# What do older workers value about work?

CENTRE FOR AGEING BETTER

## Work adjustments

Health and wellbeing has the biggest impact on the ability of older workers to stay in work



Working remotely and flexibly is particularly important for older workers who also have an increased preference for reduced commuting time

Certain health conditions are particularly common among older workers. Managers need to ensure they have easy access to adjustments, equipment and flexible working arrangements

Older workers want to challenge themselves at work by developing ICT skills and using existing skills in new ways

Source: Marvell, R and Cox, A (2017) Fulfilling work for older workers: What do older workers value and why? Institute for Employment Studies

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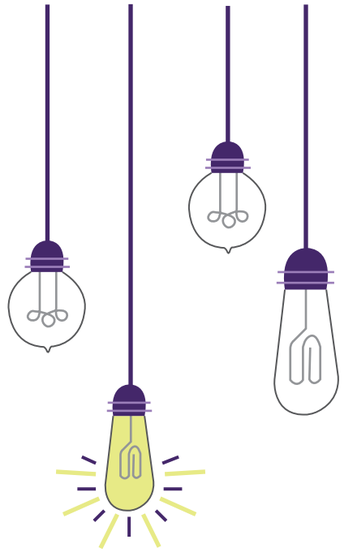
## Work content

Older workers want meaningful work which is interesting, stretches them and makes full use of their skills and experience



Autonomy over how, when and what kind of tasks older workers do is very important because it signals their judgement is respected

Older workers are more likely to feel engaged and have higher motivation if they feel their work is varied and worthy of attention

Fulfilling work provides opportunities to work in teams, collaborate with colleagues or have a lot of contact with clients or members of the public

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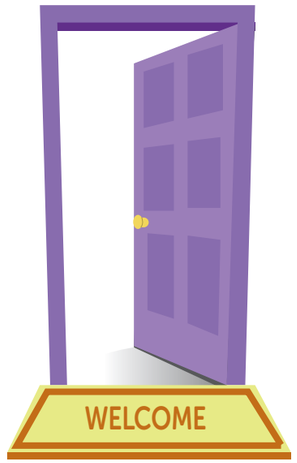
## Work culture

Older workers seek organisational cultures which are open, accepting and tackle any discrimination and prejudice at all levels




Organisations should give managers good quality training that helps them effectively manage older workers and a mixed-age workforce

Include older workers' voices when developing organisational strategies increases job satisfaction and effectiveness. Provide opportunities for older workers to influence decisions and communicate their views

Older workers want to have open and fair access to career development, mentoring, informal or vocational training and promotion

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Older workers mostly want the same as those of other ages. However, some things become more important with age:

- Health – which has the biggest effect on whether people continue to work
- Flexible or part-time working - to accommodate health needs or caring
- Organisational values they identify with, opportunities to maintain stronger workplace relationships and ways to pass on their knowledge

Source: Marvell, R and Cox, A (2017) Fulfilling work for older workers: What do older workers value and why? Institute for Employment Studies