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# Generational Analysis 2024

## *Expectations for future work life*

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Prepared by  
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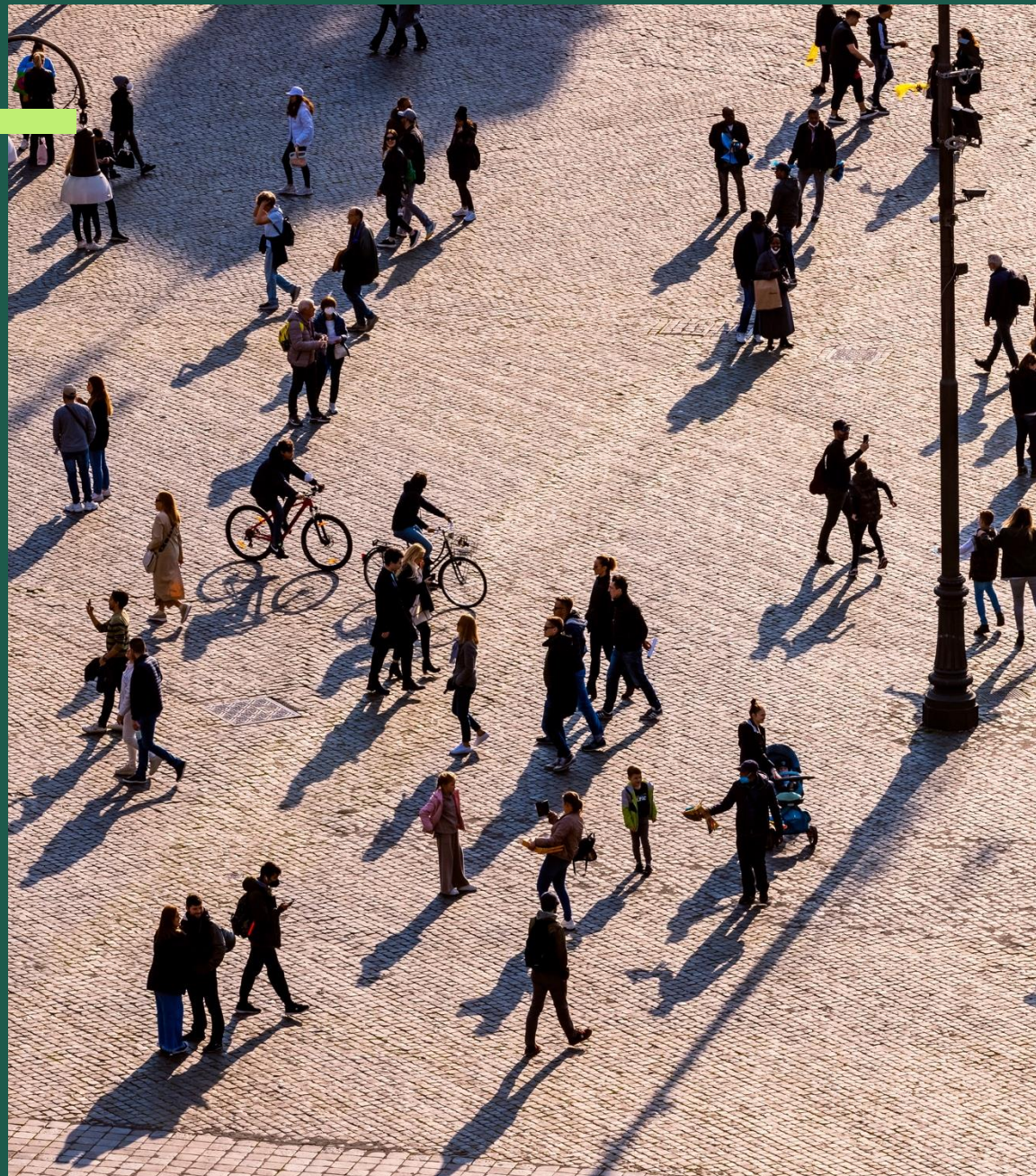
For  
The Danish Association of Managers and Executives

August 2024

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Lederne  
- en verden til forskel



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# Preface

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## Together for a good working life – across generations

Never have so many generations been in the labour market at the same time. From teenagers in their first after-school job to seniors working longer. But what does this mean for Danes' expectations of a good work life now and in the future? What demands does it place on future managers and the organisation of work? What motivates people at different stages of their lives – and what preferences and expectations do the generations have in common?

These are questions we need to answer in order to meet the challenges and opportunities we face as a society. That's why the analysis and consultancy firm Moos-Bjerre has conducted *the Generational Analysis 2024 – expectations for future work life* for the Danish Association of Managers and Executives, and the results and analyses provide a unique insight. Not only are the conclusions based on over 9,000 responses, but the fact that the different generations were asked about their expectations and preferences at the same time also provides new insights.

We don't lack knowledge about the young people of *Generation Z* or the older *Baby Boomers*, but when you focus one-sidedly on the young, the old or those in between, you risk creating gaps that don't reflect reality. That's why one of the biggest insights of this analysis is that generations of all ages have a lot in common in their expectations of working life, both in terms of climate, work life, new technologies, hybrid work and leadership.

Of course, there are also differences between the generations. Some of them are related to where we are in our careers and work life or the stage of life we are in when it comes to children and family.

In August 2024, we mark the 125<sup>th</sup> anniversary of the Danish Association of Managers and Executives as an organisation. Our goal has always been to take co-responsibility for the best possible work life for everyone and to help create the best foundation for competitive and sustainable organisations. My hope is that this analysis provides useful knowledge that can bring new perspectives to the discussion about the future of work life and leadership, and that companies, managers and employees can all benefit from it.

Thank you to everyone who participated in the survey and helped us gain valuable new insights into Danes' expectations of future work life across generations.

Happy reading!

Bodil Nordestgaard Ismiris, CEO, The Danish Association of Managers and Executives



# Introduction and reading instructions

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## **We need an inclusive labour market with room for everyone – now and in the future**

There are more generations than ever before in the labour market, each with their own strengths and skills. These generations may have different attitudes, preferences and approaches to working life, including demands and expectations of managers and leadership. Differences like these can be the key to driving organisational change and growth, but they can also create friction.

We are also facing a labour shortage in the Danish labour market. Many seniors do now stay in the labour market for longer than before, but there is still potential to grow participation - and this group requires a new type of attention from managers in terms of conditions, salary, etc. Furthermore, there is a completely new generation that is now entering the labour market; so-called 'Gen Z', who grew up in the 2000s with all that this entails in terms of new technology, recent focus on climate and sustainability and the #MeToo movement. We therefore need a private labour market that accommodates the different generations along with their preferences and expectations for work life and career. The purpose of this analysis is to understand generational expectations towards work life and also towards managers and leadership.

## **The most comprehensive survey on generations within the private labour market**

*The Generational Analysis 2024 - expectations for the future of work life is the most comprehensive analysis to date of what different generations in the Danish private labour market want and expect from their work life and career. With responses from over 4,000 private employees and 1,000 public employees in Denmark for comparison, this generational analysis helps us look into our crystal ball and answer questions such as: what do the different generations in the private labour market expect and want from their managers - now and in the future? Why does each generation work and what motivates them in their work? Also, what do private employees from Gen Z, Y, X, and Baby Boomers, expect and want in terms of the organisation of their working life?*

## **Reading instructions**

**Conclusions:** This chapter presents the key findings from the Generational Analysis 2024. It summarises the most important aspects and insights from all chapters.

**Chapter 1: What motivates future employees?** This chapter takes an in-depth look at what motivates different generations within the labour market. It explores how each generation prioritises work in relation to family, friends and leisure, as well as what concepts such as sustainability and diversity mean for each generation's work life.

**Chapter 2: What does future work life look like?** What will a typical workday and work life look like in the future? This chapter provides a vision of the future based on the four generations' views on everything from homeworking to new technologies and artificial intelligence.

**Chapter 3: What do people want in a manager?** What characterises good leadership according to the four generations? This chapter takes a look at the future of leadership, covering everything from what constitutes good leadership according to the four generations in the labour market to how close a relationship the four generations actually want to have with their manager.

**Methodology annex:** At the end of the report is the methodology annex. It describes how the 2024 Generational Analysis was prepared; what data was collected and the methods used to analyse it.

This report is designed to provide valuable insights into the future of work and inspire reflection on how you can be part of this exciting development - both as a manager and as an employee.

# Background on the Generational Analysis 2024

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## The data basis of the analysis: 4,000 survey responses from Danes in the private labour market

The core of the analysis is a large and comprehensive digital survey. For the analysis, a sample of 4,019 responses was collected from a nationally representative selection of Danes over the age of 18 employed in the private labour market. The large sample size means that it is possible to shed light on attitudes in even relatively small segments of the Danish private labour market. For example, it has been possible to examine generational differences within different industries.

In order to ensure a basis for comparison, the analysis also included:

- a sample of 1,182 responses from a nationally representative sample of Danes over the age of 18 employed in the public sector,
- 404 responses from the Danish Association of Managers and Executives' own members, all of whom are managers (see definition of a manager to the right).

The collected survey data has been statistically analysed to find patterns and correlations in the generations' preferences and expectations for working life and career. In the analyses, we have systematically checked the explanatory power of the generations separately for: gender, employment type, full-time or part-time employment, permanent or temporary employment, size of city that the person lives in, industry affiliation and highest level of education completed. This means that when we describe differences in generational attitudes and expectations in the report, we know that generations are an explanatory factor for the differences, even when the explanatory power of the listed factors is also taken into account.

The survey is also preceded by thorough desk research. This includes searching for and reviewing existing analyses and studies, as well as interviews with experts and researchers with insight into the differences and similarities between generations in the labour market. You can read more about how the Generational Analysis 2024 was prepared in the methodology annex on p. 65.

## Terms and concepts within the analysis – what we mean when we say:

**Generations:** There are many different ways to limit and define 'generations'. In this analysis, we have defined the generations as follows: Generation Z: 1997-; Millennials (also known as Y): 1981-1996; Generation X: 1965-1980; and Baby Boomers: 1946-1964.

As there is currently no agreed upon end year for Generation Z, we have not specifically set out Generation Z's age range. However, as the survey was only conducted among people over the age of 18, the youngest people in this category are 18 years old.

**Life stage:** In this analysis, life stage is defined in relation to starting a family and having children. The life stages are based on the age of your (possible) youngest child. We have defined the life stages as follows:

- People with no children
- People with one or more children aged 0-6 years living at home
- People with one or more children aged 7-12 years living at home
- People with one or more children aged 13-17 living at home
- People with one or more children aged 18+ years living at home
- People who only have children living away from home and no grandchildren
- People who only have children and grandchildren living away from home

**Private employee:** Danes aged 18+ with a job in the private labour market. The analysis includes everyone employed in the private labour market, i.e. both full-time and part-time employees, both salaried and self-employed, as well as people in student jobs, flex jobs, job activation and apprentices.

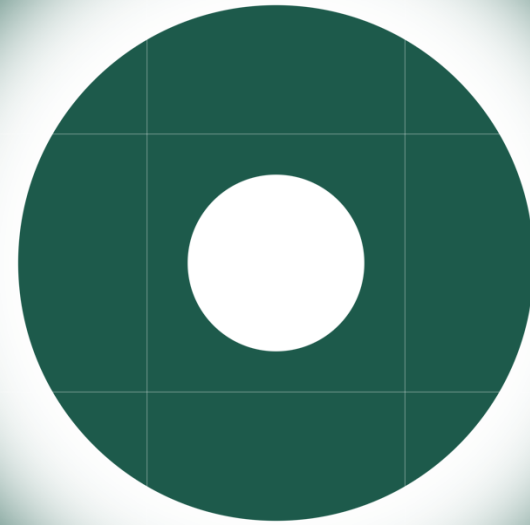
**Manager:** A manager is defined in the Generational Analysis as a CEO, director or an employee with personnel responsibility. Employees with only professional responsibilities are not considered managers in the Generational Analysis.

**Industry:** The Generational Analysis is based on Statistics Denmark's industry classification.

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# Conclusions

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# What motivates future employees?

## The general trends across generations

*A good salary and work-life balance are the most important aspects for everyone*

Generations in the private labour market generally agree on what really matters in life. The most important things in life are good social relationships with friends and family, financial security, a fulfilling social life and good health. In addition, there is a cross-generational tendency for the majority to go to work for the primary purpose of earning a salary. Thus, across generations, there is a tendency that it is not the work life itself that is prioritised most, but rather the salary and financial security that allows people to enrich their private life. This is also reflected in the fact that all generations would prioritise the possibility of a good work-life balance highly if they were looking for a new job.

**All four generations agree that they would pay particular attention to salary and work-life balance if they were to apply for a job tomorrow**



**Across all four generations, around 40% believe it is important for their workplace to be climate conscious**

Despite this, between 36% and 37% in all generations believe that you need to choose between your

personal life or pursuing a career. Conversely, between 29% and 31% across the generations disagree with this, believing that you can have a career without having to prioritise your work life over your personal life. Therefore, the same internal divide exists across generations in terms of whether or not the desire for a good work-life balance compromises one's ability to pursue a career.

## ***A climate-conscious employer is important for everyone across generations***

A climate-conscious employer is important to everyone – whatever the generation. Across all generations, between 38% and 41% consider it important that their employer is climate conscious. There is no difference between Gen Z and Baby Boomers, they both consider it important that their workplace focuses on climate and environmental sustainability. However, across the generations, there is also a recognition that running a viable business is the most important thing. Within each generation, between 57% and 59% agree that their employer should prioritise running a stable business above focusing on climate and environmental sustainability.

Finally, the Generational Analysis shows that generations are almost equally likely to have rejected or excluded an employer based on ethical considerations, such as those related to climate and environmental sustainability, animal welfare, protection of minorities and the vulnerable, and more. In fact, between 10% and 13% across generations have rejected or excluded an employer based on ethical considerations.

# What motivates future employees?

## The generational specifics

### *Development and career are most important for the younger generations*

Despite the fact that several things unite the generations, this Generational Analysis also shows that there are some elements of working life about which the generations have differing views. Firstly, the generations prioritise career and personal/professional development differently. Younger private sector employees from Gen Z and Millennials prioritise career and personal and professional development significantly higher than private sector employees from Gen X and especially privately employed Baby Boomers.

### *Baby Boomers to a larger extent connect their work with a calling*

Our in-depth generational analysis also highlights that many privately employed Baby Boomers view their working life differently. Specifically, in terms of the meaning they attach to their work and working life. The analysis shows that Baby Boomers employed in the private sector are more likely to associate their work with a calling or sense of purpose than the younger generations. In turn, younger generations to a larger degree than Baby Boomers express that they primarily go to work to earn their salary. The feeling that one's work is a calling is significantly more prevalent among Baby Boomers employed in the private sector than among younger respondents.

**More than 1/3 of Baby Boomers connect their work with a calling and a sense of purpose**



**36%**

### *The younger generations are more motivated by inclusion and diversity compared with the older generations*

But where do the younger generations find meaning? The Generational Analysis suggests that younger generations are more motivated by how their work and workplace contribute to larger societal agendas such as sustainability and diversity. Admittedly it is equally important for private sector employees from all four generations that their employer is climate-conscious.

Gen X, Millennials, Gen Y and Baby Boomers value it equally.

On the other hand, the results also show that the younger generations are more likely to feel motivated in work if their workplace has a climate and environmental sustainability policy, and private sector employees from Gen Z are also more likely to feel motivated in their working life if they feel they are part of a diverse employee group, in terms of age, gender, ethnicity, religion and functional level. The younger generations seem to be more motivated by big social agendas.

**35% of Gen Z are more motivated in their work by being a part of a diverse workplace**





# What does work life look like in the future?

## The general trends across generations

*Across generations, there is a general satisfaction with the number of hours people work today*

The Generational Analysis shows that across the generations there is satisfaction with the number of hours a week that people currently work. This is especially true for Millennials, Gen X and Baby Boomers, where between 61% and 65% would neither prefer to work more nor fewer hours than they currently work. In addition to this, there is satisfaction across the generations with the current work-life balance. Between 25% and 32% across the generations say they are very satisfied with their work-life balance, while between 43% and 50% are mostly satisfied with their work-life balance.



Percentage who are very or mostly satisfied with their work-life balance:

**68%** for Gen Z

**79%** for Gen X

**72%** for Millennials

**82%** for Baby Boomers

The results of the Generational Analysis suggest that hybrid work - where physical attendance at the workplace is mixed with working from home - is here to stay. At least if you ask the three youngest generations in the private labour market. Among Gen Z, Millennials and Gen X, a majority prefer to be able to alternate between working from home and being physically present at work. This is consistent across all industries - even those where physical presence is the norm. However, all four generations want a working life that includes physical presence in the workplace. Among all four generations, complete homeworking scores low, so there does not seem to be a desire among Danish private employees for their workplace to go fully remote in the future.

Prefer hybrid work:

Gen Z, Millennials and Gen X all prefer hybrid work. Only Baby Boomers prefer full physical presence in the workplace

Gen Z  
**61%**



Millennials  
**66%**



Gen X  
**51%**



# What does work life look like in the future?

## The generational specifics

### *Younger generations want to work more, but are also the most stressed*

Despite the Generational Analysis showing that there is a cross-generational level of satisfaction with the number of hours worked and work-life balance, the analysis also shows that the younger generations are more likely to have experienced a sense of stress than older generations.

At the same time, if Gen Z and Millennials are not satisfied with the number of hours they currently work, it's because they want to work more hours than they already do. Specifically, 27% of Gen Z want to work more hours, while the same is true for 17% of Millennials.

### *For Generation Z and Millennials, both work and personal life are stressful*

Among private sector employees who have experienced feelings of stress, for the older generations, Gen X and Baby Boomers, it was primarily due to their work life. While a large proportion of Gen Z and Millennials also feel that their work life is the main source of their feelings of stress, an even larger proportion feel that their feelings of stress are due to both their work and personal life. Specifically, 41% of Gen Z and 40% of Millennials report that the primary cause of their stress is due to both their work and personal life.



### *Generation Z sees more negative aspects of working from home than other generations*

Gen Z private employees are slightly more likely than older generations to believe that working from home reduces productivity - both their own and their colleagues' - and Gen Z is also more likely to believe that working from home can damage their career and that it is difficult to collaborate with colleagues who work from home. One possible interpretation could be that Gen Z is newer to the workforce and therefore feels it's more difficult to navigate working from home where they are further away from sparring, dialogue and recognition from colleagues and managers.

### *The generations have different views on the use of new technologies at work*

If you instead look at the new technologies being adopted in the labour market, the Generational Analysis shows that each generation has different concerns in this regard. Privately employed Baby Boomers are more concerned than younger generations about whether they can keep up with technological developments in the workplace. Almost a third of privately employed Baby Boomers express this concern. On the other hand, it's the youngest generations who are most concerned about artificial intelligence taking over their jobs. Across all four generations, the majority say they are not worried that AI will lead to their job being eliminated. However, among Gen Z, almost 3 in 10 say it is a concern for them. At the same time, Gen Z, along with Millennials, are the most positive in their assessment of the productivity potential of AI. Private sector employees from the two youngest generations are the most likely to believe that using AI in their work will make them more productive. Finally, we can see that all generations are more motivated in their work if their workplace makes use of new technologies.

# What do people want in a manager?

## The general trends across generations

### *The classic virtues never go out of style*

Above all, the Generational Analysis suggests that a number of classic virtues will remain in high demand among employees - even in the future. Both the older and younger generations in the private labour market are looking for managers who are *responsible, appreciative, empathetic* and *fair*. These core virtues will not go out of style even if younger generations take over the labour market.

**Managers should be**

**Cooperative**

**Responsible**

**Appreciative**

**Empathetic**

**Fair**

*Across generations, the employees who are most satisfied with their jobs are also the ones who feel it's important to be able to talk openly with their manager about their personal life*

Across generations, private sector employees who feel it's important to be able to talk openly about their personal life with their manager tend to be the most satisfied with their working life. Being able to talk openly with your manager about your private life therefore has a big impact on private sector employees' satisfaction with their workplace - regardless of whether they're a Gen Z-er or a Baby Boomer.

*Ensuring wellbeing in the workplace is a shared responsibility between employee and manager*

Across the generations in the private labour market, the vast majority believe that ensuring workplace wellbeing is a shared responsibility between you as an employee and your manager. In fact, 60% of Gen Z, 59% of Millennials, 53% of Gen X and 49% of Baby Boomers believe that it is a shared responsibility between themselves and their manager to ensure wellbeing at work.

**The majority of all four generations agree that ensuring wellbeing is a shared responsibility between manager and employee**

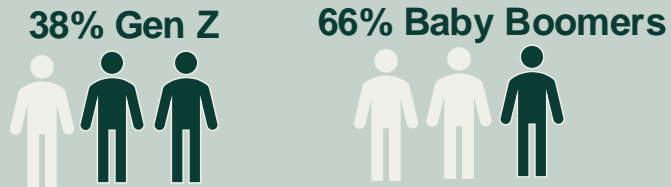


# What do people want in a manager?

## The generational specifics

**Gen Z wants a manager with social skills, while older generations want autonomy**

The Generational Analysis finds that the youngest private sector employees from Gen Z demonstrate a preference for managers with social skills, e.g. who are cooperative, and who create a good social and professional framework for work. Of course, this could be because Gen Z is the newest generation in the labour market and is therefore more likely than older and more experienced employees to seek support from their manager. The Generational Analysis also found that the older generations, Millennials, Gen X and Baby Boomers, are more likely than Gen Z to want their managers to give them freedom and influence over their own work tasks. This means that managers must continue to tailor their approach to employees with different levels of experience who want different degrees of freedom and different types of support at work.



**Autonomy in task fulfilment is more important for older generations**

A manager giving their employees freedom to get things done is an important leadership trait for 66% of Baby Boomers, but the same is true for only 38% of Gen Z.

***The younger generations would like to be able to talk about their private life with their manager***

Nevertheless, there are several signs in the Generational Analysis that employees are demanding more from managers' social skills. Younger generations want to be able to talk privately with their manager. Among private employees from Gen Z, Millennials and Gen X, a majority express that it is important for them to be able to talk openly with their manager about their private life. The oldest generation in the private labour market, the Baby Boomers, on the other hand, are more likely to want to keep work and private life separate.

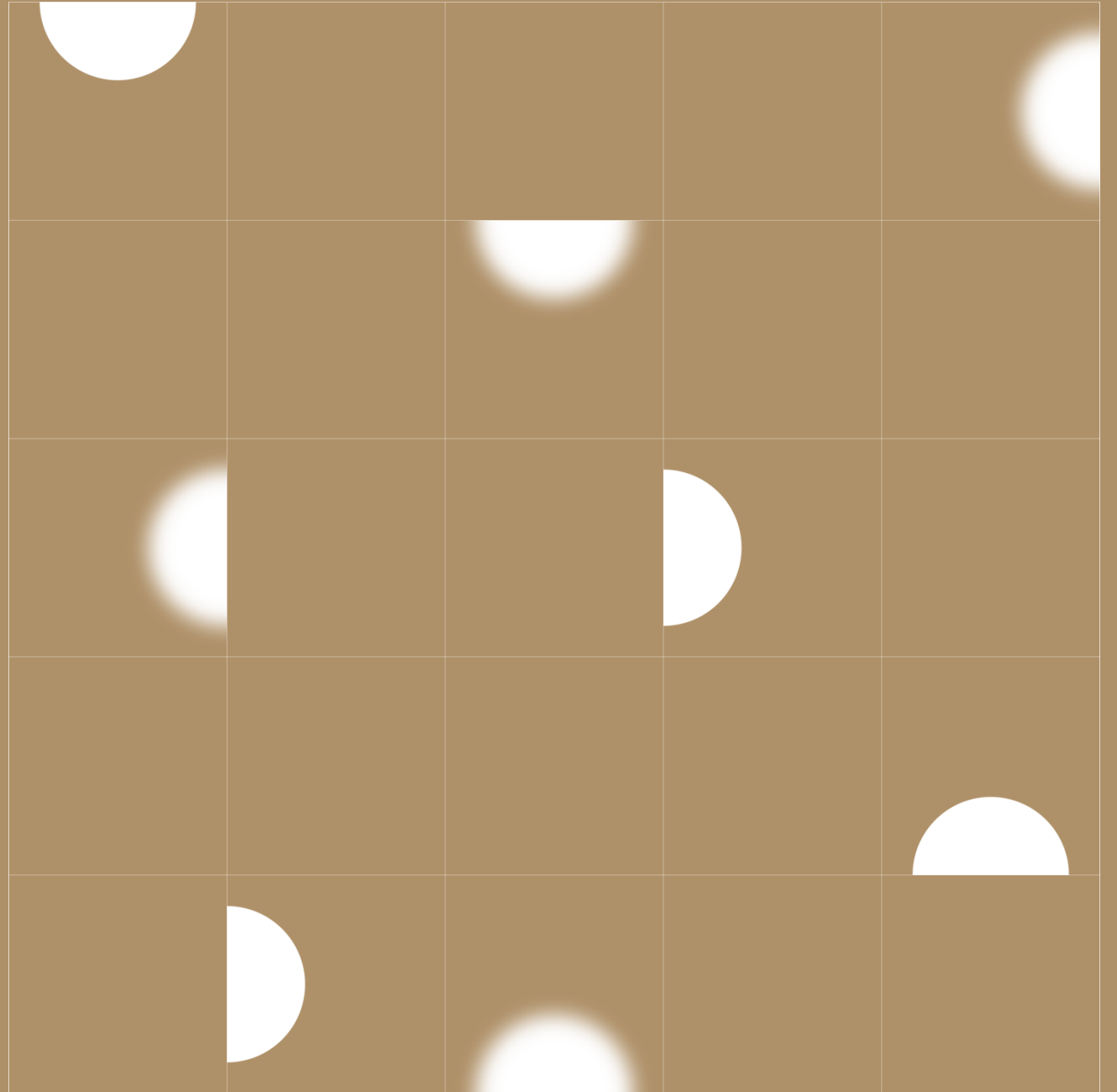
***In particular, people with young children want to be able to talk openly with their manager about their private life***

The results of the Generational Analysis also indicate, however, that the generations' desire to be able to talk privately with their manager may be due to the fact that many of them are in a stage of life where they need help from their manager. Many of the privately employed Millennials and Gen X are in a situation where they are either establishing a family life with children in the household or already have one or more children. The results of the Generational Analysis show that private sector employees with children living at home have a significantly greater desire to be able to talk privately with their manager than private employees without children. So, when the generations want to be closer to their manager, it's probably because they want help balancing family life and work life.

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# Chapter 1: What motivates the employees of the future?

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# The chapter explores

# The analysis shows

What role do work and career play for the generations in relation to family, friends and leisure?

What do private employees from Gen Z, Y, X and Baby Boomers value in their lives? What is important to them?

Why do generations work and what motivates them in their work? Do they work primarily to earn a salary or is it a calling?

What do concepts like sustainability and diversity in the workplace mean to the four generations?

## ***The generations prioritise career and personal and professional development differently***

The generations agree that social relationships, financial security, leisure time and good health are the most important things in life. On the other hand, younger generations Z and Y in particular prioritise career and personal and professional development highly. 39% of privately employed Gen Z employees say that personal and professional development are among the most important things in their lives, compared to only 23% of privately employed Baby Boomers and Gen X.

## ***Baby Boomers are more likely to associate their work with a calling***

The Generational Analysis shows that there are significant generational differences in whether private sector employees associate their work with a calling and a sense of purpose. Among privately employed Baby Boomers, more than one in three (36%) describe their work as a calling. Among Generations X, Y and Z, only 26%, 18% and 14%, respectively, associate their work with a calling and sense of purpose. On the other hand, younger generations are more likely to say that they go to work primarily to earn a salary.

