

Solutions to Reduce Age Bias in Recruitment

Good Recruitment
for Older Workers:
Designing New
Approaches

September 2023



About us

Centre for Ageing Better

The Centre for Ageing Better is pioneering ways to make ageing better a reality for everyone, including challenging ageism and building an Age-friendly Movement, creating Age-friendly Employment and Age-friendly Homes. It is a charitable foundation funded by The National Lottery Community Fund and part of the government's What Works Network.

The Behavioural Insights Team

The Behavioural Insights Team (BIT) is one of the world's leading behavioural science organisations, working around the world to improve people's lives. Through its teams in the UK, France, US, Canada, Australia and Singapore, BIT works in partnership with governments, local authorities, businesses and NGOs in over 30 countries, often using simple changes to tackle major policy problems and deliver improved public services and social outcomes. For more information on our work and our team visit www.bi.team.

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Executive Summary

Older workers (here defined as aged 50 and over) make up approximately one third of the workforce, yet face numerous disadvantages during the recruitment process.^{1,2} These disadvantages were exacerbated during and after the pandemic. The number of older workers seeking unemployment related benefits doubled during lockdown and analysis of the labour market in 2020 found that older workers who were unemployed were far more likely to have been out of work for more than 12 months compared to younger adults.³

Although more research needs to be conducted on which aspects of recruitment practises specifically disadvantage older workers, it is likely that some of the disadvantages that older workers face are related to age bias and age-related stereotypes.⁴ Research suggests that company diversity and inclusion strategies tend to exclude age diversity: few employers and recruiters perceive age diversity to be an issue or adopt approaches to debias their recruitment processes for older workers.⁵

More specifically, the design of job adverts, such as job criteria like organisational ‘fit’, or the language used in adverts, may deter older workers from applying in the first place, while unstructured interview or selection processes may make it more likely that age bias or personal preferences can influence the hiring decision.^{6,7} Importantly, older workers share this perception of age bias. A survey found that one third of older workers thought that they have been rejected because of their age.⁸

Our approach:

To help address this issue, the Behavioural Insights Team partnered with the Centre for Ageing Better to conduct the second phase of the Good Recruitment for Older Workers (GROW) project – co-designing, testing and developing three tools to minimise age bias in the recruitment process which employers and recruiters can use. BIT worked with a range of employer and recruiter partners and older workers who played a critical role throughout different stages of the project, including:

1. Initial desk research to create a ‘Recruitment journey map’ to identify areas where age bias could occur.
2. Four workshops to design and prioritise solutions based on partner feedback.
3. Two prototyping phases which included 40 sessions to explore, test and build tools which seek to improve outcomes for older workers.

Our final three tools which aim to reduce age bias in the recruitment process:

1. **A job advert template:** this aims to help employers and recruiters create new job adverts or adapt their current ones. The template combines multiple approaches to reduce age bias, including setting a part-time/ job share default, removing biased language and including workplace adjustments amongst others.
2. **An interview invitation template and scheduling and adjustments form:** this aims to provide applicants with timely guidance on the interview, make it easier to schedule a time that works for them, and support them to feel more comfortable asking for adjustments to the recruitment process. It also makes scheduling and providing adjustments easier for employers. Although being older doesn't necessarily mean you will have a health issue, this disproportionately supports older workers as they are more likely to have health conditions and/or be disabled.
3. **Guidance on how to talk about flexible working during recruitment:** this aims to reduce discrimination against applicants asking for flexibility by providing succinct guidance on considering flexibility in job design, transparently advertising flexibility and when to raise it with candidates. This is likely to benefit older workers as they are more likely to work part-time and wish to work fewer hours than they currently do.⁹

They have been user-tested with employers, recruiters and older workers, but how they impact outcomes in the real world, such as rates of applications from older workers or hiring success, has not yet been tested.¹⁰ In order to understand this, the next step is to work with employers, recruiters or a job search platform to measure their impact.

1. Introduction

1.1 Background

Labour market

Older workers (here defined as aged 50 and over) make up approximately one third of the workforce, yet face numerous challenges in the labour market especially since the COVID-19 pandemic.¹¹ During the lockdown period the number of older workers seeking unemployment-related benefits doubled.¹² Compared to younger workers, older workers were half as likely to get back to work after being made redundant during the early pandemic.¹³

Age bias in recruitment

Disadvantages that older workers face may be linked to age bias and age-related stereotypes, which exist throughout the recruitment process – from job descriptions that are not assessed for ageist language, to the use of unstructured interviews which allows individual bias to creep into the selection process.¹⁴ Older workers also recognise age bias too with 36% of 50-70 year olds feeling at a disadvantage when applying for jobs due to their age.¹⁵

It is important to note that there is little evidence quantitatively measuring age bias in recruitment, but the current lack of evidence does not mean that it does not occur. There is some important qualitative evidence about the experiences of older workers from the first phase of the ‘Good Recruitment for Older Workers’ (GROW) programme, and for what works to reduce bias against a wider range of characteristics.¹⁶

Overlooking age bias

We can predict that older workers will make up even more of the working population over the coming years due to an increase in the state pension age and demographic change. However, often employers and recruiters often do not consider age diversity to be an issue in their organisation, nor do they look to improve age diversity in their recruitment process.¹⁷

1.2 Project Aims

The Behavioural Insights Team partnered with Ageing Better to help minimise age bias in the recruitment process. Notably, this project builds on previous research carried out by Ageing Better on how to support older workers in the GROW project.

Primarily, the project seeks to create practical solutions that employers can apply to reduce age bias against older workers during recruitment. The solutions were developed collaboratively with employers, recruiters and older workers to ensure their practical applicability. Ageing Better will disseminate these and build on them in the next steps of the GROW programme.

2. Activity Overview

Who was involved?

Partners

There were 16 employer and recruiter partners, aiming to represent a range of sectors and sizes, who provided their expertise and experience throughout the programme. All partner organisations were part of the working group that took part in the co-design workshops. Some partners also participated in the prototyping sessions, which involved user-testing and providing feedback on the tools.

Figure 1: Overview of employers and recruiters



Lived experience

Older workers

Feedback from older workers on our prototypes, our work in progress versions of our final tools, throughout the alpha and beta phases was critical to ensure that our final tools also incorporated their perspective. Across two prototyping phases 14 older workers, recruited independently or via our partners, provided feedback on an array of tools (see Table 1 for more details).

Hiring managers and line managers

Capturing feedback from hiring managers and line managers was also important as they are typically the individuals responsible for implementing key aspects of the recruitment process. Line managers and hiring managers were both from the partner organisations and recruited independently.

What did we do?

The project consisted of several iterations designed to select solutions to prototype and incorporate participant feedback at each stage of the process. Using this approach BIT decided on the final three tools to be included on Ageing Better's website and in their toolkit.

Table 1: Overview of activities used to determine which three tools to prioritise and add to the toolkit (for more details see the Appendix).

Activity	Overview
Recruitment journey map	<p>What did this include?</p> <p>The recruitment process is often complicated and messy. Different types and sizes of organisations have different ways of doing things. BIT conducted desk research to create a recruitment journey map to visually represent every significant point in the recruitment process from deciding to advertise the role to eventual candidate selection.</p> <p>Why did we do it?</p> <p>To scrutinise and pinpoint where age bias could occur throughout the recruitment process – allowing us to target these pain points when developing solutions.</p>
Co-design workshop	<p>What did this include?</p> <p>Our co-design workshops were designed to learn from our partners and collaboratively design solutions. BIT presented potential areas where age bias could occur so partners could use this information as a springboard to create new ideas or add to existing solution ideas. To facilitate creative and innovative thinking, BIT used Thinkgroups, a tool used during deliberation to ensure that all ideas get equal hearing and to provide anonymous ideas and feedback, and the EAST framework which consists of four simple principles for applying behavioural insights: make it easy, make it attractive, make it social and make it timely.^{18,19}</p> <p>Why did we do it?</p> <p>To generate solutions while learning from the perspectives of a wide range of organisations.</p>

Solution Longlist	<p>What did this include?</p> <p>BIT collated ideas from the co-design workshops to form an initial list of 55 unique ideas. These 55 were whittled down to 23 using the following criteria: (1) whether there was existing evidence for a positive impact on older applicants or other marginalised groups, (2) whether there was potential for the solution to have a positive impact, (3) whether it was innovative and (4) whether it was unlikely to have a negative impact. To incorporate partner feedback, the longlist was shared with partners and feedback was gathered via a survey to help select the top nine solutions from the list of 23 solutions.</p> <p>Why did we do it?</p> <p>To collaborate with partners to prioritise solutions informed by additional research conducted by BIT, partner interest and feedback.</p>
Selection & Narrowing Workshop 1	<p>What did this include?</p> <p>These nine solutions were taken forward to the first ‘Selection and narrowing workshop’ where BIT gathered partner feedback on their feasibility, i.e. how easy/difficult would this be to implement in their organisation, and impact, i.e. how much do partners think this will reduce bias against older workers. After the workshop BIT sent a survey out to partners to understand which four to six solutions the project should prototype and which solutions prototyping partners would be interested in. Votes and feedback were aggregated and used to select the top six solutions to progress to the ‘Alpha Prototyping’ stage.</p> <p>Why did we do it?</p> <p>Primarily, to prioritise which six solutions to take forward, but also to gauge which partners would be interested in prototyping different solutions so BIT could match prototyping sessions with partner interests.</p>

Alpha Prototyping	<p>What did this include?</p> <p>Alpha prototyping is when you test the very first versions of a product or idea. Our alpha prototyping phase included three iterations for each of the six prototypes made up of: 1) developing the idea or prototype further, 2) testing and gathering feedback and 3) using key learning to adapt the prototype or inform the next iteration.</p> <p>BIT recruited many different types of participants, and held various types of user-testing sessions, to encompass a broad range of perspectives, including:</p> <ul style="list-style-type: none"> – 3 in-depth interviews with older workers – 3 group work sessions with partner leads, older workers and/or employees from partner organisations. – 8 expert interviews with partner leads – 6 prototype testing sessions with partner leads and hiring managers <p>See Appendix E: Alpha prototyping phase for more detailed findings from the alpha phase.</p> <p>Why did we do it?</p> <p>To collaboratively design and user-test the initial six solutions selected to take forward to alpha prototyping.</p>
Selection & Narrowing Workshop 2	<p>What did this include?</p> <p>BIT summarised key findings from the alpha prototyping phase which indicated that the initial six prototypes could be further refined or combined to create six “evolved” prototypes.</p> <p>For example, one of the “evolved” prototypes is the ‘Job advert template’ which combined different aspects of the initial prototypes because BIT found that helping employers and recruiters to write better job adverts could help tackle areas of bias across four of our initial prototypes. Another “evolved” prototype was the ‘An interview invitation template and scheduling and adjustments form’ which was based on the initial ‘Provide interview guidance to candidates’ prototype. This incorporated findings from the alpha phase: that making it easier for managers to find out about, and for candidates to ask about, reasonable adjustments was important.</p> <p>These were presented to partners before subsequently gathering feedback on the feasibility and potential impact of the prototypes.</p> <p>Why did we do it?</p> <p>To determine the final three prototypes to take forward to beta prototyping, based on partner feedback as well as Centre for Ageing Better and BIT expertise.</p>

