



THE
LADDER
GROUP

**CREATING CAREERS, DELIVERING EXCELLENCE,
DRIVING CHANGE.**



WHAT YOUNG TALENT IS ENTERING INTO

A more competitive market

**AI-shaped
recruitment**

**Less access to
networks**

Higher expectations of work

Unclear signals on “good”

New communication norms



WHAT BUSINESSES ARE SEEING

HIGHER APPLICATION
VOLUMES

AI CREATING NOISE

SKILLS SHIFTING

RETENTION
MATTERING EARLIER

A MORE CONNECTED
APPROACH

WHAT BUSINESSES CAN DO TO ADAPT

1

Make the rules of work clearer

Explain expectations, feedback, meetings and progression.

2

Assess for potential, not polish

Look for capability – not confidence, networks or fluency.

3

Create structured exposure

Use mentoring, work experience and manager access to build context.

4

Equip managers

Help managers give clear feedback, expectations and the “why”.



THE CONVERSATION IS SHIFTING

FROM:

“How do we manage different generations?”

to

“How do we build workplaces where different generations understand each other, share knowledge and succeed together?”

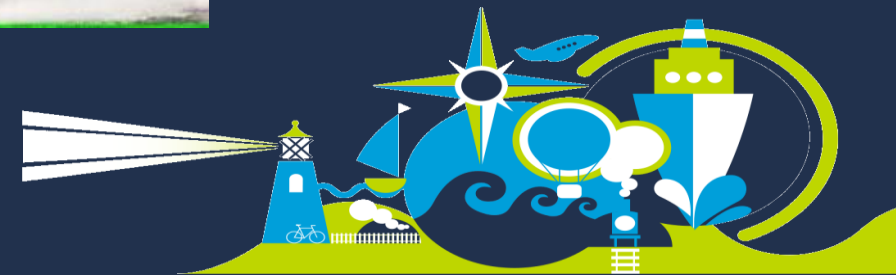
The Extraordinary 50+ Talent Opportunity



Sarah Taylor Phillips



Demographic Tsunami



Shocking Stats

X 2



Shocking Stats

- By 2030 Half the UK workforce will be 50+, 60+ up 40%
- Employment rate 65+ doubled
 - 5% in 2000 to more than 11% today.
- UK birthrate historic low
- Fewer in 20s than in 50s and 60s



Why This Matters

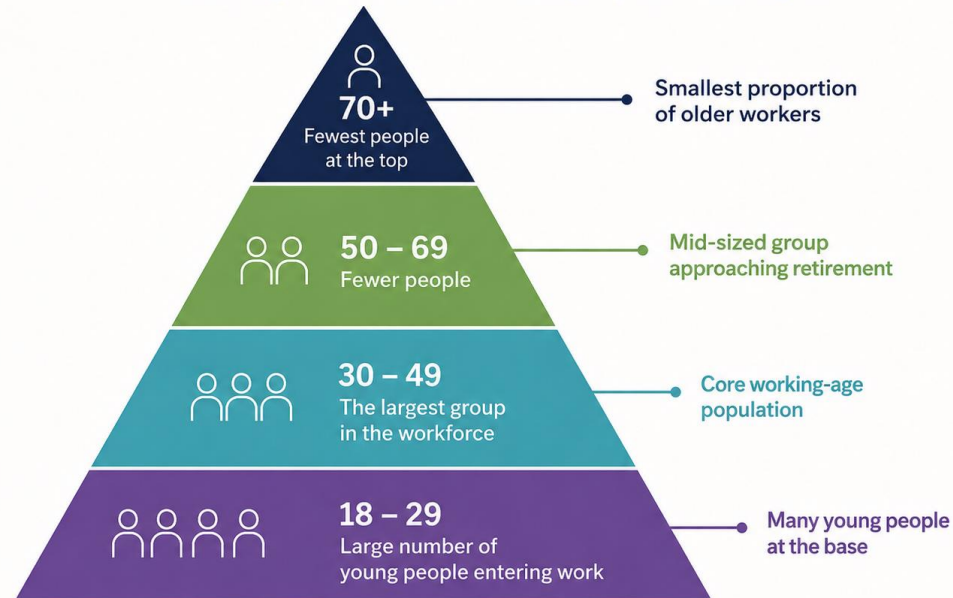
- Skills shortages
- Productivity
- Knowledge loss
- Succession planning
- Customer understanding
- Innovation



