AGE IS NOW A STRATEGIC IMPERATIVE

AN EMPLOYERS GUIDE TO ENGAGING OLDER WORKERS

THE ENCORE NETWORK

"AGING IS TRANSFORMING OUR WORKPLACE BECAUSE IT BRINGS A DIVERSE SET OF EXPERIENCES, PERSPECTIVES, AND SKILLS THAT CAN HELP BUSINESSES STAY COMPETITIVE AND INNOVATIVE."

– JOHN CHAMBERS, FORMER CEO OF CISCO SYSTEMS

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CREATED BY

THE ENCORE NETWORK

Over-50 Employment A inity Group

SPONSORED BY

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AARP

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THE ENCORE NETWORK

THE ENCORE NETWORK is a coalition of leaders who champion the civic, social and economic contributions of people 50+ by creating community, stimulating learning and inspiring action to transform the encore stage of life.

The Over-50 Employment Affinity Group consists of Encore Network members dedicated to advancing work opportunities for older adults.

AgeFriendly INSTITUTE™

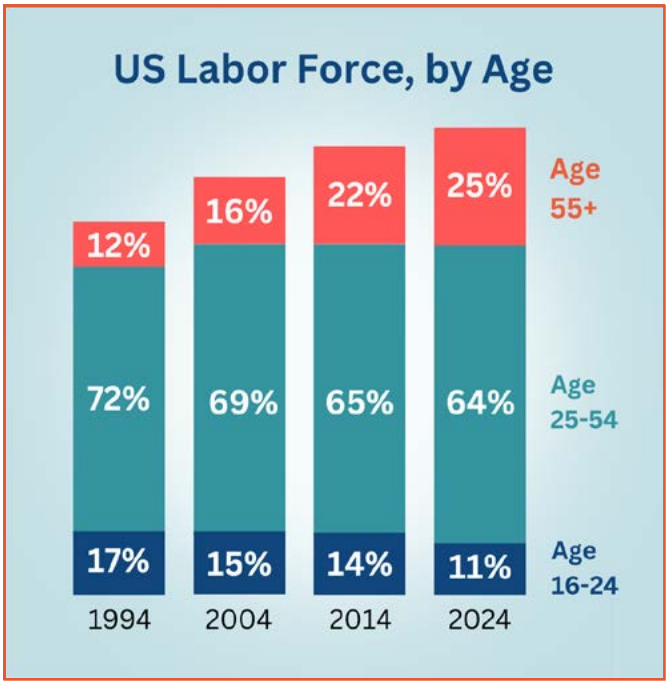
THE AGE-FRIENDLY INSTITUTE harnesses the power of the internet to amplify the voices of older adults. For 15 years, their Certified Age Friendly Employer (CAFE) program has led the way in recognizing organizations committed to being the best places to work for employees 50+.

AARP®

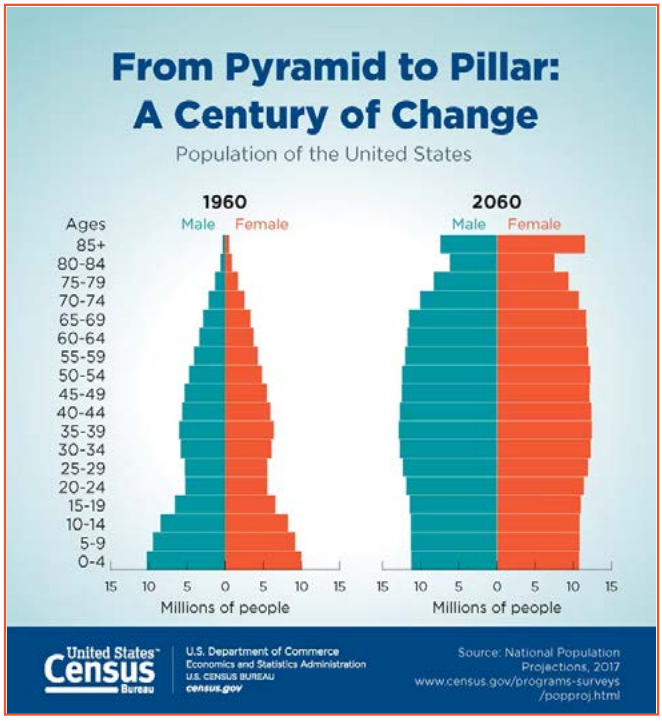
AARP is the nation's largest nonprofit, non-partisan organization dedicated to empowering Americans 50 and older to choose how they live as they age. AARP believes in the value of age diversity and inclusion at work, launching the AARP Employer Pledge program in 2012. To date, nearly 2,000 employers have signed the pledge.

