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Ageing societies — General requirements and guidelines for an age-inclusive workforce



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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 314, *Ageing societies*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

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Introduction

0.1 An ageing workforce

Everyone ages. Age is a continuum. The younger worker of today will become the older worker of tomorrow. Workers expect to live longer. Creating ways for people to have meaningful, productive multi-stage and multidimensional careers is a major opportunity to engage workers across generations for individuals, organizations and communities.

Proactive organizations are tapping into older workers by extending their career models, creating new development paths, and inventing roles to accommodate these workers. This can encourage active participation of older workers and increase the organization's reputation and image in society. This also creates a more balanced workplace, where experience is shared and intergenerational harmony is promoted. Applying these requirements and guidelines can help build a strong multi-generational workforce and minimize the risk of age discrimination. Organizations with an age-inclusive workforce can become more productive and have a competitive advantage if these guidelines are followed.

The benefits of older workers to the organization can include but are not limited to:

- reductions in absenteeism, burnout, turnover, recruitment costs and workplace injuries;
- improvements in innovations, accessibility, staff engagement, motivation, retention and productivity;
- the synergy gained by linking new and existing skills of the workforce that can raise the organization's productivity and capacity for innovation;
- cost effectiveness when the organization invests in skills and health for an age-inclusive workforce;
- solving labour workforce shortages;
- improving the corporate image of the organization.

0.2 Applying this document

The Later Life Workplace Index (LLWI)^[24] was used as the initial starting point for this document. The LLWI consists of nine dimensions covering age-inclusive organizational culture and leadership, as well as more specific age-inclusive practices regarding work design, health management, individual development, knowledge management, transition to retirement, continued employment options, and health and retirement coverage. This document provides general requirements and guidelines to support the business case for an age-inclusive workforce and contributes to the UN Sustainable Development Goals (SDGs)- Agenda 2030, including, but not limited to #3-'Good health and wellbeing', #4-'Quality education', #5-'Gender equality', #8-'Decent work and economic growth', #9-'Industry, innovation and infrastructure', and #10-'Reduced inequalities'.

The COVID-19 pandemic has highlighted several emerging issues impacting older workers. These are described in ISO/PAS 45005.

An age-inclusive workforce is interdisciplinary in nature, complex and it depends on many stakeholders and systems. As such, there are documents linked to older workers, e.g. ISO 30415: and ISO/TR 30406.

This document can be used in connection with an organization's management systems, human resource programs, occupational health and safety programs, diversity and inclusion programs, Corporate Social Responsibility or on its own in the absence of a formal workplace program to support an age-inclusive workforce. [Annex F](#) provides the user with an overview of some key topics and their relevance.

0.3 A roadmap

[Figure 1](#) explains how this document is structured.

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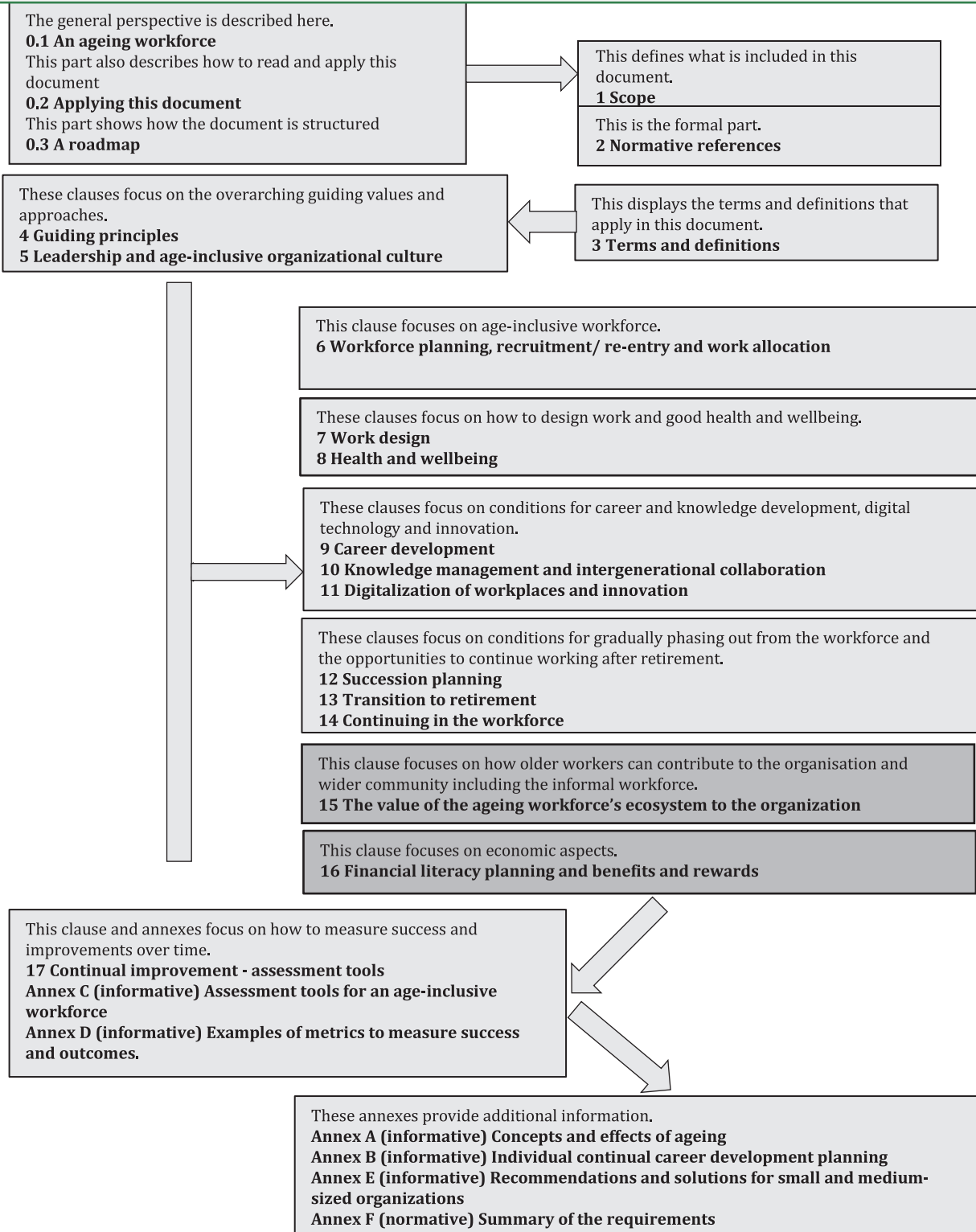


Figure 1 — Roadmap to implementing guidelines and requirements for an age-inclusive workforce