NOKIA

Leading an aging workforce eBook

Inclusivity sits at the heart of Nokia's value creation; it's core to the way we do business, innovate and partner with our customers. It's an important aspect of our people strategy. We love and embrace the uniqueness of our people and want to make sure everyone feels safe and supported.

The aim of this document is to support people managers in tuning their mindset and the mindset of their teams towards inclusion and diversity.

This eBook...

- Is targeted mainly for formal and informal people managers but is useful for project managers, HR representatives, mentors, coaches and teams as well

- Justifies why this topic is important for Nokia and its people

- Gives a voice to the aging workforce at Nokia

- With 'aging workforce' and 'experienced employees' we refer to the higher end of Gen X and to Baby Boomers.

- Explains how to recruit, onboard, inspire and develop an aging workforce

- Provides tips and guidelines on how to lead multi-generational teams, utilizing the full potential of every generation

- Shows what age discrimination looks like based on research

- Includes interviews and insights of Nokia's experienced employees, their managers and HR experts

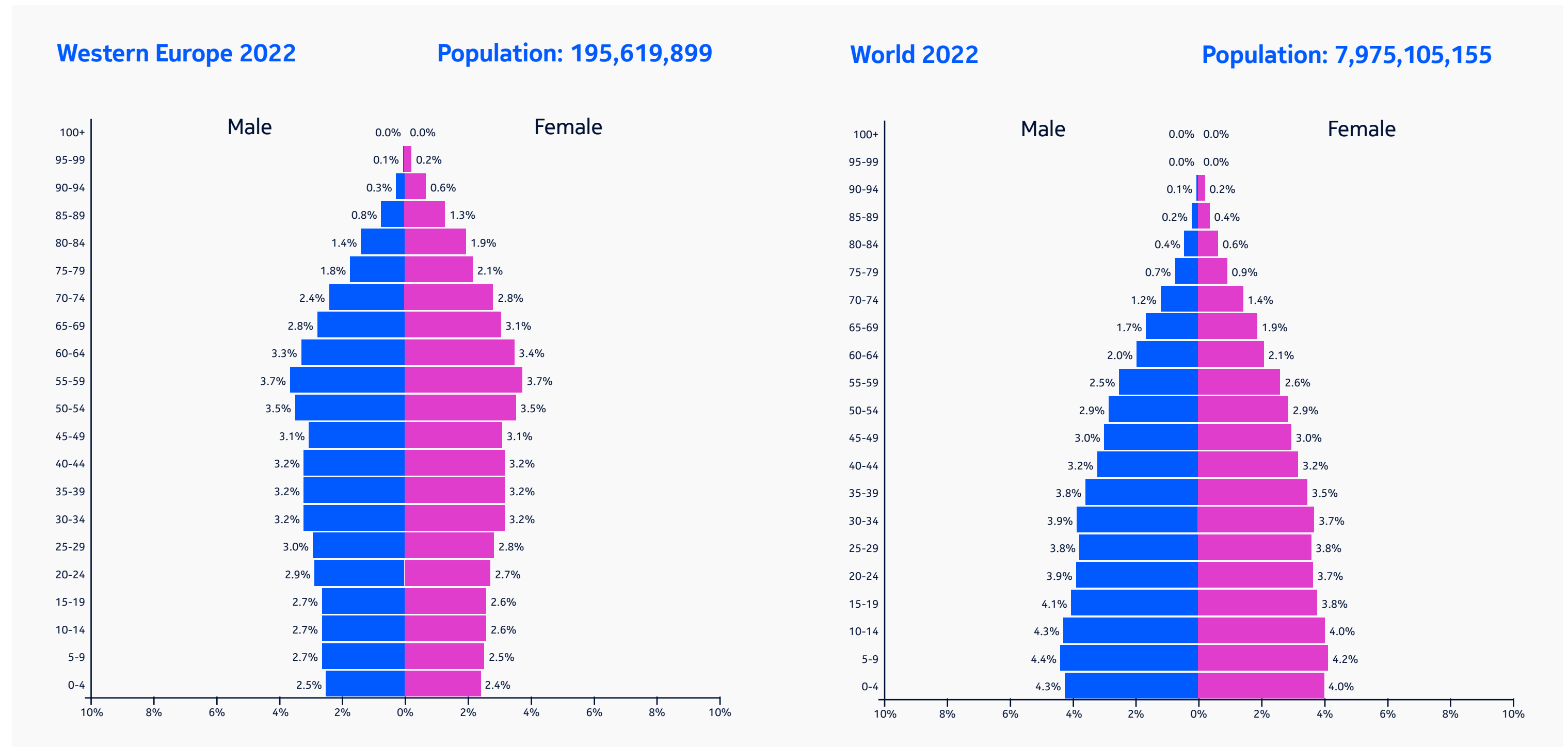Gen X are people born 1965-1980; Baby Boomers born 1946-1964

Leading an aging workforce

World Economic Forum's view on aging

Based on World Economic Forum's research

- Globally, the workforce continues to age, and we face lack of workforce at many fronts and regions.

- However, global aging goes beyond demographics. The progress in research and technology drive innovation in virtually every field, which again affects people's ability to live well while they age.

- Because of the advances in science people live longer. They continue to learn, stay productive longer and continue to contribute to the society.

- At the same time, birth rates are low, hence young generations are decreasing, and some countries are facing a problem with availability of the workforce.

- Hence, many countries are increasing the official retirement age to ensure enough workforce.

