



# Maximising the opportunities of the ageing workforce

*'What works?' and what can employers do?*

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## Half the Sky



# Ingredients for a good 'older' working life



**Health**



**Financial  
security**



**Social  
connections**

# What do older workers need?

- The same as everybody else  
...meaning, autonomy and control,  
recognition, and social contact with  
colleagues and customers / clients
- Equal opportunity for progression and  
development **inside** their organisations  
and **across** the labour market
- Flexibility in where, when and how  
they work
- Support to manage their health at  
work



**How can we make workplaces more age friendly?**

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## **A unique research collaboration:**

- Gathering the best available evidence about ‘what works?’
  - Managing age diversity
  - Flexible working
  - Age-bias in recruitment
- Learning from good practice and innovation
- Producing information and guidance for employers seeking to improve older worker experience

**What does the research tell us about  
managing age diversity at work?**

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## More generations working together calls for employers to:

- Consider whether 'one size fits all'
- Foster positive inter-generational relations and knowledge exchange
- Equip managers with the skills and sensitivities to avoid difficulties and conflict



**What about flexible working?**

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# Flexible working and older workers

- Age-related motivations for seeking working time, location or schedule flexibility
- Provision of flex options is sector sensitive and can be narrow
- Substantial gap between desired and secured flex arrangement
- Are older workers aware of different types of flex, and are they confident to negotiate?



**What could employers do?**

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# Provide structural support

- Offer a range of well designed, sustainable flexible work arrangements
- Offer flexibility from day one
- Explore irregular or informal arrangements
- Publicise availability and provide individualised information
- Simplify access via
  - mid-career conversations
  - a 'right to reduce' hours for older workers
  - phased retirement options



## Equip managers to:

- (re)design jobs for flexibility
- get team buy-in to multiple and individual flex arrangements
- initiate and handle sensitive conversations about age and flex

## How?

- ✓ Training
- ✓ Ongoing coaching
- ✓ Process and system adjustment
- ✓ Workplace trials /innovation pilots
- ✓ Guidance and information
- ✓ Industry networks