Beta prototyping	<p>What did this include?</p> <p>Beta prototyping involves testing a more developed version of a product or idea. In the context of this project it involved testing the feasibility of the prototypes. Similar to our alpha prototyping phase, the beta prototyping phase included three iterations made up of: 1) designing the prototype, 2) testing and gathering feedback and 3) using key learning to adapt the prototype or inform the next iteration.</p> <p>Overall the beta prototyping stage included the following sessions:</p> <ul style="list-style-type: none"> – 2 group session with partner leads and line managers – 5 paired interviews with partner leads and line managers – 11 in-depth interviews with older workers, partners and SME recruitment leads <p>See Appendix G: Beta prototyping phase for more detailed findings from the alpha phase.</p> <p>Why did we do it?</p> <p>To collaboratively design and user-test the three final prototypes before requesting final partner feedback.</p>
Final prototyping and publishing	<p>What did this include?</p> <p>In the final stage of the project, BIT summarised key findings from the beta phase and used these to further adapt and improve the prototypes. These prototypes were presented to partners for the final time who provided input during the session as well as written feedback on the toolkit and final prototypes afterwards.</p> <p>Why did we do it?</p> <p>To incorporate all final feedback from the partners before making the tools available for public use.</p>

3. Final Tools

This section provides a summary of the key aspects of the final three tools:

- Section 3.1 provides a summary of the Job Advert Template.
- Section 3.2 provides a summary of the Interview Invitation Template and Scheduling and Adjustments Form.
- Section 3.3 provides a summary of the Guidance on ‘How to talk about flexible working during recruitment’.

Notably, the final three versions of the tools elicited positive reactions from partners:

“Overall I think it looks really engaging and encourages employers to consider these important points during the recruitment process.”

Partner

“Overall, the content is great, informative yet concise and certainly helps in broaching the sticky subject with confidence and insight.”

Partner

Whilst the main focus of the project was reducing age bias in recruitment, BIT also aimed to support other marginalised groups and ensure the tools would support broader inclusion across recruitment.

3.1 Job Advert Template

3.1.1 Summary

The job advert template tool is designed to help employers and recruiters create new job adverts, or adapt their current job adverts. It aims to reduce age bias during this stage and other stages of the recruitment process.

There are two key features to the Job Advert Template. Firstly the checklist which supports employers and recruiters to consider how they frame information that may reduce age bias (see section 3.1.2 for details of the items on the checklist) and secondly the functionality of the template, which is designed to improve the usability of the template (discussed in section 3.1.3).

Figure 2: Screenshot of the Job Advert Template tool

Elements of a well-designed job advert

The screenshot displays a job advert for an **HR Adviser (Part-time, Job-share or Full-time), Retail Organisation**. The advert text is as follows:

1 Salary: £33,700 – £37,000 per annum, non-negotiable

We also offer 25 days of annual leave, 6% pension contributions, and 6 months, paid maternity/paternity/shared parental leave.

Location: Cannon Street, London. We typically work 2 days a week in the office but offer flexibility to work fully remotely.

Hours: This role is available part-time, as a job-share or full-time. We offer other flexible work options, such as compressed hours.

4 Job description:

- Managing the administration of the monthly payroll and benefits, ensuring all records are accurate and up to date and all documents are provided to the outsourced payroll and benefits providers in advance of the payroll cut-off date.
- Oversee, record, collate and monitor accurate HR information, complying with relevant legislation.

5 Person specification:

- You can keep confidential information to yourself.
- You have experience managing a team of at least 3 people.
- You have been responsible for assertively managing relationships with external suppliers.

We are happy to consider any reasonable adjustments that candidates may need during the recruitment process and you will be asked whether you require any during your application. If there are additional options you'd like to request, please contact [Name]. We also offer reasonable adjustments on the job.

8 Interviews are scheduled to take place from 16–18 September 2022 virtually, with slots throughout the working day and early/late slots available. If you would prefer an in-person interview for any reason, please let us know by contacting [Name].

Callouts and Annotations:

- 1:** Make salary non-negotiable and include clearly
- 2:** Advertise specifics – particularly people policies exceeding legal minimums
- 3:** Offer specific flexible working options – including part-time work, by default
- 4:** Provide a realistic preview of the actual role
- 5:** Make role requirements clear, specific and behaviour-based
- 6:** Replace masculine-coded words with neutral words
- 7:** Offer reasonable adjustments, both during recruitment and on the job
- 8:** Offer a range of dates and interview times, and flexibility for candidates

3.1.2 Checklist

The template included a checklist which comprised nine pieces of advice related to elements included in the job advert template tool, with supporting information for how they may reduce age bias or benefit older workers. Below we discuss each of these in turn – including the rationale for the advice, and feedback received during prototyping.

Offer part-time/job share by default

Our first piece of advice encourages employers and recruiters to set a part-time/job share default for new roles. A survey in 2015 found that flexible working is the number one workplace factor that people aged 50 and over say would help them to work for longer.²⁰ Older workers are also more likely to work part-time and wish to work fewer hours than they currently do.²¹ However, flexible working benefits and options are rarely highlighted, appearing in only three out of ten job adverts despite the shift towards more hybrid working since the pandemic.²²

By encouraging employers and recruiters to make it the default that all jobs are advertised as part-time, a job share, or full-time, it makes it much more likely that line managers will advertise jobs with flexibility. This in turn makes it easier for older workers requiring flexibility to apply by signalling the availability of flexible work options and removing the need to ask about whether flexible working is available.

“While the impact of offering flexible working by default in job adverts has not been evaluated for older workers, there is high quality evidence that it increases applications from women. For example, advertising vacancies with flexible working arrangements increases the total number of applications, by 19-30% at Indeed²³ and 50% at John Lewis.²⁴ In addition, advertising new roles as open to part-time or job-share by default increases the proportion of women applying to senior roles by 19% at Zurich Insurance²⁵ and 35% at John Lewis.²⁶” from “How to improve gender equality workplace guidance”²⁷

When we discussed this option with hiring managers and older workers we found that they were keen for the part-time and job share salary to be displayed clearly to avoid confusion with the full-time salary. This feedback prompted us to add the part-time and job share salary (or how this is calculated) to the example and template view, as well as a prompt to the checklist.

Figure 3: Part-time/job share by default guidance

Checklist

1. Offer part-time/ jobshare by default

Example

Project manager (Full-time, Part-time or Job Share)

- £40,000 a year full-time salary (40 hours). Part-time or job share salary calculated pro rata.
- Oxford or London office (working from home or the office)
- Permanent
- Available part-time (minimum 16 hours), in a job share or full-time (see 'Flexible working')
- We offer a 10% employer contribution to your pension, training for PMP certification, and flexible working (see below)

Template (to copy)

[Role Name] ([Specify working patterns])

- [Salary]
- [Location]
- [Contract type]
- [Flexible work patterns]
- We offer [describe the top 2 or 3 benefits you offer].

Emphasise benefits you offer

Emphasising benefits you offer that might appeal to older workers, such as professional development, flexible working and pension contributions, may improve the likelihood of older applicants applying for a role.²⁸

In the beta phase the example was adapted to include a specific example of a certification offered by the employer on the basis of a suggestion from an older worker to provide more details on what ‘professional development’ opportunities included.

Figure 4: Changes made to example

2. Emphasise benefits you offer

Example

We offer a 10% employer contribution to your pension, training for PMP certification, and flexible working (see below).

Template (to copy)

We offer [describe the top 2 or 3 benefits you offer].

Place key info at the top

BIT placed key information at the top of the advert because this may help capture the attention of older workers. During the alpha prototyping phase BIT observed older workers quickly scanning the top of job adverts for the key information required to understand if the role was suitable for them. For example, they skimmed for part-time working hours and days required.

Remove biased language from job adverts

Some language may deter older workers – so we suggested removing specific language to help make adverts more attractive. During the first phase of the GROW project, BIT ran two online experimental trials testing the effect of a set of phrases that could deter or attract older or younger candidates.²⁹ This research found that some words and phrases, like ‘knowledgeable’, increased older workers’ perception of their likelihood of getting an offer, whilst others like ‘innovative’ and ‘technologically savvy’ were associated with a lower perceived likelihood of getting an interview and getting an offer. Providing employers and recruiters with this research and encouraging them to check their adverts for these words or phrases may have a positive impact on older workers.

Our engagement with employers and recruiters confirmed that they were interested in identifying and removing biased language from their job adverts:

“I would be interested in whether or not there is anything in our ads that would put anybody, you know, throughout the age spectrum [...] off applying.”

Hiring manager

However, it is important to note that only a small number of words and phrases had a significantly positive or negative impact on older workers' perceived likelihood of applying and we do not know whether perception translates into actual behaviour (i.e. applying for the role). For example, during the alpha phase an older worker reported that some words were off-putting when the meaning was unclear such as ambiguous words, like “operational excellence” or “fast-paced”, or clichéd words like “transformational”. Yet, they also said that it wouldn't stop them from applying.

Focus on skills and behaviours

Although this has not been tested in older workers, focusing on skills and behaviours may attract applicants with better suited skills while reducing the influence of stereotypes on decisions to apply. Evidence suggests that expressing job requirements as character traits, such as ‘you are a leader’, rather than as behaviours, such as ‘you have management experience’, makes it less likely that women and ethnic minority groups will apply.^{30,31}

Include flexible working options

Please refer to ‘Section 3.3: Process for setting up part-time role/job share’ for more information on this piece of guidance.

