



Make yourself comfy! Starting soon...

Being an Age-Friendly Employer



Image credit: Centre for Ageing Better

Workshop agenda



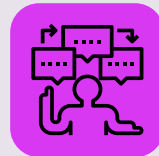
1:00 Introduction to the Good Employment Charter



1:10 Why is employment of older people a key issue?



1:25 The GEC pledges in an age-friendly context



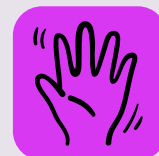
1:45 Six advantages of older workers



1:55 Guest speaker: the experience of an older person in work



2:00 Discussion



2:20 Wrapping up - next steps and further accreditations

Quick Quiz

What is the average age of a UK worker?

What proportion of UK workers are aged over 50?

Quick Quiz

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41.3

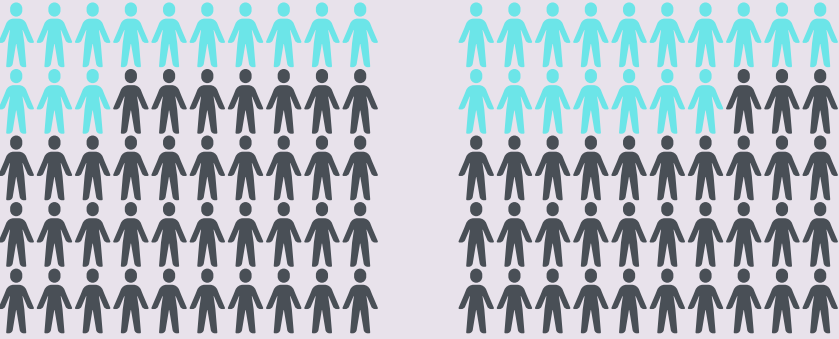
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1/3



Why is employment of older people a key issue?

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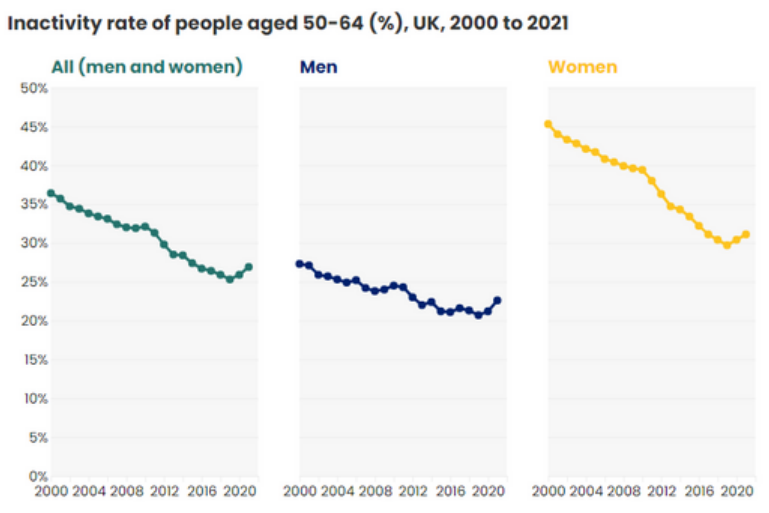
2012

2050



The proportion of workers aged between 50 and the state pension age is quickly rising and is expected to grow to 34% by 2050.

Despite having much-needed skills, older workers are twice as likely to become long-term unemployed, and employment support programmes have traditionally posed barriers. It has been estimated that there are 1 million people between the age of 50 and state pension age who want to be in work but aren't.



Just before the pandemic, England has a record high number of over 50s in work. That is now in reverse - a trend dubbed '*The Great Resignation*'. The South West has seen the the second largest drop in employment of older people of any English region.

Why be an age-friendly employer?



