

Creating an age-friendly culture

Getting started guide



 Centre for Ageing Better

Age-friendly Employer Pledge



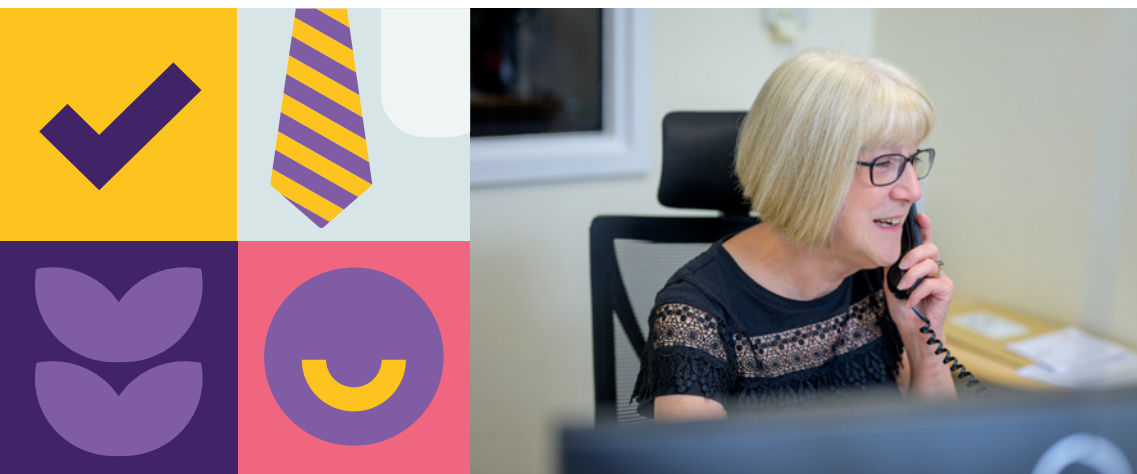
Getting started guide

Creating an age-friendly culture

The culture in an organisation is visible in the way your workplace is set up, in the way colleagues talk to each other and the way everyone in the organisation behaves.

In an age-friendly culture, multigenerational teams work happily alongside each other, differences are expected, accepted and celebrated and no one is written-off or stereotyped due to their age.

Without an age-friendly culture – present in the behaviour of all managers, and experienced by your staff – any other age-friendly policy or practice changes will not deliver results.



Where to start?

1

Analyse your workforce data by age. Your own data will give you a starting point for your journey. You could:

- break down all of your staff data by age – using five-year age groups. Look at the age of new hires, promotions, training participants and exits.
- look at your staff survey: does satisfaction and engagement vary with age? If you're a large organisation, try and break this down by seniority, department and/or other demographic characteristics: male senior managers in their 60s might be having very different experiences to female staff on lower grades.

2

Engage your workforce! Organisation too small to 'analyse your data'? That's ok. No matter your size, share the Action Framework with staff and ask them 'where should we start?'.

You could also...

- ✓ **Post a blog on your staff intranet from the CEO** (or senior management) celebrating signing the Pledge and outlining their commitment to age-inclusion. Don't have an intranet? Send an email, share in team meetings or take people out for coffee to let them know. And don't stop there. Ensure there is regular communication that acknowledges and celebrates the work of your multigenerational workforce.
- ✓ **Start a 50+ staff network.** Create opportunities for 50+ workers to discuss their experiences with each other and tell you what needs to change. Or a multigenerational, age-inclusive network may work better for your organisation. Either way, get talking and listening.

- ✓ **Challenge stereotypes about older workers.** Don't let ageist comments (including comments about yourself) slide, and think about the diversity of images you use for internal and external communications.
- ✓ **Promote and celebrate the benefits of multigenerational teams.** Do you have good examples of multigenerational teams? Research shows these teams can be more innovative at work. Make sure you are showcasing these teams internally.

You can find out more information on the Age-friendly Employer Action Framework [here](#).





Did you know?

4%

Turnover is 4% lower at firms that have a 10% higher share of workers aged 50+.

- Recent analysis by the Organisation for Economic Co-operation and Development (OECD) shows that a firm with a 10% higher share of workers aged 50 and over is 1.1% more productive.
- Our research shows that older workers are viewed more negatively by employers, and their skills rated lower than younger colleagues.

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Success stories

Imperial London Hotels

Having employed 1,200 people before COVID-19 struck, the hotel group found itself with only 125 in May 2021. It had to gear up fast to serve guests that summer. But Sandra Nunes, Head of People and Development, says that the pandemic caused other big changes.

Joining the Age-friendly Employer Pledge network has taught us a lot. Among our staff of 750 people, 30% are aged 50 or over.

“We found we just couldn’t recruit using our traditional approach. Work-life balance became much more important... I realised that more mature people could be the answer to our prayers, but I had to change minds internally first, because young people have always been the mainstay of the hospitality trade.

Joining the Age-friendly Employer Pledge network has taught us a lot. Among our staff of 750 people, 30% are aged 50 or over. Creating an age-friendly culture has done wonders for our business.”

Read the full story [here](#).

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Have you signed up to the
Age-friendly Employer Pledge?
Show you recognise the value
of older workers.