Pyramids to Squares

TRADITIONAL AGE AT WORK PYRAMID

Designed for a world with many young people entering work and fewer older people remaining in it



A pyramid shaped workforce: broad at the bottom, narrow at the top.

More young people. Fewer older people. Retirement at the end.

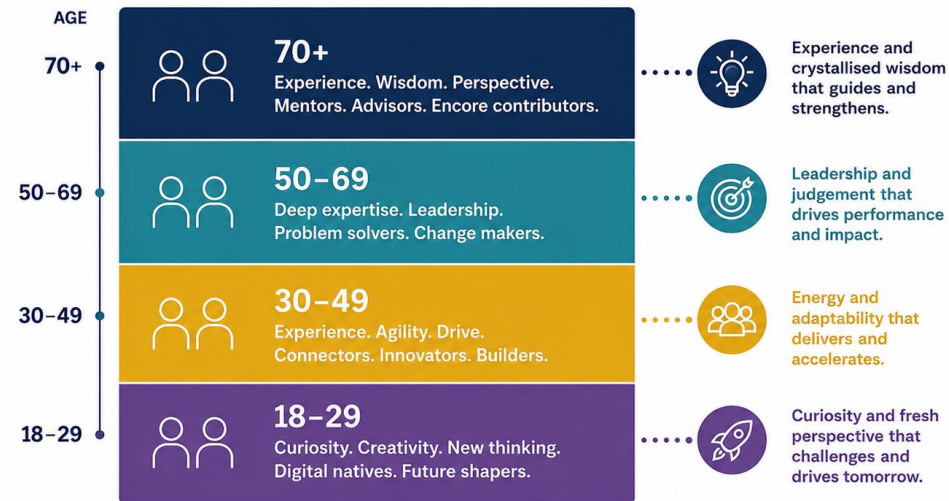


Pyramids to Squares

THE NEW AGE AT WORK SQUARE

Four generations. Equal in size. Working together.

Designed for longer lives, longer careers and a multi-generational future.

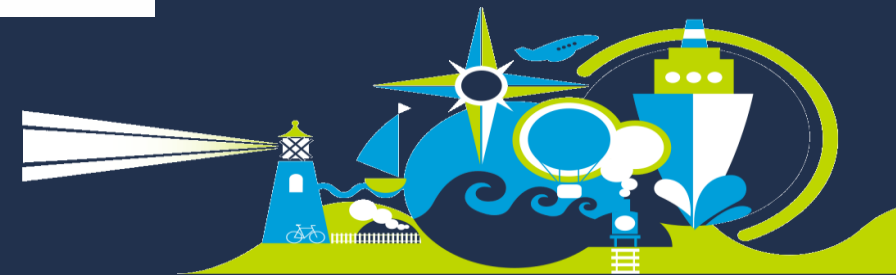


The workforce is no longer a pyramid.
It's a square.



Stronger together.
Different ages. Different strengths.
One shared purpose.

CONNECTING CRYSTALLISED WISDOM, FLUID INTELLIGENCE AND ARTIFICIAL INTELLIGENCE.
THAT'S WHERE THE FUTURE HAPPENS.



The Bermuda Triangle of Jobs



Job Box

THE JOB BOX PROBLEM

EARLY CAREER



“Still growing
into the box”

MID CAREER



“Perfect fit”



“Too big for
the job box”



CAREER VOYAGES

Many routes. Many destinations.