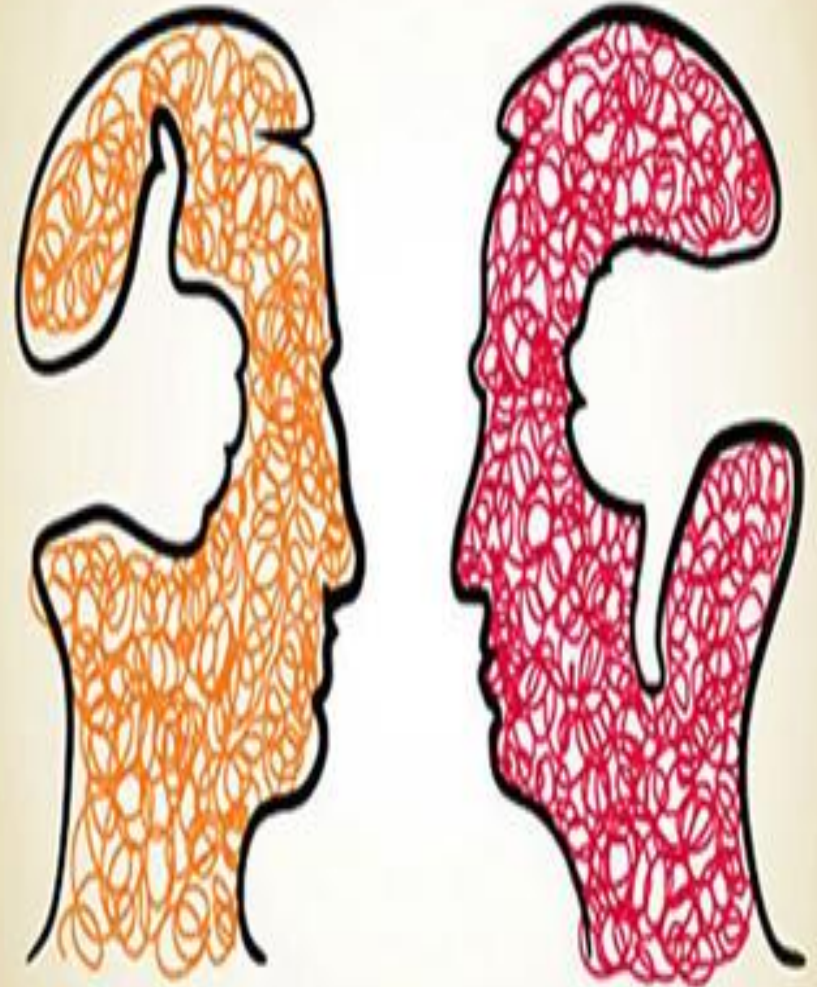
**What about age bias in recruitment?**

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## Age bias in recruitment

- Discrimination, prejudice, stereotypes and unconscious bias
- Causes stagnation in the labour market and can drive early retirement
- Appears at all stages in recruitment and selection process
- **Harder to change biased minds than to de-bias processes and change behaviour**



**What could employers do?**

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# Minimising age bias in recruitment






- Flexible hiring
- Modify the language in job ads: software
- Run targeted, age-positive hiring campaigns: D&G, Home Instead, Aviva
- Remove age limits: Barclay's 'bolder apprenticeships'
- Online application processes can automate initial sift ... but may exclude older candidates
- Work-sample tests, structured interviews, comparative evaluation (Bohnet, 2016)







# What works?

-  **Be flexible about flexible working**
-  **Hire age positively**
-  **Develop age smart managers**
-  **Bust some myths about age**
-  **Keep talking about careers**

**What are you doing, and what works?**

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# OUTPUTS FROM FOCUS GROUPS

LLOYDS  
BANKING  
GROUP



	FEEDBACK
Line Managers	<ul style="list-style-type: none"><li>• Create a culture where the colleague is comfortable to talk through future plans</li><li>• Have a menu of options available to manage a diverse set of needs</li><li>• Further training on how to manage conversations with colleagues</li><li>• Help in planning how to manage an aging workforce</li><li>• How do we make sure that we don't lose tacit knowledge, skills and experience</li></ul>
Colleagues	<ul style="list-style-type: none"><li>• Create a culture where colleague not afraid to talk through future thoughts and plans</li><li>• Opportunity to work flexibly</li><li>• Opportunity to reduce hours and responsibility</li><li>• Opportunity to retrain</li><li>• Phased retirement</li><li>• Be able to retire but come back at a mutually agreeable time for ad hoc work</li><li>• Face different challenges to previous generations</li></ul>

# OLDER GENERATION PROGRAMMES



## Programmes that contribute to an older Generation Strategy

	AIMS AND OBJECTIVES	HOW DOES THIS HELP
REVERSE MENTORING	<ul style="list-style-type: none"> <li>Involves younger colleagues supporting older colleagues to enhance their skills</li> <li>Helps shape our future leaders</li> <li>Raises professional profile</li> </ul>	<ul style="list-style-type: none"> <li>Helps learn about future trends today</li> <li>Brings different employee generations closer together</li> <li>Closes the knowledge gap for both parties</li> <li>Empowers emerging and established leaders</li> </ul>
MY FAMILY CARE	<ul style="list-style-type: none"> <li>Provides a comprehensive and award winning backup childcare and dependant care solution</li> <li>Helps colleagues find the best care when their usual arrangements breakdown</li> <li>Offers access to the widest range of services that provide practical support , learning and development and advice and information</li> </ul>	<ul style="list-style-type: none"> <li>Increases retention</li> <li>Increases engagement</li> <li>Supports colleagues with caring or parental responsibilities</li> <li>Reduces sickness absence</li> </ul>
AGILE WORKING ARRANGEMENTS	<ul style="list-style-type: none"> <li>To be recognised internally and externally as a leader in the creation of an agile culture, workforce and environment needed to drive competitive advantage</li> </ul>	<ul style="list-style-type: none"> <li>The right people for the right tasks at the right time</li> <li>Agile working helps us deliver the best outcomes. It will allow us all to focus on outputs and achieve these in ways that benefit us, our customers and the business</li> </ul>
RETURNERS PROGRAMME	<ul style="list-style-type: none"> <li>The programme is a 10 week 'internship' which will provide training and support to senior professionals who would like to return to work following a career break</li> <li>Talented Business Leaders, who have taken a career break and are now ready to resume their career</li> </ul>	<ul style="list-style-type: none"> <li>Taps into a wider talent pool</li> <li>Brings new skills and knowledge into the organisation</li> <li>Low cost recruitment</li> <li>Enables colleagues to pick up new skills and experience</li> </ul>
STAGED RETIREMENT	<ul style="list-style-type: none"> <li>A broad range of employment arrangements that allow an employee who is approaching retirement age to continue working with potentially a reduced workload and eventually transition from full time work to full time retirement</li> </ul>	<ul style="list-style-type: none"> <li>Contributes to colleague wellbeing</li> <li>Keeps knowledge in the organisation for longer</li> <li>Enables planning for the Business Unit</li> <li>Greater flexibility</li> <li>Will attract and retain work over 50</li> </ul>

