

The challenges around Northern Ireland's ageing workforce

Introduction

The purpose of today's presentation is to raise awareness of our changing local, and national demographics.

Northern Ireland's has an ageing demographic structure and this has implications in the context of workplace demographics and for both your current and the future supply of your workforce labour.

This presentation will provide knowledge to both Invest NI staff and companies on 'Age friendly' approaches and employment policies. This guidance aims to ensure companies maintain a skilled supply of labour that meets their business and operational demands. The guidance will assist companies to mitigate against the effects of ageing in their workplace and any associated impacts on productivity and growth.

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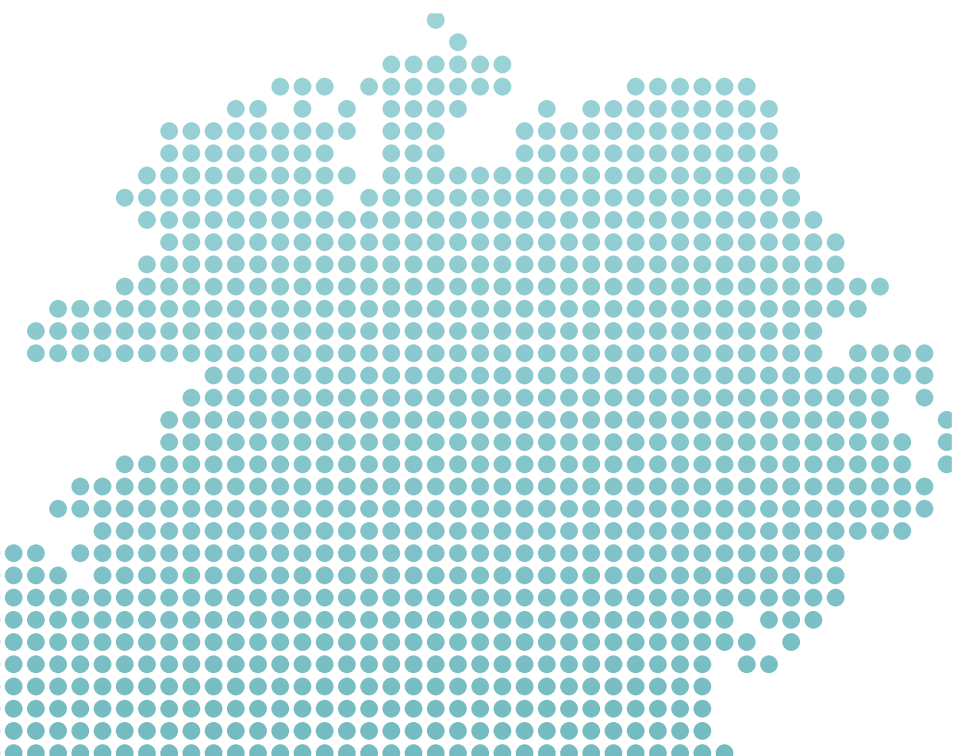
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Chapter 1

Why do we have a global Ageing Population?

What is clear is that the changing age structure in both Northern Ireland and the UK has largely resulted from a number of factors. These include:

- Natural growth-the difference between the number of births and deaths.
- Advances and progress in medical science has extended the UK lifespan.
- Leading to a reduction in mortality rates. So we have less deaths than births;