Western Europe 2022   **Population: 195,619,899**

	Male	Female
100+		0.0% / 0.0%
95-99		0.1% / 0.2%
90-94	0.3%	0.6%
85-89	0.8%	1.3%
80-84	1.4%	1.9%
75-79	1.8%	2.1%
70-74	2.4%	2.8%
65-69	2.8%	3.1%
60-64	3.3%	3.4%
55-59	3.7%	3.7%
50-54	3.5%	3.5%
45-49	3.1%	3.1%
40-44	3.2%	3.2%
35-39	3.2%	3.2%
30-34	3.2%	3.2%
25-29	3.0%	2.8%
20-24	2.9%	2.7%
15-19	2.7%	2.6%
10-14	2.7%	2.6%
5-9	2.7%	2.5%
0-4	2.5%	2.4%

World 2022   **Population: 7,975,105,155**

	Male	Female
100+		0.0% / 0.0%
95-99		0.0% / 0.0%
90-94	0.1%	0.2%
85-89	0.2%	0.4%
80-84	0.4%	0.6%
75-79	0.7%	0.9%
70-74	1.2%	1.4%
65-69	1.7%	1.9%
60-64	2.0%	2.1%
55-59	2.5%	2.6%
50-54	2.9%	2.9%
45-49	3.0%	3.0%
40-44	3.2%	3.2%
35-39	3.8%	3.5%
30-34	3.9%	3.7%
25-29	3.8%	3.8%
20-24	3.9%	3.7%
15-19	4.1%	3.8%
10-14	4.3%	4.0%
5-9	4.4%	4.2%
0-4	4.3%	4.0%

These two population pyramids show how different Western European populations are spread by age compared to the world population. There is a lack of young talent especially in Western countries.
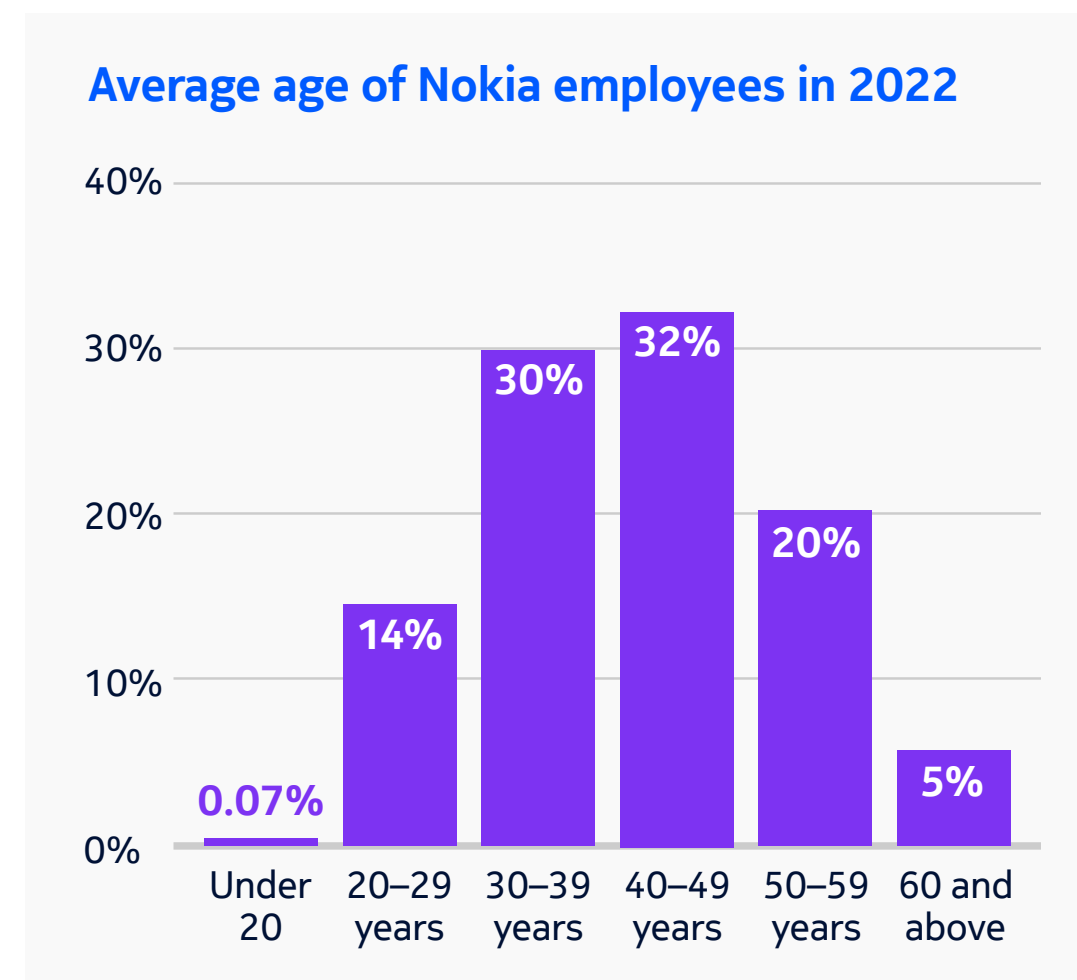
populationpyramid.net

Nokia's generational overview

Our demographics show that we have the same trend as many other companies in the Western world: the workforce is aging.

That's why

- At Nokia, we care about people and ensure everyone feels valued and heard including those of different generations.

- Nokia gives equal opportunities to all age groups to develop and progress.

- Nokia's aging workforce (typically considered employees over 55 years of age) – as all other generations – can have a remarkable impact on Nokia's business specifically putting their experience, implicit knowledge and know how into good use.

Average age of Nokia employees in 2022

Age group	Percentage
Under 20	0.07%
20–29 years	14%
30–39 years	30%
40–49 years	32%
50–59 years	20%
60 and above	5%

Nokia's People and Planet report 2022

The voice of Nokia's aging workforce

Nokia survey results and what can be learned from them

Voice of Nokia employees

Our annual employee survey shows that it is important to address generational diversity topics to provide equal opportunities to grow and thrive.

All generations want to feel valued in their work and included in their teams and Nokia.

Gen X's & Baby Boomers' perception:

- Decreased opportunities for development & career growth.