Include reasonable adjustments

Evidence suggests that there is a higher prevalence of disability and long-term health conditions in those aged 50 and over.³² Stating that reasonable adjustments are available in a job advert explicitly shows candidates that employers are committed to offering support. Interestingly, during the beta prototyping phase, BIT found that some employers were surprised that whilst their organisations offered reasonable adjustments to candidates and staff, they did not seem to consistently advertise them in their job adverts. This highlights the value of providing a template for employers to prompt them on what to include in job adverts:

“Yeah, I was just looking at a job advert [...] and we don't mention reasonable adjustments and yet we are an organisation that takes it really seriously. [...] We do everything we can and have a range of resources and processes and equipment that we can provide. Interestingly, that isn't one of the things that we put in our ad.”

Line manager

Describe process and next steps

Being transparent about next steps and key dates throughout the recruitment process can help candidates to understand what to expect and remove uncertainty regarding the employer’s recruitment process.

Include contact information

Including contact information provides older applicants with the option to ask questions before the interview. During the alpha phase BIT found that older workers would like to be able to contact the employer in case they had any unanswered questions. Interestingly, some employers explained that they may not include their contact information as this can often lead to them being inundated with requests or being sent CVs which they cannot accept. Given this, BIT added an alternative suggestion to set up a contact form to the advice.

“We can’t accept [...] CVs by email and so what we don’t do is put email addresses in the advert. Mainly because what we don’t want to do is encourage people to email it [...] because we can’t accept it.”

Partner

Figure 5: Changes made to advice

9. Include contact information

Example

If you have any questions or there's anything we can help you with, get in touch with Sam, our recruitment manager:

- phone +44 (0) 207 438 2500
- email sam@theexamplecompany.org.uk

Template (to copy)

If you have any questions or there's anything we can help you with, get in touch with [Name, role]:

- [phone number]
- [email]

3.2.3 Functionality

View options

The tool has both an ‘Example View’ and ‘Template View’ so employers and recruiters can have an example of what a section might look like but also a fillable template to input their own details.

‘Copy template’ button

The ‘Copy template’ function makes the tool interactive and offers flexibility. Both interactivity and flexibility are deemed important for the tool to stand out from other pieces of guidance or job advert templates found online, enabling employers and recruiters to ‘pick and choose’ which sections they would like to use to adapt their current or build a new job advert.

During the alpha prototyping phase BIT observed pairs of HR and line managers discussing how they would use the job advert template. They tended to discuss which sections were already included in their job advert, which parts were missing and how they would use the job advert template to restructure their existing job advert. Interestingly, this differed across pairs, suggesting that the ability to select different sections to add to a job advert is necessary for this to appeal to a wide range of employers.

The integration of the checklist into the template

The checklist provides nine pieces of advice to guide employers and recruiters about what to include in their job advert and why. Instead of providing all the guidance ‘up front’, the checklist appears alongside the job advert template on the left hand side of the website page. Visitors to the webpage can click on a piece of advice to reveal more information as well as display the relevant section in the job advert template. This reduces the amount of text for employers and recruiters to read, making the tool more manageable to digest which line managers liked:

“I think the checklist down the right hand side was really useful for me.”

Line manager

In terms of how employers interact with the template, BIT observed HR and line managers going through each piece of advice and checking whether they already had it in their existing job advert and one SME recruitment lead also commented that they would use the template as a checklist.

“To create [...] a checklist like this one, but with the main titles and everything and then just go through the things, one by one and then see what it is that we are missing because it’s a good thing to refer to this template.”

SME recruitment lead

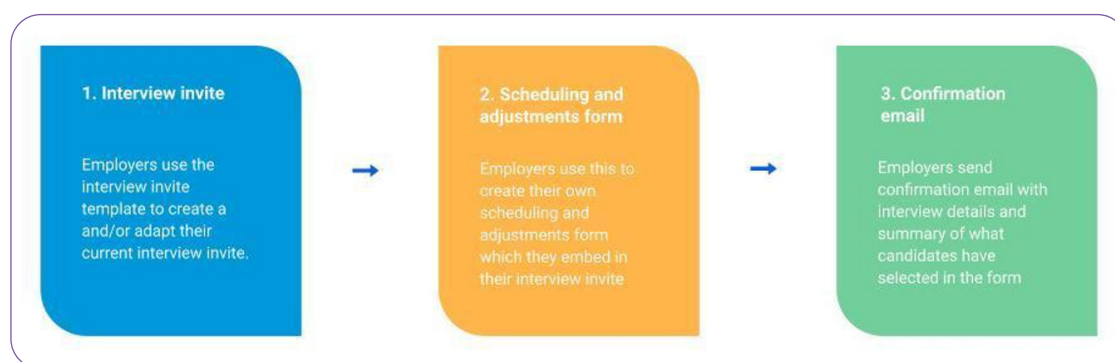
3.2 Interview Invitation Template and Scheduling and Adjustments Form

3.2.1 Summary

The interview invitation template and scheduling and adjustments form provides employers and recruiters with the tools to produce the following:

1. An interview invite
2. A scheduling and adjustments form
3. A confirmation email

Figure 6: Overview of tool flow



Considering that older workers are more likely to be disabled and/or have long-term health conditions, this tool aims to help older workers (and anyone who is disabled or needs adjustments) feel more comfortable asking for adjustments during recruitment activities and thus have a more equitable start.³³ It should also make it easier for employers and recruiters to make adjustments. This tool aims to support older workers by providing:

- Timely information that helps them better prepare for the interview at different points in the recruitment process.
- Information that helps them to identify whether there are adjustments available that would support them.
- An easy way to make a request for an adjustment for recruitment activities such as interviews.
- Information for employers and recruiters about why specific aspects of the emails and form may benefit older workers.

A description of each section of the tool and how it may reduce age bias is outlined in the following sections:

- 3.2.2 The interview invite email template
- 3.2.3 The scheduling and adjustments form
- 3.2.4 The confirmation email template

3.2.2 The interview invite email template

In the first phase of the GROW project, qualitative interviews highlighted that some older workers reported having limited recent experience with interviews.³⁴ In addition, groups that are less likely to know someone in an organisation have less inside information about the recruitment process and are less likely to be hired.³⁵ Providing information that helps older applicants prepare for an interview or assessment may therefore help level the playing field for older workers, i.e. giving them a fair and equal chance of succeeding.

During the alpha prototyping phase older workers were interested in understanding the format and timing of the interview and practical details, such as location. However, they also didn't want to be overwhelmed with information:

“I think there’s so much information out there that you can get information overload [...] it can make you extremely nervous, you can read so much and research so much that it’s like a merge of information in your head.”

Lived experience: Older worker

Consequently, BIT created an interview invite email template which displays concise interview information instead of providing a separate guide or a lot of information to digest in the body of the email.

Figure 7: Interview Invite email template

Sending an invitation email

- + Add a scheduling form to your invite
- + Add session details
- + Reassure candidates they can still request additional requirements
- + Decide who should be the point of contact for candidates

Template (to copy)

Subject line: Your [X] at [Company name]

Dear [Candidate's name], We're delighted to be able to invite you to [Type of session] for the [Role name] role at [Company name].

Schedule

Click on the link below to schedule your interview. You'll be able to choose your preferred time and other options to suit you best.

[Link to form]

Once you select your preferences, you will receive an email confirming the details about your interview. Please call [Phone number] if you'd prefer to schedule on the phone. This form will take approximately [number] minutes to complete.

About this [Type of session]

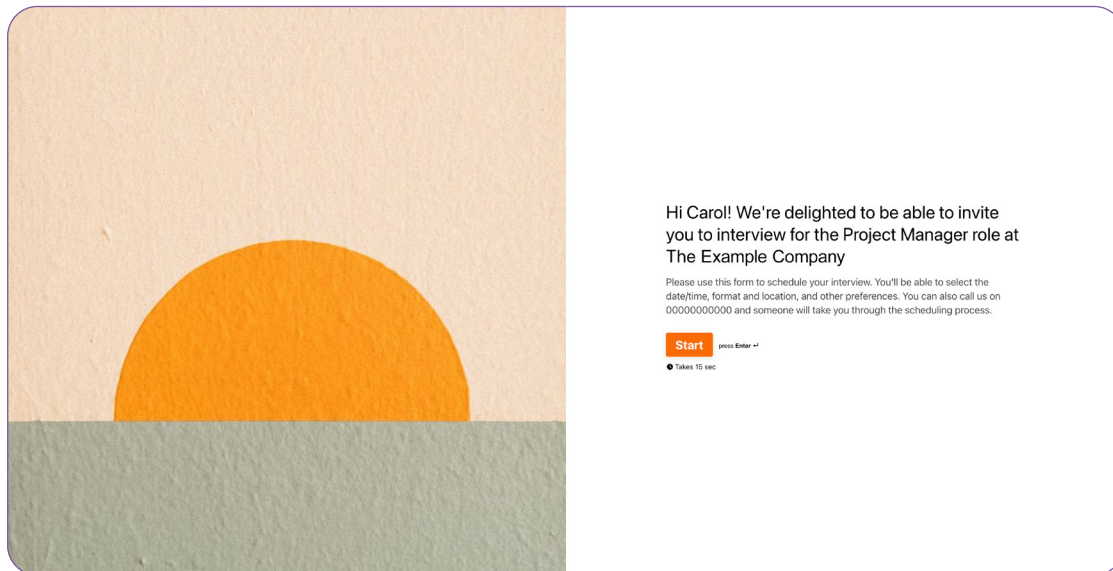
- Length: [number] minutes (we can take breaks)
- Location: Remote (call with or without video) or in person
- Format: The [Type of session] will be in a [describe how you will run the session, e.g. question-and-answer, task based] format. [Describe the session in a bit more detail]. You'll be able to raise questions and subjects for discussion.
- Preparation: [Describe any preparations the candidate might need to do]

If you are disabled and would like us to make adjustments to the [Type of session] (or require them for any other reasons), please add them to the scheduling system or let me know directly.

Please do contact me if you have any queries in the meantime. Kind regards, [Name of line manager or person responsible for answering questions] [Role, Company name]

3.2.3 The scheduling and adjustments form

Figure 8: Opening page example for a form



Throughout the alpha phase BIT learned that older applicants might not know what they can or cannot ask for and may feel uncomfortable asking for adjustments for fear of harming their application.

“It’s just making sure that people are supported [...] somebody might enter an interview on sticks because they’ve got arthritis and [are] 67. But, you know, they’re mentally still alert and can offer quite a lot, [...] Why should that be a barrier?”

Older worker

Thus, BIT decided to create a scheduling and adjustments form with the aim of normalising making these requests. By providing candidates with a list of options from a list rather than having to actively request them, this should help to alleviate the feeling that their request could inconvenience employers or negatively affect their hiring outcomes – especially as employers select adjustments to include which they are happy to offer. Moreover, the form itself is called a ‘scheduling form’ to reiterate that requesting support is a normal part of the process.

