THE RISE OF THE MULTI-GENERATIONAL WORKFORCE
LEARNING OBJECTIVES

> The forces creating a truly multi-generational workforce;

> Benefits of a multi-generational workforce for people, teams, and organizations

> Myth-busting generational stereotypes on workstyle and workplace preferences;

> Workplace strategies to attract, retain, and empower an age-diverse workforce
GENERATIONS AT WORK

<table>
<thead>
<tr>
<th>Generation</th>
<th>Born Year Range</th>
<th>Percentage of Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>SILENT</td>
<td>1928-1945</td>
<td>2%</td>
</tr>
<tr>
<td>BOOMER</td>
<td>1946-1964</td>
<td>25%</td>
</tr>
<tr>
<td>GEN X</td>
<td>1965-1980</td>
<td>33%</td>
</tr>
<tr>
<td>MILLENNIAL</td>
<td>1981-1996</td>
<td>35%</td>
</tr>
<tr>
<td>GEN Z</td>
<td>1997-</td>
<td>5%</td>
</tr>
</tbody>
</table>

Source: Pew Research Center, 2018
GENERATIONS AT WORK

SILENT
1928-1945
2% of WORKFORCE

BOOMER
1946-1964
25% of WORKFORCE

GEN X
1965-1980
33% of WORKFORCE

MILLENNAL
1981 to 1996

GEN Z
1997-2012
5% of WORKFORCE

Source: Pew Research Center, 2018
The Rise of the Millennial Workforce

Forbes
Why You Can't Ignore Millennials

The New York Times
What Happens When Millennials Run the Workplace?

FOX Business
Millennials Will Change the Workplace Here’s how Employers Can Adapt

USA Today
Millennials facing unique workplace challenges

HuffPost
Want to Keep Your Millennials – Mentor Them

Fast Company
What Millennial Employees Really Want

Harvard Business Review
What Do Millennials Really Want at Work?

The Atlantic
Do Millennials Make for Bad Employees?

Entrepreneur
Why Millennials in the Workplace 'Don't Care'

The Telegraph
What's the problem with millennials in the workplace?

Inc.
The Real Problem With Millennials at Work

New York Post
Working with millennials is the worst

Building Design + Construction
Workplace design trends: Make way for the Millennials

Forbes
What's Inside A Workplace Designed For Millennial Employees?
The New York Times
What Happens When Millennials Run the Workplace?

FOX Business
Millennials Will Change the Workplace Here’s how Employers Can Adapt
Workplace design trends: Making way for the Millennials

Forbes
What's Inside A Workplace Designed For Millennial Employees?
But why should you care?

The U.S. Bureau of Labor predicts that Millennials will make up approximately 75% of the workforce by 2025. ...That's why.
BY 2025

75% OF THE WORKFORCE WILL BE MILLENNIALS WHO ARE TECHNOLOGY NATIVES & EXPECT IT IN THE WORKPLACE.

WORKFORCE STATISTICS

- By 2030, the Millennials will comprise approximately 75% of the American Workforce
- Millennials:
  - Born between 1980-1995
  - Between the ages of 20 and 35
  - About 80 million Americans in the workplace

DID YOU KNOW?

75% of 2025 workforce will be millennials

By 2020, Millennials will make up 50% of the U.S. workforce.

By 2025, Millennials will make up 75% of the U.S. workforce.

Millennials are on the rise

2020

- 50% of workforce will be Millennials by 2020

2030

- 75% Millennials in U.S. Workforce
- 75% Millennials in Global Workforce
WORKFORCE TODAY

Silent: 2% of workforce
Boomer: 25% of workforce
Gen X: 33% of workforce
Gen Z: 5% of workforce
Millennial: 35% of workforce

65%

Source: Pew Research Center, 2018
In 2026, the U.S. workforce will be **169.7 million** people

75% of 169.7 million = **127 million** people

In 2026, the *entire* U.S. millennial population will be **75 million** people

75 million ≠ 127 million

U.S. WORKFORCE 2026

- Millennials: 44%
- Gen X: 29%
- Boomers: 15%
- Gen Z: 11%
- Silents: 1%

Millennials will be the largest generation in the workforce. But well short of being the majority. After 2026, their share of the workforce will shrink.
WHAT IS ATTENTION-WORTHY

