

Fuller Working Lives

Employer Good Practice



Prime contractor for the National Careers Service in Yorkshire and the Humber
www.careersyandh.co.uk

BARCLAYS' BOLDER PROGRAMME offers a seven-week training and work placement programme to older apprentices and is part of wider activity by the company to foster an intergenerational workforce. In championing an ageing workforce, it offers staff mentoring, unconscious bias training and a return to work programme. The company also runs the Digital Eagles programme. Barclays won the Business In The Community Aviva Championing an Ageing Workforce Award 2017.



A previous winner of this award, **ST LEGER HOMES** in Doncaster recognises the value of keeping older workers to pass on skills and knowledge to younger employees. They offer flexible working, retirement and retraining opportunities, alongside in-depth career conversations and mentoring. They also set up a World of Work Programme to help older tenants go back to work.



All across the corporate world, companies are increasingly coming to value older workers, from **MCDONALD'S** who found stores employing at least one person over 60 reported higher levels of

customer satisfaction than stores with nobody over 50, to **SKIPTON BUILDING SOCIETY** which developed an empathy awareness programme to help improve employees' understanding of the needs of customers and colleagues, from different generations, and developed an internal programme that includes workshops on topics such as flexible working options, pensions and retirement planning.



UNIPART employees can reduce their hours gradually to enter retirement with a 'soft landing' while a number of retired staff have returned part-time or in different roles to maintain their relationship with the company.



JAGUAR LAND ROVER launched the Retirement Transition Initiative in collaboration with the Shaftesbury Partnership to equip people aged 50 with the information, networks, and resilience to enter later life. Workshops included help with financial planning, lifelong learning, wellbeing, health and fitness. The workshops are often the first opportunity people have to focus on their future and the prospect of retirement.



At **LLOYDS**, the MAXIMISE initiative is a network for experienced colleagues who share advice and sources of support. Peer-to-peer support has been offered on caring responsibilities, the menopause and health issues, while pension clubs have been set up across the country. The network aims to connect and help develop colleagues in the later stages of their career. This network is an excellent example of colleagues working together to further promote inclusion and diversity for all.



NATIONWIDE used focus groups and staff surveys to identify carers' needs and develop a range of flexible working policies and to train managers to provide support. It has no retirement age and offers a range of flexible working options. Its wellbeing agenda is built around four pillars – health finances, healthy mind, healthy body and healthy family – all of which are relevant to older workers.



A member of the BITC Age at Work team, **HOME INSTEAD SENIOR CARE** is committed to recruiting older people and offers them on-going training and development opportunities. Most of its 8,000 workers are over 40, with the oldest in their mid-80s, sometimes being older than the people they care for. The company is also embedded into local networks such as the WI and church groups. They find it a great way to find people who've had successful careers, who might not necessarily be looking for a job, but are keen to use their skills and experience productively.



AVIVA has set about reforming its workplace to make it more attractive to older workers, advertising jobs as available for flexible working. It is currently developing its offer for carers, many of whom are older.



Further detail about some of these and other initiatives can be found here:

FULLER WORKING LIVES: A PARTNERSHIP APPROACH

A document and background evidence which explains how as the population ages, employers need to draw on the skills and experience of older workers to avoid loss of labour.

In partnership with...



Department for Work & Pensions



Humber Local Enterprise Partnership



Humber Business Growth Hub