



Best Practice in Age and Employment

Employer's Guide



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1 About Wise Age

Time to change Bringing together our partner's expertise – Wise Age has worked together with partners from our ROPES London project plus with former EU partners from P.E.O.P.L.E to produce a series of best practice guides in different areas relating to age and employment that include: employers, research, training, lobbying and this self help guide to help the unemployed over 50s back into employment / sell employment. This work has only been possible as a result of funding from Trust for London

Who are we? Wise Age Ltd was funded by Trust for London to train age and employment related voluntary organisations in London in best practice in understanding the situation and problems facing older working age people (50+) and support them in helping their unemployed 50+ clients back to work, As part of this we have produced guides for ROPES members and others to use to help over 50s and employers to overcome discrimination in employment, in education and training, plus enabling research and lobbying/campaigning on behalf of older working age people.

Become the solution Be aware that as an employer you can benefit greatly from the skills, knowledge, experience and aptitudes of older workers, who bring many business benefits to businesses and organisations. See Sections 4 and 5 of this booklet for a list of the many ways in which you can benefit from older workers. Also, you can use your age-positive employer status to improve your image. We do not

suggest that you employ only older workers, but that an age-diverse workforce, including younger, middle-aged and older people, has many business benefits, allowing you to get the most from all age-groups.

For more information on Wise Age and our ROPES programme go to www.wiseage.org.uk

2 Introduction

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

The aim of this booklet is to clarify the law for employers, and lay out best practice solutions to the challenges of complying with Equality legislation, particularly in regard 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, including at least one directly relating to age. When Countryfile was moved from Sunday mornings to a primetime Sunday evening slot, Miriam O'Reilly was dismissed as presenter at the age of 53. An Employment Tribunal found in Ms O'Reilly's favour, saying that this was not only direct age discrimination, but also age victimisation.

Elsewhere, in the UK: 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 the humiliation of employment tribunals but find positive ways to make age equality legislation work for their companies.

3 Myths about Older Workers

- They are “over the hill” and “past it”
- They are taking jobs from younger people
- They are overpaid, and expect too high salaries
- They get ill more often and take more sick leave
- They are short-sighted and hard of hearing
- They are slow and lethargic
- They have more accidents
- They don’t like change and are stuck in the past – “dinosaurs”
- They are unwilling to take on board new ways of working and new ideas
- They find it hard to learn new skills
- They think they know everything already, which makes them hard to manage, particularly for younger managers
- They are not IT literate
- They are less productive
- They lack motivation and are just coasting towards their pensions

4 Benefits of Older Workers

- 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

5 Benefits of Age Diversity

- 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!

6 Age Discrimination – The Law in the UK

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. This was in response to the EU Council Directive 2000/78/EC which required the establishment of equal treatment in areas of employment such as disability, religion or belief, sexual orientation and age – all other areas had already been regulated in the UK, so age was the last to make it onto the statute book.

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 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 are prohibited unless the employer can show objective justification for their actions
- Bullying, harassment and victimisation on grounds of age are 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

7 When Discrimination Can Occur

- When advertising a job – discriminatory wording in job advertisements, job descriptions, person specifications
- During the recruitment and short-listing processes – discriminatory questions on application forms, during interviews, when deciding who to short-list
- When offering the job to someone – making an offer to one person can be difficult, especially if there are two or more applicants who seem equally good
- During an employee’s time with the company, while carrying out job descriptions – bullying, harassment, victimisation, etc. – whether by the employer or by a member of the staff, or even a member of the public
- When offering training opportunities and promotion to staff
- When carrying out Appraisals, or during disciplinary & grievance processes, or when someone has become a “Whistleblower”
- During the years leading up to and beyond an employee’s pension age
- After the working relationship has ended: e.g. if references are requested

Section 8 below gives guidance on best practice in avoiding discrimination in each of the categories above.

