



# Empower your multi-generational workforce

With five generations in the workplace, employees are heterogeneous in age, background and values. Organisations are also navigating mixed teams of permanent employees and temporary staff. A one-size-fits-all approach to employee engagement is no longer sufficient.

By managing this complexity, significant value can be generated. For example, talent scarcity can be tackled by actively re-skilling the older demographic — not just the young — and removing barriers to ageism.

## Some key questions to be answered

How do these skills from different generations deliver synergy?

What are the necessary changes needed to embrace diversity, especially with a multi-generational, temporary and full-time workforce mix?

What are the key purpose-driven initiatives that other workplaces are implementing — and how can we do likewise?

## Initial steps to ensure diverse multi-gen collaboration



Examine the workforce structure to determine what needs tweaking now and what must change for the best long-term impact.



Establish an always-listening culture to get everyone's perspective and understanding of your diversity, equity & inclusion, corporate social responsibility, and workforce strategy.



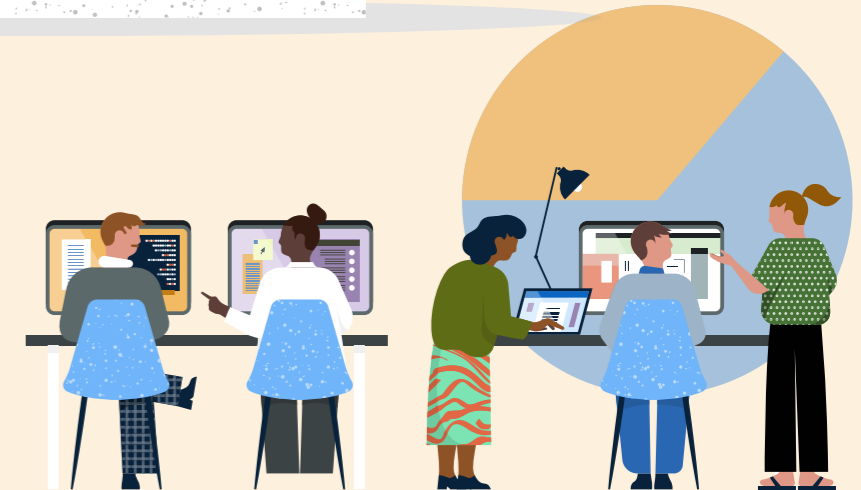
To help foster collaboration, focus on continuous learning and upskilling across the entire team, including those in senior positions.



**50% reduction**  
in employee turnover with inclusive work culture<sup>2</sup>

Businesses with ethnically and gender-diverse workforce outperform competitors by

**36%<sup>3</sup>**



“Understand and embrace the differences that each generation brings, not just in work approaches but also in perspectives.”



**Simon Winfield,**  
CEO, Hays UK and Ireland

“To realise the benefits and power of a generationally diverse workforce, we need to learn how to collaborate and appreciate our unique preferences, habits, and behaviours.”



**Dirk Hahn,**  
CEO, Hays



**David Brown,**  
CEO, Hays Americas

“Different generations ask different questions and bring different viewpoints... the most important thing is having an open culture which empowers individuals to contribute their own thoughts and ideas.”

<sup>2</sup> Hays – BEYOND DIVERSITY, Leveraging DE&I to navigate the challenges of 2023

<sup>3</sup> Hays – BEYOND DIVERSITY, Leveraging DE&I to navigate the challenges of 2023

# Reimagine human skills in the era of AI

AI is not replacing jobs, but reinterpreting what each job entails. It will tap into new talent sources and shift the focus to assessing people on their potential and transferable skills.

Automating menial and repetitive tasks with AI gives people more time to spend on high-value projects — building human connections with their candidates and employees. This highlights the importance of human skills like emotional intelligence and relationship-building.

**As AI becomes more embedded, it must enhance rather than undermine these human capabilities and address ethical considerations.**

## Some key questions to be answered

How can I train my workforce to engage with and use AI responsibly?

Rather than hard tech skills, what are the most relevant softer or transferrable AI-relevant skills companies should be looking for in a candidate?

How does AI bias affect multi-gen and gender diversity?

## Initial steps to make business AI work



Roadmap a workforce strategy and training specific to AI to help your people understand, apply, build, maintain and learn how to utilise AI to do more for your business.



Run a cybersecurity analysis, as AI can open up risks like increased complexity and data security.



Evolve your workforce with AI — human and machine in tandem — to automate the repetitive while enhancing deeper human input and creativity.

