



Internal mobility and the ageing workforce

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Introduction

Having lived through considerable change, gaining huge levels of experience and exceptional resilience in the process, older workers are a valuable asset to any business.

Yet we live in a time when the ageing workforce is reducing, with older workers leaving the workforce or retiring in increasing numbers.

Exacerbated by the coronavirus pandemic, this phenomenon has resulted in large numbers of talented older workers being lost to the workforce at a time when there is a surplus of jobs.

The Centre for Ageing's annual [State of Ageing Report](#) 2022 said even though the state pension age has risen to 66, employment rates among people approaching retirement age have fallen to their lowest levels since 2016.

The report found the number of people aged 50 to 64 [either not working or not looking for work has risen by 228,000](#) since the start of the coronavirus pandemic, with the employment rate in this group having fallen by 1.8 percentage points.

Additionally, the report said that these figures "reflect the reality for many individuals who feel shut out, undervalued, and financially disadvantaged by an ageist labour market".

An [article in the House of Lords Library](#), published in February 2022, produced similar findings.

It said labour market figures show a record number of job vacancies in the UK, with older workers leaving the workforce at a higher rate cited as one reason for this.

The article also quotes that Office of National Statistics (ONS) figures from November 2021 to January 2022 showed there were 1,298,400 job vacancies in the UK – an increase of 513,700 from pre-pandemic January to March 2020 levels.

And that official statistics have shown the pandemic affected older workers to a greater extent than those in lower age groups, resulting in a reduction of older workers in employment.

It also highlights that the ONS found the employment rate for those aged 50 to 64 fell from 72.6% in the period between December 2019 and February 2020, to 71.1% in the same period the following year.

While the loss of older workers, a group which collectively have adapted to new demands of working, different approaches to business and technological change, is prevalent, it is not the only issue companies face around the ageing workforce.





Older workers are also potentially subject to wear and tear from decades of work, whether that be a physical toll on their bodies or mental burn out.

The likelihood of serious illness increases with age, and older workers are more likely to have to cope with caring for elderly relatives or other life-changing events such as children flying the nest or going to university.

These issues are further exacerbated by existing biases and discrimination against the ageing workforce, which can leave older workers being overlooked for promotion or ridiculed within the workplace.

This leaves businesses facing key challenges not only when looking to attract older workers, but to retain them, and move them around their company to ensure they are happy, productive and their needs, and the needs of the company, are met.

Generally, an increased focus on internal mobility – the movement of employees across roles, or to a

complete change of occupation, within the same company – has meant businesses have an increasingly clear picture of the benefits of internal hiring, from increased retention, engagement, and agility to reduced cost and time to hire, and the development of existing employees.

The big question is, how this can be applied to the ageing workforce to get the best out of both those older workers who continue to strive for promotion and increased responsibility, and those who may offer experience but are potentially keen to reduce their hours or levels of duty?

To help provide some answers, Reed Talent Solutions conducted two surveys, one of 500 senior HR managers from organisations with 1,000 employees or more, and a separate survey of 1,000 employees over 40 years of age.

Their answers and the views of experts in the field provide a fascinating insight into the issues – and opportunities – within the ageing workforce.

The benefits of implementing an internal mobility strategy

Internal mobility brings huge advantages for both companies and employees – no matter what their age.

The future of sustainable talent acquisition lies in reskilling new and existing workers, so having a workforce that possesses various relevant skills enables them to explore roles outside of their current position.

There are a host of key benefits, including:

Retention

Making internal mobility part of any recruitment and retention plan to nurture and develop employees' benefits businesses and their growth.

That growth is of the utmost importance to employees and leads to increased employee engagement coupled with opportunities for career development and knowledge retention.

By nurturing employees and providing opportunities for both vertical and lateral growth, companies have been able to prevent people from leaving for perceived 'greener grass' at another organisation.

This allows them not only to keep hold of talent, but also to make their business an attractive place to work and stay.

Cross collaboration

The creation of an agile environment, where employees can try new roles, build new skills, take on different projects, and move within a company both vertically and laterally, breeds cross collaboration.

It also allows teams to fill skills gaps that may otherwise have to be recruited for at potentially considerable time and cost.



