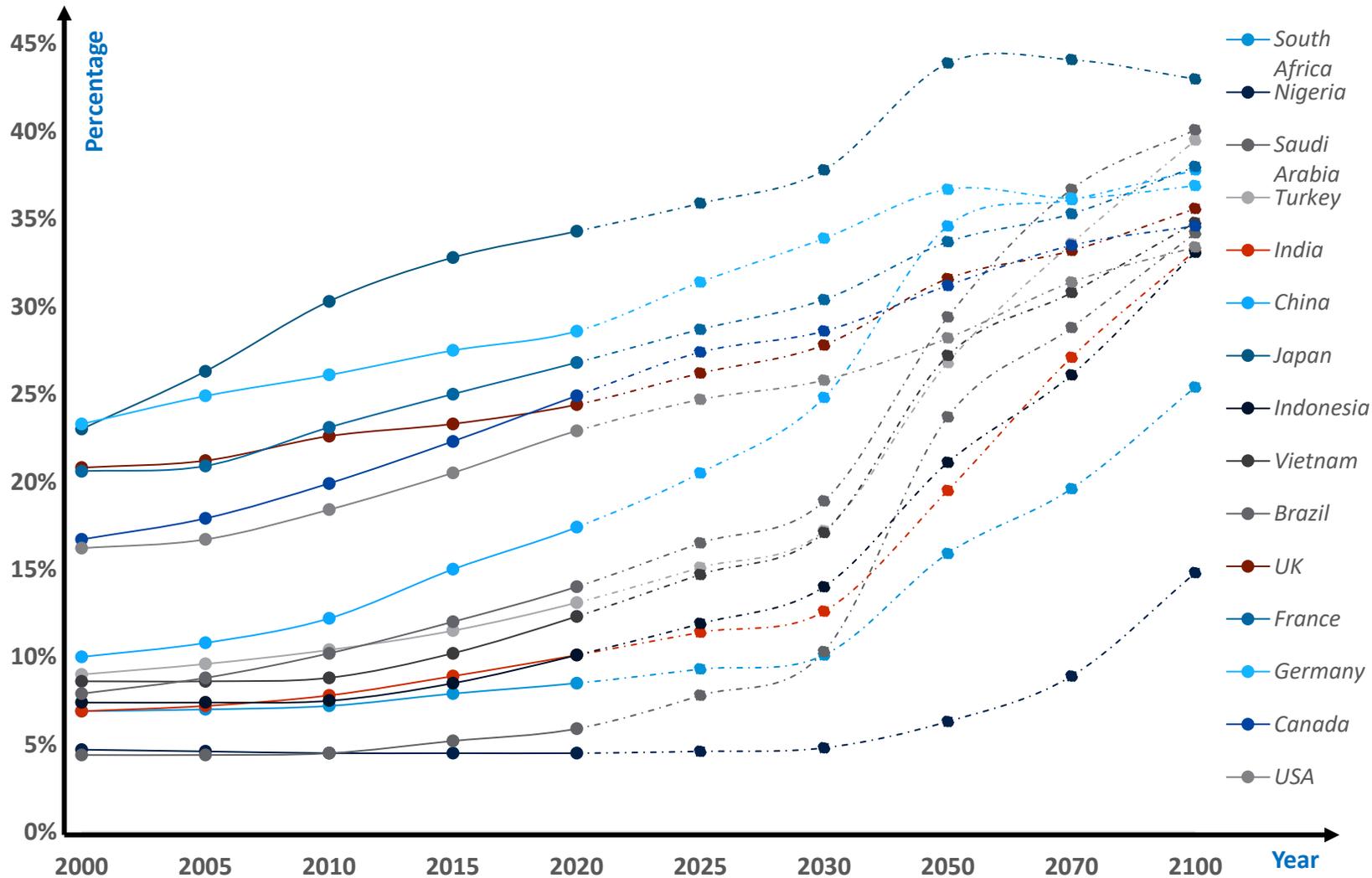
An abstract background graphic consisting of numerous thin, wavy lines in shades of blue and red, some ending in small circular dots. The lines flow from the top and bottom edges towards the center, creating a sense of movement and complexity.

