



“Kids These Days” – Navigating the Multi-Generational Workplace to Embrace Change and Build Stronger Teams

Today's workplace brings together Boomers, Gen X, Millennials, and Gen Z—all with different values, work styles, and ways of communicating. That mix fuels innovation, but it can also spark friction. We've all seen it: a colleague who resists new technology, or a younger teammate frustrated by slow adoption of digital tools. Maybe you've lived it—watching a parent reject mobile apps only to later struggle as the world moved on without them. These generational moments reflect something deeper: adaptability is now a survival skill.

Organizations that can harness generational diversity as a strength—rather than a stumbling block—will be the ones that endure, stay competitive, and are culturally relevant.

This panel explores how to move past the friction and into a future of collaboration, innovation, and mutual respect. Through the voices of four professionals—each from a different generation and role—we'll unpack:

- Where generational differences show up most in the workplace How to lead and communicate effectively across age groups
- What it takes to create a culture that's both rooted and ready for change
- How to ensure no one—regardless of age—is left outside the gates because they didn't download the app

Panel presentation with 4 perspectives

- Presentation 1: This presentation will focus on the generation that is entering retirement. It will reflect on the changes that they have encountered throughout their career, including shifts in regulation, safety standards, and technology. The speaker will reflect on valuable lessons and strengths from their own generation that they believe should be preserved and carried forward.
- Presentation 2: This perspective will explore key industry changes witnessed by a GEN X as they begin to navigate the last third of their career as the mentors and leaders of the next generations. The speaker will reflect on the legacy of values and expectations of the last generation and the challenges faced by the next generations.
- Presentation 3: This presentation examines the changing dynamics that tracks the transformation from pre-2020 norms through to today. It details how the rise of Gen Z—paired with the widespread adoption of remote work, digital literacy, and purpose-driven engagement—is shifting expectations around work flexibility, communication, and meaning. By exploring leadership adaptation, cultural responsiveness, and human-focused strategies, the

session encourages organizations to rethink their approaches to building trust, retaining talent, and fostering cross-generational collaboration.

- Presentation 4: This perspective will focus on the priorities and values of the emerging junior workforce. It will address common stereotypes about the generation while emphasizing the key opportunities they see for driving change. The speaker will also explore what makes Gen Z uniquely positioned to influence the future of work.

Discussion & Question Period

Extended question and comment period. This will provide an opportunity for the audience to submit confidential questions or topics for comment to the panel.

Opportunities for change and tools for progress for leaders and future leaders: We will discuss some of the opportunities to manage and embrace change.

- Reverse Mentoring
- Soliciting feedback, input, and participation
- Radical shifts – tip the apple cart
- Flexibility and remote teams
- Team building

Discussion & Question Period on Tools

We will provide an opportunity for audience members to share about tools that have worked in their own workplace and to ask questions related to tools presented.

Moderator

Michelle Heffernan

Trace Associates

Michelle Heffernan, B.Sc., P.Ag, is a Partner, Senior Environmental Scientist, and Special Projects Manager with Trace Associates Inc. and has over 18 years of experience in conducting environmental site assessments, remediation, reclamation, post- construction monitoring, and groundwater monitoring related to oil and gas, industrial, and land development activities. At Trace, Michelle specializes in management of large scale, complex assessment and remediation projects, pipeline post construction reclamation monitoring, is a staff supervisor, and is involved in the strategic planning of the firm (including chairing the Respect in The Workplace Committee and supporting the Diversity, Equity, and Inclusion Team).

Panelists

Josh Dias

Bureau Veritas Laboratories

Josh Dias has over 18 years of experience in environmental sciences, leading teams to growth and working with customers across the globe. A National Director for Business Development Strategy for Bureau Veritas in Canada/US, Josh aims to always bring innovative, practical and tangible solutions to customers' problems. An innovator at heart, he leads the company efforts with digital to simplify working to impact customer and employee experience. With Basecamp in Calgary, he can often be spotted on a mountain: biking, hiking, camping, snowboarding with friends and a smile. Also, the greatest Indian born ice hockey player (ask him about this).



Vivan Bond

Bureau Veritas Laboratories

For 14+ years, Vivian has partnered with stakeholders on environmental projects to preserve the beauty of the Rockies and Prairies. Currently, the Director of Business Development for the Prairies and on the Board for ESAA, Vivian has developed a deep understanding of the importance of sustainable practices in business. Her commitment to purpose-driven business, environmental stewardship, and innovative solutions, has led her to explore new avenues to drive efficiencies by leveraging technology to create a positive impact. Vivian specializes in creating exceptional customer experiences and is actively contributing to the digital transformation of the environmental industry and shaping innovative solutions that integrate technology and drive sustainable practices for a resilient future.

Emil Reich

Trace Associates

Emil Reich, B.Sc., A.I.T., is an Environmental Scientist with Trace. Emi has four years of experience conducting environmental site assessments, remediation, reclamation, groundwater monitoring, soil sampling, detailed site assessments, and vegetation monitoring related to the upstream and midstream oil and gas industry. She is a field lead and is experienced in preparing technical reports.