% Change in Labor Force Share: 2016 to 2026

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>75+</td>
<td>+92%</td>
</tr>
<tr>
<td>65 to 74</td>
<td>+50%</td>
</tr>
<tr>
<td>55 to 64</td>
<td>+4%</td>
</tr>
<tr>
<td>45 to 54</td>
<td>-4%</td>
</tr>
<tr>
<td>35 to 44</td>
<td>+15%</td>
</tr>
<tr>
<td>25 to 34</td>
<td>+6%</td>
</tr>
<tr>
<td>16 to 24</td>
<td>-6%</td>
</tr>
</tbody>
</table>

Workers over 55 are the fastest growing segment of the U.S. workforce.

WHAT IS ATTENTION-WORTHY

Labor Force Share by Age Group

<table>
<thead>
<tr>
<th>Age Group</th>
<th>1996</th>
<th>2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>55+</td>
<td>12%</td>
<td>25%</td>
</tr>
<tr>
<td>45 to 54</td>
<td>20%</td>
<td>19%</td>
</tr>
<tr>
<td>35 to 44</td>
<td>27%</td>
<td>22%</td>
</tr>
<tr>
<td>25 to 34</td>
<td>25%</td>
<td>22%</td>
</tr>
<tr>
<td>16 to 24</td>
<td>16%</td>
<td>12%</td>
</tr>
</tbody>
</table>

Workers over 55 made up the smallest share of the workforce in 1996, in 2026 they will be the largest.

HOW WE GOT HERE
AND WHY IT’S THE
NEW NORMAL
LONGER LIVES, FEWER BIRTHS

U.S. Life Expectancy

People are living longer and staying healthy longer, allowing them to work longer.

63.8

+8.7 YEARS

1960

78.5

2017

Source: Knomera.com/atlas/United-States-of-America/Life-expectancy
FEWER CHILDREN

Declining Fertility Rates

Continuing a decades long trend, the U.S. fertility rate has fallen to 16% below the rate needed to maintain population size.

Source: National Center for Health Statistics, 2018

Source: "National Vital Statistics", Centers for Disease Control, 2019
SERVICE ECONOMY

Shift to Service Jobs

Types of Jobs

% of Jobs

1960 2010 1960 2010

SERVICE

GOODS PRODUCING

AGRICULTURAL

100% 80% 60%

50% 80%

Jobs requiring little-to-no physical exertion

DESIREE TO WORK

Working past 65

74% of U.S. adults say they **intend to work past retirement age.**

- 63% Work part time
- 26% Work full time
- 11% Retire

Of post-retirement employed boomers, **61% are working because they want to not because they have to.**

- Stay mentally alert (18%)
- Remain physically active (15%)
- Have a sense of purpose (14%)

Source: "Most U.S. Employed Adults Plan to Work Past Retirement Age", Gallup, 2017

NEED TO WORK

Insufficient Savings

Nearly 1/3 of baby boomers had no money saved in retirement plans in 2014.

Living longer is a good thing, but creates challenges in retirement planning.

- Healthcare costs
- Spending/cost of living
- Life span

Source: Stanford Center on Longevity, 2018
Source: "Tough Retirement Realities for Baby Boomers", CBS News, 2018
THE TIP OF A BIG ICEBERG

Next Generations Even Worse Off

“Whatever economic challenges the over-65s are facing these days, they pale by comparison with the money troubles of the young.”

Over 1/2 of Americans have less than $10K in savings and investments.

- <$1K: 36%
- $1K - $10K: 16%
- $10K - $25K: 9%
- $25K - $50K: 9%
- $50K - $100K: 11%
- $100K - $250K: 11%
- $250K+: 11%


Source: Employee Benefit Research Institute, 2014
THE BENEFITS OF A MULTI-GENERATIONAL WORKFORCE
Decades of research by organizational scientists, psychologists, sociologists, economists, and demographers show that **socially diverse groups are more innovative** than homogeneous groups.

“How Diversity Makes Us Smarter”
Scientific American, 2014
85% work on a multi-generational team (>10-15 years difference in age)
90% prefer to work on a multi-generational team
85% believe collaboration between generations is mutually beneficial
87% say an age-diverse team has more innovative ideas and better solutions

“Impact of a Multi-Generational Workforce”
Randstad Work Monitor, 2018
LABOR SUPPLY

Impending Talent War

Jobs will be lost to technological innovation, but new jobs will be created in their wake that require creative skillsets.

