

Age-inclusive workforces: Impact and implications for employers

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Why this matters



This matters to the economy

- 1 in 3 workers are aged 50+
- 4m more workers aged 50+ than there were in 2000, compared to 1.5m more aged 25-49
- By the time they are 65, under half of men, and less than a third of women, are still in employment

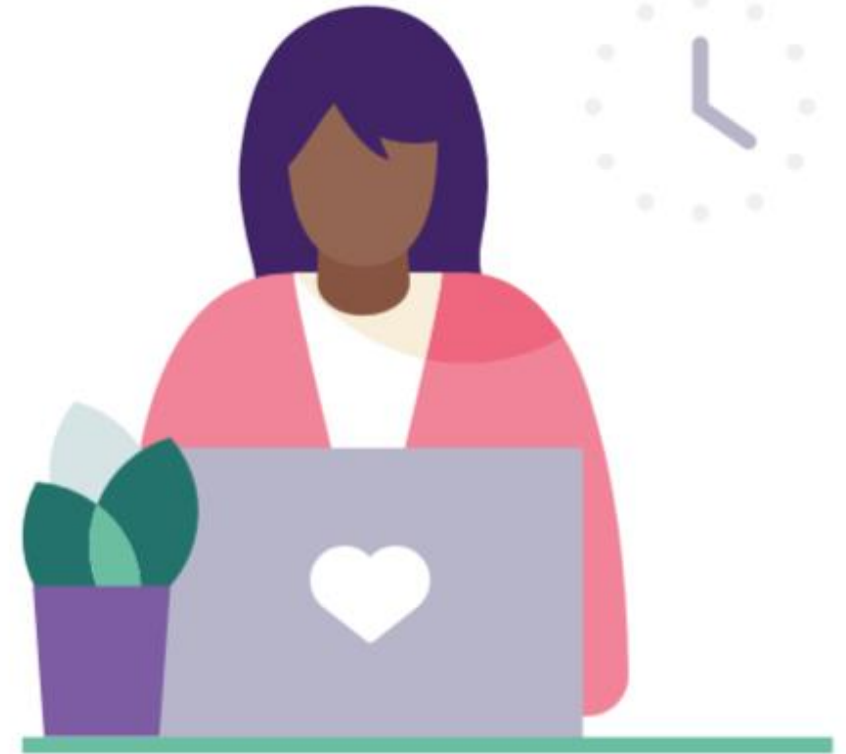


This matters to employers

Age-diversity brings huge opportunities:

- Employers value a mixed-age workforce
- Older workers transfer vital knowledge and skills
- Bringing together a mix of ideas, skills, experiences
- Better match profile of customers and services
- OECD study - Living Learning Earning Longer

<https://www.oecd.org/els/promoting-an-age-inclusive-workforce-59752153-en.htm>



22%

Nearly a quarter of employers think that their organisation is unprepared for the ageing workforce.

(IFF survey of 500 employers/Ageing Better October 2017)

How to take action as an age-friendly employer





Five actions to be an age-friendly employer



1

Be flexible about flexible working



2

Hire age positively



3

Ensure everyone has the health support they need



4

Encourage career development at all ages



5

Create an age-positive culture

Flexible working toolkit

Consider how people interpret messages differently

A communication about flexible working is likely to get a range of responses:

“

Does that mean that they want people to work part-time? I cannot take a pay cut.”

“

Is this a way to put us on zero-hours contracts?”

“

I've already got three part-timers on my team – cannot have anymore.”

“

I'm interested – I know exactly what would suit me.”

So, ensure you get your messaging right by pre-empting these.

Indicators of a good flexible working environment



Clear and well understood policy and procedures around flexible working.



Support from senior management.



Open conversations between managers and staff at individual and team level.



A sense of shared responsibility to make it work.



A range of formal and informal arrangements.

Indicators of a poor flexible working environment



Inconsistency across the organisation.



A feeling that people are often treated unfairly.



A tendency to keep flexible arrangements quiet.



Staff feeling they will be turned down and managers asserting that it cannot be done in their teams.



A limited number of arrangements, many of which are long-held legacy arrangements.