INTRODUCTION

Employers increasingly recognize that changes in the labor market and longer lives require that they think differently about the value and contribution of older workers.



SOURCE: US Bureau of Labor Statistics



SOURCE: US Census Bureau

TWO TRENDS

- People are living longer, and that trend is expected to continue. Longevity gives older adults both an opportunity and a need to continue working. This means that the fastest growing population - and labor force - segment is people over 55 (see chart at left).

- At the same time, the birth rate is falling, and there are not enough younger people to replace older people as they leave the workplace (see chart at lower left). This trend coincides with other constraints on the labor market, including losses due to the pandemic, reduced immigration, and lower productivity.

The convergence of these trends is raising awareness among employers that their continued growth - and that of the economy more broadly - depends on a shift in human capital strategy. The solution pointed to by the data: embrace a mixed-age workforce, including people over 50, 60 and 70 - the only segment that is still growing.

Age-friendly employers recognize the value and prioritize the contributions of all employees, regardless of age. And they act deliberately to create equity, inclusivity and belonging in their hiring and retention policies and practices for older workers.

WHY THIS GUIDE?

Recent research makes a compelling case for the strategic imperative of age. Age diversity contributes to productivity, improved morale, innovation, workforce stability, and profitability. However, this research is scattered across a variety of sources and, as a result, not organized for easy access. The purpose of this Guide is to assemble the most useful information into a single resource.

This Guide summarizes the policies and practices that age-friendly employers are putting into place and the benefits they are gaining as a result. We hope this will encourage all employers to take similar actions, rethinking and reshaping their approach to older workers with a goal of becoming intentionally age-friendly.

ACKNOWLEDGEMENTS

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Special thanks to Debra Albert, Karen Brown, Kelly Keers, Tim Lybarger, Laurie Peterson, Monica Schaeffer, Helen Hirsh Spence and Janine Vanderburg for research, writing, editing and other support. Many thanks also to Susan Callaghan, who designed the report, Richard Ross for his inspiration, and Doug Dickson, principal author and project director.

WHAT PEOPLE OVER 50 BRING TO EMPLOYERS

Age-friendly employers gain significant benefits from older workers.

TALENT & KEY SKILLS

- Many older adults want and need to continue working. Two-thirds of those who retired early because of the pandemic would return to work for the right job.

CNBC - All-America Economic Survey

- Given their experience, many are job-ready and can step into roles with a minimum of onboarding and training, offering immediate relief to talent shortages.

- From their life and work experience, many older workers possess the key attributes employers say they are seeking: problem solving and critical thinking, self-management and resilience, and leadership and social skills.

WORLD ECONOMIC FORUM – Future of Jobs Report

INSTITUTIONAL KNOWLEDGE & MENTORING

- Retaining older workers preserves access to critical knowledge and relationships that could otherwise be lost. This makes possible the organized capture and transfer of critical knowledge.

- Older workers offer opportunities for mentoring younger workers as well as cross-mentoring and reverse mentoring. This builds skills across and within work teams, while improving morale, productivity, innovation, engagement, and retention.

EMPLOYEE BENEFITS NEWLETTER - How Reverse Mentoring Can Help Retain Older Workers

WORKFORCE STABILITY

- Older workers tend to stay in their jobs longer than workers of other ages. In fact, adding a 10% share of older workers reduces turnover 4%.

US BUREAU OF LABOR STATISTICS Employee Tenure Summary

- Older workers are more engaged on the job. They find greater meaning doing useful work, solving problems, and applying new ideas.