## ***A climate-conscious employer is equally important to all four generations***

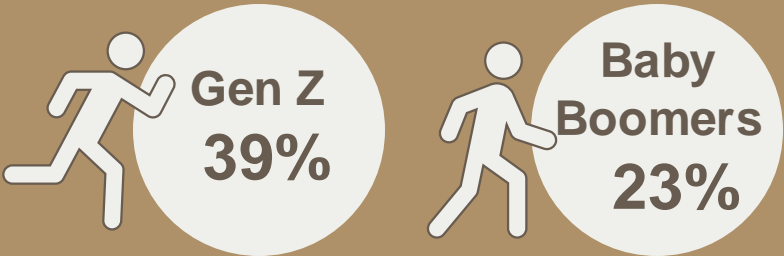
All four generations agree on the importance of their employer being climate conscious. Across all four generations, around 4 in 10 agree that it is important to them that their employer is climate conscious. On the other hand, the younger generations say that they feel more motivated in their work if their workplace has a climate and environmental sustainability policy.

## ***Diversity motivates younger generations in particular***

35% of Gen Z private employees feel more motivated in their working life if they experience being part of a diverse workforce in terms of age, gender, ethnicity, religion and functional level. This is more than private employees from Gen X (25%) and Baby Boomers (28%). On the other hand, older generations are more likely to believe that employers should focus on the broad employee group rather than minorities.

# Motivation of future employees in key figures

Gen Z values personal and professional development more than Baby Boomers



35% of Gen Z are more motivated in their work by being part of a diverse workplace. In the construction industry, the generational differences are particularly large. Here, 38% of Gen Z, only 18% of Gen Y and 17% of Gen X are motivated by diversity.



25% of Gen Z have rejected or excluded an employer for ethical reasons or have considered or wanted to do so



More than 1/3 of Baby Boomers connect their work with a calling and a sense of purpose

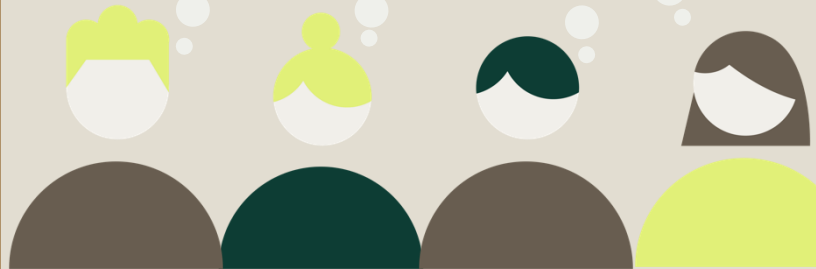


36%



Across all four generations, around 40% believe it is important that their workplace is climate conscious

All four generations agree that they would pay particular attention to salary and work-life balance if they were to apply for a job tomorrow



# Views on work life

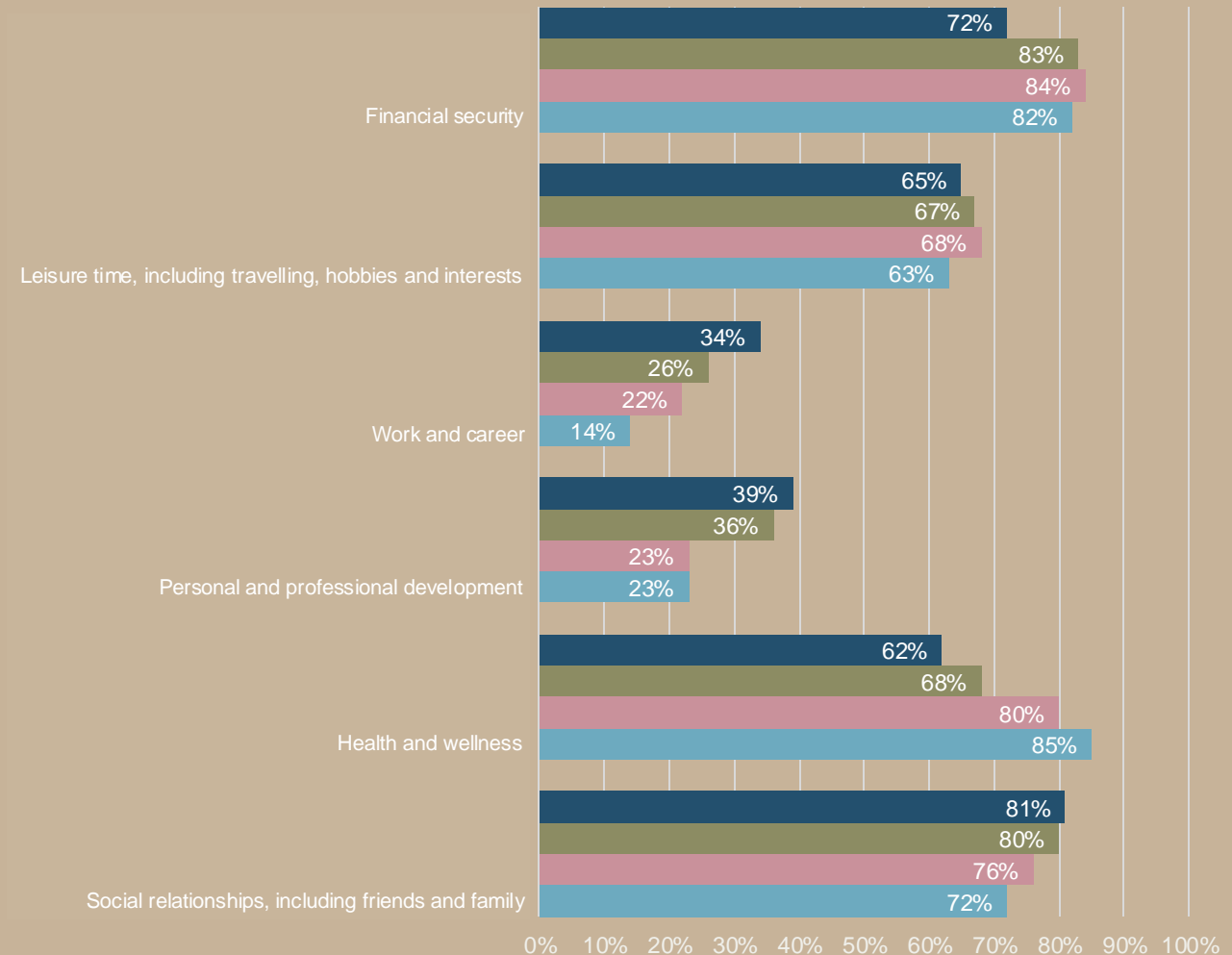
## Generations agree that social relationships, financial security, leisure and good health are the most important things in life

The four generations generally agree on the most important elements in their lives: social relationships, financial security, leisure time and their health and wellbeing. These four elements are prioritised relatively highly by all four generations. However, the order of importance varies for each generation. The most important thing for private employees in Gen Z is their social relationships, including their friends and family. This is prioritised by 81% of Gen Z. For both Gen Y and X, the most important thing in their lives is financial security. This is prioritised by 83% of Gen Y and 84% of Gen X respectively. Baby Boomers prioritise health and wellbeing (85%).

## Generations prioritise career and personal and professional development differently

The biggest generational differences are in their prioritisation of work and career, personal and professional development, and health and wellness. Gen Z is the generation that most prioritised work and career and personal and professional development, citing this as among the most important things in their lives. Almost one in three in Gen Z say that their work and career is one of the most important things in their lives. Similarly, 39% of Gen Z believe that their personal and professional development is one of the most important things in their lives. Conversely, older generations, especially Baby Boomers, place the lowest importance on work and career (14%) and personal and professional development (23%).

Which of the following are most important to you in your life?\* (You can choose up to 4 answers) (4,019 private employees)



In addition to the answer options shown in the graph, it was also possible to select 'Other' and 'Don't know'. These categories were only selected by very few respondents and are therefore not shown in the graph.

■ Generation Z ■ Millennials (Y) ■ Generation X ■ Baby Boomers



# Views on work life

## Salary and career motivate the younger generations in particular

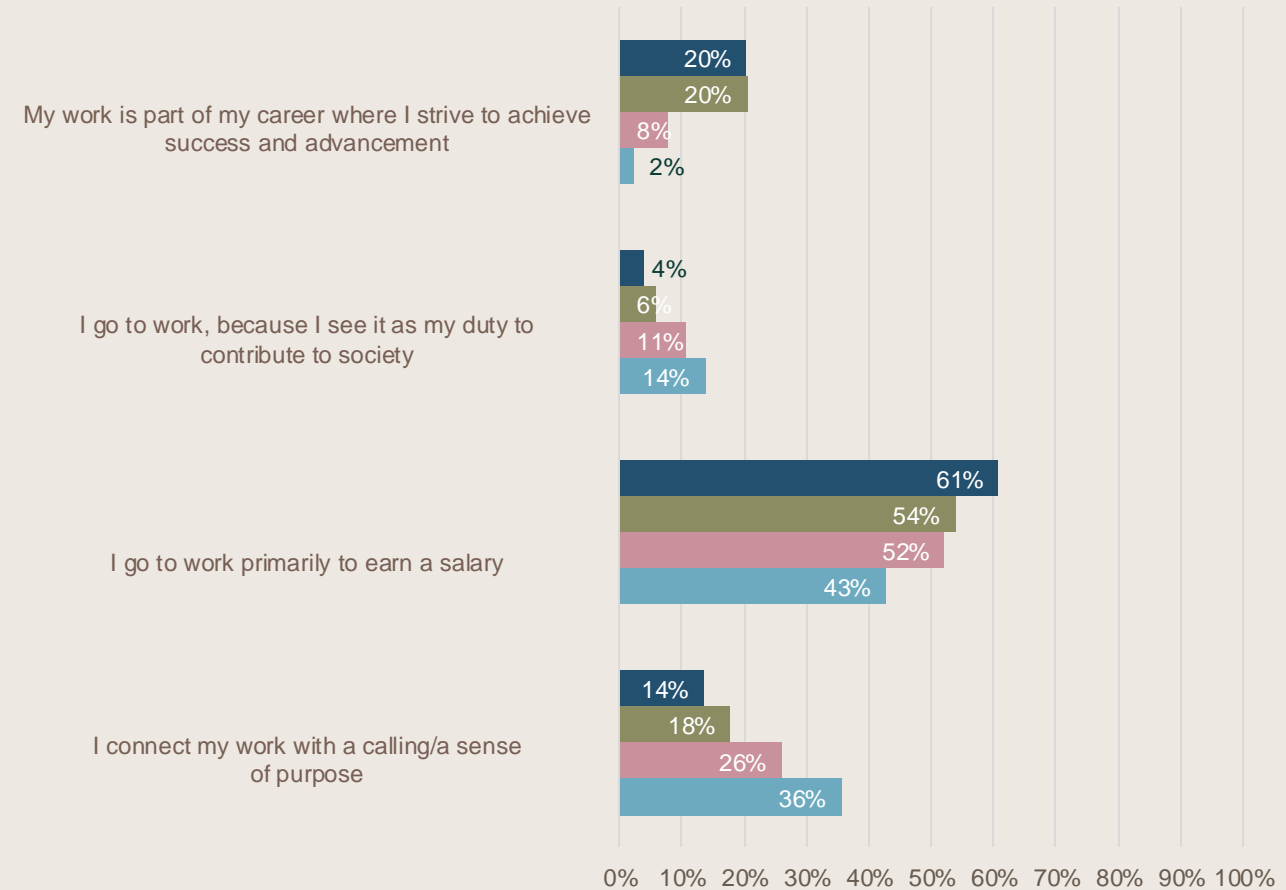
Across the three youngest generations in the private labour market, the majority say they go to work primarily to earn a salary. This is true for 61% of Gen Z, 54% of Gen Y and 52% of Gen X, respectively. For Baby Boomers, 43% stated that they go to work primarily to earn their salary. The reason why most people in Gen Z primarily go to work to earn a salary may be that a relatively large proportion of Gen Z are employed in student jobs, unskilled labour and the like. Many of the younger generations have not yet started their 'real' careers, which is why they may be more likely to choose salary as the most important factor compared to the older generations.

After salary, most of the younger generations (20% among Gen Z and Y) choose going to work as part of their career, where they aim to achieve success and advancement. As on the previous pages, the Generational Analysis again shows that career and development are most important to the younger generations.

## Baby Boomers are more likely to connect their work with a calling

In addition, the Generational Analysis shows that there are large generational differences in whether private employees associate their work with a calling or sense of purpose. Among privately employed Baby Boomers, more than one in three (36%) describe their work as a calling or having a sense of purpose. Among Gen X, Y and Z, only 26%, 18% and 14%, respectively, associate their work with a calling or sense of purpose. One reason for this may be that the younger generations may still be searching and in the process of finding their niche in the labour market. Nonetheless, it does indicate a different view of their own work and working life across the generations.

Which of the following best describes your current situation?\* (4,019 private employees)



\*In addition to the answer options shown in the graph, it was also possible to select 'Don't know'. This category was only chosen by very few respondents and is therefore not shown in the graph.

■ Generation Z ■ Millennials (Y) ■ Generation X ■ Baby Boomers

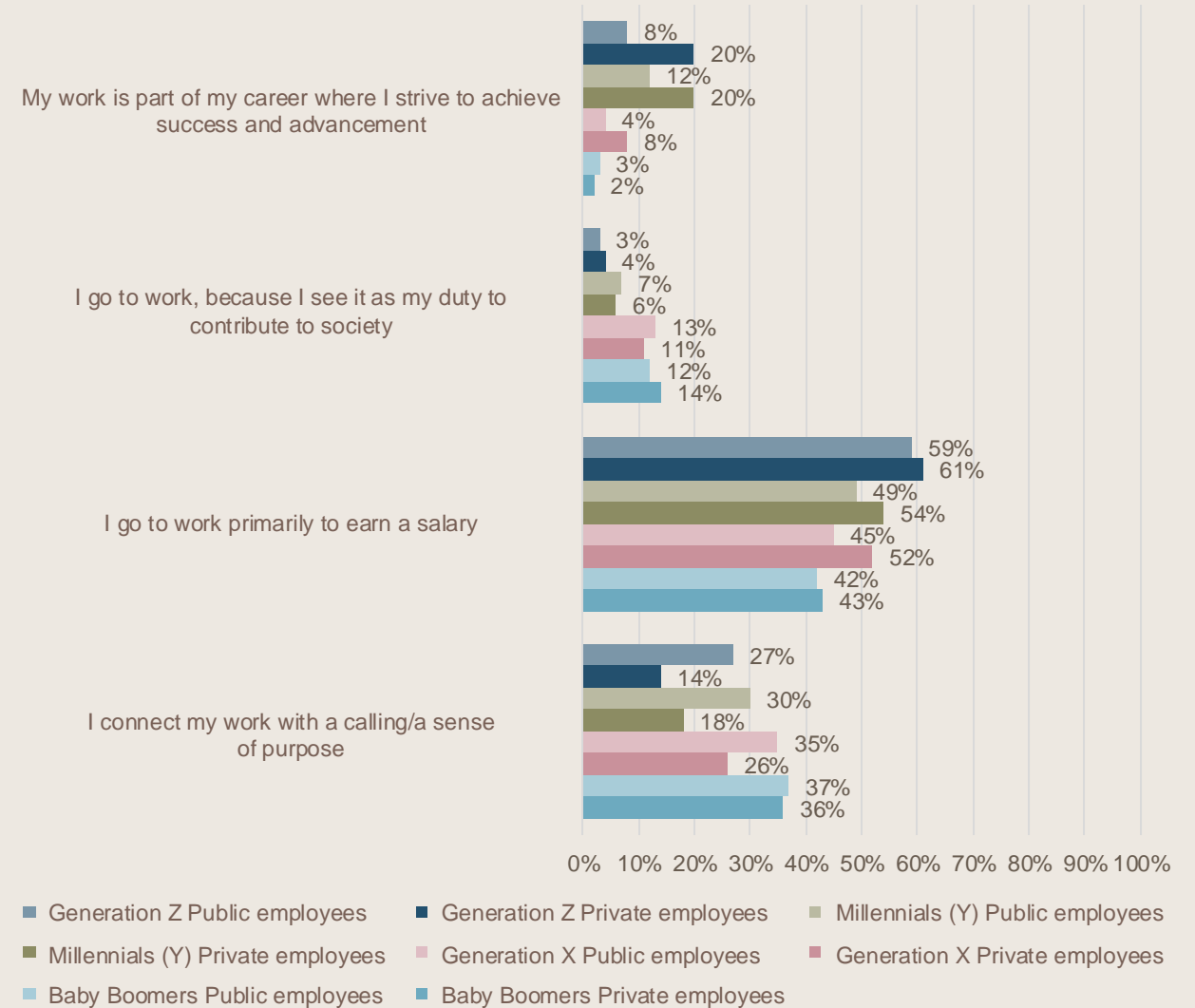
# Views on work life

**Younger generations of public sector employees are more likely than private sector employees to associate their work with a calling and sense of purpose, and not just a part of a career path where they strive for success and promotion**

While career is the second highest scoring reason for going to work among Gen Z private sector employees (20%), followed by earning a salary (61%), only 8% of Gen Z public sector employees say they go to work because their job is part of a career path, where they seek success and advancement. In other words, we see that far fewer Gen Z public sector employees go to work for career development. The same pattern is true for public sector Millennials, with only 12% going to work because their work is part of a career path, while the same is true for 20% of privately employed Millennials.

Instead, we see that public sector employees across generations are far more likely than private sector employees to associate their work with a sense of calling and purpose. A full 27% of Gen Z public sector employees go to work because they associate their work with a sense of calling and purpose. This is only true for 14% of Gen Z employees in the private sector. Similarly, 30% of public sector Millennials go to work because they associate their work with a calling, while only 18% of private sector Millennials do. Only among Baby Boomers do the results even out, with approximately the same number of public and private sector Baby Boomers associating their work with a calling.

Which of the following best describes your current situation?\* (4,019 private employees and 1,182 public employees)



\*\* In addition to the answer options shown in the graph, it was also possible to select 'Don't know'. This category was only chosen by very few respondents and is therefore not shown in the graph.



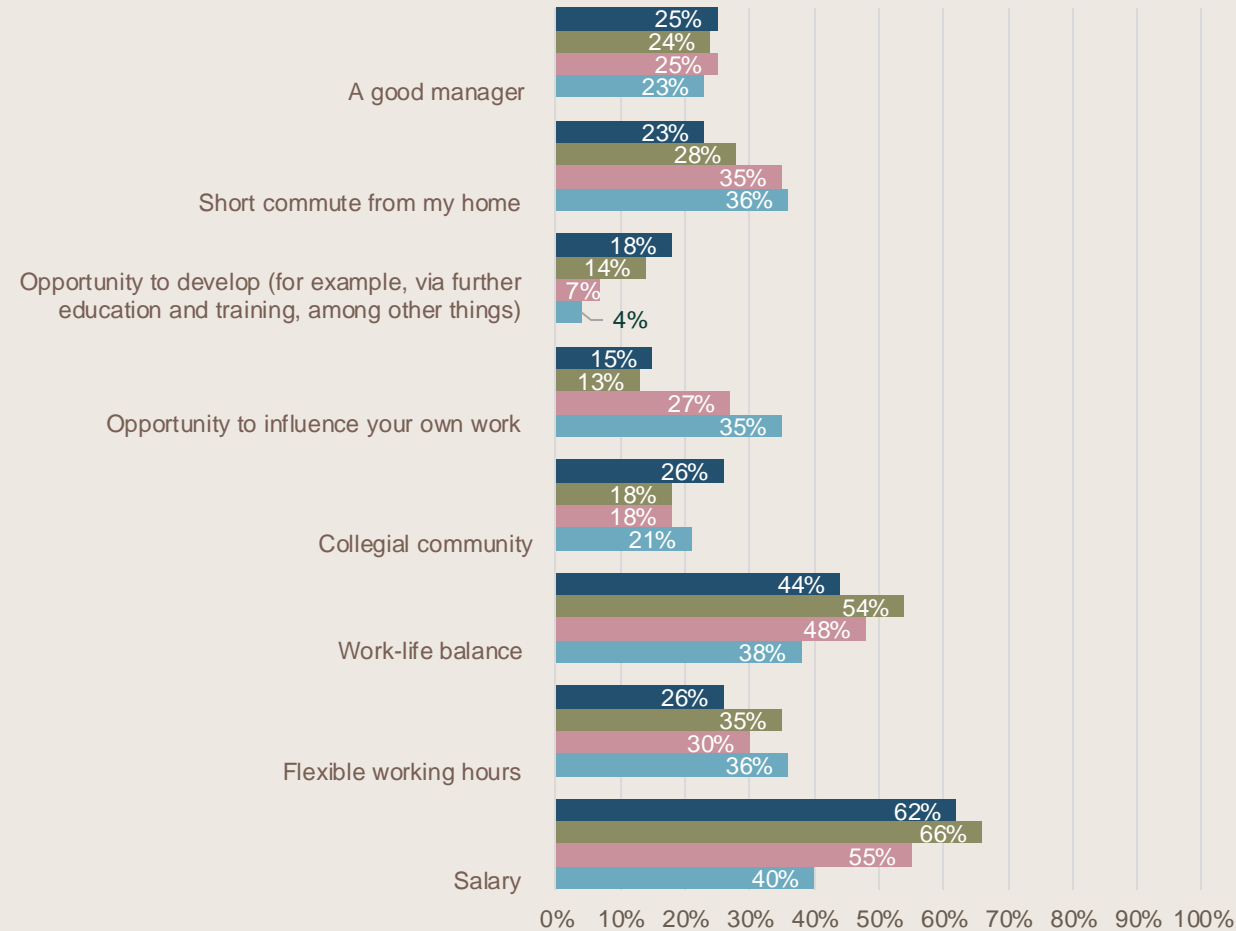
# Views on work life

## Salary and work-life balance are most important when generations are looking for a new job

All four generations agree that salary would be the top priority if they were looking for a new job. This is particularly pronounced among the three younger generations, with 62% of Gen Z, 66% of Millennials and 55% of Gen X answering that they would prioritise salary if they were to apply for a new job tomorrow. Among Baby Boomers, salary is a lower priority. Here, 40% would prioritise salary in a job change and salary is almost tied for first place with work-life balance, which 38% of Baby Boomers would prioritise in a potential job change. However, Baby Boomers are not alone in prioritising balance, scoring second highest among the other three generations as well. Millennials in particular prioritise work-life balance along with flexible working hours. This may be related to the fact that many Millennials have young children.



If you were to apply for a new job tomorrow, which factors would you prioritise the most?\* (It is possible to select up to 3 answers) (4,019 private employees)



\*In addition to the answer options shown in the graph, it was also possible to select 'Job security', 'The company has values that I can identify with', 'The company has a good brand/reputation', 'Opportunity for management responsibility', 'Other' and 'Don't know'. These categories were chosen by very few respondents and are therefore not shown in the graph. 'Opportunity to grow' is also among the least selected, but appears in the graph due to the large generational difference.

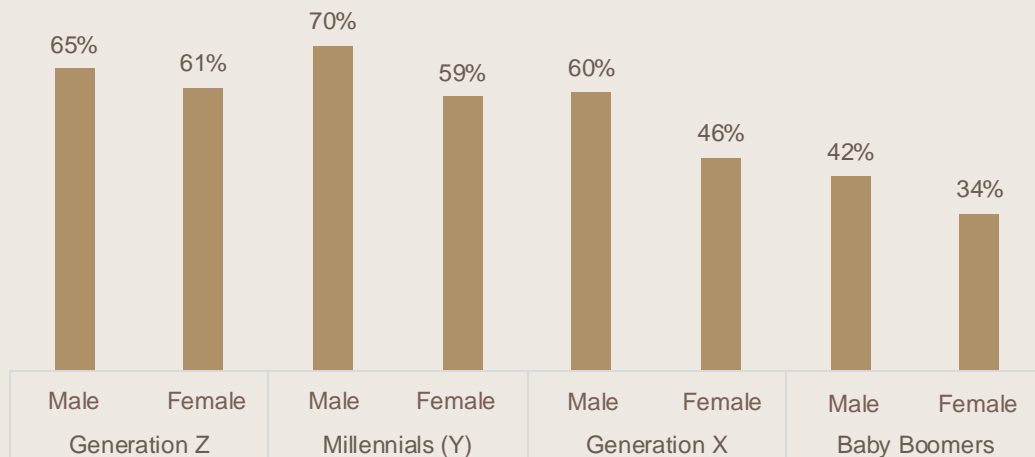
■ Generation Z ■ Millennials (Y) ■ Generation X ■ Baby Boomers

# Views on work life

## Both men and women in Gen Z prioritise a good salary

Furthermore, the youngest generation is the generation with the smallest gender gap when it comes to the importance of salary in a new job. In fact, there is a difference of only four percentage points between men (65%) and women (61%) in Gen Z when asked if they consider salary to be one of the three most important parameters in a new job. Future employees in the private labour market all want a good salary - regardless of whether they are male or female.

*Percentage who selected 'Salary' as one of the three most important factors they would consider when looking for a new job. Distributed by gender (2,310 private employees)*



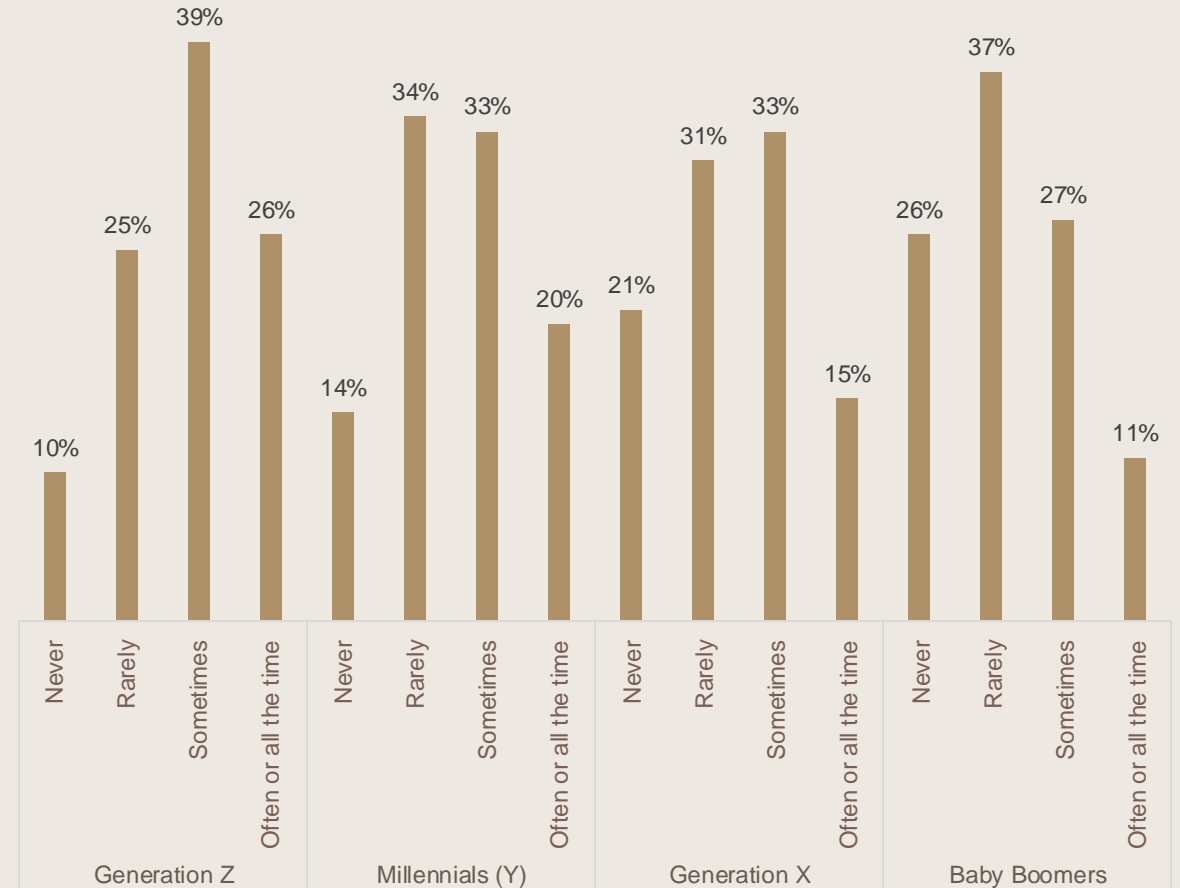
# Views on work life

## Work-life balance is prioritised more by people who have experienced feelings of stress

Across generations, respondents who prioritised work-life balance in relation to their next job tended to have experienced feelings of stress in the two weeks prior to their response. However, the majority of respondents who prioritised work-life balance only experienced feelings of stress rarely or sometimes in that two-week period. Work-life balance is therefore valued more by respondents who have experienced feelings of stress, although the majority of those do not rate themselves as feeling stressed often or all the time.



