EXECUTIVE SUMMARY

Gone are the days when Canadian workers retired immediately upon becoming eligible to do so. Today, Canada’s mature workers – defined as employees over the age of 50 – enjoy lives that are, on average, longer and healthier than those of the generations before them – and many choose to invest much of that added time in their careers. According to the data from Second Wind: The Evolving Nature of Retirement, a recent survey commissioned by Ceridian and CARP – A New Vision of Aging for Canada, more than half (57%) of mature workers want to continue working in some capacity after they reach the traditional age of retirement (age 65).

For employers, mature workers offer a wealth of knowledge and experience, as well as a well-respected work ethic. But, they express an interest in greater flexibility over the traditional nine-to-five, five-day work-week and identify some more appealing options.

The results of this survey demonstrate that not only are mature workers’ expectations of retirement evolving, but their ambitions for how they want to spend their ‘retirement years’ are changing as well.

Finding 1: Mature workers want to keep working – albeit on their own terms – and they are aware of age discrimination in the workplace.

Finding 2: There are a number of easy and affordable steps employers can take to retain and recruit these productive, skilled and respected mature workers.

Finding 3: The greatest concern identified by mature workers is maintaining their health beyond the age of 65. Employers who provide health and wellness benefits beyond that age have a significant advantage in recruiting and retaining mature workers.

ABOUT THE SURVEY

Ceridian and CARP/Zoomer Media executed Second Wind: The Evolving Nature of Retirement, between May 24 and May 29, 2013, in Canada. More than 5,230 Canadians responded to the online survey. The margin of error of the survey is +/- 1.4%, at a 95% confidence level.
FINDING #1

MATURE WORKERS WANT TO KEEP WORKING – ALBEIT ON THEIR OWN TERMS – AND THEY ARE AWARE OF AGE DISCRIMINATION IN THE WORKPLACE.

Today, more than half of mature workers are still working – 40% are in full-time positions, 31% have partially retired, and 16% are working pro-bono or volunteering.

What is your current working status?

- Working full-time: 40%
- Partially retired but working part-time/contract/seasonal: 31%
- Retired, working pro bono/volunteering: 16%
- Other (please specify): 3%
- Always worked part-time/contract/seasonal: 10%

Although 57% of mature workers would ideally like to continue working, only 10% would like to stay on in a full-time capacity. 43% want to partially retire, stating that flexible part-time, contract or seasonal work would be their ideal working arrangement.

If you had the option would you like to ...

- Work part-time/contract/seasonal: 47%
- Retire fully: 43%
- Stay on working full-time as long as I am able to do so: 10%
The most common reason mature workers reported for remaining on the job is financial need (60%), but 40% choose to continue working for more personal, non-financial reasons, which include keeping busy, staying connected and feeling as though they’re contributing to society.

With respect to predicted age of full retirement, 23% of respondents reported that they expected to do so by age 65, and 24% expected to do so by 70 years of age.

If you’re working full-time or part-time now, when do you expect to fully retire?
The findings show numerous reasons why employers should strive to retain and recruit mature workers.

More than 71% of mature workers say they feel respected by colleagues. Their employers and peers express this respect in a variety of ways, including asking mature workers for advice (60%), and requesting that they serve as coaches or mentors (41%).

However, age discrimination is a reality with a full 38% of mature workers believing they have fewer workplace opportunities due to their age – especially when combined with 17% saying they feel they suffer age discrimination.

Mature workers identify equal workplace opportunities, regardless of age, as being the number one workplace value employers should support (34%).

What is the most important workplace value a company can support to attract and keep older workers? Please select two answers only.

These findings show that mature workers basically hold the same views as younger workers with respect to work-life balance and workplace values.
FINDING #2

EMPLOYERS CAN TAKE EASY, AFFORDABLE STEPS TO RECRUIT AND RETAIN MATURE WORKERS.

The single greatest step employers can take to recruit and retain mature workers is to continue offering benefits to employees older than 65 years of age. Identified by 48% of survey respondents, this step is explored in detail in Finding #3.