The impact of the ageing working population and what HR should do about it?

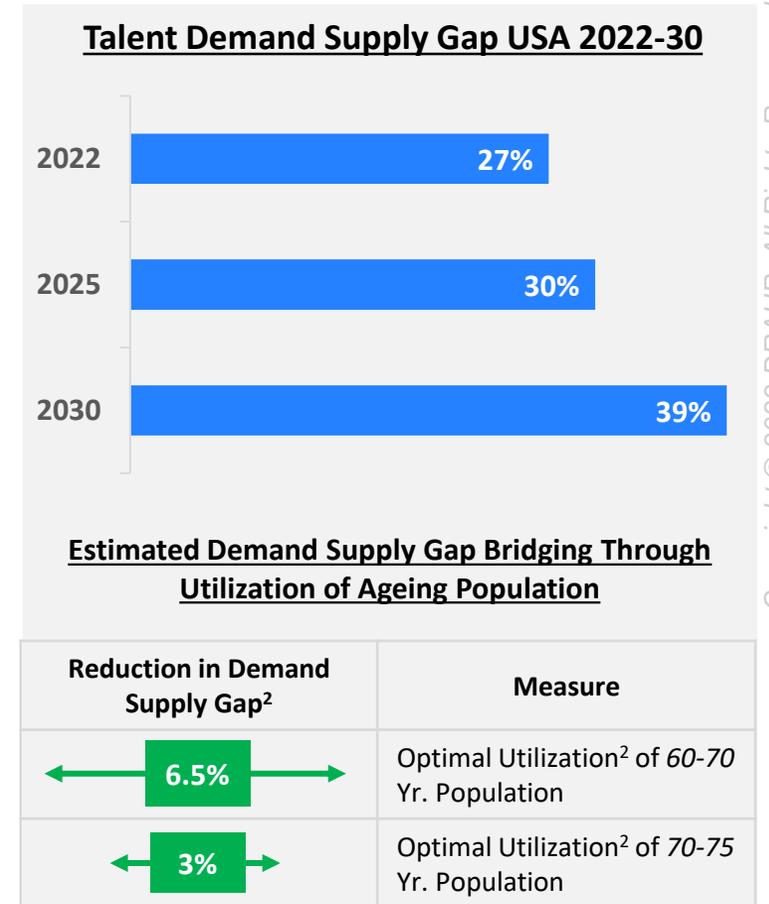
Conceptualized and Developed: March - 2022

30% population in USA and Canada will be above 60 years by 2030

Percentage of Population over 60 Years of Age 2000-2100 Trends across Countries¹



! 30% Population in USA and Canada will be above 60 years by 2050



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Note: 1. Data for population share over 60 years of age across countries and forecast till 2100 has been sourced from United Nations. 2. The Estimated Reduction in Demand Supply Gap takes into consideration share of 60-70 yr. population and 70-75 yr. population that is not working in USA and assumes good health and other contributing factors

Widening Demand-Supply Gap: The current tech talent demand supply gap is estimated at 4.2M and is projected to grow by 5.9x, reaching 24.9M by 2030 in US and EMEA Region