Five actions to be an age-friendly employer



1 Be flexible about flexible working



2 Hire age positively



3 Ensure everyone has the health support they need



4 Encourage career development at all ages



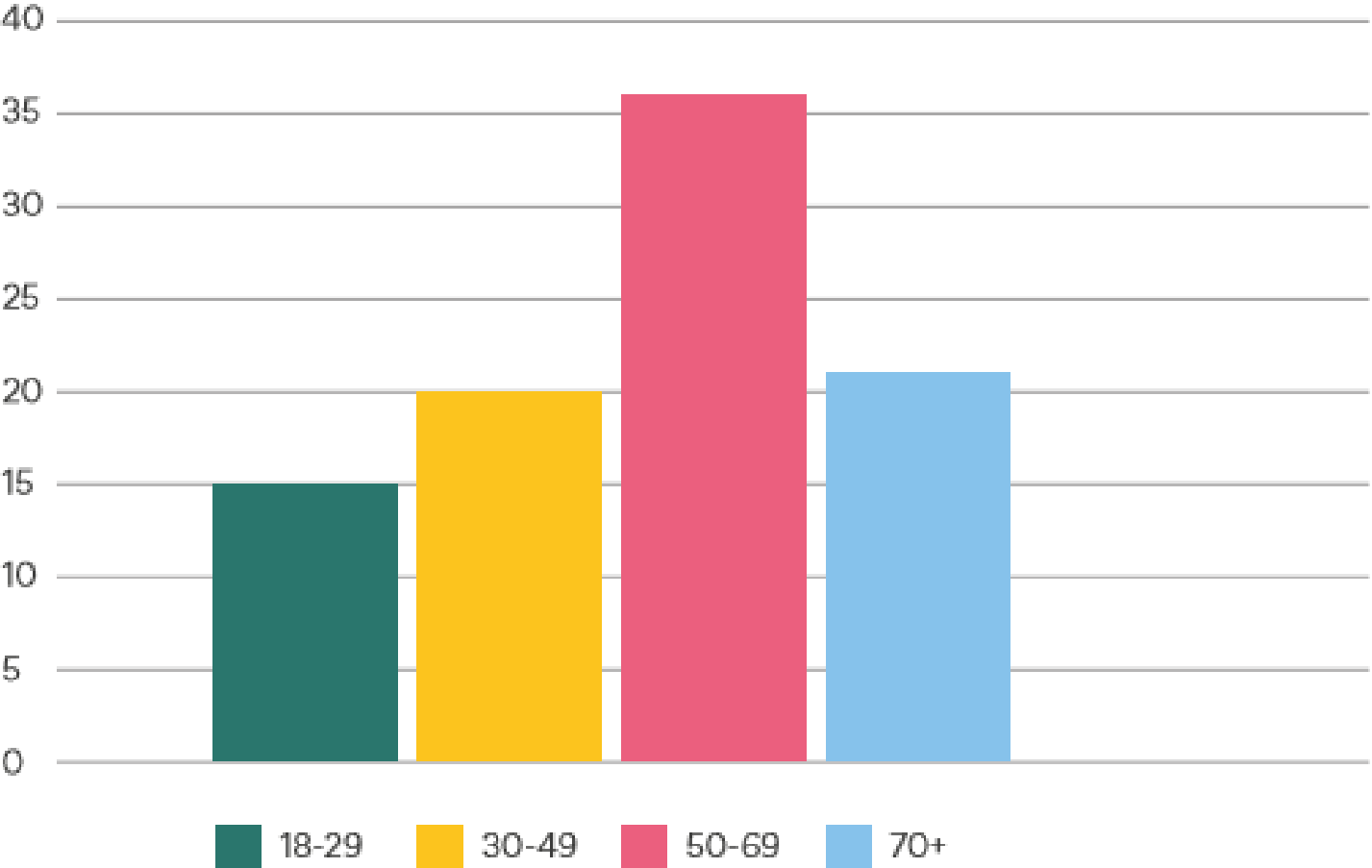
5 Create an age-positive culture

Recruitment isn't working for many older applicants



Figure 1 - Perception of age disadvantage in applying for jobs across different age groups

"I feel I would be at a disadvantage in applying for jobs because of my age"



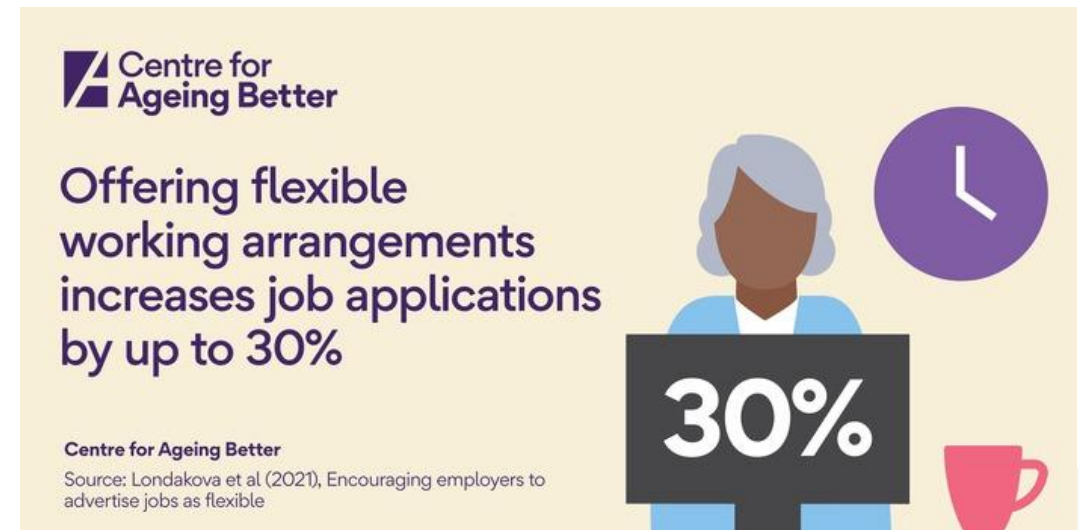
29%

Nearly a third of those aged 50 to 69 (29%) were told they were unlikely to be successful going for a job role due to having too much experience

What does this mean for employers and recruiters?



1. Changing individual words **won't be a silver bullet**
2. Words and phrases can make older workers feel like a job or employer isn't for them
3. Younger-age stereotypical words **are more commonly used** in real job ads
4. Language that appeals to older candidates **does not deter younger applicants**



What next?



Work with us

Doing something good that you want to share?

Interested in learning more about implementing age-inclusive practices?

Want to test innovative new approaches in practice?

Ready to take action and commit to being an age-friendly employer?

Find out more:

www.ageing-better.org.uk/employment