**Making People Count: a workforce bulletin**

**February 2024**

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# Learning and Development

## Can you train people to network?

**Source:** Journal of Vocational Behaviour

**In a nutshell:** A team of researchers, led by Huatian Wang from Lingnan University in Hong Kong, studied the effectiveness of a “network crafting self-training intervention,” in this article. 147 people took part in the study. 88 took part in the intervention, and the rest formed a control group. After the intervention those who took part in it reported an increase in using existing contacts, establishing new contacts, and maintaining professional contacts and had higher levels of career autonomy and perceived marketability. “Through the three trained network-crafting actions, the intervention indirectly enhanced participants’ network size and diversity as well as their work performance.

You can read the abstract of this article at

<https://doi.org/10.1016/j.jvb.2023.103956>

## Seamless mobile learning – coming to a pocket near you

**Source:** British Journal of Educational Technology

**In a nutshell:** In *Father Ted* Father Larry Duff experiences a series of accidents – being hit by a knife-thrower or trampled by donkeys – caused by Father Ted calling him on his mobile phone. Mobiles can be a mixed blessing. You never hear it when it’s an important message, whereas spam callers during important work meetings, weddings, funerals, and concerts invariably get through loud and clear. Mobiles have come on a long way since *Father Ted* though, and in this study Imogen Casebourne, from Oxford University, investigated “seamless work-related mobile learning,” among 50 UK “government workers.” Mobile learning was often fragmented and ad hoc, rather than part of a longer, seamless learning project. Workers drew a distinction between “just-in-time,” learning and “just-in-case,” learning with the latter often being postponed. For mobile workers, mobile learning focused on current work settings, whereas workers who could work in many interchangeable settings might move to somewhere where they could concentrate more easily. “Mobile learning was sometimes motivated by a sense of a lack of time and a need to stay ‘on top of things’ as much as by interest in a topic. Sustained seamless mobile learning projects occurred if there was institutional support for learning that was also of individual interest and if learners had the ability to orchestrate their learning.”

You can read the abstract of this article at

<https://doi.org/10.1111/bjet.13410>

# People Management

## Can “Power to the people,” power you to the top?

**Source:** Human Resource Management

**In a nutshell:** How does decentralization and dispersed leadership play out in a corporate context? That was the question a team of researchers, led by Hendrik Huettermann from Bundeswehr University Munich, set out to answer in this study. They found that transferring decision-making to “lower organizational levels,” positively affected employees’ emergent leadership, “but only to the extent that direct supervisors engage in empowering leadership and guide employees’ behaviours.” The researchers also found that “emergent leadership yields a positive effect on organizational performance.”

You can read the abstract of this article at

<https://doi.org/10.1002/hrm.22203>

## When Big Brother is one of the good guys

**Source:** Journal of Organizational Behaviour

**In a nutshell:** Not unlike the rest of the population teenagers like it when their parents look *out* for their welfare, finance, and accommodation, but aren’t quite so keen when they look *into* their browser histories, dietary habits, and text messages. In this study a team of researchers, led by Ui Young Sun from Monash University in Australia, investigated the links between ethical leadership, “close monitoring,” employees’ uncertainty, and organizational citizenship behaviour. They found that ethical leadership reduced employees’ uncertainty, but that this relationship was “negated,” when leaders’ close monitoring was high. Uncertainty reduced workers’ organizational-citizenship behaviour toward the organization, but not towards one another. The researchers concluded that “close monitoring is not a viable strategy to be implemented alongside ethical leadership for managing employees’ uncertainty and fostering their organizational citizenship behaviour.”

You can read the abstract of this article at

<https://onlinelibrary.wiley.com/doi/10.1002/job.2760?af=R>

## Personality and ambidexterity

**Source:** Sustainability

**In a nutshell:** A team of researchers, led by José Andrade, from Instituto Superior Miguel Torga, in Portugal studied 224 owners of small- and medium-sized businesses in Portugal, looking into the links between the owners’ personalities and their organization’s ambidexterity – the extent to which an organization was able both to innovate *and* concentrate on its core business. They found that extraversion and conscientiousness increased ambidexterity, whereas neuroticism reduced it.

