSS program

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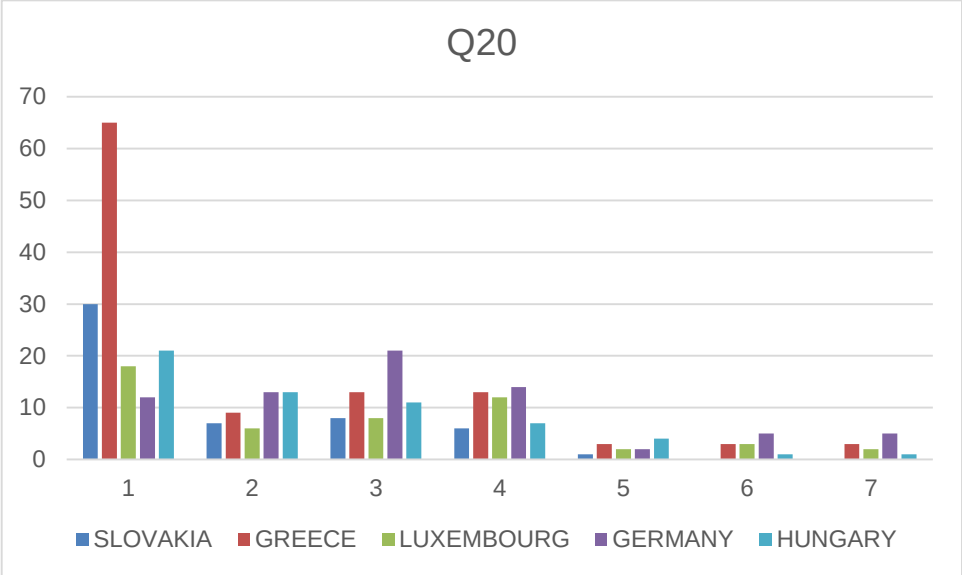
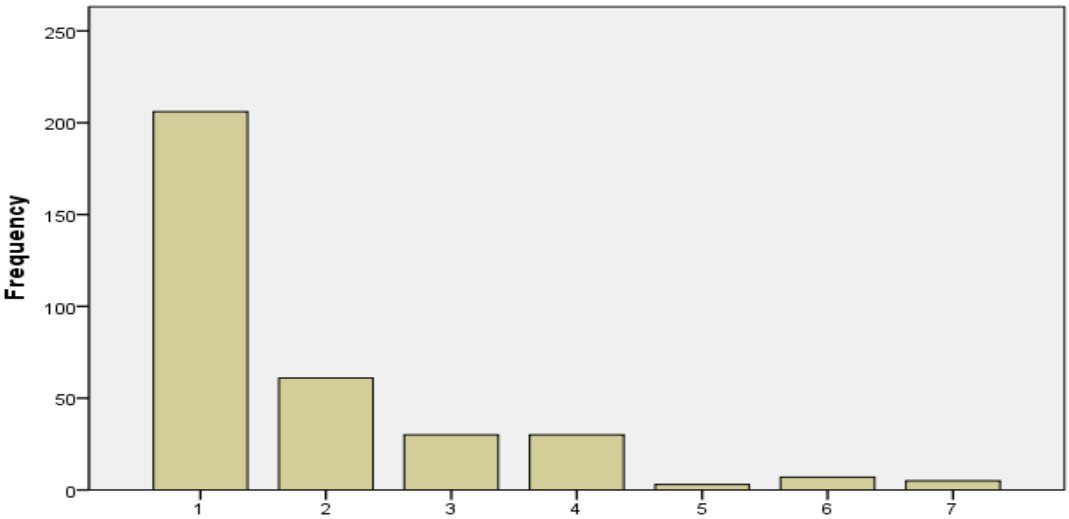
Graph 40: Manager making the same message available in multiple formats (verbally, online) thus satisfying differing communications preferences – by each country



Source: own elaboration

Graph 41: Showing employees that there are set expectations for everybody and that they are consistent throughout the company and enforcing them accordingly –everyone is treated equally - – all countries together



Source: SPSS program

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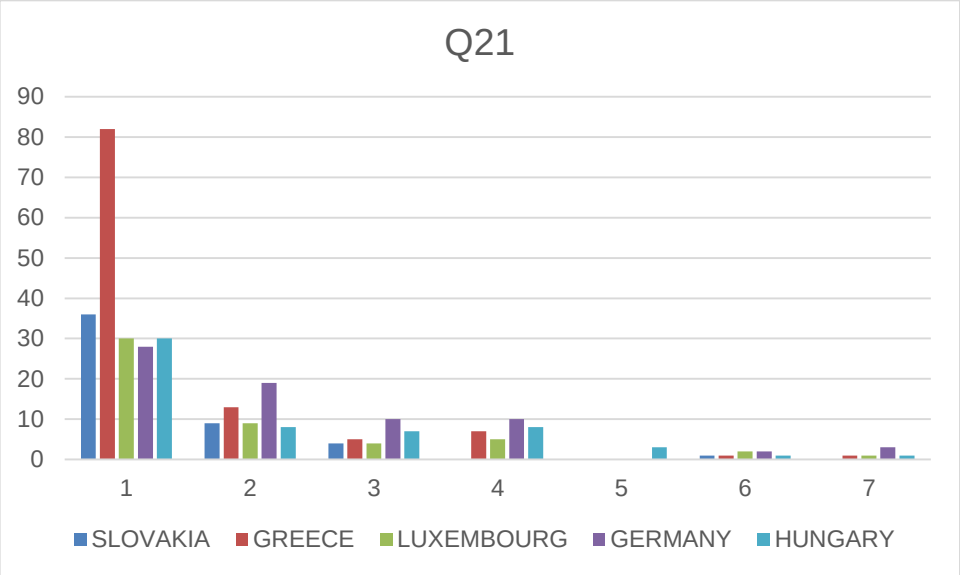
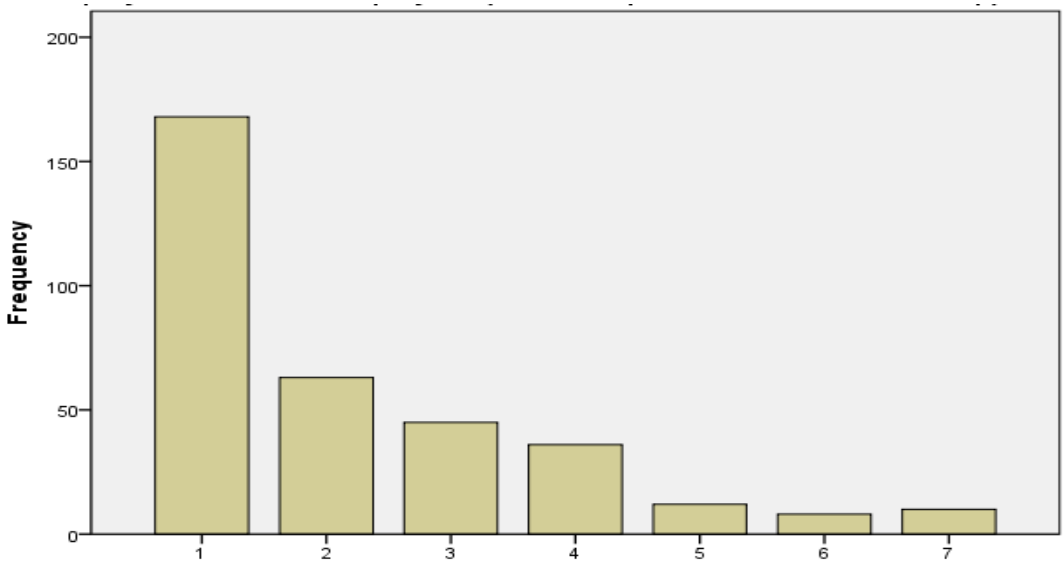
Graph 42: Showing employees that there are set expectations for everybody and that they are consistent throughout the company and enforcing them accordingly –everyone is treated equally – by each country



Source: own elaboration

Graph 43: Establishing cross - generational mentoring programs pairing younger employees with older employees (mentorship – and reverse-mentorship) – all countries together



Source: SPSS program

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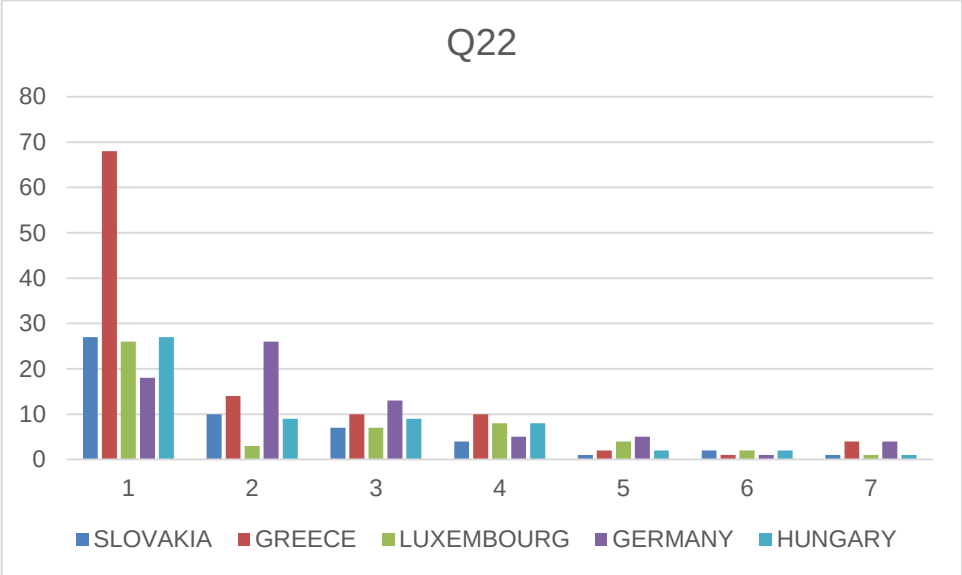
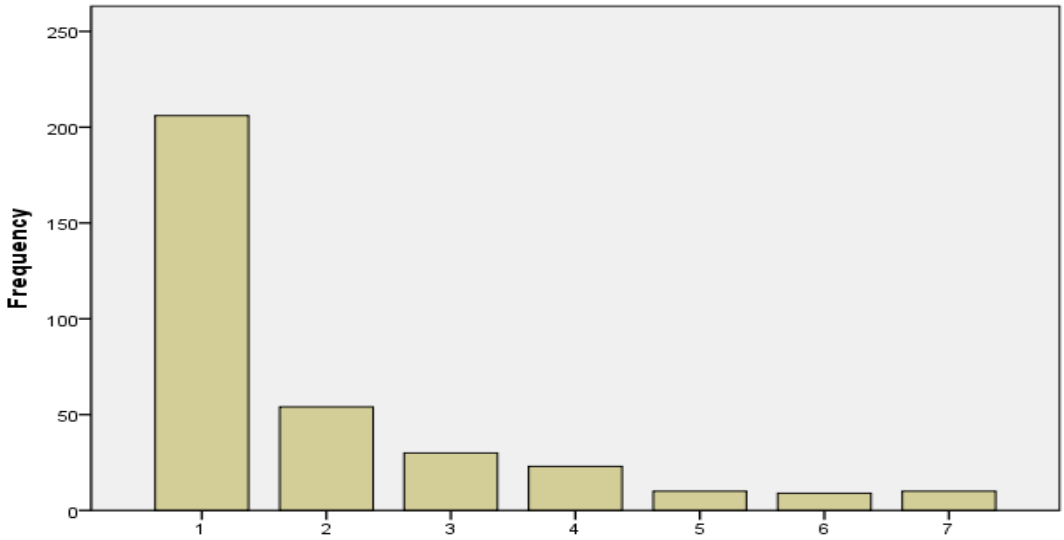
Graph 44: Establishing cross - generational mentoring programs pairing younger employees with older employees (mentorship – and reverse-mentorship) – by each country



Source: own elaboration

Graph 45: Creating an age diverse pool of competencies – older bring in the experience, new entrants provide newer skills and techniques – all countries together



Source: SPSS program

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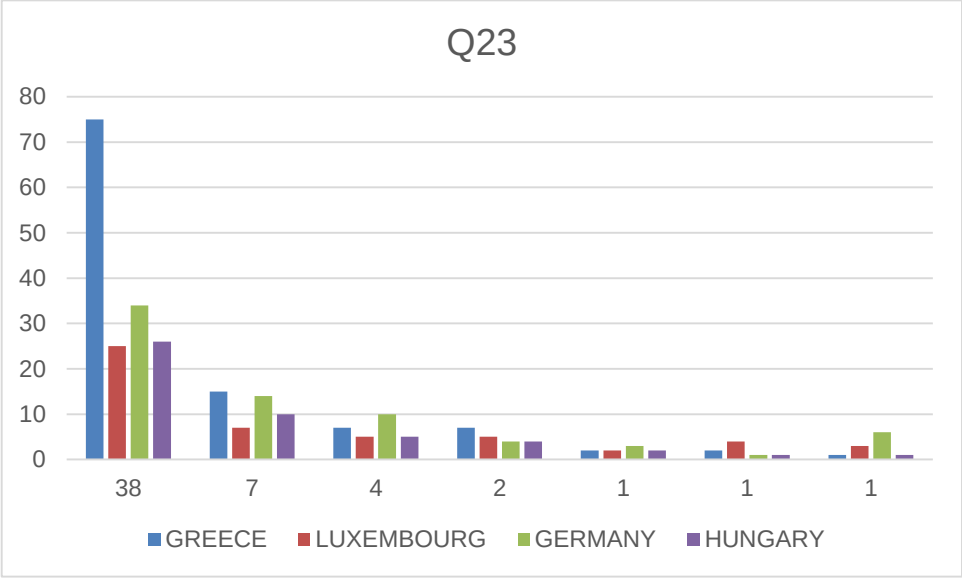
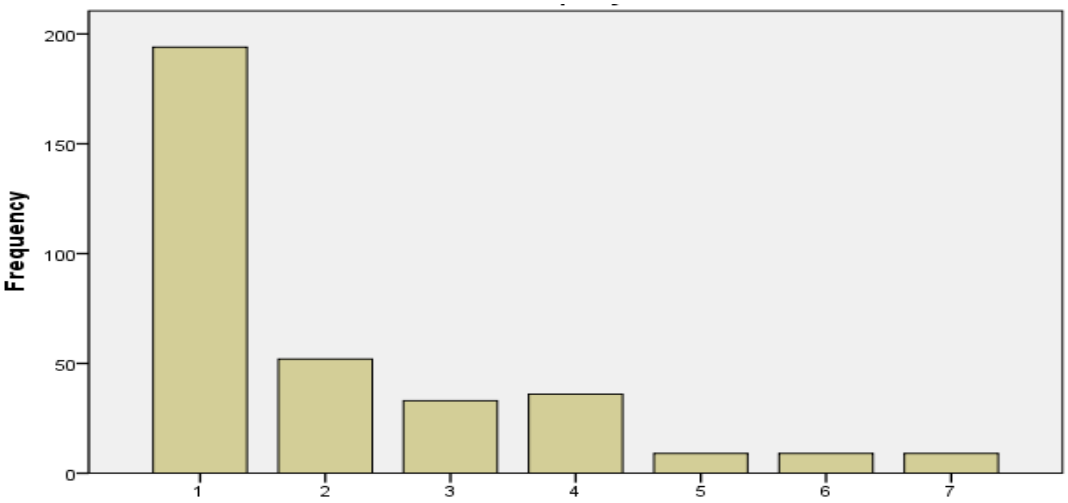
Graph 46: Creating an age diverse pool of competencies – older bring in the experience, new entrants provide newer skills and techniques – by each country



Source: own elaboration

Graph 47: Employers considering to redesign benefit packages, working conditions and job structure in order to keep older generation at work and younger to stay loyal to the company – all countries together



Source: SPSS program

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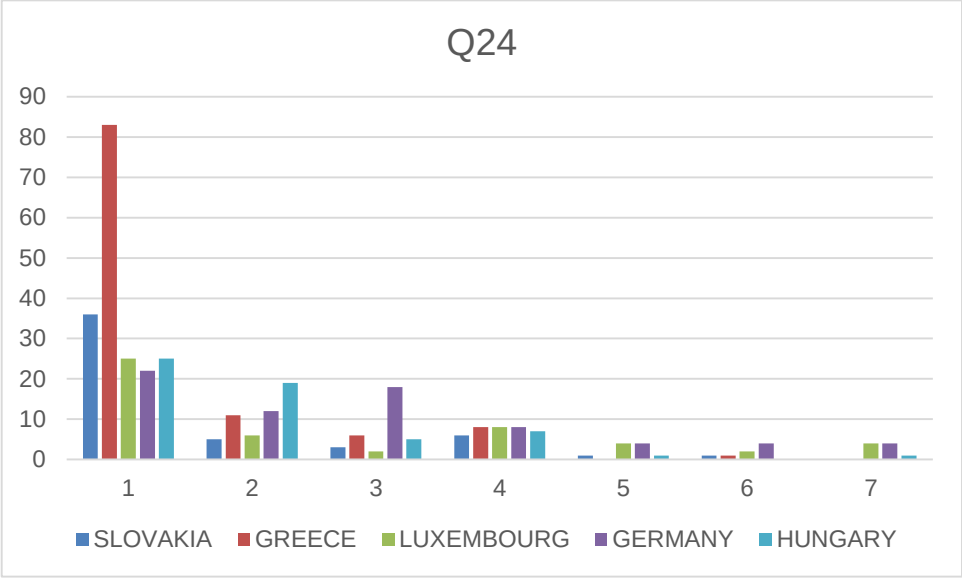
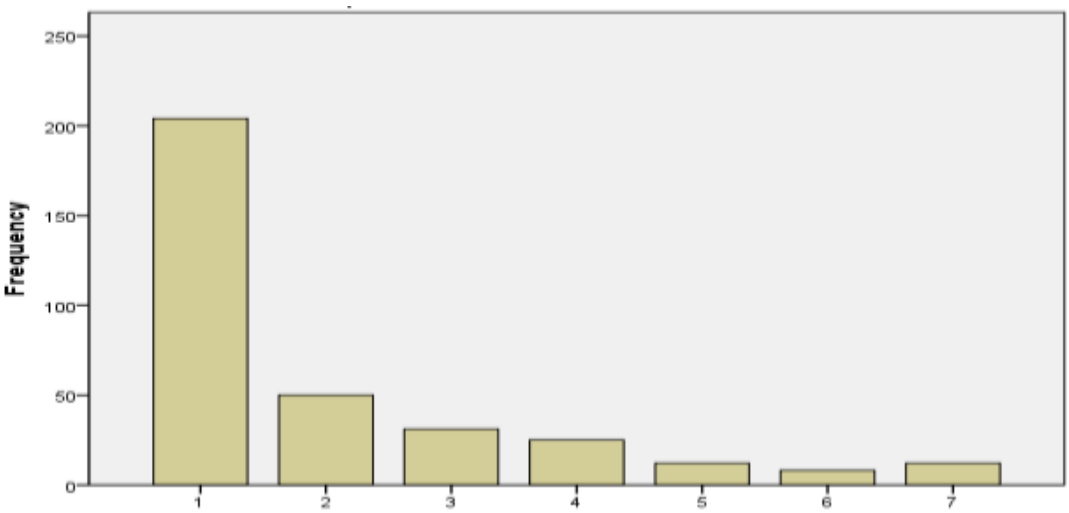
Graph 48: Employers considering to redesign benefit packages, working conditions and job structure in order to keep older generation at work and younger to stay loyal to the company – by each country



Source: own elaboration

Graph 49: Developing innovative ICT solutions to help older people stay in work longer and improve their work-life balance – all countries together



Source: SPSS program

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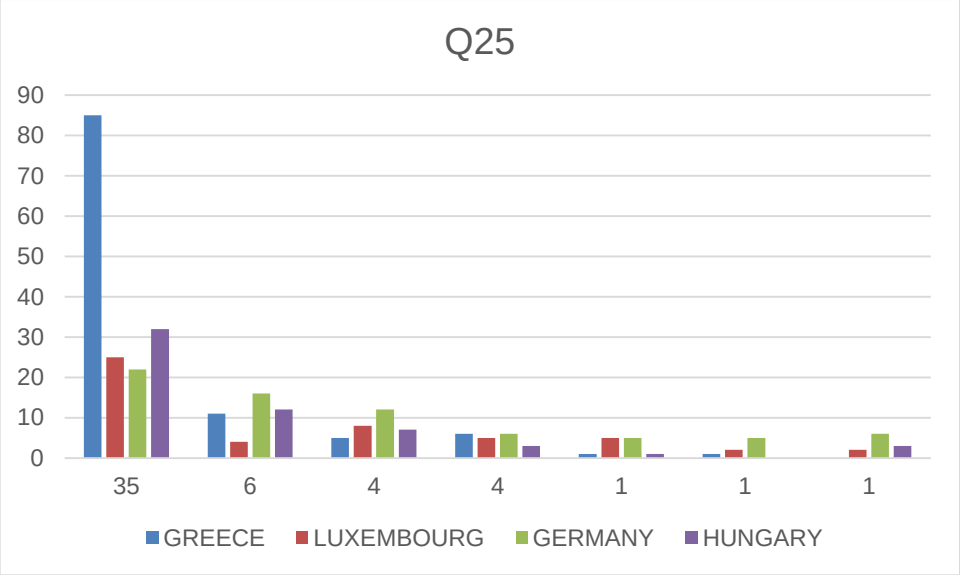
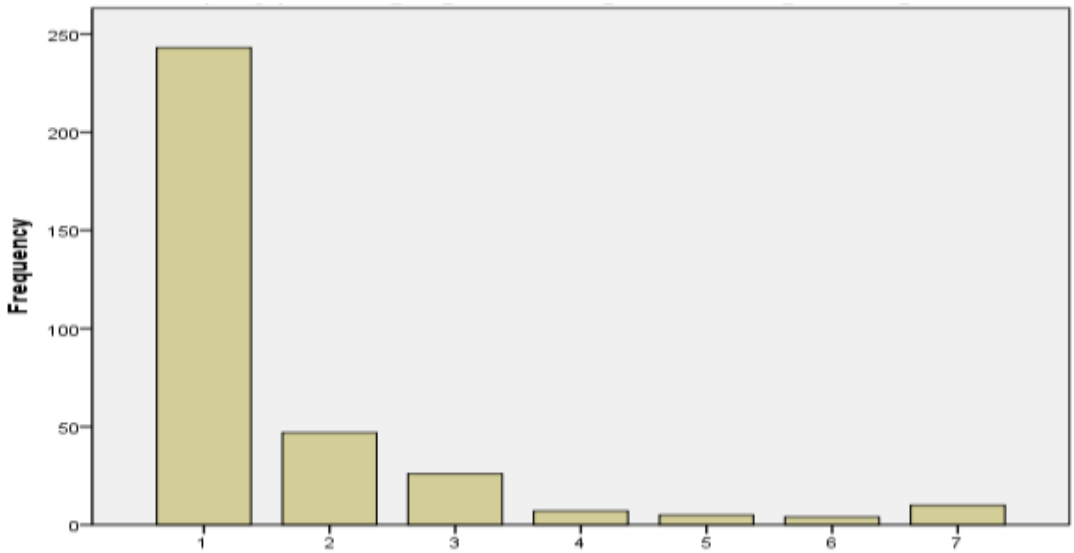
Graph 50: Developing innovative ICT solutions to help older people stay in work longer and improve their work-life balance – by each country



Source: own elaboration

Graph 51: Company providing regular trainings and lifelong learning – all countries together



Source: SPSS program

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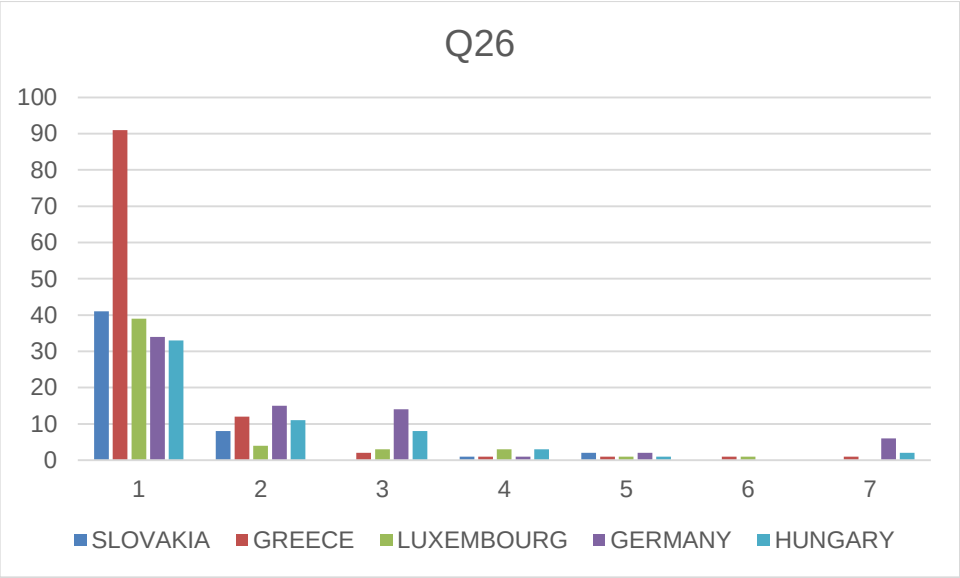
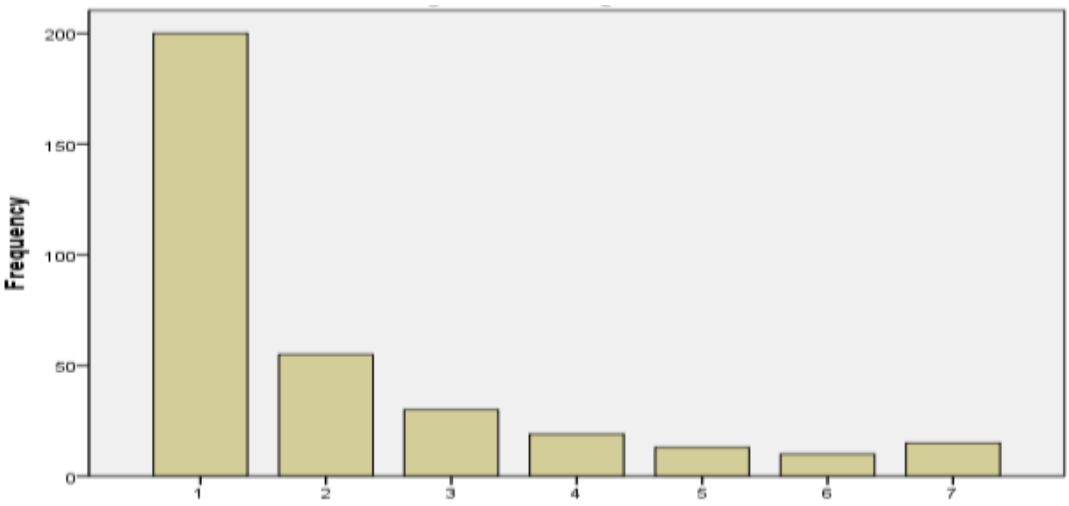
Graph 52: Company providing regular trainings and lifelong learning – by each country



Source: own elaboration

Graph 53: Employees getting acquainted on a deeper level via teambuilding's activities and finding a common ground – all countries together



Source: SPSS program

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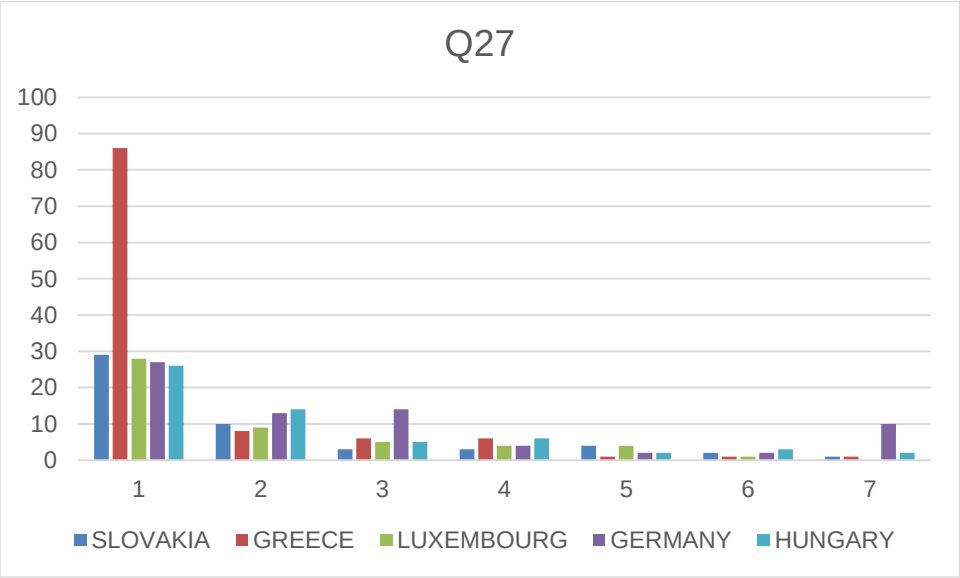
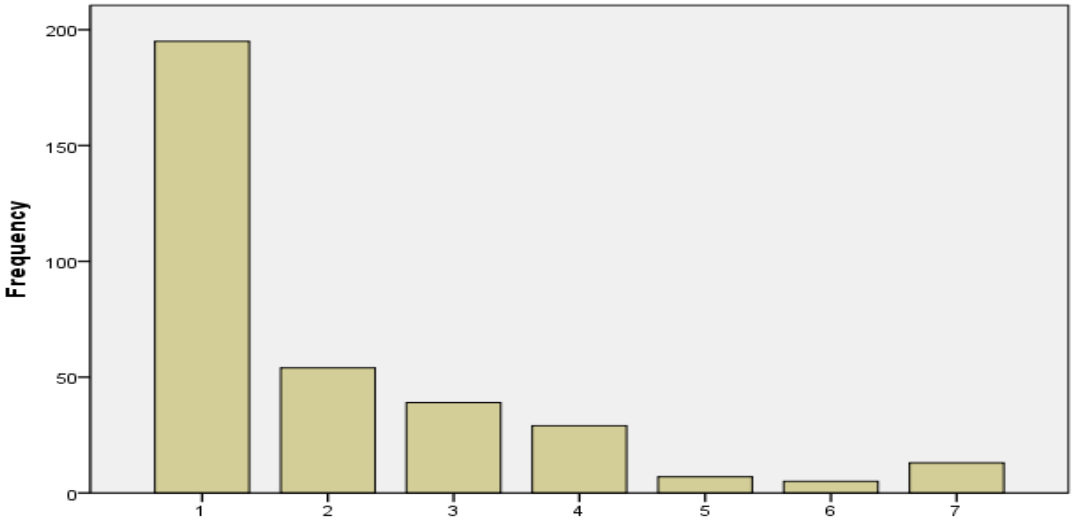
Graph 54: Employees getting acquainted on a deeper level via teambuilding's activities and finding a common ground – by each country



Source: own elaboration

Graph 55: Older generations include younger staff in senior-level meetings, client interactions, new business pitches, and client dinners – all countries together



Source: SPSS program

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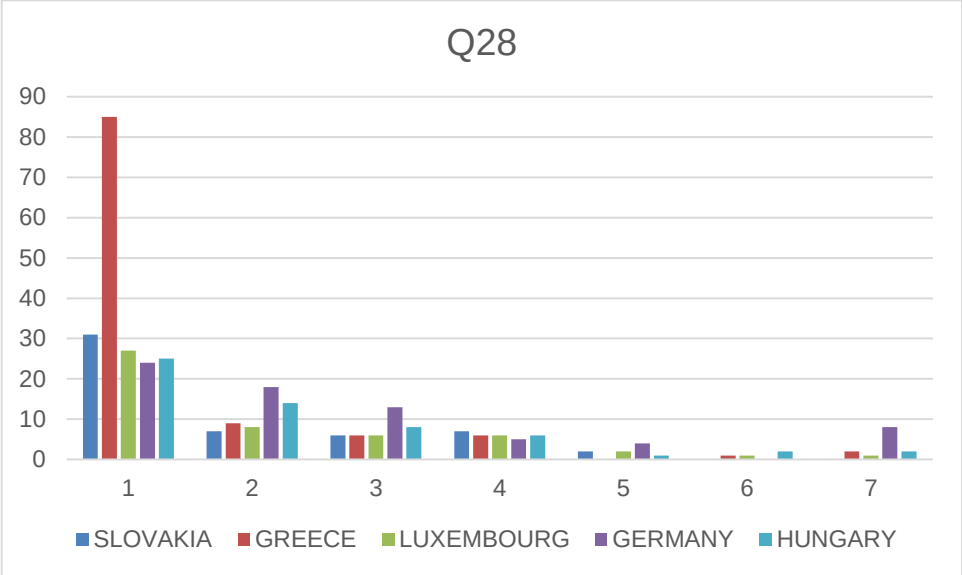
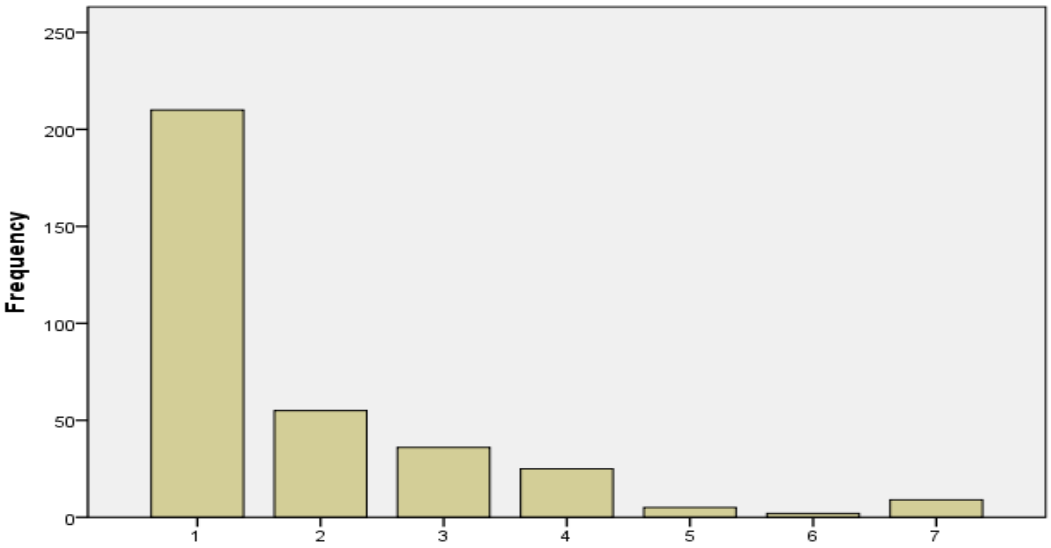
Graph 56: Older generations include younger staff in senior-level meetings, client interactions, new business pitches, and client dinners – by each country



Source: own elaboration

Graph 57: Younger team members having the opportunity to share technology or trend-related insights with older generations – all countries together



Source: SPSS program

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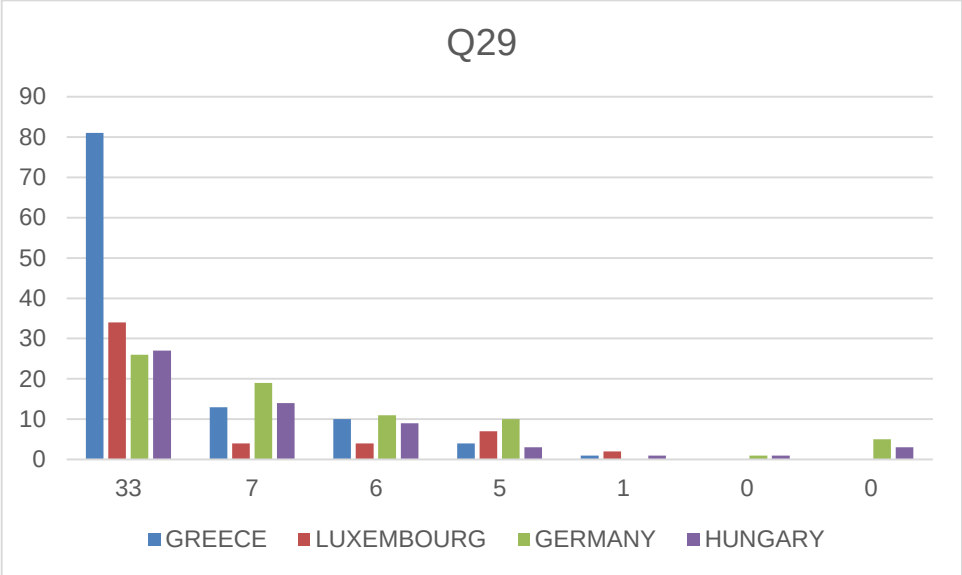
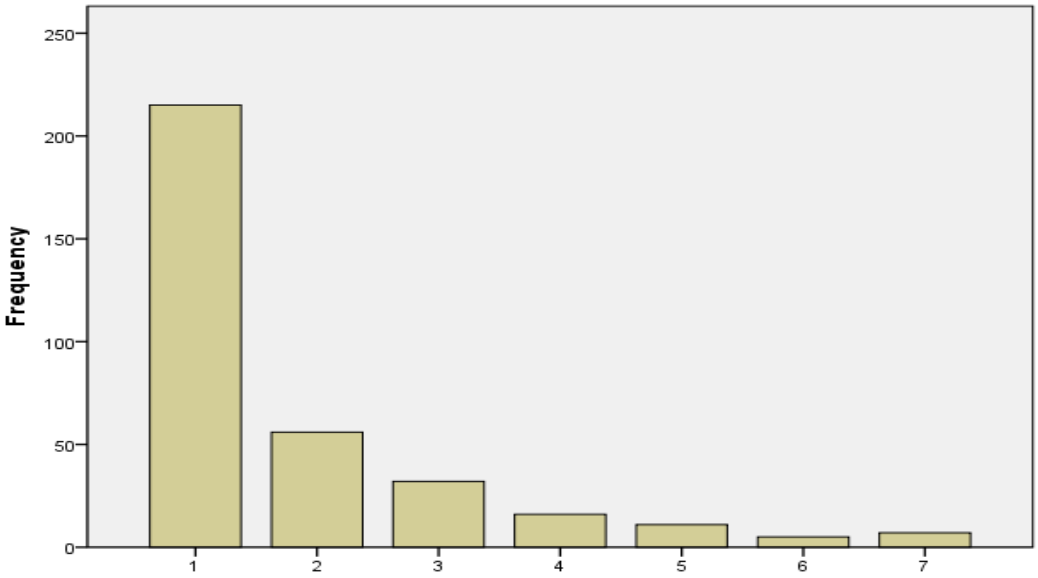
Graph 58: Younger team members having the opportunity to share technology or trend-related insights with older generations – by each country



Source: own elaboration

Graph 59: Facilitating opportunities for creating workplace relationships – all countries together



Source: SPSS program

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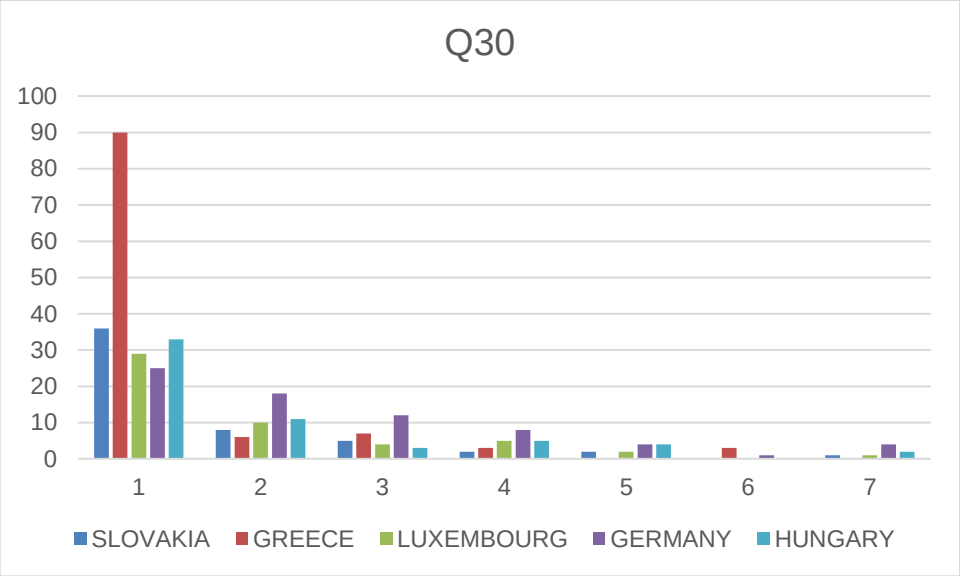
Graph 60: Facilitating opportunities for creating workplace relationships – all countries together – by each country



Source: own elaboration

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ANNEX III: National reports

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Project No: 2020-1-SK01-KA204-078253

Project Title: Inclusive workplaces for senior workers

Project N°: 2020-1-SK01-KA204-078253

INSPIRER

Inclusive workplaces for senior workers

IO /A3

National report on the multigenerational workplace culture training needs in Slovakia

Authors:

Nina Hadidomová, TU Kosice, Slovakia

Nataša Urbančíková, TU Kosice, Slovakia

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1. Introduction

Selection and engagement of companies and respondents, realisation of research in Slovakia

The questionnaire survey and focus groups have been prepared based on the methodology developed by the Technical University of Košice, Slovakia. The survey took place in December 2020, followed by a focus group in January 2021.

Survey questionnaire on the multigenerational workplace culture training needs

The main focus was given on companies with diverse age representation; therefore, INSPIRER team carefully planned companies' selection to ensure selection criteria. The introductory email concluded a brief description of the INSPIRER project and its aims and the section about participants´ data confidentiality. The questionnaire was created using EUsurvey platform and was distributed online using participants´ email. The results were processed with the help of the EUsurvey itself and the statistical program SPSS.

Focus group on the multigenerational workplace culture training needs

The INSPIRER team directly contacted ten managers from the survey questionnaire to invite them to participate in in-depth interviews. The aim was to get insight on this topic from the managerial point of view. Due to time constraints, the team interviewed seven out of ten managers. Again, the introductory email was sent with this time deeper description of research aim to find out more about their experience and knowledge in the field of multigenerational workforce management. The email included a section about the confidentiality of data and the notification that the session will be recorded to process the data gathered. Respondents were managers from different areas of business who have long-term experience in team management and at the same time, operate in a multigenerational workplace. Due to Covid-19 pandemic, respondents were contacted using an online application for video calls. The results from the focus group were processed by content analysis. The main reason for taking part in this focus group was their genuine interest in the issue and their constant effort to improve in their work. They wondered how are others in the same position dealing with multicultural workforce and resulting problems. Table 1 shows the total number of participants in INSPIRER research.

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Table 1. Number of respondents in survey and focus group

Number of respondents foreseen	Number of respondents reached
50	52
Number of focus groups/interviewees foreseen	Number of focus groups/interviewees reached
1/5	1/7

Source: own elaboration

The basic characteristic of companies

For the questionnaire survey, either Slovak companies or companies that have branches in Slovakia were selected. Most of them are located in Košice or its surroundings. Various companies were represented, from large companies (more than 250 employees) to micro-companies with less than ten employees. Companies were chosen to assure diversity of sectors so that the knowledge from several industries could be gained and trends set in a few ones avoided. The selected companies are operating in education (universities, high schools, educational centres), telecommunication, NGOs, consulting and outsourcing companies, wood production companies, banks and public administration offices. All the companies that took part in INSPIRER survey had considerable experience in their field and have been operating on the market for about 17-20 years, based on their freely available profiles.

The basic characteristic of employees and managers

INSPIRER team contacted 60 people to participate in the questionnaire survey about multigenerational workforce and its needs in Slovakia. The response rate was 87%, since team received 52 complete answers. As for the age, the largest category was represented by people of age group 36-55 years, which corresponds to the Generation X, currently the generation in productive age. The second-largest category was the age group 23-35 years, that means the Generation Y or so-called ´Millennials´. They are in productive age as well. The third - largest was the age group 56-74 years, the Baby Boomers, who gradually pass into the post- productive age. No one under age 23 or over 74 participated. The trend in Slovakia regarding the multicultural diversity in the workplace remains unchanged for now, although it is a matter of time before that changes with the ageing population.

Majority of company employees in a survey held a non - managerial position. They were 36 women and 16 men, with women prevailing (Graph 1). Almost all of them have university degrees; only 2 participants have secondary education. The economy and natural/technical science were the two most represented

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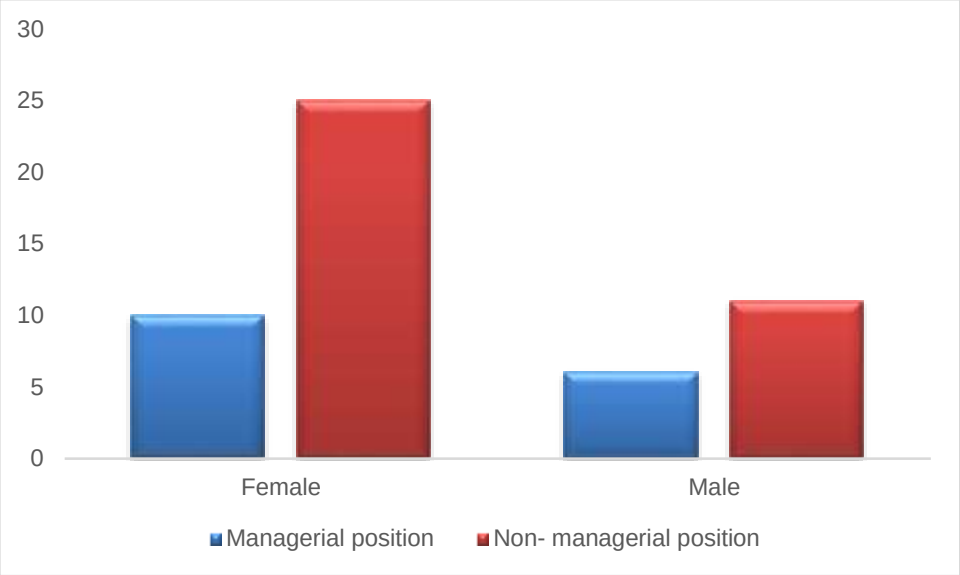
specialisations (Graph 2). Most of the employees are now currently working in a multigenerational company for more than ten years (Graph 3).

Altogether seven managers were interviewed in the focus group. They were all women with a university degree, mostly technically oriented. Their average age was 45 years. They were all managers in management positions; two HR managers, one company owner, one head of department, one line manager and two middle-level managers.

Graf 1: Work position by gender



Source: own elaboration

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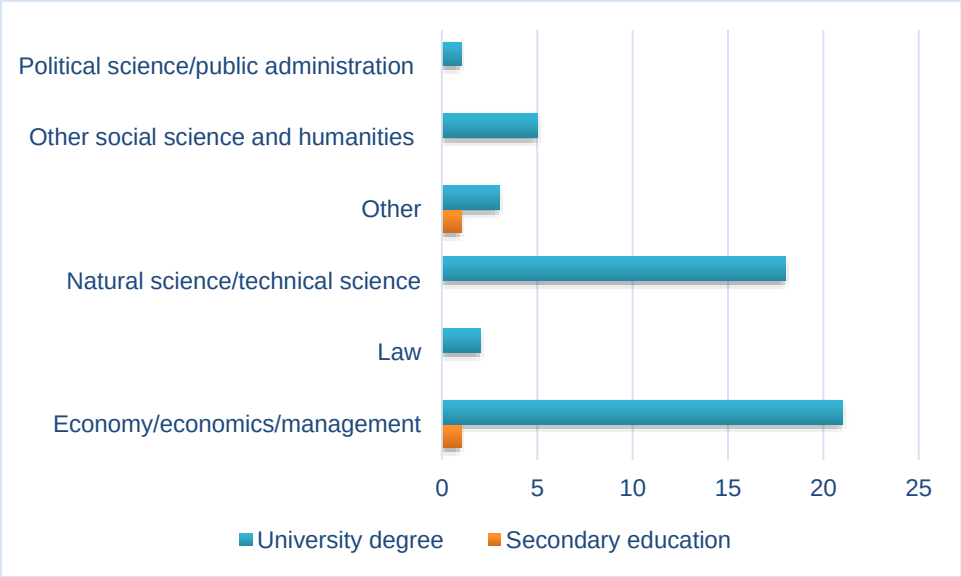
Graph 2: The highest level of education according to specialisation



Source: own elaboration

Graph 3: Number of years spent in multigenerational company

Source: own elaboration

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In total, eleven documents were reviewed and used to prepare a questionnaire survey and focus group. They were mostly published articles and papers, statistics and case studies. Both, the Slovak and foreign resources were used. All indicators used to describe Slovakia were drawn from Eurostat and OECD databases. The policies in multigenerational workplace culture in Slovakia were described using data from Eurobarometer and The Statistical office of The Slovak republic.

2. Profile of the country

To describe Slovakia, following indicators were selected:

- size of the population
- total percentage of working age population (aged 15 to 64)
- the employment rate of the elderly population (aged 64 and over)
- pension adequacy and average wages
- job quality by age and by sex
- age wage gap

The individual indicators are listed below:

The population of Slovakia by 2020 was 5 457 873[45].Total percentage of working age population (aged 15 to 64) currently is 68,4%[46]. The employment for the past four years by age groups is presented in Graph 4 below.

[45] https://ec.europa.eu/eurostat/databrowser/view/demo_gind/default/table?lang=en
2 OECD (2020), Employment rate by age group (indicator). doi: 10.1787/084f32c7-en (Accessed on 15 December 2020)

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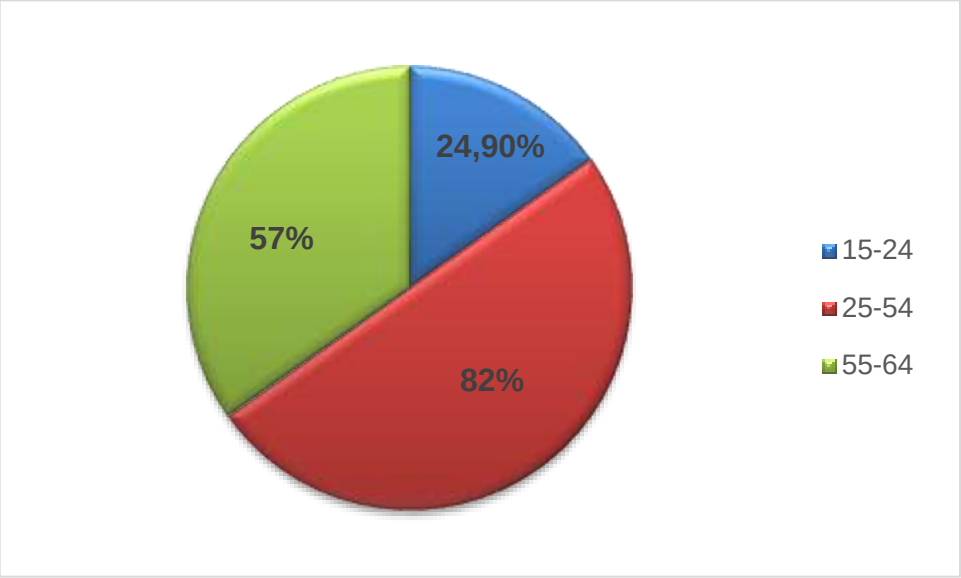
Graph 4. Employment in Slovakia by age group



Source: own elaboration

The employment rate of the elderly population (64 and over) is 4,6%. The average wage by 2018 was €1164, although it varies according to the region. From a territorial point of view, the average nominal monthly wage was higher than on average for the entire economy of the Slovak Republic only in the Bratislava Region (€ 1,366). In other regions it ranged from € 823 in the Prešov Region to € 1,017 in the Košice Region.[47] Average wage also varies according to age. People aged 30-49 have the highest wages, then the wages tend to decrease, as can be seen in the Graph 5 below.

The Slovak pension system consists of three independent systems, i.e. 3 pillars. You may receive old-age pension from the mandatory pension insurance, old-age pension saving or voluntary supplementary pension saving system. As of 1 July 2015, the minimum pension has been introduced. From 1st January 2020, the retirement age is set for all insured persons depending on their date of birth, sex and the number of children raised. It varies from 53 for women born before 1951 to 64 for men and women born in 1966 or later. The government is currently discussing the possibility of retirement after 40 years of service. The average pension in Slovakia is 487,22 euro[48]

[47] https://ec.europa.eu/eurostat/databrowser/view/earn_ses_monthly/default/table?lang=en

[48] https://www.socpoist.sk/priemerna-vyska-vyplacanych-dochodkov--v-mesiacoch-/1600s

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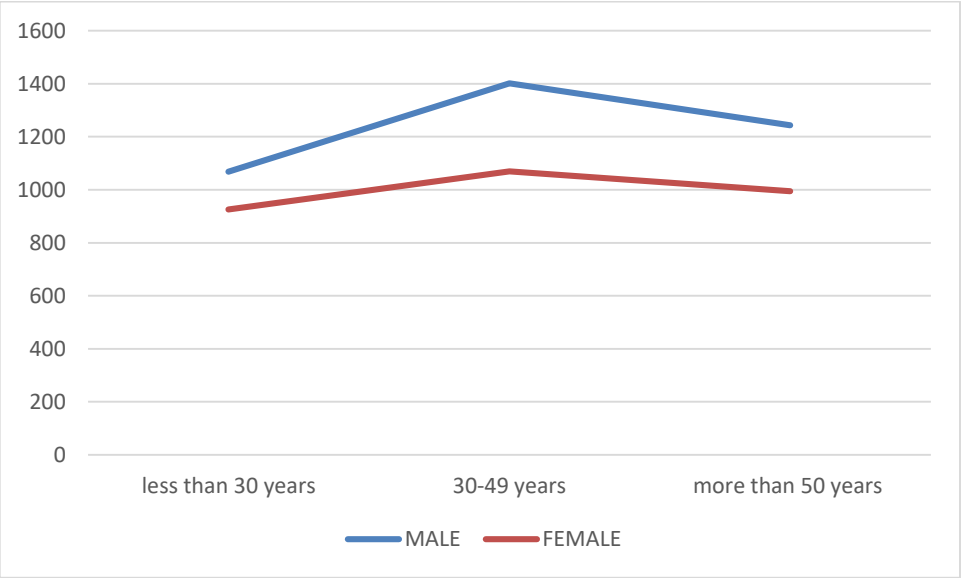
Graph 5. Average wage by age and sex in Euro



Source: own elaboration

The framework developed under the lead of UNECE (United Nations Economic Commission for Europe) represents a neutral and comprehensive approach to assess the quality of employment in its multiple facets. It defines 68 indicators on seven dimensions that address employment quality from the perspective of the employed person. These dimensions are[49]:

1. safety and ethics of employment;
2. income and benefits from employment;
3. working hours and balancing work and non-working life;
4. security of employment and social protection;
5. social dialogue;
6. skills development and training;
7. workplace relationships and work motivation.

Graph 6 displays the sub - dimension „The opportunity to use knowledge and skills in current job“ by sex and age, which belongs to dimension Skills development and training. This dimension has been chosen because it is directly related to INSPIRER project. Men in Slovakia perceive that they have

[49] https://ec.europa.eu/eurostat/web/labour-market/quality-of-employment

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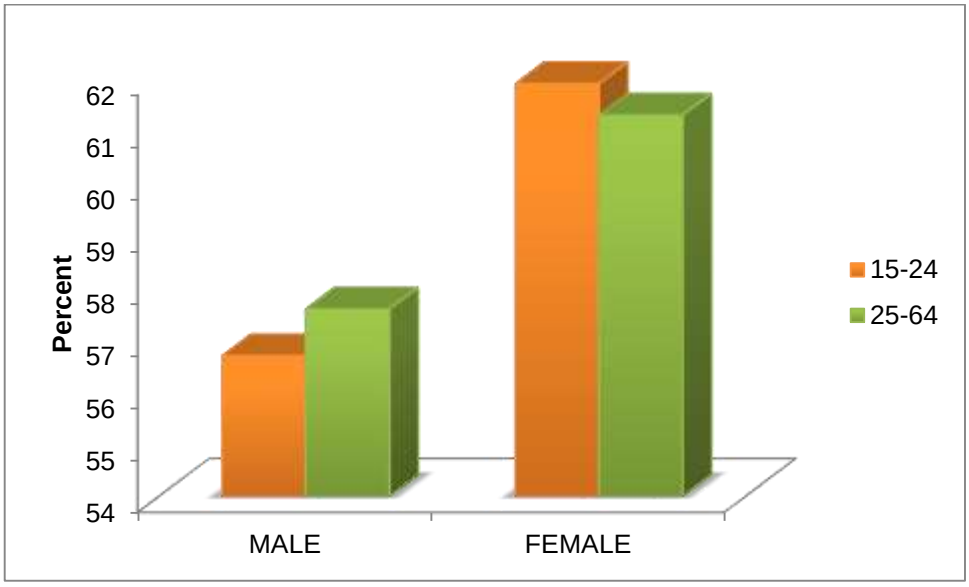
fewer opportunities to pass on their knowledge to other generations than women.[50]

Graph 6. The opportunity to use knowledge and skills in current job by sex and age



Source: own elaboration

The age wage gap is calculated as the difference between mean earnings of 25-54 year-olds and that of 15-24 year-olds (respectively 55-64 year-olds) relative to mean earnings of 25-54 year-olds.[51] Based on the data from the Statistical office of the Slovak Republic [52] the salaries are reaching its peak around the age of 40 and then are decreasing. People with little or none experience at the beginning of their working life (25-29 years) earn almost exactly the same as people working for their whole life (60≥). The differences in monthly wages by age can be seen in Graph 7.

[50] https://ec.europa.eu/eurostat/databrowser/view/QOE_EWCS_6_6__custom_372584/default/table?lang=en
[51] https://stats.oecd.org/Index.aspx?DataSetCode=AGE_GAP
[52] http://datacube.statistics.sk/#!/view/sk/VBD_SLOVSTAT/np2005rs/v_np2005rs_00_00_00_sk

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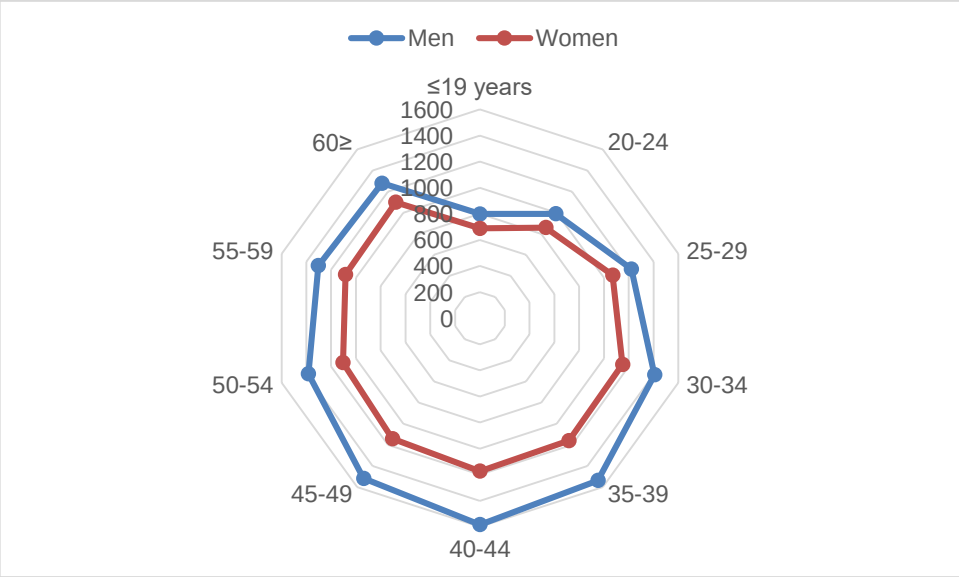
Graph 7. Average monthly wage by age



Source: own elaboration

3. Profile of the selected companies

Companies selected to participate in the questionnaire survey all met the requirement of multigenerational workforce, as the age composition of employees was the most crucial aspect. The focus was not only on one of the company, but INSPIRER team addressed several of them. The main reason for this approach was to cover various areas of business. This approach enabled us to avoid capturing the trend of just a few companies and examine several of them instead and broaden the information base provided in this report.

Almost half of the participants are working in a large company (more than 250 employees). Only three participants were working in a micro company (less than ten employees). Graph 8 shows the representation of individual companies.

As for the application of anti-ageism policy in their company, results showed that more than half of participants were unaware, whether their company has such policy or not, 37 % of companies do not apply any policy, and only 10 % of companies have some kind of anti-ageism policy (not specified).

Even in the case of respondents from the focus groups, the answers did not differ much. Most companies do not have specific guidelines; they are governed only by the state policy. In some cases, employees are protected by the collective agreement, but it contains anti-discrimination guidelines in general. In one case,

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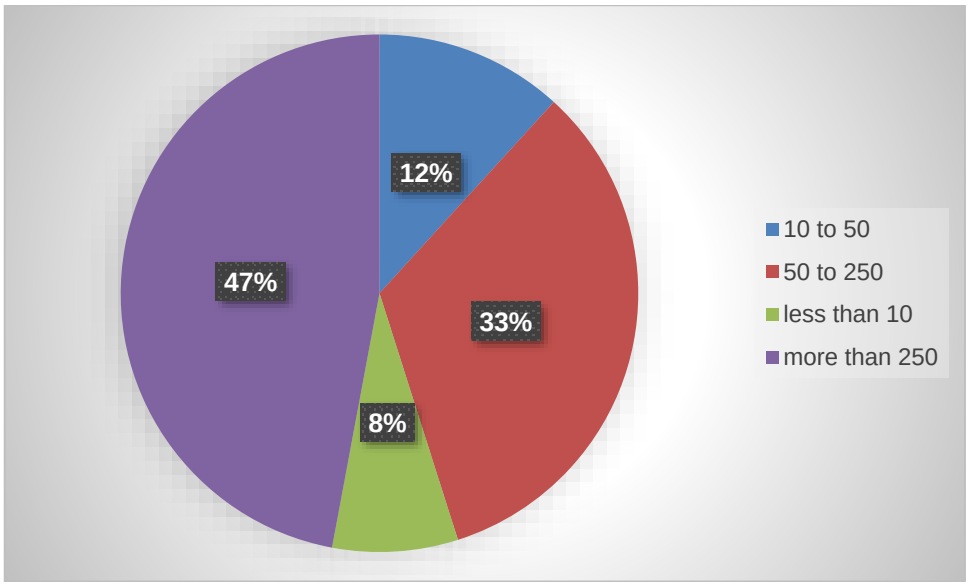
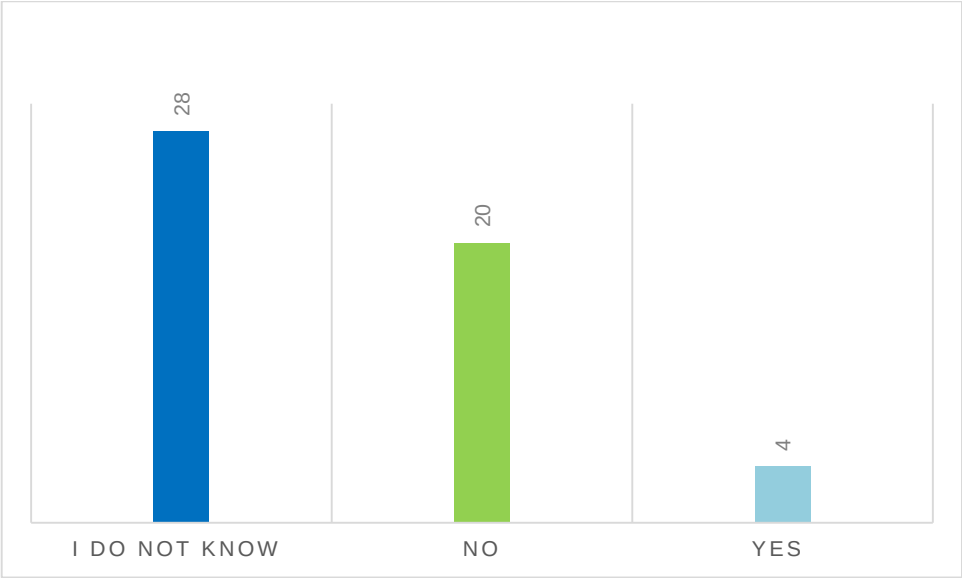
the company does not have any specific directives, but its anti-discrimination culture is already presented during the introductory interviews.

Graph 8: Size of the company by number of employees in %



Source: own elaboration

Graph 9: Application of anti-ageism policy in companies



Source: own elaboration

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4. Policy in multigenerational workplace culture in Slovakia

Policy in multigenerational workplace culture in Slovakia

Direct age discrimination is the treatment that is less favourable in a comparable situation than treatment with another person of another age. In practice, in Slovakia can be found mainly discriminatory attitudes towards young people (e.g. graduates) or people of pre-retirement, resp. retirement age (towards seniors).

According to the 2015 Eurobarometer, Slovaks more often than Europeans claim to have felt discriminated against based on age and to consider discrimination based on age as the most common form of discrimination.

According to the respondents, the survey showed that the most widespread form of discrimination in Slovakia is discrimination based on age over 55 (50%).[53]

According to the Report of the Slovak National Center for Human Rights (SNSĽP), the assessment of an employee by age is present in the job offer in job selection, in the structures of job positions, in setting criteria for their evaluation, remuneration, providing benefits, as well as maintaining job security.

According to SNSĽP, age discrimination is mostly hidden and challenging to prove. The age factor is often obscured by work in a "young dynamic team" or by the requirement for vocational education, experience and acquired skills, which are only available on the labour market for a short time and have not been able to complete them by the older person. This form of advertising can be assessed as indirect discrimination on the grounds of age.[54]

The basic principles of state policy concerning senior citizens determine the UN principles concerning older people, such as the principle of independence (possibility to work or earn income, access to assistance services, education, a safe environment and the opportunity to live in the natural home environment for as long as possible) and the principle of participation (possibility of co-decision, application of knowledge, skills, social initiatives, the possibility of founding movements or associations of senior citizens).

Slovakia, as a member of the European Union, must make sure that their national laws protect rights laid down by EU employment laws (Directives). Every EU

[53] https://www.gender.gov.sk/diskriminacia/diskriminacia/dovody/vek/

[54] http://www.snslp.sk

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worker has certain minimum rights relating to protection against discrimination based on sex, race, religion, age, disability and sexual orientation. [55]

The Slovak legislative framework for the prevention of discrimination on the grounds of age in employment is enshrined in the Labour Code and the Employment Services Act, which declares the application of the principle of equal treatment and provides for legal remedies in the event of a breach of this principle. At the same time, it defines disadvantaged groups of job seekers. An example of a specific approach is the contribution defined in the law to the performance of graduate practice, which is to help recent graduates gain their first work experience. Special provisions on employment allowances for a disadvantaged jobseeker or assistance in the form of a self-employment allowance also seek to overcome employers' prejudices. The Office of Labour, Social Affairs and the Family regularly comes up with initiatives to help citizens who could be directly or indirectly threatened by age discrimination. These are, for example, initiatives to support the employment of people over the age of 50, the provision of the aforementioned internships for graduates or the provision of various contributions to young people to support entrepreneurship and trade activities.[56]

Slovak employees are therefore protected by their own labour code, EU and UN regulations.

Age management is management with regard to the age, abilities and potential of employees. Age management measures should, first and foremost, ensure that every worker has the opportunity to use his or her potential and is not disadvantaged by reason of his or her age. The widespread use of age management includes all age groups of workers from graduates to workers of retirement age. The main principles of age management include, in particular, a good knowledge of the age composition of the company, a fair attitude to aging, an understanding of individuality and diversity, but especially various measures to support work skills.[57]

For a long time, Slovakia did not have a comprehensive document on the issue of active aging as a national policy. Later, the Active Aging Strategy was created, which included its action plan. Its content was transferred to the National Program for Active Aging for 2014-2020, which was approved by the Government of the

[55] https://ec.europa.eu/social/main.jsp?catId=82&langId=en

[56] https://www.upsvr.gov.sk/tn/sluzby-zamestnanosti/narodne-projekty/np-chceme-byt-aktivni-na-trhu-prace-50.html?page_id=574421

[57] ŠTOROVÁ, I., FUKAN, J.: Zaměstnanec a věk."Informačná brožúra. Praha: ASO ČR, 2012, ISBN: 978-80-87137-35-2

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Slovak Republic in December 2013. It was a comprehensive program document aimed at supporting people older than 50 years. The aim was, among other things, to create better jobs and conditions for older people, to combat their social exclusion, to change the negative approach to aging, to pay increased attention to creating conditions for a sustainable quality of life for older people and many other tasks.[58]

At present, there is no systemic politically guided approach to age management in the field of human resources management in Slovakia.[59]

The best practices of multigenerational workplace culture support

Slovakia does not encounter a best practice that would be explicitly applied. The several examples from other countries were selected that can serve as an inspiration for creating a foundation for the best practices in Slovakia. The detailed descriptions of the best practices are provided in Annex I.

The best practice 1. Management of generationally diverse workforce in Atlantic Health System: Recruiting & Mentorship. In this best practice employees operating in the health care system is trying to prevent potential loss of organisational knowledge and professional expertise due to retiree exodus with a mentorship program that gives older employees an opportunity to work and share their knowledge and experience with younger employees.

The best practice 2. Multigenerational MGMT in Beaumont Health System. Employees and management in Beaumont are struggling with age-related conflicts. Through small group discussions and interactive exercises in the so-called "Generation Sensation" course, participants have gained strategies to combat potential disputes that can occur because of generational differences.

The best practice 3. Multigenerational management requires inclusive leaders. The inclusive working environment is developed in the consulting agency in Singapore through an eclectic blend of personalities representing diverse cultures and age groups.

The best practice 4. Dutch collective ´generation pact ´ between older and younger workers. Dutch Unions and Healthcare provider in Netherland made a pact to solve a shortage of experienced personnel due to demanding working conditions by adjusting them to be more suitable for employees in a different stage of life.

[58] https://www.agemanagement.sk/pribeh-vekoveho-manazmentu-na-slovensku/
[59] https://epale.ec.europa.eu/sk/content/vekovy-manazment-age-management

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The best practice 5. Duo for a job. Non-profit organisation Duo for a Job aims to help eliminate inequalities in access to the labour market for young people with a migrant background, recognise the knowledge of seniors, and combat discrimination by recreating social cohesion, understanding, and local solidarity.

Four main actions needed to be done to support multigenerational culture building

Action 1. It is necessary to spread awareness in Slovakia about what age discrimination is and what are its manifestations. This topic is still taboo, indirect discrimination prevails and many people do not even realize that they have been the victim of age discrimination or that they are the ones who commit it.

Action 2. The INSPIRER research showed that people are not aware of their rights and responsibilities regarding this issue. Managers/ HR managers do not know how to treat potential employees, for example whether they can ask about their age at interviews or not. Employees are also unaware of what to do if someone in the workplace treats them inadequately because of their age. For this reason, it is necessary to develop a training system and regularly train not only employees but management as well.

Action 3. Due to the current demographic situation, people are increasingly confronted with cases where several generations have to coexist right side by side.
It is necessary to train employees what are the advantages of working with people of different age and how to use it as a benefit. For these purposes, companies should undergo regular trainings focused on knowledge transfer, but also workshops where employees could deal with day-to-day situations, train how to properly address them and learn how to process their emotions in a productive manner.

Action 4. Management sets the company's culture and largely dictates the behaviour of its employees. If companies want to support a multigenerational culture, they have to start right there. It is more than necessary to embed anti-discrimination policy in the company's culture. In addition, managers and executives must learn how to work with such mixed teams and effectively resolve emerging conflicts. In the case of managers, it is therefore necessary to focus on developing conflict resolution skills and multi-generational team management strategies.

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5. **Educational needs to support multigenerational workplace culture**

Main outputs and recommendations from questionnaire survey

In the first part of the survey on multigenerational workplace culture training needs the participants were asked to evaluate their workplace culture, company policy regarding age discrimination and differences between generations.

The results are as follows:

- The results, of course, varied based on the policy of the company. For example, respondents, to whom their companies provide regular trainings do not wish to increase this frequency. Vice-versa, employees with none or little trainings wish to improve their companies´ attitudes towards further education.
- In some cases, the answers were ambivalent; for example in the question about frustration with their older colleagues resistant to new ideas and changes.
- Majority agreed that it is the employer´s responsibility to encourage a healthy and supportive workplace environment and that they don´t have conflicts in a workplace with their younger/older colleagues.
- In general, the respondents do not suffer from ageism in the workplace, the younger nor the older ones. They don´t have trouble working in age diverse collective, they don ´t feel stressed or less productive because of their age and they are very confident about their ability to master new skills, technologies or new programs.

In the second part of the questionnaire respondents were asked to evaluate measures which would improve multigenerational culture in the workplace.

The results are as follows:

- All agreed that statements describing possible measures for improving multigenerational culture in a workplace would all be helpful. The rate of agreement with each measure was at least 53%.
- As the most important measure in improving multigenerational culture in company turned out to be providing employees with regular trainings and lifelong learning.
- Second most important according to participants is to create age diverse pool, so that the olders can mix up with youngers, they can share experience and learn new skills and techniques in the process.

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- Participants stated that it would be helpful, if their employer would facilitate opportunities for them to create better workplace relationships and treated everyone equally.
- They also think that employers should consider redesigning benefit packages according to age group, for example to change working conditions and job structure in order to keep older generation at work and younger to stay loyal to the company.

At the end of the questionnaire there was open non-compulsory question about the *greatest difficulty* they had to face in cooperation with different generation. Most frequent answers were:

- None or I didn´t notice anything
- Unequal approach of employers towards employees (papalassism, giving preference from various reasons – age, sex, etc.)
- Generations have different values and approaches to work
- Staying in the same track for many years. Seniors tend to stay in their position „forever "
- Huge ego – in both young and old generation
- Disrespect towards procedures of young colleagues
- Reluctance to learn new things and to adapt to changes in company.

Summary of the main outputs and recommendations from questionnaire survey

The most important findings based on questionnaire survey are:

- management of the company is crucial in formation of multigenerational workplace culture. They make decisions about working environment, working conditions, how their employees will feel and behave. They can influence and adjust the policy to be adhered. Respondents agreed that management should be responsible for creating and maintaining multigenerational workplace culture.
- INSPIRER survey showed that employees in Slovakia do not have any problem to get along with their colleagues regardless of age, if the rules set by management are clear and conditions are same for all of them.
- Employees consider to be important to work in a collective, where they can learn from each other and pass along their experience. It´s a natural form of reverse mentoring, that should be reinforced. This can be achieved by creating programmes that could facilitate it.

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- As the most important measure in improving multigenerational culture proved to be providing employees with regular trainings and lifelong learning.

Main outputs and recommendations from focus group

HR managers/managers with considerable experience in the field were selected to join the focus group. They were all women, working in medium size or large companies, in the fields of telecommunications, banking, public administration, childcare and manufacturing. Interview was structured into several subtopics. The structure of interview and subsequent answers are available here:

Working environment, average age of employees and representation of the generations across the structure of the companies:

- the average age of regular employees is 33 years. They are mostly IT specialists or system developers.
- senior positions are held by workers over 45 years of age, which is justified by them having more experience
- respondents expressed their opinion, that if the employee is skilful, age does not matter. Age does not play a role even if the employee has the necessary skillset, because companies often lack competent employees.
- however, three respondents stated that in their case the age is significant. In one company, they explicitly hire younger employees, because they need "health, fast and proactive employees “, so that production can also be fast.
  In the second case, older employees mostly work in the public sector and therefore only the younger ones apply for jobs. And in the third case, they prefer older employees because they work with specific programming languages that younger generations do not know.
- in some cases, therefore, the age is crucial, depending on the industry and the work requirements

State policy, policy of the company regarding age discrimination and age management:

- Respondents were unable to answer whether Slovakia has any anti-discrimination age policy. Only one respondent assumed that it is probably enshrined in general anti-discrimination laws.
- As for the company policy, some of them have collective agreement, but they expressed doubts about it being actually enforced.

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- Most of their companies have only general regulations and either have never heard of age management or they do not enforce it.
- One respondent openly admitted they were probably discriminating on the basis of age.

Experiences with age discrimination on the workplace and applied managerial strategies, skills:

- HR managers/managers have neither encountered with age discrimination in their current workplace nor they have perceived it.
- However, several managers said they were not sure what age discrimination is, where it begins or what its manifestations are.
- In one case the company is currently dealing with age discrimination; not in the process of selecting employees, but within the work process. The directors divided themselves into „young directors „and „old directors “. According to respondent who addresses this situation, „it's not official, it's not formalized, but it's perceptible, subliminal. “At meetings directors use to say, for example: „What do you know, you are too young to have experienced it. “ In response, resistance formed: „You can´t understand it, you are too old for this.“ Company organised anti- discrimination training to resolve this problem. The main strategies used were creating a space for open dialogue, providing feedback and avoiding stereotypes. However, effective communication has proven to be the most important. Their further efforts were stopped by pandemic.

Opinions and attitudes of HR managers/managers towards measures supporting a multigenerational culture in their workplace:

- In general, a consensus has been reached; training of employees and managers would certainly be beneficial. Respondents believe it is necessary to explain the differences in approach to work of the older and younger employees, in order to achieve a better understanding between employees of different age.
- A manager proposed a solution that proved itself to be helpful in her last employment. The groups of younger and older employees were formed in order to transfer knowledge. However, they must not perceive themselves as competition and they needed to be prepared for possible emerging conflicts within the group. In her experience, it was better if they were working together in a small group rather than in pairs. Employees, especially the older ones, were less ashamed to admit their shortcomings and, on the contrary, it encouraged them to learn from each other.

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Summary of the main outputs and recommendations from focus group

The most important findings based on focus group are:

- INSPIRER survey shows, that HR managers/managers working in multigenerational companies in Slovakia for a significant period of time do not have an overview in the topic of age-discrimination, nor they have much experience with it.
- Managers stated they would welcome age mixed teams; in their own words it would be very enriching - the younger would bring enthusiasm and the older maturity. If reverse mentorship would be introduced, this effect will be achieved.
- According to respondents while setting up work teams it is necessary to bear in mind the style in which employees work and pair them based on that.
- Opinions were expressed that it is most important during the introductory interviews to give an idea of the company´s culture, in which opinions and measures against age discrimination are clearly expressed.