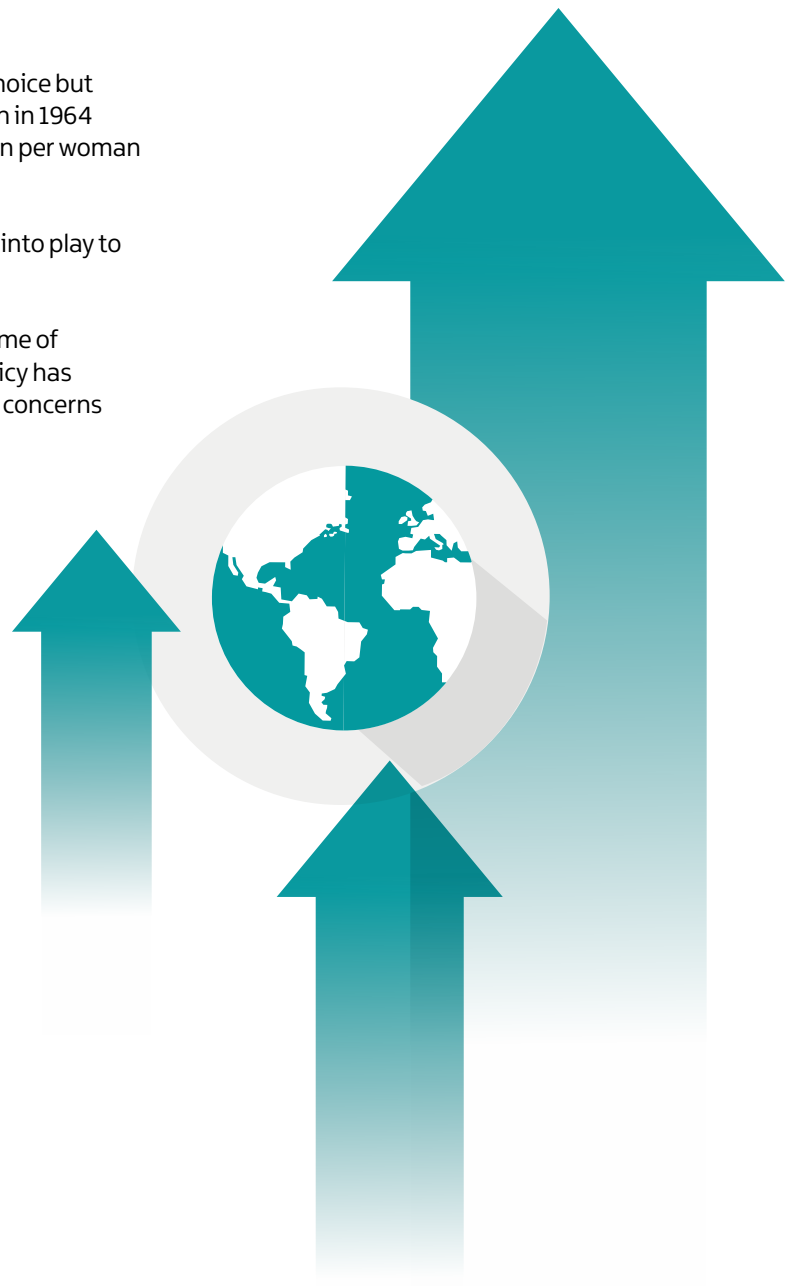
Higher standards of living means people, in general, are living longer than they did historically;

Less children are being born either through choice but also coupled with falling fertility rates. Women in 1964 were having approx. 2.93 children v 1.8 children per woman in 2014.

On the global front other ad hoc factors come into play to affect labour supply such as:

China and its historic birth planning programme of one-child policy. Although since 2016 this policy has increased to two children, amid their growing concerns

over an aging population and a dropping birth rate; Net migration and the free movement of labour have some minimal impact on population changes. It is predominantly young people who come to the UK so they do not add to the ageing debate. Most foreign citizens arriving in the UK are 20-30 years old. Whilst there is some debate about younger people bringing older relatives or grandparents with them, the numbers are small. The net increase in foreign citizens aged 65-84 arriving in the UK, in the six year period 2008-2014 was fewer than 18,000. This is topical at the moment particularly in relation to the wider debates surrounding Brexit, but overall net immigration has some impact on our ageing population but it is minimal.



Chapter 2

The Changing UK & Northern Ireland Demographics

As predicted by NISRA, (Northern Ireland's Statistics & Research Agency), the population of Northern Ireland is expected to reach almost 2 million by 2026 with projected net population figures seeing little change from that figure for the next twenty years. But what is clear is that Northern Ireland is facing an ageing demographic structure.

As reported by the Office for National Statistics (ONS) in Northern Ireland the population between 50yrs of age and the state pension age (SPA) of 65 has increased by 28% between 2004 and 2017 to 350,413 people.

The demographics of an Ageing population is not just a Northern Ireland trend. As recorded by the ONS in the UK, the population between 50yrs of age and SPA has increased by 17% between 2004 and 2017 to 12.5m.

What is interesting is when we look at the population for Northern Ireland by age cohort in 2019 and then move forward twenty years and look at the population projection in 2040 we can see population growth in Northern Ireland has not been evenly spread. The largest increases are occurring in the older age bands. This will have implications for our ability to fill job openings into the future.

In relation to employment and service delivery, it is recognised that living and working in a society where older people are in the majority is fundamentally different to growing up, and working in a society where we have the opposite trend.

And we can see in Northern Ireland in the year to 2019 one in six people were aged 65 and over (316,000 people). By 2030 this is projected to be one in five (413,000 people) by 2040, it is projected that one in four (488,000 people) will be aged 65 years of age and over. In contrast, the population of all other age groups (below age 65) are projected to decline over the twenty year period to 2040.

The relevance for Invest NI and its client companies is that as the population ages so does the Northern Ireland workforce.

The changing UK demographics

Moving back to the national picture, the UK's future demographics replicates the NI picture again placing questions over their future supply of labour.

The UK population is projected to increase by 5.5% over the next 10 years, to 69 million by mid-2029, and 73 million by 2040. In the year to 2019 one in six people were aged 65 and over (12.1m). And it is projected that in twenty years' time, by the year 2040 that one in four people (16.3m) will be aged 65 years of age and over.

Also if we look at the global statistics, we also know from estimates globally the number of over 60s is growing faster than any other age group.

So when does old age begin?

Many European social surveys back up the view that the perception of when old age begins varies across Europe. An historic European Social survey records that in the UK, the view is that old age is perceived to begin at the age of 59. The second youngest of all European countries surveyed.

