



Best Practice in Age and Employment

Employer's Guide

**Second Edition
Updated and Revised**

Best Practice in Age and Employment

Employer's Guide

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|----------------|------------------------------------|
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1) About Wise Age

Time to change Wise Age has worked with age partners to produce these best practice guides relating to age and employment including an employer's guide and a senior's self-help guide to help the over 50s back into employment or self-employment. This is now of crucial importance for employers and for older workers (50+), given the disruption to the labour market following the impact of the pandemic, lockdowns, Brexit and the trading and distribution situation.

Who are we? Wise Age Ltd was founded in 2012, drawing on the experience of our predecessors Wise Owls, and has led the way in researching, promoting and working around the questions of age and employment. We are London's leading specialist 50+ employment charity, training and supporting over 50s back into work. We educate and inform employers from all sectors, including government decision makers, about the benefits that older workers and age diversity bring to business and how best to tap into this key labour and consumer resource. This programme is funded by **Trust for London** to support over 50s back into work and help employers benefit from having an age diverse workforce.

Become the solution. As an employer you can benefit greatly from the skills, knowledge, experience and aptitude of older workers who bring many benefits to organisations. Our research and experience shows that an age-diverse workforce brings many business benefits.

For more information, go to www.wiseage.org.uk.

2) Introduction

Ageism is acknowledged as being the most widespread discrimination factor within the workplace in the UK. This unacceptable situation continues despite the introduction of new laws and an ageing population.

The aim of this Guide is to inform employers of the many benefits older workers and an age diverse workforce bring in terms of improved profitability, productivity and staff retention and satisfaction. When age prejudice is overcome, one can appreciate that as older consumers grow in importance so does the need for an older and wider age range of workers.

We also explain the age and employment equality law for employers. We lay out best practice solutions to the challenges of complying with Equality legislation with regards to age. No company wants to be dragged through an Employment Tribunal. It is expensive, demoralising, and can generate a lot of bad publicity.

Since the introduction of the Equality Act 2010 a number of cases regarding age discrimination have made headlines. For example, there have been a lot of claims lodged against the BBC directly relating to age, while employers have had to pay tens of thousands at tribunals for breaking the age employment regulations. Elsewhere, in the *Whitham v. Capita* case, Capita employed drivers at Heathrow and terminated people's Permanent Health Insurance schemes at age 55. This was found to be both indirect and direct discrimination. The authors hope that this publication will not only help employers avoid losing at employment tribunals but find positive ways to make age equality legislation work for their companies.

3) Business Case for Employing Older Workers

1. An ageing workforce

In the future we are going to have an older workforce—more over 50s will be in work than those under the age of 30. Yet only 1 in 5 employers is currently discussing ageing in the workforce at a strategic level and thus they may be unprepared. Employers need to start thinking about age friendliness to attract older workers but also to get the most return from their engagement. Without older workers, there will be shortages in the workforce, as is currently the case. Employers that have done this thinking and have planned for recruiting, developing, retaining and managing an ageing workforce that is genuinely age friendly will be far better placed to get these benefits.

2. The national economic benefit

As our research and that of specialist agencies shows, employing older workers nationally will help the economy. It is estimated that increasing the percentage by just one per cent of those aged 50-64 in work pays dividends—potentially increasing the GDP by around £5.7 billion per year and increasing income tax and National Insurance Contributions by around £800 million per year. As there are over 1.2 million pensioners who are still working and more who wish to, there only needs to be a change in recruitment attitudes by employers to benefit from this additional workforce.

3. Financial benefits for organisations

Research from 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. The experience of MacDonald's shows that where they deliberately recruited over 50s, those stores

increased their profitability, productivity, staff morale and reduced staff turnover. Other firms that have shown the benefits of employing an age diverse workforce include VW, BMW, B & Q and the chemical industry.

4. Staff retention improved with older workers

As older workers are both more loyal and committed and understand the difficulties of finding employment later in life they are more likely to stay with you for a long time, even after getting trained with higher skills. Employer gains come from lower job turnover and the greater management and general work experience of older workers. The average cost of recruiting a new team member is estimated at £6000 per year. In turn older worker's greater loyalty and retention also has an effect on productivity and continuity of knowledge.