- Feel that they are not credited enough for the value that they bring with the long working experience.

- Generalised assumption that they might not be ready for change or learn new things.

- Nokia's approach to refresh workforce with younger talent also adding to fear of not being valued by the company.

Gen Z's perception:

- Sometimes reluctant to share their ideas & opinion because of the feeling that they might not be taken seriously by experienced employees.

- Sense of belonging is found to be lower in younger employees as they find it difficult to connect with experienced employees.

Recruitment

Recruitment is prone to bias.

Missing out on experienced candidates – consciously or unconsciously – may lead to not hiring the best possible person for a job. Diverse teams have proven to be the most efficient in innovation and performance.

Research on hiring managers' perceptions of aging applicants
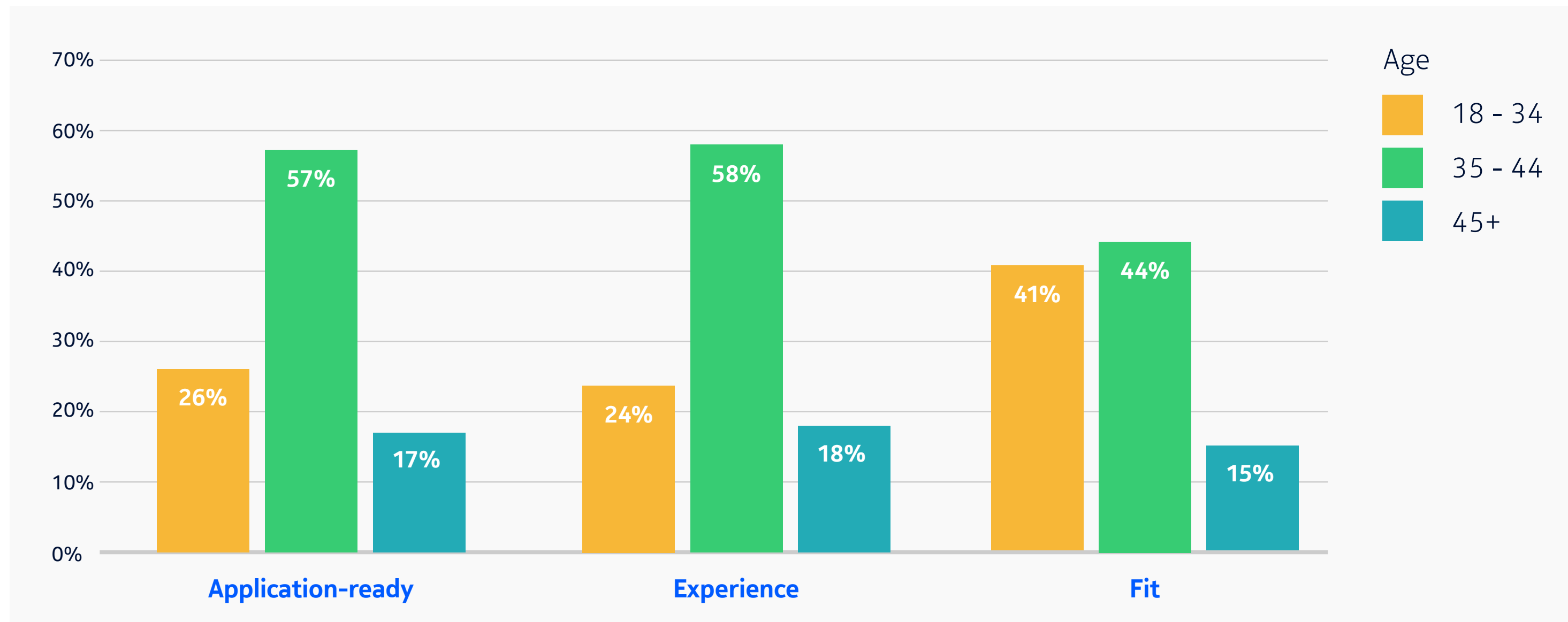
Based on recent research (Meeting the World's Midcareer Moment, 2022) the hiring managers perceived that candidates over 45 years of age missed certain strengths compared to other age groups of applicants:

- **Application-ready:** Hiring managers (HMs) perceived that the application and CV of candidates over 45 years of age were not appealing

- **Experience:** HMs perceived that the education and technical skills did not match the job requirements

- **Fit:** HMs felt that aging candidates fell short on behavioral and mindset skills or would not fit the team, culture or the industry in general

> ⓘ **Food for thought for managers:**
>
> **"When I find a good candidate, I make sure to find a job for them" said one of the People Managers interviewed for this eBook.**
>
> **"You should also consider to interview candidates who do not exactly match the role but have the potential" said another People Manager.**

Recruitment tips for managers

What to pay attention to

Attracting

Creating inclusive job ads – avoiding ageist language like "recent college grad" / "digital native" / "must use x software" / "must be fit & energetic"

Use **diverse employee visuals** – not only images of younger generations on company pages and in other sourcing channels.

Mention **flexible working and other accommodations** which can be provided

Screening

Use **blind screening** - Avoid revealing the birth date/age, photo, qualifications dates- any identifier that can trigger bias in applications

Interviewing & selecting

Include **diverse evaluators**, preferably generationally diverse ones in the interview process. **Diverse interview panels** help with balancing evaluator bias.

Ensure all involved in process understand that you are **open to considering all generations**

Use **pre-determined evaluation criteria, standardized process, interview questions** and assessments for fairness

Offer

Do **not ask about previous salary** to avoid inheriting a pay gap

Busting myths
In recruitment

Myth 1

Older people are not really interested to change jobs or find a new one

Truth 1

Based on Nokia internal interviews the curiosity towards anything new is still there when over 55 years of age.

The main drivers to embark a new job or project are: to challenge yourself, learn or experience something new with new people, and concretely contribute to the company results.

Myth 2

Older people do not learn new things and/or are not willing to learn.