THE OLD MAP

One route.
One destination.

A straight line was the plan.



THE NEW MAP

Many routes.
Many destinations.

New skills
New experiences
New choices
New horizons

Different paths. Different pace. Same potential.

Design your voyage. ♥



- FOLLOW YOUR VALUES
- KEEP LEARNING
- BUILD CONNECTIONS
- STAY CURIOUS
- BE OPEN TO CHANGE

It's not about the destination.
It's about the voyage. ♥

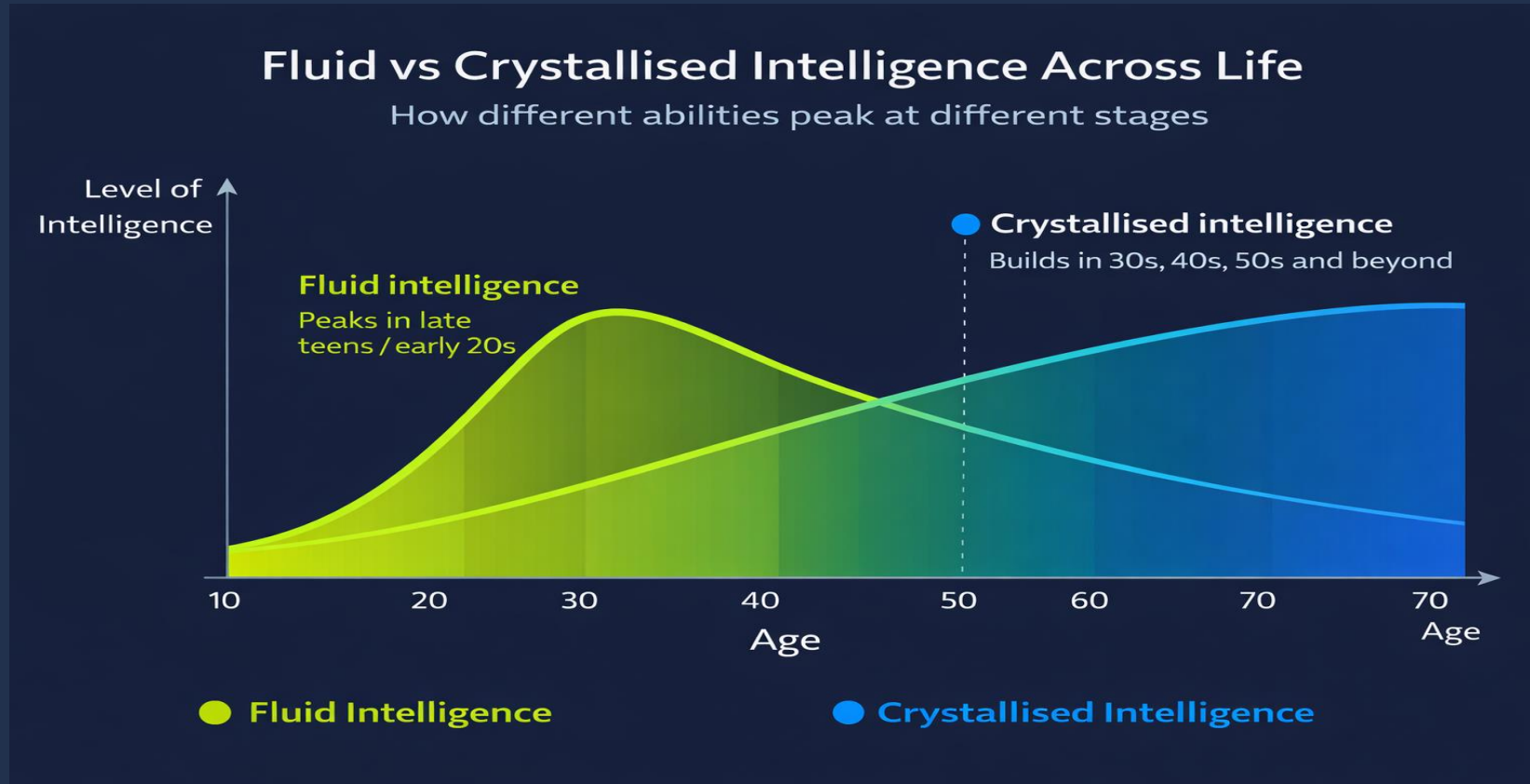


Brilliant Resilient 50+ Talent

- Value for money
- Intergenerational Alchemy
- Power skills
- Wisdom
- Experience
- Present & No job hopping