US JOURNAL OF BUSINESS DIVERSITY - Older and More Engaged: The Influence of an Employee's Age on Work

- The presence of older employees boosts productivity and tenure among younger employees. This is attributable to a more productive work environment and the cross-mentoring that a mixed-age workforce offers.

OECD - Good for Business: Age Diversity in the Workplace and Productivity

PERFORMANCE & PRODUCTIVITY

✺ 87% of employers say their older employees perform as well or better than younger employees. They add that 90% have as much, or more, potential to stay with the company long term.

GENERATION - Meeting the World's Mid-Career Moment

✺ Age diversity improves productivity and innovation. Adding a 10% share of older workers boosts productivity by 1.1%. This includes direct contributions, but also the spillover effect of experience in speeding solutions and avoiding mistakes

AARP - 3 Reasons You Should Hire an Age-Diverse Workforce

PROFITABILITY & ECONOMIC VALUE

✺ Age-friendly employers are more profitable and resilient. Coming out of the Great Recession, age-diverse companies recovered four times faster than their peers.

AARP - Growing with Age

✺ Engaging older workers could raise GDP per capita by 19% over the next three decades. The economic contribution of the 50+ population will triple by 2050.

AARP - The Economic Impact of Age Discrimination

✺ Older workers can help businesses respond to the rapidly growing longevity market, generating increased loyalty, engagement and revenue.

AD AGE - Don't Underestimate the Spending Power of 50-Plus Consumers

87% OF EMPLOYEES OVER AGE 45 PERFORM AS WELL OR BETTER THAN YOUNGER EMPLOYEES.

ADDING A **10%** SHARE OF OLDER WORKERS BOOSTS PRODUCTIVITY **1.1%** AND LOWERS TURNOVER **4%**

GDP COULD RISE **19%** BY ENGAGING OLDER WORKERS.

AGE-FRIENDLY POLICIES & PRACTICES

Age-friendly policies and practices can be woven into many aspects of business and human resources management.

USE THIS CHECKLIST TO: • *assess the need for change* • *identify new ideas* • *make adjustments or revisions* • *measure progress*

TALENT MANAGEMENT

❑ Support employees across all stages of the human resource lifecycle. Your talent strategy should include age as a factor.

CENTER ON AGING & WORK AT BOSTON COLLEGE - Talent Management and the Prism of Age

❑ Conduct age and skills audits to help identify risks of unanticipated turnover, avoid premature loss of talent and knowledge, and plan for future transitions. Use resulting data to address areas of vulnerability.

❑ Use data and analytics to avoid age bias in HR decisions. Areas of focus might include recruiting and retention of older workers, and making sure older workers feel valued and treated fairly.

CENTER ON AGING & WORK AT BOSTON COLLEGE: Workforce Benchmarking Tool

LANGUAGE & IMAGES

❑ Use age-inclusive images and language in job postings, websites, and other communications that tell current and prospective employees that they are welcome.

❑ Avoid phrases like: “digital native,” “recent grad,” “early career professional,” “high energy,” “no more than ‘x’ years of experience.” Even subtle discriminatory language will significantly lower the number of applications from older workers.

❑ Select images that reflect the diversity you seek. Audits suggest employers are improving in their use of images to convey racial, ethnic, and gender diversity, but not in showing age diversity. One employer increased applicants by a third by updating images to include older adults..

CENTER FOR RETIREMENT RESEARCH AT BOSTON COLLEGE – Job Ads Signal Younger Workers Are Preferred

CULTURE & BELONGING

❑ Include age as part of your diversity training and awareness-building efforts throughout your organization. Make understanding about age stereotypes, prejudice, and discrimination (see sidebar) an intentional part of your corporate culture.

HARVARD BUSINESS REVIEW - Do Your DE&I Efforts Include Age, Class and Lived Experience?

WHAT IS AGEISM ?

STEREOTYPES (How we think)

PREJUDICE (How we feel)

DISCRIMINATION (How we act) toward other people (and ourselves) based on their age.

- It can be directed toward younger as well as older people.
- It affects health and longevity as well as career and economic opportunity.

