

OLDER AUSTRALIANS AT WORK SUMMIT

February 24, 2015



Corporate partners



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Acknowledgements

AHRI and the Australian Human Rights Commission extend appreciation to the Summit Corporate Partners, NAB and KPMG, keynote speakers Bernard Salt and John Daley, and Summit presenters Kate Dee, Niki Kesoglou, Linda Redfern and Alison Monroe

Special thanks to the Summit Moderator Catherine Fox and to Julie Abdalla from KPMG for her reporting of the breakout group outcomes and Peter Saul.

Acknowledgment of Alison Monroe, CEO SageCo for her advice, and Camilla Gebicki, Policy Officer, Australian Human Rights Commission, for her general support and Lead Creation.

Summit Program Committee: Susan Ryan, Adriana Siddle, Catherine Fox, Antoinette Totta, Susan Ferrier, Glen Aiton and Sandra Cormack.

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FOREWORD



I was delighted, on behalf of the AHRI board, to take part in the Older Australians at Work Summit in association with the Australian Human Rights Commission. The ageing workforce is a key issue in Australian public life, and one in which I'm pleased to say we have been active for the past decade or so.

While the issue has caused a level of interest during that period, it is particularly pleasing in more recent times to note that it now generates considerably more momentum than it previously has. An indication of that was the sense of urgency generated among the invited audience of senior business people who attended the Summit.

From AHRI's perspective, we have been able to measure the interest by looking at the response we received to our recent member surveys on the issue. Following a survey of our 20,000 members in 2011 that attracted 1200 responses in just three days, we conducted another survey in late 2014 to which more than 1900 members responded.

One of the findings of the 2014 survey was the age at which organisations are showing reluctance to recruit workers of a certain age. While only 6% put that age at 45 years, a third of respondents reported observing reluctance to recruit workers older than-50 and-55 respectively. More than a third of the sample group reported that between 10% and 25% of their workforce was 55 years of age or older, and nearly 30% reported that up to half their workforce was over 55.

If anything like those numbers were to convert into immediate retirements, many businesses would be in trouble, as successive Intergenerational Reports have confirmed.

Governments from all persuasions are in agreement that change needs to happen in this area, and the announcement of a upping of the age of pension entitlement to 70, sends a useful signal.

But by itself it won't be enough.

Employers need to own the issue and so do fellow workers, because the evidence from the Summit and other sources is that bias - unconscious and conscious - and negative stereotyping of older workers still occur.

It needs to be said also that older workers need to take responsibility themselves if they want to stay in employment or be successful in attempting to be recruited to suitable positions.

One respondent comment from our 2014 HR survey stood out for me. The person observed that "older workers often come with strange self-representation about being older, which then puts me off progressing them through the hiring process. They see themselves differently which makes me see them differently"

That respondent is basically saying: "Some older workers talk me out of recruiting them".

There is clearly room for training job applicants, but there is also room for training of managers, based on the data from our study, and that idea was reaffirmed among the Summit breakout groups. Commissioner Ryan has proposed to government the idea of a national career check-up for workers as they approach 50, where individuals can undertake a skills audit and receive advice on future work options and opportunities

The Summit was particularly fortunate to have had the benefit of outstanding presentations by Dr John Daley from the Grattan Institute and Bernard Salt from KPMG. The scenario that John Daley sketched with respect to his data on our superannuation and taxation laws and why older workers don't keep working, was remarkably insightful. Likewise, Bernard Salt's observations about older Australians and lifestyle was both illuminating and entertaining.

On behalf of AHRI and the Commission, I would like to thank the Summit corporate partners KPMG and NAB, and the master of ceremonies, Catherine Fox.

I commend this report of the Summit to you.



Peter Wilson AM

Chairman and National President
Australian Human Resources Institute

THE LONGEVITY REVOLUTION



The Age Discrimination Commissioner with the Australian Human Rights Commission, the Hon Susan Ryan AO, opened the Older Australians at Work Summit with a recorded off-site presentation. The Commissioner was required in Canberra on the day of the summit to attend a Senate Estimates hearing.

In her presentation Susan Ryan stated that the 'realities of our demography cannot be ignored'. She made the point that they have broad ranging implications, with 80% of people who are retired receiving a part or full-age pension. Without change, the ageing population could place unprecedented pressures on the Australian economy.

Last year, in an address to the National Press Club, Commissioner Ryan introduced Australia to the concept of the 'longevity revolution', and gave further substance to that idea at the Summit.

Deloitte Access Economics predicts that by 2030, there will be more than 5 million Australians aged 55-70. While in 2012, there was roughly one person aged 100 or over to every 100 babies, it is estimated that by 2060 there will be around 25 people aged 100 or over for every 100 babies. And by 2100 there will be more centenarians alive than babies born in that year.

Longevity should be recognised as the solution, not the cause, of current economic, fiscal and social challenges. Increased longevity presents an opportunity to restructure the intergenerational compact at the base of our understanding of the relationship between taxation and public expenditure; that is, younger people work and pay taxes to support older people who are no longer earning.

Commissioner Ryan suggests:

Rather than inflicting an intolerable burden on the declining proportion of taxpaying workers aged less than 60 years, we can spread the load by a straightforward change: by lengthening the working life of all Australians.

Increasing employment of older people will have extraordinary benefits. An increase of 5 per cent in paid employment of Australians over the age of 55 would boost the economy by \$48 billion for our economy each year. Such a change presents opportunities for businesses as well. As a cohort, older Australians are diverse, talented, energetic, and willing to work.

At present, these talents are not being tapped.

Australia is lagging behind 10 OECD nations in terms of its employment rate for people aged 55-64, with 61.5% of Australians aged 55-64 in employment as at 2013. A substantial 62% of complaints made to the Australian Human Rights Commission under the Age Discrimination Act 2004 (Cth) relate to discrimination in employment on the basis of age.

A new survey by the Australian Human Rights Commission examined the prevalence, nature and impact of age discrimination on a national scale for the first time. The survey looked at the experience of 2109 individuals aged 50 and above. More than a quarter of those surveyed indicated they had experienced some form of age discrimination in the workplace over the last two years. The most common forms of age discrimination experienced related to limiting employment opportunities, blocking promotion or training opportunities, and perceptions that older people have outdated skills, or were too slow to learn new things.

These findings signal a need for urgent changes to open up jobs to older workers.

A key task of the Older Australians at Work Summit was to investigate what is stopping older people from continuing to contribute within the workplace, and how to get rid of those barriers. The summit provided an opportunity for academics, HR experts, business executives and consultants to come together and examine ways that we can revolutionise the way we work.

Attendees at the summit heard that progress is already being made. Since taking up her role as Age Discrimination Commissioner in 2011, Commissioner Ryan has noted an increased focus on older workers and age discrimination.

Employers increasingly do recognise that it makes business sense to extend the working lives of those employees in whom they invested heavily and who possess sometimes irreplaceable corporate knowledge and networks.

Delegates at the Older Australians at Work Summit had the opportunity to discuss the question, 'what does success look like?' at length. The summit emphasised the need to share the success stories of employers who have engaged successfully with mature age workers.

The summit identified that success requires practical and pragmatic solutions. Revolutionising the role of the employer and the employee is crucial. Employers need to understand the individual needs of each older employee, and set up processes and practices that accommodate them. Companies such as Telstra are leading the way, through implementing policies such as 'all roles flex', under which flexible work arrangements can be applied to every position in the company.



(Photo: Glen Aiton, Catherine Fox, Adriana Siddle, Camilla Gebicki)

During 2015 and 2016 the Australian Human Rights Commission will be examining this issue in detail through conducting a national inquiry into employment discrimination against older Australians and Australians with disabilities. It will be titled *Willing to Work*. The inquiry will consult nationally with employers of all sizes and across all sectors to identify barriers to participation of older workers, and to develop and propose actions that can be taken to eliminate barriers. The inquiry's recommendations will be released by July 2016.

OLDER WORKERS

- MYTHS AND MISCONCEPTIONS

*Australians will live longer and continue to have one of the longest life expectancies in the world. In 2054-55, life expectancy at birth is projected to be 95.1 years for men and 96.6 years for women, compared with 91.5 and 93.6 years today.**

The Treasury, 2015 Intergenerational Report

The task of the Older Australians at Work summit was to discuss the participation of older Australians in the workforce. In light of the 'longevity revolution' we are seeing in Australia, this issue has become an important national conversation.

The economic case for increased participation is clear as is the human rights case. The right to work is enshrined in Article 23 of the Universal Declaration of Human Rights and the Age Discrimination Act 2004 (Cth) makes it unlawful for any employer to discriminate on the basis of age. Despite all this, the potential of older workers is not being realised in Australia. In large part, this is due to discriminatory attitudes and behaviours that stem from negative stereotypes and misconceptions about older people.

We know that some common "myths" about older workers are false. For example: despite the widespread belief that older workers take more sick leave, in 2006 an Australian Bureau of Statistics survey found that workers aged over 55 were the least likely age group to take a day off due to illness or caring responsibilities. Data has also shown that older people are the fastest growing users of information technology in Australia.

However, the negative stereotypes of older people prevail. A 2013 report by the Australian Human Rights Commission *Fact or fiction? Stereotypes of older Australians* examined the prevalence, depth and impact of stereotypes and negative attitudes towards older Australians.

The research involved focus groups and an online survey with respondents from all age groups, both community members and business representatives. The results of these consultations were disturbing. They showed that 71% of all Australians felt that age discrimination is common and that more than a third (35%) of Australians aged over 55 years had experienced some form of age discrimination.

Overwhelmingly, respondents felt that age discrimination was most likely to occur in the workplace – 92% of business respondents and 88% of the general community, a proposition supported by respondents' personal experiences of age discrimination. More than a third (38%) of respondents aged over 55 years had experienced age-related discrimination, and among that group the most common type of age-related discrimination experienced was being turned down for a position.

From the business perspective, one in ten respondents nominated an average age above which they will not recruit – the average age being 50 years. Half of all business decision makers also agreed that older employees are at a higher risk of being made redundant and 36% believe that older employees are less likely to be promoted.

This research supports what we at the Australian Human Rights Commission were already aware of: one of the most significant ways in which older Australians experience discrimination is at work. The Commissioner regularly hears from members of the public who report experiencing age discrimination in the workplace or in the recruitment process and describe the negative impacts this has on their health, finances and family life.

The most recent report produced by the Commission is the *National prevalence survey of age discrimination in the workplace*. This report is the first of its kind in Australia, and again the results are confronting.

More than a quarter (27%) of Australians aged 50 years and over indicated that they had experienced some form of age discrimination in the workplace in the last two years.

The most common types of age discrimination reported in the study were:

- limited employment/promotion or training opportunities (52% of people)
- a perception that mature age employees have outdated skills, are slow to learn new things or will deliver an unsatisfactory job (44% of people)
- jokes or derogatory comments from managers or colleagues based on age (42% of people).

The results of this research indicate that 60% of people who experienced age discrimination found that it affected their self-esteem or mental health or caused them stress. Others also reported that it had a negative impact on their family or career or made them consider changing their occupation or retraining. Aside from the disastrous effect it can on people's lives, age discrimination is also a waste of human capital. Our report found that many people who experience age discrimination in the workplace subsequently give up looking for work or think about retiring or accessing their superannuation.

Given the projections of the latest *Intergenerational Report* in respect of life expectancy and number of older Australians, we cannot afford to waste the talents of people who are willing and able to work. Myths and misconceptions about older Australians are damaging and act as a barrier to older Australians entering or remaining in the workforce. These false beliefs must be dismantled by constant reference to hard evidence and positive examples that confirm the business case for including older workers.

The key to overcoming age discrimination in Australian workplaces is for employers to realise the value of older workers and introduce strategies whereby the business will utilise the available valuable experience.

In the course of our work on the national inquiry, we will be consulting with people from all over Australia about these issues and expect to hear from diverse stakeholders about effective ways to get rid of the myths and misconceptions and other attitudes that currently bar older workers from the workforce.

For more information about the inquiry, please see the Commission's website:

<http://www.humanrights.gov.au/our-work/disability-rights/projects/willing-work-national-inquiry-employment-discrimination-against>

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Box C.1 Period and cohort life expectancy methodology

Period life expectancy at a given age is the average number of years a person will live if the age-specific mortality rates at that point in time, given the person's gender, were to apply for the rest of the person's life. It is the measure used by the ABS when reporting life expectancy in its annual publication 'Life Tables, Australia', and used for reporting in previous intergenerational reports.

In reality, mortality rates are likely to improve in the future, as advances are made in medicine and technology, so period life expectancy is likely to underestimate the number of years someone could actually expect to live. A more realistic measure of how long a person of a given age and gender can expect to live is 'cohort' life expectancy. Instead of being based on the mortality rates for all ages in a given year (the period life expectancy approach), the cohort life expectancy approach takes the age-specific mortality rate year-by-year for the particular year in which the person would be that age. Cohort life expectancy thus takes better account of likely future improvements in mortality rates.

Using the period method, the life expectancy of a male born in 2014-15 is described as 80.7 years and for a female 84.8 years. If expected improvements in mortality rates during the lifetime of a child born in 2014-15 are taken into account, the life expectancy of a male born in 2014-15 is projected to be 91.5 years and for a female 93.6 years. That is, expected improvements in mortality rates over their lifetimes are expected to add 10.8 years for males and 8.8 for females to the life expectancy of persons born in 2014-15.

Table C.2 Australians' projected life expectancy — period method (years)

	2014-15	2024-25	2034-35	2044-45	2054-55
Life expectancy at birth					
Men	80.7	82.9	84.9	86.6	88.1
Women	84.8	86.4	87.9	89.3	90.5
Life expectancy at age 60					
Men	23.8	25.5	27.0	28.3	29.5
Women	26.8	28.1	29.3	30.4	31.4
Life expectancy at age 70					
Men	15.7	17.0	18.1	19.2	20.2
Women	18.1	19.2	20.2	21.1	22.0

Period life expectancy at a given age is the average number of years a person will live if the age-specific mortality rates at that point in time, given the person's gender, were to apply for the rest of the person's life. Source: Treasury projections.

THE DEMOGRAPHIC SHIFT

- AGEING POPULATION AND THE BIGGER PICTURE

ECONOMIC DIMENSIONS - FAIR TAX AND WELFARE: JOHN DALEY

Dr John Daley, CEO of the Grattan Institute, delivered a "tour de force" presentation on the supply side factors relating to older workers and Australia's budgetary malaise.

The supply side of older workers is about the extent to which older workers want to work. What incentives, or disincentives, do they have to continue in the workforce? How might government alter the incentives or disincentives that affect the participation rates of older workers?

"Australian government budgets are clearly unsustainable at the moment and spending on older households is a material part of that problem. We need to change our tax and welfare settings to encourage more older workers to work for longer. That will both increase economic growth as well as improving our budget balances. However, there is a real question about fairness. People ask, 'Why should older workers be solving society's problems and Australian governments' budget problems for them?' The answer is that given current tax and welfare settings, it turns out to be quite fair to ask older people to work for longer"



As Dr Daley showed in Appendix 1, the Commonwealth government has been living beyond its means to the tune of 2 to 3 per cent of GDP for eight years, and this run of deficits is set to continue for some years.

"Australia has both a revenue and an expenditure problem", Daley said.

An examination of the change in federal government expenditure over a decade reveals that most of the increase in government spending is in categories that mainly benefit older households. The net benefit from government for older households has gone from about \$24,000 per household to about \$32,000 per household in the past 6 years

In 2013 the Grattan Institute published a research report titled *Balancing Budgets* which looked at a range of ideas, each of which could improve the budget balance by more than \$2 billion a year, reducing the current annual Commonwealth deficit of \$40 billion a year. Grattan Institute research (see page 39) shows the list of the most attractive budget repair measures is dominated by pensions, superannuation and asset taxation. Shifting the age when people can access the age pension and superannuation to 70, would save \$12 billion per year.

Since 1970 life expectancy has increased markedly, and today a 65 year old is expected to live to 84 for men, and 87 for women. Over the past 15 years, the participation rate for both men and women has been increasing for the 45, 55, 60 and 65+ age groups, although in the last two years, it hasn't grown so fast. However, compared with other OECD countries, Australia's workforce participation rate is in the bottom third, well behind New Zealand, Spain and Iceland. The reason for this differential is that these other countries don't have such a generous government pension; it starts later, and not surprisingly, that encourages people to work for longer.

Daley highlighted the challenges of the supply side for older workers when he explored their reasons for retirement (see page 42). He discovered that people under the aged of 55 usually retired because they had no choice (e.g. through illness, or taking on caring responsibilities). However, when he looked at people who retired between the ages of 60 and 69, the primary reason given was that they had "reached retirement age". Being able to access their superannuation and the government pension are major factors in the decision to retire.

"If we give people incentives to retire or at least if we make it financially much easier to retire, it is not surprising that at least some of them make that decision. Participation rates for older workers are at least in part about the supply side. The supply side is largely driven by the incentives governments provide, primarily through pensions and superannuation."

John Daley presented the case that 70 should be the age at which to access superannuation and the government pension. He said that a third of all superannuation balances are drawn down before people get to pension age. Daley's view is that you shouldn't be able to withdraw your super, without tax penalties, if you wish to withdraw it prior to pension age, currently 65, and legislated to go to 67 (with government proposals to increase it to 70).

"There are opportunities to increase workforce participation rates by lifting the age of access for pensions, tightening eligibility for the pension, and lifting the age of access to superannuation. These will all make a material difference. We have seen a big increase in life expectancy, we have seen a big increase in government spending on these households and these older households have also seen a material increase in their wealth over the last couple of years. It is perfectly reasonable to say that older households have to put a bit more into the intergenerational piggy bank"

SOCIAL DIMENSIONS - THE BIG TILT: BERNARD SALT

KPMG partner and demographer Bernard Salt provided what he described as a big picture perspective of an Australia that places lifestyle at its centre. His perspective is that Australian social behaviour is driven largely by Australian values, and this has lifestyle at its centre. Yes, according to Salt, it is the demographics, population maps and numbers, but the underlying story that speaks to the values, behaviour, the thinking, the priorities of the Australian people, is lifestyle.



(Photo: Ian Yates, John Daley)

"Up and down the coast, we have shifted our economic base from the interior to the coast. If there was the one piece of evidence in 1000 years' time of what people said the Australian nation was like at the turn of the 21st century, what would you say? Well, obviously these people are obsessed with lifestyle. The more I look at the demographics, it is dominated by lifestyle"

The rate of growth of our population is another significant factor influencing and driving Australia. Immigration to Australia increased after World War 2, with an accompanying baby boom (the oldest boomer is now 68).

From 1950 to 2005 a million people were added to the population every four years. In 2006, immigration was doubled in Australia, largely in response to the realisation that there would very soon be more people exiting the workforce than entering it. This higher level of immigration has continued, and the population of Australia is predicted to be 40 to 42 million by 2050. It is currently closing in on 24 million.

According to Salt, regardless of party affiliation "every politician is addicted to tax". With the baby boomer bulge and many older workers exiting the workforce, and most not dying off until the 2030s, there is a budgetary challenge. There are two options: we can increase the boomer workforce participation levels or ask Gen X and Y to pay more tax per capita.



(Photo: Kate Dee, Niki Kesoglou, Linda Redfearn, Alison Monroe)

Australia today is a very different place from Australia of the 1950s. In our large cities we have moved from an Anglo and Mediterranean culture, to one that includes an Asian, Indian and Arabic fusion culture, described as "colour and movement" by Salt.

For well over 10 years Bernard Salt has been working with senior levels of business, and giving presentations. "I can tell you that Australian business thinks about three to ten years out. That is their vision. Beyond that is outside my term of office, they say. I'm a CEO. I'm a chairman of the board. Tell me about trends that are ascendant now that will impact my term of office."

Before looking ahead for 10 years, Salt offered a summary of the main demographic changes of the past 10 years: population increased from 20 to 23 million, a large number of babies born as the birth rate increased from 1.7 to 1.9 children per woman, baby boomers doing tree-change and sea-change. Over the next decade, Australia is going to add four million to its population, with the birth rate remaining stable at 1.9, and many boomers will be in active retirement. The rate of population growth doubles in order to maintain the trajectory of growth in the working age population.

"Life expectancy is now 82. The most common age for retirement in Australia is not 65. It's 58. That's 24 years in retirement. What are you going to do? Sit at home and babysit the grandkids for 24 years? Baby boomers will simply not do that. They will reinvent that space. They are re-imagining, re-inventing that space right now. It is the 58 to 72 demographic and AAPT cruises down the Rhine. There's a superannuation play that flows as well. I can draw down on my super for lifestyle purposes. I deserve it.

"If you were born in 1954 and you're 60 this year or last year, you can expect to live another 25 years. There is a group of actuaries that say that this is actually improving. Over the next 25 years there will be further health gains, so the average 60-year-old today, born in 1954, will live to 92. That's 30-odd years. That's the average. Mostly women will live more than that. Men die off a little earlier."