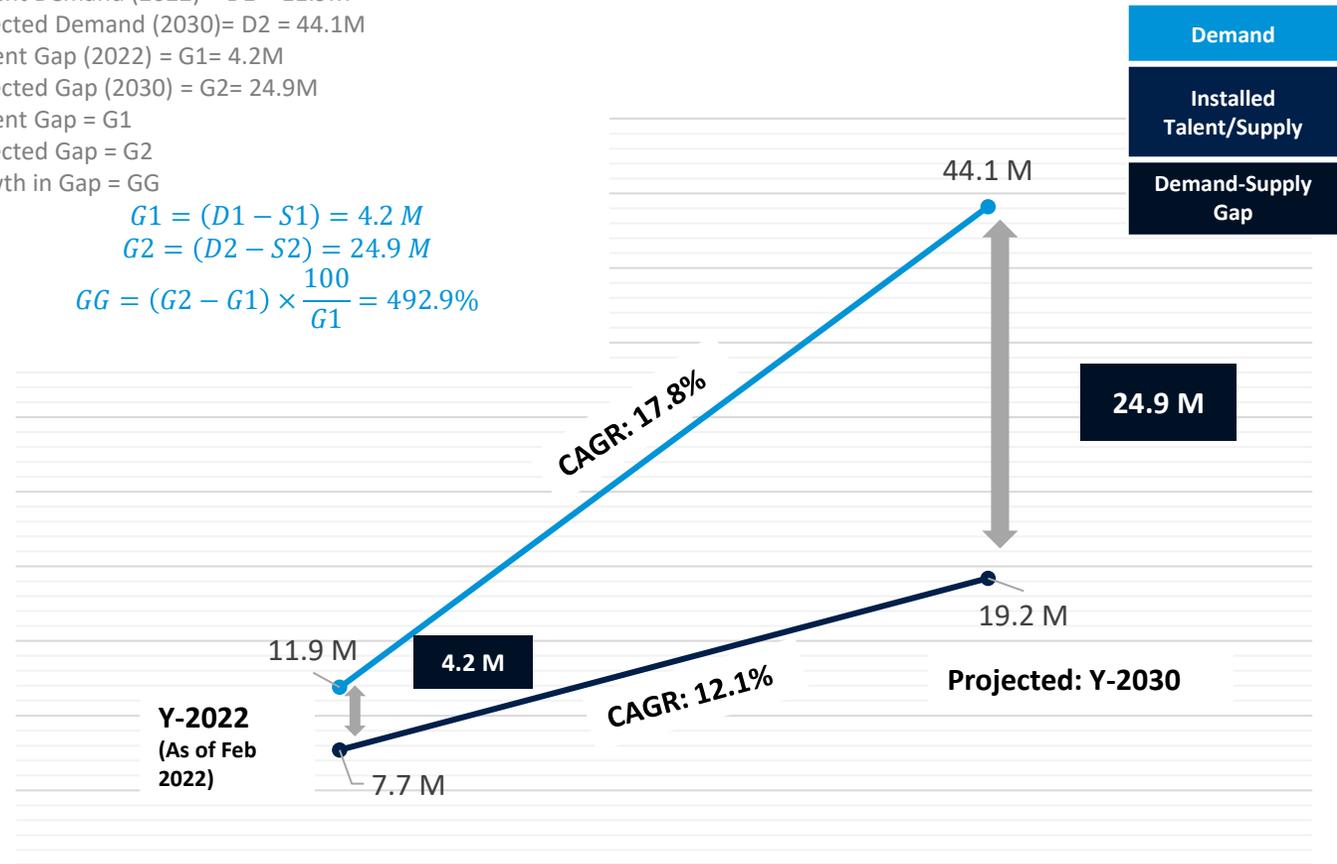
US + EMEA Tech Talent*: Projected Demand-supply Gap (Y-2030)

Current Installed Talent/Supply (2022) = S1 = 7.7M
 Projected Installed Talent/Supply (2030) = S2 = 19.2M
 Current Demand (2022) = D1 = 11.9M
 Projected Demand (2030) = D2 = 44.1M
 Current Gap (2022) = G1 = 4.2M
 Projected Gap (2030) = G2 = 24.9M
 Current Gap = G1
 Projected Gap = G2
 Growth in Gap = GG

$$G1 = (D1 - S1) = 4.2 M$$

$$G2 = (D2 - S2) = 24.9 M$$

$$GG = (G2 - G1) \times \frac{100}{G1} = 492.9\%$$



*Draup Conducted a comprehensive analysis of Tech Talent job families such as **Software Engineering and Development, Information Technology, Technical Architecture & Project Management, Network Engineering, Cloud Computing, Data Science & Engineering, Cyber Security, Data Analytics, DevOps, Product Design, and Digitally Enabled Roles** to identify the installed tech talent.

