



Becoming an age-friendly  
employer in Greater  
Manchester: A toolkit



# Valuable not vulnerable

**The success of our economy is increasingly tied to its older workers as our population continues to age. Enabling more people to be in fulfilling work for longer is therefore a win-win for everyone. It helps employers retain skilled and experienced workers, it benefits employees who want to stay in work for longer and it supports the economic health and prosperity of Greater Manchester.**

The fastest growing proportion of the UK population is those over the age of 50 and in Greater Manchester, the average employee age has been steadily rising for the past twenty years, and now stands at 41 years of age.

Research from the Government Office for Science ([Future of an Ageing Population](#)) shows that the proportion of working age people aged between 50 and the state pension age was 26% in 2012 but this is quickly rising and is expected to grow to 34% by 2050. This represents an additional 230,000 workers above the age of 50 in Greater Manchester.

Recent analysis from the Organisation for Economic Co-operation and Development ([Promoting an Age Inclusive Workforce](#)) shows that older workers are likely to be a key contributor in boosting an organisation's performance as a result of their lower job turnover, greater management experience and longer general work experience. Analysis of international data also showed that having a worker aged over 50 in a team is associated with increased productivity of co-workers around them, particularly younger colleagues.



## What's in the toolkit?

This toolkit contains a number of impactful yet easy-to-implement ideas that will help your business reap the benefits of a thriving and age-diverse workforce, along with signposts to further information if you want to find out more. It will empower you with practical, actionable resources to:

- Cultivate and retain a highly productive, motivated and skilled workforce;
- Write job adverts and conduct interviews that attract rather than alienate older candidates;
- Ensure that employees of all ages have access to the learning opportunities and health resources needed to thrive.

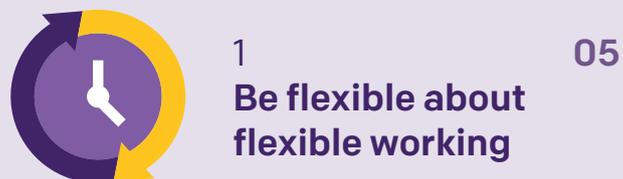
It is structured around the five principles shown on the right which have been established by the Centre for Ageing Better in their guide to Becoming an Age-Friendly Employer.

## Centre for Ageing Better

The [Centre for Ageing Better](#) creates change in policy and practice informed by evidence and works with partners across England, including the Greater Manchester Ageing Hub, to improve employment, housing, health and communities. It also recently launched a [free image library](#) of positive and realistic images of people aged 50 and over. Ageing Better is a charitable foundation, funded by The National Lottery Community Fund.



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**“This toolkit is full of practical advice and useful information on how to become an age-friendly employer. The number of Greater Manchester employees who are over the age of 50 is significant, and if businesses can create an environment in which their skills and experience are valued, they can enhance business success.**

By investing in the wellbeing and skills of older workers, businesses benefit from a more engaged and productive workforce, while also helping their employees to lead fulfilling lives.

Through initiatives like the Economic Vision and Good Employment Charter, we’re building a Greater Manchester economy where people are treated fairly, feel valued and are provided with opportunity, regardless of their age.”

**Justin Kelly**

Greater Manchester Local Enterprise Partnership (GM LEP) lead for skills



**Greater Manchester**  
Local Enterprise Partnership



# 1 Be flexible about flexible working

**The Coronavirus pandemic has rapidly accelerated the acceptance and use of flexible working arrangements and many of these new ways of working may be here to stay.**

Evidence from a range of studies shows that employers who offer good quality, flexible working opportunities benefit from more engaged, more productive employees who are likely to stay with the business for longer.

**There is now a statutory requirement on businesses to discuss flexible working requests from any employee with at least 26 weeks' continuous service.**

Getting flexible working right is therefore more important than ever, no matter the age of the worker, in order to attract and retain the best candidates. For older workers, it can help them balance caring responsibilities or personal health circumstances and enable a phased transition to the next stage of their life.