In Australia one and a half million jobs were added between November 2002 and November 2008. They were added across the workforce with large increases in health, professional, construction, transport, education, mining and retail. In the six years since the global financial crisis, November 2008 to November 2014, the number of jobs added is now 900,000. Salt outlined that over the past six years, there are some sectors of the economy that have powered ahead as if there was no GFC. Skills are the key element. Low skills and unskilled opportunities have largely disappeared, he says:

“The main game as a fact since the GFC is 280,000 new workers in health care and social assistance and the oldest baby boomer is only 68. Is this a good space to be in? Absolutely.

“I do think that with the ageing of the workforce, it can become a cause celebre. We’re all for diversity: gender diversity, ethnic diversity, sexual orientation diversity. We need to also make this age diversity. What proportion of your workforce is aged over 60, because 60-plus year olds add an element, a corporate memory, an insight if you like, that is not present in the 30-somethings or even 40-somethings.

“If you look at workforce participation over the last 30 years or so, from the 1980s, full-time, part-time work, you can see that part-time has increased and full-time has decreased. I think that’s partly due to an increasing number of women in the workforce. It suits their arrangements. If you think what is the one thing that connects every Australian and every generation in every geography, it’s lifestyle. Australians actually want to organise their work around their life rather than their life around their work. That to me is the great shift”.



(Photo: Julie Abdalla, KPMG)

CORPORATE PARTNERS

ENCOURAGING OLDER EMPLOYEES TO REMAIN IN THE WORKFORCE: KATE DEE

Since 2010 NAB has been offering workshops to its Australian employees as a way to encourage them to remain in the workforce longer so the bank retains business knowledge, expertise and maintenance of strong customer relationships. Kate Dee spoke to the Summit delegates.

Good morning everyone. I am Kate Dee, the General Manager of Talent, Leadership, Culture, Diversity and Inclusion for the National Australia Bank.

NAB is genuinely proud to be a corporate partner, together with KPMG, and part of this summit conversation today.

Today, more than ever, big companies cannot afford to lose sight of their purpose, which is to serve customers. We therefore need to ensure our people are a representation of our customers and the communities in which we operate.

As a large corporate employer within Australia (and indeed globally) we at NAB know we have a big role to play in helping our communities flourish in many ways, and especially through employment.

Mark Twain once said: "Age is an issue of mind over matter. If you don't mind it doesn't matter." He said that some 100 years ago yet recognising the value older Australians bring to the workforce is something that is being missed – right now - by many Australian businesses.

A shocking 71% of all Australians feel that age discrimination in Australia is common.

The most common types of age-related discrimination, experienced by more than 50% of older Australians include being turned down for a job, being ignored, being treated with disrespect, being subjected to jokes about ageing.

Big businesses in Australia have a role to play in embracing the idea that age should be no barrier and promoting a workplace culture that is inclusive regardless of someone's race, gender, religion, national or ethnic origin, or indeed, age.

To be successful, we need generations to be working in unison, sharing experiences and learning from each other.

As you know, and should be a thing to celebrate, Australians are living longer than ever, on average now to 82 years old.

This increase alongside the declining birth rate means the proportion of Australians under the age of 15 has shrunk from 29% to 19% over the last four decades.

As we look at these trends, the skills of older Australians become not only beneficial, but also essential to the healthy growth of our economy. It is more important than ever to encourage experienced workers to remain in the workforce and to pass their skills and knowledge on to others.

On top of that, there are significant benefits of employing mature aged workers.

According to the ABS, workers aged over 55 are five times less likely to change jobs compared to their 20 year old colleagues, reducing ongoing recruitment, training costs and improving knowledge retention. Workers over 55 are also less likely to take time off for illness, and have higher productivity during a workday.



(Photo: Kate Dee)

Indeed, it has been estimated that mature age workers deliver an average net benefit of close to \$2000 per person per year to their employer compared to the rest of the workforce. Yet mature age workers still face challenges.

I believe to genuinely move this conversation forward we all need a personal connection to the topic, and need to encourage others to do the same.

My personal story has come in many forms of late, not the least of which having my aunt to stay over the weekend.

My aunt is an extraordinary woman. PhD educated, she speaks many languages, has lived in all corners of the globe from Macau to Dubai, from Minnesota to Southern Spain. She has a pilot's license, marched from Selma to Montgomery with Martin Luther King and once played pool on a Thursday night with Walt Disney. She has more skills and more life experience than I could hope to have, and complains of just one thing: How hard it is to find work. Having turned 70 years old on February 6th – she believes her age is the barrier. From the outside, that certainly seems to be the case. While my aunt might be a rather unusual and exceptional women, the challenge she faces with employment are sadly not.

How many skills are we missing out on as a society by being blinded by age?

What must we do? We know through our research that flexibility is a key enabler for workers to extend their career.

At NAB, we aim to create a culture of conversation – helping mature age employees and their managers make informed decisions about their future. We want to encourage flexible working options like job sharing, compressed working weeks and telecommuting to support our employees to remain within the workforce.

Since 2010, we have been offering the award-winning MyFuture and Pathway2020 workshops to Australian employees. These workshops provide leaders and mature-age employees with an opportunity to explore their preparedness for their future with regards to career, flexibility, health, finances, relationships and the transition to retirement.

These workshops encourage our employees to remain in the workforce longer so we retain business knowledge, expertise and maintain strong customer relationships.

They also educate people leaders about the challenges and opportunities associated with a mature age workforce, and how to lead effectively in a work environment that is rapidly changing.

Continuing to develop a mature age offering that meets both business and individual needs is critical in proactively preparing NAB for the future and a key part of our diversity and inclusion strategy.

However we know we have much more to do.

We need to further demonstrate the value of the experience and knowledge of our workers aged 50 and over, and achieve true equality – demonstrated through our processes.

To do this, we will continue to participate in the national dialogue as a large Australian corporate with particular emphasis on promoting positive ageing.

In my research for today, I wanted to find positive stories and examples. Of the 67 quotes I came across, a shocking 55 were in essence negative about ageing.

We need to change that narrative.

I am reminded of the now infamous story of G.K Chesterton. When the *New York Times* asked 'What is wrong with the world today?' it was inundated with long responses. An ageing Chesterton simply answered: "I am".

That is the personal challenge to each of us. What are we doing to change the narrative?

As Australia's population continues to age, employers will need to re-examine their attitudes towards older workers. Long term success will depend on the ability to do that.

There is no doubt that experience matters. Businesses large and small can but benefit from tapping into the fountain of knowledge that someone with 30 or 40 years of workforce understanding brings to the table.

To do the right thing by our people, our customers and our community we are building an inclusive workforce and are committed to employing and supporting people at all life stages, including mature age employees.

My challenge to us today is how do we make this very important conversation meaningful on a personal level? It needs to be as socially unacceptable to exclude anyone on the grounds of age, as it would be for race or gender.

How do we make this topic meaningful to the 22 year old graduates in our workforce?

FINDING MEANING IN WORK AT ALL AGES: SUSAN FERRIER



Susan Ferrier is the National Managing Partner of People, Performance and Culture at KPMG Australia. KPMG has a strong commitment to workplace inclusion and diversity, and the firm was a co-sponsor with NAB of the Older Workers Summit hosted by the Australian Human Rights Commission and AHRI. Susan spoke to the Summit about finding meaning in work, regardless of age.

To my teenage children, I am an older Australian...

To my mother I am a young(er)... Australian

And to my fellow associates, partners and team at KPMG, I am a professional woman who brings expertise and a wealth of knowledge into the business. I know this has come with

continual learning, personal growth and a few grey hairs.

You too may be somewhere in this continuum – somewhere between a young professional or someone who has earned zillions of frequent flyer points learning and expanding your portfolio.

For those of you who have been in the workforce for 10 -20 years, you may be more aware of those who are younger and of course, those who are now considered “older” ... but not necessarily old.

And for those here today who have flown the miles, worked tirelessly over many years are now most likely to be considered Older Australians ... here are a few questions for us to consider.

What will the next 10 - 20 years look like for us?

What strategies will our workplaces follow to ensure there are opportunities for us to stay connected and stay passionate about what we love to do?

For me, I am curious... I want to know what my working life will be like ...

Whether that is at KPMG or my local organic café, I see work as part of my life well into my 60s, 70s and perhaps into my 80s.

In part it is because I find purpose and meaning in life through my work.

I also find purpose and meaning in life through raising children who will be workers of the future.

I am delighted KPMG is sponsoring today's Older Australians at Work Summit because in our Diversity and Inclusion Strategy we have a specific area of focus called Generational.

We are hoping to use the discussion that is occurring here today to inform the future work under our Generational focus and I am very much looking forward to seeing what comes out of today's discussions.

I would like to think your outcome from today will be to be better equipped to conduct a robust conversation in all our organisations about inclusion and diversity issues and those areas affecting older Australians and then take findings from this Summit so they can inform our business strategies and plans.

For example, in our case when AHRI conducted a Summit on Gender Equity a few years ago, we used the findings in that report to craft our approach on Gender which is another focus area in our Diversity and Inclusion Strategy.

As a result of that, many of you would know we have implemented targets for female leadership roles and have a far reaching and comprehensive approach that integrates a consideration of gender into everything we do. You may also like to know that the age spectrum of the female leadership at KPMG now is between 34 and 58. Connecting older and younger Australians.

I hope you find today a useful and inspiring conversation. KPMG is very proud to be sponsoring today together with NAB.



(Photo: Susan Ferrier)

CORPORATE CHAMPIONS

Best Practice Case Studies: Older Australians at Work

The central piece of the Corporate Champions program is the Investment in Experience Charter. This charter is designed to encourage the recruitment and retention of mature age people, and to strengthen positive age-management practices in workplaces throughout Australia. These are the nine pillars of the charter:

1. We know our workforce and plan for the future
2. We recruit the best, regardless of age
3. We believe in life-long learning and we encourage skills and knowledge transfer
4. We are proactive in retaining our staff
5. We support our employees in the transition to retirement
6. We practise age diversity
7. We provide a safe working environment
8. We involve our staff
9. We promote and share better practice

This chapter outlines some of the examples of best practice from three Corporate Champions against the criteria of the charter.

Blackmores (Natural Health and Wellbeing Products)

Blackmores set out to know its workforce better. Workforce data was analysed and the company held mature age focus groups to foster honest conversations about what it could do better for mature age employees. It reviewed its recruitment, diversity and anti-discrimination policies to ensure the inclusion of mature age.

Blackmores invited older workers to take up an opportunity to participate in an Envisage – Create your Future seminar. For four hours, participants were able to explore focus areas such as identity, money, career, relationships and health – and make plans for the future. To provide further support, Blackmores sourced a superannuation provider to better meet the needs of mature age workers. The Blackmores intranet includes tools and links relevant to this life stage.

With an inherent focus on health, Blackmores broadened its health and wellbeing programs to provide an extra focus on mature age workers in highly physical roles, women's health and eye testing.

Blackmores has an ongoing commitment to the retention of its older workers, including retaining their knowledge, skills and talent beyond the traditional retirement date.

QBE (Insurance)

QBE's business is highly specialised and having the right people with the right skills is critical to its success. QBE operates in 30 offices across Australia and it's important that the workforce profile represents the communities in which they operate.

During the Corporate Champions program, QBE reviewed its talent management policies and asked questions about how to retain critical knowledge. Combined with a new, flexible work policy, the company explored what motivated and drove its mature-age workforce.

QBE also rolled out the Envisage – Create your Future seminars with more than 400 workers attending. The company saw a shift in behaviour from participants. Post-seminar survey results indicated an increased awareness and desire to be involved in the company's established Knowledge Transfer program with more than half the surveyed attendees having a plan in place or taking steps to set up a Knowledge Transfer group program.

Other benefits included an increased awareness among attendees of their own health and wellbeing as they transition to retirement. More than 50% of respondents advised they are now having conversations with managers to discuss their future goals and 45% have taken steps to develop a flexible work proposal to support these goals.

National Australia Bank (NAB)

Since 2010, NAB has been offering the award-winning MyFuture and Pathway2020 workshops to Australian employees, and approximately 1300 employees have participated. These workshops, facilitated by Sageco, provide people leaders and mature-age employees with an opportunity to explore their future preparedness with regards to career, flexibility, health, finances, relationships and the transition to retirement.



(Photo: Jim Bailey, Dexter Dunphy, Rilla Moore)

Some of the tangible outcomes of the MyFuture program include:

- Creating a culture of conversation – helping mature age employees and their managers make informed decisions about their future – discussing flexible working options such as salary averaging options, job sharing, compressed working weeks and telecommuting to support employees to remain within the workforce
- Training and education for managers to raise awareness of the risks, challenges and opportunities of an ageing workforce and how to support the engagement and retention of older workers
- Innovative solutions from experienced workers– supporting diversity of thought through age diversity
- Promotion of healthy ageing and supporting the reality that we will all be living and working later in life and what considerations need to be taken into account
- Better understanding of the positive social and economic benefits made by older workers to organisations and government
- Creating a greater focus on our customers and aligning our aspirations to represent the customers and community we serve.

Summary

These three snapshots are part of a much bigger picture. The Corporate Champions program has been a catalyst for many organisations to make significant changes in their policies and practice to improve the recruitment and retention of older workers.

Sometimes, employers believe it's just too hard to effect change and ensure that their workplace empowers older workers. Sageco's experience is that 'a little bit can go a long way'. In its work with more than 100 Corporate Champion employers, Sageco has seen significant shifts with small, pilot interventions with titles such as as Mature Workers Focus Group, Navigate workshop and an Envisage seminar. While Sageco works with organisations that already have sophisticated mature age workforce strategies, it also works with those who are just getting started. The number one recommendation is for employers to start having conversations with their mature-age employees. Find out what matters. Find out what would make a difference. This small act alone can make a profound difference to whether someone feels valued. Of course, action must follow the conversation, but in most cases, it's an evolution not a revolution.

Thanks to Linda Redfearn, head of HR at Blackmores; Niki Kesoglou, group head of diversity and inclusion, QBE Insurance; and Kate Dee, GM talent, culture and leadership at NAB for participating in the summit.

Feedback from older workers who have participated in Corporate Champions programs

"I have enjoyed the unpressured opportunity to consider retirement and do a stocktake on life."

"It highlighted how much I use my job to identify who I am, and the need to have that conversation with my wife and family, and how I/we want to spend our retirement"

"This was very good. It moved issues and ageing up the importance ladder."

"It's really important for employers not to assume that by employing a mature-age worker the person won't be around for long. I have a great example of a woman we employed at the age of 56. She's just recently celebrated her twentieth anniversary with us."

"The Envisage program encouraged our mature-age workers to start a conversation with their managers about their late career transition to retirement plans. This has already resulted in three participants reducing their hours to combine work with external interests. Such open conversations benefit the organisation by helping us to plan better."

Sageco is a proud provider of Corporate Champions - a federally funded program which includes a range of resources and services to help employers to attract and retain mature-age workers. Successful organisations received \$20,000 worth of services and resources designed to help them retain and recruit mature employees over an 18-month period in 2014 / 2015. Sageco has worked with more than 100 organisations through the Corporate Champions program across a range of sectors including Health, Local Government, Banking and Finance, Energy, Education, Transport, Construction and IT.



(Photo: Bernard Salt and Jim Porteus)

KEY LESSONS AND LEARNINGS: NAB

NAB has been focusing on the employment and retention of mature age employees as a key part of the diversity and inclusion strategy since 2010. It is important we continue to foster an inclusive culture that enables our people to thrive. We do this in many ways, including supporting disability and enhancing accessibility, establishing employee resource groups, understanding cultural ethnicity and ensuring our supply chain reflects our customers and communities. This further reinforces the value of all ages across all life stages with NAB.

NAB provides support to employees over the age of 50. We offer Australian based employees the opportunity to participate in workshops which provide people leaders and mature-age employees with an opportunity to explore their preparedness for their future with regards to career, flexibility, health, finances, relationships and the transition to retirement.



Experience matters

People from different generations have different needs and expectations of their workplace. We understand that attracting and retaining mature age workers is a competitive advantage. Older workers bring more years of life experience and industry expertise and are an asset to our business.

We encourage our employees to remain in the workforce longer so we retain business knowledge, expertise and maintain strong customer relationships. We look to educate people leaders about the risks, challenges and opportunities associated with a mature-age workforce, and how to lead effectively in a work environment that is rapidly changing from a demographic perspective.

Continuing to develop a mature-age offering that meets the needs of both the business and the individual is critical in proactively preparing NAB for the rapidly shifting workforce composition. It also aims to address a key business risk through retaining key talent.

Key learnings to share include the following:

- Continue to review new approaches to encouraging participation through workplace inclusion
- Consider a general awareness campaign to increase understanding around the challenges in the life stage of older employees, and the specific characteristics of mature age workers
- Create a culture of conversation: helping mature age employees and their managers make informed decisions about their future, discussing flexible working options such as salary averaging options, job sharing, compressed working weeks and telecommuting to support employees to remain in the workforce
- Enable people leaders to make more informed decisions day to day
- Ensure we are always listening – via engagement surveys and exit interviews

- Stimulate curiosity and create awareness of potential unconscious bias
- Myth-busting
- Perception of value – effectively share the experiences and knowledge of 50+ workers
- Broader thinking around role structure – and how best to leverage experience of mature age workers (reverse mentoring, role sharing etc)
- Performance management - be aware of what is valued – performance/potential
- True equality – review talent, succession planning frameworks to ensure a diversity lens is considered, that includes consideration of 50+ workers
- Provisions in Enterprise Agreements enabling mature age employees to change their working arrangements without financial penalty, providing flexibility in, when, where and how work is delivered
- Flexible work arrangements: flexibility is a key enabler for workers to extend their career. Provide resources and tools to increase the understanding around implementing flexible work practices.
- Structure: building age friendly practices into everything we do. NAB has looked at including a diversity clause in Preferred Supplier Service Agreements requiring preferred external recruitment agencies to demonstrate that they have a diversity and inclusion policy, a written diversity policy/framework for their business, and undertaken appropriate diversity training for their people
- Training and development: provide employees with experiences and tools to develop the skills they need to be successful in their current role and to prepare them for future career opportunities
- Training and education for managers to raise awareness of the risks, challenges and opportunities of an ageing workforce and how to support the engagement and retention of older workers
- Better understand what strategies we will need to put in place to address key areas of our business with an older demographic
- Better understand our organisation's workforce planning strategies which will assist in planning roles and workforce composition for an ageing community and how to continue this approach
- Highlight the increased need to review employee, organisational, community and customer needs across all life stages
- Innovative solutions from experienced workers– supporting diversity of thought through age diversity
- Promotion of healthy and positive ageing and supporting the reality that we will all be living and working later in life and what considerations must be made
- Better understanding of the positive social and economic benefits made by older workers to organisations and government
- Creating a greater focus on customers and aligning aspirations to represent the customers and community served.

Future plans in relation to mature age strategies

The evolving needs of an ageing workforce reinforce the importance of having robust provisions for knowledge transfer and skills capability amongst our employees. Our workforce composition and how we better reflect our ageing community and customers will continue to be a focus for us. It is important for NAB to retain our mature age employees and look for additional opportunities to attract mature age employees to our organisation.

Better practice and further learnings will come from sharing experience across all industry sectors. NAB will continue to review and research innovative solutions beyond financial services. Business solutions will be an area of focus; e.g. vocational career redirection, redirection of SME employees within broader roles across our enterprise.

NAB will continue to participate in the national dialogue as a large Australian corporate with particular emphasis on promoting positive ageing - we are far more active, vigorous and engaged for longer periods due to improvements in health and longevity. We will also continue to promote the performance culture an older workforce demographic contributes to.

BREAKOUT GROUP SUMMARIES AND KEY THEMES

Summit attendees had the opportunity to break off into small groups to discuss key drivers and themes of the day. Each group was allocated a particular topic and tasked with the challenge of developing ideas to implement practical solutions, with the objective of overcoming systemic issues and creating positive outcomes for older workers. Below are the questions that the specific groups considered

1. Government – What are the main actions that government could take now to improve attraction and retention of older workers? What kind of policy development is needed to ensure greater participation in the future? What about support and incentives beyond superannuation, such as employer incentives, training opportunities, tax changes? What can governments do for individuals and organisations?
2. Career management – What are the main barriers and opportunities for older employees in your workplace? Have you seen successful examples of redirection and transitioning to the next career/life stage? How do changing norms and needs affect older workers – and what responsibilities and skills (technological, change management) do they need to remain in work? What can workplaces do and why aren't we doing this better?
3. Ageism – What is it and how does it operate in the workplace? What are the most common misconceptions about older workers? Have you/your workplace addressed them and how? What can older workers do to address ageism and bust myths
4. Recruitment – What are the common concerns and myths about recruiting older workers? Have you seen successful myth busting by individuals or introduction of new practices? What is the best way for older workers to approach a new job or re-employment? How do you shift organisational norms?
5. Talent management – Are assumptions about the needs and abilities of older workers acknowledged in talent management processes? Does your organisation address workforce planning and identify specific talent replacement issues? Have you seen successful examples of encouraging and managing intergenerational teams?
6. Success – What would a positive view of ageing look like? What are the key opportunities and benefits from getting this right? How do changes in jobs and workplace practices suit older workers? How do we ensure this message is articulated and amplified? What role can individuals and recruiters, HR, managers and government play in this process ?