The economy

If older employees were given greater opportunity, GDP per capita could rise by 19%*



Better recruitment

Understanding the principles of age-inclusive recruitment means more good candidates will find - and want to apply for - your vacancies



Getting the most from your team

Ageism can mean older workers are overlooked for training and career development



Retaining talent and reducing turnover

Many older people stop working before retirement age due to ill health or disability, where reasonable adjustments could support them to stay



Being an employer of choice

Make yourself stand out as an attractive company to work for



**The Good Employment Charter
pledges in an age-friendly context**



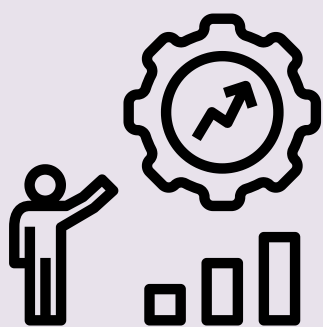
1. Secure Work



Some older people may choose zero-hours contracts as a flexible way to ease into retirement, or top up a pension pot. However, the number of people subsisting on state pension alone is increasing as a result of the gig economy - a big concern as living costs increase.



Giving 4+ weeks' notice of working hours supports older workers who provide unpaid care to a family member, partner or friend (20% of 50-64 year olds in the UK), or who have medical appointments to attend



Workers of all ages in steady jobs with regular pay are more productive and likely to stay longer*



2. Flexible work



There is now a statutory requirement on businesses to discuss flexible working requests from any employee with at least 26 weeks' continuous service. However, only 15% of new job adverts offer flexible working options*



Flexibility doesn't just mean working hours/days: consider the design of workstations and office furniture



As with all age groups, one size doesn't fit all: entrepreneurship, self employment and sub contracting are also options

Further reading on this topic: *Flexible working for over 50s* employers' toolkit from Centre for Ageing Better



3. Real Living Wage



Income and healthy life expectancy are correlated - meaning workers on low pay (below RLW) are likely to live more years with a life-limiting disability or health condition



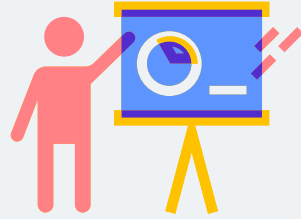
Research Charity Centre for Ageing Better has found that '*overconfidence about financial security is a problem*'. 2 out of 3 50-64 year olds do not have an accurate picture of the level of savings they will need to achieve their desired income in retirement.



Determine pay equity via experience and skills and not length of tenure. In these circumstances it is OK for younger workers to earn more than older ones - and vice-versa if someone has skills equivalent to modern qualifications.



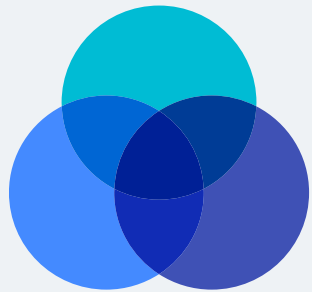
4. Engagement & Voice



Support an age-inclusive culture in your workforce by including age in Equality, Diversity and Inclusion training



Encourage the interaction of employees of all ages. This doesn't always happen automatically - mentoring, knowledge-sharing sessions, and social activities can all diversify interaction, increase a sense of belonging, and make people's jobs more fulfilling



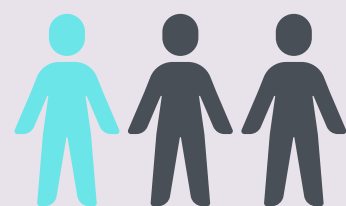
Positive engagement with trade unions will help improve your inclusion of all nine protected characteristics - including age, which is the characteristic most often overlooked



Be wary of unintentional ageism: don't assume that people want their colleagues to know their age or to celebrate their birthday, especially with cards that use ageist language



5. Recruitment



More than a third (36%) of 50-70 year olds feel at a disadvantage applying for jobs due to their age*



Look at your data - how many older workers apply for jobs in your business and how many are recruited?



Include a diversity statement in job adverts - and emphasize age-inclusivity



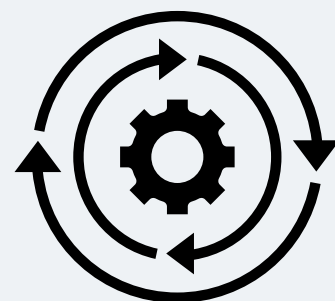
Train recruiters and HR to avoid implicit bias in recruitment and selection practices



6. Developing people



Don't allow false stereotypes about older workers being less capable of learning new skills, or 'not worth investing in'. Encourage reflection and development at all ages - the 'Mid-Life MOT' model can be helpful here



While some employers offer reviews when workers turn 50, it may be better to hold them on a rolling basis e.g. every five years, regardless of age.