Flexible working covers a wide range of practices, such as allowing employees to work their contractual hours at different times of the day or to work compressed hours, offering home working, and tapered retirement options. There are several practical approaches to establishing good quality, flexible working that you can implement as an employer:

## **Start from recruitment**

- Make it clear in job adverts which kinds of flexible work arrangements are available and make it easy for candidates to have a conversation about the flexibility they need during the application process.
- Prompt managers to think about flexible working when recruiting and encourage external recruiters to advertise this in the vacancy.

## **Widen flexible working options**

- Consider what formal and informal flexible working options could be introduced that meet the needs of both the business and your employees and recognise the need to be responsive as and when people's circumstances change. Simple adjustments to working hours or practices are sometimes all that is needed to give employees the flexibility to perform jobs successfully.

## **Help people navigate the system**

- Develop clear protocols and procedures and make these available to employees to ensure that everyone has equal access to flexible working.
- Create an internal communications campaign promoting flexible working with specific resources and advice for older workers.
- The [Flexible Working for Over-50s toolkit](#) can help you plan out the most effective policy for your organisation.

## Create a culture of flexibility, not fear

- Make clear the benefits of an equitable flexible working policy – both for the business and individual – to encourage acceptance amongst employees.
- A clear policy will help employees feel comfortable about approaching flexible working with their manager and help normalise different working arrangements.
- Build the confidence and capability of managers to offer flexible working options for their employees.



# 20%

of people in the UK between the ages of 50 and 64 are carers.

This is more than any other age group and in Greater Manchester alone there are 56,000 carers in this age range. 1 in 4 women aged 50-64 have caring responsibilities, compared to 1 in 6 men.

### Further information

- [Flexible Working for Over-50s: A Toolkit For Employers](#) – The Centre for Ageing Better and Timewise offer a toolkit to help plan and implement a flexible working programme that works best for your business.
- [Greater Manchester Working Carer Toolkit](#) – The Greater Manchester Health and Social Care Partnership has developed a toolkit to help employers support employees who are carers.
- [ACAS](#) – The ACAS website has an employer guide to flexible working.
- [Timewise](#) – Consultancy services like Timewise can provide expertise and advice on flexible working in your organisation.

## CASE STUDY

**Leading home care provider [Home Instead](#) prides itself on being an age-friendly employer and has a number of initiatives in place to attract and retain older workers (who account for around 40% of its Care Professionals):**

### **Age-friendly culture and recruitment**

Home Instead ran a campaign called 'UnRetire Yourself' after a survey revealed that one in four retirees felt they had given up their career too soon and the average retiree would have happily continued working for another seven years.

### **Caring for older workers**

All Care Professionals have access to the Employee Assistance Programme, a service which offers professional advice, useful information, resources and counselling.

Health and wellbeing of workers is also important and Home Instead actively encourages healthy eating, exercise and promotes a positive work-life balance. The company allows for flexible working in instances such as for an older worker who has caring responsibilities for a loved one.

### **Training and support**

Home Instead offers award-winning training which is a mix of knowledge and competence-based development programmes. This includes a mix of online and face to face so that there is suitable training for Care Professionals, whatever their age and preference. The training has been recognised by both the Princess Royal Training Awards and City & Guilds.

Mike Neale retired from running his own successful embroidery business at 77 but found himself wanting to earn some money whilst keeping himself active and having an interest outside of his busy family life. The opportunity arose to work with Home Instead as a Care Professional and he hasn't looked back since.



Mike provides a combination of personal care, home help and companionship care. "Being an older Care Professional can be advantageous. There may be a time when you are caring for someone and they share similar interests or backgrounds, or just remember various moments in time that someone younger wouldn't. As an older person myself, I have also been through many of the situations in life as some of my clients."

Mike believes that being an older Care Professional and being matched by certain personality characteristics and interests really helps to combat loneliness too. "Companionship care is really very rewarding as loneliness can be an issue for older people and the Care Professional can help to alleviate that. There is one gentleman who likes to go out when I am with him. I simply take him for a drive or to see places locally that he likes to visit but hasn't been able to get to recently. He doesn't have any relatives, so this is important to him to be able to get out and about."