Reduced time to hire and perform

Having a talent pool with skills and knowledge relevant to your company is important when it comes to filling vacant positions faster, easier and at less cost.

The talent market and the work landscape are continuously changing, meaning new roles are always being created.

Those companies which have upskilled and retrained their workforce are able to fill such positions using their existing employees.

Having a skilled workforce, through a well-planned internal mobility strategy, means a company can immediately promote and reassign employees whenever the need arises.

This also has the benefit that when an employee moves to a new role internally, the training and experience they have previously had means they can be more productive more quickly than someone external.

Such an employee would already understand the cultural norms within an organisation, and be able to navigate within it and be familiar with personnel and technology.

Engagement

It can be hard to keep employees interested and invested in their work and an organisation, but internal mobility has been proven to counter this problem.

As an employer, there is a cost to poor employee engagement with talent potentially jumping ship or becoming bored and unproductive.

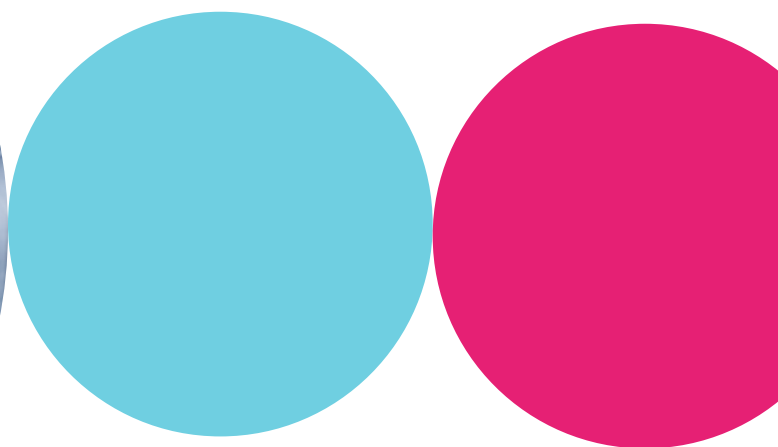
By providing opportunities for training, to try out different aspects of the business and to progress within it, this poor engagement is significantly reduced.

Empower your talent

By continuously developing its employees, a company can allow them to gain and retain knowledge and skills, increasing their professional competencies to match the demands of an ever-changing workplace.

Internal mobility will foster a culture of continuous improvement, increases employees' lateral growth and provides people with the freedom to expand their skills set or pivot to another career path within an organisation.

With such definitive benefits associated with internal mobility, and the fact there will be a correlation between tenure and age in some cases, it is therefore a natural and rational policy to embrace when it comes to the cohort who form the ageing workforce.



Defining the ageing workforce – who and what is an older worker?

The ageing workforce is the section of working people who have reached a certain age and beyond – but what age this exactly represents is up for debate.

Many businesses seem to take over 40 as the start of the ageing workforce, with some offering mid-life MOTs at this age.

The 40 and over definition seems to have travelled over from the United States, where The Age Discrimination in Employment Act 1967 states the ageing workforce is anyone aged 40 or older.

However, there is not a 'written in stone' rule which outlines at which point someone becomes an older worker.

The February 2022 House of Lords article said while there is "no formal definition of an 'older worker', it is commonly used to refer to workers aged 50 years and over".

Reed Talent Solutions' survey of 1,000 employees over 40 years of age found 41% of those questioned categorised the ageing workforce as being 'over 60'.