8 Best Practice to Avoid Discrimination

- a) When advertising a job:
- Clearly describe the nature of the job
 - State clearly the skills, knowledge and experience required
 - State that you welcome applicants from all sectors of society
 - If your organisation has a shortage of e.g. older workers you can state that you welcome applications from these people, but that all applicants will be considered solely on the basis of their suitability in terms of skills, knowledge, experience etc. You must be clearly seen to be looking for the best applicant, not for someone who will make a cosmetic difference to your workforce's profile.
 - Use clear, non-discriminatory language: avoid words like young, old, mature, or language suggesting you want people of a certain age e.g. energetic, dynamic (suggesting younger) or distinguished, seasoned (suggesting older)
 - Look at other promotional materials, leaflets, website etc., especially if they use images – make sure that pictures represent the full spectrum of ages in your workplace
 - Don't specify a minimum number of years of previous experience required unless this is objectively justifiable – it could lead to accusations of age discrimination against younger people!
 - Adopt an advertising strategy of aiming to reach

out to people of all backgrounds, including older workers. A few well-placed advertisements in publications and websites catering for different communities could well be cheaper than one expensive advertisement in a big national publication. If you know that your workforce is short of older people, try advertising in places older people are likely to see them

- b) During the recruitment, short-listing processes and on the application form etc.:
- Do not ask applicants their age or date of birth on the application form
 - Don't ask unnecessary questions about periods and dates in applicants' lives
 - Design an application form which concentrates solely on skills, aptitudes, qualifications, knowledge, experience etc.
 - Have a separate monitoring form which asks questions allowing you to monitor your equalities compliance by asking for age along with gender, ethnicity etc.
 - Make it clear, in your procedures and your information to applicants, that short-listers will not see information on the monitoring form, which is purely used for statistical purposes
 - Produce a Job Description (JD) with the title of the job, the aims of the job, the main duties and the people in the organisation the jobholder will report to/mange etc.
 - Produce a Person Specification (PS) which links to the JD and outlines the skills, knowledge,

- experience, and aptitudes etc. which are needed.
 - As with the job advertisements, be careful not to use ageist language, or ask for unnecessary minimum experience, or unnecessary qualifications. Bear in mind that some qualifications which older applicants may hold have now been replaced by others and make it clear (unless you can objectively justify otherwise) that these older qualifications are acceptable.
- c) When short-listing, interviewing, etc.:
- If possible, have more than one person involved in the short-listing process
 - Short-listers should be trained to assess applicants solely on the criteria specified in the JD and PS, and also trained in anti-discriminatory practice
 - If possible, have the short-listers' list reviewed by someone else, to check for unintentional bias
 - Record all decisions and retain records for a minimum of 12 months.
 - Make sure interviewers are trained in how to avoid discrimination, equality and diversity, and how to interview objectively focussing on applicants' competence
 - Prepare the same list of questions for all applicants, and train interviewers not to ask off-the-cuff remarks such as "aren't you a bit too old for this job?"
- d) When offering the job to someone:
- Where two or more applicants have the required

- competencies, the job should be offered to the one who is most competent or has the best range of skills.
- Again, check any decisions for unintentional bias by having someone not on the interview panel review the decision.
 - Keep records of all decisions and retain them for a minimum of 12 months.
- e) During an employee's time with the company, while carrying out job descriptions:
- Have an up-to-date Equality and Diversity policy in place, subject to regular review, and including age considerations
 - Have an up-to-date Bullying and Harassment policy in place, again, subject to regular review and including age considerations
 - Ensure all staff are aware of these policies
 - Train all staff in the meaning of terms such as discrimination, bullying, harassment, etc., why they are hurtful, and what to do if they experience or witness it
 - Train relevant staff (managers etc.) to deal with issues around work allocation, performance appraisal, discipline and grievance issues, etc. in a non-discriminatory manner, particularly around age.
 - Keep records of all decisions and retain them for a minimum of 12 months.
 - A list of company policies which need may need to be reviewed to ensure compliance with age equality is included at Appendix 1. Appropriate

training to relevant staff is strongly recommended for all these policies.