More than 46% of mature workers desire non-traditional work arrangements, such as flexible hours and job-sharing. Effective workforce management enables employers to easily offer these arrangements, allowing organizations to keep the extensive experience, skills and knowledge of their longest-contributing employees.

Flexible offerings will naturally create another high-desired non-traditional work arrangement: a phased-in retirement process. Mature workers who are able to retire gradually through flexible hours and job-sharing are more likely to stay in their position.

Another key way for employers to ensure mature workers feel valued is to offer professional development and retraining opportunities.

In your opinion, what do you believe would be the best ways for employers to make older workers feel more valued? Check all that apply.

Extended benefits past age 65
Flex-work/job-sharing
Retraining programs to keep skills current
Phased-in retirement/staged retirement
Extended employee wellness programs
Workplace mentorship programs
Assignments to special projects
Inter-generational training
Age-inclusive workplace policies
Don’t know
Other (please specify)

When we ask what would be the best ways for employers to make older workers feel more valued, mature workers cite flexible hours and job-sharing (36%) as the second most important workplace values for employers to support.
A majority (54%) of mature workers agreed that they would remain on the job longer if their employers provided flexible working hours – and those already retired say they would have done so as well.

If you are working now, would you work longer before retiring if you could work fewer hours per day/week? Or when you were working (before you retired), would you have worked longer if you could have worked fewer hours per day/week?

30% of respondents identify a four-day work week as their preferred adjustment, a non-traditional work arrangement that makes scheduling no more difficult with effective workforce management.

How would you like to see your working hours adjusted?

These findings should come as good news to employers, demonstrating that some of the most valuable workforce management practices they can implement are also among the most affordable. These non-traditional work arrangements are highly desired by mature workers and dramatically improve recruitment and retention.
FINDING #3: MATURE WORKERS WANT TO PROTECT THEIR HEALTH WITH BENEFITS THAT EXTEND BEYOND THE AGE OF 65.

Mature workers cite maintaining their health as their single most significant concern about retirement (36%). When fears for a spouse’s health is included, nearly half (48%) of mature workers rank health as their greatest concern.

In addition, 27% of respondents cited outliving their savings as their biggest worry.

The good news for employers is that the overwhelming majority of mature workers rate themselves to be in excellent or good health, and just 4% report chronic health issues.
This means employers can invest in health and wellness programs now and reduce the substantial costs associated with prescription drugs and other healthcare services later.

Employee Assistance Programs offer a wealth of preventative health and wellness services and, depending on provider, can be very effective and affordable.

The ease with which employers can affordably provide the health and wellness benefits mature workers want is further demonstrated by a more in-depth examination of the services they desire.

The vast majority of mature workers are looking for assistance with routine health maintenance measures, especially getting more exercise, better nutrition, and weight loss.

Interestingly, stress is a minor concern for mature workers – enabling employers to divert some of their budget for any stress-related programming to more desired programs instead.

These findings are good news for mature workers and employers alike. Mature workers are generally healthy, concerned about staying that way, and overall, state they are willing to commit to good health measures related primarily to diet and physical activity to remain well. Employers can offer affordable, preventative wellness services and supports that contribute to improving recruitment as well as increasing retention, job satisfaction and productivity.
ADDITIONAL FINDINGS

The federal government has struck down most mandatory retirement provisions across the country. Approximately 37% of mature workers believe these changes to mandatory retirement will worsen employer and workplace attitudes toward them, a troubling finding given the concerns they (55%) already have about age discrimination in the workplace.

What do you think will be the impact of the abolishment of mandatory retirement on the attitudes toward older workers?

- Will worsen attitudes: 37%
- Will make no difference: 20%
- Don’t know: 16%
- Will improve attitudes: 27%

Employers who desire an engaged and productive workforce across all generations should take seriously mature worker concerns about age discrimination — whether these are real or perceived.
RECOMMENDATIONS

STRATEGY 1: ADAPT AND ACCOMMODATE TO RETAIN HIGH-PERFORMING MATURE WORKERS.

