

# SCGLEGAL<sup>®</sup>

ANNUAL MEETING

**SEPTEMBER 22-23, 2022**

**FAIRMONT ROYAL YORK**

TORONTO, ONTARIO, CANADA

TORONTO  
2022





# **FIRESIDE CHAT**

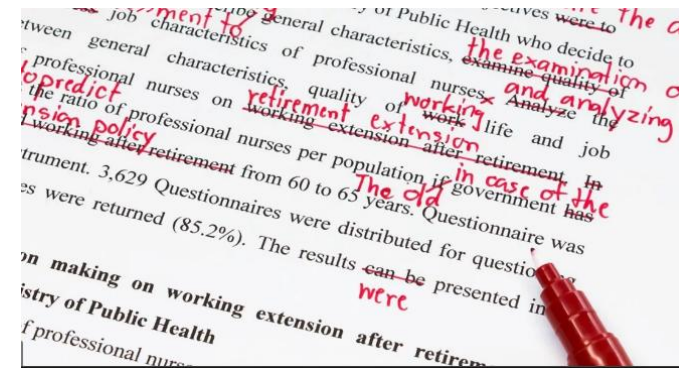
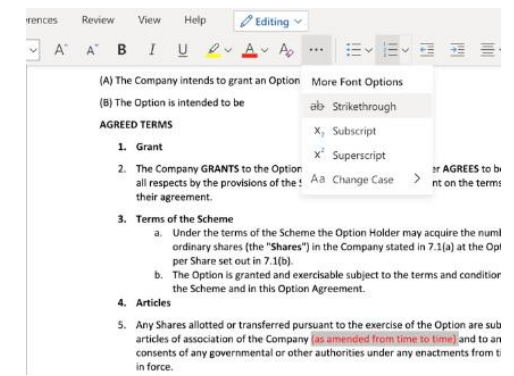
## **THE GENERATION GAP: RECRUITING & RETENTION STRATEGIES TO HELP WIN THE WAR FOR TALENT**

**Warren Smith** Managing Partner, Smith Global Search

**Katrina Henn** Director of Talent, WeirFoulds LLP



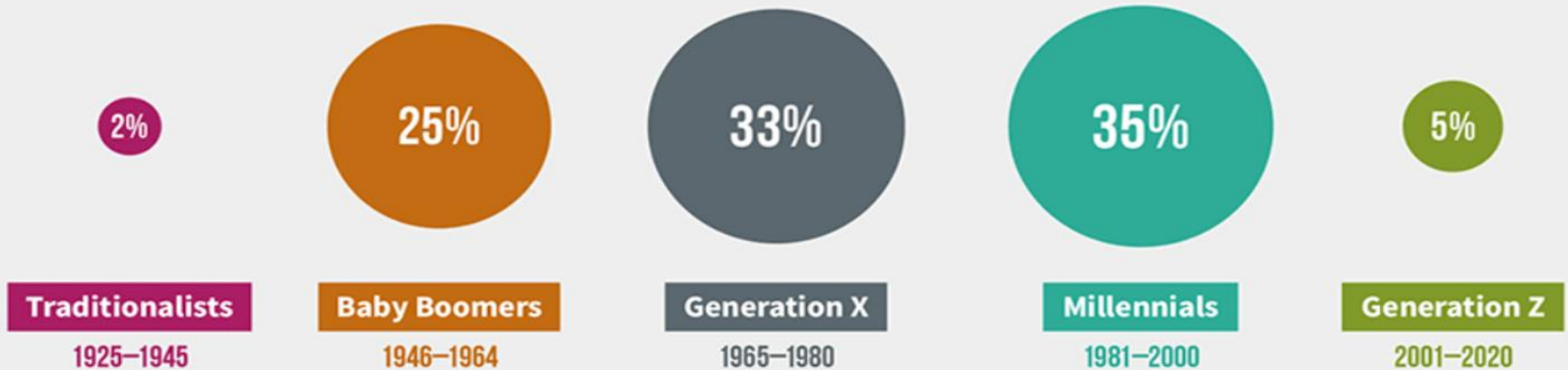
# THE GENERATION GAP



# GENERATIONAL DIFFERENCES IN THE WORKPLACE

One size doesn't fit all when it comes to today's workforce—five generations of workers means five approaches to work.<sup>1</sup> Learn how to adjust to a multigenerational workforce.