Truth 2

Studies (such as Vantage Aging and WHO) show that experienced employees are highly inspired and motivated. They often show more persistence in learning than their younger colleagues.

While a person's short-term memory starts to decline already before age 45, deeper understanding continues to increase as we get older (Government of Alberta).

ⓘ Food for thought for managers:

- Avoid making assumptions on what a person might want or like or how driven the candidate might be in the job.
- Mitigate your possible age bias by interviewing all suitable candidates, not leaving out anyone based on age, asking them all the same questions and scoring them on the same scale

Onboarding

Glassdoor has found that organizations with a strong onboarding process improve new hire retention by 82 percent and productivity by over 70 percent.

Onboarding an experienced employee is no different than any other employee's onboarding. What is different, however, is that your organization or team can learn from the new-comer's long work-life experience and benefit from the established professional networks.

Collect insights

Make use of the experience

An experienced employee's onboarding looks very similar to the onboarding of anyone else. Nokia provides onboarding guidelines for all people managers.

- However, make sure you and your team can learn and make the best use of the experience of your team's new-joiner by

  1 Reserving enough time for team discussions and one-on-ones where you let the person share their deep understanding

  2 Asking the person to share their reflections and insights about their new job

  3 Letting the new-joiner put into use their own professional networks which they have built over time

- Make sure the new-joiner is involved in projects from early on.

- Also, make sure the team comes together. Teaming is important and happens best when people are allowed to work together and apply and combine their expertise to perform complex tasks or develop solutions to novel problems.

Busting myths
In onboarding

Myth 1

Older people are not suited to modern workplaces

Truth 1

When new experienced employees are offered the same opportunities for learning new things and maintaining their work ability, they perform well.

Experienced employees are committed workers and often very loyal to their employers.

Myth 2

Older people do not communicate in a modern way or cannot make use of new digital tools

Truth 2

There are often more commonalities between different generations than we can think of.

The older generation communicates with their children and grandchildren on all various platforms and are often millennials by heart. Stereotyping might mislead you to make wrong assumptions.

ⓘ Food for thought for managers:

Teaming is the key to build trust among different generations. Within a psychologically safe environment everyone can be themselves and be valued as such. Nokia has created a discussion guide for your support. It helps you to have conversations on how everyone in the team can contribute to a safe environment.

Further reading about integrating multigenerational teams in Harvard Business Review.

Inspiring & developing an aging workforce

An aging workforce is an opportunity!

World Economic Forum wraps it up well: "Each generation has different ways to put their skills to use. Experienced workers can bring institutional knowledge and perspective, social maturity and stability, and can pass on critical knowledge or business relationships. Younger workers can bring a more collaborative mindset and can help experienced workers to become more digitally literate".

Of course, the opposite can also be true for all examples above! We should not make assumptions based on anyone's age.

Inspiring and developing experienced employees

What motivates employees over 55 years of age?

- As for any employee, experienced employees need work that is interesting and challenging.

- They want to learn new things

- They want to work with a team where they can feel that they belong

- They want to see the results and impact of their work, contribute to the purpose and make a difference

Nokia interviews 2023

What growth means to employees over 55 years of age?

- To get an opportunity to try something new, to challenge oneself

- To gain new experiences and knowledge

- To get an opportunity to rotate

- To be assigned tasks which expand

- To be able to contribute with ideas which are listened to and valued

- Not to get blocked from moving to another team

Nokia interviews 2023

"Go for reverse mentoring, whenever possible. It is a refreshing new feeling to get perspectives from someone with less experience, but totally new unexpected viewpoints. Someone who is willing to question the status quo and bravely provides you with their personal views."

Mentee of Nokia's reverse mentoring pilot 2023

ⓘ

Food for thought for managers:

- Discuss about the future career and growth plans with each of your employees
- Understand their different needs and wishes for growth
- Seek to offer new opportunities if a career change is desired, for example job rotations

- Be respectful, encourage, do not block your people from progressing
- Recognize that employees' priorities and physical capabilities change.
- Be open to offer part time work as a way to prolong their career.
- Propose using mentoring as a tool for knowledge sharing
- Familiarise yourself with the possibilities and advantages of reverse mentoring

Leading an aging workforce

There are not so many differences between the generations when thinking about retaining. Everyone values fair and adequate compensation, career development, and caring leaders.

Gen what? Debunking age-based myths about worker preferences

Leadership

What kind of leadership is appreciated by employees over 55 years of age?

- Leadership which provides autonomy, empowerment
- No micromanagement
- Humane, fair, trusting, and caring
- Supportive
- Clear goal setting

Nokia interviews 2023

What do People Managers say about leading an aging workforce?

- It's key to know your people
- Give and expect responsibility
- Rotate tasks within the team
- Ask experienced employees to mentor and share their knowledge
- Understand your team members' motivations and accept that they change overtime

Nokia interviews 2023

Apply human skills and help everyone have a great day

Presence
Active listening
Decision making
Human Skills
Building trust
Inclusion
Collaboration

ⓘ **Food for thought for managers:**

- **Communicate the purpose and connect it to the work of your team to create a sense of meaning and fulfillment.**
- **Prioritize well-being, work-life balance, and mental health to create a supportive environment. Read more on HRD Connect**
- **Get to know your team members' motivation, strengths and career aspirations**
- **Provide only meaningful work**

Contribution of experienced employees

Innovation should not be associated with person's age.

