



Technology
sector overview

Evolving Together

Flourishing in the
age-diverse workforce



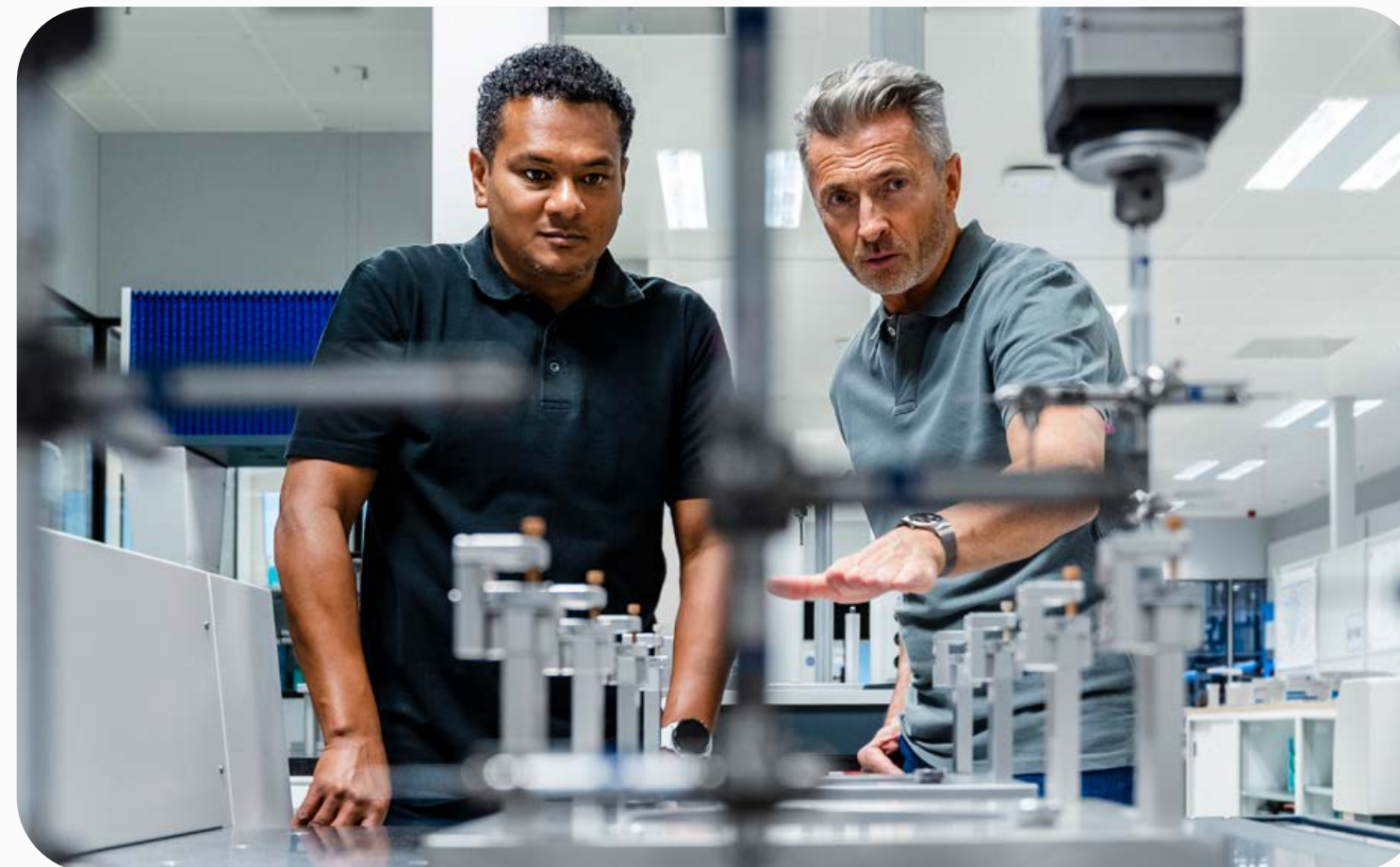
Technology

AI innovation can be a force for good in helping us to meet the challenges prompted by an increasingly age-diverse workforce

The technology sector's role in the age-diverse workforce may be around innovating to automate manual roles, freeing people from physical tasks but maintaining their ability to participate in the labour market.

On the surface, at least, the global technology sector skews younger than other industries, with many prominent Silicon Valley start-ups established by youthful creators. In reality, of course, this varies between countries. US data puts the average age of an internet worker as 34.6 against an average of 42.3¹⁴⁵. In the UK just over a fifth of those working in IT are understood to be over 50¹⁴⁶. In India, this is even more stark, with data suggesting under 2.5% of IT workers are over the age of 50¹⁴⁷, while in China ageism in the tech industry has been the subject of much discussion¹⁴⁸ after research found that three-quarters of tech workers there were younger than 30¹⁴⁹. In contrast in Japan, the ageing workforce is prompting the Government there to invest in schemes to bring older workers into the tech workforce¹⁵⁰.

