

When and Why Do Employers Hire and Rehire Employees Beyond Normal Retirement Age?

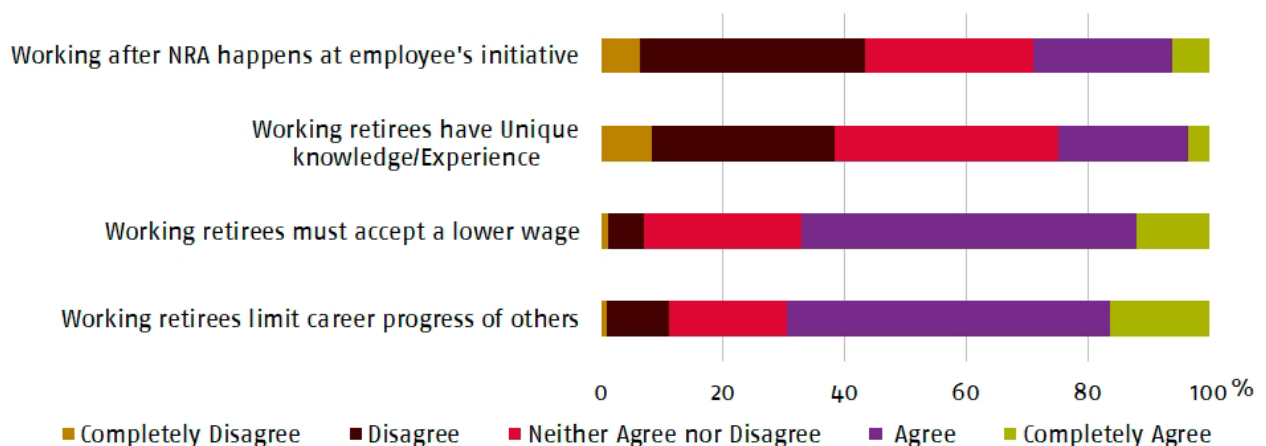
“Employers view working after retirement as exception to the rule”

Orlaith C. Tunney and Jaap Oude Mulders – NIDI-KNAW, RUG

Older workers are increasingly encouraged to work beyond normal retirement age (NRA) to tackle potential labour shortages and keep social security systems sustainable. While the majority of employers have employed workers beyond NRA, they are rarely proactive in doing so. We propose that government policy should encourage employers to adopt a more positive and proactive attitude towards hiring older workers.

Principal Findings

- Public sector and larger organisations are more likely to employ workers beyond NRA than private sector and smaller organisations.
- Organisations whose employees are more sympathetic towards post-NRA workers are significantly more likely to employ such people.
- The age at which employers think employees should retire is not related to hiring decisions beyond NRA.
- In organisations with concerns about career opportunities for younger employees, post-NRA workers tend to be hired less.



Key Takeaways for the Industry

- Policymakers should encourage the employability of older workers by running campaigns to combat detrimental stereotypes and employment practices.
- Employers should create an inclusive and age-diverse working environment that emphasises the value of older employees and life-course employability.



Want to know more? Read the paper

'When and Why Do Employers (Re)Hire Employees beyond Normal Retirement Age?'