

What is involved in building an Age Inclusive workplace?

Our starting point is that good management practices make all the difference: supportive and trained line managers, a positive work environment in which employees are listened to and treated with respect, transparent policies and processes, an organisational commitment to lifelong learning and employee well-being. **Most important is that you commit to the time that it will take to make a lasting cultural difference.**

Time Commitments* to achieve Age Inclusion over 6 months for an SME

Key Stakeholders

Define aspirations relevant to your organisation	0.5 day
Review staff feedback, agree gap and action plans	0.5 day
Review progress after 3 months	0.5 day
Review final report on successes achieved	0.5 day

Staff Commitment

Provide feedback into the current state of Age Inclusion	0.5 day
Provide feedback on progress after 6 months	0.5 day

*Plus, any time arising from your action plan.

Programme Leaders

The delivery of your programme will be led by our HR consultants who are senior professionals with deep experience of diversity & inclusion programmes, managing culture change and building employee engagement.

Sue Adlam-Hill

Sue has an extensive 27-year international career in oil and gas HR and now works as an independent consultant. She has led global HR teams and supported executive leadership teams through periods of significant organisational change. She holds a psychology degree and is an experienced coach and certified workplace mediator. She brings a wealth of insight into HR issues and culture change. Her special interests are inclusion and employee engagement which she sees as a cornerstone of strong organisational performance.



Susan Gordon

Susan is a seasoned HR professional with nearly 30 years' experience in international oil & gas and as a University Senior Lecturer. Her specialism is handling the 'difficult conversations' with professionalism and compassion. Her flexibility and range of skills allow her to deliver a wide portfolio of activity including managing change, coaching & mentoring, mediation, career transition, cross-cultural issues and HR emergency response. Susan's reputation is for delivering quality solutions for uncomfortable issues through personal credibility and integrity together with a collaborative, upbeat and respectful style.



Age Inclusive Matrix with HR advisory support

Your blueprint to becoming an age inclusive organisation

The impact of age in your workplace

Scotland's demographics are changing. People are living and working for longer presenting Age Inclusive opportunities for your organisation to benefit from the retention of key skills. Simultaneously, the supply of younger workers is falling, challenging traditional recruitment strategies on which you may be reliant.

The Age Inclusive Matrix from Age Scotland can help your organisation ensure you maximise the benefits from these societal changes.

What has changed?

Historically, employers have managed a traditional model with workers progressing up a career ladder according to age and experience until retirement, with younger workers stepping onto the rungs beneath them. A fixed retirement age allowed companies to succession plan with a degree of certainty.

However, recent changes to demographics, employment legislation and pension freedoms have now blurred these lines for employers like you.

In the coming 20 years, the growth in older people and decline in the number of younger workers will see your older staff seeking employment into later life. You will find younger workers in short supply and many may seek employment in perceived more appealing industries such as media and technology.

What does this mean for you?

Changes in the UK employment climate mean that the traditional model of younger workers replacing those retiring at age 60 / 65 is not fit for purpose.

- **Abolition of the compulsory retirement age challenges your succession planning especially in key skill areas**
- **Increased longevity and improving health means many of your older workers will wish to work beyond traditional retirement ages**
- **Changing demographics means there are significantly many older people whilst you will experience fewer younger people entering the workplace**

Age Scotland findings

Within our **Age Inclusive Workplaces** programme, we help employers to thrive by making the most of the opportunities brought by an ageing workforce. Common themes, which may be affecting your organisation, include:

Diversity & inclusion: This is high on the agenda of many organisations particularly surrounding disability, gender and ethnicity but our research shows age inclusiveness is too often being overlooked.

Unseen age bias and discrimination: Stereotypical attitudes to age can impact how both customers and employees are treated. Left unresolved, an organisation is at risk of attrition, leavers, litigation, damage to brand reputation and loss of business.

Succession Planning: Managers and HR teams are often reluctant to talk about retirement, and employee engagement at this time often drops. This makes workforce planning increasingly difficult, especially succession planning for key skills.

Retaining valuable workers: An impact of this low engagement is that valuable workers feel they have no option but to retire, leading to a loss of key skills.