5. The inter-generational benefits

The evidence is that age friendly employers having a mix of ages employed is beneficial. According to a recent study by YouGov eight in ten employers (79%) in England state that older workers could help in knowledge and skill sharing. Younger employees can benefit from the advice, support and mentoring of older colleagues when this is facilitated in the management and culture of the organisation. This is often shown in team and project working. During the last crisis our research showed those firms which retained older workers ended up hiring more younger workers, as older people were able to mentor and support them, while those that 'culled' large numbers of seniors did not replace them with younger ones.

6. Marketing and strategy opportunities

As the growth of the "grey pound" continues with greater consumer spending by over 50s as well as seniors living

longer, then understanding that market and the opportunities will be key for many employers. Having a workforce of the same age can provide the insights and knowledge that can harness the right business benefits. Older consumers tend to prefer having the option of being dealt with by someone of their own age. Conversely organisations who believe a younger workforce is preferential may be at a disadvantage and suffer from what has been called the empathy and insight gap.

4) What Makes an Age-Friendly Employer?

Given the increase in older workers in the future it's important that all employers become more age friendly. With more over 50s likely to be in work than those under 30 in the next decade, employers need to act now to attract talented, experienced older workers to their organisations or they are likely to miss out.

But it's not just as simple as having an age friendly policy sitting in the HR policies section gathering dust, and not having any impact on what the organisation does by way of age. There must be a commitment to make this work.

We now have many more employers becoming age friendly and there is support for those wanting to take this journey. The Centre for Ageing Better is one of a number of organisations which provides sound advice and support, and other organisations can provide case studies and help—see below.

So, what are the commonly accepted hallmarks of Age Friendly Employers in terms of the accepted good practice?

1. Hire with age positive outcomes in mind

Older workers can bring a great deal to the workplace—their commitment, knowledge and experience are invaluable. Yet only 14% of employers surveyed say they plan to recruit or re-train older workers to deal with skill shortages. Employers need to ensure their recruitment campaigns are age positive to attract older workers. In particular, ensuring that recruitment does not have an age bias (consciously or unconsciously) for example in what is displayed in adverts. Many older workers are facing discrimination when applying for roles and are affected by assumptions made about whether they are capable, their health, their innovativeness, whether they are in wind down

mode for retirement and whether they will be difficult to manage as they are “experienced” and may not respect a younger manager.

2. Create an age-positive culture

Key to being an Age Friendly Employer is forging a culture which is age positive—for all ages. This is about embedding age-friendliness right across the organisation. Key is monitoring data about employment by age and sharing this. Many organisations simply don't report age employment in their annual reports so they can be compared. Line managers need to have the right knowledge and skills to understand age friendly employment practices and the management implications. Training is required to equip line managers with the knowledge and skills to manage age-friendly practices. All staff need to benefit from equality and diversity training, but in which age-positive practice is very much a core part. Age positive is also ensuring there is the right interaction and networking amongst staff at all ages and listening to different age viewpoints.

3. Provide flexible employment and working

All organisations need to think flexible and agile employment particularly post covid as the 9-5 routine in the office has changed. This involves hiring flexibly and ensuring there is a range of working options available and publicised. But for older workers there may be additional demands such as caring responsibilities which require flexible patterns. Studies show that 1 in 6 older workers want to work fewer hours and in some cases part-time. Employees need to know what's available and also managers need training and support in managing a flexible workforce.

4. Encourage effective career development at all ages

Employers need to ensure they have the right development, training, and organisational progression available to all ages—making lifelong learning a reality. For older workers this should also ensure they do receive adequate training. Studies reveal the challenges faced by older workers. For over-55s, almost two-thirds (64 percent) were not getting leadership training, and a third had lost interest in their job due to lack of development opportunities. Just under a half 47% of over 55s were most likely to say they have not received any training over the past five years. Almost two-thirds (61%) of workers were not confident that they had the skills they needed to succeed in the workplace in the next five years.

Age Friendly Employers seek to find out what older workers want in terms of support and development. Some may want specific career guidance at mid-life and beyond, including retirement plans and financial planning advice. Also, older workers themselves can help contribute to other employees' development with mentoring or feedback sessions.

5. Ensure everyone has the health and wellbeing support they need

Age-friendly organisations have an open and supportive culture around how health and health issues are anticipated and managed at work. This needs to include physical health, mental health, financial health, social responsibility, and people being connected. This requires devising wellbeing programmes which take on people's views about issues they face. The resulting healthy working environment leads to people feeling healthy, valued, included, and motivated.

This mix of age-friendly attributes are all required for an age-friendly employer but they must ensure that they all work in practice.