With the arrival of Millennials to the workforce, employers were warned that they should be prepared to adapt. This youngest generation of workers – at the opposite end of the age spectrum from mature workers – are said to be interested in working for a purpose, outcome-driven, and attracted to roles that provide considerable work-life balance.

According to our recent survey, these same characteristics and work goals also apply to mature workers. As an employer, consider implementing the following strategies to retain mature workers:

1. **Know your workforce.** Can you quickly identify top talent, and who would be a considerable loss to the organization? Use your formal performance management system to have open and ongoing discussions with senior-level, mature workers about their career plans. Know what interests them, ask about and provide training and development opportunities they would like to pursue, and ask where they see themselves in two, five or 10 years.

2. **Develop an organizational talent database.** Encourage employees to populate and update the database with details about interests and abilities, certifications, levels of education, and specific project experience. This can help you better understand workforce proficiencies and identify hidden skills that may be helpful in other areas of the organization.

3. **Maintain a ‘temporary opportunities database’, enabling your retired workers to have first crack at accessing short-term projects and consultancy roles that appeal to them.** You’ll benefit from the output of a pool of senior-level, experienced workers who already understand and appreciate your culture, mission and organizational intricacies, meaning that they likely won’t require substantial orientation or ramp-up time. Plus, your mature workers will remain connected to your organization – on their own terms – instead of choosing to look elsewhere for opportunities that suit them.

4. **Regularly review job roles, responsibilities and design with an eye on the future.**
   - Consider tasking each team manager with analyzing whether jobs within their area have been designed around people or process.
   - Generation X and Y workers are thought to be more than willing to step into senior-level roles that demand delegation and people management, but that doesn’t automatically mean they’re ready. Mature workers can help develop and shape the supervisory skills of younger workers, and increase their familiarity with the challenges and rewards of managing a multi-generational workforce.

5. **Consider the feasibility of staged or phased retirement for mature workers, or retaining a valuable worker on contract post-retirement.** Given the interest in a compressed workweek or shortened work hours, a simple move from full-time to part-time status may be just the solution to keep a mature worker engaged and productive.
STRATEGY 2: EXAMINE AND ENHANCE WORKPLACE OFFERINGS, AND DEVELOP A RECRUITMENT CAMPAIGN FOR MATURE WORKERS.

In order to attract mature workers to your organization, you will need to assess your employee value proposition and determine whether it speaks to the mature worker based on what we know appeals to this group. If it is weak, think about enhancements you could make to strengthen it.

1. **Conduct a ‘features and benefits audit’ of your workplace**, and measure benefits against what appeals to mature workers.

   - Can you offer flexible work options, and if so, in what types of roles?
   - Is the work genuine and rewarding, and will mature workers be able to access opportunities that make use of their considerable skills?
   - Is there something intrinsic about your core mission that could connect with those interested in making a difference in the world?
   - Is your compensation plan attractive and your benefits plan flexible and diverse, enabling mature workers to select options relevant to their life stage?
   - Are you committed to ongoing training and development, enabling mature workers to acquire new skills necessary to perform well in new roles?

2. **Define and develop your employer brand**, but be sure that it is rooted in reality. If you can offer mature workers a valuable employment experience with attractive benefits, say so. If you cannot, do not say you can. A distinctive employer brand can set your organization apart, but only when it is reflective of your true nature.

3. **Examine and assess your organization’s online presence**, from your corporate website to social media sites and recruitment channels. Will you be viewed as an ‘inviting’ workplace for aging workers/baby boomers, or is your online content, imagery and approach clearly targeted towards younger workers?

   - 96% of Baby Boomers conduct job searches online – practically as much as younger generations, and in fact more so than Gen Y (92%), according to the *Multi-Generational Job Search Study Online*.