Summary of educational needs to support multigenerational workplace culture

Almost 71% of our participants stated they did not have any training in the last year. The rest of them commented they have regular trainings focused on:

- technology they are currently using,
- other forms of professional IT training,
- training focused on communication online tools such as MS Teams, Zoom, Webex;
- LinkedIn, MOOC, e- learning or trainings to help them hold online classes
- trainings to manage work from home.

One of the best measures to support multigenerational culture according to our respondents was to provide and enhance lifelong learning and development of various skills of employees.
It seems that companies are lagging behind in this regard. Employees should be provided with regular trainings so that they can develop their skills continuously and the effect of lifelong learning is achieved.

Only 3 respondents commented they have antidiscrimination courses or specific skills trainings in their companies. More than a half of them is completely unaware if their company does or does not have and apply any anti -ageism policy. Employees should not only know what policy the company they work for applies

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against age discrimination, but they should also know their rights. Companies need to take a clear stand on this issue and make it clear to their employees what their rights are, as well. This should be stated in company´s directives. It is then necessary to train employees in this matter, provide them with regular information on the ways of working with colleagues of different age group and thus create a workplace where age will be an advantage and not an obstacle.

The main training needs for HR managers

Survey, but more importantly focus group showed, that Slovak employees, including HR managers, do not have a very clear idea on the topic of multigenerational workplaces and what it all entails. Either they have not encountered ageism or consider its manifestations to be "normal". However, there is a presumption that in the future the age composition of workers will be more and more diverse. It can meet up to 5 generations at once and this situation, if not caught, can escalate.

Based on the results from focus group (see Annex II) training of HR managers should cover:

- company policy towards ageism and country legislation
- characteristics and specifics of individual generations, differences between them, their strengths and weaknesses, approaches and attitudes to work
- flexibility: how to start using other forms of employee motivation, e.g. offering flexible hours, work from home options, etc. For young employees, this could help accommodate new families, while for olders, this could help them ease into retirement.
- learn how to put together teams so that they complement each other and create an effective multigenerational culture
- learn and apply conflict resolution strategies and skills
- regularly design and implement teambuilding's to strengthen workplace relations

The main training needs for employees 55+

Employees in this point of their life need to learn how to deal with prejudices, which may have been developing for over many years. They need to know that even younger generations can bring benefits and stereotypes do not always apply. Younger generations might have different approaches and practices, but they also bring in new, smart and fresh ideas.

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Based on the results from questionnaire survey (see Annex I), main areas, in which is necessary to train employees 55+ are:

- fighting biases and stereotypes about younger generations
- training in digital technologies - new technologies emerge every day and the old ones change. Younger generations can help the older ones to gain an overview in this area, or teach them how to work with them.
- understand that education does not end with high school/university. The answer to the constantly increasing demands of employers and the labour market is the lifelong learning which would allow them to adapt to this situation much more agile.

6. **Recommendations on course Syllabus preparation**

The workforce of the near future will be a multigenerational one, featuring members from between four and six generations. Effectively coordinating daily interactions with different generations, as well as understanding how different generations view, manage, and craft their careers, are core competencies for successful leadership. In this course, participants should take away:

Key takeaways:

- Data and trends which will impact the workforce over the next several years
- Awareness of the different generations, their core values and preferences
- Key areas of differences among the generations
- Commonalities across the generations
- Providing feedback in a way that is valuable to each generation
- Managing possible generational clashes
- Understanding how these demographic changes impact business and strategy execution
- Develop strategies for leading a multigenerational workforce that embrace generational diversity.

7. **Recommendations on 360 tool preparation**

360 tool preparation should include:

- setting the purpose of the 360 tool. In INSPIRER project it is to assess multigenerational workplace culture.
- determining core competencies, values and/or behaviours to be evaluated in 360-degree review.

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- involving key stakeholders and managers not only in designing the process, but also in its implementation. Management also plays a critical role in communicating the process.
- ensuring confidentiality and making it a top priority in the process
- deciding on who the best feedback providers are: managers, peers, subordinates...
- clearly communicating what the 360 process is for, the scope of the review, how the feedback will be gathered and how the results will be used. It needs to be emphasized that the process is being used for development purposes and not to make any participant feel bad about their performance.
- developing a feedback delivery plan. There are many development opportunities that can be provided such as training, coaching, mentoring, workshops, conferences, books, materials, and more.
- developing a pilot process in order to spot issues in advance and address them.

8. Recommendations on cross generational reverse-age mentorships in digital technologies

The goal of reverse mentoring is, on the one hand, to teach older generations to work with digital technologies, resp. to upskill them. On the other hand, the leadership skills of the younger generations should be promoted at the same time.

Cross generational reverse-age mentorships in digital technologies should contain:

- Sharing technical or content expertise and enhancing understanding
- Providing guidance and feedback on training and mastery of new skills and knowledge
- Demonstrate smart technology and identify opportunities to apply knowledge
- Teaching about social networking sites and social media; introducing to peers/colleagues to increase social integration and social capital
- Providing support for learning and feedback on new knowledge and skill acquisition
- Demonstrating openness to new ideas, innovation, and a global perspective

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9. Annexes

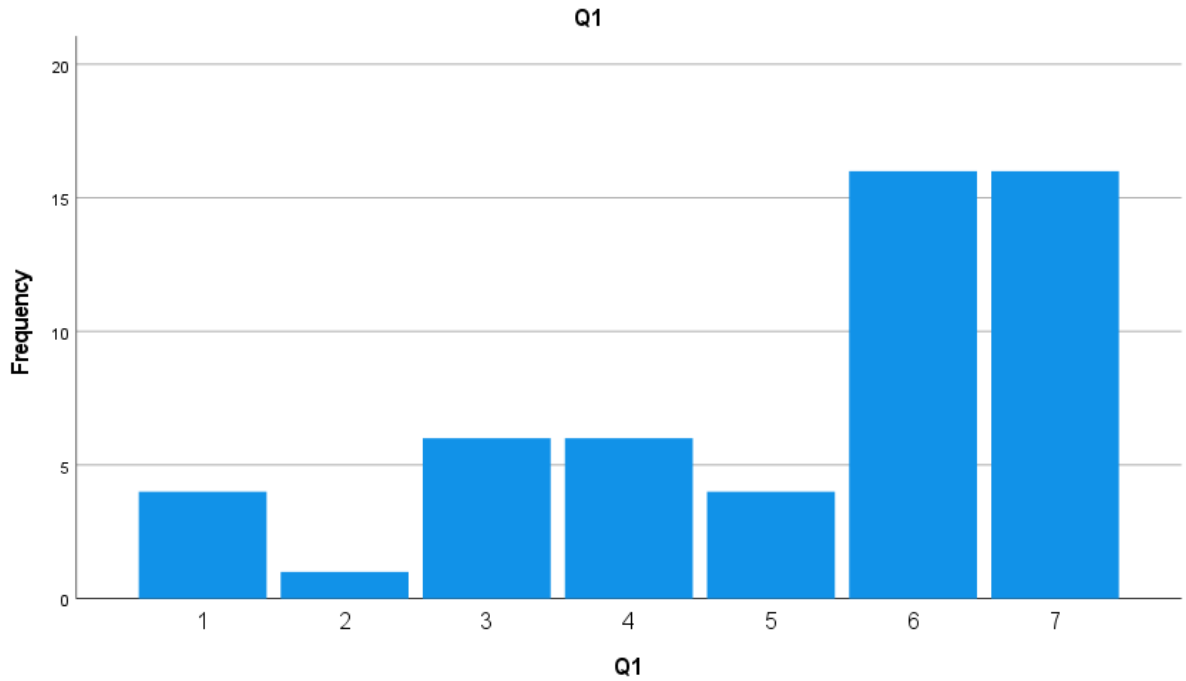
ANNEX I: Graphical representation of every question in Questionnaire survey on the multigenerational workplace culture training needs.

Graphs were prepared using IBM SPSS statistics in February 2021. The questionnaire was divided into two parts:

PART 1 (Q1 -Q19): Statements regarding workplace culture, company policy regarding age discrimination and differences between generations were evaluated (1= totally agree; 7= totally disagree).

PART 2 (Q20 – Q30): Participants were evaluating measures that would help to improve the multigenerational culture in the workplace (1 = would certainly help, 7 = would not help at all).

Question 1: The difference in technology fluency between older and younger generation in our company often causes workplace conflicts.



Source: SPSS

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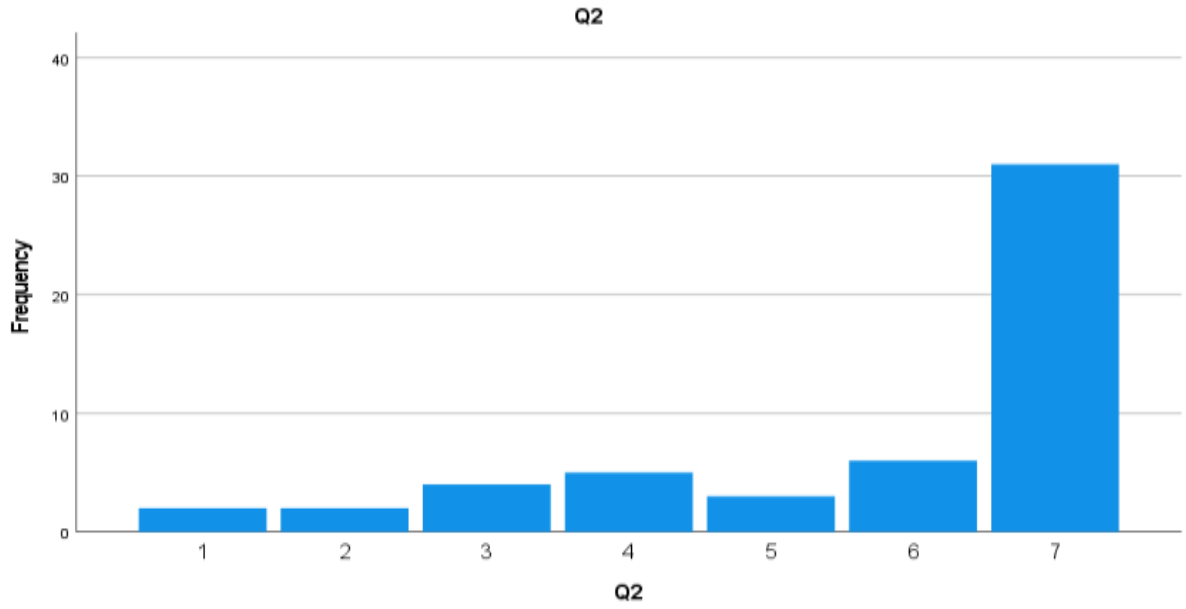
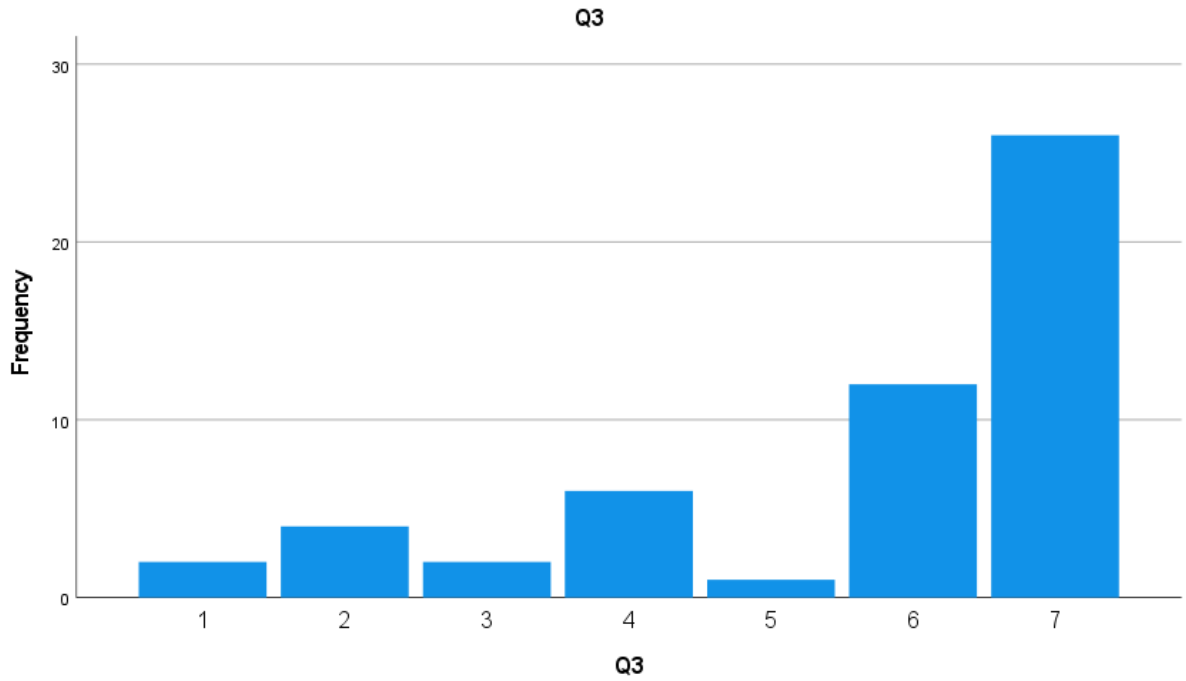
Question 2: I find myself having trouble working with colleagues who are significantly younger/older than me.



Source: SPSS

Question 3: I feel stressed and less productive because of negative work attitudes towards me.



Source: SPSS

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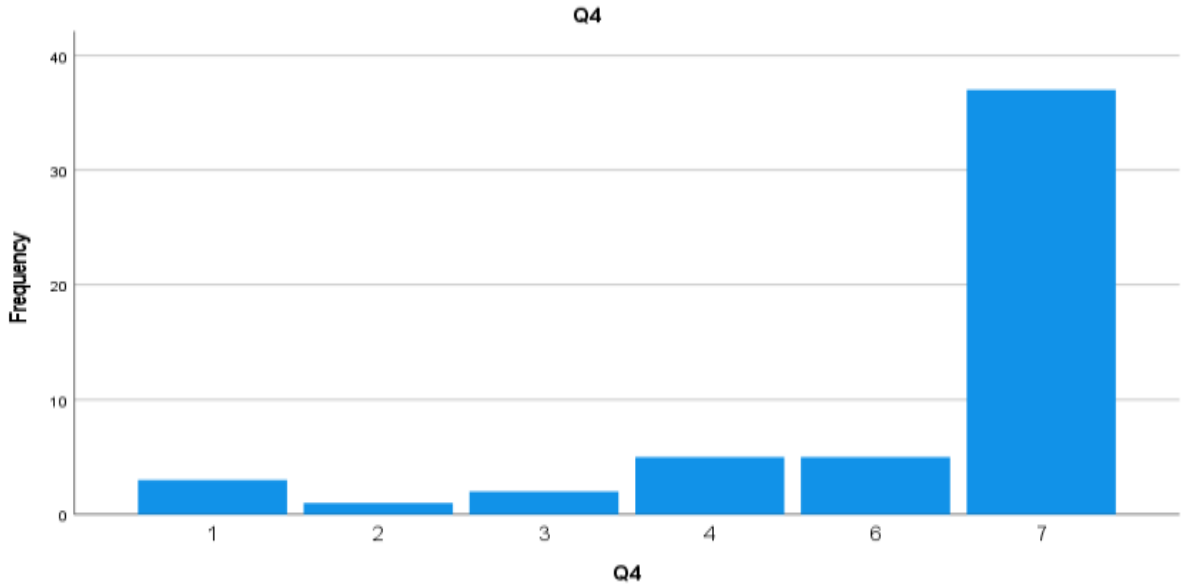
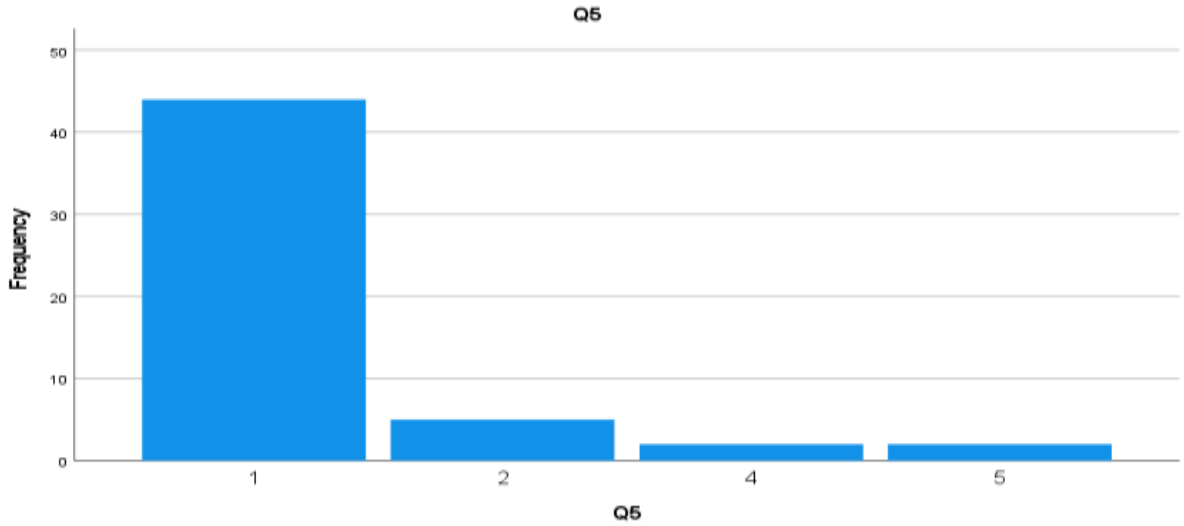
Question 4: Many task related conflicts and disagreements with younger/older colleagues makes me want to exit my organisation.



Source: SPSS

Question 5: It should be employer´s responsibility to encourage a healthy and supportive workplace environment.



Source: SPSS

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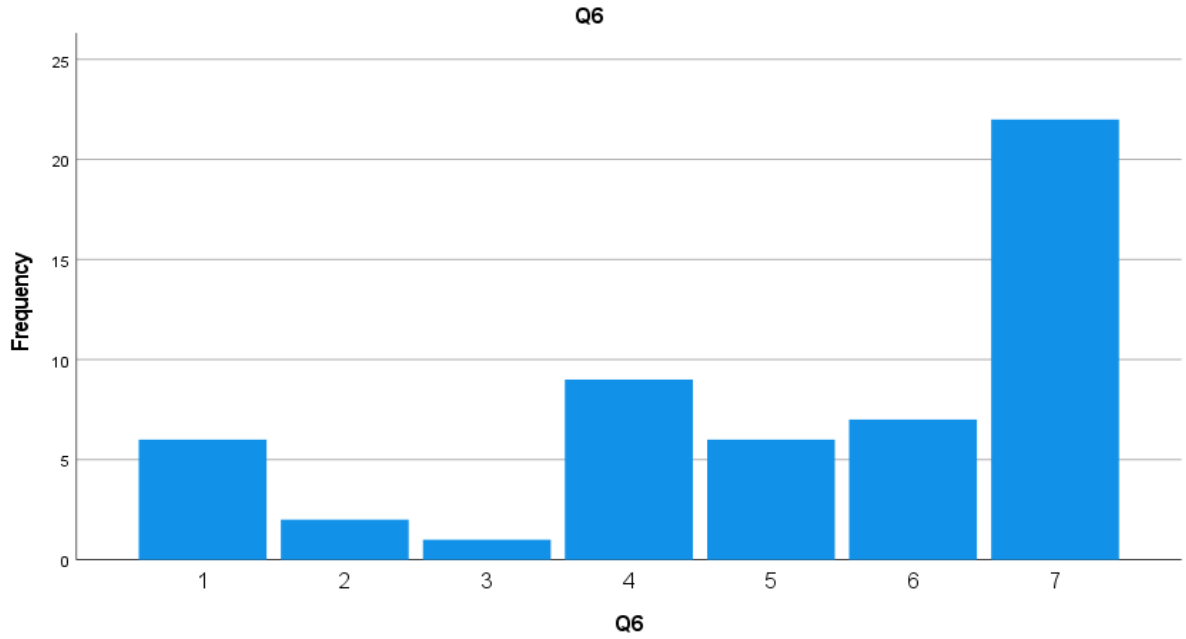
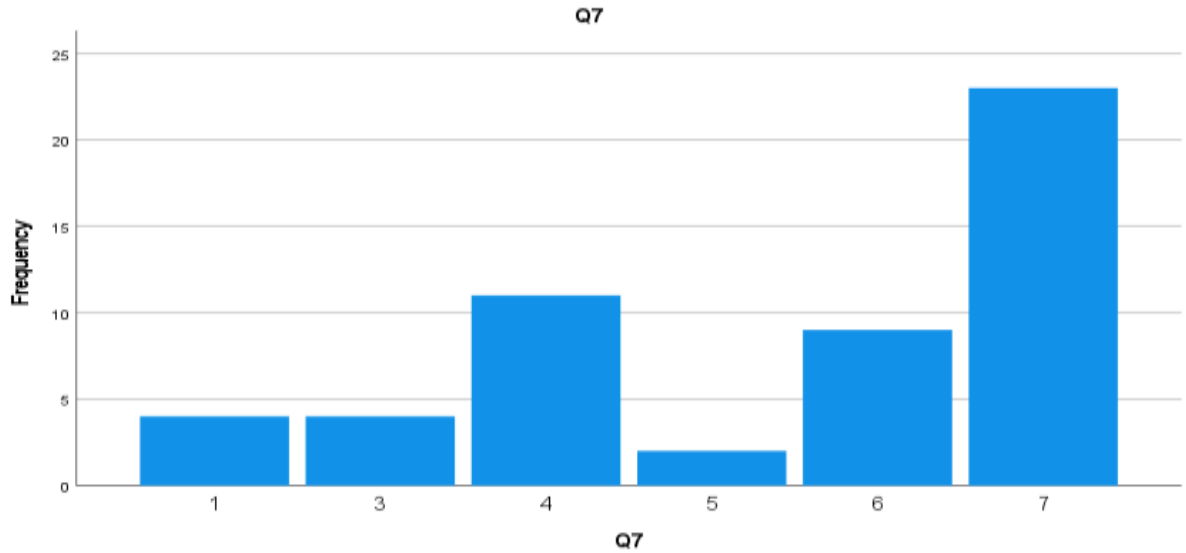
Question 6: Learning opportunities in my company are automatically offered to younger employees (educational coursework, access to reimbursement for continuing education, professional or industry conference attendance, etc.)



Source: SPSS

Question 7: Older workers are being overlooked or passed over for challenging assignments.



Source: SPSS

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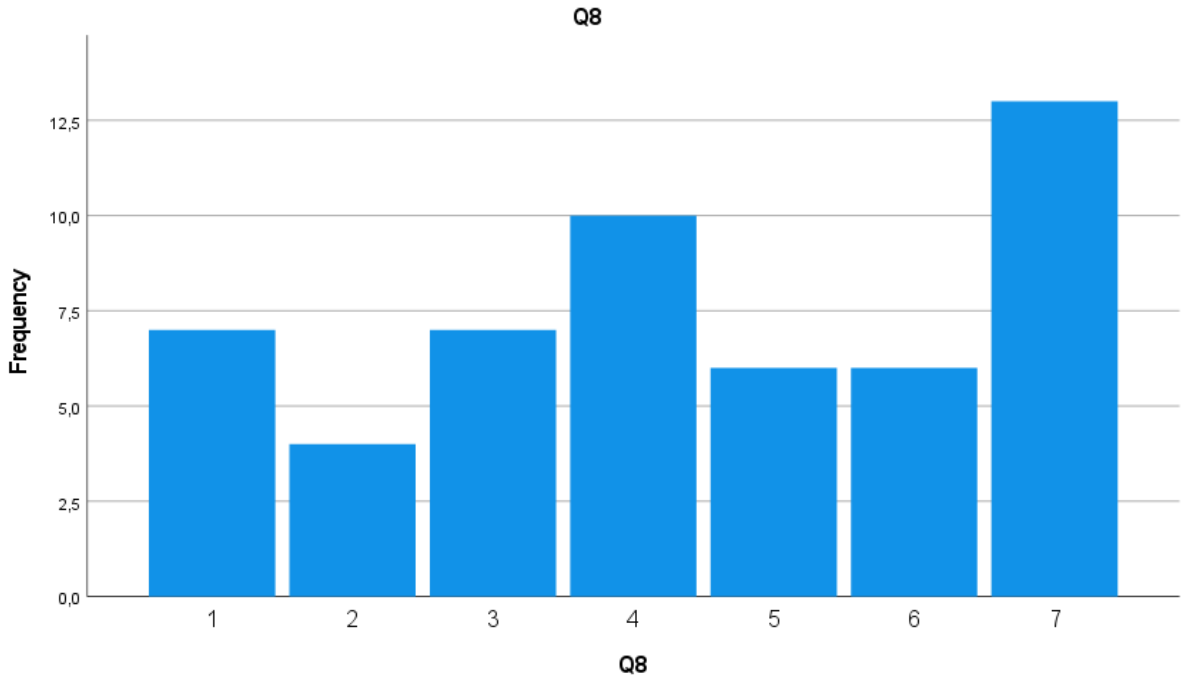
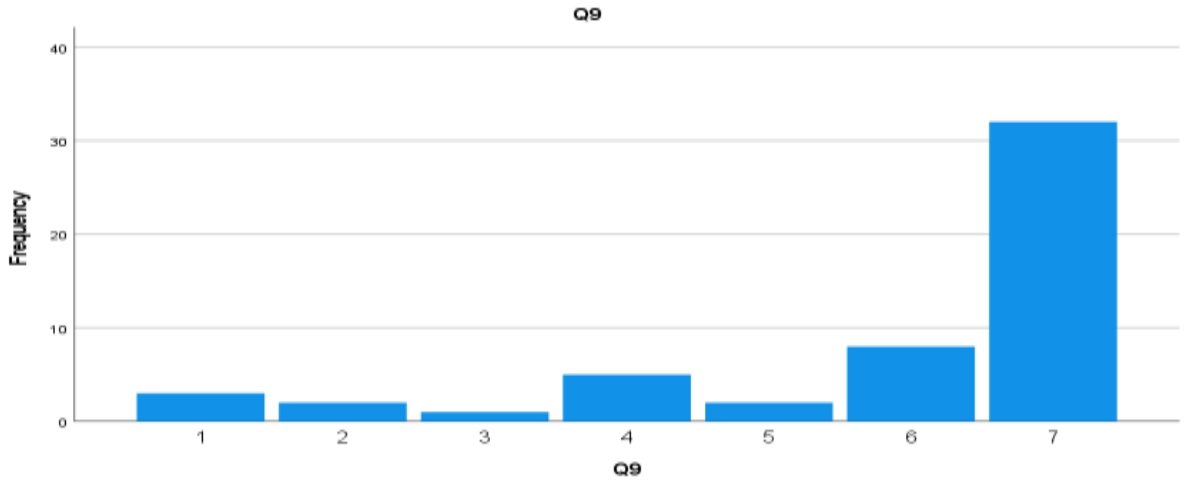
Question 8: It frustrates me that older workers are resistant to new ideas and changes.



Source: SPSS

Question 9: Older workers are being left out of client meetings or company activities.



Source: SPSS

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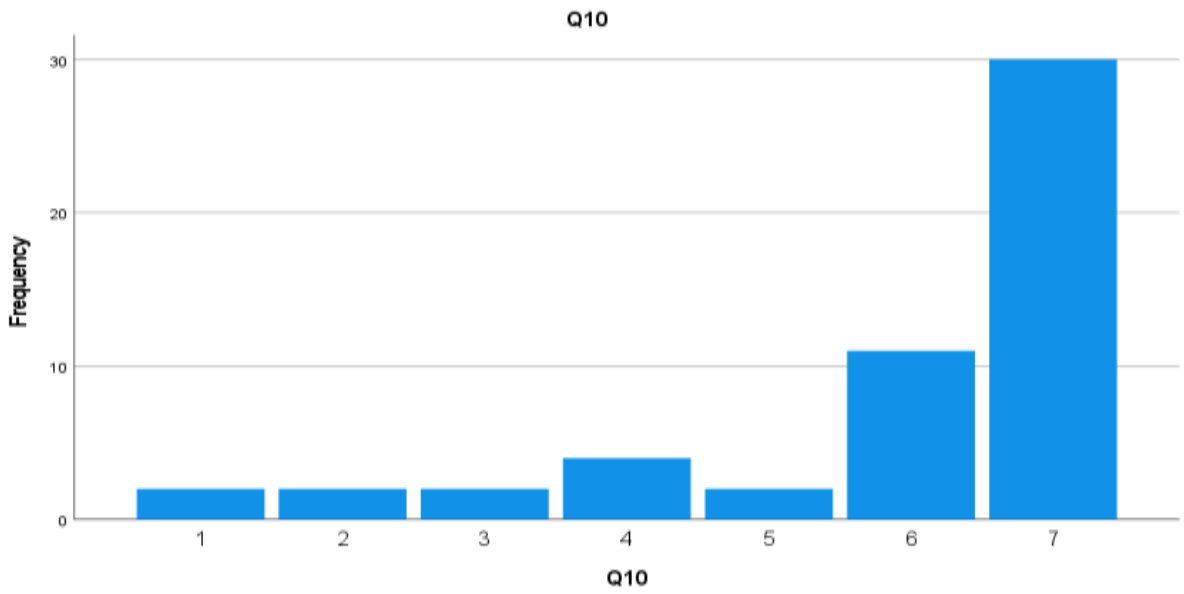
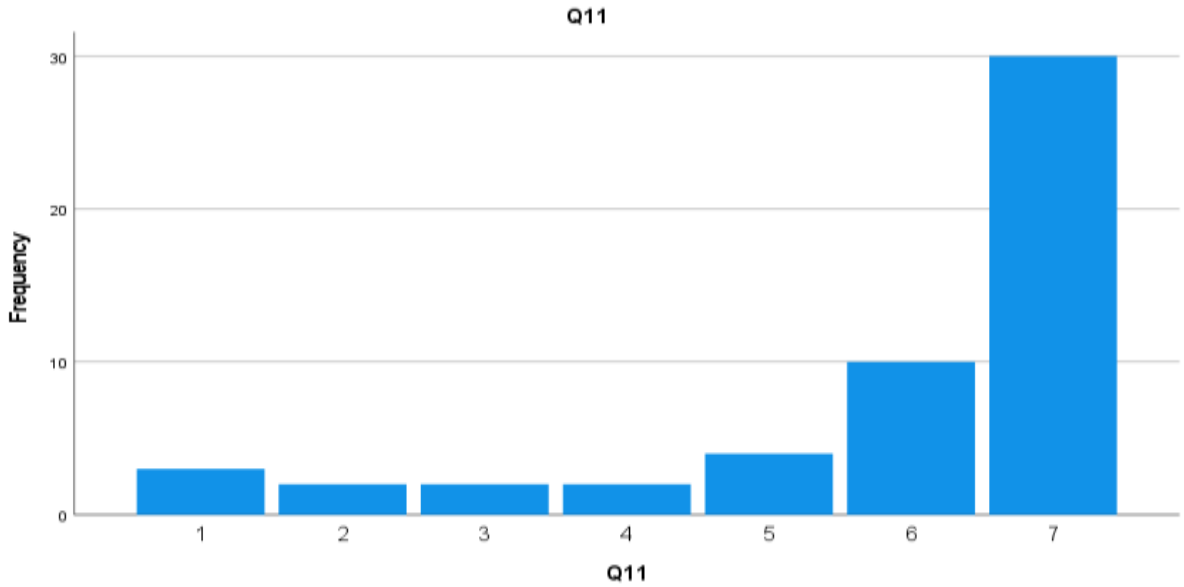
Question 10: I often hear disparaging comments and remarks about age at a workplace.



Source: SPSS

Question 11: I feel discomfort with new technology.



Source: SPSS

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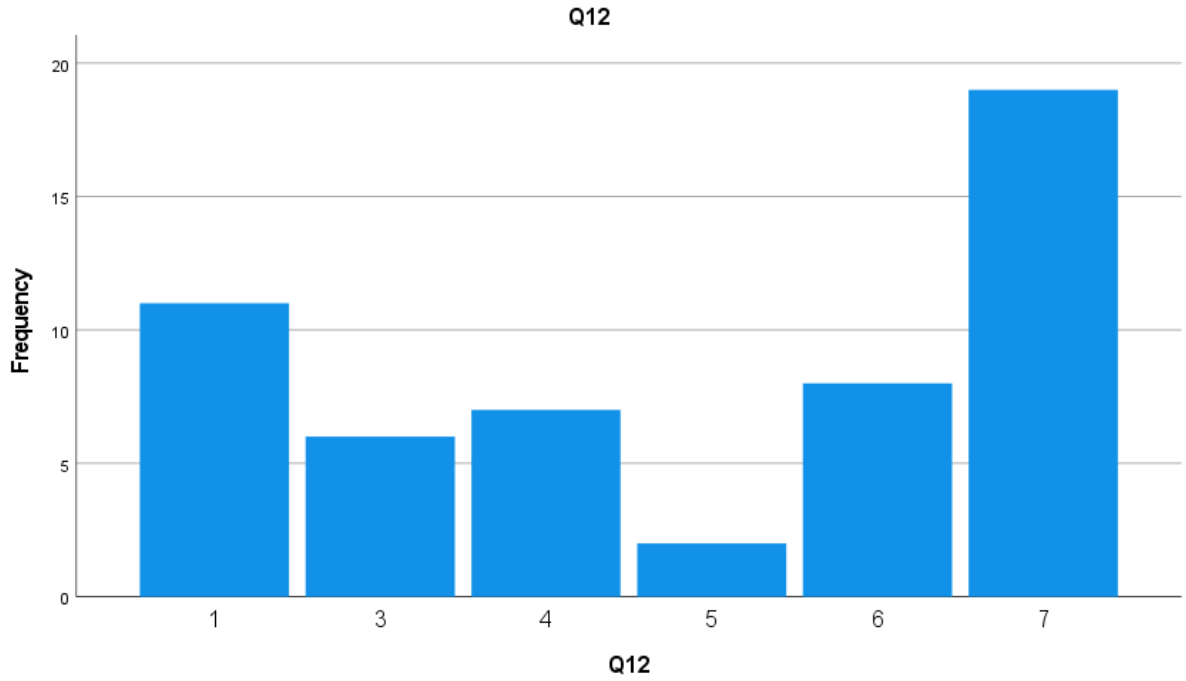
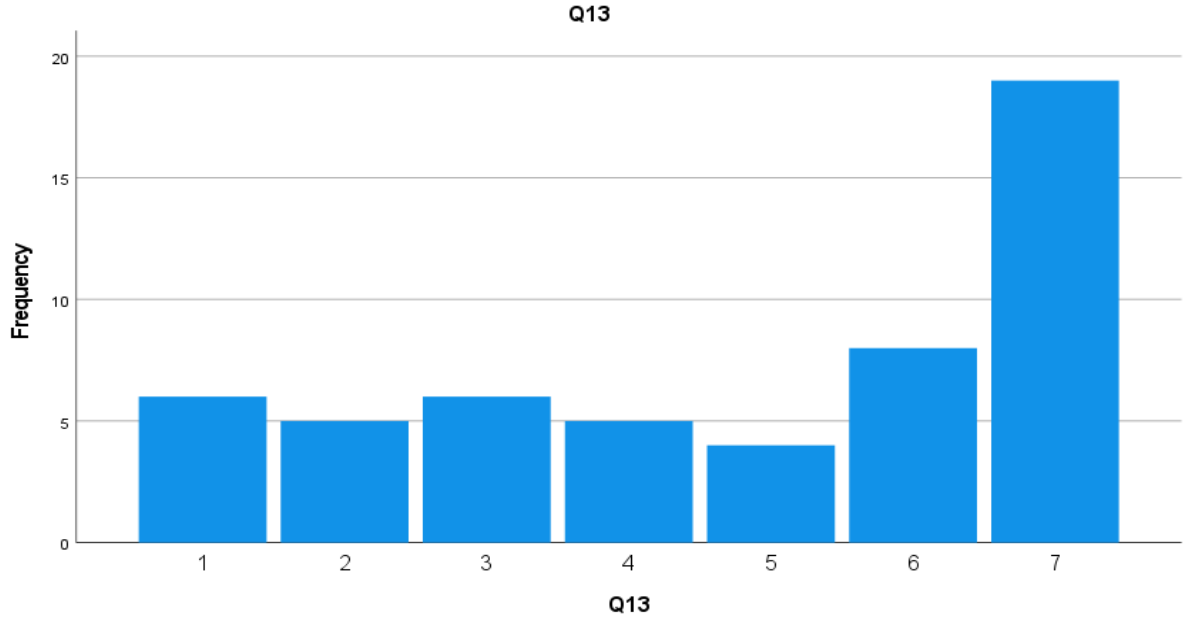
Question 12: It irritates me when my co-workers question my ability to do my job well because I am too young/too old.



Source: SPSS

Question 13: I do not feel comfortable reporting to a younger manager with fewer years of experience than me.



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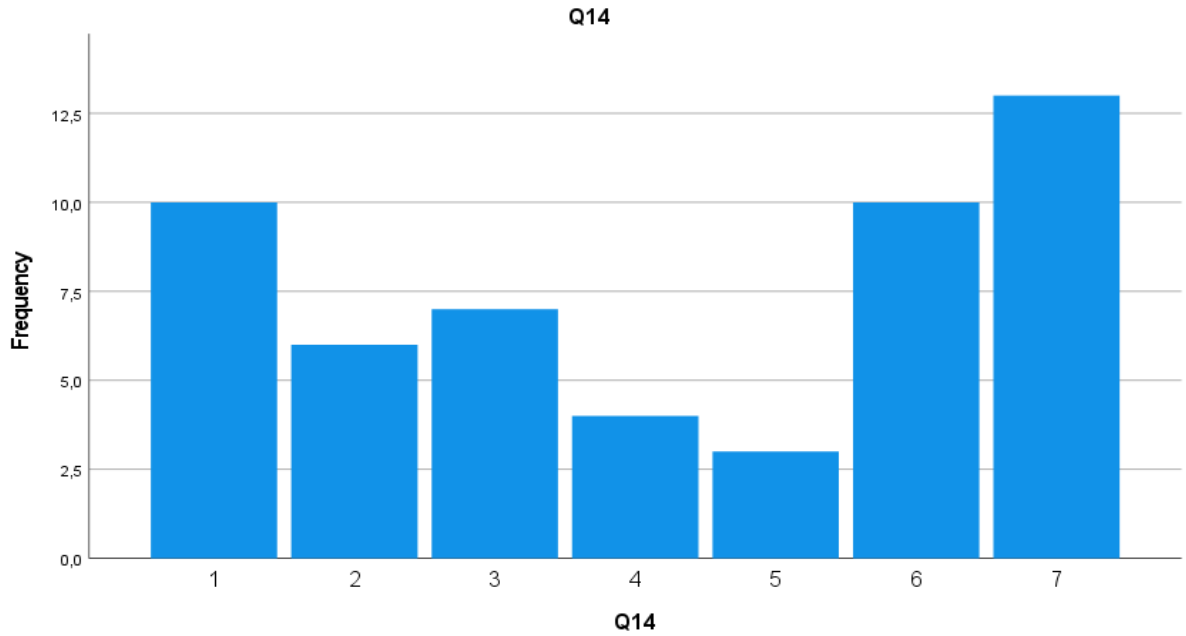
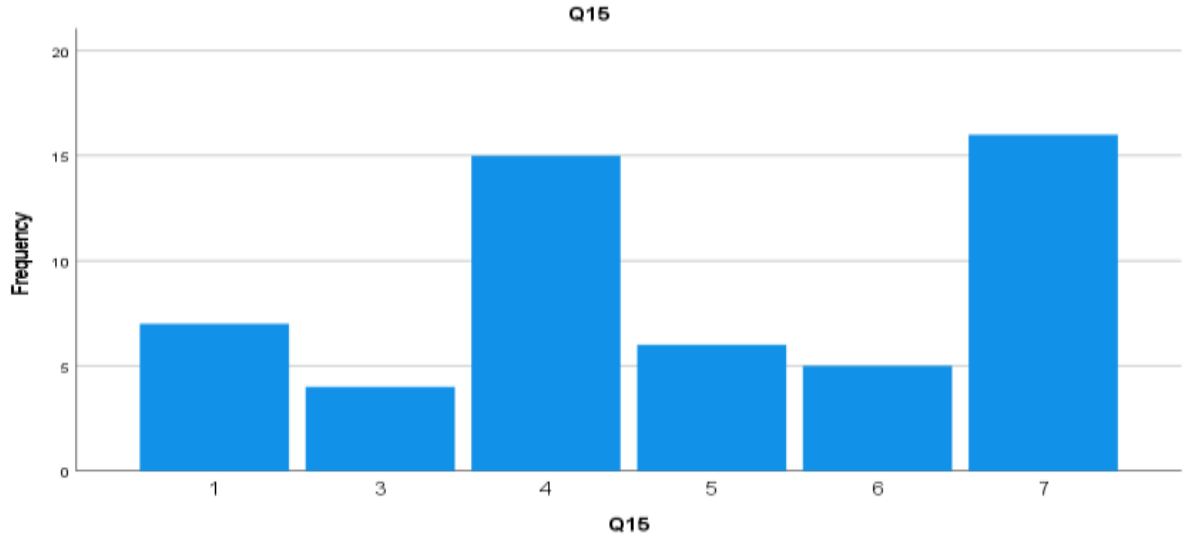
Source: SPSS

Question 14: My employer does not provide enough opportunities for training of new skills.



Source: SPSS

Question 15: My company uses age management.



Source: SPSS

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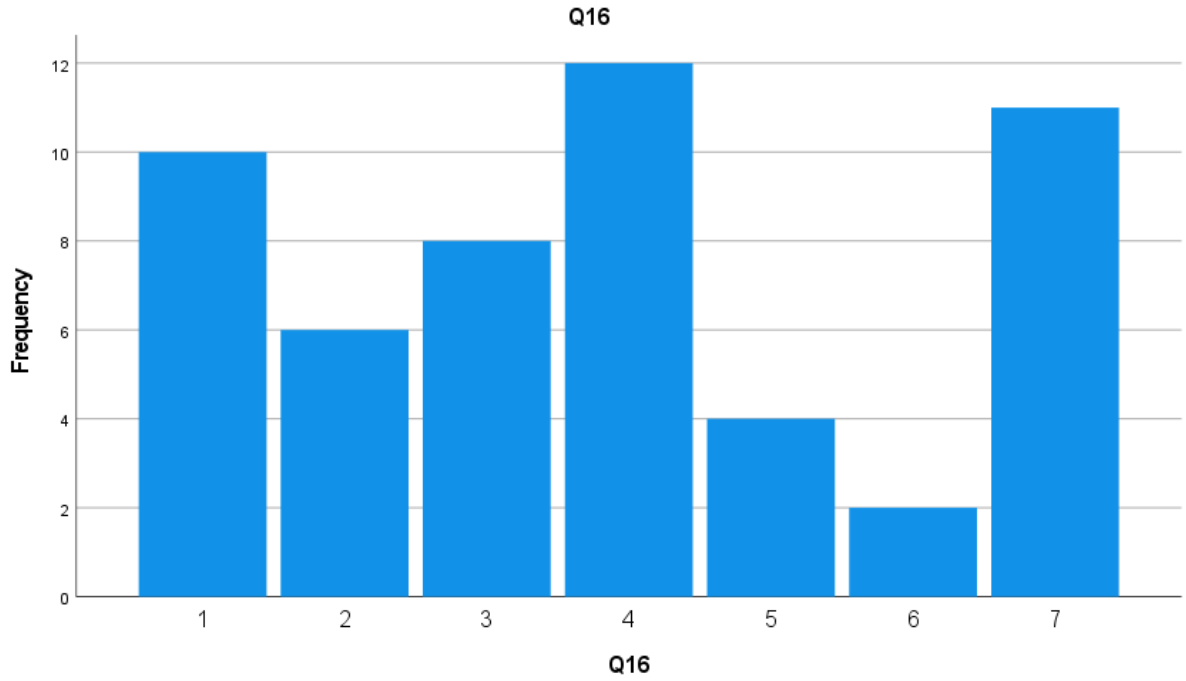
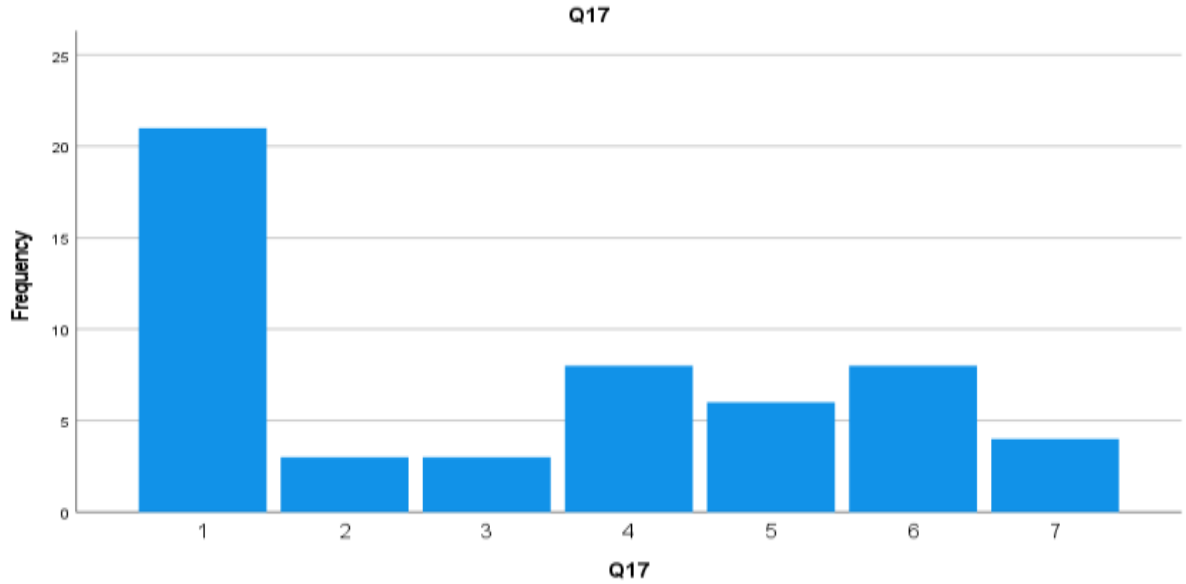
Question 16: My company provides ICT training and eLearning as key elements to enhance the productivity and upgrade the skills of all workers.



Source: SPSS

Question 17: I am aware of my rights in case of age discrimination.



Source: SPSS

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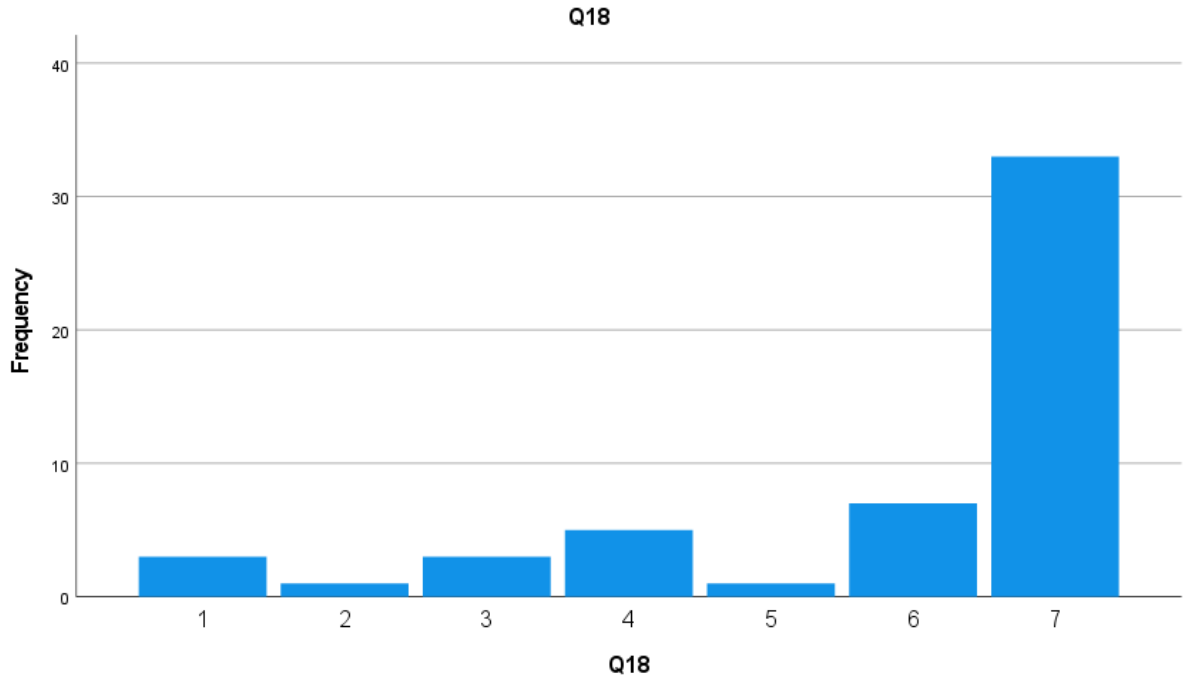
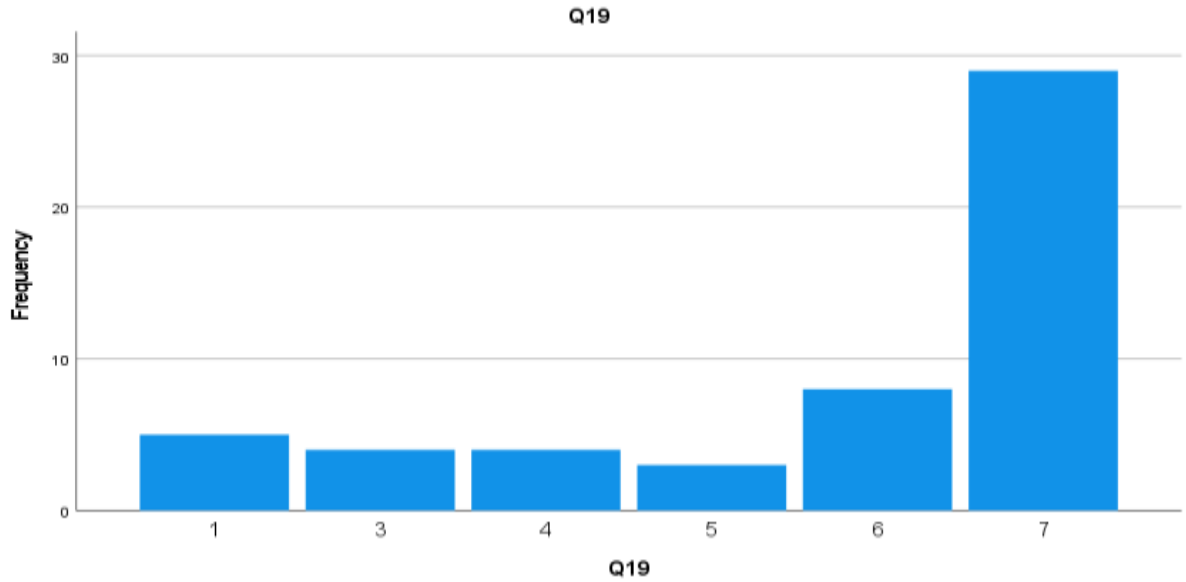
Question 18: I feel intimidated by high-tech program, due to inexperience with its various components (e.g., touch screen, lack of mouse).



Source: SPSS

Question 19: I lack confidence in my ability to master the technology standing between me and the training content.



Source: SPSS

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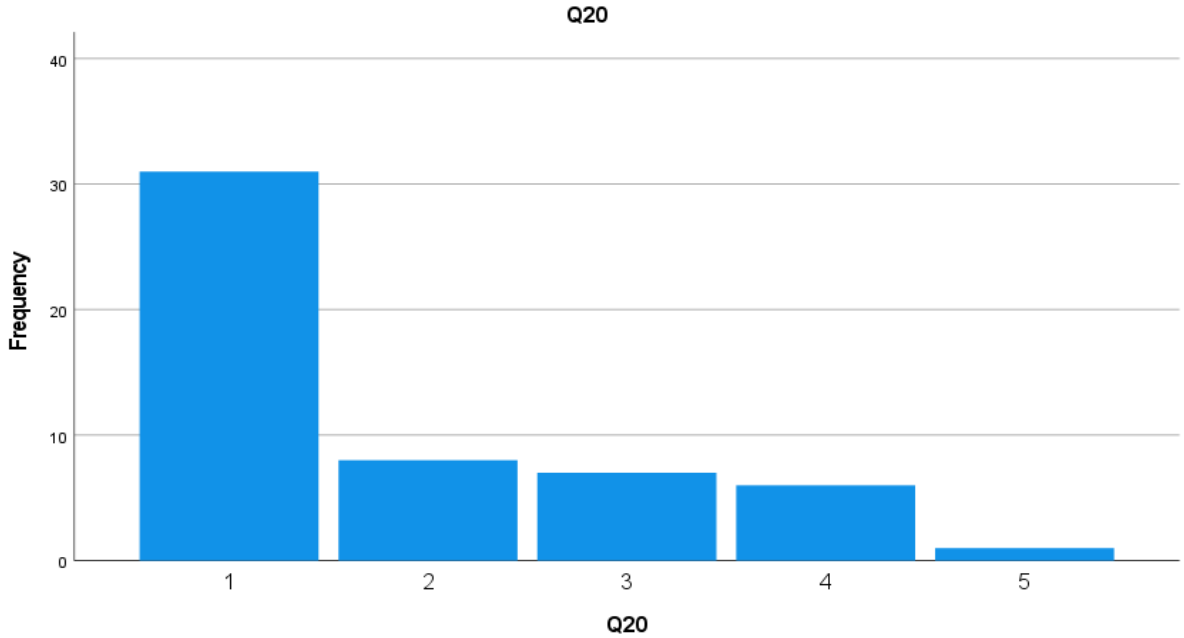
Question 20: Manager making the same message available in multiple formats (verbally, online) thus satisfying differing communications preferences.



Source: SPSS

Question 21: Showing employees that there are set expectations for everybody and that they are consistent throughout the company and enforcing them accordingly – everyone is treated equally.

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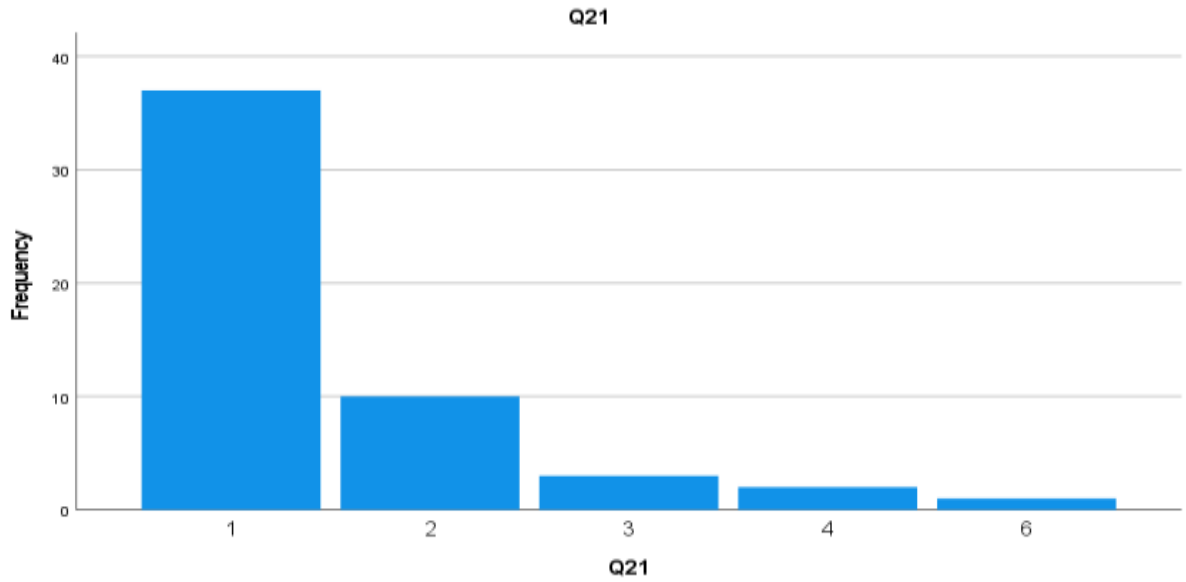
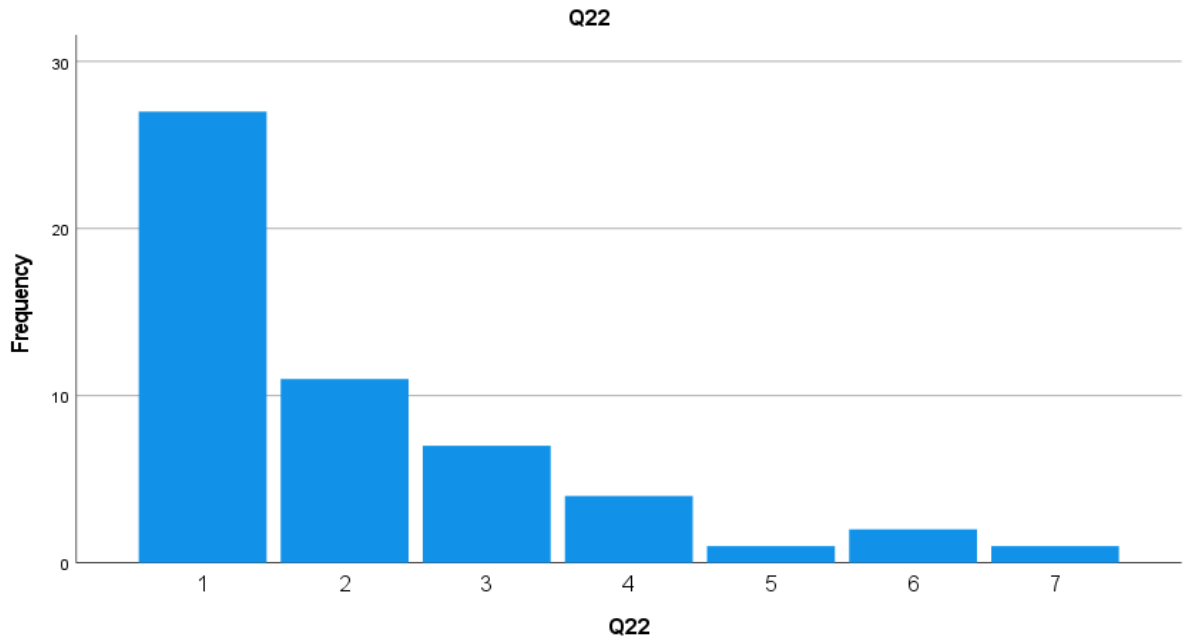


Source: SPSS

Question 22: Establishing cross - generational mentoring programs pairing younger employees with older employees (mentorship – and reverse-mentorship).



Source: SPSS

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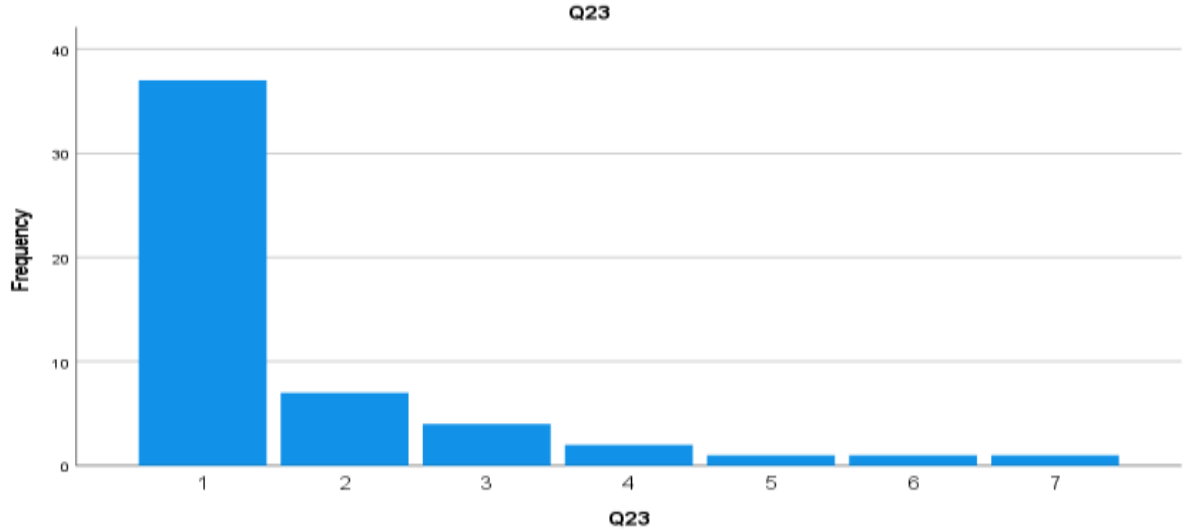
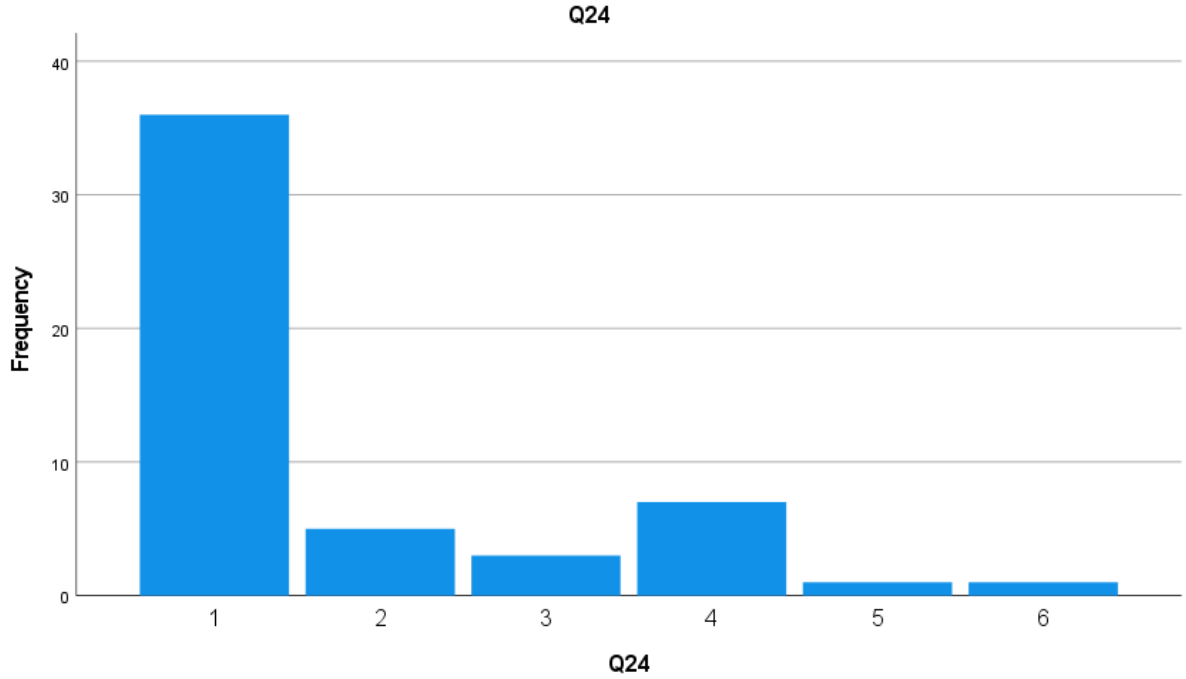
Question 23: Creating an age diverse pool of competencies – older bring in the experience, new entrants provide newer skills and techniques.



Source: SPSS

Question 24: Employers considering to redesign benefit packages, working conditions and job structure in order to keep older generation at work and younger to stay loyal to the company.



Source: SPSS

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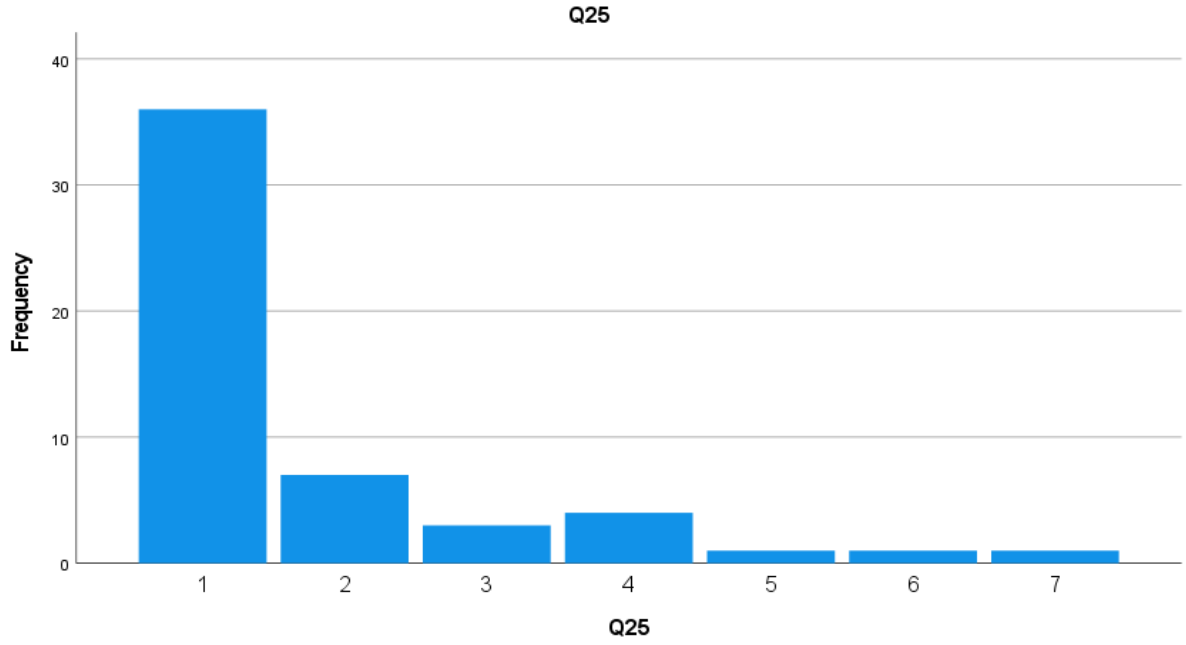
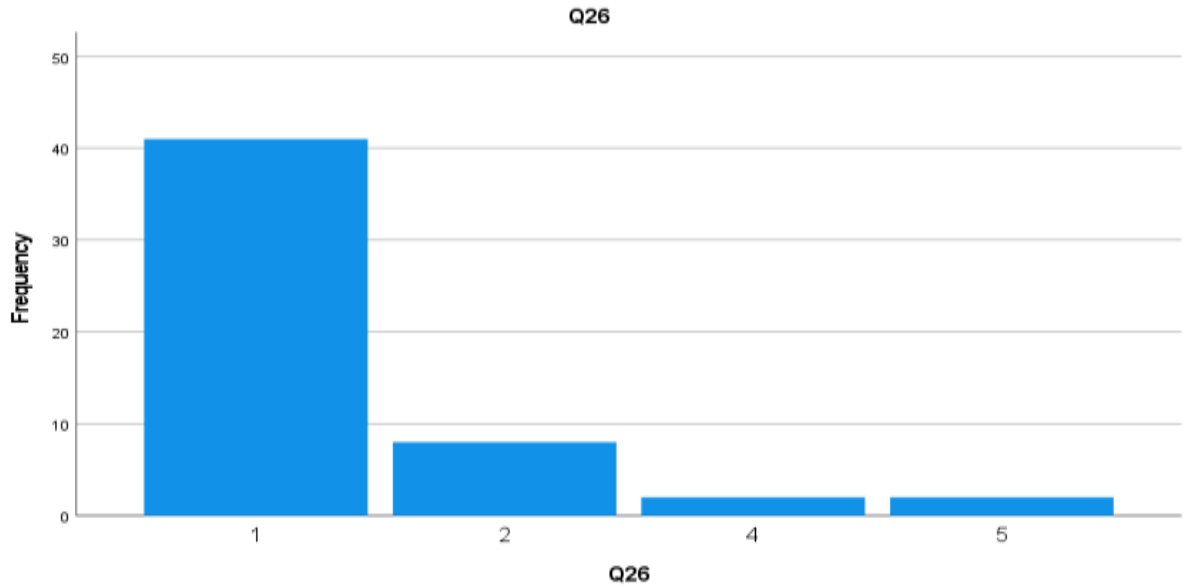
Question 25: Developing innovative ICT solutions to help older people stay in work longer and improve their work-life balance.



Source: SPSS

Question 26: Company providing regular trainings and lifelong learning.



Source: SPSS

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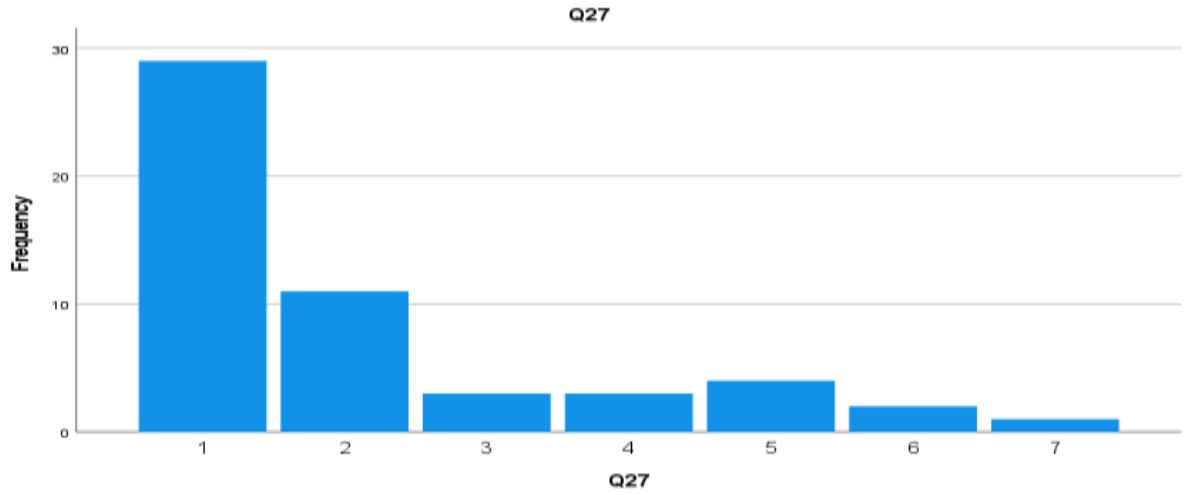
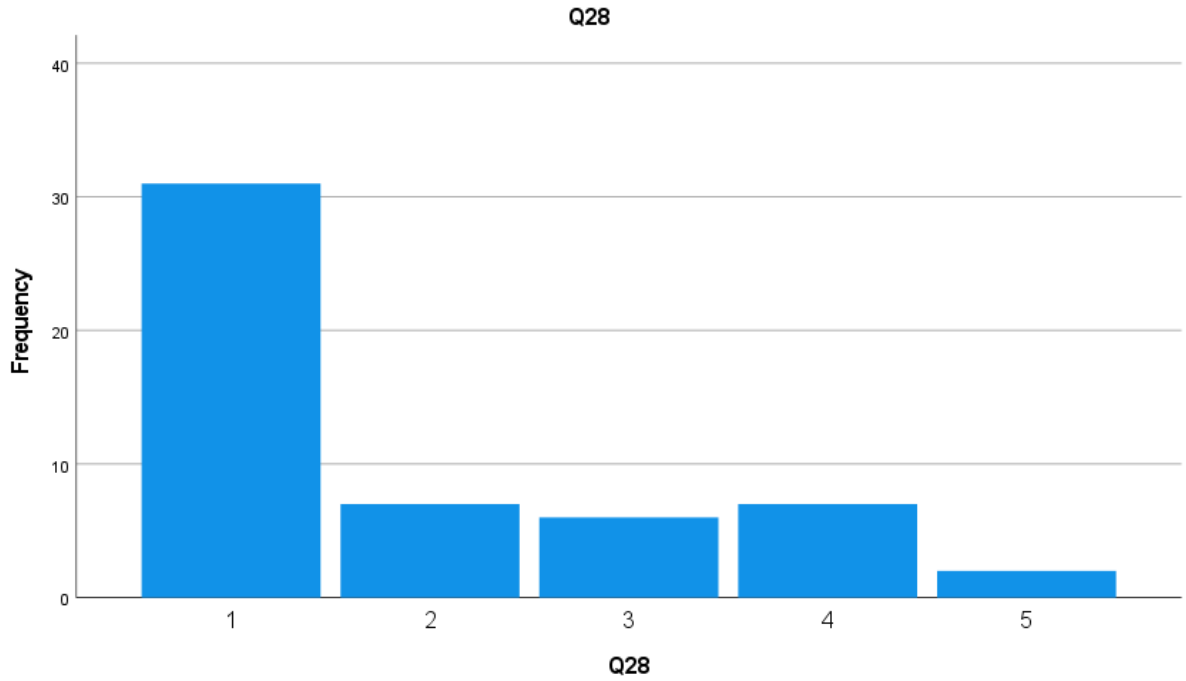
Question 27: Employees getting acquainted on a deeper level via teambuilding's activities and finding a common ground.



Source: SPSS

Question 28: Older generations include younger staff in senior-level meetings, client interactions, new business pitches, and client dinners.



Source: SPSS

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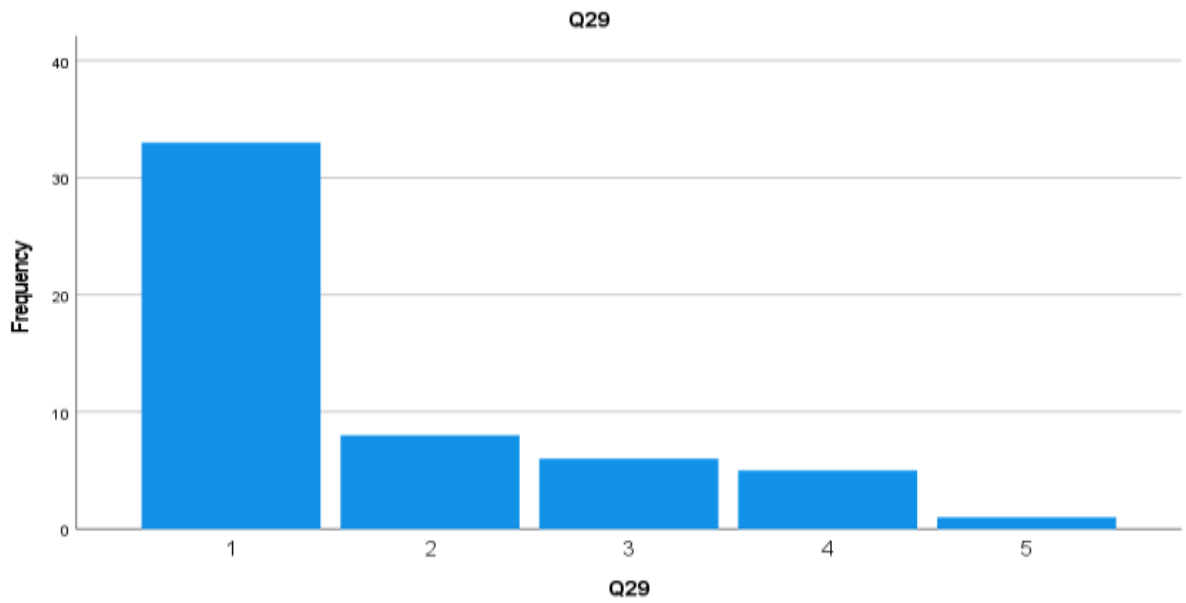
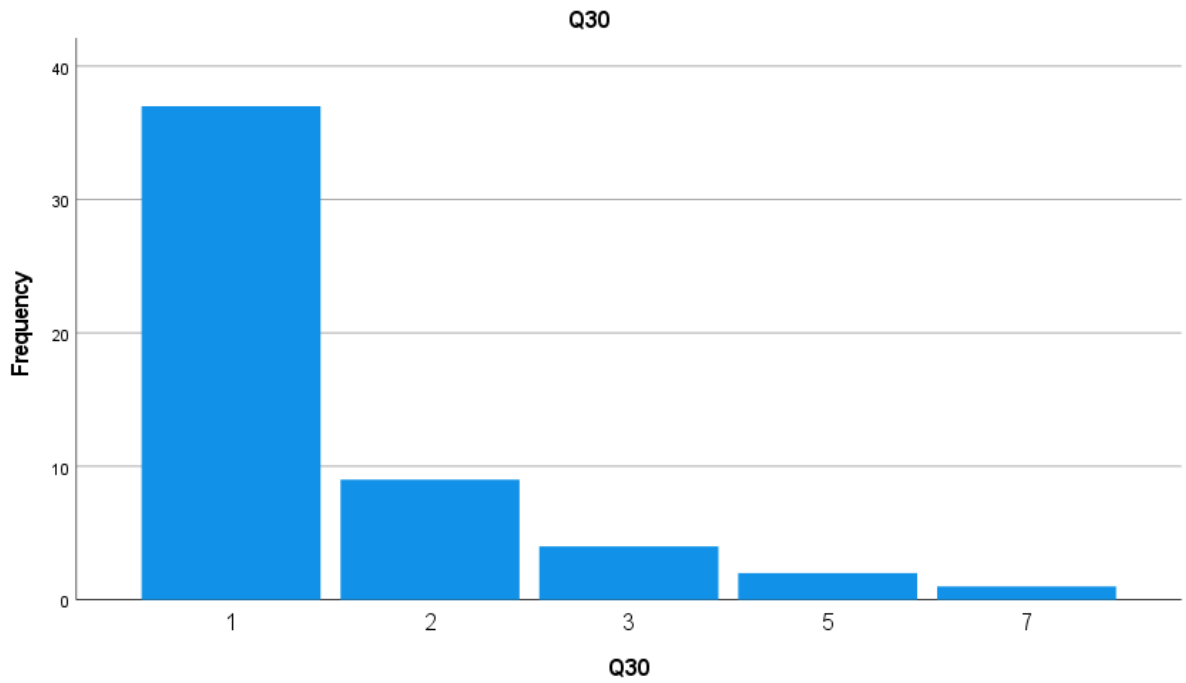
Question 29: Younger team members having the opportunity to share technology or trend-related insights with older generations.



Source: SPSS

Question 30: Facilitating opportunities for creating workplace relationships.