U.S.
Short 8.2M workers through 2027

The most substantial shortfall in 50 years

World
+58M new jobs

Emerging tech will create more jobs than it replaces

Source: “The Great Labor Crunch,” Barron’s, 2018
EASE BRAIN DRAIN

Avert Mass Retirement

Over 10,000 baby boomers turn 65 every day, and will through the year 2030.


Source: Bureau of Labor Statistics, August 2019
# Lighten the Age Dependency Ratio

<table>
<thead>
<tr>
<th>Year</th>
<th>Worker/Beneficiary Ratio</th>
<th>Social Security Shortcoming</th>
</tr>
</thead>
<tbody>
<tr>
<td>1945</td>
<td><img src="image" alt="1945 Ratio" /></td>
<td>&quot;...benefits are now expected to be payable in full on a timely basis until 2037, when the trust fund reserves are projected to become exhausted.&quot;</td>
</tr>
<tr>
<td>1950</td>
<td><img src="image" alt="1950 Ratio" /></td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td><img src="image" alt="2010 Ratio" /></td>
<td></td>
</tr>
<tr>
<td>2030</td>
<td><img src="image" alt="2030 Ratio" /></td>
<td></td>
</tr>
</tbody>
</table>

Source: "Saving the Safety Net", [https://www.pewresearch.org/nex2-america/](https://www.pewresearch.org/nex2-america/)
Source: [www.ssa.gov/policy/docs/ssb/v70n3/v70n3p111.html](http://www.ssa.gov/policy/docs/ssb/v70n3/v70n3p111.html)
# INCREASED WELL-BEING

<table>
<thead>
<tr>
<th>Physical and Mental Health</th>
<th>Financial Well-Being</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="heart.png" alt="Heart" /></td>
<td><img src="dollar.png" alt="Dollar" /></td>
</tr>
<tr>
<td>Continuing to work into older age has been shown to have positive impacts on physical, cognitive, and emotional health.</td>
<td>Delaying retirement for just three to six months does to the standard of living after retiring what an entire percentage point of 30 years of earnings would do.</td>
</tr>
<tr>
<td>“America’s Aging Workforce”</td>
<td>“The Power of Working Longer”</td>
</tr>
<tr>
<td>U.S. Senate Special Committee on Aging, 2017</td>
<td>National Bureau of Economic Research, 2018</td>
</tr>
</tbody>
</table>
IMPLICATIONS FOR WORKPLACE DESIGN
MYTH BUSTING: GENERATIONAL STEREOTYPES
**MILLENIALS ONLY RENT AND LIVE IN CITIES**

### Where People Live

<table>
<thead>
<tr>
<th>Generation</th>
<th>Metropolitan</th>
<th>Non-Metropolitan</th>
<th>Unknown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Millennials</td>
<td>88%</td>
<td>11%</td>
<td>1%</td>
</tr>
<tr>
<td>Gen X</td>
<td>87%</td>
<td>12%</td>
<td>1%</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>84%</td>
<td>15%</td>
<td>1%</td>
</tr>
<tr>
<td>Silent/Greatest</td>
<td>82%</td>
<td>17%</td>
<td>1%</td>
</tr>
</tbody>
</table>

### Houses and Suburbs

**Millennials were the largest group of home buyers (37%) for the sixth consecutive year.**

Source: National Association of Realtors, 2019

**47% of millennial homeowners choose the suburbs, with 33% settling in an urban setting and 20% opting for a rural area.**

Source: The Zillow Consumer Housing Trends Report, 2016
OLDER WORKERS ARE TECH-CHALLENGED

Generational Skills Gap

In a study of adult job skills, researchers at the Educational Testing Service found that **Millennials scored lower than Gen X and Baby Boomers** in literacy, practical math, and “**problem-solving in technology-rich environments.**”

Technology Use

- 4.9 = number of forms of technology workers over age 55 use in an average week
- 4.7 = average number of forms for all generations

Source: Dropbox Survey, 2016
MILLENNIAL FLIGHT RISK

Changing Jobs: % of Workers Age 22-29

% of New Entrepreneurs

<table>
<thead>
<tr>
<th>Age Group</th>
<th>1996</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 to 34</td>
<td>34%</td>
<td>▼ 24%</td>
</tr>
<tr>
<td>35 to 44</td>
<td>27%</td>
<td>▼ 24%</td>
</tr>
<tr>
<td>45 to 54</td>
<td>24%</td>
<td>▲ 26%</td>
</tr>
<tr>
<td>55 to 64</td>
<td>15%</td>
<td>▲ 26%</td>
</tr>
</tbody>
</table>

“Help solve social and/or environmental challenges.”