Percentage who selected 'Work-life balance' as one of the top three factors they would prioritise if they were looking for a new job. Distributed by how often they felt stressed in the two weeks prior (1,901 private employees)



# Views on work life

## All four generations are divided on whether you need to choose between your personal life and your career

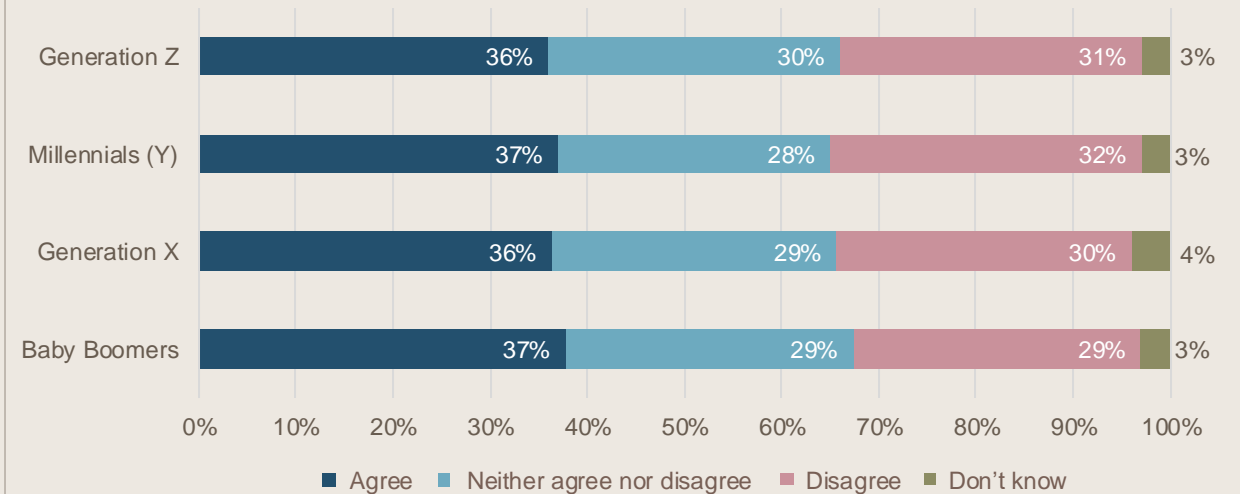
The generational responses to the question of whether you need to choose between your personal life and your career are very similar. Across all generations, private employees fall into three groups: 1) Just over a third believe that you need to choose between your personal life and your career, 2) A third neither agree nor disagree with this or answered 'Don't know', 3) The final third do not believe that you should have to choose between your personal life and your career. Therefore, there are no major generational differences when it comes to the question of whether you need to choose between your personal life and your career.

## According to the youngest generation, it is possible to achieve promotions and success while working part-time

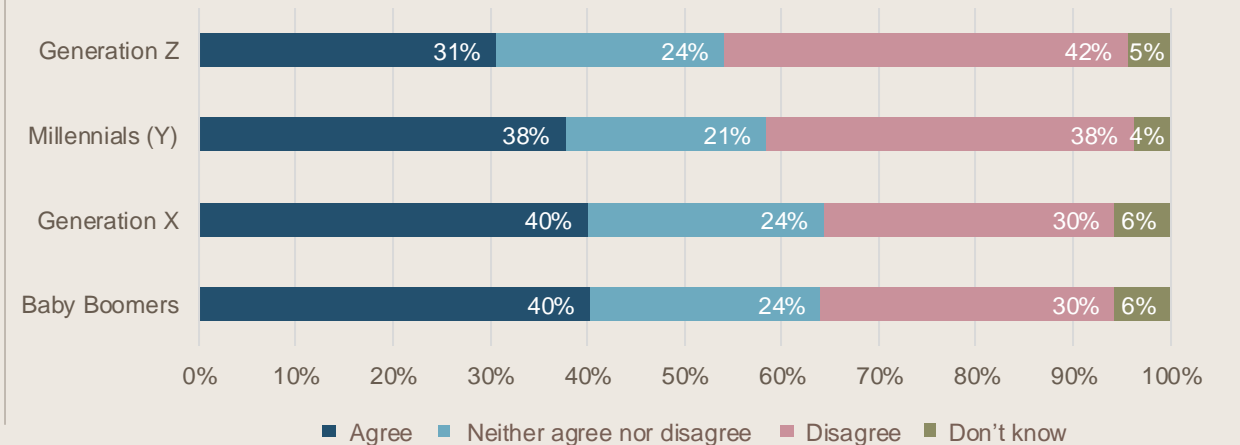
Gen Z is the generation that least agrees with the fact that working part-time hinders their chances of promotion and success. In fact, 42% of Gen Z private sector employees disagree with the statement you can't expect to work part-time and strive for success and advancement at the same time.

The remaining generations are more divided on whether working part-time hinders career opportunities. For example, 38% of Millennials say that working part-time hinders their chances of success and advancement, while 38% of Millennials believe the opposite. Among the older generations, Gen X and Baby Boomers, the majority believe that working part-time hinders their career opportunities. Specifically, 40% of both Gen X and Baby Boomers agree that you can't expect to work part-time and strive for success and advancement at the same time.

You generally have to choose between personal life and career (4,019 private employees)



You can't expect to be part-time and at the same time strive for success and promotion at your job (4,019 private employees)



# Climate and Sustainability

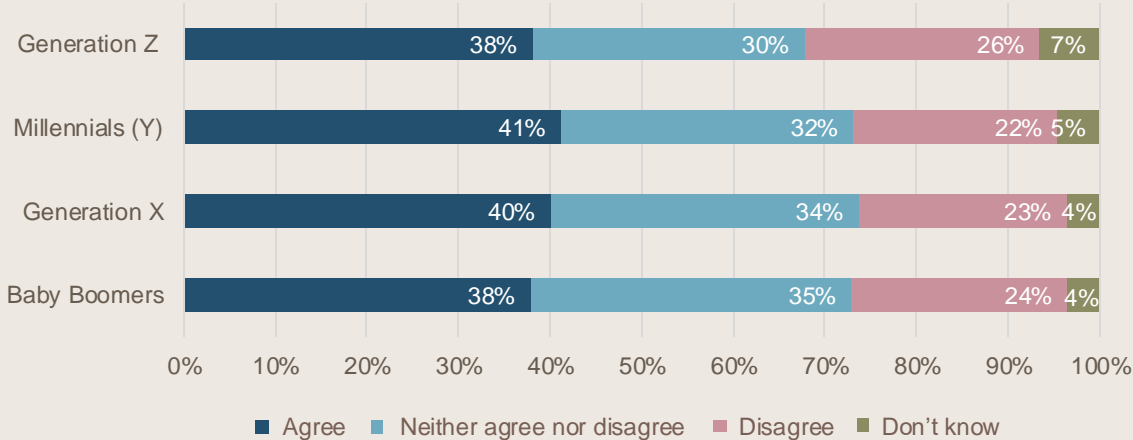
## A climate-conscious employer is equally important for all four generations

All four generations agree on the importance of their employer being climate conscious. The number of private sector employees in Gen Z or among Millennials that consider it important for their employer to be climate conscious is no higher than among the older generations. In all four generations, around four out of 10 respondents agree that it is important to them that their employer is climate conscious.

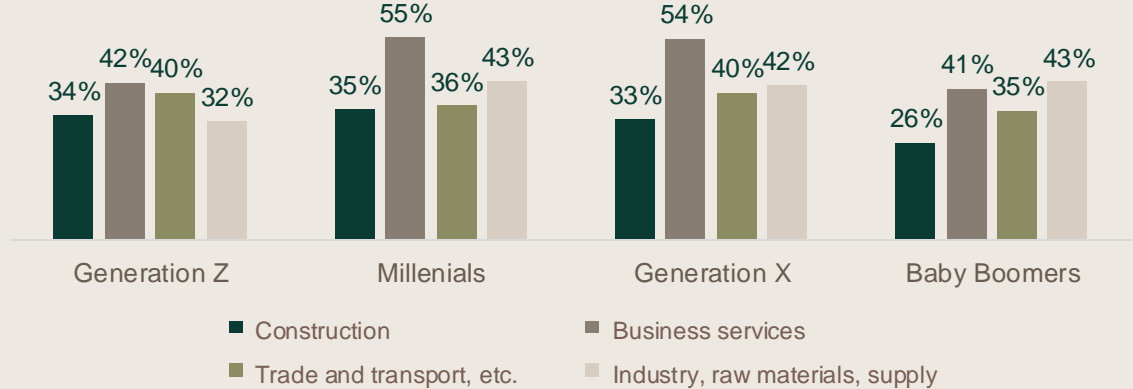
## Across all the generations, private construction employees care less about having a climate-conscious employer

When you look deeper into the results and look across industries, there is a marked difference when comparing private employees in the construction industry with private employees in business services. Significantly fewer construction workers across the generations consider it important that their employer is climate-conscious. This is despite the fact that the construction industry is one of the industries with the greatest responsibility for ensuring the green transition of society. This is especially true for Baby Boomers in the construction industry, to whom it is less important that their employer is climate-conscious.

It is important to me that my employer is climate-conscious (4,019 private employees)



Percentage who 'Strongly agree' or 'Mostly agree' that it is important to them that their employer is climate conscious. By industry (2,197 private employees)



# Climate and Sustainability

## Gen Z is most motivated by a workplace with a climate and environmental sustainability plan

33% of Gen Z private employees and 31% of Millennials feel more motivated if their workplace has a climate and environmental sustainability policy. Among private sector employees from Gen X and Baby Boomers, this proportion is 27% and 25%, respectively. It is therefore more important for younger employees in the private sector labour market that their workplace has a climate and environmental sustainability plan. At the same time, there are more and more requirements for workplaces to create a systematic sustainability reporting practice. For example, from 2026, all companies (with the exception of so-called 'micro-businesses\*\*') will be required to report on their company's sustainability. In the future, it may therefore be an advantage for workplaces that the youngest employees are motivated by the fact that their workplace has a climate and environmental sustainability plan.

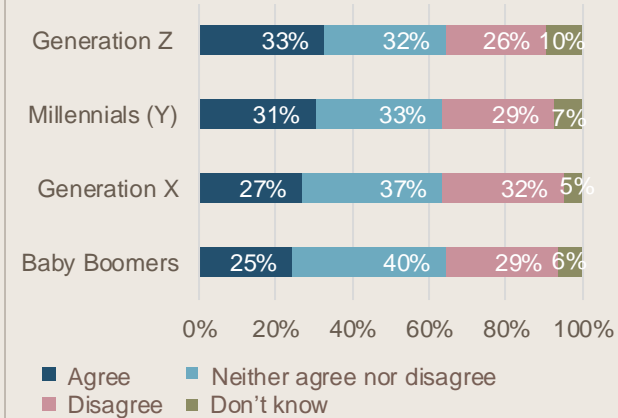
## Equal numbers across generations believe you should focus on running a stable business over climate and environmental sustainability

There are no generational differences when it comes to whether you believe that your employer should focus first and foremost on running a profitable business rather than focusing on climate and environmental sustainability. This can be interpreted to mean that the generations generally believe that the financial sustainability of companies is fundamentally what is most important. This is, after all, what ensures that employees continue to have a job. However, prioritising economic sustainability does not necessarily mean that environmental sustainability is downgraded.

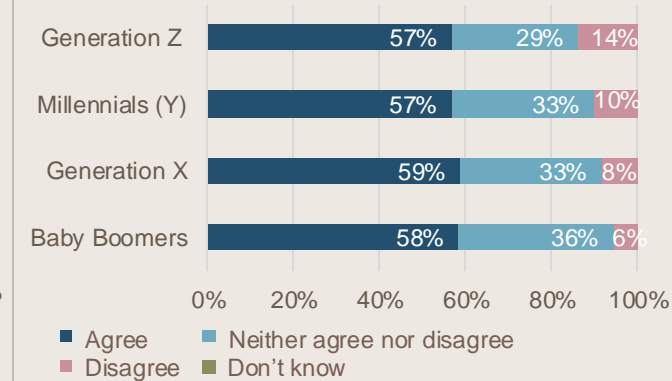
## Across generations, men care more about the financial sustainability than the climate and environmental sustainability of their employer

Men, regardless of generation, are more likely than women to believe that their employer should focus on running a profitable business rather than sustainability. Men are about 10 percentage points higher than women on this statement.

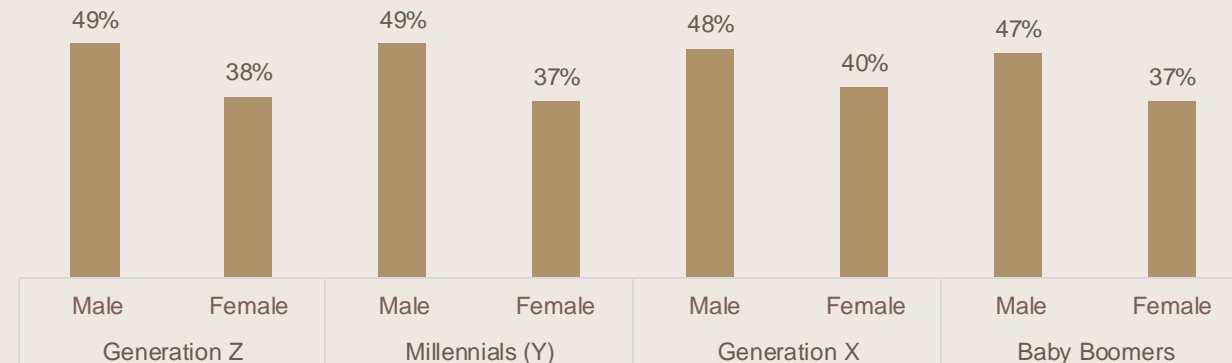
I feel more motivated in my work if my workplace has a climate and environmental sustainability policy (4,019 private employees)



My employer should focus first and foremost on running a stable business rather than focusing on climate and environmental sustainability (4,019 private employees)



Percentage who agree with the statement: 'My employer should focus first and foremost on running a stable business rather than focusing on climate and environmental sustainability'. Distributed by gender (4,019 private employees)



\*\*Micro-businesses are companies with less than 10 employees and an annual turnover and/or total annual balance sheet of no more than €2 million.



# Inclusion and Diversity

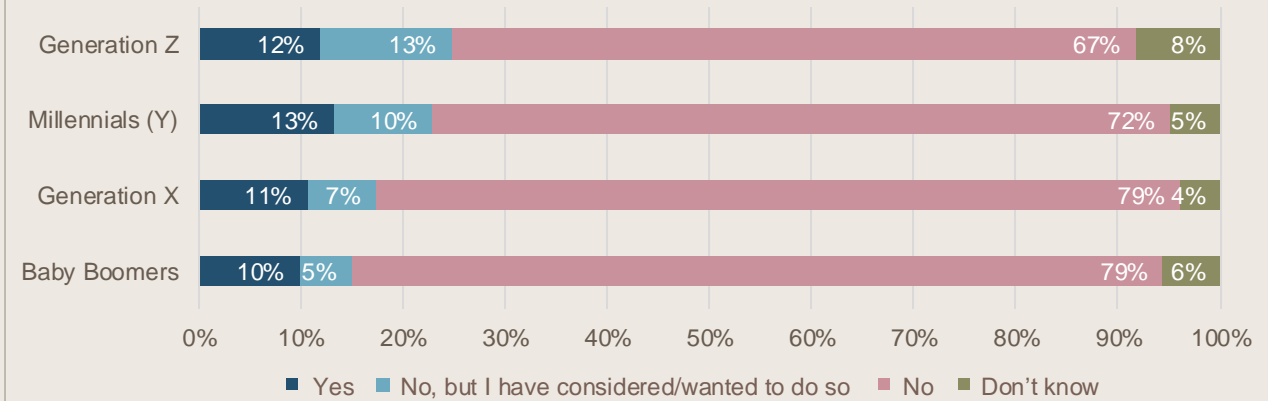
## Gen Z and Millennials are more likely to reject or exclude an employer based on ethical considerations than older generations

There are not significantly more Gen Z (12%) or Millennials (13%) who have rejected or excluded an employer based on ethical considerations compared to Gen X (11%) or Baby Boomers (10%). However, more Gen Z (13%) and Millennials (10%) have considered or wanted to do so compared to Gen X (7%) and Baby Boomers (5%). Younger generations are therefore more likely to reject or exclude an employer based on ethical considerations.

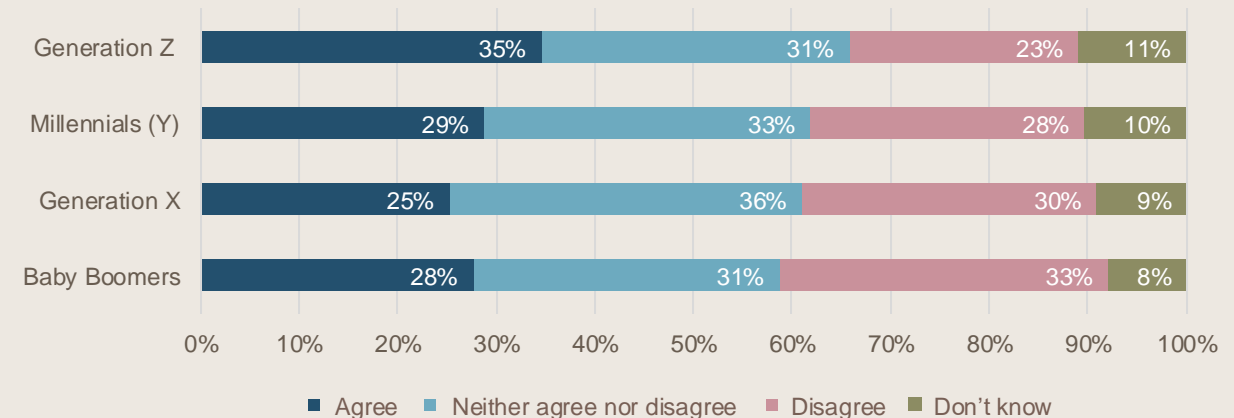
## More respondents from Gen Z feel increased motivation from being part of a diverse workforce

35% of Gen Z private sector employees feel more motivated in their work life if they experience being part of a diverse workforce. This is more than private employees from Gen X (25%) and among Baby Boomers (28%).

Have you rejected or excluded an employer based on ethical considerations (e.g. considerations related to climate and environmental sustainability, human rights, animal welfare, protection of minorities and the vulnerable, etc.)? (4,019 private employees)



I feel more motivated in my work if I am part of a diverse group of employees (e.g. in terms of age, gender, ethnicity, religion, functional level, etc.) (4,019 private employees)



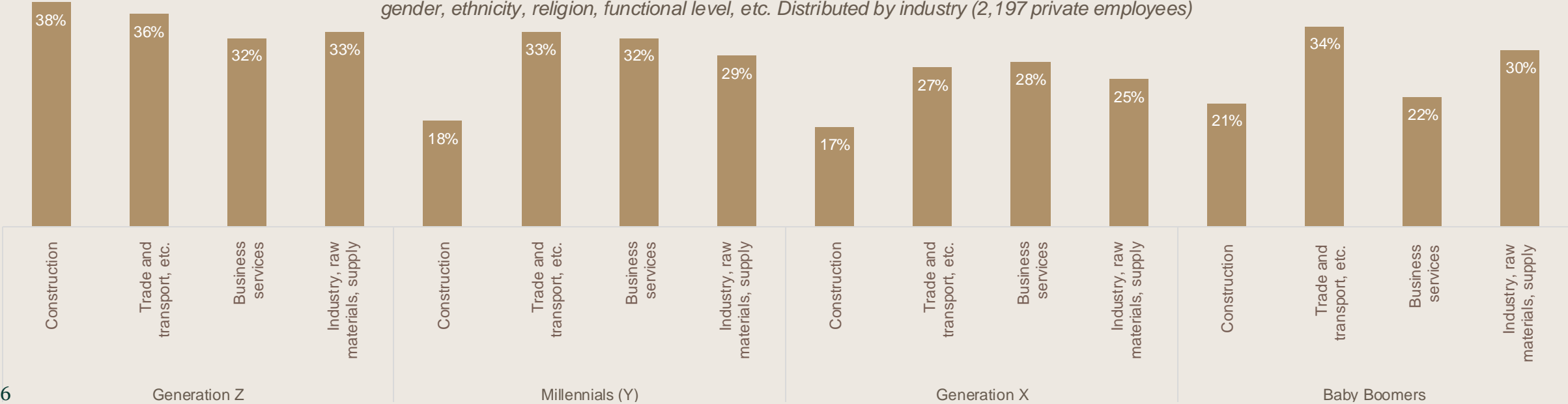
# Inclusion and Diversity

## Fewer people in the construction industry are motivated by a diverse workforce

Across all generations, except Gen Z, fewer people in the construction industry are motivated by being part of a diverse workforce. In particular, Gen X and Millennials who are employed in the construction industry are less likely to be motivated by being part of a diverse workforce. The fact that construction is the lowest scoring industry in terms of whether employees are motivated by diversity may be because the industry is traditionally known to be less diverse compared to other industries - especially in terms of gender.

At the same time, among the newest generation in the labour market, Gen Z, it appears that industry does not have a major impact on whether they feel motivated by being part of a diverse workforce. Thus, it is a general tendency for Gen Z to be motivated by being part of a diverse workforce across industries.

Percentage who agree with the statement: 'I feel more motivated in my work if I am part of an employee group that is diverse (e.g. in terms of age, gender, ethnicity, religion, functional level, etc. Distributed by industry (2,197 private employees)



# Inclusion and Diversity

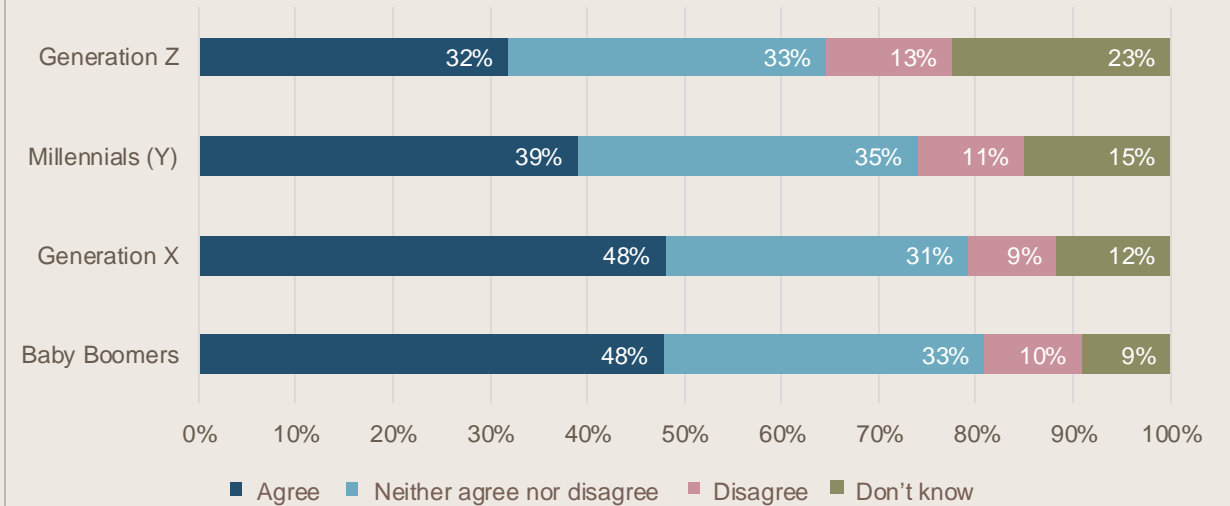
## Significantly fewer Gen Z compared to the other generations believe that the focus should be on the general workforce rather than minorities

There is a clear difference between the generations when it comes to attitudes towards whether your employer should focus on the general workforce rather than minorities. There are significantly fewer Gen Z (32%) who believe that employers should focus on the general workforce over minorities compared to both Gen X (48%) and Baby Boomers (48%).

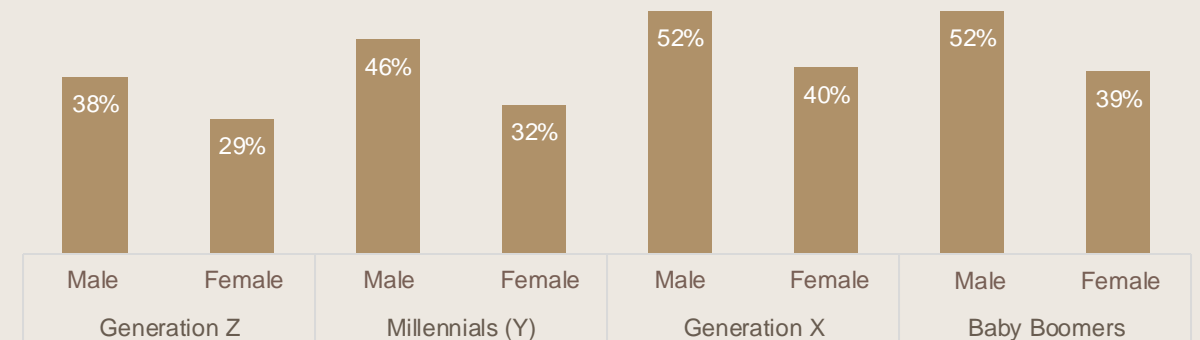
## Women in particular disagree that you should focus on the general workforce rather than minorities

Across generations, women are less likely to agree that employers should focus on the general workforce rather than minorities. This is especially true for female private sector employees in Gen Z, where only 29% agree that employers should prioritise the general workforce.

Employers should focus first and foremost on the general employee group rather than minorities (4,019 private employees)



Percentage agreeing with the statement: 'Employers should prioritise the general workforce over minorities'. By gender (4,019 private employees)

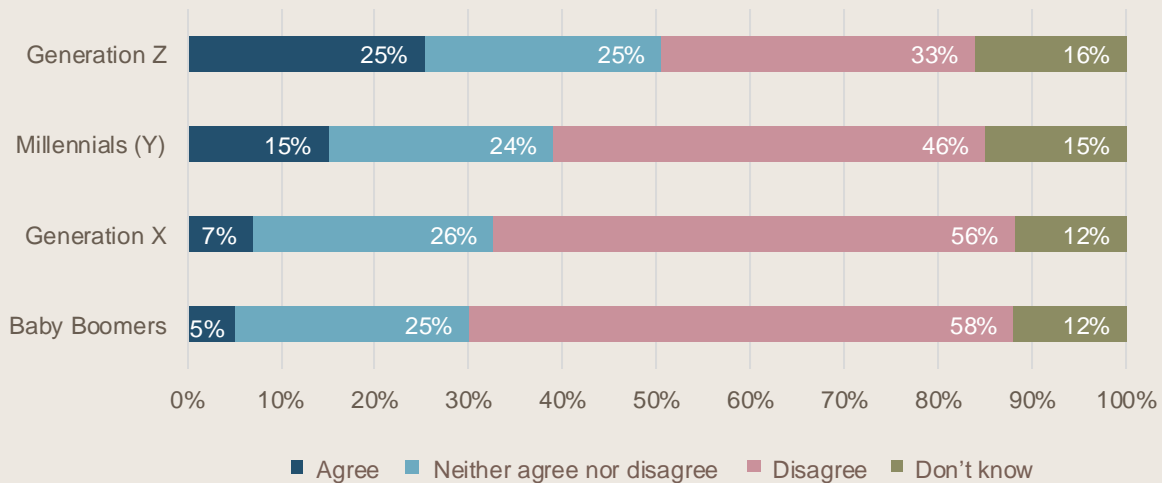


# Inclusion and Diversity

## More Gen Z-ers are likely to consider changing jobs for a role focused on promoting inclusion than older generations

A full 25% of Gen Z private sector employees say they would consider changing jobs if it would give them a role that was more focused on promoting inclusion. Compared to, 15% of Millennials, 7% of Gen X and 5% of Baby Boomers who say they would consider changing jobs for a role that was more focused on promoting inclusion. The older generations, Gen X and Baby Boomers, are therefore the generations in the labour market that would be least likely to consider changing jobs based on the opportunity to take on a role that promotes inclusion.