5) Myths about Older Workers

The myths that circulate and underpin much of the ageist attitudes of some employers, journalists and politicians are not backed up by evidence or research. This may not be simply down to societal ageism but also ageism in HR—a recent study showed that only 24 per cent of HR leaders aged 25-30 were “willing” or motivated to recruit workers aged 55-75, in contrast to nearly two thirds of older HR leaders aged 46-50 that were prepared to do so.

1. Older workers are costly and expensive to employ

This is a common myth, but actually the highest paid age demographic are those between 30 -49, while over 50s who are hired understand the difficulties of finding employment and often offer better value as they accept reductions from previous salaries while still offering high levels of knowledge and experience. Additionally workers over 55 are less likely to change jobs compared with younger workers thus saving on recruitment costs and training new employees.

2. They are often ‘overqualified’ for the job

Older workers who fail to get recruited are often assessed as “overqualified”. This is largely because they have higher levels of experience and knowledge, including management, than other applicants. However, given the job market, they are happy to accept less senior positions or are looking for a less stressful position. Regardless, older workers are still able to offer extra wisdom and experience of benefit to companies and managers.

3. Younger workers are more productive and perform better than older workers

Age and workplace performance isn’t automatic. Evidence shows that older workers perform just as effectively as

younger workers and that where there is an age diverse workforce there are benefits in each age group learning from and teaching the others.

4. Older workers are resistant to change and are less creative

This again is a massive generalisation. Attitudes to change will depend on various factors which influence how adaptable people are. But attitudes affect younger employees in the same way. In fact, change has been a constant factor in the workplace over the last 30 years with older workers often the change agents of earlier years. The average age for new business start-ups is between 42 and 47 years of age not twenty somethings. And in the digital sector, 70% of start-ups founded by older workers lasted longer than three years, compared to only 28% of those created by younger entrepreneurs.

5. Older workers aren't as up to date on technology as younger workers

Many older workers are just as tech savvy as younger employees and the biggest increase in usage of technology is amongst the over 50 age group. There isn't an automatic correlation between age and confidence in using technology. Evidence shows the type of work people do may be better predictor than age and what matters is whether people's IT skills are up to the requirements of the job.

6. It's not worth training older workers—you don't get the payback and they don't learn as quickly as younger ones

Research shows this is totally untrue. Over 50s who are given in-work training are more likely to complete the training and gain qualifications than younger ones.

However, older workers are offered less than half the training given to younger workers. Having completed training, older workers are more likely to stay with their employer than younger ones.

7. Older workers suffer from more health problems and take more sick leave

At age 65, men in England can expect to live on average another 8.9 years in good health, and women another 9.8 years in good health. It is true that some older workers do suffer from longer term health conditions, inevitable as one grows older. However, the evidence is that although older workers tend to take more time off on long-term sickness (which can be covered), they generally take less time off due to short-term sickness with no notice. In fact, similar amounts of time off due to sickness are taken by all age groups. Older workers are also at lower risk of accidents in the workplace.

8. Older workers just want to wait for their pension and retire

This is a big myth, that older workers are watching the calendar until they can go off and play golf or go on Mediterranean cruises. The world of work is changing and many older people both want to work and also need to work. A quarter of older workers recently surveyed said they were willing to work into their eighties, while over 1.2 million pensioners are still in employment.

9. Older workers can be difficult to manage, especially for younger managers

Job satisfaction amongst older employees tends to be high. Also, older workers can have the emotional maturity and range of experience to equip them to adapt to different settings as well as management styles and are

both keen to offer support to their managers and team without being after their jobs.

10. Older workers aren't as sharp and alert as younger workers

Research dispels this myth. There are lots of examples of older workers having a range of experience giving them the ability to adapt to new procedures, tools, environments or working practices. The Cogito Study concludes that older employees' productivity and reliability is higher than that of their younger colleagues. Studies of the car industry show that serious errors that are expensive to resolve are much less likely to be committed by older staff than by their younger colleagues.

11. They are taking jobs from younger people

This is perhaps the most retold myth of all. In reality, our research after the financial crash showed that where older workers were retained more younger workers were then employed while where there were wholesale cuts to the over 50 workforce they were not replaced by younger employees. Where older workers were encouraged to mentor and support younger recruits, their productivity increased and there was a better staff dynamic. McDonalds and other major employers who deliberately recruited older workers found that age diversity increased productivity, profitability and staff morale, reducing staff turnover. They also found older people went on to quickly become managers or assistant managers.