## 2

# Hire age-positively

**Ensuring that you don't miss out on the perfect candidate for the job starts well before any job vacancies are advertised. These recommendations and more can be found in a recent report from the Centre for Ageing Better: [Shut Out: How Employers and Recruiters are Overlooking the Talents of Over-50s Workers](#) (part of the **Good Recruitment for Older Workers (GROW) project**).**

### Age-friendly foundations

Consider developing a diversity action plan which includes age as a core element, explicitly recognises the importance of age-inclusivity and builds a workplace culture that acknowledges the contribution of people of all ages.

Don't accept or encourage the presence of age-related stereotypes and negative perceptions, such as older workers being less physically 'presentable' or having poor IT skills in comparison to younger workers.

Collect and analyse the age profile data of the current workforce as well as job applicants to evaluate whether job advertisements are attracting candidates of all ages and identify any underrepresentation in your organisation.

### When advertising the role

Circulate job advertisements as widely as possible, using multiple digital and non-digital platforms, to make sure they reach people from a wide range of backgrounds. Try not to limit your recruitment pool to those who only use online job sites or social media.

Review the language and images you use in adverts and how they might be perceived by potential applicants.

Look at alternatives to traditional role requirements. If you normally require certain qualifications for a post, could 'equivalent experience' be stated as equal value? Older workers may be less likely to have the same qualifications that younger people hold as further and higher education has changed so much in recent years.

You could appoint a recruitment champion for older workers to proactively promote opportunities to a range of potential candidates.

Avoid using language or buzzwords that might make certain age groups feel excluded from the role e.g. replacing 'junior' with 'assistant' could be more appropriate. Words such as 'dynamic', 'go-getter' and 'energetic' may also make someone feel that the advert is aimed at younger people.



### **Application process and selecting candidates for interview**

Aim to use application processes that reduce explicit and implicit age cues, such as standardised application forms rather than CVs.

You can avoid age-related bias in the selection process by removing information such as date of birth or dates of school education on application forms. If you are a larger employer, your HR team can keep this information separately during the selection process so those who are recruiting aren't bringing this into their considerations. There is also anonymous hiring software available which can minimise bias throughout the whole recruitment process.

Try not to make assumptions about why someone is applying for a role. People may choose to do so due to personal circumstances, their areas of interest, newfound passions or a plethora of other reasons and trying to second guess these reasons often leads to false conclusions.

If you use automated shortlisting software, check the keywords and criteria it uses as the language used by older and younger workers varies.

### **Conducting your interview and final selection**

Try not to let the focus be on assessing the 'cultural fit' of a candidate, which is typically done using subjective and unstructured approaches that are liable to age bias. Ensure that any criteria against which cultural 'fit' will be assessed are transparent, applied consistently across candidates and clearly communicated.

Avoid asking older workers directly about their retirement plans, to avoid any risk of potential age discrimination. Instead, maybe ask them where they see themselves in five years.

Consider how interviews are undertaken to ensure that each candidate is judged on the same basis and interview outcomes are justified by evidence to avoid personal bias of interviewers which could influence the outcome. More information on 'unconscious bias' can be found on the [ACAS website](#).

Where possible aim to use a mixed age panel to conduct interviews.

**You can also partner with programmes which support people into work. Visit the [Greater Manchester Combined Authority \(GMCA\) website for details of the latest employment programmes in Greater Manchester to see how you can be connected with the perfect candidates for your roles.](#)**

### Further information

- [Centre for Ageing Better's Good Recruitment for Older Workers \(GROW\) project](#) – How to reduce age bias and discrimination in the recruitment process.
- [Rest Less Jobs for Over-50s](#) – Rest Less is the UK's fastest growing digital community for the over-50s. It started as a job seeking website for the age group, and their job matching service remains at the core of what they do.
- [Age Opportunity – A Best Practice Guide for Recruiters](#) – A guide from Age UK with recommendations and resources for age-friendly recruitment planning.



## CASE STUDY

### Manchester City Council has a strategic commitment to become an age-friendly employer with an accompanying set of stated age-friendly standards/promises.

As a result it has a good representation of over-50s both in its senior management team and across the organisation (48 per cent of the workforce are over 50).

#### **Flexibility**

Manchester City Council's 'Our Ways of Working' project has seen a range of flexible working options introduced, including flexible start and finish times, compressed hours and more.