World Health Organization

❑ Create an inclusive culture that seeks out and removes barriers to individuals based on their age, while encouraging and facilitating the contributions of all. Focus on creating an environment that encourages authenticity, openness, and flexibility.

DELOITTE - Unleashing the Power of Inclusion

❑ Develop an Employee Resource Group that focuses on issues related to older workers or multigenerational relationships.

HARVARD BUSINESS REVIEW - Bridging Generational Divides in Your Workplace

❑ Include age in your diversity, equity and inclusion (DEI) statement. Only half of businesses have taken this step.

AARP - Employers Worldwide Often Exclude Age from Diversity Policies

RECRUITING & HIRING

❑ Identify talent sources that include older workers, remove hidden barriers to attracting older candidates, and make sure internal and external recruiters know you value older candidates.

❑ Train recruiters and hiring managers to avoid age-biased assumptions about ability, salary requirements, and tenure. For example, instead of excluding all older applicants based on an assumption of technology illiteracy, assume they know or can be trained, as you would other age groups.

HARVARD BUSINESS REVIEW - The Case for Hiring Older Workers

❑ Reach beyond your employee base when looking for candidate referrals. Employee networks are likely to return candidates who are similar in age and other characteristics to your current employees.

ACCENTURE - Is the Talent You Need Hiding in Plain Sight?

❑ Don't ask for graduation or other age-identifying dates and ensure that all job posting websites, tracking systems, recruiters and other tools and channels you use exclude these dates.

SHRM - Best Practices for Recruiting and Hiring Older Workers

CERTIFIED AGE-FRIENDLY EMPLOYER (CAFE)

The Age-Friendly Institute's Certified Age Friendly Employer (CAFE) program identifies twelve recruiting and employment policies and practices that employers must demonstrate to be certified. The process begins with an application or letter of interest, followed by a confidential questionnaire, and a program review.

Certified employers are listed on the Age-Friendly Institute's website and in other promotions. Certified employers are encouraged to place the CAFE seal on their own career sites, on postings, and in marketing collateral. Employers are also encouraged to convey the CAFE designation to current employees as a sign of their commitment to age-inclusiveness.

MORE INFORMATION

AARP EMPLOYER PLEDGE

The AARP Employer Pledge invites employers to affirm the value of experienced workers and commit to developing age-diverse organizations. Employers who sign the Pledge agree that they believe in equal opportunity for all workers, recognize the value of experienced workers, recruit across diverse age groups and consider all applicants on an equal basis, regardless of age, and believe that 50+ workers should have a level playing field in their ability to compete and obtain jobs.

Once the Pledge is signed and submitted, AARP reviews and either approves or recommends necessary action to qualify. AARP Pledge signers are encouraged to include the seal in their communications to indicate to job applicants and current employees that the employer is committed to being age-inclusive.

MORE INFORMATION

❑ Use pre-hiring assessment tools that keep the identity of candidates hidden from decision-makers at all levels and are designed to remove age as a factor in the decision process.

❑ Select social media sites where older candidates are most likely to see your job postings, like LinkedIn, Facebook and Instagram. Tell stories about older people succeeding at your company and include images that align with these stories.

❑ Consider offering age-neutral apprenticeships, sometimes called midternships or returnships. Apprenticeships can be helpful in testing the performance and fit of older workers, particularly if they have been out of the workforce for a while.

LINKEDIN - Adult Internships: A Growing Trend for Career Changers

❑ Become a Certified Age-Friendly Employer and sign the AARP Employer Pledge. This will demonstrate your commitment and recognize your performance as an age-friendly employer. (See sidebar)

RETENTION

❑ Be aware of and respond to the changing needs and preferences of workers as they age. Provide the same opportunities and support offered to others.

❑ Offer flexible work options, including flexible hours, part-time work and phased retirement. Adjust benefits to fit flexible options. This retains the knowledge of older workers while creating organized transitions and removing the cliff effect of retirement decisions.

AARP - The Longevity Economy Outlook

❑ Facilitate intergenerational activities like mentorships and ensure that mentorships are seen as two-way relationships, not just older workers helping younger workers.