You can read the whole of this article at

<https://www.mdpi.com/2071-1050/16/2/507>

## How being high up helps with high-performance work systems

**Source:** Personnel Review

**In a nutshell:** High-performance work systems (HPWSs) can be defined as a system which creates an environment in a business that allows an employee greater involvement and responsibility. Employees are seen as valued partners of the business which makes it possible to create and maintain competitive advantage because of the commitment of the employees to help the business succeed. Or, to put it more pithily, treating people like grown-ups and holding them accountable. Many employees might be presumed to be rather more in favour of the former than the latter and in this study a team of researchers, led by Mijeong Kim, from Korea University, examined how employees’ attitudes towards HPWSs affected their level of commitment to their organization. 475 nurses from 82 different workplaces took part in the study. They found that people thought HPWSs were being introduced to either improve staff wellbeing and/or to improve productivity. Thinking that HPWSs were being brought in to improve wellbeing led to an increase in employees’ affective commitment for all nurses. However, thinking that an HPWS was being introduced to improve performance only led to an increase in positive feelings towards the organization among nurses who perceived their status to be “high.”

You can read the abstract of this article at

<https://doi.org/10.1108/PR-05-2022-0343>

## Hurdles at work – over, under, or go home?

**Source:** Journal of Vocational Behaviour

**In a nutshell:** Those familiar with the ins and outs of NHS procurement will know that it’s often easier to either go to Costa, or build a bonfire in the car park and heat a billy-can of water, than it is to order a new kettle. In this study Thomas W.H. Ng, from Hong Kong University, investigated workplace hurdles and innovative behaviour in a meta-analysis of 544 studies, covering 188.572 workers. He found that a) social hurdles were more strongly and negatively related to innovative behaviour than task and organizational hurdles, b) the absence of favourable conditions was more strongly and negatively related to innovative behaviour than “proximal stressors,” and c) hindrance stressors were more strongly and negatively related to innovative behaviour than challenge stressors. He concluded “workplace hurdles weaken organizational attachment, which, in turn, lowers innovative behaviour.”

You can read the abstract of this article at

<https://doi.org/10.1016/j.jvb.2024.103968>

## The Post Office scandal on the psychologist’s couch

**Source:** Personnel Today

**In a nutshell:** The Post Office scandal has produced a lengthy inquiry, fat fees for lawyers and, no doubt, a boom for stationers. It’s plausible to assume that, in the fullness of time, and with due consideration “lessons will be learned.” But what do psychologists make of it all? In this article two psychologists weigh in on this question; Sarah-Jane Last, the founder of The Work Psychologists, and Kate Palmer, employment-services director at HR consultancy Peninsula. Sarah-Jane Last argues that the scandal provides a vivid illustration of psychological dynamics such as obedience to authority, conformity to group norms, and groupthink. Last also argued that the sub-postmasters’ sense of shame, along with the fear of being ostracized, and the prospect of challenging a powerful organization could well have prevented them from taking effective action against the Post Office. Among managers the scandal exposes the effects of the dark triad of narcissism, Machiavellianism, and psychopathy. “Machiavellianism can be seen in the withholding of information, legal threats and attempts to mislead judges. Psychopathy is revealed in the lack of remorse and empathy over the terrible outcomes suffered by accused sub-postmasters. Narcissism can be seen in attempts to preserve an individual’s self-image or the image of the institution, which takes precedence over the truth or welfare of others.” For Palmer the scandal was “an essential step-by-step guide to employers on what not to do when carrying out an internal investigation,” with an automatic assumption of guilt on the part of the sub-postmasters, a “huge lack of transparency,” and “a failure to maintain an open, ethical culture.”