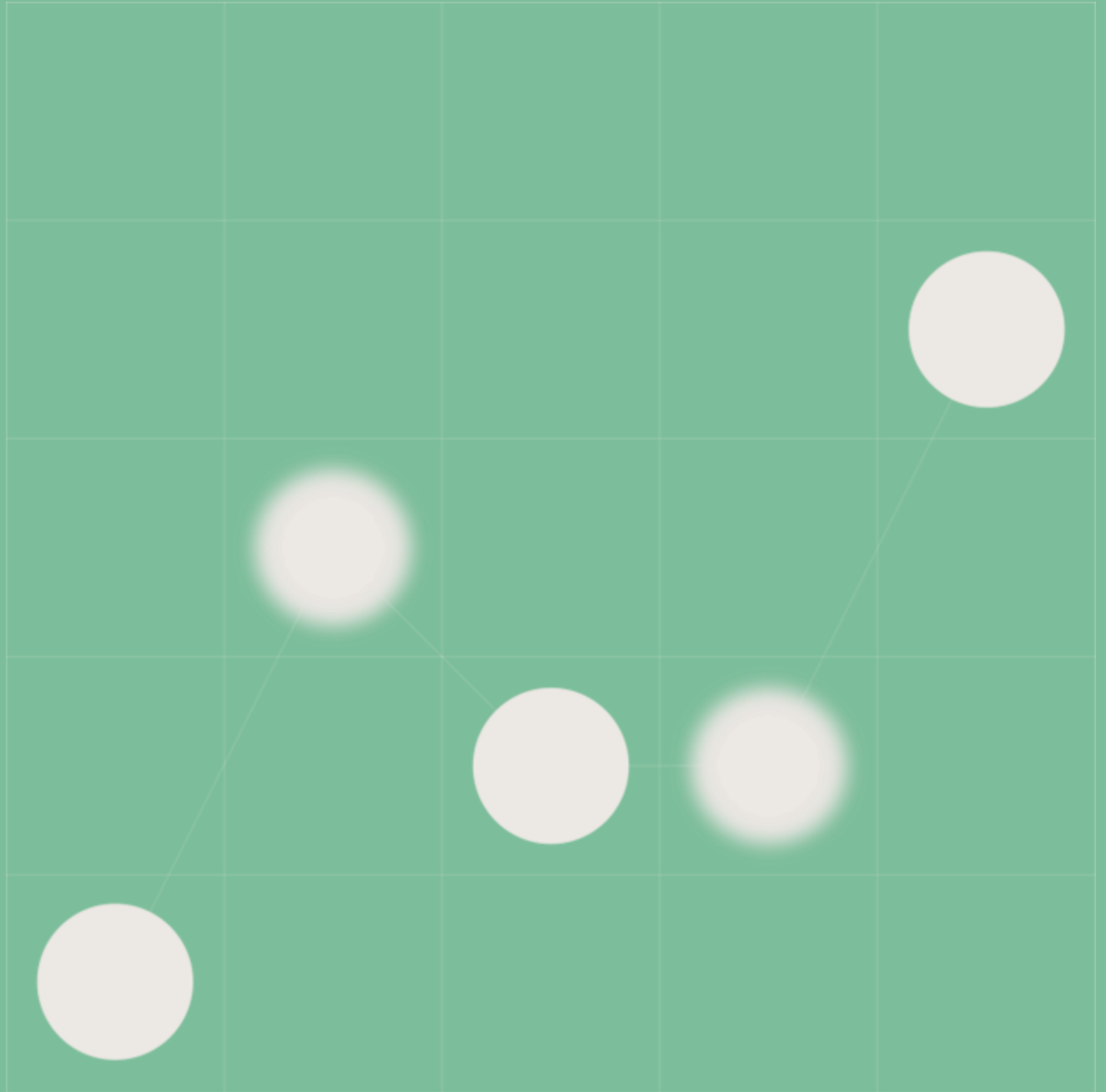
I would consider changing jobs if it would give me a role that was more focused on promoting inclusion (e.g. gender, religion, ethnicity, disability, sexuality, etc.) (4,019 private employees)



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# Chapter 2: What does future work life look like?

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# The chapter explores

What are the wishes and expectations of private employees from Gen Z, Y, X and Baby Boomers regarding the organisation of work life?

How do private employees from the four generations view working from home?

What do the generations think about the increased use of new technologies in the labour market?

What would encourage older generations to stay longer in the labour market?

# The analysis shows

***Younger generations are more likely to feel stressed than older generations, but are also more likely to want to work more***

Gen Z and Millennials are the generations in the labour market that feel the most stressed. However, Gen Z and Millennials are also the generations most likely to want to work more than they do today. In addition, the Generational Analysis shows that all generations are generally satisfied with their work-life balance. This means that despite the younger generations feeling more stressed, they are still satisfied with their work-life balance.

***Gen Z, Y and X prefer hybrid work***

Gen Z, Y and X prefer having the option to alternate between working from home and being physically present in the workplace. Only among privately employed Baby Boomers do a majority prefer a job where they are only physically present in the workplace. Among all four generations, complete homeworking scores low, so there doesn't seem to be a desire among Danish private employees for their workplace to go fully remote in the future.

***Fewer working hours, more days off and flexible working hours can contribute to later retirement from the labour market***

For Gen X and Baby Boomers, the possibility of reduced hours or part-time work in particular might contribute to them retiring later from the labour market. Furthermore, a large proportion of Gen X and Baby Boomers believe that opportunities for more holidays and flexible working hours could also keep them in the labour market for longer.

***Older and younger people have different technology concerns***

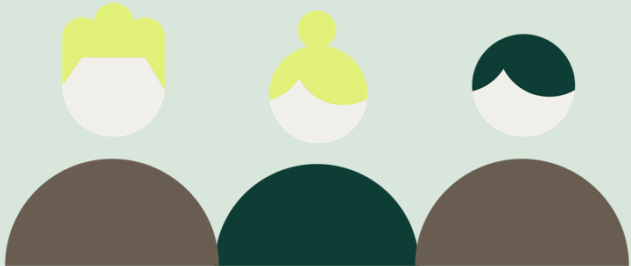
Baby Boomers are more concerned than younger generations about keeping up with technological developments in the workplace. Almost a third (31%) of privately employed Baby Boomers say they are worried that they won't be able to keep up with technological developments in their workplace, making them less attractive as employees.

# Future work life in key figures

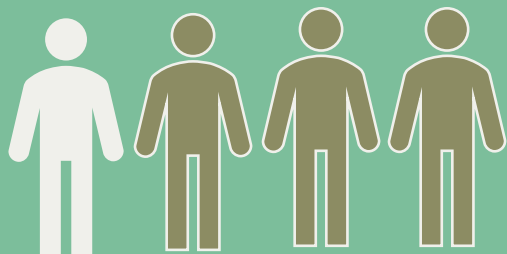
Gen Z, Y and X all prefer hybrid work. Only Baby Boomers prefer complete physical presence in the workplace.

## Prefer hybrid work

Gen Z	Gen Y	Gen X
61%	66%	51%



Around one in four employees in the private labour market find it difficult to work with people who work from home



## Have often felt stressed

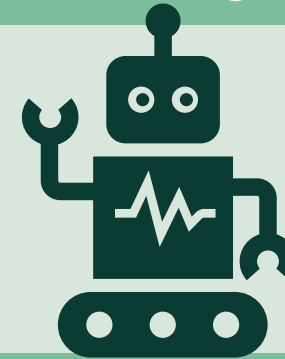
Gen Z  
21%



Across generations, employees in the private labour market are highly motivated by their workplace keeping up with the latest technological developments. Men are even more motivated (70%) than women (64%).

Generations have different concerns when it comes to technological development

**31%** of Baby Boomers are worried about keeping up with technological developments in their workplace



**28%** of Gen Z are worried that artificial intelligence could lead to job losses in the future

Reduced hours/part-time options might mean older generations retire later from the labour market

**53%** of Gen X feel that reduced hours or part-time opportunities would help them retire later

**41%** of Baby Boomers find that reduced hours or part-time opportunities would contribute to them retiring later

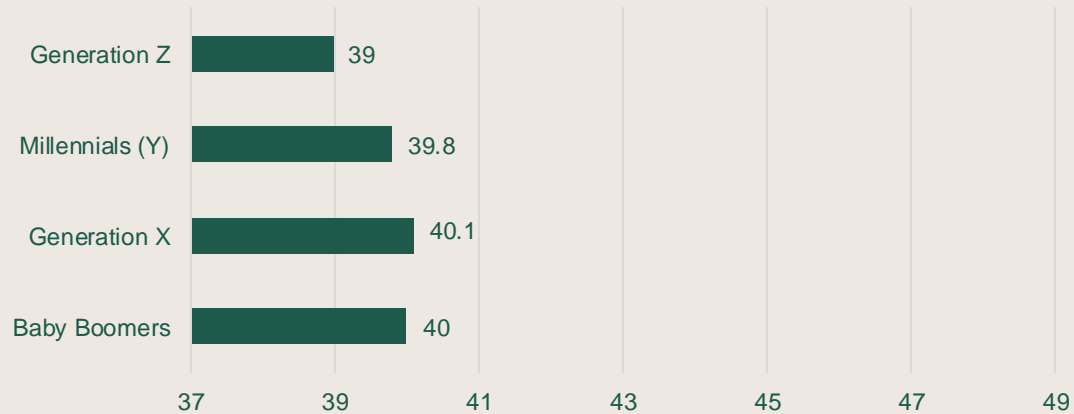
# Structuring work life

## The generations spend roughly the same amount of time at work

Across the generations, weekly working hours for private employees are between 39 and 40 hours. In this context, it is important to note that we only look at employees within the generations who have described themselves as: 'regular employee', 'employee with staff responsibilities', 'self-employed including freelancer' and 'assisting spouse'. This means that, for example, students or people in flex jobs or protected jobs are not included in the calculation of the generations' weekly working hours.

However, it also shows that Gen Z works almost one hour less per week than Millennials, Gen X and Baby Boomers.

How many hours do you work on average per week, including any weekend and evening work? (write a whole number) (2,742 private employees)



\*The above graph only shows the respondents who have indicated that they are: 'Regular employee', 'Employee with staff responsibilities', 'Self-employed including freelancer' and 'Assisting spouse'. This means that respondents who indicated that their primary job is: 'Student working min. eight hours per week', 'Student or apprentice', 'In a government work placement scheme, e.g. internship, salary subsidised job, guidance and upskilling', 'Flex job or protected job', 'Military service' or 'Other', are not included. N is therefore also lower.



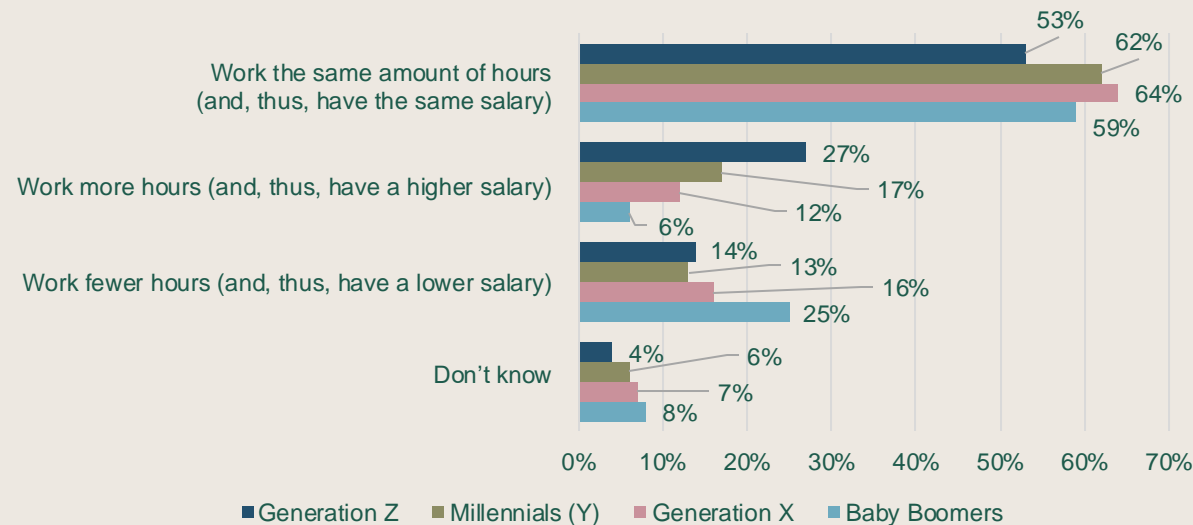


# Structuring work life

## Younger generations want to work more, while older generations want to work less

Overall, the majority of private employees across all generations want to work the same number of hours as they do today. However, there is a difference in whether the second largest proportion want to work fewer or more hours. Specifically, the second largest proportion of the youngest generations, Gen Z and Millennials, want to work more hours and get paid more. Conversely, the second largest proportion of older generations, Gen X and Baby Boomers, want to work fewer hours and receive less pay.

If offered, would you prefer to work more, fewer or unchanged hours compared to your current working hours (in your main job and any side jobs)? (2,742 private employees)



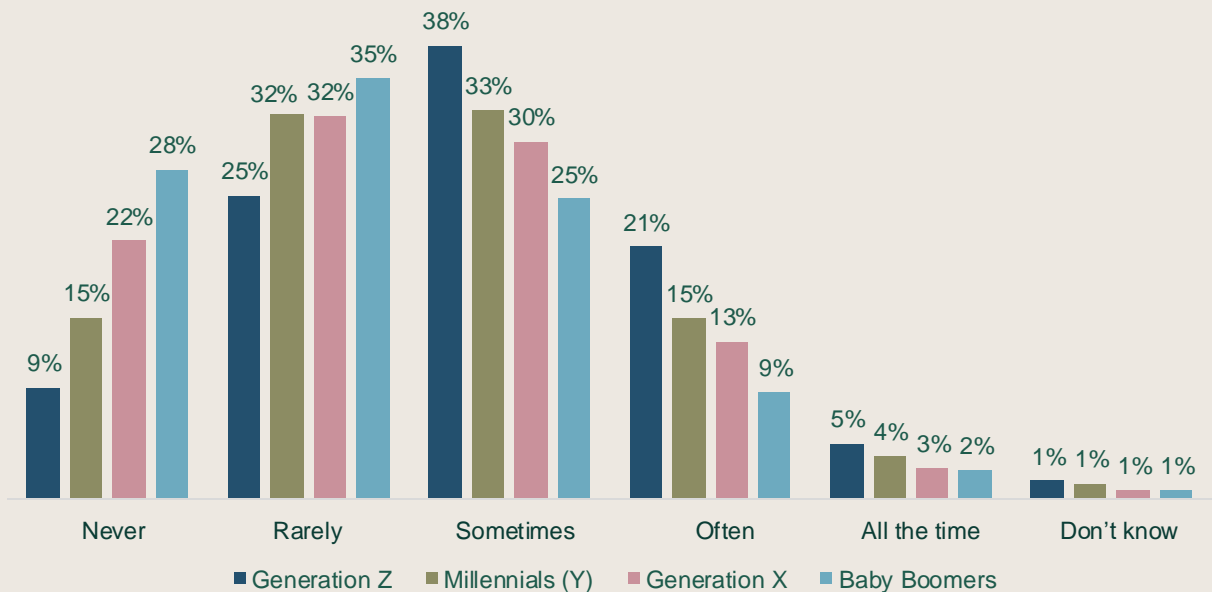
\*The above graph only shows the respondents who have indicated that they are: 'Regular employee', 'Employee with staff responsibilities', 'Self-employed including freelancer' and 'Assisting spouse'. This means that respondents who indicated that their primary job is: 'Student working min. eight hours per week', "Student or apprentice", "In a government work placement scheme, e.g. internship, salary subsidised job, guidance and upskilling", "Flex job or protected job", "Military service" or "Other", are not included. N is therefore also lower.

## Most people in Gen Z feel stressed

Despite the fact that Gen Z is the generation where most people want to work more hours, it is also the generation where most people feel stressed. A whopping 38% of Gen Z private sector employees have felt stressed 'sometimes' in the two weeks prior to responding, while 21% have felt stressed 'often'. Following Gen Z are Millennials, with 33% feeling stressed 'sometimes' in that two-week period and 15% feeling stressed 'often'.

Gen X is closely aligned with Millennials in terms of whether they have felt stressed. Here, 30% have felt stressed 'sometimes' in the two weeks prior to responding, while 13% have 'often' felt stressed in that time. Baby Boomers are the generation where the fewest people have felt stressed.

How often have you felt stressed in the last two weeks? (4,019 private employees)



# Structuring work life

## For all four generations, working life is a source of stress

For all generations in the private labour market, working life is a major source of stress. For the oldest generations, Gen X and Baby Boomers, work is the biggest source of their feelings of stress. Specifically, 44% of Gen X employees in the private sector who have experienced feelings of stress say that their work life was the source of this feeling. The same is true for 46% of Baby Boomers.

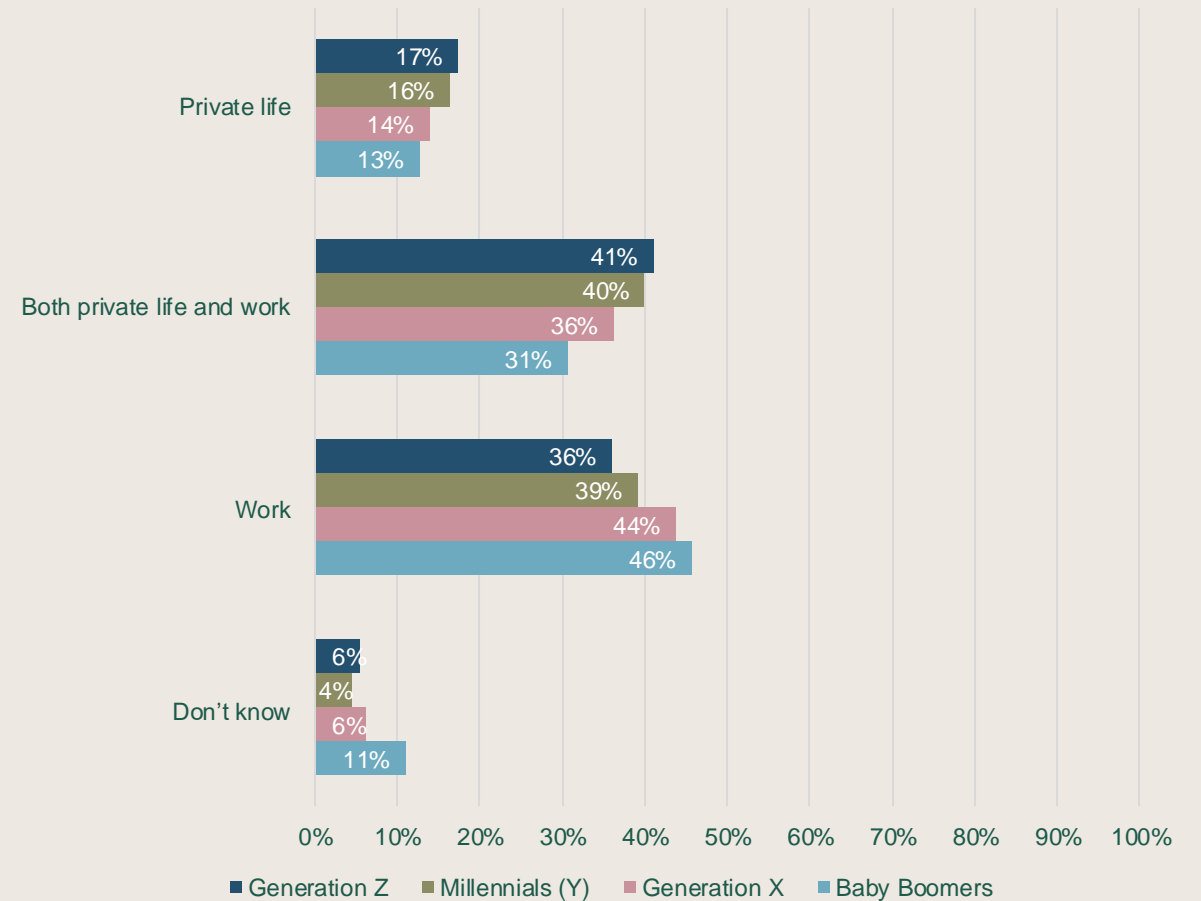
For Gen Z and Millennials, work is also a source of stress. Here, 36% of Gen Z and 39% of Millennials attribute their feelings of stress primarily to their work life.

## For Gen Z and Millennials, both work and personal life are stressful

While a large proportion of Gen Z and Millennials feel that their work life is the main source of their feelings of stress, an even larger proportion attribute their feelings of stress to both their work and personal life. Specifically, 41% of Gen Z and 40% of Millennials report that the primary cause of their stress is both their work and personal life.

The fact that both work and personal life contribute to stress may also be one of the reasons why Gen Z and Millennials have a greater sense of stress than older generations. Gen Z and Millennials feel pressured, both at work and in their free time, and are less likely to have respite or other opportunities to unplug and relax.

What is the most important source of your feeling of stress? (3,269 private employees)



\* This question was only asked to respondents who indicated 'Rarely', 'Sometimes', 'Often' or 'All the time' to the question: 'How often have you felt stressed in the last two weeks?'. N is therefore lower.

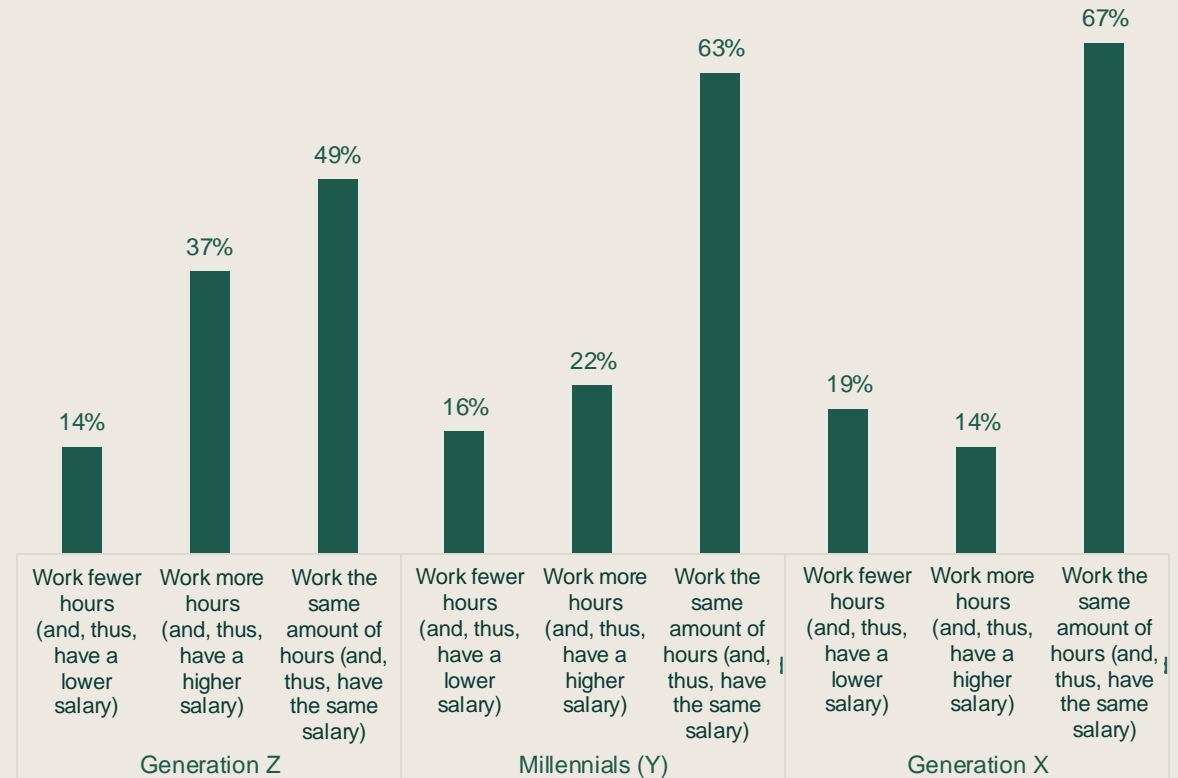
# Structuring work life

## There is no correlation between feeling stressed and a desire to work fewer hours

Across generations in the private labour market, there is no correlation between feeling stressed in the past two weeks and wanting to work fewer hours. On the contrary, the majority across Gen Z (49%), Millennials (63%) and Gen X (67%) want to keep the same number of hours they currently work.

In addition, despite feeling stressed, more Gen Z and Millennials want to increase their hours rather than decrease them. This is true for 37% of Gen Z private employees and 22% of Millennials who have felt stressed in the past two weeks.

Percentage who have felt stressed 'All the time', 'Often' or 'Sometimes' in the past two weeks. By whether you would prefer to work more, fewer or the same number of working hours compared to your current working hours (1,660 private employees)



\* Baby Boomers are not included in the above graph as only a small sample of this generation has experienced feeling stressed 'All the time', 'Often' or 'Sometimes' in the past two weeks. This means that the number of respondents is too low to be meaningfully represented in the graph.



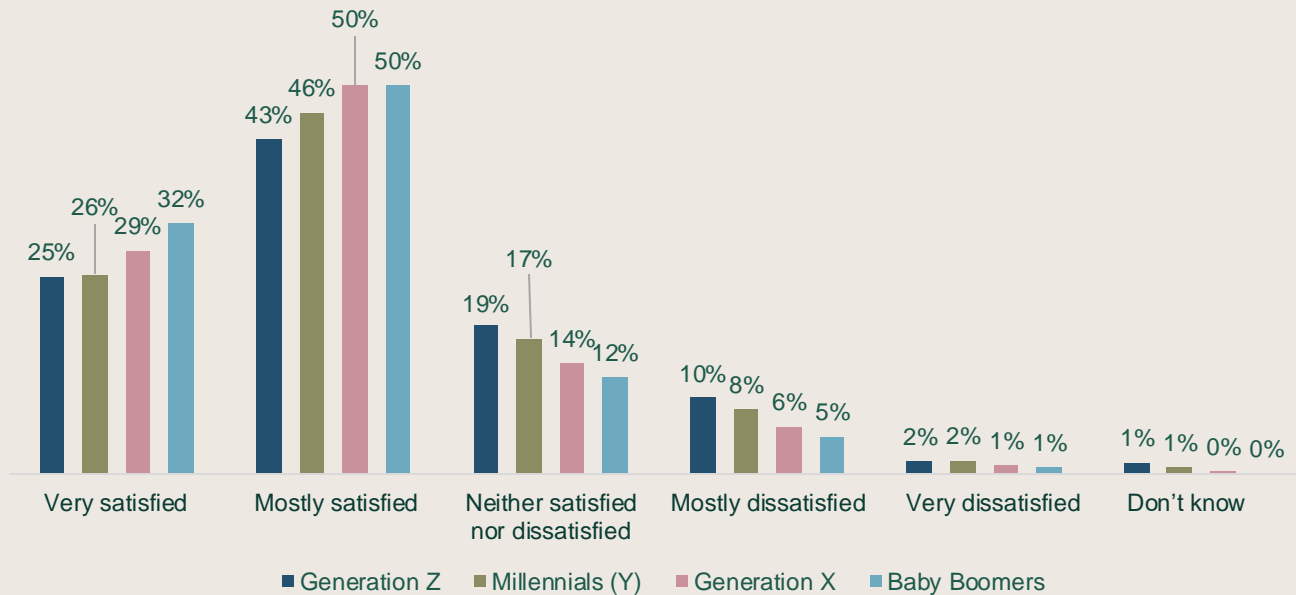
# Structuring work life

## Across the generations, private sector employees are generally satisfied with their work-life balance

Despite a large proportion of Gen Z and Millennials in the private sector feeling that both their work and personal lives are the primary sources of stress, both generations (43% of Gen Z and 46% of Millennials) are mostly satisfied with their work-life balance. Similarly, 25% of Gen Z and 26% of Millennials are very satisfied with their work-life balance.