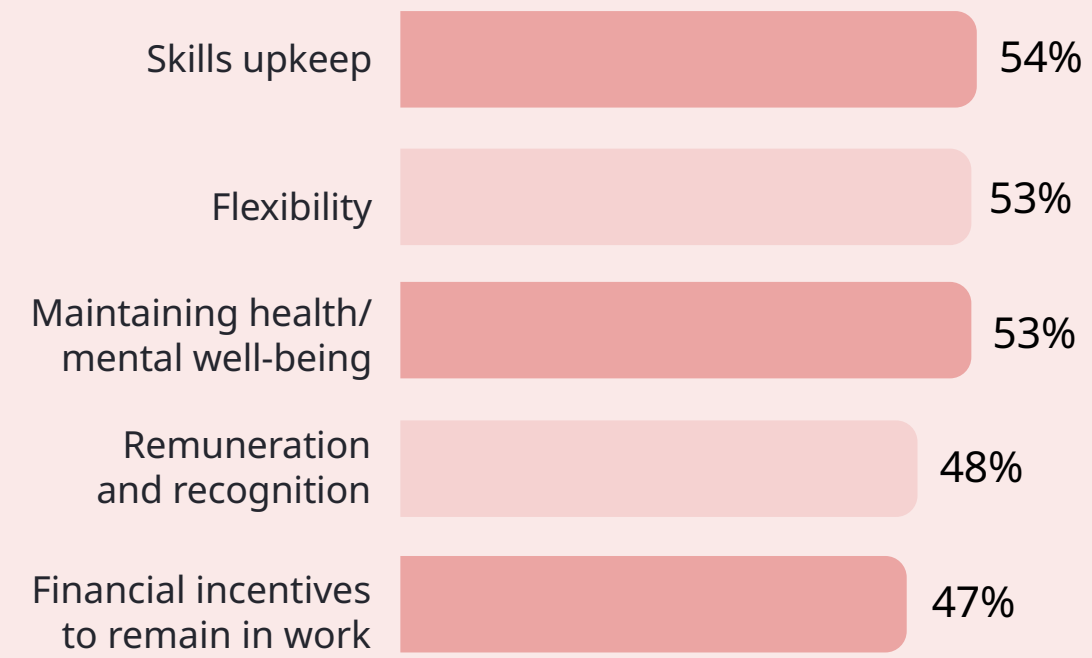
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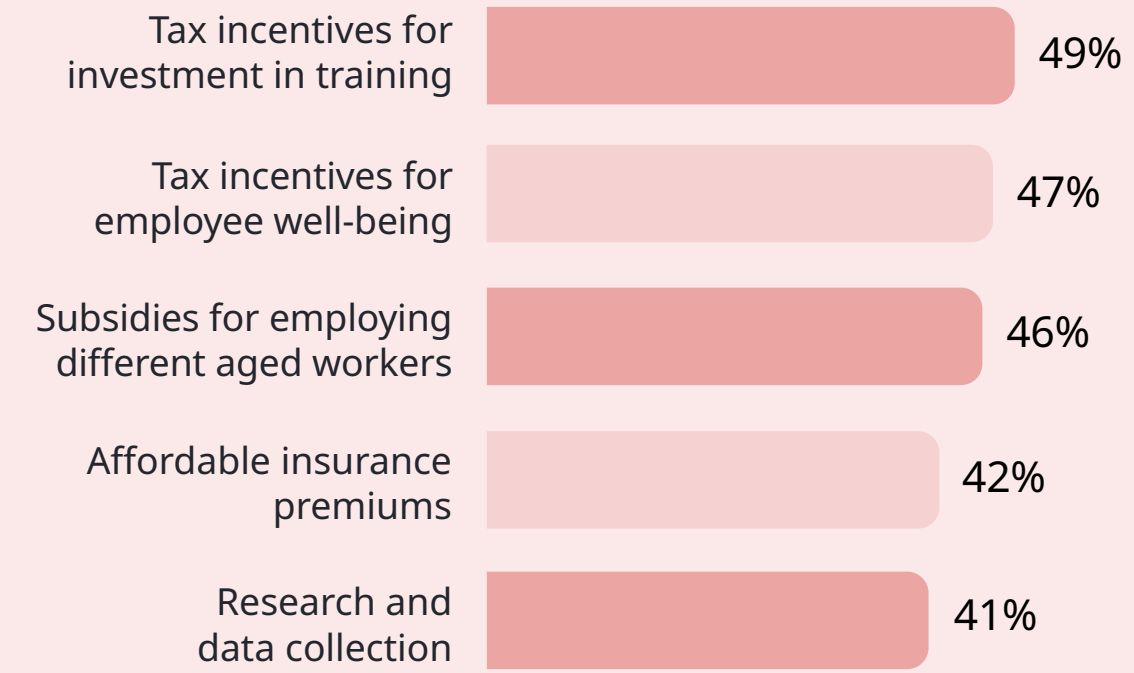
Equally, unemployment levels tend to be much lower in the technology sector than across the wider business world, with high-skilled talent in demand and well-documented recruitment shortfalls. Although 2023 saw some fall in employment as major technology firms reduced jobs, forecasts project technology and start-up hiring to grow. The US Bureau of Labor Statistics predict that in the next decade the tech workforce will grow twice as fast as the overall one¹⁵¹. According to CBRE analysis, all global markets (other than Sydney, Melbourne and Hong Kong) have recorded tech employment growth over the past five years¹⁵². At the same time, there has been underinvestment in developing the skilled workforce in countries including the US¹⁵³ and the UK¹⁵⁴ and in key sectors, linked in some instances to offshoring roles.