AARP - Older Workers Valued for Their Experience

❑ Measure performance broadly to include people skills and teamwork, where older workers often contribute their highest value.

❑ Hold managers accountable for implementing age-friendly policies and practices throughout all levels of the organization.

PROFESSIONAL DEVELOPMENT

❑ Provide learning opportunities that support longer careers and the ongoing need for rapid skill updates. Older workers benefit from ongoing development opportunities in the same way that other employees do.

OECD - Maintaining and Developing Skills of a Multigenerational Workforce

❑ Invest in community-based workforce development and training programs that target and prepare older adults to fill your recruiting pipeline.

URBAN INSTITUTE - Skills-Based Hiring and Older Workers

❑ Offer support to help managers and supervisors feel comfortable managing older workers.

AARP - Managing Mixed Age Teams Guide

JOB DESIGN

❑ Remove obstacles and respond to the needs and preferences of older workers by tweaking expectations about how they do their jobs.

❑ Redesign jobs and the work environment, where appropriate, to reduce the physical toll on employees. Small investments can prolong careers.

HARVARD BUSINESS REVIEW - 7 Principles to Attract and Retain Older Frontline Workers

❑ Update roles to include more coaching opportunities for older workers to build the confidence and expertise of less experienced employees, transfer knowledge and connections in an orderly way, and create cross-generational rapport that builds engagement and morale.

AARP - Multigenerational Work and Mentorship

❑ Unlock new value by ensuring that teams are age-diverse. Mixed-age teams are more productive and more innovative than single-age teams.

OECD - Good for Business: Age Diversity in the Workplace and Productivity

❑ Look at pay equity by job and level, not tenure, and make adjustments as necessary to meet an expectation of fair treatment for all employees.

NEXT AVENUE - What's Behind the Older Worker Paradox?

STRATEGIC INSIGHT

UNDERSTANDING OLDER WORKERS

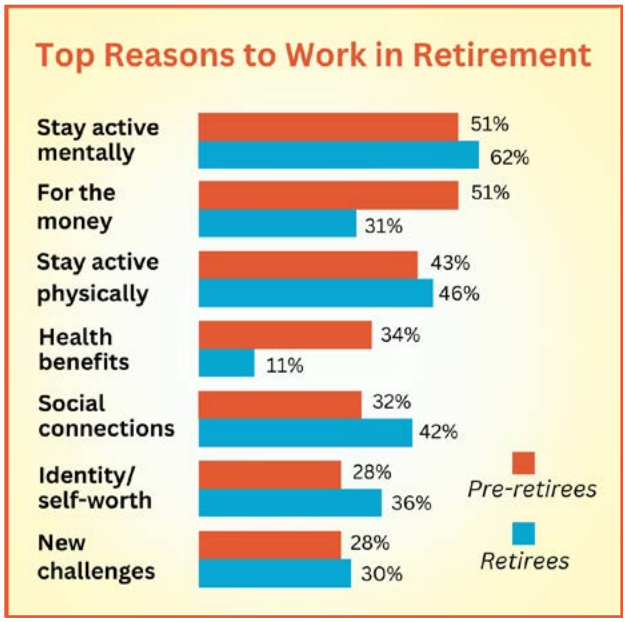
Older workers – for this purpose, people over 50 – are a large and diverse group with differing needs and desires related to work. They belong to three generations — Gen X, Boomers, and Silents. This group is expected to make up nearly 25% of the workforce by 2024 and continue to grow as a share of the total labor market.

VALUE OF WORK TO PEOPLE OVER 50

At age 50, people are looking at the potential for another 30-50 years of life. Longevity is forcing a fundamental recalculation of how careers are structured, and more people are continuing to work into and during their later years.

- With longer lives, many people keep working to stay engaged, active and contributing.
- A majority are not able to support a lengthy retirement with their savings, so they must work to cover costs and add to savings.
- In general, they seek meaningful work, making use of their skills and experience.
- Many are looking for something different - making a career change, working independently, or starting a business (people over 50 start more businesses than any other age group).
- Some have the desire to give back and shift to social-purpose work.
- Others work to maintain vital social connections with colleagues.

