



Engaging an aging workforce

A Best Practice Overview by

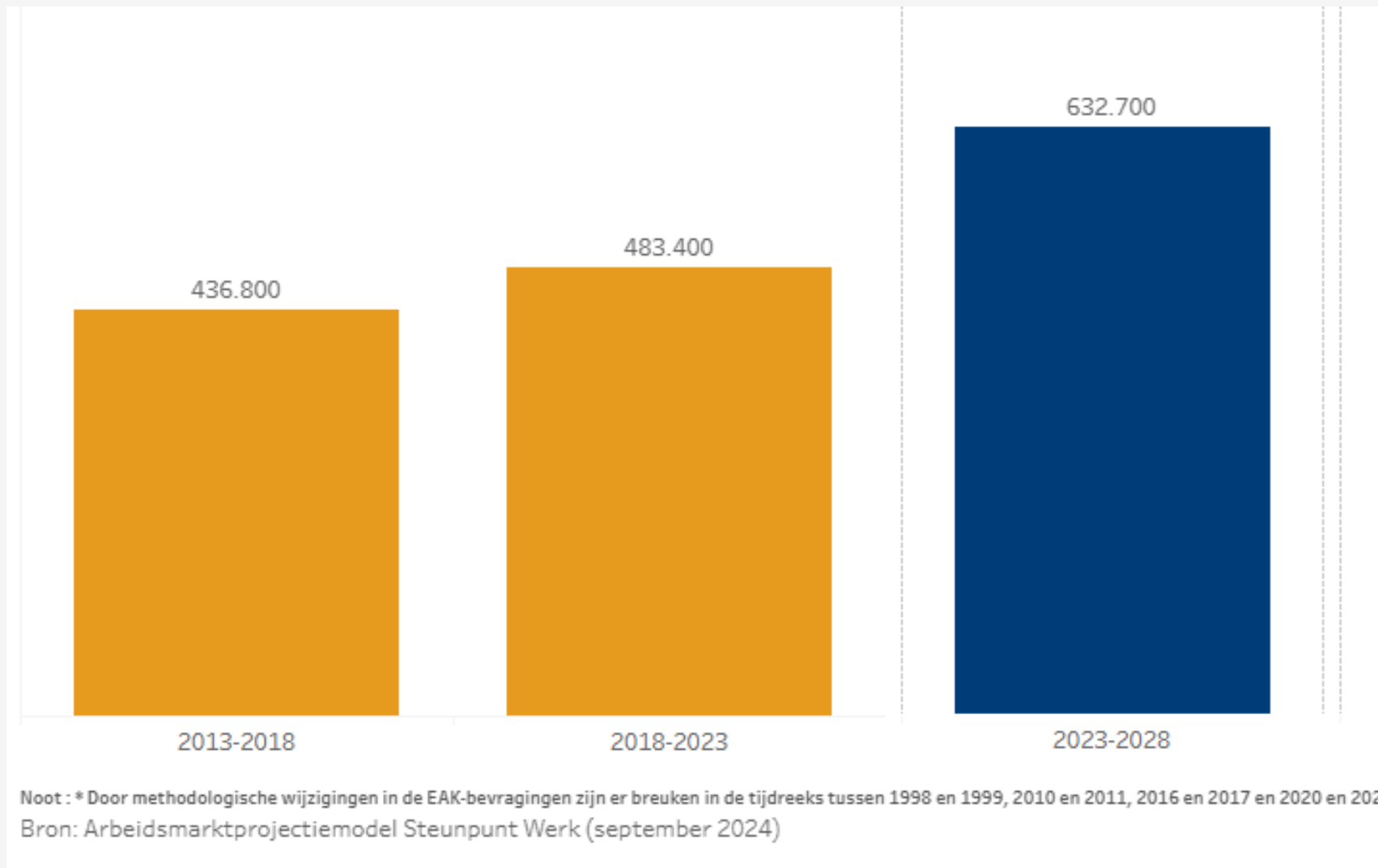


HIKE
Business Journeys

Workforce Challenges

Replacement need 55+

Replacement need 55+ (n) = net outflow of 55+ from the Belgian working population



Workforce demographics are shifting. An increasing number of employees aged 55 and older is leaving the Belgian job market and there is insufficient inflow. Therefore, keeping 55+ employees engaged and implementing digital solutions is crucial to guarantee continuity.

