



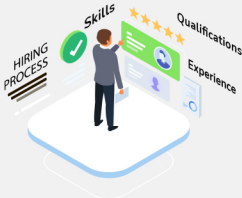
Is your organisation ready for employees to have longer and meaningful careers?



Employees are set to work longer, as Singapore increases the retirement and re-employment ages to 63 and 68 respectively with effect from 1 Jul 2022. How have employers prepared for this change?

9 in 10 organisations polled were prepared to manage and support employees with longer careers. Here are the top 3 good employment practices employers have put in place¹:

95%



Fair and objective pre and in-employment practices

All employees are recruited and selected based on merit, have opportunities for training, development and rewards, regardless of age.

83%



A culture of continuous learning

This allows employees get comfortable with building up their skills to remain relevant. In fact, a recent [study](#) also found that 2 in 3 older workers were more receptive to retrain for new roles – the highest among all age groups.

87%



Flexible Work Arrangements (FWAs)

This includes part-time work, telecommuting and staggered hours as some samples.

Organisations that were generally less prepared were also lagging behind in the adoption of good employment practices, with the biggest gaps seen in:

Job redesign



Consider ways that jobs can be redesigned to allow employees to perform the role safely and meaningfully, even as they age.

This includes tapping technology to automate processes that are physically challenging or manual; and providing training accordingly to perform these duties.

FWAs



Providing older workers some form of control or choice over their workstyles will support their needs, and allow them to continue contributing to the business.

As work life patterns continue to evolve in view of a longer career, consistently gather feedback from employees on their needs to ensure FWAs remain relevant and effective.

Early engagement of mature workers



Engagement of workers on career planning should start as early as possible, to allow time for identification and closing of skills gaps to achieve their career goals.

Incorporate such engagement sessions in your organisation's performance management processes.