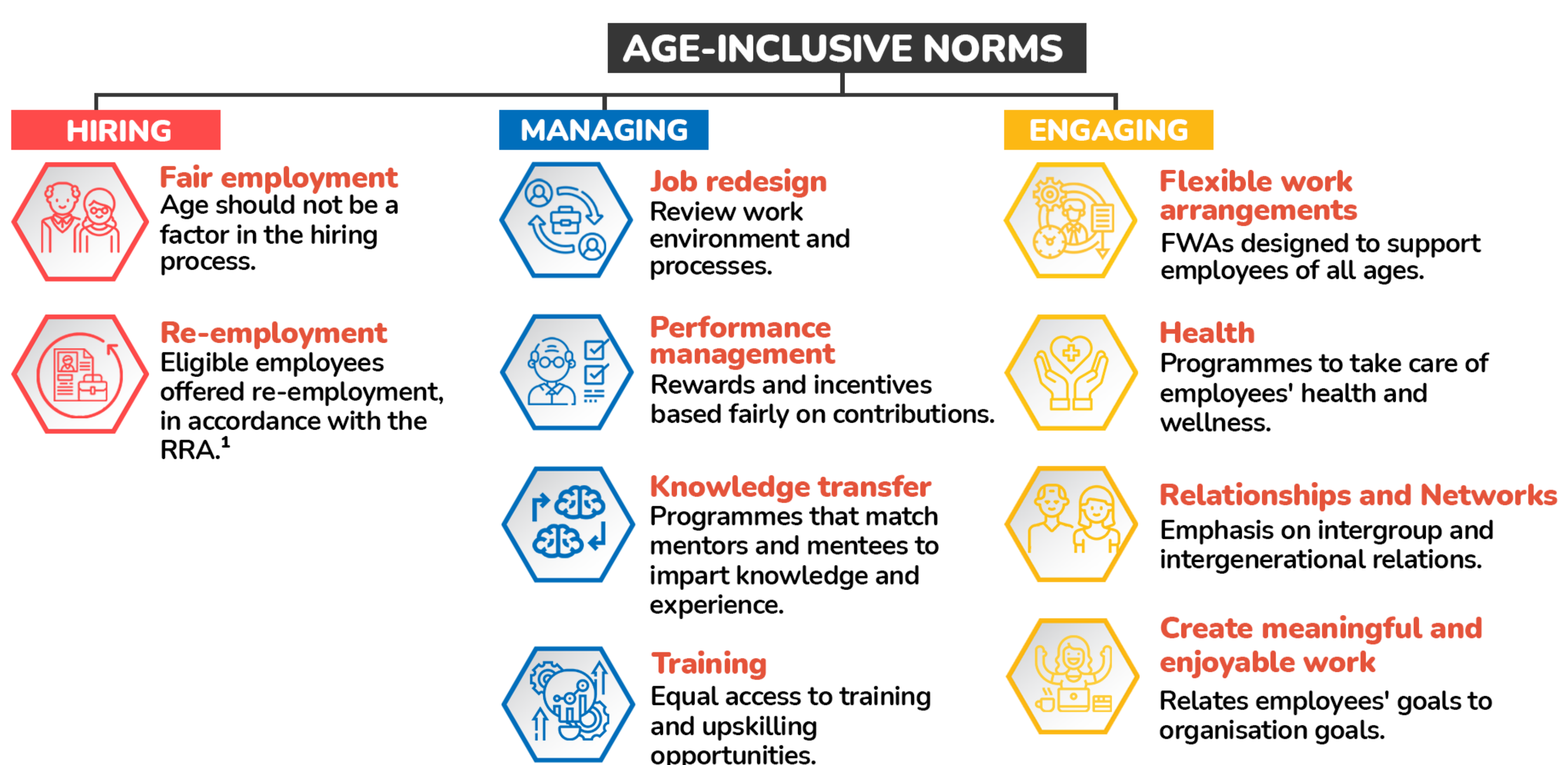




Are age-inclusive norms backed by actions at the workplace?