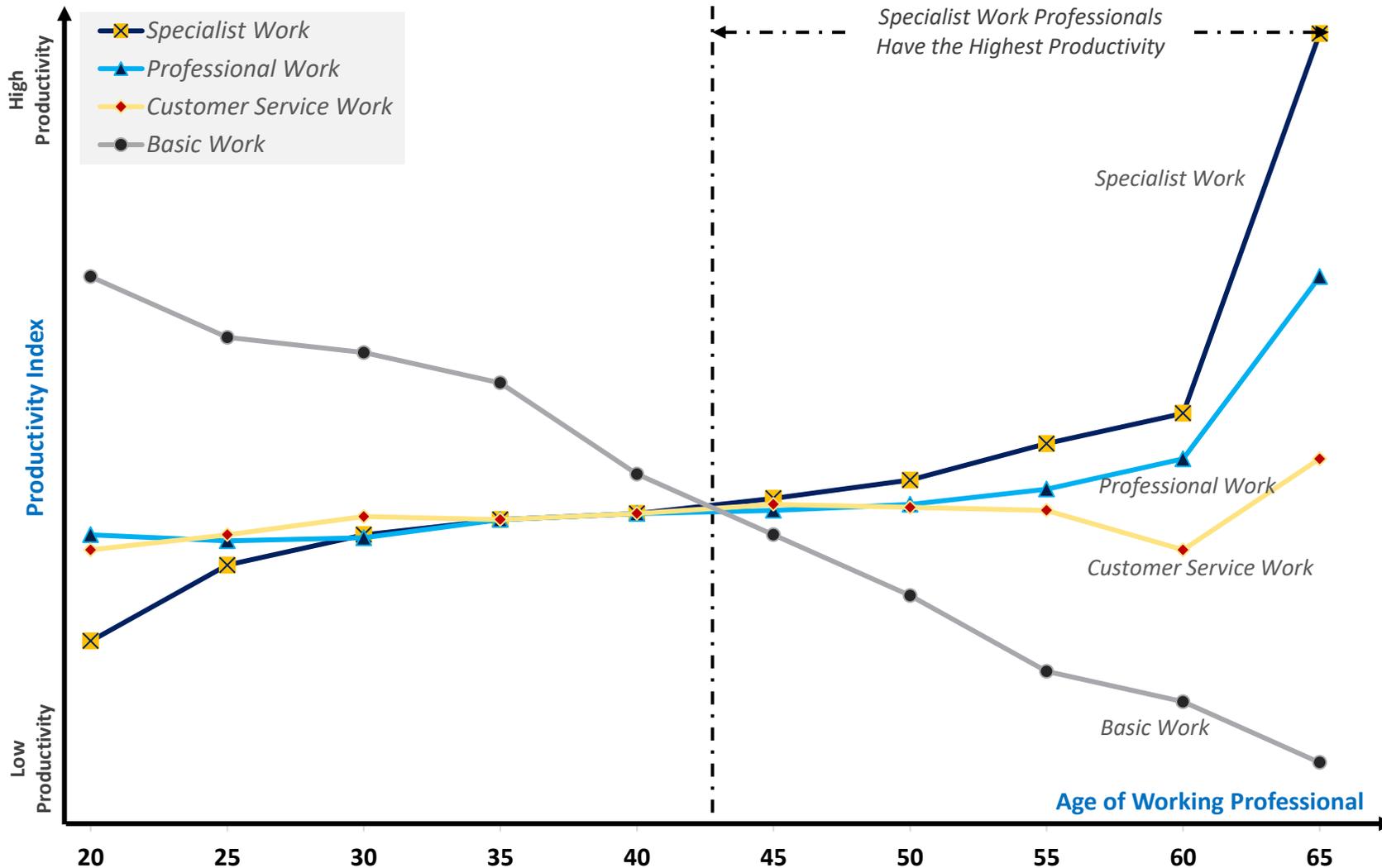
- Current Demand** refers to the sum of installed/employed talent and unfilled job postings across US and EMEA countries. Employed talent has been further validated from government sources such as BLS in the US.
- Current Installed Talent/Supply** refers to the employed talent currently working across the tech roles in US and EMEA countries
- Demand-Supply gap is defined as the difference between the Current Demand and Installed Talent/supply. Also referred to as unfilled Tech demand

Source: Talent Demand have been calculated by using Draup's ML model that tracks 65 M+ JDs across 2000 Job Roles. The Demand numbers are reported for the past 12 months. Installed talent and Talent added in 2022 has been estimated by analyzing Draup's database of 750M+ talent profiles.