Average number of patent families generated per inventor in each age group

Age group of employees
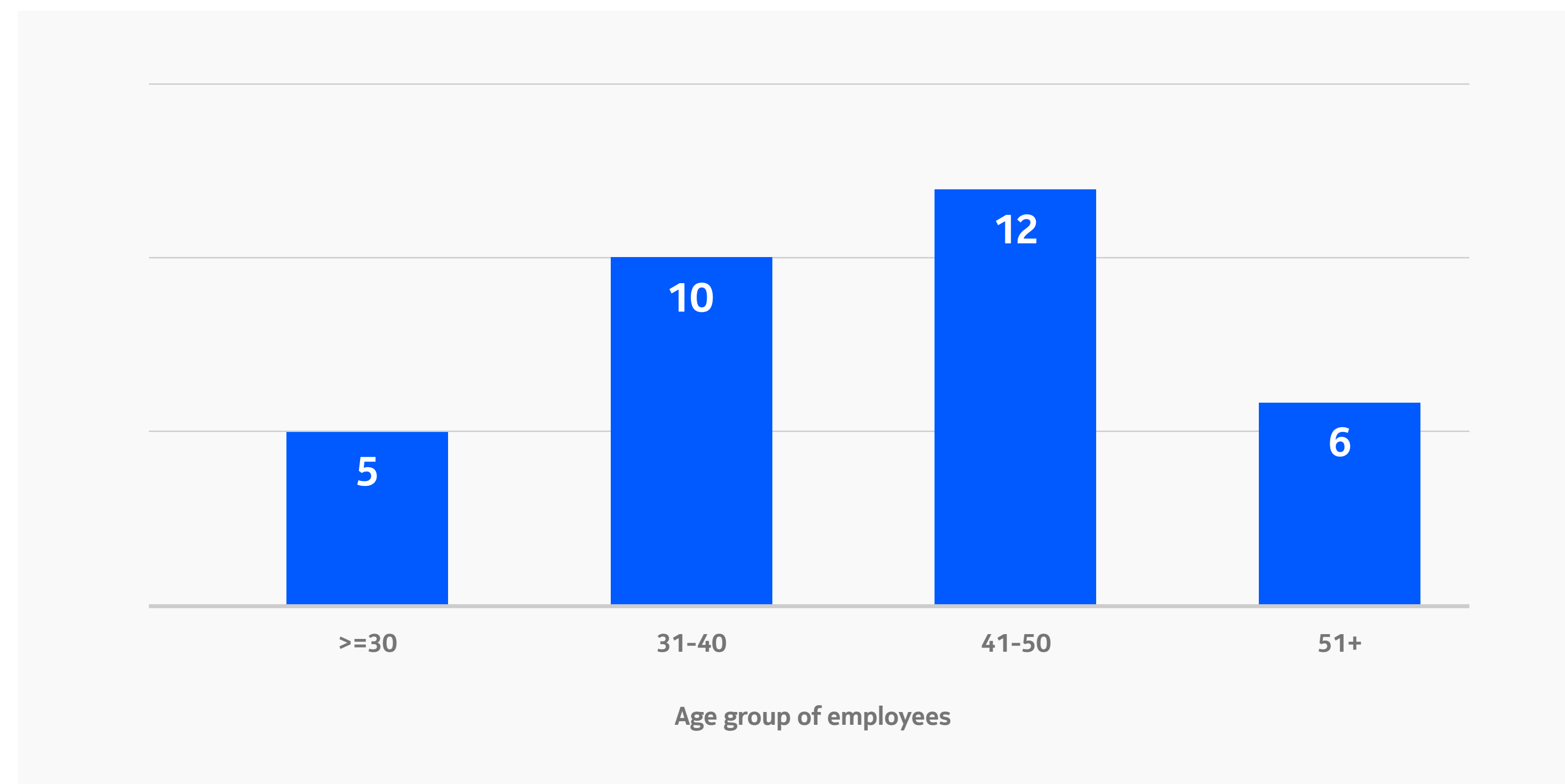
Main insights

- Nokia's average number of patents generated per employee in 41-50 years of age is more than twice the contribution from the ones below 30 years. Hence growing older should not be seen as the barrier to innovate.

- Providing more career opportunities within the company it would lead to greater satisfaction and better retention of experienced employees thereby fostering curiosity, creativity and innovation-mindset.

Data collected internally for patent families generated by Nokia employees: Sample from 2018 to 2022, including employees whose age could be identified.

Rewarding good work

What's important for an aging workforce

Everyone values fair and adequate rewards for their work and achievements. Not many differences exist between generations.

However, here are some things one should pay attention to:

- Make sure that the work of your team members is meaningful for them and the company. Share regularly how their work links to the purpose. Based on research conducted by McKinsey <u>Gen what? Debunking age-based myths about worker preferences</u> this is more important to older generations than to younger.

- The same research shows that workspace and work flexibility is in top three as well. Discuss what models work best and be ready to adapt as the needs might change over time.

- Good and great work needs to be rewarded and acknowledged.