Traditionally, flexible working has been aimed at working parents, or as a means of attracting 'younger' talent. However, focus groups showed that flexible working options were particularly useful for their older employees who were more likely to require medical appointments for health issues, have caring responsibilities, or want to make changes to their work-life balance now, rather than waiting to reach retirement age.

The Council has also introduced flexible retirement where staff can request to reduce their work hours, and begin to draw their pension, whilst continuing in employment, subject to certain conditions. This allows staff to take their retirement gradually, making it easier to transition to non-working life.

To support this, the Council also offers pensions advice and briefing sessions to their older workers to ensure they have all the information they need about their pension and retirement, including how they can make a flexible retirement work for them if they choose this option. The sessions also offer advice to older workers on finances, health, and lifestyle.

#### **Career development**

The Council actively promotes employment opportunities such as apprenticeships and graduate schemes to all age groups and in 2018/19, over-50s accounted for 23 per cent of apprentices.

Work experience is also offered to over-50s. This takes place over a flexible two-to three-month period and gives invaluable IT training to support participants returning to the workforce. This initiative sees the IT department utilising the skills of older workers and promotes an 'Age-Friendly' culture within the team.

While the Council has many age-friendly policies and flexibilities in place already there is still more to do. That's why they are also working to set up a 50+ employee group (similar to their other equality employee groups) as a means for ongoing dialogue and representation as part of their commitment to being an age-friendly employer.



**MANCHESTER  
CITY COUNCIL**



Image credit: Gemma Taylor



### 3 Ensure everyone has the health support they need

**Whilst health conditions are not inevitable as we grow older, they do become more likely and can have a real impact on our working lives. Often however, they can be managed with just a few small adjustments. Despite this, older employees can still drop out of employment due to a lack of support rather than choosing to leave at a time that is best for them.**

**For those conditions that are considered a [disability by law under the Equality Act 2010](#), there is a legal requirement for employers to make ‘reasonable adjustments’ to enable an employee to carry on in their role.**

That is why it is vital – for both employer and employee – that there is an open, honest and supportive workplace culture that enables all individuals to come forward and discuss their health needs, whatever their age, as well as a commitment to action any resulting requests.

**Common conditions that may be experienced – but not always reported – by the over-50s include:**

- Diabetes
- Menopause
- Sight or hearing loss
- Mental health conditions such as stress, anxiety and depression
- Musculoskeletal (MSK) injury and damage of the joints in the limbs or back
- Mild cognitive impairment (MCI) which can impact a wide range of thinking and processing skills including the ability to remember information, manage workload and make decisions, as well as sensory processing and language. Although some symptoms may be similar MCI is not the same as dementia and with the correct provisions these symptoms can be managed.

It is important to remember that employees may often be managing more than one health condition at a time and that physical and mental health concerns can often be related.

## Supporting your employees' physical health and mental wellbeing

- Include health and wellbeing in any 1-2-1 meetings but also make it part of the informal workplace conversation.
  - Promote any organisational support that is available such as Employee Assistance Programmes, counselling, occupational health or mental wellbeing initiatives, and signpost to additional Local Authority or NHS programmes where relevant (see page 15).
  - Refer employees with a physical or mental health condition or disability to the government [Access to Work](#) scheme, which can provide advice and grants to help them stay in work.
  - Be open to flexible working including working from home. Be mindful that employee pressures (both work and non-work) may be harder to spot for those who are home workers.
  - Look at options for increasing physical activity at work such as lunchtime yoga or running clubs, breaktime walks and stand-up meetings.
  - Assist employees with diabetes by providing set break times to help manage blood sugar levels, modified equipment and private places for insulin injections if required.
  - Raise awareness and reduce the stigma of potential physical and mental symptoms of the menopause such as hot flushes, heart palpitations and anxiety.
  - Encourage frequent screen breaks and the adoption of the [20/20/20](#) rule to protect eye health.
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- Assess role designs to prevent musculoskeletal injuries or degradation. Small adjustments can make a huge difference. Make sure to also review existing ergonomic assessments for any employees working from home.
  - Regularly review role descriptions and risk assessments for older manual workers to support them to continue in employment and see if technology could be used to reduce existing manual handling requirements.
  - Retain valuable experience by giving older workers the opportunity to transition into different or more supervisory positions via training or apprenticeships (see section 4).
  - Consult employees experiencing cognitive impairment on the individual challenges they are facing and how these may be addressed e.g. quieter environments to improve concentration, lighting changes to alleviate vision problems and memory aids such as diaries and notebooks to support memory.
  - Groundbreaking new research suggests that 40% of dementia cases can be prevented or delayed by small lifestyle changes and it's never too early or late to start looking after your brain. Find out more at the [Brain Health Network](#).