You can read the whole of this article at

<https://www.personneltoday.com/hr/groupthink-obedience-dishonesty-the-psychology-of-the-post-office-scandal/>

## Illegitimate tasks and unhelpful attitudes

**Source:** Sustainability

**In a nutshell:** The phrase “any other duties as appropriate,” on a job description can cover anything from picking up your boss’s dry-cleaning, to making sandwiches for the Christmas lunch in a basement, and sorting out Ralph Lauren clothes in a Portakabin\*. In this study Nessrin Shaya, from Ajman University in the United Arab Emirates, led a team of researchers investigating the links between illegitimate tasks, negative affectivity and organizational citizenship behaviour in a sample of 415 schoolteachers. The researchers found that illegitimate tasks led to negative affectivity, which, in turn, led to reduced organizational citizenship behaviour.

You can read the whole of this article at

<https://www.mdpi.com/2071-1050/16/2/733>

\*I have done two out of three of these.

# Recruitment

## Are the young(er) really that different?

**Source:** Personnel Review

**In a nutshell:** In this study a team of researchers, led by Mostafa Ayoobzadeh from the University of Quebec in Montreal, investigated the “career expectations,” of Generations Y and Z. 39, 559 people took part in the study; 23,413 from Generation Y, and 16.146 from Generation Z. They concluded that “today’s youth seem to have realistic expectations for their first jobs and the analyses suggest that young people continue to seek positive, healthy work environments which make room for work–life balance. Further, young people today are prioritizing job security and are not necessarily mobile due to preference, restlessness or disloyalty, but rather leave employers that are not meeting their current needs or expectations.”

You can read the abstract of this article at

<https://doi.org/10.1108/PR-02-2022-0101>

## Vacancies continue to fall

**Source:** Personnel Today

**In a nutshell:** If you ever find yourself feeling too happy with life there are two infallible cures; looking up property prices in the nice seaside town you went to on holiday last year, and perusing the vacancies in a job-centre window. More cause for pause comes in the latest figures on the UK’s job market, produced in the latest KPMG REC jobs report. This shows a fall in demand for permanent staff for the 15th successive month. However, the public-sector saw an increase in demand for staff in December, the first rise in public-sector vacancies in four months. The Office for National Statistics (ONS) found there were 949,000 “open roles,” in December, compared to 1.3m a year ago. Nursing and medical care saw the greatest demand for workers. The ONS also found that employee earning rose 7.2% year-on-year over the three months to October 2023.

You can read the whole of this article at

<https://www.personneltoday.com/hr/uk-labour-market-vacancies-december-2023/>

## Vacancies keep falling – Part II

**Source:** Personnel Today

**In a nutshell:** Signs of the economy slowing down call to mind the episode of [*Father Ted*](https://en.wikipedia.org/wiki/Speed_3) where Dougal gets left in charge of a milk float, wired to explode if its speed drops below 4mph. More evidence of our decline from the glory days of 2022 comes with a new survey from the Recruitment and Employment Confederation and Lightcast. It found that there were 1.7 million active vacancies in December, a 24.3% decrease on November 2023. December is often a quiet time for recruitment, but this was down from 2.5 million in December 2022 and 2.8 million in December 2021. Some sectors did see growth in vacancies though. The number of job adverts for prison officers rose by 34.7%, for authors, writers and translators by 10.3%, and for “air-transport operatives,” by 4%.

You can read the whole of this article at

<https://www.personneltoday.com/hr/december-2023-job-postings-down-by-a-third/>

## Peering into the future of AI and work

**Source:** Personnel Today

**In a nutshell:** The IMF have been attempting to predict how AI might affect the job market. Their new report [*AI and the Future of Work*](https://www.imf.org/en/Publications/Staff-Discussion-Notes/Issues/2024/01/14/Gen-AI-Artificial-Intelligence-and-the-Future-of-Work-542379?cid=ca-com-compd-pubs_rotator)claims that AI will affect almost 40% of jobs around the world, and 60% of jobs in advanced economies. The report claims that “jobs in advanced economies are at greater risk of displacement because of the prevalence of ‘cognitive-task-oriented,” jobs but that these countries are better poised to exploit the benefits of AI than emerging and developing economies. Unlike previous waves of automation which affected those at the bottom of the heap AI is predicted to affect higher-paid jobs more although those that do stay in work are expected to do better as inequalities increase. “People who have completed higher education are better prepared to move into jobs that complement AI, while older workers are among the most vulnerable to job losses as they may struggle to adapt to new technology and be reluctant to retrain or learn new skills.”