Whilst developing this prototype BIT learned that some employers may not be able to accommodate every option and so they can adapt the form to only include ones which their organisation can offer.

Scheduling options

The first part of the form allows the candidate to select the interview location as well as a date and time that suits them. When presented with a mock-up of an interview invite during the alpha and beta phases, older workers were keen to know the exact location of the in-person interview so they could calculate how long it would take to get there and therefore a Google map link was added to the example to encourage employers and recruiters to do the same.

Figure 9: Location options

1a → Where would you like your interview to be?

Description (optional)

- ☐ A London Office (58 Victoria Embankment, Temple, London EC4Y 0DS)
- ☐ B Glasgow Office (82 George Square, Glasgow G2 1DU)
- ☐ C Remote (Video or Phone call)

[Add choice](#)

1 → Where would you like your interview to be?

- ☐ A In person, at our London Office [Google map link: <https://goo.gl/maps/zBEKuazRQAr46rxj9>]
- ☐ B Remote, video call on Zoom (Video call)
- ☐ C Remote, telephone call

Overall, feedback from older workers was very positive. They thought the form was ‘straightforward’ and easy to use. The ability to schedule the interview removed any worry associated with not being able to make a preselected interview slot.

“[If] you can’t actually do it for whatever reason you’ve got and not just because you don’t want to go. [...] I would feel ‘oh no, I’ve got to tell them that I can’t do that day’ and you wonder if the employer may think well [...] [if] you want this job just come on this day. So I think it’s good that it’s fairer for the applicant.”

Older worker

Support options

Initially, candidates progressed through each section of the form in sequence, i.e. communication options then accessibility options and so on. Partners said they would be able to easily integrate the form into their existing processes but they found the initial version too long and thought having too many options may confuse potential candidates, especially if they feel like they don’t need them. They suggested removing the requirement to complete each section. Therefore, BIT added a section that listed all upcoming categories of support to provide candidates with the opportunity to select those that are relevant to them. Candidates would then be shown further options based on their initial selection (e.g. seeing more detail on communication support had they selected this initially).

“I think I like the idea of providing a bit of scenery and saying this is what we can offer, if any of these are suited to you, click on the link and then they go through to that section, and then it bypasses it for everyone else. I think that makes more sense.”

Partner

Figure 10: Support options

3 → How can we support you in this interview? *

Let us know what we can do to make your interview experience better. We are happy to make any adjustments to ensure you are as comfortable in your interview as possible and can perform at your best. Choose as many as you like.

Choose as many as you like

☐ A No requirements, I'm all done.

☐ B Communication support (e.g. BSL)

☐ C Accessibility (e.g. room setup, access to building, accessible parking)

☐ D Interview format (e.g. video setup, captions, breaks)

☐ E Other

5 → Accessibility:

Choose as many as you like

☐ A Access to accessible toilet

☐ B Accessible parking reservations

☐ C Step-free access

☐ D Wheelchair friendly space

☐ E Reduced light and noise levels

☐ F Accessible keyboard

☐ G Big screen

☐ H Other

4 → Communication support:

You can request communication support, for example, if you are Deaf or hard of hearing and need a British Sign Language interpreter or lipspeaker; or have a physical or mental health condition or learning difficulty and need communication support.

If you choose to bring a communication support person, someone from our team will get in touch with you in advance to ensure we are supporting you the right way. For example, we can add extra time and breaks to your interview.

You can apply to the UK Government Access to Work to get money for communication support at a job interview.

☐ A Yes, I will bring my communication support person

☐ B Yes, I require The Orange Company to provide a communication support person

☐ C No, I don't require communication support

☐ D Other

6 → Interview format:

Choose as many as you like

☐ A I'll need to bring materials as prompts (e.g. my CV)

☐ B I'll need a break (we will ask for your guidance on the day)

☐ C I'll need more time to answer the questions

☐ D Other

Submit

Never submit passwords! - [Report abuse](#)

Our final prototype consisted of three different adjustment sections, ‘Communication support’, ‘Accessibility’ and ‘Interview format’. Each provides a list of options, but is not intended to be exhaustive. In each section there is also the opportunity to select ‘Other’ for candidates to request anything else they may need.

3.2.4 The confirmation email template

The confirmation email provides more extensive information about the interview, such as the interviewer or interview panel, example interview questions and options selected in the form. BIT included information in the template which helps candidates prepare for the interview and provides a fairer chance of succeeding. During the alpha and beta phase, older applicants expressed that they wanted more specific information about interview logistics such as when to arrive and contact details to use if issues arose before an in-person interview. Therefore, ‘What to do on the day’, ‘Next Steps’ and contact information were added to the template.

Figure 11: Confirmation email template

Downloadable template

Subject: Your interview at [Company name],

Dear [Candidate's name],

Thank you for scheduling your interview. Your interview slot is as follows:

Date: [Day of the week], [Date], at [Time]

Location: [Location selected in the form] (A calendar invite will follow with details) and link to Google maps.

Length: [number] minutes [with break - delete as appropriate]

Interview Panel: [Name (Role)], [Name (Role)] and [Name (Role)].

Format: The [Type of session] will be in a [describe how you will run the session, e.g. question-and-answer, task based] format. [Describe the session in a bit more detail]
[Add in at least two example questions]

You'll be able to raise questions and subjects for discussion.

Preparation: [Describe any preparations the candidate might need to do]

Summary of options selected in the scheduling form: [Describe any other requirements selected by the candidate and respective next steps.]

On the day: [Describe any instructions the candidate might need to get to the building, what to do if they have issues arriving or how to join the virtual meeting.]

Next steps: [Describe any next steps and reminders they will receive before the interview.]

You can make changes to your scheduling form within the next 48 hours by using the following link:

[Link to form]

If you require any changes after that, get in touch via [X]. If you are disabled or have additional requirements with regard to interview arrangements, please add them to the scheduling system or let me know directly.

Please do contact me if you have any queries in the meantime.

Kind regards,

[Name of hiring manager or person responsible for answering questions]
[Role, Phone number, Company name]

Some older workers expressed that having the interview format and structure as well as example questions in advance is helpful. Therefore, in the confirmation email template employers and recruiters are encouraged to add the format and at least two example interview questions. This also caters to employers and recruiters who were hesitant to add the actual interview questions.

“Perhaps examples of interview questions instead [...] a selection of what might be asked.”

Older worker

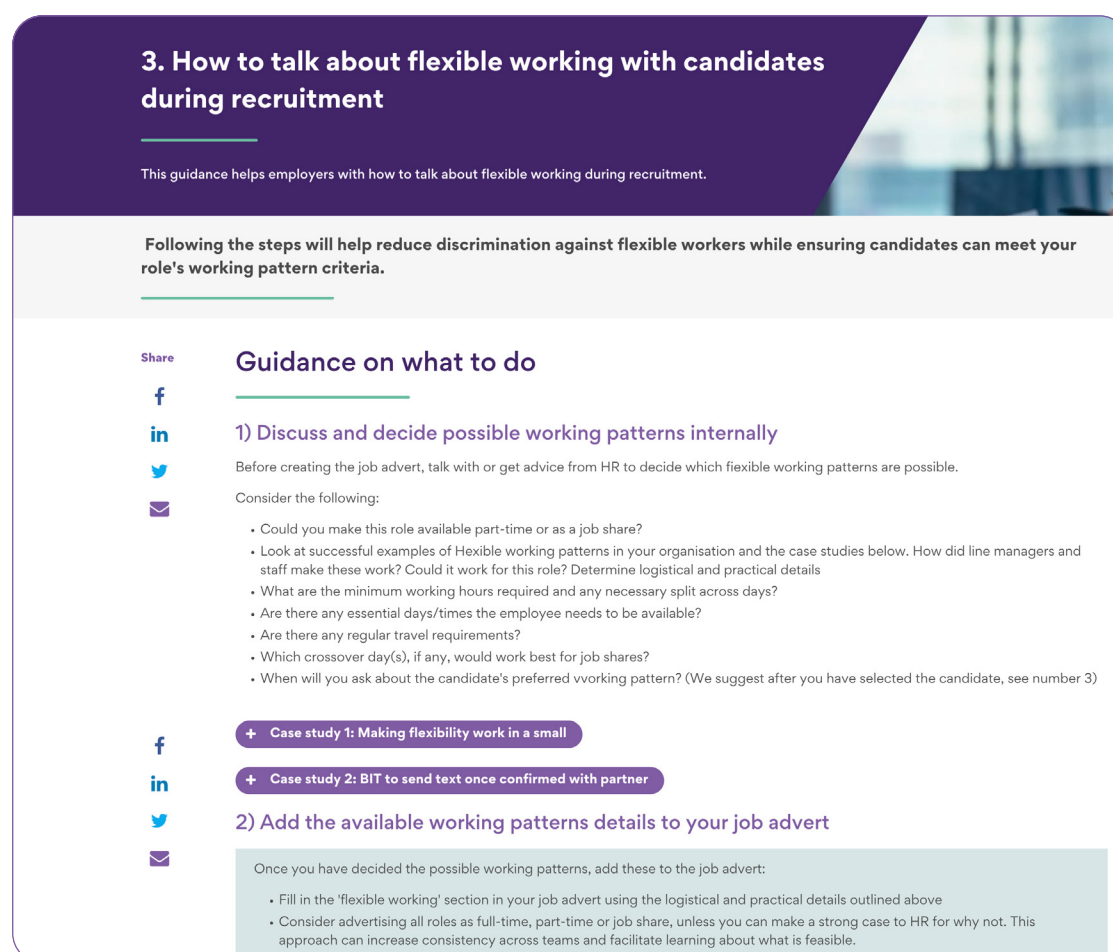
3.3. Guidance on how to talk about flexible working during recruitment

3.3.1 Summary

This tool provides employers and recruiters with concise guidance on ‘How to talk about flexible working with candidates during recruitment’. Offering flexible working is important to older workers. For example, older workers are more likely to work part-time and wish to work fewer hours than they currently do, they are more likely to be disabled and have as many or more caring responsibilities than younger age groups.³⁶ Consequently, this tool aims to reduce discrimination against flexible workers and thus benefit older workers.

A description of each step in the guidance and how it may reduce age bias is outlined below in ‘3.3.2 Steps in the Guidance’.

Figure 12: Screenshot of the ‘How to talk about flexible working with candidates during recruitment’ tool



3.3.2 Steps in the guidance

This tool displays guidance in chronological order so that employers and recruiters can follow it step by step.