- f) When offering training opportunities and promotion to staff:
 - Ensure opportunities for training and promotion are drawn to the attention of all staff and made available to all on a fair and equitable basis
 - Age should not be an issue with regard to the availability of training, unless there is an objective justification (e.g. someone planning to retire very soon)
 - Managers should be trained to monitor the offer and take-up of training opportunities, to ensure that all are encouraged to participate, the training is suitable for all ages, no age group is missing out, and that there are no factors inadvertently preventing older workers (or other groups) from participating (style, location, time etc.)
- g) When carrying out Appraisals, or during disciplinary & grievance processes, or when someone has become a “Whistleblower”
 - Have an up-to-date Appraisals Policy in place, subject to regular review, and including age considerations
 - Have an up-to-date Discipline and Grievance Policy and Whistle-blower’s Charter in place, again, subject to regular review and including age considerations
 - Make all staff aware of these policies, and train managers in how to implement them fairly

- Record all decisions and retain for a minimum of 12 months.
- h) During the years leading up to and beyond an employee's pension age
 - Remember employees have the right to work beyond pension age if they wish
 - If the employee is no longer capable of doing the job, use performance reviews etc. to manage things, just as with a younger person
 - It is advisable to consult with older workers in the years leading up to their pension age to see what they want to do. They may want to retire, work more flexibly or part-time, change role, or continue in their current capacity.
 - Workplace Discussions, as proposed by ACAS, are an excellent means of handling these issues. In addition to the wishes of the employee, they also offer a chance for the employer to outline their future plans, and hopefully reach an agreement which works for everyone. ACAS recommends that these discussions are held annually with those approaching pension age.
 - See Section 8 below for more considerations around retirement.
- i) After the working relationship has ended: e.g. if references are requested
 - Do not write negative references, or refuse references, based on the age of the former employee.

9 Retirement: Key Points to Remember

- Employees retire when they are ready to; enforced retirement will only be possible if it is objectively justified
- Employers must avoid discriminating against workers on the grounds of age
- This legislation is applicable to all employers and all company sizes and sectors. These changes do not affect an employee's state pension age and entitlements, which may well be separate from the age at which they retire

Age-related redundancy payments: Example

Before 2006, older workers used to lose some of their rights to redundancy pay after the age of 64. The introduction of Age Equality legislation means that this is no longer true. Older workers (as well as workers under the age of 18) now retain their full rights to redundancy payments.

10 Company Policies with Age Implications

All company policies should be regularly reviewed and updated. Policies which cover age-related issues are particularly relevant. Issues with age implications include:

- Equality and Diversity
- Bullying and Harassment
- Recruitment and retention of staff
- Discipline and Grievance
- Sick Leave
- Holidays and annual leave
- Staff appraisal,
- Staff training and development
- Staff promotions and transfers
- Flexible working
- Use of computers
- Space and ergonomic requirements

11 Making People Redundant

Redundancies are possibly the worst situation employers must face when running their businesses or organisations during difficult times. They directly affect people's lives and if done badly, can leave your company with added problems in addition to the redundancies themselves.

Selection

When selecting employees for redundancy, it is of vital and legal importance that you know you are not making decisions which discriminate, either directly or indirectly, against people because of their age, disability, ethnicity, gender, maternity, gender reassignment, marriage or civil partnership status, religion or belief, or sexual orientation.

Redundancy selection criteria

Clear criteria are essential to aid you in the identification of which employees to make redundant. The 'selection pool' (as it is known), can help you avoid making discriminatory decisions. The criteria must be objective, fair and equally applicable across a particular 'selection pool' of employees. All staff should be judged on the skills required in your organisation, but you may also consider criteria such as:

- Length of service
- Attendance levels (be aware that someone's attendance record might be affected by a protected characteristic: for example, sickness absence during pregnancy)
- Qualifications and previous training

- Punctuality
- Disciplinary record
- Adaptability for different types of work
- Standard of work performance

It is possible to be unfair to certain groups simply by not thinking through the consequences of using certain criteria. For example, some older workers may have missed out on access to training as older workers have often been overlooked in the past. In this situation, it would be unfair to place too much weight on qualifications as a criterion.