In the UK we have a tendency to have a 'work-centric' view of the world. With a shift in our classification from 'Older adults' to 'Elderly' when an individual retires and has left work completely, in other words, is not part of the working population.

In Turkey they view old age at the lower age of 55 year of age. In France this increases to age 63, with Switzerland higher at age 66 and in Greece at the age of 68.

The rise in employment of the over 50's

As recorded, in April of this year by David Smith, the Economics Editor for The Times, In Britain, in the past 10 years, 3,175m net jobs have been created. And 77% of this rise in employment in the last ten years has been for workers aged over 50 and over. This is quite a figure. The concentration of employment growth in older age groups is striking.

716,000 of the jobs created has been among people aged 16-49 years of age. With 1.868m of the jobs created among those in the 50-64 age group, with 591,000 of the jobs created among those aged 65+ years of age.

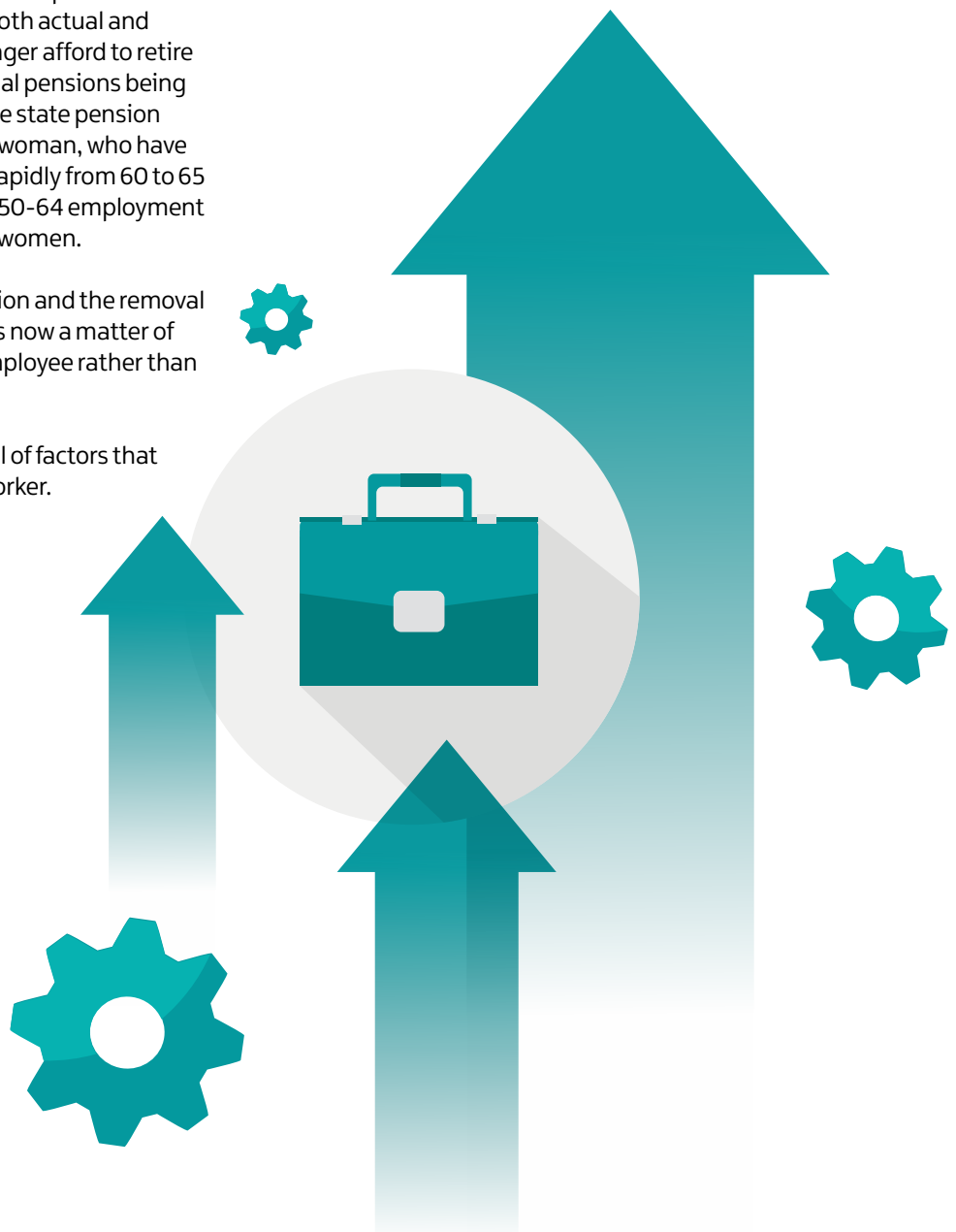
So why is this happening?

As noted by David a small factor is that younger people are staying longer in education. With some of it is simply a cohort effect people moving from younger into older age groups.