AGE WAVE & MERRILL LYNCH - Work in Retirement: Myths and Motivations



SOURCE: Age Wave & Merrill Lynch

BROADENING THE CONCEPT OF AGE

Most of us think about age as a number of years, measured from date of birth. This concept of age has diminishing relevance to talent management. People embark on different career paths, respond to unforeseen challenges and opportunities, and do so in the context of varying life goals.

Things happen at different ages for different people. Add to that the shift in norms and patterns related to work in retirement, and it's clear we need new ways to understand career lifecycles that are not bound by age.

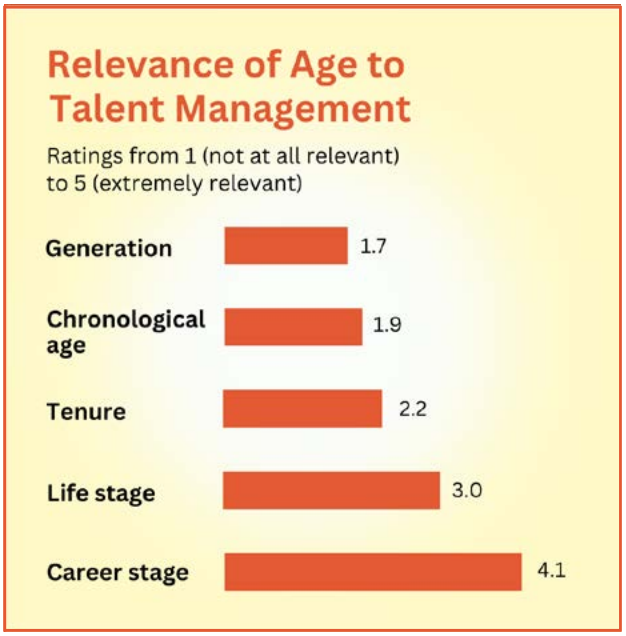
If chronological age alone is not useful for talent management, what is? Research suggests that career stage, life stage and tenure as more useful than chronological age or generational affiliation in managing talent.

People rarely have an accurate perception of their own age: we tend to think of ourselves as younger than we are. And we know that making assumptions based on age can lead to biased decisions. The same is true for generational affiliation. It's more useful to understand the needs, interests and preferences that flow from career or life stage.

WORK ARRANGEMENTS FOR PEOPLE OVER 50

Older workers have found a variety of ways to continue working. Many would prefer to stay with their employer, but find alternatives when that is not possible. Here are six types of work arrangements, and their prevalence, as identified by Deloitte.

- Tenured workers: continuing to work for the same employer (~15-20%)
- Alumni workers: return to their previous employer in part-time roles (~20%)



SOURCE: Center for Aging and Work at Boston College

- Bridge workers: find part-time work for a new employer (~25-30%)
- Self-employed workers: find consulting or contract work or start a business (~9-12%)
- Encore workers: engage in volunteer or civic service (~9-12%)
- Gig workers: find work using online platforms (~5-7%)

The most obvious recruiting targets for employers are the roughly half of older workers who comprise the alumni and bridge worker categories. More effective retention policies might have kept many of them in place without a break.

DELOITTE - No Time to Retire

THE TRUTH ABOUT COMMON AND OUTDATED MYTHS

The ability of older adults and their impact on the workplace have persistently been misunderstood over the years. These myths are still widely accepted, despite having been soundly refuted by research. Here are some of those myths and the research refuting them.

MYTH: Older adults are more costly than other employees

TRUTH:

- While compensation and benefit costs may be higher for some older workers, this does not factor in higher productivity, deeper institutional knowledge, industry connections, and other advantages that older workers typically contribute. These factors may produce a net gain to the organization not easily matched by less expensive replacements.

CENTER FOR RETIREMENT RESEARCH AT BOSTON COLLEGE - The Business Case for Older Workers

- Many older workers are open to restructured jobs where decreased responsibilities and compensation are exchanged for greater flexibility or other opportunities.