GOVERNMENT

Participants of the Government breakout group discussed actions the Government can take to attract and retain older workers. Suggestions included things like policy change and financial and tax incentives to ensure greater participation in the long term. Participants approached this topic with both strategic and operational objectives in mind.

There was recognition that there is currently little forward planning at the Federal or State level to address the participation of mature age workers and it was suggested that the Government demonstrate its commitment to this issue by establishing formalised roles and ministries.

It was also suggested that the Government improve its communication around the issue of older workers to build a greater level of consensus. In its core role, the Government is responsible for leading our country and ensuring its people are represented. It follows that the Government should be at the forefront of this campaign, leading initiatives to better support older Australians in the workplace. This includes community education, providing information about existing programs and policies, and addressing the challenges of an ageing workforce for industries which have inherent health risks.

The group discussed the need for research at Government levels in relation to both individuals and organisations so that there may be a greater understanding of, and ability to assess, the real risks at hand. Participants identified the need for greater support for small businesses, as such organisations may be more inclined to employ mature age workers. However, the group also identified that a key challenge in these areas is limited funding. Where older workers are choosing to retire, there need to be motivations and incentives to remain in the workforce. The biggest opportunity identified was “rejoiners”, being older workers who had retired but later considered rejoining the workforce for the right opportunity. Internships were suggested as an option that could work for some older Australians, with the benefit that a high number of internships lead to paid employment. The group recommended rationalising the existing tools and resources available online. The development of a “skills audit” tool could be effective for older workers, to allow them to identify and translate their existing skills into new roles, a task which is often difficult to conceptualise for the individual. It was suggested that this could be undertaken through self-analysis or gap analysis.

On a social level, it appears we lack a philosophical debate about what kind of society we want in Australia. We need to create age-friendly communities where people are able to continue to work. Workforce planning and ways in which we can invest in the future were identified as integral factors. The *Intergenerational Report* was identified as a useful reference for starting these conversations. The group also suggested the Labour Harmonisation strategy in New Zealand as an example.

Workforce planning should be the overarching consideration of the Government’s action in this area to ensure coordinated and concerted results that are both strategically and operationally effective.



CAREER MANAGEMENT

The Career Management breakout group identified several barriers to career management for older employees.

The recruitment process was considered to be a form of systemised discrimination due to strict hiring criteria and preconceptions about candidates, their career path and objectives. Participants also recognised a lack of flexibility and access to alternative working arrangements as structural barriers.

The group noted the strong preference towards younger, “fresh” graduates. Participants believed this was due to people’s preference to work with colleagues from within a similar age bracket and employer’s fear of change.

There was consensus that organisational leaders are responsible for addressing such barriers. The group also considered the issue of actual and perceived job responsibilities, job design and potential customisation, how well particular people suit certain jobs and clients involved, and the question of who to hire or promote where two candidates are equally qualified but of different ages.

The group discussed stereotypes and perceptions in relation to cultural fit, social interactions, gender-based assumptions and age expectations. Generally, most employers appear to have a large budget and focus on recruiting graduates whilst having virtually no marketing strategies to hire or retain mature age workers. There is a perception that mature age workers are marginalised because they will be “winding down” their careers sooner rather than later.

An individual’s needs are ever changing, depending not only on the various stages of life, but also due to other factors such as gender and health. The group considered physical ability and each worker’s limit, as well as challenges particular to certain groups such as women juggling familial responsibilities with work commitments. Many parents, and women in particular, require flexibility at key stages of their lives, including when they have their own children, and often later in life to care for their grandchildren. Participants also identified the “sandwich” generation caring for both elderly parents, and children and grandchildren.

The group considered the need for employers to assess the message they are sending, to their employees and to the community at large, and the importance of demonstrating good leadership by supporting the needs of their staff. A broader representation of older workers indicates good policies and expectations, and a readiness to recognise wisdom and experience. Opportunities such as career coaching and workshops tend to boost confidence and increase productivity. This highlights the basic need for more organisations to have candid conversations with their older workers in order to better understand and address the real issues that they are facing. This will allow employers to set aside their assumptions and realise the value of retaining and developing these workers.

While career management is not without its challenges, the group discussed a broad range of opportunities for older employees. Jobs should match the role and lifestyle, and should not restrict the actual work done by the employee. Diversity policies should be implemented and revisited to ensure a move away from limiting demographic details, to an emphasis on education and experience levels. There needs to be a shift in the mindset of employers and executives such that there is no assumption that an older worker needs to retire.

The group agreed that increased flexibility will increase overall productivity. A large proportion of older workers have a desire to engage in coaching and mentoring towards the later stages of their careers. Retiring workers have unmatched levels of wisdom and knowledge that is at risk of being lost upon departure. Knowledge transfer and training programs are one way of ensuring that knowledge is passed on and retained within the organisation after older employees retire. Participants recognised that physical presence in a workplace does not necessarily equate to optimal levels of productivity and part-time work and telecommuting should be encouraged for those who need it.

Questions that are often asked in relation to transitioning into next stages of career and life include:

- What leave is appropriate and for how long?
- Should I need something, is that option there?
- How and what do I adjust in my role?

Organisations have a responsibility to create an inclusive environment for all workers. It is important for employers to consult with their employees and take that information on board to make positive changes. This could include improving workplace policies, creating more opportunities for conversations with older workers, ensuring workers are informed of their options and that the required resources are available.

The group concluded that the top three solutions for addressing career management issues are:

- Changing traditional job designs
- Greater line management support
- Role modelling

The group considered that changing and tailoring jobs to create suitable and meaningful roles would encourage career management for older workers. A greater emphasis on career planning, supporting mature workers in transition and redeployment, and opportunities for knowledge transfer would benefit not only mature age workers, but also younger staff and the organisation as a whole. This should be supplemented by two-way or reverse mentoring to allow older and younger generations to connect and exchange knowledge. For example, technological advances are no excuse for marginalising older workers and can be addressed through upward mentoring, education and training.

Resourcing, education and awareness on the part of organisational leaders is vital to ensuring proper career management of older workers. Likewise, flexibility and increased dialogue are necessary to normalise the measures needed to support older workers.

AGEISM

Participants discussed the meaning of ageism and the stages at which it occurs. It was identified from the initial stages whereby older people are looking for work, and also throughout employment.

The group acknowledged that ageism is not exclusively a form of discrimination against older people and can also apply to younger people. Essentially, ageism was recognised as a form of discriminatory decision-making, based solely on age. Historically, relatively few workers have complained of ageism, although it was recognised that the way in which recruiters, and the industries which they service, are biased, whether consciously or unconsciously.

Several issues were recognised as ageism fuelled impediments to mature age workforce participation. Discriminatory decision making and lack of interest in hiring, promoting, and retraining older employees were raised as obstacles. Often, recruiters receive instructions from their clients requesting a particular kind of person to fill a role. Both recruiters and employers often are not prepared to “explore the unknown” per se, and instead limit themselves to certain unwritten rules or expectations which ultimately exclude older workers. Recruiters frequently appear to be uninterested in considering potential employees that are in later stages of their careers. This is a reflection on the recruitment industry as a whole, and the need to shift the focus to recruit workers based on capability and suitability for the role.



The group recognised the adverse effects of a misunderstanding of diversity in the workplace. Some participants reported experiences where workplaces had considered that hiring a certain number of women would be sufficient to “tick the box” without any further consideration. Research has demonstrated that older females are the most highly discriminated group in the workforce. The group also noted that older males tended to discriminate against other older males and were also less likely to hire other older males.

Ageism appears to be enshrined by the strong cultural perceptions and intrinsic values of society. This must be addressed by inclusive thinking which engages society on a deeper level. Advertising is a powerful tool to channel and promote change. Certain organisations like Bunnings Warehouse were listed as examples of where this has been effective. In relation to growth industries, the group considered that there are perceptions that older workers cannot or will not do certain things. The media can play an important role to promote and advertise positive behaviours and actions.

A lack of flexibility was again recognised as a key limitation. Many participants of the breakout group indicated that in their experience, older workers were generally apprehensive about asking for flexibility, considering that they would be discriminated against. However, stereotypes can be changed by familiarity. More organisations should increase their flexible work policies to instigate change. Further, business leaders should take greater responsibility for advocating for change as it can be difficult for employees to challenge internal organisational policies.

Importantly, it was recognised that while ageism is a key contributor, it does not exist in a silo and is just one component of the discrimination that exists against older workers. Recommendations to address ageism included staging workshops with participants being “champions of change”, and starting the conversation in local communities to help educate the public.

It is important to think about strategic workforce planning in terms of the organisational demographics and also the wants and needs of future clients. Roles should be varied to meet the changing requirements of the employee. To some extent this can be addressed by different degrees of flexible working arrangements. Company boards and senior leaders including CEOs, CFOs and COOs, should be engaged and educated in relation to short term change, and should be involved in implementing practices for long term change which can have lasting effects beyond their term.

RECRUITMENT

The group’s conversation began with a discussion about the effects of banning discrimination in recruitment advertising. While well-intentioned, there was recognition that such a policy would have certain negative and costly implications. Firstly, the problem may be driven underground and it may become easier for employers to ignore the discrimination of their line managers. Secondly, there would be significant time wasted by both applicants and employers throughout the recruitment process. And thirdly, older workers were humiliated by the process of making numerous applications that were either ignored or only cursorily assessed.

The group considered common concerns and myths about recruiting older workers. Key examples included:

- Fixed mindsets of employers
- Employers wanting to hire workers who are a faster and smarter version of themselves
- The inability of young recruiters to relate to those over the age of 40
- The view that older workers means greater difficulties
- “Active discrimination” against mature aged workers
- Rigid recruitment criteria and processes

When considering who is responsible for the shortcomings of the recruitment process, it was acknowledged that ultimately “...recruiters are only doing what they have been asked to do by the employer. They follow the given brief. Therefore, employers are responsible.”

Participants gave examples of “myth busting” that they had witnessed through the introduction of new workplace practices, and noted several benefits of recruiting older applicants.

Highlights included:

- A more diverse workforce, reflecting the organisation’s customer base
- Greater loyalty and reduced absenteeism
- Better customer service and added value
- Experience unique to older workers in dealing with diverse situations

The discussion revealed that changing the attitude of the employer is critical. A campaign to employ older workers would be instrumental in bringing about cultural change and essentially, changing behaviours of employers.

Overall, the group recognised a positive desire for change, particularly changes to be made from the employer’s perspective of the process. However, a few group members proposed that older workers have a responsibility to emphasise their experiential knowledge and approach new jobs with enthusiasm.

Key recommendations and implementation strategies included:

- Intergeneration collaborations
- Creating a culture and demographic of respect
- Increasing discussion about the benefits of employing mature aged workers and making it appealing and profitable to employers
- Influencing behaviours to make the transitions of the recruiting process easier
- Greater responsibility on larger firms to educate and provide incentives to do the right thing

TALENT MANAGEMENT

Talent management is the process by which candidates with potential, and typically individuals who are more highly skilled than others, are identified. The process is intended to nurture identified talent to take on leadership roles within organisations by creating the right opportunities for them. Talent management also occurs where organisations create leadership cohorts to discuss the skills needed to ensure a competitive advantage in the future.



The Talent Management breakout group discussed certain assumptions about the needs and abilities of older workers that are part of the talent management process. The group identified assumptions surrounding individuals' "peak careers", where, after a certain time in a person's career, he or she is assumed to have reached the ultimate potential. An example was given in the context of the potential to continue to innovate and the presumption that this ability has an expiration date. This is particularly applicable to academia and research-based industries that are reliant on innovation.

The general assumptions around the age for retirement appear to be no longer valid, especially as the workforce is retiring later. Participants identified an assumption that people in positions with high level of physicality will be unable to continue to work into older age, as health and physical conditions deteriorate. Likewise, it was noted that some workplace health and safety regulations mandate a baseline level of physical fitness/ability.

Yet again, there was recognition of an emerging need for ageing workers to have access to flexible working arrangements, where they can work from home or work part time, to ease the transition to retirement and continue to produce an income. There are assumptions that the workforce head count will drop once workers stop working full time hours. It is unclear how human resources will manage the increasing number of 0.25 or 0.5 full time employees but it was highlighted that this should be part of an organisation's long term workforce plan.

Workers who are location driven will be challenged and will be stuck between deteriorating health and financial security. An example of council workers was provided in relation to a category of employees who are unable to leave work as they are dependent on an income, but do not generally have the necessary skills to move onto a less physical position or type of work.

Following on from this was a discussion of the challenges of retraining “blue collar” workers. Blue collar industry workers, such as those from the councils, and some aspects of the building industry and mining industry, do physically strenuous work. As a result the workers within the industry cannot continue to work as they age. This will require investment and early intervention by the Government and organisations in need of a growing workforce. Without a doubt, formalised strategies are required.

The Government and industries should focus on the 5 to 10 year window and start to implement the changes that will make a difference in the future. The data that has been produced on ageing statistics and trends provides a snapshot of the way that the workforce will change in the future.

More risk management should be undertaken by the Government to address the growing issue of an ageing workforce and fewer available resources for in-demand industries. For example, initiating the workforce management of at-risk industries, such as the automobile industry, where there is a growing trend of manufacturing heading overseas, and the growing emerging industries, such as aged care. There is potential to retrain staff in at-risk industries to take advantage of emerging industries.

Another assumption is that young people are brought up through the ranks of an organisation and nurtured as potential future leaders. However, this may no longer be the case in the future as Australians work for longer and move or transition between different jobs and industries.

The talent pool may be widened simply by changing the language used in advertising for the positions. It should be more inclusive and less intimidating for mature workers seeking employment, whether through entry-level positions or more senior roles.

Overall, the group agreed that the language used by some human resources and recruitment agencies must change in order to become all-inclusive in searching for talent. The language used should be changed at all levels of recruitment in order to move to an experience-based and merit-based system, with the theme of “all ages, all stages of work”.



Another challenge lies in new workplace arrangements, such as part time staff who chose to only work a few days per week to supplement their other income. The workforce plan must take the increasingly lower numbers of full time employees into account. Organisations must create opportunities to merge the generations and impart knowledge on the less experienced while transitioning the older workforce out of day to day management.

Workforce planning is a measure of risk management. At times, there can be a general apprehension amongst older workers that once they divulge their knowledge, as senior mentors, they will become obsolete and be pushed out of their positions as they approach the traditional retirement age, even if they are not in the financial position to do so.

An industry example was given in relation to the financial services sector which typically has a younger demographic and a large initial talent pool due to the high intake of graduates. It was also suggested that some workers may not be willing to teach others “all they know” due to their own need for a paying position within the organisation.

Approximately 10 years ago, the mining industry identified that there was a lack of skilled workers in its industry. This resulted in the changes to the skilled workers immigration policy and “FIFO” arrangements to address the large gap in the workforce. At the time, there was age gap in workers with the specialist skills to “get the job done”, and this gap was breached by mandated intergenerational team arrangements, where the more experienced could take on a mentoring role and the less experienced could take on the trainee role, to supply the industry with the demand for skilled workers.

The health industry is now facing similar issues and is taking a proactive approach to supply its need for talent. The need for trained staff is forcing increased resort to international recruitment for specialist skills. Staff for day to day hospital maintenance and management should also be sought from existing industries that are now in decline in Australia.

The group also discussed organisational culture, and spontaneous versus mandated intergenerational teams. For highly technical industries such as engineering, new entrants are normally purposely assigned an expert mentor and trainer in order to facilitate performance management and mentoring. This relationship lasts many years, over the duration of the new entrant’s training and is prescribed by the organisation as a way to pass on skills and expertise.

Referring back to the financial services industry, which tends to take on large numbers of graduates and does not always prescribe an intergenerational training relationship, the group recognised that the culture in such organisations may be in place to assimilate the new starters less formally, and provide them with the training via work teams that are intergenerational.

In science and research organisations there is often a cohort of experts and a cycle of new researchers each year, whose places are provided by higher education grants, scholarships etc. This industry sector is therefore heavily reliant on government funding for its new talent. The cycle of postgraduates is not immediate either and it generally takes a long term investment to train a researcher. Participants noted that there are immediate consequences if funding is stopped as the industry is not able to quickly recover.

The group agreed that a degree of assistance is necessary to drive the diversity cycle. This is required mainly in organisations where there is no existing culture of intergenerational cooperation, or where new talent is dependent on external forces, such as government funding for research places.

A way to mandate intergenerational cooperation could include organisational KPIs or targets, to identify skills needed and then transition skills between generations. There is also a need to address growing tensions in intergenerational teams as older workers can become uncertain of their futures within organisations once their knowledge is passed on. Organisations must have a plan to transition older workers and maximise potential benefits from mentoring without losing corporate knowledge.



(Photo: Bernard Salt)

WHAT DOES SUCCESS LOOK LIKE?

The group began by trying to clarify whether to focus on what success looks like at the level of the individual, the employer or government. We ended up suggesting that successful players at each level would be characterised by the following three attributes:

1. Successful individuals:

Would be prepared to have the open and honest discussion about what they want and need at all life phases.

- They would be replenishing their skills at all times in their career / life phase even if they are working on a part-time or flexible basis. They will not refuse opportunities for coaching and further training and development with the excuse that "I am too old". It is about recognising that at any stage of your employment, you have to maintain your skills in order to stay relevant to employers.

2. Successful employers:

Would be prepared to have the discussion with their employees and put practices and processes in place to consider what the individual wants as it will be different for everyone.

- An example of where it is done well is Disneyland, Florida where the majority of the workforce were 70 plus. So the question is how do we get 60 and 70 year olds moving in to the food and accommodation industries instead of it being full of students who are transient so are not looking to stick around in that area anyway.
- What about things like a sabbatical or a reverse 'gap year'; i.e. a gap year later in your career instead of the beginning? Why can't you take some time off to do the river cruise and then return to work?
- When NASA realised their retiring engineers were about to walk out with a valuable asset they decided to re-engage them. They had difficult-to-replace tacit knowledge and the wisdom and networks that only come from having been around for a while and having 'seen it all before'.

3. Successful governments:

Would remove age restrictive legislation (referenced a 2013 Law Reform Commission report). Would support employers and individuals to accommodate the previous two recommendations.

- Governments would be doing research to see what works in organisations (large and small, across a range of industries) that have a reputation for employing people at all life phases, and would be exploring ways to scale up the successful management practices across other organisations.
- They would encourage and facilitate the introduction of superannuation schemes with no forced or arbitrary retirement age. The existence of these schemes sends a clear signal from the government to the market.
- They would encourage flexible remuneration arrangements to be negotiated between mature workers and employers so that people who want to continue to be involved in work life or to "give back" to the community or to earn enough for another overseas trip can do so without being constrained by industrial relations rules that were developed by and for previous generations.
- They would try to minimise the required commuting time for older workers; e.g. by encouraging businesses to locate where people live; by ensuring widespread access to fast broadband services; by improving public transport; by establishing community work hubs where people can plug into the world of work in a community environment.

Jobs vs Work

An important distinction was made between planning to fill "jobs" and planning to get "work" done by the people who are available. There was a view that we have a myth around the "job". Once the "job" has been created then a person has to be found who can do that job.

Opposed to this way of thinking is a focus on "what needs to be done and what people do we have". This latter approach naturally leads to conversations about how to attract, motivate and accommodate the available people to get the required work done. One could take this line of thinking even further and follow Charles Handy's advice to focus on satisfying the needs of clients/customers/stakeholders rather than focusing on "work" or "jobs" that have been identified without reference to the people who will be getting things done.

Even the concept of “merit” requires some predetermined selection criterion to have been established (e.g. “a job”). What may be merit for one job definition may not necessarily be merit if the work (and the available technology mix) is arranged in a different way to suit the skills and experience of the potential people who are available.

Large vs Small Business

The point was made that the discussions have focused on large businesses that have HR functions – what hasn’t been covered is how small business should approach the issue. It would be helpful if case stories were available on what the successful organisations (large and small) were doing in employing workers at each “life phase”. This latter term was felt to be less pejorative or discriminatory than the term “older workers”.

Do We Need Success Metrics or a New Business Culture?

Some group members argued that we need to have success metrics as a way of ensuring that the issues around employing older workers are being effectively addressed. Others disagreed, saying we should instead aim to create a business culture in Australia where we are doing things for commercial reasons to engage and retain people in all life phases rather than just ticking a “diversity” box.

