

Press release
24 June 2025

Employers grapple with the challenge of managing up to five generations in the workforce

- 99% of Australian employers encounter generational differences between employees in their workplaces
- 83% of employers believe they have a good understanding of the motivations and expectations of workers of different generations
- Technological proficiency (29%) and work-life balance expectations (28%) are the two single greatest challenges employers face managing multi-generational workforces

Sydney, 24 June 2025 – Employers believe they have a good understanding of the motivations and behaviours of workers of different generations in their workplace, but still face challenges in managing expectations, new independent research by specialised recruiter [Robert Half](#) finds.

The research shows employers overwhelmingly agree that there are generational differences in their workforces, with 99% reporting contrasts and gaps in methods and viewpoints between workers in different age groups. These differences often occur for 53% of employers, while 46% of employers state they happen sometimes or rarely.

The challenge multi-generational workforces bring

When asked about the single greatest challenge that generational differences pose in their workplace, with 29%, employers most commonly highlighted technological proficiency. However, work-life balance expectations are almost as prevalent.

- 29% of employers said varied technological proficiency was their greatest challenge
- 28% of employers struggled with different generations' work-life balance expectations
- 23% of employers said differing communication styles was their greatest challenge
- 19% of employers outlined their greatest challenge was differences in work ethic

"It's clear that generational differences are a reality for nearly every workplace, with varying levels of technological proficiency being a key challenge," Nicole Gorton, Director at Robert Half. "While Baby Boomers, Gen X and Millennials have learned to adapt during their careers and upskill in each new technology as it emerges, Gen Z are mostly digital natives."

"Concerns among employers regarding work-life harmony and work ethic likely stem from evolving workplace expectations across generations. Younger workers, having entered the workforce during a period marked by the rise of remote work, rapid digital transformation, and a heightened focus on overall well-being, often prioritise the overall employee experience compared to older generations whose earlier experiences differed greatly."

Employers feel ready to take on the challenge

When asked how well they understand what motivates different generations and their expectations when it comes to work, most employers (83%) said they understood their multi-generational workforce well compared to only 3% of employers who rated their understanding as poor. The remaining 14% of employers were torn and did not believe they had a good grasp but also did not feel their understanding was poor.

“While it's encouraging that employers feel confident in their understanding of generational differences, translating that understanding into effective management strategies is pivotal for organisations to cultivate a harmonious and productive multi-generational workforce. Bridging generational gaps requires ongoing dialogue, empathy and a willingness to adapt to create an inclusive environment where employees of all ages can thrive,” concluded **Gorton**.

##

Notes to editors

About the research

The study is developed by Robert Half and was conducted online in November 2024 by an independent research company of 500 hiring managers. Respondents are drawn from a sample of SMEs as well as large private, publicly-listed and public sector organisations across Australia. This survey is part of the international workplace survey, a questionnaire about job trends, talent management, and trends in the workplace.

About Robert Half

Robert Half is the global, specialised talent solutions provider that helps employers find their next great hire and jobseekers uncover their next opportunity. Robert Half offers both contract and permanent placement services, and is the parent company of Protiviti, a global consulting firm. Robert Half Australia has offices in Brisbane, Melbourne, Melbourne South East, Perth, and Sydney. More information on roberthalf.com/au.

For more information

Courtney Fletcher

PR Manager

Courtney.Fletcher@roberthalf.com.au

+61 421 209 304