MYTH: Older adults can't keep up and perform less well than other employees

TRUTH:

- Across almost every measure of performance, older workers outperform younger workers. This is not because they are smarter or better educated, but because they have gained experience that helps them see solutions and avoid mistakes.

VOX - Older Workers Can Be More Reliable and Productive Than Their Younger Counterparts

- In general, older workers are also more conscientious, possess better social skills, and are more emotionally controlled.

NATIONAL INSTITUTES OF HEALTH - Age-Related Differences in Emotion Regulation Strategies at Work

- Mixed-age work teams perform better when older adults are included.

SHRM - Levergaing the Value of an Age-Diverse Workforce

MYTH: Older adults are not able to learn and stay current

TRUTH

- There is no difference in the ability of older workers to learn, although their learning style shifts by connecting new information to already accumulated knowledge.

WORLD ECONOMIC FORUM - Are Older Workers Less Productive?

- Curiosity and drive, fundamental to learning, do not change significantly for many people over the lifespan. This applies to technology skills, which older workers

are adept at acquiring, having learned to adapt to numerous technology changes during their lifetimes.

AARP - Older Workers Are Willing and Eager to Learn New Skills

MYTH: Older adults are less engaged and more likely to leave the workplace

TRUTH:

✺ Older workers are less absent, more loyal, more likely to know what they want in a job, and less likely to change employers than younger workers, who may still be exploring fit and possibility.

LINKEDIN - Boomers Are Your Most Loyal Employees

✺ Employers that encourage work/life balance and other flexible work options are likely to be rewarded with longer tenures.

SHRM - Flexible Work Critical to Retention

✺ A recent study found that the presence of older workers leads to greater engagement and stability of younger workers.

JOURNAL OF APPLIED PSYCHOLOGY - Understanding Motivational Benefits of Older and Younger Workers

MYTH: Older adults are taking jobs away from younger workers

TRUTH:

✺ There is no evidence to support this idea. In fact, the job market continues to grow, creating opportunity across the age spectrum, and younger workers are seldom prepared to fill positions typically held by older, more experienced workers.

CENTER FOR RETIREMENT RESEARCH AT BOSTON COLLEGE - Are Aging Baby Boomers Squeezing Young Workers Out of Jobs?

✺ Rather than displacing younger workers, older workers improve morale, learning, productivity, engagement, and tenure of younger workers.

OECD - Good for Business: Age Diversity in the Workplace and Productivity

MYTH: Age discrimination is not as prevalent as often claimed

TRUTH:

✺ Research consistently shows that significant numbers of older workers experience age bias on the job (one-third according to a recent study) or are denied the opportunity to work (15% according to the same study).

AARP - Survey Finds Ongoing Pandemic Age Discrimination

✺ The economy loses $850 billion a year because of age discrimination and that number is growing, according to an AARP study.

AARP - Age Discrimination Costs the Nation $850 Billion

RESOURCES

This list of resources offers a deeper dive into the value of older workers and guidance for aligning policies and practices with age-friendly principles.

WEB–BASED PLATFORMS & RESEARCH REPORTS

Presented by date, with most recent listed first.

Skills-Based Hiring and Older Workers
https://www.urban.org/sites/default/files/2022-03/Skills-Based%20Hiring%20and%20Older%20Workers.pdf

Outlines a skills-based approach to training and hiring that levels the playing field for older workers and reduces the impact of age discrimination. Developed by the Urban Institute. (2022)

Meeting the World's Mid-Career Moment
https://www.generation.org/midcareer/

A research report focused on the challenges faced by workers aged 45-60. Developed by Generation, a career development organization. (2021)

Is the Talent You Need Hiding in Plain Sight?
https://www.accenture.com/us-en/insights/consulting/finding-hidden-talent

Brings attention to unemployed and underemployed workers who are often overlooked by employers. Developed by Accenture and Harvard Business School's Project on Managing the Future of Work. (2021)

Promoting an Age-Inclusive Workforce: Living, Learning and Earning Longer
https://www.oecd.org/employment/promoting-an-age-inclusive-workforce-59752153-en.htm