Where to Find Out More

[Five stereotypes about older workers debunked \(theconversation.com\)](http://theconversation.com)

[Myths about hiring senior workers
\(peoplemanagement.co.uk\)](#)

[Young and old: who performs more consistently? | Max-Planck-Gesellschaft \(mpg.de\)](#)

6) Benefits of Older Workers

Below is a list of the benefits employers recognise older workers bring:

- They widen your company's skills and knowledge base
- They have broader experience of life and work
- They have social and life skills
- They are highly motivated
- They are very loyal, and much less likely to leave for another job, particularly after training
- They enjoy learning and training, and have higher levels of completion and success than younger age groups
- They take time off sick less frequently than younger workers—and when they do, it is often for things they can give advance notice of, so employers can plan how to cover their absence. “Pulling a sickie” is much less prevalent among older workers!
- They can train and mentor younger people, which increases morale and retention of younger staff, who can also “reverse-mentor” their older peers in other areas
- They remember problems and solutions from the past, and can help find ways of avoiding or minimising similar problems next time there is a similar crisis
- They Improve your working culture
- They can attract the “grey pound”, enhancing the company’s reputation among older potential customers

7) Benefits of Age Diversity

Reasons for keeping your workforce diverse:

- Widen your company's pool of skills, knowledge and experience
- Attract the best people
- Increase your customer age range so the workforce reflects customer base
- Improve customer care
- Improve external image—as an “age-positive” company
- Reduce risk of being taken to an employment tribunal for age discrimination (no ceiling on the amount that can be awarded in discrimination cases)
- Improve competitive edge
- Increased flexibility and creativity
- Improve your working culture
- Let older workers train the younger staff (and vice versa)
- Reduced recruitment costs
- Diverse workers offer greater value

NB: Your customers come from every age group; so, make sure your staff do!

Q. Which is the age demographic which is growing fastest and which has the highest level of disposable income?

A. The over 50s, including pensioners.

If you do not anticipate and meet their needs someone else will

8) Age Discrimination—The Law in the UK

This final section is a preview of the opening of Wise Age’s publication “Age Discrimination and the Law” available separately.

Overview

Summary Protection against discrimination in employment on the grounds of age came into effect in October 2006 when the **Employment Equality (Age) Regulations 2006** were implemented.

On 1 October 2010, the main provisions of the **Equality Act 2010** came into force. The Act consolidated all the previous discrimination laws, including the Employment Equality (Age) Regulations, into one Act, reconciling most of the differences between them and repealing the 2006 age regulations. The Equality Act applies to job applicants, all workers including contract workers and agency temps, apprentices, office holders, the police and people in vocational training. It prohibits unjustified direct and indirect age discrimination, victimisation and harassment related to age, of people of any age, young or old. There is no qualifying period of service.

The Equality Act was amended in 2013 and as a result people are no longer protected in law from being harassed by clients, contractors and members of the public. The right to claim discrimination on more than one ground—for example, as both a woman and a disabled person—was also removed.

The second key piece of legislation is the **Employment Equality (Repeal of Retirement Age Provisions) Regulations 2011**. This legislation abolished the default retirement age, making it illegal for employers to require workers to retire at age 65.

The final key area of legislation affects the pension age. **The Pensions Act 2011** gradually increases the age at which women and men can claim their state pension from 65 to 66 by October 2020. (The **Pensions Act 2014** stipulates a further increase in pension age to 67, to be phased in between 2026 and 2028.) (Some professions can set an earlier retirement age where this is covered in other separate legislation, e.g. air traffic controllers).

Whatever the age at which an employee can claim their state pension, it is now unlawful for this to be used as a reason to force them to retire. Just as with younger workers, any decision to terminate the employment of an older worker who has reached pension age needs to be objectively justified, for example, by performance reviews etc. showing that the employee is no longer capable of holding down the job. This can be a thorny area and we offer some advice around best practice in Sections 7 and 8 below.

Key Facts

- There is no upper or lower age limit in respect of unfair dismissal or statutory redundancy pay rights.
- Direct and indirect discrimination because of age is prohibited unless the employer can show objective justification for their actions.
- Bullying, harassment and victimisation on grounds of age is unlawful and employers must take all necessary reasonable steps to ensure that these do not occur, or are dealt with firmly and fairly if they do arise.
- Age discrimination after the working relationship has ended (e.g. providing a poor reference or no reference on grounds of age) is not allowed.

