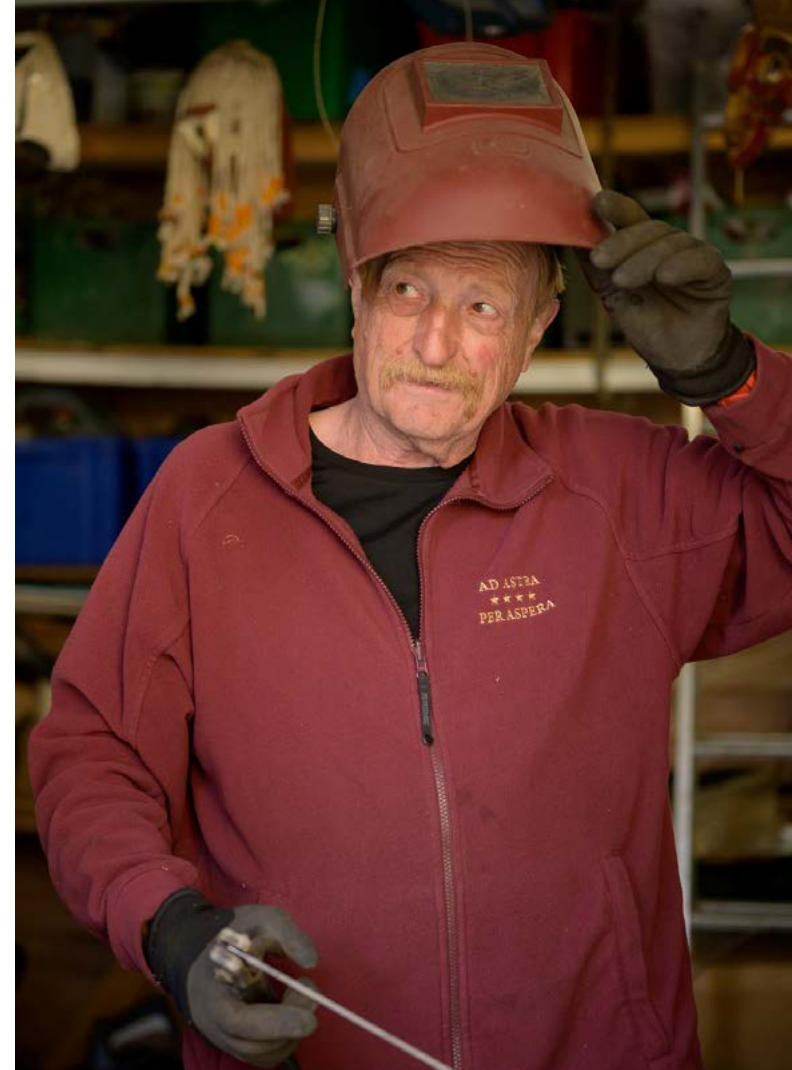


# Thinking of becoming an Age-friendly Employer?

Get the advantage.  
Be age friendly.

 Centre for Ageing Better

Age-friendly Employer Pledge



# Promoting the value of older workers

The Centre for Ageing Better is calling on employers to pledge to become more age friendly.

The job market is changing and employers are facing huge challenges. There are skills and labour shortages with vacancy rates at record highs. Workers in their 50s and 60s are key to filling these gaps. Yet employers are missing out on all that older workers can offer.

More people are working later in life, but older workers often face prejudice and are overlooked.

Employment rates drop after the age of 55, and over half of people have stopped working before state pension age. But we know multigenerational workforces drive productivity and innovation.

Download this pack  
as a PowerPoint



Top tip

**Know your numbers: analyse your workforce data by age**



**£6.6bn**

The skills and labour shortage is costing UK businesses up to £6.6 billion annually





**Multigenerational workforces drive productivity and innovation**

## Who's the pledge for?

The Age-friendly Employer Pledge is a nationwide programme for employers who:

- ✓ **recognise** the importance and value of older workers
- ✓ are **committed** to improving work for people in their 50s and 60s (and beyond)
- ✓ are prepared to **take action** to help them flourish in a multigenerational workforce



Top tip

**Provide career guidance in mid-life and beyond, including retirement planning**



# The pledge

As an Age-friendly Employer, we will...

1

Identify a **senior sponsor for age-inclusion** in our workforce – and publicly state our commitment to the pledge

2

Ensure age is specifically named within our **Equality, Diversity and Inclusion policies**

3

Take action to improve the recruitment, retention and development of workers over 50 from one of the following areas:

- ✓ Create an age-friendly culture
- ✓ Hire age-positively
- ✓ Be flexible about flexible working
- ✓ Encourage career development at all ages
- ✓ Ensure everyone has the health support they need

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We will commit to take action in at least one area every year and will report back on our activities and achievements annually.

“

## Saga – supporting 'Generation Experience'

Jane Storm, Chief People Officer, explains the changes Saga is making, from flexible working to age-inclusion forums.

