

Making Age Work – 23rd May 2023

Our research, collaborating with 20 different businesses on our Age Inclusive Matrix consultancy programme, has shown that there are 11 Priorities employers need to Make Age Work.

These 11 key themes are the subjects that come up time and again with HR, OD and L&D managers; as well as employees across organisational roles. Over the page you can see a brief description of The 11 Priorities we have discovered. If they sound as important to you as they are to us, then get in touch on the details below for more information on our comprehensive range of workshops and webinars that delve into each of these areas and offer practical support.



For more information, please contact:
Business Development Manager
Jonathan Park
Email: Johnathan.park@agescotland.org.uk
Tel: 07808024807



THE 11 PRIORITIES

1. Age demographic data - what gets measured gets managed

Most organisations take a reactive approach and deal with age related issues, only as they arise¹. But gathering age data effectively, and sharing it with decision makers, can help you manage workforce attrition, hiring decisions, claims of unlawful age discrimination, equity of training opportunities across age demographics and more.

2. Flexible working - a win-win for employees and organisations

Flexible working is often associated with parents in the workplace, but older workers may benefit too, and employers will find pay-back in employee motivation and retention - if older workers are made aware of the options.

3. Menopause & menstrual health - 51% of the population is female

90% of menopausal women surveyed said their symptoms had impacted their working lives². 10% of women leave their employer because insufficient adaptations are made to allow them to cope with their menopause symptoms³.

4. Carer networks - 9 million carers in the UK by 2037⁴

The peak age for caring duties is 50 to 64 - how do you support valued colleagues through challenging family times and allow them to stay in employment?

5. Retirement - later-life working trajectories

36% of those already retired advised others to consider moving to flexible or part time work before stopping work altogether⁵. Since the abolition of the compulsory state pension age, employers can struggle with how to approach this conversation around 'The R Word' but an open dialogue can benefit both employee and employer, rewarding the workplace with timely knowledge transfer and improved retention.

6. Leadership – age, a silver lining for managers?

Managers now need to be able to understand and manage up to five generations in the workplace. Help your teams to understand the unique needs of older worker and how to have confidence in difficult conversations, working to create an effective intergenerational workforce.

7. Health & wellbeing – for all ages

Ill health is one of the main reasons that people leave the workforce early. Age-inclusive health and wellbeing support can be an important retention tool and can also help dispel myths around age, health and older workers.

8. Policies - differential treatment across age groups

Age bias can be unintentionally reinforced by HR policies and processes, in any area, including reward, performance management, recruitment and training. Polish up your policies to become more age inclusive.

9. Unconscious bias - 51% of employees age 65+ reported no training in the previous three years⁶

Facing up to age bias, acknowledging that it's real, and that it is likely to exist in every organisation, is the critical first step in creating an age inclusive workplace.

10. Equalities compliance - Are you really clear about age discrimination legislation?

Every leader needs to understand the importance of compliance with the UK's Equalities Act 2010. Do you understand what age discrimination legislation means for your organisation, and where you may be exposed?

11. Recruitment – don't let age be a barrier to hiring the best

Research has shown that older workers are 30% less likely to be contacted after applying for jobs (rising to 47% for older women)⁷. Organisations need to improve both internal and external recruitment if they are to have a balanced workforce and avoid litigation.

¹The Chartered Institute of Personnel & Development (CIPD, 2014) commissioned a study on age diversity in the workplace

²BMA

³Fawcett society

⁴CIPD

⁵Report to Government, Dr Ros Altmann CBE, 2015 Report to Government, Dr Ros Altmann CBE, 2015

⁶CIPD 2011

⁷San Francisco Federal Reserve Bank, 2016