01. Discuss and decide possible working patterns internally

Our first step advises employers and recruiters to discuss and decide what flexible working patterns they can offer before advertising the role and it aims to:

1. Consider other working patterns: encourage an internal discussion between hiring teams and HR about which flexible working patterns are possible.

During discussions with pairs of HR and line managers about whether they could add a 'Flexible working' section to their job advert, BIT observed HR and line managers challenging each other's assumptions about the feasible working patterns of a role. In one case there was an initial perception a role could not be offered as a job share. However, after further discussion and the HR participants explaining a process they had used previously, they agreed a job share would be possible.

2. Provide case studies: provide examples of how others have put flexible working into practice.

Across both the alpha and beta phase, BIT found that when asked about why they wouldn't be able to offer job shares or part-time roles, participants tended to explain that whilst it might work for others it wouldn't work for their organisation, i.e. they were unique. Therefore, case studies were added to this step, to demonstrate how different types and sizes of organisations have proactively accommodated flexible working patterns.

“It would be really useful to have examples. And so where it says, think about previous examples of successful flexible working patterns in your organisation as a piece of guidance, it would be really useful to have examples from different employers, maybe from, you know, SMEs and a variety of organisations so employers can kind of compare and think. Okay. Let's have a look at how it's been done right before? Let's see if we can do this.”

Partner

Figure 13: Flexible working case studies provided by partners

– Case study 1: Making flexibility work in a small

A small business (19 employees) was looking to hire more staff, but needed support in the best way to approach it. The owner had not recruited for some time and sought external HR support. Previously, the owner had asked their employees to introduce candidates and the interview process was no more than a chat. This resulted in mainly family and friends of the workforce applying.

To expand out their workforce, the owner was open to part-time and job shares but apprehensive of how it would work. The HR consultancy supported the Managing Director with the process and advised him about how to promote flexible options in the advertisement. They suggested that it would be best to agree flexible working patterns with candidates after they had been interviewed.

The best candidate wanted to work around older adult caring commitments. The Managing Director needed to ensure there was full staff coverage across the week, so asked existing employees if anyone would be willing to change one of their days. A member of the team wanted to change a day and so the Managing Director was able to both support their existing team and offer the job to their ideal candidate.

Thanks to the HR Specialists for providing this case study.



Case study example from a SME –
with thanks to The HR Specialists

3. Reduce logistics friction: pre-determine logistical and practical details of flexible working patterns, such as minimum working hours, to reduce challenges further down the line.

BIT found that many of the issues associated with setting up part-time roles and job shares seem to stem from leaving discussions about working patterns until too late in the recruitment process. A mapping exercise was used to determine how employers set up part-time roles or job shares and where barriers exist throughout the process. Barriers included perceived difficulty of logistics as well as scheduling and cost, which may be harder to overcome if there has been no forethought.

02. Add the available working pattern details to your job advert

Linked to '06 Flexible working' in our job advert template, our second step encourages employers and recruiters to add a flexible working section to their job advert which aims to:

1. Act as a commitment device: if employers advertise that these flexible working patterns are available, and their parameters, they may be more likely to 'stick' to them.
2. Increase transparency: it makes possible flexible working patterns transparent, meaning older applicants know whether this role offers flexible working patterns that matches their needs.

Figure 14: Flexible working section of the job advert

+ Case study 2: BIT to send text once confirmed with partner

2) Add the available working patterns details to your job advert

Once you have decided the possible working patterns, add these to the job advert:

- Fill in the 'flexible working' section in your job advert using the logistical and practical details outlined above
- Consider advertising all roles as full-time, part-time or job share, unless you can make a strong case to HR for why not. This approach can increase consistency across teams and facilitate learning about what is feasible.

Create an inclusive job advert

[Read more](#) →

This section was informed by observations during the alpha and beta phases. From an older worker perspective, BIT observed them searching for details on flexible working details during a job advert exercise such as days of the week they would have to work and hours per week. From an employer perspective, we found that there tended to be a minimum number of hours possible for a role, but that employers also wanted to maintain the ability to be flexible.

“Usually my line manager will say we’ve got this full-time post or part-time post or we need a set number of hours for a role.”

Line manager

However, they also highlighted that levels of flexibility are highly dependent on the role and sometimes they preferred to remain open to different types of working pattern requests under specific circumstances such as when they receive a small number of applications. This informed BIT’s decision to opt for guidance on how to discuss flexible working rather than creating a process for setting up part time work or a job share which is likely to be specific to the role.

“I think [...] it’s determined by the role, [there are] some roles where its practical. [...] for example, role, I’ve actually just hired somebody who’s coming in on a part-time basis.”

Partner

03. Do not ask about working pattern preferences until you make an offer

The third step advises employers and recruiters to wait until they have made an offer before asking about working pattern preferences. This is to ensure that those involved in decision-making processes do not directly or indirectly consider working pattern preferences when selecting a candidate, reducing bias against candidates who need flexibility. To ensure that candidates meet an employer's working pattern criteria, it is important that employers and recruiters also clarify what these are from the 'get-go' by adding the available working pattern details to their job advert.

Throughout alpha and beta sessions several barriers were identified:

1. **Preference to know applicant's working pattern early in the process:** there is a desire to find out a candidate's working pattern preferences near the beginning of the process with some asking at the interview.

“So, ideally [it] would be right at the beginning, and more about [...] their background and what they're willing to share.”

Line manager

2. **Additional work:** reluctance to wait until the offer stage to know this because it can lead to false expectations or having to go back in the recruitment process.
3. **Need for confirmation:** there is a need to confirm that candidates meet the minimum hours and days for the role in the interview or screening process since candidates may not have digested that information. For example, sometimes candidates do not know the minimum working requirements even when specified which makes it difficult to delay the discussion to the selection stage.

“Are you aware that there's a part-time role or job share? And at that point, we can ask them whether or not the hours that we've suggested are suitable and then if they turn around say, 'Oh no, I didn't realise that those are the hours. I can't do that because [of] the school [run]', so caring commitments, then we were probably end the process.”

Partner

To reassure employers and recruiters, the tool was adapted to suggest adding a tick box in the 'eligibility criteria' section of an application form or elsewhere that candidates have to check if they can meet the minimum requirements. For example, a candidate would have to confirm they can work a minimum of 16 hours per week by ticking a box in the form.

04 Monitor flexible working pattern preferences

The fourth step involves collecting data on flexible working pattern preferences so that employers and recruiters have access to data which they can use to create a better and more inclusive recruitment process. To align with the previous step, '03 Do not ask about working pattern preferences until you make an offer', this can be included as part of an employer's or recruiter's equal opportunities monitoring form.

4. Summary

The Behavioural Insights Team partnered with Ageing Better to collaborate with employers, recruiters and older workers to design, concept test and iterate three tools to disseminate on Ageing Better's website using an iterative prototyping method. Notably, the final three versions elicited positive reactions from partners and included:

1. A Job advert template

The job advert template tool aims to help employers and recruiters create new job adverts, or adapt their current job adverts, in such a way that may reduce age bias during this stage of the recruitment process. It has a checklist which encourages employers and recruiters to implement nine pieces of advice in new or existing job adverts as well as functionalities which make it easy to use to facilitate uptake.

2. An interview invitation template and scheduling and adjustments form

This tool aims to help older workers (and anyone who is disabled and/or has a health condition and needs adjustments) feel more comfortable asking for reasonable adjustments and thus have a more equitable start to the recruitment process. It makes it easier for employers and recruiters to make adjustments and provides information on the benefits that integrating these templates could have on older workers. For older workers, it provides information that helps them better prepare for the interview and identify whether they need to request a reasonable adjustment as well as making it easier to request one.

3. Guidance on ‘How to talk about flexible working’

This tool aims to reduce discrimination against flexible workers and thus benefit older workers by providing succinct guidance on ‘How to talk about flexible working’ during the recruitment process. It encourages discussions about considering flexible working at the very start of the recruitment process to act as a commitment device and reduce logistical issues further down the line. Moreover, it encourages employers and recruiters to be transparent about what they can offer by adding a flexible working section to their job advert. It recommends that employers and recruiters wait until the offer stage before asking/being told what a candidate’s flexible working pattern preferences are to ensure that selection is based on the suitability of the candidate rather than preferred working pattern.

Appendices

Appendix A: Recruitment journey map

Method

Desk research

BIT conducted initial desk research to identify the key stages of the recruitment process and create a visual map of these from both an employer and candidate perspective. BIT reviewed 15 pieces of grey and white literature that were used to build the recruitment journey map.

Table 2: Literature used to build recruitment journey map

Career builder. (2015, May 15). Over half of employers have researched a job candidate on social media, finds careerbuilder.co.uk survey. <https://hiring.careerbuilder.co.uk/news/employers-research-job-candidates-on-social-media>

CIPD. (2022). Pre-employment Checks—Guidance for Organisations. <https://www.cipd.org/uk/knowledge/guides/pre-employment-checks-guidance-for-organisations>

CIPD. (2022, December 5). Recruitment Process Overview | Factsheets. <https://www.cipd.co.uk/knowledge/fundamentals/people/recruitment/factsheet>

CIPD. (2020, October). Resourcing and Talent Planning Survey 2020. https://www.cipd.org/globalassets/media/knowledge/knowledge-hub/reports/resourcing-and-talent-planning-2020_tcm18-85530.pdf

CIPD. (2022, December 6). Selection Methods. <https://www.cipd.org/uk/knowledge/factsheets/selection-factsheet>

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Eploy. (2022). 6th Annual UK Candidate Attraction Report 2021-2022.

Jobsoid. (2020, September 8). Job Description and Job Specification. <https://www.jobsoid.com/difference-between-job-description-and-job-specification>

Local Government & Social Care Ombudsman. Recruitment Policy. <https://www.lgo.org.uk/information-centre/internal-policies/recruitment-policy>

Office for National Statistics, UK: December 2021. (2022, March 15) Public sector employment. <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/publicsectorpersonnel/bulletins/publicsectoremployment/december2021>

Roberts, A. (2018, May). Recruitment 101: how to write and publish a job ad that gets results. Rotacloud. <https://rotacloud.com/blog/how-to-write-and-publish-a-job-ad>

Rotacloud. The complete recruitment guide for small businesses. <https://rotacloud.com/resources/recruitment-guide-small-business>

Walters, R. Guide to recruitment for SME businesses. https://www.robertwalters.co.uk/content/dam/robert-walters/country/united-kingdom/files/whitepapers/Robert%20Walters%20SME%20Guide%20to%20Recruitment_web.pdf

Winterbotham, M., Kik, G., Selner, S., Menys, R., Stroud, S., & Whittaker, S. (2020). Employer Skills Survey 2019. Department for Education.