SUMMIT PROGRAM

WHEN	WHAT
8.30AM - 9.00AM	<p>WELCOME COMMENTS</p> <p>CATHERINE FOX, Master of Ceremonies</p> <p>SUSAN RYAN AO, Age Discrimination Commissioner, Australian Human Rights Commission (via video presentation)</p> <p>PETER WILSON AM, Chairman, AHRI</p> <p>KATE DEE, GM Talent, Culture and Leadership, National Australia Bank Limited</p>
9.00AM - 9.55AM	<p>FAIR TAX AND WELFARE FOR OLDER WORKERS</p> <p>JOHN DALEY, CEO, Grattan Institute</p> <p>What tax and welfare arrangements would be fair for older workers given concerns about intergenerational equity? What is required so that older people have incentives to work that are fair relative to other age cohorts? Do tax, superannuation and pension arrangements need to be targeted better?</p>
10.00AM - 10.55AM	<p>THE BIG TILT: AUSTRALIA'S AGEING POPULATION AS AN AGENT OF SOCIAL AND ECONOMIC CHANGE</p> <p>BERNARD SALT, Partner, KPMG</p>
10.55AM - 11.15AM	MORNING TEA
11.15AM - 12.00PM	<p>CORPORATE CHAMPIONS – FROM STRATEGY TO ACTION</p> <p>ALISON MONROE, CEO, SageCo</p> <p>LINDA REDFEARN, Head of Human Resources, Blackmores</p> <p>NIKI KESOGLOU, Group Head of Diversity and Inclusion, QBE Insurance Group Ltd</p> <p>KATE DEE, GM Talent, Culture and Leadership, National Australia Bank Limited</p> <p>Alison Monroe, CEO of SageCo, ageing workforce specialist and preferred supplier to the Commonwealth Department of Employment for the Corporate Champions program, will provide an overview of;</p> <ul style="list-style-type: none"> • Ageing workforce risks, challenges, priorities and focus areas, drawing on practical examples drawn from the past 10 years specialising in mature age workforce solutions • The Corporate Champions program and The Investing in Experience Charter <p>In addition, Alison will also facilitate a knowledge sharing segment with Corporate Champions employers, Blackmores, QBE Insurance Group Ltd and National Australia Bank</p>
12.00PM - 12.10PM	SUSAN FERRIER , National Managing Partner People, Performance & Culture, KPMG
12.10PM - 1.00PM	LUNCH
1.00PM - 2.30PM	<p>BREAK OUT DISCUSSION GROUPS</p> <ol style="list-style-type: none"> 1. Career management 2. Ageism 3. Talent management 4. Recruiting 5. The role of government 6. What does success look like
2.30PM - 3.00PM	<p>EVENT SUMMARY AND DISCUSSION</p> <p>PETER WILSON AM, Chairman, AHRI</p> <p>ALISON MONROE, CEO, SageCo</p> <p>CATHERINE FOX, Master of Ceremonies</p>
3.00PM	Event close

APPENDIX 1

John Daley

Fair tax and welfare for older workers

Older Australians at work summit
John Daley
Grattan Institute
24 February 2015

Fair tax and welfare for older workers

Government budgets are unsustainable: spending on older households is a substantial cause of the problem

- Australian government budgets have been unsustainable for 7 years
- The dominant pressure on Australian government budgets is increased spending per older household, to pay for increased health services, Age Pensions and aged care
- The increased spending reflects policy choices, not ageing

Tax and welfare settings should be reformed to encourage older age workforce participation and improve budget balances

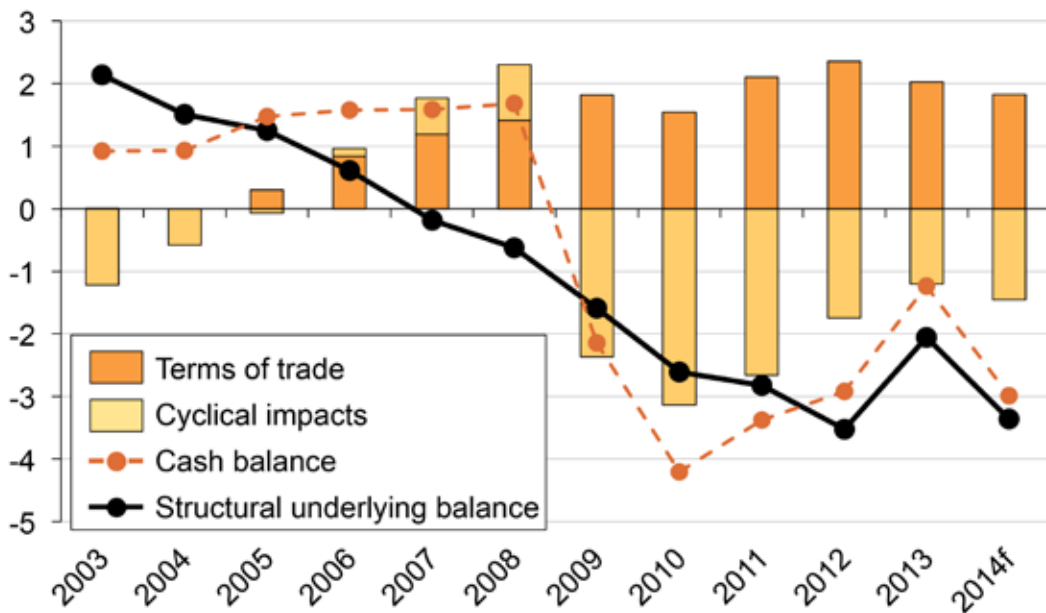
- Better targeting of age pensions, superannuation, and asset taxation dominate the options for budget repair that are both large and socially responsible
- Older age workforce participation has been increasing, but remains relatively low
- Reforms would create incentives for more older workers to work for longer

Some older households are doing it tough, but most are much better off

- Older households are under more pressure than wage earners, but much less pressure than the unemployed
- Most older households are much wealthier than their forebears
- Younger households are missing out, even though they *are* saving much more than before

The Commonwealth's structural deficits was masked by mining boom and GFC

Commonwealth budget balance
per cent of nominal GDP

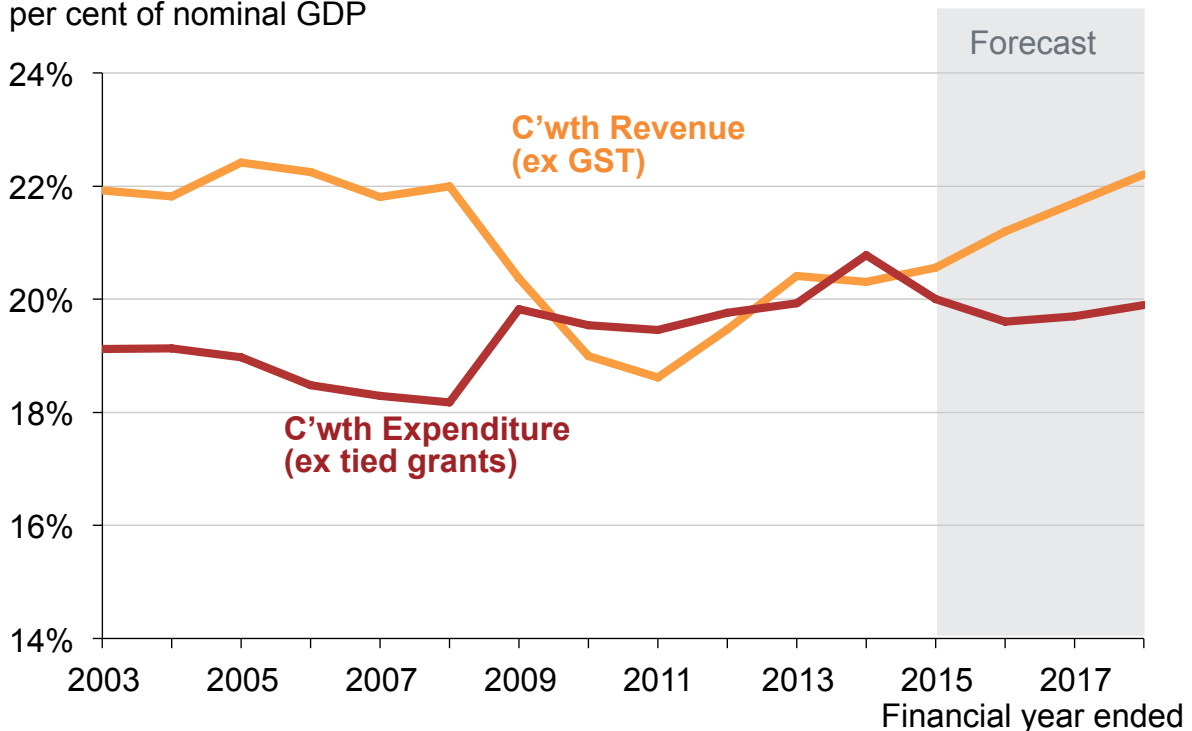


Note: Cash balance is equal to receipts minus payments, minus Future Fund income, (under 0.25 per cent of GDP)
Source: Budget Pressures 2014

3

Both revenue and expenditure are worse than longer-run levels

Commonwealth own purpose expenditures and revenues
per cent of nominal GDP

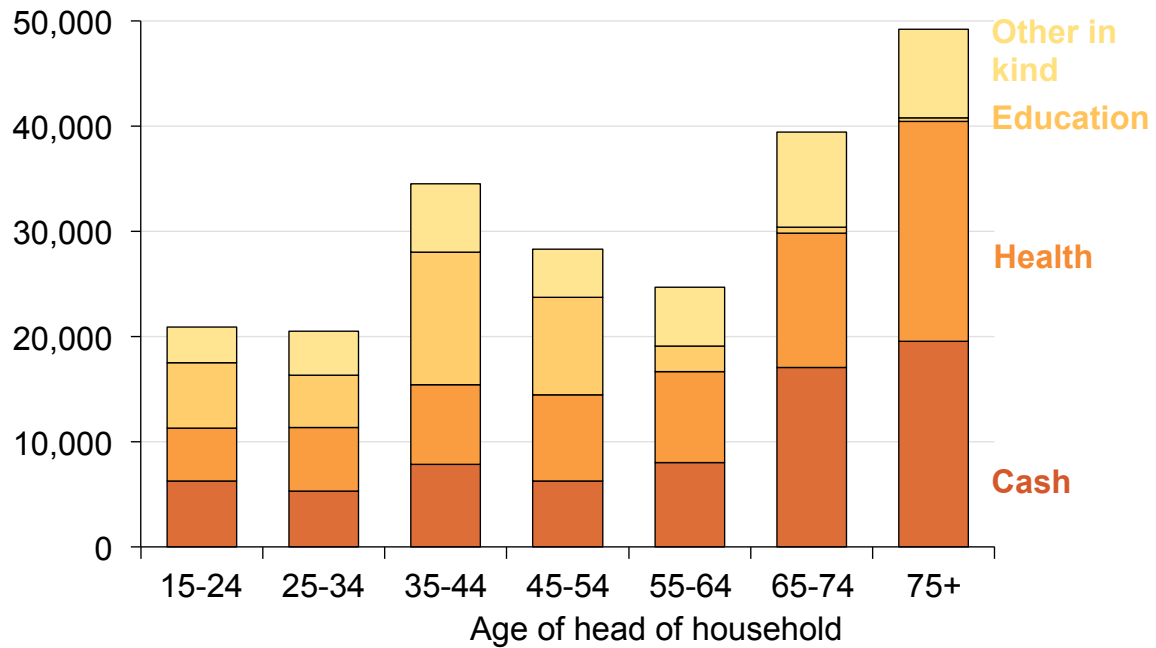


Source: Budget Pressures 2014

4

Governments spend more on older households, due to Health and Age Pension

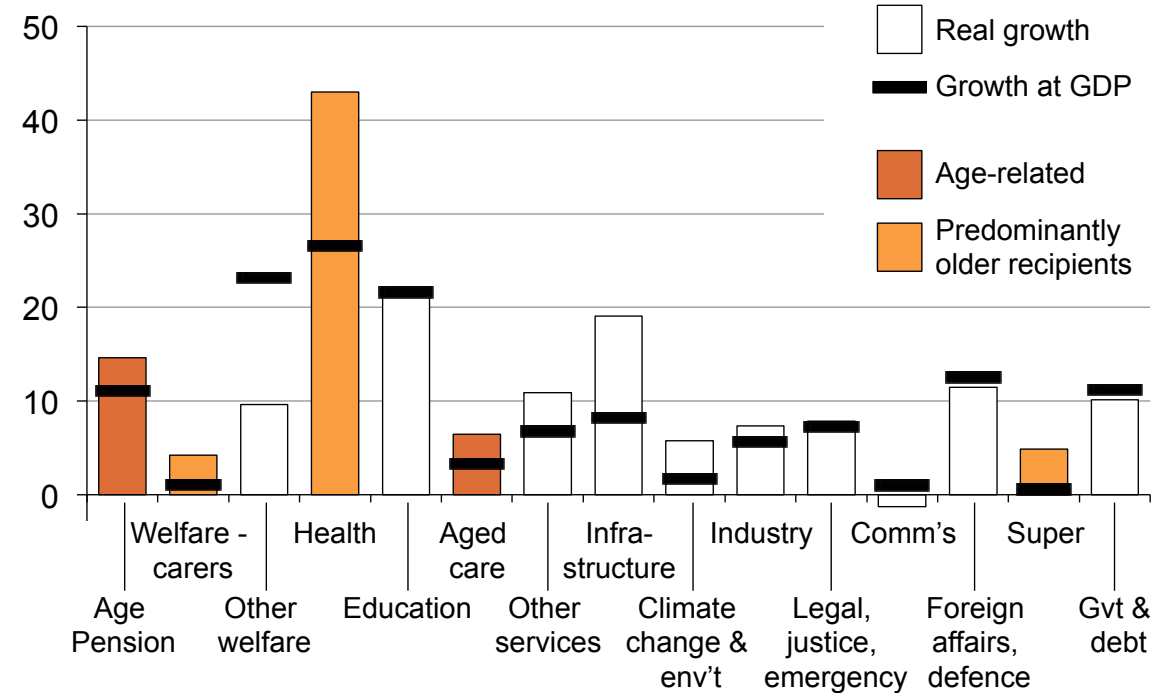
Government expenditure per household
\$ per person, 2009-10



Note: Other in kind includes child care assistance, other social security and welfare benefits, housing benefits and electricity concessions.
Source: *The Wealth of Generations*

Increasing spending on older Australians is the dominant pressure on budgets

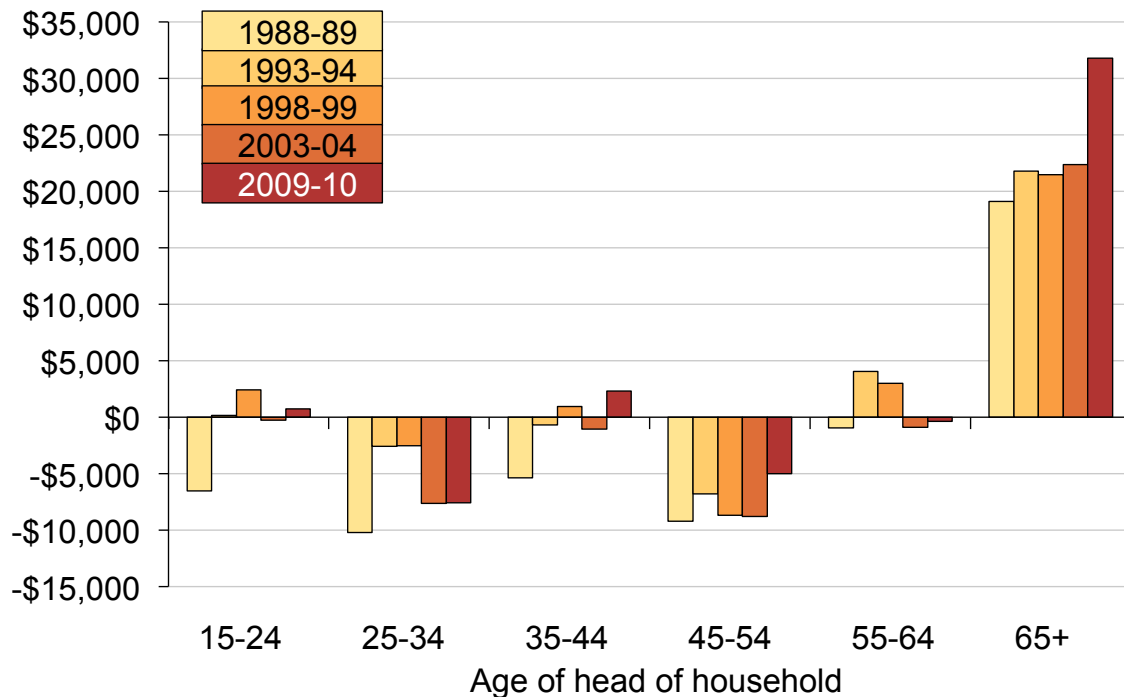
Real change in government recurrent expenditure, 2003 to 2014
\$2013 bn



Note: Based on analysis of Commonwealth, NSW, Vic, Qld and WA data. Categories that changed by less than \$1 billion not shown.
Source: Grattan Institute, *Budget Pressures 2014*