- Make sure you act fairly and without bias. Ageism is a way to discriminate, and Nokia has zero tolerance towards discrimination.
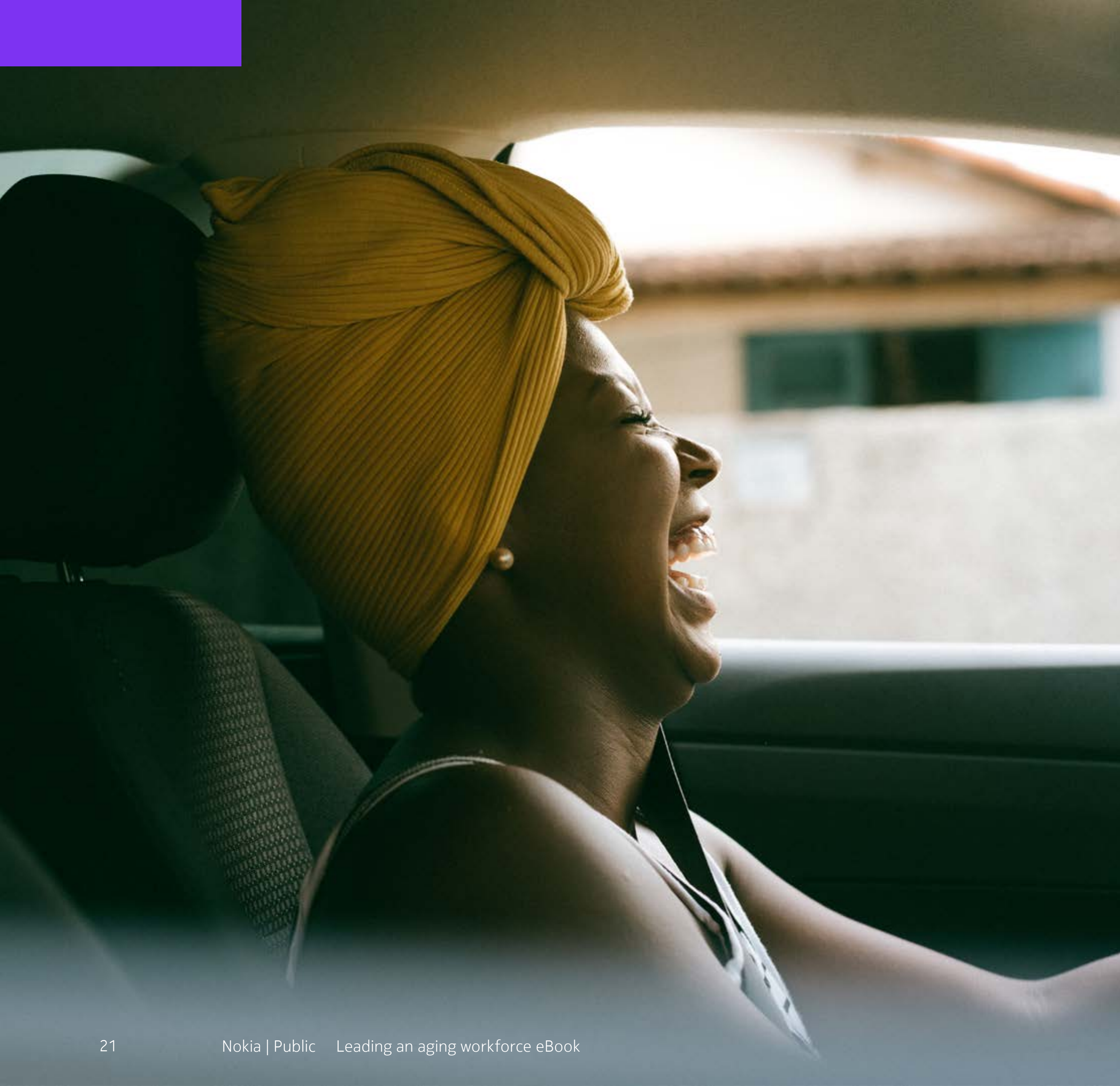
Wellbeing of an aging workforce

- Each individual's personal circumstances will differ; therefore, their needs may vary.

- It is important for managers to have ongoing dialogue with their experienced team members to understand their specific requirements and provide tailored support or direct them to the most appropriate support.

- Promote physical and mental health by encouraging healthy, sustainable working behaviors and the importance of rest and recovery. Be conscious that some may be going through menopause and may need additional support or flexibility.

- Ensure they understand what a good ergonomic set-up looks like and how to maintain a good posture, healthy muscles, and a healthy mind while they work.

- Promote Nokia's Employee Assistance Program which offer confidential counseling services for employees and their family members, guidance on where to get financial advice, and other resources to support overall wellbeing.

- Maintain open lines of communication and encourage employees to share their concerns, needs, and aspirations. This helps build trust and allows managers to address any issues promptly.

Leading multigenerational teams

According to the Academy to Innovate HR the main benefits of the multigenerational teams are:

- **Many perspectives** – Different generations approach their job responsibilities differently. When these perspectives are shared within and across teams a wide range you are strengthening the knowledge and abilities to support innovation.

- **Problem-solving abilities** - Teams with age diversity can offer a variety of ways to address problems. Lifetime experience!

- **Learning/mentoring opportunities** – Learning from each other, mentoring and reverse-mentoring.

- **Transfer of knowledge and retention** – The silent knowledge of each generation is important for any business to meet its future leadership needs. When you as a leader make sure that you maintain a robust multigenerational internal talent pipeline, you also ensure that the implicit knowledge will stay within the company.

ⓘ Food for thought for managers:

How to lead multigenerational teams
- **Learn to create a psychologically safe environment for all team members by fostering inclusion, curiosity,learning, contribution and healthy challenging.**
- **Consider different communication styles.**
- **Give clear goals and share them with all in the team.**
- **Agree on the working model for your team, take into account different styles and needs.**

Preparation for Retirement

For some people, retirement is a goal that they have been waiting for. But this isn't the case for everyone. For many, their job is a huge part of their identity and coming up to potential retirement age could be a stressful time and they might be put off thinking about it, may have decided that they would like to retire shortly, or may have decided that they do not want to retire at this stage.

Nobody likes having their future prescribed to them. It is a much better idea to have open, transparent discussions about their plans and involve them in planning. It is about their and the team's future ways of working that needs to be planned and discussed.

Retirement planning

- Employees have the freedom to choose their own retirement timetable. Today, many societies encourage longer tenures due to shortage of talent. Managers should never push employees into retirement before they're ready or make any assumptions about when they would like to retire.

- Retirement is not necessarily binary. When a person retires there might be drawbacks for the business, the team and the individual, if not prepared for it. You and your employee can discuss staggered or part-time options with HR.

- When you discuss the retirement schedule with the employee, ask them to assist with the transition, the succession planning and teaching their replacement the skills for the job.

- They often have been with the organization for a long time and know the rationale behind business processes and decisions better than others. They have technical knowledge of how things work. You don't want to lose this knowhow.