The same pattern holds true for Gen X and Baby Boomers, where the majority are also mostly satisfied with their work-life balance

Overall, how satisfied or dissatisfied are you with your work-life balance? (4,019 private employees)



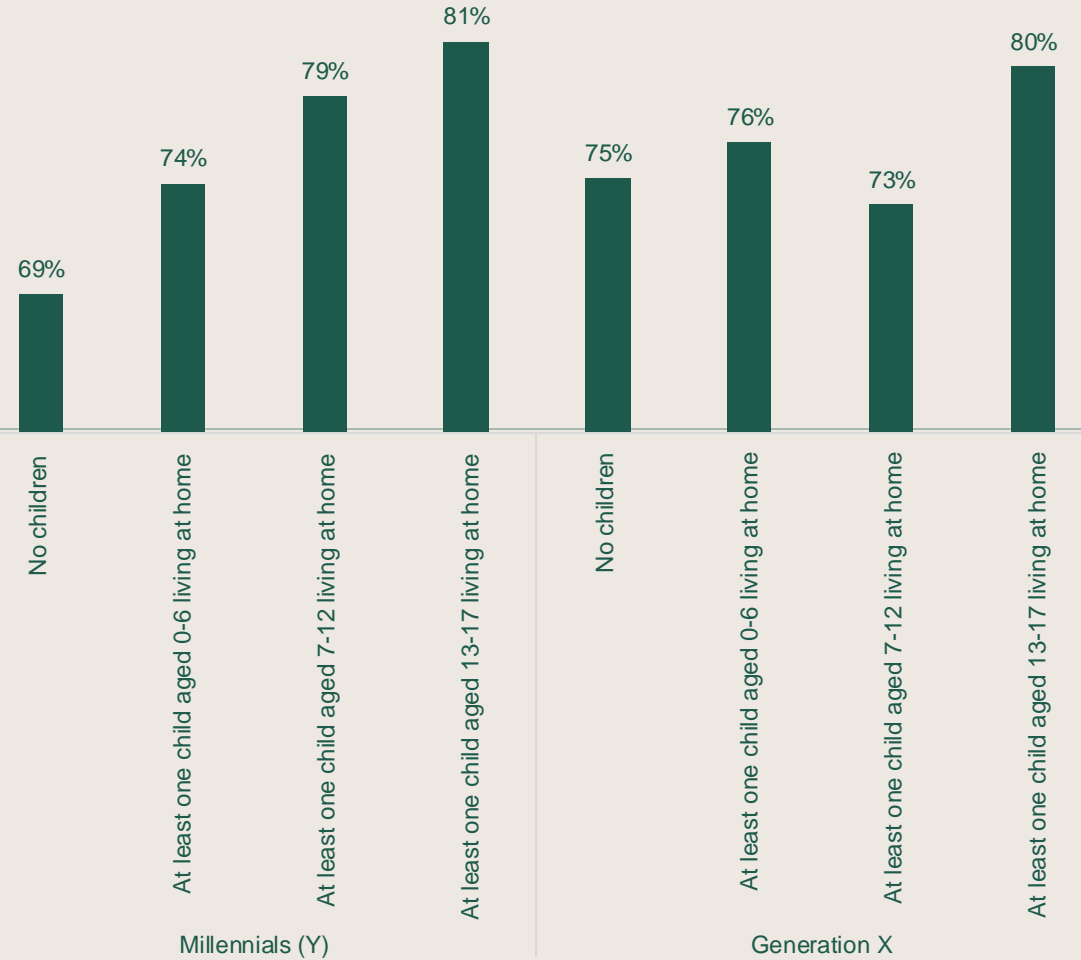
# Structuring work life

## Having young children does not have a clear impact on whether you are satisfied with your work-life balance

Among Millennials, satisfaction with work-life balance increases if you have children. Here, 69% of Millennials who do not have children say they are satisfied with their work-life balance. Conversely, 74% of Millennials with children aged 0-6 and 79% of Millennials with children aged 7-12 are satisfied with their work-life balance. The same pattern is true for Gen X. However, the differences are less pronounced here. Specifically, 75% of Gen X employees in the private sector who do not have children are very or mostly satisfied with their work-life balance. This also applies to 76% of Gen X private employees who have at least one child aged 0-6 years.



Overall, how satisfied or dissatisfied are you with your work-life balance? Percentage of Millennials and Gen X who are very or mostly satisfied distributed by whether or not you have children (1,464 private employees)

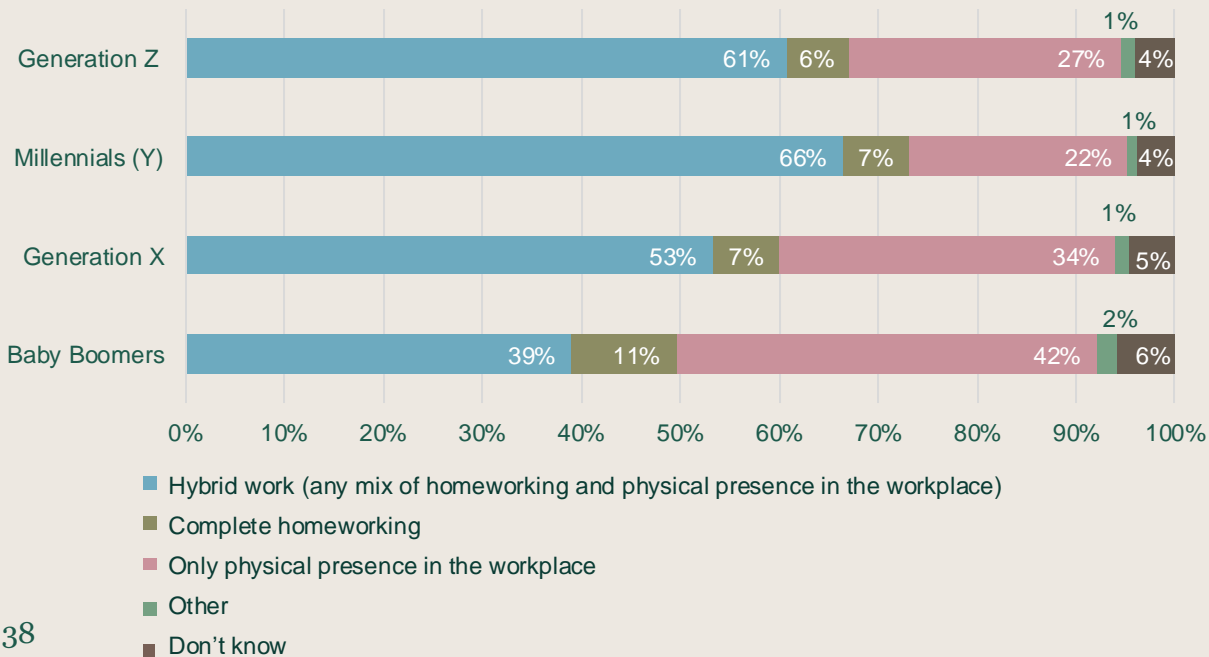


# Working from home and flexibility

## Hybrid work is the favourite way of working for the three youngest generations

When the generations are asked about their favourite way of working, hybrid work scores highest for three out of four generations. Only among Baby Boomers was physical presence in the workplace slightly more popular than hybrid work. For all four generations, complete homeworking scores low, so there doesn't seem to be a desire among Danish private employees for their workplace to go fully remote in the future. Despite the fact that Baby Boomers are the generation with the least desire for hybrid work, Baby Boomers are, conversely, also the generation with the most desire for working solely from home.

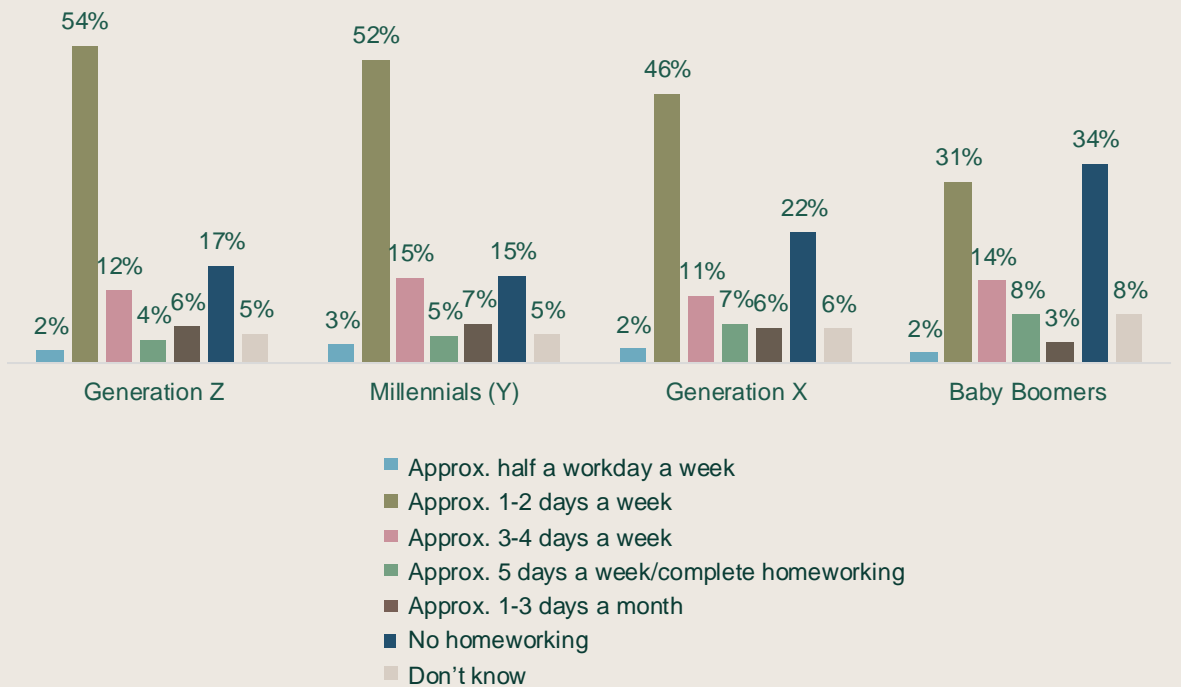
If you had the opportunity, which of the following ways of working would you prefer? (4,019 private employees)



## Private employees would like one to two home working days per week

When you ask the generations how many home working days they would like to have in a week, the majority of Gen X, Y and Z prefer one or two working days per week. This suggests that the labour market of the future will need to accommodate employees completing tasks both at work and from home.

How many home working days per week would you prefer to have if you had the option? (4,019 private employees)



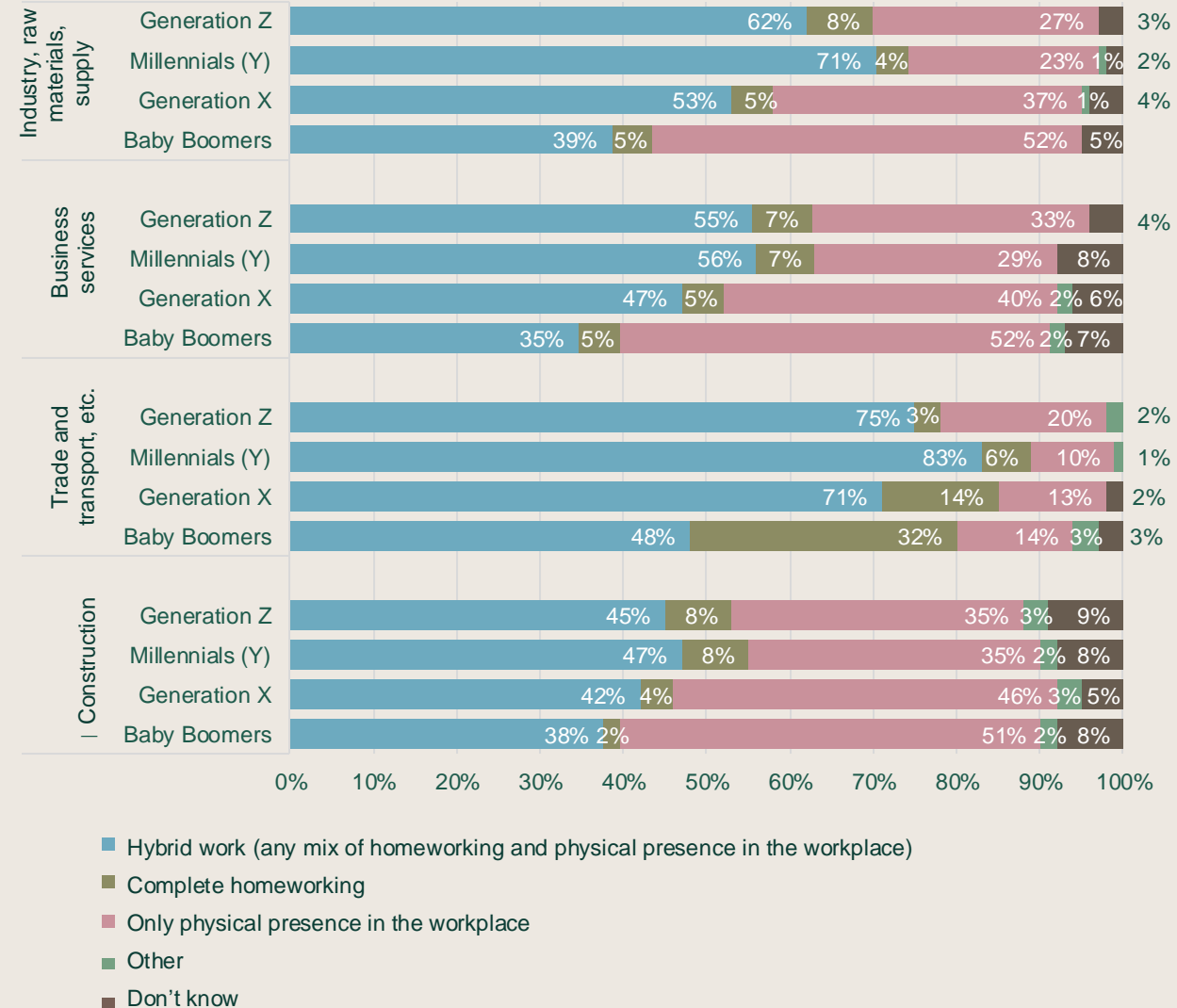
# Working from home and flexibility

## Across industries, the younger generations prefer hybrid work - even in industries that are typically known for having primarily physical labour

Unsurprisingly, there are differences when we look at the preferred ways of working across the four largest industries. As expected, hybrid working is more common in an industry like business services, where tasks can often be completed from the home office. Conversely, construction is the industry where the fewest private employees favour hybrid work, which is consistent with the fact that much of the employees' work requires physical presence. Despite this, however, the younger generations in the construction industry are still more likely to favour hybrid work than physical presence only. This may indicate that the younger generations in the construction industry will prioritise jobs and positions that allow them to both work from home and be physically present in the workplace in the future. This may therefore place new demands on managers to establish positions where it is possible to fulfil tasks both at the workplace and from home.



If you had the opportunity, which of the following ways of working would you prefer? *Distributed by industry (2,197 private employees)*



# Working from home and flexibility

## Gen Z is more likely than other generations to believe that working from home negatively affects their career

One in four Gen Z private sector employees believe that working from home has a negative effect on their career. This figure is higher than the other three generations, where only around one tenth think the same. In the three older generations, the majority disagree that working from home has a negative effect on their career, while Gen Z is divided on the question.

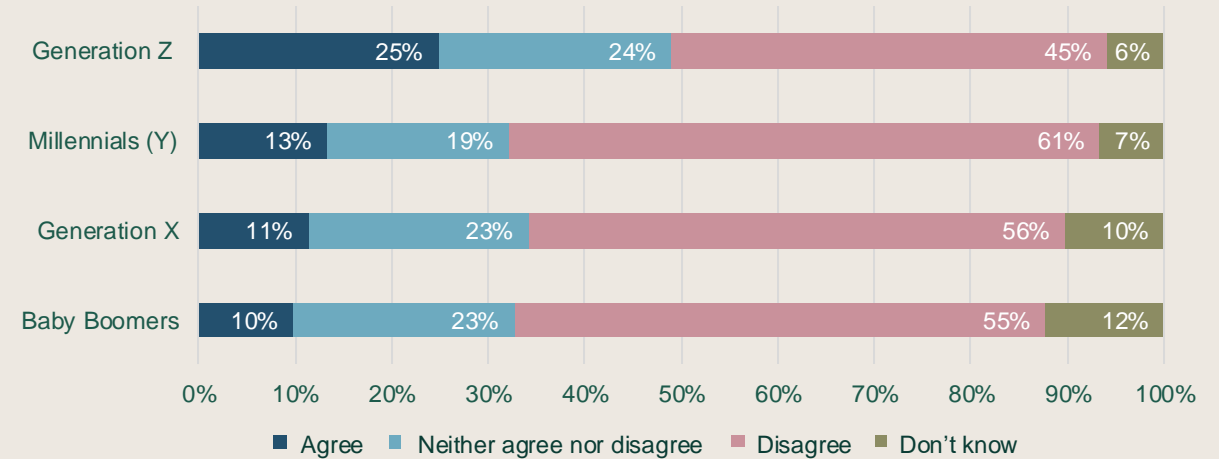
## The youngest employees are the most likely to find it difficult to collaborate with people who work from home

Gen Z is also the generation that is most likely to find it difficult to collaborate with people who work from home. This may explain why Gen Z is more likely to feel that working from home can have a negative effect on their career. However, it's not only Gen Z private employees who find it difficult to collaborate with colleagues who work from home. Specifically, 28% of Millennials, 24% of Gen X and 26% of Baby Boomers find it difficult to collaborate with people who work from home. This equates to around one in four employees in the private labour market finding it difficult when colleagues work from home.

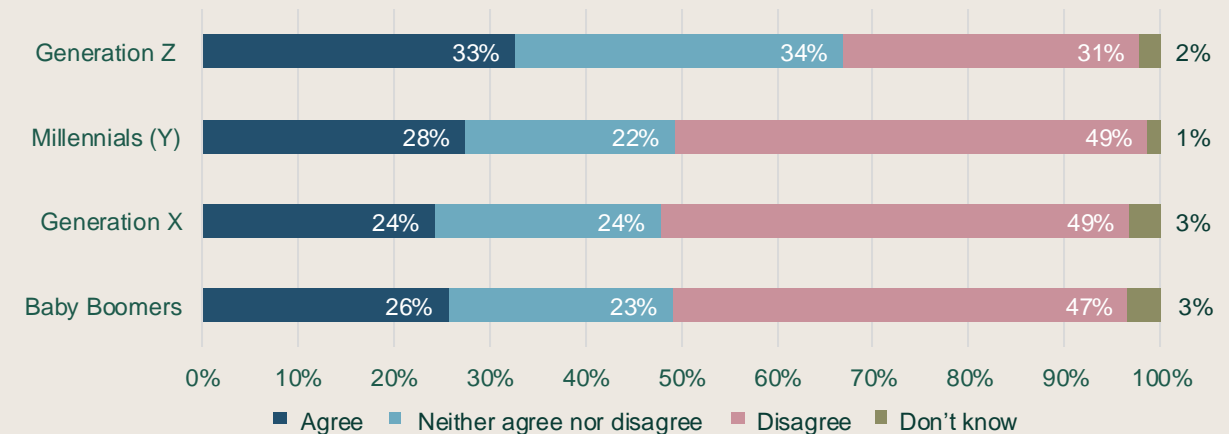
## Public sector employees are more positive about working from home than private sector employees

Across all generations, public sector employees are more positive about working from home than private sector employees. Only 10% of Gen Z, 8% of Millennials, 7% of Gen X and 5% of Baby Boomers agree that working from home has a negative effect on their career. Similarly, when asked if it is difficult to collaborate with colleagues who work from home, only 6% of Gen Z, 12% of Millennials, 10% of Gen X and 7% of Baby Boomers agree. Therefore, in addition to being more favourably disposed towards working from home, public sector employees are also more similar between generations when it comes to their views on working from home.

Working from home has a negative effect on your career (e.g. in terms of bonuses, type of tasks you are assigned, etc.) (1,912 private employees)



It is difficult to cooperate with people who work from home (1,912 private employees)



\*Some questions about working from home have been activated in the survey so that only people who themselves have the opportunity to work from home, or who have colleagues that do, have been asked the questions. N is therefore lower.



# Working from home and flexibility

## Gen Z is more likely than other generations to feel that working from home negatively impacts their own and others' productivity and efficiency

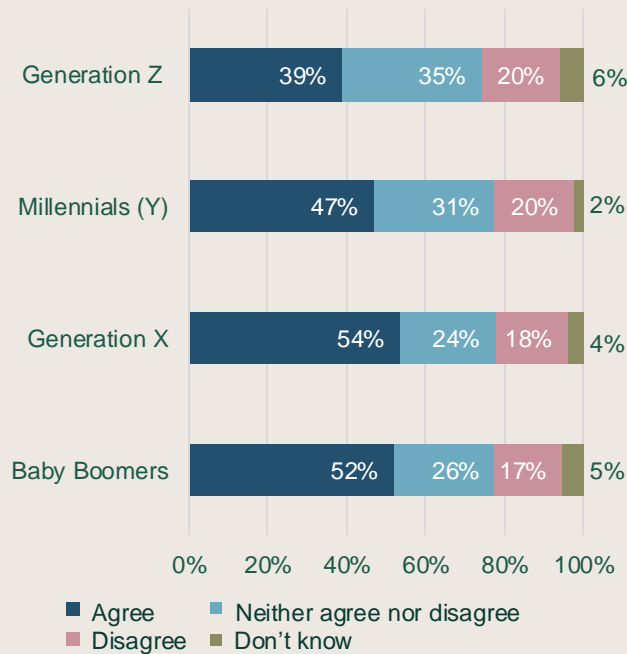
Around half of privately employed Millennials, Gen X and Baby Boomers say they are more efficient and complete tasks faster when they work from home. That number drops to 39% among Gen Z. The same pattern is seen when you ask the generations in general about their attitudes towards people who work from home being less productive. Here, around a quarter of Gen Z agree, while the remaining generations rank somewhat lower. So, we see that when it comes to assessing their own and others' efficiency and productivity, Gen Z believes that working from home has a negative effect.

## Men are less efficient when working from home than women

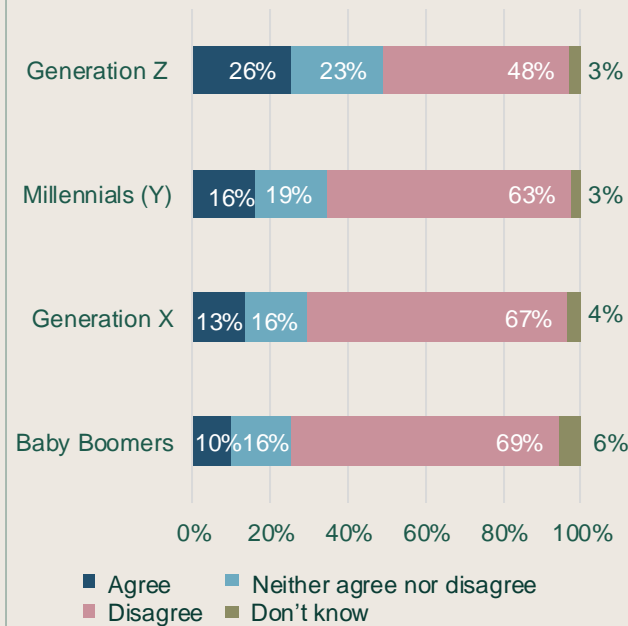
Across generations, men tend to rate themselves as less productive when working from home compared to women. This is true for Millennials, Gen X and Baby Boomers.

However, this pattern does not hold true for Gen Z. Here, only 37% of women feel they are more efficient, compared to 40% of men. Gen Z is therefore the only generation where men feel they are more efficient when working from home than women.

I am more efficient and complete tasks faster when I work from home (1,912 private employees)

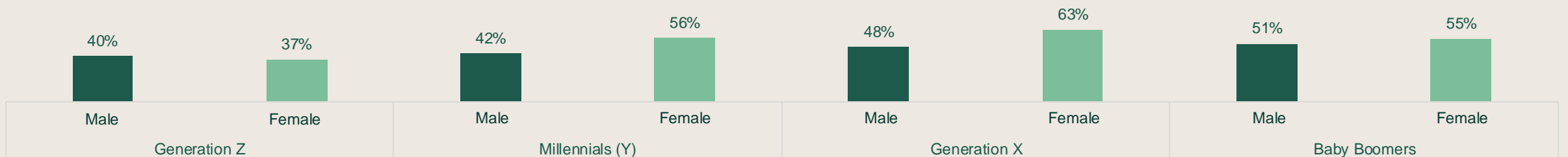


People who work from home are less productive than people who are physically present at work (1,912 private employees)



\*Some questions about working from home have been activated in the survey so that only people who have the opportunity to work from home, or have colleagues that do, have been asked the questions. N is therefore lower.

I am more efficient and complete my tasks faster when I work from home. Percentage who strongly or mostly agree. Distributed by gender (1,912 private employees)



# Retirement age

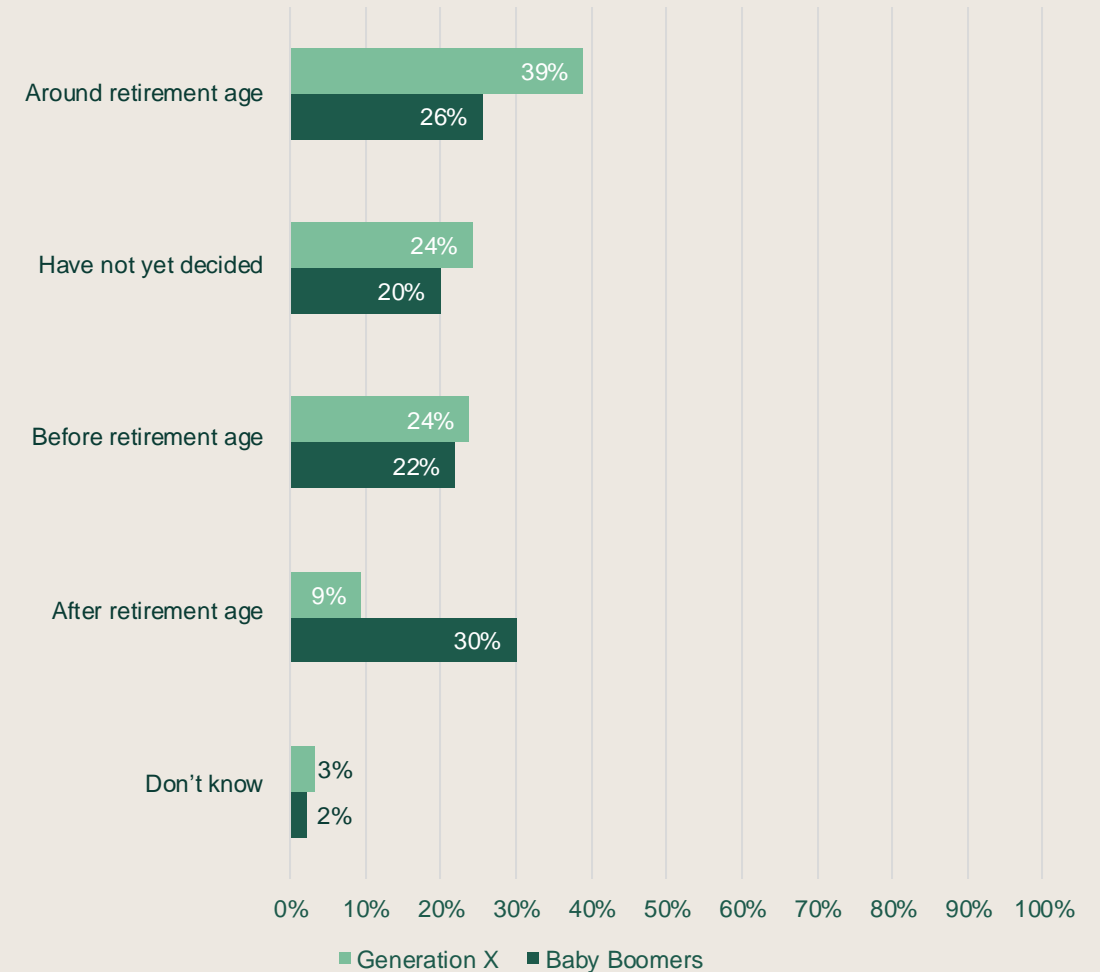
## There are no clear trends among Baby Boomers in terms of when they expect to retire from the labour market

Zooming in on when the oldest generation in the private labour market, Baby Boomers, expect to retire, there are no clear trends. When asked when they expect to retire from the labour market, Baby Boomers fall into the following four groups: 26% expect it to be around retirement age, 22% expect it to be before retirement age, 30% after retirement age, and 20% have not yet decided. There was a requirement in the Generational Analysis that the respondents have a job. The fact that 30% of Baby Boomers expect to retire from the labour market after the state pension age may therefore be because they have already passed the retirement age but are still active in the labour market.