But he notes a bigger influence is to do with pensions and the changes in the state pension age both actual and prospect. Many older people can no longer afford to retire due to the gold standard of occupational pensions being badly tarnished. Also the changes in the state pension age. This has impacted particularly on woman, who have seen their state pension age increase rapidly from 60 to 65 plus. Nearly 60% of the increase in the 50-64 employment over the past decade has been among women.

If we add in age discrimination legislation and the removal of the default retirement age, retiring is now a matter of negotiation between employer and employee rather than a compulsory retiring age.

Concluding that it is clear, it is a cocktail of factors that is pushing up the average age of the worker.



Chapter 3

The impacts of workforce ageing on Labour productivity and identify employment policies to assist in mitigating against any effects

As we all are already aware there are multiple factors that can influence productivity results. However relevant to this presentation on workforce ageing, it is known that ageing has direct implications on labour productivity.

Overall, older workers are an asset to organisations. They often offer greater expertise, knowledge and skills than younger workers as a result of a wide range of expertise gained over the years. Older workers are often more reliable and committed and their turnover and (short term) absenteeism rates (if workers are in reasonable health) are often lower.

As reported by Public Health, England, The Importance of Health and Work, 2018 reports "...that a good working environment is good for health, and that a bad working environment (characterised by low levels of job control and organisational fairness)... may contribute to poor health.

There is also evidence to show that healthier, active and engaged employees are more productive, have lower levels of sickness absence creating a business imperative to take action as well as a public health one.

For those who wish to read more the link to the full report is attached below:

<https://www.gov.uk/government/publications/health-and-work-infographics/the-importance-of-health-and-work>

But it is understandable that a workers individual productivity will vary over the course of their working life. More mature employees will have a higher level of work experience and this has a positive impact on productivity. However, individual productivity output may also decrease as an employee ages. This is especially relevant, if the job requirements or technology used in that industry changes over time.

Often older workers find it more difficult to adapt to lots of changes in processes or procedures, and the introduction of new or developing innovative advance technology is likely to have a negative effect on individual productivity. So whilst lots of work experience and maturity is likely to have a positive effect on labour productivity, this is likely to be the opposite, if an employee's skills become dated or the older worker is unable to adapt to new advances, technologies or processes in the workplace.

Whilst it is understandable that with age an individual may suffer from an age related illness and become ill, to such an extent that they are unable to work at all.

But it is worth noting that as recognised in the report by the Northern Ireland Cohort for the Longitudinal Study of Ageing, QUB, 2017) "...Remaining in work for longer is thought to improve numerous aspects of an individual's life..." factors such as "... social participation and social connectedness..." These elements will assist an individual to remain in good health."

For those who wish to read more the link to the full report is attached below:

<https://www.qub.ac.uk/sites/NICOLA/>

Research, in relation to Productivity, carried out by Government has emerged from 2015 onwards which suggests that a reduction in the number of 22-49 years olds in the workforce was associated with an overall drop in labour productivity.

The 2016/7 IMF working paper (The Impact of Workforce Ageing on European Productivity) reports that each one percentage point increase in the 55-64 age cohort in the workforce was likely to be associated with a 0.8 percentage point drop in productivity growth.

The paper goes on to further outline that we have "...a strong increase in productivity until workers are in their 40's and then a decline toward the end of their working life..."

This paper also reports that some economic sectors are more exposed to workforce ageing risks, than others. Jobs that require some element of physical exertion, construction worker's etc. are likely to become less productive as they age.

For those who wish to read more the link to the full report is attached below:

<https://www.imf.org/en/Publications/WP/Issues/2016/12/31/The-Impact-of-Workforce-Aging-on-European-Productivity-44450>

Age Friendly policies to mitigate against potential decreases in individual labour productivity

Good workplace policies can assist to offset any effects on productivity from ageing. The introduction of 'age friendly' policies that truly appreciate and understand the challenges, of an ageing workforce, are more likely to encourage the retention of older employees, pushing out, the retirement age to well over 65. Favourable workforce policies are also likely to increase the employment rate of those aged 55-64, and/or encourage those currently economically inactive to re-enter the workplace.

These policies become more necessary and particularly important for those jobs in Northern Ireland where we already have a skill shortage, or for those sectors, such as construction, where individuals work in very physically demanding jobs.

Workers are more likely to stay in employment for longer if attention is given to creating good working conditions. Coupled with access to lifelong learning and training opportunities, alongside an appropriate work-life balance and employment security.

Further guidance on workplace policies and initiatives used to assist in reducing the impacts of ageing is provided in the links below:

Implementing staff incentive schemes

Introducing an effective system of incentives, rewards and perks can help employers get the best from their staff as it will encourage employees to strive towards a high level of productivity and performance. A business that rewards their employees for a job well done will be more effective at recruiting new talent and retaining valuable staff.

This guide will help employers understand the benefits of offering incentives and perks whilst outlining different available options. It will also look at how you can decide what rewards to offer and how to monitor the effectiveness of any selected incentive scheme.