Fairness

To ensure fairness to all your employees, choose more than one criterion - ideally a whole list of them. Rank your employees (perhaps through a points system) against the criteria. This method should help you ensure that you are making the best decision for your organisation. Age Diversity makes business sense. Once the employees have been matched against the criteria, then you decide which you intend to make redundant. This is critical and may be the point where any legal action will come. Make sure you can justify the decisions made. Record all decisions and retain for at least 12 months.

Age and redundancy payments

Enhanced redundancy payments are allowed based on age. However, these must be calculated in exactly the same way as statutory redundancy payments to avoid age discrimination claims. Provided the scheme mirrors the

statutory scheme, then you can choose to be more generous.

If you have your own **contractual redundancy scheme**, then you need to examine this and check that its conditions can be justified as a proportionate means of achieving a legitimate aim and so are not discriminatory. If you think your scheme is discriminatory then you need to take further advice.

12 Employment Statistics in the UK

The trend in the official Office for National Statistics (ONS) figures is one of rising employment levels in the UK population as a whole in the period from August 2016 to October 2018. The only age groups to buck this trend, and show a fall in employment levels, were the 16-17-year-olds and the 18-24-year olds.

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								
	Employment		Unemployment		Activity		Inactivity	
Quarter	Level	Rate (%)	Level	Rate (%)	Level	Rate (%)	Level	Rate (%)
Aug-Oct 2016	8,627	70.8%	300	3.4%	8,927	73.3%	3,252	26.7%
Aug-Oct 2018	9,036	71.9%	269	2.9%	9,305	74.1%	3,256	25.9%
65+ Year-Olds								
	Employment		Unemployment		Activity	Inactivity		
Quarter	Level	Rate (%)	Level	Rate (%)	Level	Rate (%)	Level	Rate (%)
Aug-Oct 2016	1,215	10.6%	17	1.4%	1,231	10.7%	10,242	89.3%
Aug-Oct 2018	1,243	10.5%	15	1.2%	1,258	10.6%	10,624	89.4%

The 50-64-year olds and those aged 65+ both showed rises in levels of employment. However, the statistics around activity and inactivity point to a much larger problem. Although in themselves they are relatively stable, the unpalatable truth becomes clear when numbers unemployed are compared to numbers who are “inactive” (i.e. not registered as unemployed, so not claiming Job Seeker’s Allowance or the unemployment component of Universal Credit, but nevertheless not working. Some are on other benefits due to illness or disability for example. Many have just given up trying to claim or are too proud to claim. A lot of people in the inactive category are actually unpaid carers.

So, to highlight the scale of the hidden problem, in August-October 2018 only 269,000 50-64-year-olds were registered unemployed, but 3,256,000 more were officially inactive. To call the army of 50+ unpaid full-time carers inactive is quite insulting, and many others in this category would love to get back into work but face problems such as gaps in employment history (making them unattractive to employers), lack of confidence, low morale, depression, lack of up-to-date relevant skills, lack of available people to give them references, etc.

Once unemployed, older working age people find it much more difficult than younger people to get back into full-time well-paid work, a problem which gets worse with each passing year.

With the right help, many of this hidden cohort of unemployed seniors can regain confidence, update their skills and become highly employable. Some do get work,

and others choose self-employment as a way back into work. 50+ apprenticeships are becoming more available, but there is fierce competition for these, and government training schemes for the 50+ have been subjected to ongoing cutbacks.

Age-positive employers have realised that, as long as 50+ job seekers are actually job-ready, they can be a great asset to their organisations, bringing a wide range of skills, knowledge, experience (of life and work) and aptitudes.

