

MANAGING AN AGEING WORKFORCE

TOP 5 AGE-FRIENDLY POLICIES

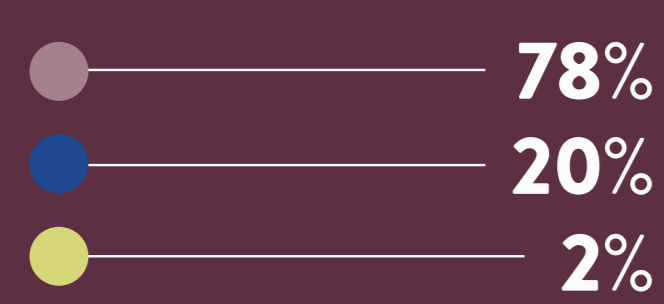
SURVEY OF HR PROFESSIONALS

● Very effective ● Moderately effective ● Not effective



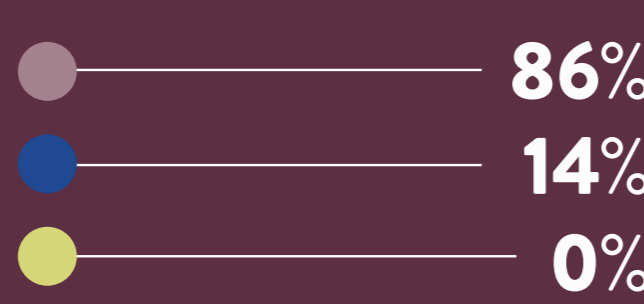
81%

FLEXIBLE WORKING FOR ALL AGE GROUPS



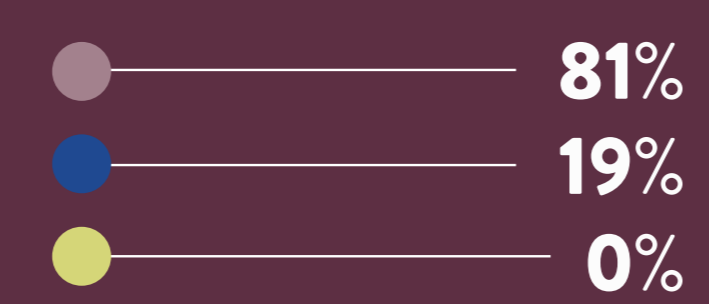
52%

PREPARING FOR RETIREMENT PROGRAMME



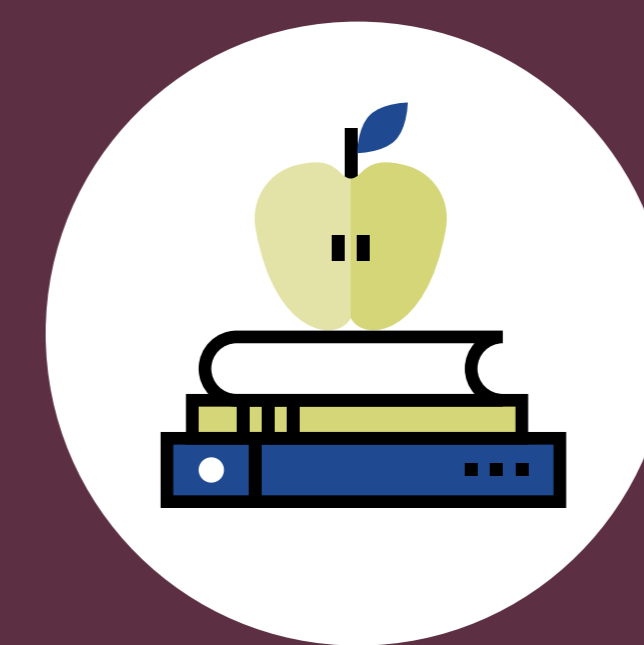
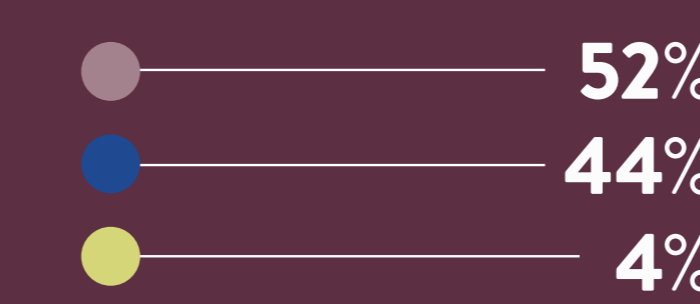
45%