“Manage my work-life balance.”

“Make a positive impact on my organization.”
“Help solve social and/or environmental challenges.”

“Manage my work-life balance.”

“Make a positive impact on my organization.”
EVERYONE ELSE: ONLY IN IT FOR THE $$$

What’s Important in a Job

<table>
<thead>
<tr>
<th></th>
<th>Millennials</th>
<th>Generation X</th>
<th>Boomers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make a positive impact on my organization</td>
<td>25%</td>
<td>21%</td>
<td>23%</td>
</tr>
<tr>
<td>Help solve social and/or environmental challenges</td>
<td>22</td>
<td>20</td>
<td>24</td>
</tr>
<tr>
<td>Work with a diverse group of people</td>
<td>22</td>
<td>22</td>
<td>21</td>
</tr>
<tr>
<td>Work for an organization among the best in my industry</td>
<td>21</td>
<td>25</td>
<td>23</td>
</tr>
<tr>
<td>Do work I am passionate about</td>
<td>20</td>
<td>21</td>
<td>23</td>
</tr>
<tr>
<td>Become an expert in my field</td>
<td>20</td>
<td>20</td>
<td>15</td>
</tr>
<tr>
<td>Manage my work-life balance</td>
<td>18</td>
<td>22</td>
<td>21</td>
</tr>
<tr>
<td>Become a senior leader</td>
<td>18</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>Achieve financial security</td>
<td>17</td>
<td>16</td>
<td>18</td>
</tr>
<tr>
<td>Start my own business</td>
<td>17</td>
<td>12</td>
<td>15</td>
</tr>
</tbody>
</table>

People in all generations are looking for work that matters to them, makes a difference, and in which they can grow.

Source: IBM Institute for Business Value Survey, 2014
WE KNOW WHAT GENERATIONS WANT IN A WORKPLACE

ALL AGE GROUPS

Survey Methodology
COMMERCIALCafé, a commercial real estate information services provider, conducted a nationwide survey of 2,107 U.S.-based full-time employees of all ages, working in a variety of industries.

<table>
<thead>
<tr>
<th>Ideal Office Layout</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Private office</td>
<td>43%</td>
</tr>
<tr>
<td>Home office</td>
<td>23%</td>
</tr>
<tr>
<td>Open plan office</td>
<td>10%</td>
</tr>
<tr>
<td>Co-working</td>
<td>9%</td>
</tr>
<tr>
<td>Creative office</td>
<td>8%</td>
</tr>
<tr>
<td>Cubicle</td>
<td>5%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
</tr>
</tbody>
</table>

Source: COMMERCIALCafé, March 2018
# Millennials Don’t Care About Offices

## Ideal Office Layout

<table>
<thead>
<tr>
<th>Layout Type</th>
<th>Millennials</th>
<th>Gen X</th>
<th>Boomers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Office</td>
<td>43%</td>
<td>45%</td>
<td>41%</td>
</tr>
<tr>
<td>Open Plan</td>
<td>10%</td>
<td>11%</td>
<td>10%</td>
</tr>
</tbody>
</table>

Source: COMMERCIALCafé, March 2018
WE KNOW WHAT GENERATIONS WANT IN A WORKPLACE

ALL AGE GROUPS

<table>
<thead>
<tr>
<th>Spatial Conditions — Importance</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Noise control</td>
<td>4.29</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Privacy</td>
<td>4.24</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Air quality</td>
<td>4.17</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design-space layout</td>
<td>4.08</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Natural lighting</td>
<td>4.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ergonomic furniture</td>
<td>3.63</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Artificial lighting</td>
<td>3.42</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: COMMERCIALCafé, March 2018
ONLY OLDER GENERATIONS CARE ABOUT PRIVACY

Spatial Conditions—Importance

- **Millenials**: 4.24
- **Gen X**: 4.26
- **Boomers**: 4.22

**PRIVACY**

**NOISE CONTROL**

- **Millenials**: 4.24
- **Gen X**: 4.37
- **Boomers**: 4.44

Source: COMMERCIALCafé, March 2018
“...the differences within generations can be just as great as the differences across generations...a reminder that generations themselves are inherently diverse and complex groups, not simple caricatures.”