- To justify age discrimination, the employer must show that they had a legitimate aim and that the actions taken, or criteria applied, represented an appropriate and necessary means of achieving that aim.
- Certain types of positive action are allowed if the employer believes that persons of a particular age group are under-represented, have special needs or are disadvantaged in relation to particular work and the employer wishes to address the under-representation, special needs or disadvantage.
- Employers may base differences in pay and benefits on length of service, but only if the length of service criterion used is five years or less; if longer, the enhanced pay or benefits must be in place to encourage loyalty, reward experience or maintain/enhance motivation.
- A retirement age below pension age is unlawful unless the employer can justify it on objective grounds.
- Employers must give between 6 months' and 12 months' notice to employees before their intended retirement dates and inform them of their right to request not to be retired.
- Employees have the right to ask their employers to let them work beyond age 65 and such requests must be considered in good faith and according to a prescribed procedure.
- Certain types of positive action are allowed if the employer believes that persons of a particular age group are disadvantaged in relation to particular

work and the employer wishes to compensate for that disadvantage.

- The upper age limits for unfair dismissal and statutory redundancy rights have been abolished.

9) Employment Statistics in the UK

The Office for National Statistics (ONS) figures show that since the pandemic there has been a rise in unemployment for all ages, but particularly the young (under 25) and the old (over 50). Older workers are now more likely to be in long term unemployment. Also there are fewer self-employed people, including the over 50s, while pensioners who also work have fallen in numbers.

Below are the summary statistics for 50-64-year-olds and those aged 65+.

NB: Figures are in thousands and seasonally adjusted.

The statistics below were correct at time of going to print:

| 50-64-Year-Olds | | | | | | | | |
|-----------------|------------|----------|--------------|----------|----------|----------|------------|----------|
| Quarter | Employment | | Unemployment | | Activity | | Inactivity | |
| | Level | Rate (%) | Level | Rate (%) | Level | Rate (%) | Level | Rate (%) |
| Jun-Aug 2018 | 9,049 | 72.0% | 283 | 3.0% | 9,333 | 74.3% | 3,236 | 25.7% |
| Jun-Aug 2021 | 9,239 | 71.2% | 316 | 3.3% | 9,555 | 73.6% | 3,429 | 26.4% |
| 65+ Year-Olds | | | | | | | | |
| Quarter | Employment | | Unemployment | | Activity | | Inactivity | |
| | Level | Rate (%) | Level | Rate (%) | Level | Rate (%) | Level | Rate (%) |
| Jun-Aug 2018 | 1,237 | 10.5% | 18 | 1.4% | 1,255 | 10.6% | 10,535 | 89.4% |
| Jun-Aug 2021 | 1,326 | 10.8% | 30 | 2.2% | 1,356 | 11.0% | 10,932 | 89.0% |

The 50-64 year olds and those aged 65+ both showed reductions in levels of employment since the start of the pandemic, with older people now the most likely to be long-term unemployed. However, the statistics around activity and inactivity point to a much larger problem.

Large numbers of the unemployed are registered as 'inactive' (i.e. not registered as unemployed and not claiming Job Seeker's Allowance or the unemployment component of Universal Credit). However, many have just given up trying to claim or are too proud to claim. From our work over 20 years, we know that in the 'inactive' group there are many seniors who are desperate for work.

To highlight the scale of this hidden problem, between June and August 2021 the unemployment rate was 3.3% for the 50-64 year olds but the inactivity rate was 26.4%, a difference of 8 times between those registered as 'unemployed' and those as 'inactive'. This hides the scale of the numbers of over 50s out of work. There is an 'army' of older people currently out of work but who would love to get back into work if there were suitable opportunities. They face problems such as gaps in employment history, lack of confidence, low morale and a need to update relevant skills. They lack available people to give them references. Wise Age has shown that with the right support building people's confidence and updating their work skills and their ability to successfully apply and win interviews, these same people can offer a great additional resource to employers.

Remember, the employment rate for the 50- 64 years olds is around 73% showing just how big a contribution to work over 50s make, as well as the 1.3 million working pensioners.

10) Wise Age Older People's Charter

Wise Age promotes the following employment charter which commits employers to:

- 1) To retain and hire older workers as part of an age diversity commitment
- 2) Provide opportunities to upgrade professional skills for all staff regardless of age
- 3) Provide working conditions that adapt to the needs of older workers and which also benefits all staff
- 4) Implement health promotion programmes for older and all workers
- 5) Rejuvenate careers with age-friendly measures beneficial to employers and employees around hours worked and types of work.
- 6) Support intergenerational cooperation and knowledge transfer in the workplace, between younger and older staff.
- 7) Promote time-sharing expertise between seniors and other workers.
- 8) Offer employment with agreed hours of work, flexibility and good working conditions and competitive pay for workers of all ages
- 9) Abide by best practice age and employment legislation and actively engage in promoting age diversity and age awareness within the workforce
- 10) There should also be greater government support for older people wishing to start up in business or become self-employed.