ADVICE AND SUPPORT FOR THOSE CARING FOR AGEING RELATIVES



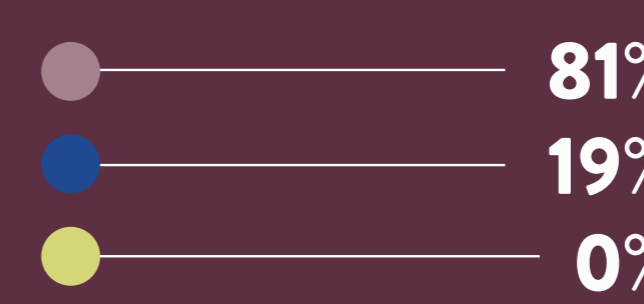
36%

HEALTH AND/OR ABSENCE ANALYTICS ACROSS VARIOUS AGES



30%

AGE-SPECIFIC WELLNESS PROGRAMME



OTHER AGE-FRIENDLY POLICIES AT WORK

- Review of pay levels across age bands (for the same jobs)
- Regular age discrimination checks
- Career guidance for older workers to help people make choices about future career development
- Adaptation of workspaces for older workers
- Reverse mentoring
- Measurement of the distribution of training spending among the different age groups

Source: Mercer 2015

UK PARTICIPATION RATES FOR THOSE AGED BETWEEN 50 AND STATE-PENSION AGE

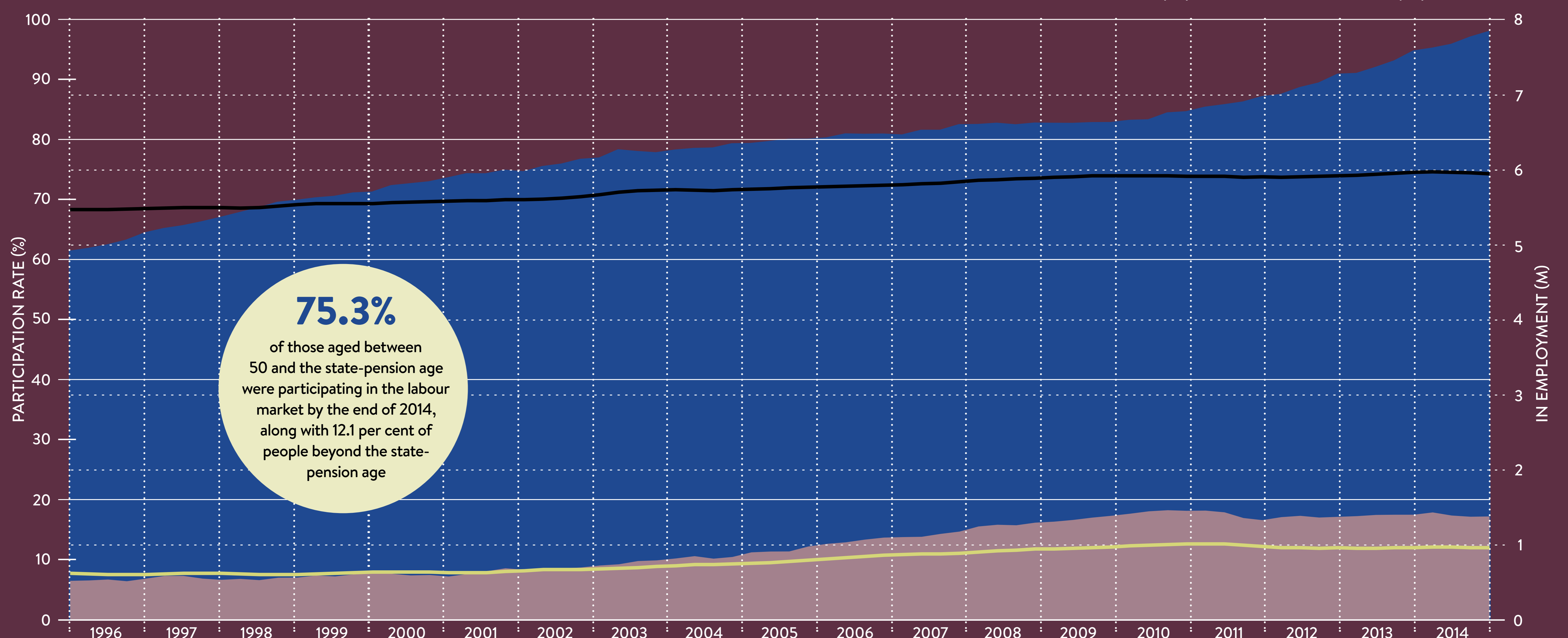
PARTICIPATION RATE, BASED ON YEARLY ROLLING AVERAGE

AGED BETWEEN 50 AND STATE-PENSION AGE

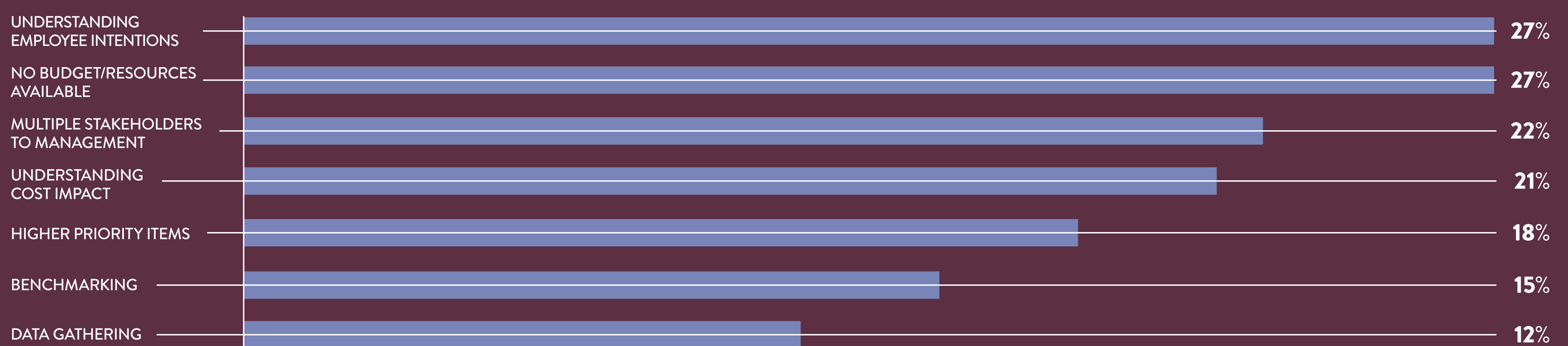
AGED ABOVE STATE-PENSION AGE

— Participation rate (%)
● In employment (m)

— Participation rate (%)
● In employment (m)