Crystallised Wisdom



What do 50+ Want?

- Flexibility
- Purpose or Meaning
- Job share
- Community
- Belonging
- To Be Valued



Why organisations lose experienced talent

- Retirement assumptions
- Lack of career conversations
- Lack of flexibility
- Invisible career paths after 50
- Skills becoming hidden rather than obsolete
- Stereotypes



Identity

- Generational Identity = one layer
 - 20 years in each band
- Life Stage = the stronger driver
 - Parents or Grand parents of younger children could span generations
- Big Events = the stronger driver
 - Life quakes such as death, divorce, illness
- The Real Lever = personalisation



Intergenerational Alchemy

- **Boomers**
 - Work ethic, persistence, face-to-face influence, long horizon thinking, value achievement, seen it all before
- **Gen X**
 - Autonomy, pragmatism, efficiency, boundary-setting, value work/life balance self reliance
- **Gen Y**
 - Collaboration, purpose, adaptability, digit fluency, value growth, feedback and meaningful work
- **Zoomers**
 - Speed of learning, creator mindset, inclusivity, mental health openness, value flex, transparency and skills over tenure

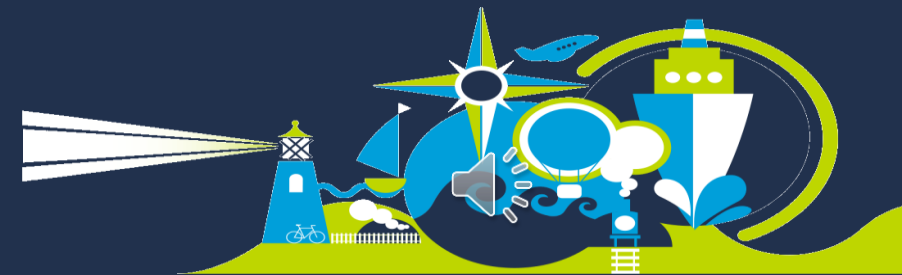


Getting the Right Mix



Narrative

- Flip the script
 - My best years are yet to come
 - Sunrise not sunset
 - Design not Decline
 - No Midlife MOT
 - Later Greater LIFEING rather than WORK LIFE



Solutions

- Intergenerational Alchemy
 - Productivity from 58% to 87%
- Crystallised Intelligence, Fluid Intelligence, Artificial Intelligence in 1 role
- Redesign roles
- 2-way courageous conversations
- Collaborative leadership and roles



Sarah Taylor Phillips



- Age inclusion expert
- ZigZag Career working in brand marketing, AI, HR, Talent & Career Development, Career Strategy & start-ups
- Bringing flexibility, purpose, equity, diversity, and inclusion into the workplace
- Viral post on #CareerDecline 55 - 65
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EMMA SUMMERS

CEO & Founder

Juice Recruitment Limited





RECRUITMENT TRENDS & THE UK LABOUR MARKET IN 2026

- Current market insights
- Recruitment trends
- What employers need to know

T H E B I G P I C T U R E

The Labour Market Is Cooling

- Employers are still hiring
- Hiring decisions are becoming more cautious
- Vacancy levels are declining
- Economic uncertainty is impacting confidence



WHAT'S DRIVING EMPLOYER BEHAVIOUR?