The net cost of older households to government has jumped in the last 6 years

Average net benefits per household (government payments, less tax)
2010\$

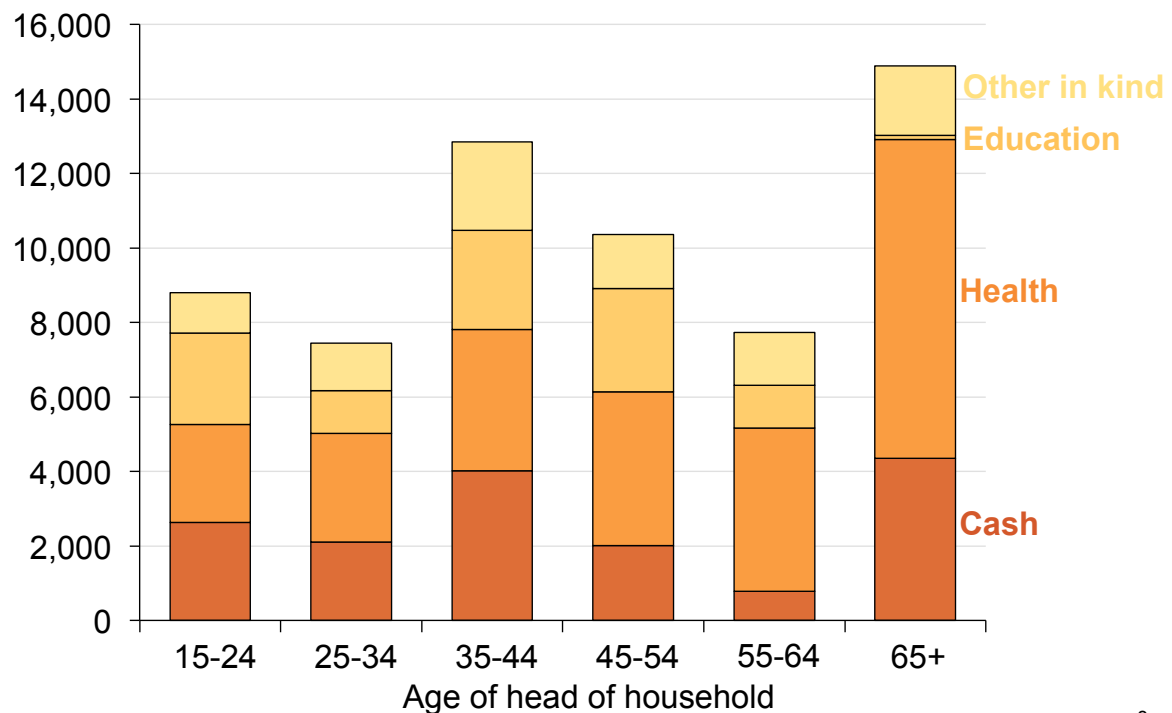


Source: *The Wealth of Generations*

7

Health spending and cash benefits for over 65s have increased significantly

Change in government benefits per household, 1988-89 to 2009-10
\$2010

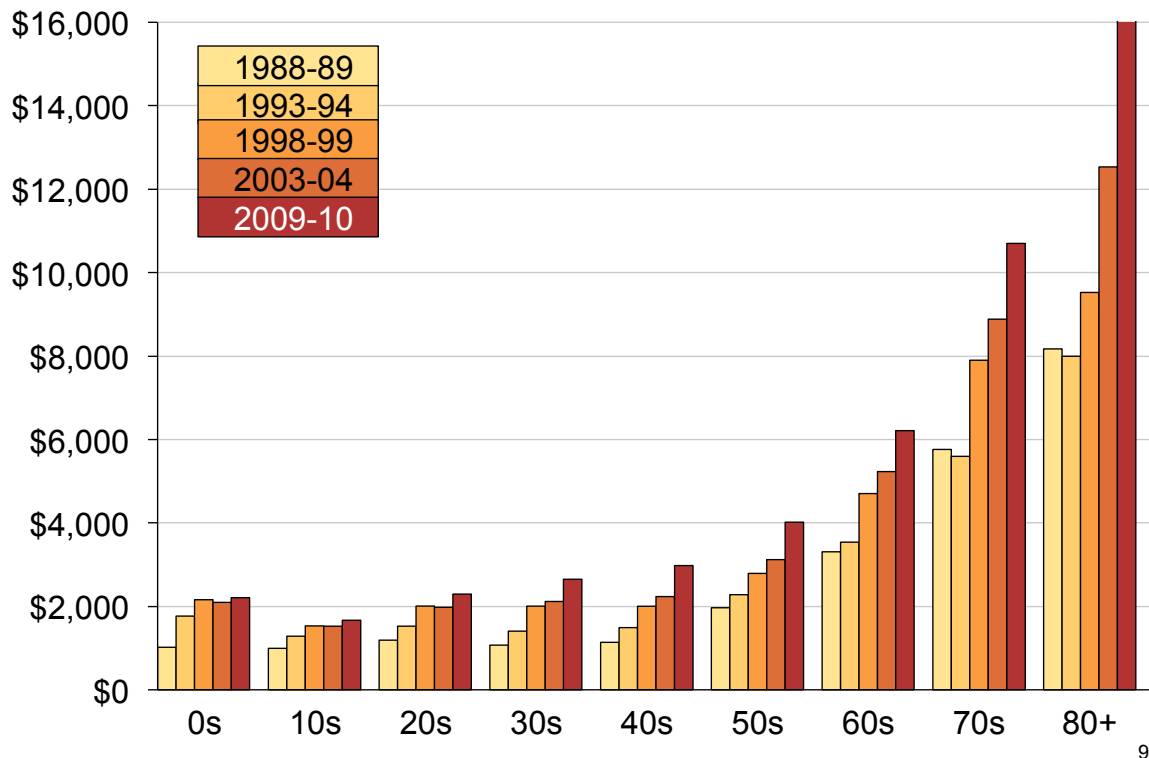


Source: *The Wealth of Generations*

8

Government health spending increased the most for the over 70s

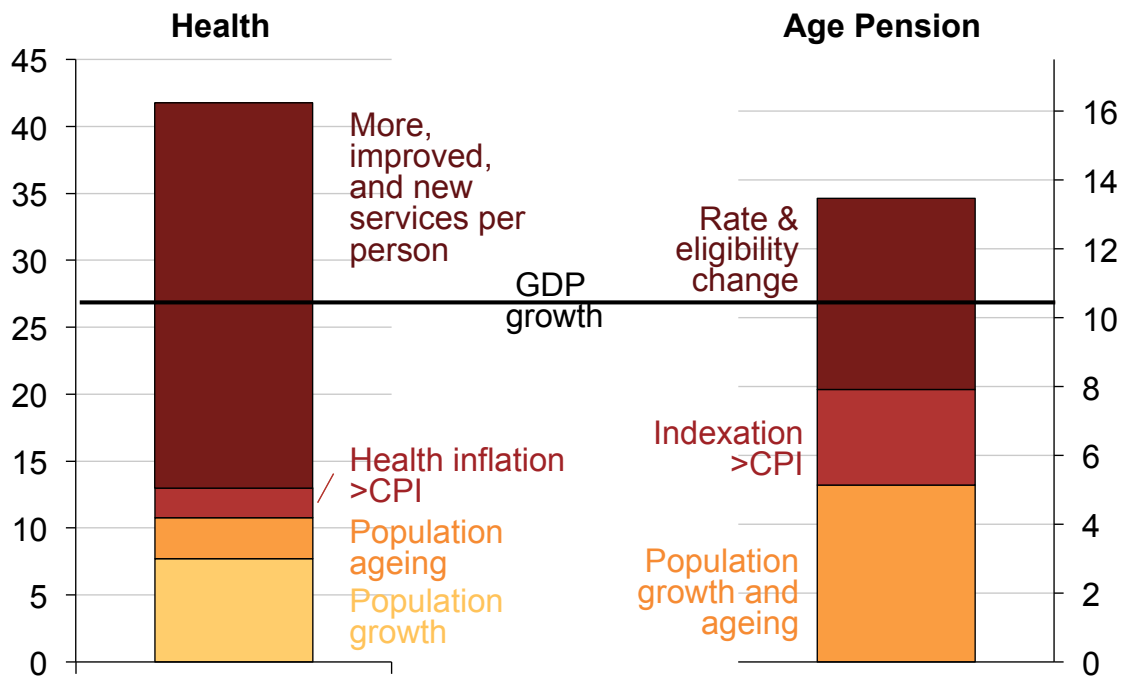
Government health spending per person, \$2010



Source: *The Wealth of Generations*

Policy choices, not population ageing, drove health and pension spending increases

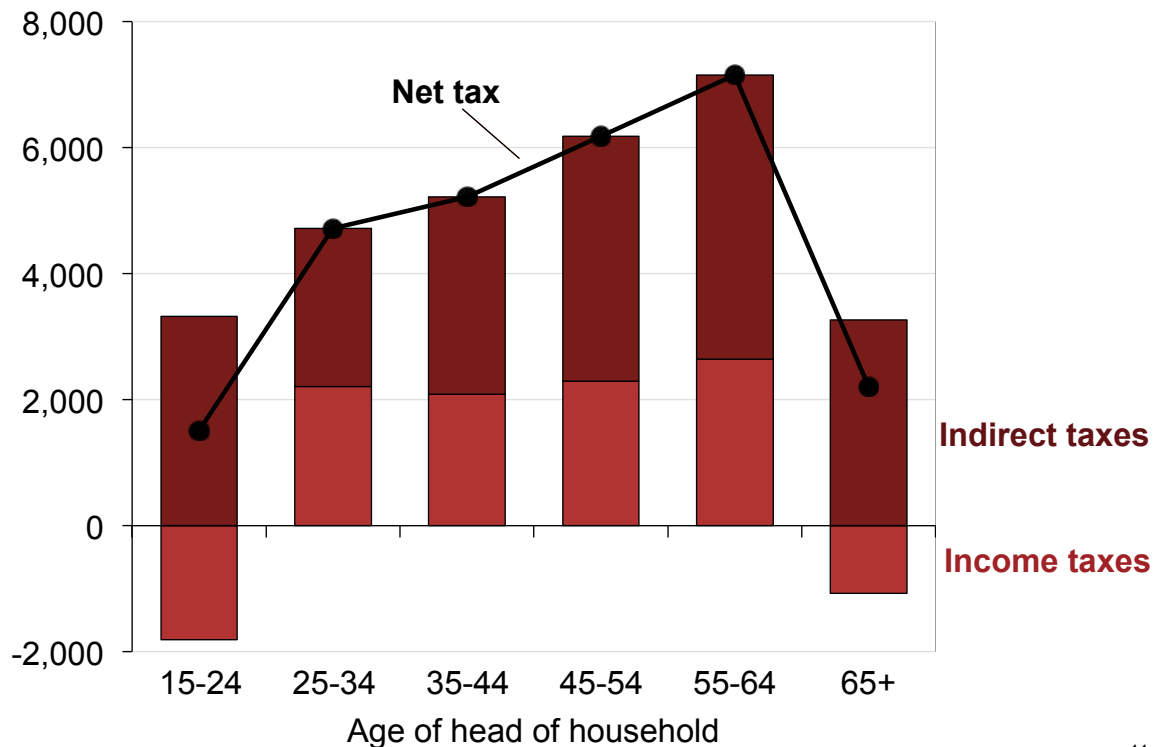
Real increase in expenditure 2003-2013 (\$2012 billion)



Source: Grattan Institute, *Budget Pressures 2014*

Because of super tax concessions, older h'holds pay *less* income tax than 20 years ago

Change in taxes per household, 1988-89 to 2009-10, 2010\$



Source: *The Wealth of Generations*

11

Fair tax and welfare for older workers

Government budgets are unsustainable: spending on older households is a substantial cause of the problem

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Tax and welfare settings should be reformed to encourage older age workforce participation and improve budget balances

- Better targeting of age pensions, superannuation, and asset taxation dominate the options for budget repair that are both large and socially responsible
- Older age workforce participation has been increasing, but remains relatively low
- Reforms would create incentives for older workers to work for longer

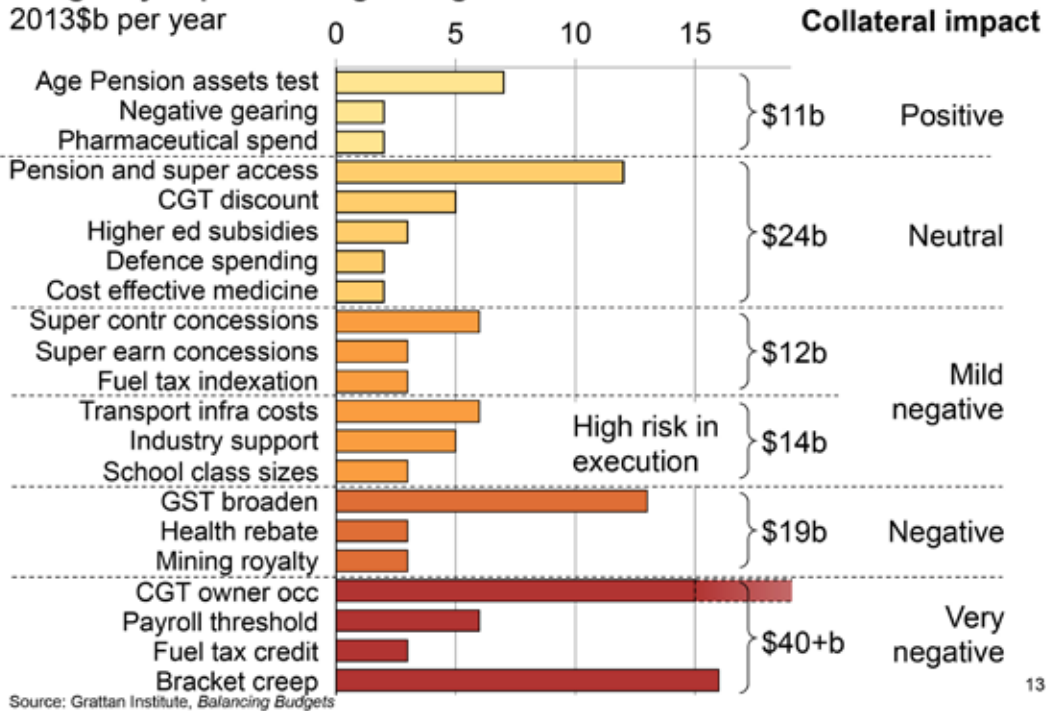
Some older households are doing it tough, but most are much better off

- Older households are under more pressure than wage earners, but much less pressure than the unemployed
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- Younger households are missing out, even though they *are* saving much more than before

12

There are few options for budget repair that are both large and socially responsible

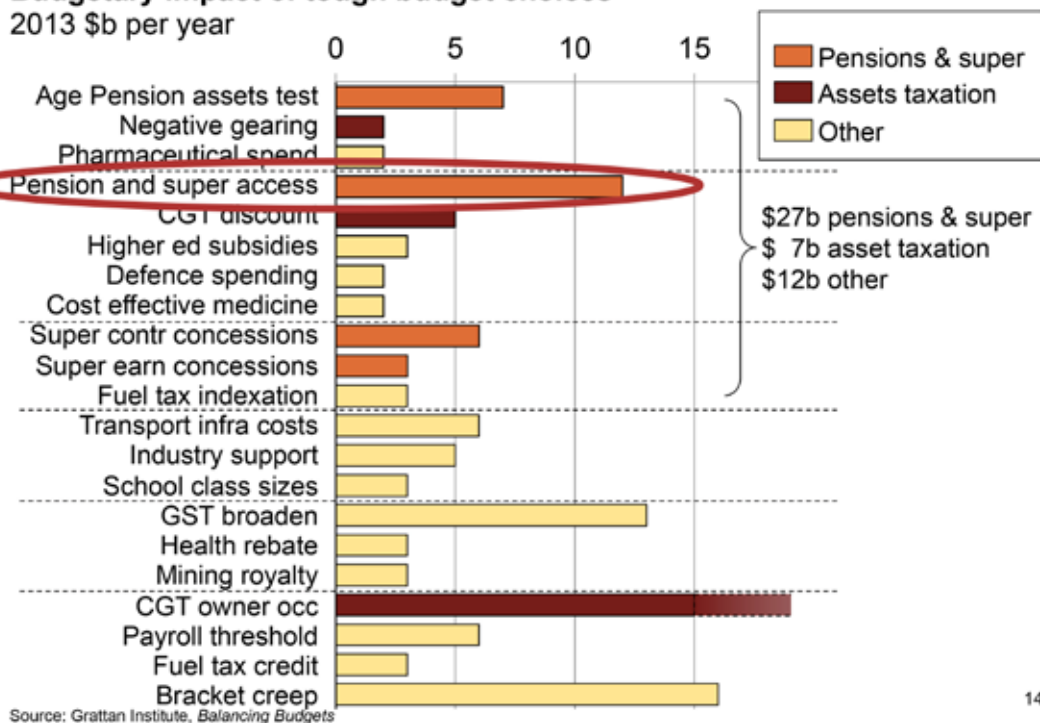
Budgetary impact of tough budget choices



13

Better targeting of age pensions, super, and asset taxation dominate the attractive options

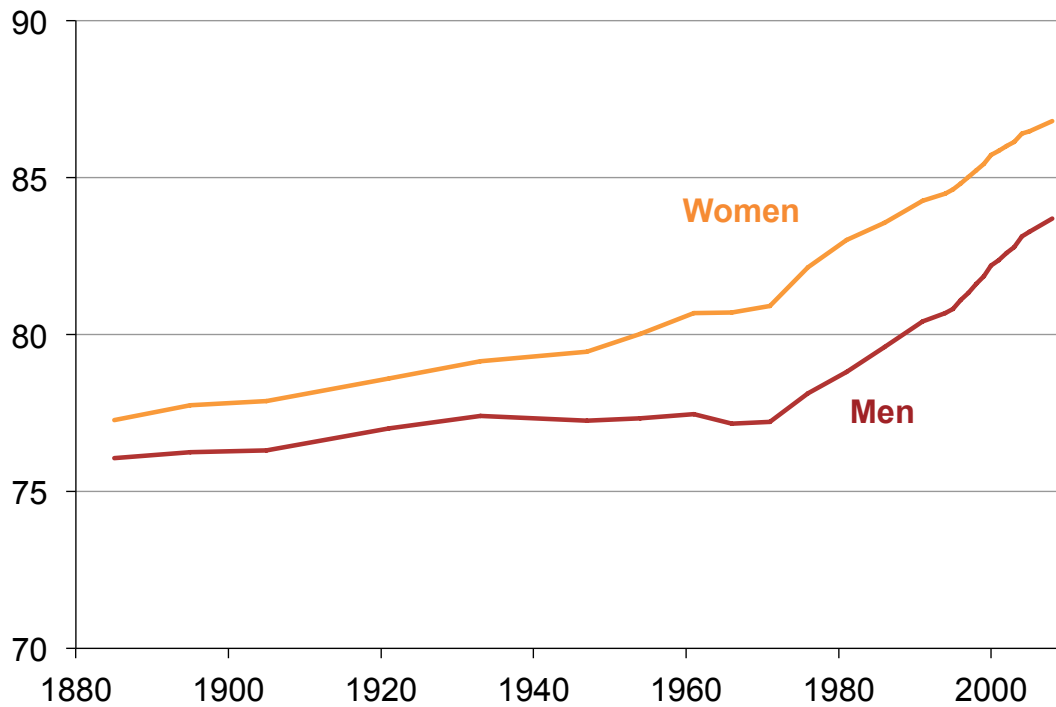
Budgetary impact of tough budget choices



14

After 1970, medicine became much better at keeping people alive in their 70s and 80s

Life expectancy at 65 years of age, years

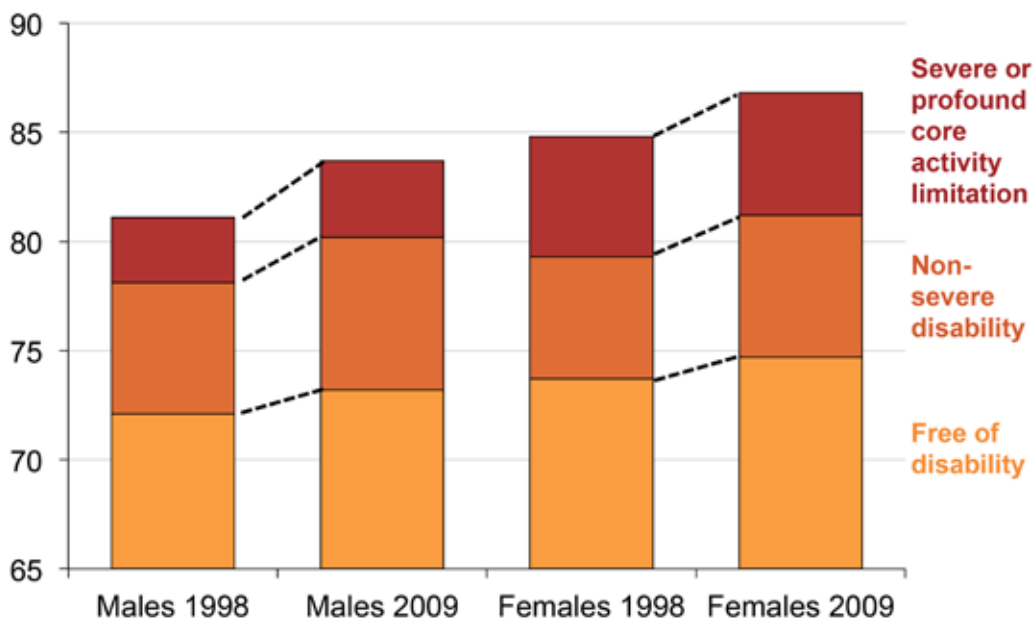


Grattan Institute analysis of ABS (2008) cat no 3105.0.65.001 Table 7.6

15

People are now able to work for longer

Expected years of life for a 65-year-old by disability status

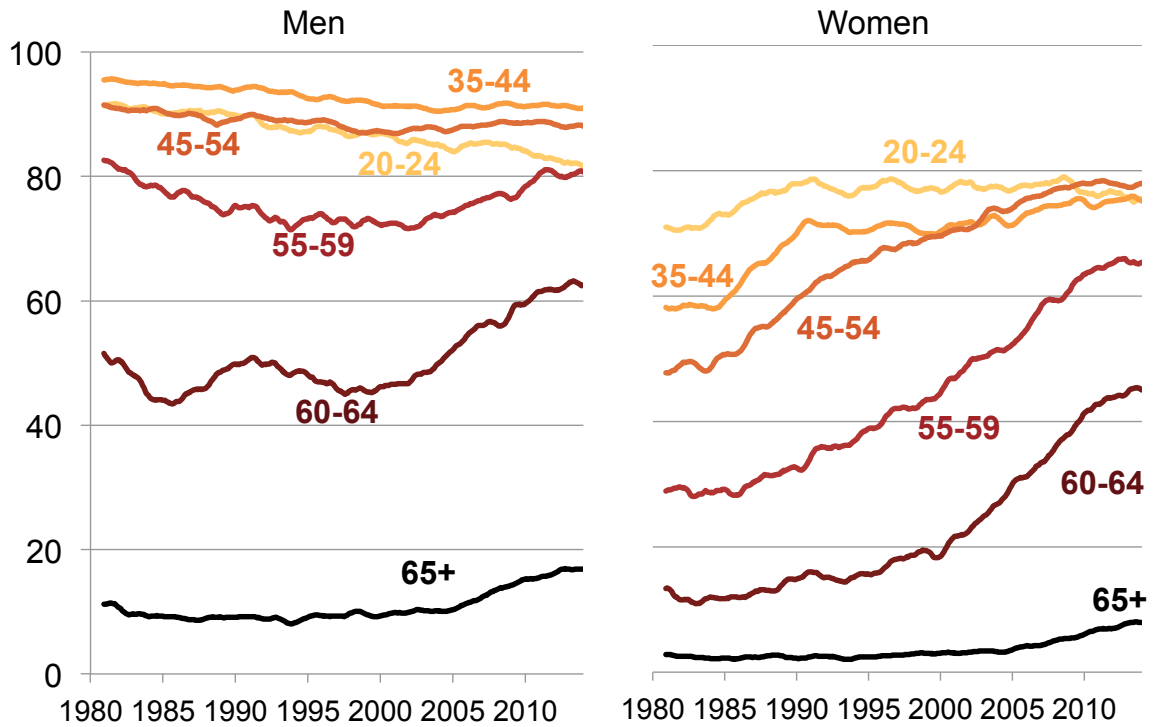


Source: AIHW (2012), Figure 13

16

Participation of older age groups and women has trended up for over 15 years

Labour force participation rates (per cent of age cohort)