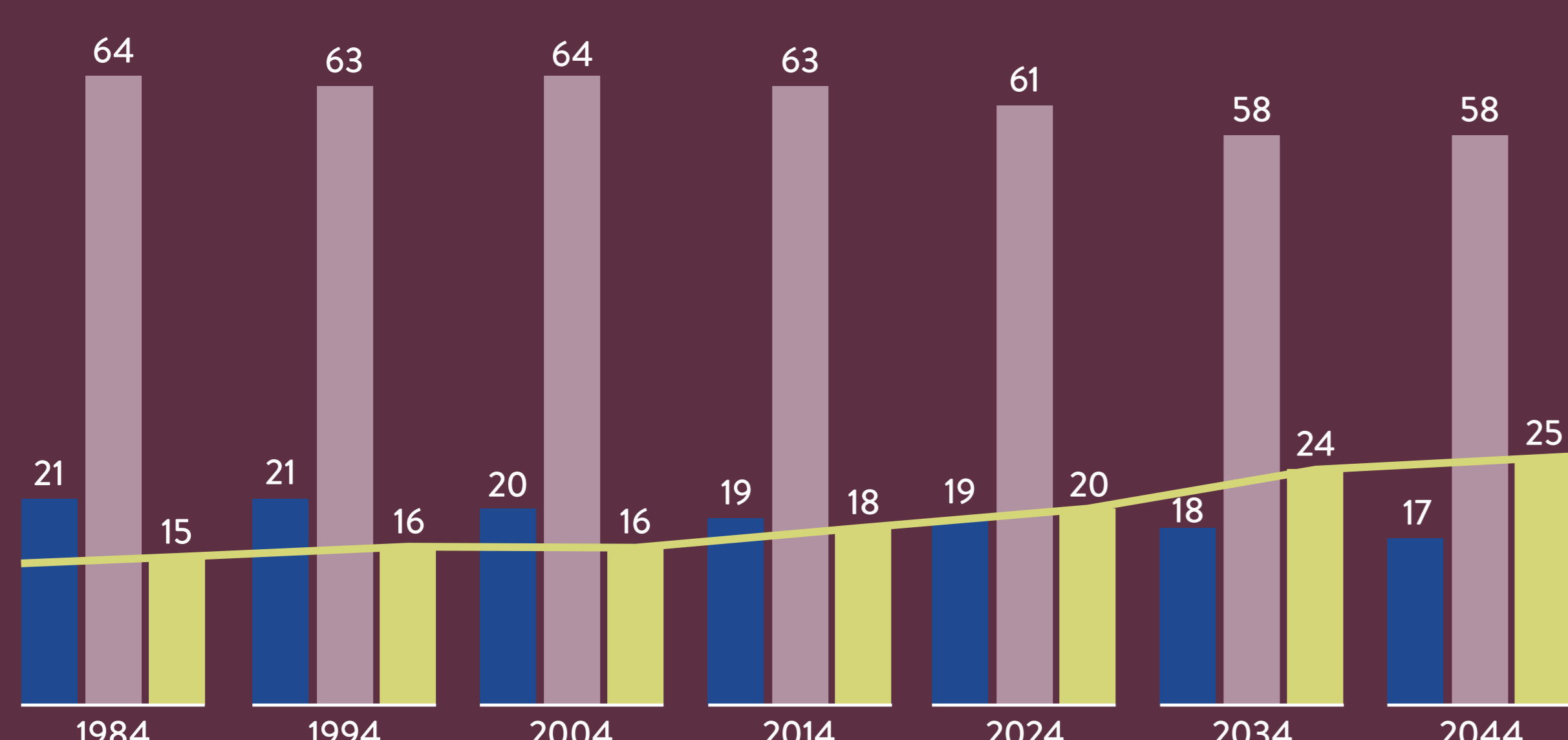
MAIN OBSTACLES IN MANAGING AN AGEING WORKFORCE



