



Programme for 9 & 10 October

OECD Conference Center

2 rue André Pascal

75016 Paris

Launch of OECD Report: The Mid-Career Opportunity. Meeting the Challenges of an Ageing Workforce

9 October (Room CC10)

13:00 Welcome & Introduction

- Pamela Druckerman, Journalist, Emmy-winning Documentary Producer and Author

13:05 Opening Speech

- Yoshiki Takeuchi, OECD Deputy Secretary-General

13:15 Presentation of the Report

- Dr. Mona Mourshed, founding CEO of Generation
- Shruti Singh, Senior Economist, Ageing and Employment Policies, Directorate for Employment, Labour, and Social Affairs

13:30 Comments

- Maria Jepsen, Deputy Director of the European Foundation for the Improvement of Living and Working Conditions (Eurofound), European Union

13:35- 14:30 Panel Discussion and Q&A with Audience

- Aurélie Feld, President of LHH France & Luxembourg, a member of the Adecco Group
- Mona Mourshed, founding CEO of Generation
- Inger Paus, Director European Public Affairs, Google
- Stefano Scarpetta, Director, Directorate Employment, Labour and Social Affairs, OECD
- Avivah Wittenberg-Cox, CEO of gender and generational consultancy, 20-first, Speaker & Author on life's four quarters

OECD – AARP Closed Workshop

Fostering a Multigenerational Workforce: Challenges, Evidence and Gaps

10 October 2023 10:00 – 16:30 (Room CC20)

Scope

The world's population over the age of 60 is expected to double by 2050, causing a demographic shift in the composition of the workforce. Inherently, both business and economic success and productivity will be increasingly tied to that of older workers. Yet, despite older adults now being healthier and better educated than ever before, their talent often remains underutilised and overlooked (OECD, 2020). While a multigenerational workforce is valuable to organisations' success and growth, many employers continue to struggle to establish effective policies to support older workers. Understanding how to manage and foster a multigenerational workforce will be essential to fostering employability, job mobility and labour demand at an older age.

This closed meeting has the aim of bringing together experts on the full range of issues affecting the multigenerational workforce to discuss and inform future areas of OECD research, gaps in analysis on how to better engage employers, civil society, and universities in producing new evidence and dissemination of findings to foster and build multigenerational workforces.

The workshop will begin with a brief presentation of the evidence generated by the OECD on promoting an age inclusive workforce, retaining talent at all ages, and facilitating mid-career opportunity. The remainder of the workshop will be divided into three thematic sessions and a breakout-group session.

Workshop Agenda

Time	Item	Speaker
9:30 – 10:00	Coffee & croissants	
10:00	Welcome	Willemien Bax, Head OECD Forum, Communications Directorate, OECD
10:05 – 10.20	Welcome and presentation of findings from OECD work: <ul style="list-style-type: none">- Embracing greater age diversity in the workforce;- Promoting the retention of older workers;- Facilitating mid-career mobility	Jeffrey A. Gullo, Senior Advisor, International AARP Mark Keese, Head of the Skills and Employability Division, Directorate for Employment, Labour, and Social Affairs, OECD

10:20 – 11:20	Session 1: Promoting healthy workplaces and productivity	Session kick-off: Mike Hodin, CEO, Global Coalition on Ageing (GCOA) Tatiana Rowson, Associate Professor, Henley Business School, University of Reading Session moderator: Christopher Prinz, Senior Economist, Mental Health and Disability, Directorate for Employment, Labour, and Social Affairs, OECD
11:20 – 12:20	Session 2: Supporting skills development in a multigenerational workforce	Session kick-off: Maciej Kucharczyk, Head Age Platform Europe Mike Mansfield, CEO, ProAge Session moderator: Sílvia Garcia-Mandicó, Labour Market Economist, Mental Health and Disability, Directorate for Employment, Labour, and Social Affairs, OECD
12:20 – 14:00	Lunch break	Restaurant des Nations
14:00 – 15:00	Session 3: Reducing the barriers for older workers to retain their talent	Session kick-off: Julia Randell-Khan, Consulting Fellow New Map of Life™ program, Stanford University Center on Longevity; Co-Founder, The Purpose Xchange; Senior Fellow, CoGenerate Session moderator: Andrew Aitken, Labour Market Economist, Ageing and Pensions, Directorate for Employment, Labour, and Social Affairs, OECD