University of Cambridge. (2013, March 17). Recruitment Guidance. <https://www.hr.admin.cam.ac.uk/recruitment-guidance>

Partner interviews for the recruitment journey map

Sampling frame and recruitment

Purposive sampling was used to identify four organisations from our partners which varied in size, type and expertise to include in interviews.

Data collection

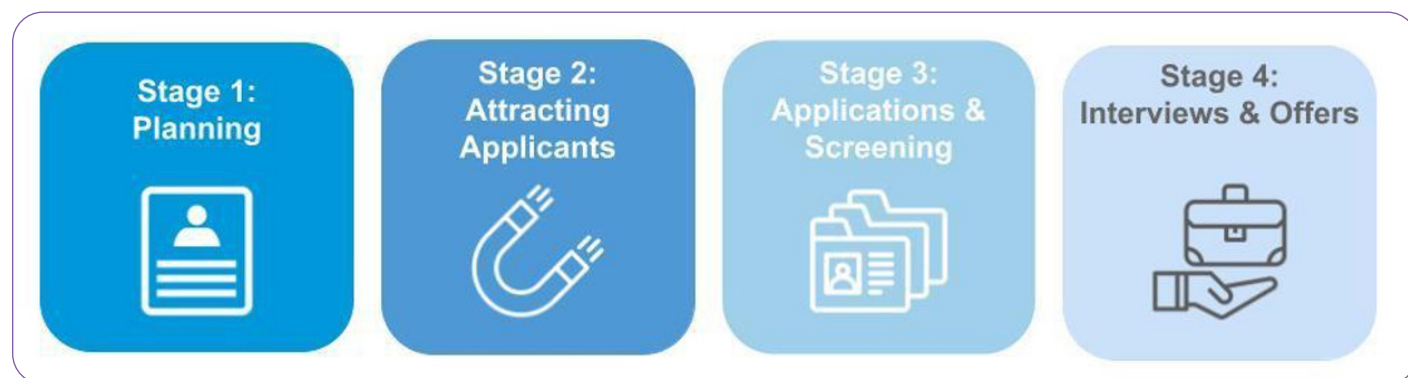
BIT conducted four 60-minute semi-structured interviews with partners. The interviews took place online, via Google Meet. The interviews were broadly structured into six to ten sections depending on the interviewee that aimed to:

1. Clarify and provide a more detailed understanding of parts of recruitment processes, methods or concepts, e.g. ‘What is the partner organisation’s understanding of ‘cultural fit’?’.
2. Confirm our understanding of or identify any gaps in the recruitment journey process.
3. Provide novel insights in areas which haven’t previously been explored, e.g. application tracking systems.
4. Inform what to include in the first workshop.

Output

Four key stages were identified in the recruitment process (see ‘Key stages’ below).

Figure 15: Key stages of the Recruitment Process



Considering that the recruitment process is not uniform across every organisation, BIT provided a comprehensive journey map which highlighted steps that are probably included in most organisations' recruitment process, as well as additional or alternative steps which may be included by a smaller number of organisations. Steps which were used more frequently by different sectors such as public, private (small) and private (large) were identified and marked on the map.

Appendix B: Co-design workshop

Method

Aim

The aim of the first co-design workshop was to create a longlist of solution ideas based on areas of age bias identified in the literature and interviews.

Participants

Sixteen prototyping and working group partners attended the co-design workshop.

Activities

The 90 minute online workshop consisted of three main activities:

1. **Understanding age bias in the recruitment process:** a presentation of areas where age bias may occur in the recruitment process using findings from the ‘Recruitment Journey Map’ to help partners understand the potential drivers of age bias. Notably, areas of bias occurring in stages 2 to 4 (see Figure 15) were presented due to crossover of areas of bias across stages 1 and 2.
 2. **‘ThinkGroup exercise’³⁷:** conducting a ‘ThinkGroup’ exercise, in breakout rooms to generate solution ideas for areas of bias BIT presented, using prompts such as ‘How might we reduce age bias due to employer benefits in job adverts?’
 3. **EAST framework exercise³⁸:** in the same breakout rooms, participants voted on their favourite idea from the ‘ThinkGroup’ exercise and subsequently used the EAST framework to make the selected solution more likely to change behaviour. Partners were encouraged to use both the perspective of hiring managers and older job seekers.
-

Output

The ideas and solutions which partners generated were used to develop a ‘Solution Longlist’ outlined in the following section.

Appendix C: Solution Longlist

Method

Aim

To select nine solutions for the first ‘Selection and Narrowing’ workshop.

Participants

BIT conducted the research activities below with input from Ageing Better and a survey sent to partners.

Activities

Framework

BIT split co-design workshop solutions into the last three stages of the recruitment process they focused on in the co-design workshops (‘Attracting Applicants’, ‘Applications and Screening’ and ‘Interviews and Offers’). Next they reviewed all the co-design workshop ideas partners had come up with and combined similar ideas. In total there were 55 solution themes.

Longlist selection

BIT whittled down the 55 themes to include 23 solutions (see Table 3) for the longlist using a framework they developed to identify:

- Whether the solutions were in scope (i.e. would BIT be able to build and implement a prototype). Solutions which BIT would not have the capacity to build, e.g. a highly technical end-to-end platform, were classed as out of scope. Five solutions were considered to be out of scope.
- Any existing evidence which indicates that solutions would have or has the potential to have a positive or negative impact for older applicants or candidates with other characteristics³⁹. BIT reviewed all solutions added to the framework and one was identified as having a potential negative impact and thus excluded from the longlist.
- Whether the solutions already existed or were innovative.
- Whether any barriers to implementation of the solutions already exist.

The solutions BIT included generally have one or more of the following features:

1. Existing positive evidence for an impact on older or candidates with other marginalised characteristics.
2. Potential for the solution to have a positive impact.
3. Innovative and seemingly wouldn’t have a negative impact.

Table 3: 23 Solutions included in the longlist

Attracting Applicants

1. Use objective requirements in the person specification
2. Remove stereotypical language
3. Remove degree requirements and years of experience requirements unless necessary
4. Design and promote the use of a standardised job advert template
5. (a) Identify novel benefits and (b) understand existing ones that appeal to older workers and (c) ensure these benefits are clear and easy to find in the job advert
6. Ensure employers (a) include clear salary expectations and (b) remove requests for candidates' current/historical salary
7. Increase availability of job shares/part-time roles
8. Use data and recruitment targets
9. Ensure adverts reach older applicants by (a) identifying channels which they use to search for jobs and (b) circulating job adverts on those channels

Applications and Screening

1. Anonymise applications by removing implicit and explicit age cues
2. Encourage the use of situational/work-sample questions in application forms
3. Promote the use of a standardised application form template
4. Design and promote the use of a standardised job advert template
5. Include a practice test, justify the use of the test and adjust the wording before the test
6. Ensure applications are screened by more than one person or an independent reviewer
7. Encourage employers to understand and test automated screening methods

Interviews and Offers

1. Use (a) structured interviews and (b) use standardised scoring criteria
2. Anonymise interviews
3. Ensure each interview has more than one interviewer
4. Provide interview guidance to help prepare candidates for interviews
5. Include a 'cooling off' period after interviews and before selection
6. Ensure there are independent and multiple decision-makers
7. Make candidate feedback mandatory to ensure fair evaluation

Partner Survey

BIT sent out a short survey to partners to guide our selection of ideas to take forward for the next co-design workshop to help:

- Indicate whether any solutions are common (within our sample) by asking whether partners currently implement the solution or have tried the solution before.
- Identify whether the solution is feasible by asking partners whether they feel the solution could work in their organisation.
- Highlight preferences by asking partners to select their top 6 ideas.

Output

BIT shortlisted nine solutions to take forward using:

- Feedback from and preferences of 15 partners
- Input from Ageing Better
- Predicted feasibility and impact
- Distribution of solutions across different stages

Table 4: Nine shortlisted solutions

Attracting Applicants

1. Remove stereotypical language
2. Standardised job advert template
3. Increase availability of job shares/part-time roles
4. Ensure adverts reach older applicants

Applications and Screening

1. Assess a variety of skills and simulate real-world scenarios
2. Encourage the use of situational/work-sample questions in application forms

Interviews and Offers

1. Structured interviews and standardised scoring criteria
2. Provide interview guidance to candidates
3. Mandatory candidate feedback

Appendix D: Selection & Narrowing Workshop (1)

Method

Aim

The aim of the first selection and narrowing workshop was to select six solutions to take forward to the alpha prototyping phase.

Participants

Twelve prototyping and working group partners attended the first selection and narrowing workshop.

Activities

The 90 minute online workshop consisted of three main activities:

1. Present the top nine solutions: BIT presented the top nine solutions outlined in Table 4 and our method for producing the shortlist. BIT also gathered quick initial feedback on whether we should take each solution through to the alpha prototyping phase using a poll.
2. Explore solutions: partners were split into three breakout rooms to discuss three out of the nine solutions in more depth (so each idea received equal discussion time). In particular, BIT gathered general reflections and feedback on feasibility and impact.
3. Ranking exercise: partners were asked to rank solutions on feasibility and impact in order to produce a matrix to present back to partners and inform BIT about which solutions may be best to take forward.

Output

Post-workshop survey

BIT sent a post-workshop survey to all prototyping and working group partners to gather feedback on which prototypes to take forward. This was sent a week later to give partners time to reflect on the nine solutions and 15 partners provided feedback.

Partners were asked the following questions:

1. Which 4-6 solutions should the project prototype?
2. If you are not a prototyping partner, would you like to get involved in prototyping?
3. If you are a prototyping partner or interested in prototyping, which solutions would you like your organisation to prototype?

Solution selection

In addition to survey responses and feedback from the selection and narrowing workshop, BIT also considered the following when selecting which solutions to take forward:

- **Suitability:** whether there was a suitable partner organisation to implement the solution and whether they were willing to be involved in the prototyping.
- **Feasibility:** whether BIT had the technical capacity to develop a prototype.

Table 5: Six agreed solutions for the alpha phase prototyping

Attracting Applicants

1. Remove stereotypical language
2. Increase availability of job shares/part-time roles
3. Ensure adverts reach older applicants

Interviews and Offers

4. Structured interviews and standardised scoring criteria
5. Provide interview guidance to candidates
6. Mandatory candidate feedback

Appendix E: Alpha prototyping phase

Method

Aim

The aim of the alpha prototyping phase was to explore, develop, test and improve the tools across three iterations in order to present six prototype ideas in the second selection and narrowing workshop.

