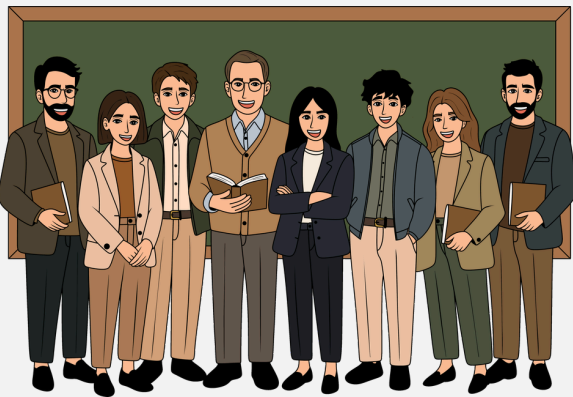
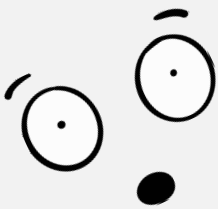


Ageism in the workplace



EMPLOYEES AGED 40+

California recognizes that people aged 40 and older face unique obstacles in the later phases of their careers and need protection from age-related biases and stereotypes. [1]



Estimates show that between 77% and 93% of older adults experience ageism. [2]



ASSET-BASED LENS

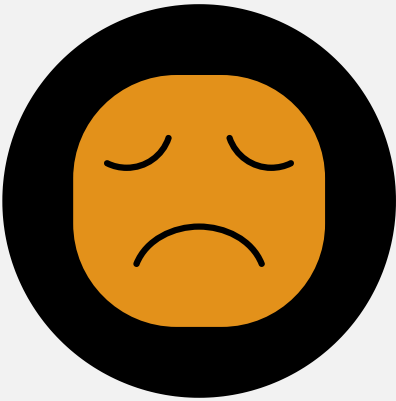
Older workers are "set in their ways" and less adaptable. [3]



Mature workers possess deep institutional knowledge, advanced problem-solving skills, and high emotional intelligence. This reduces corporate turnover costs and elevates younger peer training. [3]



WHAT ARE THE FACTS?



According to a study, workers over 50 are hired at less than half the rate of those between 25 and 49. [4]

Contrary to these hiring practices, a study showed that 70 percent of younger people actually wanted mentorship and considered it valuable, and older people also had a desire to mentor [7]

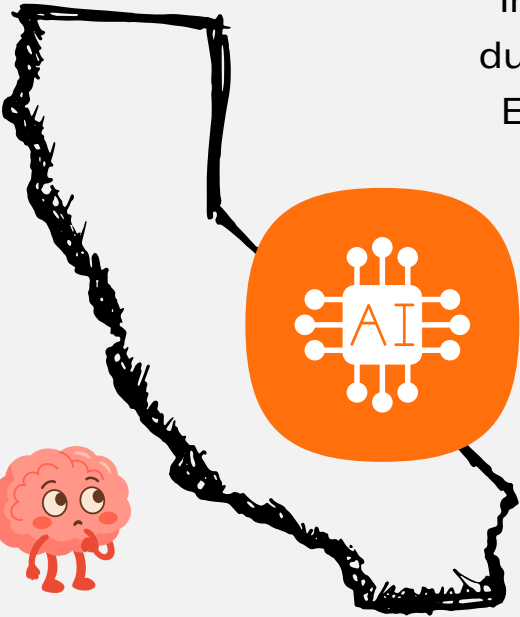
AVOIDING AGE DISCRIMINATION

"Experience Cap" Trap: Employers setting unfair upper limits on experience (e.g., "Looking for candidates with no more than 5–7 years of experience") to systematically weed out mature applicants [5].



CRACKING DOWN ON AI BIAS

In California, Software cannot legally discard applications due to "too many years of experience" or graduation dates. Employers face strict liability for vendor software bias. [6]



SOURCES

- [1] California Civil Rights Department Fact Sheet
- [2] Differences and Disparities in Ageism Affecting Older US Adults: A Review
- [3] Master Plan for Ageing, California All, <https://mpa.aging.ca.gov/OlderWorkersInTheCaliforniaEconomyStudy>
- [4] Axelrad, H., Malul, M. & Luski, I. Unemployment among younger and older individuals: does conventional data about unemployment tell us the whole story?. J Labour Market Res 52, 3 (2018). <https://doi.org/10.1186/s12651-018-0237-9>
- [5] <https://cookbrown.com/avoiding-age-discrimination-claims-in-california-key-takeaways-from-the-crds-new-guidance/>
- [6] <https://calcivilrights.ca.gov/2025/06/30/civil-rights-council-secures-approval-for-regulations-to-protect-against-employment-discrimination-related-to-artificial-intelligence/>
- [7] Mentorship and the Value of a Multigenerational Workforce



Follow the Center for Inclusion & Diversity on LinkedIn for regular reports on topics impacting inclusion in today’s workplaces.