<https://www.nibusinessinfo.co.uk/content/implement-staff-incentive-schemes>

Leading and motivate your staff

Strong leadership and a sense of direction are hallmarks of almost all successful businesses. People are motivated not only by personal gain but also by feeling part of the business and contributing to its goals. Therefore, if leaders engage effectively with their workforce to build commitment, employees are motivated to improve the quantity and quality of their output, which improves the business. Good leaders motivate their staff using a variety of skills, learned through training and experience. You can develop these skills to get the same results.

This guide shows you how to lead and motivate your staff in order to improve business performance. It also highlights the range of leadership training and support that is available in Northern Ireland.

<https://www.nibusinessinfo.co.uk/content/lead-and-motivate-your-staff>

Occupational safety and health in the context of an ageing workforce

This information sheet provides key conclusions regarding sustainable working by considering occupational safety and health (OHS) issues in the context of an ageing workforce. It outlines the general age-related changes we experience, and the implications of these changes for OSH and outlines the importance of basing risk assessments on physical capacity rather than age.

<https://healthy-workplaces.eu/previous/all-ages-2016/en/tools-and-publications/publications/safer-and-healthier-work-any-age-ageing-workforce-implications-1>

Managing staff performance

Effective performance management can bring about many benefits to your business, including improved staff performance, greater productivity and stronger employee engagement. To manage your employees effectively, you will need to be able to set clear goals and objectives, and provide regular and constructive feedback to your staff.

This guide outlines how to identify and set out objectives for your staff, the different styles of appraisal you can use, and how to carry out an appraisal interview.

<https://www.nibusinessinfo.co.uk/content/managing-staff-performance>

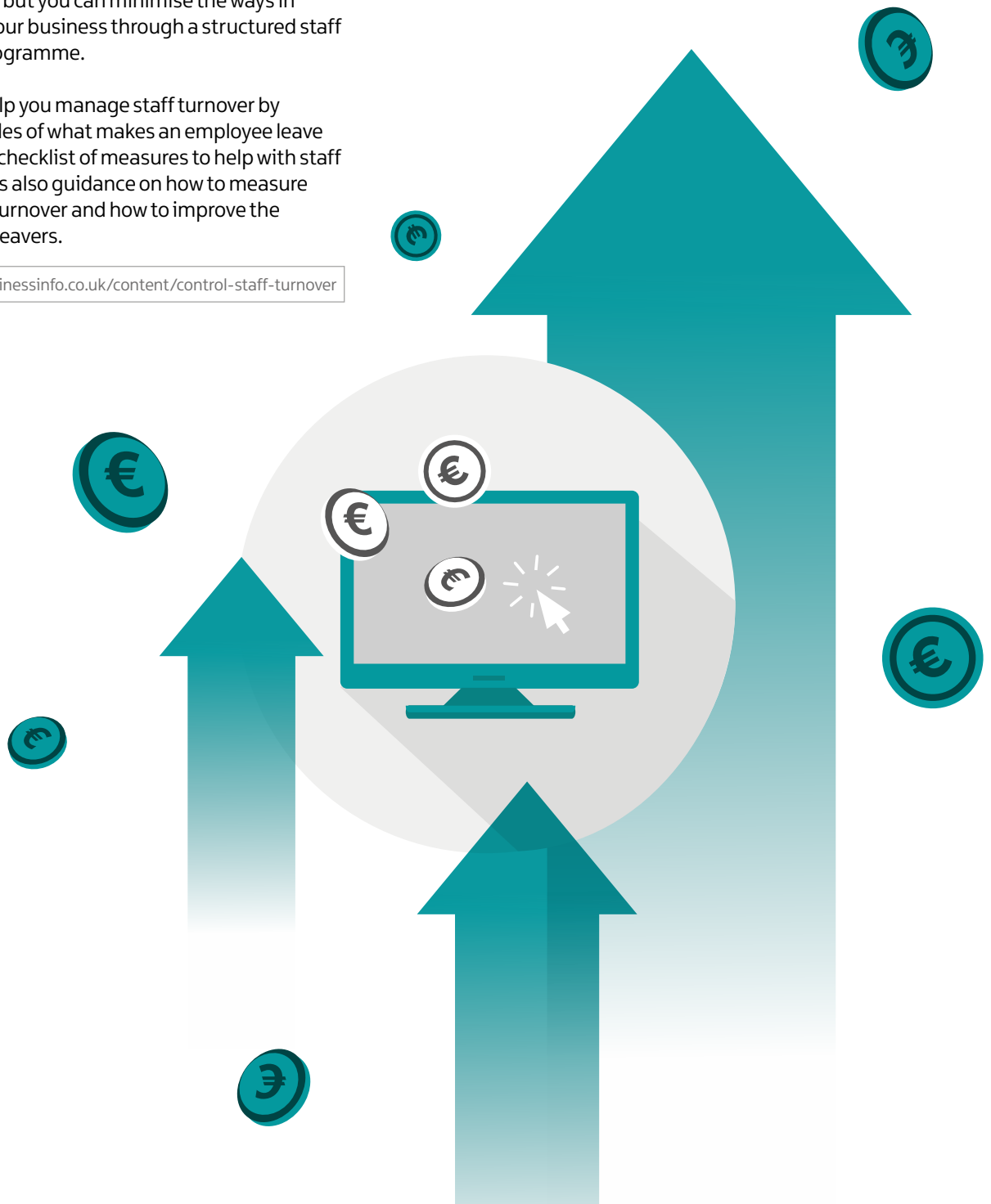
Controlling staff turnover

Staff or employee turnover is when workers leave an organisation and are replaced by new recruits. When staff leave, this turnover can have a negative impact on your business. This is especially the case if those leaving either are key to its success and continuity or do so because they think you have treated them unfairly, which could result in tribunal claims.