Michael Dimock
President of Pew Research Center, 2019
IMPLICATIONS FOR WORKPLACE DESIGN
MANY OF US ARE GOING TO BE WORKING FOR A VERY, VERY LONG TIME.
1. KEEP SKILLS RELEVANT

WORKPLACE STRATEGIES

- Transparency and visual connection
- More and more varied opportunities to collaborate
- Quiet spaces
- Space and tools to ideate / make work visible
2. BE ENGAGED AND ENTHUSIASTIC

WORKPLACE STRATEGIES

- A place that physically embodies your organization
- Inspiring moments and methods demonstrating impact
- Storytelling
- People “get” who you are and just by being in the space
3. STAY HEATHY—MIND AND BODY

**WORKPLACE STRATEGIES**

- Opportunities for activity and movement
- Daylight, views to nature
- Clean air
- Plants, greenery
- Access to healthy food
4. MAINTAIN WORK/LIFE BALANCE

WORKPLACE STRATEGIES

- Flexibility and choice
- Strategic amenities
- Productive working conditions

While empowering people to work from different locations, making the office their first choice.
5. BE PRODUCTIVE

WORKPLACE STRATEGIES

- Variety of space types to accommodate different work styles
- The right tools and tech at the right time in the right places
- Balance between individual and shared spaces
NOT QUITE AGE AGNOSTIC
There are physical changes that come with age

**Lighting**
- Natural light
- Control glare
- Ambient lighting at appropriate levels
- Personal control

**Acoustics**
- Zoning noisy activities
- Acoustic ceilings
- Carpeted floors
- Sound-absorbing panels
- White noise

**Ergonomics**
- Encouraging movement and multiple postures
- Ergonomic chairs
- Height adjustable desks
- Controls that are obvious, simple, and intuitive to use

**Wayfinding**
- Clear space-planning
- Effective signage
- Color-coding, land-marking and layout differentiation
- Intuitive navigation

**Relaxation**
- Spaces for recuperation
- Calming aesthetics
- Views to nature
- Biophilia
- Wood
INCLUSIVE DESIGN PROCESS

Survey
Age-focused questions; analyzing results with age as a lens

Focus Groups
From an emphasis on next gen to an equal exploration of mature gen

Diversify
Work with clients to ensure age diversity in end-user engagements

Interviews
Listen and learn with age groups as an intentional framework for interviews

Activity Analysis
Along with other critical lenses, analyze space by age group use

Virtual Reality/3D
Explore movement through the workplace with varying degrees of ability

Camera Journaling
Let mature workers show what hinders and what helps them through their eyes

Benchmark Best Practices
Conducting post-occupancy evaluation studies to understand what works and what doesn’t
A FEW PARTING THOUGHTS
NEW WORK PARADIGM

20th CENTURY MODEL

EDUCATION → EMPLOYMENT → RETIREMENT

21st CENTURY MODEL?

EDUCATION → VOLUNTEER → SABBATICAL → RETIREMENT

EDUCATION → VOLUNTEER → SABBATICAL

EXPLORATION → EMPLOYMENT → SELF EMPLOYMENT → EDUCATION
AGE IS JUST ONE LENS

OTHER CONSIDERATIONS
Personality Type
Cultural background
Race
Ethnicity
Religion
Gender
Education
Industry
Setting
Region

U.S. POPULATION BY RACE + ETHNICITY

http://www.pewresearch.org,next-america/#Two-Dramas-in-Slow-Motion
IT’S STARTING AGAIN...

The New York Times
Move Over, Millennials, Here Comes Generation Z

THE WALL STREET JOURNAL
Gen Z Is Coming to Your Office. Get Ready to Adapt.

Bloomberg
Gen Z Is Set to Outnumber Millennials Within a Year

USA TODAY
Gen Z is the loneliest generation

Inc.
Generation Z Wants These 10 Things in a Job

Medium
Designing for Gen Z
THANK YOU!

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