   - Job boards and LinkedIn are becoming popular tools for boomer job seekers. 87% of Baby Boomers choose job boards as their primary resource, followed by 82% of Gen X and 77% of Gen Y. LinkedIn is the top choice among boomers (29%) who use social networking in their job search.

   - Use online job posting sites specifically to target Baby Boomers:
     - http://www.retirementjobs.com/
     - http://jobsover50.com/
     - http://thirdquarter.ca

4. **Engage with organizations such as Third Quarter that specialize in matching older workers with employers**. In addition, explore where to connect with mature workers and develop a creative recruitment campaign to engage them. Consider hosting an open house, or delivering a presentation/hosting a booth at an event dedicated to mature adults.
STRATEGY 3: SUPPORT WORKPLACE WELLNESS, AND PROVIDE AFFORDABLE HEALTH AND WELLNESS SERVICES.

Improving your health and wellness offerings with an Employee Assistance Program is affordable, especially for employers who reallocate amounts budgeted for less valuable and effective measures.

1. Given the importance of health and financial stability to mature workers post-retirement as per our survey findings, employers should consider implementing an employee assistance program (EAP), a confidential work-life and wellness solution available any time and at no cost to employees. From preventative health information to wellness coaching, and from financial information to 24/7 access to qualified counsellors and referrals to community resources and other professionals, EAPs provide valuable resources proven to reduce absenteeism and presenteeism, and increase productivity.

2. Provide programs and seminars that champion prevention and positive lifestyle change.

   - Employers should be prepared to support positive lifestyle behaviours through a comprehensive organizational wellness program that provides targeted information geared towards the mature worker, convenient on-site wellness clinics, and learning opportunities that contribute to an increased understanding of the importance of prevention.

   - We also know that ‘knowing our numbers’ such as cholesterol, BMI, blood pressure, and more, can help us to take a more active role in reducing our risks, and accessing the appropriate health services we need to boost wellness. We also know that eliminating just one high-risk lifestyle choice – such as smoking, poor diet or a low level of physical activity – can greatly reduce related health risks.

   - There is strong evidence that brain training can prolong brain health, and reduce the risk of dementia.

3. Be aware of issues that are pertinent to mature workers such as the need to be able to provide a Caregiver leave policy (11%). According to the Alzheimer’s Society of Canada, approximately 750,000 Canadians are living with some form of dementia – the most common of which is Alzheimer’s disease – and that number is predicted to double by 2031. Employers should consider programs that support families who are experiencing the effects, and assist workers who may be providing caregiving services for a loved one living with cognitive impairment.
ADDITIONAL RECOMMENDATIONS:

1. **Know the law.** The abolishment of mandatory retirement in Canada means that mature workers have the option to stay actively involved in the workplace longer. In the event of performance deterioration related to health issues, employers need to ensure they understand legal issues related to accommodation and termination.

2. **Appreciate that ‘mature workers’ is a group defined by age,** and despite some generalities, not totally homogenous. According to the 2011 Statistics Canada’s report, *Retirement, health and employment among those 55 plus,* based on the 2009 *Canadian Community Health Survey (CCHS) – Healthy Aging,* older workers end their employment careers in different ways and for a variety of reasons, and revive their careers for a variety of reasons. Many of the fully-retired respondents in the CCHS survey reported poor health – which may be related to their withdrawal from the labour force. The never-retired category is the most likely to be working full-time, and many are concerned about their financial preparedness for retirement. Partial and full retirees had relatively low levels of income, with almost 70% of partial retirees working part-time—less than 30 hours per week. Almost three-quarters of those who returned to work post-retirement were between the ages of 55 and 64, pointing to the possibility that many may have taken early retirement before returning to the labour force. Finally, many returned workers had apparently retired involuntarily.

3. **Consider extending health and dental benefits to retirees if you don’t already do so.** You will be bucking the trend – 80% of Canadian employers do not offer retiree benefits to non-union employees according to a 2011 LIMRA study. Since the late ‘90s there has been a growing shift away from employers providing group health and dental coverage for retirees due to increasing healthcare costs, provincial de-listing of services, an aging population and changes to accounting rules. If your organization champions a proactive and preventative approach to health and wellness throughout an employee’s life cycle, you may wish to continue doing the same post-retirement.