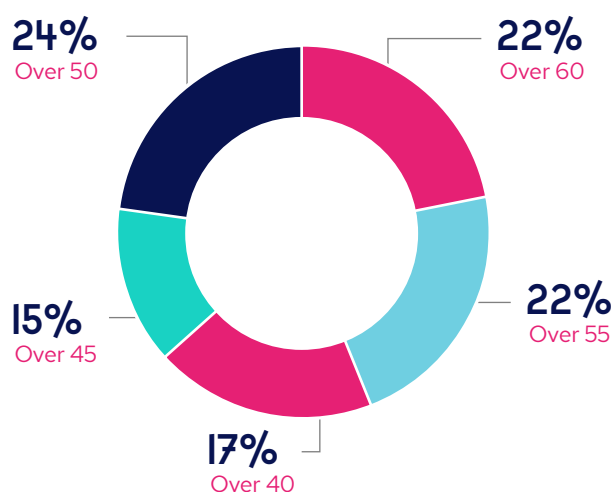
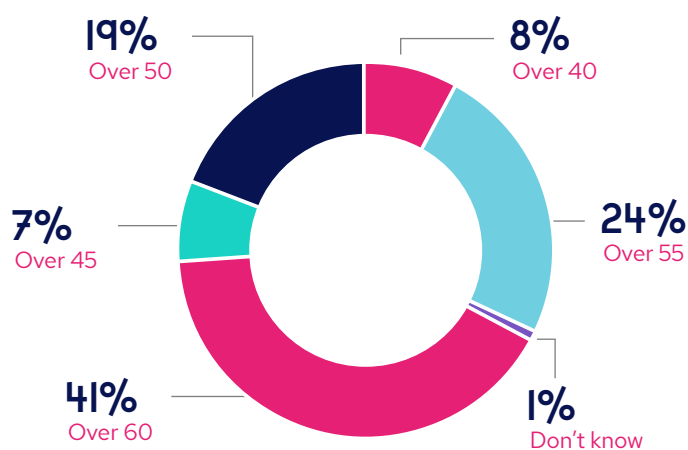
It is also notable that the older those being survey were, the older they believed the age representative of the ageing workforce is:



However, our second survey – of UK hiring managers at organisations with more than 1,000 employees – presented a slightly different, and younger, picture of what constitutes the ageing workforce.

17% of these respondents saw the ageing workforce as being 'over 40,' with the 'over 60' figure being 22%.

The age ranges for what managers categorised as the ageing workforce were:



Defining the ageing workforce – who and what is an older worker?

Director of Wellbeing and Client Relationships at Next Steps Consulting Limited, Gemma Carter-Morris, said it is hard to put on a number on what constitutes the ageing workforce.

She acknowledged that over 40 is often seen as the official definition but said: "People have such different outcomes and experiences.

"One 40-year-old – or one 60-year-old – is very different to another. I wouldn't like to put a number on it."

Tim Whitaker is a consultant working on age and employment issues and a Trustee of Wise Age – a specialist employment charity for the over 50s working with employers, policy makers and older workers.

He said companies have to be very careful about putting an actual figure on what constitutes the ageing workforce.

"For example, in the IT industry, people start to have feelings about their age when they're in their 40s," he said.

"In China, I read about a company which made people redundant in their late 20s in the IT sector because they were perceived as being too old.

"Typically, you tend to use the notion of over 50s, but that conceals quite a lot of differences."

Mr Whitaker said there are "subtle differences" between 50- and 60-year-olds, and those over 60.

"We need to know a lot more about older workers than we currently do," he said.

"There are a lot of assumptions, a lot of cliches and I would argue how an organisation treats age and how it thinks about age is actually hugely significant."

Martin Mason, the CEO and Founder of talent inclusion and management business Unleashed, agreed that it is hard – and dangerous – to put a number on what constitutes the ageing workforce.

"We have four generations in the workforce now," he said, with some people working longer due to increases in the retirement age or the higher cost of living.

Mr Mason said different industries and sectors faced different challenges, and possess different understandings of what is an ageing workforce.

"In retail, there are assumptions that younger people will be better at tech, but less able with inter-personal skills, while older people are stereotypically respectful but less tech savvy," he said.

"But I didn't find that to be true.

"Conversely the building and trade sector, which perhaps isn't seen as a sexy industry, doesn't attract young people. People were staying into their 60s and 70s, but it is a physically demanding job.

"Then with tech start-ups, we have an increasingly young workforce, often in their early 20s and quite innovative – but perhaps they haven't got that historical knowledge or corporate intelligence."



Age discrimination

While defining what constitutes the ageing workforce may be up for debate, what is certain is older workers face regular discrimination because of their age.

The [Equality Act 2010](#) says age is a protected characteristic, but Reed Talent Solutions' survey of employees showed almost one-in-five (17%) of those surveyed said they have experienced age discrimination in the workplace.

This number increased to one-in-four (26%) for people aged 60–65, suggesting the older workers get, the more age discrimination they are subjected to.