## Gen X does not plan to work after retirement age

For Gen X, the majority (39%) expect to retire from the labour market around the state pension age, the remainder is split into two equal groups, with 24% expecting to retire before the state pension age, while 24% have not yet decided. Finally, only 9% of Gen X plan to retire from the labour market after they reach state pension age. There is therefore a clear tendency for this generation to have a low expectation of remaining in the labour market after retirement age.

When do you plan to retire from the labour market? (973 private employees)



\*The questions regarding retirement from the labour market have only been asked to respondents born before 1970.



# Retirement age

## Fewer working hours, more days off and flexible working hours could help more people retire later from the labour market

The majority of privately employed Gen X and Baby Boomers believe that the opportunity to work reduced hours or part-time could help them retire later from the labour market. This is true for 53% of Gen X and 41% of Baby Boomers. Whereas 38% of Gen X and 29% of Baby Boomers believe that the possibility of more holidays and days off could also keep them in the labour market for longer.

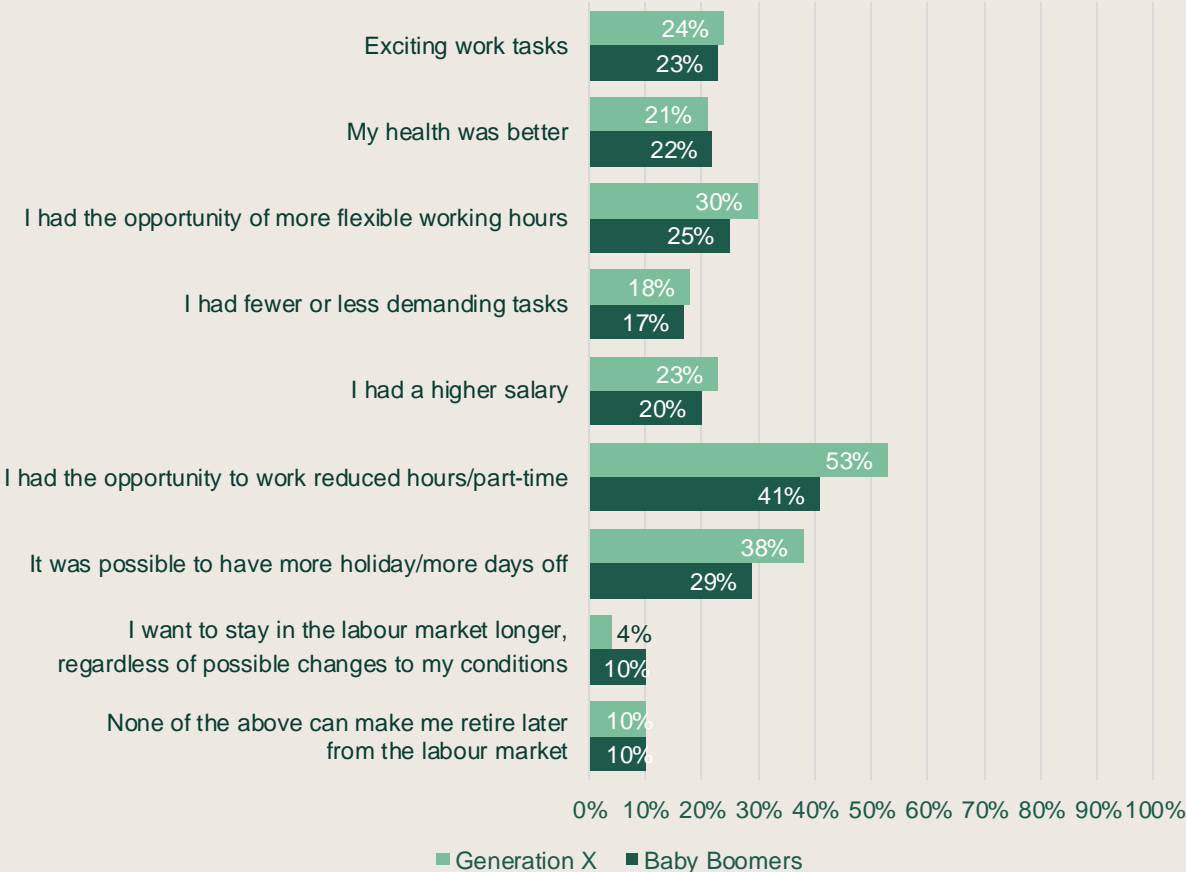
After the possibility of fewer working hours and more days off, most people (30% of Gen X and 25% of Baby Boomers) believe that flexible working hours could push back their retirement age. Thus, the older generations seem to place the highest importance on having conditions that allow for more flexibility and time to do more than just work when it comes to what could keep them longer in the labour market.

## In addition to conditions such as working hours, days off and flexible working hours, the older generation values 'exciting work tasks'

It's not just good conditions that determine when older generations in the private labour market can see themselves retiring. As many as 24% of Gen X and 23% of Baby Boomers believe that having interesting work tasks could see them working for longer. It is therefore important for the retention of older employees that they experience having professionally interesting work tasks.

However, it's still important to remember that the vast majority prioritise good working conditions above everything else. Overall, we can extrapolate from the data that older generations want to have interesting work tasks, although this should not be at the expense of the opportunity for more free time and flexibility in their work life.

Which of the following could contribute to you retiring later from the labour market?  
(It is possible to choose up to 3 answers) (973 private employees)



\*The questions regarding retirement from the labour market were only asked to respondents born before 1970. \*In addition to the answer options shown in the graph, it was also possible to select 'I was given (better) opportunity(ies) to further my education or training', 'There was an opportunity for a career change', 'Other' and 'Don't know'. These response categories are not shown in the graph as they were the least selected by respondents.

# Technology

## Baby Boomers are most worried about keeping up with technological developments

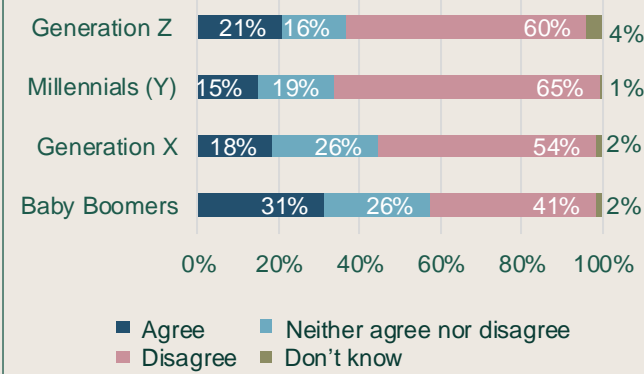
Baby Boomers are more concerned than younger generations about keeping up with technological developments in the workplace. Almost a third (31%) of privately employed Baby Boomers say they are worried that they won't be able to keep up with technological developments in their workplace, which would make them less attractive as employees. Among Gen Z and Gen X, around a fifth share this concern, while among Gen Y it's only 15%.

Concerns about keeping up with technological developments are more prevalent among private sector employees than public sector employees. In the public sector, only 9% of Baby Boomers, 20% of Gen X, 17% of Millennials and 13% of Gen Z are worried about keeping up with technological developments. This means there are far more Baby Boomers in the private sector who worry about keeping up with technological developments than in the public sector.

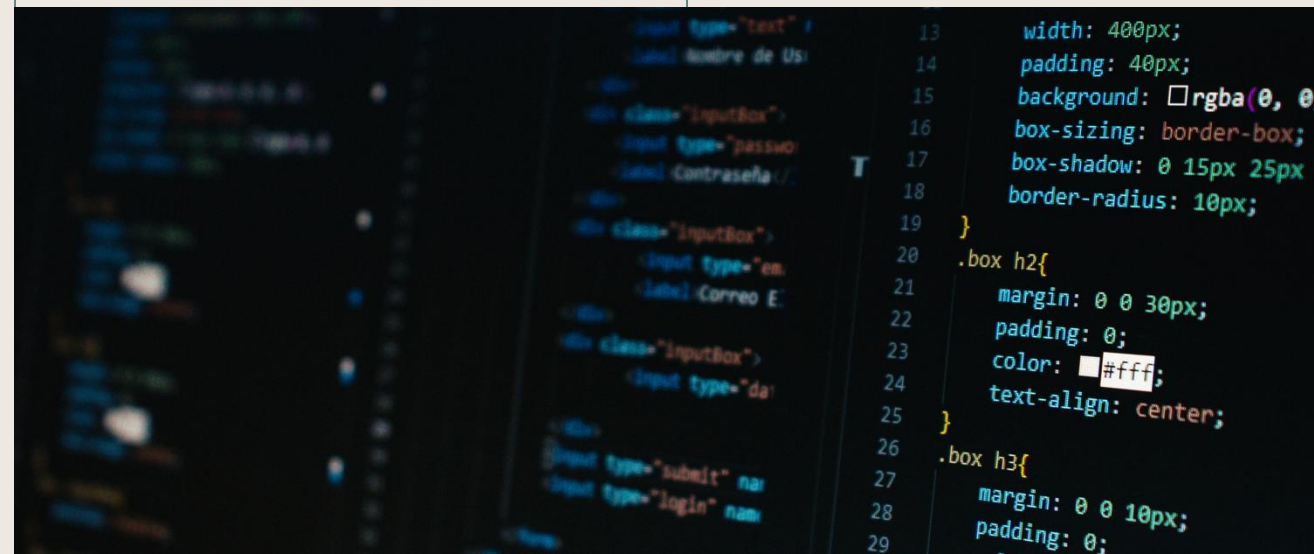
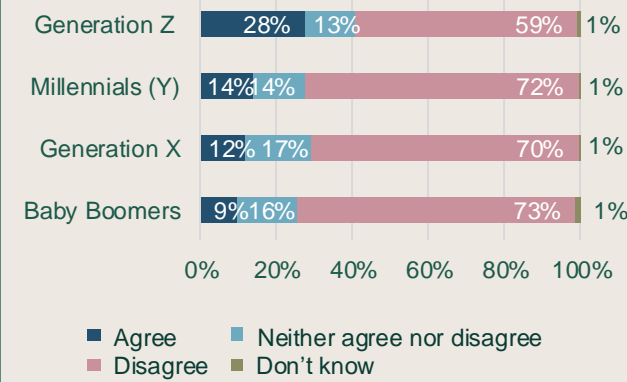
## Nearly three in ten Gen Z-ers fear AI will make their job redundant

While concerns about keeping up with technological developments are most prevalent among older Baby Boomers, concerns about whether artificial intelligence could lead to job losses are most prevalent among young people in Gen Z. Across all four generations, the majority say they are not worried that AI will lead to their job being eliminated. But among Gen Z, almost three in ten (28%) say that it is a concern they have. Among older generations, this is a less common concern, and among Baby Boomers, only one in ten worry that AI will take over their job.

I'm worried that I won't be able to keep up with technological developments in my workplace and will become a less attractive employee (1,194 private employees)



I am worried that artificial intelligence could lead to my job being eliminated in the future  
Percentage who strongly or mostly agree (1,194 private employees)



\*Some questions about technology have been activated in the survey, so only people who currently use AI in their work or expect to use it within the next 12 months have been asked the questions. N is therefore lower.

# Technology

## Younger generations in particular find that artificial intelligence increases productivity

Private sector employees from the two youngest generations - Gen Z and Millennials - are more likely to agree that people who use AI in their work are more productive than those who do not. Just under half (45%) of private employees from Gen Z and Y agree with this statement. In comparison, only 28% and 29% of Gen X and Baby Boomers, respectively, agree. Young people are therefore more likely than older people to see artificial intelligence as something that can have a positive impact on how effectively they perform their work tasks.

## Everyone in the private labour market is motivated by their workplace keeping up with the latest technological developments, especially men

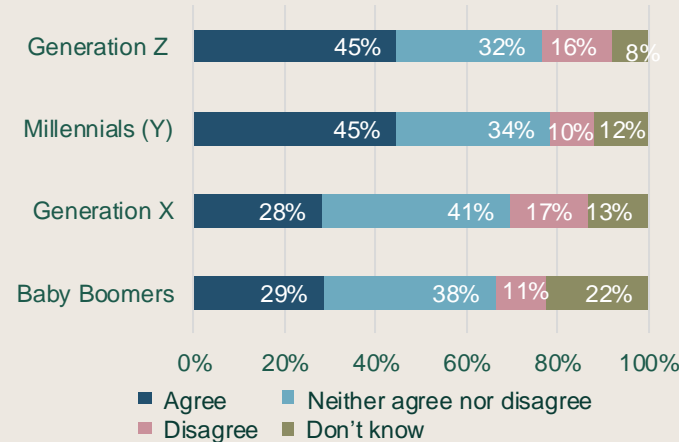
Across the generations, there is a clear trend that everyone is more motivated when their workplace follows the latest technological developments. However, this is particularly true for men, with a minimum of 70% of men across generations responding in the affirmative. For women, a minimum of 64% across generations feel that they are motivated by their workplace following the latest technological developments.

## In particular, private employees in business services in the younger generations are motivated by their workplace keeping up with the latest technological developments

Looking across industries, it's particularly younger private business service employees who are motivated by their workplace keeping up with the latest technological developments. A whopping 94% of Gen Z employees in business services and 79% of Millennials in business services experience this. This may be because work in the business services industry is often centred around office work, meaning employees in this industry will be used to doing the majority of their work in front of a computer.

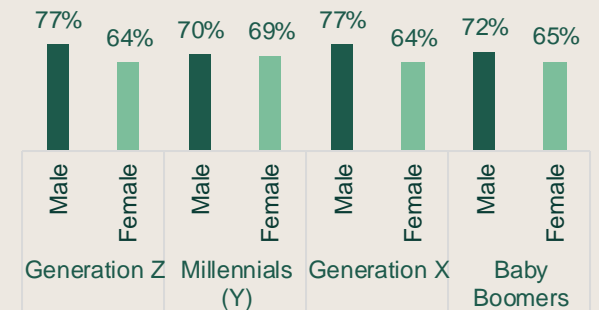
45 \*Some questions about technology have been activated in the survey, so only people who currently use AI in their work or expect to use it within the next 12 months have been asked the questions. N is therefore lower.

People who use AI in their work are more productive than those who do not (1,194 private employees)

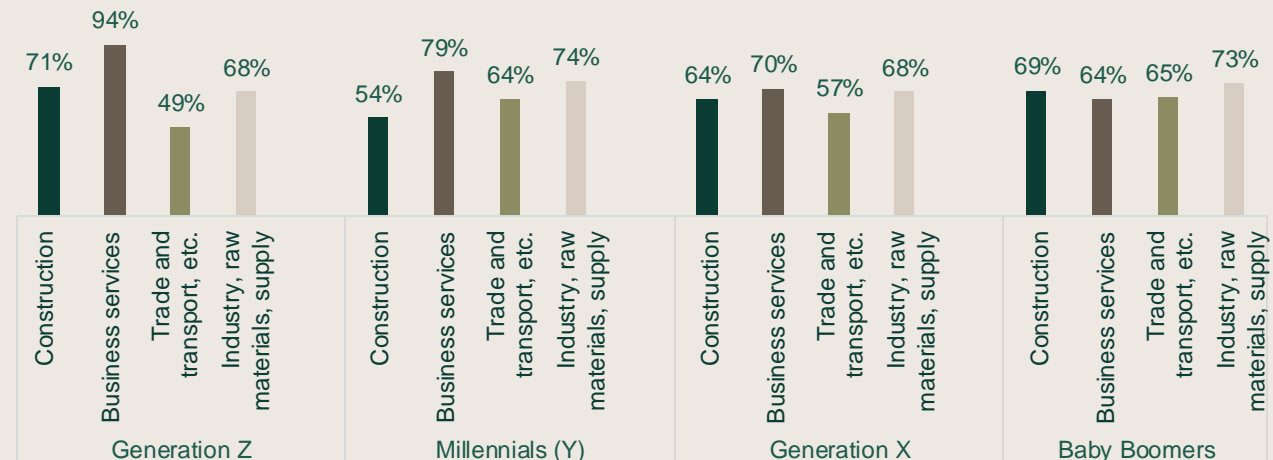


It motivates me that my workplace keeps up with the latest technological developments

Percentage who strongly or mostly agree by gender (1,194 private employees)



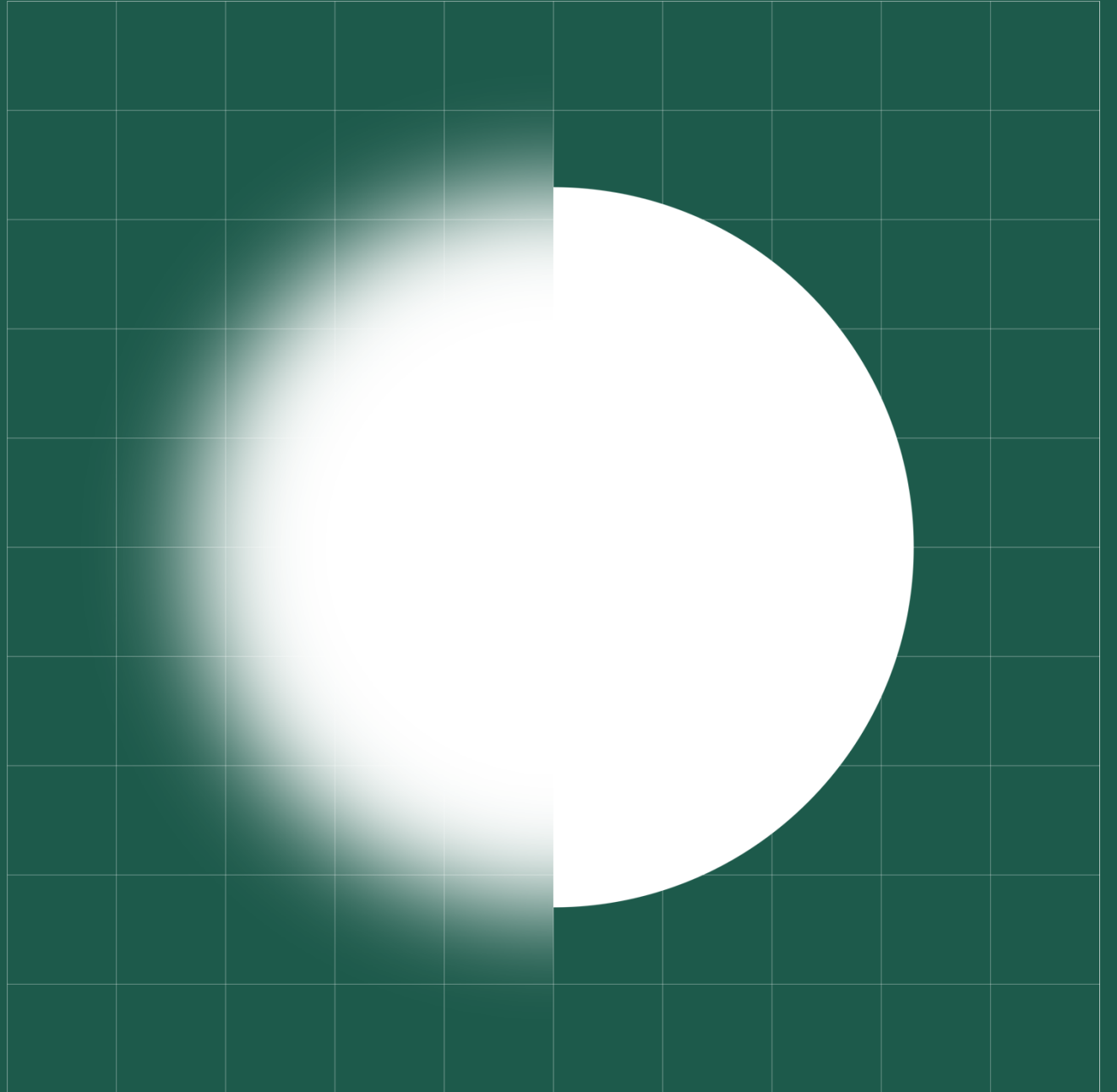
It motivates me that my workplace keeps up with the latest technological developments. Percentage who strongly or mostly agree, by industry (585 private employees)



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# Chapter 3: What do people want in a manager?

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# The chapter explores

How close a relationship do the four generations want to have with their manager?

What is good management according to private employees from Gen Z, Y, X and Baby Boomers?

What leadership skills and attributes do private employees from the four generations value?

What expectations and preferences do the generations in the private labour market have for their managers - now and in the future?

# The analysis shows

## ***The classic virtues don't go out of style***

Both the older and younger generations in the private labour market are looking for managers who are responsible, appreciative, empathetic and fair.

## ***Younger generations are more in favour of sociable managers***

Gen Z in particular emphasises that their manager should be collaborative and create a good social and professional framework for work.

## ***Older generations want more freedom and influence***

The older generations - Gen Y, X and Baby Boomers - are more likely than Gen Z to want their managers to give them freedom and influence over their own work tasks.

## ***Younger generations want to be able to talk privately with their manager***

Among both Gen Z, Y and X, a majority express that it is important for them to be able to talk to their manager about their private life. Baby Boomers are more likely to want to keep work and personal life separate. In addition, younger generations are more likely to believe that their manager is responsible for their wellbeing at work compared to older generations.

## ***Family life with young children creates a desire for a close relationship with the manager***

When generations in the private labour market want to be able to talk privately with their manager, one of the reasons may be a desire for help and support in balancing work and family life. In this analysis, private employees with children living at home have a significantly greater desire to speak privately with their manager than private employees without children.

# What people want in a manager

A manager should be

Cooperative

Responsible

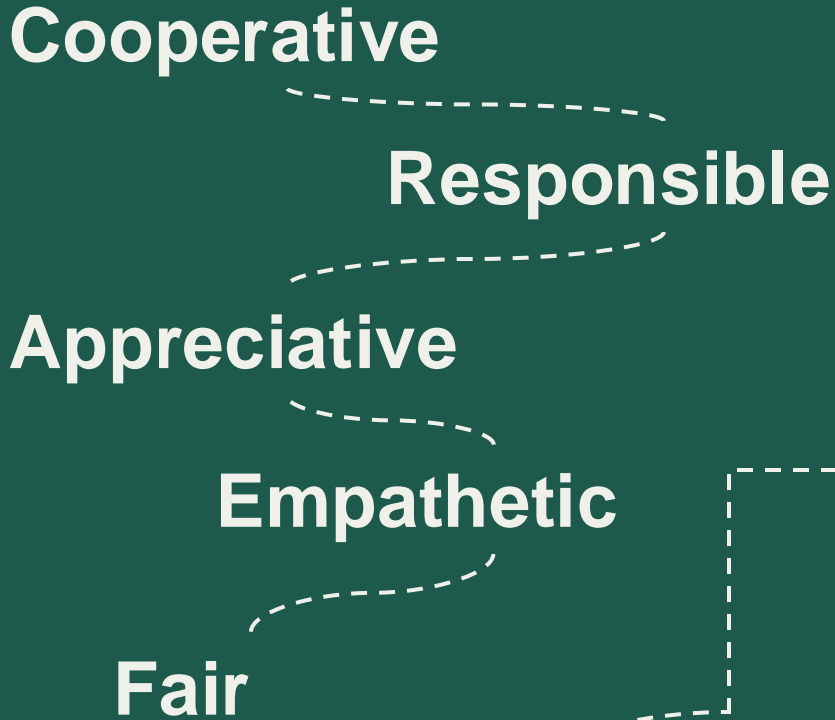
Appreciative

Empathetic

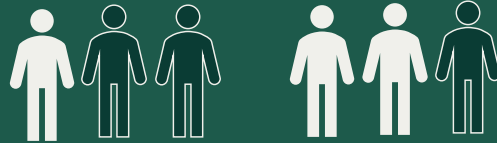
Fair

The Danish Association of Managers and Executives' own members believe that the most important quality in management is to involve employees in decisions that affect them

65%



38% Gen Z      66% Baby Boomers



Autonomy in task fulfilment is more important to older generations

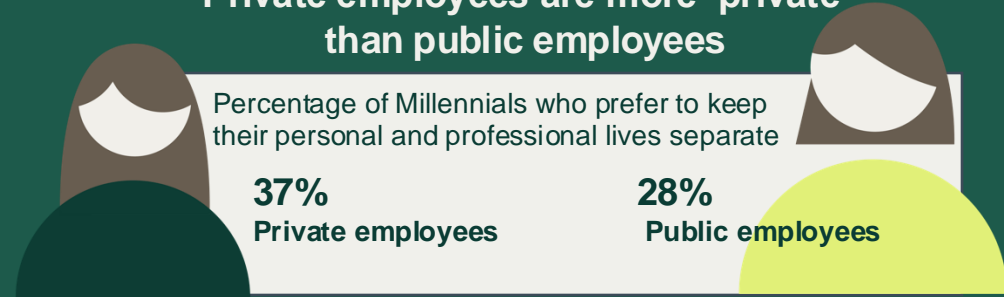
A manager giving their employees freedom to get things done is an important leadership trait for 66% of Baby Boomers, while this is true for 38% of Gen Z.

Private employees are more 'private' than public employees

Percentage of Millennials who prefer to keep their personal and professional lives separate

37%  
Private employees

28%  
Public employees



Among the new generation in the private labour market, Gen Z, most want a **cooperative** manager

36%



It is more important for women in the private sector than men that their manager is appreciative

Gen X men  
29%

Gen X women  
43%





# What people want in a manager

## The four generations of private employees agree: managers must be cooperative, responsible, appreciative, empathetic and fair

Gen Z, Y, X and Baby Boomers in the private sector generally agree on which management skills are the most important. Across the four generations, leaders are highly valued for being: cooperative, responsible, empathetic, appreciative and fair.

Privately employed Gen Z employees in particular emphasise managers' collaborative skills. 36% of Gen Z considers this skill most important, while privately employed Millennials and Baby Boomers emphasise managers' responsibility (34% of Millennials and 32% of Baby Boomers cite this competency as most important, respectively). The management ability that most Gen X private employees value is that leaders are appreciative (34%).

