

# AGE

INCLUSIVE

MATRIX



## AIM TO GET AHEAD

*“It has been one of the most valuable projects I’ve been involved in from an HR perspective; it has been incredibly helpful and insightful. The process framework is simple and action orientated and the Age Scotland HR consultants were brilliant to work with.”*

*Newsprinters,  
Eurocentral*

A blueprint for  
a more inclusive  
workplace



## Scotland's demographics are changing.

People are living longer and, due in part to changes in employment legislation, they are also working longer. At the same time, the supply of younger workers is falling. All this presents challenges and opportunities for organisations across the country.

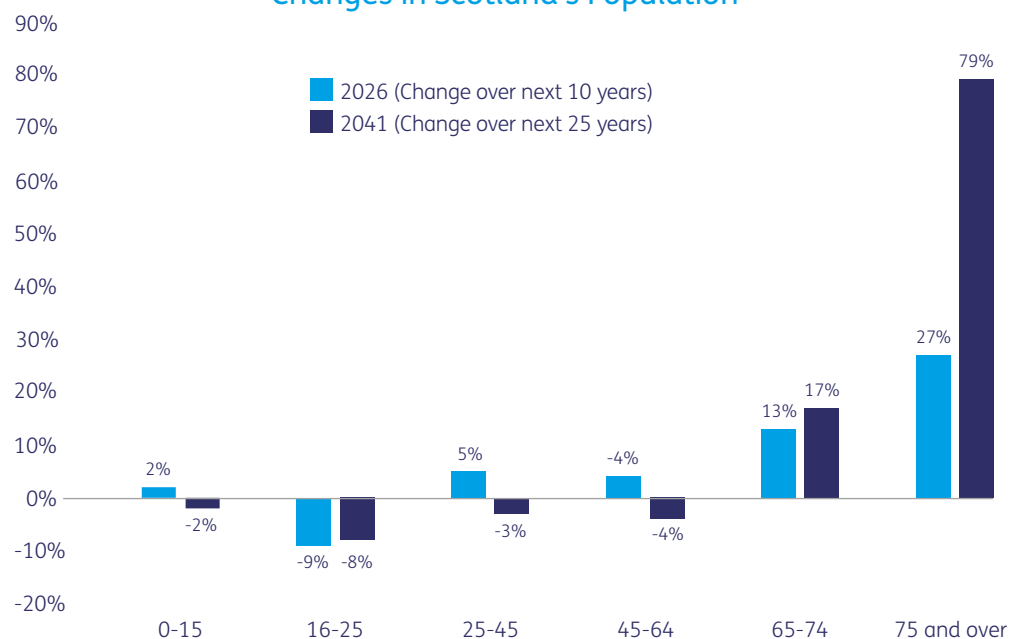
Age Scotland's Age Inclusive Matrix (AIM) programme can support your organisation on a journey of becoming more age-inclusive, helping you to identify and manage the impacts of these societal changes to benefit your organisation.

## Why is Age in the spotlight?

### 1. Demographic Changes

Demographic projections suggest that there will be a growth in Scotland's older working population and a decline in the availability of younger workers.

Changes in Scotland's Population



"The focus groups held by the Age Scotland HR consultants highlighted that age issues are at both ends of the spectrum and that potential issues lie with both the younger and older population."

Dover Fueling Solutions,  
Edinburgh

### 2. Age Related Employment Legislation

Legislation has been changing to protect older people through the impacts of these demographic changes.

2010 - Equality Act: Age becomes a protected characteristic

2011 - Abolition of the Default Retirement Age

2014 - New Pensions freedoms

This means that organisations are dealing with new age-related challenges in the workplace.

### 3. Scotland's Fair Work Framework

The Scottish Government is striving to drive forward fair work in Scotland with the goal of fair work becoming a hallmark of Scotland's workplaces and economy.

[www.fairworkconvention.scot](http://www.fairworkconvention.scot)

## Organisational challenges relating to age

For the last 5 years, Age Scotland has been supporting organisations to put in place age-inclusive strategies and practices. Every organisation is unique, but these are some of the common challenges:

“Our Diversity & Inclusion programme doesn’t even touch on age”

“Succession planning - it’s so difficult when employees aren’t sharing retirement plans”

“We need to retain our older workers. They have critical skills and we don’t have a strong talent pipeline”

“There are conflicts on the factory floor between the older and the younger employees. The perceived lack of respect is two-way”



## Becoming an Age Inclusive Employer

If you are seeking to become a more age inclusive employer, Age Scotland’s Age Inclusive Matrix (AIM) is a blueprint for getting you started.

