

A framework for age-inclusive norms was established in 2016, specifying age management best practices to create an age-inclusive workplace.

AGE-INCLUSIVE NORMS

HIRING



Fair employment Age should not be a factor in the hiring process.



Re-employment Eligible employees offered re-employment, in accordance with the RRA.1

MANAGING



Job redesign Review work environment and processes.



Performance management

Rewards and incentives

based fairly on contributions.



Knowledge transfer Programmes that match mentors and mentees to impart knowledge and



Training **Equal access to training** and upskilling opportunities.

experience.

ENGAGING



Flexible work arrangements FWAs designed to support employees of all ages.



Health Programmes to take care of employees' health and



wellness. **Relationships and Networks**



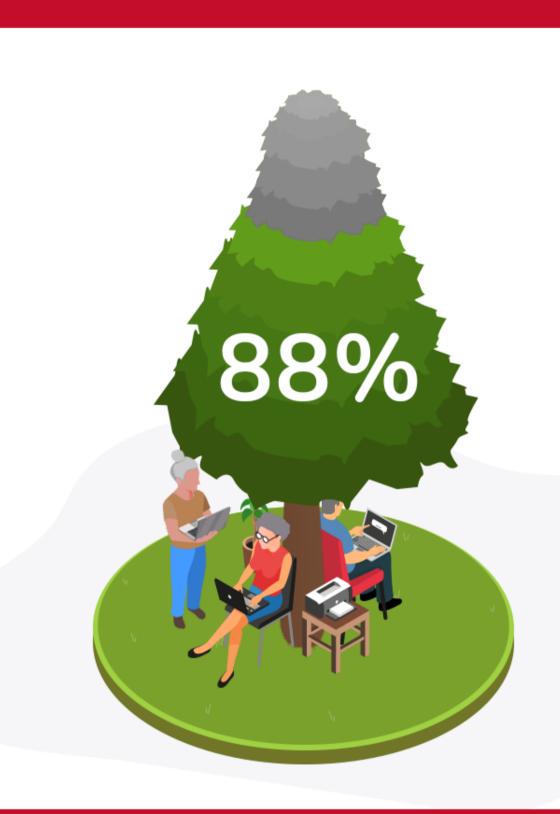
Emphasis on intergroup and intergenerational relations.



Create meaningful and enjoyable work

Relates employees' goals to organisation goals.

A recent TAFEP survey sought to find out if these norms still hold merit today.2 It found that age-inclusive norms remain relevant, with 88% of organisations viewing them as important.



Of those surveyed, nine in 10 employ older workers aged 55 and above.

Fair rewards and incentives (96.3%) was viewed as the most important practice to achieve an age-inclusive workforce.

This was followed by:

- Re-employment Eligibility for re-employment based on an objective assessment, and not solely on age. (95.9%)
- Relationships and Networking Encouraging collaborations across different generations. (95.5%)



Re-Employment

Fair Reward and Incentives Relationship and Networking

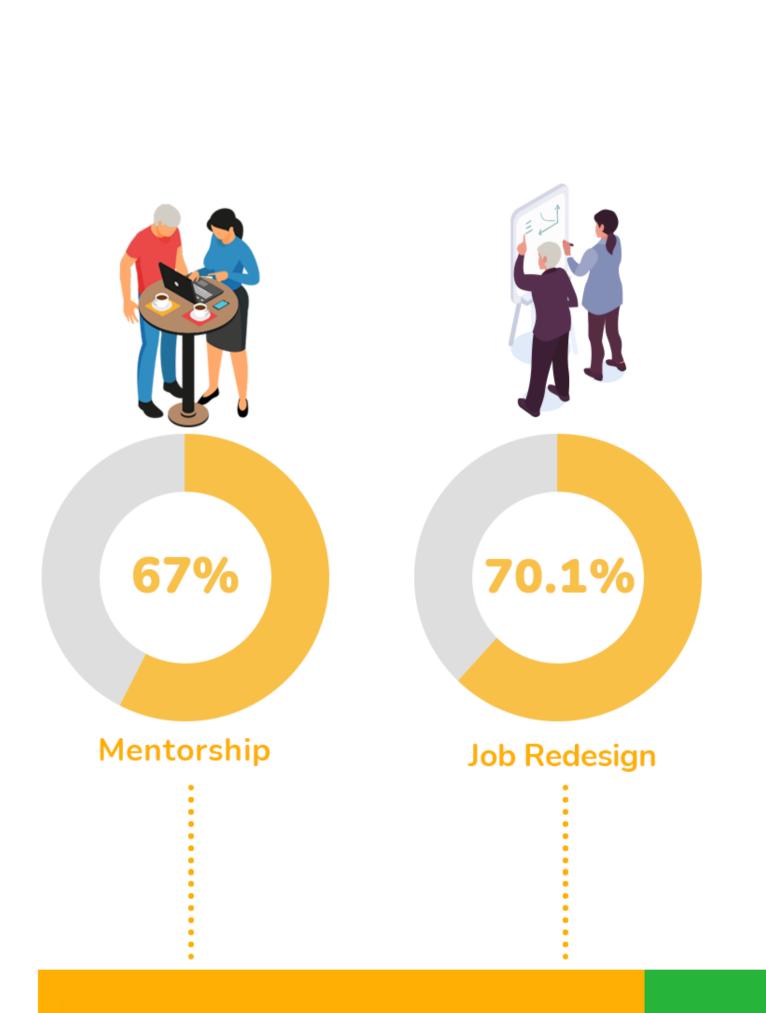
It is not just talk. Most norms and beliefs are backed up by action, with 80% of organisations implementing these practices.