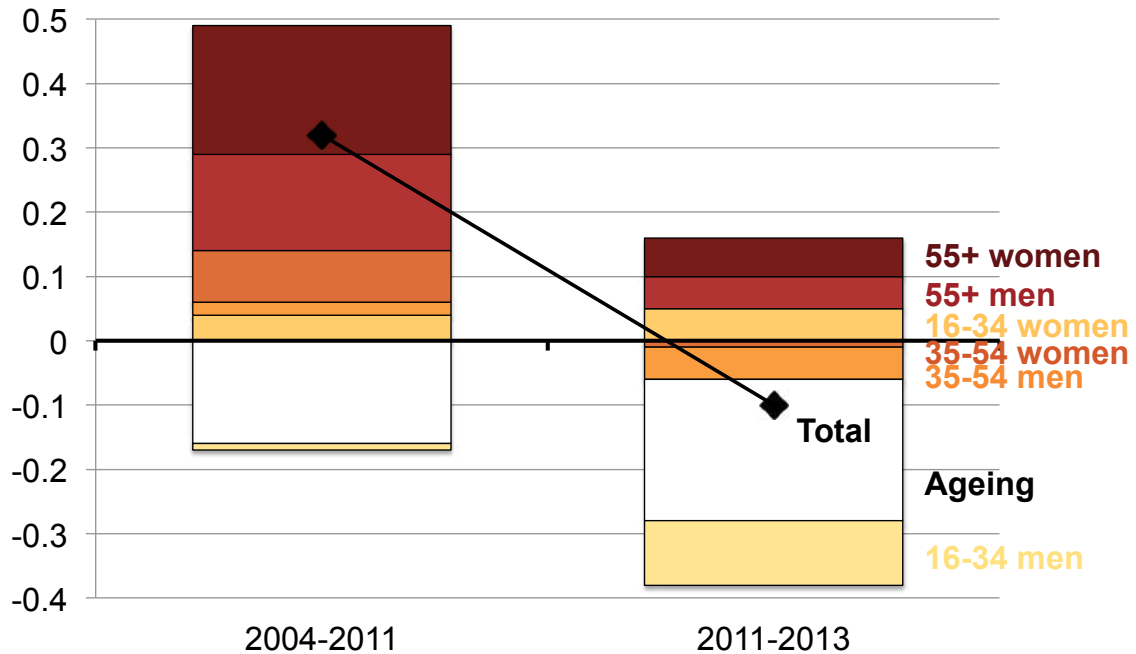


17

Until recently, increases in older age participation outweighed the ageing population

Contribution to change in participation rate

Percentage points per year

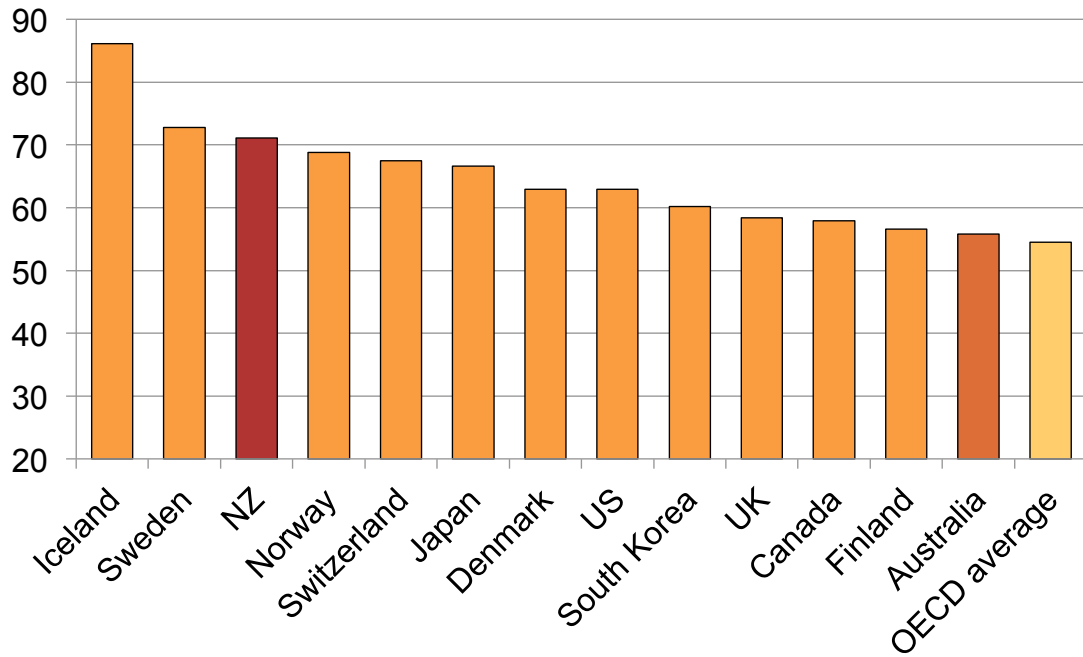


Borland, Labour Market snapshot, December 2013: <https://sites.google.com/site/borlandjum/labour-market-snapshots>

18

Older age workforce participation is relatively low in Australia

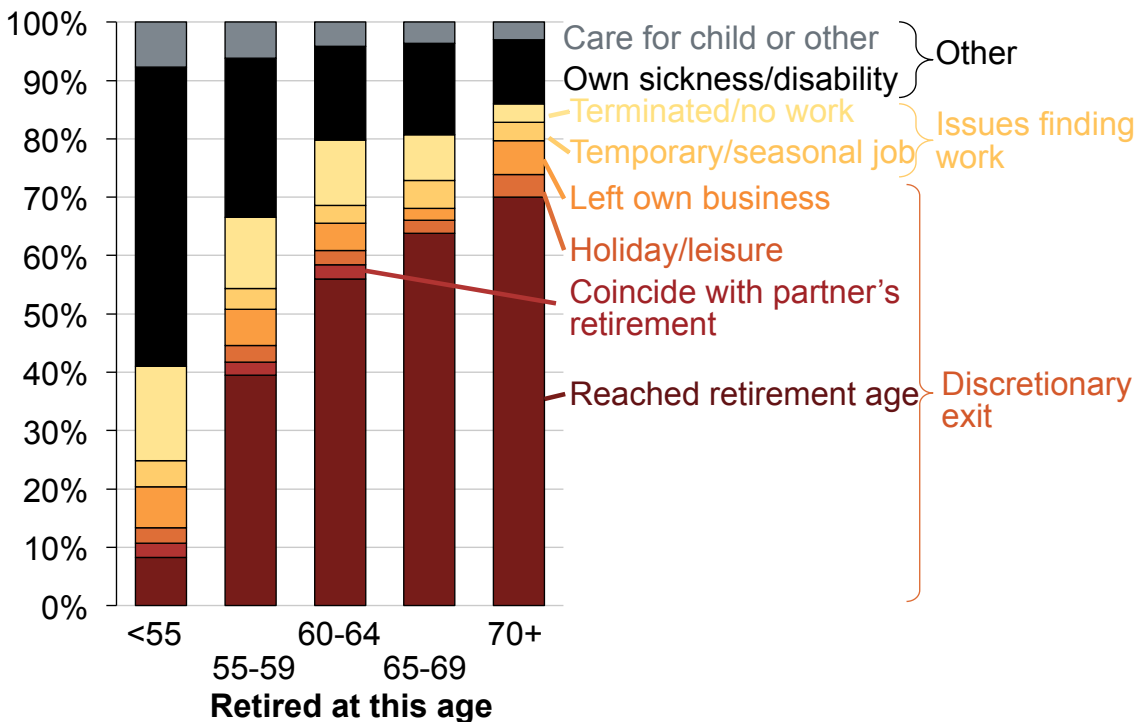
Adjusted workforce participation rates of 55-64 year olds (%)



Productivity Commission, 2006, *Workforce Participation Rates – How Does Australia Compare?*, Productivity Commission Staff Working Paper.

Most older people choose to leave the workforce

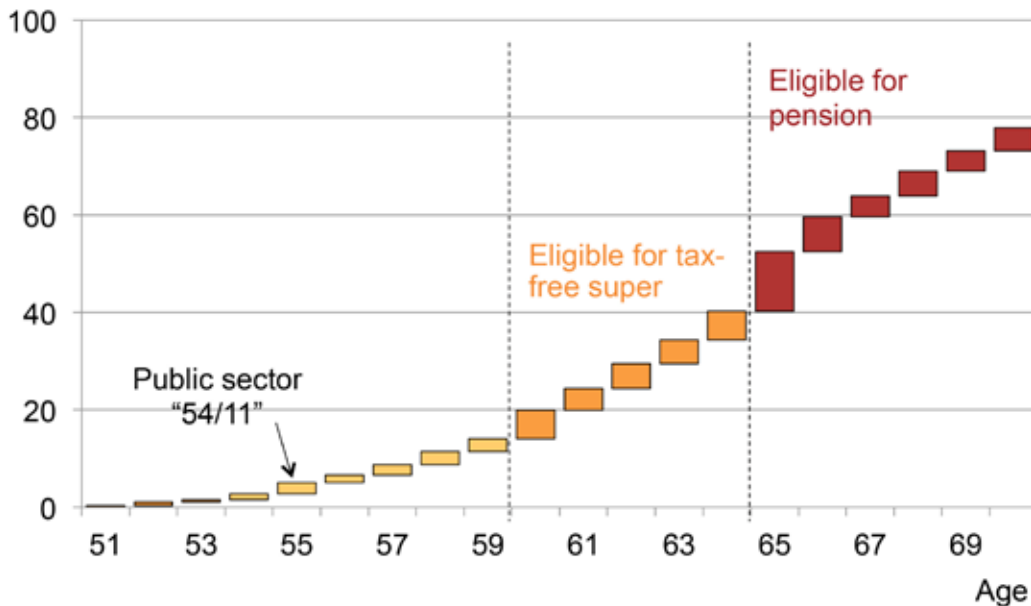
Per cent of people retired



Source: ABS (2013) Cat 6238 Table 6.1

Lifting eligibility for Age Pension and tax-free super would increase retirement ages

Cumulative per cent of male labour force retiring by age
Percent

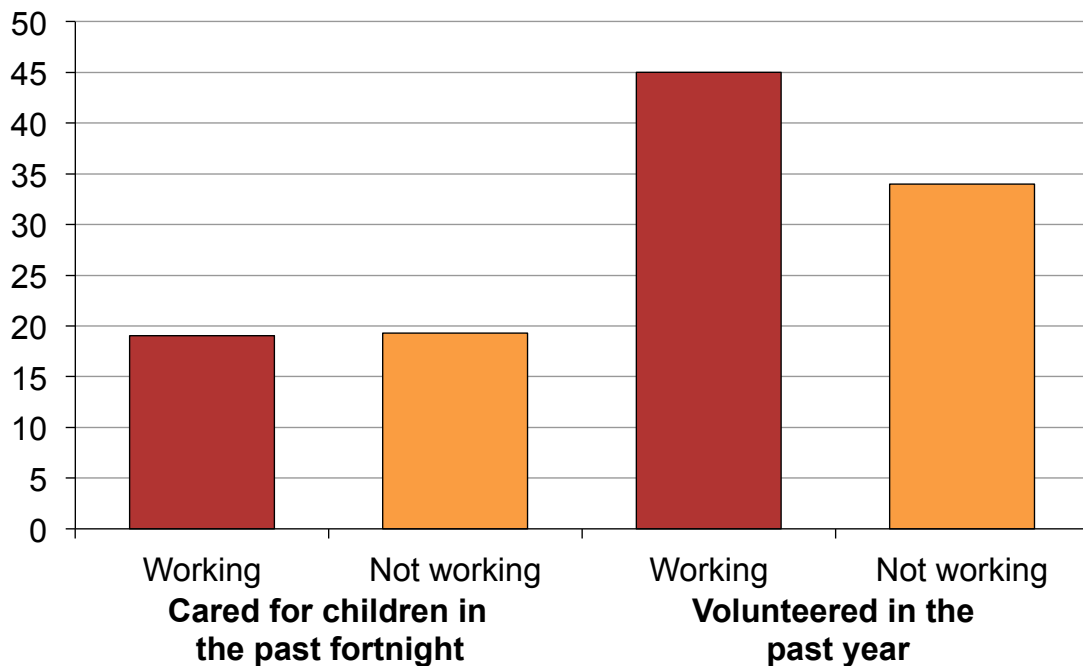


Source: Grattan analysis of ABS (2011b) cat no 6530.0

21

Older people are community participants – more so if they are also working

Proportion of people between 65-69 who care for children or volunteer
Per cent

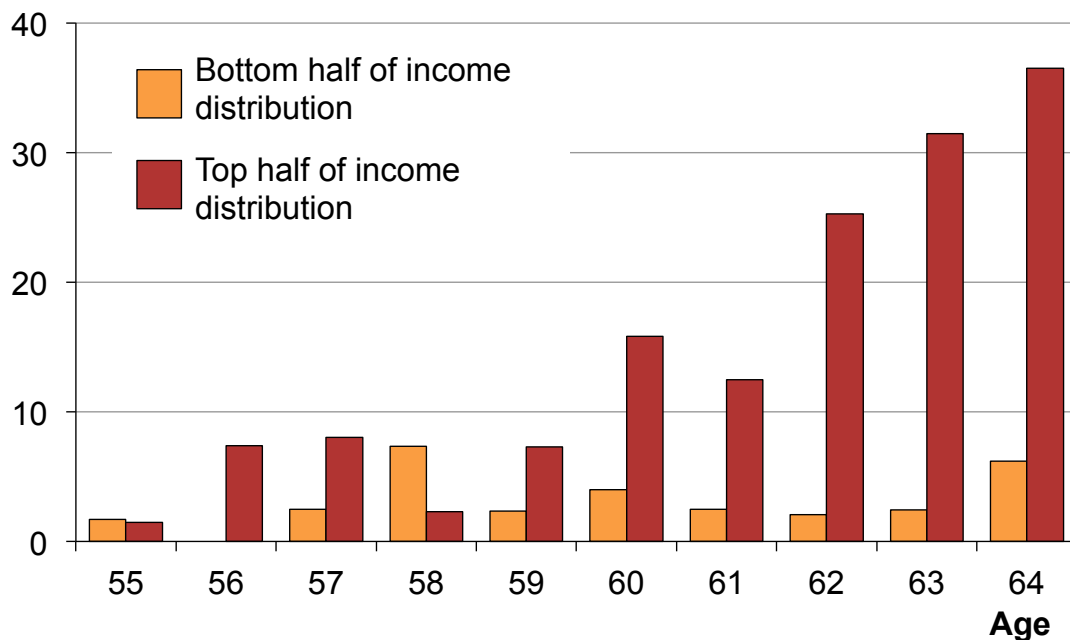


Grattan Institute analysis of ABS Census and ABS (2011) Cat no 4159.0

22

Most of those who draw down their super before pension age are relatively well off

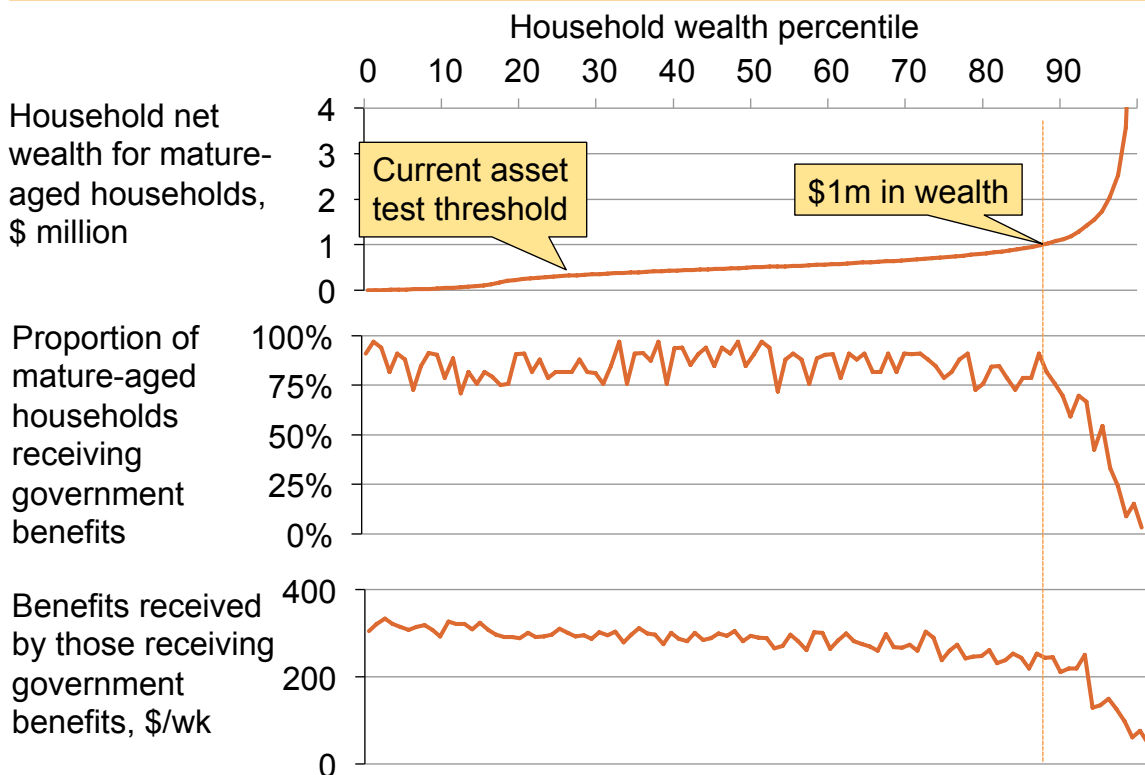
Proportion of age cohort receiving some superannuation payment
Percent



Grattan Institute analysis of ABS (2011) Cat no 6503.0

23

The Age Pension could be better targeted



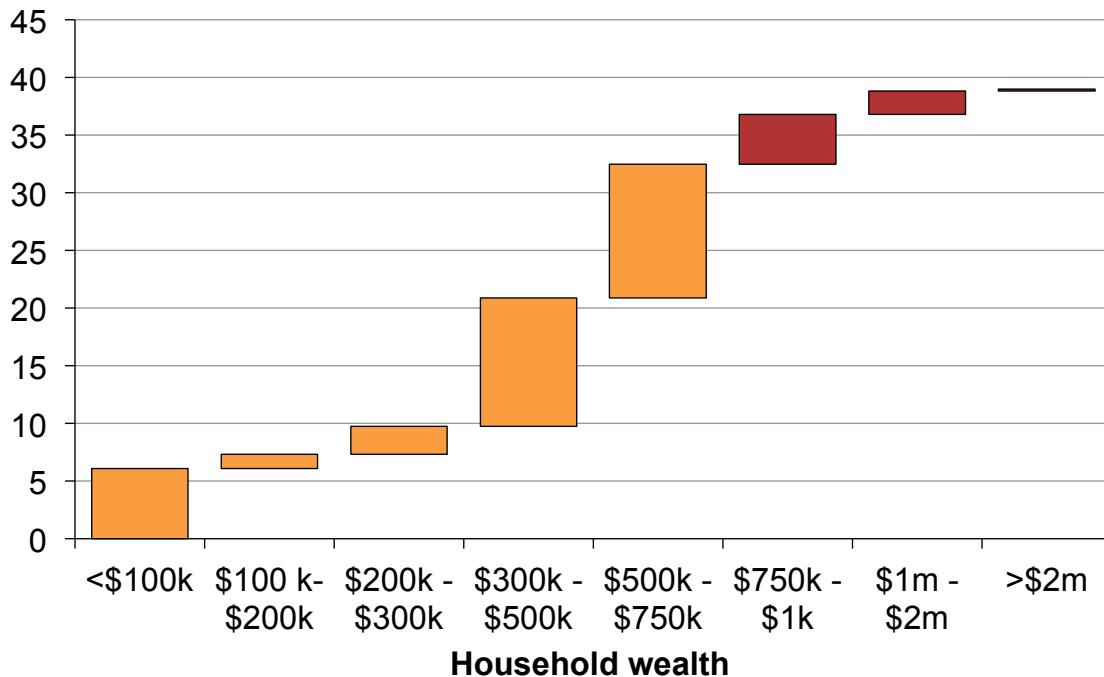
Source: *Balancing budgets*. Note: "mature-aged household is household where oldest occupant is over 65"

24

\$7 billion a year in Age Pension is paid to households with more than \$750k in assets