Source: SPSS

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ANNEX II: Summary of the focus group/semi- structured interviews

TOPIC	QUESTION	FINDING	NOTES
professional background/experience	How long are you working as manager, describe your position and sector you work in.	All participants were managers or held managerial positions, from 2 to almost 20 years. Sectors: banking, public administration, telecommunication, private sector, childcare, IT education centre and suppliers.	
working environment	What role does age play in your company?	For some of the companies age is very crucial - eg. they explicitly require young/old employees.	It depends on the type of work. For example: in senior positions, seniors are always preferred because they have more experience.
personnel structure	What is the average age of your employees and age representation in management?	Average age of regular employees is around 33 years. The age of senior managers is 45+.	It depends very much on the industry.
conflicts	Have you encountered conflicts in the workplace related to age?	Most of the participants did not. Two of them have personal experiences with age related conflicts.	
managerial strategies	What are your strategies to manage a multigenerational workforce?	Creating a space for open dialogue, setting clear expectations, flexibilty, providing feedback, avoiding stereotypes.	
managerial skills	What are the critical skills you	Effective communication,	

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	use to manage a multigenerational workforce?	mentoring, decison-making, planning, assembling team members to suit each other.	
company´s policy	What is your company´s policy on age discrimination?	Collective agreement; presentation of the company´s anti-discrimination culture already during the introductory interviews.	Most companies do not have specific guidelines, they are governed only by the state policy.
company´s attitude	What kind of support can you count on as a HR manager/manager regarding this issue?...)	Respondents assume they could count on the support from the leadership of the company.	
state policy	What are the laws of your country regarding this issue?	Most of the respondents could not answer this question.	Only one of them said that the state pursues a general anti-discrimination policy, which includes age.
suggestions of Modules for Training	Do you have any suggestions what a module might look like and what should it contain?	HR managers/managers were mostly interested in trainings, specifically trainings focused on reverse mentorship.	They consider the transfer of knowledge and the mix of different generations to be very rewarding.

ANNEX III: The excel file of respondent answers

Excel file respondents answers

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Project No: 2020-1-SK01-KA204-078253

Project Title: Inclusive workplaces for senior workers

Project N°: 2020-1-SK01-KA204-078253

INSPIRER

Inclusive workplaces for senior workers

IO/A1

National report on the multigenerational workplace culture training needs in Hungary

Authors:

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Enikő Nagy, Trebag Ltd, Hungary

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1 Introduction

Selection and engagement of companies and respondents, realisation of research in Hungary

Based on the guidelines in the methodology, the questionnaire survey and focus groups have been prepared based in the course of November. Questions were translated into Hungarian, the survey was adapted to the national language and questionnaires were shared on various platforms to reach the required target groups. The survey took place in December 2020, followed by various interviews in December 2020 and in January 2021.

Survey questionnaire on the multigenerational workplace culture training needs

The questionnaire aimed at workers of companies of age below and under 55 years. In Hungary researchers used extended networks of companies as well as HR related groups in social media, LinkedIn platforms and e-mail campaigns to recruit responders for the questionnaires. Those directly targeted by email were 60 people and the additional internet forum numbers were 4. Finally, we collected altogether 58 responses until 1 Februray. The translated, Hungarian version of the questionnaire was created using EUsurvey platform and was distributed online using the above forums.

Focus group on the multigenerational workplace culture training needs

The difficulties in organizing the interviews were caused by everyday economic problems due to the beginning of the year and covid (cancellations, illnesses). The interviewees had decades of experience, were on average between the ages of 35-45, and are well versed in multi-generational issues. 2/3 of the companies were in Budapest and its surrounding area, the rest from Southern Hungary and Northern Transdanubia.

The Hungarian research team contacted 18 people for the interview out of which 10 came back to the researchers. 8 interviews were started, 6 interviews were completed, 2 interview subjects became ill or resigned.

During the selection, researchers tried to choose from as wide an economic area as possible in order to get the most comprehensive answers possible.

The selected companies include small businesses (but they also work with a significant number of external subcontractors), medium-sized enterprises and large enterprises.

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By activity:

• agricultural engineering service, R&D, pilot production, enterprise with 200 employees based in North-West Hungary. It has been operating in the market for 30 years

• Small business, 10-12 permanent employees in the field of SME adult training and consulting, but operates with a significant number of subcontractors. It has been operating in its current form for 12 years, has a central office in Budapest, but has a national network

• Company operating in the field of SME business services, current headcount: between 50-60 people (in addition 15-20 people permanent subcontractor), Budapest-based company operating for 15 years, also with headquarters in Budapest and central regional network

• Financial advisory firm, providing technology-based services, fast-growing business with 90-100 employees. The company has been operating for more than 10 years and is based in Budapest

• SME car trade and service; company specializing in fleet management, small business, with a staff of 20-25, has been operating on the market for 5 years with its headquarters in Southern Hungary

During the focus group interviews, the interviewees were HR managers and business owners with decades of professional experience. Of the 6 respondents, 3 were men and 3 were women.

In terms of the subjects' qualifications, they had a degree in agricultural engineering, lawyers, economists, engineers and humanities, all of whom also had a second degree.

Participants in the focus group ranged in age from 36 to 55 years, with 80% under 45 years of age.

Table 1 shows the total number of participants in INSPIRER research.

Table 1. Number of respondents in survey and focus group

Number of respondents foreseen	Number of respondents reached
50	58
Number of focus groups/interviewees foreseen	Number of focus groups/interviewees reached
1/5	1/6

Source: own elaboration

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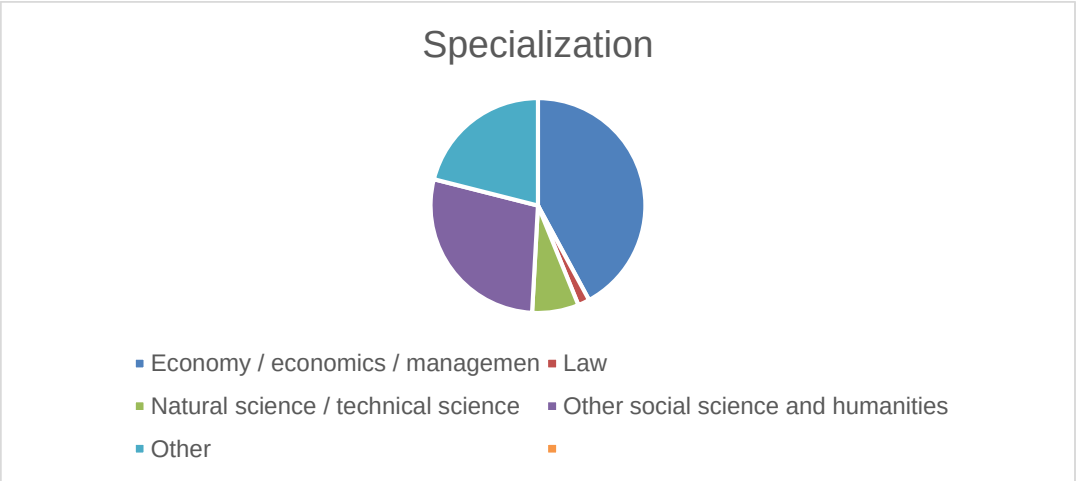
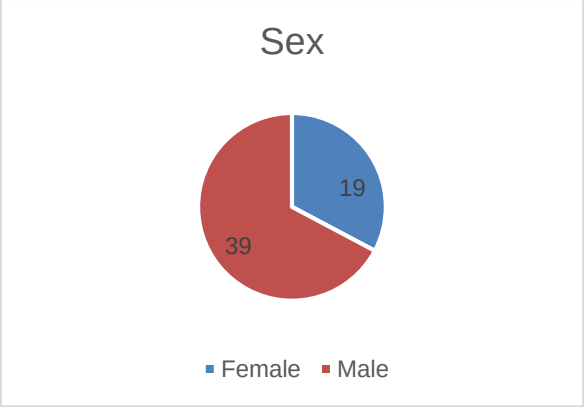
The basic characteristic of companies

For the questionnaire-based survey besides directly contacting companies there were also open calls to fill in the sheets (via FB professional groups, linkedIn, webpages, therefore the number and types of companies cannot be traced further than what data they provided in the questionnaire. Based on these data there is a diversity of the sectors of participating organizations. Most of them are from the economy/business sector, but the chart below demonstrates the involvement of other sectors, too.



The basic characteristic of employees and managers

Altogether there were 58 respondents in the questionnaire based survey, with the gender of 33% women and 66 % men.



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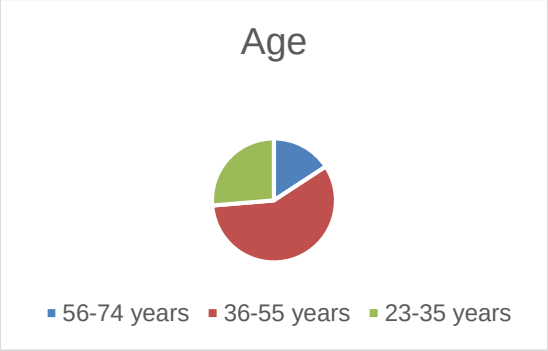
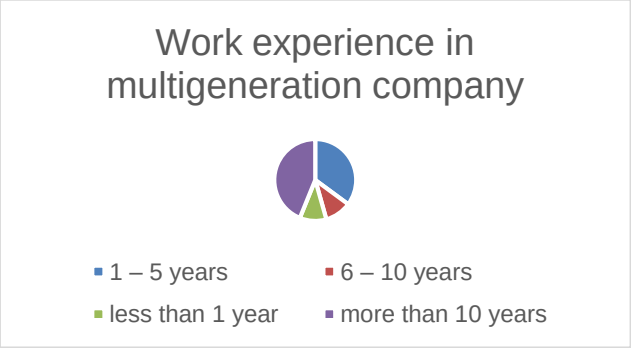
As for their education, the majority of the respondenst had higher education degrees (79%) and all of them had at least secondary education degree. Within this, the sectors had a wider variety: 42 % Economy / economics / management, 28 % Other social science and humanities, 7% Natural science / technical science , 14 % Law .

In terms of age distribution, the 36-55 age group was represented in 58%, 16% were aged 56-74 and 26% were aged 23-35. 44% of the respondents have been working for a multigenerational company for more than 10 years, and 35% have been in a multigenerational work environment in the last 1-5 years.





During the focus group interviews, the interviewees were HR managers and business owners with decades of professional experience. Of the 6 respondents, 3 were men and 3 were women. In terms of the subjects' qualifications, they had a degree in agricultural engineering, lawyers, economists, engineers and humanities, all of whom also had a second degree. Participants in the focus group ranged in age from 36 to 55 years, with 80% under 45 years of age. They usually have more than 10 years of experience in their field of activity.

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3. Profile of the country

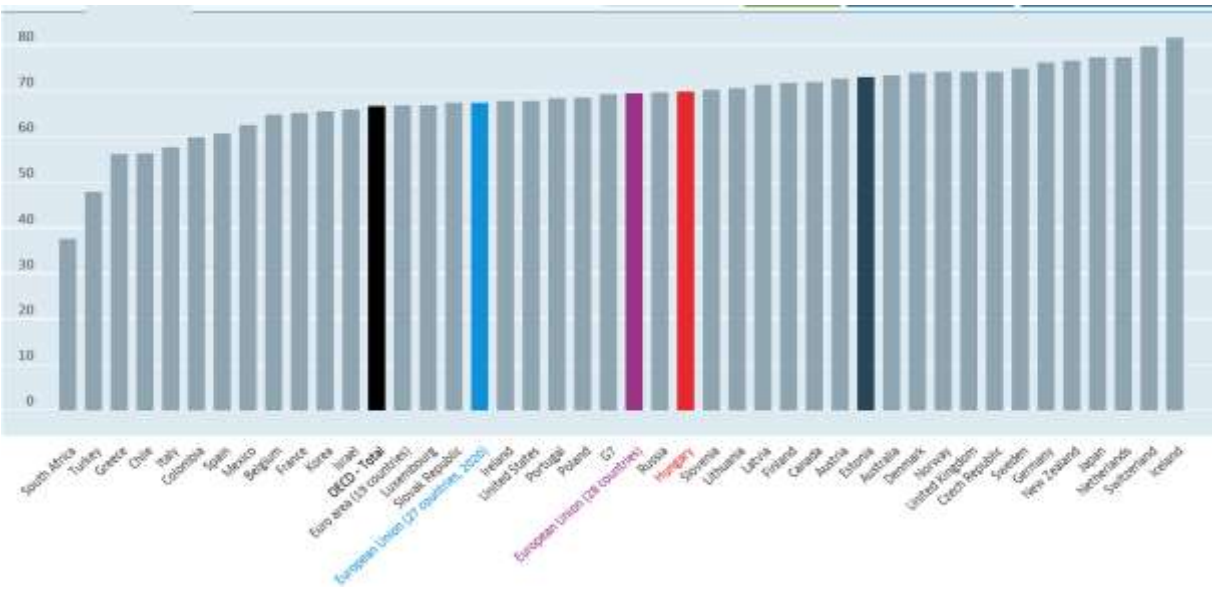
To describe Hungary the following indicators were selected:

- size of the population
- total percentage of working age population (aged 15 to 64)
- the employment of the matured population (aged 55 to64)
- the employment of the elderly population (aged 64 and over)
- pension adequacy and average wages
- job quality by age and by sex
- age wage gap
- sectoral employment trends

The individual indicators are listed below:

The population of Hungary by 2020 was 9769526[60].Total percentage of working age population (aged 15 to 64) currently is 69,9%, which is slightly higher than the European average as shown in the chart below[61].

Graph 4. Employment rate in Hungary and Europe



Source: OECD

The employment rate of the elderly population (55-64) is 60,1%. The average wage by 2018 was €996, although it varies according to the region. From a

[60] https://ec.europa.eu/eurostat/databrowser/view/demo_gind/default/table?lang=en
2 OECD (2020), Employment rate by age group (indicator). doi: 10.1787/084f32c7-en (Retrieved on 10 February 2021)

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territorial point of view, the average nominal monthly wage was the highest in the capital and Pest county.[62]

According to CEDEFOP63 64 65 Hungary's labour force is expected to decline by 0.6% over the period up to 2030, a rate similar to Germany. This stagnation in the labour force is driven by a general decline among different age cohorts within the population.

The working age population is expected to decline by 2%. All age cohorts contribute to the decrease except those aged 50-59 and 65+, which are expected to increase. The increase in the cohorts aged 50-59 with a high participation rate (83% on average) and the increase in the 65+, with very low participation rate, partially offsets the decline in the other age cohorts, thus limiting the decline in the labour force.

The share of people aged 55 years or more in the total number of persons employed in the EU-27 increased from 11.9 % to 20.2 % between 2004 and 2019.

The number of people employed increased at its fastest pace among people aged 60-64 years, with the total number of employed people in this age group more than doubling (up 139 %); the number of people aged 65-69 years and 55- 59 years who were employed also increased at a rapid pace, rising by 99 % and 70 % respectively.

The employment rate of people aged 64+ is 4,5% in Hungary.

Although there are many positive aspects of employing people over the age of 65 for both the employee and the employer, working above the retirement age is not very popular in Hungary.

In Hungary, every sixth citizen is over the age of 65, but according to the CSO, the number of pensioners who have an employment contract is only around 10 percent.[66]

Since 2019, working in addition to retirement comes with the obligation to pay 15 per cent personal income tax. It is also typical that there is a greater demand for

[62] https://ec.europa.eu/eurostat/databrowser/view/earn_ses_monthly/default/table?lang=en

[63] https://www.cedefop.europa.eu/files/cedefop_skills_forecast_2018_-_hungary.pdf

[64] https://www.cedefop.europa.eu/en/publications-and-resources/data-visualisations/skills-forecast

[65] https://www.cedefop.europa.eu/en/publications-and-resources/country-reports/hungary-skills-forecasts-2025

[66] http://www.vg.hu/velemeny/vg-paholy/nyugdij-mellett-a-munkaeropiacon-pro-kontra-2-2050875/)

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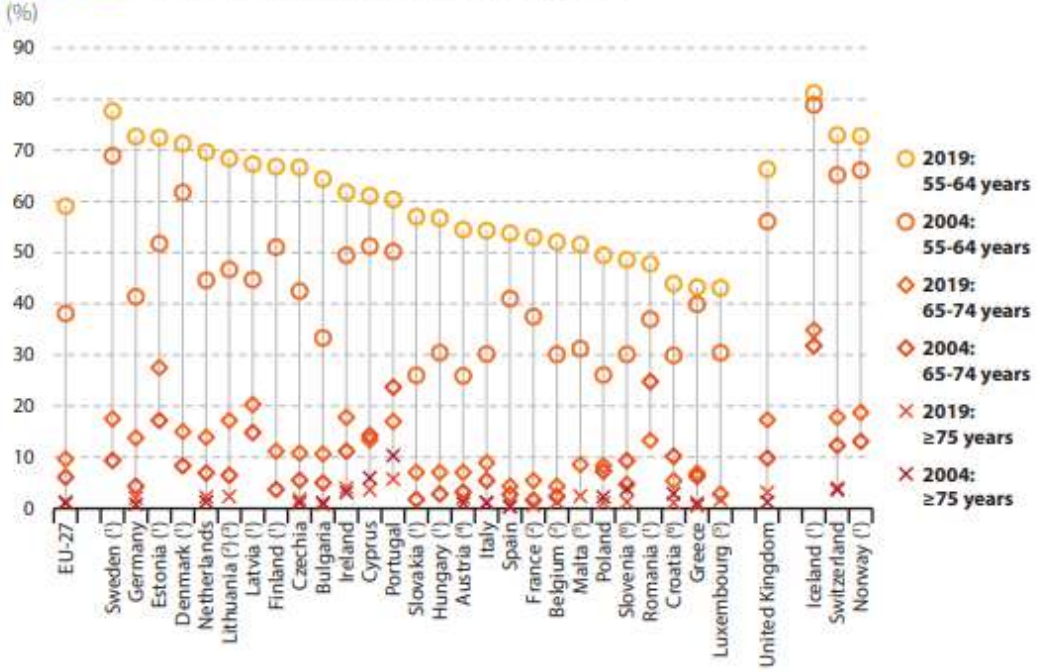
less fixed, part-time jobs. Currently, job opportunities are limited for this age group.

Figure 4.3: Employment rate, by age class, 2004 and 2019



Note: the indicator is defined as the number of people of a certain age who are in employment divided by the total population of the same age group.

(1) ≥75 years: not available.
(2) ≥75 years for 2004: not available.
(3) 65-74 years for 2004: low reliability.
(4) ≥75 years for 2004: low reliability.
(5) 65-74 years and ≥75 years for 2004: not available. ≥75 years for 2019: low reliability.
(6) ≥75 years: low reliability.

Source: Eurostat (online data code: lfsa_ergan)

source:https://ec.europa.eu/eurostat/documents/portlet_file_entry/3217494/KS-02-20-655-EN-N.pdf/9b09606c-d4e8-4c33-63d2-3b20d5c19c91

Pension adequacy

The pension considers three aspects:

- poverty protection,
- income maintenance,
- pension duration

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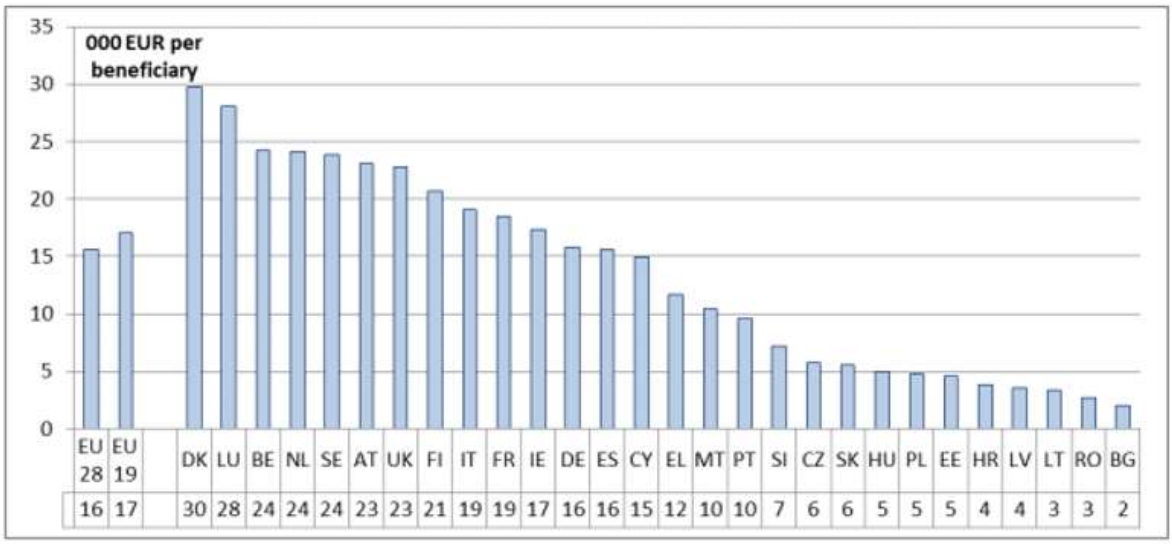
The adequacy of pension income is measured by its ability to prevent and mitigate the risk of poverty, by its capacity to replace earned income before retirement and by the length of retirement to which pensioners are entitled by national pension arrangements.

Average pensions in absolute values vary significantly across Member States, reflecting, among other factors, the diverse macroeconomic contexts and standards of living. In Hungary the average pension is 142 000 HUF a month (cca.400 euros) but its median is even lower 127 000 HUF (cca 360 euros), just a little higher than the minimum wage. [67] It is estimated that around 200000 people over 65 is to work besides pension to make ends meet. The average pension rate is below the European average.

Figure 12: Pension expenditure per beneficiary for old-age and survivor's pensions, in '000 EUR, 2015



Source:https://op.europa.eu/en/publication-detail/-/publication/f0e89c3f-7821-11e8-ac6a-01aa75ed71a1/language-en

[67] https://nyugdijbiztositas.com/mennyi-az-atlagnyugdij-osszege-magyarorszagon/

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According to job quality by age and sex, Hungary is in the middle of the EU average.

TIME / GEO	2005	2010	2015
European Union - 27 countries (from 2020)	52.4	55.5	57.0
European Union - 28 countries (2013-2020)	52.1	55.1	57.1
Belgium	60.8	61.1	60.5
Bulgaria	63.3	64.0	69.8
Czechia	65.6	61.2	58.1
Denmark	53.2	59.6	53.9
Germany (until 1990 former territory of the FRG)	50.5	50.4	52.6
Estonia	47.0	52.4	48.8
Ireland	47.2	55.1	53.7
Greece	45.8	44.7	56.1
Spain	57.2	53.1	55.3
France	44.2	59.9	55.7
Croatia	43.1	51.0	61.2
Italy	57.8	62.3	65.2
Cyprus	50.8	46.7	52.5
Latvia	54.6	46.9	60.8
Lithuania	54.1	60.4	60.7
Luxembourg	48.3	54.2	54.3
Hungary	46.9	46.7	53.7
Malta	55.1	55.5	59.5
Netherlands	56.3	56.0	59.1
Austria	46.3	58.3	45.8
Poland	52.8	59.7	57.8
Portugal	62.2	67.0	75.5
Romania	43.0	39.8	49.7
Slovenia	54.3	47.7	49.9
Slovakia	53.3	52.4	60.4
Finland	62.5	63.2	68.3
Sweden	52.7	52.7	55.1
United Kingdom	49.9	52.4	58.2

source: https://ec.europa.eu/eurostat/databrowser/view/qoe_ewcs_6_6/default/table?lang=en

As for salaries by age, one could see an increasing tendency in salaries above the age 25. The highest salaries are received between the ages 35 and 44. From

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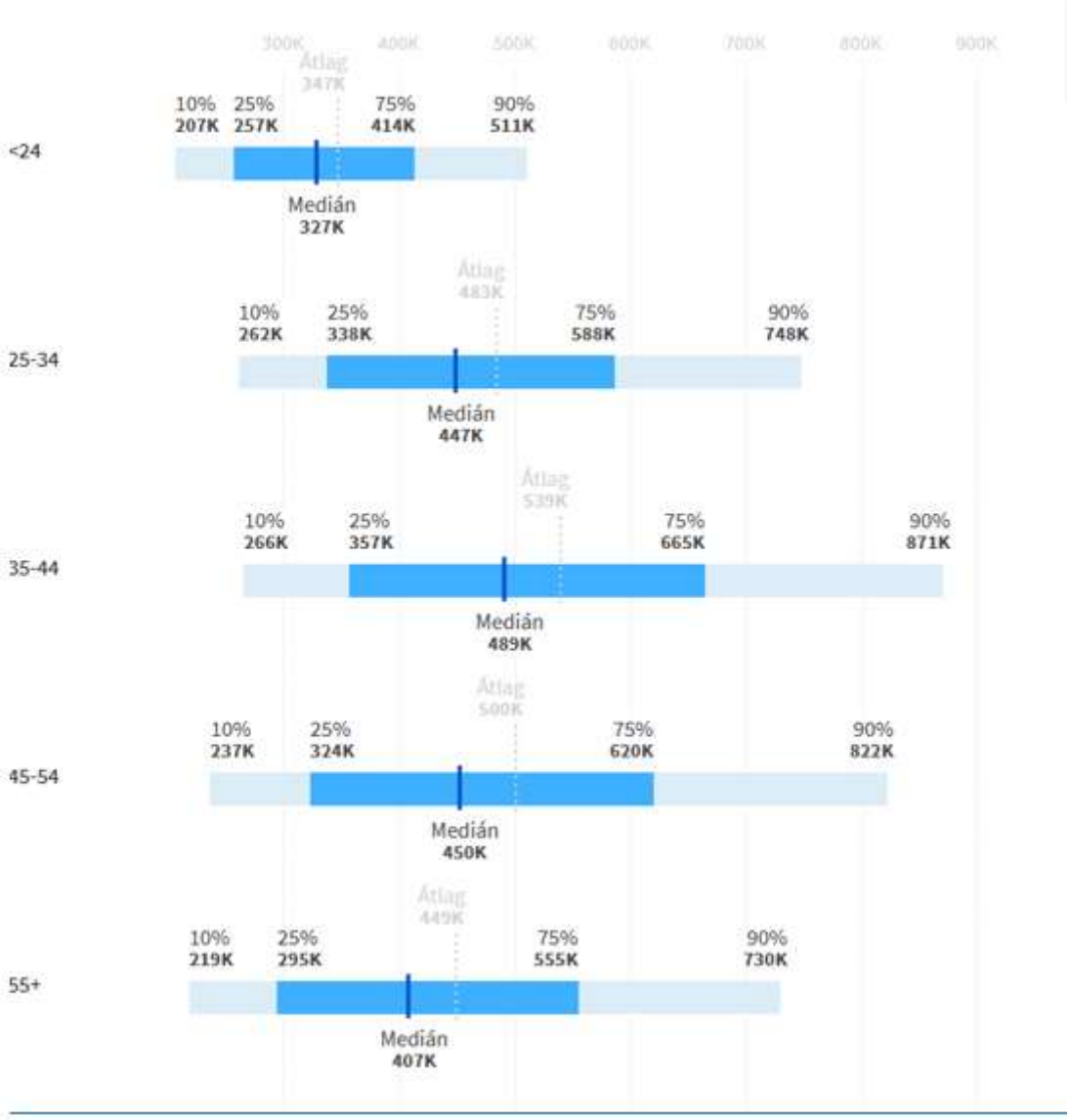
the age of 44 salaries slowly decrease to reach a smaller amount above the age of 55, which does not reach the average of the one at the age of 25-34.



source: https://www.fizetesek.hu/fizetesek-az-orszagban?global_currency=HUF

Sectoral employment trends

Employment growth is expected to be concentrated in a few sectors, while the majority of sectors are expected to stagnate or decline up to 2030. Business and other services sector is expected to be the fastest growing sector in all periods up to 2030, followed by non-marketed services.

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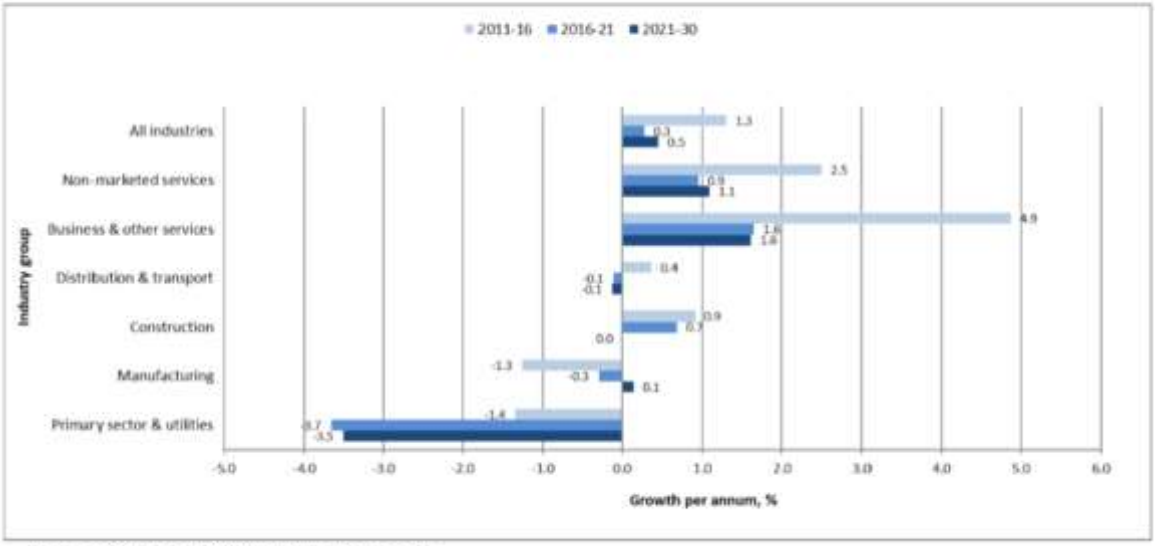
After some growth, in 2016-21, construction is expected to stagnate in 2021-30. Distribution, transport, and manufacturing are expected to stagnate both in 2016-21 and 2021-30. The primary sector and utilities is expected to be by far the fastest shrinking sectors in all periods up to 2030, driven by the decline in agriculture. In terms of subsector, banking and insurance and health and social work are expected to have the highest increase in employment over 2016-30, driving the increase in their respective broad sectors (*business and other services and non-marketed services*).

Figure 2 Employment growth by broad sector of economic activity, 2011-30



Source: Cedefop (2018 Skills Forecast)

3. Profile of the selected companies

The profile of the companies taking part in the survey differed in size and sector as well.

Many companies do not yet deal with age-old treatment, according to respondents, but 10-15% use it consciously.

Several of the respondents think that the employer provides enough training to acquire the skills, only 15% think that it is not available.

67% of respondents were provided with ICT training opportunities for employees to improve their knowledge.

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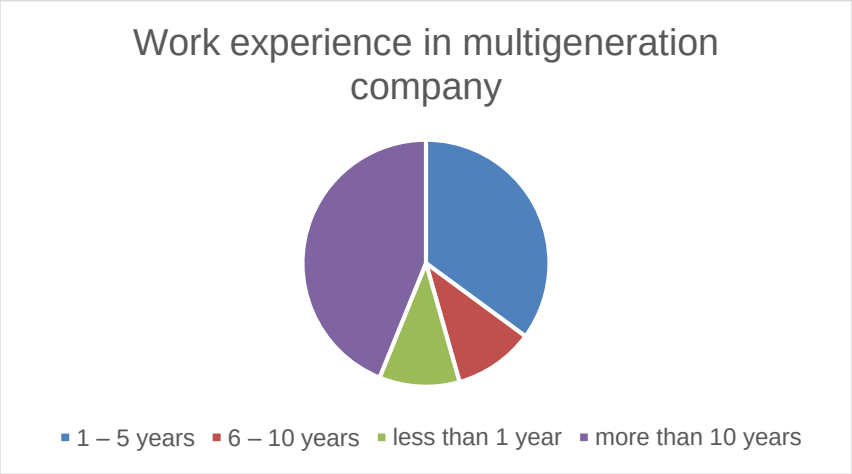
44% of the respondents have been working for a multigenerational company for more than 10 years, and 35% have been in a multigenerational work environment in the last 1-5 years.



4. Policy actions in the area of multigenerational workforce culture

Policy in multigenerational workplace culture in Hungary

Policy in multigenerational workplace culture in Hungary

In Hungary retirement is regulated by laws, however, economic reasons might go opposite of the required actions. Although the employer can never force an employee to retire, the Hungarian Labour Code considers an employee who: (i) has reached the age necessary for retirement (generally 65 years old, depending on the date of birth); and (ii) has the necessary service period (at least 20 years) a "retired" person, even if the employee has not actually retired.

These employees may be dismissed without any justification and will not be entitled to severance payment. Women with a service period of at least 40 years are also entitled to retirement regardless of her age.[68]

According to a survey of 400 respondents aged 18-64 by Randstadt among Hungarian employees [69] most respondents agree that working in a multigenerational environment gives an extra flexibility and creative potential to teams and therefore it is attractive to employees of all ages, but especially for

[68] http://www.agediscrimination.info/international-age-discrimination/hungary
[69] https://www.randstad.hu/sajtokozlemenyek/randstad-hirek/vilagszerte-hoditanak-a-multigeneracios-munkahelyek/

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those who are close to their thirties and those who are above the age of 55. Only 22% of the respondents find communication among different ages hard, and 82% thinks that they would welcome to work in a multigenerational workplace. 72% of the respondents would prefer an older person as boss, but as far as a leader is motivational 77% would accept a younger leader too.

According to the Eurobarometer, Hungarian are close to the European average in having felt discriminated against based on age and to consider discrimination based on age as the most common form of discrimination.[70]

As for anti-discrimination laws, including age discrimination an article[71] by a team of law authors led by Szilvia Halmos claims that the Hungarian labour market could be characterised by several forms of traditionally existing, overt and covert discriminatory trends before the accession of Hungary to the European Union. Even though Hungarian law, including Hungarian labour law, had enshrined some initial provisions on the prohibition of discrimination before the process of adopting the relevant EU law, European standards in relation to the regulation of equality required the implementation of a set of predominantly new and unknown concepts and legal instruments. The implementation of EU law on equal opportunities in employment significantly redesigned the previously existing national law, rendering it much more differentiated and enriching it with several new instruments. Although the implementation of the relevant EU directives was undertaken even before the accession, a deeper understanding and practical implementation of the union norms are a long-term and still ongoing process. The structural position of equal treatment duty as a 'real' fundamental principle of labour law was not at all obvious in the 90s: courts often took the position that if the employer was exercising its prerogatives correctly in a formal sense, the discriminatory nature of this provision cannot be the subject matter of a lawsuit. By now, the trend of judicial practice took a preferential direction: prohibition of discrimination is regarded as a fundamental principle of labour law and, by this, constitutes a genuine limitation of the margin of discretion of employers in exercising their employers' rights. As a result, any discretional decision of an employer (e.g. dismissal during the trial period, rewarding the workers, making workers redundant) can be contested if it does not meet the requirements of equal treatment.

[70] https://ec.europa.eu/commfrontoffice/publicopinion/index.cfm/survey/getsurveydetail/instruments/special/surveyky/2251

[71] https://eltelawjournal.hu/the-impact-of-eu-law-on-hungarian-anti-discrimination-law-in-employment/

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The best practices of multigeneration workplace culture support

Hungary does not encounter a best practice that would be explicitly applicable. The several examples from other countries were selected that can serve as an inspiration for creating a foundation for the best practices in the project and in Hungary. The detailed descriptions of the best practices are provided in Annex I.

The best practice 1. Age management at Berner LTD, Finland. Berner Ltd is a long-standing manufacturer/wholesaler, known for its employee-centred approach. With an average employee age of 44 and with 21 % of employees over 55 years old, Berner created a 'senior programme' in 2010. The programme was developed by an in-house steering group in partnership with Ilmarinen Mutual Pension Insurance. The programme includes succession planning, mentoring and knowledge transfer, employee feedback and communication. (e.g. arranging mentoring/tutoring of younger employees by older employees to ensure knowledge transfer (including 'tacit knowledge', that gained from experience). Work adjustments, healthcare checks and senior leave days help to retain older workers, and retired employees can join the labour reserve, providing training/cover when needed. The experience gained from this programme is now being applied to a 'junior' programme for younger staff. Success factors include the employee consultation, career planning and diversity of measures undertaken. The programme is transferable for large private- or public-sector organisations. Smaller companies could adopt a modified range of measures.

The best practice 2. McDonald's Corporation is an American fast food company, founded in 1940 as a restaurant. The company has various measures to attract and retain employees of all ages and enable a career path and good cooperation for all of them. McDonald's investment in learning and development has proved attractive to both young and older employees, their investment in training and development is on an upward trend. They have the McDonald's University, where employees can study all aspects of leadership. About 80% of McDonald's employees undertake training annually. McDonald's also has an online portal called 'ourlounge', originally built to host online learning programmes, which enables employees to study online for national recognised qualifications such as GCSE English or Maths. The site has now evolved to become the primary way in which the organisation communicates and engages with its workforce in terms of business messages, competitions and company news. Employees of all generations share knowledge through online employee forums.

The best practice 3. Roskilde Cemeteries, comprising three cemeteries and one crematorium, employs 32 people, nine of whom are over 45 years of age and classified by the company as 'senior'. Its senior policy was developed in 2007 by

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an internal working group and was facilitated by an external consultant, in line with the company's intention to retain older workers. Focus groups with younger and older workers, interviews with individual managers, employee survey questionnaires and consultant observation led to a series of recommendations. The senior policy was developed in a collaborative way, based on discussions among younger and older employees about the crucial factors that determine whether or not someone remains at work in the cemeteries after the age of 60. The younger participants discussed how they experienced working together with older colleagues, and the older group discussed the impact of their age on their work in the cemetery and how working conditions could be improved. These were then aligned with the company policy and culture and were communicated to employees. The senior policy includes general benefits such as additional family care days and regular interviews about self-perceived work ability. Specific measures included reduced working hours with no impact on pension, task rotation and adapting tasks. Success factors include the partnership with external experts, the systematic approach undertaken and the relevance to all employees.

Careful preparation and dialogue fostered better understanding between younger and older colleagues, whereby younger employees accept that older colleagues receive additional leave days (the 'care' days) to take care of a dependent parent, and, on the other hand, older colleagues are more understanding when younger employees are absent because of, for example, a child's illness.

Consideration for all age groups: Younger and older workers were included in the consultations, with younger workers' needs considered in addition to those of older workers.

Communication: The process created an environment where employees were encouraged to talk about their working environment, the physical or mental stresses they experienced in their work, their health problems and their wishes for their future work.

The best practice 4. Mastercard runs reciprocal mentoring programs in its internal business resource groups. The program partners' young employees with older colleagues to work on tech skills. Younger pairs teach older colleagues how to use social media and how to get more out of professional networking sites, such as LinkedIn. In exchange they get professional counsel and help in other skills like improving communication skills.

The best practice 5. Vanderlande is a material handling and logistics automation company based in Veghel, Netherlands. Vanderlande Industries, is overseeing a project to install baggage-handling technology across multiple terminals at the

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Amsterdam Airport Schiphol in Amsterdam, Netherlands. In the experience with a team of engineers ranging in age from their early twenties to their mid-50s, their ages, personal circumstances and their personal goals are considered when the management assigns tasks. Backed with training from more experienced workers, younger team members can put some of those new lessons into action on the night shift. Because there are fewer workers, younger team members perform more complex tasks, such as being in charge of testing for new software implementations. It results in more productivity as well as job satisfaction for younger workers as they can grow faster in their career, more consideration of older workers in family life.

Four main actions needed to be done to support multgenerational culture building

Action 1. It is necessary to raise awareness both among employers and employees that age discrimination is existant and give them tools and materials to identify and be able to figth against age discrimination at the workplace.

Action 2. There are more components of the successful cooperation of generations, amongst which the importance of the workplace culture is essential. There is a need in the change of the mind-set of the management to build a strategy on anti agediscriminism and age management. The INSPIRER research showed that although leaders believe that there should be a fruitful cooperation between employees of various ages, when it comes to action there is not a set pattern or a strategy to follow. Also, the mindset of the management should be further changed and tools should be given to them to combat the above problems. For this reason, it is necessary to develop a training system and regularly train not only employees but management as well.

Action 3. It is well described that various generations deal with IT tools very differently and use these tools in their work with different approaches. The trendy generation division of today, which divides the generations into baby boomers, X,Y, Z generations is mainly highlights the difference in attitudes towards the use of ICT, especially the social media. The ISPIRER research results also showed that the main conflict resource could be the different attitude and use of ICT tools. Therefore, in the training material special focus is recommended to be given to this area in not only explaining the different attitudes, but trying to add training and mentoring methodologies for especially older learners to understand a more modern use of such tools.

Action 4. In the research there was a significant difference between sectors. Age-related difficulties have been expressed with other focuses in the production and

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in the service sectors. For understandable reasons physical workers have to face more age-related problems corresponding to their health and phyiscal conditions, while aged white collar workers might have difficulties rather in the way their work and their flexibility and ICT tools use. This difference between sectors might be highlighted in the materials.

5. Educational needs to support multigenerational workplace culture

Main outputs and recommendations from questionnaire survey

In the first part of the survey on multigenerational workplace culture training needs the participants were asked to evaluate their workplace culture, company policy regarding age discrimination and differences between generations.

The results are as follows:

- When analyzing workplace conflicts, attitudes toward technology generate measurable conflicts, but respondents see this as a source of moderate conflict.
- Only 7-10% of respondents are disturbed if the colleague with whom they have daily contact is much younger / older.
- Conflict is present between different generations, but it also depends on the company and the attitude of the given employee, and the judgment may be more subjective at a given moment due to certain work situations.
- In terms of training, there are interesting proportions: between 17-25% of respondents know that young people are automatically involved in various trainings at their company, but the number of those is also quite high (at 35%), who have hardly heard of it.
- Nearly 40% of those surveyed feel that it is not typical for seniors not to be given challenging tasks at a given company.
- 30% of respondents are frustrated that older colleagues are resistant to change and ideas.
- The majority agreed that it is the employer's responsibility to promote a healthy and supportive work environment and that they generally do not have conflicts in the workplace with their younger / older colleagues.
- In terms of training, more than half of the respondents think that the employer provides enough training to acquire the skills, only 15% think that this is far from enough. IT training, which everyone considered

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important, is a priority. The use of new technologies is not a problem for the vast majority.

In the second part of the questionnaire respondents were asked to evaluate measures which would improve multigenerational culture in the workplace.

The results are as follows:

- The questions asked were important in the preparation of multigenerational measures, the majority agreed with the questions, this agreement ranged from 80-90%.
- 95% considered it important for employees to receive regular training and for the lifelong learning process to take place.
- The implementation of the multi-generational mentoring program was also strongly supported. There is also over 90% agreement on the importance of sharing experiences in the field of working together between different generations, and the younger generation has a major role to play in sharing technological knowledge and trends.
- Participants found that it would be helpful for their employer to help them develop better workplace relationships as well.

At the end of the questionnaire there was open non-compulsory question about the *greatest difficulty* they had to face in cooperation with different generation. The most important answers to open questions were:

- Creating compromises and understanding each other is an important aspect.
- Strengthen team spirit
- Understanding, harmony, tracking generations, speaking one language :-)
- Bias in recruitment, some HR managers unskilled (no name universities)
- Young people lack humility for work.
- Bridging efficiency gaps.
- In today's fast-paced, performance-constrained world and 5 people at work, there are 8 people he and yet 120% of the performance is expected.

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Summary of the main outputs and recommendations from questionnaire survey

The most important findings based on questionnaire survey are:

- When analyzing workplace conflicts, attitudes toward technology generate measurable conflicts, but respondents see this as a source of moderate conflict.
- INSPIRER survey showed that employees in Hungary do not have problems in cooperation with much younger and older colleagues in theory but tensions might raise around authority issues and lack of flexibility.
- Employers consider age management important but there should be a more strategic plan to follow through when real, detailed problems arise.
- In combating age discrimination respondents agreed that complementing the training and change of mind efforts, team building activities could be very supportive in the understanding of colleagues of various age groups.

Main outputs and recommendations from focus group

Altogether we invited 18 managers for interview, out of which 10 accepted the invitation but in the end 8 interviews were started and 6 were fully accomplished. During the focus group interviews, the interviewees were HR managers and company owners with decades of professional experience. Of the 6 respondents, 3 were men and 3 were women.

In terms of the subjects' qualifications, they had a degree in agricultural engineering, lawyers, economists, engineers and humanities, all of whom also had a second degree. Participants in the focus group ranged in age from 36 to 55 years, with 80% under 45 years of age. Due to the restrictions of the pandemic, the interviews could not be conducted as a focus group interview, but were carried out individually.

The main findings of the interviews are as follow:

• All interviewed executives have tertiary education, many have multiple degrees

• HR managers are fully aware of the importance and opportunities of managing people

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• Owners as managers are more manager-type managers, most of them know little about the methods of managing people, they see little that any organization works from the people working / contributing there

• it was relatively difficult to focus on the older age group, despite the description of the aim and focus of the project, typically the difficulties related to young people were talked about more easily and preferably by the interviewees older generation)

• the general perception of the older age group that they are more averse to newer technologies, IT tools and technology (none of the subjects mentioned a conscious training plan to solve this problem)

• the physical condition (health and condition) of the older age group appeared very strongly at the manufacturing company, while this was not an important aspect at the service companies

• According to an interviewee who also gained international experience, Hungarian older workers are in significantly worse condition and health than their European counterparts (domestic work environment stress levels are much higher than the Western European average).

• managerial awareness (creating a strategy beyond the company's economic results, regulating internal operations, considering people as a value) is usually quite incomplete - even if the opposite is said from the manager's mouth.

• the interviewees (with the exception of the leader with international experience) were reluctant or did not talk about national relations and attitudes related to the generation issue

• there was agreement on the importance of the topic, but none of the parties had a complex strategy for it

Summary of the main outputs and recommendations from focus group

The most important findings for skills development based on focus group are:

- respondents agreed with most of the topics / suggestions
- it may be worthwhile to describe the generational characteristics combined with management knowledge and their possible strategies
- it would be useful and constructive to include elements emphasizing the value and importance of people in enterprises (given the strong financial

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focus, it may be expedient to compare the costs of selection and replacement with the costs of retention and development

- Conscious culture building can be a useful knowledge for businesses
- it can also be a forward indicator to talk and write during trainings that the development of enterprises is not a matter of course, organizations follow specific development paths, and the epidemic has created a special situation in several places
- it is worth raising awareness of the importance of a well-functioning HR function in the SME sector
- in addition to selection tips for employees, ideas for selecting external professionals (commissioned HR, organizational developer, coach, etc.) can also be helpful.

Summary of educational needs to support multigenerational workplace culture

The number of those respondents is between 17-25% who know that young people are automatically involved in various trainings at their company, however 35% have hardly heard of it. More than half of the respondents think that the employer provides enough training to acquire the skills, only 15% think that it is not available. Many companies do not yet deal with age management, according to respondents, but 10-15% use it consciously. 67% of respondents were provided with ICT training opportunities for employees to improve their knowledge. Respondents are able to handle the technologies through which they can learn, with more than 82% saying this, a negligible number said they are unable to handle the technology 82% of respondents have no problem using high tech programs. The importance of life-long learning is paramount, and regular training plays an important role, 95% of them consider its implementation important.

The main training needs for HR managers

The research results showed that managers including the HR managers all agree about the importance of age management and the fight against age discriminilsm, but they do not have a set strategy to follow. In case of a goal-oriented management and business structure, HR managers often find it hard to convine the managers to consider human resource problems and possibilities beyond economic measures. Therefore, HR managers would also require tools to convince these types of managers about the importance of age management. Research has also proved that team building sessions are favourable for age management issues as well.

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The main training needs for employees 55+

Although both survey and focus group results show that in theory there is no discrimination against the older age group of employees, some sub questions and also practice proves that there are many aspects to consider when it is about employees over 55. The expectations for a training of this age group are two-folded.

On the one hand the training should aim the mindset change of older workers to be able to accept and tolerate the different working methods and view of life of their much younger colleagues. Also, a certain intelligence is needed to deal with the communication style and attitude of generation Z and Y. To reach this goal sensitivity trainings, information about how younger generations learn, behave and work and team building and communication exercises are required. The fear of loss of authority and therefore an unfriendly attainment to younger colleagues could be changed with the above training directions, too.

On the other hand, there have been a criticism against older employees that they do not keep up with the changes of times and working methodologies. The focus of this issue is many times ICT and modern technologies. The change of mindset as well as new knowledge and tools in the topic is recommended.

6. Recommendations on course Syllabus preparation

In the focus group interviews the participants covered the topics of the modules and recommended some complementary topics within each module. Below there is a table about these recommendations.

1	Introduction: Different generations and their characteristics *Advantages and disadvantages of different age groups,* *Special areas (e.g. agriculture) are different from the average* *Current conditions at national and company level*
2	Current conditions at national and company level *The significance and role of an organizational psychologist*
3	Social, economic and customer-specific values and norms for age *In the current Hungarian regulations and norms, the treatment and acceptance of the elderly is inadequate and insufficient.*
4	Corporate strategies: recruitment, contracting, salary *The insertion process is important* *With more concrete examples* *It can be useful if specific good and bad examples are included in the curriculum*
5	Working conditions: teamwork, performance, work-life balance operation of mixed teams

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	Shifted work time:3 shifts problems
6	Professional development: training needs and opportunities *Older people should be given IT skills - even if they are not needed in their daily work.* *It may be worthwhile to make mutual mentoring an integral part of the training, this can be useful to teach.* *Significance and importance of sensitization programs (either age-appropriate or disabled)* *Motivate different ages to learn*
7	Leadership commitment now and in the future *It is worth incorporating into a leadership strategy* *There should be a conscious strategy for dealing with age groups* *Development of a toolkit for supporting cooperation, transmission of values to different generations.*

7. Recommendations on 360 tool preparation

The project is to develop a 360o methodology that will assess, promote, train and guide all stakeholders in a company to the creation and sustainability of a multigenerational culture.

Company and HR managers are going to receive targeted training on the main elements of multigenerational companies and will acquire the necessary competences and skills to create and sustain the relevant culture inside the company. Employees belonging to different generations (Baby boomers, X, Y, Z) will be involved in the assessment of the existing situation in their workplaces and will be given tips on how they can promote multigenerational culture.

360 tool preparation should include:

- A platform of the assessment system
- Introduction on the use of the tool
- Why this tool is needed
- Tools to map the experience of owners – managers of businesses on multigenerational work culture.
- Tools to map the experience of younger workers (less than 55 years old) on multigenerational work culture.
- Tools to map the experience of older workers (more than 55 years old) on multigenerational work culture.
- Tools to measure conflicts sources and quantity

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- Tools to measure positive and negative aspects in terms of age management
- Tools to map discriminative tendencies in age
- Tools to to generate useful suggestions on possible actions, policies, activities etc against age discriminism based on the assessment result.

8. Recommendations on cross generational reverse-age mentorships in digital technologies

The Mentorship Model of the Inspirer project targets both older and younger employees in order that they were able to have a digital space for interconnection, exchange of information, acquisition of new skills and good practices and provision of feedback.

Cross generational reverse-age mentorships in digital technologies should contain:

- Online platform applicable easily for companies
- User-friendly chat surfaces
- Providing guidence on use
- Providing tools to share knowledge on technical knowledge
- Providing tools to share knowledge on the use of social media
- Providing tools to share knowledge on mature expertice in various topics
- Providing tools to enhance effective communication
- Providing tools to share information on various age groups

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9. Annexes

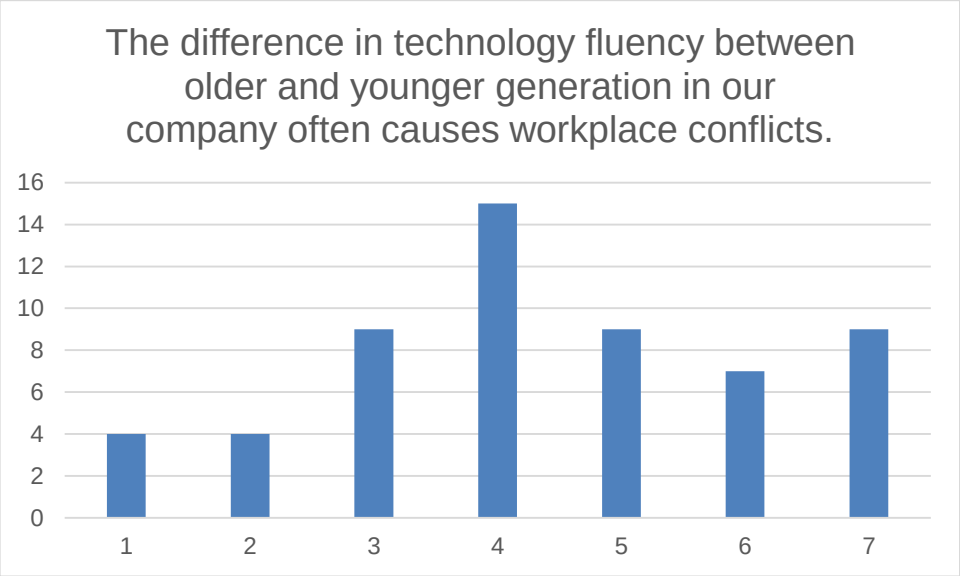
ANNEX I: Graphical representation of every question in Questionnaire survey on the multigenerational workplace culture training needs.

Graphs were prepared using excel analysis in February 2021. The questionnaire was divided into two parts:

PART 1 (Q1 -Q19): Statements regarding workplace culture, company policy regarding age discrimination and differences between generations were evaluated (1= totally agree; 7= totally disagree).

PART 2 (Q20 – Q30): Participants were evaluating measures that would help to improve the multigenerational culture in the workplace (1 = would certainly help, 7 = would not help at all).

Question 1: The difference in technology fluency between older and younger generation in our company often causes workplace conflicts.



Source: own analysis

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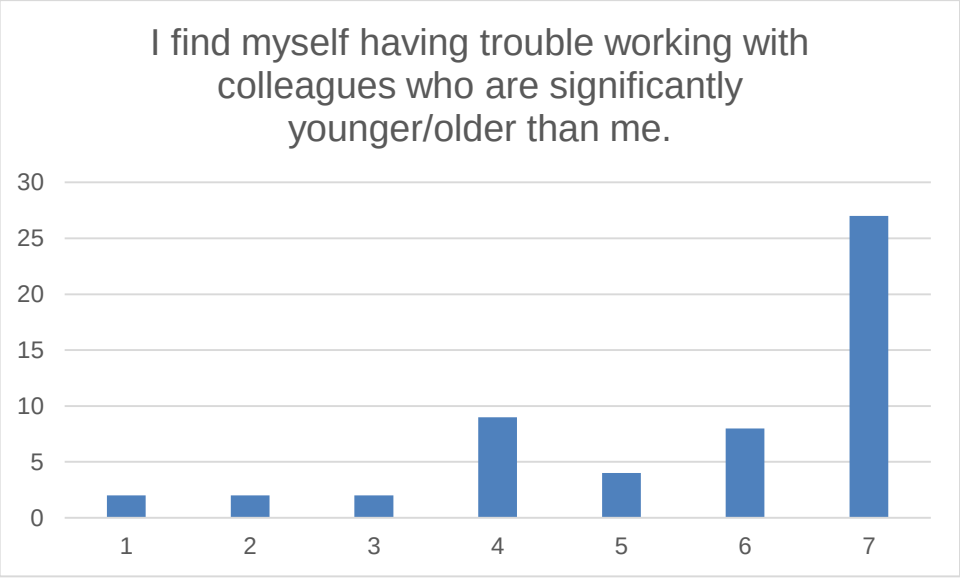
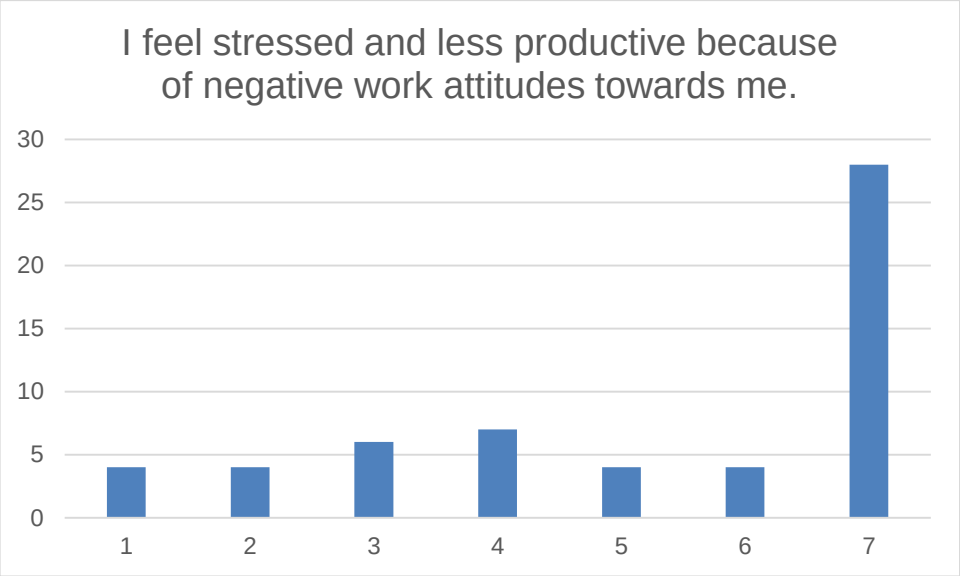
Question 2: I find myself having trouble working with colleagues who are significantly younger/older than me.



Source: own analysis

Question 3: I feel stressed and less productive because of negative work attitudes towards me.



Source: own analysis

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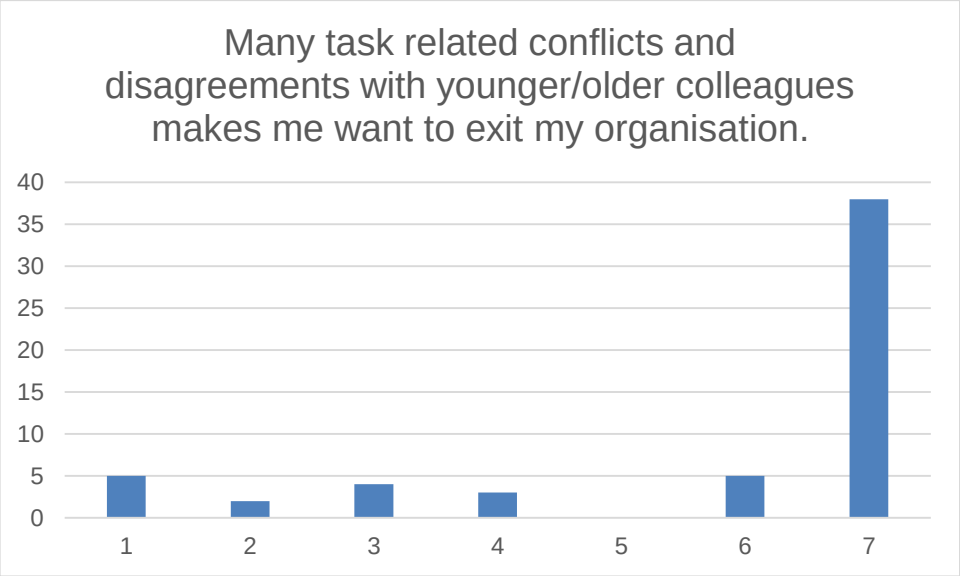
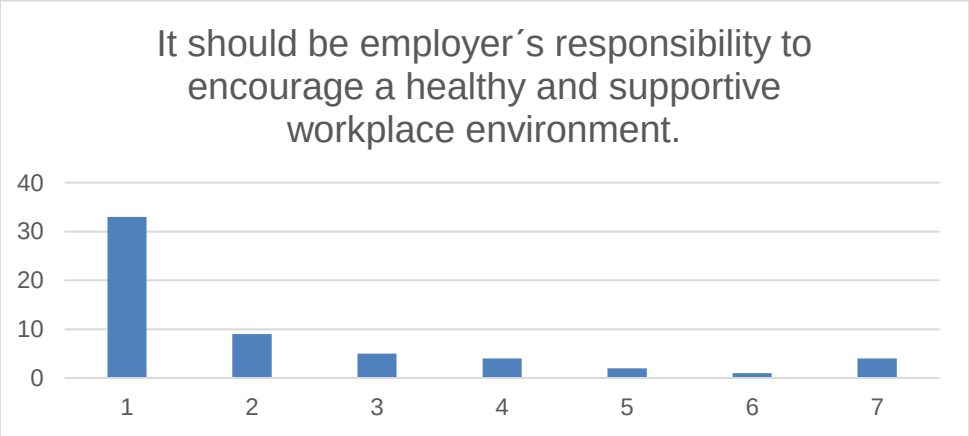
Question 4: Many task related conflicts and disagreements with younger/older colleagues makes me want to exit my organisation.



Source: own analysis

Question 5: It should be employer´s responsibility to encourage a healthy and supportive workplace environment.



Source: own analysis

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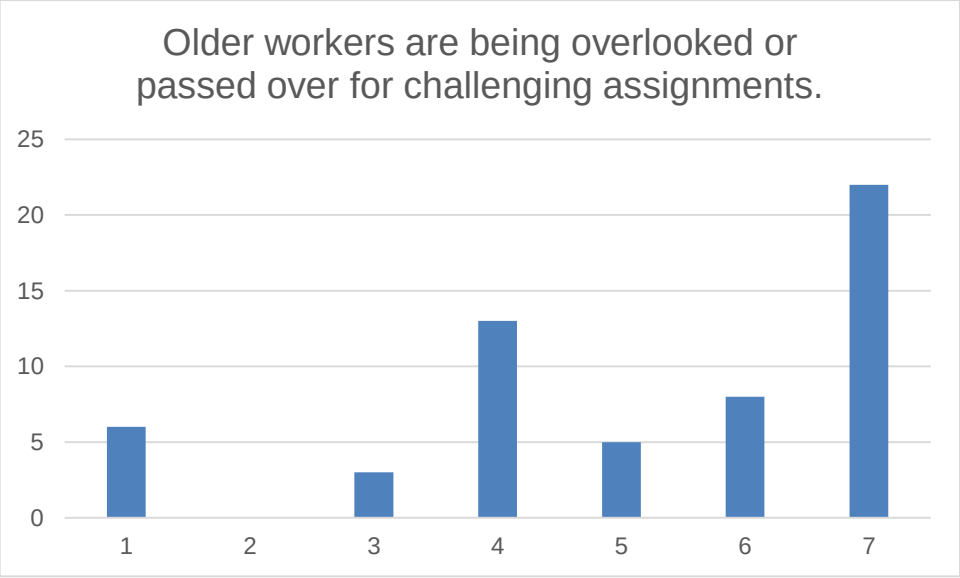
Question 6: Learning opportunities in my company are automatically offered to younger employees (educational coursework, access to reimbursement for continuing education, professional or industry conference attendance, etc.)

Source: own analysis

Question 7: Older workers are being overlooked or passed over for challenging assignments.



Source: own analysis

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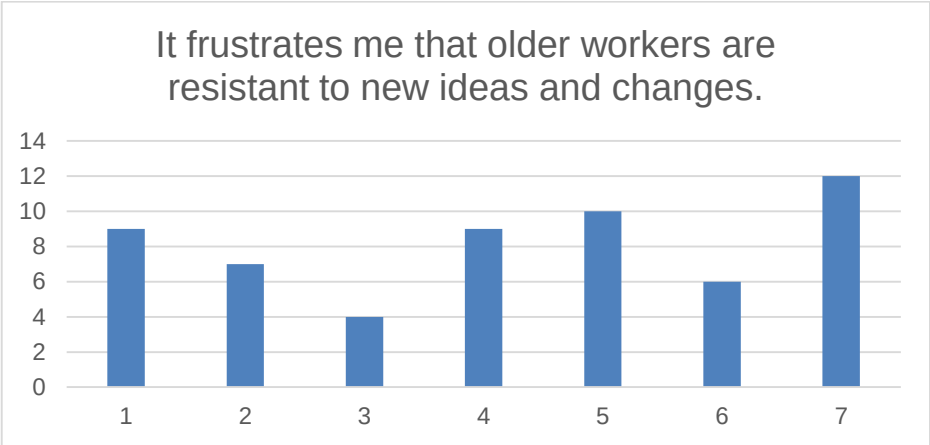
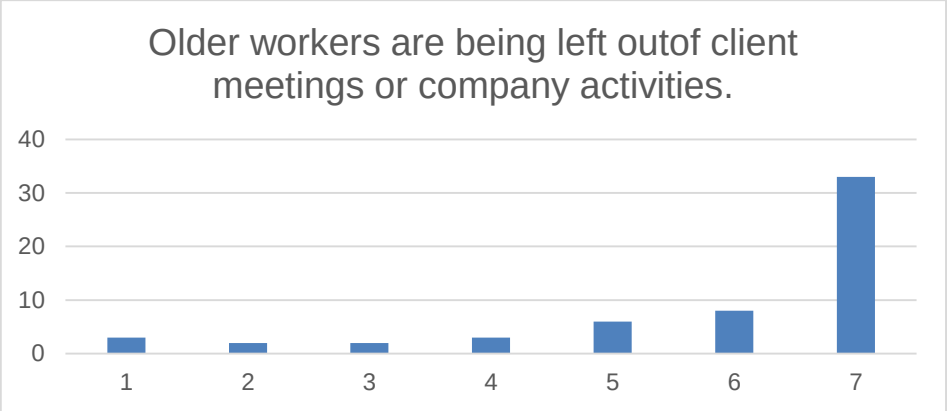
Question 8: It frustrates me that older workers are resistant to new ideas and changes.



Source: own analysis

Question 9: Older workers are being left out of client meetings or company activities.



Source: own analysis

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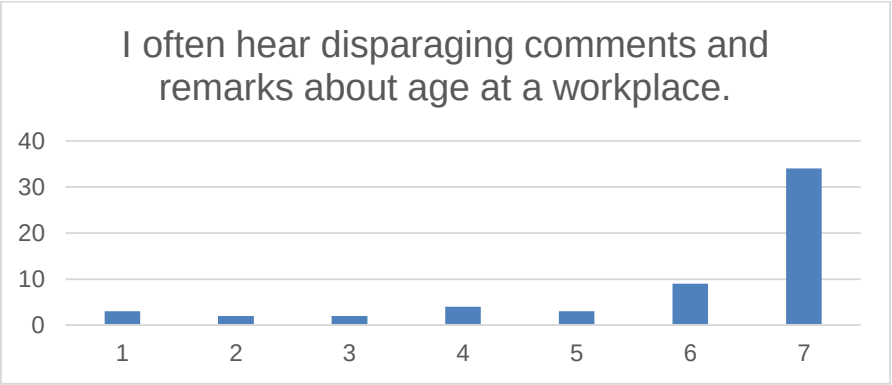
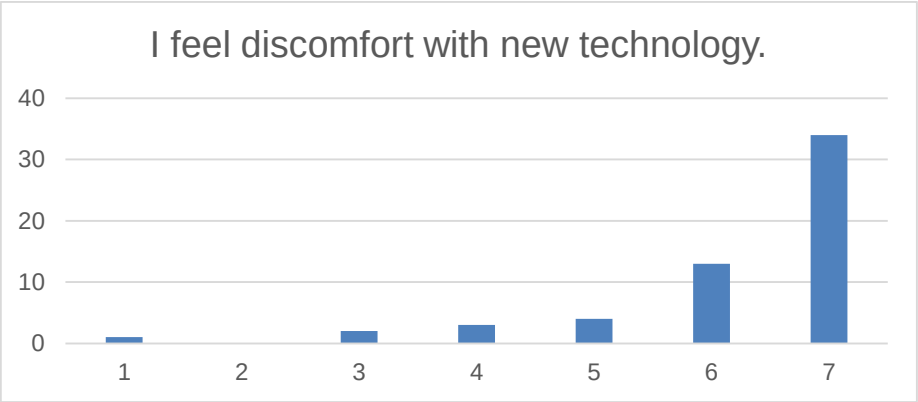
Question 10: I often hear disparaging comments and remarks about age at a workplace.



Source: own analysis

Question 11: I feel discomfort with new technology.



Source: own analysis

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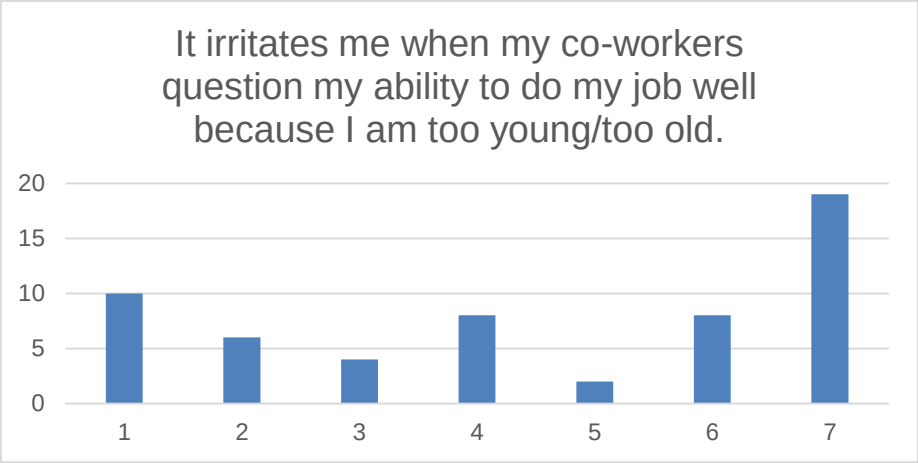
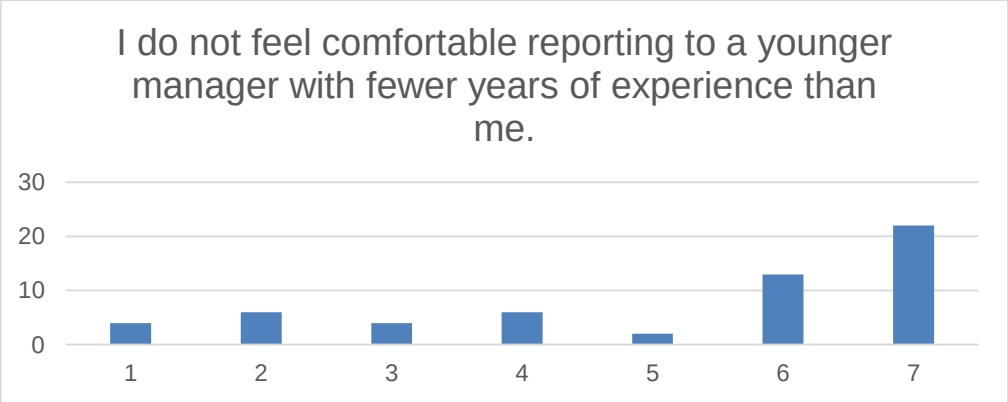
Question 12: It irritates me when my co-workers question my ability to do my job well because I am too young/too old.



Source: own analysis

Question 13: I do not feel comfortable reporting to a younger manager with fewer years of experience than me.



Source: own analysis

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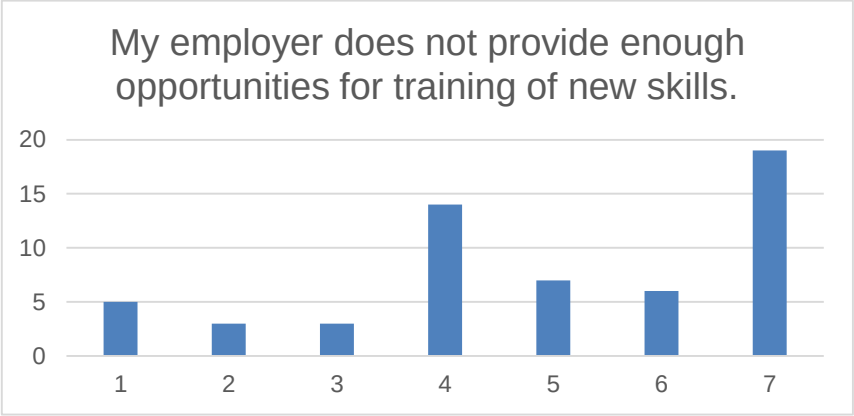
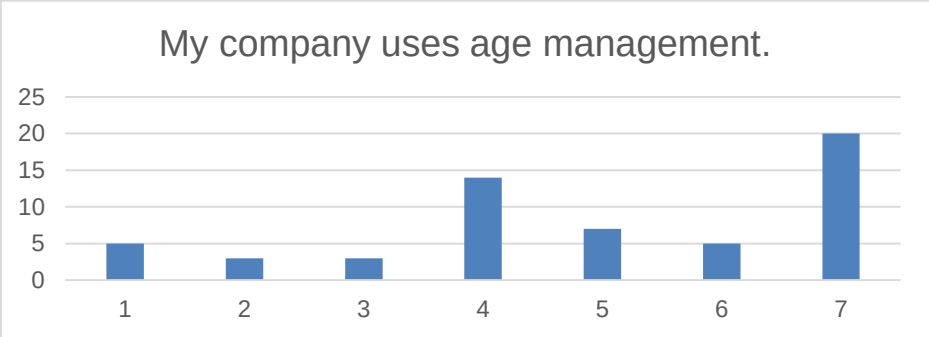
Question 14: My employer does not provide enough opportunities for training of new skills.



Source: own analysis

Question 15: My company uses age management.



Source: own analysis

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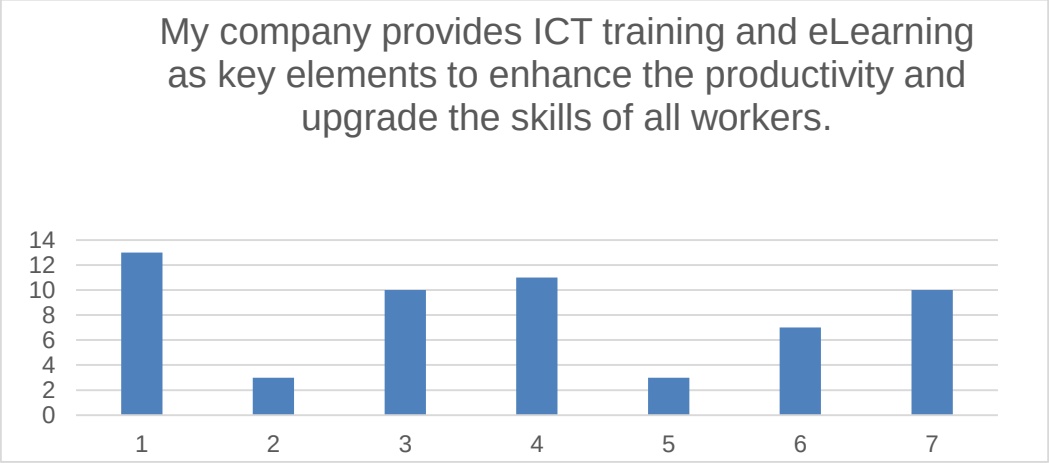
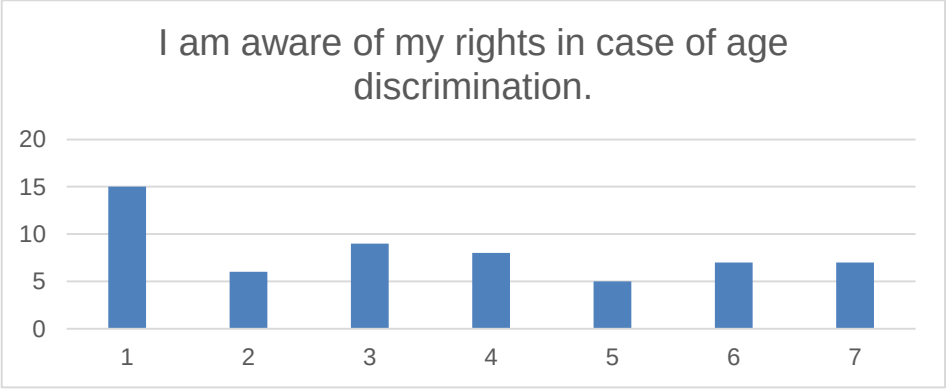
Question 16: My company provides ICT training and eLearning as key elements to enhance the productivity and upgrade the skills of all workers.



Source: own analysis

Question 17: I am aware of my rights in case of age discrimination.



Source: own analysis

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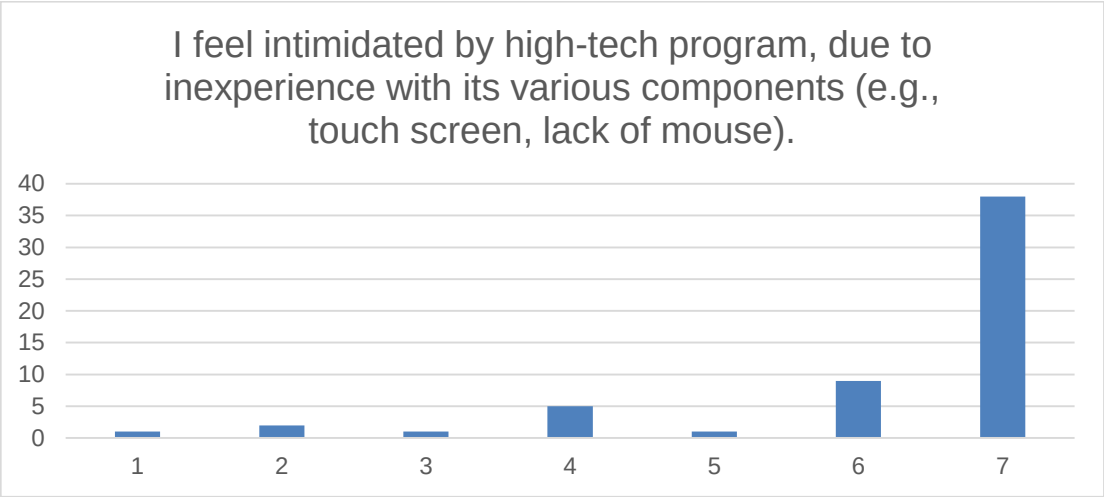
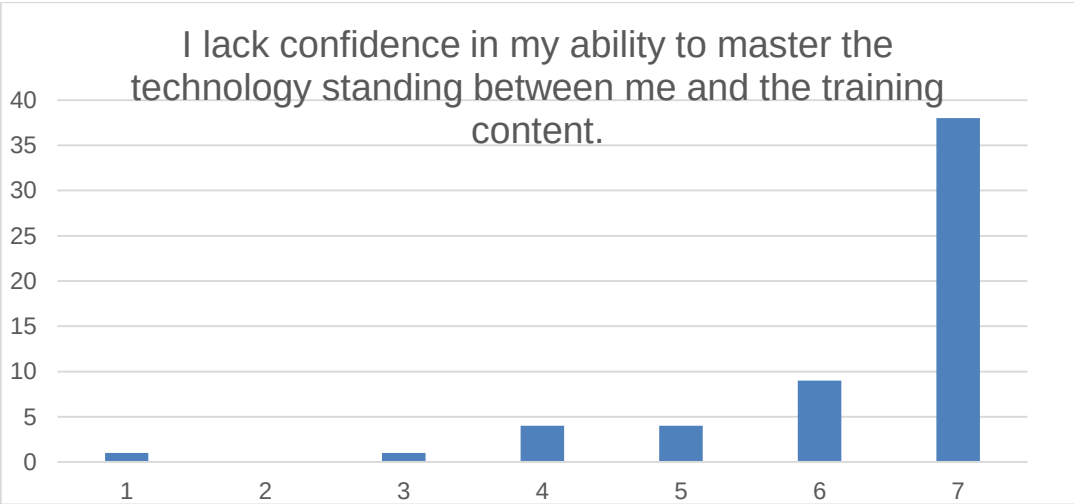
Question 18: I feel intimidated by high-tech program, due to inexperience with its various components (e.g., touch screen, lack of mouse).