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



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.**

88%

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%)



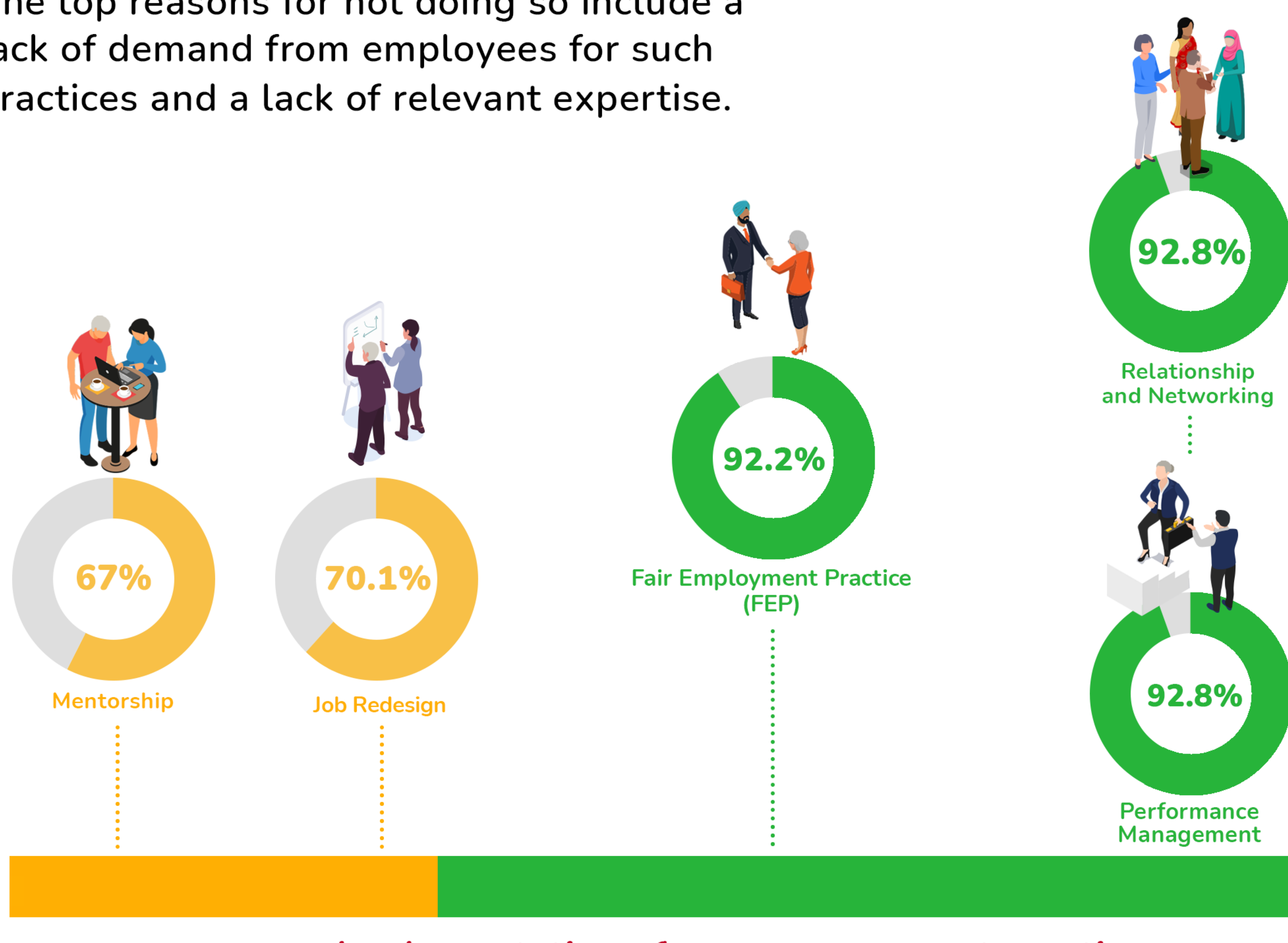
It is not just talk. Most norms and beliefs are backed up by action, with 80% of organisations implementing these practices.



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 turn 63, up to age 68, to continue their employment in the organisation.

²The survey polled 485 HR practitioners and employees.