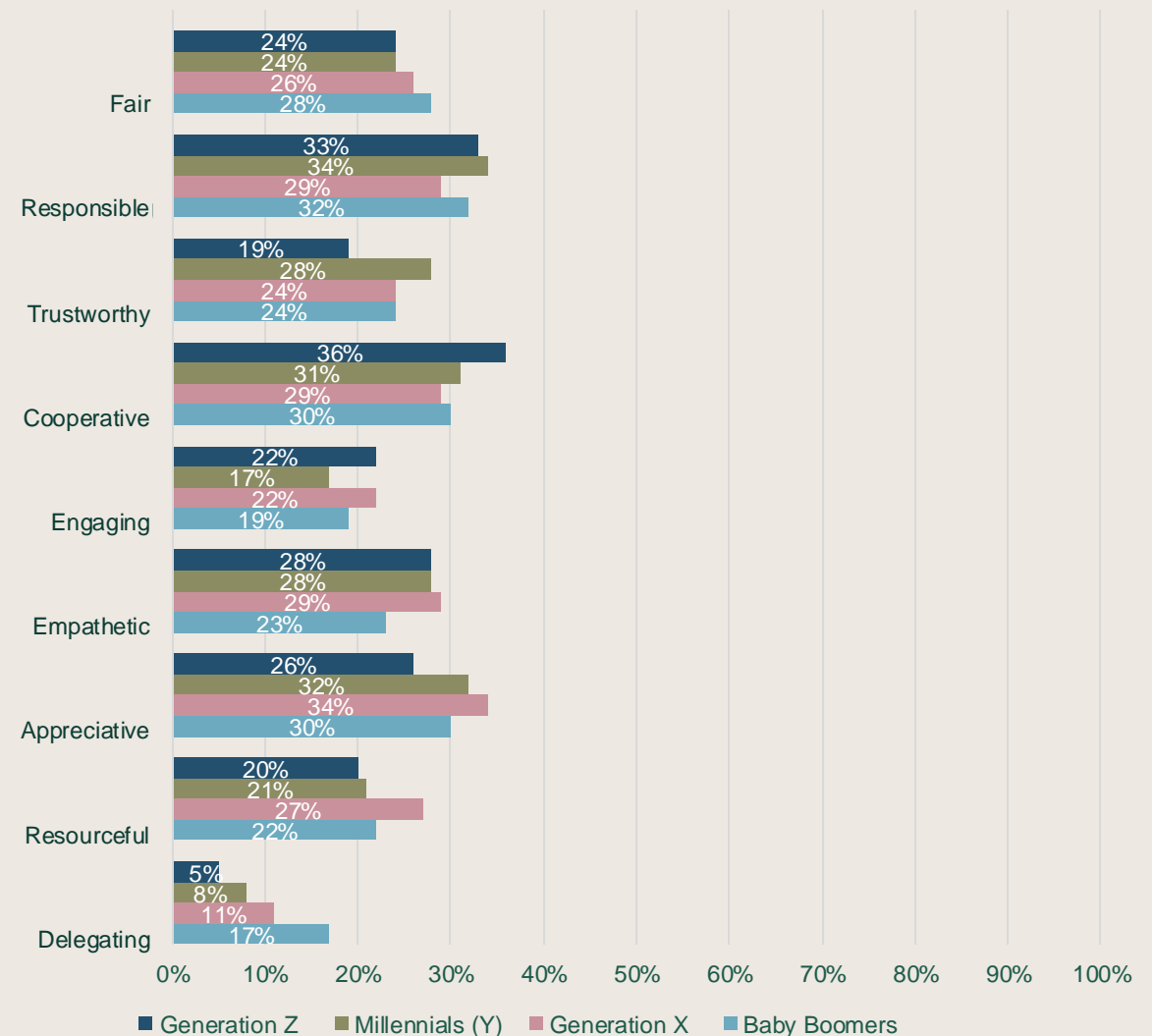
## The generations have different preferences for the degree of delegation

The generations in the private labour market differ particularly in terms of how much they value a manager's ability to delegate. Privately employed Baby Boomers are three times as likely as privately employed Gen Z employees to place importance on a manager delegating. However, this may also reflect the fact that Gen Z and Millennials are newer to the labour market and therefore need more support and coaching from their managers than Gen X and Baby Boomers, who with more experience may prefer more autonomy.

There is also a difference in the proportion of private sector employees from Gen Z and Millennials who consider trustworthiness to be one of the most important management skills. While just one in five (19%) of Gen Z mentioned it as an important leadership skill, nearly three in ten (28%) Millennials point to being trustworthy as an important management skill.

\*In addition to the answer options shown in the graph, it was also possible to select curious, change-oriented, strategic, robust, ambitious, result-oriented, innovative, holistic and inspiring. These response categories are not shown in the graph as they were the least selected by respondents across generations. 'Delegating' is also among the least chosen but appears in the graph due to the large generational difference.

Which of the following abilities do you consider to be the most important leadership skills?\*( Up to 3 answers are possible) (4,019 private employees)



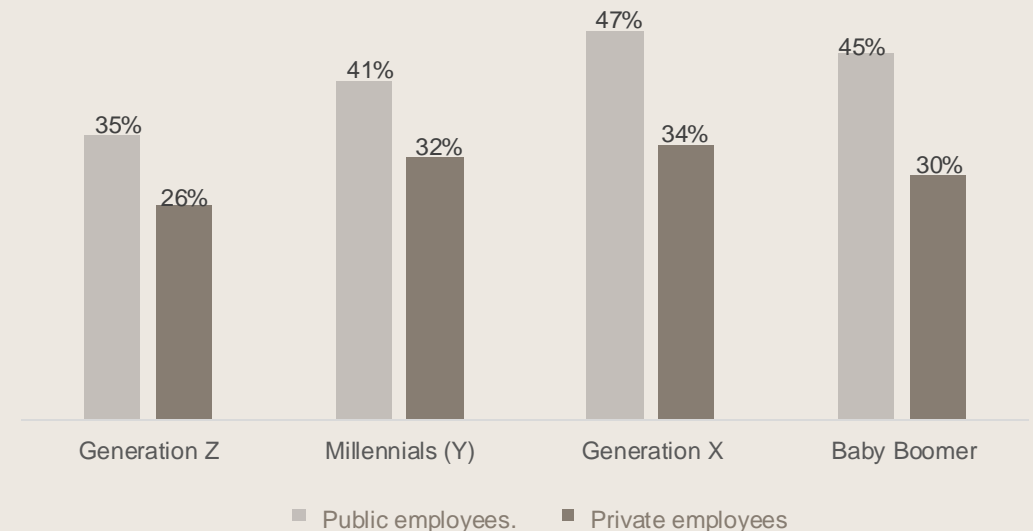
# What people want in a manager



## Public sector employees are more likely than private sector employees to value an appreciative manager

When comparing private and public sector employees, the biggest difference is that public sector employees are more likely to want an appreciative manager. Specifically, 45% of Baby Boomers, 47% of Gen X, 41% of Millennials and 35% of Gen Z in the public sector say it is one of the three most important skills a manager should have.

Which of the following abilities do you consider to be the most important management skills? (It is possible to choose up to 3 answers) - **Appreciative**. Distributed between public and private employees (4,019 private employees and 1,182 public employees)

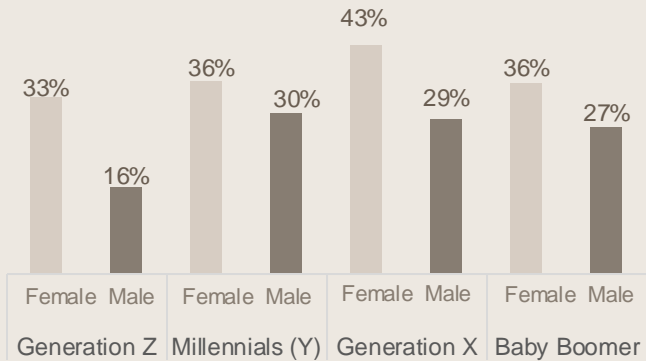


# What people want in a manager

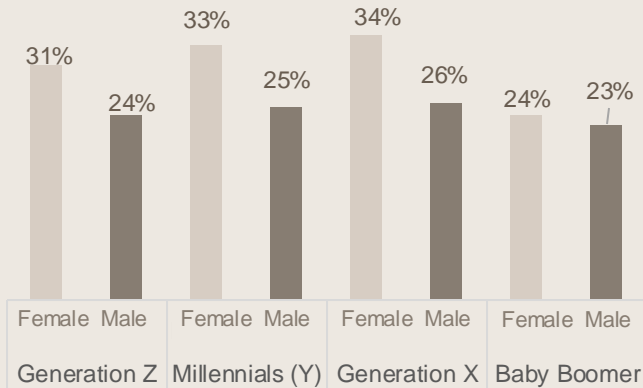
## For women in the private sector, it's especially important for managers to be empathetic and appreciative

Across generations, women in the private sector are more likely than men to believe that a good manager is appreciative and empathetic. Only among Baby Boomers is there no difference between the genders when it comes to the importance placed on a manager being empathetic. In addition, there are no prominent gender patterns in the remaining management skills measured in the analysis\*.

Which of the following skills do you consider to be the most important management skills?\* (It is possible to choose up to 3 answers) - **Appreciative**.  
Distributed by gender (4,019 private employees)



Which of the following skills do you consider to be the most important leadership skills?\* (It is possible to choose up to 3 answers) - **Empathetic**.  
Distributed by gender (4,019 private employees)



\*In addition to empathetic and appreciative, it was also possible to select collaborative, responsible, fair, trustworthy, committed, decisive, delegating, curious, open to change, strategic, robust, ambitious, result-oriented, innovative, holistic and inspiring.



# What people want in a manager

## Gen Z want managers who create a good professional and social environment and contribute to a sense of community

For the youngest generation in the private labour market - Gen Z - the four most important qualities of a manager are that they 1) create a good framework for the professional environment and cooperation in the workplace (42%), 2) are motivating and inspiring (38%), 3) give freedom to approach tasks in the way that employees see fit (38%) and 4) contribute positively to a sense of community (38%). Generation Z is therefore also the generation that places the highest value on a manager contributing to a sense of community in the workplace.

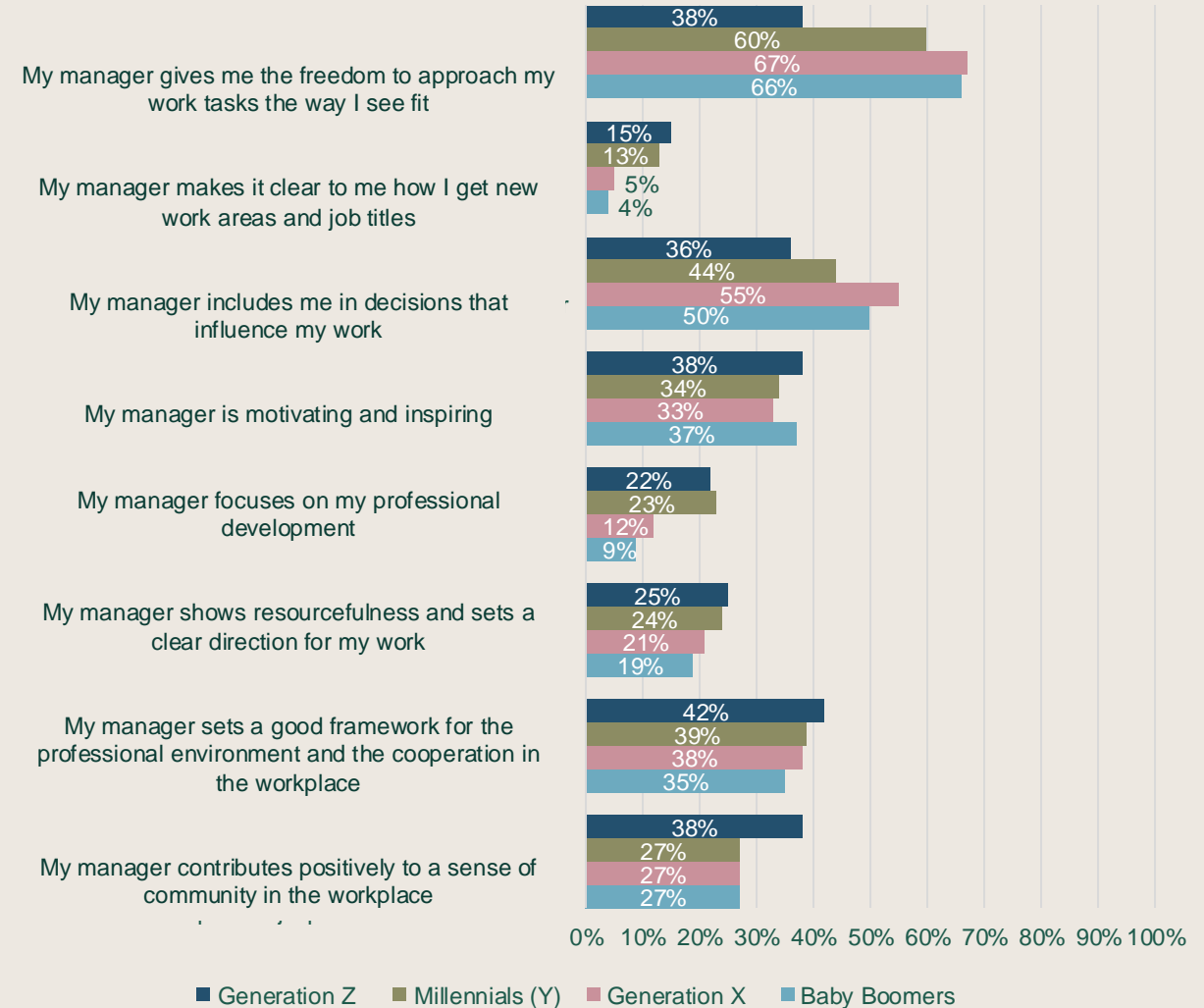
## Older generations want to decide for themselves how they carry out their work tasks

Gen Z is not the only generation to value freedom to do their work tasks as they see fit, in fact this is shown to be even more important to older generations. Well over half of both privately employed Baby Boomers and Gen X indicate that the most important qualities in a manager are that they allow freedom to approach tasks in their own way and also that they involve employees in decisions that affect their work. This is most likely because Baby Boomers and Gen X have spent the most years in the labour market and therefore, due to their greater experience, feel more able to decide how their work tasks are best performed.

## Younger generations want to develop professionally and advance

Conversely, younger generations in the private labour market value professional development more than older generations and want their manager to be clear about how to access new work areas and job titles. Younger employees don't want to end up in a position with few or no opportunities for development and advancement.

Which of the following qualities do you think are most important for your manager to have? (It is possible to choose up to 3 answers) (4,019 private employees)

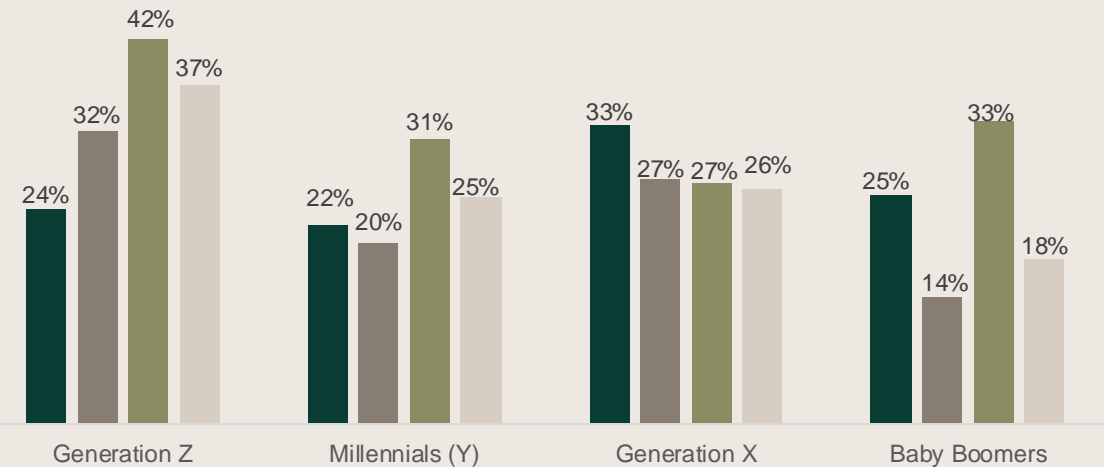


# What people want in a manager

**Especially for Gen Z in the trade and transport industry, the contribution to a sense of community is important**

Looking across industries, there is also a difference in terms of how important it is for managers to contribute to a sense of community. In particular, private employees from Gen Z who work in trade and transport (42%) and industry, raw materials and utilities (37%) indicate that being able to support and contribute to the social aspects of the workplace is an important leadership skill.

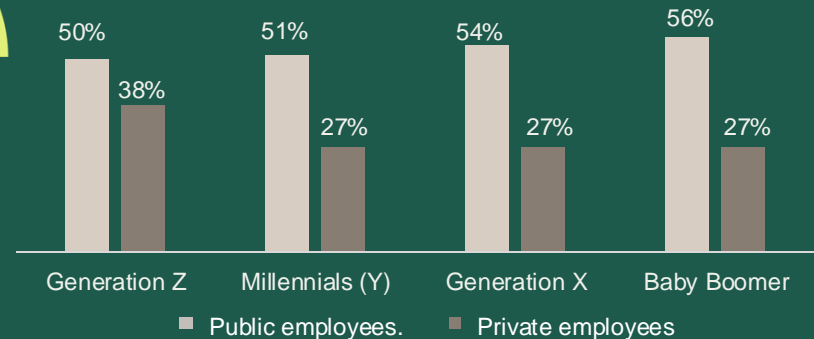
Which of the following qualities do you think are most important for your manager to have? (It is possible to choose up to 3 answers) - **Contributes positively to a sense of community.** Distributed by industry (2,197 private employees)



**Public sector employees prioritise a manager's ability to create a good framework for the professional environment far more than private sector employees**

When comparing the distributions for private and public sector employees, we see the biggest difference when it comes to whether the manager should create a good framework for the professional level and cooperation in the workplace. Across generations, this attribute scores significantly higher for public sector employees compared to private sector employees. Specifically, 56% of Baby Boomers, 54% of Gen X, 51% of Millennials and 50% of Gen Z in the public sector say this is one of the three most important qualities a manager should have.

Which of the following characteristics do you think are most important for your manager to have? (It is possible to choose up to 3 answers) - **Creates a good framework for the professional environment and cooperation in the workplace.** Distributed by public

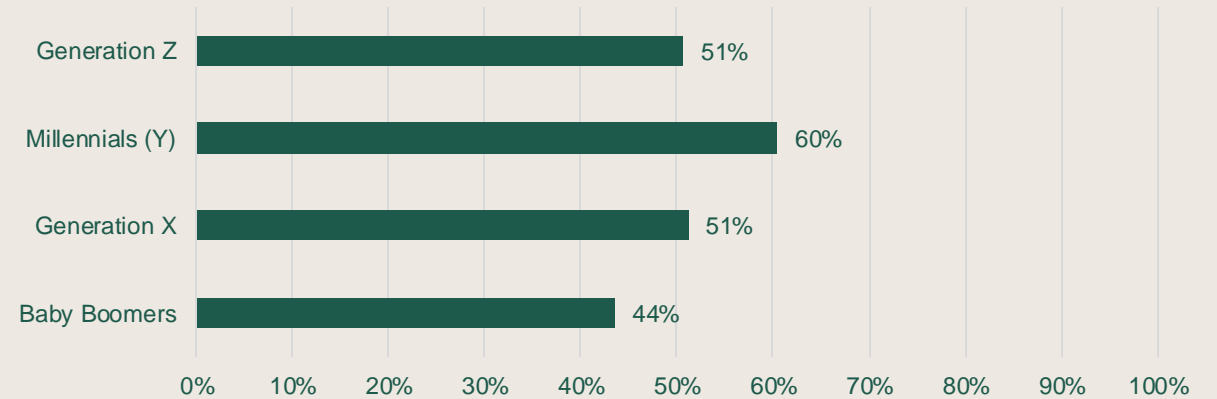


# What people want in a manager

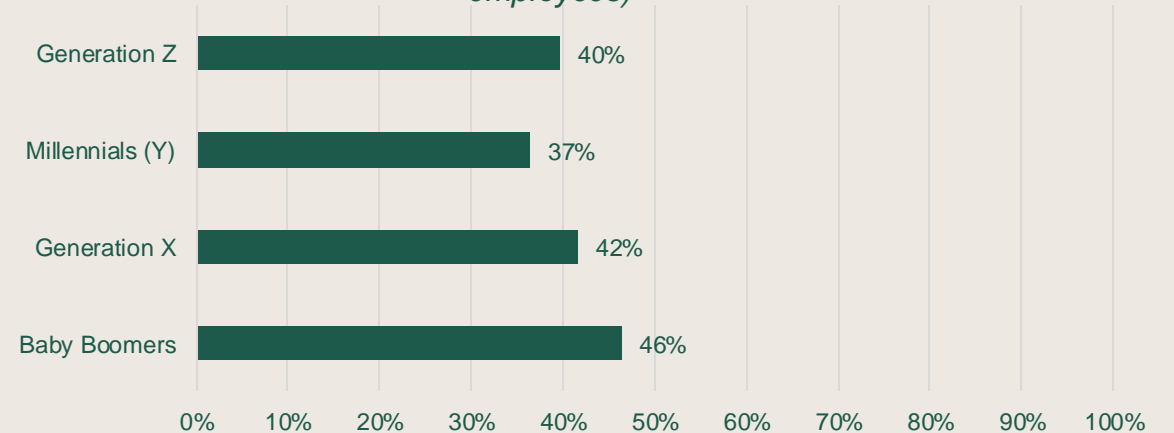
## Younger generations in particular want to be able to talk privately with their manager

The Generational Analysis suggests that there is a desire across generations in the private labour market to have a close and confidential relationship with their immediate manager. Among Gen Z, Y and X, a majority (51%, 60% and 51% respectively) say it is important for them to be able to talk openly with their manager about their private life. Among Baby Boomers, the proportion is lower. Here, 44% want to be able to talk openly with their manager about their private life. So, there is a slight tendency for the oldest generation to place less emphasis on having a relationship with their direct manager that allows them to talk about private matters. Similarly, Baby Boomers are also the most likely to want to keep work and personal life separate.

It's important for me to be able to talk openly with my direct manager about my personal life  
*Percentage who strongly or mostly agree (4,019 private employees)*



I prefer to keep my private and work life separate  
*Percentage who strongly or mostly agree (4,019 private employees)*

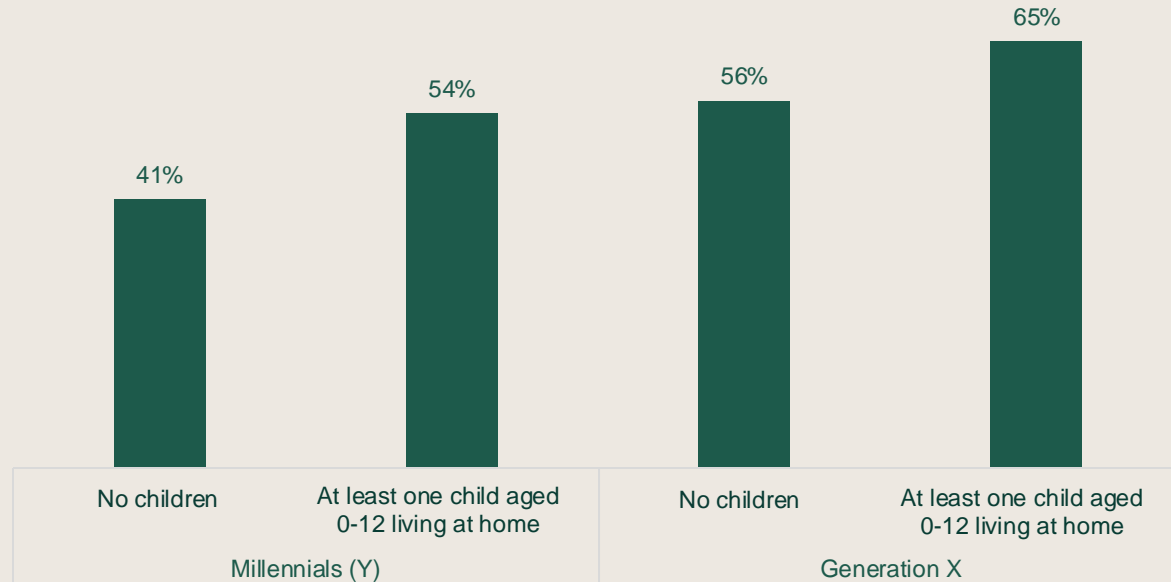


# What people want in a manager

## People with young children want a close relationship with their direct manager

A deeper analysis indicates that the desire to be able to talk privately with your manager isn't solely to do with generational differences. It can also be about needing to help balance work and family life. For privately employed Millennials and privately employed Gen X employees with children aged 0-12 years living at home, 54% and 65% respectively say it's important for them to be able to talk openly about their personal life with their manager. Conversely, only 41% and 56% of privately employed Millennials and Gen X-ers without children say it is important for them to be able to talk openly with their manager about their personal life.

*Percentage who 'Strongly agree' or 'Mostly agree' that it is important for them to be able to talk openly with their line manager about their personal life. Distributed by whether you have children (941 private employees)*

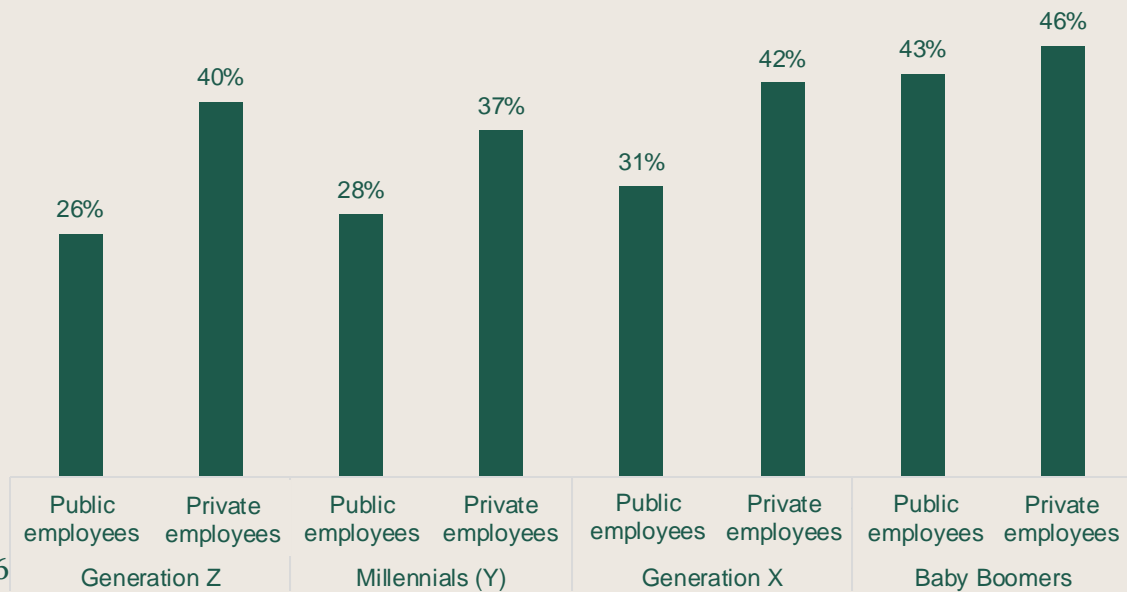


# What people want in a manager

## Private employees are more 'private' than public employees

The Generational Analysis also shows that there is an overall difference between private and public sector employees. Private employees are more likely than public employees to want to keep their private and professional lives separate. This applies across the four generations. Specifically, only 43% of Baby Boomers, 31% of Gen X, 28% of Millennials and 26% of Gen Z prefer to keep their personal and professional lives separate. Gen Z is therefore also the generation where there is the biggest difference between public and private sector employees in terms of whether they prefer to keep their work and private lives separate.

*Percentage who 'Strongly agree' or 'Mostly agree' that they prefer to keep work and private life separate. By public and private sector employees (4,019 private sector employees and 1,182 public sector employees)*





# What people want in a manager

## Private sector employees who think it's important to talk openly with their manager about their personal life are also the most satisfied with their work life

Across the generations, there is a tendency for private employees who feel it is important to be able to talk openly about their private life with their direct manager to also be the most satisfied with their work life. Being able to talk openly about their personal life with their direct manager therefore has a strong influence on private employees' satisfaction with their workplace.

It is also interesting to note that among the youngest generation, Gen Z, there is a proportion (37%) who are very dissatisfied with their workplace and who also value being able to talk openly with their manager about their private life. This may indicate that there are younger employees who miss the opportunity to talk openly with their managers about their personal lives.