Source: own analysis

Question 19: I lack confidence in my ability to master the technology standing between me and the training content.



Source: own analysis

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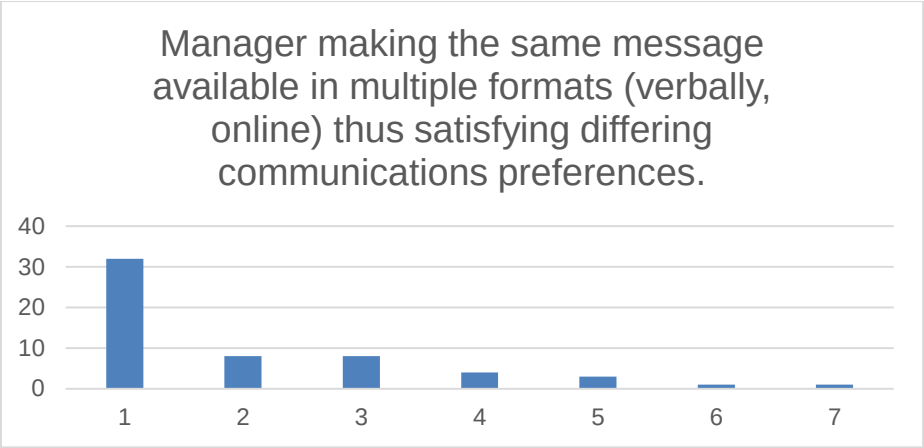
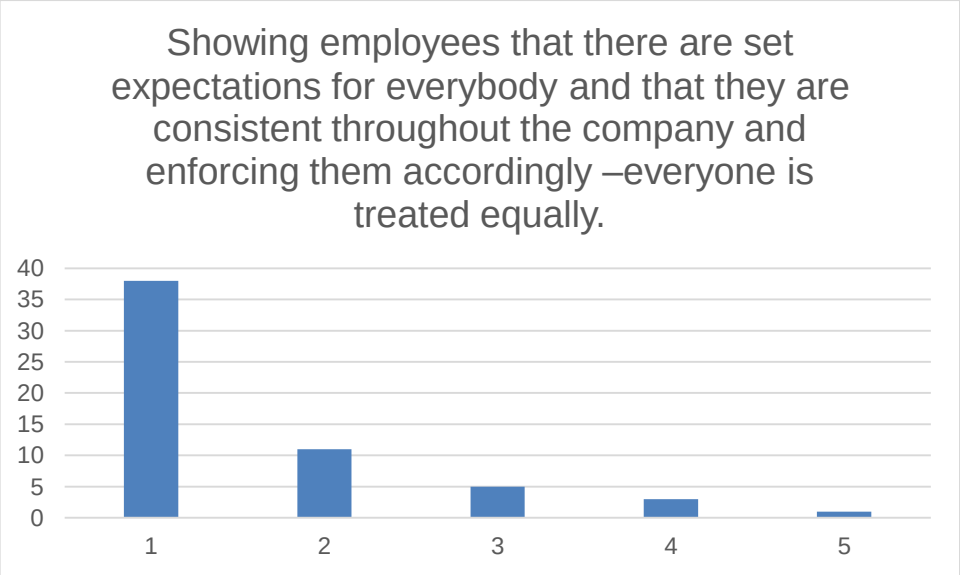
Question 20: Manager making the same message available in multiple formats (verbally, online) thus satisfying differing communications preferences.



Source: own analysis

Question 21: Showing employees that there are set expectations for everybody and that they are consistent throughout the company and enforcing them accordingly –everyone is treated equally.



Source: own analysis

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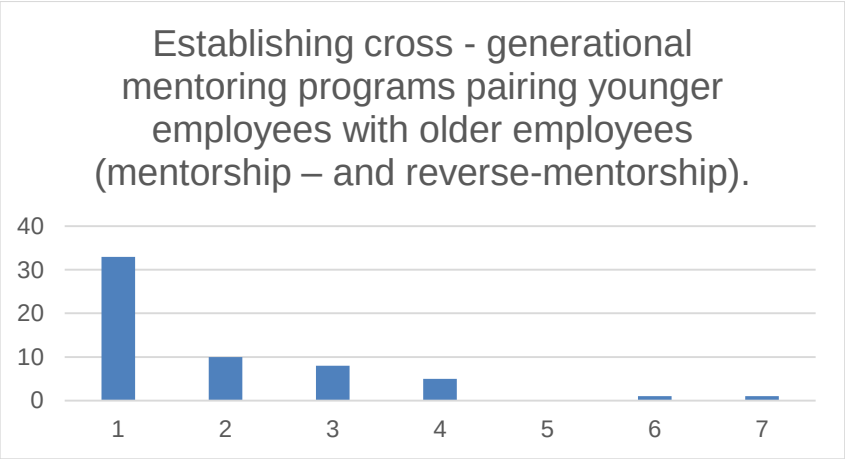
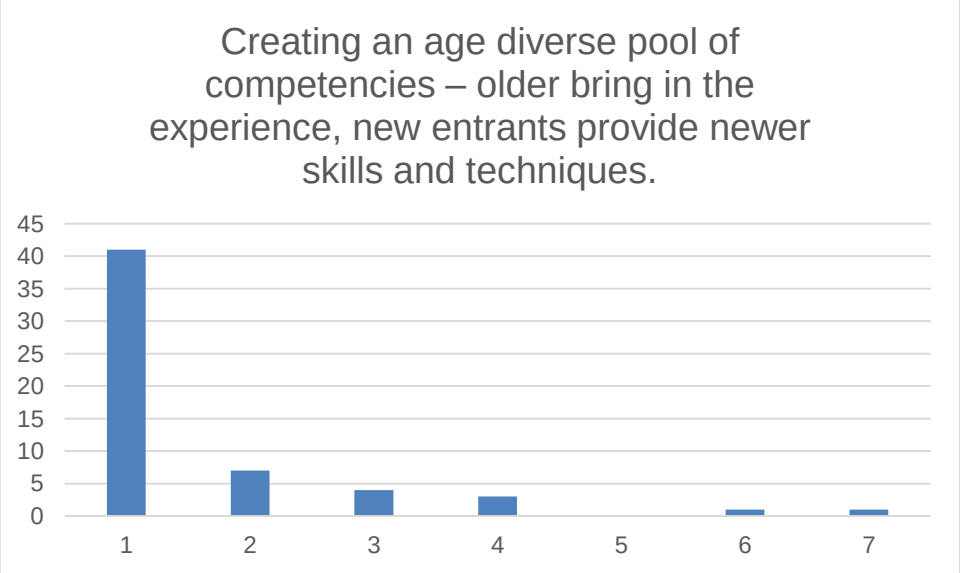
Question 22: Establishing cross - generational mentoring programs pairing younger employees with older employees (mentorship – and reverse-mentorship).



Source: own analysis

Question 23: Creating an age diverse pool of competencies – older bring in the experience, new entrants provide newer skills and techniques.



Source: own analysis

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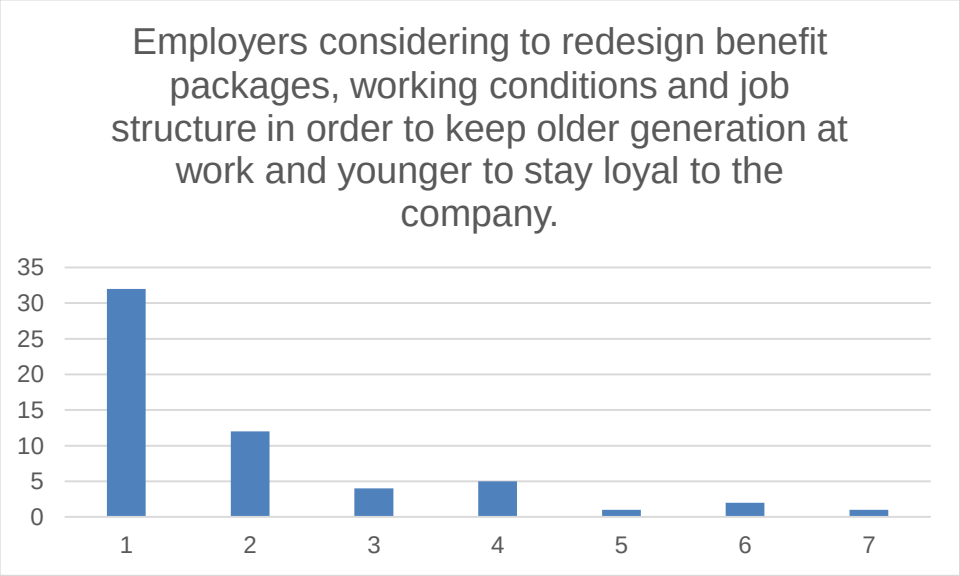
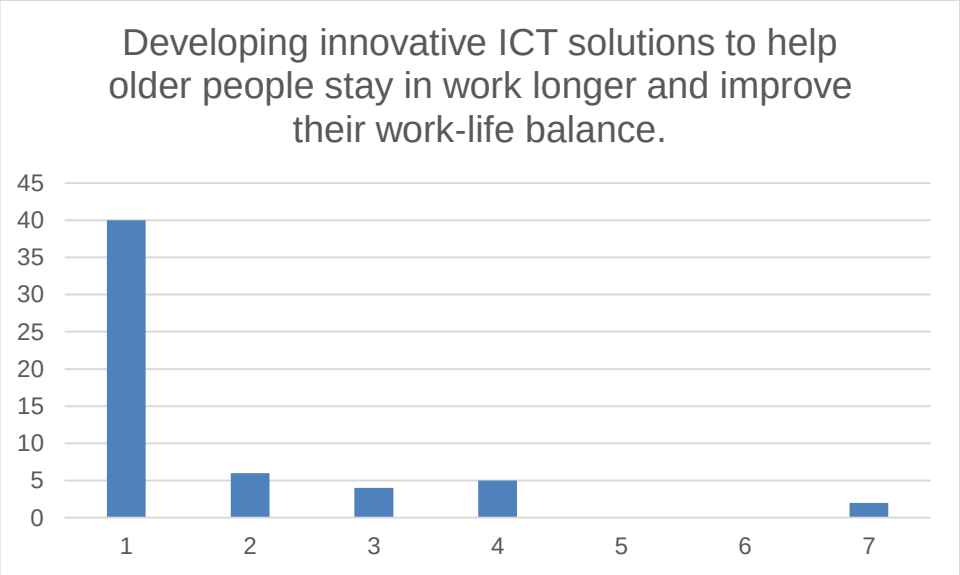
Question 24: Employers considering to redesign benefit packages, working conditions and job structure in order to keep older generation at work and younger to stay loyal to the company.



Source: own analysis

Question 25: Developing innovative ICT solutions to help older people stay in work longer and improve their work-life balance.



Source: own analysis

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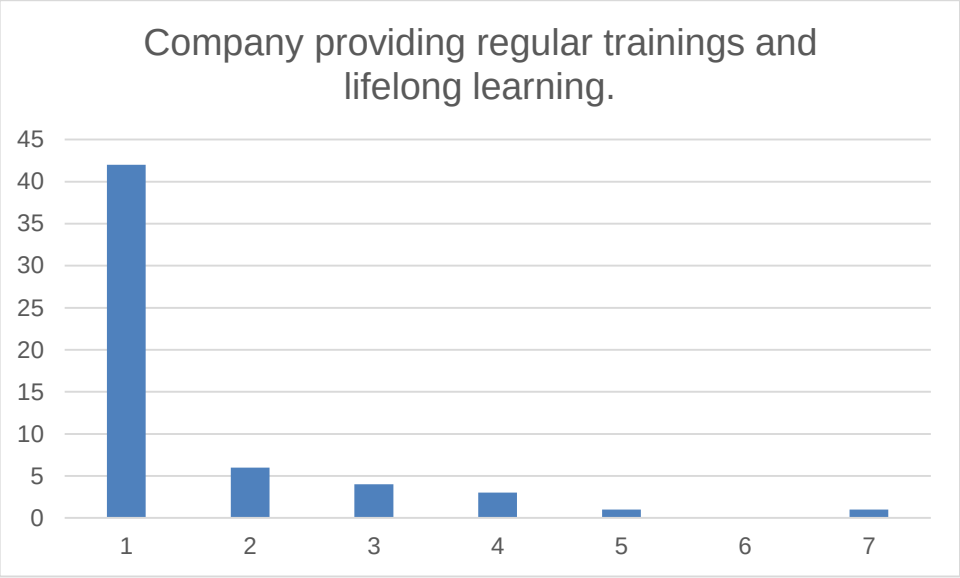
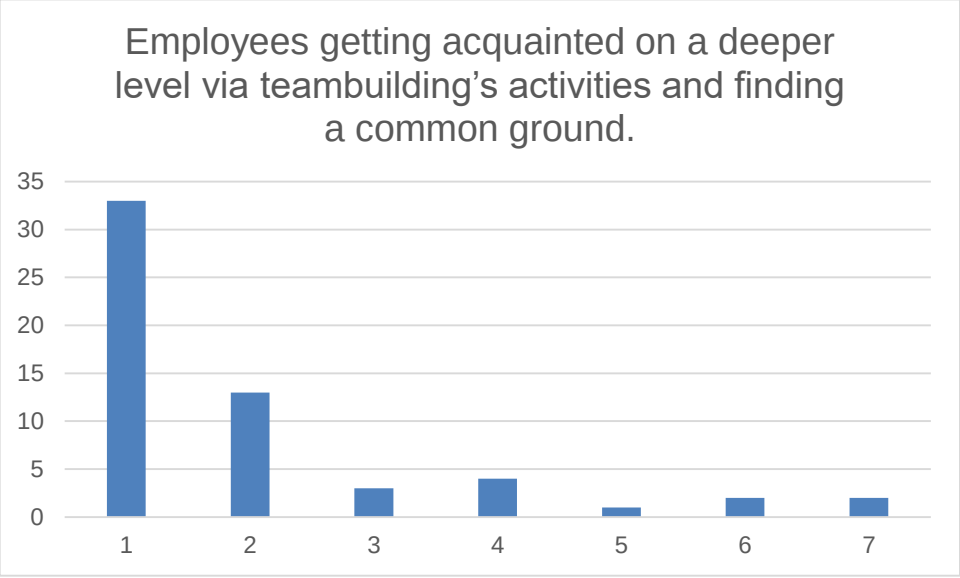
Question 26: Company providing regular trainings and lifelong learning.



Source: own analysis

Question 27: Employees getting acquainted on a deeper level via teambuilding's activities and finding a common ground.



Source: own analysis

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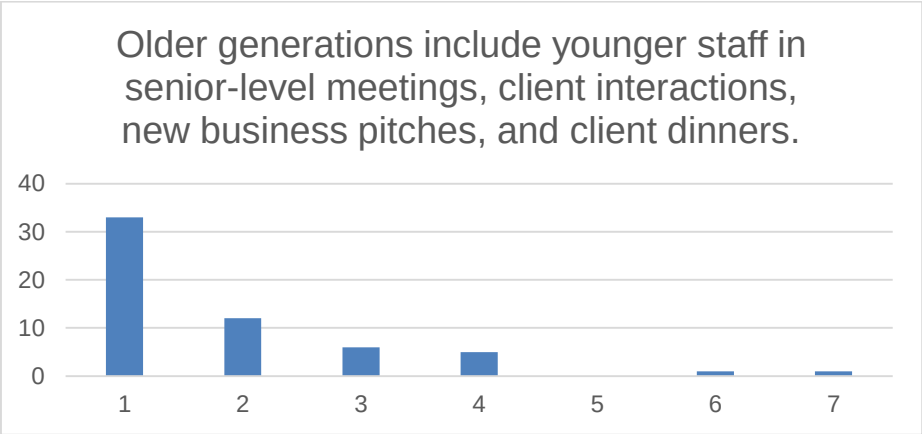
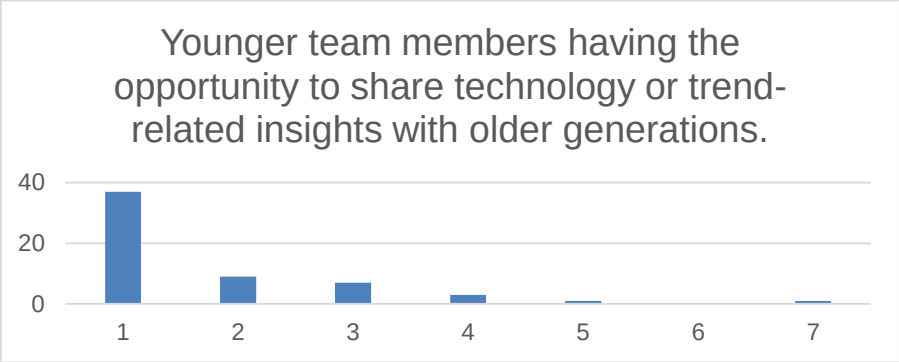
Question 28: Older generations include younger staff in senior-level meetings, client interactions, new business pitches, and client dinners.



Source: own analysis

Question 29: Younger team members having the opportunity to share technology or trend-related insights with older generations.



Source: own analysis

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Question 30: Facilitating opportunities for creating workplace relationships.

Source: own analysis

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ANNEX II: Summary of the focus group/semi- structured interviews

TOPIC	QUESTION	FINDING	NOTES
professional background/experience	How long are you working as manager, describe your position and sector you work in.	All participants were managers or HR managers with more than 10 years of experience Sectors:, agricultural R+D, consultancy, finance, electrical tools industry, automotive industry, adult education	
working environment	What role does age play in your company?	In the answer of the respondents their companies prefer younger workers. The average rate of older workers 55+ is only 10-20%. They highlighted lack of flexibility and lack of knowledge of new technicals as reason	Depending on the sector too and whether its blue or white collar work
personnel structure	What is the average age of your employees and age representation in management?	Average age of regular employees is between 25 and 35. The management is over 45 and senior consultant belong to this age as well	In companies, each generation was represented, but the type of activity strongly determined the age group.
conflicts	Have you encountered conflicts in the workplace related to age?	It is not very common to have age based conflicts. Mostly there were some conflicts at the beginning when young employees were first included.	
managerial strategies	What are your strategies to manage a multigenerational workforce?	Knowledge transfer, positive attitude, cooperation, tolerance, consciously	

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		offering a career path within the company to provide leaders from inside. In one case strategy for pairing young and older workers for knowledge exchange	
managerial skills	What are the critical skills you use to manage a multigenerational workforce?	Strategic thinking, monitoring , problem-solving, flexibility, empathy, effective communication,	
company´s policy	What is your company´s policy on age discrimination?	Mostly there were no set strategies to follow, rather managers act out of instinct in relation to these kinds of conflicts. Important is to have cooperation based on mutual respect of generations Knowledge transfer is encouraged.	Most companies do not have specific guidelines, they are governed only by the state policy.
company´s attitude	What kind of support can you count on as a HR manager/manager regarding this issue?...)	Responses depended on the position of the respondents. Those in the highest position stated they can count on co-owners and colleagues, those in HR positions more complained of being left out of decisions and getting less help. In many cases quickly resolving the problem of the relevant level without further discussion was the practice	
state policy	What are the laws of your country	Most of the respondents could	

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	regarding this issue?	not answer or were reluctant to answer this question.	
suggestions of Modules for Training	Do you have any suggestions what a module might look like and what should it contain?	Please refer the table of recommendations on modules in the report	

Annex III. The excel file of respondent answers

HU_INSPIRERSurvey.xls

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Project No: 2020-1-SK01-KA204-078253

Project Title: Inclusive workplaces for senior workers

Project N°: 2020-1-SK01-KA204-078253

INSPIRER

Inclusive workplaces for senior workers

IO /A1

National report on the multigenerational workplace culture training needs in Greece.

Authors:

IDEC S.A. & OBES

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Selection of companies and respondents, development of the research.

The questionnaires for the survey and the focus groups were prepared based on the methodology developed by the Technical University of Košice, Slovakia. The survey and the focus group interviews were conducted from 15 January to 15 February 2021.

Survey questionnaire on the multigenerational workplace culture training needs.

The survey was focused on companies that employ personnel representing various age groups. In conformity with the selection criteria of INSPIRER project, IDEC and OBES diligently selected companies with a multigenerational workplace. IDEC and OBES contacted via telephone call and emails the HR department of each selected company and described the INSPIRER project. The survey was attached to the email together with a confirmation of data confidentiality. The HR director or manager was requested to circulate the survey to the company's employees in diverse age groups and departments. The questionnaire was created using the EUSurvey platform. The results were processed with the help of the EUSurvey and Microsoft Excel.

Focus group on the multigenerational workplace culture training needs.

Five company directors or managers with long-term experience in multigenerational workplace environments whose companies had participated in the survey procedure, were contacted by telephone calls and dates were set for them to participate in the interviews to provide a managerial insight to the training needs in multigeneration culture support. Again, to formalize that conduct, an email was sent to them by IDEC and OBES describing in more detail the INSPIRER project and informing them about the questions that were going to be asked and describing data confidentiality issues. Due to COVID-19 pandemic restrictions, IDEC and OBES conducted the interviews via the Skype platform. The results were gathered and processed by content analysis.

Overall, the survey reached 109 respondents working in multigenerational companies and the interviews were conducted with 5 directors or managers working in multigeneration companies.

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The companies

The companies that were selected for the questionnaire survey were multigenerational Greek companies or multinational companies that have branches in Greece, with diverse sizes; from less than 10 to more than 250 employees (Graph 1)– however, as specified during the interviews, some of the companies had 8.500 or over 11.000 employees. To ensure an optimum and comprehensive result, IDEC and OBES selected companies that represent a diversity of sectors and their employees working in various departments. The companies are operating in selling consumer goods and providing services.

Graph 1: Size of selected companies in the survey

Size of the company where you work (number of employees):

		Answers	Ratio
less than 10		6	5.50 %
10-50		8	7.34 %
50-250		12	11.01 %
more than 250		83	76.15 %
No Answer		0	0.00 %

Source: EUSurvey

The employees

There were 109 employees who completed the survey questionnaires, all working in multigenerational companies that IDEC and OBES contacted. Most of the employees were between 25 to 35 years old, representing the “Millennials” generation. The second largest age group was represented by employees between 35 to 55 years old, known also as the Generation X. These generations are the two largest employed generations currently in the workforce. The third age group of the employees was represented by the Baby Boomers generation, between 56 to 74 years old, and it was the smallest one of all three. There were no participants under the age of 23 or above the age of 47 (Graph 2).

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Graph 2: Representation of age groups in the survey

Age:

		Answers	Ratio
less than 23		0	0.00 %
23-35 years		61	55.96 %
36-55		30	27.52 %
56-74		18	16.51 %
more than 75		0	0.00 %
No Answer		0	0.00 %

Source: EUSurvey

Regarding the gender of the company employees involved in the survey, 57,8% were women while the 42,2% were men (Graph 3). Furthermore, most of the employees have university degree education and only few have secondary or primary education (Graph 4).

Graph 3: Representation of gender in the survey

Sex:

		Answers	Ratio
Male		46	42.20 %
Female		63	57.80 %
No Answer		0	0.00 %

Source: EUSurvey

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Graph 4: Level of Education

The highest level of education:

		Answers	Ratio
Primary education		4	3.67 %
Secondary education		21	19.27 %
University degree		84	77.06 %
No Answer		0	0.00 %

Source: EUSurvey

The employees that responded in the survey questionnaire held both managerial and non-managerial positions (Graph 5). Most of the employees are specialized in economics/management and other specializations (Graph 6). The largest group of the employees are now currently working in a multigenerational company for one to five years and the second largest for more than ten years (Graph 7).

Graph 5: Work position of the employees participated in the survey.

Work position:

		Answers	Ratio
Managerial position		58	53.21 %
Non-managerial position		51	46.79 %
No Answer		0	0.00 %

Source: EUSurvey

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Graph 6: Specialization of the employees participated in the survey.

Specialization:

		Answers	Ratio
Law		4	3.67 %
Economy / economics / management		36	33.03 %
Political science / public administration		4	3.67 %
Other social science and humanities		18	16.51 %
Natural science / technical science		12	11.01 %
Other		35	32.11 %
No Answer		0	0.00 %

Source: EUSurvey

Graph 7: Years working in the multigenerational company.

How long have you been working in multigenerational company?

		Answers	Ratio
less than 1 year		5	4.59 %
1 – 5 years		54	49.54 %
6 – 10 years		20	18.35 %
more than 10 years		30	27.52 %
No Answer		0	0.00 %

Source: EUSurvey

The managers

The managers that were interviewed were two women and three men with more than 10 years in the position, mostly HR development, management, and training; four of them were representing large companies with more than 250 employees and one of them represented a company with under 10 employees, all multigenerational.

Overall, various documents such as articles, statistics and case studies were reviewed in preparation of the proper engagement of the employees and the managers in the survey and the interviews.

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Profile of the country

Based on methodology, the following indicators were used to describe Greece:

- size of the population
- total percentage of working age population (aged 15 to 64)
- employment rate of elderly population (aged 64 and over)
- pension adequacy and average wages
- job quality by age and by sex
- age wage gap

In 2020, Greece had a ***population*** of 10 718 565 people.[72] The ***total percentage of working age population*** (aged 15 to 64) is 63,7%.[73] However, the ***employment rate of the elderly population*** (65 and over) is 4,6%.[74]

By 2019, the ***average gross wage*** in Greece was 1 465,75 €.[75] However, the average wage differs according to gender, with women earning less than men. More specifically, in 2018, the average monthly earnings for women were 1139 € while for men 1213€.[76] The difference can be depicted in the following graph (Graph 8). At this point, it should be noted that the gender pay gap in European Union for 2018 was for women on average 14.8 % below than men. In Greece, that gender pay gap was slightly lower than the EU average, at 12.5%.[77]

[72] Data retrieved from Eurostat. Available at: https://ec.europa.eu/eurostat/databrowser/view/demo_gind/default/table?lang=en

[73] OECD (2021), Working age population (indicator). doi: 10.1787/d339918b-en (Accessed on 22 February 2021)

[74] EL.STAT, Labour force survey, Table 2A. Population (in thousands) of 15 years and over by employment status, age and gender:2001-2020 by quarter (Greece, total), available at: https://www.statistics.gr/en/statistics/-/publication/SJO01

[75] "Average annual wages", OECD.stats.org, available at: https://stats.oecd.org/Index.aspx?DatasetCode=AV_AN_WAGE#

[76] Data retrieved from EUROSTAT, available at: https://ec.europa.eu/eurostat/databrowser/view/EARN_SES_MONTHLY__custom_600480/default/table?lang=en

[77] Gender pay gap statistics, Eurostat, available at: https://ec.europa.eu/eurostat/statistics-explained/index.php/Gender_pay_gap_statistics

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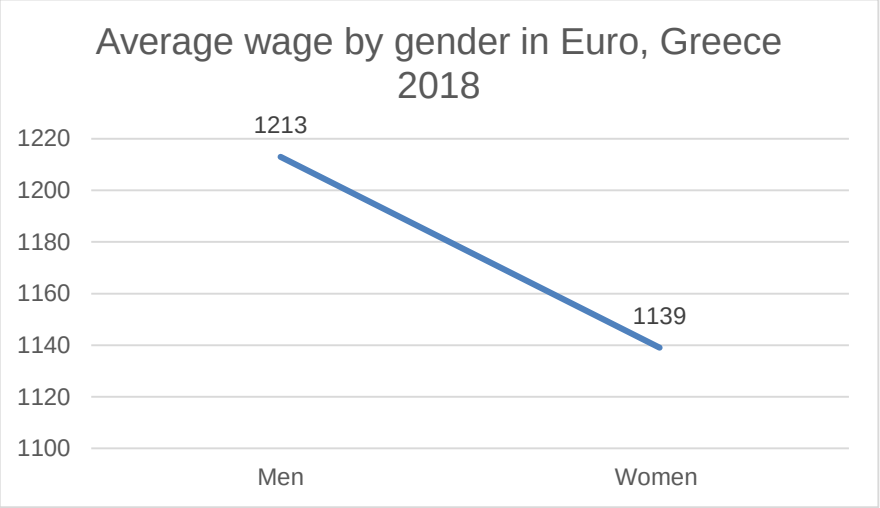
Regarding the ***age wage gap***, in 2018, the difference of the youth earnings (15-24 years old) over the prime-age earnings (25-54 years old) was 36% and the earnings of prime-age over seniors (55-64 years old) was 22,2%. [78]

Graph 8: Difference on average wage by gender, Greece 2018



IDEC elaboration

In Greece, the pension system is divided in three categories: old-age pensions, invalidity pensions and pensions due to death. To be entitled to an old-age pension, someone needs to fulfil two criteria: being of a certain age and having a certain number of insurance days. The right to an old-age pension can be exercised at any time after the criteria are fulfilled. The general age limit is 67 years old with the minimum insurance period is 15 years (4,500 days of employment) or 62 years old with 12.000 days of employment.[79] However, the requirements may vary according to sex, parents with underaged children, widowed parents of underaged children and people insured in arduous and unhealthy occupations. [80]

The main pension is calculated by adding the national pension that is funded directly from the State budget (345,60 € - 384,00 € depending on the years of employment) and the contributory pension that is calculated based on the earnings on which contributions have been paid until the month of application of

[78] Age wage gap index, OECD.stat, available at: https://stats.oecd.org/Index.aspx?DataSetCode=AGE_GAP#

[79] ΚΕΡΕΑ, Τι πρέπει να γνωρίζουν οι ασφαλισμένοι για τις προϋποθέσεις και την απονομή σύνταξης γήρατος, available at: https://www.kepea.gr/article.php?id=1696

[80] EU Commission, Employment, Social Affairs & Inclusion, Greece – Old-age pensions, available at: https://ec.europa.eu/social/main.jsp?catId=1112&langId=en&intPageId=4567

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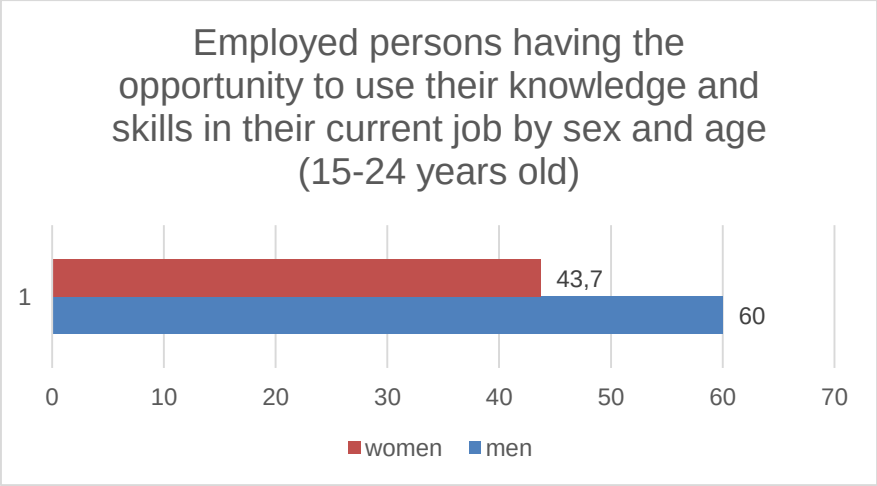
pension.[81] All pensions are granted monthly. The ***average pension*** in Greece is 726.70 €.[82]

Finally, job quality is referred to multiple aspects of employment that contribute to the well-being of workers. Job quality focuses on three key dimensions: earnings quality, labour market security and quality of the working environment. The three key dimensions are based on OECD Job Quality Framework. [83] According to a framework developed by UNECE (United Nations Economic Commission for Europe), employment quality from the perspective is defined statistically with 68 indicators on seven dimensions. In Skills development and training dimension, there is the sub-dimension "opportunity to use their knowledge and skills in their current job by sex and age". In the report, this sub-dimension will be used to depict the job quality by sex and age in Greece with 2015 data[84](Graphs 9 & 10). In the following graphs, it can be noted that the dynamics between the two genders change in younger and older age.

Graph 9: Employed persons having the opportunity to use their knowledge and skills in their current job by sex and age (ages 15-24)



IDEC elaboration

[81] E-EFKA, Old-age pensions, available at: https://www.efka.gov.gr/el/syntaxe-logo-geratos-poso
[82] Kathimerini,"Nearly one in four Greek pensioners under 65, database shows", available at: Nearly one in four Greek pensioners under 65, database shows
[83] Job quality index, OECD.Stat, available at: https://stats.oecd.org/Index.aspx?DataSetCode=JOBQ#
[84] Eurostat, Employed persons having the opportunity to use their knowledge and skills in their current job by sex and age (source: Eurofound), available at: https://ec.europa.eu/eurostat/databrowser/view/QOE_EWCS_6_6__custom_602306/default/table?lang=en

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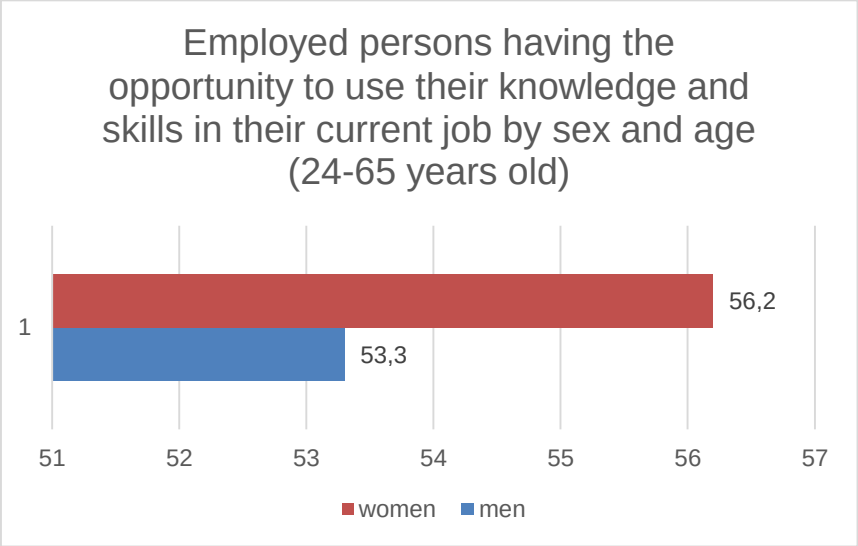
Graph 10: Employed persons having the opportunity to use their knowledge and skills in their current job by sex and age (ages 24-65)



IDEC elaboration

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Profile of the selected companies

All the companies that participated in the questionnaire survey met the requirement of the multigenerational workforce. IDEC and OBES selected mainly large companies selling retail nondurable consumer goods as well as customer service companies with more than 250 employees each to ensure that the employees participated in the survey represented not only different generations but also different branches of the company. The following graph (Graph 11) shows the representation by company according to its size.

Graph 11: Size of selected companies in the questionnaire survey

Size of the company where you work (number of employees):

		Answers	Ratio
less than 10		6	5.50 %
10-50		8	7.34 %
50-250		12	11.01 %
more than 250		83	76.15 %
No Answer		0	0.00 %

Source: EUSurvey

Regarding the anti-ageism policy, most of the respondent were unaware whether their company has one with 39,5%, while 34% responded negatively in the same question (Graph 12). At a managerial level, when the interviewees were presented by the same question concerning company's policy on age discrimination, they responded that there is no specific written policy in all the companies. Some have a general "mission statement" that protects employees against discrimination based on ethnicity, sex, social group but not about age. There is some bias and discrimination though because younger people are preferred in the recruitment phase since they require lower wages.

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Graph 12: Anti-ageism policy in selected companies

Does your company has anti – ageism policy?

		Answers	Ratio
Yes		29	26.61 %
No		37	33.94 %
I do not know		43	39.45 %
No Answer		0	0.00 %

Source: EUSurvey

Policy actions regarding multigenerational workforce culture

Policy action in multigeneration workforce in Greece

On November 2000, the Council of the European Union adopted the Council Directive 2000/78/EC on "establishing a general framework for equal treatment in employment and occupation". In the Directive, there was a specific mention to discrimination (direct and indirect) on the grounds of age regarding the conditions for access to employment (selection criteria, recruitment, promotions), access to all types and to all levels of vocational guidance and training, working conditions and membership (or involvement) to organisations of workers.[85] Moreover, to underline the importance of combating discrimination in employment, the Directive established that in cases of such a discrimination, the respondent needs to prove that there has been no breach of the principle of equal treatment.[86]

The Council Directive 2000/78 was incorporated in Greece's national law with the L. 3304/2005 and therefore replaced by L. 4443/2016 to include the Directive 2007/78 and other relevant Directives regarding equal treatment.[87] In addition to the incorporation of the Directives clauses, the new law rendered responsible for

[85] Council Directive 2000/78/EC of 27 November 2000 establishing a general framework for equal treatment in employment and occupation, OJ L 303, 2.12.2000, p. 16–22 (ES, DA, DE, EL, EN, FR, IT, NL, PT, FI, SV), available at: http://data.europa.eu/eli/dir/2000/78/oj

[86] Ibid.

[87] ΕΦΗΜΕΡΙΔΑ ΤΗΣ ΚΥΒΕΡΝΗΣΕΩΣ ΤΗΣ ΕΛΛΗΝΙΚΗΣ ΔΗΜΟΚΡΑΤΙΑΣ 9 Δεκεμβρίου 2016 ΤΕΥΧΟΣ ΠΡΩΤΟ Αρ. Φύλλου 232 ΝΟΜΟΣ ΥΠ΄ ΑΡΙΘΜ. 4443

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the promotion of the equal treatment principle the Greek independent authority "The Greek Ombudsman", in the public and in private sector.[88]

Equal treatment is protected in national level and represents a general principle, deriving from the general principle of equality under public law, enshrined in article 4 par. 1 of the Greek Constitution. In national Labour law, equal treatment principle comes hand in hand with the principle of equality. The employer operates *bona fide* and treats equally all the employees that are in the same situation, meaning they provide the same work in the same company under the same conditions. The prevention of discrimination is limited in discrimination based on specific personal characteristics, in the present case one being the age of the employee and compels the employer to treat equally the employees with those characteristics when they are being discriminated because of them.

UN Principles of older persons, in alignment with the UN Charter,[89] complements the national and European law by encouraging the Member states to incorporate to their national programs independence and participation principles for older persons so they have access to work or to other income-generating opportunities and remain integrated in the society.[90]

In practice, age discrimination in Greece is noted in employment and occupation (mostly in public sector) that establish a maximum age limit for someone to be eligible to access it. According to the national and EU law, establishing that limit is acceptable but only if it can be justified by the objective nature of the job. Unfortunately, that justification is often neglected, or it is mentioned vaguely without a concrete cause.[91]

According to the 2015 Eurobarometer survey, Greek citizens believed that most forms of discrimination were widespread in Greece. Discrimination based on age occupied two positions, 46% on discrimination against people over 55 years old and 21% being under 30 years.[92] Most of the claims against age discrimination

[88] Ibid.

[89] Also with the Universal Declaration of Human Rights, the International Covenant on Economic, Social and Cultural Rights and the International Covenant on Civil and Political Rights.

[90] UN Department of Economic and Social Affairs, Ageing, Principles for older persons, available at: https://www.un.org/development/desa/ageing/resources/international-year-of-older-persons-1999/principles.html

[91] The Greek Ombudsman, Report 2019, available at: https://www.synigoros.gr/resources/docs/ee_im_2019_el.pdf

[92] Balourdos, Sarris, "Tackling multiple discrimination in Greece", publication has been drafted in the framework of the Programme "Tackling multiple discrimination in Greece: Delivering equality by active exploration and enabling policy interventions", which was implemented by the National Center for Social Research (EKKE), in collaboration with the Economic and Social Council of Greece (OKE) , the University of Seville, the Hellenic Open University and the Region of Crete, available at: https://www.ekke.gr/ocd/wp-content/uploads/2014/01/Tackling_text.pdf

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are brought in front of the Greek Ombudsman that has advocated in favor of the employees that faced the discrimination and has managed to change discriminatory rules and raise awareness on the issue. However, in Greece, a coherent policy in combating age discrimination is non-existent and the laws are focusing only on remedy and enforcement.

Four main actions needed to be done to support multigenerational culture building in Greece.

Action 1: The creation of a coherent company policy in Greece that will raise awareness to the issue of multigenerational inclusivity in workspace and that will tackle age discrimination, both direct and indirect. The interviews and the questionnaire survey revealed that there is no specific company policy against age discrimination, only general statements regarding required by law. Thus, there are no specific guidelines against ageism against older, or even younger, employees.

Action 2: Development of intergenerational programs within the workplace to ensure an age-friendly attitude within the workforce. The most common programs are mentorships and coaching programs where inexperienced and often young employees are teamed with senior qualified colleagues to perform functions of a position. The transfer of knowledge and expertise in the younger generation can be helpful for the company as it ensures sustainability.

Action 3: Continuous training for older employees as well as jobseekers to enhance their skills and update them so they will be relevant to the modern labour market. Older jobseekers feel that they cannot compete with the younger generation since they might lack essential skills, while older employees in the workspace feel uncomfortable and irrelevant with new technologies. Training programs for upskilling can ensure equal opportunities in accessing a job and make older employees more comfortable in their workspace.

Action 4: Age management. Company HR managers are unaware of techniques and frameworks to tackle ageism in the workplace. The eight dimensions of age management are job recruitment, learning, training and lifelong learning, career development, flexible working time practices, health protection and promotion, workplace design, redeployment, employment exit and transition to retirement and comprehensive approaches.[93] Managers should take into consideration all

[93] UNECE Policy Brief on Ageing No. 21, available at: https://unece.org/fileadmin/DAM/pau/age/Policy_briefs/ECE-WG1-30.pdf

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age groups and multigenerational relations and apply management techniques to tackle age discrimination in every aspect of the workplace.

Educational needs to support multigenerational workplace culture

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Main outputs and recommendations from questionnaire survey

The questionnaire survey about multigeneration culture support and training needs in digital competencies, soft and other technical skills was conducted with a sample of 109 employees of the selected companies.

Outputs

- Regarding their relation to using new technologies in the workspace, most respondents agreed that they feel uncomforted using it and that the companies do not provide any training to upgrade the ICT skills of the employees. Thus, most of the respondents feel intimidated by high-tech programs and lack confidence when facing a new technology that they need to master.

- The participants' results revealed that conflicts between different generations are quite common in the selected companies. Most of the participants responded that task related conflicts with different age groups have made them think about resignation. Most of the employees agree that have difficulties working in general with the other generation.

- Direct and indirect age discrimination also seems to exist based on the responses of the participants. Most of the respondents feel that learning opportunities are offered more to the younger employees and that older workers are being overlooked for challenging assignments and they are being left out of company activities. What is more, most of the employees responded positively that they hear remarks regarding their age and their ability is questioned by their coworkers based on their age group.

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When asked about being aware of their rights regarding age discrimination, a large percentage of the employees responded negatively.

- Finally, regarding company policy and age management, most employees responded that their company does not use age management and that the employees do not have opportunities for learning new skills.

Recommendations

- All the participants agreed that the measures proposed by the questionnaire would help to improve the multigenerational culture in the workplace. The average rate of the agreement was 74%.

- The most important and helpful measures according to the employees turned out to be providing employees with regular trainings and lifelong learning and facilitating opportunities for creating workplace relationships.

- Second most important measure according to respondents was the acquaintance of the employees on a deeper level via teambuilding's activities and finding a common ground.

- The participants also felt that it would be quite useful to develop innovative ICT solutions to help older people stay in work longer and improve their work-life balance and that the older generation should include younger staff in senior-level meetings, client interactions, new business pitches, and client dinners.
- Finally, most of them also think that employers should consider redesigning benefit packages change working conditions and job structure to keep older generation at work and younger to stay loyal to the company.

At the end of the survey there was open (non-compulsory) question about the greatest difficulty they had to face in cooperation with different generation. The most frequent answers were:

- No difficulties based on age; it is about the person.
- The older generation has a difficulty with understanding and using new technologies.
- Difference in mentality (older generation clings on what it knows, and younger generation lacks responsibility and respect)

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- Managerial positions are for the older generation.
- Loyalty issues with the younger generation, insecurity for the older generation
- Older generation does not listen/pay attention to the younger generation because they feel they are more experienced.

Main outputs and recommendations from the focus group/interviews.

The selected managers to participate in the interviews were three men and two women, working in large size companies (5000 -11000 employees each), except one who was working in a small size company (10 employees). All of them had considerable experience in managerial positions (10-30 years), mostly in Human Resources management and training. The companies operate in selling retail nondurable consumer goods and customer or B2B services.

Outputs

- Working environment & personnel structure: The managers were asked about the role that age plays within the company and they referred the loyalty of the employees of the older generation. They mentioned that older employees are valued for experience and they have no incentives to quit their job. However, the managers admitted that there is an obvious generation gap and both generations seem suspicious of the other. When it comes to personnel age, 20% of the employees in the selected companies belong to the two age extremes (under 25 and over 55).

- Conflicts & perceptions, managerial skills: The managers encounter conflicts because of the different characteristics of each generation. For younger generation there is a lack of motivation, ambition, resilience in stress, lack of verbal and written communication skills and for the old generation there is lack of digital skills and resistance to change. There seems to be a re-motivation stage for the old after 50 when their children have grown and have more free time. The younger generation is more directed towards Work-Life balance and does not want to sacrifice personal time for the company. In general, there was no specific

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programs for managing a multigenerational workforce. Some companies are using mentorship programs and reskilling of tech skills and soft skills for according to generation.

- Company policy, state policy: In general, there is not a written policy on age discrimination in companies. Few managers mentioned that some companies have a general mission statement that protects employees against discrimination based on ethnicity, sex, social group but not about age. There is some bias and discrimination though because younger people are preferred in the recruitment phase since they require lower wages. Additionally, they find that the Greek laws regarding the age discrimination are vague and not limiting companies to hire and fire at will, unless it is done in large numbers.

Recommendations

- The participants agreed that in order to manage effectively a multigenerational workforce, a manager should know the characteristics of each generation and which are its motivational factors. Also, they must employ different methods of performance appraisal and feedback and allowing mistakes. They should also be open minded to new ideas and have empathy.

- When it comes to the company's attitude in tackling age discrimination in the workplace, most managers proposed a written company policy. They also recommended reskilling and training for all ages and an introduction of new tools and applications that will digitally "bond" all employees.

Summary of educational needs to support multigeneration workplace culture.

Most of the participants in the survey questionnaire responded that they have undertaken training the last year. However, a significant 35,8% responded negatively. Most of them had training regarding:

- Working from home
- Train the Trainer to become a trainer for a specific business unit.
- Soft skills
- Product related training

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- Leadership
- Project Management
- Sales

As mentioned, according to survey the most important and helpful measures is to provide employees with regular trainings and lifelong learning and facilitating opportunities for creating workplace relationships. The trainings that exist are work-related and focus on a specific work skill or company product. None of the respondents mention anti discriminatory trainings in their companies and most of them are unaware about their rights when facing age discrimination. As mentioned by the managers but also as a general observation, companies should have a policy against age discrimination respected by the employers and the employees.

The main training needs for HR managers.

Based on the results from the focus group, HR managers should be trained in the following sections:

- Characteristics, culture, and lifestyle of each generation (understanding the specifics of each generation in a deeper level).
- Motivational factors per generation (flexible hours, wages etc.).
- Communication skills according to each generation.
- Methods of performance appraisal according to employee's generation (positive reinforcement).
- Basic hard skills for senior workers and how to transfer them (what are they and how they are taught).
- Company policy against age discrimination.

The main training needs for employees over 55 years old.

Based on the results from questionnaire survey, employees 55+ should be undertaken training in the following main areas:

- Training in new technologies – digital skills (the training can be provided by the company directly or by a reverse-mentorship program where

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younger employers can train the older generation in digital technologies)

- Age discrimination in the workplace (training can include information regarding the employees' rights against age discrimination, intergenerational discussions to tackle the issue)

- The importance of lifelong learning and regular training, regardless of the educational background or the experience that each employee has.

Recommendations on course Syllabus preparation.

Today's workforce is highly multigenerational. There are four generations at least active and available in the labor market; Baby Boomers, Generation X, Millennials and Generation Z. Ageism, stereotyping and discriminating against an individual based on age, is a complex phenomenon that is experienced by the younger and older generations in the labour market. Age-inclusivity in the workplace can be achieved with the promotion of the intergenerational contact. The participants of this course should learn:

- Combating prejudice and negative stereotypes of different generations by understanding the different characteristics of each generations and dispel the myths about older/younger workers.

- Identifying the different needs and motivations of each generation in the workplace.

- Communication preferences across the different generations.

- Business strategies to ensure an age-diverse of a workplace to reflect the complexity of the labour market.

- Importance of effective age management in every dimension of the workplace (job recruitment, training and lifelong learning, career development, flexible working time practices, health protection and promotion, workplace design, redeployment, employment exit and transition to retirement, comprehensive approaches).

- Conflict resolution and mediation.

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Recommendations on 360 tool preparation.

The 360-tool preparation should include:

- Reassurance that all data will be confidential so users will evaluate and assess in a safe space.
- Clear and coherent description of the 360 tool itself; the description should cover questions such as: what is the purpose of the tool? how is it going to be used? what is the purpose of the feedback it provides?
- Questionnaires for each category developed based on key-characteristics of the work environment, including both negative and positive aspects.
- Feedback with a list of suggestion on how to improve (or create) a multigenerational workspace. The feedback can be provided by peers or/and managers and the suggestions should contain an elaborate list with activities and company strategies.

Recommendations on cross generational reverse-age mentorships in digital technologies.

In reverse mentoring, a younger employee is paired with an older employee to collaborate, exchange ideas, and teach each other new skills. In cross generational reverse mentorship, the younger employees will be teamed up with older ones and they will teach them to understand and work with digital technologies, providing them with fresh ideas and new trends. Reverse mentorship aims to prove that the transferred knowledge is not a one-way street.

Cross generational reverse-age mentorships in digital technologies should include:

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- Identification of the goals of the mentorship while being openminded and receptive to new ideas.
- Learning digital services to increase productivity at work.
- Learning about digital networking (digital tools that may assist the mentee at work as well as their personal life such as social media, collaboration, and communication tools).
- Constructive feedback on learning and on training from both sides to create an honest relationship with the optimum results.
- Simulations to apply the knowledge gained during the reverse mentorship.

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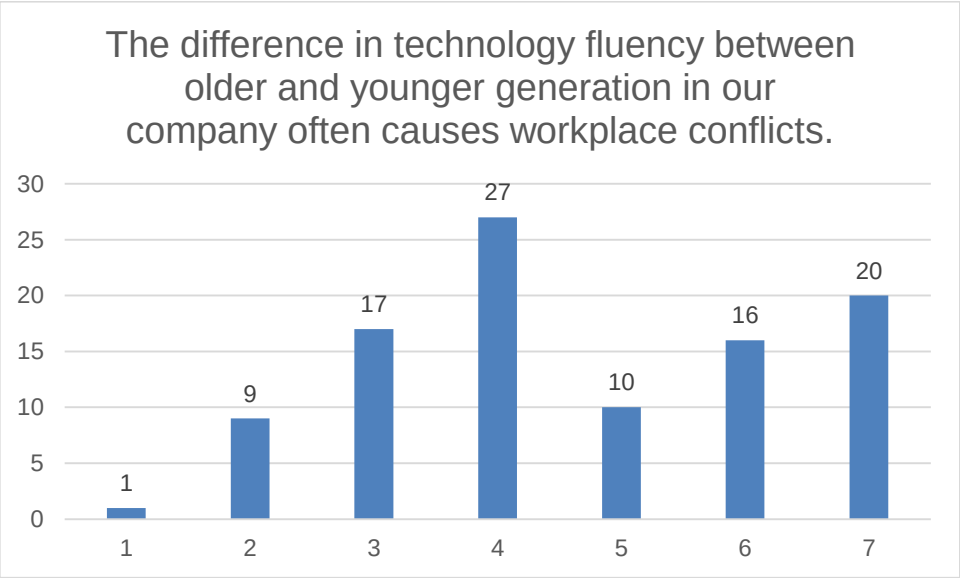
ANNEX I

The ***questionnaire survey*** was divided into two parts:

PART 1 (Q1 -Q19): Statements regarding workplace culture, company policy regarding age discrimination and differences between generations were evaluated (1= totally agree; 7= totally disagree).

PART 2 (Q20 – Q30): Participants were evaluating measures that would help to improve the multigenerational culture in the workplace (1 = would certainly help, 7 = would not help at all).

The following graphs were created based on the answers of the participants in the survey, in Microsoft Excel application.



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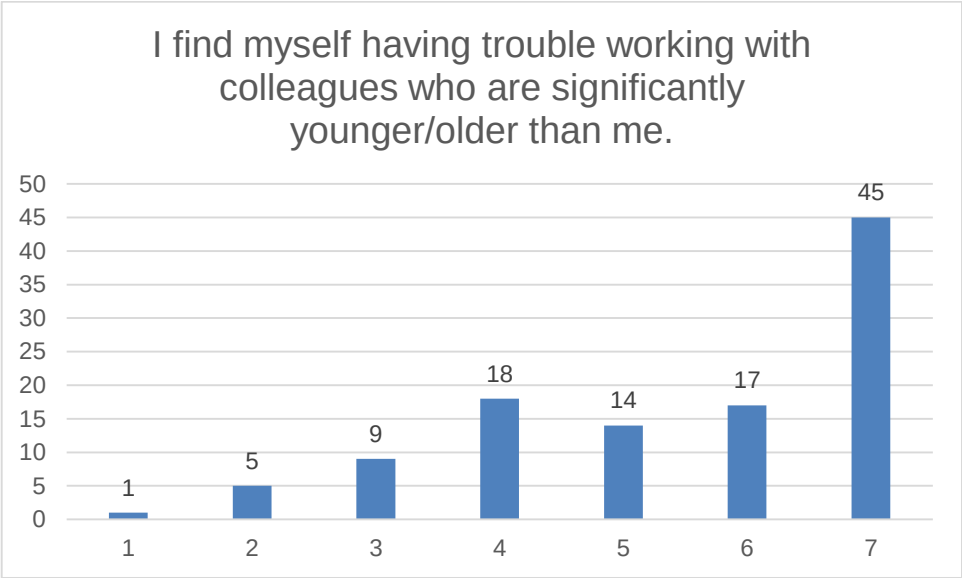

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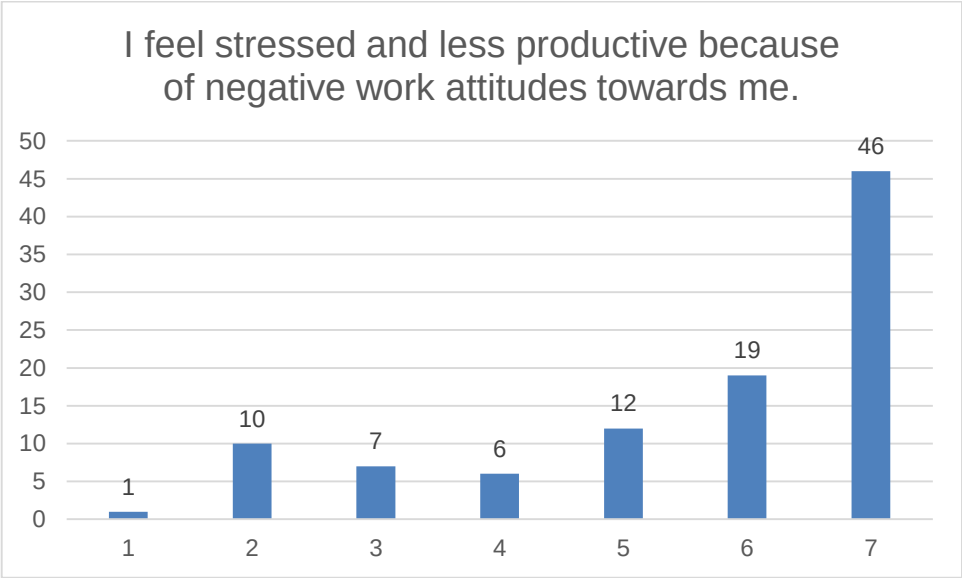

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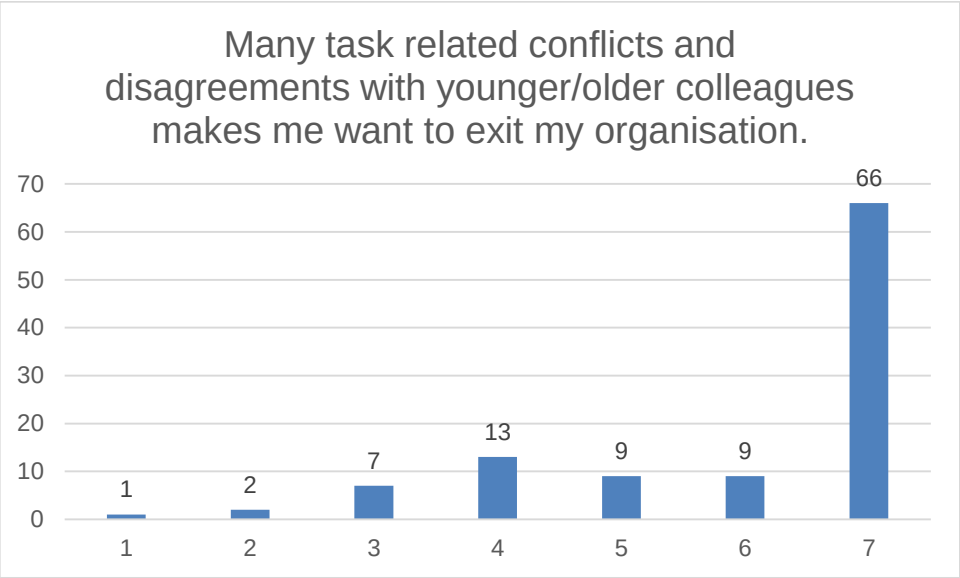

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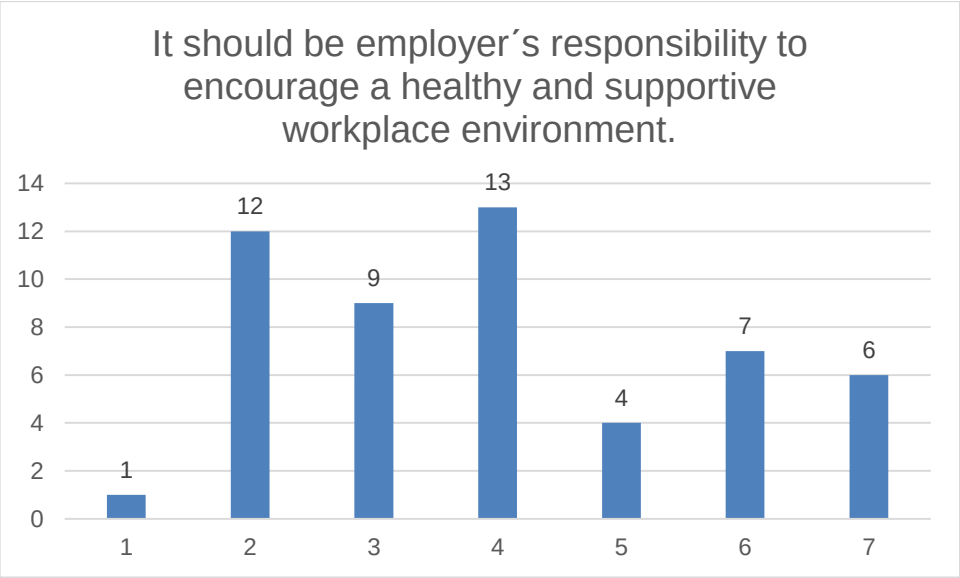

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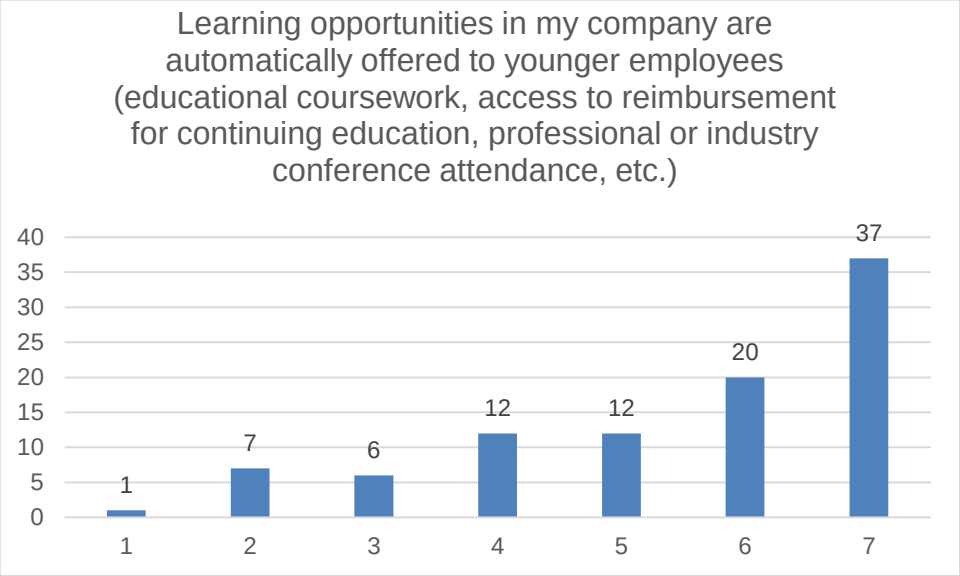

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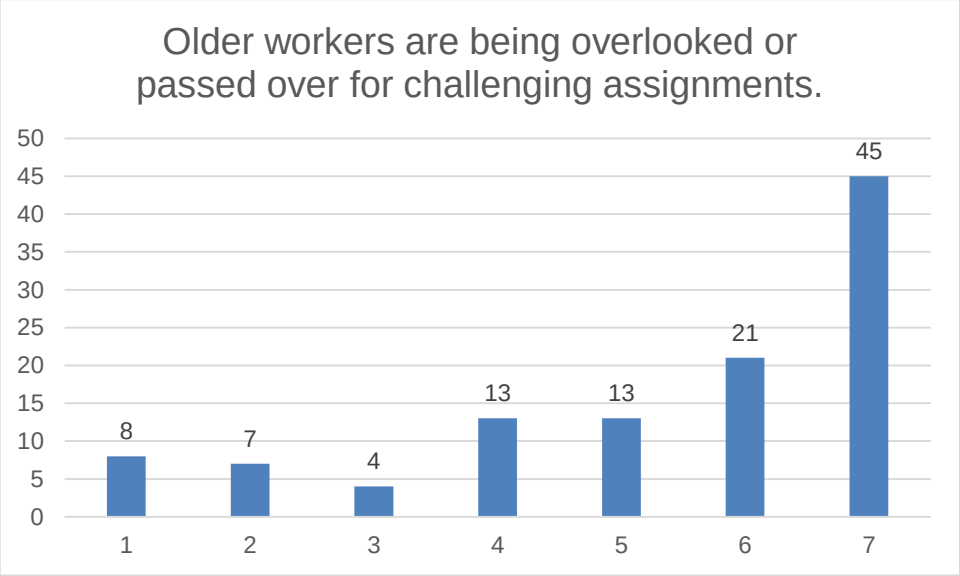

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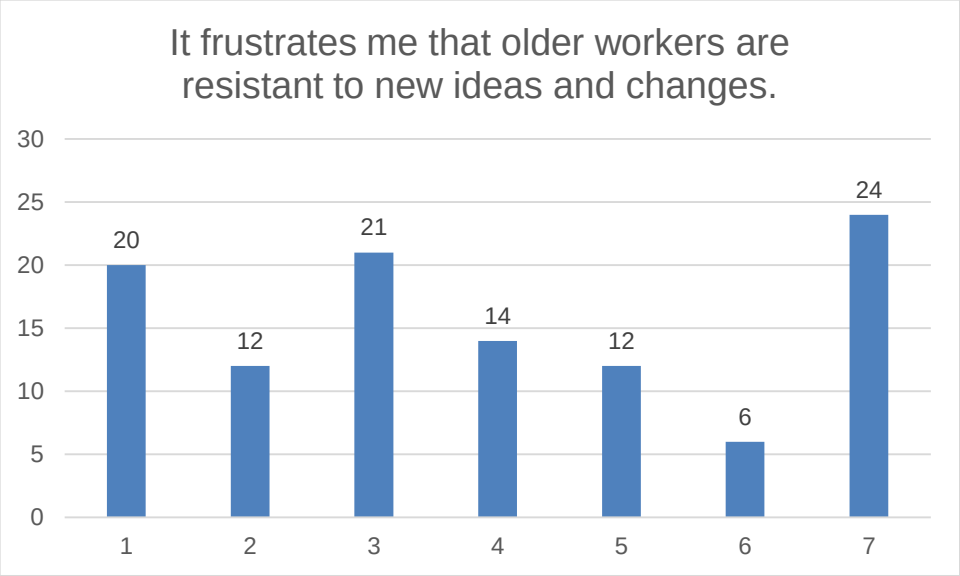

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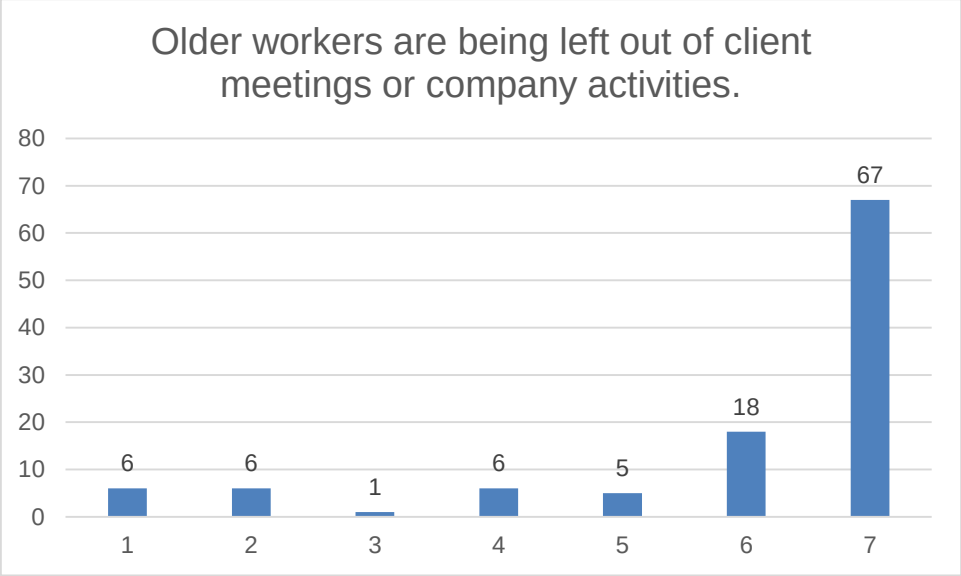

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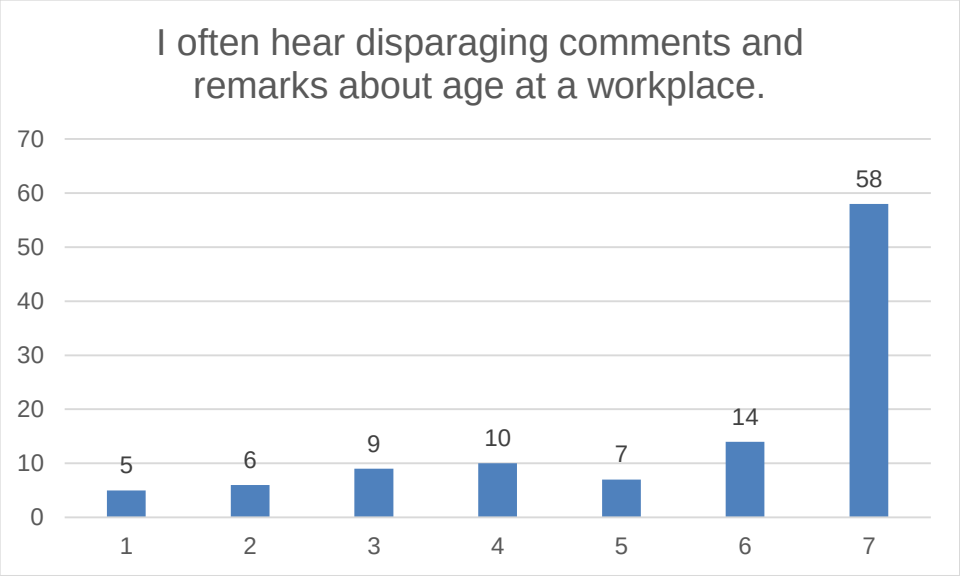

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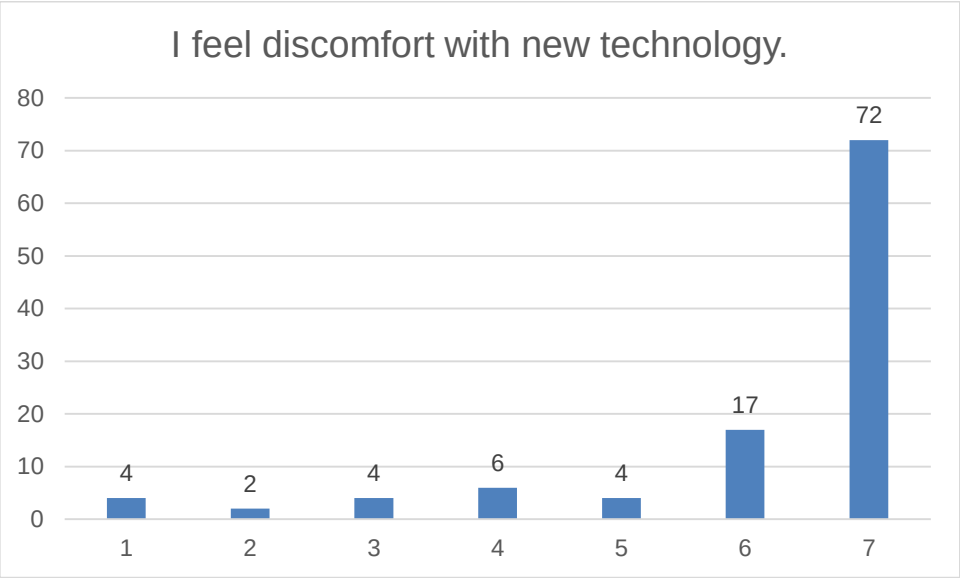

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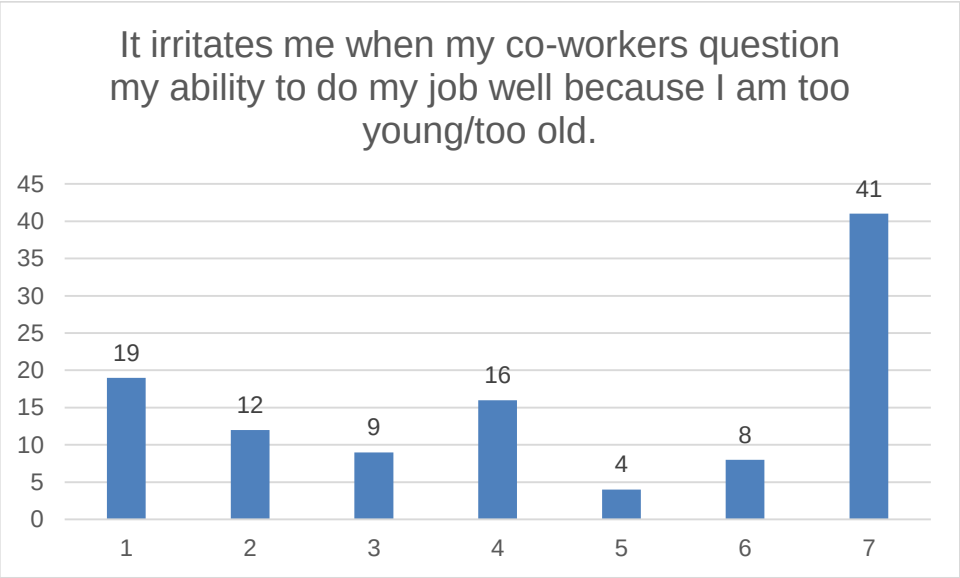

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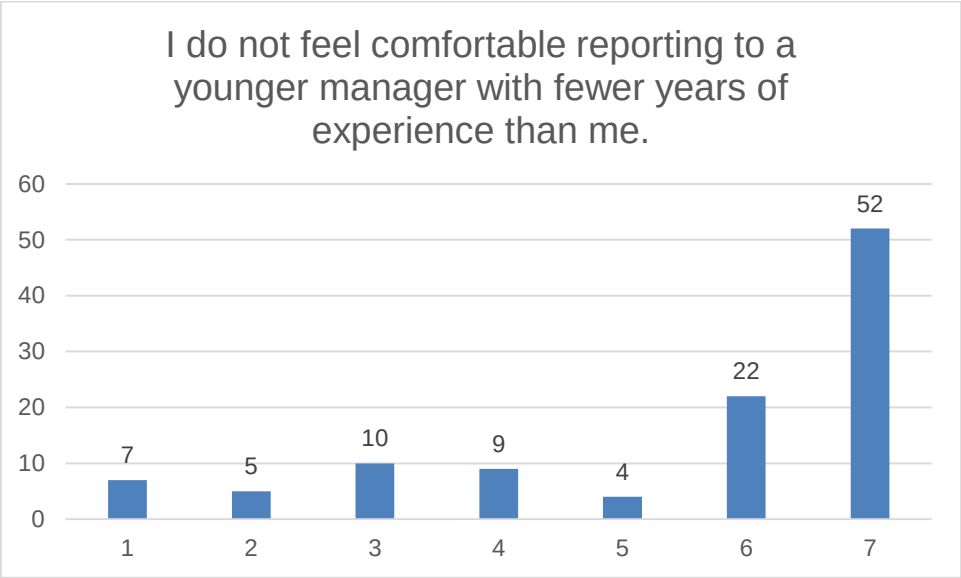

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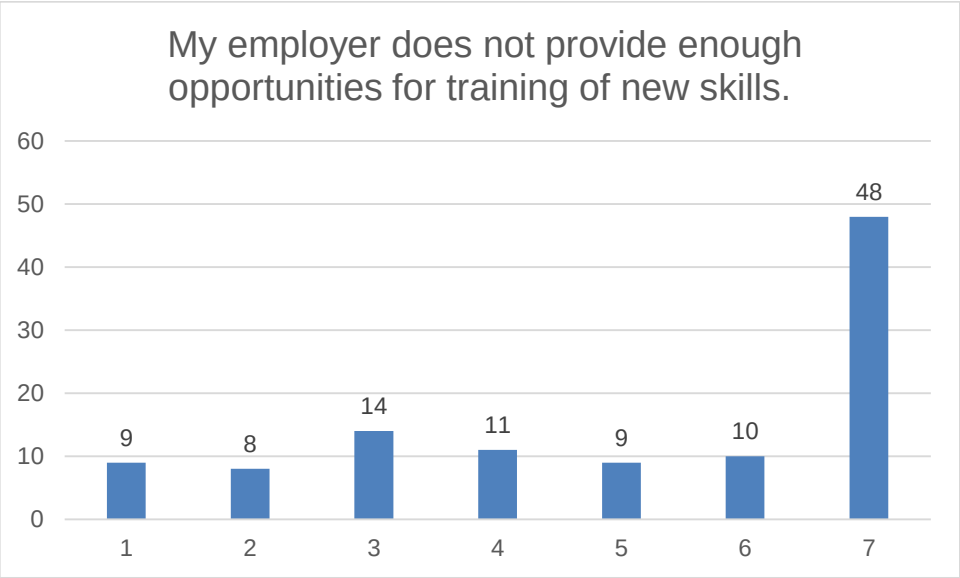

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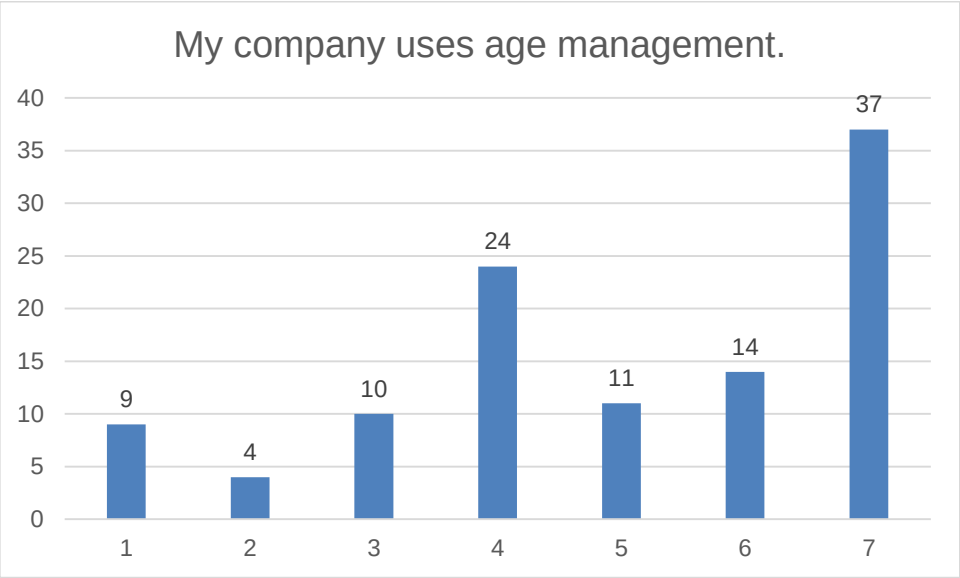

