

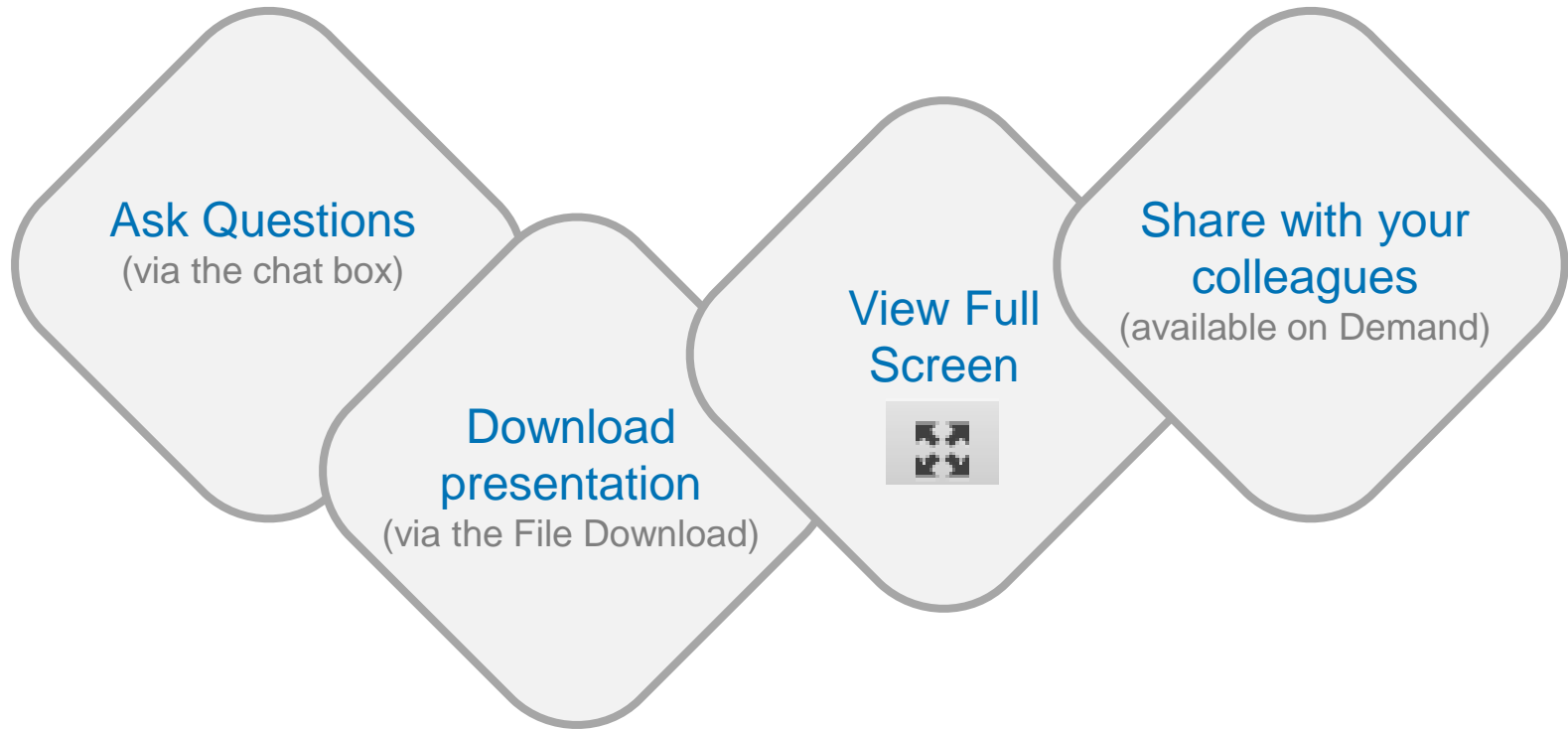
Is Age Just a Number?

Leading a Multigenerational Workforce in Asia

May 24, 2022 – 4-5 pm: Singapore. Hong Kong. Shanghai



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In the Conversation Today



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Poll Question

Is your Asia organization addressing the challenge of integrating multigenerational workforces?

1. Not yet
2. Just begun this journey
3. Yes, we are but still a long way off
4. We have well entrenched programs in place already



Figure 1

Workers of all generations experience barriers associated with their ages

Q: In your experience, which of the following challenges do workers from different generations/ age groups *currently* experience in the workplace? Select all that apply for each group.

Silent generation	Baby boomers	Gen X	Millennials	Gen Z
Ageism (63%)	Ageism (65%)	Inadequate work/ life supports (46%)	Stereotypes associated with their age group (53%)	Stereotypes associated with their age group (65%)
Limited career advancement or growth opportunities (44%)	Limited career advancement or growth opportunities (54%)	Lack of job security (35%)	Inadequate work/ life supports (46%)	Ageism (56%)
Limited opportunities for professional development (42%)	Limited opportunities for professional development; lack of job security (both 46%)	Limited career advancement or growth opportunities (34%)	Lack of job security (36%)	Lack of job security (43%)

n=459

Source: *The Multigenerational Workforce*, The Conference Board, May 2022



Figure 2

Top barriers to building an age-inclusive workplace: Lack of three elements—awareness, DEI initiatives focused on age diversity, and leadership interest in age issues

Q: What are the most important barriers to age diversity and inclusion that you have observed in your organization? Select your top 3 choices.

Top barriers to age diversity and inclusion	Percentage of respondents
Lack of awareness and/or knowledge of multigenerational and age diversity issues	47%
Lack of DEI initiatives that focus on age/generational diversity	43%
Lack of senior leadership interest in generational/age issues	40%
Age bias and stereotypes	38%
Limited resources dedicated to age diversity	28%
A challenging organizational culture	26%
Limited age diversity overall (e.g., most workers fall within the same age range)	16%

n=458

Source: *The Multigenerational Workforce*, The Conference Board, May 2022



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About Us

Founded in 1916, [The Conference Board](#) is the member-driven think tank that delivers trusted insights for what's ahead. As you determine policy for your organization's operations in Asia, you face more than Asia's political and economic volatility. You must attract, engage, and develop the best people in a highly competitive talent market while navigating multiple cultures—at a time when the very nature of work is changing.

Our [Human Capital Center](#) provides resources across the full spectrum of people issues. We focus on six areas--Diversity & Inclusion, Employee Engagement, Human Capital Analytics, Labor Markets, Strategic Human Resources, and Talent Management—to inform your decision making across all HR functions.

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