Age pension expenditures and household wealth

2012-13, \$ billion



Source: *Balancing budgets*

25

Fair tax and welfare for older workers

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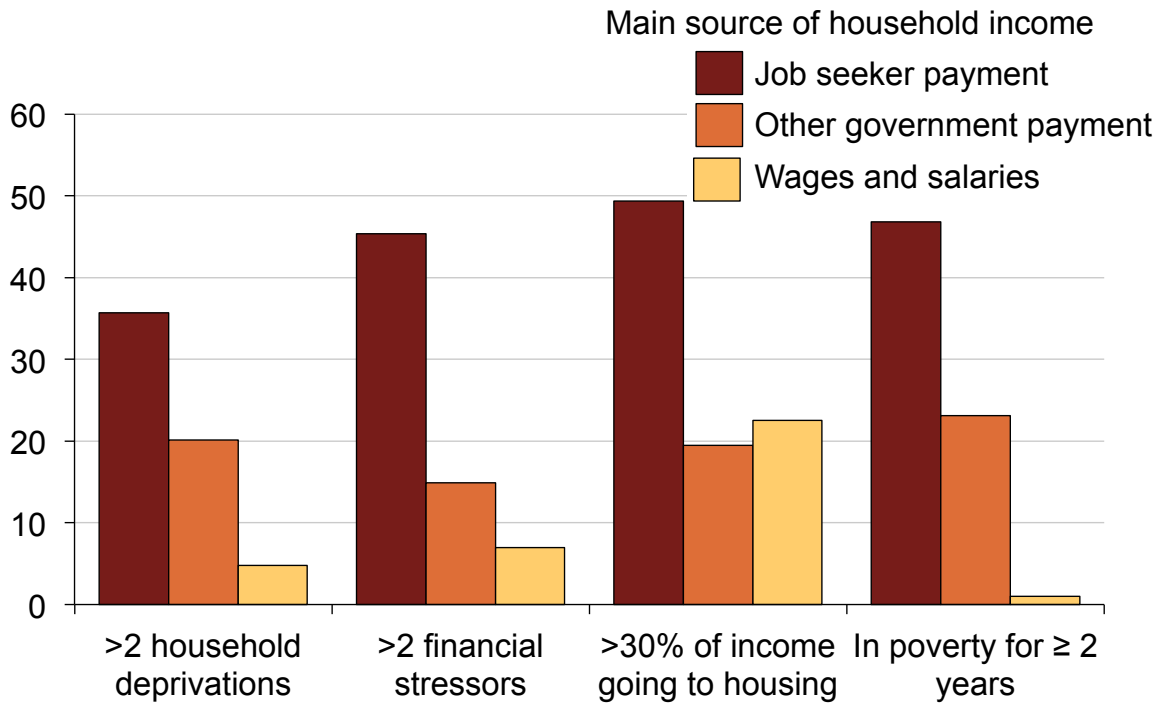
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26

Some households on the Age Pension are struggling

Percent of households under stress

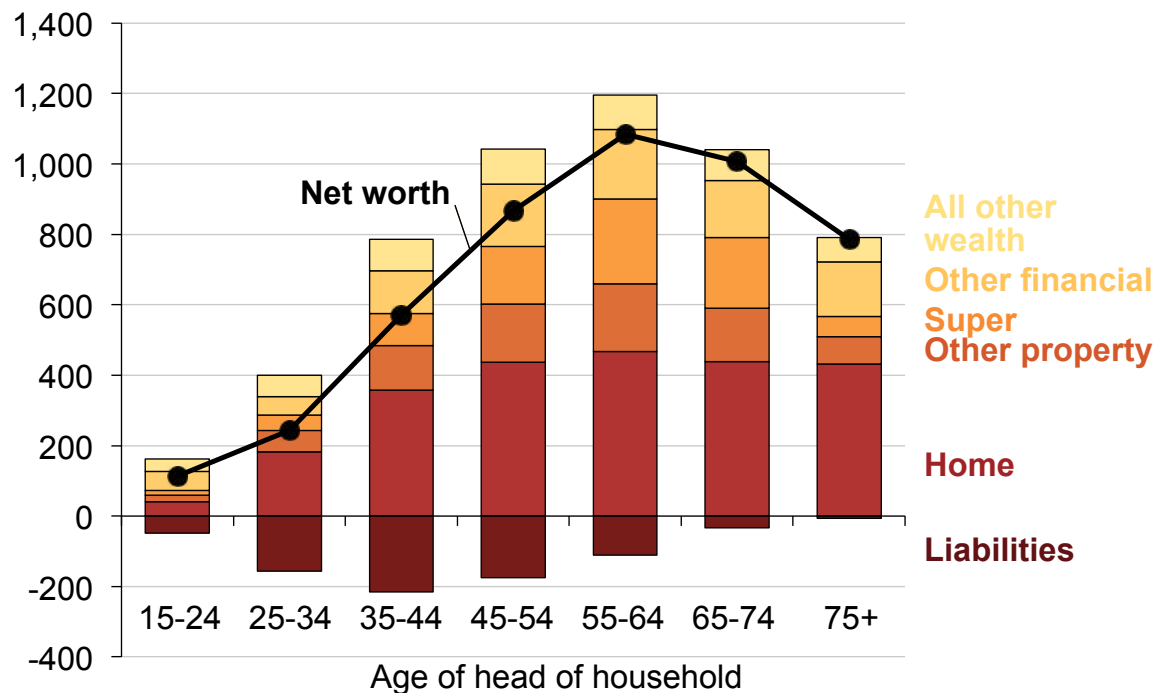


Notes: 'Job seeker payment' includes Newstart and jobseeker Youth Allowance. 'Other govt payment' is dominated by age and disability pensions.
Source: Grattan analysis of Phillips and Nepal (2012).

Over half of household wealth is in property

Mean wealth by age of head of household

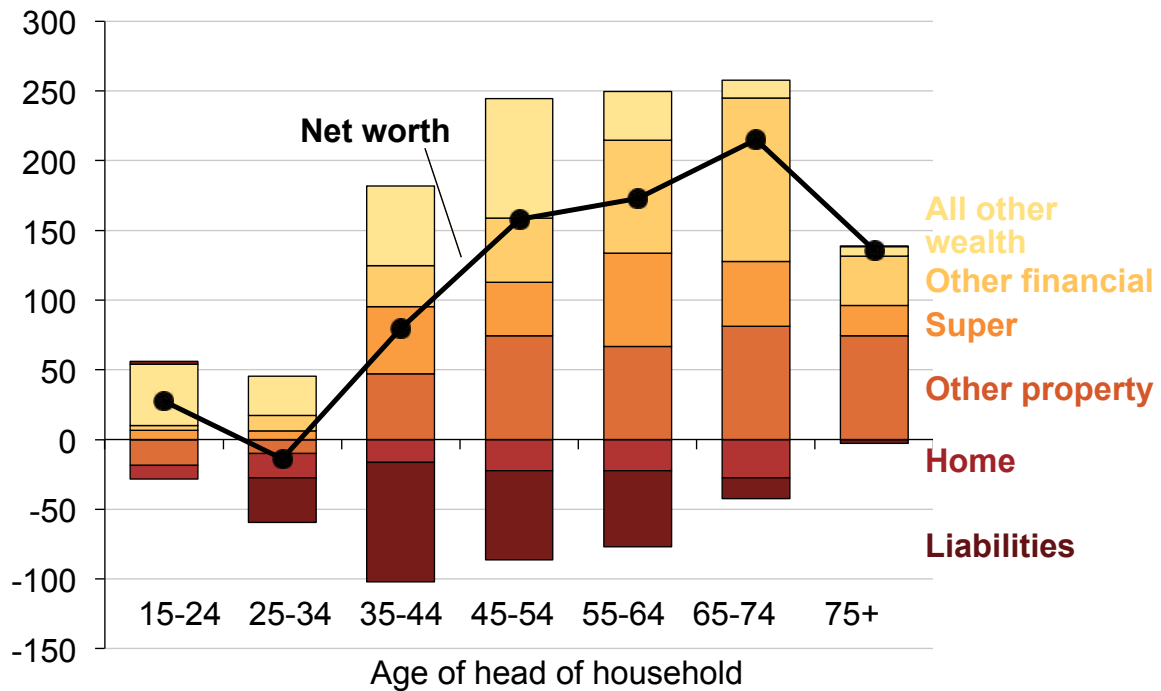
\$ thousands (\$2011-12)



Source: *The Wealth of Generations*

Increased wealth for older workers is due to more investment in property and savings

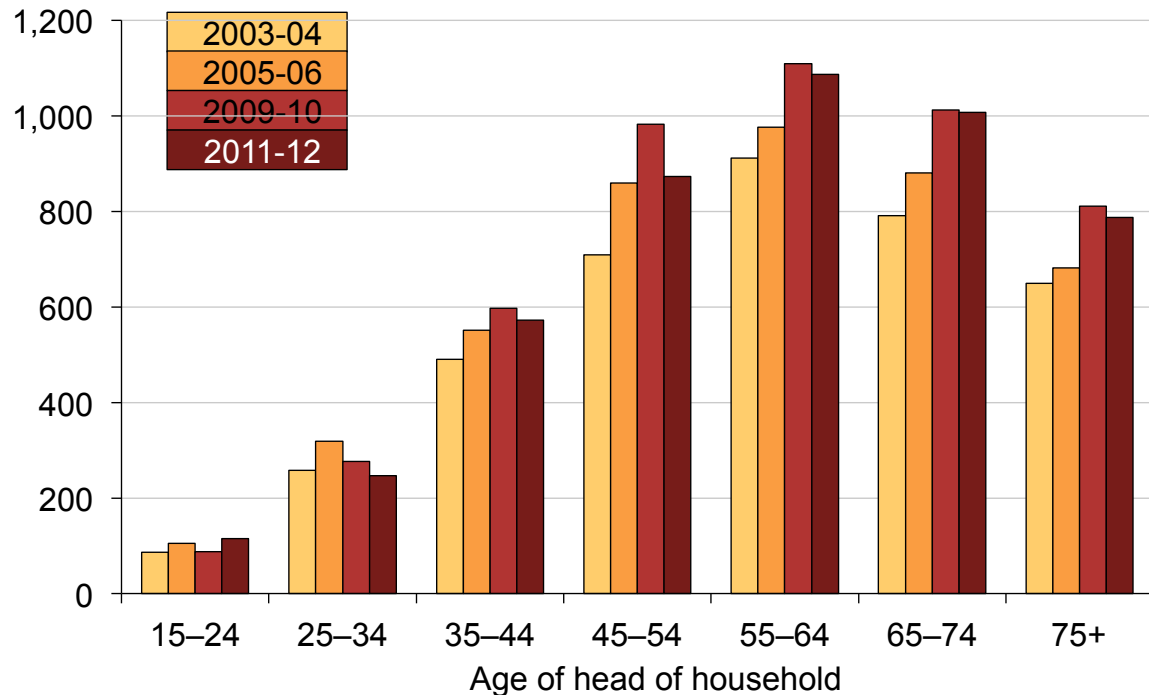
Change in mean wealth per household, 2003-04 to 2011-12
\$ thousands (\$2011-12)



29

Growing wealth has not benefited the young

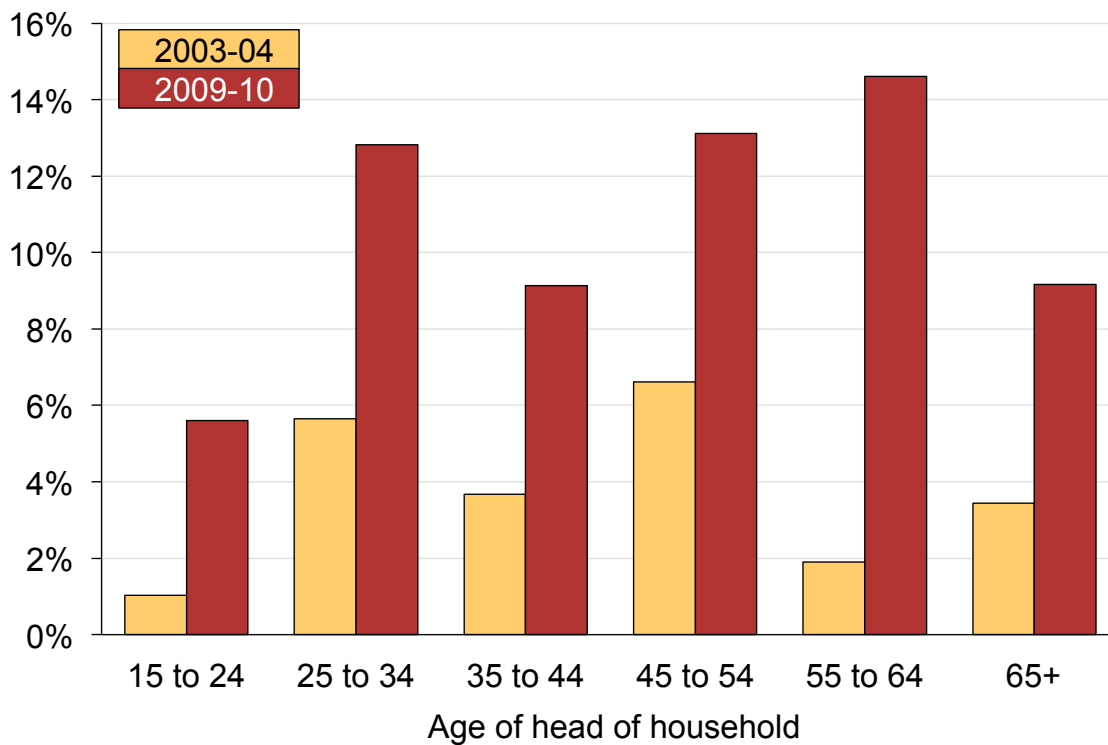
Mean wealth by age of head of household
\$ thousands (\$2011-12)



30

Falling wealth for younger households was *not* a result of lower savings

Savings as a proportion of disposable income, per cent



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Questions



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APPENDIX 2

Bernard Salt

Older Australians at Work

The Big Tilt: Australia's Ageing Population as an Agent of Social and Economic Change

Bernard Salt

24 February 2015

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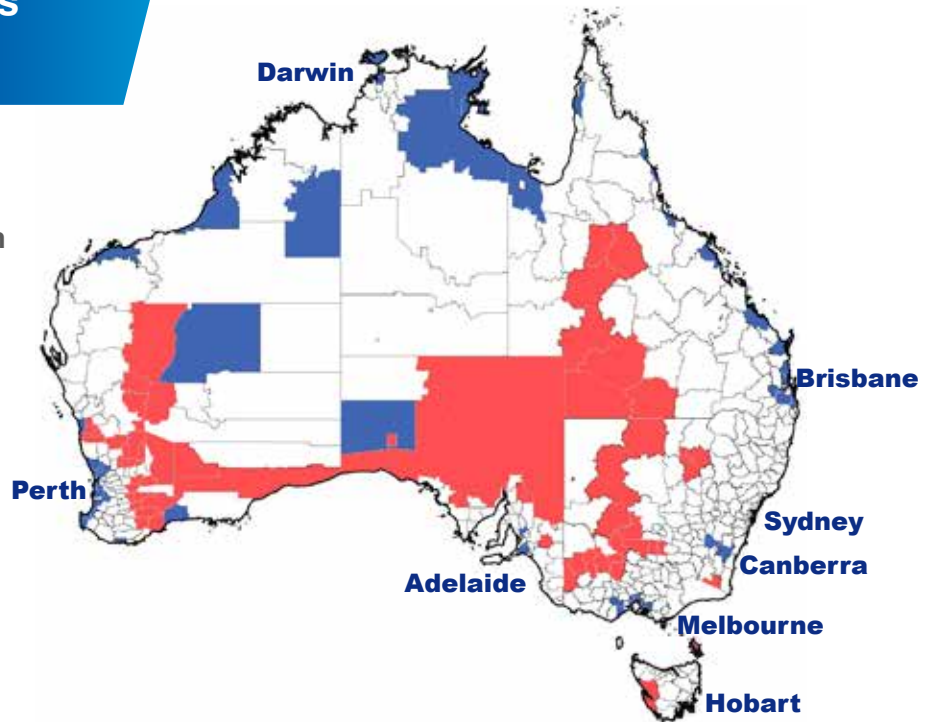
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We are an urban people with city-based jobs and interests

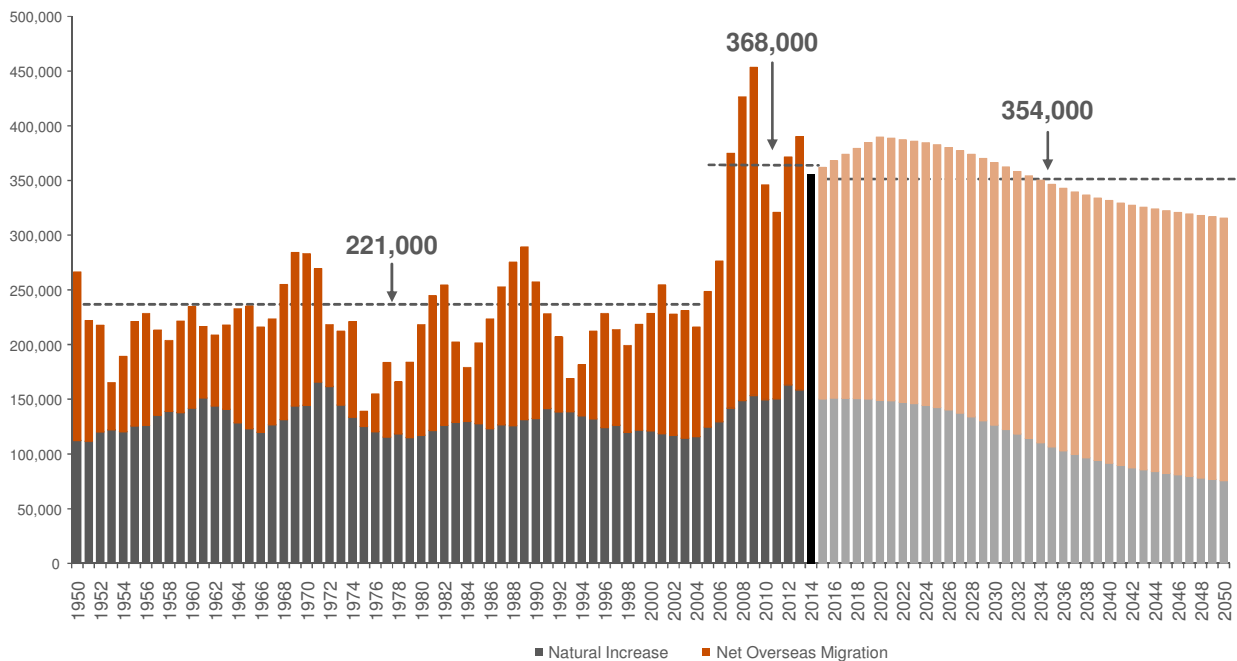
Areas of high population growth (>2% pa) and loss (<-1% pa) between 1992 and 2013

■ WINNERS
■ LOSERS



Source: Based on Australian Bureau of Statistics data; KPMG Demographics

Strong population growth is driving household formation at a national level

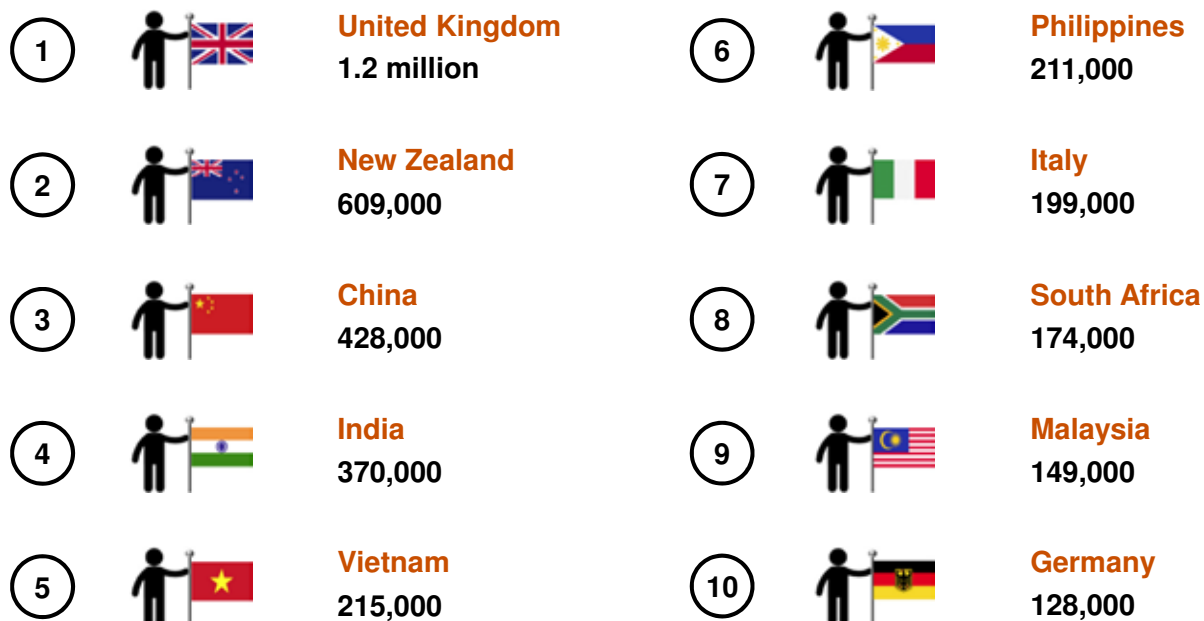


Actual and projected net annual population growth for Australia between 1950 and 2050

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Source: based on medium ABS 2013 NOM projections, ABS 2013 NI projections and ABS Financial Year 2014 actual data projected to Calendar Year 2014

Australia is now an Anglo-Mediterranean-Asian-Indian fusion culture



Top 10 population by country of birth in Australia 2013

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Source: Based on Australian Bureau of Statistics data; KPMG Demographics