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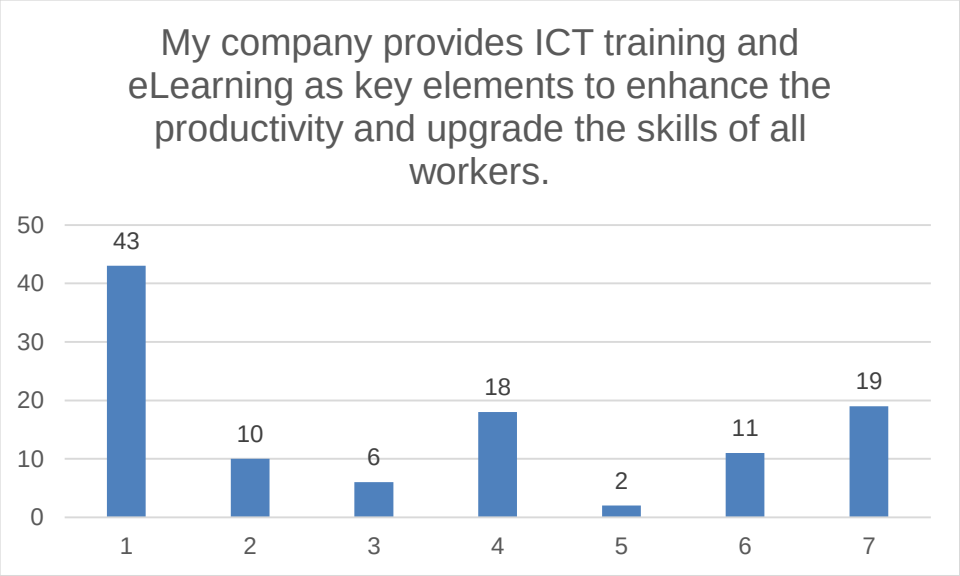

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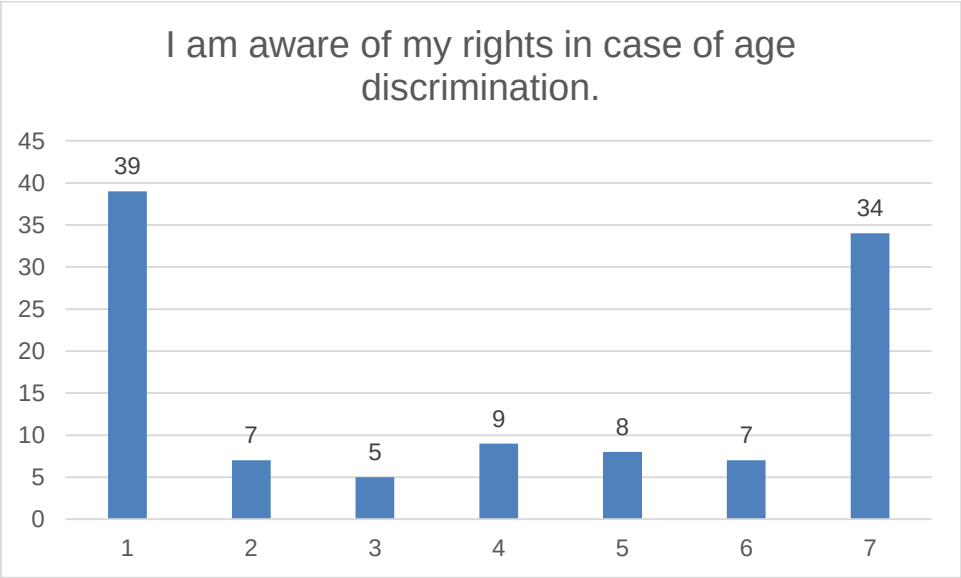

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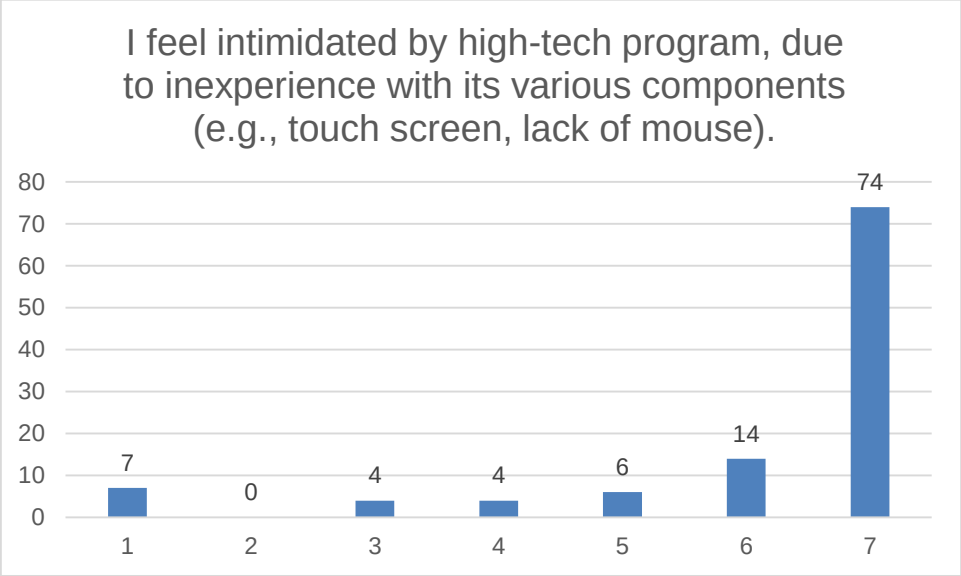

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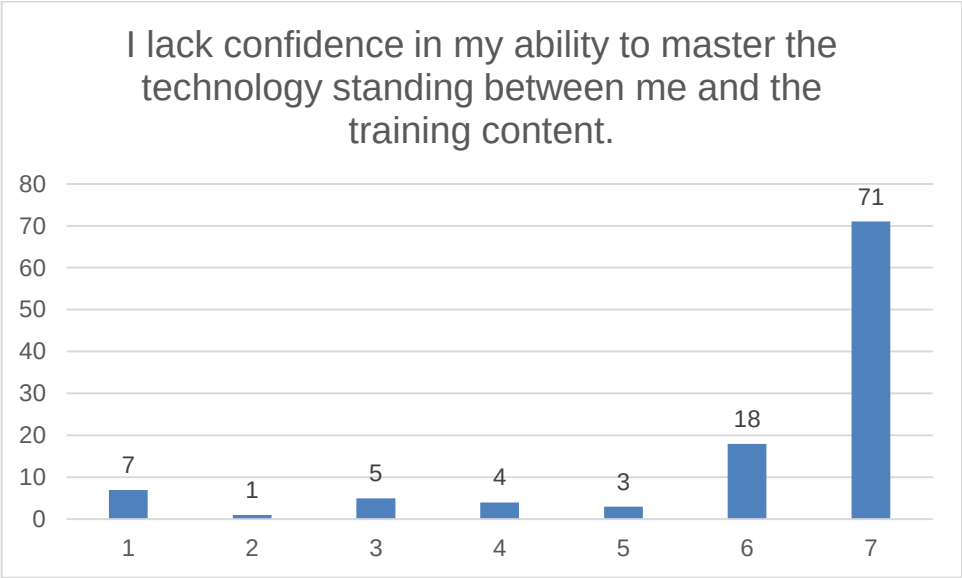

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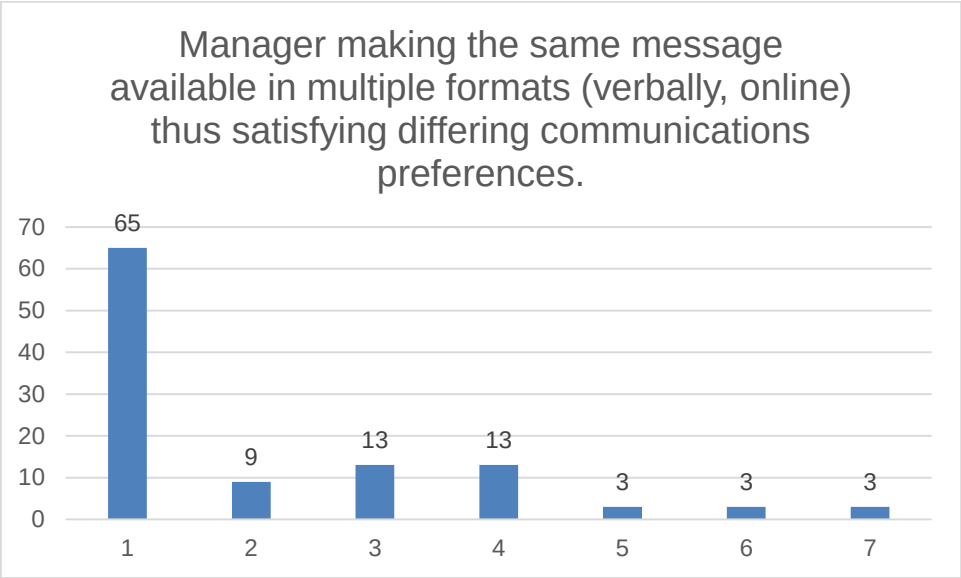

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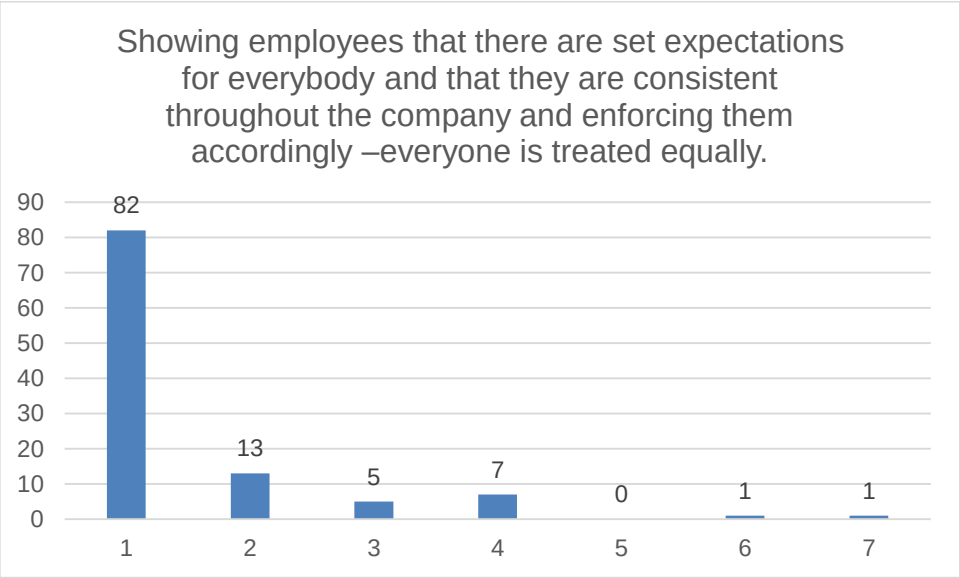

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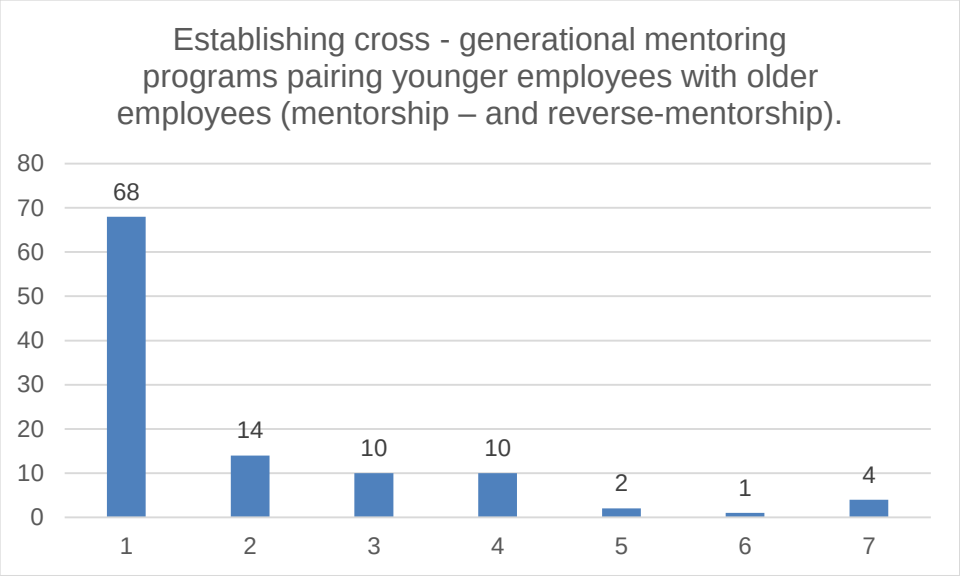

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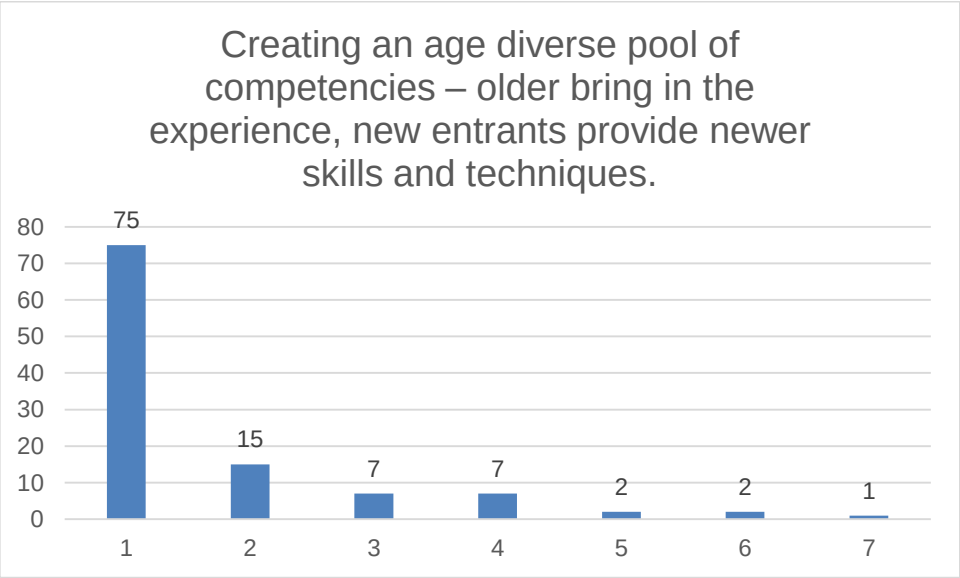

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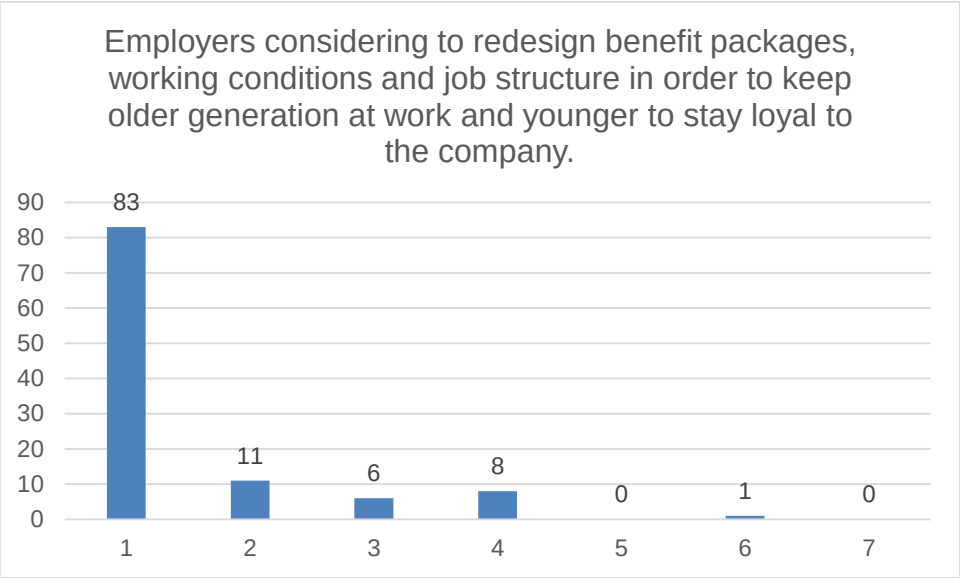

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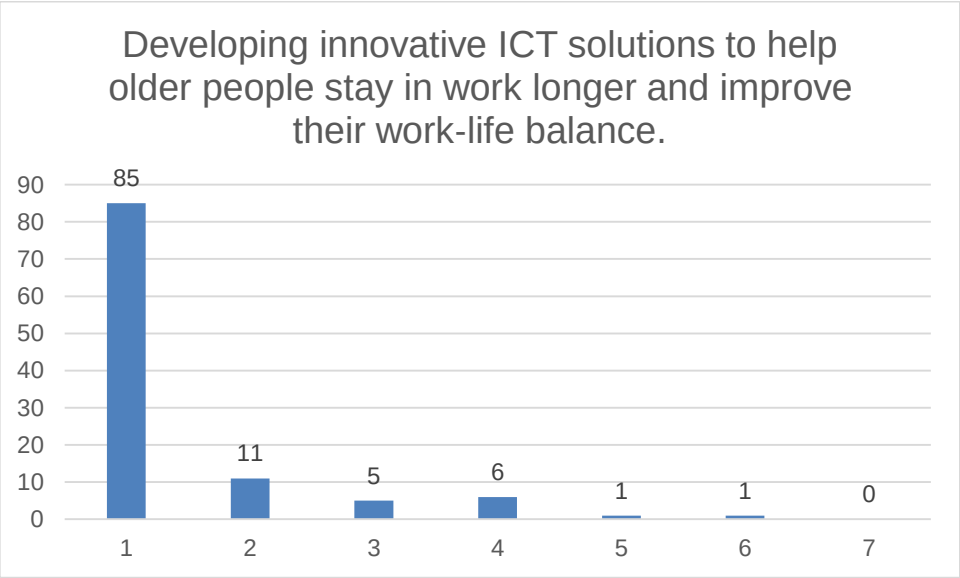

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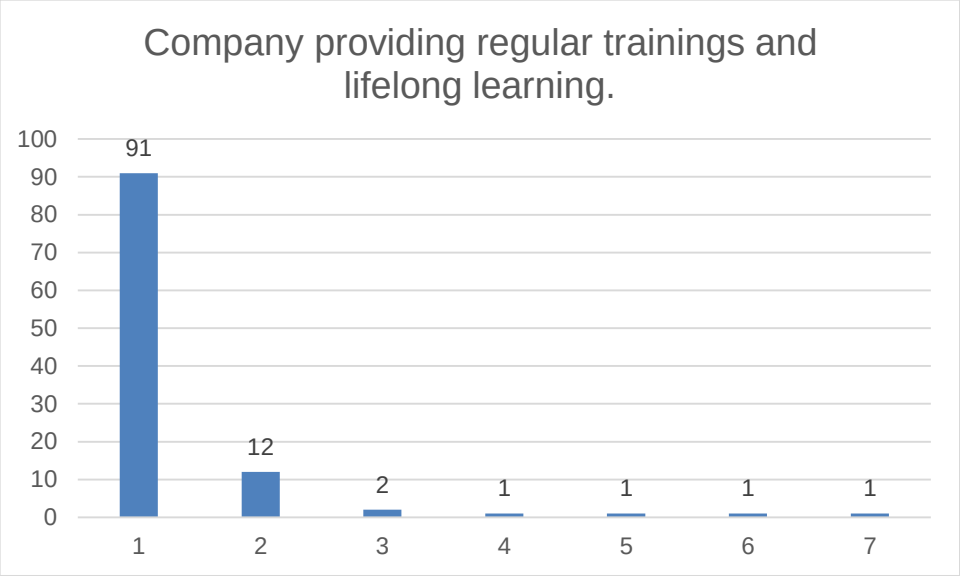

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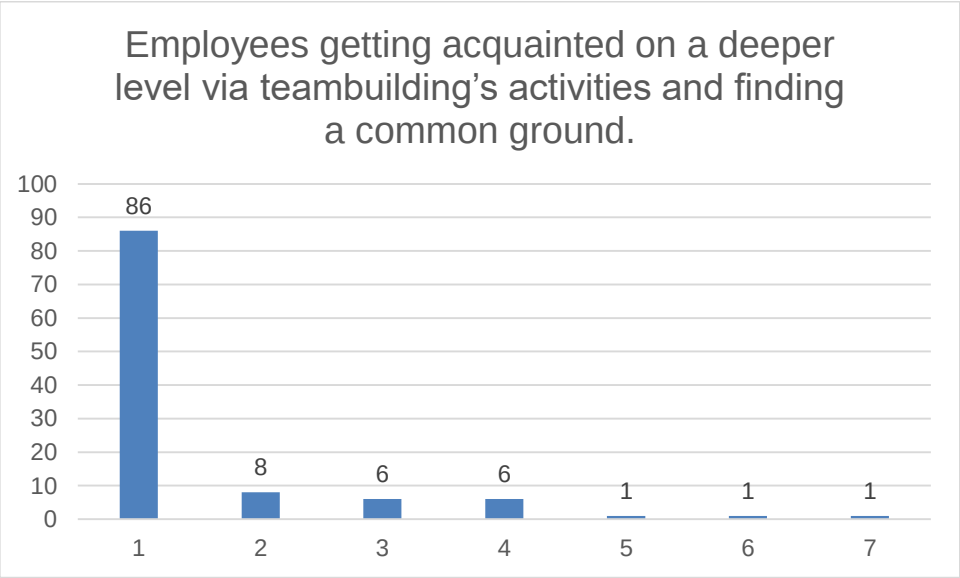

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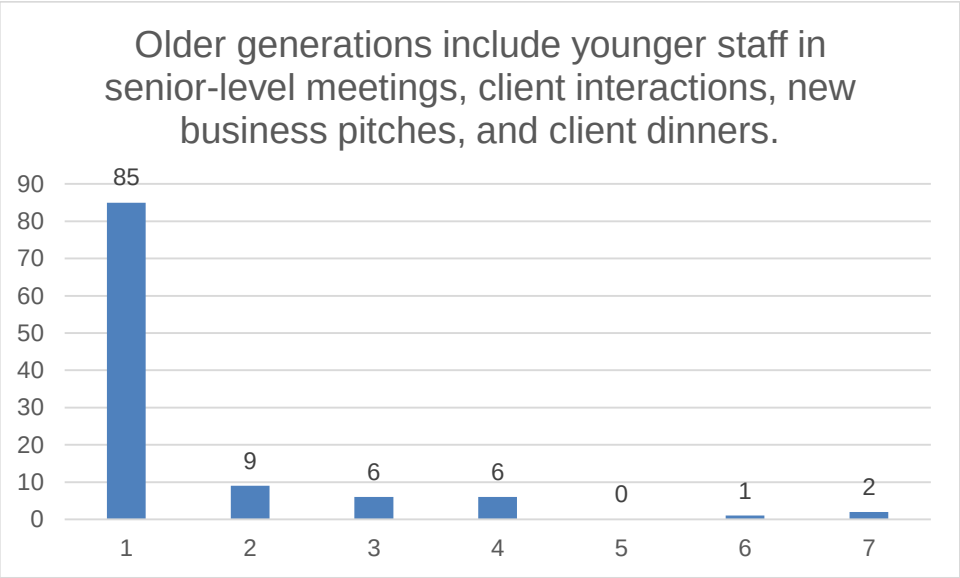

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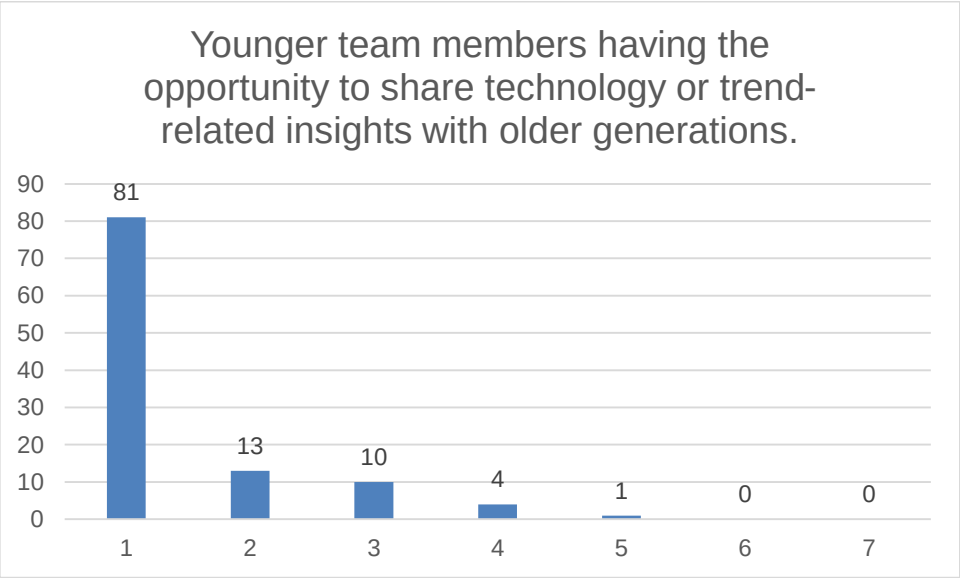

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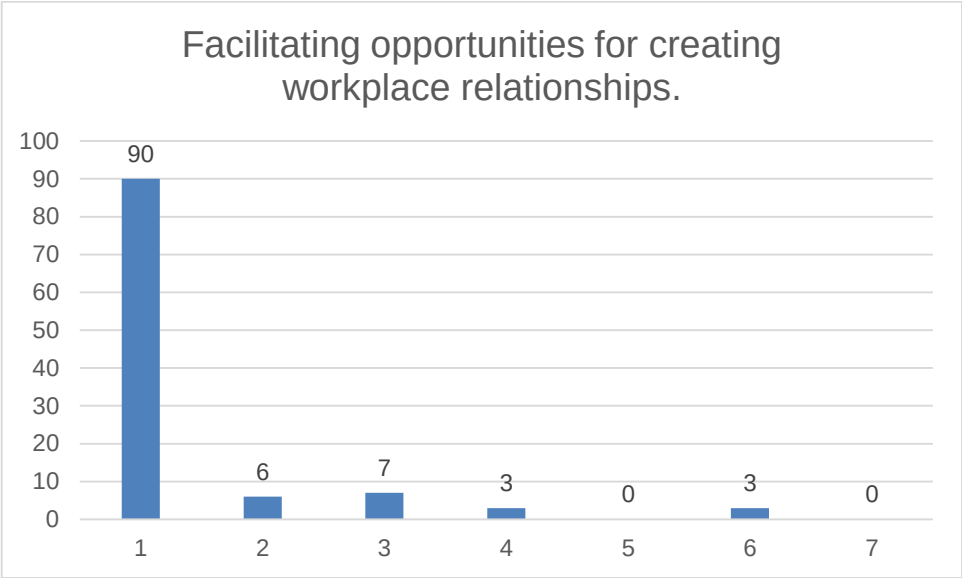

Q30

Summary of interviews

TOPIC	QUESTION	FINDING	Notes
Professional background/experience	How long are you working as manager, describe your position and sector you work in.	10-30 years in this position -Mostly in Human Resources development, management, and training. 2 women and 3 men.	We observe that there is small turnover in these positions in Greece.
Working environment	What role does age play in your company?	4 big companies (5.000 – 11.000 employees) + 1 small (10 employees) On an average. 4 companies in consumer goods and one in services. There is employee loyalty, so people stay until they are older. There are no incentives to quit the job, so older employees are valued for	

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		experience. There is though an obvious generation gap and both generations seem suspicious of the other.	
Personnel structure	What is the average age of your employees and age representation in management?	20% of employees belong to the two age extremes (under 25 and over 55).	
Conflicts	Have you encountered conflicts	Conflicts are due to lack of motivation, ambition, resilience in stress, lack of verbal and written communication skills for the young and lack of digital skills, resistance to change for the old. There seems to be a re-motivation stage for the old after 50 when their children have grown and have more free time. The younger are more directed towards Work-Life balance and don't want to sacrifice personal time for the company.	
Managerial strategies	What are your strategies to manage a multigenerational workforce?	Some companies try mentorship and reverse mentorship programs. Also reskilling for technical skills and soft skills for the younger. No specific programs for the cooperation between them, in general.	

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Managerial Skills	What are the critical skills you use to manage a multigenerational workforce?	Manager must know the characteristics of each generation, which are its motivational factors, he/she must employ different methods of performance appraisal and feedback. Empathy and Open mindedness. Allowing mistakes, accepting the fear of the unknown. Agile change management.	
Company´s policy	What is your company´s policy on age discrimination?	There is no written policy in all the companies. Some have a general Mission statement that protects employees against discrimination based on ethnicity, sex, social group but not about age. There is some bias and discrimination though because younger people are preferred in the recruitment phase since they require lower wages.	
Company´s attitude	What kind of support can you count on as a HR manager/manager regarding this issue?)	A written company policy is what most managers proposed. Reskilling and training for all ages. Introduction of new tools and applications that will digitally "bond" all employees.	
State policy	What are the laws of your country regarding this issue?	There are vague and not limiting companies to hire and fire at will – unless it is done in large numbers.	

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Suggestions of Modules for Training	Do you have any suggestions what a module might look like and what should it contain?	Characteristics, culture, and lifestyle of each generation. Motivational factors per generation. Communication means according to generation. Positive reinforcement methods. Methods of performance appraisal according to employee's generation. Basic hard skills for Senior Workers and how to transfer them (what are they and how they are taught).	

ANNEX II

<u>The Excel file with the participants' answers</u>.

INSPIRERSurvey2020_GR_.xls

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Project No: 2020-1-SK01-KA204-078253

INSPIRER

IO/A1
National report on the multigenerational workplace culture training needs in Luxembourg

Authors:

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Introduction

Selection and engagement of companies and respondents, realization of research in Luxembourg

The questionnaire survey and focus groups have been carried out in accordance with the methodology developed by the Technical University of Kosice, Slovakia. The survey took place during the period January-February 2021, while the focus groups/semi-structured interviews took place right after that.

Survey questionnaire on the multigenerational work place culture training needs

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In detecting the target groups of this activity, the main focus was placed on companies located in the city of Luxembourg. These subjects were approached through an introductory email, aimed at introducing them the INSPIRER project and its objectives, highlighting the importance of their direct involvement to pursue such objectives. Survey questionnaire results have been directly processed with the platform EUSurvey.

Focus group on the multigenerational workplace culture training needs

CCIL directly contacted six company/HR managers, asking them to participate in in-depth interviews to find out more about their experience in the field of multigenerational workplace culture.
Following an introductory phone call, the target persons received a recap email, as previously done in relation to the Survey questionnaire, with the aim to describe, on the one hand, the objective of the project and, on the other hand, the structure of the interview to be carried out. Due to the Covid-19 pandemic, interviews took place virtually, mainly on line or by phone.
The results from the focus group/in-depth interviews have been processed by content analysis.

Table 1 shows the total number of participants involved in the INSPIRER research activities.

Table 1. Number of respondents in survey and focus group

Number of respondents foreseen	Number of respondents reached
50	51
Number of focus groups/interviews foreseen	Number of focus groups/interviews reached
1/5	1/5

Source: own elaboration

The basic characteristics of companies

As already highlighted, the majority of the selected companies are located in the city of Luxembourg, and fall within the financial sector: mainly banks, as well as financial, insurance and consulting companies. This because the financial field is a key pillar of Grand-Duchy's economy. However, several representatives of the constructions field, law firms, as well as from other service activities, have been involved in the questionnaire survey too.
Concerning the size of the company by number of employees, we had the chance to confront with both big and small-medium sized companies. Being more specific, almost 30% of participants work in firms with more than 250 employees, followed by a 27% currently working in companies having 50-250 employees, a 25% in companies with 10-50 employees, and the remaining 18% in smaller firms – less than 10 employees.

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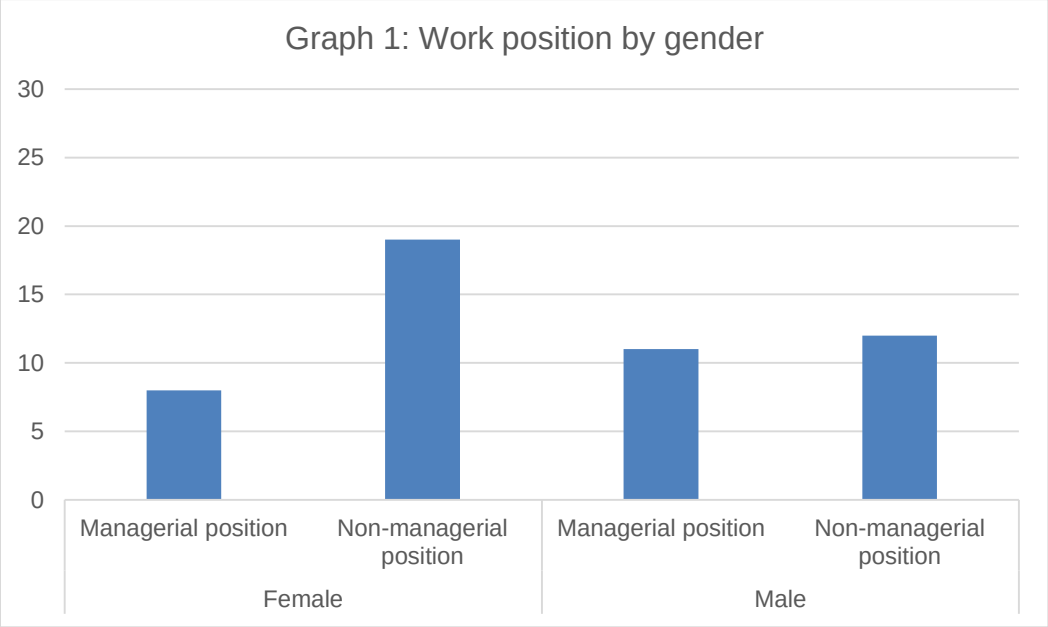
The basic characteristics of employees and managers

INSPIRER team from CCIL contacted 245 people to take part in the questionnaire survey about multigenerational workforce and its needs in Luxembourg. The response rate was more than 20%, since CCIL received 51 responses. As for the age, a slight difference, the largest category was represented by people of age 23-35 (47,1%), which corresponds to the "Generation Y", or the so-called "Millennials", while the second largest group of participants was the age group 36-55 (45,1%) also called the Generation X. The third-largest age group was the one gathering people of 56-74 years old (7,8%), the so-called "Baby Boomers", who gradually pass into the post-productive age.

The majority of company employees had a non-managerial position. As graph 1 shows, there were 28 women and 23 men. With the exception of 2 participants, the majority declared to have a University degree. As shown in graph 2, Economy/management was the most frequent University specialization. Most of the employees are currently working in a multigenerational company for more than 10 years (Graph 3).

A total of 5 managers, HR managers and HR officers were interviewed in the focus group.



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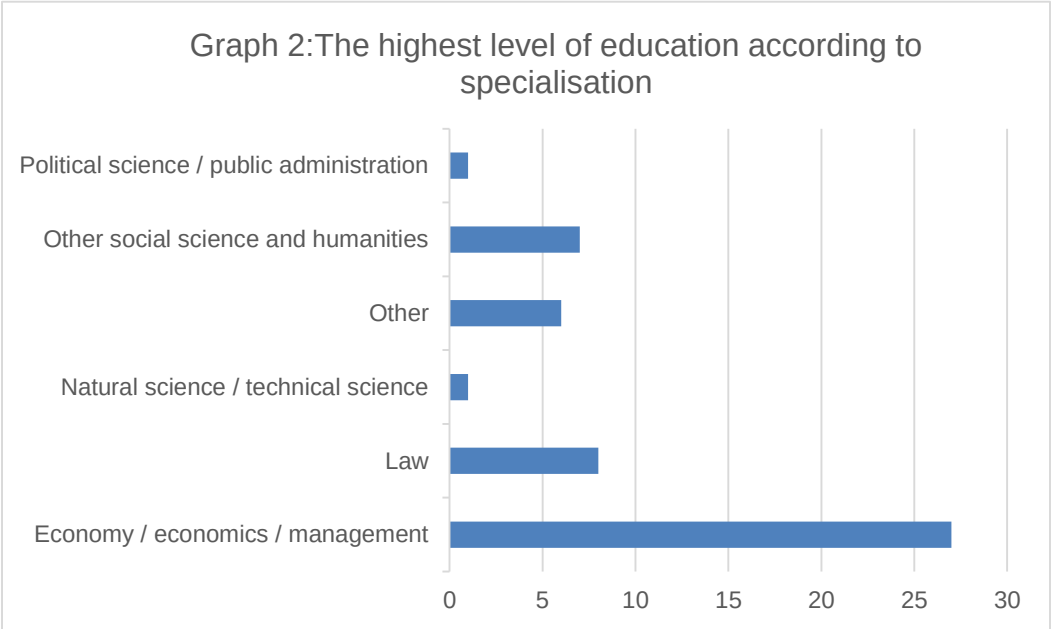

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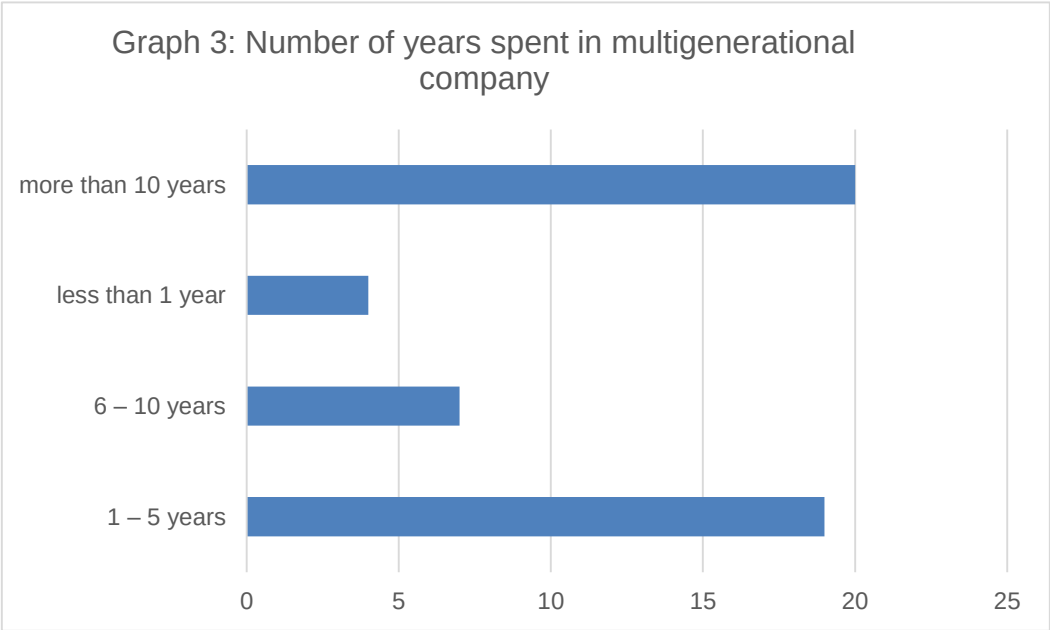

Source: own elaboration

Profile of the country

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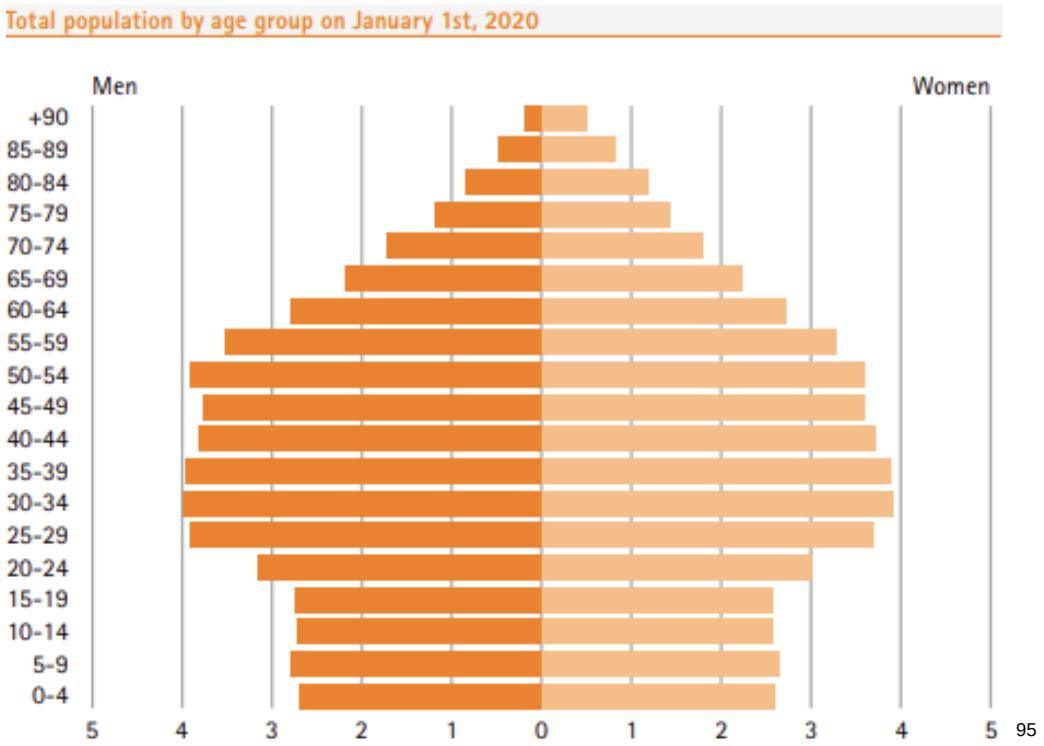
In order to describe Luxembourg, the following indicators were selected:

- Size of the population
- Total percentage of working age population (aged 15 to 64)
- Employment rate
- The employment rate of the elderly population (aged 64 and over)
- Social minimum wage
- Age wage gap
- Job quality by age and sex
- Pension benefits

The individual indicators are listed below:

The population of Luxembourg by 2020 was 626.108, including 296.465 foreigners. Among these latter, the most numerous are the Portuguese (95.057), the French (47.805), the Italians (22.996) and the Belgians (19.823). There are 48.587 foreign nationals from non-EU countries in Luxembourg.

Total percentage of working age population (aged 15 to 64) is currently 69,5%[94].



[95]

[94] https://statistiques.public.lu/catalogue-publications/luxembourg-en-chiffres/2020/luxembourg-figures.pdf

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Population by age groups	1991	2001	2011	2020[1]
				in %
Working age (15 to 64 years)	68.4	67.2	68.7	69.5
of which: Women (15 to 64 years)	33.7	33.2	33.8	34.0
Children (0 to 14 years)	17.3	18.9	17.3	16.0
of which: Girls (0 to 14 years)	8.4	9.2	8.4	7.8
Third age (65 years and more)	14.3	13.9	14.0	14.5
of which: Women (65 years and more)	8.2	8.3	8.0	7.9

[1] based on the population register on January 1st

[96]

As of March 31, 2020, the employment situation was as follows:

- Total domestic employment: 474.294 including 205.031 cross-border workers (43,2%);
- Employees in the private sector: 413.565 including 198.121 cross-border workers;
- Civil servants: 32.906 including 1711 cross-border workers;
- Self-employed: 27.823, including 5.199 cross-border workers.

The growth rate of total employment has been 1,6% over the past 12 months.
As of June 30, 2020, the unemployment rate (seasonally adjusted) was up to 7%, which can be assessed as an increase of 32,42% above the rate of December 2019.

The Luxembourg job market is characterized by:

- An international and multicultural working environment
- An exceptional number of foreign and multilingual workers
- Predominance of the service sector
- An unemployment rate lower than the European average

Since the need for workers cannot be met by domestic labour and migrant workers, the number of positions held by cross-border employees residing in one of the neighboring countries (Germany, Belgium and France) has been constantly increasing since 1985. At the end of April 2019, over 190.000 people crossed the border each day to work in Luxembourg.[97]

Graph number 4 shows the employment percentage by age group as of 2019.

[96] https://statistiques.public.lu/catalogue-publications/luxembourg-en-chiffres/2020/luxembourg-figures.pdf
[97] IGSS / CCSS employment dashboard

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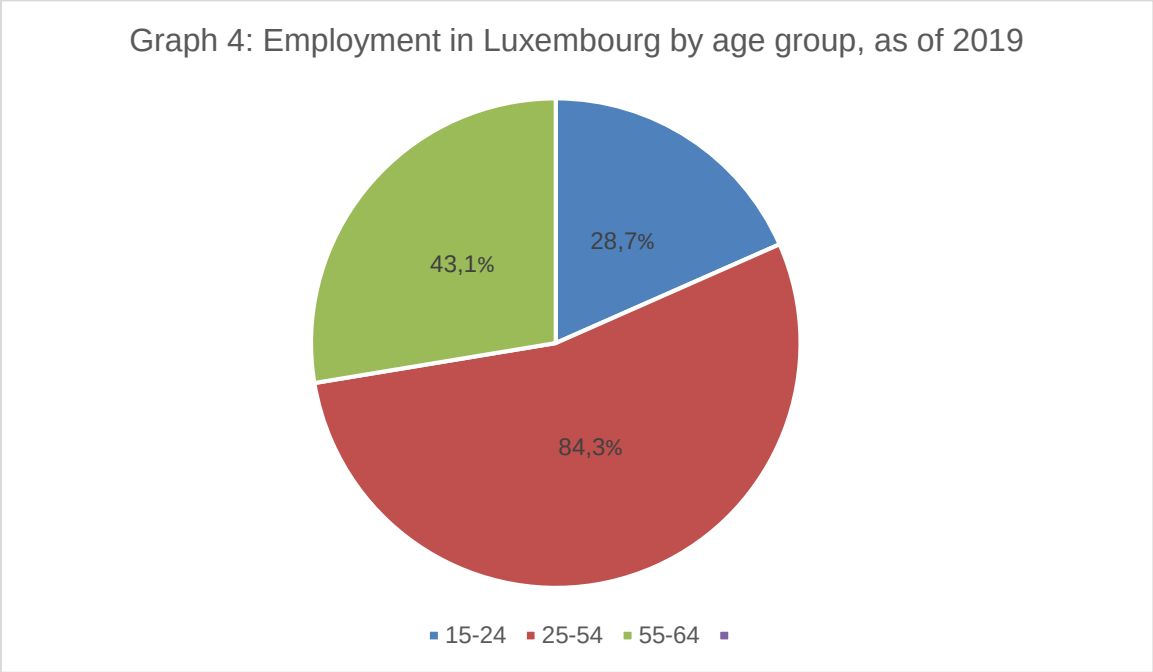
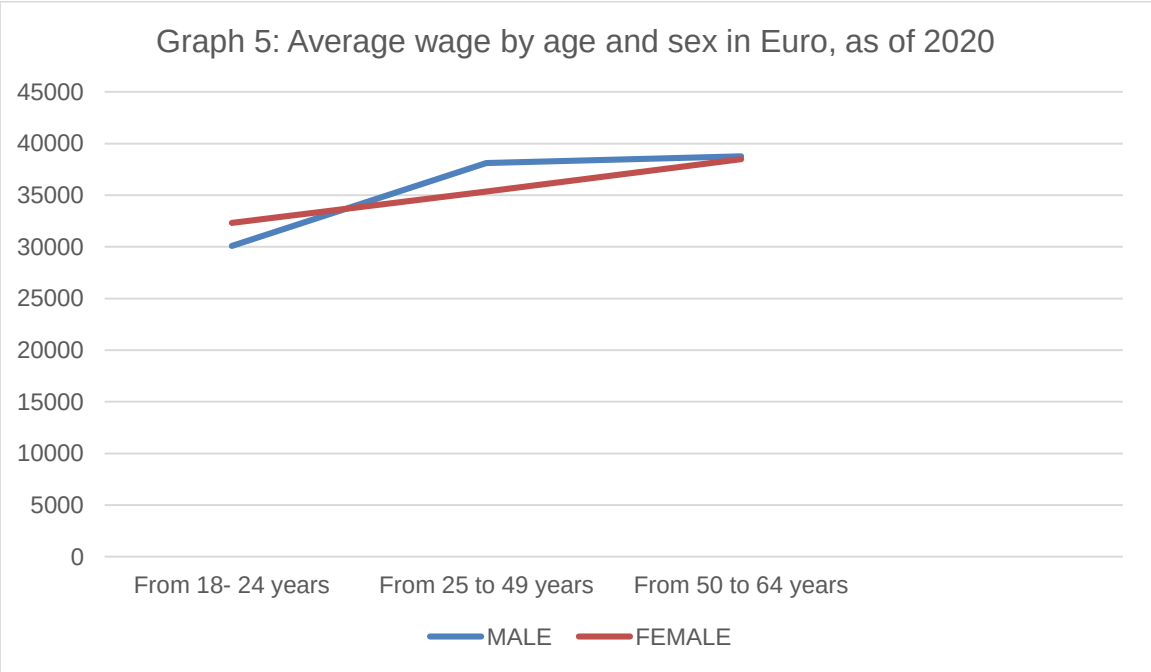


[98]

While graph 5 illustrates the average wage by age and sex, as of 2020.



[99]

[98] https://appsso.eurostat.ec.europa.eu/nui/submitViewTableAction.do
[99] https://appsso.eurostat.ec.europa.eu/

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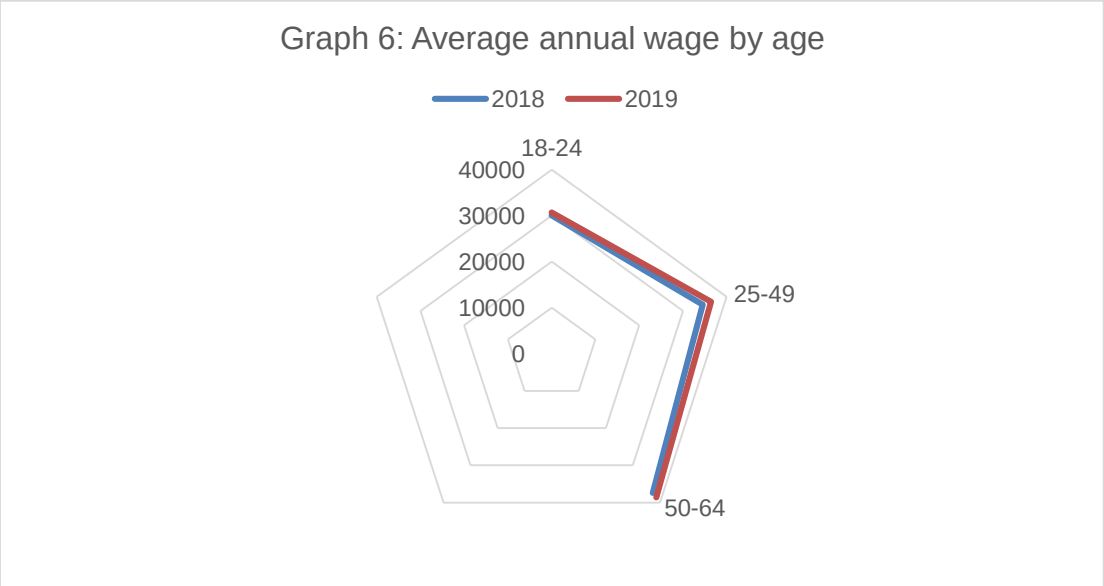
The age wage gap is calculated as the difference between mean earnings of 25-54 years old people and that of 15-24 years old (respectively 55-64 year-olds) relatively to the ones of 25-54 year-olds. In fact, it is true, as well as verifiable, that average wage varies according to age.
Graph 6 shows the age wage gap between these three categories of workers with a comparison between 2018 and 2019.



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In 2021, the National minimum wage (NMW) in Luxembourg remained fixed at 2.201,9 € per month, that is 26.423 Euros per year, taking into account 12 payments per year. Accordingly the national minimum wage has been raised 59,9 Euros per month from the previous year, 2,8%.
The applicable social minimum wage is:

- Increased by 20% for a skilled worker;
- Decreased by 20% to 25% in the case of an adolescent worker.

The following graph (graph 7), shows details related to the job quality in Luxembourg by age and sex.

[100] https://appsso.eurostat.ec.europa.eu/nui/submitViewTableAction.do

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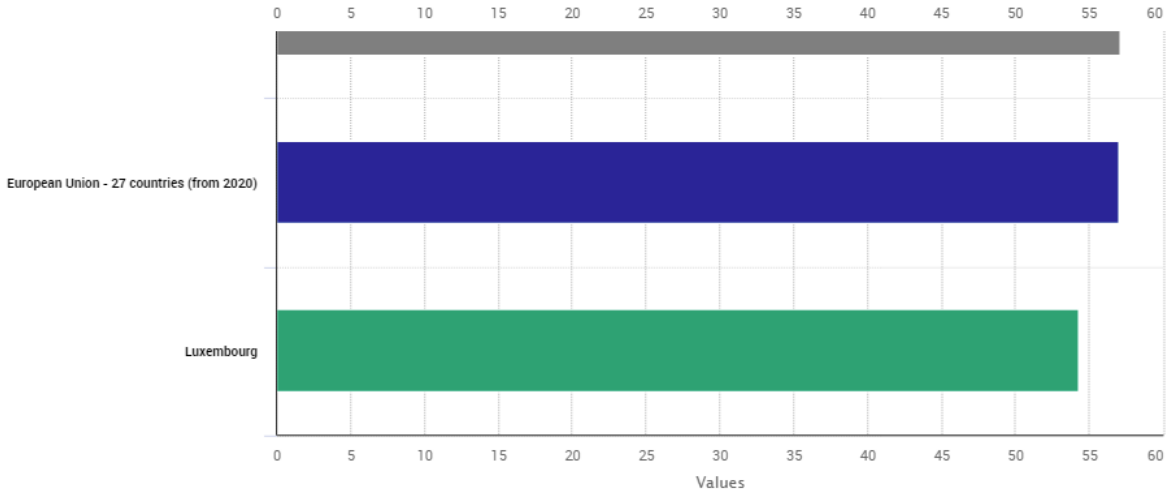
Graph 7: Job quality by age and sex



[101]

Pension benefits in Luxembourg

Pension benefits				
Number of contributors	247,253	347,886	436,318	448,548
Number of pensions[1]	107,571	138,483	181,281	187,412
Total amount paid in pensions (in millions of EUR)	1,476.5	2,849.5	4,359.4	4,611.3

[102]

As a baseline, those who have worked 40 years in Luxembourg will never receive less than 1.841 Euros a month or more than 8.525 Euros a month. The average pension per month is 3.862 Euros gross per month, except those who have worked in the Grand Duchy for less than 40 years. In this case they receive an average of 1.266 Euros per month. A second differentiation relies on the distinction between those who have not worked the full 40 years in Luxembourg but have worked abroad, who receive an average of 1.244 Euros per month, and those who have not worked the full 40 years, but did not work abroad, who receive an average of 1.455 Euros per month.

Profile of the selected companies

[101] Employed persons having the opportunity to use their knowledge and skills in their current job by sex and age (source: Eurofound), as of 2015. https://ec.europa.eu/eurostat/databrowser/view/qoe_ewcs_6_6/default/bar?lang=en

[102] https://statistiques.public.lu/catalogue-publications/luxembourg-en-chiffres/2020/luxembourg-figures.pdf

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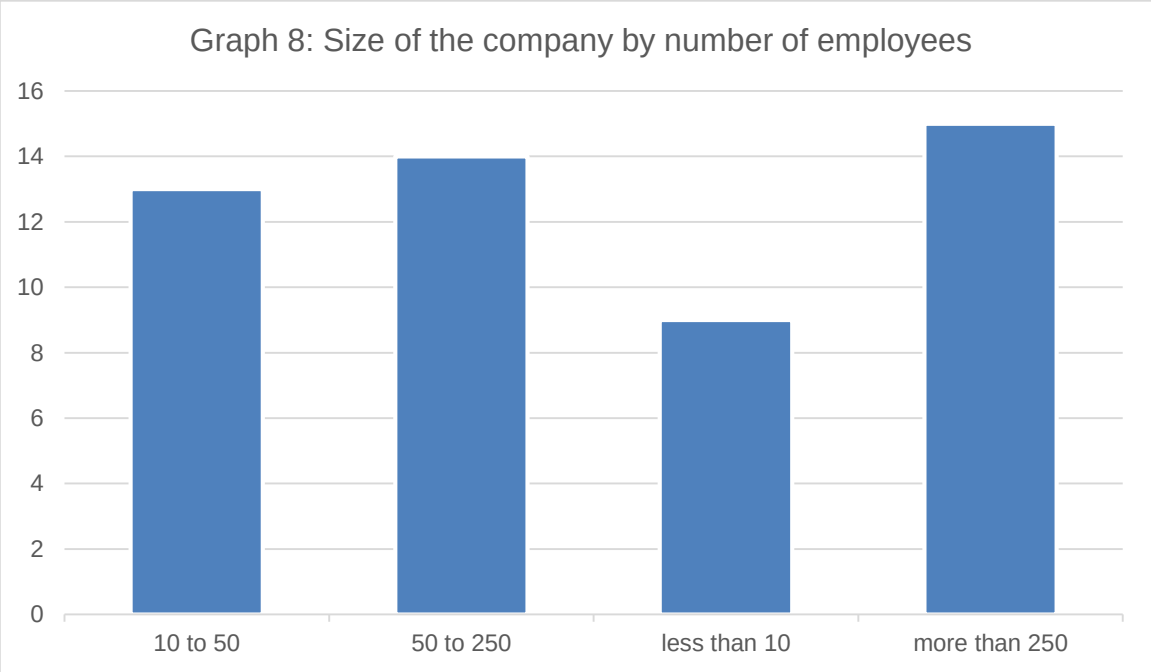
Forwarding the questionnaire to a broad list of contacts, enabled us to take into consideration a wide range of companies from the Luxembourgish economic panorama, which mainly fall, as already highlighted, within financial, consulting, and insurance business categories.
A consistent number of participants (29%) work in a large companies (more than 250 employees), while only 9 participants (17.6%) works in micro companies (less than ten employees). Graph n. 8 shows this information in detail.



Source: own elaboration

As for the application of anti-ageism policy in their company, results showed that more than 27% of respondents were unaware whether their company foresees such policy or not, while only 15,7% declared that the company has some kind of anti-ageism policy. The considerable remaining percentage of participants (56.9%) works in companies that do not apply any policy of this kind. The graph 9 shows this findings in detail.

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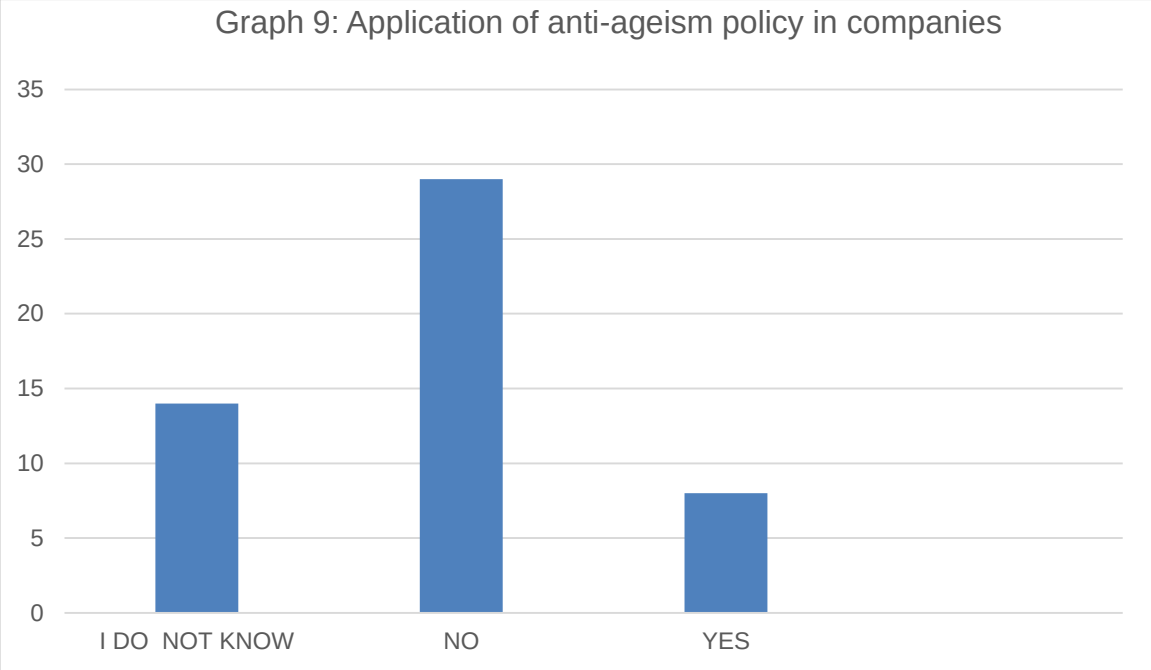

Source: own elaboration

Differently, Graph 10 shows the number of participants who attended any training course during the course of last year.

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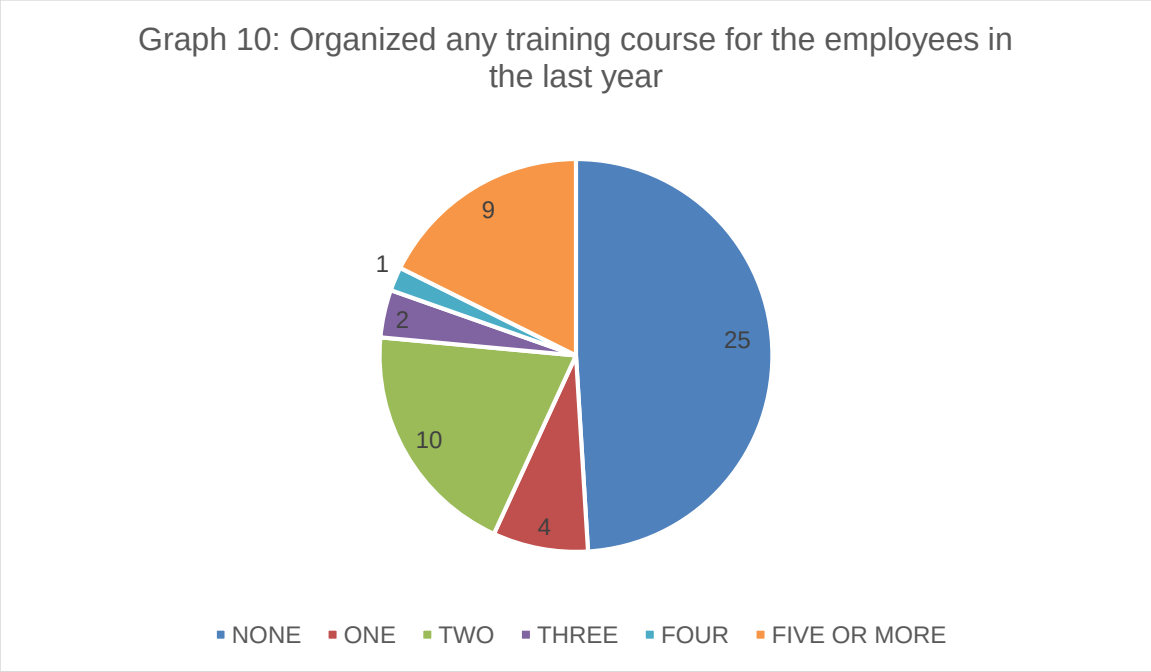

Source: own elaboration

Policy actions in the area of multigenerational workforce culture

Policy on multigenerational culture in Luxembourg

Policy on multigenerational culture in Luxembourg

In general terms, age discrimination is the act of treating someone differently, usually less favorably, because of his or her age in the workplace. There are two main types of age discrimination[103]:

1. Direct discrimination is what happens when someone gets treated worse than some other employee in the same situation because of their age.

2. Indirect discrimination is what happens when the organization has a modus operandi which puts people of a specific age group at a disadvantage.

In order to enforce compliance with the principle of equal treatment, the EU Framework Directive 2000/78 was implemented by the law of 28 November 2006 and by the law of 13 May 2008.

[103] MEMORIAL Journal Officiel du Grand-Duché de Luxembourg. Recueil de legislation, A-N.207, 6 décembre 2006.

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Furthermore, article L.251-1 of the Labour Code of Luxembourg specifically prohibits any direct or indirect discrimination on the ground of age.
It should be noted that the law of November 2006 established the Centre for Equal Treatment (*Centre pour l'égalité de traitement*, CET), which aims to promote, analyse and monitor equal treatment between all persons without discrimination on the basis of race or ethnic origin, sex, sexual orientation, religion or beliefs, disability or age. The CET carries out its work completely independently.

The best practices of multigenerational workplace culture support

The following examples of best practices in this field can serve as an inspiration for further best cases.

Best practice 1. Managing your Multigenerational Restaurant Food Service Staff. The Company Gordon Food Service was founded in 1897 and now, 124 years later, GFS has grown to become one of the largest privately held and family-managed foodservice distributor in North America. There's no one-size-fits-all approach to staff management; operators need to learn ways to use all of the generational differences to their advantage, making use of the so-called "empathy training", as well as role-playing in multigenerational classroom training, to emphasize the point. Having a millennial playing the role of a boomer, responding to questions and situations as he or she thinks a boomer would react and then, reverse the roles. Empathy facilitates better manager-employee relationships, and role-playing allows employees to find out that the differences between the generations are nothing negative, leading to a generational harmony. A happy company's workforce is the key for the long-term success of the company itself.

Best practice 2. VisionPoint Advisory Group, LLC (VPAG) is a registered Investment Advisor (RIA) that provides a comprehensive suite of corporate retirement plan consulting, wealth planning and investment management services.
The firm needed to carry on a number of structural adjustments and policy revisions that acknowledged the dynamics of generational diversity.Developing a proactive approach to manage a multigenerational workplace begins by examining the organization's demographics, culture and management practices.
Employees of every generation have welcomed and benefited from the increased freedom and flexibility they were given, as have the firm's clients and partners. The firm turned into a workplace where people want to come and stay. As a result, the founding vision and values regarding outstanding work and customer satisfaction have never been stronger.

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Best practice 3. Bharti Airtel Limited, also known as Airtel, is an Indian multinational telecommunications services company based in New Delhi. For Airtel, reverse mentoring as a concept was initiated in 2008 post the return of CEO Sanjay. As part of the reverse mentoring programme of Airtel, leaders across the country, including the Airtel Management Board (AMB), and the function heads are mentored mostly by our young managers, hired from the top B-schools of the country, and into their second or third year in the organisation. The topics seniors are educated on, include brand activation opportunities, downloading apps, fashion trends, as well as hard business strategies. Junior professionals are encouraged to volunteer for the reverse mentoring programme, but are chosen after intense question-and-answer sessions.

- Mentor's benefits :

  - Gets access to a wealth of experience for his/her own personal development. A good mentor would keep on picking the mentee's brains
  - Mentor gets valuable insights on the virtual world, which is becoming increasingly relevant for the business
  - The challenge of mentoring a leader forces the mentor to venture into unexplored territory

- Mentee's benefits:

  - Gets to understand the consumer preferences, likes and dislikes of the youth segment
  - Helps engage his/her team better by understanding their needs and desires
  - Helps getting acquainted with technology, social media, trends etc
  - A reverse mentor could be a good sounding board for the mentee to test and develop ideas

Best practice 4. Cisco Systems, Inc. is an American multinational technology conglomerate headquartered in San Jose, California. Cisco supports a strong mentoring culture and has several formal and informal mentor programs in place across the company. As part of the yearly review process, employees are encouraged to identify a mentor within the company to help broaden their perspectives and increase business knowledge. A comprehensive mentoring website is available to all employees, providing information, guidance, and tools that support a range of mentoring approaches:

- One-to-one mentoring: Formally and informally matched pairs with a focus on development guidance, perspective, and support

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- Mentoring circles: Network-based mentoring that brings people with common goals together to share business and leadership skills for mutual learning and growth
- Peer mentoring: Experience and information sharing between persons of disparate skill sets to help grow professional networks
- Reverse mentoring: Formal or informal relationships in which a junior-level employee mentors a senior-level employee

Best practice 5. The Hewlett-Packard Company, commonly shortened to Hewlett-Packard or HP, is an American multinational information technology company headquartered in Palo Alto, California. HP embraces the generational diversity of its workforce by recognizing that their multigenerational teams have helped lead to innovation and business success, gaining a broader diversity of skills, experiences and perspectives in the workforce.

Four main actions needed to be done to support multigenerational culture building

Action 1. When meetings are held within the firm, it is important to give junior employees the opportunity to join them. Getting to know their view, getting them more and more involved in the "daily life" of the company will turn out being a great added value for the company itself.

Action 2. Organize training activities aimed at increasing the establishment of a collaborative attitude between different generations. Such activities will be useful in pointing out the benefits and advantages of the mutual learning between workers belonging to different generations.

Action 3. Organize workshops, events and conferences on the importance of reverse mentorship by making use of practical examples and best cases.

Action 4. It is also vital to increase the general consciousness and awareness about age discrimination and about the actions to be undertaken in order to face it. Also, everyone should be aware of his/her rights in case direct or indirect forms of discrimination occur within the work environment.

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Main outputs and recommendations from questionnaire survey

In the first part of the survey on multigenerational workplace culture training needs the participants were asked to evaluate their workplace culture, the policy of the company regarding age discrimination and the differences between the various generations.

The results are as follows:

- Results, of course, differ depending on the policy adopted by the company. However, what can be highlighted is that almost 20% of the respondents believes that his/her employer does not provide enough opportunities to train and develop new skills. Differently, respondents to whom the companies provide regular training activities do not wish to increase such frequency. When asked whether their company provides automatic learning opportunities to younger employees, respondents split up to extremes, as 23,6% “totally disagreed” and 21,6% “totally agreed”, with more volatile answers for the remaining percentage of participants.

- When asked about their being frustrated about older workers showing resistance to new ideas and changes, answers were not easy to be disclosed. In fact, with some minor volatility exceptions, the 29,4% “totally agreed”, and 23,52%, on a scale from 1 to 7, answered 4.

- A vast majority agreed that it is employer’s responsibility to encourage a healthy and supportive workplace environment and attitude towards colleagues. Similarly, an overwhelming majority of respondents declared they do not experience conflicts and disagreements with younger/older colleagues.

In the second part of the questionnaire respondents were asked to evaluate measures which would improve multigenerational culture in the workplace.

The results were as follows:

- A huge majority of participants agreed with all the statements related to possible measures to be implemented in order to enhance multigenerational culture in the workplace, regarding all of them as helpful. The question related to the opportunity to establish cross-generational mentoring programs brought together almost the 51% of the survey participants. A similar outcome describes these latter’s attitude towards the creation of an age diverse pool of competences within the company, reaching almost 67% of “would certainly help” responses in relation to the question “Young team members having the

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opportunity to share technology or trend-related insights with older generations".

- Participants stated that it would be helpful if their employer facilitated their opportunities to create better workplace relationships and treated everyone equally.

- They also agreed on the importance of being given further opportunities to get acquainted on a deeper level through teambuilding activities so as to find a common ground.

- In order to enhance a multigenerational culture in the company, according to the responses obtained, almost 76% of participants believes in the importance of regular trainings and lifelong learning activities directly provided by the company.

At the end of the questionnaire there was an open non-compulsory question about the greatest difficulty they had to face in cooperating with different generations in the workplace. The most frequent answers were the following ones:

- Different generations have different values and approaches to work
- The fact of having different backgrounds and points of views
- Digital skills gap between different generations
- Older employees being reluctant to changes
- No specific difficulties

Summary of the main outputs and recommendation from questionnaire survey

The most important findings of the questionnaire survey are:

- Increase the frequency of training activities and opportunities for the employees to attend.
- Provide occasions for periodic mutual learning and exchange opportunities between younger and older employees
- Enhance the digital skills of older employees, making them more incline to positively welcome changes and transformations within the firm

Main outputs and recommendations from the focus groups

HR managers, HR officers and managers with considerable experience were selected to join the focus group. They are all professionals in the insurance, banking, consulting

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and construction companies. The interview was structured into several subtopics, which have been able to reveal the general position on the companies based in Luxembourg in reference to age management policies in the workplace.

Working environment, average age of employees, over 55 workers' challenges and digital skills assessment:

- The majority of respondents underlined that the average percentage of over 55 workers is lower than 8-5% of the total number of employees- for example, being more specific, out of more than 1.500 employees, only 10 of them fulfill such age requirement.
- Some respondents underlined that internal policies of the company facilitates retirement of over 55 employees.
- All agreed that the major challenges this category of workers has to face concerns new technologies and reluctance to change, even though nowadays workplaces change and evolve continuously. The most frequent response HR managers quoted is: "it is has always been done like this", referring to a typical procedure to be followed.
- The average level of IT skills has been assessed as medium-low.
- Focus groups interviews revealed the need to improve basic technological knowledge of these staff category, especially with regard to the Office Suite and videoconference platforms.

Policy of the companies with regard to age management and mutual/reverse mentoring programs:

- Even if the majority of respondents denied the implementation of similar policies within their firm, some highlighted the presence of policies related to inclusion and diversity in the workplace, which include, in broad terms, age management.
- Even if their company does not foresee such internal policy, some HR managers were convinced that its implementation, combined with cross-generational mutual learning opportunities would be an asset, a clear sign of positive and inclusive attitude. Different generations surely provide their firm different skills and capabilities that could be mutually shared, so as to give life to a reciprocal confrontation and learning opportunity. It is a win-win approach.
- Despite the absence of *ad hoc* provisions over this aspect, some respondents underlined that some exchange opportunities between older and younger employees may take place naturally. Even if contrasts and conflicts may occur, this giving and taking process usually leads to the establishment of a common vision
- Despite being unable to list companies that have recently implemented similar policies, some respondents were positively impressed, revealing their will to

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take a cue from them, promoting and encouraging mutual learning opportunities as source of personal and professional enrichment.

Attitudes and competences that company and HR managers should acquire in order to develop and maintain a multigenerational culture within the firm:

- According to the opinions expressed by our respondents, HR managers should always keep up with the times, most of all in terms of digitalization, flexibility, social media, etc.
- On the one hand, it has been highlighted the importance of giving broader opportunities to younger generations, engaging them in the firm with a constructive attitude, and, on the other hand, pushing older employees to embrace a proactive attitude towards change and novelties. It is important to find the right balance between junior and senior employees within the company.
- More frequent opportunities of confrontation between HR managers on this topic should be provided, for instance through workshops, training sessions or common projects.

Summary of the main outputs and recommendations from the focus groups

- Foresee more opportunities of mutual learning and exchange between the employees
- Ensure that HR managers are always kept up with the times. For this reason it is suggestable to organize, with increased frequency, confrontation occasions between HR managers from different companies on this topic
- Managers and HR managers should learn and take into account strengths and weaknesses of the different generations employed in the company

Summary of educational needs to support multigenerational workplace culture

Almost 50% of our participants declared they did not have any training in the last year. The rest of them commented they have had regular training and learning opportunities mainly focused on:

- AML (Anti Money Laundering)
- CFA (Chartered Financial Analyst) and Compliance
- Work ethic end Compliance
- Language learning
- Trainings to manage work from home

Only 10 participants out of 5 declared they had more than one training. Answers are not homogenous when it comes to answer the question on whether the employer provides enough opportunities to train new skills, depending on the training policy of the company.

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More than 50% of respondents is completely unaware of weather his/her company has anti-ageism policy or not. Same can be said with reference to respondents' awareness of their rights in case of age discrimination, as the 23% declared to "totally agree" with the statement, while the 19% totally disagreed with it.

The main training needs for HR managers

- Consider the possibility to organize workshops, courses and exchange opportunities between HR managers of different companies
- Attend training and refresher courses so as to always move with the time
- Learn strengths and weaknesses of the different generations employed in the company, so as to get the most out of them
- Learn how to encourage exchange opportunities between different generations of employees within the firm

The training needs for employees 55+

In order to create a more inclusive and positive working environment it is important that 55+ employees:

- Improve their digital skills so as to be up to date on the ever new technologies of our times. Reverse mentoring can play a great role on this aspect, thanks to the involvement of the younger employees
- Gain a positive attitude towards changes, trying not to miss the opportunity to attend learning or updating activities, when foreseen
- Fight against stereotypes related to younger generations, allowing them to get involved in every aspect of the working life

Recommendations on course Syllabus preparation

- Put emphasis on the added value embedded in the collaboration between employees belonging to different generations
- Wider comprehension among managers and HR managers of the available work-force and its relative structure, so as to learn how to manage it in the most effective and efficient way. An increase knowledge of the different working

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generations, together with their core values and preferences will consist of a key added value

- Understating the importance of the new digitalized world and the technological revolution lying behind it. Put emphasis on the fact they we should not resist to changes and novelties, but welcome them

Recommendations on 360° tool preparation

- Pinpointing the key competences and values to be assessed in the 360° review
- As well as the best feedback providers for the tool: like managers, colleagues, subordinates, etc
- Get managers and stakeholders involved in the implementing phase of the process
- Put in place a pilot program first

Recommendations on cross-generational/reverse-age mentorships in digital technologies

- Spread technical skills and competences (new software's, platforms, etc)
- Demonstrate openness to novelties and brand-new technologies
- Spread general knowledge on social media and how to master them
- Provide knowledge, support and feedback on the new skills to be acquired, enhancing these latter's general understanding

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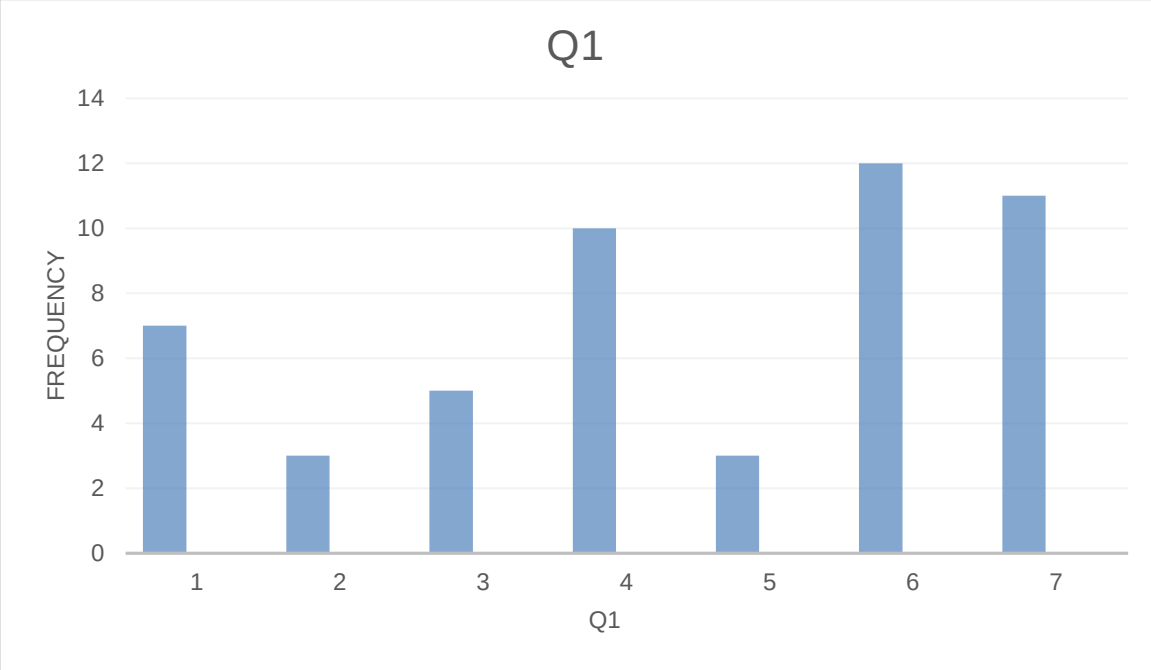
Annexes

Annex 1: Graphical representation of every question in Questionnaire survey on the multigenerational workplace culture training needs

The questionnaire was divided into two parts:
PART 1 (Q1-Q19): Statements regarding workplace culture, company policy regarding age discrimination and differences between generations were evaluated (1= totally agree; 7=totally disagree)
PART 2 (Q20-Q30): Participants were evaluating measures that would help to improve the multigenerational culture in the workplace (1=would certainly help, 7= would not help at all).