CAGR for both demand and supply was calculated for the period 2019 to 2021. CAGR for demand is the weighted average of the growth rate for employed talent and unmet demand/unfilled unique job postings

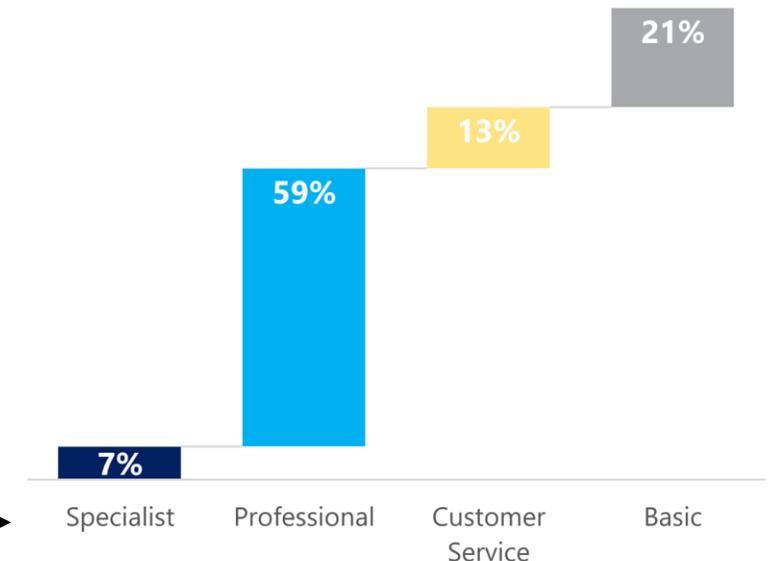
Contrary to popular opinion, employee productivity improves with age in knowledge based professional jobs

Productivity Profile of Different Work Categories over the Age¹



Productivity for Specialist Work surpasses productivity across all other categories after age 40-45 and increases rapidly

Distribution of Workforce by Work Category



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Note: 1. The data represented is not to absolute scale. Analysis has been taken from the research paper - Big Data at Work: Age and Labor Productivity in the Service Sector dated Mar 21 by Christian Hunkler and Matthias Weiss

Four primary benefits of employing experienced older talent

MULTI SKILLED, STRONG NETWORK & ADAPTABLE

Older workers bring a level of experience, **critical thinking** and **sheer knowledge** that cannot be taught.

In addition to holding down **diverse roles**, older talent have worked for a greater **variety of industries, company sizes, and teams**, picking up valuable qualifications along the way.

STABILITY & CONSISTENCY FOR CUSTOMERS

Customers **appreciate** seeing **long-time workers** and feel that their presence sends the message that the business values its workers, its customers, and the customers feel “well catered to”.

01

Multi Skilled, Strong Network & Adaptable

Lower Attrition and Leave Related Costs

02

03

Stability & Consistency for Customers

Optimize for Long Term & Establish Processes

04

LOWER ATTRITION AND LEAVE RELATED COSTS

The **median tenure of workers ages 55-64** is **more than three times** to that for workers ages 25-34.

Older workers rarely miss work, even in fast-paced, physically demanding businesses.

OPTIMIZE FOR LONG TERM & ESTABLISH PROCESSES

Elder experienced talent can manage scope creep by **differentiating stakeholder needs and wants**.

They focus on **establishing key development processes** and not operating short term solutions