- One important thing that sometimes gets overlooked as an employee comes up to retirement is the opportunity for recognition. It is a great idea to bring the team together and showcase the achievements from the retiring team member. This helps everyone move forward.

> (i) **Food for thought for managers:**
>
> **How to discuss upcoming potential retirement**
>
> - **If you have built an open and safe relationship with the employee, it will be easy to discuss about these plans.**
>
> - **During a one-to-one catch-up bring up the subject and ask them if they've given it any thought.**
>
> - **If you hesitate, you can start a conversation about the employee's career plans for example for the next 3-5 years.**
>
> - **Whichever way you approach the topic, you should discuss it in a sensitive and open way, to ensure that both the person and the team's interests are best served.**
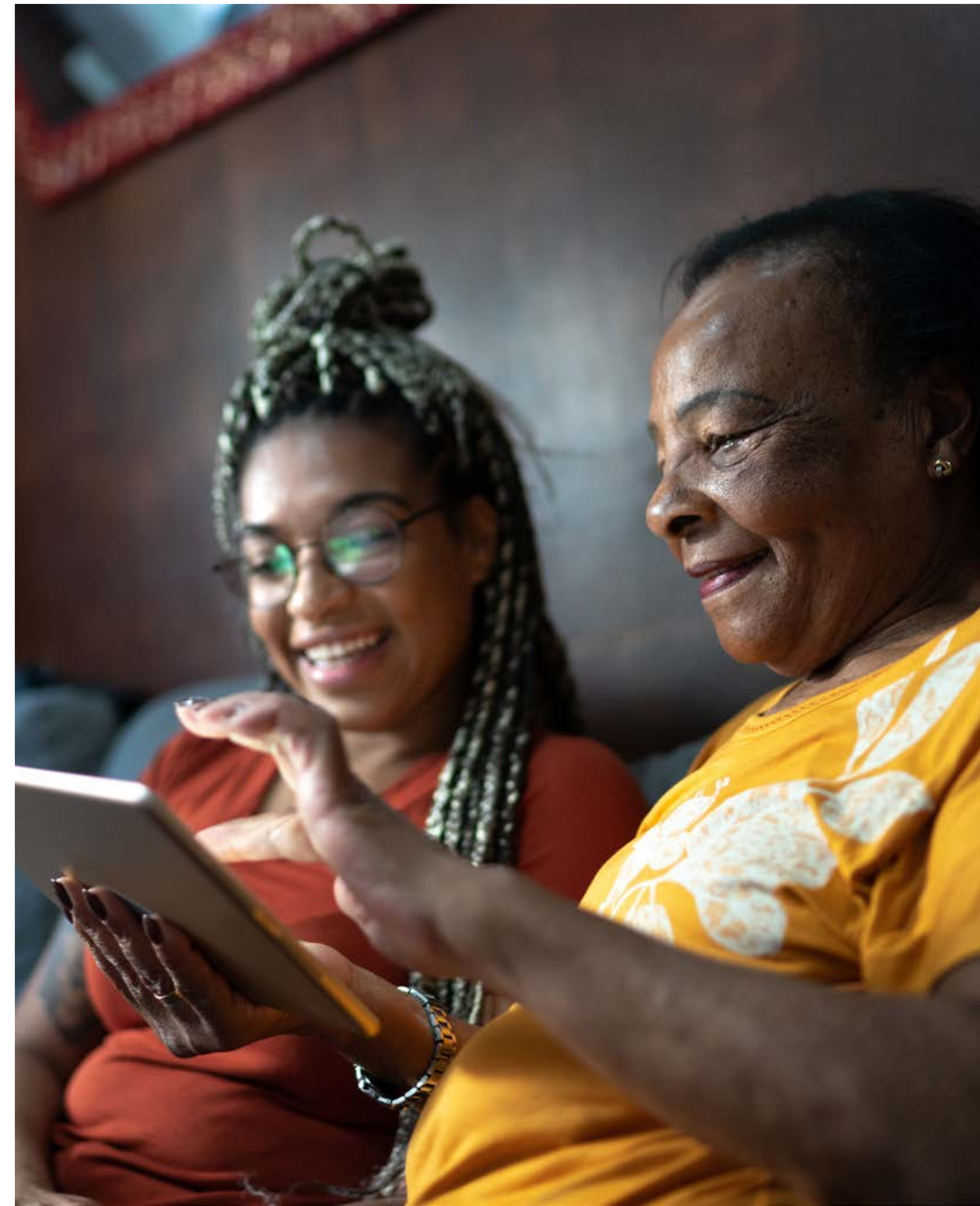
Ageism