Source: Mercer 2015

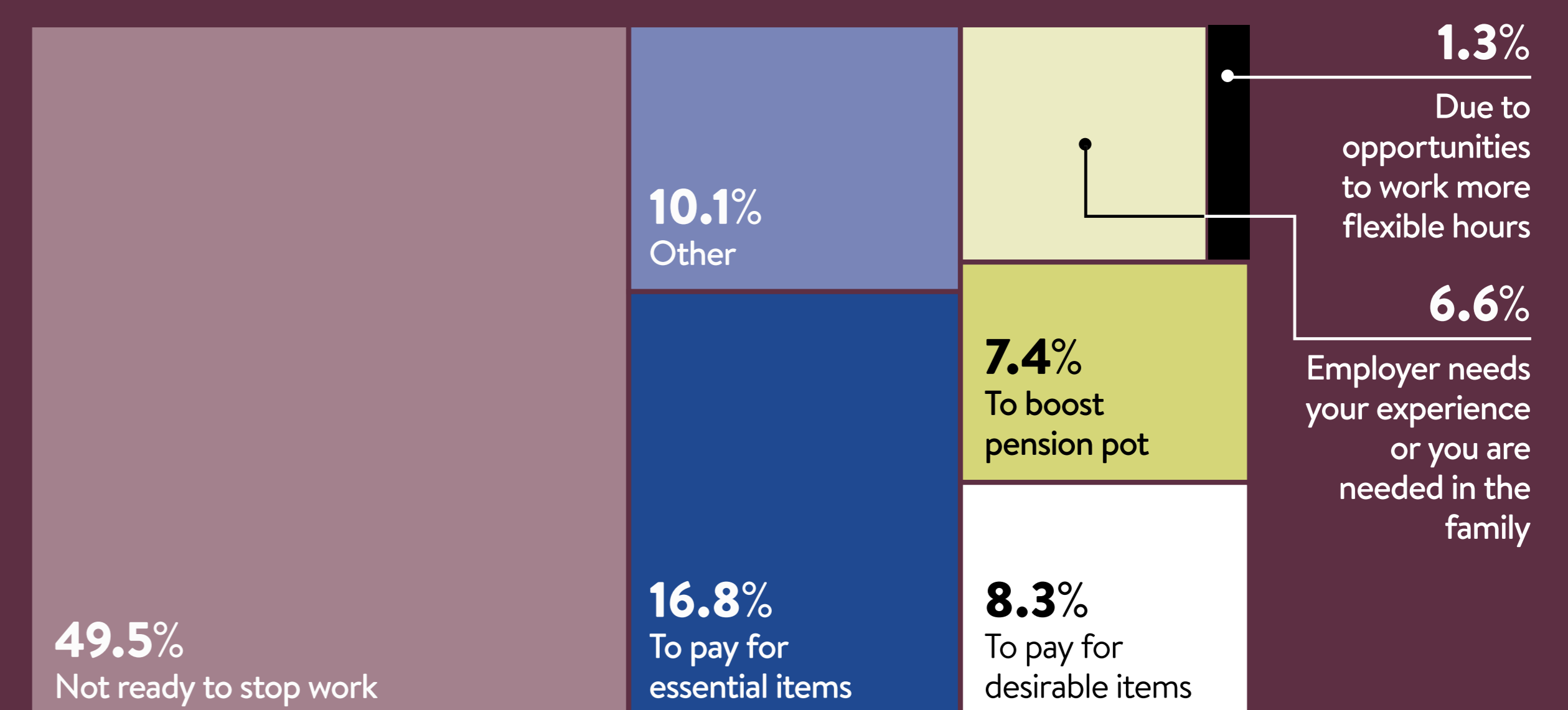
AGE DISTRIBUTION OF THE UK POPULATION (%)