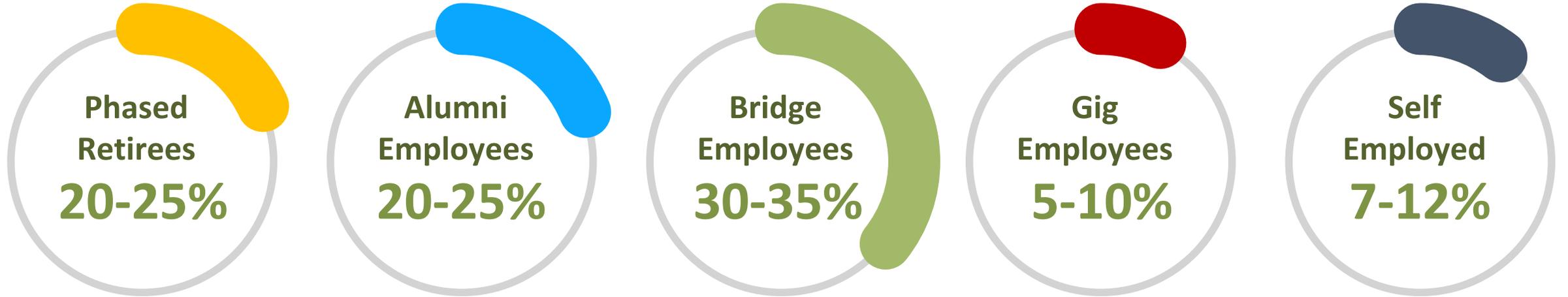
Recruitment and engagement strategies for hiring and optimally utilizing ageing talent

Organizations need to optimize and modify the entire employee recruitment and employment pipeline for utilizing experienced older talent at maximum efficiency.

Recruitment & Engagement Stages	Applicant Pool	Screening and Interview	Employee Experience	Career Progression
Strategies and Recommendations	<p>Network with Older Talent</p> <p><i>Connecting with only one older professional can provide access to a large and diverse older talent pool as they have built a large network of “work friends”</i></p> <p>Organization’s Alumni</p> <p><i>Alumni professionals, especially ones with long work history with a firm, often aspire to work again a few years after retirement. Reaching out to alumni professionals can be the simplest and quickest route for talent gain</i></p>	<p>Be Cognizant That Tools/Software are Dynamic</p> <p><i>Knowledge of technical tools/software is not an indicator of work output, older professionals are often not aware about them, but can be trained quickly</i></p> <p>Redesign Work to Capture Strengths</p> <p><i>Older workers are looking to share their decades of experience and knowledge with others, redesign work to leverage the power of this workforce’s tacit knowledge</i></p>	<p>Allow for Flexible Scheduling</p> <p><i>Aging employees seek out flexible schedules that allow them to balance home and work life; these include – part-time, seasonal work, and remote</i></p> <p>Reskilling & Continuous Learning Opportunities</p> <p><i>For aging employees to be fully prepared in a new or shifting role in the company, they will need some degree of training and learning opportunities</i></p>	<p>Cross-Generational Mentorship Programs</p> <p><i>Aging talent can be transitioned into mentors for younger workers. They can also assist design long term designs and processes for the organization</i></p> <p>Phased Retirement</p> <p><i>Aging employees, especially ones at leadership positions should be retired in a phased manner, allowing them to bring a successor up to speed and make the transition frictionless</i></p>
Case Studies	 <p>American Society for Aging is a career portal that allows employers to post and manage job openings, search job candidates, and create a company profile</p>	 <p>PNC’s employee business resource group called IGen, focuses on intergenerational issues and provides a great opportunity to transfer knowledge across generations</p>	 <p>HII is ensuring it has a highly skilled workforce – of all ages. It has two apprentice schools, which provide on-the-job training in the highly technical work</p>	 <p>The HitReturn program targets men and women who want to return to the workforce after an extended break. Centrica provides 12-week paid “returnships” that come with coaching and mentorship support</p>

Aging labour pool can be categorized into 5 major buckets – Phased Retirees, Alumni Employees, Bridge Employees, Gig Employees, and Self-Employed

Ageing Talent Categories and Share of Ageing Talent in Each Category



Ageing talent with **long employment history with an employer** at or near retirement age.

This talent has **great institutional knowledge** and serves as a **strong mentor**.

Leadership phased retirees can also assist in bringing their successor to speed and a smooth transition.

Retired employees of a firm **who come back to the organization** part-time or full time either to work or as a mentor.

This talent pool is primarily looking for flexibility in work and aim at passing along tacit organizational knowledge. They have a **strong institutional knowledge** and maintain **strong relational networks**.

Ageing talent that **actively pursue career with new employers**.

These are experienced and skilled workers to **wish to extend their professional career in a dynamic similar to regular employees**.

Financial benefits are the main motivator for this talent pool.