Technology: priorities for success in a future age-diverse workforce*

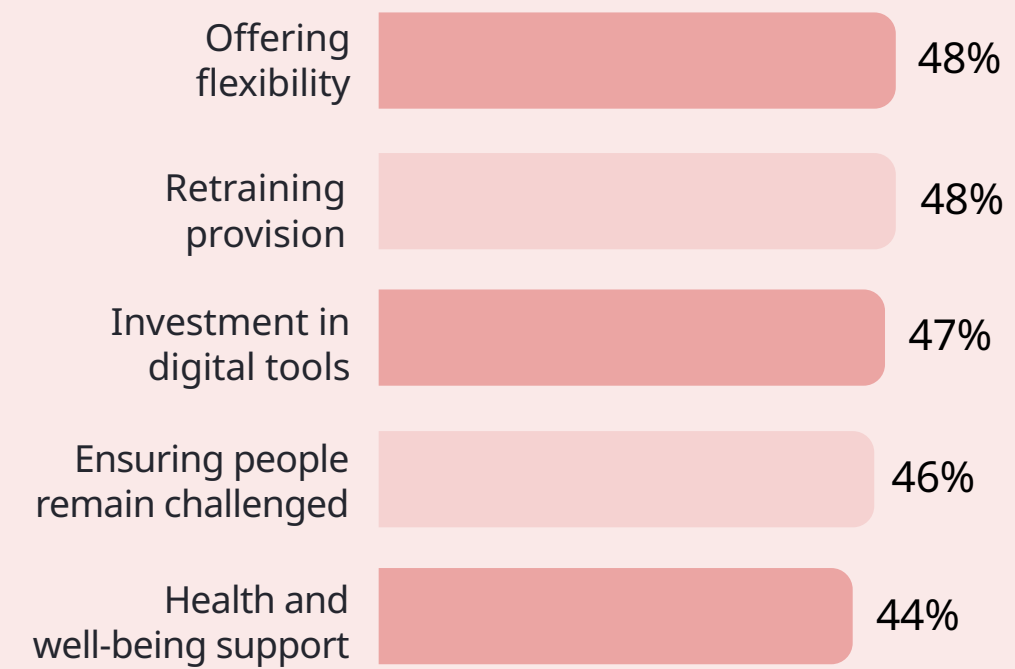
Priorities for individual career development



Priorities for government and societal action



Priorities for businesses to succeed



* Full question and answer lists can be found in the methodology section



Priorities for action

Given the fast pace of change and competition for skilled talent, it follows that technology professionals would prioritize skills upkeep and retraining. These are seen as key drivers of a successful age-diverse workforce (54% compared to a global average of 45%), with financial incentivization for businesses to invest in this also scoring highly and well above average

As AI and other innovations shape the future of work, the technology sector will inevitably be at the forefront, meaning steady demand for highly-skilled experts of all ages and stages. Financial considerations and flexibility

also score highly, reflecting the fact that many roles in the sector already facilitate greater freedom of when and where to work. Many often also command salaries that sit far above average¹⁵⁵. Although still in the top five, health and well-being considerations generally were less prioritized. This could reflect that the sector primarily offers knowledge economy roles rather than physical or manual ones.



Mark Brown, Managing Director, Digital Trust Consulting, BSI

“As the AI transformation gathers pace and technology fundamentally changes ways of working around the world and across industries, a steady supply of skilled workers will be key. To properly fulfil the tech sector’s needs and ensure innovations reflect and respond to the diversity of society, an age-diverse workforce with multiple generations working side by side will be pivotal.”

“At the same time, AI innovation can be a force for good in helping us to meet the challenges prompted by an increasingly age-diverse workforce; for example taking on manual tasks and reducing the physical labour required. Individuals, organizations and policymakers have the opportunity to embrace the opportunity of AI to respond to the new era of working and the changing make-up of the workforce.”

Please access the **full report** to view the references referred to in this pdf.



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BSI Group
389 Chiswick High Road
London, W4 4AL
United Kingdom
+44 345 080 9000
bsigroup.com