BUSINESS IN THE COMMUNITY

The Prince's Responsible Business Network

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Toolkit

GETTING STARTED ON AGE. FROM DATA TO ACTION

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GETTING STARTED ON AGE – FROM DATA TO ACTION

At Business in the Community (BITC) we have developed our Age Friendly Employer framework and Look, Listen, Act approach. These will enable you to create a diverse and inclusive culture which capitalises on the skills and expertise of all your people. The key actions to take are explained in the accompanying toolkit 'Becoming an age friendly employer'.

BITC can also work with you as a member or partner to help you analyse your data, listen to your employees, and choose the right actions to take for your business. You can find out how to access this support via your relationship manager, adviser, or on the BITC website.

Analysing your data can help you to:

* Make decisions, create policies, and take actions that are based on evidence rather than perceptions or gut feelings.

* Translate commitment into focused action as a fundamental component of a successful diversity and inclusion strategy.

* Proactively spot trends and highlight where problems and disparities exist which can help you highlight risks, eg litigation, tribunals and grievances.

1: CREATE AN AGE PROFILE for your workforce
and then compare it with the UK population or the profile for your sector, to see where your workforce age profile is different from the UK working population. National and sector data can be accessed via the Office for National Statistics with overview labour market data.

2: CONSIDER DIGGING DEEPER and looking at
the age profile for business-critical roles by other demographics such as gender and ethnicity, or full-time vs part-time workers, job level or location.

3. INTERPRET YOUR DATA to identify trends,
gaps and insights from your age profiles. Look at how metrics compare for people of different ages in your workforce.

4. PINPOINT WHERE ACTION IS NEEDED. If
possible, analyse your data further to highlight where you need to make changes - eg job applications, job offers, performance, take up of training, progression, leavers (see appendix).

5. IDENTIFY YOUR KEY FINDINGS. For example,
you have low numbers of older workers and younger workers in your business compared to the UK working population or others in your sector, older workers tend to retire before state pension age, or few younger people apply for jobs. Consider intersectionalities with other demographic characteristics and think about how your data tells you to support specific groups, eg carers or those with health conditions.

Recommendations

Do not get paralysed by analysis! You may already have clear ideas on the areas where you might take action, so the aim here isn't to create pages and pages of spreadsheets but rather to do

some top-line analysis to highlight areas for action and provide evidence for this.

Choose appropriate benchmarks to compare your age profile with others. You may already have access to reliable information about the age demographic profiles in your sector, your community or nation. If not, we recommend you use the labour market analysis from the [Annual Population Survey](#) from the Office for National Statistics for UK information. You can find a template in the [appendix](#) – pre-populated with relevant data categories from this survey – to support you with this analysis.

From data to action

Having analysed your data and identified some key priorities we suggest you then:

Listen to your employees to understand their priorities. Providing an environment where employees can share confidentially and openly often provides richer information, so asking an external organisation to support you can be very helpful. BITC can help you with this as part of an advisory package. This could involve activities such as:

• employee surveys

• focus groups

• working with Employee Networks.

Take action: BITC's ['Becoming an age friendly employer' toolkit](#) highlights the key actions you can take to help people of all ages to thrive in the workplace, using a strong evidence base of research. Our team of expert advisers can help you to prioritise what actions to take so you can create a skilled, inclusive workforce now and for the future. Age is an amplifier of other forms of disadvantage so by taking action you can address other issues, such as improving your gender pay gap.

BITC analytical tools

[The Responsible Business Tracker®](#) is a measurement tool designed to enable a business to measure performance as a responsible business.

The tracker is aligned with the United Nations Sustainable Development Goals which underpin the BITC [Responsible Business Map](#) (below). The tracker enables a business to navigate and contribute to the realisation of the goals by identifying the key issues that need to be addressed to ensure long-term financial value, enabling both society and the planet to thrive.

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Appendix: What to measure checklist

	Do you have data? (Y/N)	What is the source of your data?	How often do you measure this metric?	Who collects/ owns / analyses the data?
Age Audit - profile of your workforce				
Age profile of the workforce				
Age profile by job level / grade				
Intersectional analysis eg age and gender, age and race				
Recruitment				
Breakdown of job applicants by age				
Breakdown of shortlisted applicants by age				
Breakdown of interviewed candidates by age				
Breakdown of job offers by age				
Breakdown of job starts by age				
Retention				
Length of service by age				
Analysis of reasons for voluntary leaving by age				
Analysis of reasons for involuntary leaving by age				

Pay / renumeration				
Pay profile by age				
Gender pay gap by age				
Performance and productivity				
Performance ratings from appraisal / review by age				
Productivity by age				
Engagement				
Employee engagement scores by age				
Training and progression				
Take up of training by age group				
Progression rates by age				