## Current U.S. workforce numbers<sup>2</sup>:



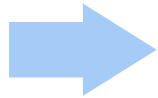
1. Bea Bourne, "Phenomenological [Study](#) of Generational Response to Organizational Change" (doctoral dissertation, University of Phoenix, 2009).

2. "Labor Force Composition by Generation" infographic, [Pew Research Center](#).

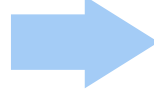
# Generations Timeline



**Silent**  
**1925-1942**  
**Depression**  
**Cautious**



**Boomer**  
**1946-1964**  
**Idealism**  
**Experience**



**GenX**  
**1965-1980**  
**Culture**  
**Entrepreneurial**



**Millennial**  
**1981-1995**  
**Mobile**  
**Collaborative**



**Generation Z**  
**1995-2010**  
**Video**  
**Accessible**  
**Independent**



**Gen Alpha**  
**2011-2025**  
**All Digital**  
**On-Demand**  
**ESG**

**1946 – 1964**  
**Baby Boomers**  
**Sacrifice = Success**

- Optimistic
  - Competitive
  - Workaholic
  - Team-Oriented
  - **Motivated By:** Firm Loyalty, Teamwork, Duty
  - **Communication Style:** Phone or Face-to-Face
  - **World View:** Achievement Comes from Hard Work and After Paying One's Dues
-



## 1965 – 1980 Generation X

### Independent and Flexible

- Flexible
- Informal
- Skeptical
- Independent
- **Motivated By:** Diversity, Work/Life Balance, Personal Career Goals rather than Firm's Interest
- **Communication Style:** Whatever is the Most Efficient!
- **Worldwide Views:** Favoring Diversity, Quick to Move on if Employer Fails to Meet Their Needs

## **Flexibility and Uniqueness**

- Competitive
- Civic and Open-Minded
- Achievement-Oriented
- **Motivated By:** Responsibility, Quality of Their Leaders, **Unique** Work Experience
- **Communication Style:** Texts and Emails
- **Worldview:** Seeks Challenge, Growth, Fun Work Life and Work/Life Balance, Likely to Leave Firm if They Don't Feel Like They are Heard and Valued



**1995 – 2010**  
**Generation Z**  
**It's All About Me!**

- Global
- Entrepreneurial
- Progressive
- Less Focused
- **Motivated By:** Diversity, Personalization, Individuality, Creativity
- **Communication Style:** Text, Social Media, Zoom
- **Worldview:** Value Independence and Individuality, Need to Have Innovative Leaders, Appreciate New Technologies

# Mentoring - Redline

ment to general characteristics of Public Health who decide to examine quality of the examination and analyzing the general characteristics of professional nurses. Analyze the working extension after retirement. In the case of the retirement policy, the ratio of professional nurses per population if government has working after retirement from 60 to 65 years. Questionnaire was distributed for questionnaires were returned (85.2%). The results can be presented in making on working extension after retirement of professional nurses.

References Review View Help Editing

A<sup>+</sup> A<sup>-</sup> B I U ...