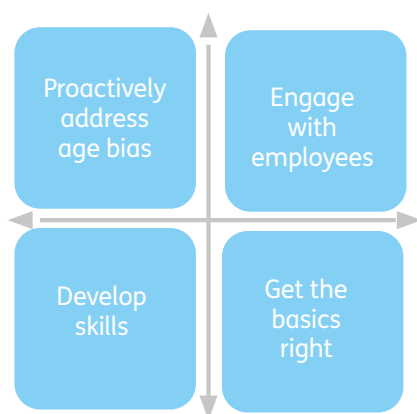


## What is the Age Inclusive Matrix (AIM)

Age Scotland’s ‘Age Inclusive Matrix’ has been created by experienced HR professionals and draws on research and practical experience with a range of organisations, both private and public sector. The programme is funded by the National Lottery Community Fund and supported by our partner, Business in the Community.

The matrix provides an overview of 15 potential intervention areas for organisations seeking to transform their approach to age in the workplace. We call this being Age Inclusive.

The AIM process is centred around experienced HR consultants helping you decide which Focus Areas to prioritise. The priority Focus Areas will vary from one organisation to another. In that sense, our approach is bespoke to each organisation. We will be with you each step of the way to provide guidance and support to make sure you get a tangible benefit from the programme.



## Six Stages to Becoming an Age Inclusive Employer

Organisations that sign up for AIM will be assigned an HR consultant who will meet with them over an 8-month period.

AIM involves establishing a small Steering Group of key influencers to lead and guide the project.

There are six steps to completing AIM and a half-day face-to-face meeting marks each step:

**1**

### GOALS and AIM introduction

Meet Steering Group, introduce the GROW model and prioritise AIM Focus Areas. Agree the goals and next steps.

**2**

### REALITY check

Conduct listening session(s) as required.

**3**

### OPTIONS - Action Plan creation

Present feedback from the listening sessions to the Steering Group and discuss Options.

**4**

### WAY FORWARD – Progress Review

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

**5**

### WAY FORWARD – Progress Review

Review progress to date with Steering Group and develop a plan to sustain age inclusion. Provide evaluation questionnaire.

**6**

### PROJECTS Close

Agree one-page project summary with Steering Group lead and sign off completion of AIM.



## What can you expect when you sign up for AIM?

- Six half-day meetings at your workplace over an 8 month period.
- Collaborative partnership between Age Scotland’s experienced HR consultants and a Steering Group.
- A structured approach using the GROW coaching model to explore Goals, Reality, Options and Way Forward.
- The option of facilitated focus sessions with employees.
- Signposting to other age in the workplace experts.
- Sharing of good practice and networking with other AIM participants.
- A pragmatic action plan that gives you confidence in your on-going approach to age-inclusion.

## AIM Delivery

The delivery of AIM 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 LEAD CONSULTANT

Sue's background is a 27-year international career in oil and gas HR and she is now working 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 interest is employee engagement which she sees as a cornerstone of strong business performance.



### SUSAN GORDON LEAD CONSULTANT

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.



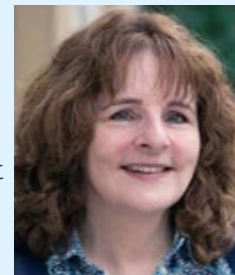
### KAREN READ CONSULTANT

Karen is a business and people focused HR professional, project and change manager, with ability to adapt quickly to new environments. Over a 35+ year career Karen has developed HR services, guided change projects and contributed to organisational development programmes in science, arts, culture, and public services. Karen has a pragmatic approach, a keen interest in change management and values employee engagement and positive employee relations as key levers to business success.



### MO GILL CONSULTANT

Mo is a highly motivated Human Resource and Organisational Development professional with the ability to influence people from senior managers to front line staff. Mo is a Chartered Fellow of the CIPD and has over 30 years' experience operating at a senior level in both leadership and organisational development roles.



## Find out more

To get a sense of how the Age Inclusive Matrix has helped other organisations, you can watch our short film on our website at [www.age.scot/aim](http://www.age.scot/aim). To book or for more information, please contact:

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