

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