Among answers given by employees regarding the type of discrimination they had experienced, the most common answer was that they had been overlooked for promotion.

Other answers included:

"A colleague constantly joking about old people in work / being called a dinosaur"

"A colleague using the facts that I've been in a leadership role for so long"

"Because I'm near 50 I get comments about the menopause"

"Being bossed about because of age and looks"

"Being considered stale as over 50 and having historical knowledge dismissed"

"General comments about how old fashioned my tastes are – music, food, drinks, etc"

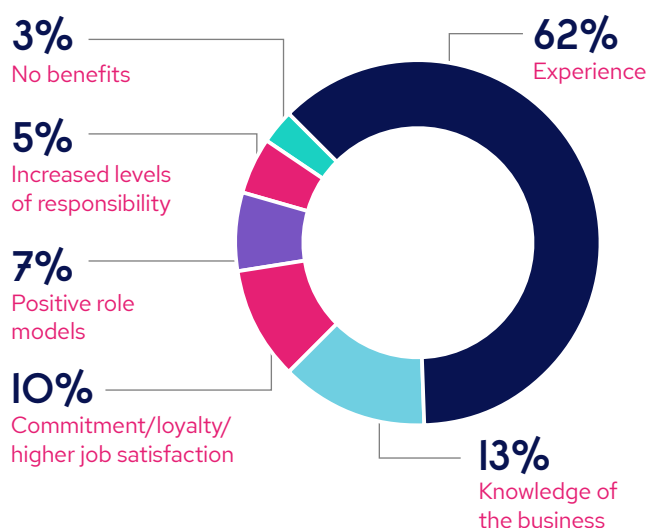
"People calling me old timer"

"Repeatedly asked when I would retire"

Perceptions of the ageing workforce – are older workers ‘experienced’ or ‘out of date’?

Of those employees surveyed, 62% said experience is the biggest benefit older people can bring to the workforce. This was easily the most selected benefit with the next highest being knowledge of the business at 13%.

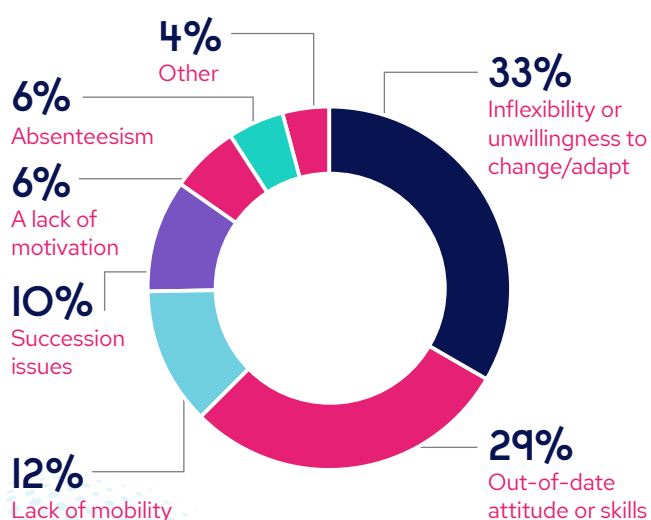
What do you think is the biggest benefit older people can bring to the workplace?



When it came to how employees felt their companies saw the ageing workforce, a third of those we surveyed said they believed those in charge saw the biggest issue with older workers as inflexibility or an unwillingness to change or adapt.

29% suggested their company saw older workers as having out-of-date attitudes or skills, while a belief companies see older workers as having a lack of physical mobility was cited by 12% of people surveyed.

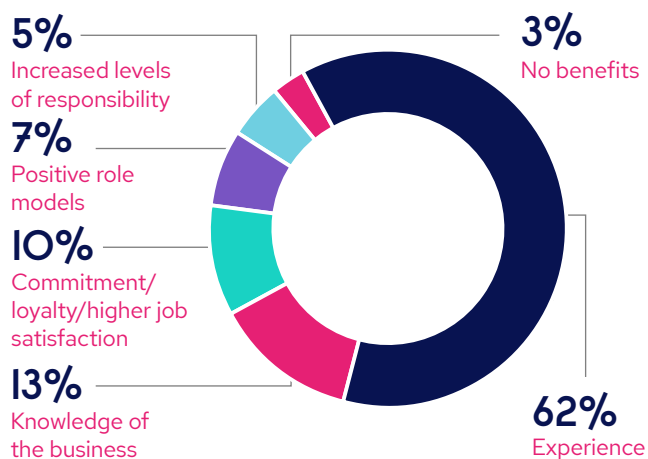
Full answers to the question ‘what do you think your company sees as the biggest issue when it comes to older workers?’ were:



Perceptions of the ageing workforce – are older workers ‘experienced’ or ‘out of date’?

