

# Age at Work

## Case Study



## LEGAL & GENERAL PULLS OUT THE STOPS TO ATTRACT OLDER WORKERS

Legal & General faced the challenge of attracting and retaining older workers. It needed to review its recruitment process and learn how to support older workers develop and thrive in their careers.

### About Legal & General

Legal & General is one of the UK's leading financial services companies, offering products and services to help customers plan for their futures. We have, approximately 2,500 employees based in Cardiff, with around 8,000 employees across the UK Cardiff is our key Operations hub, with customer service teams for most of our divisions making up most of our local population.

We've been involved in BITC Cymru's Age at Work programme since 2019 because we recognise the benefits of employing individuals from different age groups. Our products offer protection and support for the whole of our customers' lives, so it's important to have a workforce that can relate to them with understanding and empathy.

The Age at Work programme has provided invaluable support in bringing this important subject to the forefront and helping us identify and implement solutions for older workers.

### What Legal & General did

Our involvement in the Age at Work programme has helped us understand what more we need to do to both attract and retain older workers. We've implemented several working policies and practices to ensure we provide the right employment conditions to help them thrive. We've also been able to both share these and learn from other organisations as part of the programme.

One of our challenges was that our job adverts didn't appeal to a broader range of candidates, including older workers. We needed to find ways to attract and retain older workers who are interested in our organisation as an employer, considering what is most important to them, including flexible working and salaries that reflect the knowledge and experience they've acquired.

Furthermore, we needed to ensure we were offering support and opportunities to help older workers develop and thrive in their careers.

We're now working with Indeed and have enhanced our job adverts, making them more inclusive and appealing to older candidates. We're emphasising benefits that appeal to over 50s, such as part-time working and ensuring that the wording isn't age-biased.

# Age at Work

## Case Study



Our adverts have been re-worded, as shown in [this example](#). Notable is emphasis on personal qualities rather than skills e.g. “Given the nature of what we do, sometimes these calls can be emotive, so, we’re looking for people who are naturally caring, empathetic and resilient.”



We’ve launched [colleague stories](#) externally to celebrate our diverse workforce, alongside reviewing our employer branding imagery. New age-inclusive imagery is used on our [careers site](#), [social media posts](#), and Indeed and Glassdoor pages.

We’ve further enhanced the recruitment process, by introducing an Inclusive Hiring Training Programme, to help Hiring Managers identify and avoid personal bias and ensure they’re hiring as diverse a workforce as possible.

We have support and policies in place to enable equality of opportunity throughout the employee lifecycle, including formal mentoring and sponsorship programmes open to all colleagues. Alongside this, we have specific support and solutions that support our older workers, including:



- Tailored employee benefits to help balance family and work life
- A Menopause policy and ongoing awareness activities and support

We also promote BITC Cymru’s Mid-Career Review webinars to staff, which receive great feedback.

### Outcomes and impact of supporting older workers

The initiatives we’ve implemented have had a positive impact. Our colleague stories help showcase the diversity of our workforce and updated employer branding imagery has helped diversify our candidate attraction rates. By reviewing our adverts and creating a more inclusive hiring process, we’ve attracted more age-positive candidates and hired 103 over-50s, over the last two years.

# Age at Work

## Case Study



We continue to increase the number of older workers in our Cardiff offices. We now have 30% of our Operations workforce areas at over 46 years of age, better reflecting our customer base.

**“WE RECOGNISE THAT BUILDING A DIVERSE WORKFORCE AND AN INCLUSIVE WORKPLACE IS FUNDAMENTAL TO OUR GROWTH AND SUCCESS AND WE’RE COMMITTED TO CONTINUING OUR WORK TO BECOMING MORE AGE INCLUSIVE.”** [Glynis Scarico, Head of Culture and Change, Legal & General](#)