15:00 – 16:15	Session 4: Breakout session: accountability, data, and dissemination	Session kick-off: Teresa Ironside, Director of Data Science Education, Bayes Centre, University of Edinburgh Catherine Sermon, Head of Public Engagement & Campaigns, Phoenix Insights, Phoenix Group Session moderator: Dimitris Mavridis, Labour Market Economist, Ageing and Pensions, Directorate for Employment, Labour, and Social Affairs, OECD
16:15 – 16:40	Where do we go next?	Shruti Singh, Senior Economist, Skills and Employability Division, OECD Lina Walker, Senior Vice President of Global Thought Leadership, AARP

Welcome and presentation of findings from OECD work

Time: 10:05 – 10:20

Recent OECD work has focused on promoting an age inclusive workforce, retaining talent at all ages, and facilitating mid-career mobility in the context of longevity, and fast changing labour markets. This session will include an overview of key findings of OECD work on multigenerational workforces, on-going work, and future research projects supporting recruitment, retention, health, and well-being for mid-career and older workers across OECD countries. The session will also include a snapshot of the joint initiative co-led by OECD and AARP on the Living, Living and Earning Initiative, an effort to engage business to identify, build and design employer practices and policies to embrace age-diversity and its benefits in the workplace.

Session 1: Promoting healthy workplaces and productivity

Time: 10:20 – 11:20

Despite the widespread and sustained decline in hazardous work across OECD countries, evidence from a recent AARP/OECD survey among mid-career workers shows that poor health is still one of the most frequent reasons for job quits and job changes, and for (premature) retirement. Losing talent and knowledge for health-related reasons is costly for employers, as evidenced by key workplace outcomes, such as elevated turnover, lower productivity, and reduced employee engagement. Poor working conditions are also damaging for the workers concerned, and for society, as unhealthy workplaces have adverse and long-term effects on people's health, well-being, and labour-market attachment.

Key questions for discussion:

- What is the business case for a healthy workplace in context of rapid population ageing?
- What does a healthy workplace look like, and which aspects of job quality are critically linked with longer working lives or health barriers to work?
- How can employers build more age friendly workplaces and put in practices to enhance worker health, engagement, and productivity? This discussion can include aspects ranging from workplace adaptation to providing workplace health interventions to improve worker well-being and longevity.
- In what ways can companies quantify the costs associated with losing talent and knowledge due to health-related reasons? Are there strategies or interventions that have proven effective in mitigating these costs, such as promoting employee health and well-being programmes?
- How can collaborative efforts between governments, employers, and organisations focusing on ageing and disability lead to healthier workplaces and improved labour market attachment for all workers?

Session 2: Supporting skills development in a multigenerational workforce

Time: 11:20 – 12.20

Working lives can now span five decades, which prompts governments and employers to adopt a life course approach to education and skills development, which doesn't have to stop in one's twenties. Supporting lifelong learning, skills acquisition, retraining, and multigenerational engagements represent a clear intersection of interest of employer and employee, showing benefits both to employee retention and mobility and to the bottom line for employers. Unfortunately, there is still substantial inequality in access to training by age. On average across OECD countries, only 24% of adults aged 55-65 participate in job-related training, compared to 41% of adults aged 45-54. As such, older workers may not be upskilling or reskilling sufficiently to meet the changing demands of the labour market in the current context of fast adoption of technologies and the transition to the green economy.

Equipping managers and business leaders is just as important as workers. It is also important to consider skills development and training for managers, to equip them with the right skills to manage a multigenerational workforce.