Business Confidence & Hiring Decisions

- Rising employment costs
- Economic uncertainty
- Longer recruitment approval processes
- Greater focus on ROI from every hire



LABOUR MARKET SNAPSHOT

The Key Numbers

- Employment Rate: 75%
- Unemployment Rate: 5%
- Vacancies: 705,000
- Pay Growth: 3-4%

C A N D I D A T E A V A I L A B I L I T Y

More Candidates, More Choice?

- Candidate availability increasing
- More applications per role
- Quality still matters
- Finding the right fit remains challenging

WHAT CANDIDATES WANT

Candidate Priorities in 2026

- Competitive salary
- Flexibility
- Career development
- Work-life balance
- Company culture
- Job security



T H E R I S E O F T E M P O R A R Y R E C R U I T M E N T

Why Businesses Are Using Temporary Talent

- Increased flexibility
- Managing workload peaks
- Covering absence
- Supporting projects
- Reducing hiring risk



WHAT SUCCESSFUL EMPLOYERS ARE
DOING?

Winning Strategies

- Hiring efficiently
- Investing in retention
- Building employer brand
- Planning ahead
- Remaining flexible

LOOKING AHEAD IN 2026

What We Expect For The Rest Of 2026

- Continued cautious hiring
- Demand for skilled talent remains
- Greater use of temporary workers
- Focus on productivity and workforce planning

F I N A L T H O U G H T

- ✓ The market is cooling, not collapsing
- ✓ Good talent remains valuable
- ✓ Planning and flexibility will be key to success

F O R M O R E I N F O R M A T I O N . . .

E M M A S U M M E R S

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J U I C E

EST. ————— 1998





Managing a Multi- Generational Workforce





Silent

Boomer

Gen X

Millennials

Gen Z

1926-1945

1946-1964

1966 -1980

1980 -1995


1996 -2012

Every generation, no matter how paltry its character, thinks itself much wiser than the one immediately preceding it...

- Arthur Schopenhauer



Communication



Feedback & Supervision



GAP



Appraisals



Deloitte.

Addressing the issues



Employee led workshops

Cross-Generational
Brainstorming Sessions

Create “ambassador” roles

Safe feedback zone

Mentorship Programs



Development & Progression

Older Generations

Tend to be loyal to a single employer over a longer period. Value stability and gradual advancement in their careers.

Younger Generations

Desire rapid career progression, continuous learning opportunities. Change jobs more to achieve these goals.

Retention of Staff

88%

**of employers are
concerned about
employee
retention**

52.9%

**of employees held
a tenure for 5
years or less**

27.4%

**of employees
commenced work
with a different
employer**



Generational Priorities

HR Strategy

Harvard Business Publishing Corporate Learning:

Three steps to maximising the value of multigenerational workforces

1. **Avoid stereotypes** and assumptions
2. **Recognise** all employees as individuals who have unique, valuable skills
3. **Create a plan** to promote multigenerational knowledge sharing across teams and workplaces

What that might also look like...

- Creating a psychologically safe environment where all generations are valued
- Aligning strategy with core business values
- Removing age bias from policies and procedures

Takeaway

A multigenerational workforce is not something to see as a challenge — it's an opportunity.

HR and L&D teams can help organisations develop inclusive, productive and harmonious multigenerational workplaces

When HR leads with inclusion, organisations gain:

- Stronger teams
- Richer culture
- Better performance

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*"How do we build workplaces where different generations understand each other,
share knowledge and succeed together?"*



Advice often comes when you least expect it, and listening, which costs nothing, is one of the most valuable things you can do”



Questions for the room

What values and motivations do you think are most important to different generations at work, and where do you see common ground?

What do you believe other generations misunderstand about your generation's approach to work?

What are the common assumptions people make about the different generations?" Explore why and why they are or are not true.

What communication approaches work best for different generations, and how can organisations balance them?

If you were designing the ideal multigenerational workplace, what would it look like?

What are the strengths you see in other generations and what could your generation teach other generations?