ISO 25550:2022-02 (E)

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

Contents

Page

Foreword ... **vi**

Introduction ... **vii**

1 Scope ... **1**

2 Normative references ... **1**

3 Terms and definitions ... **1**

4 Guiding principles ... **4**

5 Leadership and age-inclusive organizational culture ... **5**

5.1 Age-inclusive governance and leadership ... 5

5.1.1 General ... 5

5.1.2 Requirements ... 5

5.1.3 Recommendations: ... 5

5.2 Age-inclusive organizational culture ... 6

5.2.1 General ... 6

5.2.2 Requirements ... 6

5.2.3 Recommendations ... 6

5.3 Workplace communication ... 6

5.3.1 General ... 6

5.3.2 Recommendations – internal communications ... 6

5.3.3 Recommendations – external communications ... 7

5.4 Equal opportunities and preventing ageism ... 7

5.4.1 General ... 7

5.4.2 Requirements ... 7

5.4.3 Recommendations ... 7

5.5 Positive image of age ... 7

5.5.1 General ... 7

5.5.2 Recommendations ... 8

5.6 Older worker recognition ... 8

5.6.1 General ... 8

5.6.2 Recommendations ... 8

6 Workforce planning, recruitment/ re-entry and work allocation ... **8**

6.1 Workforce planning ... 8

6.1.1 General ... 8

6.1.2 Requirements ... 9

6.1.3 Recommendations ... 9

6.2 Recruitment and re-entry of older workers ... 9

6.2.1 General ... 9

6.2.2 Requirements ... 9

6.2.3 Recommendations ... 10

6.3 Work allocation ... 10

6.3.1 General ... 10

6.3.2 Recommendations ... 10

7 Work design ... **10**

7.1 Worker capability – responsiveness to individuality ... 10

7.1.1 General ... 10

7.1.2 Recommendations ... 11

7.2 Flexible work arrangements ... 11

7.2.1 General ... 11

7.2.2 Requirements 11
8 Health and wellbeing 12
8.1 Health management in the workplace 12
8.1.1 General 12
8.1.2 Requirements 13
8.1.3 Recommendations 13
8.2 Physical health in the workplace 13
8.2.1 General 13
8.2.2 Recommendations 13
8.3 Mental and social health in the workplace 14
8.3.1 General 14
8.3.2 Recommendations 14
8.4 Dementia in the workplace 15
8.4.1 General 15
8.4.2 Recommendations 15
8.5 Workplace health promotion 16
8.5.1 General 16
8.5.2 Requirements 16
8.5.3 Recommendations: 16
8.6 Occupational health and safety 17
8.6.1 General 17
8.6.2 Requirement 17
8.7 Risk assessment program 17
8.7.1 General 17
8.7.2 Recommendations 17
8.8 Ergonomic workplace design 18
8.8.1 General 18
8.8.2 Requirements 18
8.8.3 Recommendations 18
9 Career development 18
9.1 General 18
9.2 Continual career planning 19
9.2.1 General 19
9.2.2 Recommendations 19
9.3 Training and development solutions 19
9.3.1 General 19
9.3.2 Requirements 20
9.3.3 Recommendations 20
9.4 Enabling development steps, job changes and career breaks 20
9.4.1 General 20
9.4.2 Recommendations 20
10 Knowledge management and intergenerational collaboration 21
10.1 Knowledge management 21
10.1.1 General 21
10.1.2 Recommendations 21
10.2 Intergenerational collaboration 21
10.2.1 General 21
10.2.2 Recommendations 22
11 Digitalization of workplaces and innovation 22
11.1 Digitalization of workplaces 22
11.1.1 General 22
11.1.2 Requirements 22
11.1.3 Recommendations 23
11.2 Co-creation and co-design 23
11.2.1 General 23
11.2.2 Recommendations 23
12 Succession planning 24
12.1 General 24
12.2 Requirements 24
12.3 Recommendations 24

13 Transition to retirement **24**
13.1 Transition planning 24
13.1.1 General 24
13.1.2 Recommendations 24
13.2 Transition to retirement and individualized solutions 25
13.2.1 General 25
13.2.2 Requirement 25
13.2.3 Recommendation 25
13.3 Coaching for retirement life preparation 25
13.3.1 General 25
13.3.2 Recommendations 25

14 Continuing in the workforce **26**
14.1 General 26
14.2 Continue working, inclusion and maintaining contact 26
14.2.1 General 26
14.2.2 Recommendation 26
14.3 Individualized working options 26
14.3.1 General 26
14.3.2 Recommendations 26

15 The value of the ageing workforce's ecosystem to the organization **27**
15.1 General 27
15.2 Older workers 27
15.3 Community groups 28
15.3.1 General 28
15.3.2 Recommendations 28
15.4 Senior entrepreneurs, self-employment, micro-enterprises 28
15.4.1 General 28
15.4.2 Recommendations for senior entrepreneurship 29
15.4.3 Recommendations for self-employed, micro-enterprises and sub-contractors 29

16 Financial literacy planning and benefits and rewards **29**
16.1 Financial literacy 29
16.1.1 General 29
16.1.2 Recommendations 30
16.2 Benefits and rewards 30
16.2.1 General 30
16.2.2 Recommendations 30

17 Continual improvement - assessment tools **30**
17.1 General 30
17.2 Recommendations 31

Annex A (informative) **Concepts and effects of ageing** **32**

Annex B (informative) **Individual continual career development planning** **35**

Annex C (informative) **Assessment tools for an age-inclusive workforce** **36**

Annex D (informative) **Examples of metrics to measure success and outcomes** **39**

Annex E (informative) **Recommendations and solutions for small and medium-sized organizations** **42**

Annex F (normative) **Summary of the requirements** **44**

Bibliography **46**