Managing poor performance: Organisations are hesitant to have difficult conversations with older workers whose performance may be unsatisfactory for fear of being accused of ageism. This can impact productivity and the morale of other staff.

Intergenerational teams: It will be more common for young workers in team leader and management roles to be responsible for the management of older workers. But many feel ill-prepared and have little support to know the difference between being a flexible employer and giving inappropriate leeway.

Seven stages to becoming an Age Inclusive employer

Age Scotland's Age Inclusive Matrix has been created by pooling the experience of both the Charity and our team of experienced HR professionals.

We've created an assisted self-assessment matrix that will help you analyse all relevant aspects of your organisation to ensure you are Age Inclusive to a level that is optimal for your needs. We'll be with you each step of the way to provide guidance and support to make sure you get a lasting benefit from the programme.

There are seven stages to becoming an Age Inclusive employer (Figure 1).

1. Scope

We have identified fifteen focus areas that fall within the umbrella of 'good management practices' and that relate specifically to the issue of age-inclusivity. These fall into four broad categories as shown in the gap analysis spider graph (Figure 2) and define the scope of our work.

2. Aspirations

Assess the focus areas and identify those which have the highest impact on your organisation.

2. Current Reality

Agree an approach with you to assess the current reality as perceived by your workers.

3. Gaps Analysis and Action Plan

Identify the largest gaps on a spider graph as shown and produce a 6 month action plan to address the 3 to 5 focus areas which will have the biggest impact.

4. Three Month Progress Check

Review progress to date and amend the action plan as required.

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Review progress to date and amend the action plan as required.

6. Six Month Evaluation

Re-assess how older workers perceive things are now.

7. Final Report and Next Steps

Produce a final report summarising all activity and outcomes. Discuss any next steps that are appropriate.



Figure 1: The Seven Steps

Fifteen focus areas. For example, Age Bias in recruitment falls into four broad categories

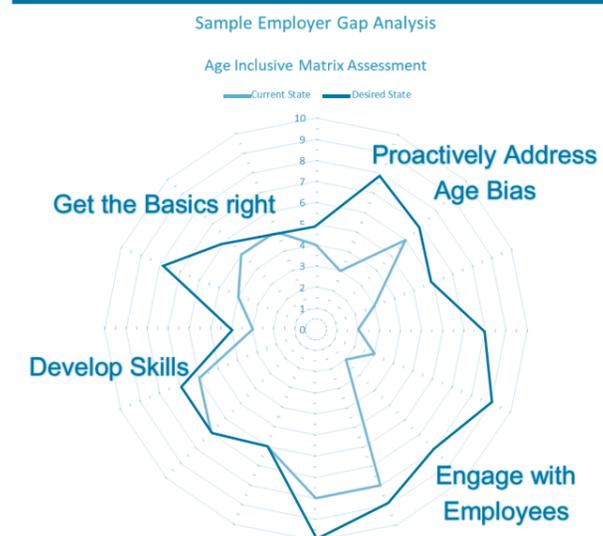
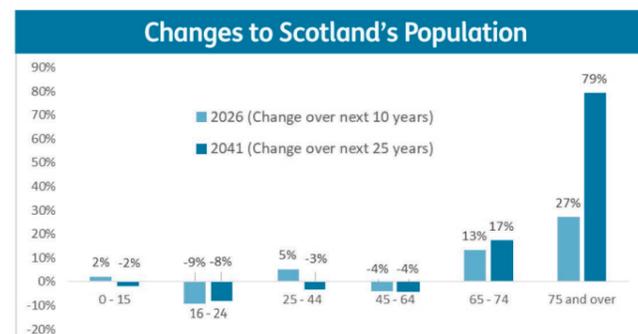


Figure 2: Gap Analysis Spider Graph



Source: National Records of Scotland, 2016 Population Projections

In 2011 the default retirement age was abolished giving workers the right to take a more personal approach to the end of their working lives. Also, Pensions Freedoms, brought in during 2014, have given workers more control over how they spend their pension savings. These legislative changes have resulted in older people continuing in employment.

For further information

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