You can read the whole of this article at

<https://www.personneltoday.com/hr/ai-impact-on-jobs-imf-report/>

## When the Salaried Six went to Henley

**Source:** Personnel Today

**In a nutshell:** It’s hard to know whether the people at Henley Business School are partial to fruit cake and lashings of ginger beer; perhaps – more fool them – they prefer sparkling mineral water and granola bars instead. They’ve spotted a gap in the market between the Famous Five and the Secret Seven though and have divided the workforce into six segments – no doubt with adventures such as *Six Go Looking for Expenses* in the offing. They asked 3,000 workers in the UK what motivated – or deterred them – from applying for jobs. Most felt that work needed to fit around their life and 72% said that their career should allow sufficient time for their hobbies and interests. The six types of workers were:

1. **Socially-conscious**. They value a company’s record and stance on ESG issue and make up 15% of the workforce, half of whom are in junior roles
2. **Employee advocates**. They expect employers to treat their workforce well and place a high value on employee benefits. They make up 10% of the workforce and are mostly women
3. **Work**-**life balance advocates**. They value the ability to work flexibly from home, perhaps with a four-day week or unlimited leave. This group makes up 39% of the workforce, and 55% of them are men
4. **Salary**-**driven weekend workers.** This group is motivated by the salary range on offer and are not concerned about employee benefits, location or ESG issues. They do not mind working long hours to get the salary they desire. Seventy per cent are male and this group makes up 13% of the workforce.
5. **Employee satisfaction enthusiasts**. This group is highly sensitive to employee reviews and are swayed by benefits packages. One in ten workers are in this group, with those between 35 and 54 being particularly prominent.
6. **Lone rangers**. Workers in this group are focused on salary and location and are motivated by the opportunity to work remotely. 14% of workers fall into this group ,and 57% of them are men.

You can read the whole of this article at

<https://www.personneltoday.com/hr/post-pandemic-worker-types-henley-business-school/>

## Temporary staff – bank jobs or daylight robbery?

**Source:** The Guardian

**In a nutshell:** Trusts are forced to use bank or agency staff and many staff (who can blame them) are tempted away to earn considerably larger amounts of money doing shifts when and where they want to. Specialist healthcare data analysts LaingBuisson have been looking into this and found that the bill for hiring temporary frontline workers has soared to more than £10bn a year with the NHS paying £4.6bn for agency workers and £5.8bn for bank shifts. In England the bill for agency staff rose from £3bn to £3.5bn over the last year with the cost for bank staff rising from £1.8bn in 2015/16 to £5.8bn in 2022/23. Trusts have been known to pay £5,234 for an agency doctor, and £2,140 for an agency midwife for a single shift. How long Victoria Atkins will prevaricate about rubbing her genie’s lamp and conjuring new staff into existence is anybody’s guess – perhaps we can expect a few cardboard cut outs in A&E before the next election.

You can read the whole of this article at

<https://www.theguardian.com/society/2024/jan/16/nhs-across-uk-spends-a-staggering-10bn-on-temporary-staff>

# Wellbeing

## Seconds out on Ward Six

**Source:** The Guardian

**In a nutshell:** Figures from the Royal College of Nursing show that the number of reports of abuse from members has risen more than fifth (21%) in the last year. Just over half (52%) of the abuse reported to the college’s helpline concerned abuse of nurses by patients. Two-thirds (63%) of the reported incidents were physical abuse, and 14% were sexual abuse. The situation has not been made better with increasing delays to treatment and a growing crisis of confidence in the NHS, as well as difficulties in retaining staff. More than 50,000 additional nurses were working in the NHS last year, compared to 2019 but there are still 42,00 vacancies.