Question 1: The difference in technology fluency between older and younger generations in your company often causes workplace conflicts.



Source: own elaboration

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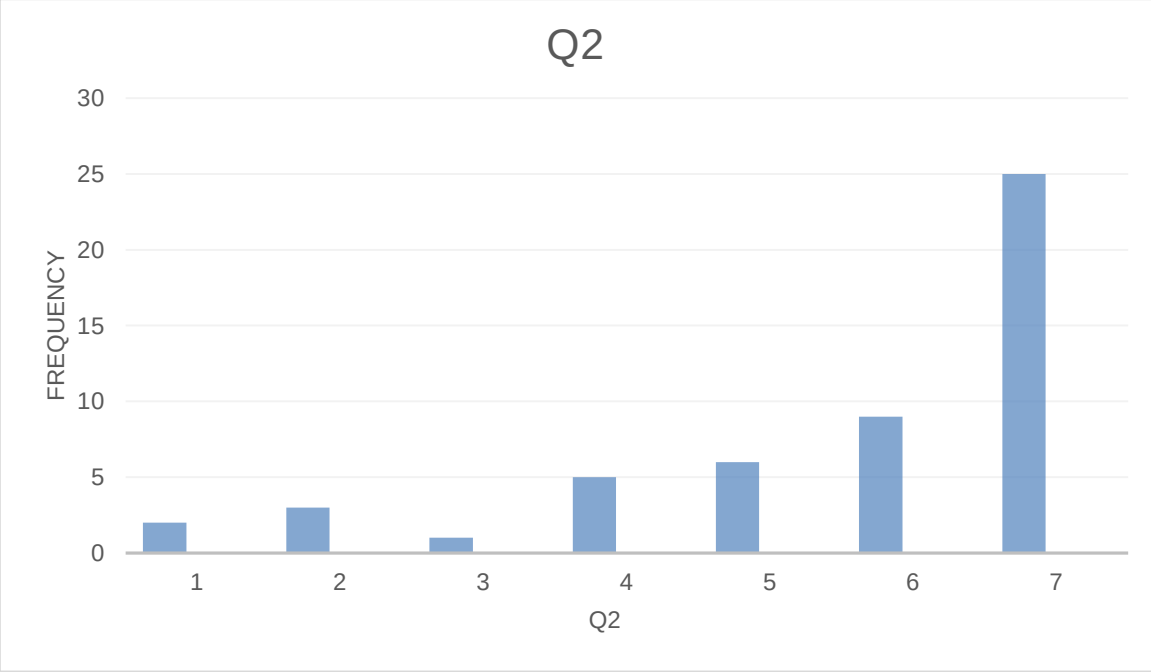
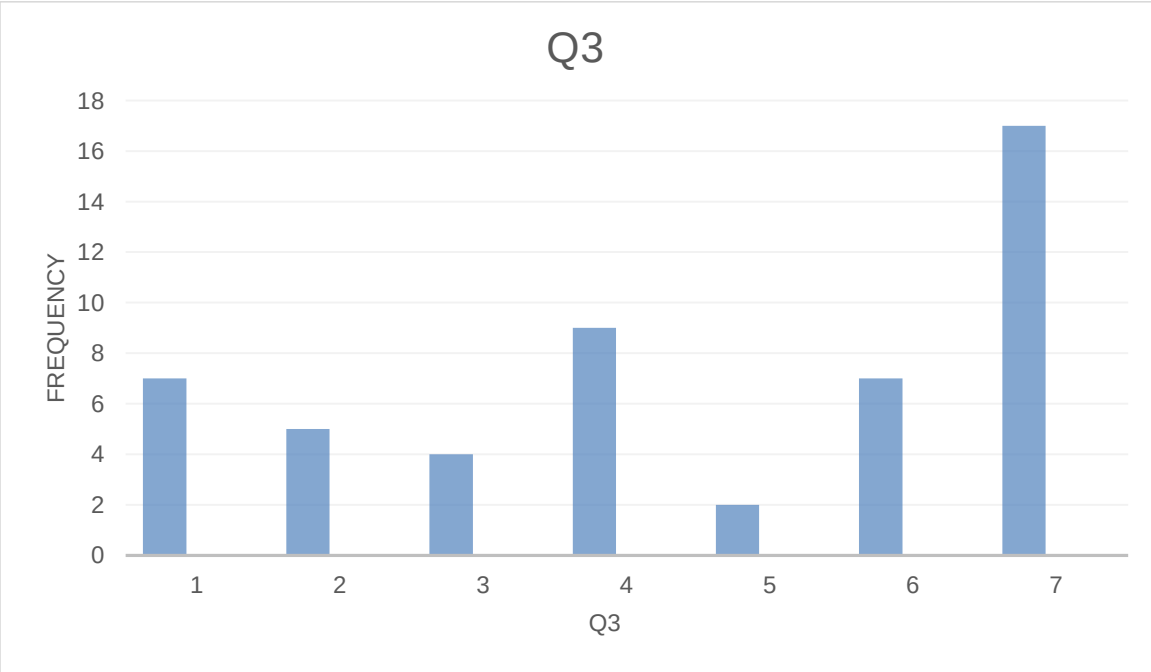
Question 2: I find myself having trouble working with colleagues who are significantly younger/older than me.



Source: own elaboration

Question 3: I feel stressed and less productive because of negative work attitudes towards me.



Source: own elaboration

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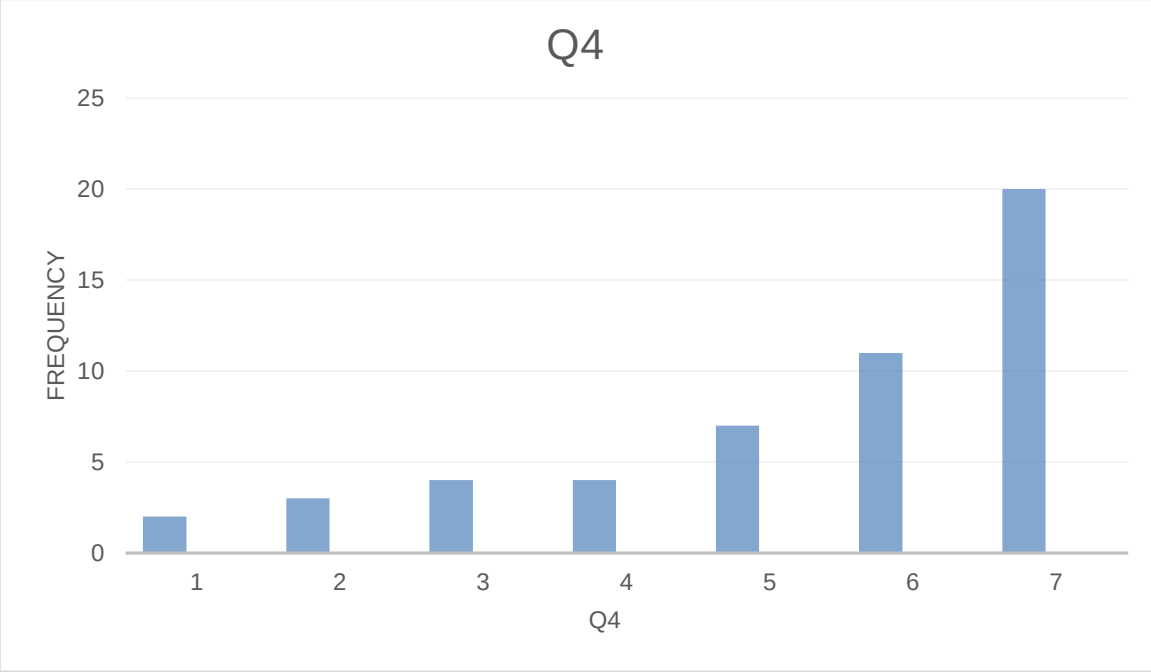
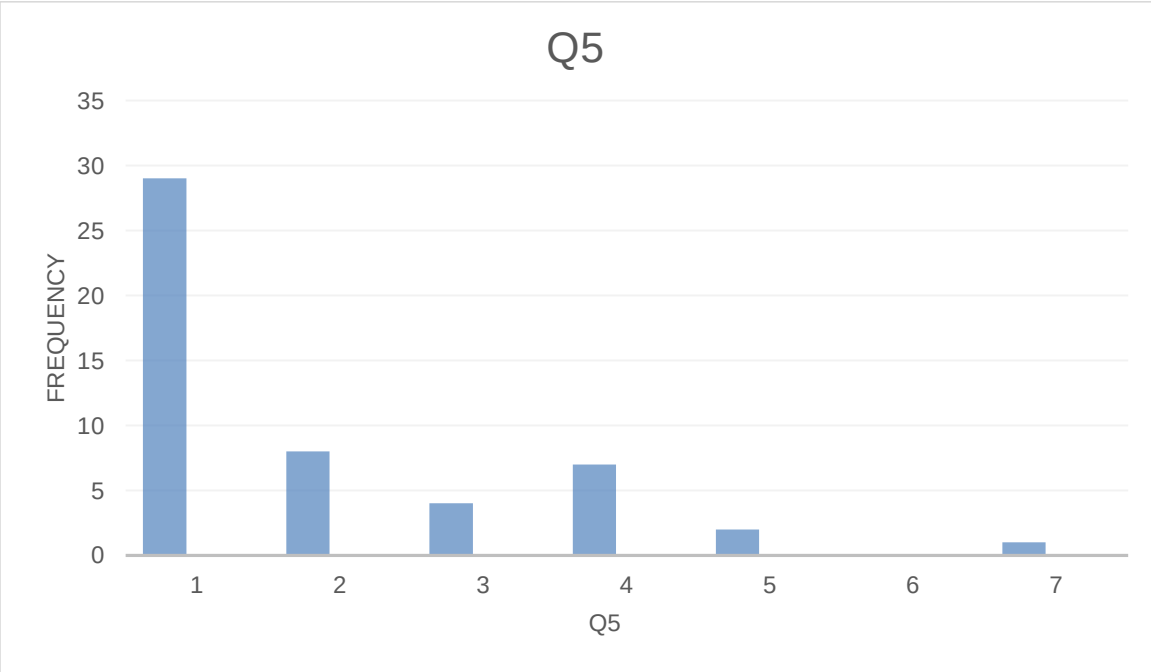
Question 4: Many task related conflicts and disagreements with younger/older colleagues makes me want to exit my organization.



Source: own elaboration

Question 5: It should be employer's responsibility to encourage a healthy and supportive workplace environment.



Source: own elaboration

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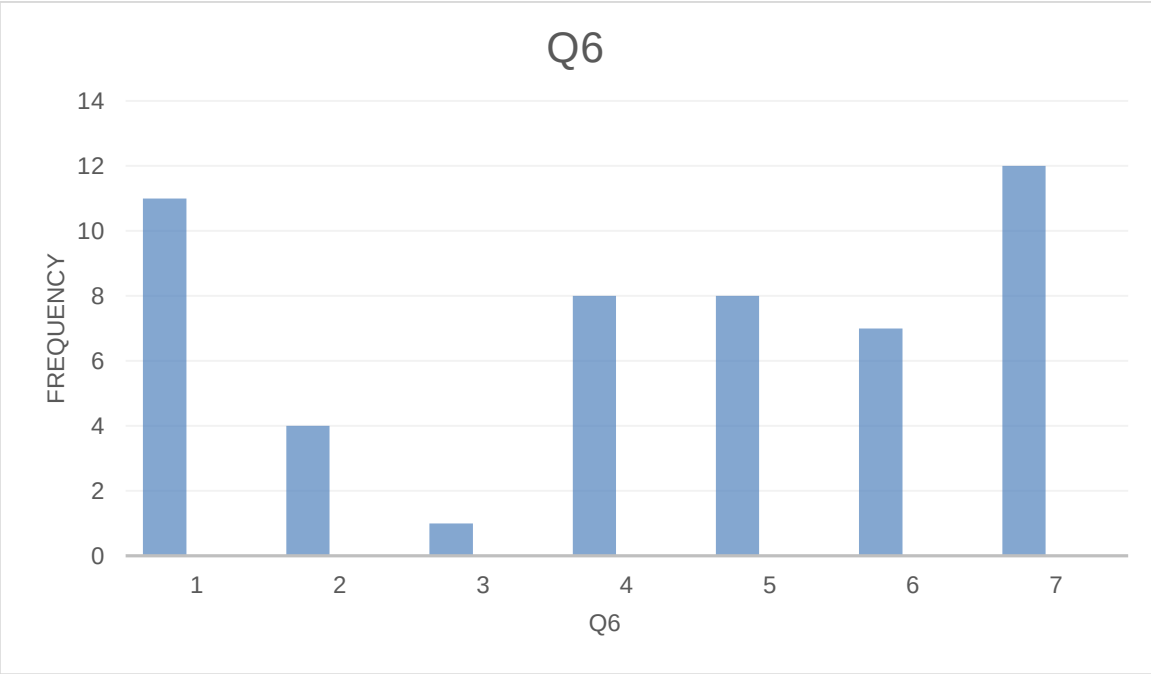
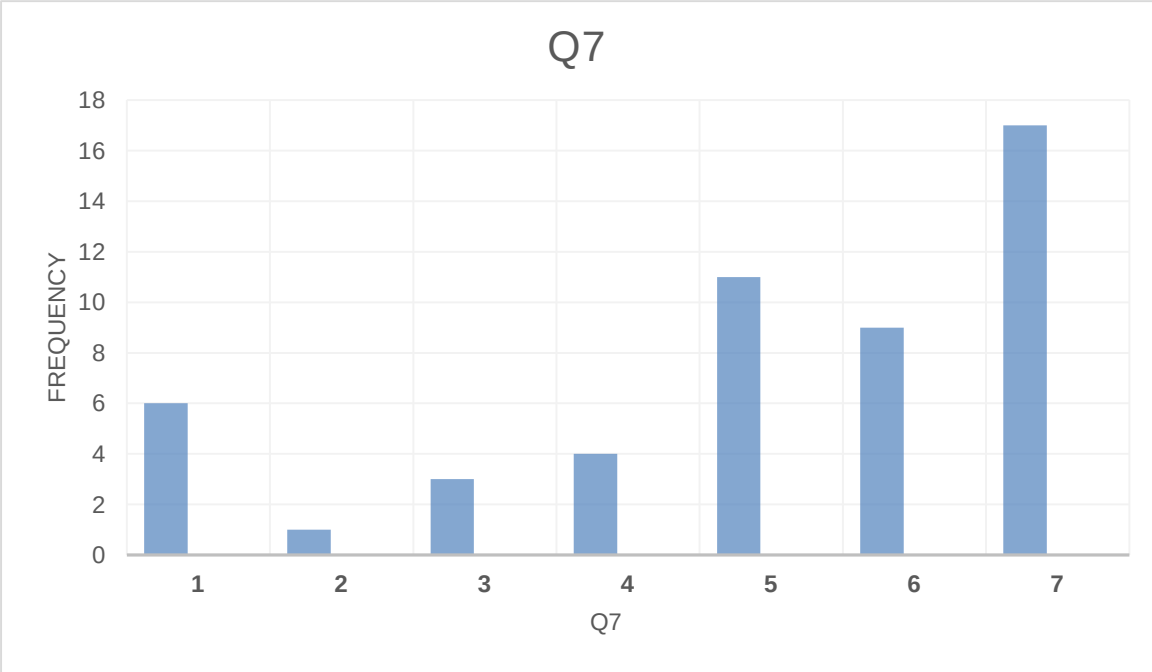
Question 6: Learning opportunities in my company are automatically offered to younger employees (educational coursework, access to reimbursement for continuing education, professional or industry conference attendance, etc.)



Source: own elaboration

Question 7: Older workers are being overlooked or passed over for challenging assignments



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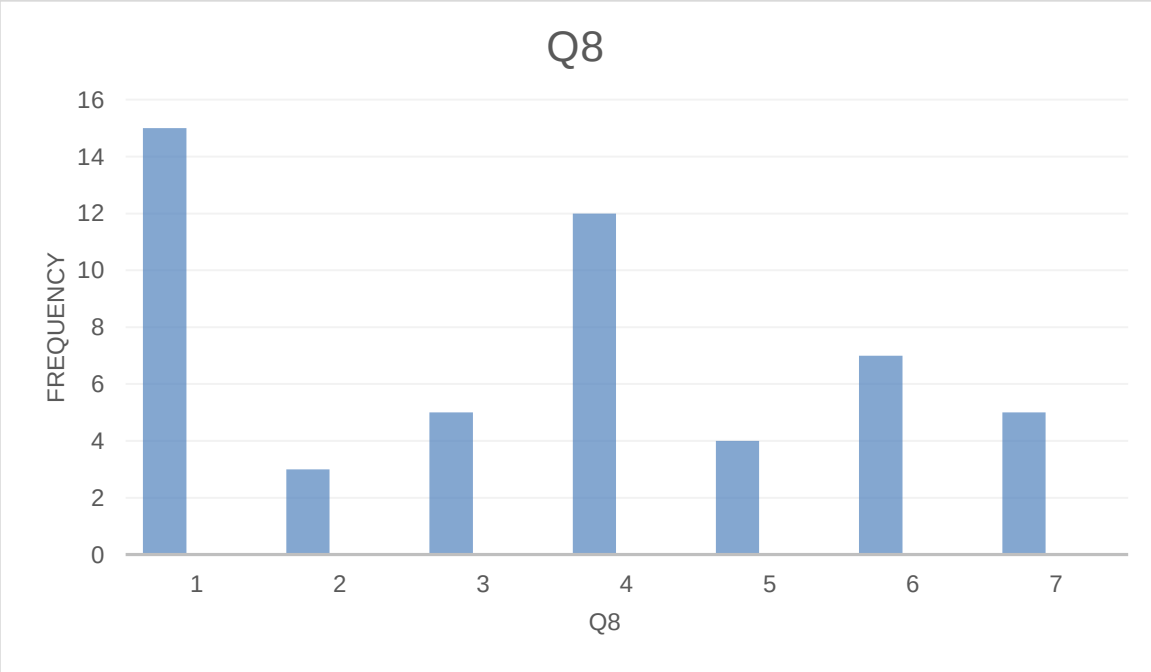
Source: own elaboration

Question 8: It frustrates me that older workers are resistant to new ideas and changes



Source: own elaboration

Question 9: Older workers are being left out of client meetings or company activities

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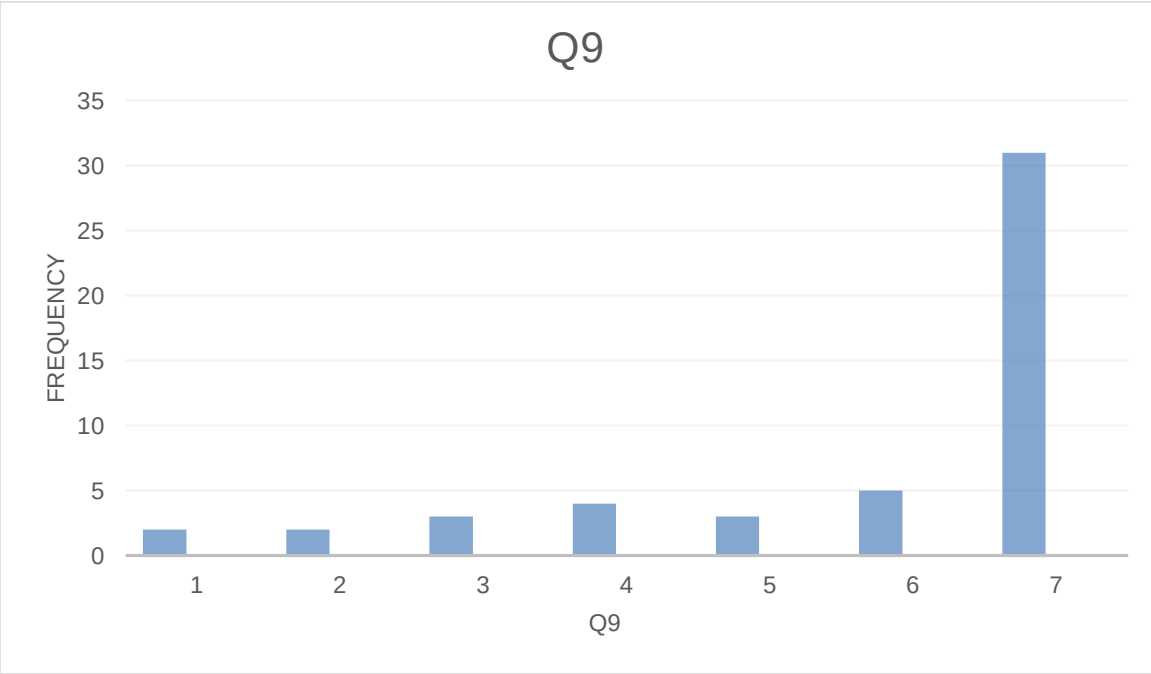
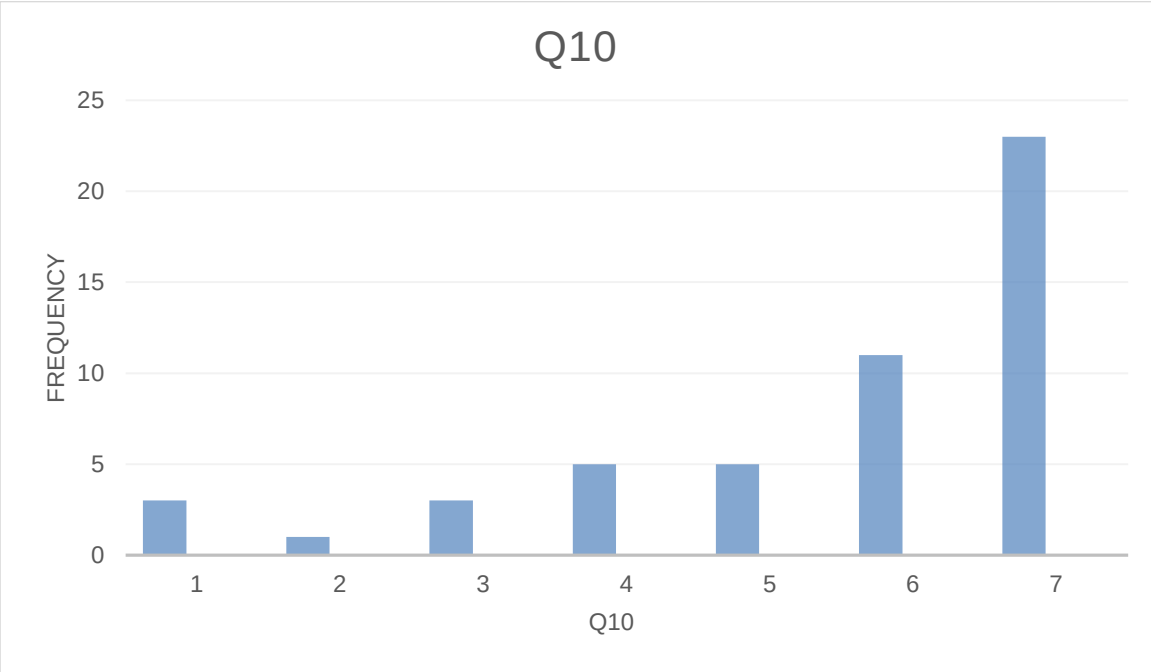


Source: own elaboration

Question 10: I often hear disparaging comments and remarks about age at the workplace



Source: own elaboration

Question 11: I feel discomfort with new technology

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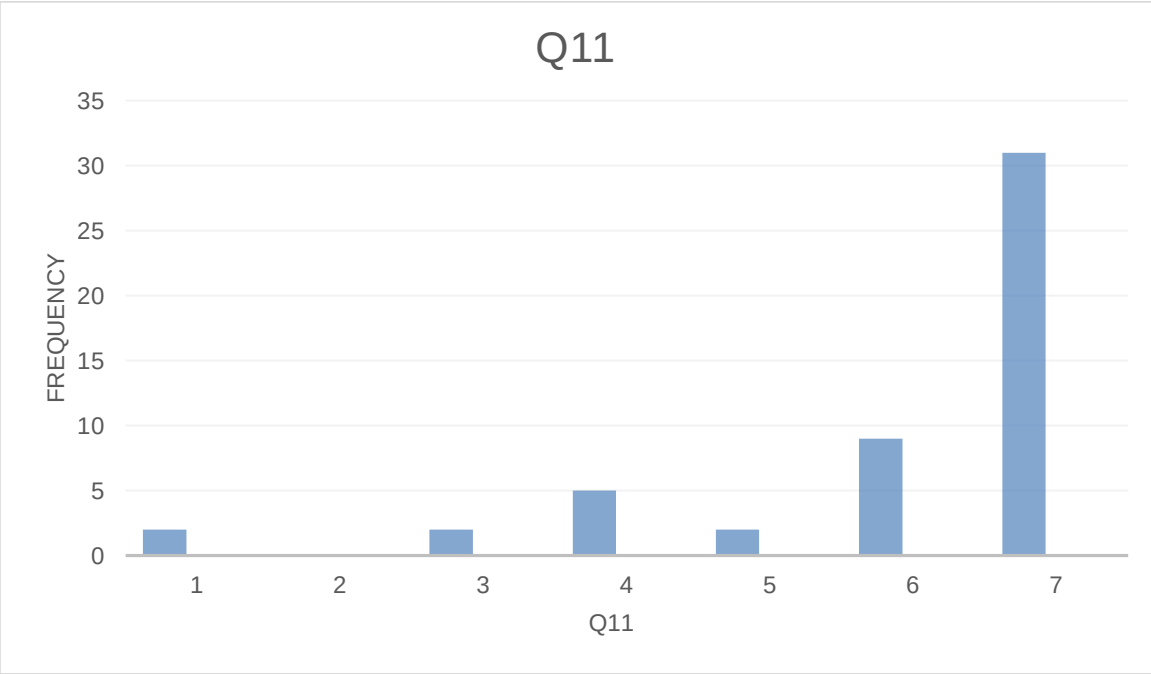
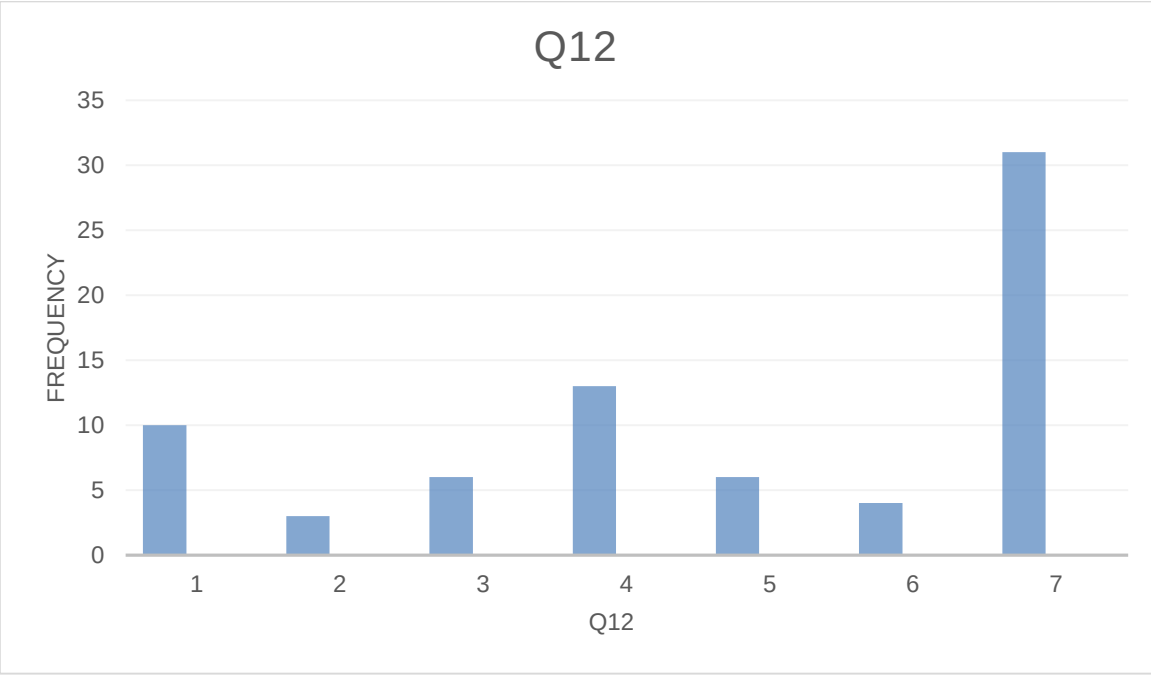


Source: own elaboration

Question 12: It irritates me when my co-workers question my ability to do my job well because I am too young/too old



Source: own elaboration

Question 13: I do not feel comfortable reporting to a younger manager with fewer years of experience than me

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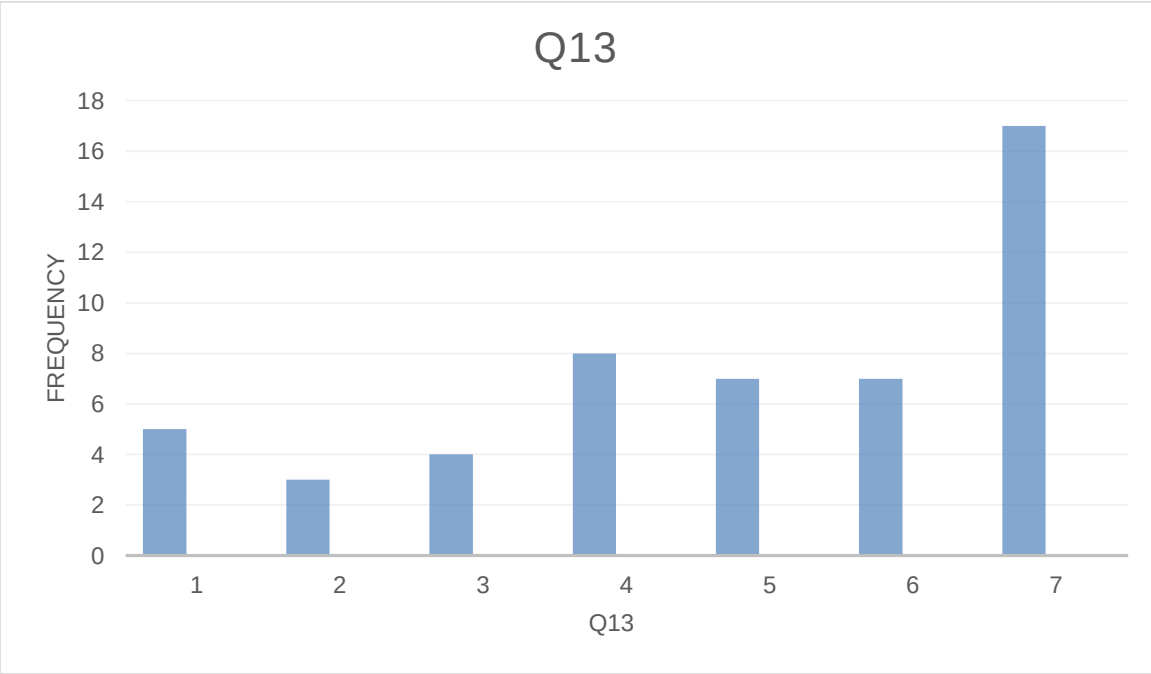
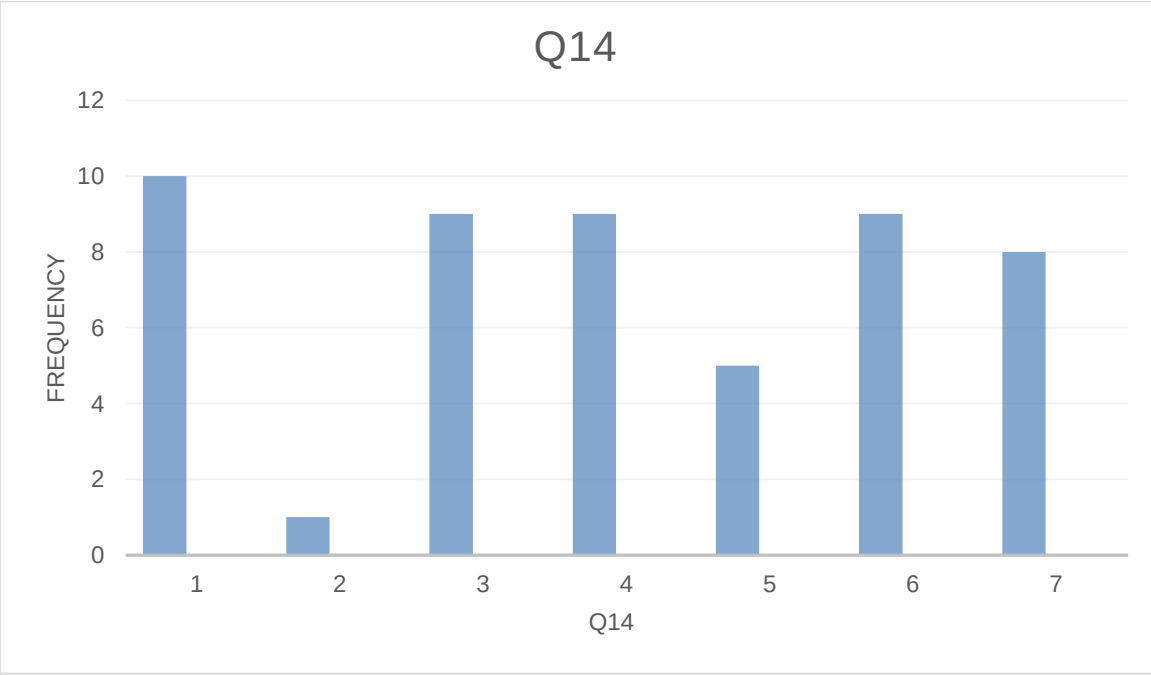


Source: own elaboration

Question 14: My employer does not provide enough opportunities for training of new skills



Source: own elaboration

Question 15: My Company uses age management

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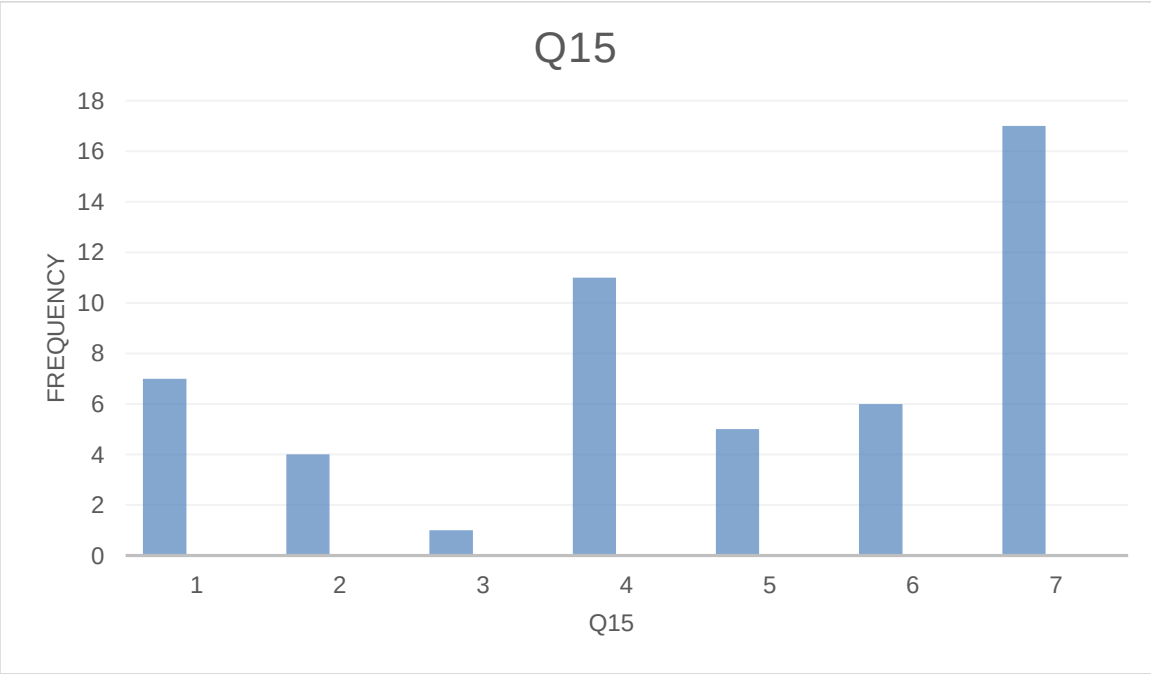
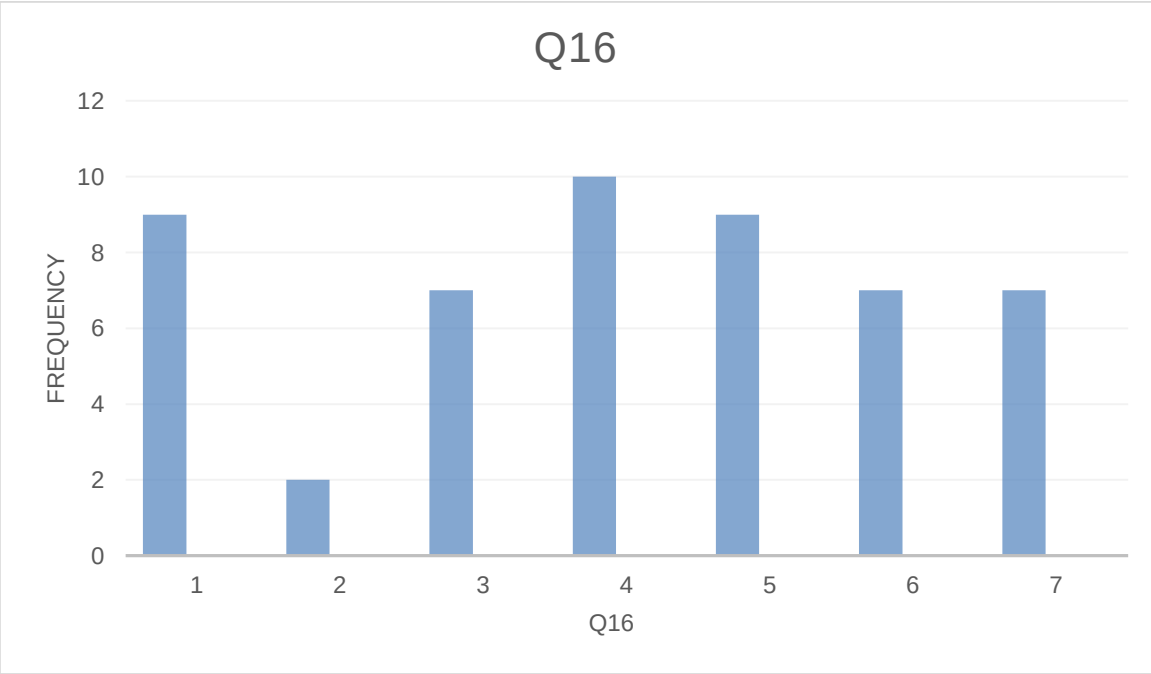


Source: own elaboration

Question 16: My Company provides ICT training and eLearning as key elements to enhance the productivity end upgrade the skills of all workers



Source: own elaboration

Question 17: I am aware of my rights in case pf age discrimination

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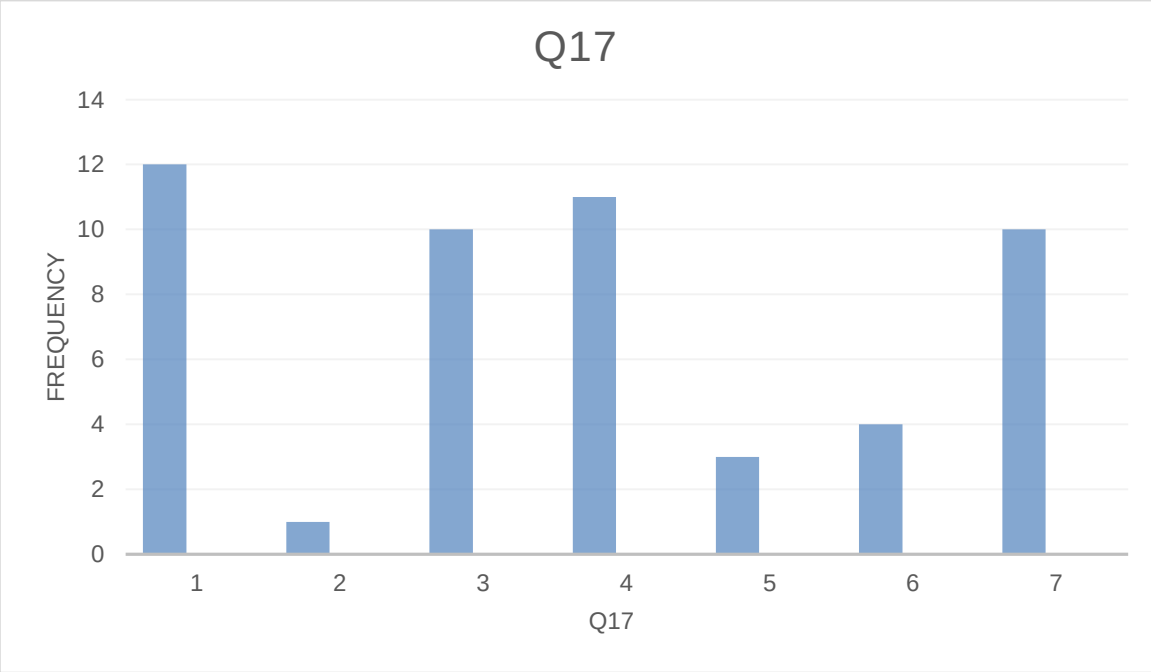
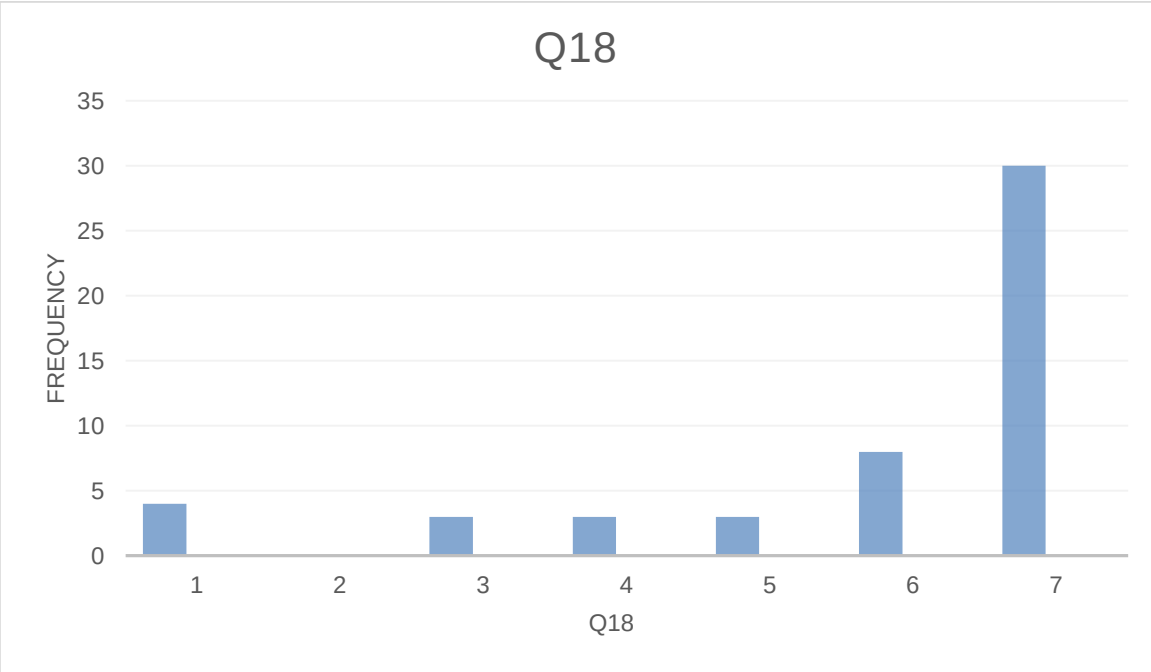


Source: own elaboration

Question 18: I feel intimidated by high-tech program, due to inexperience with its various components (e.g., touch screen, lack of mouse)



Source: own elaboration

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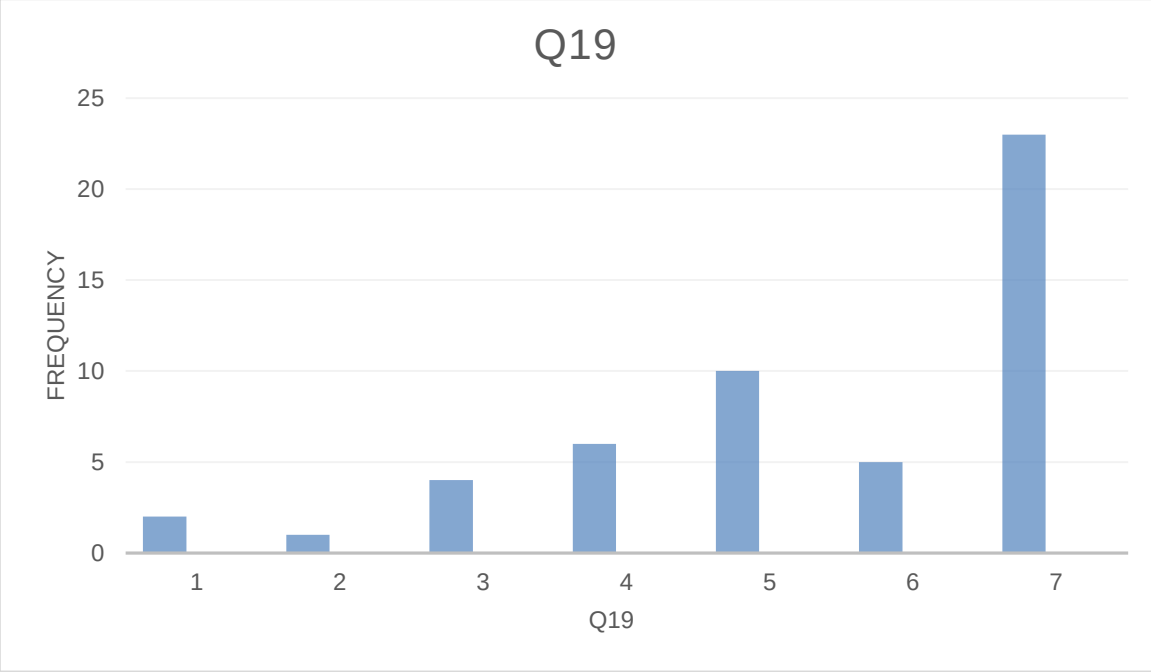
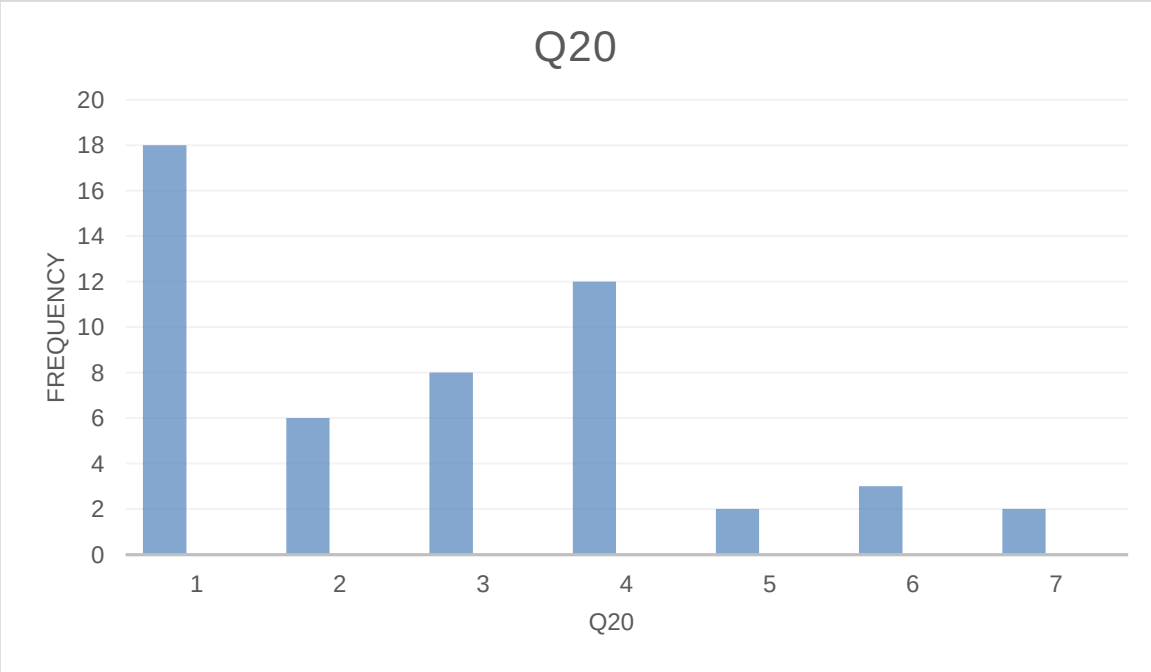
Question 19: I lack confidence in my ability to master the technology standing between me and the training content



Source: own elaboration

Question 20: Manager making the same message available in multiple formats (verbally, online) thus satisfying differing communications preferences



Source: own elaboration

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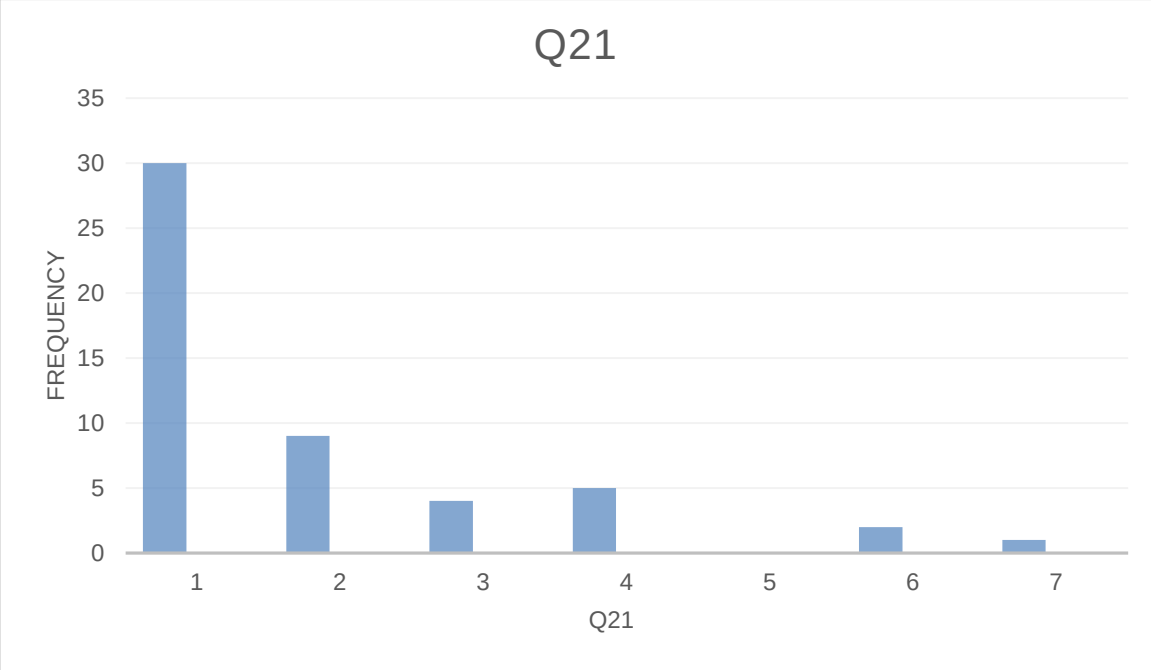
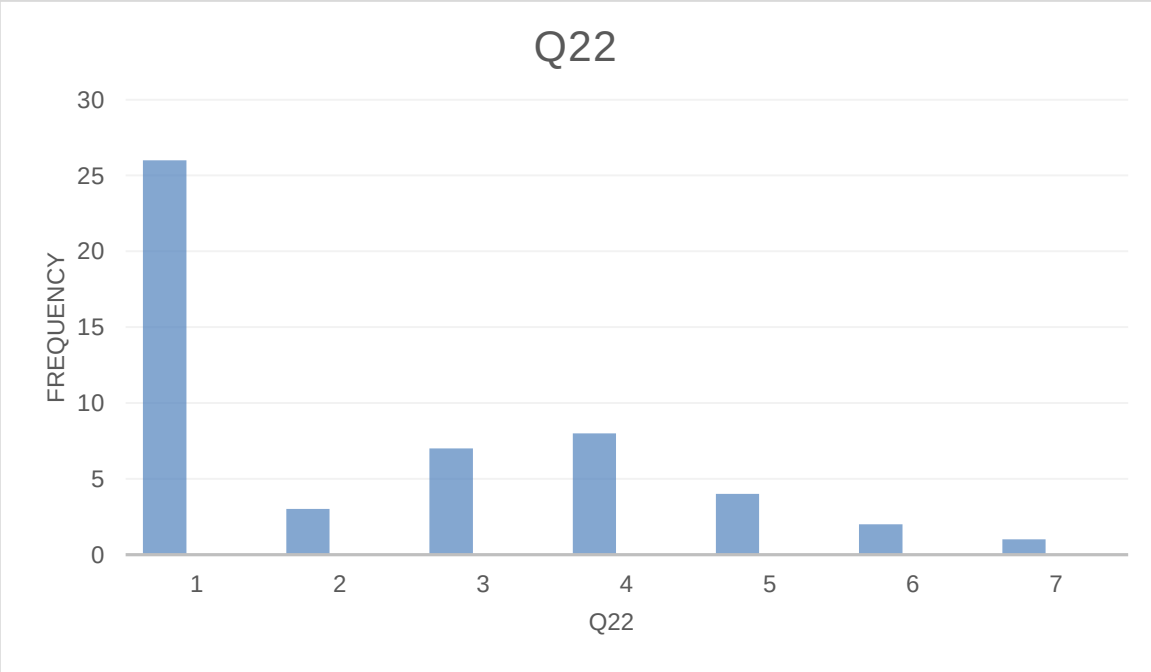
Question 21: Showing employees that there are set expectations for everybody and that they are consistent throughout the company and enforcing them accordingly- everyone is treated equally



Source: own elaboration

Question 22: Establishing cross-generational mentoring programs pairing younger employees with older employees (mentorship and reverse-mentorship)



Source: own elaboration

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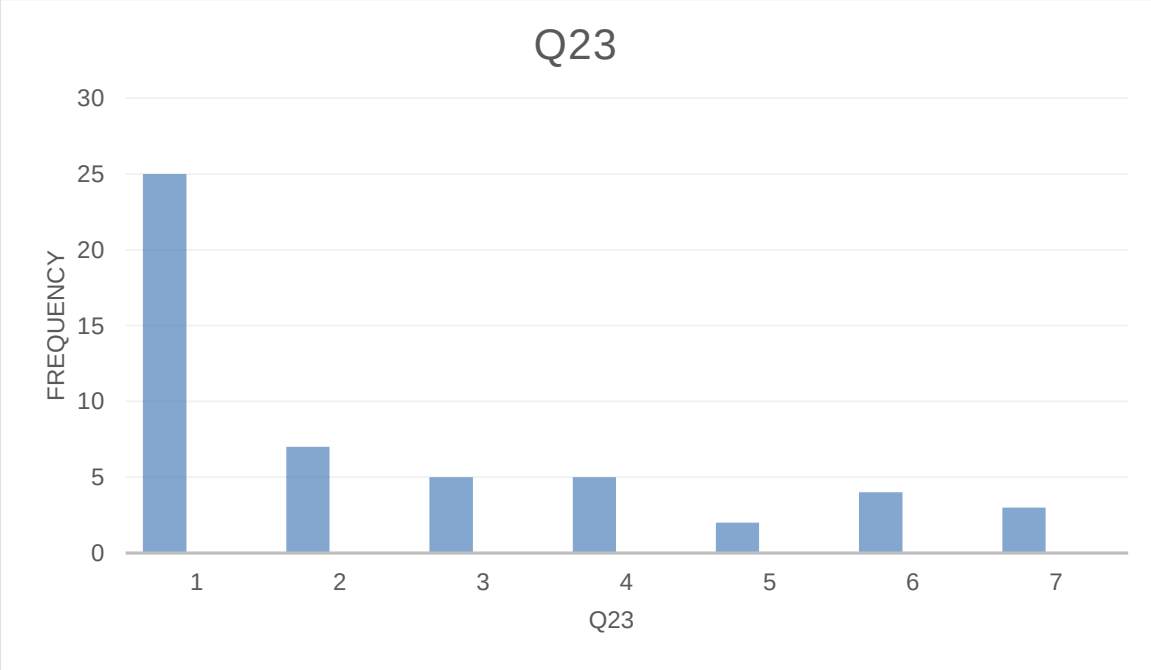
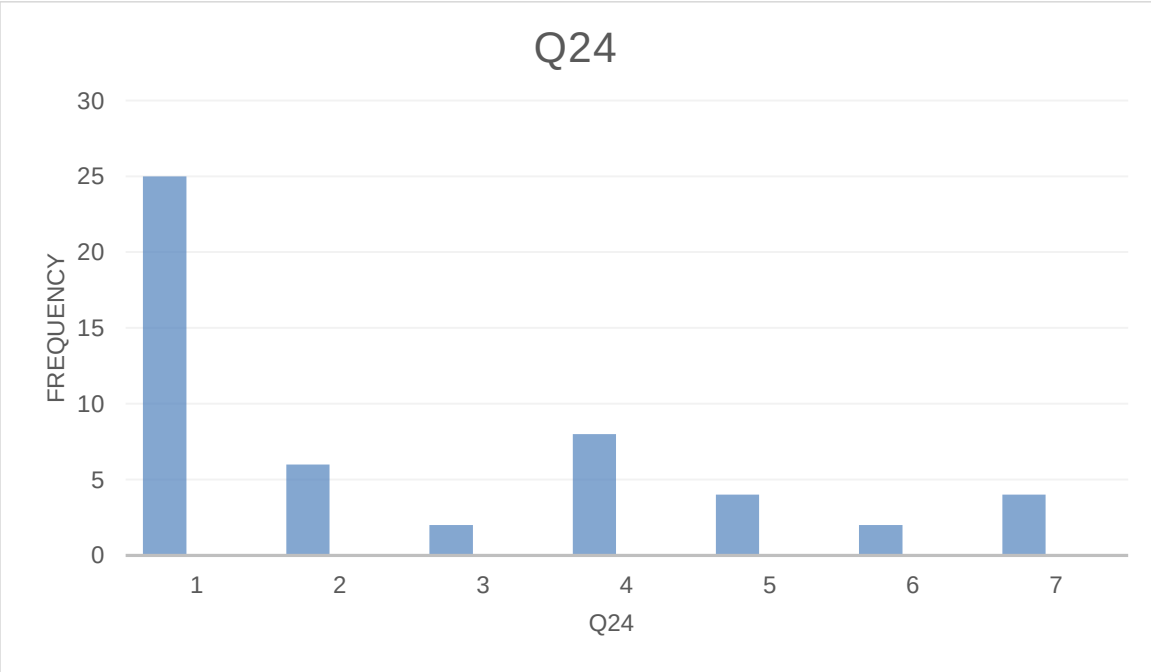
Question 23: Creating an age diverse pool of competences- older bringing experience, new entrants provide newer skills and techniques



Source: own elaboration

Question 24: Employers considering to redesign benefit packages, working conditions end job structure in order to keep older generations at work end younger to stay loyal to the company



Source: own elaboration

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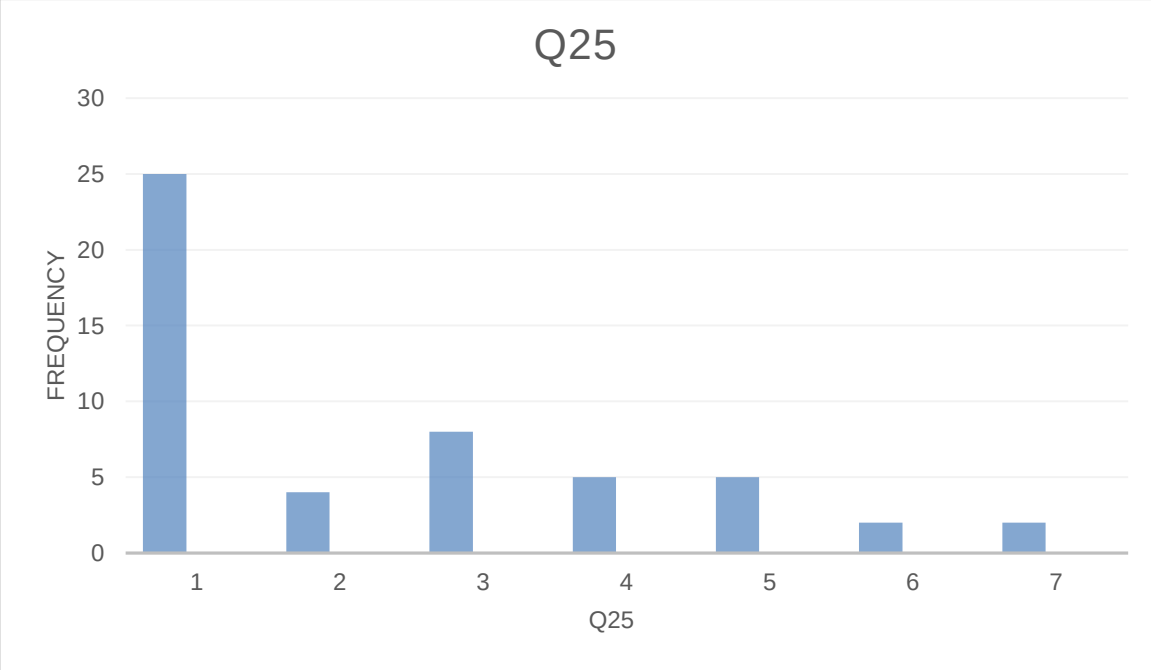
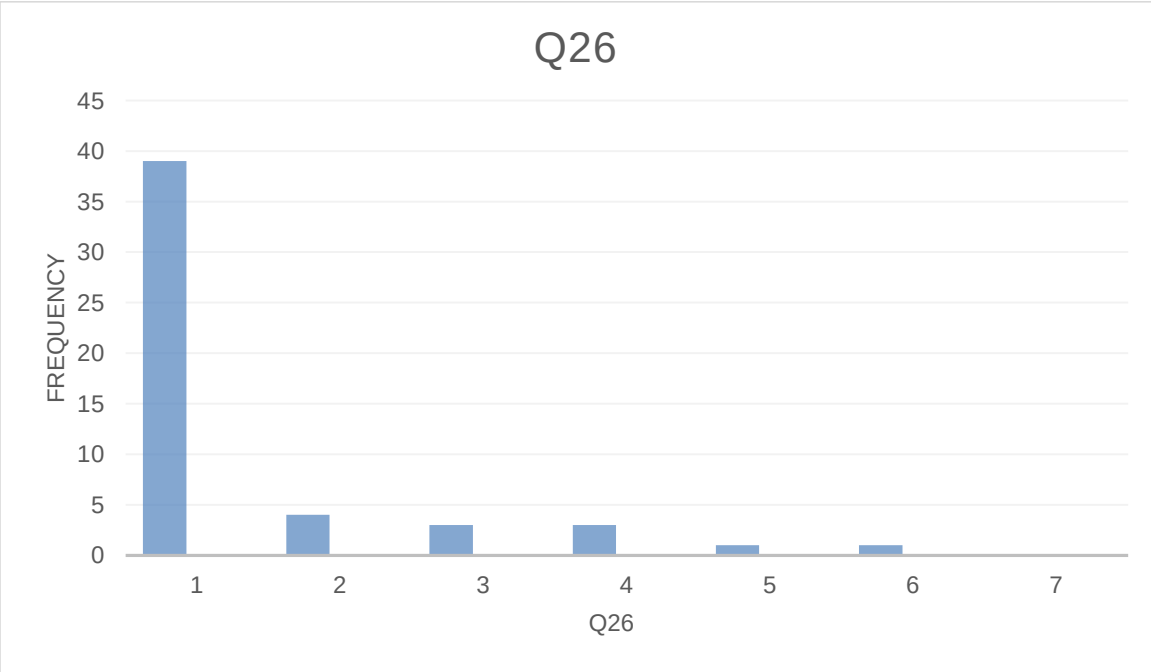
Question 25: Developing innovative ICT solutions to help older people stay in work longer and improve their work-life balance



Source: own elaboration

Question 26: Company providing regular trainings and lifelong learning



Source: own elaboration

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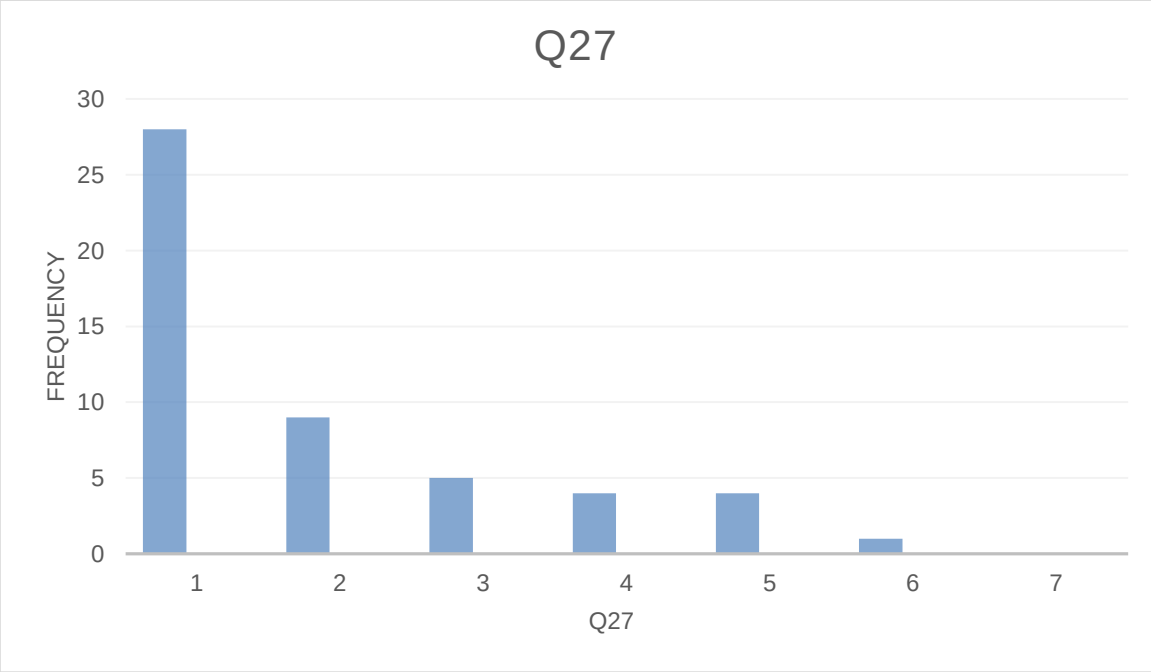
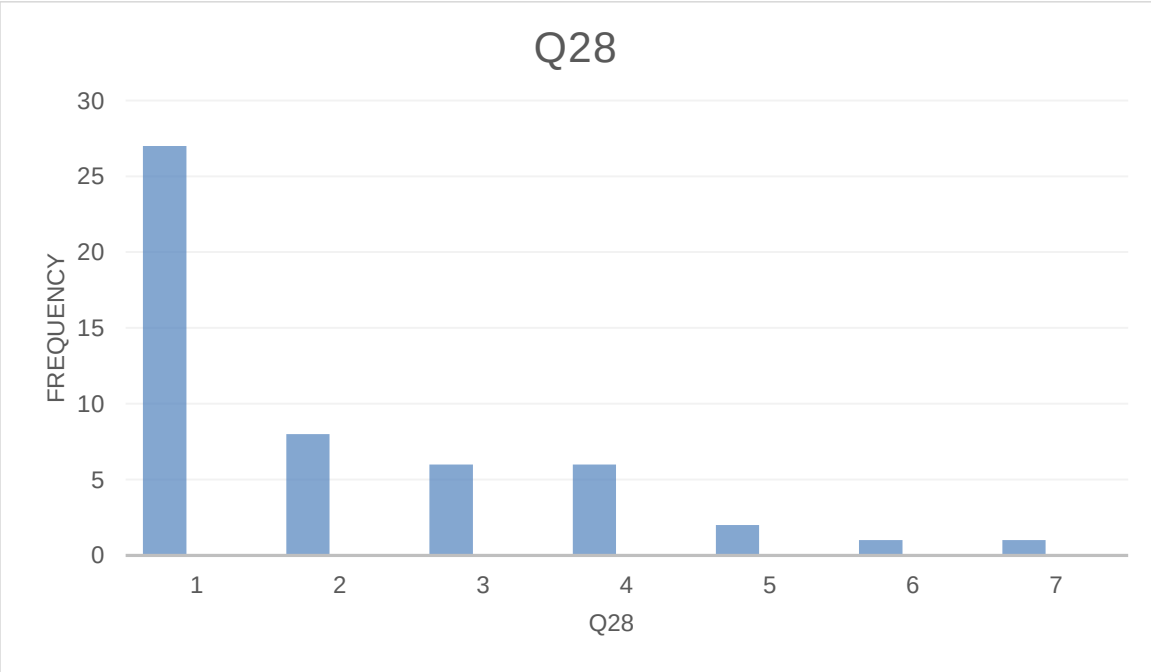
Question 27: Employees getting acquainted on a deeper level via teambuilding's activities and finding a common ground



Source: own elaboration

Question 28: Older generations include younger staff in senior-level meetings, client interactions, new business pitches, and client dinners



Source: own elaboration

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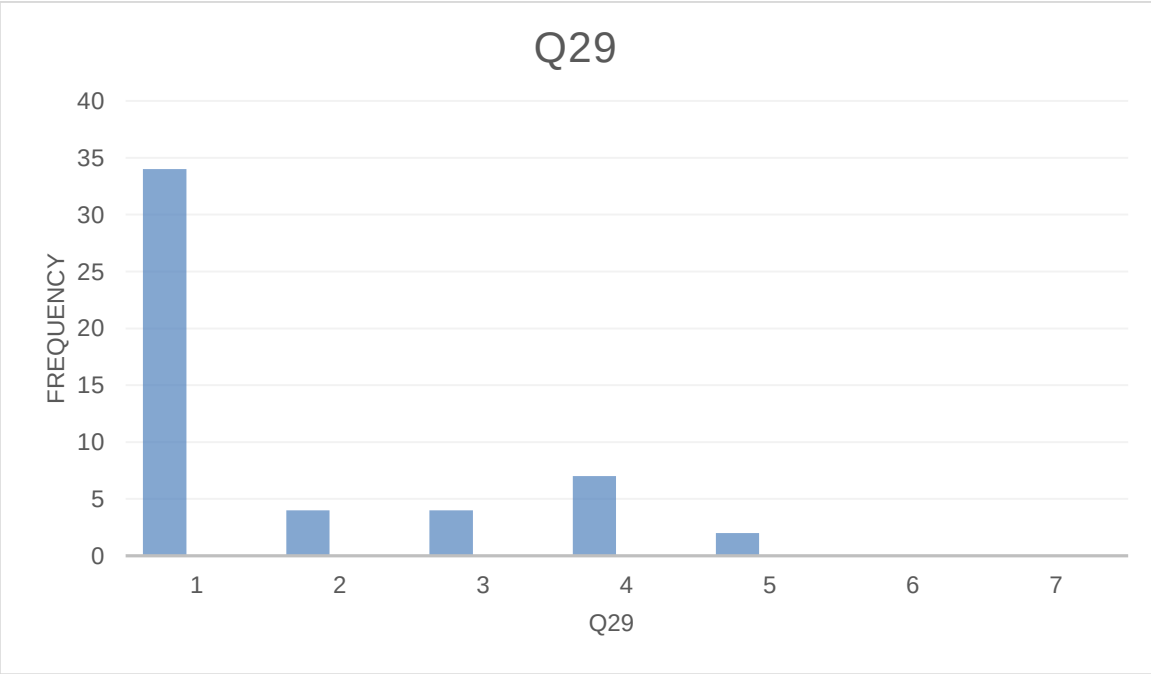
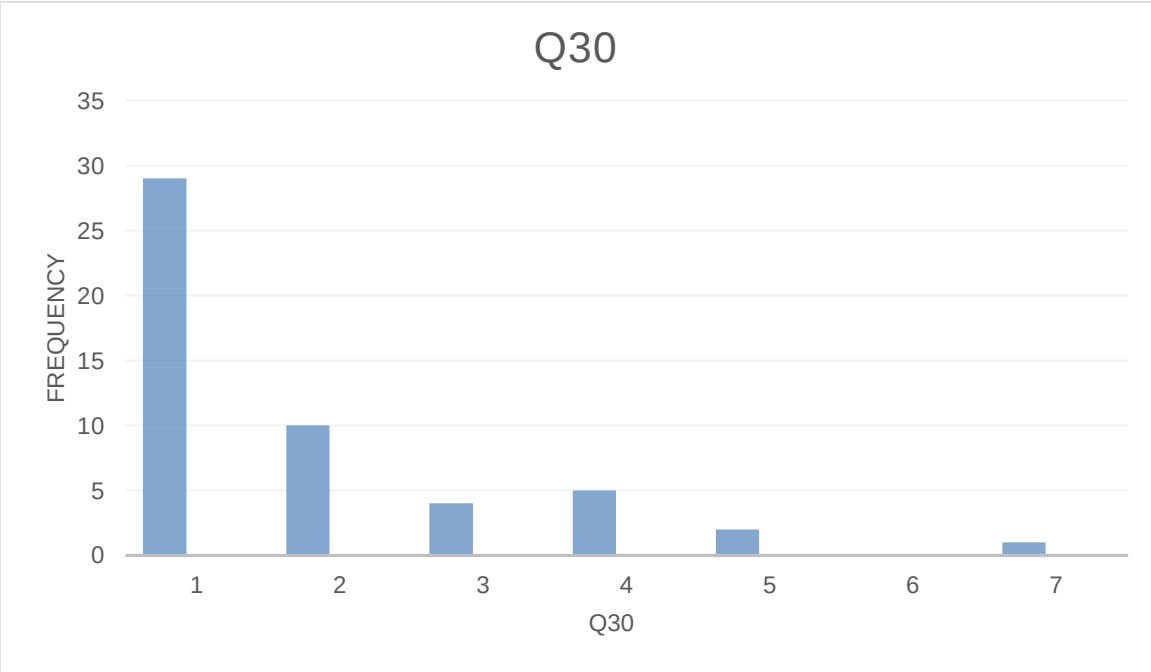
Question 29: Younger team members having the opportunity to share technology or trend-related insights with older generations



Source: own elaboration

Question 30: Facilitating opportunities for creating workplace relationships



Source: own elaboration

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Project Title: Inclusive workplaces for senior workers

Project N°: 2020-1-SK01-KA204-078253

INSPIRER

Inclusive workplaces for senior workers

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Co-funded by the Erasmus+ Programme of the European Union

Project No: 2020-1-SK01-KA204-078253

IO1 / A3

National Report Germany

Author:
Volkshochschule im Landkreis Cham e.V., Germany

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1. Introduction

Selection of companies /respondents, conduction of research in Germany

Based on the common methodology, developed by the lead partner Technical University of Košice, Slovakia, the questionnaire survey and focus groups have been prepared. The survey questions were translated to German and then transformed to a Google Forms (own elaboration) document. The survey took place from January 20-31, 2021. Due to the Covid-19-restrictions in Germany, the conduction of a focus group was replaced by 5 individual interviews with relevant manger in January 2021 and February 2021.

Survey questionnaire on the multigenerational workplace culture training needs

The Volkshochschule im Landkreis Cham e.V. tried to share the questionnaire with their network contacts as well as with the general public with the intension of receiving relevant feedback with view to:

- diverse age representation,
- diverse representation of males and females,
- diverse representation of managers / employees,
- diverse representation of work sectors and educational background.

The link to the survey was also shared on our International Projects Facebook page. The results were processed with the help of the Google Forms and Excel.

Focus group on the multigenerational workplace culture training needs

The INSPIRER team directly contacted five managers of enterprises belonging to different sectors of industry in Southern Germany. Two of these companies are operating on international level with their headquarters in Germany:

- Health and Wellness
- Public Authorities
- Education
- ICT
- Engineering and Consulting

The aim was to get insight on this topic from the managerial point of view. Due to Covid-19 pandemic, the respondents were contacted using phone calls. The results from the focus group were processed by content analysis. The managers showed a genuine interest in the issue of different age groups in the workforce. It turned out that some sectors face a lack of skilled workforce on the labour market and for that reason have problems with recruiting the required number of staff.

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Table 1 shows the total number of participants in INSPIRER research for Germany.