Percentage who 'Strongly agree' or 'Mostly agree' that it is important for them to be able to talk openly with their direct manager about their personal life. Distributed by how satisfied you are with your job (4,019 private employees)



# What people want in a manager

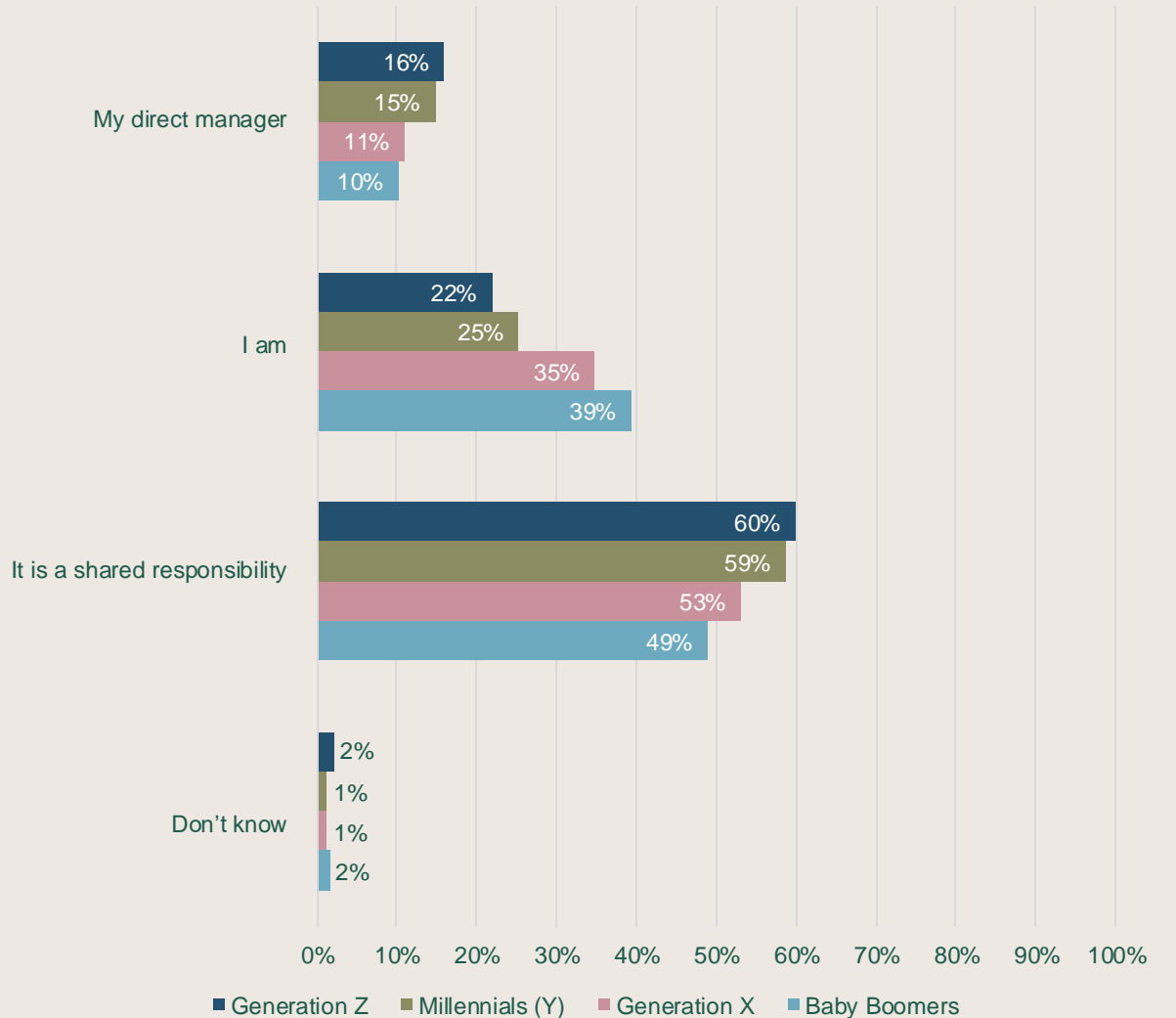
## Younger generations are more likely than older generations to believe that their manager is responsible for their wellbeing at work

Across the generations in the private labour market, the vast majority believe that wellbeing at work is a shared responsibility between you as an employee and your manager. In fact, 60% of Gen Z, 59% of Millennials, 53% of Gen X and 49% of Baby Boomers believe that it is a shared responsibility between themselves and their manager to ensure wellbeing at work.

However, there is also a clear tendency for younger generations to be more likely to believe that wellbeing in the workplace is primarily the responsibility of their immediate manager. Specifically, 16% of Gen Z feel that wellbeing in the workplace is predominantly the responsibility of their manager, while it is true for only 10% of Baby Boomers. The opposite is also true when it comes to whether the generations feel that they themselves have the main responsibility. Here, a full 39% of Baby Boomers say that they are mainly responsible for wellbeing in their workplace. On the other hand, only 22% of Gen Z feel that they are mainly responsible for their own wellbeing at work.

There is therefore a tendency for younger generations to be more likely to believe that their manager is responsible for their wellbeing at work, while older generations are more likely to believe that they are responsible for their own wellbeing at work.

Who do you think is mainly responsible for your wellbeing at your workplace?  
(3,768 private employees)



# What people want in a manager

## Most of the youngest generations expect to be in a management position in five years

13% of privately employed Gen Z and 20% of privately employed Millennials see themselves in a management position in five years. Conversely, only 10% of Gen X and 4% of Baby Boomers expect this. There is therefore a tendency for the youngest generations in the private labour market, especially Millennials, to expect to have a management position in the near future. This can be explained by the fact that Millennials are typically past their first years in the labour market and may even have already achieved new job titles and gained more professional responsibility, so a management position may be a natural next step. Conversely, many Gen Z private sector employees will still be in the early years of their career, so they may be less likely to see themselves in a management position in five years.

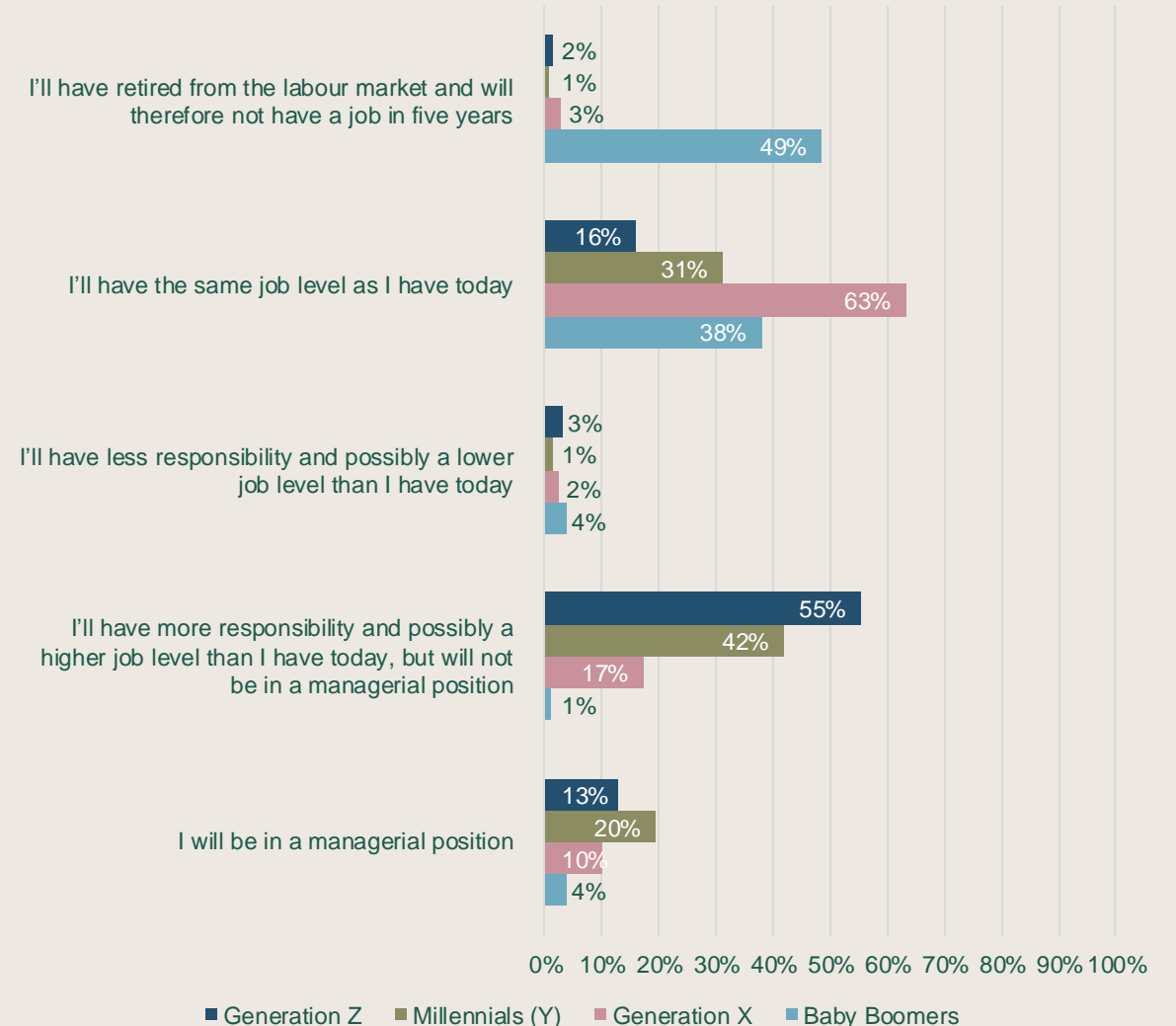
Despite the fact that neither the majority of Gen Z nor Millennials see themselves in a management position in five years, the majority of both generations believe that they will have been given more responsibility, and possibly more seniority, in five years. This applies to 55% of Gen Z and 42% of Millennials. More responsibility and seniority may be the path to a management position, which may also mean that some of these private employees expect to have a management position in the future - although this outlook is further out than just five years.

## Older generations expect to be at the same job level in five years or to have retired from the labour market

The majority of Gen X private sector employees (63%) see themselves in the same job level they are in today in five years' time. In other words, this generation feels that they have achieved the job level that was either their desired job level or the job level that was possible for them to achieve.

For the oldest generation, the Baby Boomers, the majority state that they expect to have retired from the labour market in five years. This is consistent with the fact that many Baby Boomers have either already hit or will hit retirement age within the next five years.

Where do you see yourself in five years in relation to your job? (4,019 private employees)



# What people want in a manager

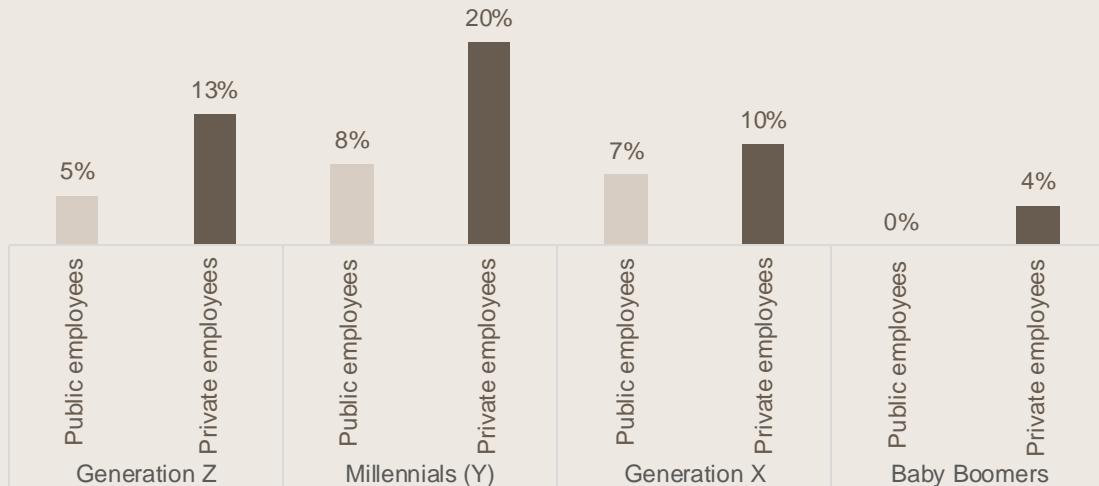
## Private employees are more likely to see themselves as managers in the next five years than public employees

Across generations, private sector employees are more likely to see themselves in a leadership position in five years compared to public sector employees. Among the youngest generations, Gen Z and Millennials, only 5% of public sector employees in Gen Z see themselves in a management position in five years, compared to 8% of public sector Millennials. There is therefore a big difference between public and private sector employees in terms of whether they see themselves in a management position in five years.

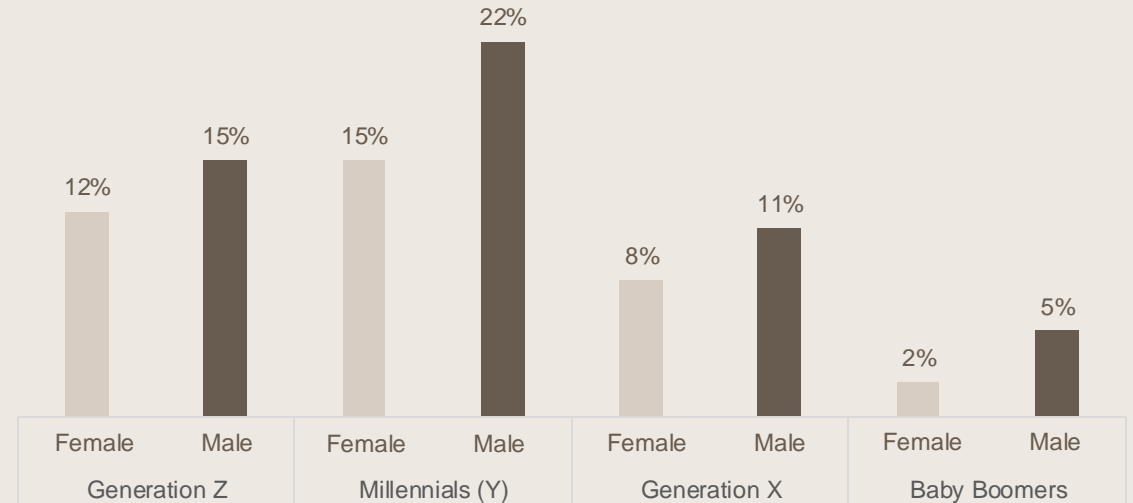
## Men are slightly more likely to see themselves as managers in the next five years compared to women

Across all generations in the private labour market, more men say they see themselves in a management position in five years compared to women in the private sector. However, the gender difference is minimal in the youngest generation, Gen Z, where 12% of women and 15% of men see themselves in a management position in five years. In relation to Millennials, the gender gap is slightly larger. Here, 15% of women and 22% of men believe they will have a management position in five years.

Percentage of respondents who said they see themselves in a management position in five years. Distributed between public and private employees (4,019 private employees and 1,182 public employees)



Percentage of respondents who said they see themselves in a management position in five years. Distributed by gender (4,019 private employees)



# What people want in a manager – what do the managers say?

## Managers themselves consider being appreciative to be the most important leadership skill

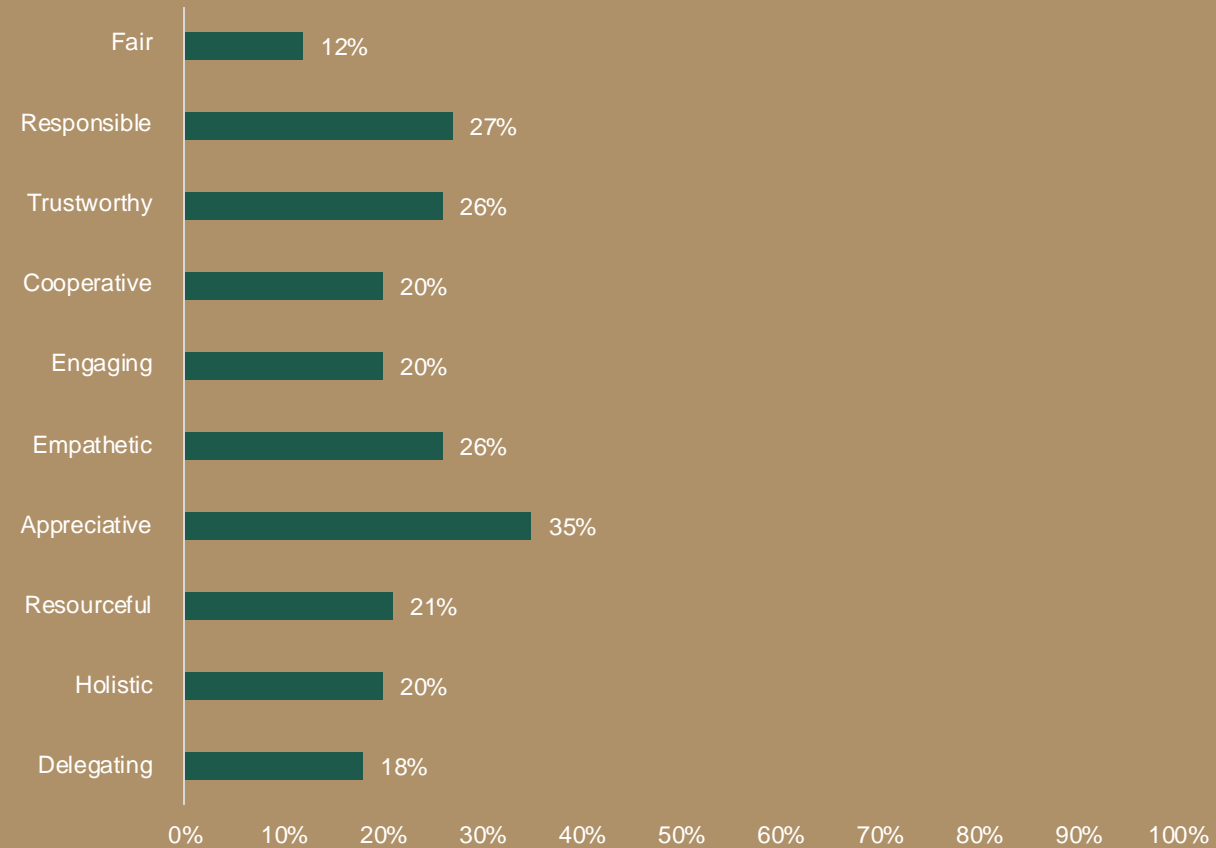
Just over a third of managers consider being appreciative to be one of the most important leadership skills (35%). Managers also rate responsibility highly (27%), as well as being trustworthy (26%) and empathetic (26%). Managers' own perceptions of what makes a good leader therefore correlate well with the skills that people want their managers to have.

In addition, female managers in particular emphasise the importance of being appreciative. In fact, the biggest gender difference among managers is that 41% of female managers rate being appreciative as one of the three most important leadership skills compared to only 31% of male managers.

However, being a fair and cooperative manager is less important to managers compared to what employees want. Specifically, across all generations, around one in four private sector employees want their manager to be fair. Conversely, only 12% of managers themselves consider being fair to be one of the three most important leadership skills. The same applies to being cooperative, with around one in three private sector employees wanting a collaborative leader, while being cooperative is only rated as one of the most important leadership skills by 20% of managers.

Finally, industry also has an impact on how much empathy is valued. Managers in business services are the ones who value empathy the most (31%). Conversely, managers in the construction industry rank empathy the lowest (21%). On the other hand, managers in the construction industry value being responsible (34%) more than managers in other industries.

Which of the following skills do you consider to be the most important leadership skills?\* (It is possible to choose up to 3 answers) (4,404 of members of the Danish Association of Managers and Executives)



\*In addition to the response options shown in the graph, it was also possible to select curious, adaptable, strategic, resilient, ambitious, results-orientated, innovative and inspiring. These response categories are not shown in the graph as they were the least selected by respondents across generations. 'Delegating' is also among the least chosen but appears in the graph due to the large generational difference.

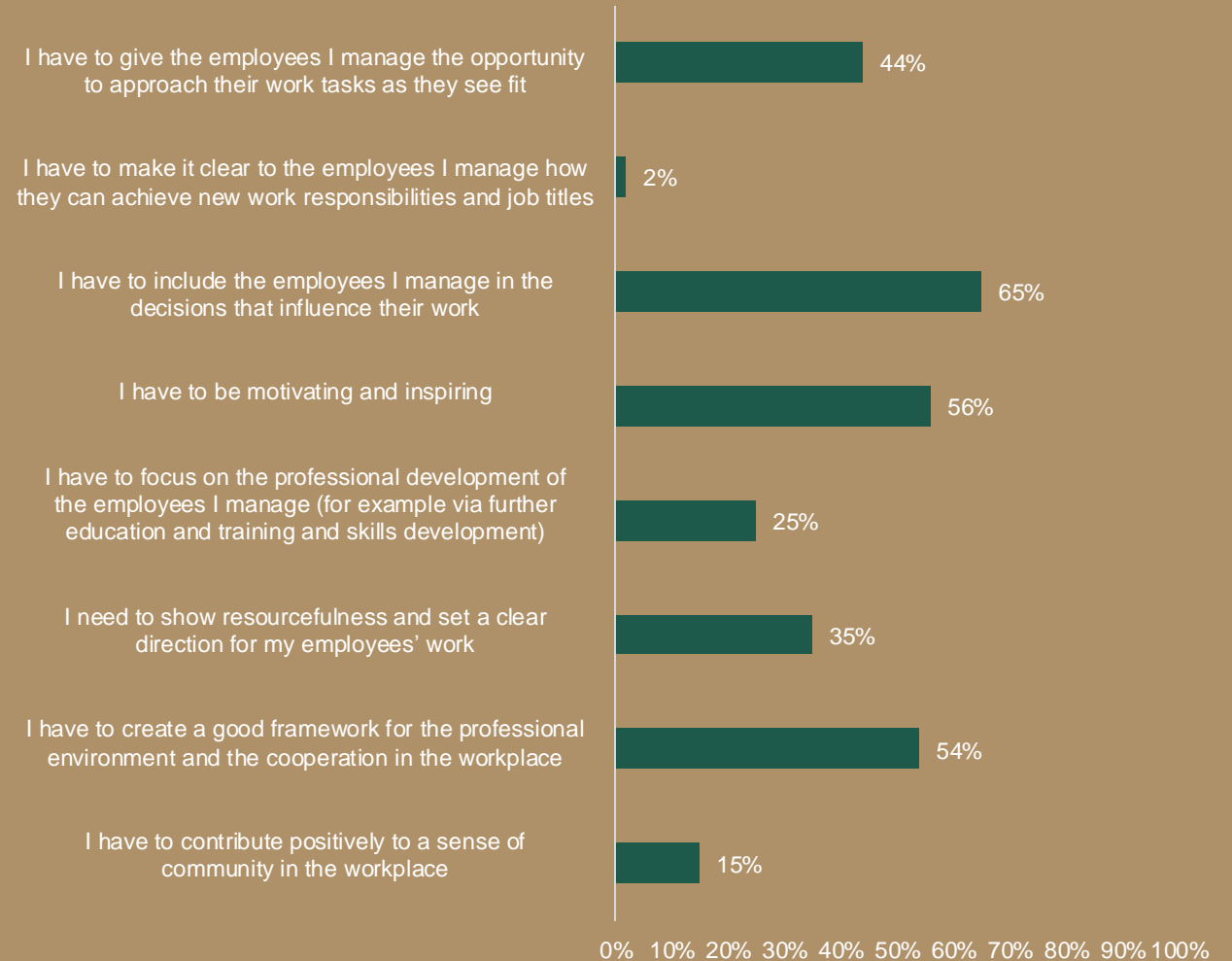
# What people want in a manager – what do the managers say?

## Managers prioritise involvement, as well as being motivating and inspiring, in their leadership

When managers are asked which characteristics they value most in their leadership, the majority (65%) say involving employees in decisions that affect their work. After that, managers focus on being motivating and inspiring (56%) and finally creating a good framework for the professional environment and collaboration (54%). The qualities that managers emphasise in their leadership are therefore also largely aligned with the qualities that the younger generations want their manager to have.

However, for younger generations, clarity on how to access new work areas and job titles (15% for Generation Z and 13% for Millennials) and having a social leader (38% for Generation Z and 27% for Millennials) are also important. In contrast, managers today place less emphasis on these two attributes. Specifically, only 2% of leaders indicated that clarifying how to access new work areas and job titles is one of their most important attributes as a manager. When it comes to being a social manager, only 15% of managers listed contributing positively to a sense of community in the workplace as one of their most important leadership attributes.

Which of the following qualities do you think are most important for you to exhibit in your leadership? (It is possible to choose up to 3 answers) (4,404 of members of the Danish Association of Managers and Executives)



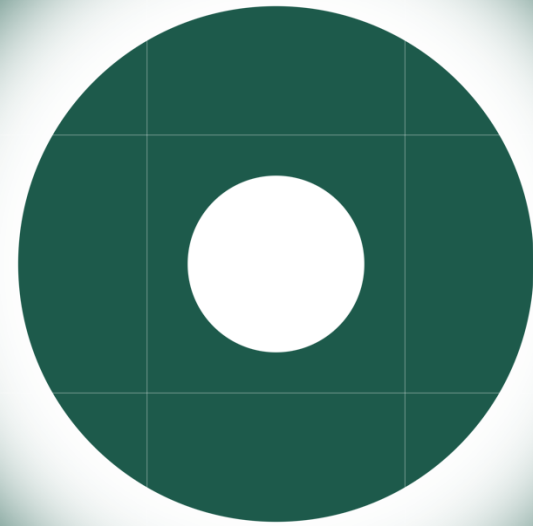
## Female managers have a greater focus on employee professional development than male managers

The biggest **gender** difference among managers is that female managers (60%) **place a higher value on** focusing on the professional development of employees than male managers (50%).

**In terms of industry**, the biggest difference among managers is that managers in business and knowledge services (59%) prioritise professional development much **more** than managers in the construction industry (42%).

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# Methodology annex



# The methodology of the Generational Analysis

## Data sources of the evaluation

**The Generational Analysis is based on a comprehensive questionnaire survey from an electronic questionnaire panel. For the analysis, a sample of 4,019 responses was collected from a nationally representative sample of Danes over the age of 18 employed in the private sector. The survey includes everyone employed in the private labour market, i.e. both full-time and part-time employees, etc.**

**In order to ensure a basis for comparison, the analysis also includes:**

- A sample of 1,182 responses from a nationally representative sample of Danes employed in the public sector.
- 404 responses from The Danish Association of Managers and Executives' own members.

## Sample and statistical uncertainty

Although the survey is extensive and large with many responses, it is a sample of citizens working in Denmark. Therefore, there is also a certain degree of uncertainty associated with the results. The percentages given in the report are weighted results in the sample of participating respondents, and they represent estimates of the conditions in the total population of people in the Danish labour market in the private and public sectors, respectively. The statistical uncertainty associated with the results depends on the size of the sample and the variation in respondents' answers. However, the high number of responses in the survey means that the maximum uncertainty for the estimated values is modest. Based on a precautionary principle, significance tests have been performed for all correlations presented in the analysis to further ensure the robustness of the results of the analysis.

## Representativeness and weighting of data

Through quota management of data collection and subsequent weighting, the representativeness of the sample is ensured on the following parameters within the private and public sectors: gender, age, residence by region, industry affiliation (DST11). The fact that the sample is weighted means, for example, that if there are proportionally fewer men in the sample compared to the total population of people in the Danish labour market, they are assigned a higher value, and vice versa for women. The maximum weights are 2.86 for the primary sample of people employed in the private sector and 3.26 for people employed in the public sector.

## Statistical control

To learn more about the future of working life, this report uses multiple regression analyses to examine the relationship between the four generations of the population and the attitudes that the sample was asked about in the survey. The power of multiple regression analysis is that it can identify which factors, such as generation, contribute to explaining variation in another factor, whether this relationship is positive or negative, and how strong this influence is separate from other explanatory factors. In conducting these analyses, a theoretical and empirical list of factors that might be expected to be significant across the survey questions was first compiled. This was followed by a gradual elimination of factors based on their explanatory power and correlation with the other factors. In the final model, the explanatory power of generations and life stage is thus examined separately from gender, employment type, full-time or part-time employment, permanent or temporary employment, the size of the city you live in, industry affiliation and highest completed level of education.



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*The images in the report are from The Danish Association of Managers and Executives' own image catalogue, while the remaining images are taken from pexels.com & GettyImages. Quotations from the analysis may be freely quoted with clear reference to: 'The Generational Analysis 2024 - prepared by Moos-Bjerre for The Danish Association of Managers and Executives'.*