You can read the whole of this article at

<https://www.theguardian.com/society/2024/jan/01/nhs-nurses-suffering-shocking-violence-from-patients-senior-nurse-warns>

## Government to pilot new rehab service for the long-term sick

**Source:** Personnel Today

**In a nutshell:** The Government has launched a pilot for a new rehabilitation service aimed at helping more people on long-term sick leave get back into work. The scheme will involve occupational-health professionals and will initially be tested in 15 areas. It will also include work coaches, physiotherapy, and mental-health treatment. The initial focus will be on musculoskeletal and mental health and the services will be delivered by teams including occupational-health clinicians; occupational therapists; vocational-rehabilitation professionals; physiotherapists and talking therapists. Other interventions within the WorkWell initiatives could include life coaches, running clubs, community activities and NHS social prescribing.

You can read the whole of this article at

<https://www.personneltoday.com/hr/government-rehab-pilots-set-to-tackle-long-term-sick-leave/>

## When back to work after cancer is hard

**Source:** Personnel Today

**In a nutshell:** Vocational-rehabilitation provider Working to Wellbeing have been asking 529 supervisors, and 108 people suffering, or recovering from, cancer about their experiences of returning to work after/during their illness. They found that only 43% of those on the wrong end of cancer were satisfied with the return-to-work programme drawn up by their employer. People under 35 were twice as likely to be satisfied as those over 55. However, 70% of supervisors felt confident in their ability to support colleagues with a long-term health condition.

You can read the whole of this article – by registering with the OHW+ section of the Personnel Today web site – at

<https://www.personneltoday.com/hr/employees-with-cancer-unhappy-with-return-to-work-support/>

## Helping workers get through the winter

**Source:** Employee Benefits

**In a nutshell:** The geography of Bronze Age Britian makes much more sense when you realize that it was the land that was “here-be-dragons,” (or at least wolves, mud, and robbers) territory and the sea that was the smooth, efficient, superhighway. Little wonder that places like Orkney were the Bronze-Age equivalent of 21st century Tokyo. It’s hard to imagine what life must have been like there in the winter though – especially with no Netflix, central heating, and lightbulbs. In this article Zoe Wickens outlines some of the ways organization can help their staff through the winter:

* Recommend stretching exercises or quick walks during breaks
* Subsidising gym membership so people can exercise in the warm
* Offering online workouts or yoga classes
* Offer flexible working or compressed hours
* Organize virtual wellness challenges
* Hold workshops on winter fitness, nutrition, and stress management
* Giving flu jabs, or vouchers for them
* Educating employees about vitamin D supplements and sources of Omega-3
* Maximize natural-light exposure by sitting more people near windows
* Introducing greenery and flowers into the office
* Provide emergency financial assistance to help with heating costs

You can read the whole of this article at

<https://employeebenefits.co.uk/how-to-support-employees-health-and-wellbeing-in-the-winter-months/>

## Medics and moral distress

**Source:** Personnel Today

**In a nutshell:** Humanitarians try and rescue as many drowning people from a swamp as they can; socialists think it’s better to let everyone drown than to favour the few over the many; neoliberals will rescue anyone as long as they pay the market rate; and social conservatives hold that if everyone stayed at home working on their gardens and playing Scrabble nobody would get stuck in a swamp in the first place. Not being able to help people when you feel you should, can lead to moral distress, something which can have serious consequences for people’s psychological and physical wellbeing. The medical-defence organization MDDUS has been looking into this, and found that 65% of doctors experience moral distress while caring for their patients. 78% of GPs said they were experiencing moral distress. Of those experiencing moral distress 83% said it was down to ongoing NHS pressures. 40% said they were thinking about leaving medicine altogether, or retiring early, because of the burden of moral distress. Of the doctors who said their moral distress was because of current NHS pressures, 70% reported feeling unhappy at work, which led to trouble sleeping at night. A further 53% said they were having more arguments with friends and family. Meanwhile, 81% of doctors struggling with moral distress because of the challenges facing the NHS said their unhappiness at work was affecting their mental health, and 74% said they were concerned that their unhappiness could have a detrimental impact on their safe practice.