(A) The Company intends to grant an Option  
(B) The Option is intended to be

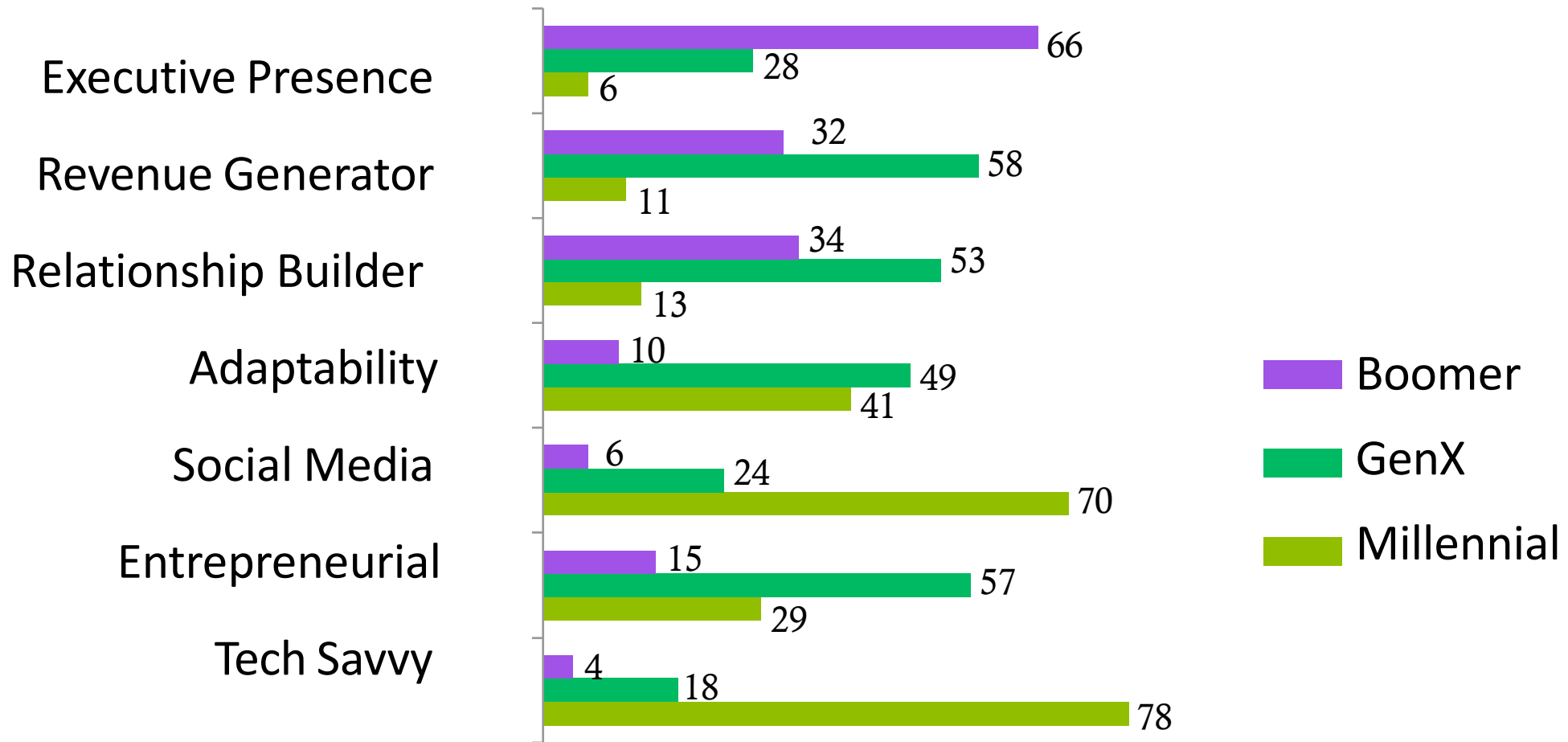
**AGREED TERMS**

- Grant
- The Company GRANTS to the Option all respects by the provisions of the their agreement.
- Terms of the Scheme
  - Under the terms of the Scheme the Option Holder may acquire the number of ordinary shares (the "Shares") in the Company stated in 7.1(a) at the Option per Share set out in 7.1(b).
  - The Option is granted and exercisable subject to the terms and conditions of the Scheme and in this Option Agreement.
- Articles
- Any Shares allotted or transferred pursuant to the exercise of the Option are subject to the articles of association of the Company (as amended from time to time) and to any consents of any governmental or other authorities under any enactments from time to time in force.

More Font Options

- Strikethrough
- X<sub>2</sub> Subscript
- X<sup>2</sup> Superscript
- Aa Change Case >

## In the Workplace





# They Learn Differently





# They Work Differently





# Each Generation Has Defining Values, Beliefs and Worldviews

**There are differences in how they work, communicate and respond to change.**