Sydney is a patchwork of quite unique communities

65+ Workforce**		Volunteers*		Belief*	
Bellevue Hill	31%	Riverview	36%	Horsley Park	97%
Vaucluse	29%	Longueville	35%	Mount Lewis	96%
Paddington	28%	Denham Court	33%	Mount Vernon	96%
Woollahra	27%	Cheltenham	32%	Greenacre	95%
Darling Point	27%	Castlecrag	31%	Old Guildford	95%
Wollstonecraft	24%	Bundeena	30%	West Hoxton	95%
Rose Bay	23%	East Lindfield	30%	Bossley Park	95%
Mosman	23%	Balgowlah Heights	30%	South Granville	95%
Balmain	23%	Northbridge	30%	Abbotsbury	95%
Cabramatta	4%	Cabramatta West	7%	Darlington	43%
Australian avg.	12%	Australian avg.	19%	Australian avg.	75%

* Excludes suburbs with total population less than 1,000
** Excludes suburbs with total population less than 800

Per cent comparison of selected social indicators in Sydney at the 2011 Census

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Source: Based on Australian Bureau of Statistics data; KPMG Demographics

The big challenge is to change the way Australians view life beyond 60

2003-2013: 3.4 million (19.7m to 23.1m)

2013-2023: 4.2 million (23.1m to 27.3m)

Kids & teenagers



Suburbia & school

Young adults



Leadership training & business innovation

Mature adults

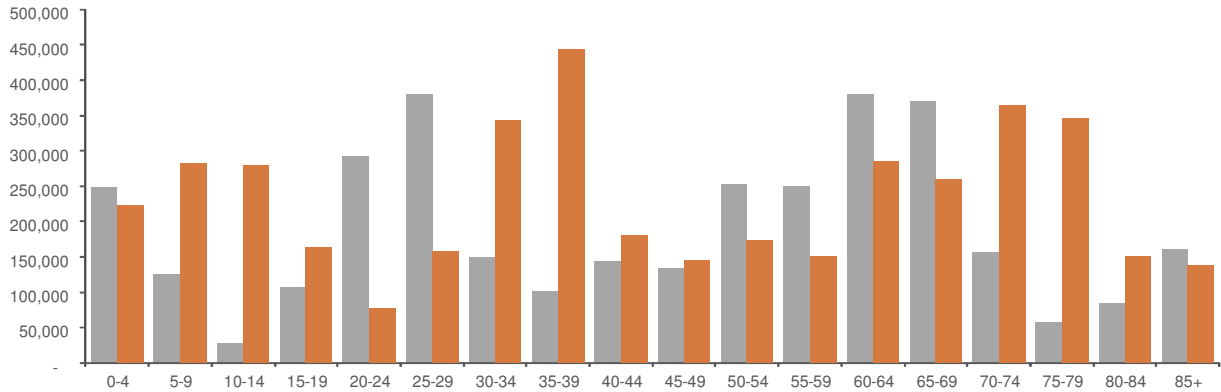


Knowledge sharing & up-skilling

Active Retirees



Coaching & succession planning



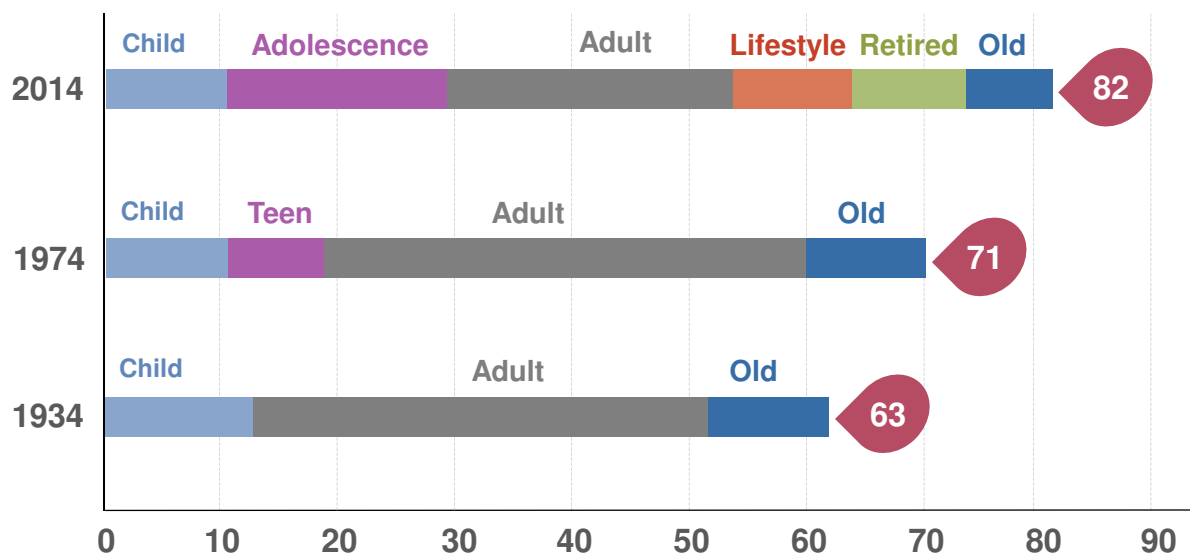
Net change in Australian population by 5-year age group over 10 years to 2013 and 10 years to 2023

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Source: Based on Australian Bureau of Statistics data; KPMG Demographics

Australians are dividing the lifecycle into 'thirds'

The Boomer Trajectory



Change in life expectancy over 80 years in Australia

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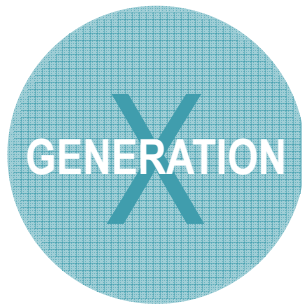
Source: Based on Australian Bureau of Statistics data; KPMG Demographics

From Boomers to Xers and Ys ... and finally to Zeds



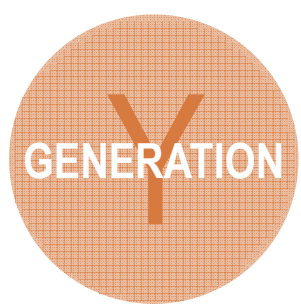
- Born 1946 – 1964
- Today 50 – 68

Hierarchical
Indulged their kids
Depression era parents
Sandwich generation



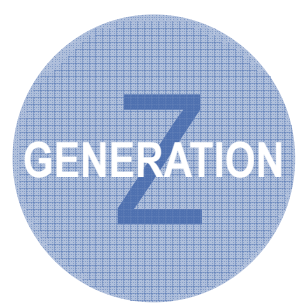
- Born 1965 – 1982
- Today 32 – 49

Forgotten generation
Wrong place ... wrong time
No workplace guilt
Angsty about Ys



- Born 1983 – 2000
- Today 14 – 31

Special ... bubble-wrap
Chaotic connection
Entrepreneurials
Disappointed generation?



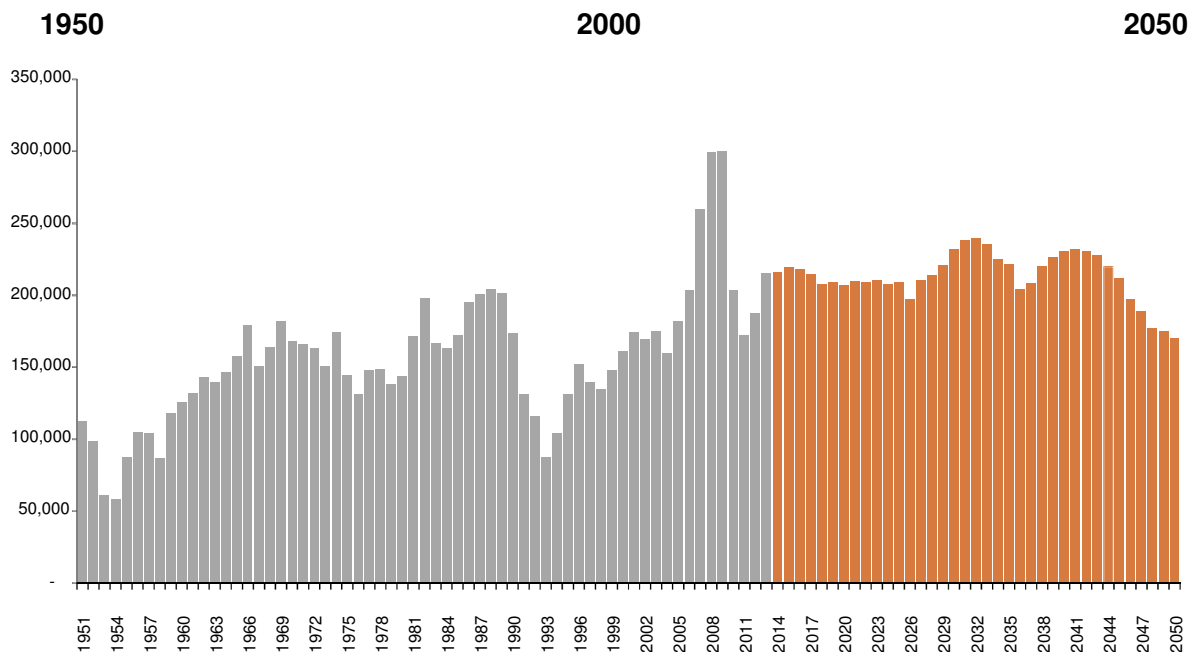
- Born 2001 – 2019
- Today 0 – 13

Parents results-oriented
Youth in straitened times
Highly educated, global
Pragmatists ... fixers

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Source: KPMG Demographics

Australia has responded to its demographic challenge by doubling immigration

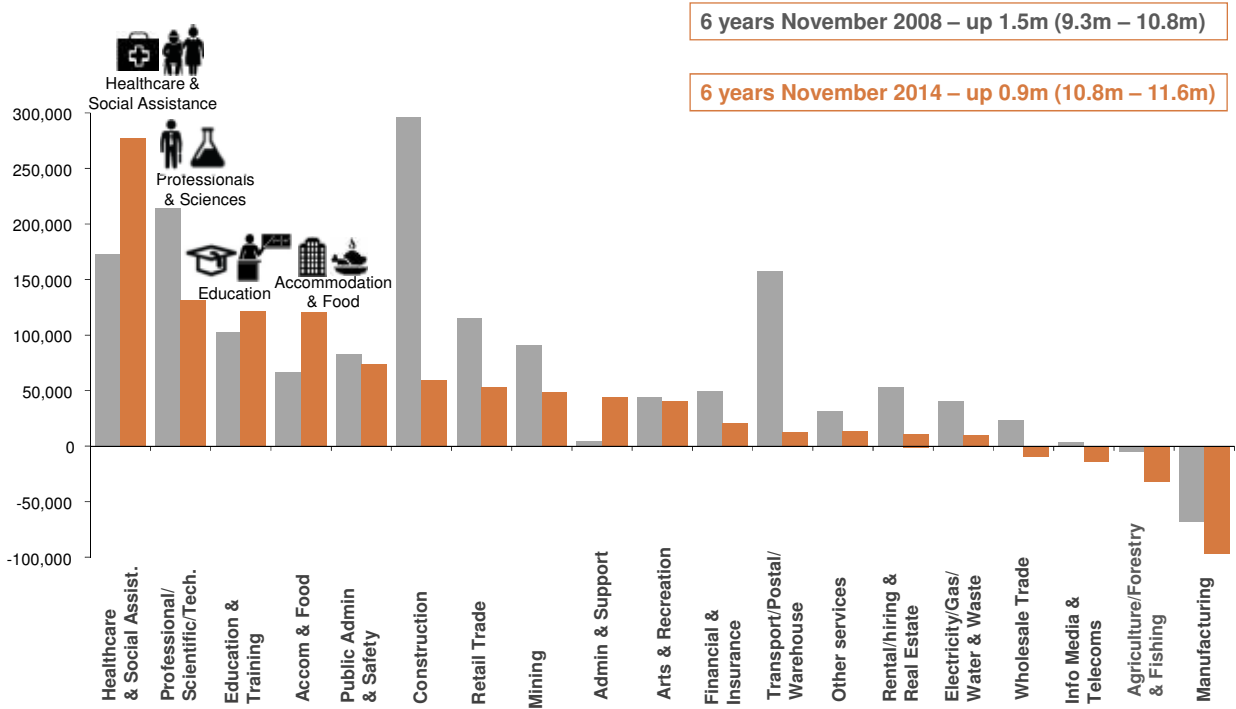


Net growth in the working-age (15-64) population between 1950 and 2050

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Source: Based on Australian Bureau of Statistics data; KPMG Demographics

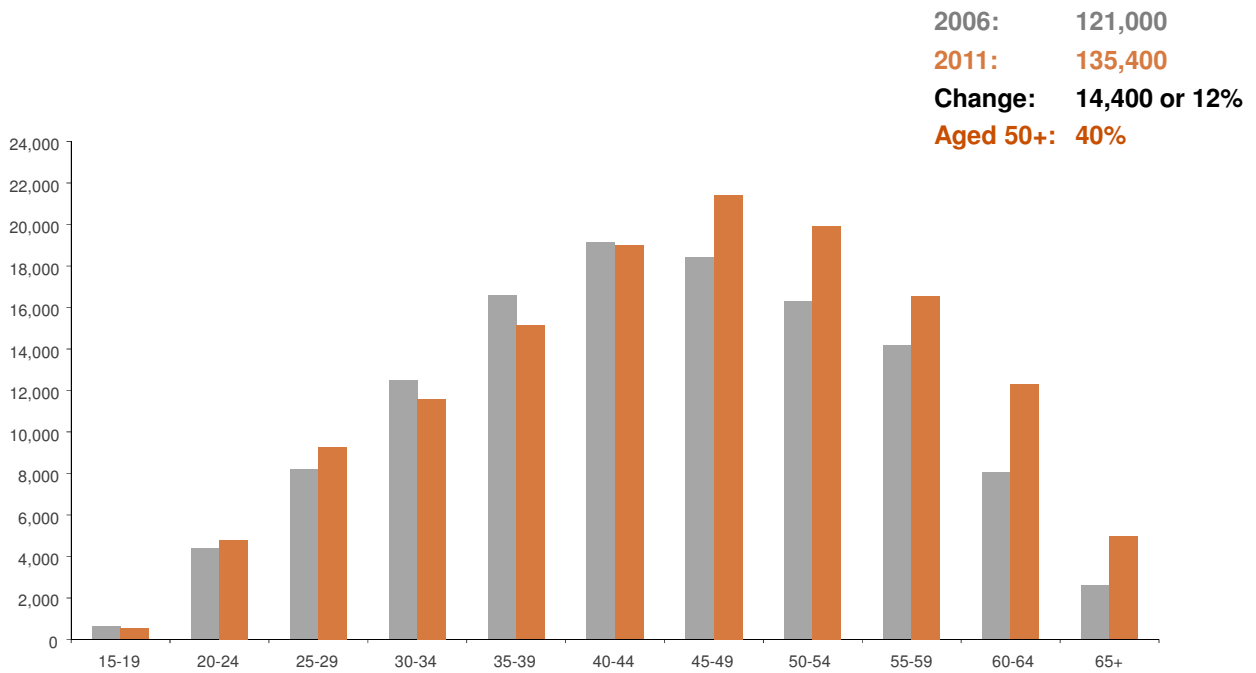
There has been a shift in the Australian economy towards knowledge workers



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Source: Based on Australian Bureau of Statistics data; KPMG Demographics

Is there an OH&S risk with the truck driving workforce?

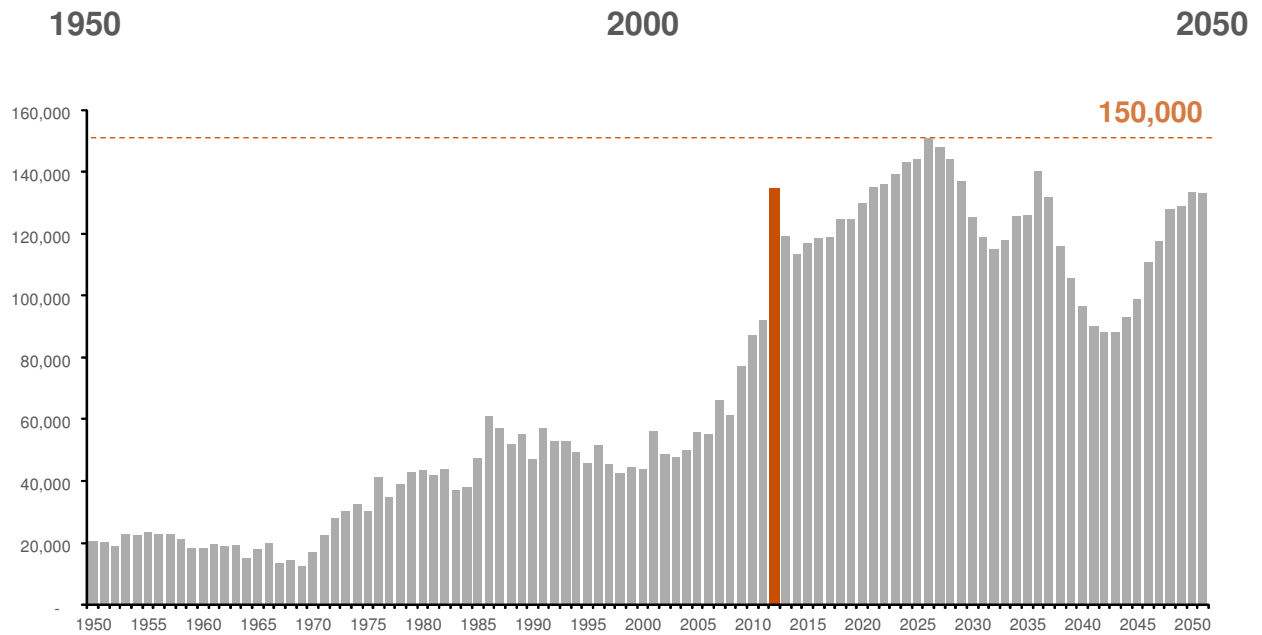


Age profile of Truck Drivers (General) between the 2006 and 2011 Censuses

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Source: Based on Australian Bureau of Statistics data; KPMG Demographics

Baby boomers are redesigning the late middle-age stage of the life cycle



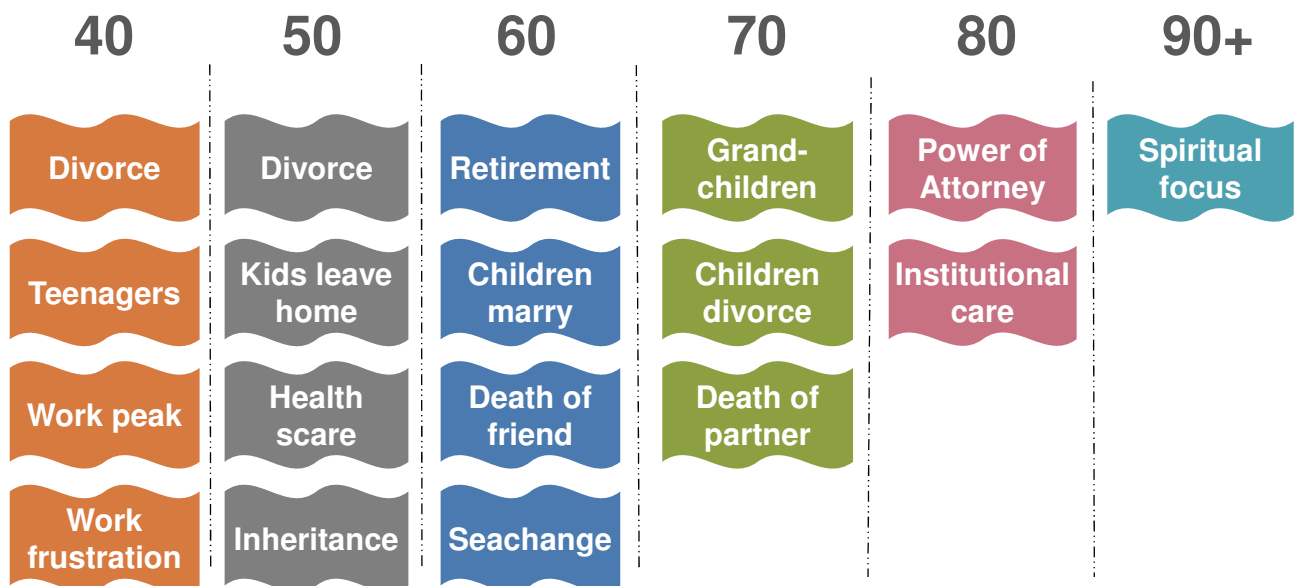
Net growth in population aged 65+ over 100 years in Australia (based on 2013 projections)

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Each stage of the lifecycle has different challenges



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Source: KPMG Demographics

Key issues for boomers in work and retirement



The oldest Boomer is now 68 ... they are looking to redefine the retirement stage of the lifecycle by remaining **longer in the workforce**



Business opportunities in succession planning, health & wellness, reward travel, downsizing, spirituality, technology, re-partnering



More workers working into their 60s increases **risk factors** ... business needs to recalibrate work tasks so as to minimise health impacts



The ageing workforce can lead to greater diversity of management and operational thinking ... older workers hold **corporate memory**, business connections and strategic insight

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Source: KPMG Demographics

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