“As we make clear in our [Upskilling for an AI future report](#), every business is going to use AI in some form. Start with finding an AI champion internally or externally, it’s then a case of deciding what technology is needed, what skills are already at their disposal to develop a talent pool, and then implementing the correct learning and development to take everyone on the journey.”



**Shane Little,**  
MD Enterprise Solutions,  
Hays APAC

“Having a vision of where AI is likely to fit in within your organisation and where it won’t is key, and this will require leaders investing in AI education both for themselves and for their teams.”



**Simon Winfield,**  
CEO, Hays UK  
and Ireland

“AI is enabling consultants to have data-supported, enriched interactions with candidates, as automation allows more time to be spent on human-to-human activities.”



**Will Woodhouse,**  
Head of Product &  
Digital Innovation,  
Hays UK and Ireland

“Bias exists if we input biased data. We must consider diverse voices and ensure equity, especially for those not represented online.”



**Bianca Stringuni,**  
Global Head of DE&I, Hays

“Whilst there are many benefits in utilising AI to manage or streamline recruitment processes, it does bring with it risk. It will be incumbent on organisations to ensure AI tools when used for recruitment are fair, regularly audited and subject to robust governance and validation.”



**Marc Burrage,**  
MD, Hays Asia



**85% of knowledge workers**

say AI helps them focus on their most important work<sup>4</sup>

**75% of knowledge workers**

around the world use generative AI at work<sup>5</sup>

<sup>4</sup> Microsoft and LinkedIn – Work Trend Index Annual Report, 2024

<sup>5</sup> Microsoft and LinkedIn – Work Trend Index Annual Report, 2024

# Take your green skills and values to the next level

There is high demand for green skills across all levels of business. However, employees need clearer paths in obtaining these skills to meet this demand, such as dedicated reskilling initiatives. Organisations must show commitment to sustainability; 52% of potential employees wouldn't accept a job offer if they didn't agree with your mission or values.

To attract and retain top talent, organisations need to adopt a clear green skills approach even in areas of the business that are less obviously relevant to sustainability. Before long, they will be.



**Sue Duke,**  
VP, Head of Global Public Policy & Economic Graph, LinkedIn

“Tackling climate change requires a transformation of the global labour market, both in terms of the jobs people do and the skills that professionals need.”



**Kirsty Green-Mann,**  
Global Head of Sustainability, Hays

“A corporate culture that takes the climate line and sustainability seriously, enables knowledge exchange and provides programmes to promote sustainability and the contribution of each individual. This will better attract green skills and roles – whether external or internal.”

## Some key questions to be answered

What are the benefits of up-skilling the workforce as a whole with green skills?

Which previous 'purpose-driven jobs' can we learn from and apply to the current green skills revolution?

How should we integrate sustainability and ESG into our strategic agenda?

## Initial steps to make green skills really work



Galvanise action across your organisation with internal comms that drive awareness and encourage 'reverse mentorship' from passionate juniors.



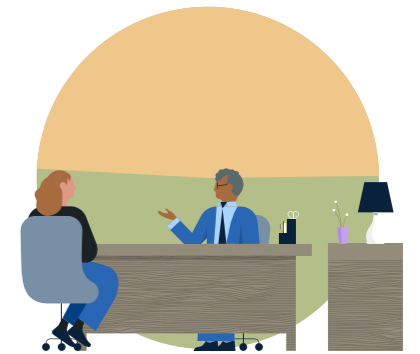
Continually review your sustainability efforts while seeking improvements and feedback: set targets and measure them regularly.



Actively engage with sustainability beliefs of your younger workforce — they are more open to the challenge and likely better equipped to help integrate green governance and more sustainable practices in the workplace effectively.

## 52% of potential employees

wouldn't accept a job offer if they didn't know or agree with a company's mission, values or purpose<sup>6</sup>



## 73% of Gen Z workers

are more concerned about climate change than they were a year ago<sup>7</sup>



61% want a green job in the next five years...

but fewer than 20% see a clear path to getting that job<sup>8</sup>



<sup>6</sup> Hays – The importance of having a strong organizational purpose

<sup>7</sup> <https://www.linkedin.com/pulse/we-need-all-workers-bold-climate-action-gen-z-ready-efrem-bycer-hoehc/>

<sup>8</sup> <https://www.fastcompany.com/91141356/how-gen-z-workers-that-want-green-jobs-can-learn-the-skills-they-need-to-get-hired>

Discover more:

Conversation with  
Dirk Hahn, CEO, Hays

Hays Skills Report