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## Programmes that contribute to an older Generation Strategy

	AIMS AND OBJECTIVES	HOW DOES THIS HELP
ALUMNI PROGRAMME	<ul style="list-style-type: none"> <li>• There are large numbers of skilled colleagues who leave your organisations every year for a variety of reasons who have valuable skills and networks. This mix of skills, experience of your organisations processes &amp; culture and network could be invaluable for upskilling, to gain specialist skills and to manage capacity peaks, particularly for short term tasks</li> <li>• Building the proposition on LinkedIn would maximise engagement opportunities, further supported through attractive offers such as Colleagues Offers &amp; notifications of graduate, apprenticeship schemes etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to tap into a huge knowledge pool</li> <li>• Lower recruitment costs</li> <li>• Opportunity for flexibility</li> <li>• Can create Brand advocacy</li> <li>• Colleagues can stay connected</li> <li>• Lower attrition than new hires</li> <li>• Faster on boarding</li> <li>• Time to effective in new role</li> <li>• Brings new skills &amp; networks</li> <li>• Culture Understood / Network In Place</li> <li>• Addresses future capability gaps</li> </ul>
RETIRED AFFILIATES	<ul style="list-style-type: none"> <li>• Bring deep, longstanding relationships &amp; network</li> <li>• Industry or enterprise level</li> <li>• Can be utilised for specific engagements or for infrequent touchpoints over longer term</li> <li>• Bring historical knowledge from point of time</li> <li>• Deep technical knowledge of process/system</li> <li>• Experienced cover for periods of demand (contrast to current workforce) e.g.. summer holidays, weekends or for unplanned incidents or absence</li> </ul>	<ul style="list-style-type: none"> <li>• Offers greater flexibility</li> <li>• Cost effective way to recruit</li> <li>• Quick and efficient</li> <li>• Can be used for both Long and short term planning</li> <li>• Helps bridge the knowledge gap</li> </ul>
<p>APPRENTERSHIP PROGRAMMES should be open to older workers</p> <p><i>Barclays and Whitbread already have schemes</i></p>	<ul style="list-style-type: none"> <li>• Retrain older workers to meet future skills gaps</li> <li>• Would motivate and help to retain older workers</li> <li>• Attract new talent and meet skills shortages</li> <li>• Upskill existing workforce</li> </ul>	<ul style="list-style-type: none"> <li>• UK is faced with a general skills crisis. It is forecast that 13 million new jobs will be created by 2020 but only 7 million young people leaving school</li> <li>• As colleagues are healthier and living longer they can extend their careers and take up new opportunities</li> <li>• Great way for upskilling workforce for future skills gaps</li> <li>• Opportunity for older workers to multi skill which could help increase productivity</li> </ul>
CROSS DIVISIONAL SECONDMENTS	<ul style="list-style-type: none"> <li>• Enables new development opportunities</li> <li>• Creates Exposure to new Knowledge and Skills</li> <li>• Opportunities for career acceleration</li> </ul>	<ul style="list-style-type: none"> <li>• Cost neutral</li> <li>• Enables a multi Skilled workforce</li> <li>• Networking opportunities</li> <li>• Job hopping without leaving organisation</li> </ul>