Therefore, retaining staff and treating them fairly has benefits for your business. Continuity and stability become part of your business' culture, and staff feel they belong to the organisation and take pride in their work. Skills and competencies are maintained in key business areas and productivity is often increased. Staff turnover is a business risk, but you can minimise the ways in which it affects your business through a structured staff management programme.

This guide will help you manage staff turnover by providing examples of what makes an employee leave a business and a checklist of measures to help with staff retention. There is also guidance on how to measure and benchmark turnover and how to improve the management of leavers.

<https://www.nibusinessinfo.co.uk/content/control-staff-turnover>



Chapter 4

Encouraging companies to be 'age aware', proactively complete 'workforce age profiling' and to examine the positive contribution from an age diverse workforce

Workforce planning will become as important as financial planning and companies should be encouraged to analyse the age structure of their existing workforce.

This action should be built in and continued as part of ongoing continuous improvement processes. By companies becoming 'age aware' and proactively 'age profiling' their workforce it will assist them to build resilience. This planning will leave them less likely to face disruption from demography.

Profiling will assist in identifying any potential impact that demographics is likely to have on future skills and job types in a company. And will concentrate attentions on those jobs that currently are, or are predicted in the future to be, in short supply.

Corresponding action planning should then build on this exercise with an awareness that future growth and success is dependent not only on younger workers, but on the need to put in place provisions that adequately support fuller and longer working lives.

The retention of older workers is more likely if companies enthusiastically see the merits of an age diverse workforce and adopt 'age friendly' workplace policies such as promoting a healthy work/life balance, flexible working, and planning around partial retirement.

Associated guidance on the issues covered in chapter four is provided in the links below:

Age Profiling your workforce

Profiling your workforce allows you to succession plan and predict age trends in your workforce both for now and into the future. The profiling should be completed for the whole of the organisation and then by department or team.

The link below provides guidance on age profiling and includes an easy to use interactive age profiling projection spreadsheet as prepared by the 'working longer' work group within the NHS.

<https://www.nhsemployers.org/retention-and-staff-experience/supporting-older-workers/working-longer-group-tools-and-resources/age-awareness-toolkit/age-profile>

Promoting a healthy work-life balance in your business

Work-life balance is the balance an individual needs between time allocated for work and time for other aspects of their personal or family life. Introducing appropriate employment practices to help employees achieve a better work-life balance brings tangible benefits to your business.

In addition, certain employees have the right to request flexible working. Demographic changes, including an ageing population and smaller family structures, will increase the likelihood of your employees requesting flexible working arrangements to help them effectively combine work with other responsibilities such as caring for children or elderly relatives.

This guide examines how to promote healthy work-life balance in your workplace and highlights some of the benefits for your business and your staff.

<https://www.nibusinessinfo.co.uk/content/promote-healthy-work-life-balance-your-business>

Flexible working: the law and best practice

Employees have the right to request flexible working, and you, as the employer, have a legal duty to give it serious consideration.

This guide details the law surrounding flexible working requests, the eligibility criteria and how to respond to a flexible working application.

<https://www.nibusinessinfo.co.uk/content/flexible-working-law-and-best-practice>

Redundancy, restructures and change

This guide details the law around redundancy. If you have to make employees redundant you must follow a fair redundancy dismissal procedure and consult the affected employees and their representatives. This guide offers a detailed overview of the redundancy process.

<https://www.nibusinessinfo.co.uk/content/redundancy-restructures-and-change>

When an employee retires

Employees can generally retire when they want to. As such, you can only operate a compulsory retirement age if you can objectively justify it.

This guide aims to give you an overview of what to do when an employee retires and gives details of where you can get more information and advice.

<https://www.nibusinessinfo.co.uk/content/when-employee-retires>



Chapter 5

Government and industry working in partnership to diminish the impacts of ageing demographics

Government, industry and wider society share a joint responsibility to work in partnership, to implement 'age friendly' policies and improve the prospects of workers remaining in the workplace for longer.

The use of age aware knowledge by each party, to inform workforce and service planning will impact and dictate how well we perform economically.

Guidance, support and appropriate policies are more likely to leave a company and the economy in general, in a more robust position and will help to mitigate against any potential disruptions to growth.