Participants

Overall 22 participants took part in the alpha prototyping phase (see table 6 for details).

Table 6: Participants and recruitment

Participant type	Number of participants	Recruitment
Prototyping partners	10	Invited via email to take part
Lived experience: older workers	9	3 were independently recruited via an online research panel. 6 were recruited via partner organisations.
Lived experience: hiring managers	3	1 was independently recruited via an online research panel. 2 were recruited via partner organisations.

Activities

Overall, BIT conducted three iterations which included four types of sessions: expert interviews, in-depth interviews, group work sessions and prototyping sessions.

Table 7: Session overview

Solution	Sessions
Remove stereotypical language	<ol style="list-style-type: none"> 1. Prototyping sessions: three rapid interviews with partners to test an early prototype of a tool which identifies stereotypical language. 2. In-depth interviews⁴⁰: three in-depth interviews with independently recruited older workers to identify words/phrases that are off putting.
Increase availability of job shares/ part-time roles	<ol style="list-style-type: none"> 1. Expert interview: one expert interview with a partner about the challenges of setting up job shares and one on the challenges of setting up part-time work. 2. In-depth interviews: three in-depth interviews with independently recruited older workers to understand specific needs when it comes to part-time work or job sharing. 3. Group work session: a work session with older workers and managers from partner organisations to understand their perspective on barriers and facilitators to setting up and providing guidance on part-time work.
Ensure adverts reach older applicants	<ol style="list-style-type: none"> 1. Expert interviews: one expert interview with a partner about the challenges of reaching older applicants. 2. In-depth interviews: three in-depth interviews with independently recruited older workers to understand search terms and habits when they look for jobs as well as how they would like to be reached. 3. Group work session: a work session with partners to understand their perspective on how to reach candidates and ensure that job adverts are appealing to older applicants.
Structured interviews and standardised scoring criteria	<ol style="list-style-type: none"> 1. Expert interviews: three expert interviews with partners to reflect on: existing structured interview and scoring processes, considerations, processes, challenge and benefits, improvements and older worker specific considerations.

Provide interview guidance to candidates	<ol style="list-style-type: none"> 1. Expert interview: one expert interview with a partner to understand the challenges around providing support to candidates. 2. In-depth interviews: three in-depth interviews with independently recruited older workers to understand what support would be helpful prior to interview or an assessment. 3. Group work session: a work session with older workers from partner organisations to understand their perspective on interview guidance and how to improve it.
Mandatory candidate feedback	<ul style="list-style-type: none"> – Expert interview: one expert interviews with partners to assess what considerations people providing candidates with feedback need to make, the challenges and benefits of implementing these processes, how could its use improve and if there are any older worker specific considerations. – Prototyping sessions: one prototype testing session independent hiring manager and two with partners. – In-depth interviews: three in-depth interviews with independently recruited older workers to understand their perspective on a draft feedback email and what feedback has or could be helpful.

Output

Key findings

Remove stereotypical language

- Identify and provide alternative wording: alongside highlighting words and understanding their effect on people, employers also mentioned the need for alternatives based on research with older workers. While GROW 1 research found some positive phrases, more research is needed to identify specific alternatives to off-putting words.
- Rethink how the job ad is written: employers noted that not all words which could deter older candidates would lead to a simple replacement “word for word”. Alternatives need to be more descriptive and specific of what the job responsibilities entail and therefore require rethinking or reframing the whole job advert.
- Use clear and descriptive language: some words were off-putting when the meaning was unclear such as ambiguous words, like “operational excellence” or “fast-paced”, or clichéd words like “transformational” though this wouldn’t necessarily stop prospective candidates from applying). Using behaviours instead of characteristics could be one way to reduce ambiguity.

- Integrated with existing platforms: in general, the prototype was received well by all participants. It is essential that every highlighted word explains the evidence and how it affects older workers (as with the prototype). Partners also suggested the decoder could be integrated in existing recruitment platforms or software, in combination with other types of words (e.g. gender and race).
- Provide the rationale behind the highlighted words: partners wanted additional information about how words highlighted by the prototype made older workers feel, and why. In particular, they wanted to understand why some words may deter older applicants without making assumptions. One partner suggested BIT should make the messaging more striking and relating to what legal requirements should be met.

Ensure adverts reach older applicants

- Craft ads to include keywords and the type of role older workers are looking for: BIT saw older workers scanning job ads and job advert headers for characteristics they were looking for in a job and using that to assess if the job was appropriate for them quickly. BIT has some understanding of what older applicants might be looking for in a job advert (e.g., part-time role) but not whether these jobs are likely to appear in their searches.
- Lack of data on which platforms attract older applicants: older workers use a breadth of different methods to search for job adverts. However, BIT still does not know where older applicants disproportionately search for jobs. Employers find it difficult to get data around where older workers look for jobs, because the age of people looking for jobs is not available in jobs boards.
- Employers value convenience and low cost when posting jobs: employers use aggregate sites that post across multiple job platforms instead of manually posting jobs in multiple places. There are costs associated with posting in ‘more niche’ or a wider range of platforms.

Provide interview guidance to candidates

- Provide practical details and ways for candidates to ask further questions: older applicants are interested in understanding the format and timing of the interview and practical details (such as dress codes). Having someone to speak to before the interview is also helpful.
- Make it easier for older applicants to ask for reasonable adjustments: older applicants might not know what they can or cannot ask for and may feel uncomfortable asking for adjustments for fear of harming their application. For example asking for more time or to know questions in advance.
- Provide relevant guidance in an engaging format: older applicants may be less likely to engage with guidance if its format is a long document. Candidates are also bombarded with information in the run-up to interviews and/or are overwhelmed by information online.

Increase availability of job shares/part-time roles

- Make information accessible for those who don't have pre-existing networks: Information about job shares and part-time roles is often shared through talking to others currently in these jobs. This means people outside these 'networks' find it hard to know their options because there's a lack of accessible guidance or information provided in other ways. Guidance can be too formal and inaccessible.
- Employers stick with the status quo and the perceived upfront work of creating job share/part-time roles puts off managers: When a role has historically been performed full-time, it can seem like a lot of work to make the transition, especially if managers are inexperienced with part-time workers. It is harder to switch a full-time role to part-time than recruit directly for a part-time role.
- Make it clear when roles are available on a job share or part-time basis: older applicants may fear asking about part-time roles during the application process due to the perception that the employer will dislike the request and therefore be less likely to hire them.

Structured interviews and standardised scoring

- Cater for different employers: break down the process into the different elements to cater for companies who might have adopted some parts but not others. Employers are at different stages of implementing these processes, so guidance should be flexible to their situation and constraints.
- Provide implementation tips: employers create their own strategies to implement and deliver these processes successfully. For example, setting time aside in advance in the hiring manager's schedule. These strategies can be examples and tips for other employers starting from scratch.
- Show where processes can be flexible: structure ensures all candidates experience the same recruitment process and are given an equal opportunity.
- To accommodate contextual factors employers need to know where processes can be adapted or flexible, and what impact that might have on candidates.
- Training and explanation is helpful: partners suggested that hiring managers need to receive training on how to carry out structured interviews successfully. They also suggested it would be helpful to include a description of the scoring and performance expectations in the scoring matrix template.
- HR may quality assure interview processes: some partners have implemented ways to 'quality assure' interviews, for example, reviewing and comparing interview scores across candidates to sense check their scoring method.
- Cost of recruitment software is a concern: recruitment software can be costly, and some employers might need help to afford it or change it.

Mandatory candidate feedback

- Create templated feedback options: hiring managers identified that there are usually very common reasons for candidates to be unsuccessful in their application, and so the creation of a few templated reasons could encourage feedback.
- Managers want to be able to focus their efforts on making feedback personal but lack time to do so: hiring managers know that providing feedback and suggesting other roles can encourage candidates to re-apply. However, their heavy workload makes it difficult to find the time to provide useful personal feedback with quality. One hiring manager also mentioned that siloed processes can lead to additional work due to double data entry and the need to “chase” people for information.
- Provide detailed feedback: older workers mentioned feedback should be detailed i.e. not just scores, but the rationale behind the scores. Useful feedback would also cover things they can improve on rather than what they can’t control, like experience.
- Feedback may be suitable for employers with fewer roles: the prototype template for providing feedback was seen as having the potential to work for roles with less turnover or where there might be fewer applicants. Otherwise, it might still be too much time for each piece of feedback with that quality and level of detail.
- Changes to feedback may need to be integrated into an employer’s recruitment software: providing feedback needs to be built into the recruitment process timeline. However, the software used heavily influences employers’ recruitment processes, making it harder to change.
- Consider the quality of feedback and who sends it: the quality of candidate feedback is mixed and depends on the hiring manager. Further, hiring managers may not send the feedback, so that needs to be accommodated by this process.

Evolved prototypes

- Based on key findings throughout the alpha phase BIT adapted the six original prototypes to create the following six ‘evolved’ prototypes:

1. Job advert template

The template would help employers and recruiters write better job adverts focusing on the key learning of the alpha prototyping phase, such as:

- Advertise all roles as available as a job share or part-time
- Use words and phrases that older workers are more likely to search for
- Check for ambiguous or stereotyped language
- Focus requirements on behaviours not personal characteristics
- Include timelines and next steps in the recruitment process
- Note that reasonable adjustments are available
- Contact information to discuss the role

It builds on the following prototype findings from the alpha phase:

1. Increase availability of job shares/part-time roles: it meets older applicants' needs for part-time work by increasing the number of roles advertised in a job share/part-time.
2. Ensure adverts reach older applicants: older applicants may use certain search terms more, even if they use a wide range of platforms. A template could encourage employers to add these to their job adverts.
3. Remove stereotypical language from job adverts: there are only a small number of evidenced terms so these could fit alongside other suggestions to reduce age bias in adverts instead of being a standalone prototype.
4. Provide interview guidance to candidates: break down and offer guidance when most needed and so add timelines, reasonable adjustments and contact information to job adverts.

2. Interview invitation template and scheduling and adjustments form

- The template would ensure that key details are included, e.g. length of interview, location, suggestions for how to get there in-person or how to join online, dress code, and what to expect.
- A reasonable adjustments and scheduling form would make it easier for candidates and managers to ask about and provide them. Providing a list and sharing this with all candidates may encourage those who need them to make use of them, rather than relying on individuals to ask.