Key questions for discussion:

- Firms and governments have put in place policies to improve skills but the skills gap between young and old still remains. What are the reasons behind this conundrum?
- How can organisations measure and demonstrate the benefits of investing in multigenerational skills development and training? Are there specific metrics or case studies that highlight the positive impact on employee retention, mobility, and the bottom line for employers?
- In what ways can governments and firms promote a continuous learning culture, encouraging employees of all ages to engage in ongoing professional development?
- How will the adoption of new technologies like AI impact older workers and firms' skills strategies? What are some of the approaches that firms are taking to support workers in the context of AI adoption?
- Considering the importance of managing a multigenerational workforce, what skills and training should be provided to managers to help them effectively lead and support employees

of all age groups? How can organisations ensure that managers are equipped to foster a productive and inclusive work environment for a diverse workforce?

Lunch break: 12:20 – 14:00

Session 3: Reducing the barriers for older workers to retain their talent at the workplace

Time: 14:00 – 15:00

Barriers to work change over the life course. Aspects such as ill-health and skill gaps, as discussed in the previous sessions, caregiving obligations, or discrimination in the workplace are likely to impose different – and sometimes greater- barriers as workers age. For instance, on average across OECD countries, around 13% of people aged 50 and over reported providing informal care at least weekly in 2019, juggling the responsibility of working while caring for a loved one. These caregiving responsibilities can lead to increased absences, and an increase in stress and anxiety levels, resulting in decreased productivity. Perceptions of age discrimination, or ageism, remain very common, with most workers and managers feeling that an older age puts job applicants at a disadvantage. Ageism thus imposes a barrier for older workers to (re-)enter the workforce, to change career pathways, or to have a satisfactory career progression. Firms play a key role in reducing workers' barriers to work by taking into account the diverse needs of their workforce.

During this moderated discussion session, all participants will weigh in on the following key questions:

- In what ways can firms enhance the support and benefits available to workers at all stages of their lives and careers?
- What is intersectionality between age and gender and the role of employers taking these two dimensions into account when designing employee benefits?
- Are there any novel ways in which firms are supporting workers with caregiving responsibilities?
- What are the challenges in implementing phased retirement schemes and how can their take-up be improved?
- Are there novel ways in which firms are tackling age discrimination in the workplace?
- In what ways can employers collaborate with governments and age inclusive organisations to provide additional support and benefits for older workers to retain all talent within the multigenerational workforce?

Session 4: Breakout and concluding session: accountability, data, and dissemination

Time: 15:00 – 16:15

Promoting an age-diverse workforce and encouraging employment at older ages hinge on the accountability of employers toward employees and vice-versa, accurate data, and effective dissemination of information. The need for employers to shoulder responsibility for age-inclusive practices is now amplified by the growing expectations of firms to engage in Environmental, Social, and Corporate Governance (ESG). However, the persistence of outdated stereotypes about older workers leads to biases in hiring and promotion practices in many companies. Additionally, the challenge of accurately measuring and tracking age-related diversity and employment practices persists due to a lack of comprehensive and transparent data. Firms are often reluctant to disclose age-related employment statistics, hindering efforts to assess the true extent of age diversity within their workforce. Thus, rallying employers to champion age diversity and embrace accountable ESG practices

is paramount in forging a more equitable and sustainable future, where organisations prioritise both financial success and the well-being of their employees and communities.

During this break-out session, participants will be split into three smaller groups to discuss one of the key questions below before reconvening:

- How can organisations effectively challenge and overcome outdated stereotypes about older workers in the context of promoting age diversity? What strategies have been successful in combatting biases in hiring and promotion practices?
- What are the key obstacles organisations face in collecting and disclosing comprehensive and transparent data related to age-related diversity and employment practices? How can these challenges be addressed to better measure and track progress toward age-inclusive goals?
- In what ways does embracing accountable ESG practices align with promoting age diversity and inclusion in the workforce? What strategies can employers use to integrate age-inclusive practices into their broader ESG initiatives, and why is this integration crucial for a sustainable and equitable future?

Where do we go next?

Time: 16:15 – 16:40

Focusing on key elements of the discussion, drawing some conclusions, and proposing next steps.