Ageism (or age discrimination) is where someone is treated unfairly because of their age. Most often older people encounter ageism, but it affects younger generations as well.
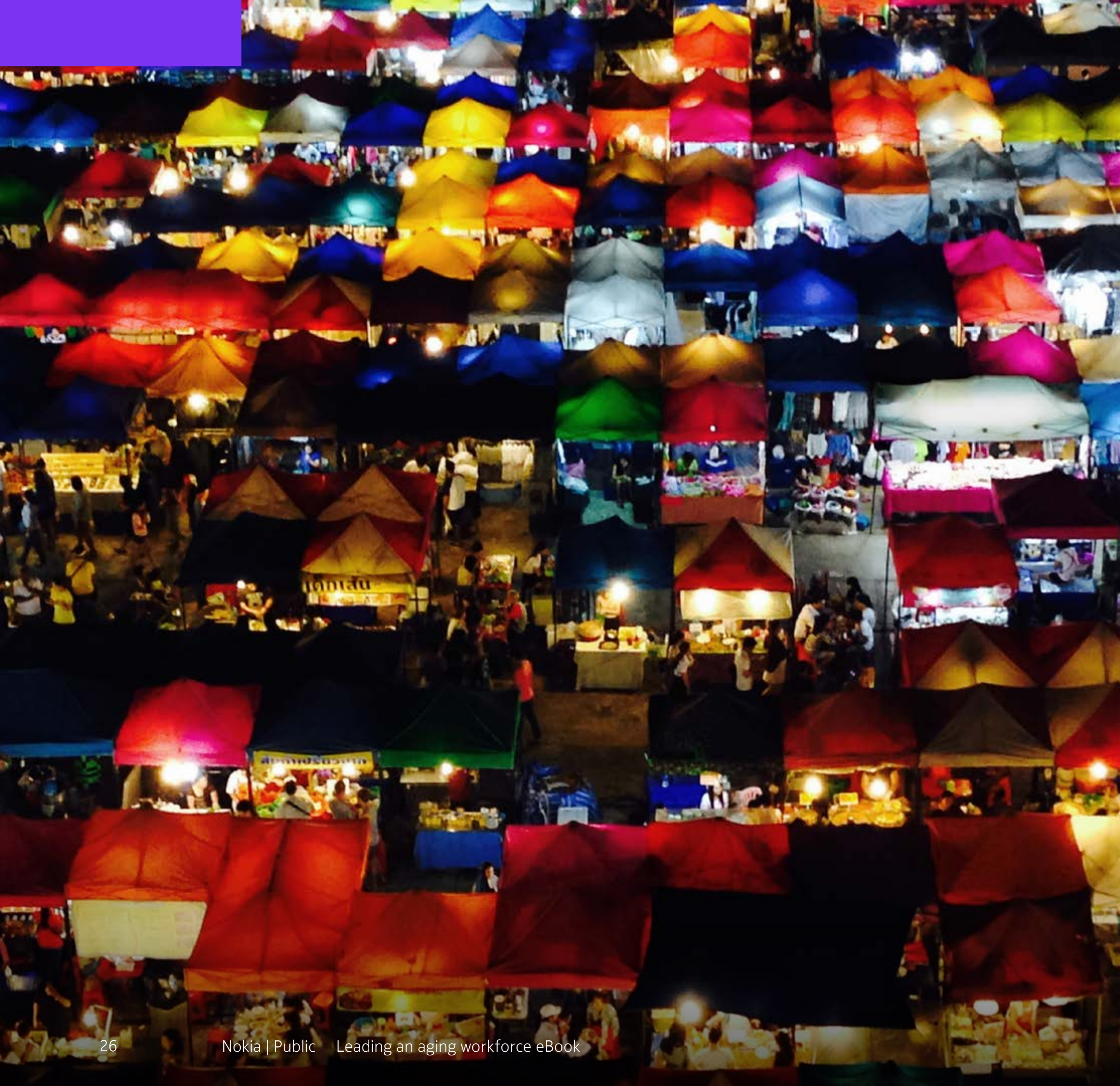
Age and cultural differences

Collectivistic approach

There are differences in how cultures approach aging people.

- The countries in Asia-Pacific and Japan, Latin America and India tend to focus more on **group cohesion and harmony**.

- They also show less of a bias toward aging people than the individualistic countries.

Individualistic approach

The U.S., many European countries and Australia tend to

- stress personal traits and identity, as well as emphasize independence

- hence tend to have greater age biases, and are **more focused on maintaining active, youthful appearances**.

How ageism varies across the world | MSUToday | Michigan State University

The primary victims of ageism are the oldest and the youngest

How can ageism manifest at work?

- Subjected to bias because of one's age.

- Harassment related to age, for example:

  - telling jokes related to age or the perceived effects of age

  - Derogatory stereotyping based on age

  - Talking down to or humiliating staff based on their age

What can managers do?

- Ensure you have multi-age and multigenerational taskforces and project teams

- Closely monitor and eradicate inappropriate comments, jokes and labels people use to describe people of old or young age, such as "old-timer" or "seasoned"

- Stop needless references to someone's age in conversations

- Celebrate long careers and gained experiences

- Call out and report illegal behaviors and comments

What are the consequences if we do nothing?

- The team culture gets skewed if not addressed and the more difficult it is to bring on diverse employees to the team

- The value add of experienced employees is missed such as: experience, social skills, the ability to work independently, and established networks

- Similarly, experienced employees might miss out what younger peers can offer

- Possible legal cases and/or internal complaints/grievances

HBR: I was a manager in an ageist workplace

At Nokia, there is zero tolerance for ageism

In today's work life

- Employees have longer careers including meaningful work and interesting and rewarding challenges

- Employers and colleagues can benefit from the experienced (and less so) workers who have seen it all from economic ups and downs to the evolution of technology

However, some people when growing older, may experience discrimination based on age.

Age discrimination can influence and affect everyday workplace experiences such as:

- rejection
- pressure
- underestimation and
- isolation in everyday social situations.

At Nokia, ageism is regarded as a form of discrimination. Mona Mourshed from Generation says, "Only about 50% of companies include age as part of their diversity, equity, and inclusion strategy."

At Nokia, age is included in the Code of Conduct:

Nokia provides equal opportunities to all employees and all employment decisions are made without regard to a person's **age**, disability, gender identity, characteristics or expression, marital or civil partnership status, pregnancy or maternity status, race (color, nationality or ethnic or national origins), religion or belief, sex or sexual orientation, or any other characteristic protected by law. No one should be treated less favorably on the grounds of such characteristics.

> (i) Food for thought for managers:
>
> **At Nokia, we have zero tolerance for ageism targeted towards any generation**

Source materials

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About Nokia

At Nokia, we create technology that helps the world act together.

As a B2B technology innovation leader, we are pioneering networks that sense, think and act by leveraging our work across mobile, fixed and cloud networks. In addition, we create value with intellectual property and long-term research, led by the award-winning Nokia Bell Labs.

Service providers, enterprises and partners worldwide trust Nokia to deliver secure, reliable and sustainable networks today – and work with us to create the digital services and applications of the future.