Organizations have 3 generations working side-by-side. Some have 4 to 5.

### Workplace Demographics

**Pre-Baby Boomer, 72 and older (born before 1946)**
- Millions of Pre-Babusters and Baboomers have retired.

**Baby Boomer, 53 - 71 (born 1946-1964)**
- Millions of older Millennials (28-39 years old) have joined the workforce.

**Generation X, 40 - 52 (born 1965-1977)**
- Millions of younger Millennials (17-27 years old) have joined the workforce.

- Younger Millennials and post-Millennials will make up 60% of the workforce.

### 2016-2017

By 2020

- Younger Millennials and post-Millennials will make up 60% of the workforce.

**In the last year:**
- Millions of Pre-Boomers and Boomers have retired.
- Millions of younger Millennials (17- to 27-year-olds) have joined the workforce.

**In North America:**
- Younger Millennials and post-Millennials will make up 60% of the workforce.

**By 2020:**
- Millennials 44%
- Younger Millennials 17%
- (17 - 27 years old)
- Older Millennials 27%
- (28 – 39 years old)

**In Africa, Latin America, and most of Asia:**
- Younger Millennials and post-Millennials will make up 60% of the workforce.

### Education

#### Percentage of workers holding a bachelor’s degree when they were aged 25-29:

<table>
<thead>
<tr>
<th></th>
<th>Millennials</th>
<th>Gen X</th>
<th>Boomers</th>
<th>Pre-BB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td>40</td>
<td>32</td>
<td>26</td>
<td>16</td>
</tr>
<tr>
<td>Women</td>
<td>46%</td>
<td>36%</td>
<td>27%</td>
<td>21%</td>
</tr>
</tbody>
</table>

#### Job Hopping

<table>
<thead>
<tr>
<th></th>
<th>Gen X in 2000</th>
<th>Millennials in 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>13 months or more</td>
<td>59.9%</td>
<td>63.4%</td>
</tr>
<tr>
<td>5 years or more</td>
<td>21.8%</td>
<td>22%</td>
</tr>
</tbody>
</table>

### Characteristics of Gen Z versus Millennials at Work

#### Work Motivation

- **Gen Z Young Adults (ages 22 and younger):**
  - Seek job security and competitive pay.
  - Want to make a difference.
  - Very entrepreneurial.

- **Diverse Millennials (ages 23-30):**
  - Seek new and challenging roles.
  - Want to make the workplaces reflective of their own lives.

### Opinions on Work

According to recent research, the percentage of Gen Z Young Adults (ages 22 and younger) who say:

- 91% would stay at a company for more than 10 years.
- 55% would start at the bottom and work their way up.
- 91% are very interested in working for a company that is focused on being digital.
- 91% would stay at a company for more than 10 years.
- 10% are interested in starting their own business.
- 100% feel pressure to gain professional experience in high school.

### Source

FactTank, News in the Numbers, Pew Research Center, "Today's young workers are more likely than ever to have a bachelor's degree," Nikki Graf, May 16, 2017

FactTank, News in the Numbers, Pew Research Center, "Millennials aren't job hopping any faster than Generation X did," Richard Fry, April 19, 2017

The Great Generational Shift, Update 2017, Bruce Tulgan

Society for Human Resource Management, "Move Over, Millennials; Generation Z is Here," David Stillman and Jonah Stillman, April 11, 2017

---

Note: Researchers use different parameters for identifying the age boundaries of each generation. For consistency, ages are based on the age groups identified by Bruce Tulgan, an internationally recognized management consultant and expert on generational differences in the workplace.