Table 1. Number of respondents in survey and focus group

Number of respondents foreseen	Number of respondents reached
50	72
Number of focus groups/interviewees foreseen	**Number of focus groups/interviewees reached**
1/5	1/5

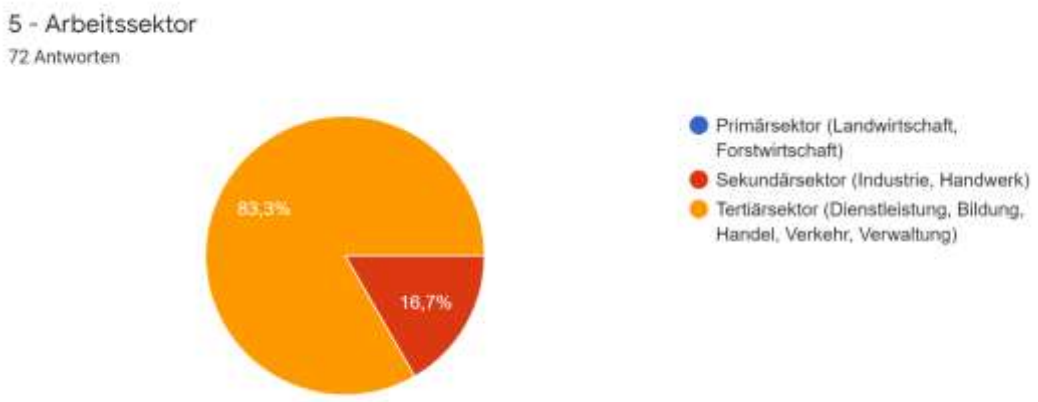
Source: own elaboration

The basic characteristics of companies in survey

The German project partner Volkshochschule im Landkreis Cham e.V. is located in a more rural area with a fewer number of big companies. For representing not only this region but Germany as a whole, it was intended to include network contacts from big companies that operate on national and international level. Companies and organisations are operating in education, public administration offices, car industry, insurance industry, NGOs, etc.

The sectors of work in the survey are tertiary sector (83.3%), e.g. services, education, trade, administration, and secondary sector (16.7%), e.g. industrial and craft sectors.

Graph 1. Work sector



Source: Google Forms (own elaboration)

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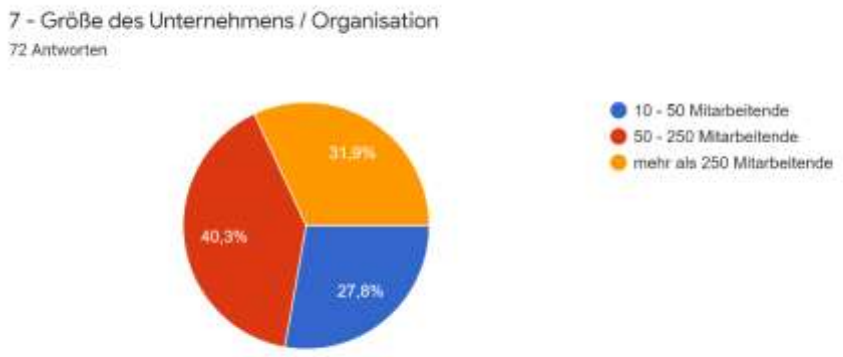
The respondents represent the different sizes of companies in a quite well-balanced relation: 27.8% (20/72) work together with 10-50 colleagues, 40.3% (29/72) of companies have 50-250 employees and 31.9% (23/72) have a workforce of 250 people and more.

Graph 2. Size of enterprise/organisation



Source: Google Forms (own elaboration)

The basic characteristics of employees in survey

Number of employees in the survey

72 people responded with complete answers to the questionnaire survey about multigenerational workforce and its needs in Germany.

Age, gender and education

As for the age, the largest category was represented by people of age group 36-55 years (43.1%), which corresponds to the Generation X, currently the generation in productive age. The second-largest category was the age group 23-35 years (40.3%), that means the Generation Y or so-called ´Millenials´. They are in productive age as well. The third-largest was the age group 56-74 years (15.3%), the Baby Boomers, who gradually pass into the post- productive age. One respondent was younger than 23, none was older than 74 years.

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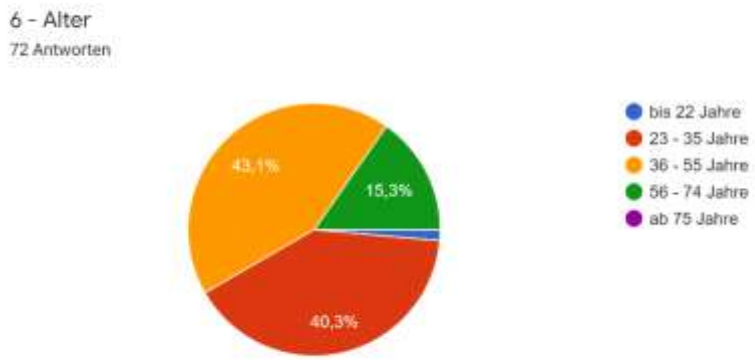
Graph 3. Age

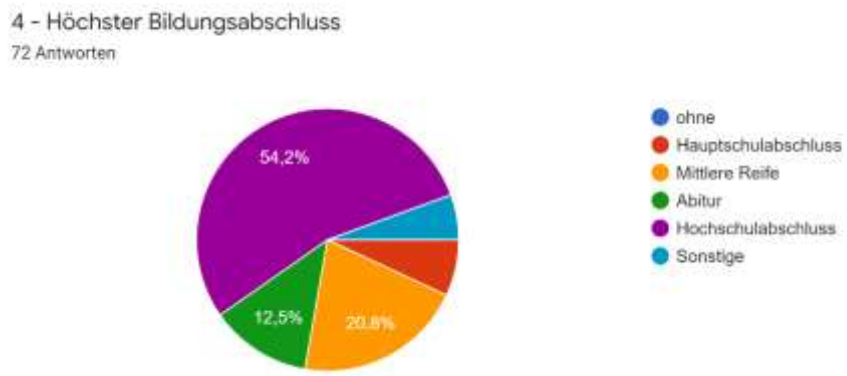


Source: Google Forms (own elaboration)

The educational background was categorized according to the German graduation system with:

- Ohne Schulabschluss - without graduation (0%)
- Hauptschulabschluss – lower secondary school-leaving certificate, 9 y (6.9%)
- Mittlere Reife – intermediate secondary school-leaving certificate, 10 y (20.8%)
- Abitur – upper secondary school-leaving certificate, 12-13 y (12.5%)
- Hochschulabschluss – higher education graduation (54.2%)
- Other (5.6%)

Graph 4. Highest level of education



Source: Google Forms (own elaboration)

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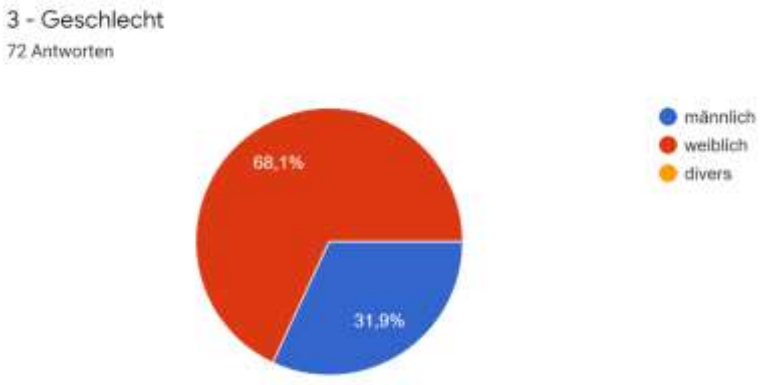
The majority of respondents was female (68.1%) and 31.9% was male.

Graph 5. Sex

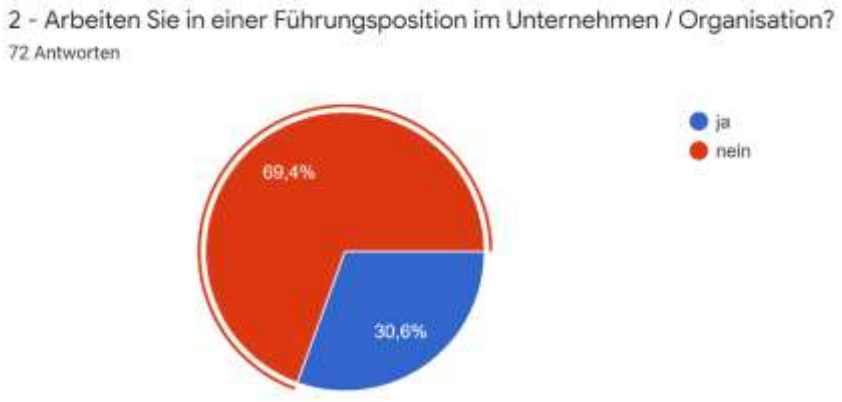


Source: Google Forms (own elaboration)

Position in company

Almost one third of respondents was holding a manager position (30.6%), approximately two thirds (69.4%) a non-managerial position.

Graph 6. Work position



Source: Google Forms (own elaboration)

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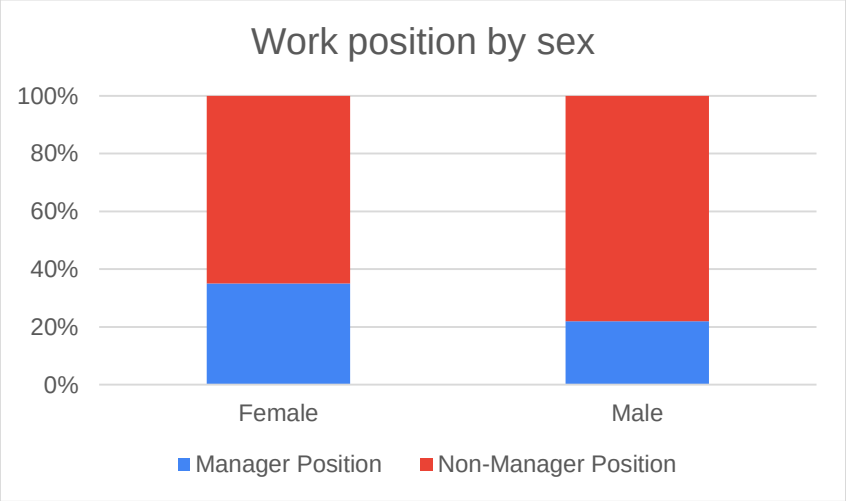
In total, 30.6% of respondents (22/72) were in manager position. Considering work position by sex, 35% of female respondents (17/49) and 22% of male respondents (5/23) were in a manager position.

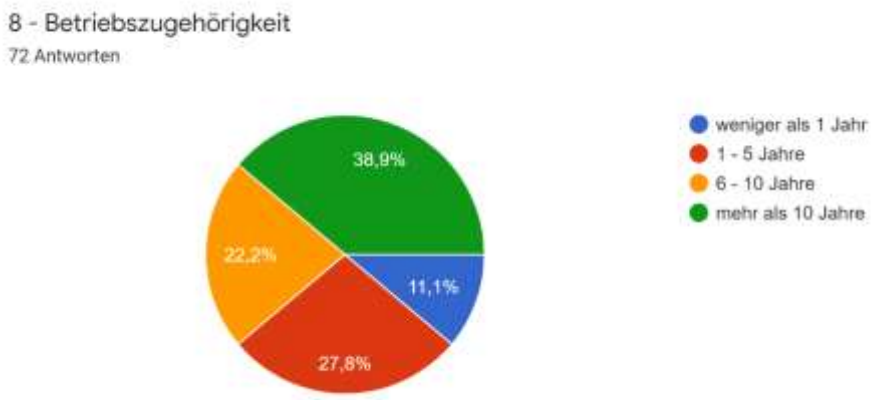
Graph 7. Work position by sex



Source: Own elaboration

Most of the employees are now currently working in a multigenerational company for more than ten years (38.9%), 6-10 years (22.2%), 1-5 years (27.8%). Only 11.1% work less than 1 year for their current company or organisation.

Graph 8. Years of employment with the company/organisation



Source: Google Forms (own elaboration)

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The basic characteristics of managers in focus group interviews

Number of managers in focus group/interviews

As mentioned in the previous section, the focus group interviews in Germany included 5 managers of enterprises operating in the different sectors: Health and Wellness, Public Authorities, Education, ICT, Engineering and Consulting.

Age, gender and education

One of the interviewees was young than 40 years, the other four managers are 55+. One of the older managers is female, all four other managers are male. All interviewees have an academic background. Their specifications vary from scientist, administration or engineering to languages.

Position in company

In their company or their branch, all of are holding a manager position with managerial responsibility for some or all staff members, although the frame of the organisations may differ:

- a group of companies with more than 2,000 staff members in total
- a public service with about 30 staff members in total, belonging to a larger umbrella organisation in Bavaria with more than 40,000 employees
- an organisation with a workforce of appr. 90 people
- an organisation with a total workforce of appr. 900 people in Germany, 120 at this location, the manager is responsible for 50 employees
- a company with a workforce of appr. 550 people on international level, 300 at this location.

They indicate a work experience in their organisations of 16 years to more than 30 years (median: 25 years). For holding this manager position, there is a range from 4 years to more than 25 years (median: 10 years).

Working environment

The companies are mainly operating on regional or national level, however, two of these enterprises are also working on international level and with a multicultural staff background.

The managers were asked for the occupational distribution their working environment. Three of the managers indicated that they are working with interdisciplinary team of academics (e.g. economists, scientists, medical doctors, psychologists, social professions teachers) and non-academics (e.g.

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administration, commercial occupations, health care, hotel and restaurant, groundskeeper). One manager only works with academics.

Three managers also work with multicultural teams (e.g. staff with migration background from more than 15 nationalities from EU states (10) and beyond (5)).

Table 2 shows the age distribution of the companies.

Table 2. Age distribution in companies of focus group

Estimated age distribution of staff	Estimated per centage of staff aged 55+
16 to 67 years	20 %
24 to 59 years	10 %
20 to 63 years	25%
25 to 70 years	20%
20 to 69 years	26% 50-59 years / 11% 60-69 years

Source: own elaboration

Number and type of documents identified and reviewed for the report

In total, 46 documents were reviewed and used in order to prepare the questionnaire survey and focus group report. They were mostly published articles and papers, statistics and websites of relevant ministries and authorities. Both, national (German) and European resources were used. For details, please refer to Chapter 9 (References).

All indicators and statistics used to describe Germany and its multigenerational workplace culture were drawn from Destatis (National Statistics Authority in Germany), Eurostat and OECD databases.

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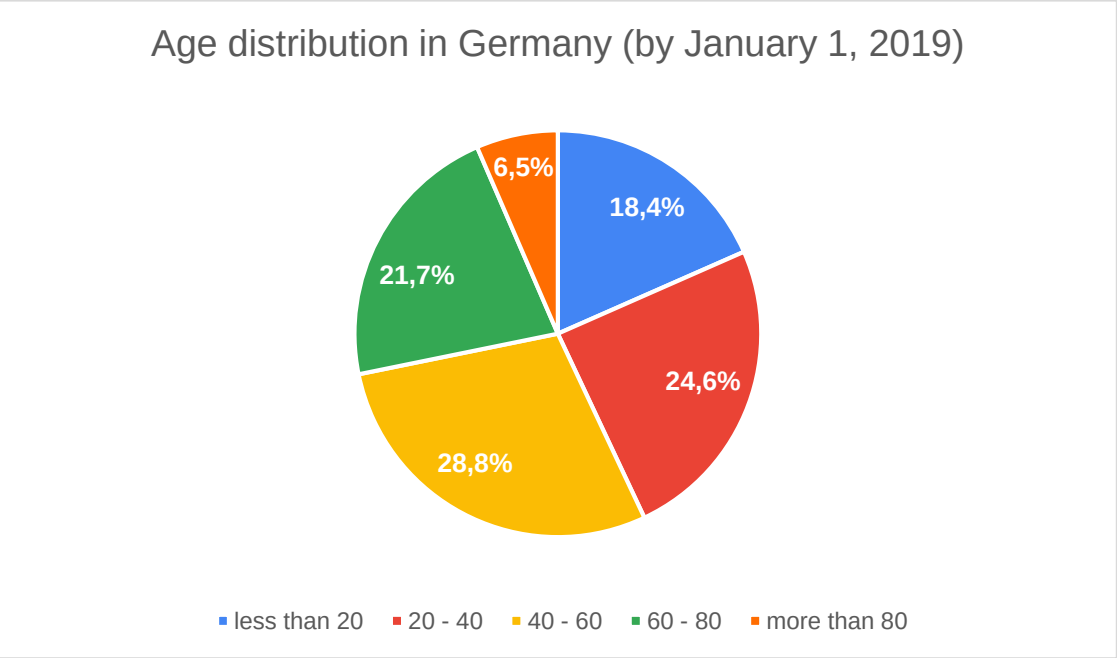
2. Profile of the country

Since reunification in 1990, the Federal Republic of Germany comprises of 16 federal states. Five of the federal states ("Bundesländer") in the North East had formed the former GDR. This is still worth mentioning, as there may be significant differences between the former "East" and the "West" with view to e.g. population/density, age distribution, average wages but also pensions.

Population

The total population of Germany on January 1, 2019 was 83,019,213 inhabitants[104]. The average age in total was 44,4 years (males: 43,1 years, females 45,8 years)[105]. Graph 9 shows the distribution of age groups.

Graph 9: Population, distribution in age groups



Source: Own elaboration based on data at Destatis[106]

[104] https://ec.europa.eu/eurostat/databrowser/view/demo_pjangroup/default/table?lang=en (accessed February 11, 2021)
[105] https://www.destatis.de/DE/Themen/Gesellschaft-Umwelt/Bevoelkerung/Bevoelkerungsstand/Tabellen/durchschnittsalter-zensus-jahre.html (accessed February 11, 2021)
[106] https://www.destatis.de/DE/Themen/Gesellschaft-Umwelt/Bevoelkerung/Bevoelkerungsstand/Tabellen/liste-altersgruppen.html

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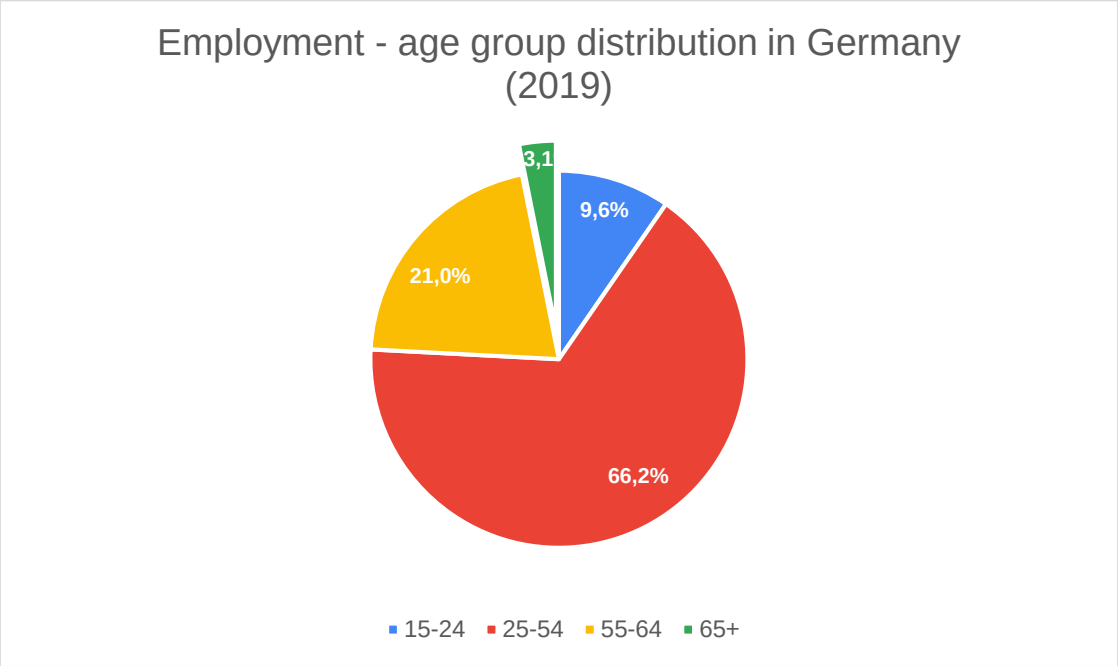
Working age population (aged 15 to 64)

As of January 1, 2019 the total number of working age population (aged 15 to 64) is 53,844,866 people[107]. In 2019, a total number of 41,044,000 people of this age group was employed[108]. Graph 10 highlights the age group distribution among the working population.

Graph 10: Employment - age distribution (2019)



Source: Own elaboration, based on data at Destatis[109]

Depending upon the age group, the employment rate for the working age population (15-64) differed from 27.7% to 88%. The average employment rate, including also the 65+ age group, is 60.0%[110] as shown in Graph 11.

[107] https://ec.europa.eu/eurostat/databrowser/view/DEMO_PJANBROAD__custom_512896/default/map?lang=en (accessed February 11, 2021)
[108] https://www.destatis.de/DE/Themen/Arbeit/Arbeitsmarkt/Erwerbstaetigkeit/Tabellen/erwerbstaetige-erwerbstaetigenquote.html (accessed February 11, 2021)
[109] https://www.destatis.de/DE/Themen/Arbeit/Arbeitsmarkt/Erwerbstaetigkeit/Tabellen/erwerbstaetige-erwerbstaetigenquote.html
[110] https://www.destatis.de/DE/Themen/Arbeit/Arbeitsmarkt/Erwerbstaetigkeit/Tabellen/erwerbstaetige-erwerbstaetigenquote.html (accessed February 11, 2021)

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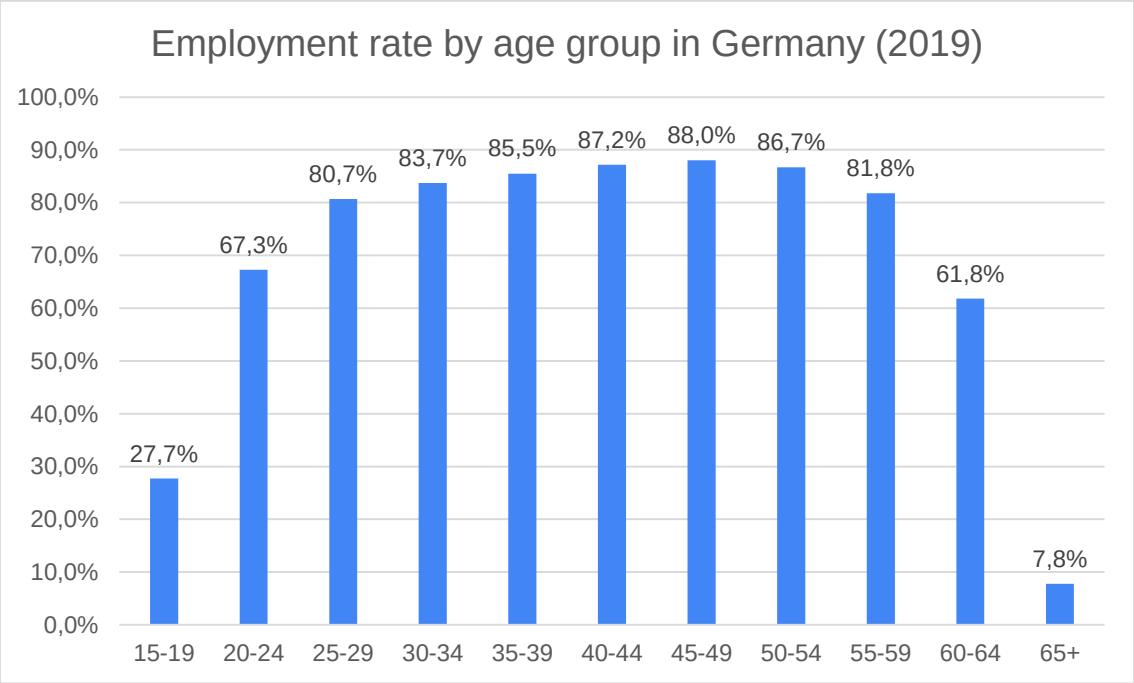
Graph 11: Employment rate by age group in Germany (2019)



Source: Own elaboration, based on data at Destatis[111]

Employment rate of elderly population

In 2019, another 1,334,000 of the employees were aged 65 and older. The rate of the elderly people (65 and over) in the working population was 3,1% as shown in Graph 10.

Graph 11 highlights that this is equivalent to an employment rate of 7,8% of the total population of 65 and over. Moreover, the German statistic data report an employment rate of 17,9% among the age group of 65-69 years[112]. The European data by Eurostat list an employment rate of 13,8% for the age class 65-74 years for 2019 in Germany[113].

[111] https://www.destatis.de/DE/Themen/Arbeit/Arbeitsmarkt/Erwerbstaetigkeit/Tabellen/erwerbstaetige-erwerbstaetigenquote.html

[112] https://www.destatis.de/DE/Themen/Arbeit/Arbeitsmarkt/Erwerbstaetigkeit/Tabellen/erwerbstaetige-erwerbstaetigenquote.html (accessed February 11, 2021)

[113] https://ec.europa.eu/eurostat/databrowser/view/LFSA_ERGAED__custom_512962/default/map?lang=en (accessed February 11, 2021)

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European Commission's recently released Green Paper on Ageing projects a maximum working age of 69-74 for most German districts in order to keep the size of the working age population constant by 2040[114].

[114] https://ec.europa.eu/info/sites/info/files/1_en_act_part1_v8_0.pdf, p.9 (accessed February 19, 2021)

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Pension adequacy and average wages

Basically, the pension system in Germany is based on three pillars:

1. Statutory pension insurance (mandatory for employees, workers, civil servants, but not self-employed)
2. Occupational provisions
3. Personal old-age provisions

"In Germany, pensions from the statutory pension insurance (SPI) scheme are the most important component of old-age provision"[115]. In 2015, it represented close to two thirds of the income of people aged 65+[116]. "However, not only periods covered by contributions are taken into account. Periods in which insured persons were prevented from paying compulsory contributions, e.g. periods of illness and unemployment, may also be counted towards the pension."[117] Due to ageing society and low birth rates, the statutory pensions will increase much slower than average wages by the years to come[118]. The ratio of average pension and average wages was 52.9% in 2000, it decreased gradually to 48,1% in 2016[119]. The forecasted development lists less than 46% in 2020 and less than 43% in 2030[120]. Under German law, the age limit for the statutory pension without deductions has been gradually raised from 65 to 67 since 2012 and will continue to be raised until 2029. Starting with the birth cohort 1947, the age limit will be increased by one month per year until 2023. From 2024, the age limit will be raised in 2-month steps, starting with the 1959 birth cohort. For employees born in 1964 or later, the standard retirement age will be 67[121].

---

[115] https://ec.europa.eu/social/main.jsp?catId=738&langId=en&pubId=8085&furtherPubs=yes, p.48

[116] https://www.bmas.de/DE/Soziales/Rente-und-Altersvorsorge/Fakten-zur-Rente/Alterseinkommen-und-zusaetzliche-Vorsorge/alterseinkommen-und-zusaetzliche-vorsorge.html (accessed February 21, 2021)

[117] https://ec.europa.eu/social/main.jsp?catId=738&langId=en&pubId=8085&furtherPubs=yes, p.48

[118] https://www.deutsche-rentenversicherung.de/DRV/DE/Rente/Moeglichkeiten-der-Altersvorsorge/Drei-Saeulen-der-AV/DS-Die-drei-Saeulen-der-Altersvorsorge.html (accessed February 12, 2021)

[119] https://www.deutsche-rentenversicherung.de/DRV/DE/Rente/Allgemeine-Informationen/Wissenswertes-zur-Rente/FAQs/Rente/Rentenniveau/Rentenniveau_Liste.html#587e268e-a875-4ba0-a80a-fba4f405ff95 (accessed February 12, 2021)

[120] https://www.deutsche-rentenversicherung.de/DRV/DE/Rente/Allgemeine-Informationen/Wissenswertes-zur-Rente/FAQs/Rente/Rentenniveau/Rentenniveau_Liste.html#ad901b16-b989-47af-847e-52a5f3d20074 (accessed February 12, 2021)

[121] https://www.deutsche-rentenversicherung.de/DRV/DE/Rente/Kurz-vor-der-Rente/Wann-kann-ich-in-Rente-gehen/Wann-kann-ich-in-Rente-gehen_detailseite.html#:~:text=Das%20Eintrittsalter%20f%C3%BCr%20die%20abschlagsfreie,die%20Regelaltersgrenze%20bei%2067%20Jahren (accessed February 11, 2021)

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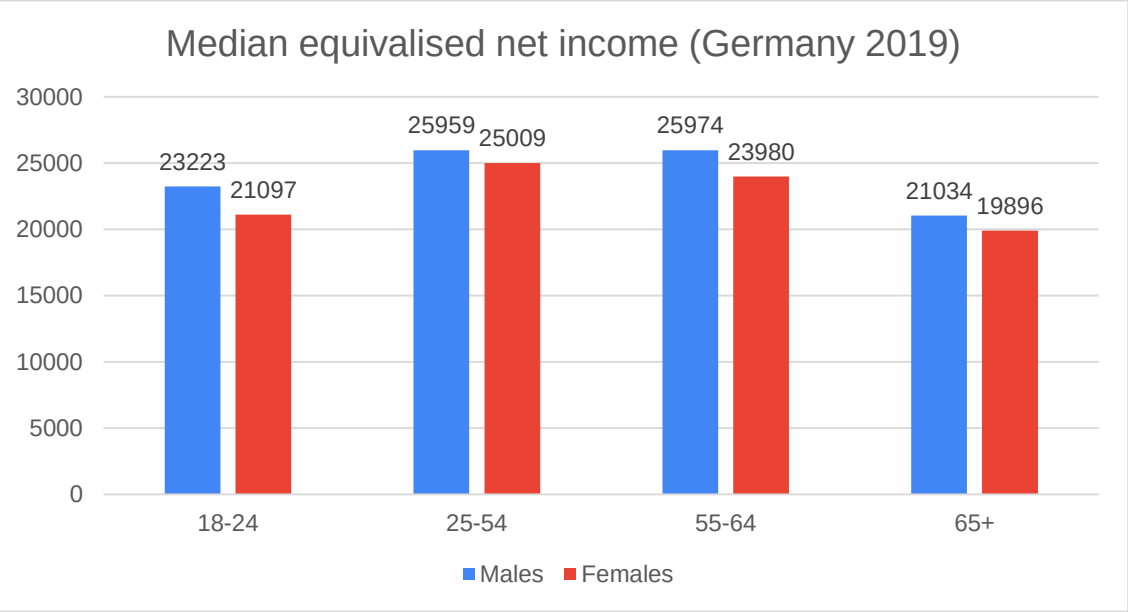
With view to the second and third pillar: In 2015, only 57% of the working population had qualified for an occupational provision[122]. Moreover, it is obvious that high-income earners will have better options for personal old-age provisions, however, low-income earners may not have enough funds for earning money for the future.

In Germany, there is a basic income of 446 EUR per month plus accommodation and heating costs per (single) person, 401 EUR per person for partners. In case, the age pension is very low, you can ask for an additional payment up to the basic income. It is recommended by the state to have that checked, in case the net income is lower than 10,380 EUR p.a. (865 EUR p.m.)[123]

In Germany, the average wage (median equalized net income) in 2019 for people aged 16-64 years was 24,753 EUR p.a. (males: 25,462 EUR/females 24,221 EUR)[124]. For the age group 65 and over it was 20,425 EUR p.a. (males: 21,034 EUR / females: 19,896 EUR)[125].

Graph 12: Median equivalised net income (Germany 2019)



Source: Own elaboration, based on data at Eurostat[126]

122 https://de.statista.com/statistik/daten/studie/628992/umfrage/verbreitungsquote-der-betrieblichen-altersversorgung-in-deutschland/ (accessed February 12, 2021)
123 https://www.deutsche-rentenversicherung.de/DRV/DE/Rente/In-der-Rente/Grundsicherung/grundsicherung_node.html (accessed February 12, 2021)
124 https://appsso.eurostat.ec.europa.eu/nui/submitViewTableAction.do
125 https://appsso.eurostat.ec.europa.eu/nui/submitViewTableAction.do
126 https://appsso.eurostat.ec.europa.eu/nui/submitViewTableAction.do

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Due to the Pension Adequacy report 2018 (Current and future income adequacy in Old Age in the EU – Volume 1), the at-risk-of-poverty rate of older people (aged 65 or over) averaged 14.6% in the EU-28 in 2016. However, in Germany the risk was slightly higher with 17.6%, with a gender gap (men 14.9%, women 20,1%)[127]. The average statutory pension rate in 2019 was 954 EUR with a large gender gap in the former West and a smaller one in the former East (West: Men 1,169 EUR / Women 700 EUR; East: Men: 1,264 EUR / 1,033 EUR).[128]

Job quality by age and by sex

Eurostat data provides the item "Employed persons having the opportunity to use their knowledge and skills in their current job by sex and age"[129] which might give relevant information for the development of the INSPIRER project. Graph 13 highlights the findings for Germany in 2015.

Graph 13: Employed persons having the opportunity to use their knowledge and skills in their current job by sex and age (Germany 2015)

[127] https://ec.europa.eu/social/main.jsp?catId=738&langId=en&pubId=8084&furtherPubs=yes

[128] https://www.deutsche-rentenversicherung.de/SharedDocs/Downloads/DE/Statistiken-und-Berichte/statistikpublikationen/altersrenten_im_zeitablauf.pdf?__blob=publicationFile&v=1

[129] https://ec.europa.eu/eurostat/databrowser/view/QOE_EWCS_6_6__custom_562493/default/table?lang=en

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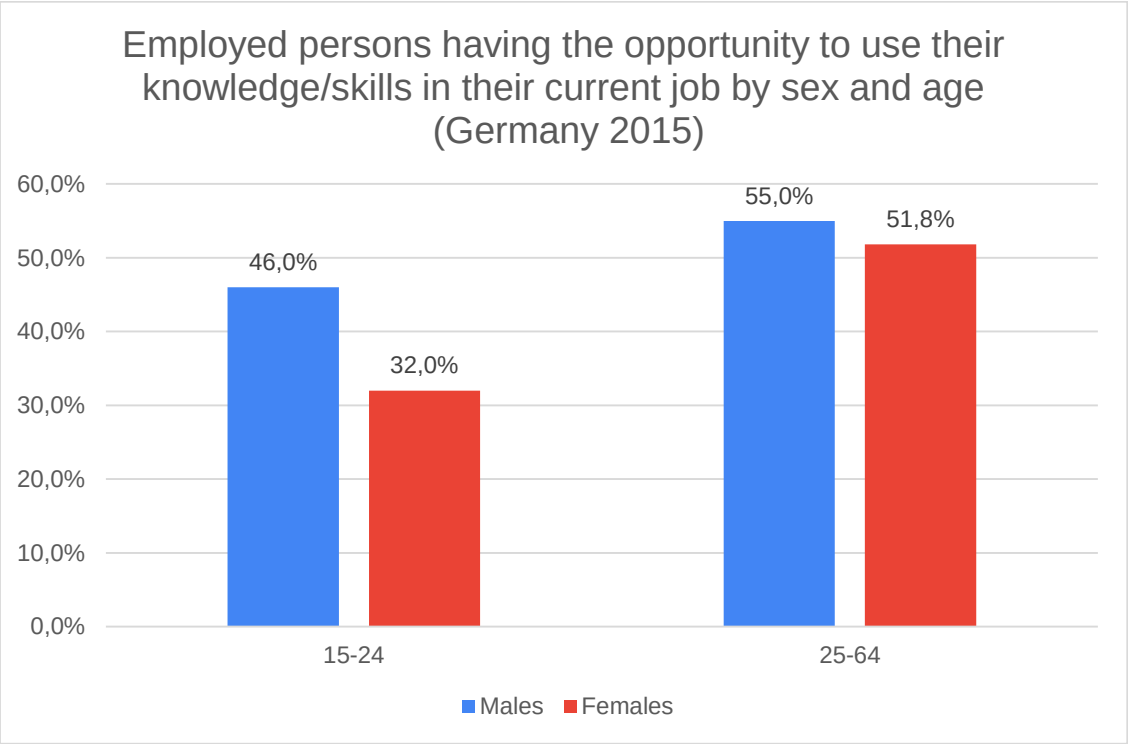

Source: Own elaboration based on data at Eurostat[130]

OECD statistics for 2016 also provide the indicator of job quality by sex. The values for adjusted gross hourly wages of employees are quoted in USD for women and men as well as for different age groups. Table 3 shows that in average men earn more money than women. At the same time, the hourly wages are increasing with the age. The population of 50-64 years earns the highest wages, a plus of 7.7 % to the country average.

Table 3: Job quality by age / sex, 2016 gross hourly wages (USD) in Germany

[130] https://ec.europa.eu/eurostat/databrowser/view/QOE_EWCS_6_6__custom_562493/default/table?lang=en

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2016	Gross hourly wages (USD)	Difference in % to country average
Germany	**26,49**	
by sex		
Men	29,06	+9,7%
Women	23,84	-10,0%
by age groups		
Population 15-29	17,79	-22,8%
Population 30-49	28,00	+5,7%
Population 50-64	28,54	+7,7%

Source: Own elaboration based on data at OECD[131]

Age wage gap

Basically, the national statistical data for Germany shows one of the highest gender pay gaps in Europe. While in 2018 the average EU-28 gender pay gaps was 15%, it was 20% in Germany.

[131] https://stats.oecd.org/index.aspx?queryid=82331

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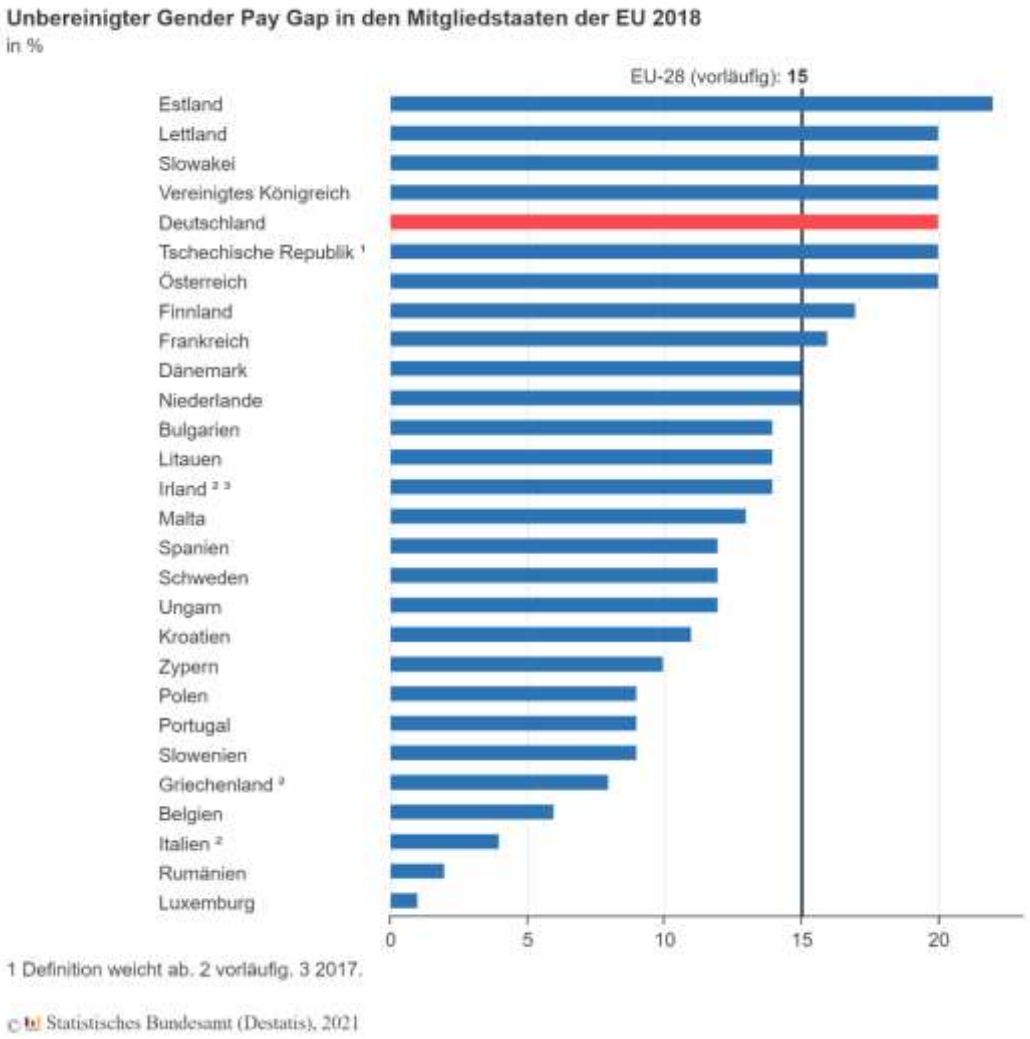
Graph 14: Gender Pay Gap 2018, Europe and Germany



Source: Statistisches Bundesamt (Destatis) 2021[132]

[132] https://www.destatis.de/DE/Themen/Arbeit/Verdienste/Verdienste-Verdienstunterschiede/_inhalt.html

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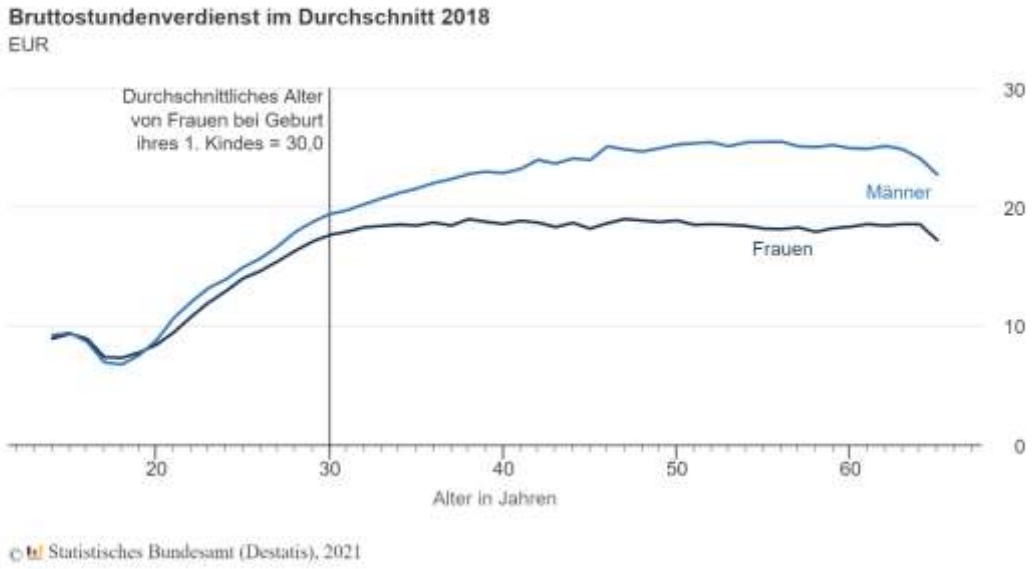
In Germany, the gender pay gap is relevant, starting from the age of approximately 20 years. However, a major increase is relevant at the age of 30 years - which is the average age of women giving birth to their first child.

Graph 15: Gender Pay Gap 2018, Germany



Source: Statistisches Bundesamt (Destatis) 2021[133]

Table 4: Average gross hourly earnings, 2018 Germany

Age	Men	Women
<25	10,87 €	10,22 €
25-29	16,94 €	15,54 €
30-34	20,22 €	18,13 €
35-39	22,31 €	18,65 €
40-44	23,53 €	18,60 €
45-49	24,71 €	18,68 €
50-54	25,30 €	18,54 €
55-59	25,26 €	18,12 €
60-64	24,84 €	18,46 €
>65	16,61 €	14,08 €
Total	**21,70 €**	**17,33 €**

Source: Own elaboration based on data at Destatis[134]

[133] https://www.destatis.de/DE/Themen/Arbeit/Verdienste/Verdienste-Verdienstunterschiede/_inhalt.html

[134] https://www.destatis.de/DE/Themen/Arbeit/Verdienste/Verdienste-Verdienstunterschiede/Tabellen/gpg-persoenlich.html

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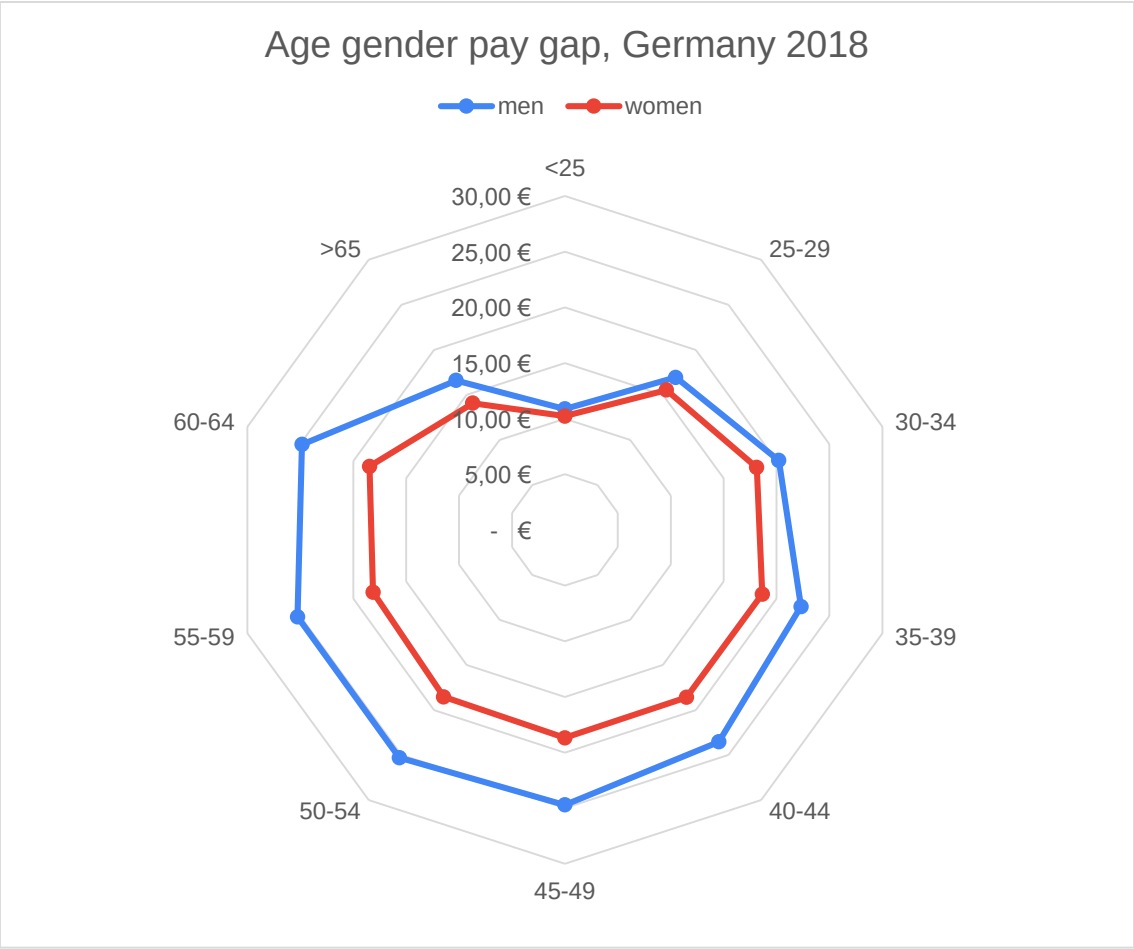
Table 4 and Graph 15 and Graph 16 highlight the existing problem of gender pay gap at different ages with detailed data.

Graph 15: Age Gender Pay Gap 2018, Average gross hourly earnings, Germany



Source: Own elaboration based on data at Destatis[135]

[135] https://www.destatis.de/DE/Themen/Arbeit/Verdienste/Verdienste-Verdienstunterschiede/Tabellen/gpg-persoenlich.html

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3. Profile of the companies in survey

The sectors of the companies in the survey are tertiary sector (83.3%), e.g. services, education, trade, administration, and secondary sector (16.7%), e.g. industrial and craft sectors (see Graph 1).

As mentioned with Graph 2, the respondents represent the different sizes of companies in a quite well-balanced relation: 27.8% (20/72) work together with 10-50 colleagues, 40.3% (29/72) of companies have 50-250 employees and 31.9% (23/72) have a workforce of 250 people and more.

Due to the feedback in the survey, 12.5% of the companies have set in place an anti-ageism strategy. The real number might be higher since 48.6% % of respondents do not know whether the company implemented such kind of policy. Another 38.9% deny the existence of a strategy in their company. However, this is merely data about employees` awareness about an anti-ageism strategy, it is assumed that more companies have an internal strategy on this topic.

Graph 16: Company strategy on anti-ageism

Source: Google Forms (own elaboration)

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4. Policy actions in the area of multigenerational workforce culture

Legislation in Germany

The focus group members provided valuable contributions to policy actions that are put in place in Germany. Following German legislation is relevant for the INSPIRER project:

1. *General Equal Treatment Act – "Allgemeines Gleichbehandlungsgesetz-AGG"*[136] *(2006) (as a consequence of the EU Charter of Fundamental Rights Article 21 - Non-discrimination*[137] and Treaty of Lisbon, Article 6[138])
   "Age discrimination is prohibited in Germany. This is laid down in the General Equal Treatment Act (AGG). In addition to discrimination on the basis of age, ethnic origin, religion and belief, sexual identity, gender or disability is also prohibited. Discrimination is often based on a combination of characteristics, for example, when younger women are discriminated against in job applications because of a possible pregnancy. The General Equal Treatment Act applies in employment and occupation and also in everyday transactions such as shopping and getting insurance under private law. In the event of violations of the law, you are entitled to compensation and damages."[139]
   "Older people often report discrimination in job search and application processes, especially when it comes to re-entering the workforce. Younger and older workers are also perceived to have fewer skills, which affects the evaluation of performance or even salary classification. However, unequal treatment on the grounds of age also occurs in everyday life. Especially when it comes to access to financial services, age-discriminatory practices can occur through the rejection of credit applications or through higher calculation of insurance tariffs. The same applies to voluntary activities - for example, by charging older members higher membership fees. A case of age discrimination can also exist if practical barriers arise with the advancing digitalisation. These go hand in hand with a risk of exclusion for older people in particular."[140]

[136] https://www.gesetze-im-internet.de/agg/BJNR189710006.html
[137] https://fra.europa.eu/en/eu-charter/article/21-non-discrimination
[138] https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3AC2007%2F306%2F01
[139] https://www.antidiskriminierungsstelle.de/DE/ThemenUndForschung/Alter/themenjahr_alter/fragen_antworten/faq_node.html#:~:text=Grunds%C3%A4tzlich%20kann%20sich%20Altersdiskriminierung%20unterschiedlich,einem%20bestimmten%20Alter%20vergeben%20werden
[140] https://www.antidiskriminierungsstelle.de/DE/ThemenUndForschung/Alter/fragen_antworten/faq_node.html

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2. *Partial retirement – "Alterteilzeit" (Alterteilzeitgesetz AltTZG, 1996[141])*
"Partial retirement enables a smooth transition into retirement. Partial retirement is part-time employment regulated by the Partial Retirement Act (AltTZG). Since there is no legal entitlement to partial retirement, it is only possible on the basis of a voluntary agreement between employer and employee. Although the most important regulations and requirements are laid down in the AltTZG, many points can be agreed individually. Frequently, regulations on partial retirement are also included in collective agreements and company agreements. It should be noted that part-time work for older workers must continue at least until the earliest possible date on which an old-age pension can be claimed. In the case of partial retirement, the previous weekly working hours are reduced by half. Employment subject to compulsory insurance within the meaning of the Third Book of the Social Code, Labour Promotion (SGB III), is continued. The employer is obliged to top up the salary and make additional contributions to pension insurance in accordance with the Partial Retirement Act (AltTZG). Basically, there are three models:
    a. Equal distribution model: Working hours are reduced to half over the entire period of partial retirement. This can be realised, for example, with half working days or fewer working days per week.
    b. Block model: Partial retirement is divided into two phases of equal length. In the first phase (work phase), regular work is continued, in the second phase (release phase), no work is done at all.
    c. Other model: The exact distribution of working time can be agreed individually between employer and employee. For example, a gradual reduction of working hours / working days is also possible.

In the case of partial retirement, the salary is halved and the employer tops it up by 20 per cent of the reduced salary. The top-up amount is exempt from tax and social security contributions, but is subject to the progression proviso*. The employer is also obliged to pay at least 80 per cent of the employee's previous pension insurance contributions. This is to cushion the pension losses caused by the reduced salary. It should be noted that special payments by the employer, such as Christmas bonuses, may be omitted during partial retirement."[142]

[141] https://www.gesetze-im-internet.de/alttzg_1996/BJNR107810996.html
[142] https://www.bmas.de/DE/Themen/Arbeitsrecht/Teilzeit/altersteilzeit-artikel.html

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3. *Corporate integration management - "Betriebliches Eingliederungsmanagement-BEM" (2004)*[143]

"Since 2004, employers have been obliged to offer corporate integration management (BEM) to employees who have been ill for a longer period of time. BEM serves to maintain employability and is an instrument to effectively counter the consequences of demographic change. At the same time, BEM ensures the individual's chances of keeping his or her job through early intervention. BEM is legally anchored in § 167 paragraph 2 of the Ninth Book of the Social Code (SGB IX). It states that an employer must offer BEM to all employees who are continuously or repeatedly incapacitated for work for more than six weeks within one year. This means that the employer must clarify "how the incapacity for work can be overcome as far as possible and with which benefits or assistance renewed incapacity for work can be prevented and the job can be maintained". Section 167(2) of Book IX of the Social Code deliberately does not specify what this clarification must look like in detail. Appropriate individual solutions must be found in each company and in each department. The law only requires the involvement of the relevant employee representative body (works council or staff council), and in the case of severely disabled employees, the involvement of the representative body for severely disabled employees. Successful BEM relieves the burden on social security funds (for example, by avoiding sickness benefit payments or disability pensions) and can contribute to securing the employability of older people in particular in the long term. It pays off for employers because it promotes the health and performance of employees, reduces absenteeism and thus lowers personnel costs. In times of a shortage of skilled workers, BEM is also an important instrument for preventing employees from leaving the company due to illness. For the affected employees themselves, BEM is an offer that can protect them from unemployment or early retirement. In the course of the procedure, an appropriate employment opportunity is often discovered and help is found to overcome the inability to work and thus secure (continued) employment. Employees are not forced to participate in BEM. Participation is always voluntary."[144]

[143] https://www.sozialgesetzbuch-sgb.de/sgbix/167.html

[144] https://www.bmas.de/DE/Themen/Arbeitsschutz/Gesundheit-am-Arbeitsplatz/betriebliches-eingliederungsmanagement.html

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4. *Law on the implementation of occupational health and safety measures to improve the safety and health of employees at work ("Arbeitsschutzgesetz – ArbSchG", 1996[145])*
   The law aims at assuring and improving the health of employees at work by measures of safety at work. §4 (6) outlines that "special hazards for particularly vulnerable groups of employees shall be taken into account". Due to common jurisprudence, older employees are part of this group.

5. *Protection against dismissal in the event of long service with the company: German Civil Code ("Bürgerliches Gesetzbuch - BGB[146])*
   § Section 622 Notice periods for employment relationships
   a. The employment relationship of a worker or employee may be terminated with four weeks' notice to the fifteenth or to the end of a calendar month.
   b. In the case of termination by the employer, the period of notice shall be as follows if the employment relationship in the establishment or enterprise is
      two years, one month to the end of a calendar month,
      five years, two months to the end of a calendar month,
      eight years, three months to the end of a calendar month,
      ten years, four months to the end of a calendar month,
      twelve years, five months to the end of a calendar month,
      15 years, six months to the end of a calendar month,
      20 years, seven months to the end of a calendar month.

6. *Prevention of occupational accidents and diseases ("Arbeitsstättenverordnung – ArbStättV", 2004[147])*
   The regulation aims to protect employees in workplaces and to contribute to the prevention of occupational accidents and diseases. It also serves to ensure that work is designed in a humane manner by containing requirements for air, climate and lighting conditions that are conducive to good health, for impeccable social facilities, in particular sanitary and recreation rooms, and for the protection of non-smokers. The special concerns of people with disabilities, such as accessibility, must be taken into account.

[145] https://www.gesetze-im-internet.de/arbschg/
[146] https://www.gesetze-im-internet.de/bgb/__622.html
[147] https://www.gesetze-im-internet.de/arbst_ttv_2004/__1.html

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7. *Qualification Opportunities Act ("Qualifizierungschancengesetz - QCG", 2019[148])*

   The German Federal Government is focusing on qualification and further training. It supports employees in expanding their skills and equipping themselves for change. With the so-called "Qualification Opportunities Act", it is expanding the existing funding opportunities of the Federal Employment Agency. The law came into force on 1 January 2019. Companies and employees themselves remain primarily responsible for further training. What is new is that the Federal Employment Agency can now assume part of the costs of further training. The prerequisite is that knowledge and skills must be acquired that go beyond an adaptation training. Employers receive wage subsidies if they release their employees during the CET while continuing to pay their wages. Employer cost-sharing depends on the size of the enterprise - larger enterprises must contribute more than small or medium-sized enterprises. CET costs for employees in micro-enterprises with fewer than ten employees can be subsidised up to 100 per cent. For small and medium-sized enterprises, up to 50 per cent subsidy is possible.

8. *Quality Management system certification: ISO 9001:2015*

   Many companies in Germany hold an ISO 9001 certification. The most recent version ISO 9001:2015 specifies requirements for a quality management system and for the first time highlights the topic of "Organizational Knowledge" which is strongly related with the topic of knowledge transfer from older staff to younger ones.[149]

[148] https://www.bundesregierung.de/breg-de/aktuelles/qualifizieren-digitaler-wandel-1523718

[149] https://www.stmwi.bayern.de/fileadmin/user_upload/stmwi/Publikationen/2016/2016-04-18-Qualitaetsmanagement-neu.pdf , p.38f and p. 68

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Best Practices in Germany

There is a wide range of Best Practice Examples in Germany. The presentations of detailed descriptions of the best practices are in Annex I.

A brief summary of the six best practice examples from Germany:

Best Practice 1: Senior Experten Service (SES)
Seniors provide knowledge transfer to companies at home and abroad across all sectors. They lend a hand in the skilled trades and with the installation, servicing and operation of machinery at production facilities, help to train specialists, resolve issues in marketing, sales, organisation, HR or certification, and provide support in all sorts of other areas. SES assignments last for an average of four to six weeks. The maximum duration is six months.

Best Practice 2: FORD AG – Disability Management
Interdisciplinary teams consisting of company supervisors as well as representatives of the works council, human resources, the department for the severely disabled, the health service and disability management look after employees with medical problems and physical or mental alterations in performance. Together, individual solutions that also create value for Ford are developed, which not only maintain the performance and working capacity of those affected, but also increase their job satisfaction

Best Practice 3: Age Structure Analysis / Training Needs Analysis: Demographic Calculator 2030 and Skilled Labour Monitor
With the demographic calculator, entrepreneurs can have the effects of demographic change on their own company transparently mapped and evaluated: A fast and uncomplicated overview of the current age structure of the workforce for the entire company as well as for individual occupational groups or departments / teams (e.g. mechanical engineering, human resources). A forecast of the age structure of the workforce up to the year 2030, based on the data entered for the company. An overview of the annual replacement requirements (overall and occupational group-specific) up to the year 2030.

Best Practice 4: Active Recruiting of 55+
20 years ago a family-run medium-sized company in the construction sector in a rural area of Bavaria decided to employ also new staff aged 55+ in order to address the problem of knowledge transfer and the loss of working experience for the company.

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Best Practice 5: Corporate Health Management in the Geriatric Care Sector
By improving working conditions and the organisation of work in the geriatric care sector, attractive jobs are to be created in order to counteract the shortage of skilled workers in a targeted manner.

Best Practice 6: Corporate Health Management - ICT
The work at EVOSOFT GmbH in Nuremberg takes place at computer workstations - with corresponding health risks for the back, eyes and musculoskeletal system. At the end of 2016, they started to establish a systematic health management system for the entire company, following isolated measures in previous years.

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Four main actions for Germany to support a multigenerational culture building

Action 1: Awareness raising of managers and workforce for national legislation

Although a range of legislation has been put in place on national level, not all employees and managers may be aware of these regulation and also their positive options, e.g. funding.

Action 2: Sensitizing of managers and workforce for the topic of age discrimination

Basically, age discrimination is prohibited in Germany. Apart from some exceptions (e.g. pilots) the companies are not allowed to recruit for staff of a certain age with their job offers. However, age discrimination may take place in daily work situations although HR managers, managers and even employees may not really be aware of it. It is necessary to sensitize people for the topic of age discrimination in daily (work) life.

Action 3: Awareness raising of managers for the topic of knowledge transfer

Knowledge of their workforce is equivalent to money for the company. When older staff members retire it means a loss of knowledge for the company. They have to be aware that they have to put actions in place in order to prevent a financial loss resulting from an individual staff retirement. Early enough other staff members have to be trained.

Action 4: Awareness raising of managers of Company Health Management as a key to late retirement

The age limit for the statutory pension in Germany increases from 65 to 67 years by 2029. Moreover, there is a lack of young trained workforce. The managers have to be aware the health, well-being and work satisfaction are key issues for late retirement. Company Health Management programmes support this approach.

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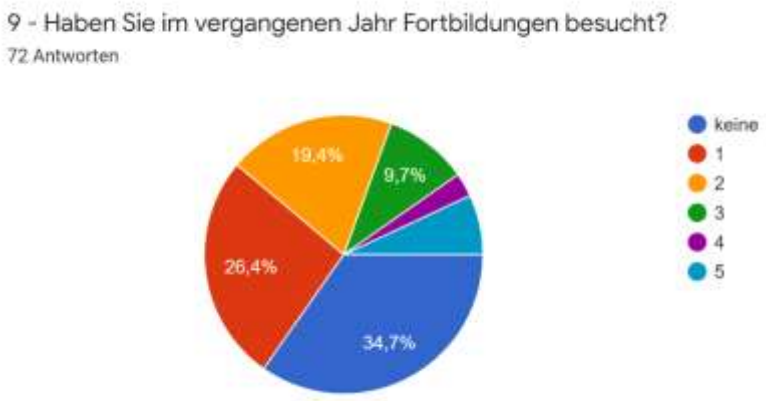
5. Educational needs to support multigenerational workplace culture

Main outputs and recommendations from questionnaire survey

The participants of the survey were asked whether they attended one or more trainings in the past year. More than one third of respondents (34.7%) replied that they did not have any training. About one quarter of respondents (26.4%) attended one training. Nearly one fifth of respondents (19.4%) had two trainings, almost one in ten of respondents had three trainings (9.7%). 2.8% of respondents attended four trainings, 6.9% had five trainings.

Graph 17: Trainings in past year



Source: Google Forms (own elaboration)

The detailed analysis of data in the survey in Table 5 show that people of all ages had one or more trainings.

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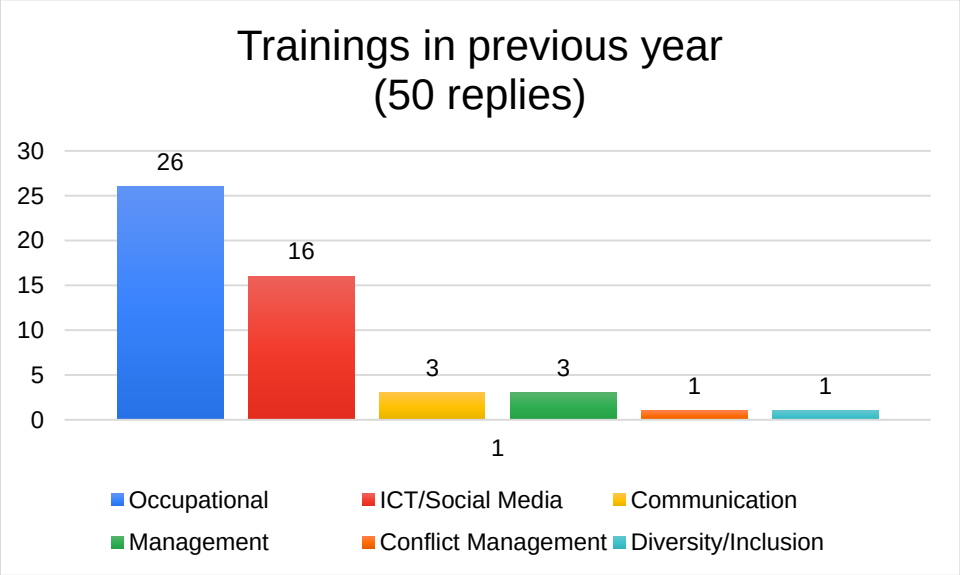
Table 5: Number of trainings in age groups (INSPIRER Survey Germany)

5 Trainings	>23	23-35	36-55	56-74
Male	-	-	-	-
Female	-	1	3	1
4 Trainings	>23	23-35	36-55	56-74
Male	-	-	-	1
Female	-	-	1	-
3 Trainings	>23	23-35	36-55	56-74
Male	-	-	-	-
Female	-	4	3	-
2 Trainings	>23	23-35	36-55	56-74
Male	-	1	1	1
Female	-	4	5	2
1 Training	>23	23-35	36-55	56-74
Male	-	2	2	2
Female	-	7	3	3

Source: Own elaboration based on Excel data from Google Forms

The respondents also were able to provide details with open answers in order to specify the kind of training they attended. The replies are highlighted Graph 18.

Graph 18: Specification of trainings attended (INSPIRER Survey Germany)



Source: Own elaboration based on Excel data from Google Forms

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In the first part of the survey on multigenerational workplace culture training needs the participants were asked to evaluate their workplace culture, company policy regarding age discrimination and differences between generations. The respondents answered by clicking 1-7 (1= totally agree; 7= totally disagree). The results are as follows:

Q1: The difference in technology fluency between older and younger generation in our company often causes workplace conflicts

- Almost 50% totally disagree on a level 6 or 7, only 2.8% totally agree. In details, there is no clear trend among the age groups

Q2: I find myself having trouble working with colleagues who are significantly younger/older than me.

- The majority of respondents does not have trouble with younger/older colleagues, 77.7% totally disagree on a level 6 or 7

Q3: I feel stressed and less productive because of negative work attitudes towards me.

- More than two thirds (61.1%) totally disagree on a level 6 or 7. Detailed analysis shows that there is no trend among age groups.

Q4: Many task related conflicts and disagreements with younger/older colleagues makes me want to exit my organisation.

- Almost four fifth (77.8%) totally disagree on level 6 or 7, so they do not wish to exit the organization.

Q5: It should be employer´s responsibility to encourage a healthy and supportive workplace environment.

- However, there is a wide agreement among respondents that the employer should encourage a healthy workplace environment. 73.7% totally agree on level 1 or 2.

Q6: Learning opportunities in my company are automatically offered to younger employees (educational coursework, access to reimbursement for continuing education, professional or industry conference attendance, etc.)

- The answers were ambivalent from 27.7% that totally agree on level 1 or 2 to 26.4% that totally disagree on level 6 or 7. However, detailed analysis shows that there is no trend among age groups.

Q7: Older workers are being overlooked or passed over for challenging assignments.

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- Two thirds of respondents deny that older workers are being overlooked, 65.3% totally disagree on level 6 or 7. Detailed analysis shows that there is no trend among age groups.

Q8: It frustrates me that older workers are resistant to new ideas and changes.

- The answers are very ambivalent, with about 10% per each level, except for the total disagreement on level 7 with 26.4%. However, respondents of all age groups state total agreement or total disagreement.

Q9: Older workers are being left out of client meetings or company activities.

- There is a quite clear disagreement with 72.2% of respondents that totally disagree on level 6 or 7.

Q10: I often hear disparaging comments and remarks about age at a workplace

- Very similar to Q9 there is a disagreement about Q10 with 77.8% on level 6 or 7.

Q11: I feel discomfort with new technology.

- About two thirds (65.3%) totally disagree on level 6 or 7. However, there is a minority of 8.3% that totally agree on level 1 or 2, but in detailed analysis except for one respondent, they are aged younger than 56.

Q12: It irritates me when my co-workers question my ability to do my job well because I am too young/too old.

- The replies are ambivalent with a majority that disagrees. (Comment: The question might be confusing or too complex. How to express it in the reply if you never faced the situation?)

Q13: I do not feel comfortable reporting to a younger manager with fewer years of experience than me.

- More than half (51.4%) of the respondents totally disagree on level 6 or 7. (Comment: The question might be misleading since age and experience are mixed.)

Q14: My employer does not provide enough opportunities for training of new skills.

- The majority of respondents totally disagree on a level 6 or 7 (51.4%). However, all other levels are rated from 5.6% to 12.5%. Detailed analysis shows no clear correlation with the number of trainings a respondent had in the past year.

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Q15: My company uses age management

- There are two peaks with 36.1% each on level 4 and 7. This might highlight that employees are not sure about what is age management and whether the companies use it or not.

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Q16: My company provides ICT training and eLearning as key elements to enhance the productivity and upgrade the skills of all workers.

- The replies are very ambivalent with similar rates in the range of 8.3% to 18.1% over all levels. Almost half of respondents (48.7%) are more positive on level 1 to 3.

Q 17: I am aware of my rights in case of age discrimination.

- There are three peaks at level 1, 4 and 7. So 25% totally disagree, 18.7% do not know, 22,2% totally agree. With view to ages: most of the age group 55+ totally agree to this statement. However, it is worth mentioning that there is no clear difference in knowledge about rights among managers and employees.

Q18: I feel intimidated by high-tech program, due to inexperience with its various components (e.g., touch screen, lack of mouse).

- The majority of respondents clearly disagree. Detailed analysis shows that among the 6.9% of respondents that totally agree, the majority is aged younger than 56.

Q19: I lack confidence in my ability to master the technology standing between me and the training content.

- More than three quarters totally disagree to this statement on a level 6 or 7.

In the second part of the questionnaire, the respondents were asked to evaluate measures that would improve multigenerational culture in the workplace. The respondents answered by clicking 1-7 (1 = would certainly help, 7 = would not help at all). The results are as follows (

Q20: Manager making the same message available in multiple formats (verbally, online) thus satisfying differing communications preferences

- The answers are ambivalent, however, there is a peak of 29.2% at level 3, that means generally there is more agreement than disagreement.

Q21: Showing employees that there are set expectations for everybody and that they are consistent throughout the company and enforcing them accordingly –everyone is treated equally.

- Nearly two thirds (65.3%) totally agree on a level 1 and 2 that this would certainly help.

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Q22: Establishing cross - generational mentoring programs pairing younger employees with older employees (mentorship – and reverse-mentorship).

- There is a peak of 36,1% at level 2, in total more than 80% on level 1-3.

Q23: Creating an age diverse pool of competencies – older bring in the experience, new entrants provide newer skills and techniques.

- There is a broad agreement with 66.6% on level 1 and 2.

Q24: Employers considering to redesign benefit packages, working conditions and job structure to keep older generation at work and younger to stay loyal to the company.

- Almost half of respondents think that this would certainly help on level 1 or 2, another 25% on level 3.

Q25: Developing innovative ICT solutions to help older people stay in work longer and improve their work-life balance

- The majority of respondents (52.8%) believe on a level 1 or 2 that this would certainly help

Q26: Company providing regular trainings and lifelong learning.

- There is also a broad agreement that regular trainings and lifelong learning would certainly help with 87.4% on level 1 to 3.

Q27: Employees getting acquainted on a deeper level via teambuilding's activities and finding a common ground.

- Very similarly to Q26, there is also a broad agreement with this statement, 75% on level 1 to 3.

Q28: Older generations include younger staff in senior-level meetings, client interactions, new business pitches, and client dinners.

- More than three quarters agree on a level 1 to 3. Only 11.1% totally disagree. However, in detailed analysis these answers do not clearly correlate with age groups.

Q29: Younger team members having the opportunity to share technology or trend-related insights with older generations.

- This measure is also appreciated by the majority of respondents (77.8 % on level 1-3)

Q30: Facilitating opportunities for creating workplace relationships

- Last but not least the respondents broadly agree with this measure with 76.4% on level 1-3.

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In the final part of the questionnaire there was open non-compulsory question about the **greatest difficulty** they had to face in cooperation with the younger/older generation. More than 70% of respondents answered this open question. Due to the design of this survey item, both age groups were addressed in one question. Only detailed data in the Excel file will show which age group responded in which way. However, there are some trends.

a. **No difficulties at all** (7 replies)

b. **No difficulties with different age groups but more with other issues, such as men/women, characters, etc.** (7 replies)

- There are both older and younger employees with above average or lacking ICT skills. The company would have to set a certain quality standard for standard applications (Word, Excel, PowerPoint, e-mail, Skype/ZOOM, etc.). Soft skills (e.g. active listening, perseverance, etc.) and other important work skills are also different in both age groups.
- I have had relatively few conflicts with this, but I think it works well as long as both groups are open and listen to each other's suggestions (whether innovative or spoken from experience) and are open to them. As soon as someone is no longer open to new things, I think it becomes difficult - but usually in more than one area.
- Only among men: condescending, chauvinistic attitude (unconsciously mostly); role structures from the Middle Ages (who takes care of household u children).
- Ingrained company structures often make it difficult for new employees to get started, regardless of whether they are young or old.
- The main difficulties at work are in the characteristics of each person's character.
- If a staff member is not willing to reflect on his/her behaviour/work.
- The respective personalities / tolerance of the individual employee

c. **General difficulties between the generation**s (12 replies)

- There is hardly any exchange between the generations. Often people pass each other by and do not really know anything about each other.
- Different opinions
- Changes for older people take more time and are often difficult. Younger employees often lack work ethics or respect.
- Communication barriers due to different backgrounds
- Sometimes, the very different work attitudes
- Different perceptions of the work attitude
- To get on the same level when solutions are needed quickly.

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- Communication and acceptance of different experiences / perspectives
- Mutual respect and tolerance,
- Different experiences
- Lack of communication
- understanding opinions

d. **Difficulty with the older generation** (15 replies)

- Different technology skills
- Older employees simply leave certain activities that require a certain technical know-how to younger colleagues instead of dealing with those themselves and getting involved in the change of the working world.
- Accepting and trying out new ideas
- The older employees often have an "elevated" status. They take advantage of privileges, which creates an imbalance in the workload (often young colleagues have to do more) -> ageism?
- Lack of willingness to perceive trends in today's working world and to support progressive ideas to improve work performance in the company.
- Towards the older generation: The lack of interest in new ICT technologies and the consistent, negative attitude towards new technology.
- Older colleagues have often finished their professional careers and therefore like to resist comprehensive innovations.
- Change older employees' minds about their usual ways of doing things. The topic is: "We have always done it this way".
- Older employees are often resistant to innovation and the changing times
- Digital natives vs. I used to work with punch cards....
- Awareness of ICT and the resulting lack of interest in it.
- The older ones are supposedly too slow regarding ICT
- Inflexibility and bossiness
- Self-congratulatory ignorance
- Too little ICT knowledge

e. **Difficulty with the younger generation** (10 replies)

- Not everyone it is easy put oneself in the other person's shoes. With a lack of life experience, the younger ones in particular often lack the prerequisite for this.
- Younger employees do not feel as strongly committed to the company, i.e. they do not contribute as much to the company as those who have grown in and around the company.
- Snootiness of the younger ones, big ego. You have to take them to the reality of work life.

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- Younger employees often do not have the patience to show something to the older ones
- Often bosses are much younger than employees
- Younger employees are often not resilient
- Too little resilience
- Irreverence
- Prejudices
- Loyalty

At the end of the questionnaire in Germany, there was an open non-compulsory question. Here the respondents were able to include any **other comments** they would like to share. Following feedback was retrieved:

a. Project focus is interesting

- Interesting topic, hope my input helps. Oh yes, we have a 70+ assistant caretaker who comes in every week to water flowers or change a light bulb. In return, it says on the company website that our team ranges from 18 to 75 years. So this topic is also used mercilessly for the image.
- Interesting survey and good approaches

b. **Improve teamwork, work commitment and other ideas…**

- We are a small, but mixed-age team that works well together in all areas. I can't confirm at all that the "older ones" have problems with the new technologies. By the way, my parents (65 and 66 years old) don't have that either.
- In my opinion, the employees should be a team and problems should be solved in cooperation. If people work together in a respectful and tolerant manner, this age issue does not arise, the basis for this is a good working atmosphere.
- Younger employees are often unfocused because of private use of mobile phones. Many younger employees are of the opinion that they always have to be available.
- The fact that one is sometimes a bit stuck in one's own actions.
- In principle, further training is a good idea, but it must be accepted.

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Main outputs and recommendations from focus group / interviews

Q: Do you often have to resolve conflicts in the workplace?
All the 6 findings emphasize that there are no conflicts about age as a main topic.

Q: What are the major differences you have experienced with regard to attitudes and perceptions between the generations you manage?
It seems that there are no general attitudes and perceptions for age reasons since one of the managers expresses that motivation and readiness of mind are not a matter of age. Moreover, there are two contradictory statements towards making one's career. May be dependent upon sector.

Q: What are your strategies to manage a multigenerational workforce?
The main findings are:

- Multigenerational and mixed teams
- Team-building measures
- Offering a range of work time modules in order to support the work-life-balance of the individual at all ages
- Corporate Health Management
- Experienced (=older) teachers help to include youngers

There are many concrete examples that already have been implemented in company policies (see Annex III)

Q: What leadership strategies have you employed that are the most effective/least effective?
Staff involvement (Annual Interviews, Employee Suggestion Programmes) and staff development programmes/confidence in high potentials seem relevant for the organisations.

Q: Managerial skills

There is a broad agreement among managers on several skills: address people individually, mix teams, mix skills in the team. implement teambuilding activities, demand and encourage performance.

Q: Knowledge Transfer
Managers have identified knowledge transfer as a main concern (and critical financial issue) for their enterprises. Some express their need for skilled academics that could take over the knowledge. Knowledge transfer as an essential topic of age management in companies goes in line with the current scientific research in Germany.

Q: Company's Policy

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In Germany, legislation is put in place with view to age management / anti-age discrimination (see Chapter 4). Beyond this, this company's policies include: Establishment of a compliance manager, work councils, active recruiting of older staff.

Q: Company´s attitude

The managers act in line with the legislation put in place. They highlight the importance of compliance and corporate hiring policy.

