

## Key facts and figures

### Retaining talent of all ages is a major challenge

Average job tenure fell by about 8% (nine months) in the past decade (for workers aged 15-64).

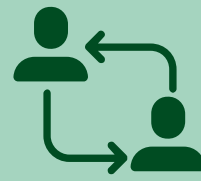


Less than 50% of workers aged 55-59 will still be in the same job five years later. For workers aged 40-44, the share is more than 70%.

### Older workers are more likely to leave the labour market than change job

6% of 55-64 year old workers exit the labour market every year compared with 3% of 30-54 year old workers.

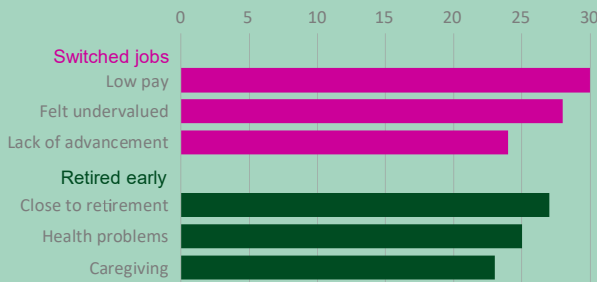
4% of 55-64 year old workers change job every year compared with 8% of 30-54 year old workers.



This damages the business talent pipeline and ability of firms to reap the benefits of a multigenerational workforce.

### Job quality is vital to retain staff

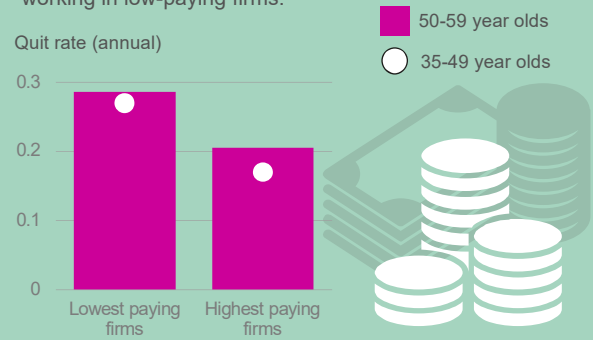
Top 3 reasons for workers leaving their job in the last five years (retired early: 50-64 years old, switched jobs: 25-64 years old) %, across 12 surveyed countries



Employers and governments must do more to address the needs of an age-diverse workforce.

### Low pay is a key driver of workers quitting their jobs

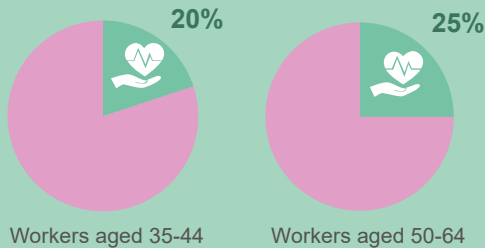
Older workers are 40% more likely to quit their job when working in low-paying firms.



### Ill-health often pushes workers to quit their jobs

Many people who leave their job voluntarily do so because of poor health. This situation was made worse by COVID-19.

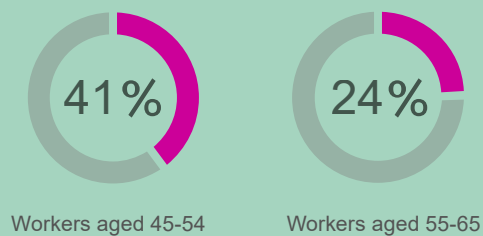
Workers who leave their job due to ill-health, as % of all workers who quit their job



### It is crucial to develop and engage talent through lifelong learning

41% of workers aged 45-54 participate in job-related formal or non-formal training but this falls to 24% for older workers.

% of workers who participate in job-related training





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