This implies that HR and operational managers face unique challenges linked to experienced employees, such as skill gaps, motivational declines, and age stereotypes. Not doing so will impact retention, productivity, and overall business success.



Opportunity Statement

Enhancing employability and motivation for employees aged 45+ is essential. By leveraging their vast experience, organizations can drive innovation and stability while fostering a workplace culture that values diversity, knowledge transfer, and engagement across all age groups.

Applying a personalized skill & interest approach helps organizations understand and address the ABC-needs (i.e. Autonomy, Belongingness, and Competence) (Deci & Ryan ©). Fulfilling these universal needs improves motivation, well-being, and performance.



Best Practices

The next sections provide a non-exhaustive overview of initiatives. Every organization needs to select the initiatives that match its culture, industry, budget and size. Initiatives linked to skill / interests are indicated with a 'star'.

The best practices are structured in 6 sections according to an employment plan (CAO 104):

1. Recruitment & onboarding
2. Competence development & training access
3. Career development & guidance
4. Internal mobility & job adjustment
5. Working time & work conditions
6. Health, prevention & wellbeing

1. Recruitment & Onboarding



Age-Blind Recruitment

Remove age indicators to promote equal opportunities.

Positive Incentives

Apply wage subsidies or tax reductions for employers*.

★ Screening for Life Skills

Focus on motivation, learning ability, and transferable skills.

Targeted Job Marketing

Promoting age inclusivity attracts senior talent.

Flexible Contracts

Offering adaptable schedules lowers entry barriers.

* www.socialsecurity.be

★ Skill/interest-based initiative

2. Competence Development & Training Access



★ Lifelong Learning

Provide continuous training (e.g. digital skills, new methods).

★ Personalized Learning Paths

Allow employees to choose paths that match their interests.

Knowledge Partnerships

Develop targeted training with knowledge centers.

★ Mentorship Programs

Encourage exchange between generations & domains.

★ Micro / Modular Learning

Offer short, adaptable learning formats for everyone.

Age-Adapted Didactics

Apply teaching methods suited to older learners.

★ Skill/interest-based initiative

3. Career Development & Guidance



★ Career Conversations

Structured dialogues about ambitions & limitations.

★ Mentorship Roles

Recognize & motivate experienced staff as advisors / specialists.

★ Knowledge Preservation

Transfer expertise via onboarding & documentation.

★ Dual Career Paths

Offer both managerial and expert career routes.

★ Project-Based Careers

Flexible assignments to leverage expertise in line with interests.

★ Post-Retirement Employment

Discuss contract extensions to maintain knowhow.

★ Skill/interest-based initiative

4. Internal Mobility and Job Adjustments



★ Job Crafting & Task Redesign

Co-design tasks to reduce physical & mental strain.

★ Internal Mobility

Offer transfers to suitable roles with a better capability fit.

★ Job Sharing

Split roles to balance workload & match personal capabilities.

Bridge Roles

Create reduced workload roles before retirement.

★ Skill/interest-based initiative

5. Working Time & Work Condition Adjustments



Flexible Hours & Shifts

Adjust work times to individual employee needs (e.g. exempt night/irregular shifts).

Telework or Hybrid Work

Implement new ways of working to reduce commuting stress.

Part-Time Opportunities

Offer reduced hours for better work-life balance.

Workplace Ergonomics

Invest in supportive equipment to reduce health complaints.

Additional Leave

Provide extra leave for senior employees' well-being.

6. Health, Prevention & Barrier Removal



Health Advise & Screening

Offer periodical health screenings & ergonomic advise.

Job Coaching

Provide tailored support in a confidential setting.

★ Reintegration Policies

Support employees returning after illness or injury.

Monitor Health Indicators

Track absenteeism and health data to guide policies.

★ Manager Awareness

Avoid stereotyping by training managers on the challenges and opportunities.

Active Aging Initiatives

Educate employees on healthy aging and self-care.

★ Skill/interest-based initiative



Let's Connect

At Hike we strongly believe that transparent skills & interests are instrumental to address the demographic challenge in a cost effective way. With a data driven approach we enable you to implement the selected best practices.

Contact us to discuss your challenges and how we can help you tackle them.

Yours sincerely,

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