Many constituent parts play a factor, such as prompt and responsive healthcare, housing, transport, infrastructure and technology. These components will greatly influence the individual worker.

Each element is critical, in supporting workers as they age as it improves the prospects of allowing them to better manage complex competing priorities.

This is either within their family, and/or particular wider caring responsibilities they may have. Or it may be in relation to particular individual health issues or concerns they may have. It is key that these factors all work in parallel to support working lives that are as long as is possible. It is recognised that living and working in a society where younger people are in a majority, is fundamentally different to growing up in a society where we have the opposite and both Government and industry polices need to take account of, and reflect these changes.

Associated guidance on the issues covered in chapter five is provided in the links below:

Becoming an Age Friendly Employer

This report released in 2018 is published by The Centre for Ageing. It is a practical summary of what you can do as an employer to become more age-friendly, covering everything from recruitment to supporting health at work and how to help staff in mid-life to plan for their future.

It is based on insights from both employers and employees and includes examples and ideas from the most forward thinking businesses.

To be a good employer we need to create workplace cultures that are open, inclusive and positive about the benefits of age diversity if we are to reap the benefits of a maturing workforce now and into the future.

<https://www.ageing-better.org.uk/sites/default/files/2018-09/Becoming-age-friendly-employer.pdf>

Inclusive user centred design

Inclusive design involves developing products, services or environments so as many people as possible can access and use them. Inclusive design will inform and influence and be used to ensure that we can all make positive contributions to more inclusive, resilient and integrated ageing communities. This link provides guidance to using user-centred design techniques that service people's needs as they age and develop products or services that are genuinely inclusive.

<https://www.nibusinessinfo.co.uk/content/advantages-inclusive-design>

Disabled access and facilities in business premises

Businesses that provide a service to the public are legally required to make reasonable adjustments to their premises where they put disabled people at a disadvantage. This is in addition to other duties not to discriminate and to make reasonable adjustments. It also makes good business sense to ensure all your customers and potential customers are able to easily access your goods and services.

This guide explains how to improve access for disable people, providing auxiliary aids or services and how to improve access and use of facilities for disabled employees.

<https://www.nibusinessinfo.co.uk/content/disabled-access-and-facilities-business-premises>

Age Friendly Belfast Plan 2018–2021

Belfast was the first city in Northern Ireland to join into the World Health Organisation's Global Network of Age-friendly Cities. In 2014 the first action plan was developed with a three year Age-friendly Belfast Plan for 2018 – 2021 now being rolled out. Use the link below to learn more about the planned initiatives.

<https://www.makinglifebettertogether.com/wp-content/uploads/2015/07/9598-Age-friendly-plan-2018-21-28SEPTWEB.pdf>

Lifelong Learning- The University Of Ulster

The University of Ulster (UU) became an Age Friendly University in May 2019 and is recognised as Northern Ireland's first age-friendly University. UU is now part of an international group of 46 higher education institutions dedicated to addressing the learning challenges and opportunities presented by an a rapidly ageing population.

The initiative aims to widen access to higher education to individuals in the older age cohort through targeted innovative educational programmes and civic engagement.

To learn more about the Age Friendly University initiative and its ten principles use the link below.

<https://www.ulster.ac.uk/news/2019/may/ulster-university-becomes-northern-irelands-first-age-friendly-university>



Chapter 6

Developing an 'age friendly' People Strategy that works to boost labour supply

An 'age friendly' People Strategy should promote and value an age diverse workplace. It should aim to increase the supply of labour, through early retirees, or those older individuals new to the workplace, being used to fill job openings.

To promote the principles above the People Strategy should concentrate on three main areas - job forecasting, recruitment, lifelong learning/ training:

1. **Job Forecasting:** A forecasting plan that maps the current age profile of the existing workforce should be completed by division and/or job type. This process will assist the company to proactively, identify and plan for any potential future workplace labour challenges and allow them to devise a plan to address and lessen any impact on business or operational activities.
2. **Recruitment:** Longer working lives are an incredibly valuable resource, particularly in areas where we have recognised skills shortages. Recruitment strategies, company culture and business environment should be tailored to value age diversity.
3. **The concept of Lifelong Learning and training:** this concept in this context, promotes career and personal development in the second half of life. A positive learning culture has been shown to drive productivity, innovation and employee satisfaction and a worker who is appropriately trained and supported throughout their employment term is more likely to remain in their employment for longer.

This is particularly the case in an industry sector that changes more frequently, such as advanced manufacturing and technology. It is important that the principles behind lifelong learning are fully understood and adopted by companies and used as a tool to extend the working lives of their workforce.

Currently in the UK we have:

- A declining participation of people aged 50 and over in education and training, with
- An imbalance in the distribution of learning resources across the life course. With 86% of spending allocated to those aged under 25 years of age and minimal provision for those aged 50 and over.

Associated Age Friendly policies and guidance on recruitment and valuing diversity is provided in the links below:

How to recruit older employees, prevent discrimination and value diversity

Equality legislation sets out the grounds for unlawful discrimination, helps employers understand how to recruit and treat their staff fairly and promotes diversity in the workplace.