A comprehensive website that aggregates research, tools and other resources from across OECD countries, including the US. Organized into five sections: 1) Key trends, 2) Good for business: age diversity in the workplace and productivity, 3) Mobilizing and managing a multigenerational workforce, 4) Making jobs attractive, and 5) Maintaining and developing skills of a multigenerational workforce. Developed by OECD, AARP and the World Economic Forum. (2020)

Growing with Age: Unlocking the Power of the Multigenerational Workforce
https://www.aarpinternational.org/growingwithage/

A website that offers tools, research and case studies to help implement age-friendly practices. Developed by AARP, the World Economic Forum and OECD. (2020)

The Economic Impact of Age Discrimination
https://www.aarp.org/content/dam/aarp/research/surveys_statistics/econ/2020/impact-of-age-discrimination.doi.10.26419-2Fint
Outlines the cost to the economy of age bias in the US and global GDP. Developed by AARP and The Economist. (2020)

Are You Age-Ready?
Web link unstable - to access this excellent report, enter "Are You Age-Ready Marsh McLennan" in your browser

Makes a clear case for older workers and explains why common assumptions about them are wrong. Developed by Mercer. (2019)

The Value of Experience: AARP Multicultural Work & Jobs Study
https://www.aarp.org/content/dam/aarp/research/surveys_statistics/econ/2018/value-of-experience-chartbook.doi.10.26419-2Fres.00177.003.pdf

Offers insights into the characteristics and preferences of older workers. Developed by AARP. (2018)

No Time to Retire: Redesigning Work for Our Aging Workforce

https://www2.deloitte.com/content/dam/Deloitte/at/Documents/human-capital/at-work-force-longevity.pdf

A description of older workers and what sets them apart, includes six personas to help employers understand what motivates older workers. Developed by Deloitte. (2018)

Disrupting Aging in the Workplace: Profiles in Intergenerational Diversity Leadership
https://www.aarp.org/content/dam/aarp/ppi/2017/08/disrupt-aging-in-the-workforce.pdf.coredownload.pdf

Makes the business case for age diversity with a list of promising practices from a variety of leading employers. Developed by AARP. (2016)

The Aging Workforce: Leveraging the Talents of Mature Employees
https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/Documents/Aging-Workforce-Talents-Mature-Employees.pdf

A comprehensive overview of the topic with an excellent list of best practices and examples. Developed by SHRM Foundation. (2014)

Talent Management and the Prism of Age

https://dlib.bc.edu/islandora/object/bc-ir:100061/datastream/PDF/view

Offers case studies of employer practices geared to addressing the needs and interests of older workers. Developed by the Center on Aging & Work at Boston College. (2010)

TOOLS & TOOLKITS

Employing Older Workers
https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/employingolderworkers.aspx
(To access this toolkit, bypass the membership page by entering "Employing Older Workers" in your browser)

A comprehensive overview of age-friendly policies and practices covering diversity, equal opportunity, employee development and benefits issues. Developed by SHRM and includes listings of other relevant SHRM resources.

AARP Employer Pledge Program
https://www.aarp.org/work/employer-pledge-companies/

Offers a way for employers to affirm the value of experienced workers and commit to developing age-diverse organizations.

Certified Age-Friendly Employers (CAFE)
https://institute.agefriendly.org/initiatives/certified-age-friendly-employer-program

Provides a process for employers to qualify against a set of standards to be certified as an age-friendly employer. Created and operated by the Age-Friendly Institute.

Checklist for Global Employers
https://www.oecd-ilibrary.org/sites/b0e8405c-en/index.html?itemId=/content/component/b0e8405c-en#component-d1e732

Provides a framework for assessing workforce data and multigenerational practices. Developed by OECD.

Managing Mixed Age Teams Guide
https://employerportal.aarp.org/age-inclusive-workforce/practice-age-inclusive-management/managing-mixed-aged-teams-guide

Provides a toolkit for creating and training managers to lead mixed-age teams. Developed by AARP.

Workforce Benchmarking Tool
http://virgo.bc.edu/employerbenchmarking/

Assess your age-friendly practices against those of other employers. Developed by the Center on Aging & Work at Boston College and AARP.