AGED ● 0-15 ● 16-64 ● 65+



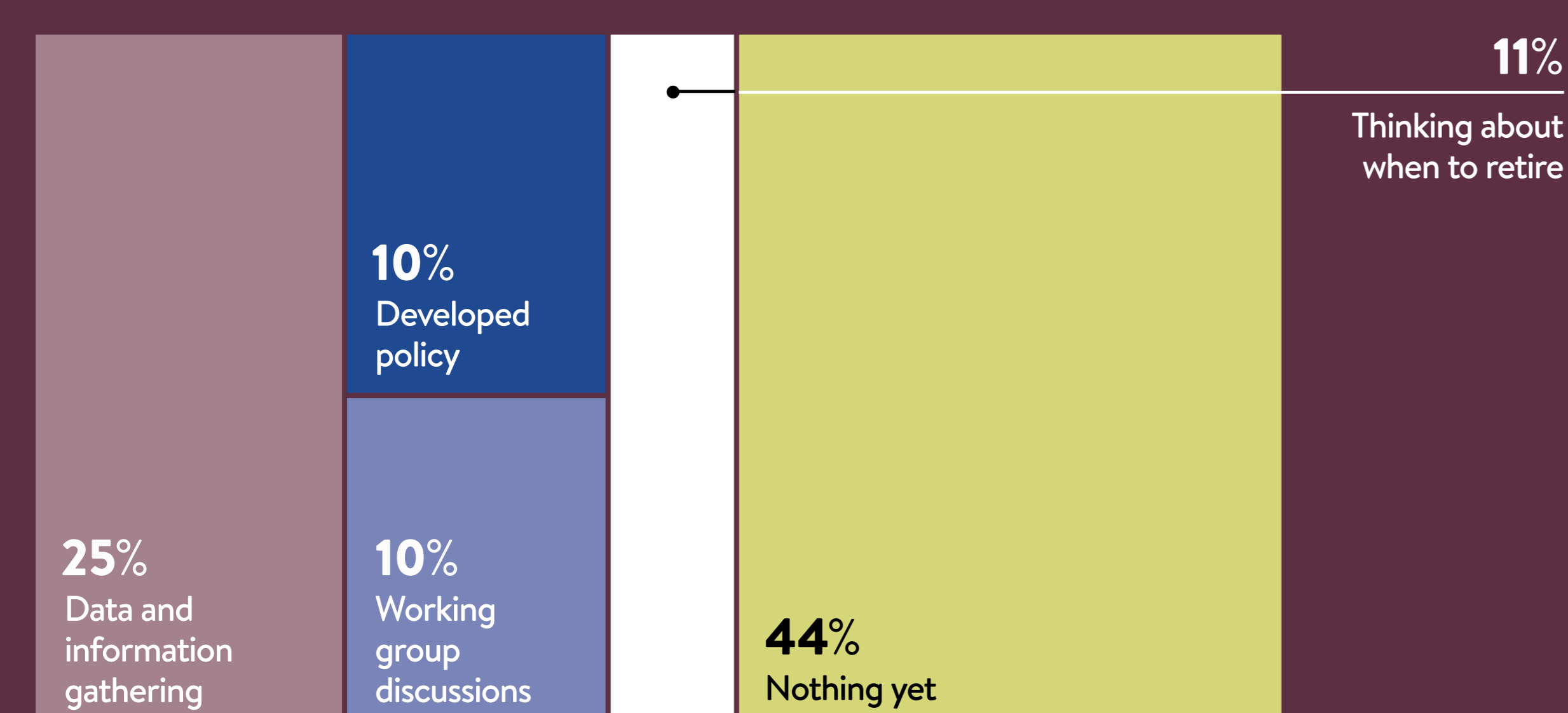
Source: Office for National Statistics 2015

