



Age-Inclusion Checklist

Age is often overlooked as an element of diversity, equity and inclusion. However studies show a multigenerational workforce positively impacts the bottom line. The benefits of age diversity range from reduced employee turnover to higher employee engagement, productivity and profitability.

Organizations who intentionally create mixed-aged teams and foster a culture of inclusion are more likely to become employers of choice, which in a tight labor market provides a unique competitive advantage. To leverage the benefits of a multigenerational workforce, start with the Age-Inclusion Checklist. Begin with **#1: Commit to an age-inclusive culture** and **#2: Include age in your DEI efforts** to take the foundational steps in the development of an inclusive, multigenerational workforce. To advance in your commitment, quality and level of impact, continue through the checklist focusing on the areas that make the most sense for your organization.

MAKING IT REAL WITH 2 IN 2

To show your commitment, we encourage you to take two actions within the next two years. Items on the checklist range from immediate steps you can take to more in-depth solutions your company can implement. If you'd like help getting started or following through on one of our suggestions, just contact us at employerpledge@aarp.org, and we'll be happy to help. For guides, tipsheets, and other resources on each of the checklist items, visit www.aarp.org/employers.

SHARE YOUR PROGRESS

We'd also love to hear from you as you put these ideas into action. Use [this survey](#) to check off the steps you've taken. Something that works for your company could work for others. Let us know how you're doing. We'd love to spread the news.

1. Commit to an age-inclusive culture

Build the business case for an age-diverse workforce for internal stakeholders and employees.

Secure support from leadership to commit to an age-inclusive workforce, and to include age as part of your DEI strategies and initiatives.

Sign the AARP Employer Pledge to signal an age-inclusive workplace to job seekers.

Use the AARP Employer Pledge Media Kit to send a press release, update followers on social media, or inform your employees, partners, and clients that you value an age-diverse workforce.

2. Include age in your DEI efforts

Add age-inclusive language to your DEI policies and practices to reflect age as a valued element of diversity.

Update internal and external DEI communications, acknowledging the value of a multigenerational workforce.

Include age in all DEI and anti-bias trainings for managers and employees to mitigate age discrimination, intergenerational conflict, and legal liabilities.

Write about the work you are doing to create an age-inclusive workforce in your internal and external communications, and invite employees of all ages to tell their stories.

3. Follow age-inclusive recruitment practices

Review your job descriptions and recruiting materials to ensure they don't include qualifications or language that discourage experienced workers from applying (e.g., digital native, young, fresh, recent grad, etc.).

Update your employer brand materials to reflect workers of all ages and incorporate language championing age as a valued element of diversity.

Don't require date of birth or dates of graduation as part of your application process unless there is a specific business reason to do so.

Don't ask for past salary history, which may contribute to a bias against experienced workers and gender pay inequity.

Post jobs on the AARP Job Board to source a new pool of experienced talent.

Display language on your recruitment/career website about the process for requesting disability accommodations during the hiring process.

4. Provide flexibility and accessibility

Provide the flexibility (time and place) and support (technology, benefits) to enable employees to balance remote and off-hours work with onsite work during regular hours.

Support the caregivers in your workforce with flexible time and place policies, as well as benefits and other programs – see item #6 for more information.

Ensure all people with disabilities can fully and independently access and use all buildings, information and communication technology, programs, and services.

Invest in disability inclusion and accessibility training for all employees, managers and senior leaders.

5. Practice age-inclusive management

Train managers on age-inclusive team management and on providing psychological safety, open lines of communication, and active listening.

Focus on skills and experience versus chronological age or tenure. Acknowledge each team member's skills and contributions regardless of age.

Reimagine titles and incentives that accommodate longer, non-linear careers and encourage employees to pivot into new roles.

Reskill and redeploy employees to new growth areas within the organization, regardless of age.

Research shows that age diversity has a positive impact on team performance. Establish ways to measure the impact of diverse teams on key performance indicators, including the value of knowledge spillover and soft skills.

6. Support working family caregivers

Offer How to Build a Caregiver Friendly Culture Manager Training to help empower and equip managers with practical skills and knowledge to support working family caregivers.

Provide the free On-Demand Prepare to Care Workshop for Working Family Caregivers. This session provides working caregivers with tips and advice, as well as free resources to make the job of caring for an older adult more manageable.

Distribute AARP's caregiving resources, like digital or paper copies of AARP's Prepare to Care. This guide provides a framework and roadmap to assist a caregiver throughout their caregiving journey.

Complete the AARP Caregiving Self-Assessment Survey. Download a printable version or use the online tool to see how your organization compares to other companies.

Create a new Caregiving Employee Resource Group (ERG) or offer caregiving programming and resources through an existing ERG.

All these resources and more can be found at www.aarp.org/employercaregiving

7. Upskill the workforce and promote a learning culture

Foster a growth mindset in your organization by encouraging experimentation, developing a tolerance for failure, rejecting stereotypes that equate age with decline, and providing equal access to training.

Adopt age-inclusive up/reskilling approaches that provide a variety of learning opportunities, such as accessible, self-paced online courses, in-person training, interim assignments, communities of practice, and tuition reimbursement. Support the related needs of employees around training, such as time and manager support.

Proactively address knowledge management and knowledge transfer to retain institutional information and intellectual property. Embed knowledge management processes within each function, and provide the psychological safety needed to encourage knowledge transfer.

8. Leverage age diversity to promote opportunities for networking, mentoring, and skill building

Create opportunities for mentoring, whether through a formal program that pairs older and younger workers, or through a self-guided, structured process. Acknowledge that mentoring can occur at any age, and in any direction.

Build mixed-age teams where possible, which can boost productivity, engagement, knowledge transfer, and creative problem-solving.

Create intergenerational or age-cohort ERGs to foster inclusion, belonging and understanding.

9. Adopt a “universal design” mindset for compensation and benefits

Conduct a review of benefit offerings to make sure they serve workers of all ages.

Adopt a “life stage” lens rather than a strictly generational lens to your benefits strategy.

Use surveys and assessments to continually inform your understanding of needs and preferences.

Create a financial wellness program to increase employee savings, remove stress and build a safety net.

10. Create pathways for softer exits and easier onboarding

Set up a career reentry program to welcome experienced professionals who’ve taken an extended leave from the workforce.

Create flexible retention strategies for older workers who wish to ease out of the workforce gradually, whether through phased retirement programs, part-time work, project-based work, or as independent contractors.

Provide holistic retirement transition support that extends beyond the purely financial aspect.

Set up an alumni engagement program to engage departing workers of all ages and communicate future opportunities.