We take care with the wording we use in recruitment, avoiding language such as 'energetic' or 'graduate', which could introduce an age bias.

We look to offer flexibility in hours and location, recognising that this can be valuable to all.

And to gain insight from colleagues about what's working and where we could do better, we hold 'Age Inclusion Forums' – listening sessions on age – with members of our Executive Leadership Team.

“

## Dave's voice – unretiring with Ipsos

**Dave worked at Ipsos, an international market research organisation, for 11 years before returning.**

When Dave decided that he wanted to retire from work after going part-time, Ipsos supported the transition.

But after a few months of retirement, Dave realised he missed the travel and working with people of all ages.

Since then, Dave has been involved in mentoring a group of colleagues under 25 with their training qualification.

With the support of Ipsos, Dave has been able to 'give back' after years of training, development and progression.

# Where do we start?

## Becoming an Age-friendly Employer is a journey.

By signing the pledge, you are not committing to changing your whole organisation overnight. You are committing to take one action – big or small – every year, to improve the recruitment and retention of older workers.

Ageing Better will support your journey with a framework of suggested actions, webinars, and case studies of effective practice from employers like you.

### Here are some suggestions for where you could get started...



## Analyse your workforce data by age

If you want to know where you should start, your data will tell you where your biggest challenges are. Are older applicants less likely to get to interview? Are your staff in their 50s and 60s accessing training and development? What is your average age of exit? Your own data will give you a starting point for your journey.



## Look at your job ads

Our research shows that making job ads more appealing to older workers does not deter younger workers. So avoid terms like 'recent graduate', and add a diversity statement that includes age-inclusivity.





## Welcome flexible work for any reason

We know that flexibility is the key factor that attracts workers in their 50s and 60s, and it enables people to stay in work. Flexible work supports older workers with caring responsibilities and to manage their health – but it can also give space to get other things out of life. If a job can be done flexibly, it can be done flexibly by anyone.



## Have open conversations about menopause at work

Menopause symptoms – and the inability to talk about them – push too many women out of work. Provide training to staff of all ages and genders about the effects of menopause and how they can be managed. Small adjustments can make a big difference.



## Provide a holistic 'MOT' to staff in mid-life and beyond

Don't limit career development conversations to younger workers – and don't wait too long to talk about pensions. The mid-life MOT provides a framework for structured conversations with staff in their 40s, 50s and beyond about their future – at work, and after.

Looking for more advice on becoming age friendly?

[View our full framework](#)



# Spreading the word

## Getting buy-in from your colleagues to sign the pledge

Here are some key facts to help get your organisation on board:

**Age-friendly employment benefits all of us.** We all want to know that we will not be marginalised as we age.

**Age-inclusion does not compete with other diversity efforts.** Age-friendly policies – like flexible working, open conversations about health, and de-biasing recruitment processes – help everyone.

**The Age-friendly Employer Pledge is a small, but tangible, commitment.** Age-friendly Employers commit to taking just one action a year towards being more age friendly – and they can decide what that is.



## Benefits of signing the pledge

- ✓ **Age-positive recruitment** means you draw on a wider pool of applicants for each job.
- ✓ Research shows multigenerational workforces drive **innovation and productivity**.
- ✓ Older workers can continue to **thrive and contribute** in your organisation.





# What happens next?

1

If you're brand new to the pledge, you can get started here, by **registering your interest**. This does not commit you to the pledge, it tells us you want to hear more.

Register interest

2

Share this pack with your colleagues and other key stakeholders.

If you have any questions or need more information, then please get in contact with us at **employerpledge@ageing-better.org.uk**, and a member of the team will arrange a call with you.

3

When you're ready, you can formally **sign the pledge**. You will need to provide:

- The senior sponsor who will sign the pledge
- A designated person who we can follow up with
- Your corporate logo

You will then appear on our website as an employer that has signed the pledge.

Sign the pledge

Read our [Terms and Conditions](#)

4

You will then receive:

- A **communications pack** to help you spread the message including a logo that you can use on your website to publicise your commitment
- Regular newsletters with tips, guidance and inspiration
- Invitations to **peer calls and webinars**, to learn from employers like you and help you move forward on your age-friendly journey
- A **follow-up call** at six and twelve months to see how it's going – and for you to share the action you're taking.



# About the Centre for Ageing Better

The Centre for Ageing Better is pioneering ways to make ageing better a reality for everyone, including challenging ageism and building an Age-friendly Movement, creating Age-friendly Employment and Age-friendly Homes.

We're a charitable foundation funded by The National Lottery Community Fund and part of the government's What Works Network.

## Stay in touch

✉ [ageing-better.org.uk/enews](mailto:ageing-better.org.uk/enews)

🐦 @Ageing\_Better

Sign up to the Age-friendly  
Employer Pledge and show  
you recognise the value of  
older workers.

Register your interest today

WELLBEING PLANNING

Jan - Dec 23  
Mental health days  
Physical activities  
Football tournament  
A.S.I.

