

Older workers adjusted well to the impact of COVID-19 at the workplace.



9 in 10 employers polled by TAFEP¹ acknowledged that older workers² continued to perform satisfactorily despite the disruptions that required them to transit from a physical workplace to working from home, or being redeployed to different functions.

4 Key Enablers

Organisations that were able to effectively maximise the potential of their older workers had built a robust workplace with 4 characteristics:

Clear and strategic leadership
to effectively manage the impact of COVID-19
e.g. consistent communications from management

Customised, hands-on training
for older workers to learn new, necessary skills
e.g. one-on-one coaching sessions

Peer support
e.g. allocating buddies to help older
workers manage the required changes

Clear communications on support provided
e.g. one-to-one supervisor check-ins, HR briefings



Employers recognised that older workers demonstrated resilience and adaptability in this disruption.

88.3%

Learnt new technologies
e.g. video conferencing platforms

87.4%

Adopted new changes in their work
e.g. new ways of communicating and collaborating



4 Most Effective Age-inclusive Practices

implemented *before COVID-19* that enabled older workers to adjust well

In general, companies who were supportive of their employees' well-being at work and recognised their contributions saw their older workers thrive in the midst of disruption:

Training and
development

Flexible work
arrangements

Responsible re-employment
practices

Health and wellness
programmes



For more tools, tips and resources on implementing age-inclusive practices, visit tafep.sg

¹ Conducted with 118 employers (2020)
² Defined as employees aged 55 years and above