Take a person-centred approach: workers may wish to progress their careers into old age (e.g. Joe Biden!). Others may wish to reduce responsibility and obligation within the same working environment



Income generation, self worth, social contact and networking and well being may all be motivating factors in selection of pathways



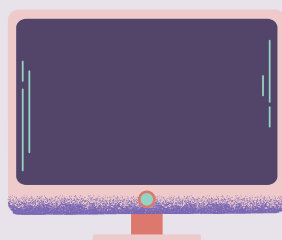
7. Health & Wellbeing



Health is the most common reason for early retirement - but very small adjustments can avoid this. Older workers are not more likely to take sick leave - factors such as stress are far more significant than age*



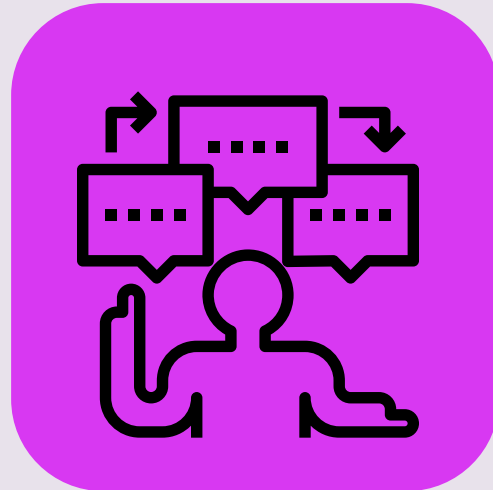
Refer employees with a physical or mental health condition or disability to the government Access to Work scheme, which can provide advice and grants to help them stay in work



Encourage frequent screen breaks and the adoption of the 20/20/20 rule to protect eye health



Workplace wellbeing opportunities - such as lunchtime yoga, walking, meditation, or sharing healthy meals can improve your team's job satisfaction and lower the risk of chronic health conditions



6 Advantages of Older Workers

1

They stay in jobs longer and reduce staff turnover

Especially in sectors like hospitality and care where this is a major feature (in NYC, the median level tenure for older workers in a job was 10.4 years)

2

They have strong levels of social capital and social networks

Although a diverse working history isn't unique to or guaranteed of older workers, having worked across different sectors and locations can add value to your business

3

The best teams are multi-generational

79% of employers in England state that older worker could help in knowledge and skill-sharing with other colleagues (YouGov)

4

It benefits younger staff too

Studies show that age-diversity in the workplace enhances innovation, creativity and productivity - particularly among younger staff when new older workers are recruited (Centre for Ageing Better)

5

Matching the age profile of customers

As the population ages, it makes sense for businesses to ensure that their staff profile mirrors the profile of the general population. Older workers offer social skills and customer friendly interaction - particularly tourism, hospitality and client-facing work.

6

They're good for business

Firms with a 10% higher share of workers aged 50+ are 1.1% more productive (OECD)



**Guest speaker: the experience of
an older person in the labour
market**



Discussion

Go to www.menti.com and use the code 63 57 26

**How could your organisation be
more age-friendly?**

Go to www.menti.com and use the code 63 57 26

What one thing could you change in the next six months to improve recruitment OR retention of older workers?



**Any questions?
(10-15 minutes)**

Image credit: Age UK Bristol



Next steps and further accreditations

Further reading

Centre for Ageing Better: *Becoming an Age-Friendly Employer, Flexible working for over 50s employers' toolkit, Health warning for employers: Supporting older workers with health conditions, and Good Recruitment for Older Workers*

TUC: *Extending working lives - How to support older workers*

OECD: *Promoting an Age-Inclusive Workforce*

This Chair Rocks: book, TED talk and podcasts from Ashton Applewhite about ageism

As well as becoming a Good Employment Charter member/supporter, consider...

National Equality Standard accreditation

Disability Confident scheme