Mature talent with diverse professional experience that utilizes **gig platforms** for searching part-time or seasonal and flexible work.

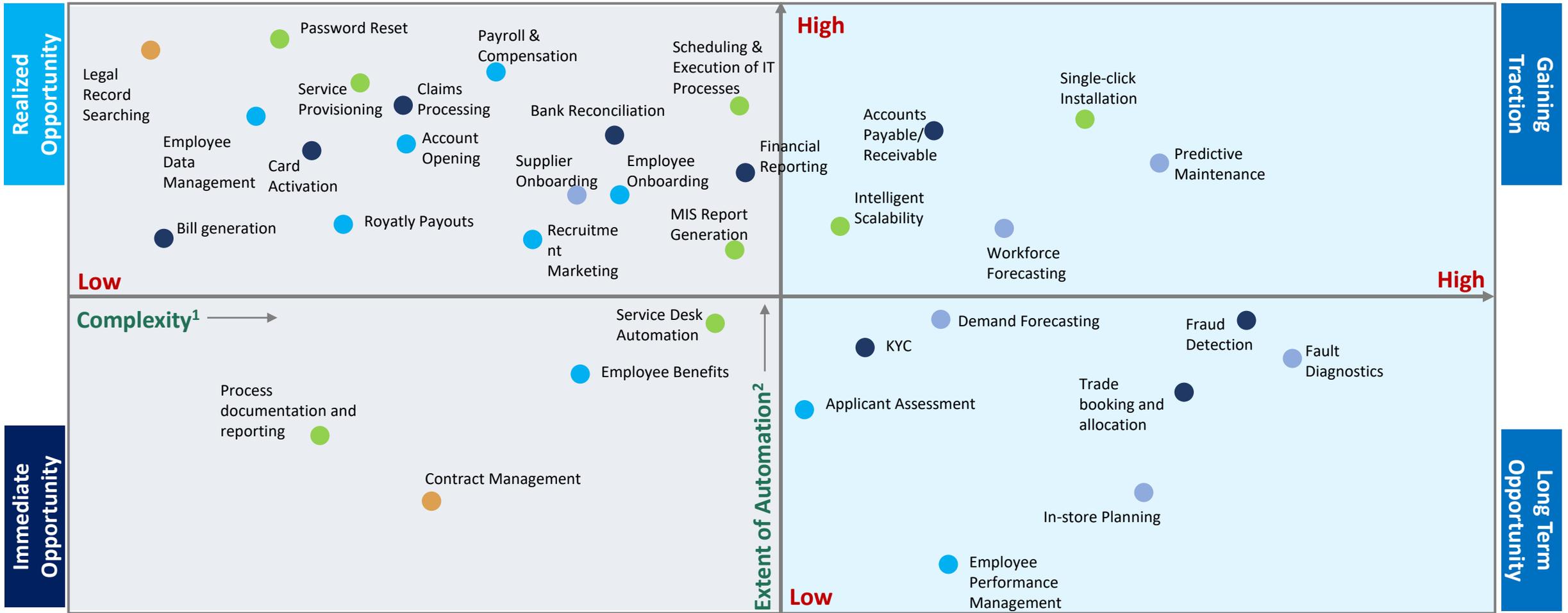
Additional financial benefits, flexibility and social interactions are the major driving factors for this talent pool.

Ageing talent with financial savings and free time **that seeks to fulfil and/or pursue his/her unrealized dreams** or aims at **maintaining an existing business**.

This talent pool is **highly entrepreneurial and has the career experience to drive a new venture**.

Autonomy and ownership are the two major driving factors for this talent pool.

Ageing Population can be very valuable in Automation and AI logics



□ Process more transactional and can be automated using traditional/ Rule-based Automation □ Process can be automated using Cognitive Automation

Business Functions: ● IT ● HR ● Legal ● Finance & Accounting ● Operations & Supply Chain

Note: The represented data is derived from Draup's Proprietary Talent Module. 1) Complexity is a combination of the number of applications/ systems, frequency of human intervention, propensity of errors, demand fluctuation, and number of steps needed to execute the given task 2) Extent of automation reflects if the process can be fully automated



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