This guide tells you what you must know about the equality legislation. It also outlines how you can monitor and promote diversity in the workplace.

<https://www.nibusinessinfo.co.uk/content/prevent-discrimination-and-value-diversity>

Prevent discrimination and value diversity

It is generally unlawful for an employer to discriminate on the grounds of age - i.e. to treat individuals of any age less favourably than others on the grounds of age. Further guidance is available in the link below.

<https://www.nibusinessinfo.co.uk/content/age-discrimination>

Equality and diversity workplace policies

Workers are protected from discrimination on a wide range of grounds, e.g. gender, sexual orientation and age. Many businesses go much further and actively promote diversity in both their strategic and human resources policies. If you do not yet have an equality and diversity policy in place, you could find it a useful management and recruitment tool. Further guidance is available in the link below.

<https://www.nibusinessinfo.co.uk/content/equality-and-diversity-workplace-policies>

How to Lead and motivate your staff

Strong leadership and a sense of direction are hallmarks of almost all successful businesses. People are motivated not only by personal gain but also by feeling part of the business and contributing to its goals. Good leaders motivate their staff using a variety of skills, learned through training and experience. You can develop these skills to get the same results.

This guide shows you how to lead and motivate your staff in order to improve business performance.

<https://www.nibusinessinfo.co.uk/content/lead-and-motivate-your-staff>

Performance management and staff training templates

Improving the skills of your staff can deliver real business benefits. It can increase their productivity, motivation and quality of work, and boost overall business profits and customer satisfaction.

Further guidance is provided on a number of free performance management and staff training templates that employers and HR professionals can use for their business in the link below.

<https://www.nibusinessinfo.co.uk/content/performance-management-and-staff-training-templates>

Age at Work Campaign

Business in the Community & Age NI

Age at Work is delivered on a partnership basis and aims to support those people (50+) who want to continue working by ensuring they have the skills tools and support to do it.

To learn more about the programme that supports older workers to remain/return to work use the link below.

<https://www.bitcni.org.uk/programmes/age-at-work/>

Associated guidance on Lifelong learning and Training is provided in the links below:

Training Needs Analysis Workshop delivered by Invest NI

Invest NI delivers Training Needs Analysis Workshops, and details on how to register for these workshops is provided in the link below. This workshop gives an insight into the tools and techniques used by Learning and Development professionals to analyse training needs. The aim of the workshop is to increase productivity and improve the skills of the workforce through targeted training.

To register contact Invest NI on **0800 181 4422**

Use the link below to learn more about this workshop.

<https://www.investni.com/training-needs-analysis.html>

Formulating and managing training plans Workshop delivered by Invest NI

This workshop allows participants to gain an understanding of the steps required to go from carrying out a training needs analysis exercise, to the formulation and management of a training plan.

The workshop will cover, writing training objectives, costing training interventions and effective training plan management.

To register contact Invest NI on **0800 181 4422**

Use the link below to learn more about this workshop.

https://www.investni.com/training-needs-training-plan.html?utm_source=email&utm_medium=2minute&utm_campaign=trainingneedstrainingplan&utm_content=story1&_clde=Y3JtX21haXJlYWQubWNjb3JtaWNrQGludmVzdG5pLmNvbQ%3d%3d&recipientid=contact-4443673cd3a0e61180bf00155d019406-418086d440644b72974801850d10a76e&esid=3bc802af-9b7b-e911-a2d2-00155d019330



Chapter 7

Conclusion

Future Labour supply in Northern Ireland will be affected by demography. Therefore extending working lives is necessary to counteract demographic changes and also to address the shortage of skills in some key areas. Business culture should value age diversity.

This shift in attitude by senior and middle management may not be an easy transition, but it is necessary, in a bid to recruit, and retain, the best people a company has well into older age.

Currently in the UK we have a declining participation of people aged 50 and over in education and training. Both Government and industry have a role in providing guidance to business and actively advocating the concept of lifelong learning.

Government and industry have a role to jointly promote and invest in training, (both retraining and upskilling). They have a duty to elevate their approach to lifelong training and recognise it as a tool to support the workforce, particularly workers as they age. This approach is more likely to encourage workers to stay in the workplace for longer.

The planning and design of individual company recruitment campaigns should actively encourage, those aged 50 years of age and over, and those individuals not currently in work to re-enter the labour market.

Also appropriate workplace wellbeing policies are more likely to lead a reduction in staff turnover and the retention of employees, for a longer period of time. Each of these component parts, outlined in this presentation combined with a Government and individual company culture that values diversity can help moderate the effects of workforce ageing.

The guidance and supporting documents provided are intended to assist companies to reduce any adverse effects on productivity and economic growth from demographic changes.



Wider business advice is available at:

nibusinessinfo.co.uk, a free service offered by Invest Northern Ireland. It is the official online channel for business advice and guidance in Northern Ireland.

www.nibusinessinfo.co.uk

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