The same perceptions existed among the hiring managers surveyed, with 45% of them saying the biggest benefit of ageing workers is experience. Knowledge of the business again came in as the second most cited reason at 20%.

What do you see as the biggest benefit of the ageing workforce to your company?



In terms of the biggest issues when managing internal mobility for an ageing workforce, hiring managers identified a mixed bag of reasons.

A lack of motivation (15%) was the most identified issue, while 14% of managers identified out-of-date attitudes or skills, 14% said the ability to keep up with technological advancements, 11% said succession issues, and a further 11% said inflexibility or an unwillingness to change/adapt.

Martin Mason, from Unleashed, said there are several assumptions and biases around older workers, including:

- Their ability to do physical tasks
- Their ability to utilise and operate tech
- That they have fixed views
- The cost of medical benefits for workers who will need more sickness leave, etc

He said older workers can actually bring “wisdom and a lived experience”.

“I’ve been really fortunate to have some really good mentors across my career,” he said, “a few of them have been much older and they have been able to look at things in a different way.”

How would older workers like to be treated – and the reality

While it is hard to define what age constitutes the ageing workforce, there are already a number of practices around internal mobility and how to get the best out of older workers:

→ **Know your workforce:** Understanding the age range and demographic of an organisation is vital to frame any decisions

→ **Flexible working:** This can include options such as allowing employees to phase to part-time hours or reduce the number of days they work, offering part-time roles for semi-retirees or introducing job sharing

→ **Avoid stereotypes:** Generalising that older workers are not great at technology is dangerous, wrong and is not conducive to helping people work together. Mixed-aged teams bring a variety of opinions and opportunity

→ **Up-to-date health and wellbeing policies:** Older workers are more susceptible to health problems, so HR teams should adjust health and wellbeing policies to accommodate this and help keep those employees in the workforce. This should extend to overhauling health insurance plans and offering robust retirement plans, while policies such as grandparental leave are also becoming more common

→ **Cut out bias:** Many employees report subtle discrimination around practices such as job screening – for example, the inability to input their birthdate into an application because the earlier years applicable to them are not available. HR teams need to work to address bias and discrimination and to change their company's culture where applicable

→ **Training and development:** Continued training opportunities are vital to make sure older workers have the opportunity to learn new skills and keep their jobs fresh. Denying older workers the chances for development offered to younger ones is a waste of available talent and can create antipathy within the workforce

The Reed Talent Solutions surveys of employees and hiring managers revealed what policies are on offer – and which are not – and what employees would like to see more of.



What employees want

Of the employees surveyed, 63% said the most attractive policy that could be aimed at the ageing workforce would be the chance for them to reduce their hours.

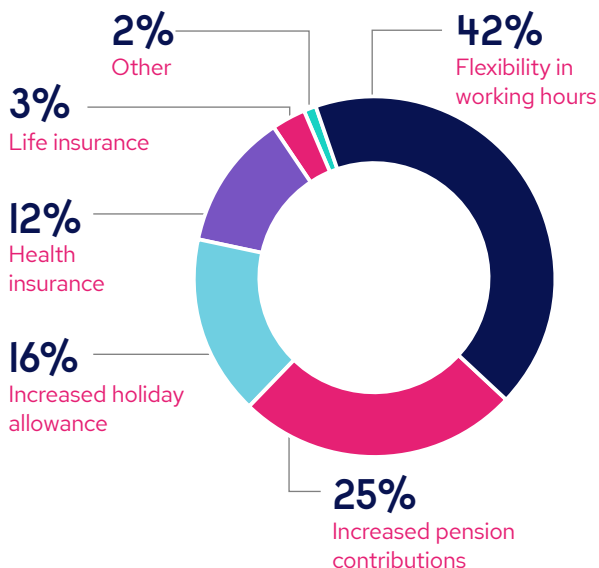
However, the survey suggested that while some older workers are perhaps looking to reduce the intensity of their role, plenty are still looking to develop.