It builds on the following prototype findings from the alpha phase:

1. Provide interview guidance to candidates: breaking down and offering guidance when most needed may be beneficial for older workers and so this ‘evolved’ prototype provides information across invitation and confirmation emails/ practical information about the interview. Moreover, making it easier for managers to find out about reasonable adjustments, and for candidates to ask about them, may also support older applicants.

3. Process for setting up a job share/part-time role

- A step-by-step process for either transitioning an existing full-time role into a part-time role or job share (as this may be most challenging) and/or creating a new part-time role or job share. This would help to reduce the perceived effort setting up a job share or part-time role.
- This could involve reframing the benefits and work involved in creating part-time roles and job shares to help overcome status quo bias, identifying typical pitfalls and suggestions for getting around those, and providing points of contact to help provide information for those with smaller networks.

It builds on the following prototype findings from the alpha phase:

1. Increase availability of job shares/part-time roles: while the job advert template encourages the increased advertisement of job shares/part-time roles, another challenge is supporting managers to set up roles with these working patterns which this evolved prototype aims to do.

4. Structured interview template

- A structured interview template to help employers and recruiters create and deliver structured interviews.

It builds on the following prototype findings from the alpha phase:

1. Provide interview guidance to candidates: breaking down and offering guidance when most needed may be beneficial for older workers and so this ‘evolved’ prototype provides the format of the interview (e.g. candidates can ask questions at the end), reminds candidates to take their time before responding and encourages them to take notes.

2. Structured interviews and standardised scoring: provides a template that employers can build on to set expectations and provide ideas that make it easier to structure interviews and standardise scoring well.

5. End-to-end recruitment workflow template

- The template would structure the recruitment workflow starting with objective requirements, aligned with the questions and tasks that assess those requirements including spaces for notes and scores. It would be designed in a way that would semi-automate providing feedback.
- This should both make managing the recruitment process easier and encourage better practice.
- To make this accessible to SMEs who may not have recruitment software, this should utilise commonly available software, such as Google sheets or Excel.

It builds on the following prototype findings from the alpha phase:

1. Structured interviews and standardised scoring: make it easy to map standardised scoring onto structured interview questions that relate to specific competencies through the template workflow. Improve the integration of the structured interview with other recruitment processes.
2. Mandatory candidate feedback: combine notes and scores from the recruitment process aligned to specific competencies in a way that makes providing feedback to candidates easier.

6. Process for recommending jobs to unsuccessful candidates

- Suggests an appropriate alternative vacancy for candidates who are unsuccessful. For example, a more junior or senior role, or a role with a different kind of expertise, or another similar role if they were close but unsuccessful.
- Open vacancies could be automatically flagged for large organisations, or managers asked to note whether another role type would be more appropriate for the candidate as part of the evaluation process.

It builds on the following prototype findings from the alpha phase:

1. Mandatory candidate feedback: groups who are underrepresented in the application pool would benefit from this intervention, especially if they also have less inside information about which role they are best suited to. This may be a more impactful action when providing feedback.

Appendix F: Selection & Narrowing Workshop (2)

Method

Aim

The aim of the first selection and narrowing workshop was to select three solutions to take forward to the beta prototyping phase.

Participants

Twelve prototyping and working group partners attended the second selection and narrowing workshop.

Activities

The workshop consisted of three main activities:

1. Share findings from the alpha phase: BIT presented the qualitative findings from the alpha prototyping phases.
 2. Present the six 'evolved' prototypes: BIT explained what the six 'evolved prototypes' were and how they built on learning from the alpha prototyping phase.
 3. Discussion: twice during the session partners discussed and provided feedback on the six 'evolved' prototypes, including how easy they thought they would be to implement, whether they thought other employers and recruiters may be interested and whether BIT should take the prototype forward to the beta prototyping phase.
-

Output

Post workshop survey

BIT sent a post-workshop survey to all prototyping and working group partners to gather feedback on which prototypes to take forward. Sixteen partners provided feedback on which three of the 'evolved prototypes' the project should develop in the next phase. Prototyping partners were also asked which prototype their organisation would like to prototype.

Solution selection

In addition to survey responses and feedback from the selection and narrowing workshop, BIT also considered the advantages and disadvantages of taking each prototype forward and deliberated this with Ageing Better. The following three were selected for beta prototyping:

1. Job advert template
2. Interview invitation template & reasonable adjustments form
3. Process for setting up a job share/part-time role

Appendix G: Beta prototyping phase

Method

Aim

The aim of the beta prototyping phase was to further explore, design and test the final three prototypes through iterative prototyping.

Participants

Overall 23 participants took part in the beta prototyping phase.

Table 8: Participants and recruitment

Participant type	Number of participants	Recruitment
Prototyping partners	7	Invited via email to take part
Lived experience: older workers	5	5 were independently recruited via an online research panel
Lived experience: hiring managers	11	4 were independently recruited via an online research panel. 7 were recruited via partner organisations

Activities

Overall, BIT conducted three iterations which included three types of sessions: group sessions, paired interviewers and in-depth interviews.

Table 9: Session overview

Solution	Sessions
Job advert template	1st iteration: group session One group session with two line managers recruited independently and two recruited via our partners to gather general feedback, improvements and usability.
	2nd iteration: paired sessions⁴¹ Three sessions with HR and line manager pairs with a mix of partners and line managers from partner organisations to understand how easy it is to use the prototype and each piece of advice as well as how HR and line managers pairs work together to implement each piece of advice. These informed both the 'Job advert template' prototype and the 'Process for setting up a job share/part-time role.
	3rd iteration: In-depth interviews An interview with one SME recruitment lead to gain the SME perspective. Two interviews with older workers to gain feedback on the job advert prototype.
Interview invitation template and scheduling and adjustments form	1st iteration: group session One group session with partners to understand whether integrating the form and email templates is feasible.
	2nd iteration: in-depth interviews Three in-depth interviews with older workers to gain feedback
	3rd iteration: in depth interviews Two in-depth interviews with SME recruitment leads to gather feedback on the guidance BIT created for the interview invite and form templates. One interview with a partner who works with SME's to gain an understanding of whether this is suitable for SMEs.

Solution	Sessions
Process for setting up a job share/part-time role	1st iteration: in-depth interviews Two sessions with independently recruited line managers to understand how part-time roles and job shares are currently set up as well as pain points when dealing with these requests during recruitment.
	2nd Iteration: paired sessions Three sessions with HR and line manager pairs with a mix of partners and line managers from partner organisations to gather general feedback on the ‘Flexible Working’ section to their job advert as well as how easy they think it would be to integrate unto their current job adverts.
	3rd iteration: paired sessions Two sessions with HR and line manager pairs with a mix of partners and line managers from partner organisations to gather feedback on ‘Talking about flexible working guidance’

Output

Key findings

Job advert template

Line managers and HR, including from SMEs, told BIT that they liked the clear and simple layout with formatting that makes it easy to identify the overall structure and dig for more information as needed. It made them reconsider the structure of their own job adverts. BIT took on board feedback to increase the clarity and succinctness, e.g. by only including one salary figure rather than a range.

- Older workers appreciated the transparency around pay, working patterns and flexible working, reasonable adjustments and the recruitment process. In practice, they skimmed the advert, sometimes missing key information. BIT took this on board by making the headers more intuitive, and responded to their feedback to increase transparency further, e.g. by specifying the training available.

Interview invitation template and scheduling and adjustments form

- HR managers said they would be able to easily integrate the form into their existing processes. But they found the initial version too long and thought having too many options may confuse potential candidates especially if they feel like they don't need them. BIT took on board feedback to increase succinctness, by making it possible for candidates to select applicable questions.
- Older workers found the prototype to be 'straightforward', efficient, and different to what they have used before. They wanted more specific information about interview logistics, e.g., contact details to use if issues arose before an in-person interview. BIT included these in the email templates.
- SMEs explained they could create the survey using known software tools. They found the Word document template version was overwhelming, so in the final version BIT created a guide formatted similarly to the job advert template.

Process for setting up a job share/part-time role

- Line managers highlighted that they preferred to know about working patterns as early into the recruitment process as possible, and they generally had a minimum amount of hours required for roles. BIT decided that the solution is to encourage employers and recruiters to decide in advance what they would accept ("minimum viable part-time") and make this transparent in the job advert, to ensure this conversation happens in advance rather than during the rush of recruitment. This also helps candidates understand if it is worthwhile applying.
- When putting this in front of HR and line manager pairs, the prototype prompted them to reexamine their own assumptions about flexible working. BIT wanted to find a way to support these conversations, as it is likely that they often do not happen in practice. BIT created guidance about how to talk about flexible working in recruitment including what to consider when deciding the specifics of the working pattern in advance.
- HR and line managers were reluctant to wait until the offer stage to know working patterns, even though it may reduce discrimination against flexible workers. BIT took onboard this feedback by highlighting that candidates can indicate that they can meet minimum working hours in the 'eligibility criteria' section of a job application form, to avoid mismatched expectations by the offer stage.

Appendix H: Final prototyping

Method

Aim

The aim of the final stage of prototyping was to gather feedback once more from partners and make any final changes to the prototypes before launching the three final tools on Ageing Better's website.

Participants

Twelve prototyping and working group partners attended the beta presentation.

Activities

Beta phase presentation

The 90 minute online beta phase presentation consisted of three main activities:

1. Share findings from the beta phase: BIT presented the qualitative findings from the beta prototyping phase.
2. Present the final three prototypes: BIT explained changes made to the final three prototypes throughout the duration of the beta phase and why they made those changes.
3. Discussion: after presenting each prototype, partners were split into breakout rooms to discuss their thoughts and feedback, how to encourage other organisations to use the tool and what they would like to find out in future evaluations of the prototype.

Partner feedback

Eleven partners provided feedback on the final three prototypes as well as the additions to the toolkit.

Output

Partner feedback was used to make any final edits to the prototypes before publishing the tools externally.

Endnotes

1. From February to April 2023 there were 10,789 older workers (aged 50 years and over) in employment out of a total 33,089, meaning they make up 32.6% of the workforce. See endnote 2 for source.
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37. A 'Thinkgroup' is a tool that you can use during deliberation to ensure that all ideas get equal hearing. They are used to provide anonymous ideas and anonymous feedback on ideas. For example, in our co-design workshop it consisted of an online document where participants can anonymously write down and contribute to idea generation.
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39. Due to time constraints BIT primarily used internal BIT research, research from GROW phase 1 and/or online desk research.
40. Please note that the in-depth interviews with older workers gathered feedback on more than one prototype. These were not separate sessions.
41. Please note that the paired sessions in the beta phase informed both the 'Job advert template' prototype and the 'Process for setting up a job share/part-time role.

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