13 Unlawful or Lawful?

(i) Unlawful Practices (Source: ACAS Age and the Workplace, 2014)

- It is unlawful because of age to:
- Discriminate directly against anyone: i.e. to treat some people less favourably than others on grounds of their actual **or perceived** age, or because they **associate with someone of a particular age**, unless it can be **objectively justified (Bold text by Wise Age)**
- Discriminate indirectly (**whether intentionally or not**) against anyone: i.e. to apply a criterion, provision or practice which disadvantages people of a particular age, unless it can be **objectively justified**
- Subject someone to harassment related to age
- Victimise someone because they have made or intend to make a complaint or allegation, or have given or intend to give evidence in relation to a complaint of discrimination because of age
- Discriminate against, harass or victimise someone in certain circumstances after the working relationship has ended, unless discrimination can be **objectively justified**.
- Compulsorily retire an employee, unless it can be **objectively justified**

(ii) Lawful Practices

In certain limited circumstances, it is lawful to discriminate on grounds of age – for example if:

- a) There is an objective justification
 - Objective justification can only be possible in exceptional circumstances and for good reasons.
 - Real evidence will need to be provided in order to support any objective justification – it is not enough just to assert that it is needed. Courts would judge each case on its own merits.
 - Objective justification for direct and/or indirect discrimination must be a proportionate means of achieving a legitimate aim.
 - **Legitimate aims** might include:
 - Factors to do with economic efficiency (but not just saving money because it is cheaper to discriminate than not to discriminate!)
 - Particular training requirement of a job
 - Health Safety and Welfare e.g. around protection of younger people or older workers)
 - **Proportionate means**: you need to demonstrate that:
 - The discrimination actually contributes to a legitimate aim
 - The effects of the discrimination are significantly outweighed by the benefits and importance of the legitimate aim
 - There is no reasonable alternative – i.e. there are no non-discriminatory or less discriminatory means of achieving the legitimate aim

- b) There is an occupational requirement – this will be an exception laid out in the Equality Act 2010 allowing employers to discriminate where a particular characteristic is necessary for the job. Employers should quote the relevant exception when advertising such jobs.
- c) The discrimination is covered by one of the exceptions or exemptions for age in the Equality Act, such as:
 - (i) Pay and employment benefits based on length of service
 - (ii) Pay related to the National Minimum Wage
 - (iii) Enhanced Redundancy Payments
 - (iv) Acts under statutory authority
 - (v) Handling insured benefits
 - (vi) Occupational pension systems

Objective justification is ultimately only definable in Courts, so it is very difficult to say exactly what is or is not allowed.

14 Wise Age Older People's Charter

Wise Age promotes the following employment charter:

- 1) Encourage employers to retain and to hire older workers
- 2) Provide opportunities to upgrade professional skills of ageing
- 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.
- 6) Support intergenerational cooperation and knowledge transfer in the workplace.
- 7) Promote time-sharing expertise between seniors and other workers. P.E.O
- 8) Promote self-employment to seniors and encourage opportunities for seniors and age-diverse partnerships to buy small companies.
- 9) Promote Active Ageing in Employment, flexible retirement.
- 10) Support full employment, flexible wage and combat exclusion for seniors and all groups of the workforce.

This charter was created by the former P.E.O.P.L.E network (of which Wise Age was a member), in order to realise Age Platform Europe's 2012 recommendations on age. Wise Age has continued to promote it and uses it as the basis for our own wide-ranging set of specific recommendations in our work with employers and in our campaigning work with policy-makers at all levels.

15 Age Diversity Declaration

What we believe and want

- 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 want a society where people of all ages can participate in work, in education, in leisure, and in life. We want the government, employers, the media and the public 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.

- We want all employers to 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

Making this happen

- Employers please publish an annual age audit and let us know so we can promote your best practice in this field
- Please add your support for this on your website and send us your endorsement
- Lobby MPs and political reps, employers and their organisations, trade unions and across the Community and Voluntary sector asking them to support these aims and put them into practice



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