

ABSTRACT

Mainstream literature on Discrimination and Inclusion focus on the protected attributes such as race, colour, ethnicity, language, religion, gender, sexual preference (LGBTQI), etc... leaving Age discrimination and Age inclusion understudied. Simultaneously, widespread Age discrimination is increasingly reported in organizations, in the context of an age diverse workforce i.e. Multi-generational workforce (MGW). In an age diverse MGW age based bias leads to friction, conflicts and Age discrimination. While Inclusion being the accepted remedy for all forms of discrimination, is assumed to address Age discrimination as well, through an Age inclusive workplace. However, managers and organizations are challenged by the rise in Age discrimination as well as the dearth of expertise and capabilities to combat Age discrimination and to build Age inclusive workplaces. Thus, the study purposes to explore *Age discrimination amongst a MGW and Inclusion as a mitigating measure* by exploring the individual and organizational factors that manifest Age discrimination and experience of Inclusion and the role of Inclusion in organizations. Given the exploratory nature and the need to capture peoples' lived experiences and perceptions, a Qualitative study, utilizing interactive-in-depth-one-to-one-interviews is determined. In accordance with the Interpretivist philosophy of the study, an Inductive approach is adopted with data analysed through thematic analysis, to surface themes and findings.

The main finding reveal the root cause of Age discrimination in an organizational context, to be diverse competency / incompetency. As per Age inclusion, the individual need to experience *Uniqueness* and *Belongingness* as well as, a *Conducive Climate* that would support performance and wellbeing are revealed. In addition to the theoretical and empirical contributions to the Age discrimination and Age inclusion literature, the study also shares several practical insights with managers to combat Age discrimination and build Age inclusive workplaces. Existing widespread Age discrimination, and the critical need to eradicate it as well as, leverage and transform age diversity into a competitive advantage by building Age inclusive organizations are all critical contemporary challenges organizations face. As such, this study emerges as a worthy and timely endeavour addressing the said concerns especially, in a rapidly ageing nation.