REASONS WHY PEOPLE WORK PAST STATE-PENSION AGE



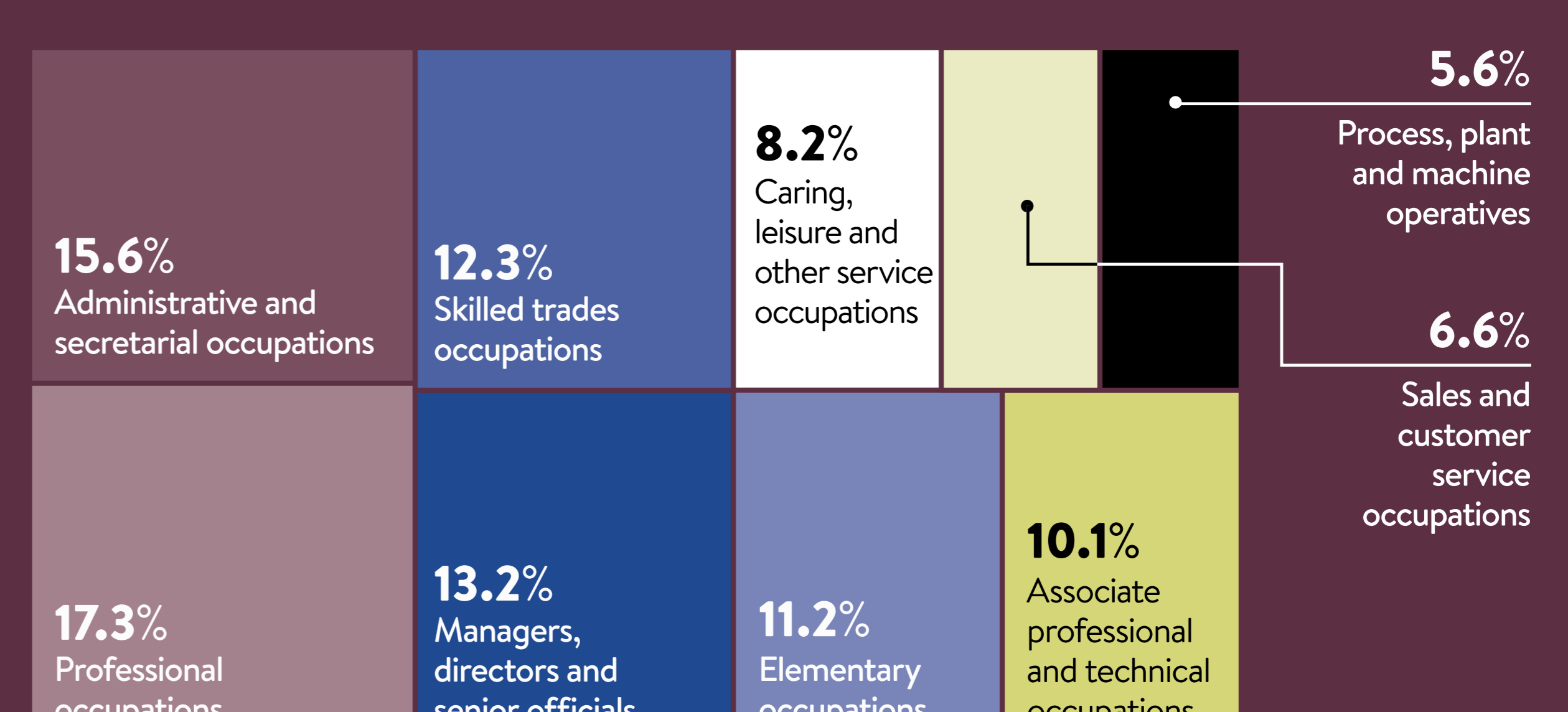
Source: Office for National Statistics 2014

WHAT COMPANIES ARE DOING TO MANAGE AN AGEING WORKFORCE



Source: Mercer 2015

OCCUPATIONS OF PEOPLE WORKING PAST STATE-PENSION AGE



Source: Office for National Statistics 2014