This is borne out by 41% of those surveyed saying learning and development opportunities would top their wish list for attractive policies targeting older workers.

Perhaps most fascinatingly of all, the same number of employees – 29% – identified both opportunities to move to a position of less responsibility, and to move to one of greater responsibility, as the most attractive factor for them.

Almost half (42%) of those surveyed said if they were looking for a new position then flexibility in working hours would be of most value (25% said increased pension contributions).

What benefits would add most value to you when looking for a new position or in your existing role?



When it came to the reality of what companies offer employees, we asked respondents which of the following are available at their company:

- Learning & development: **46%**
- The chance to reduce your hours: **45%**
- Opportunity to move to a position of greater responsibility: **27%**
- Opportunity to move to a position of less responsibility: **25%**
- The chance to take a sabbatical: **20%**
- None of the above/don't know: **28%**

Almost half (49%) of people said their company offers enough opportunities for older workers to upskill, with only 32% of those surveyed saying their company has health and wellbeing policies in place specifically aimed at older workers.

Director of Wellbeing and Client Relationships at Next Steps Consulting Limited, Gemma Carter-Morris, said providing the right training is really important.

"The sense I get is the older people get, the less opportunities come their way for development," she said.

"Companies are focused on the younger generation, who are seen as the future of businesses.

"Part of our wellbeing is based on being able to continually develop. That development is really good for us.

"Organisations have a responsibility to ensure everyone has opportunities to learn, develop and grow."

What hiring managers say is on offer

More than half of the hiring managers surveyed said their company does not have a specific policy when it comes to older workers.

However, 61% said their company offers proactive career programmes to older workers.

More than half (55%) said their business offers a mentoring programme where older workers can pass knowledge on to newer employees, while 71% said their business offers training to managers to enable them to confidently take charge of teams of varying ages.

In terms of internal mobility, a fifth of managers said their business does not allow employees to reduce the number of days they work.

Of those at companies that do, 42% said employees could reduce their working week to four days, 14% to three days and 24% down to whatever level suits the job.





A mid-life MOT

One of the most widely heralded policies based around the ageing workforce is the idea of offering people a mid-life MOT.

However, when it came to our survey, just eight percent of employees said their company had offered them a mid-life MOT. 73% said they had not been offered one, and 19% hadn't even heard of it.

Just shy of one-in-five employees (18%) said since they have reached 40 they have had a conversation with their manager about how they are feeling. Those who specified this said that they had discussed issues including moving into a more senior role or one with greater responsibility, moving to a less physically strenuous role, or stepping sideways into a different role.

However, the Reed Talent Solutions survey of hiring managers suggested more companies offer a mid-life MOT than the employee survey results did, with a third of hiring managers (33%) saying their company offers the service.

Mr Whitaker highlighted career MOTs as a “good initiative,” although he said the term can be misleading as “it implies you’ve not got a fully functioning car”.

He added: “They’re a conversation with somebody – perhaps is in their early 50s – about what their aspirations are, what their plans are.

“The organisations that do that well will plan for that, but equally I’ve heard of – and have experienced myself – organisations where the discussion is about ‘when do you intend to retire?’”

Ms Carter-Morris said mid-life MOTs are only one solution.

“It is around having things in place that all people within organisations can access,” she said.

“They might be more relevant for certain people, but it is about not discriminating against certain demographics.”

Retaining and attracting older workers – how internal mobility can shape an ageing workforce

As we have seen there are numerous reasons why older workers might become disillusioned with the world of work, but there are also opportunities to be had to implement the experience and skills they offer – and can learn.

Why are older workers leaving the workforce and the effects of the pandemic

Reed Talent Solutions' survey of employees showed almost half (46%) said they would take reducing stress or mental health issues into account when considering leaving their jobs.

44% said retirement and 38% identified a change in lifestyle or new opportunities.