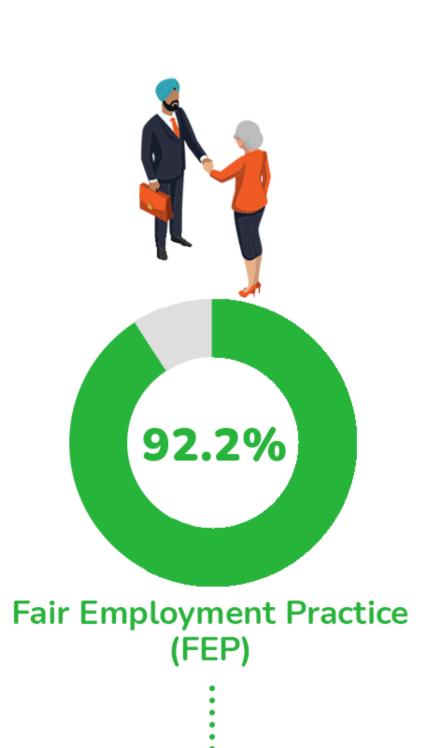


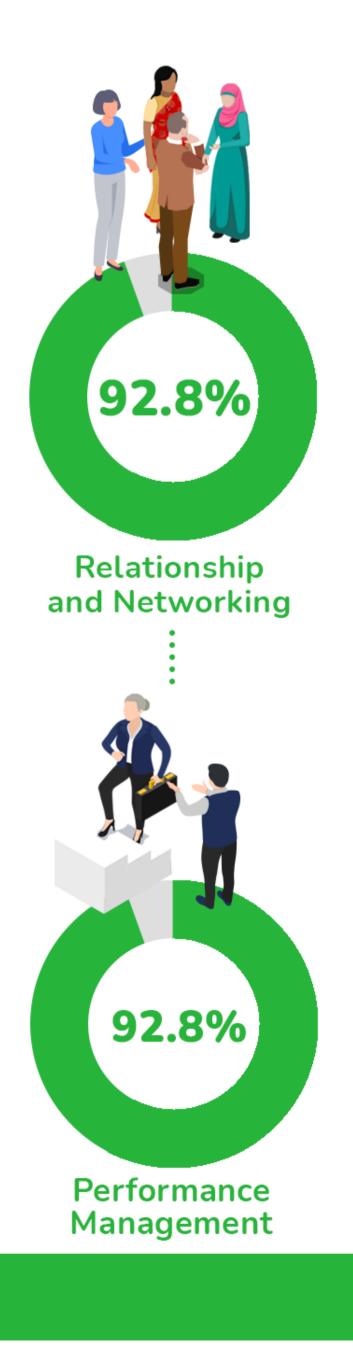
For example, nine out of 10 organisations have re-employed eligible employees.

Some practices are more challenging to achieve. Job redesign and mentorship are only implemented by 70.1% and 67% of organisations respectively.

The top reasons for not doing so include a lack of demand from employees for such practices and a lack of relevant expertise.







Implementation of age-management practices

While there are still some areas for improvement, most employers are putting in the practices to create an age-inclusive workplace. Beliefs, coupled with action, can create a more age-inclusive workplace.

Refer to the Job Redesign Toolkit and tips to create a mentoring scheme to engage your employees more

effectively. Visit https: www.tal.sg/tafep/resources for more resources in implementing age management

practices to create an age-inclusive workplace today!

¹In accordance with the RRA, the minimum retirement age is 63 years. Employers are not allowed to dismiss any employees based on an employee's age. Employers must offer re-employment to eligible employees who