You can read the whole of this article at

<https://www.personneltoday.com/hr/rising-poverty-and-nhs-pressures-leaving-doctors-in-moral-distress/>

## I told you offices were bad for you

**Source:** Personnel Today

**In a nutshell:** With a robust immune system, tea-towels that spend as much time on the kitchen floor as they do hanging up, and enough fauna on top of our fridge to keep David Attenborough happy for weeks I tend not to fret too much about the microbes circulating around aeroplanes. Some people do though, a worry not always transferred to the similarly cramped and germ-ridden confines of public transport and the office. Evidence that going to, and being at, work can be bad for you comes in new research from Ulster University’s Economic Policy Centre which studied absence rates across the UK. They found that the Welsh were the most likely to take time off sick (3.6%); followed by the Scottish (3%), the Northern Irish (2.7%) and the English (2.5%). British workers took an average of six sick days in 2022, compared to 4.2 days in 2019. However, people who worked from home had an absence rate of just 1.4%. Accidents, poisoning, infectious diseases and skin disorders made up 26% of absences with minor ailments (coughs, colds, and tummy bugs) making up 24%. Those working in health and social work had the highest absence rate at 4.2%, whereas those in information and communication had the lowest (1.4%).

You can read the whole of this article at

<https://www.personneltoday.com/hr/people-who-work-at-home-record-lowest-sickness-absence-rates/>

## Top tips for tackling absenteeism

**Source:** Employee Benefits

**In a nutshell:** In this article Ben Daniel, head of employment, pensions, and immigration at Weightmans law firm gives a few tips on dealing successfully with sickness absence.

1. Conduct risk assessments aimed at protecting employees’ wellbeing
2. Create an environment that promotes mental wellbeing
3. Provide a safe working environment with a safe system of work; access to safe equipment; and the right to protection from hazards
4. Offer flexible-working options to accommodate different needs and reduce stress
5. Engage with employees to understand their needs, and what support they require
6. Ensure the completion of all proper procedures – e.g. accurately recording sickness and conducting return-to-work interviews

You can read the whole of this article at

<https://employeebenefits.co.uk/ben-daniel-how-can-employers-help-solve-absenteeism-in-the-office/>

## Hybrid workers and anxiety

**Source:** Employee Benefits

**In a nutshell:** London workspace provider Fora surveyed 1,030 hybrid workers in the UK. They found that 51% of them had taken time off work in the last year, missing an average of 6.1 days each; a figure which equates to 28.6 million missed days of work in the last 12 months. 28% of workers in the UK now work on a hybrid basis with 80% in Fora’s survey experiencing workplace anxiety. Causes of this included struggling with noise and distractions (48%) and worries about being constantly on show (29%). Suggestions for improvements included: wellness spaces (40%) and mental-health programmes (35%). 38% said that modern facilities would help them feel supported, and 61% said that having more art in the workplace would make the office feel more inviting and reduce their anxiety.

You can read the whole of this article at

<https://employeebenefits.co.uk/half-of-hybrid-workers-took-time-off-due-to-anxiety-in-the-past-year/>

## When retirement runs off with your dreams

**Source:** Employee Benefits

**In a nutshell:** Retirement used to be a finishing line, crossing which would result in – if not spraying champagne all over the shop – then at least a few pots of tea in National Trust cafes. Now it’s more like a runner itself – receding into the distance with our dreams, like Usain Bolt carrying the baton in the 4x100m relay, while we shuffle after it on our Zimmer frames. Canada Life have been asking 2,000 adults in the UK all about it and have found that 36% of them were planning on working past their pension age because they did not think their pension would cover their day-to-day expenses. 52% of people who planned to do this were 55 and over. The average person expected to work until they were 72, up from 70 in 2022. A third were worried about their health deteriorating due to working longer and 18% said that they were worried about not being able to keep up with technological change. 30% were worried about the cost-of-living crisis and 29% said they were not sure how long their money would last. Benefits people wanted if they worked past pension age included: income protection (45%); critical-illness cover (39%); life insurance (38%); and a rehabilitation service (24%).

