50 Forwards Career Coaching

Recruiting and retaining older workers

The Stats

- Today, there are almost 11 million workers aged 50+ (1/3 of all workers)

- By 2030 50% of the UK adult population (potential workforce) will be 50+

- Ageism is impacting individuals and the economy
  - Reduction of skilled workers
  - Reduction of expertise/experience

Working Wise Annual Survey (Nov 2023)

- 58% (of survey) felt age played a part if they encountered difficulty finding a job

- 57% said they have encountered ageism in the recruitment process.

- 55% feel their CV/application has been sidelined because of their age

- 47% feel their life experience is not valued by their employer

https://www.workingwise.co.uk/workingwise-co-uk-annual-survey-the-results/

Common Stereotypes about older workers

- Can't learn new things

- Less productive

- We take more time off sick

- We will retire and leave the organisation

- We are 'overqualified' (bad?)

- We're too expensive

- Can't grasp the technology

- We're disengaged

- We can't keep up

Actual characteristics of older workers

- Reliable and loyal

- Durable skills
  (that can't be automated)

- Experience

  (wisdom we want to share)

- Don't necessarily want top
  jobs/status/high pay

- Looking for purposeful work that aligns
  with our values

- Want challenge and to learn new skills

- <u>Less </u>likely to take sick leave

What older workers want

Fulfilling work that is:

- Personally meaningful
- Flexible
- Intellectually stimulating
- Sociable
- Age-inclusive
- Includes learning
- Offers mentoring opportunities
- Provides career development/progression

Retaining older workers

- Train line managers against ageism/bias and how to deal with older workers

- Provide midlife reviews and career change options

- Offer 'retirement' coaching

- Provide training for upskilling

- Make work flexible

- Be open to reasonable adjustments where necessary

- Place value on institutional memory and knowledge transfer

- Provide opportunities for mentoring

Recruiting older workers

- Remove age bias from advertising and job descriptions
- Train recruiting managers against ageism
- Champion a multi-generational workforce
- Offer training, mentoring and career progression
- Offer upskilling as part of onboarding (tech?)
- Make jobs genuinely flexible
- Be sensitive to reasonable adjustments
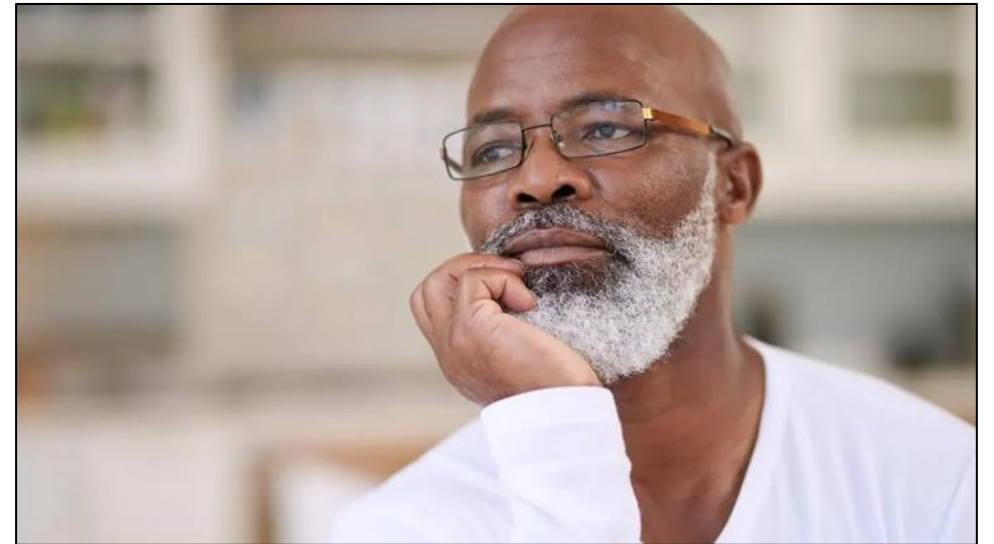
Flexible working

- Job sharing
- Remote working
- Hybrid working
- Part time
- Compressed hours
- Flexitime
- Annualised hours
- Staggered hours
- Predictable hours or set shift patterns
- Phased retirement

From 6 April flexible working law is changing

https://helptogrow.campaign.gov.uk/flexible-working/

Recommendations

- Managers and recruiters trained to avoid ageism and unconscious bias
- Good quality training programmes available to all ages
- Reasonable adjustments made for those who need it
- Coaching and mentoring available to all
- Job crafting to maximise performance
- Remember that diverse teams are the most productive

lesley@50forwards.co.uk