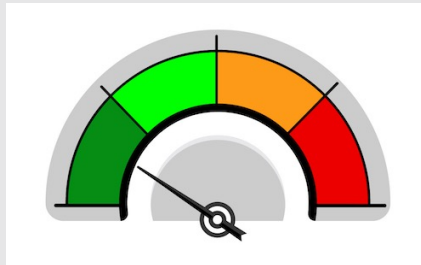


### Ageing Workforce Snapshot



	Baseline	Previous Quarter	Current Quarter	Target
Percentage of employees 50 years or older	9%	15%	+2%	30%
Average age of workforce	31 yrs	35 yrs	+ 5 yrs	45 yrs

### Program Update

*Objective: To provide a supportive and safe environment that attracts older workers.*

Key indicators targets:

- Decrease absenteeism to below 3% for 45 years and older
- Decrease separation rates to below 10%
- Increased engagement to 80% for 45 years and older

Initiatives	Status
Manager training	40% managers trained
Policy roll out	1 policy released, need advice for 2 <sup>nd</sup> policy
Mentoring program	Getting feedback on draft design
Knowledge transfer	Not started

### Next Steps

Insights

- Overall, gradual improvements are being made for our older workers
- The changes in recruitment processes have been successful

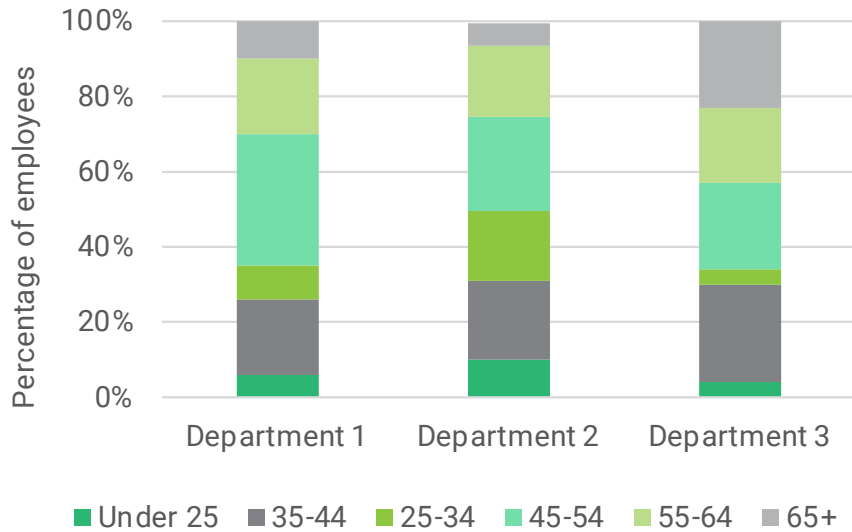
Concerns

- Legal has limited capacity to support policy development

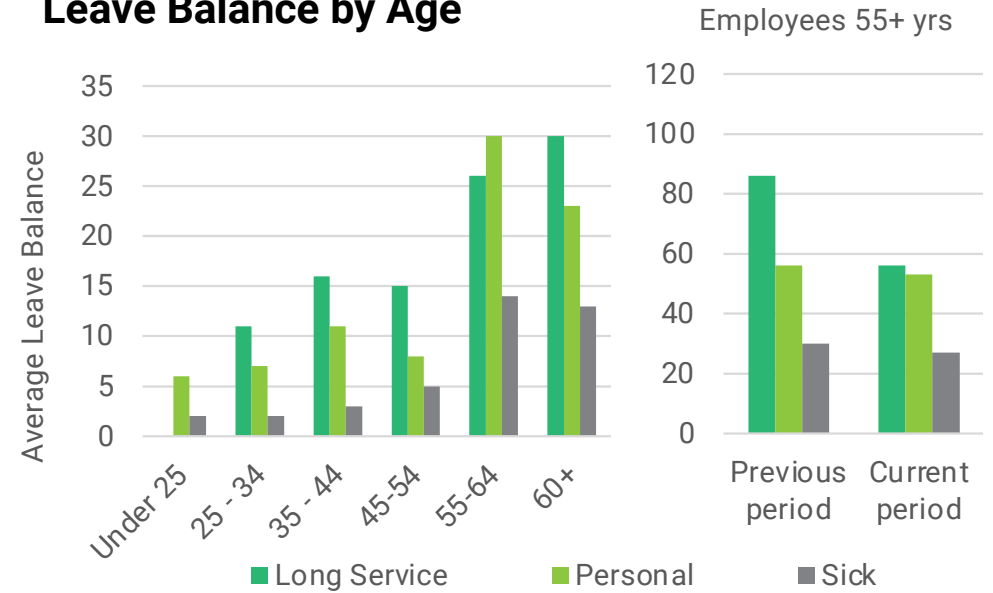
Next steps

- Start planning for repeat employee survey
- Engage knowledge transfer SME

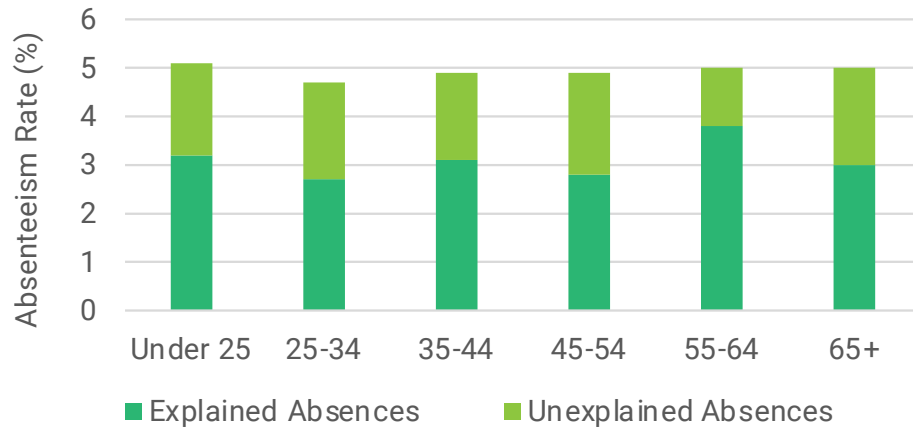
## Department by Age



## Leave Balance by Age



## Absenteeism Rate by Age



## Separation Reasons by Age and Rates

Separation Reason	Average Age (years)		Separation Rate (%)	
	Last period	This period	Last period	This period
Resigned	47.3	47.9	20.6%	20.4%
Terminated	42.7	34.0	1.9%	0.6%
Retired	68.0	64.5	5.4%	7.2%