11) Age Diversity Declaration

We understand that age diversity brings benefits to all ages economically, socially and at an organisational and personal level.

We understand that where age diversity is practiced in employment, benefits accrue to the organisation and business, to the employer and the employees. This applies at the micro level of organisations and communities and the macro level of national economies and societies.

We believe in the uniqueness which every employee brings to the workplace and that having an age diverse environment improves productivity, creates better working relationships and enhances social cohesion for all.

We believe that this commitment to age diversity needs to be understood and implemented throughout society and that the dangers of ageism and intergenerational conflict be exposed as false, discriminatory, and illegal.

We believe that a society and economy which embraces people of all ages is better, fairer, inclusive and successful. Therefore government, employers, the media and the public need to understand and embrace the benefits people of different age bring to the workplace, ending divisions, and creating a future which is fair to all.

Making this Happen

Employers, please follow the advice below to put the declaration into action:

- Publish an annual age audit of staff, segmenting the numbers of younger (under 25), core age (25-49) and senior (50+ staff) including numbers hired, let go and currently in

employment and let us know so we can promote your best practice in this field

- Add your support for this on your website and send us your endorsement
- Lobby MPs and political reps, employers networks, trade unions and across the Community and Voluntary Sector asking them to support these aims and put them into practice

12) Where You Can Find Out More

Our specialist age and employment website www.wiseage.org.uk has hundreds of documents, research, examples of best practice and templated to help both employers and senior candidates. Click on our link and register as a member to gain access to all our key documents and updates. Here below is a sample of advice from other agencies which is available to help you develop plans to become an Age Friendly Employer.

Centre for Ageing Better

<https://www.ageing-better.org.uk/publications/becoming-age-friendly-employer>

Business in the Community

<https://www.bitc.org.uk/wp-content/uploads/2020/11/bitc-toolkit-age-becominganagefriendlyemployer-nov20.pdf>

<https://www.bitc.org.uk/age-and-multigeneration-teams/>

<https://www.renegadegeneration.com/agefriendly-employers/https://restless.co.uk/jobs/age-diverse-employers/>

Chartered Institute for People and Development

Developing an 'age-friendly' culture | People Skills Blog: cipd.co.uk

How to support your older workers—Research—CIPD Blogs:

[CIPD Community; managing-an-age-diverse-workforce 2015-what-employers-need-to-know tcm18-10832.pdf \(cipd.co.uk\)](http://cipd.co.uk/community/managing-an-age-diverse-workforce-2015-what-employers-need-to-know-tcm18-10832.pdf)

[megatrends-ageing-gracefully-the-opportunities-of-an-older-workforce-1 tcm18-64897.pdf \(cipd.co.uk\)](http://cipd.co.uk/megatrends-ageing-gracefully-the-opportunities-of-an-older-workforce-1-tcm18-64897.pdf)

Timewise

Key advice of flexible employment:

<https://timewise.co.uk/wp-content/uploads/2020/06/Timewise-Employee-Toolkit-2020-pdf>

Government Advice

Useful guide to some of the advice available:

<https://www.gov.uk/government/publications/help-and-support-for-older-workers/help-and-support-for-older-workers#employer-guidance>

DWP Fuller Working Lives: What, How, Why?

<https://www.youtube.com/watch?v=DgTq5NTKIHU&t=135s>

The Department for Work and Pensions won the Business in the Community Age Friendly Team Award 2019 for piloting mid- life MOT conversations, actively promoting Age Champions and creating age-friendly teams:

<https://www.youtube.com/watch?v=lfqXv1LkodQ&t=32s>

Age Friendly Employment | GM Good Employment Charter

<https://www.youtube.com/watch?v=t4nb5hoSfTM>

Invest Northern Ireland, an ‘Age Friendly’ People Strategy—discussion of how to frame a people strategy

<https://www.youtube.com/watch?v=cmhwdmZJJww>

Overseas Experience Age Friendly Institute

What Makes an Employer Age-Friendly?—Age-Friendly Institute (agefriendly.org)

Age Platform Europe (the leading network for over 50s in Europe): www.age-platform.eu



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