However, 58% of respondents said their company is looking to attract more older workers as the result of the numbers who left the workforce during the pandemic.

Wise Age Trustee Tim Whitaker said the world has changed since the pandemic: "We've had a scarring effect in the labour market, so we've had people who are exiting work not just because they were on furlough and made redundant.

"We're seeing older workers vote with their feet, as it were, either by choice or because they feel they're in that position where they become – according to the official ONS jargon – economically inactive.

"That means they're not looking for work, they're not getting benefits and they are choosing not to apply for jobs. And that's quite a significant number."

Mr Whitaker said this issue does not simply apply to people in their 60s "going off to play golf," or just to those with health issues or caring responsibilities, but to "a mix of things".

"Organisations need to be a bit more aware of some of those trends," he added.

"Good organisations approach this not just in the sense of immediate issues – of job vacancies – but are looking at it more in terms of what should they be doing in the future for planning purposes."



Retaining and attracting older workers – how internal mobility can shape an ageing workforce

Understanding internal mobility

Reed Talent Solutions' survey of hiring managers suggested there is certainly plenty of work that still needs doing around the subject of internal mobility, with almost three-quarters of managers (73%) indicating they are not sure what the term 'internal mobility' meant when applied to the ageing workforce.

Of those who said they did answers varied considerably, including:

- **"Being able to move easily between roles across a company or up the ranks"**
- **"Changing roles within the organisation where their experience might best be utilised"**
- **"Defines the flexibility of the workforce to undertake its primary undertaking"**
- **"Hiring employees that already work for your company for new positions, you can move them vertically and promote them, or laterally and let them change their career path"**
- **"Movement within the company and capability to accommodate ageing workers within different layers of our workforce"**
- **"Moving older employees to a less physically demanding position"**

Internal mobility as part of an employee value proposition

Internal mobility practices can be used as part of a company's employee value proposition (EVP) to make the overall policy stand out, and ultimately as a tool to attract older workers.

Tapping into new candidate talent pools, particularly in light of the current, well documented market challenges, will bring true commercial benefit.

An enticing EVP, bolstered by strong internal mobility, can help strengthen an organisation's brand and enable it to gain a reputation as an excellent place to work.

If, therefore, a company's internal mobility strategy is targeted at getting the best out of the ageing workforce by making sure the correct training is available and that opportunities are in place to move vertically and laterally across the business, then that organisation will be in a prime position to attract older workers – and the knowledge they hold – into their business.

Part of this is also down to organisations making sure that there is an authenticity to their internal mobility policies – that they 'walk the walk' rather than simply playing lip service to the idea.

It is no use talking about creating an inclusive environment for older workers and then falling into all the traps and biases that have caused discrimination or upset in the past – for example, by using language in job adverts such as 'dynamic' or by showcasing only benefits that appeal to certain demographic groups.





Policies for the ageing workforce – examining the role of internal mobility

Despite this lack of understanding around the phrase, many of the hiring managers surveyed identified policies connected to internal mobility and the ageing workforce.

For example, 66% said their company has a health and wellbeing policy specifically aimed at older workers to accommodate potential health problems.

They said these practices include menopause policies, flexible working, allowances for physical disabilities, the ability to reduce hours and days on health grounds, the ability to change roles within a company to shorten employees' workloads, and health insurance.

And 75% of respondents said their company offers part-time roles for semi-retirees.

Managing Director of Reed Talent Solutions, Lee Gudgeon, said internal mobility is vital to tap into the value older workers can bring to a company's workforce.

He said: "It is in every organisation's best interest to consider how they can attract and retain the ageing workforce.

"Internal mobility allows companies to tap into the strengths of older workers, with a more flexible approach central to that goal."

Mr Whitaker said flexible working – such as being able to work compressed hours or reduce their number of days – is one of the most popular solutions among older workers.

"It covers a multitude of things and works where jobs can be defined in terms of that flexibility," he said.

"The big problem is if you're a manager and an older worker comes along and says I'd like to reduce my hours, you are immediately thinking, 'what am I going to do with the workload?'."

"You don't think about it in terms of, 'I'm going to get that commitment and that expertise and knowledge'."

He said businesses need to think about how they can create roles or use schemes that allow older workers to return on a consultancy basis.