You can read the whole of this article at

<https://employeebenefits.co.uk/36-will-work-past-state-pension-age-to-cover-daily-expenses/>

## The true costs of presenteeism

**Source:** Unum

**In a nutshell:** Getting a wellbeing provider to research presenteeism is a little like asking a fox to research local chicken coops; one can be slightly dubious about their motives, but confident that they will have put their finger on any weaknesses. Employee-benefits provider Unum UK asked economic consultancy WPI Economics to investigate presenteeism. They found that it costs about two working weeks a year, costing around £11bn per annum in lost productivity. WPI Economics’ survey – of more than 4,000 UK employees – found that unhappy workers spend, on average, nine days working a year when they are unwell and unable to perform effectively. Those who are happy at work only spent four days in a similar fashion. Only 13% of unhappy workers said they were very productive at work. Half said they did not have good physical wellbeing; 48% said they did not have good mental health; and two-thirds said they did not have “good financial wellbeing.” 58% - the equivalent of 16.4 million people – said they would take less time off work, and be more productive, if their employer enhanced the health and wellbeing offer at their organization.

You can read the whole of this article at

<https://www.unum.co.uk/about-us/media/blue-monday#:~:text=Unhappy%20employees%2C%20on%20average%2C%20spend,each%20year%20due%20to%20presenteeism>.

## Hole punch, stapler, mouse, drip, slippers, Zimmer frame

**Source:** Employee Benefits

**In a nutshell:** What benefits can employers offer to support the ageing workforce? Organizations can show they value older workers by signing up to the age-friendly employer pledge to improve the recruitment, retention and development of employees over the age of 50. They should also signal through job vacancies, and where they advertise, that they encourage applications from this group. Some employees are working into their 70s because financially, they have no choice. They will be looking for an employer that is aware of the support they may require in the next stage in their life, whether that is work or retirement. One form of support is a midlife MOT, which is designed to help workers plan ahead for their future [finances](https://employeebenefits.co.uk/financial-wellbeing/) and wellbeing. Aimed at employees aged 45-65 years old, it offers a health, wealth and career progression check ahead of their retirement. Employers can offer this tool to employees through benefits providers, while the Department for Work and Pensions has a dedicated website. Other valued benefits include above-statutory pension contributions, group life and income-protection cover, and healthcare provision. Some older people might still have caring responsibilities so hybrid and/or flexible working can be useful. And pre-retirement coaching doesn’t have to be about keeping warm or joining a bowls club; it can also cover how and when to claim a state pension, how to trace lost pension pots and help with the cost of living, heating costs, free prescriptions, bus and tube passes.

You can read the whole of this article at

<https://employeebenefits.co.uk/benefits-to-support-an-older-workforce/>

## Why it’s not always OK Boomer

**Source:** Personnel Today

**In a nutshell:** “OK boomer!” is a phrase used to disparage older people on social media. The Centre for Ageing Better have been asking people about age discrimination and found that 37% of people in their 50s and 60s who had experienced age discrimination in the last year said that it had most-commonly occurred in the workplace. People in this age group also experienced ageism on social media, television, movies, and news reports (32%), and as consumers (32%). Earlier research, also carried out by The Centre for Ageing Better, found that one in three people over 50 thought they had been turned down for a job because of their age, whilst a YouGov survey in 2022 found that one in five employers believed age discrimination had taken place in their organization. The Centre has launched a campaign called Age Without Limits, which aims to challenge the way people think about ageing, tackle prejudices, and encourage people to feel confident about aging. At the same time attracting and retaining more over-50s in employment is one of the key facets of the Government’s strategy to tackle economic inactivity.

You can read the whole of this article at

<https://www.personneltoday.com/hr/age-discrimination-at-work-age-without-limits-campaign/>