Q: State policy

The input given by the managers (for more details, see Chapter 4):

- General Equal Treatment Act ("Allgemeines Gleichbehandlungsgesetz-AGG, 2006)
- Partial retirement – "Alterteilzeit" (Alterteilzeitgesetz AltTZG, 1989)
- Corporate integration management ("Betriebliches Eingliederungs-management-BEM", 2004)
- Law on the implementation of occupational health and safety measures to improve the safety and health of employees at work ("Arbeitsschutzgesetz – ArbSchG", 1996)
- Protection against dismissal in the event of long service with the company: German Civil Code ("Bürgerliches Gesetzbuch - BGB)
- Prevention of occupational accidents and diseases ("Arbeitsstättenverordnung – ArbStättV", 2004)
- Qualification Opportunities Act ("Qualifizierungschancengesetz - QCG", 2019)

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Summary of educational needs to support multigenerational workplace culture

Both, survey as well as focus group interviews show that in Germany there are rather no conflicts that are related to age issues.

A multigenerational workplace culture is highly appreciated by the staff and the managers.

However, both groups highlight the importance of

- teambuilding,
- knowledge transfer (from younger to older generation and vice versa),
- common team spirit and a mutual appreciation of attitude towards work

that should go in line with the mixed-aged teams.

There is also a need to increase awareness for age management in companies as well as the awareness of the corresponding policies and legislation – both for managers and staff. The focus group interviews name a number of interesting initiatives that have been put in place in some organisations.

It seems relevant that age management cannot be considered as an isolated issue, but it is closely linked to other topics of good teamwork, like teambuilding, work-life-balance, work attitude, etc.

Main training needs for HR managers

The survey included staff in multigenerational companies as well as those holding a manager position (30.6%). However, some of the questions request to-dos for managers, which imply that managers may have training needs to do so, such as:

- how to encourage a healthy and supportive workplace environment *(Q5: 73,7% agreement)*
- how to communicate that everyone is treated equally *(Q21: 65,3% of agreement)*
- how to establish cross-generational programmes *(Q22: 80% agreement)*
- how to redesign working conditions and job structures *(Q24: 75% agreement)*
- how to develop innovative ICT solutions to help older people stay in work longer and improve their work-life balance *(Q25: 52,8%)*

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However, relevant feedback for training needs of HR managers was mainly received by the focus group interviews, such as:

- General attitudes of the employees towards work (e.g. career versus work-life-balance) *(see Q: What are the major differences you have experienced with regard to attitudes and perceptions between the generations you manage?)*
- Teambuilding / demand and encourage performance *(see Q: Managerial skills)*
- Knowledge transfer (managers have identified knowledge transfer as a main concern and critical financial issue for their enterprises. Some express their need for skilled academics that could take over the knowledge) *(see Topic: Knowledge Transfer)*
- Legislation and state policy as not all managers were aware of the full range of initiatives *(see Topic: State policy)*

Main training needs for employees 55+

The survey included 40,3% of respondents representing Generation Y, 43,1% representing Generation X and 15,3% of the Baby Boomer generation. There is a broad agreement among all groups of respondents that there is no general lack of training or digital gap between the generations in Germany, which is also confirmed by detailed analysis of the feedback with view to the age of individual respondents.

On the other hand, there is a training need for:

- What is age management *(Q15: My company uses age management, employees are not sure about it)*
- Teambuilding *(Q27: Employees getting acquainted on a deeper level via teambuilding's activities and finding a common ground, 75% agreement)*
- Technology or trend-related insights within the team *(Q 29: Younger team members having the opportunity to share technology or trend-related insights with older generations, 77,8% agreement)*
- Mutual understanding among generations and different attitudes of employees towards work *(Q: Open question on greatest difficulty)*

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6. Recommendations on course Syllabus preparation

From 2029, the age limit for the statutory pensions in Germany will be 67 years. For that reason, the age range of the workforce will comprehend nearly 50 years. It is essential that organization policies and management strategies are prepared to the challenge of ageing workforce.

In 2008, the German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth published a scientific study "Erfahrung rechnet sich – Aus Kompetenzen Älterer Erfolgsgrundlagen schaffen (Experience pays off - Using the skills of older people to create a basis for success) which defines important:

"The aim of an age-appropriate human resources strategy is to maintain the employability and work motivation as well as the productive work input of older employees until they reach the age of retirement. This requires a comprehensive package of measures that promotes health, the ability to learn and the willingness to develop, as well as strengthening work motivation through career prospects, professional development opportunities and varied work activities.

The six fields of action in order to initiate measures of an age-appropriate HR strategy are:

- Corporate culture, awareness-raising and leadership
- Preventive health promotion
- Age-appropriate working time arrangements
- Individual career planning
- Continuous qualification / Lifelong learning
- Cross-age cooperation"[150]

Moreover, the publication dedicates a chapter and a toolbox to each of these topics. Other relevant publications[151] suggest a similar structure of topics.

The German Federal Ministry of Health on their website highlight the advantages of a preventive corporate health management for employers (e.g. ensuring the performance of all employees, increasing motivation by strengthening commitment, cost reduction due to decreased sick leaves, enhancing the image of the company and strengthening the competitiveness of the organization) and employees (e.g. improvement of health status, better life quality, increase of work

[150] https://www.bmfsfj.de/blob/93662/8ec515dd463772b68185e682bd9b8ff8/erfahrung-rechnet-sich-data.pdf, p.35 (accessed February 18, 2021)

[151] http://www.sofi-goettingen.de/fileadmin/Publikationen/Inqa_Bericht42_RZ_Web.pdf, 2011 (accessed February 18, 2021)

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satisfaction and working atmosphere).[152] There is also a list how to start with first steps towards a preventive corporate health management.[153] A publication of the Chamber of Industry and Commerce in Bavaria also promotes a corporate health management with suggestions and case studies.[154]

A publication of the TU Dortmund University "Meeting the needs of younger and older staff members" designed a training concept in 2009, comprising some interesting analyses and resources (p.24, 27, 35, 43).[155]

A 2008 publication of the Bundesanstalt für Arbeitsschutz und Arbeitsmedizin provides useful tips for leadership with view to an ageing workforce (p.37) and lifelong learning in the company (p.45). [156]

Last but not least, the German Federal Ministry of Labour and Social Affairs suggests toolbox with checks for managers on topics like "Health", "Knowledge and Competences", "Corporate Education". [157]

[152] https://www.bundesgesundheitsministerium.de/themen/praevention/betriebliche-gesundheitsfoerderung/vorteile.html, (accessed February 18, 2021)
[153] https://www.bundesgesundheitsministerium.de/themen/praevention/betriebliche-gesundheitsfoerderung/einstieg-und-erste-schritte.html (accessed February 18, 2021)
[154] https://www.ihk-niederbayern.de/blueprint/servlet/resource/blob/4276824/fbb9322a7b4b5a9bf2f32ef69dfc98ef/fachkraeftesicherung-bihk-betriebliche-gesundheitsfoerderung-data.pdf (accessed February 18, 2021)
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7. Recommendations on 360 tool preparation.

The INSPIRER application foresees that the 360° Assessment Tool for multigenerational workplace culture will consist of three different parts. For each of those parts some of the resources mentioned in Chapter 6 of this report or some of the Best Practices Germany will support the successful development of the tool.

Part 1: Mapping of experience of managers on multigenerational work culture:

- Knowledge about and implementation status in the company of the six key topics of age management mentioned in Chapter 6:
  - (7) Corporate culture, awareness-raising and leadership
  - (8) Preventive health promotion /
  - (9) Age-appropriate working time arrangements
  - (10) Individual career planning
  - (11) Continuous qualification, Lifelong learning
  - (12) Cross-age cooperation
- Age Structure Analysis / Training Needs Analysis (see Best Practice 3 Germany)
- Check of stereotypes with managers on the topic of performance and willingness to learn new things of older employees (e.g. use available scientific information: Publication of BIBB Bundesinstitut für Berufsbildung, Ältere Beschäftigte: Zu jung, um alt zu sein, 2011, p.28 [158], Puclication of Bundesanstalt für Arbeitsschutz und Arbeitsmedizin, Alles grau in grau?, 2008, p.10[159])
- Check of awareness for the problem of knowledge transfer in company: "When older employees feel unappreciated, there is a negative impact on the company. Experienced workers then prefer to keep their knowledge instead of sharing it. Youngers can thus not develop further by learning from the older ones."[160]
- "At a time when Europe's working age population is shrinking, it needs to mobilise the full potential of its talents"[161], e.g. by active recruiting of 55+ employees? (see Best Practice 4 Germany)
- Check for conducive and inhibiting factors of corporate age management (see e.g. publication Bundesanstalt für Arbeitsschutz und Arbeitsmedizin,

[158] https://www.bibb.de/veroeffentlichungen/de/publication/download/6615
[159] http://www.agsg-bayern.de/mediapool/87/875493/data/downloads/alles_grau_in_grau.pdf
[160] https://www.charta-der-vielfalt.de/fuer-arbeitgebende/vielfaltsdimensionen/alter/, News 14.01.2021, (accessed February 19, 2021)
[161] https://ec.europa.eu/info/sites/info/files/white_paper_on_the_future_of_europe_en.pdf, p.10

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Altersdifferenzierte und alternsgerechte Betriebs- und Tarifpolitik, 2011, overview on p.166[162])

[162] http://www.sofi-goettingen.de/fileadmin/Publikationen/Inga_Bericht42_RZ_Web.pdf

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Part 2: Mapping of employees <55 years on multigenerational work culture:

- Identifying discriminating attitudes or statements of young people (e.g. with questionnaire)
- Check of awareness with view to implemented concepts of company age management policy (see above – 6 topics)

Part 3: Mapping of experience of employees >55 years on multigenerational work culture:

- Check of awareness for discriminating attitudes towards age. "Deficit ideas of old age and corresponding behavioural expectations of social actors seem to be so present in the lives of ageing and old people that presumably discriminatory behaviour and statements are often accepted as a matter of course and are not seen as disadvantageous."[163]
- Identifying discriminating attitudes or statements against older people (e.g. with questionnaire)
- Check of awareness with view to implemented concepts of company age management policy (see above – 6 topics)

8. Recommendations on cross generational reverse-age mentorships

The general idea of mentoring programmes is to manage a certain project together as well as to learn from each other.

In order to attract younger and older employees for a cross-generational reverse-age mentorship in digital technologies in the framework of the INSPIRER project, it is important that both parties can benefit from the experience. In case, the older employees are in the role of the mentee, their strengths such as professional experience, sagacity, preciseness, responsibility, risk awareness, etc. could be positively motivated (Example: Posting messages in social media on a professional level means more than just managing with the technical obstacles: It is creating an attractive, informative text in nice layout, etc. So the mentee may contribute to the contents, the mentor will be more responsible for technical part).

[163] https://www.iss-ffm.de/fileadmin/assets/veroeffentlichungen/downloads/ISS-Bericht-DiskaeM-final-online.pdf, p. 21 (accessed February 19, 2021)

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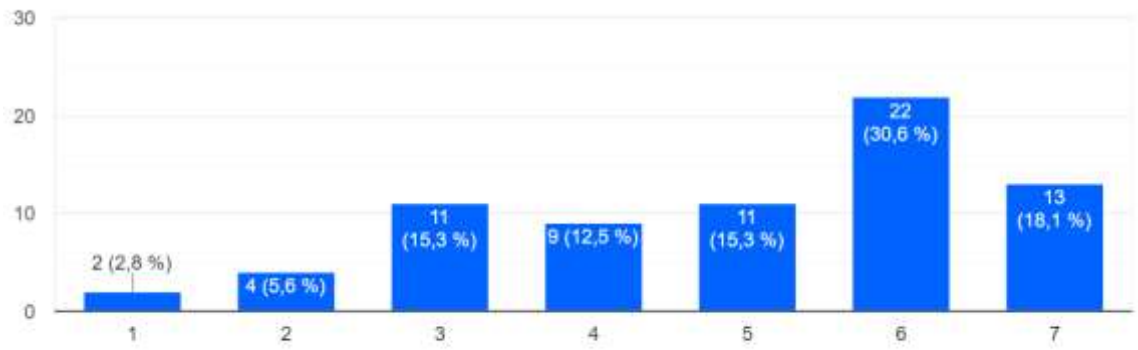
Annexes

ANNEX I: Germany: Graphical representation of items in survey

Graphs were prepared using Google Forms in February 2021. The questionnaire was divided into two parts:

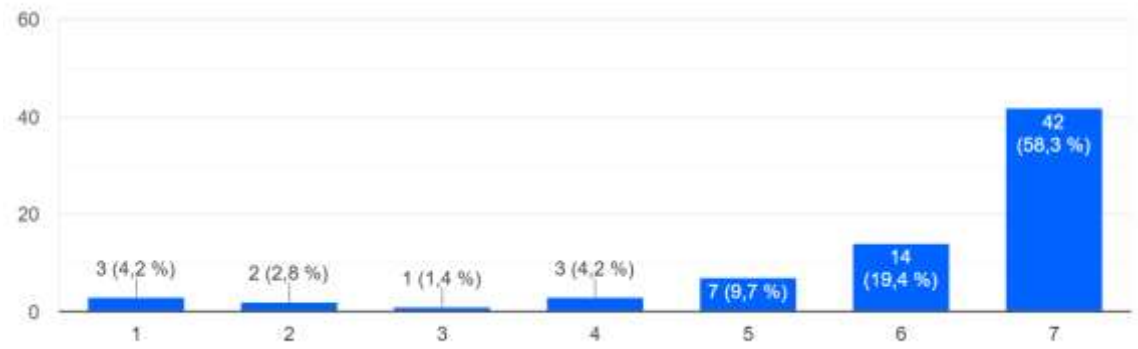
PART 1 in Item 12 (Q1 -Q19): Statements regarding workplace culture, company policy regarding age discrimination and differences between generations were evaluated (1= totally agree; 7= totally disagree).

Q1: The difference in technology fluency between older and younger generation in our company often causes workplace conflicts



Source: Google Forms (own elaboration)

Q2: I find myself having trouble working with colleagues who are significantly younger/older than me.



Source: Google Forms (own elaboration)

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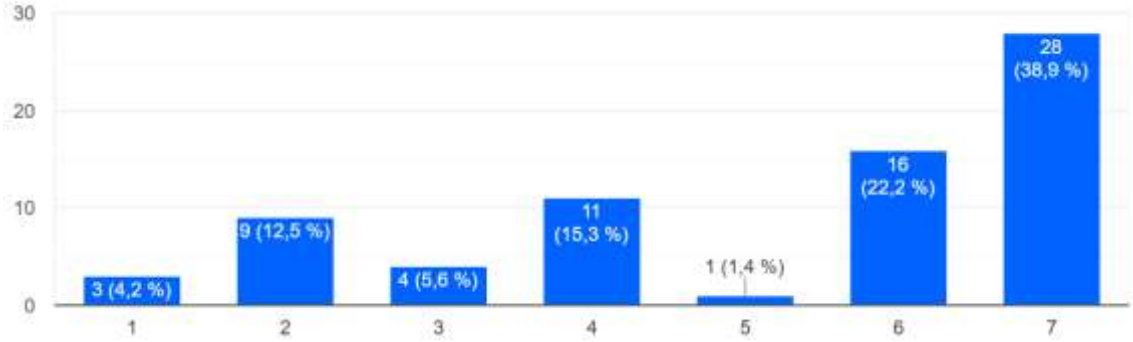
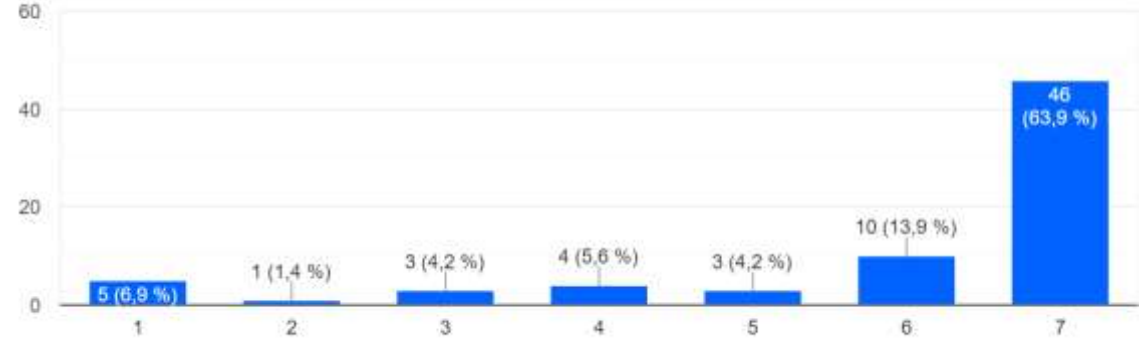
Q3: I feel stressed and less productive because of negative work attitudes towards me.



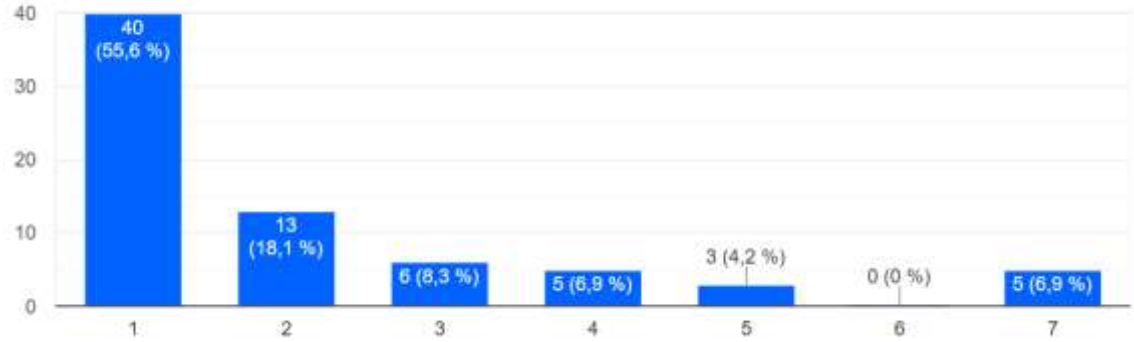
Source: Google Forms (own elaboration)

Q4: Many task related conflicts and disagreements with younger/older colleagues makes me want to exit my organisation.



Source: Google Forms (own elaboration)

Q5: It should be employer´s responsibility to encourage a healthy and supportive workplace environment.



Source: Google Forms (own elaboration)

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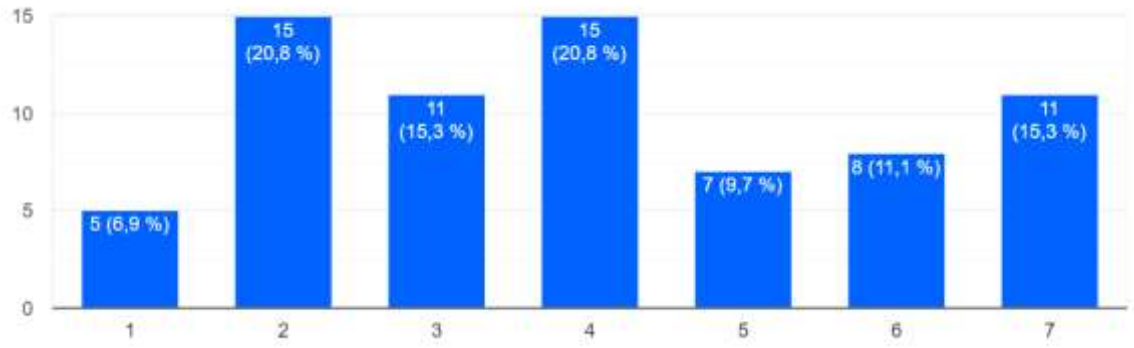
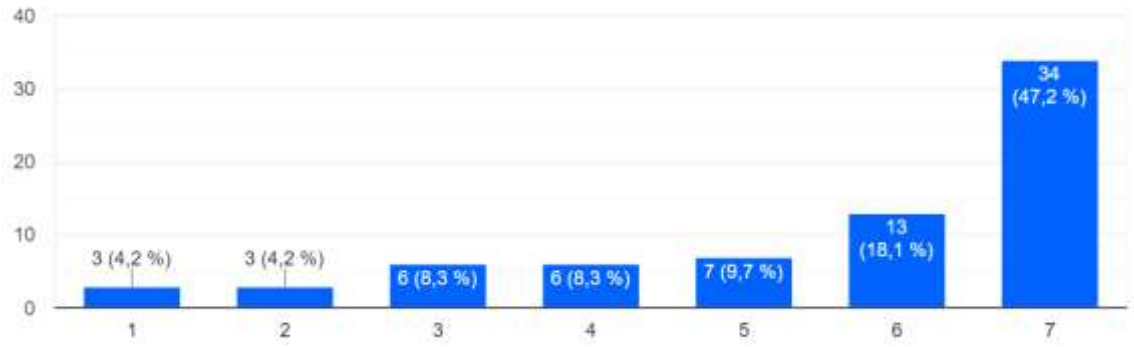
Q6: Learning opportunities in my company are automatically offered to younger employees (educational coursework, access to reimbursement for continuing education, professional or industry conference attendance, etc.)



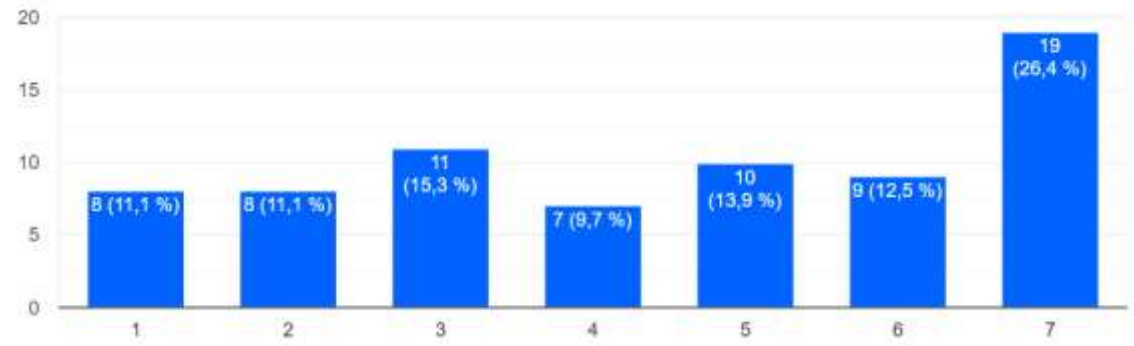
Source: Google Forms (own elaboration)

Q7: Older workers are being overlooked or passed over for challenging assignments.



Source: Google Forms (own elaboration)

Q8: It frustrates me that older workers are resistant to new ideas and changes.



Source: Google Forms (own elaboration)

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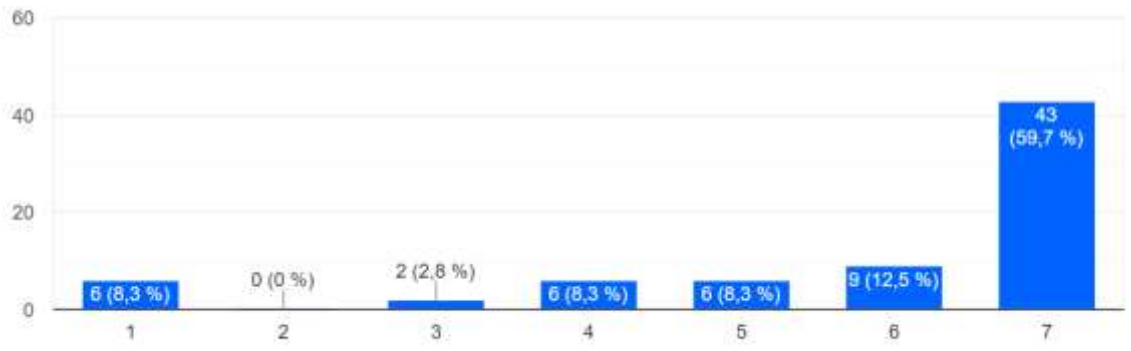
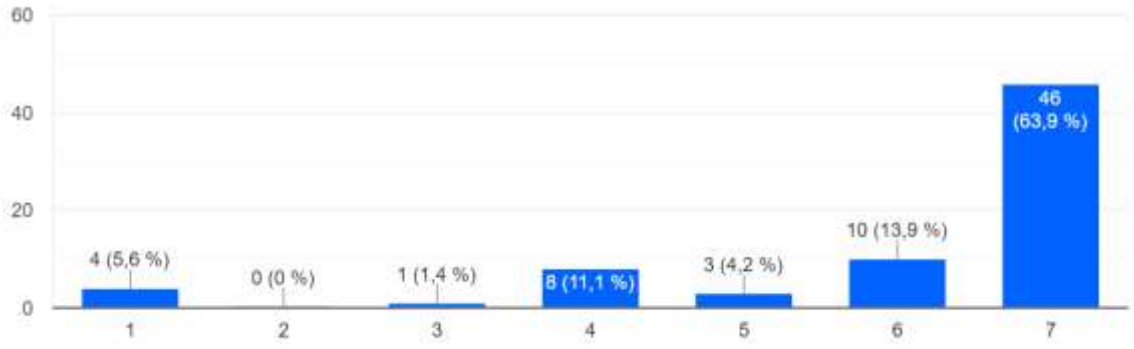
Q9: Older workers are being left out of client meetings or company activities.



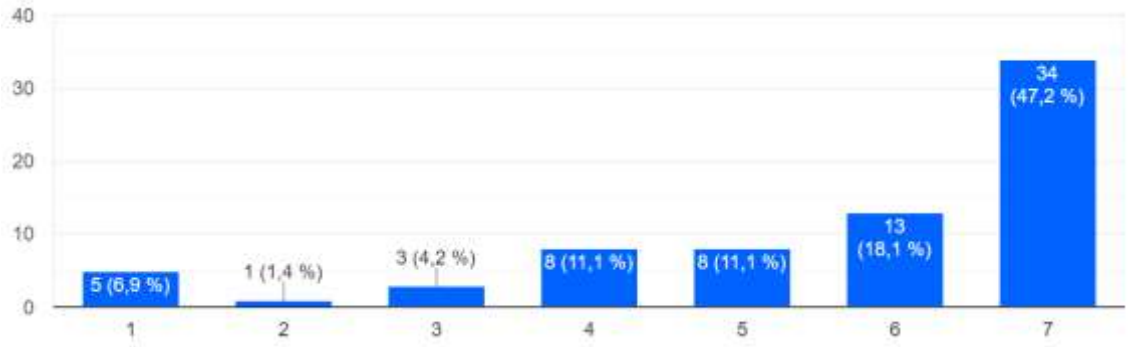
Source: Google Forms (own elaboration)

Q10: I often hear disparaging comments and remarks about age at a workplace



Source: Google Forms (own elaboration)

Q11: I feel discomfort with new technology.



Source: Google Forms (own elaboration)

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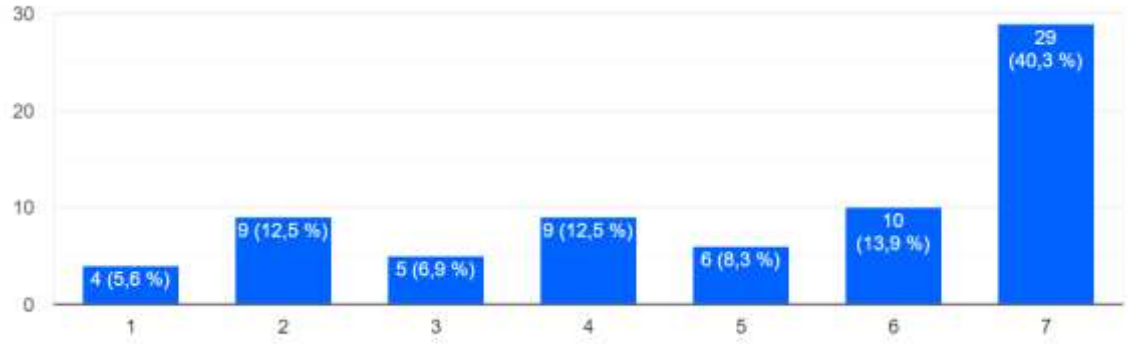
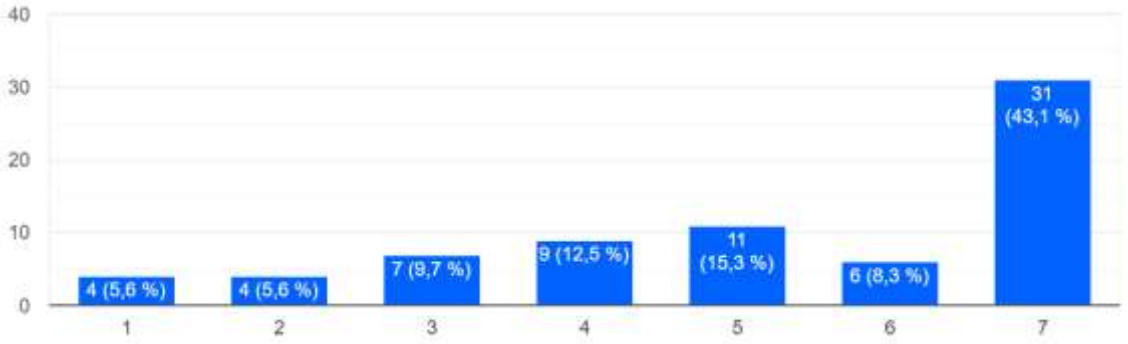
Q12: It irritates me when my co-workers question my ability to do my job well because I am too young/too old.



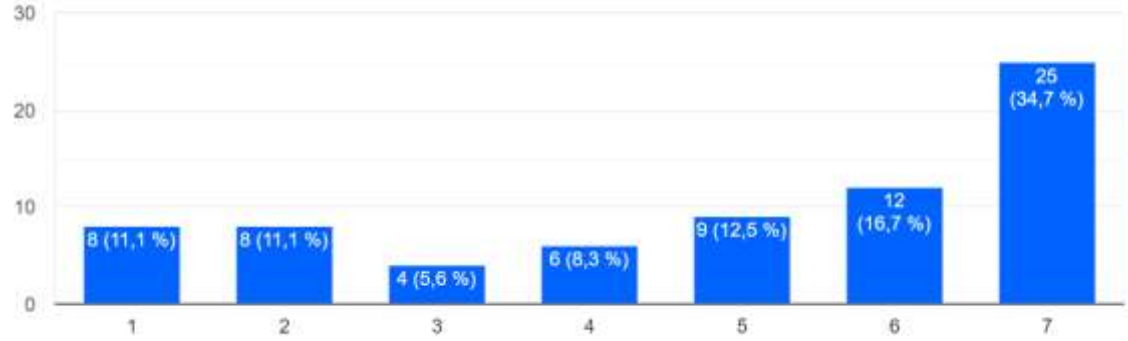
Source: Google Forms (own elaboration)

Q13: I do not feel comfortable reporting to a younger manager with fewer years of experience than me.



Source: Google Forms (own elaboration)

Q14: My employer does not provide enough opportunities for training of new skills.



Source: Google Forms (own elaboration)

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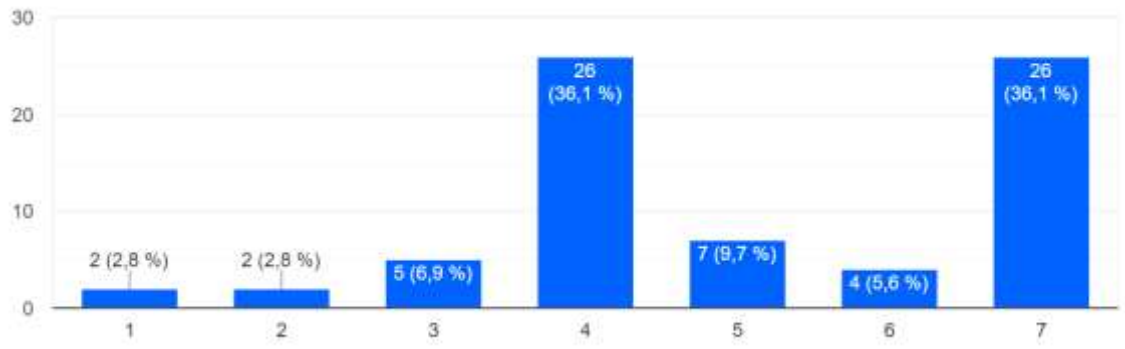
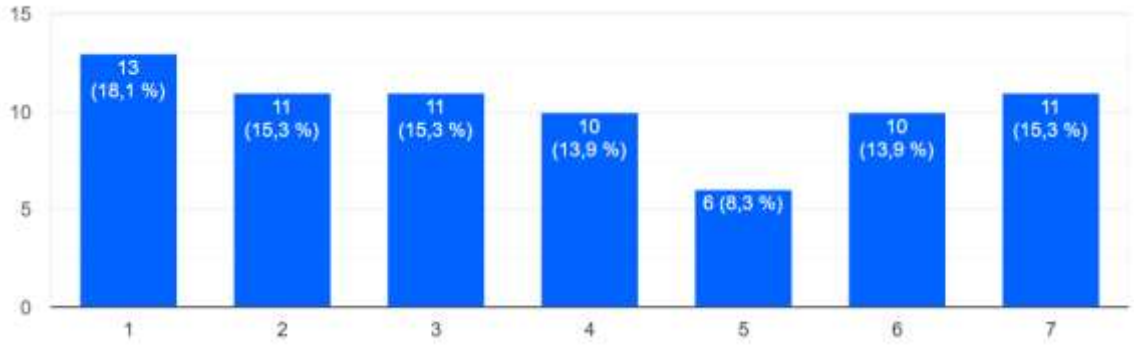
Q15: My company uses age management



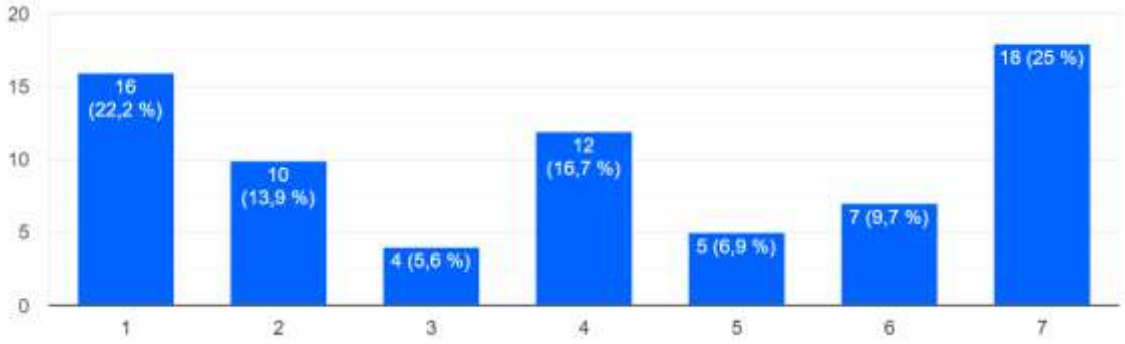
Source: Google Forms (own elaboration)

Q16: My company provides ICT training and eLearning as key elements to enhance the productivity and upgrade the skills of all workers.



Source: Google Forms (own elaboration)

Question 17: I am aware of my rights in case of age discrimination.



Source: Google Forms (own elaboration)

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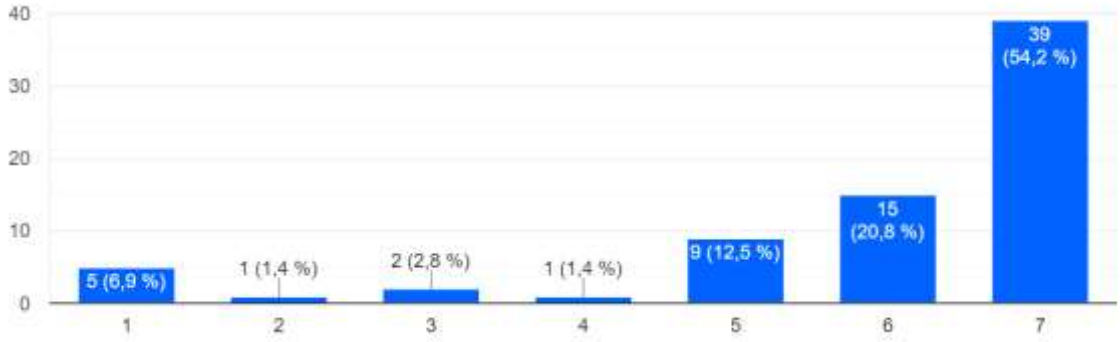
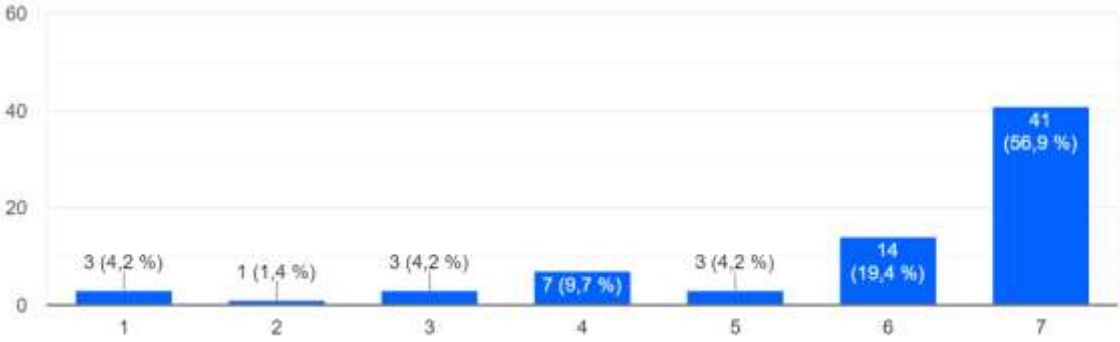
Q18: I feel intimidated by high-tech program, due to inexperience with its various components (e.g., touch screen, lack of mouse).



Source: Google Forms (own elaboration)

Q19: I lack confidence in my ability to master the technology standing between me and the training content.



Source: Google Forms (own elaboration)

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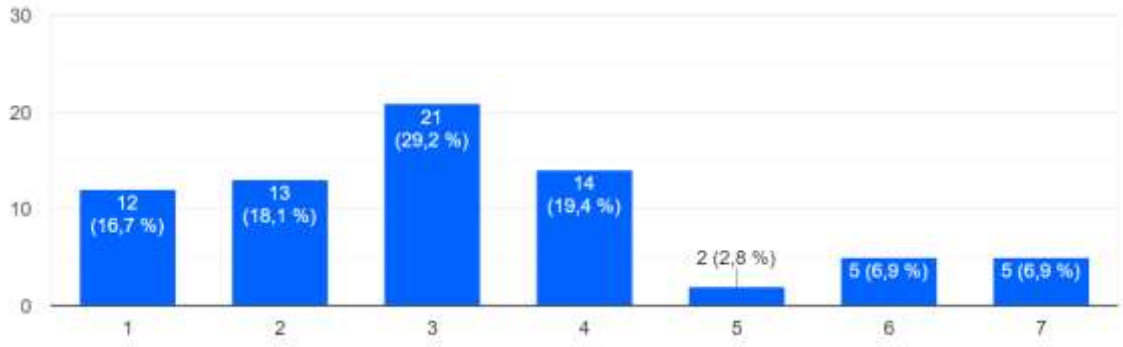
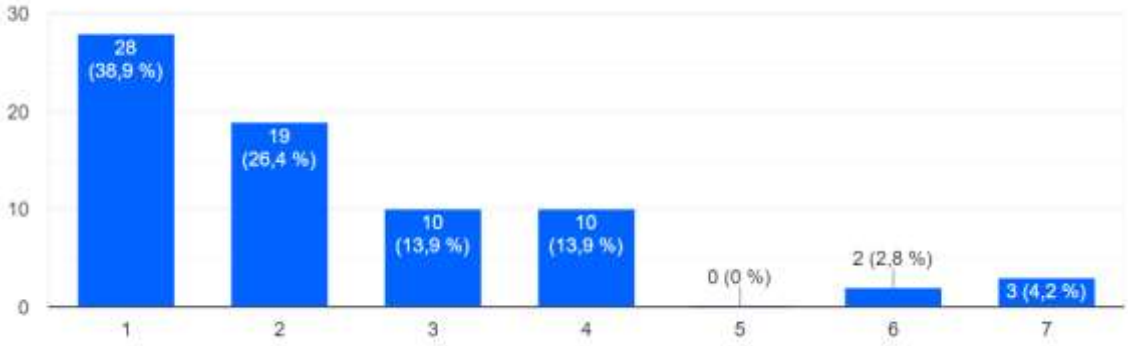
PART 2 in Question 13 (Q20 – Q30): Participants were evaluating measures that would help to improve the multigenerational culture in the workplace (1 = would certainly help, 7 = would not help at all).

Q20: Manager making the same message available in multiple formats (verbally, online) thus satisfying differing communications preferences



Source: Google Forms (own elaboration)

Q21: Showing employees that there are set expectations for everybody and that they are consistent throughout the company and enforcing them accordingly –everyone is treated equally.



Source: Google Forms (own elaboration)

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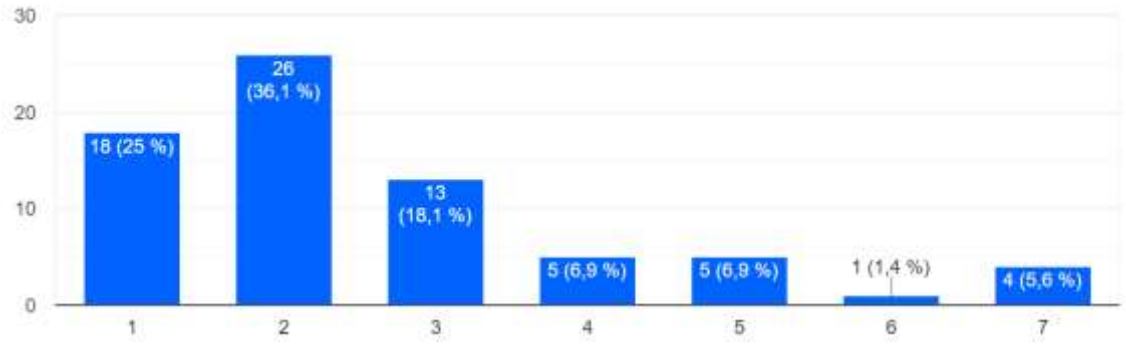
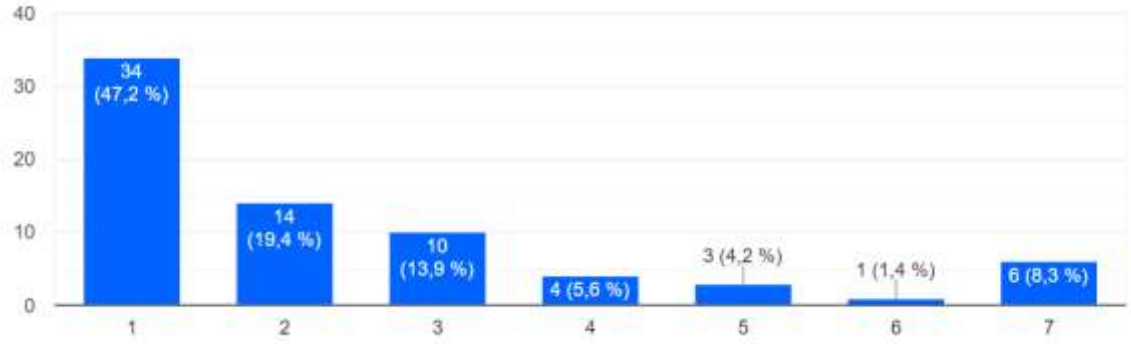
Q22: Establishing cross - generational mentoring programs pairing younger employees with older employees (mentorship – and reverse-mentorship).



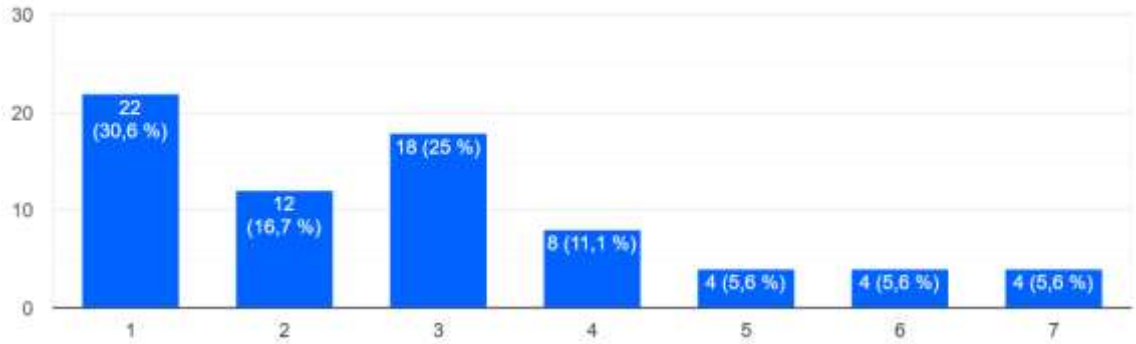
Source: Google Forms (own elaboration)

Q23: Creating an age diverse pool of competencies – older bring in the experience, new entrants provide newer skills and techniques.



Source: Google Forms (own elaboration)

Q24: Employers considering to redesign benefit packages, working conditions and job structure to keep older generation at work and younger to stay loyal to the company.



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Source: Google Forms (own elaboration)

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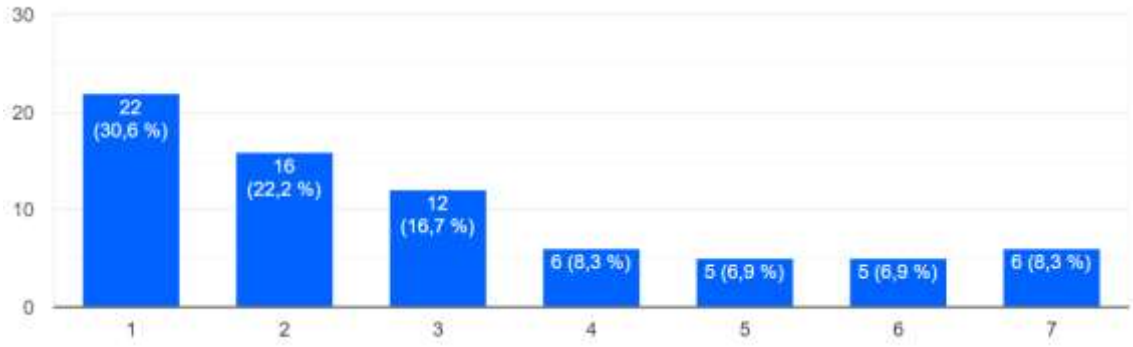
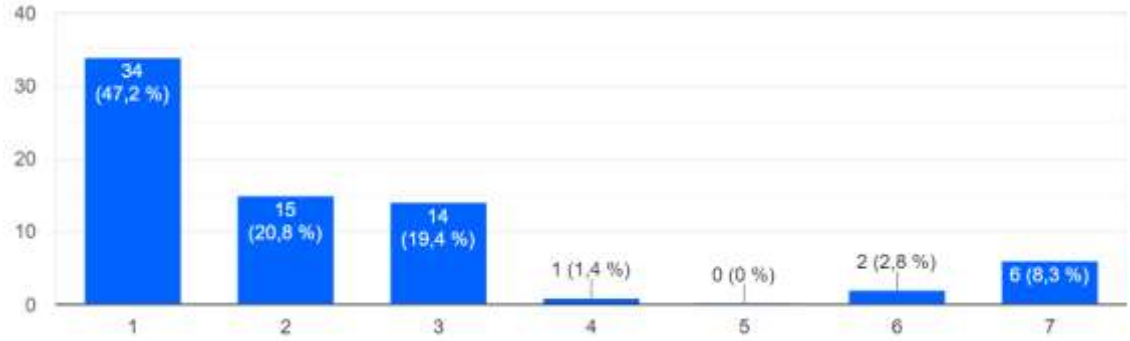
Q25: Developing innovative ICT solutions to help older people stay in work longer and improve their work-life balance



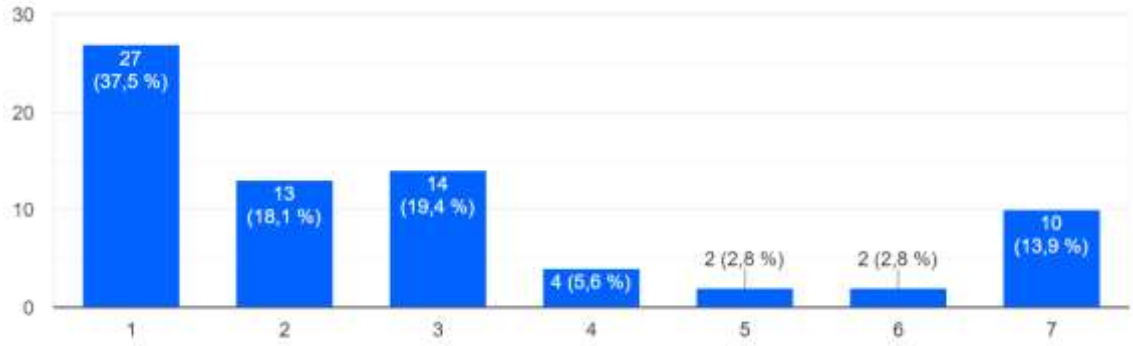
Source: Google Forms (own elaboration)

Q26: Company providing regular trainings and lifelong learning.



Source: Google Forms (own elaboration)

Q27: Employees getting acquainted on a deeper level via teambuilding's activities and finding a common ground.



Source: Google Forms (own elaboration)

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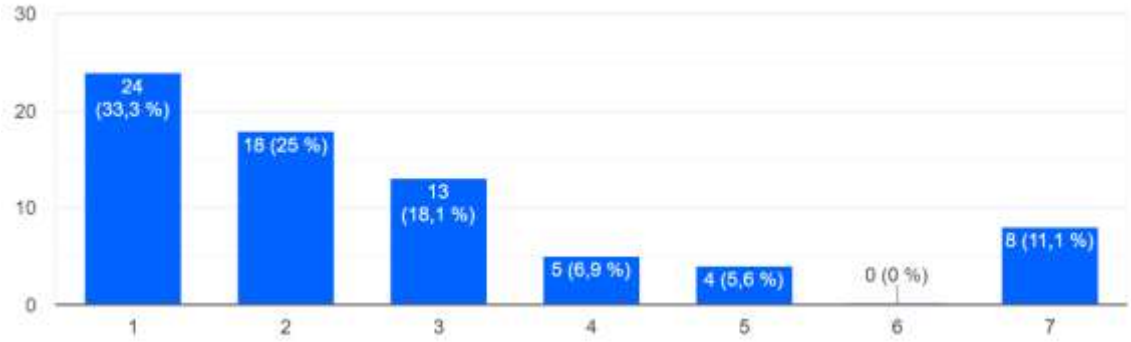
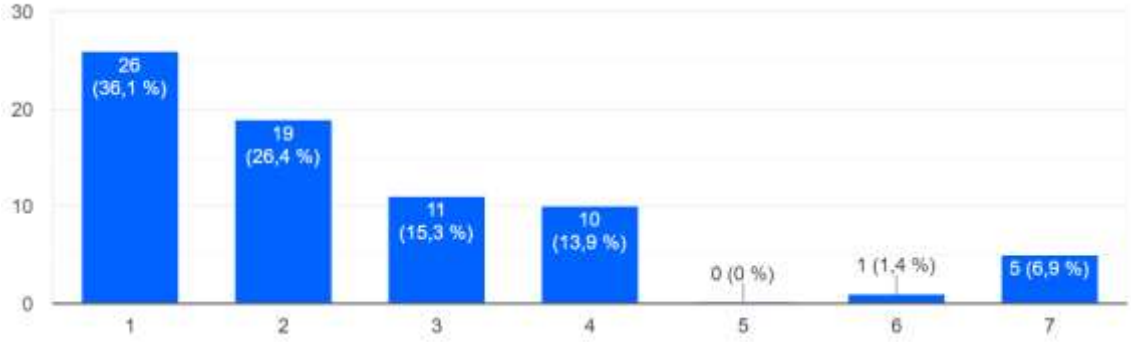
Q28: Older generations include younger staff in senior-level meetings, client interactions, new business pitches, and client dinners.



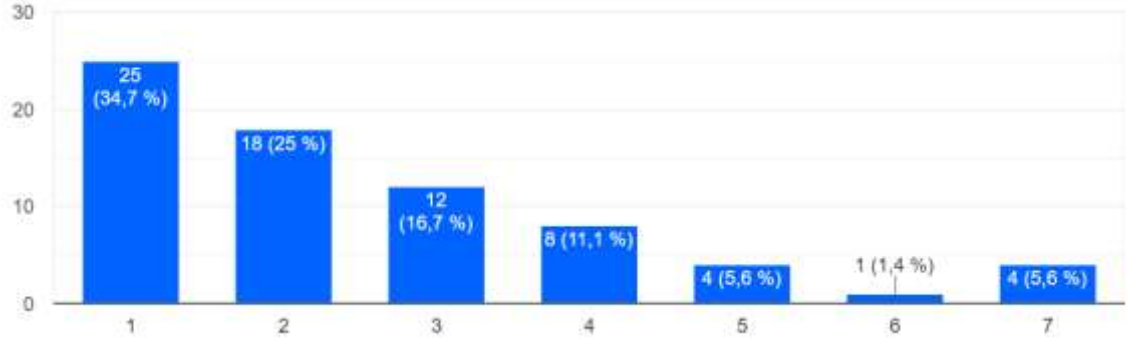
Source: Google Forms (own elaboration)

Q29: Younger team members having the opportunity to share technology or trend-related insights with older generations.



Source: Google Forms (own elaboration)

Q30: Facilitating opportunities for creating workplace relationships



Source: Google Forms (own elaboration)

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Q31: What is the greatest difficulty you face in your cooperation with younger/older generation employees? (56 replies on open question)

- Different opinions
- Older employees simply leave certain activities that require a certain technical know-how to younger colleagues instead of dealing with those themselves and getting involved in the change of the working world.
- Accepting and trying out new ideas
- none
- There are both older and younger employees with above average or lacking ICT skills. The company would have to set a certain quality standard for standard applications (Word, Excel, PowerPoint, e-mail, Skype/ZOOM, etc.). Soft skills (e.g. active listening, perseverance, etc.) and other important work skills are also different in both age groups.
- I have had relatively few conflicts with this, but I think it works well as long as both groups are open and listen to each other's suggestions (whether innovative or spoken from experience) and are open to them. As soon as someone is no longer open to new things, I think it becomes difficult - but usually in more than one area.
- The older employees often have an "elevated" status. They take advantage of privileges, which creates an imbalance in the workload (often young colleagues have to do more) -> ageism?
- Not everyone it is easy put oneself in the other person's shoes. With a lack of life experience, the younger ones in particular often lack the prerequisite for this.
- Younger employees do not feel as strongly committed to the company, i.e. they do not contribute as much to the company as those who have grown in and around the company.
- Lack of willingness to perceive trends in today's working world and to support progressive ideas to improve work performance in the company.
- Only among men: condescending, chauvinistic attitude (unconsciously mostly); role structures from the Middle Ages (who takes care of household u children).
- There is hardly any exchange between the generations. Often people pass each other by and do not really know anything about each other.
- Towards the older generation: The lack of interest in new ICT technologies and the consistent, negative attitude towards new technology.
- Older colleagues have often finished their professional careers and therefore like to resist comprehensive innovations.
- Changes for older people take more time and are often difficult. Younger employees often lack work ethics or respect.
- Change older employees' minds about their usual ways of doing things. The topic is: "We have always done it this way".
- Ingrained company structures often make it difficult for new employees to get started, regardless of whether they are young or old.

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- The main difficulties at work are in the characteristics of each person's character.
- Snootiness of the younger ones, big ego. You have to take them to the reality of work life.
- If a staff member is not willing to reflect on his/her behaviour/work.
- To get on the same level when solutions are needed quickly.
- Older employees are often resistant to innovation and the changing times
- Communication and acceptance of different experiences / perspectives
- Younger employees often do not have the patience to show something to the older ones
- I have no difficulties at all with my colleagues
- Digital natives vs. I used to work with punch cards....
- I have no difficulties with my younger colleagues.
- Awareness of it and the resulting lack of interest in it.
- Communication barriers due to different backgrounds
- The respective personalities / tolerance of the individual employee
- there are no age-related difficulties for me
- Sometimes, the very different work attitudes
- Different perceptions of the work attitude
- The older ones are supposedly too slow regarding ICT
- Often bosses are much younger than employees
- I have/we have no difficulties
- Different technology skills
- Mutual respect and tolerance,
- Younger employees are often not resilient
- Inflexibility and bossiness
- Different experiences
- I have never had any problems
- self-congratulatory ignorance
- Lack of communication
- Too little ICT knowledge
- understanding opinions
- no difficulties
- Too little resilience
- Irreverence
- Prejudices
- Loyalty

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Q32: Other comments

- Interesting topic, hope my input helps. Oh yes, we have a 70+ assistant caretaker who comes in every week to water flowers or change a light bulb. In return, it says on the company website that our team ranges from 18 to 75 years. So this topic is also used mercilessly for the image.
- Interesting survey and good approaches
- We are a small, but mixed-age team that works well together in all areas. I can't confirm at all that the "older ones" have problems with the new technologies. By the way, my parents (65 and 66 years old) don't have that either.
- In my opinion, the employees should be a team and problems should be solved in cooperation. If people work together in a respectful and tolerant manner, this age issue does not arise, the basis for this is a good working atmosphere.
- Younger employees are often unfocused because of private use of mobile phones. Many younger employees are of the opinion that they always have to be available.
- The fact that one is sometimes a bit stuck in one's own actions.
- In principle, further training is a good idea, but it must be accepted.

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ANNEX II: Germany: Survey Questionnaire and detailed results

INSPIRER IO1 Survey Questionnaire Germany

https://drive.google.com/file/d/1jxPewi_s7P18z5hUWBBce8tUYuzgcUWs/view?usp=sharing

INSPIRER IO1 Survey Germany Results

https://drive.google.com/file/d/1wyaeJtX1-OClevZpTf70sPrRt0qpK5rr/view?usp=sharing

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ANNEX III: Germany: Summary of focus group/semi structured interviews

TOPIC: Professional background/experience

FINDINGS:

Please see chapter: The basic characteristics of managers in focus group interviews

TOPIC: Working environment

FINDINGS:

Please see chapter: The basic characteristics of managers in focus group interviews

TOPIC: Personnel structure

FINDINGS:

Please see chapter: The basic characteristics of managers in focus group interviews

TOPIC: Conflicts on the workplace

QUESTION: Do you often have to resolve conflicts in the workplace?

FINDINGS:

- As usual on the labour market, sometimes there are conflicts but this is not very often. Many helpful management strategies are put in place
- Professional and interpersonal conflicts
- Very few and only interpersonal conflicts
- No conflicts about age but interpersonal differences
- Age is not important – Experience and competences are relevant
- There are conflicts but not on age matters

NOTES:

All these 6 findings emphasize that there are no conflicts about age as a main topic.

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QUESTION: What are the major differences you have experienced with regard to attitudes and perceptions between the generations you manage?

FINDINGS:

- No specific issues with regard to any attitudes or perceptions can be significantly justified with age reasons. Some staff members have more motivation than others, some have a better readiness of mind than others, etc. – but this is valid for all age groups.
- Company Policy: In order to discuss also attitudes and perceptions, each staff member has to have an Annual Interview ("Jährliches Mitarbeitergespräch") with the line manager in order to review the work results, developments, to give each other feedback and to plan the individual career development (see Question 5). There is a written summary of the interview, which has to be signed by both parties. Among others, any training needs (addressed by any of the two parties) will be discussed/agreed/initiated. For this reason, there is no skill gap between the generations, although many of the occupations and tasks in the company require e.g. advanced IT skills of different standard applications (Windows, Internet, etc.) and special corporate software. It is essential for the management of the group that all staff members are able to perform their tasks on an adequate competence level. Achieving this aim is ensured by the corporate policy of annual interviews.
- The way you need to address the people– younger generations are more flexible and open minded. Older generations need to be convinced with more technical evidence.
- Older employees are more committed to the company, independent how many years they work for the company. They get more involved in their work.
- The young employees bring "new drive", they want to start a career.
- Older ones bring experience
- Resilience in our company was scientifically researched with very good results
- There biggest difference is that younger staff members do not have the readiness and the endeavor to become a manager. Work-life-balance is more important than making one's career.

NOTES:

It seems that there is no general attitudes and perceptions for age reasons since the one manager expresses that motivation and readiness of mind are not a matter of age. Moreover, there are two contradictory statements towards making one's career. May be dependent upon sector.

TOPIC: Managerial strategies

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QUESTION: What are your strategies to manage a multigenerational workforce?

FINDINGS:

- *Multigenerational and mixed teams* in all departments of the company
- *Team-building measures* in work teams and beyond:
    - One-day excursion of a work team (in working time) including some professional input, sightseeing, cultural event and/or lunch/dinner.
    - Bi-annual Weekend Events: Team-building beyond departments and company locations. Staff members have option of taking part in bi-annual raffles offering 40 staff vouchers each:
        - Autumn: free weekend in Austria (staff member + partner), including hotel accommodation, food, guided hiking tours in the mountains, evening events with all participants
        - Winter: free weekend in Austria (staff member + partner), including hotel accommodation, food, skiing, evening events with all participants
- Offering a range of *work time modules* in order to support the work-life-balance of the individual at all ages:
    - Full-time / Part-time (half day / some defined days per week / etc.)
    - Hybrid working models (office – home office)
    - Partial retirement (e.g. 50% reduction or block model), see state policy
    - Individual Sabbatical (maximum 4 months of absence/paid in part-time model)
- *Corporate Health Management*:
  In order to prevent health problems for any age group, the company offers a range of free programmes for their staff. It is a matter of fact that older people in average have more health problems than young ones. For that reason, the older staff members may proportionately benefit more from the corporate health management.
    - Special Days, organized on a regular basis and staff members are able benefit from free medical offers, even during their paid working time. It is worth to emphasize that the participation in these activities is at no point compulsory for the staff. Some of these medical tests are even not covered by the German public health insurance, which means that people otherwise would have to pay for this kind of prevention check. Some activities offered during the last years are:
        - Blood pressure measurement (prevention of cardiovascular diseases)
        - Blood glucose monitoring (prevention of diabetes)

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        - Body fat measurement
        - Hearing test
        - Intraocular pressure measurement (prevention of glaucoma)
        - Influenza vaccination
        - First-aid Course
        - Back therapy training ("Rückenschule" – prevention of back problems)
        - Key-note lectures on health or prevention topics, e.g. nutrition, cancer, cardiovascular diseases, allergies, work-life-balance, mental problems
    - Special Courses running for longer periods are offered for free:
        - Yoga, Tai-Chi. Relaxation Techniques
    - Support of sport activities in their leisure time
        - Cost coverage for participation in running events
    - Birthday Action for all staff members
        - Voucher for 30 min free physiotherapy/massage
- *Corporate Benefit Programme* (for all ages):
  Discount for staff members at certain external shops and/or Online-Shops
- *Extras,* depending on the job or position (valid for all ages):
    - Free smartphone (increasing numbers of staff members here, due request for home office!), also for private use
    - Car, also for private use
- Always talk with the colleagues and assess if things can go wrong and if possible address potential disputes in advance.
- Teambuilding - company health management and joint sports, company outings, in-service training, lifelong learning multigenerational through seminars organised by umbrella organization; yearly one-day excursion
- Shift work - adapting to age needs
- Health seminar - voluntary participation (55+ given priority)
- Multigenerational and mixed teams in all departments of the company
- Experienced (=older) teachers help to include youngers (e.g. they are open for job shadowing of others when they teach)
- Teambuilding activities:
    - Get-togethers
    - Annual works outing
    - Free fitness programme in the lunch break
- It is the aim of the company to keep older staff in order not to lose company knowledge. The knowledge has to be passed on
- Minimize the impact of age to management decisions and strategies. So older staff members do not feel discriminated against and younger feel valuable
- Further education options for all ages

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NOTES:

Companies use various strategies: According to the replies, multigenerational and mixed teams seem very relevant for companies.

QUESTION: What leadership strategies have you employed that are the most effective/least effective?

FINDINGS:

- High *staff commitment* of all ages by offering staff discounts for services offered by the group that are also open to the public
    - Pools, Sauna, Wellness, Physiotherapy, Hotels, Restaurants
- *Individual Staff Development Programme* (Trainee-Programme):
  Established in 2014 in order to address the lack of skilled health and wellness sector staff on the labour market. It is a 1-year programme for future specialists and/or managers. Internal and external candidates are selected for the programme. From 2015-2020, for approximately 50% of the vacant manager positions, former trainees of the programme have been appointed.
- *Annual Interview* ("Jährliches Mitarbeitergespräch"):
  Between staff member and the line manager in order to review the work results, needs for improvement, strengths/weakness evaluation of both parties, development potentials, training needs and to plan the individual career development. There is a written summary of the interview, which has to be signed by both parties.
- *Employee suggestion system*
  Established for many years, open for participation of all staff members regardless of their hierarchy level, educational level or social background. Any suggestion can be put on an online platform in a bottom-up process without involving other hierarchy levels. This approach avoids any involvement of the line manager. Any idea to save costs, to improve work processes, work quality or customer loyality at local or global level is very welcome.
- Talk with the people and listen to them no matter what the complaints
- Open door policy
- professional teams, task-related
- establish high potentials
- be confident in younger high potentials with lighthouse projects

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Staff involvement and staff development programmes/confidence in high potentials seem relevant for more than one enterprise.

TOPIC: Managerial skills

FINDINGS:

- Address people individually (4 replies)
- Mix teams (3 replies)
- Mix skills in the team (3 replies)
- Implement teambuilding activities (3 replies)
- Demand and encourage performance ("fördern und fordern") (2 replies)
- Collect active feedback
- Self- reflecting
- Demand and encourage performance
- Encourage flexible working hours
- Valuable cooperation across generations

NOTES:

There is a broad agreement among managers on several skills: address people individually, mix teams, mix skills in the team. implement teambuilding activities, demand and encourage performance.

TOPIC: Knowledge Transfer

FINDINGS:

- Work experience (3 replies)
- Critical thinking
- Common sense
- Expressing oneself with positive or negative feedback
- People skills,
- Mentoring
- Knowledge transfer is a big problem in ICT. There is a lack of young skilled academics (mathematicians, software developers). Therefore mixed professional teams in order to transfer the company knowledge
- Moderated digital knowledge management environment
- Specific on-boarding programmes for young specialists

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Managers have identified knowledge transfer as a main concern (and critical financial issue) for their enterprises. Some express their need for skilled academics that could take over the knowledge. Knowledge transfer as an essential topic of age management in companies goes in line with the current scientific research in Germany.

TOPIC: Company´s policy

FINDINGS:

- *Establishment of a compliance manager*
  The compliance manager makes sure that all activities of the company/group go in line with legal regulations. Since age discrimination is against the German law (*General Equal Treatment Act – "Allgemeines Gleichbehandlungsgesetz-AGG"*) any kind of such an activity would be traced and stopped. (see state policy)
- *Corporate integration management ("Betriebliches Eingliederungsmanagement – BEM")*
  In line with the German legislation, our group offers a so-called corporate integration management to staff members who had been ill and absent for more than six weeks within one year. This could include a several measures, such as re-structuring of work tasks, reduction of working time, technical aids, re-building of work environment, internal change of job, etc. (see state policy)
- *Works councils*
  The company is open to the implementation of works councils at all locations. In line with the German law, a works council can be appointed by the staff at any company assumed that there is a number of at least 5 permanent employees. Works councils support employees' concerns, among those is age discrimination.
- No discrimination in any way – age, gender, sexual orientation, nationality, capabilities etc. Policy is the fundamental law (see state policy)
- In our company vision, we have implemented the charter of diversity which we are committed to
- There is no age discrimination – in contrary, the company is keen to keep seniors employees due to their knowledge.
- The company is also willing to recruit older staff. However, they ask for higher salaries than younger staff – that could be a reason to prefer younger staff.

TOPIC: Company´s attitude

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FINDINGS:

- *Compliance*
  Age discrimination is against the German law. By appointing a compliance manager, the company shows its commitment to the anti-discrimination law. Each staff member – not only managers - can contact the compliance manager and ask for support.
- *Corporate Hiring Policy*
  Is in line with the German anti-discrimination law of 2006.
  In terms of age discrimination this involves, e.g.
  - job advertisements using phrases like “you want to join our young team?”, “we look for a manager aged 40-50” that are no longer permitted.
  - The company hiring policy is focused on professional and personal competences of candidates. There is no restriction in terms of hiring age.
  - In our company, there is no difference for younger or older job candidates, neither in payment nor in number of leave days paid. Payment is dependent on professional skills only, not on life age.
- Contact within umbrella organisation
- Workers’ council (Betriebsrat)

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TOPIC: State policy

FINDINGS:

- *General Equal Treatment Act – "Allgemeines Gleichbehandlungsgesetz-AGG" (2006) (as a consequence of the EU Charter of Fundamental Rights Article 21 - Non-discrimination* https://fra.europa.eu/en/eu-charter/article/21-non-discrimination and Treaty of Lisbon, Article 6 https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3AC2007%2F306%2F01)

  Age discrimination is prohibited in Germany. This is laid down in the General Equal Treatment Act (AGG). In addition to discrimination on the basis of age, ethnic origin, religion and belief, sexual identity, gender or disability is also prohibited. Discrimination is often based on a combination of characteristics, for example, when younger women are discriminated against in job applications because of a possible pregnancy. The General Equal Treatment Act applies in employment and occupation and also in everyday transactions such as shopping and getting insurance under private law. In the event of violations of the law, you are entitled to compensation and damages.
  https://www.antidiskriminierungsstelle.de/DE/ThemenUndForschung/Alter/themenjahr_alter/fragen_antworten/faq_node.html#:~:text=Grunds%C3%A4tzlich%20kann%20sich%20Altersdiskriminierung%20unterschiedlich,einem%20bestimmten%20Alter%20vergeben%20werden

  Older people often report discrimination in job search and application processes, especially when it comes to re-entering the workforce. Younger and older workers are also perceived to have fewer skills, which affects the evaluation of performance or even salary classification. However, unequal treatment on the grounds of age also occurs in everyday life. Especially when it comes to access to financial services, age-discriminatory practices can occur through the rejection of credit applications or through higher calculation of insurance tariffs. The same applies to voluntary activities - for example, by charging older members higher membership fees. A case of age discrimination can also exist if practical barriers arise with the advancing digitalisation. These go hand in hand with a risk of exclusion for older people in particular.
  https://www.antidiskriminierungsstelle.de/DE/ThemenUndForschung/Alter/fragen_antworten/faq_node.html

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- *Partial retirement – "Alterteilzeit" (Alterteilzeitgesetz AltTZG, 1989)*
  Partial retirement enables a smooth transition into retirement. Partial retirement is part-time employment regulated by the Partial Retirement Act (AltTZG). Since there is no legal entitlement to partial retirement, it is only possible on the basis of a voluntary agreement between employer and employee. Although the most important regulations and requirements are laid down in the AltTZG, many points can be agreed individually. Frequently, regulations on partial retirement are also included in collective agreements and company agreements. It should be noted that part-time work for older workers must continue at least until the earliest possible date on which an old-age pension can be claimed. In the case of partial retirement, the previous weekly working hours are reduced by half. Employment subject to compulsory insurance within the meaning of the Third Book of the Social Code, Labour Promotion (SGB III), is continued. The employer is obliged to top up the salary and make additional contributions to pension insurance in accordance with the Partial Retirement Act (AltTZG). Basically, there are three models:
  - Equal distribution model: Working hours are reduced to half over the entire period of partial retirement. This can be realised, for example, with half working days or fewer working days per week.
  - Block model: Partial retirement is divided into two phases of equal length. In the first phase (work phase), regular work is continued, in the second phase (release phase), no work is done at all.
  - Other model: The exact distribution of working time can be agreed individually between employer and employee. For example, a gradual reduction of working hours / working days is also possible.

  In the case of partial retirement, the salary is halved and the employer tops it up by 20 per cent of the reduced salary. The top-up amount is exempt from tax and social security contributions, but is subject to the progression proviso*. The employer is also obliged to pay at least 80 per cent of the employee's previous pension insurance contributions. This is to cushion the pension losses caused by the reduced salary. It should be noted that special payments by the employer, such as Christmas bonuses, may be omitted during partial retirement.
  https://www.bmas.de/DE/Themen/Arbeitsrecht/Teilzeit/altersteilzeit-artikel.html

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- *Corporate integration management - "Betriebliches Eingliederungsmanagement-BEM" (2004)*
  Since 2004, employers have been obliged to offer corporate integration management (BEM) to employees who have been ill for a longer period of time. BEM serves to maintain employability and is an instrument to effectively counter the consequences of demographic change. At the same time, BEM ensures the individual's chances of keeping his or her job through early intervention. BEM is legally anchored in § 167 paragraph 2 of the Ninth Book of the Social Code (SGB IX). It states that an employer must offer BEM to all employees who are continuously or repeatedly incapacitated for work for more than six weeks within one year. This means that the employer must clarify "how the incapacity for work can be overcome as far as possible and with which benefits or assistance renewed incapacity for work can be prevented and the job can be maintained". Section 167(2) of Book IX of the Social Code deliberately does not specify what this clarification must look like in detail. Appropriate individual solutions must be found in each company and in each department. The law only requires the involvement of the relevant employee representative body (works council or staff council), and in the case of severely disabled employees, the involvement of the representative body for severely disabled employees. Successful BEM relieves the burden on social security funds (for example, by avoiding sickness benefit payments or disability pensions) and can contribute to securing the employability of older people in particular in the long term. It pays off for employers because it promotes the health and performance of employees, reduces absenteeism and thus lowers personnel costs. In times of a shortage of skilled workers, BEM is also an important instrument for preventing employees from leaving the company due to illness. For the affected employees themselves, BEM is an offer that can protect them from unemployment or early retirement. In the course of the procedure, an appropriate employment opportunity is often discovered and help is found to overcome the inability to work and thus secure (continued) employment. Employees are not forced to participate in BEM. Participation is always voluntary.
  https://www.bmas.de/DE/Themen/Arbeitsschutz/Gesundheit-am-Arbeitsplatz/betriebliches-eingliederungsmanagement.html

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- *Law on the implementation of occupational health and safety measures to improve the safety and health of employees at work ("Arbeitsschutzgesetz – ArbSchG", 1996)*
  The law aims at assuring and improving the health of employees at work by measures of safety at work. §4 (6) outlines that "special hazards for particularly vulnerable groups of employees shall be taken into account". Due to common jurisprudence, older employees are part of this group.
  https://www.gesetze-im-internet.de/arbschg/

- *Protection against dismissal in the event of long service with the company: German Civil Code ("Bürgerliches Gesetzbuch - BGB)*
  § Section 622 Notice periods for employment relationships
  (1) The employment relationship of a worker or employee may be terminated with four weeks' notice to the fifteenth or to the end of a calendar month.
  (2) In the case of termination by the employer, the period of notice shall be as follows if the employment relationship in the establishment or enterprise is
  1. two years, one month to the end of a calendar month,
  2. five years, two months to the end of a calendar month,
  3. eight years, three months to the end of a calendar month,
  4. ten years, four months to the end of a calendar month,
  5. twelve years, five months to the end of a calendar month,
  6. 15 years, six months to the end of a calendar month,
  7. 20 years, seven months to the end of a calendar month.
  https://www.gesetze-im-internet.de/bgb/__622.html

- *Prevention of occupational accidents and diseases ("Arbeitsstättenverordnung – ArbStättV", 2004)*
  The regulation aims to protect employees in workplaces and to contribute to the prevention of occupational accidents and diseases. It also serves to ensure that work is designed in a humane manner by containing requirements for air, climate and lighting conditions that are conducive to good health, for impeccable social facilities, in particular sanitary and recreation rooms, and for the protection of non-smokers. The special concerns of people with disabilities, such as accessibility, must be taken into account.
  https://www.gesetze-im-internet.de/arbst_ttv_2004/__1.html

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- *Qualification Opportunities Act ("Qualifizierungschancengesetz - QCG", 2019)*
  The German Federal Government is focusing on qualification and further training. It supports employees in expanding their skills and equipping themselves for change. With the so-called "Qualification Opportunities Act", it is expanding the existing funding opportunities of the Federal Employment Agency. The law came into force on 1 January 2019. Companies and employees themselves remain primarily responsible for further training. What is new is that the Federal Employment Agency can now assume part of the costs of further training. The prerequisite is that knowledge and skills must be acquired that go beyond an adaptation training. Employers receive wage subsidies if they release their employees during the CET while continuing to pay their wages. Employer cost-sharing depends on the size of the enterprise - larger enterprises must contribute more than small or medium-sized enterprises. CET costs for employees in micro-enterprises with fewer than ten employees can be subsidised up to 100 per cent. For small and medium-sized enterprises, up to 50 per cent subsidy is possible.
  https://www.bundesregierung.de/breg-de/aktuelles/qualifizieren-digitaler-wandel-1523718

- *Quality Management system certification: ISO 9001:2015*
  Many companies in Germany hold an ISO 9001 certification. The most recent version ISO 9001:2015 specifies requirements for a quality management system and for the first time highlights the topic of "Organizational Knowledge" which is strongly related with the topic of knowledge transfer from older staff to younger ones.
  https://www.stmwi.bayern.de/fileadmin/user_upload/stmwi/Publikationen/2016/2016-04-18-Qualitaetsmanagement-neu.pdf, p.38f and p. 68

- *"Intergenerational contract"*
  The so-called intergenerational contract is the unspoken "contract" between the contributing generation and the pension-receiving generation. This "solidarity between generations" implies the obligation of the working generation to pay contributions in the expectation that the generation following it will assume the same obligation
  https://www.bpb.de/nachschlagen/lexika/lexikon-der-wirtschaft/19473/generationenvertrag

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TOPIC: Suggestions of Modules for Training

Module	Title
1	Introduction: Different generations and their characteristics
2	State-of-the-art in own country and enterprise
3	Values and norms of society, economy and clients towards age
4	Company policies: Recruiting, Contracts, Payment
5	Working conditions: Teamwork, Performance, Work-Life-Balance
6	Career Development: Training needs and training options
7	Management Commitment: nowadays and for the future

FINDINGS:

Module	Interv01	Interv02	Interv03	Interv04	Interv05
1	Okay for introduction	Okay for introduction	agree	agree	agree
2	Very important	Less important	agree	agree	agree
3	Less important	Less important	agree	agree	agree
4	Important	Important	agree	agree	agree
5	Important	Important	agree	agree	agree
6	Very important because of ageing society	important	agree	agree	agree
7	important	Less important	agree	agree	agree

NOTES:

It turned out with the interviews in Germany that Knowledge Transfer is big topic. Is this fact sufficiently taken into account with the suggestions for modules?

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