4. **Be aware of potential ageism.** The good news is that, overall, the majority of our survey respondents stated that they feel respected for their abilities, and most did not express concerns regarding ageism, defined as a form of discrimination due to age. Regardless of the positive outcome of this survey, employers should be prepared to protect against ageism – both overt and covert – and should consider:
   - Establishing and upholding a zero-tolerance policy on discrimination in the workplace;
   - Delivering employee sensitivity training to promote an understanding of what constitutes harassment and discrimination;
   - Awarding opportunities for career progression and advancement due to skill and ability – no matter the candidate’s age;
   - Providing access to training and development to upgrade skills.
CONCLUSION

In an aging society the nature of retirement is changing.

Mature workers want to continue working for longer, but on their own terms with non-traditional work arrangements such as flexible hours and job-sharing.

These arrangements are among the most attractive offerings employers can leverage to recruit and retain mature workers, as well as address their concerns of age discrimination in the workplace.

Mature workers also want employers to extend benefits beyond the age of 65, something that we know most organizations are not doing today. The good news is that your organization can effectively support healthy living and preventative care through the introduction of an EAP and related wellness services, and well-designed health and wellness programs.

APPENDIX

ADDITIONAL RESOURCES

FROM CERIDIAN

Whitepaper: RETAINING AND SUPPORTING MATURE WORKERS: Sustain and grow your business as Baby Boomers as retire… and beyond

Webinar: Best Practices for a Mature Workforce – From Engagement to Compliance – Are you Ready for the Impact of Retiring Boomers?

Webinar: Cracking The Wellness Code

Programming: Ceridian’s Training and Development Catalogue

Alzheimer Society Canada: A new way of looking at the impact of dementia in Canada
http://www.alzheimer.ca/on/~/media/Files/national/Media-releases/asc_factsheet_new_data_09272012_en.ashx

Press release: New Study Reveals 50-Somethings to Stay Longer in the Workforce: Employers To Benefit If Willing To Accommodate

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OTHER

Research: Multi-Generational Job Search Study
CERIDIAN HAS A FULL SUITE OF PEOPLE AND PAYMENT SOLUTIONS TO SUPPORT YOUR TALENT.

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HIRE

RECRUITING TALENT

Employee Background Screening Services

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ENGAGING TALENT

LifeWorks Employee Assistance Programs

LifeWorks Wellness Solutions

HR Advisory Services

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Training & Employee Development Programs

Dayforce Workforce Management

DEPLOYING TALENT

PAYING TALENT

Web or On-Site Payroll Solutions

Managed Payroll Solutions

International Payroll Services

Managed Pension Payments

Dayforce HCM

A single, real-time application for managing and processing payroll, tax, benefits, workforce management and HR, with one employee record, one user experience and zero interfaces.

Analytics and Reporting

Easy-to-use reporting solutions that generate accurate, reliable, and secure data across your entire organization.

ABOUT CERIDIAN

Ceridian is a leader in human capital management with more than 100,000 clients in over 50 countries. We deliver trusted results and transformative technology. Our offering includes the award winning, cloud-based Dayforce HCM, LifeWorks, PowerPay and International Payroll. Ceridian is transforming the world of work. For more information, visit www.ceridian.ca or call 1-877-237-4342.

ABOUT CARP

CARP is a national, non-partisan, non-profit organization committed to advocating for a New Vision of Aging for Canada, promoting social change that will bring financial security, equitable access to health care and freedom from age discrimination. CARP seeks to ensure that the marketplace serves the needs and expectations of Canadians as they age and provides value-added benefits, products and services to our members. Through our network of chapters across Canada, CARP is dedicated to building a sense of community and shared values among our members in support of CARP’s mission. For more information, please visit: www.carp.ca.