

## What steps are you taking to retain, retrain and recruit older workers?

### Retrain

#### Why

**Make use** of, and build upon, the skills, knowledge and resources already invested in your employee

**To save** on the costs, recruitment and administrative burdens, associated with hiring someone

#### How

**Identify** and evaluate the reasons why retraining is necessary for each individual concerned

**Evaluate if** elements of the job are required to change to support older workers who do retrain

**Invest in** existing members of staff and save on recruitment and induction costs

### Recruit

#### Why

Widening the pool of **potential recruits** can increase your organisation's quality and productivity

Older workers are a **growing demographic**; they are your customers or service users, and soon will be a critical mass of the potential workforce.

#### How

Use **age neutral** language and place adverts where older workers will see them

**Promote yourself** as an age positive employer and ensure that agency staff are hired in the same manner

## Public attitudes are changing, your workforce is ageing... ...how will you manage it?

### Public attitudes

#### Employer polling results<sup>(1)</sup>

Over **3/4 of respondents** said that the 'experience of workers aged 50 or over' was a main benefit of having them in their organisation

Compared to their younger counterparts, employers said workers aged 50 or over were more (21%) or equally (68%) productive

#### Over 50 polling results<sup>(2)</sup>

**74%** of respondents would still like to be in work between the ages of 60 and 65

Even **amongst those already retired**:

More than **1/5 missed work** and almost **1/4** wished they had worked longer

**36%** would advise someone who was thinking about stopping work altogether and retiring to 'consider switching to flexible or part time work for a period first'

**The Employer Toolkit is best viewed online. An interactive resource is available at <http://ageactionalliance.org/employer-toolkit/>**

# Employer Toolkit: Guidance for Managers of Older Workers [General]



 Your  
opportunity

## YOUR MANAGEMENT

### Retention

In order to **retain staff**, businesses must understand why older employees may unwillingly leave the workforce, and act accordingly.

Reasons for leaving include:

- Health and/or disability issues
- Caring responsibilities
- Desire for a better work-life balance
- Lack of development or variety
- Discriminatory working environments

By understanding why older employees may leave the workforce, it may help you to identify those others within your organisation who may be at risk of early departure

### ‘Work Ability’

Poor, or low, work ability identifies an employee with a **greater capacity** to do work than that which they are currently doing

This capacity could be unlocked and Work Ability could improve, if the **necessary adjustments** and accommodations are made

Take steps to increase Work Ability for staff, respecting that each staff member is likely to have different constraints upon their productivity

### However

This is the story for employees of all ages, **not only** older workers. Ultimately, **better designed work will lead to more productive work**

## YOUR OPPORTUNITY

### Demographic opportunity

**An older population in work** By 2020 over 50s will comprise almost 1/3 of the working age population <sup>(3)</sup>

- In the last **5 years** - an increase of over 1 million workers over the age of 50
- In the last **10 years**—an increase of over 2 million workers over the age of 50

### Skills, knowledge and experience<sup>(4)</sup>

*‘There is evidence that cognitive performance does not generally show any marked decrease until after the age of 70’*

**Physical ability** *‘Declines in physical capacity can be delayed and minimised with regular exercise in leisure time’*

### Build on benefits available for...

**Employees:** for each extra year in work, an average earner could have around £25000 extra income and increase their pension pot by around £4500 (4%)

**The Wider Economy:** If everyone in the UK were to work one year longer, GDP could increase by approximately 1% (£18bn in 2013 terms)

**Sources** DWP, [(1)‘Attitudes of the Over 50s to Fuller Working Lives’, (2) Employer Attitudes to Fuller Working Lives’ and ‘DWP Framework For Action Background Evidence (3)’]  
Health and Safety Laboratory, ‘An update of the literature on age and employment’ (4)

## YOUR RIGHTS AND RESPONSIBILITIES

### No unfair discrimination

Protection from discrimination exists and covers **nine protected characteristics** including age, sex, sexual orientation, disability, race and religion

However some matters of ‘age based treatment may still be lawful if they can be **objectively justified’**

### No default retirement age (DRA)

The default retirement age (formerly 65) has been phased out - most people can now work for as long as they want to

If an employee chooses to work longer they can’t be discriminated against

### Right to request flexible working

Since 2014, almost all employees have a yearly **statutory right** to request flexible working arrangements

Their employer must act in accordance with the ACAS **Statutory Code** of Practice

### Right to reasonable adjustments

All disabled employees are entitled to **reasonable adjustments** and accommodations within the workplace and to their working patterns

**Types of discrimination** include direct, indirect, associative, and harassment

Your Management

Your Opportunity

Your Rights