Retaining and attracting older workers – how internal mobility can shape an ageing workforce

Mr Whitaker also highlighted the need for training and upskilling, pointing to a [City & Guilds survey](#) which showed 30% of over 55s said they had not received any training in the last five years.

Director of Wellbeing and Client Relationships at Next Steps Consulting Limited, Gemma Carter-Morris, said successful businesses will work to understand what issues the ageing workforce faces in terms of both physical and mental wellbeing.

She said: “We are likely to be dealing with more health conditions, with demanding jobs becoming more challenging for individuals and organisations.

“With regards to mental health, there has been so much said during the pandemic about Gen Z and Millennials being affected, but the ageing workforce is forgotten.”

Ms Carter-Morris highlights over 40s and 50s may be less likely to talk about mental health issues, meaning there needs to be a greater focus on older workers. And that businesses need to personalise their approach to wellbeing: “It is about everything that allows people to be their very best.

“At different points we have different drivers in our career. Some people are driving for more promotions and to climb the ladder.

“Others might have done that, and they want to take a step back, or there is something that has impacted their home life or personal life that has changed what they want or need from work.”

She added: “Organisations need to be aware of the different needs within generations.

“People of different ages have different needs, views, values, behaviours. Managers need to have that understanding and awareness at all levels to break down stigmas and biases.”

She said businesses need to think about how the younger generation can use the skills and life knowledge that older workers bring, but also pointed towards reverse mentoring which can provide older workers with knowledge of the skills their younger peers bring to the table.

“It is about getting a rich diversity of opinions.



Retaining and attracting older workers – how internal mobility can shape an ageing workforce

“The ED&I agenda is huge around diversity of thought – having people from different backgrounds, of different races, creates really rich viewpoints rather than just an echo chamber.”

Martin Mason, CEO and Founder of Unleashed, also highlighted the role of flexible working, as well as the need for solid data on the make-up of a company’s workforce.

“Tech has a huge role to play,” he said, citing its ability to allow businesses to not only understand their workers, thus helping them find suitable roles within the organisation, but also to spot issues at an early stage and be able to do something about them.

“In terms of flexibility, we are seeing a shift,” he said. “Rather than a one-size-fits-all solution, with some practices and benefits you need to meet people where they are at in different stages of their life.”

Mr Mason gave the example of a young worker who may want to get on the property ladder, versus an older worker perhaps thinking about getting ready for

retirement or wanting to reduce their hours to spend more time with their family.

But he also acknowledged that each worker needs to be taken individually, with some older workers still eager to progress up the career ladder.

He added that broad diversity policies are vital when it comes to the ageing workforce.

“You want a good spread of people,” he said. “That brings diversity of thought. Without it you have a lot of people that think the same.”

Summing up the challenges of internal mobility and the ageing workforce, Tim Whitaker said: “Ultimately it comes down to whether an organisation has a framework for thinking about how it is going to deal with an older workforce.

“Has it got the protocols and policies and managers understanding the issues?”

“A lot of organisations haven’t really addressed age yet.”





Conclusion

For businesses, the challenge of the ageing workforce should be viewed as an opportunity that can be grasped by embracing policies which attract and retain talent.

One very successful way this can be done is via the use of internal mobility practices.

Reed Talent Solutions' Managing Director, Lee Gudgeon, said: "Internal mobility is right at the forefront of finding solutions to the questions and opportunities of an ageing workforce.

"Flexibility is increasingly sought after and there are huge benefits for companies with well-developed internal mobility policies with workers more likely to stay longer, learn new skills and remain motivated and at the top of their game."

Both the workers and hiring managers surveyed by Reed Talent Solutions, as well as the experts we spoke to, identified policies such as moving employees to roles that suit their skills and needs, increasing flexibility within the workforce through schemes such as four- day working, and looking at changes of occupation within a company.

If these policies are properly implemented, the creation of an engaged, well trained and enthusiastic ageing workforce can be achieved.

If you're looking to help create strategies to attract and retain talent, reach out a [Reed Talent Solutions](#) expert today.

For more insight from our experts quoted in this whitepaper, watch our 'Internal mobility and the ageing workforce' webinar [here](#).