## Further information

- [Greater Manchester Wellbeing Toolkit](#)  
– Produced by Greater Manchester Health and Social Care Partnership to support the wellbeing of the workforce in Greater Manchester.
- [NHS Occupational Health Team Locator](#) – NHS-led Occupational Health service providers.
- [Health and Wellbeing of Older Drivers](#)  
– Industry led guidelines for best practice relating to age and wellbeing in the transport sector.
- [Diabetes My Way](#) – A comprehensive guide to diabetes resources in Greater Manchester.
- [The Menopause & Me Digital Toolkit](#)  
– A free digital toolkit from BITC for managers and employees offering guidance around the menopause, including therapies and signposting to additional resources.
- [The Menopause is a Workplace Issue](#)  
– Unison guidance and model policy for supporting employees through the menopause.
- [Henshaws](#) – A range of resources to support people with sight loss.
- [Manchester Deaf Centre](#) – British Sign Language and deaf awareness training courses.
- [Active Workplaces Toolkit](#) – The Greater Manchester Moving Active Workplace Toolkit, a free one-stop shop to help you get your workplace moving more.
- [Mental Health Toolkit for Employers](#)  
– Advice and guidance from the Greater Manchester Good Employment Charter to help your workplace become a place that leads on mental health.
- [Mental Health for Employers Toolkit](#)  
– A BITC and Public Health England toolkit to help organisations support the mental health and wellbeing of their employees.
- [Musculoskeletal Health Toolkit for Employers](#) – Toolkit with practical advice for employers of all sizes developed by BITC, Public Health England and the Arthritis and Musculoskeletal Health Alliance.





## 4 Encourage career development at all ages

**Investment in apprenticeships, training and progression shouldn't just be targeted towards younger employees, graduates or new starters. For those reaching the middle of their careers, taking stock and planning for the future can be just as important as when they first started out. With possibly 20 years or more of working life left, ensuring that over-50s have equal access to development opportunities can play an important role in engaging and retaining older workers along with their invaluable knowledge and experience.**

- Framing these conversations as a 'mid-career consultation' or 'mid-life MOT' can be a better way of opening a discussion than a more traditionally-named review which may make older workers wary, fearing possible pressure towards retirement (despite the risk of this being potentially discriminatory).
- While some employers take a 'big birthday' approach, offering reviews when workers turn 50, it may be better to hold them on a rolling basis e.g. every five years, regardless of age.
- Think about widening the scope of these sessions in order to help people think more holistically about their finances, health and wellbeing, relationships and work-life balance. Doing so may present valuable opportunities to support and retain employees that were previously unknown.

- For managers, these discussions can also be a positive and proactive way to counteract unconscious age bias. They can also help to reframe the mindset of older employees themselves who may well associate training and development as something just for younger workers.
- There is a wide range of training and upskilling support available for employees of all ages in Greater Manchester (see next page), whether it's developing leadership qualities in order to move into a management role, keeping up to date with business processes as the workplace continues to digitise, or even changing careers completely.

**Employers are increasingly coming to realise that apprenticeships at all ages are a great way to invest in their workforce, retain skilled employees and boost productivity. Since 2015, more than 7,700 people in Greater Manchester over the age of 50 have started an apprenticeship to upskill, reskill or retrain.**

## Further information

- Further Education colleges, some Local Authorities and a range of training providers across Greater Manchester provide [funded adult education courses](#), with some courses being free of charge or partly subsidised for people in work. Check what is available by contacting your local college or the National Careers Service.
- [National Careers Service](#) – Impartial, personalised careers advice and guidance from qualified advisers available for all adults both in and out of work. The [GM Mid-Life MOT](#) webpage provides up to date information on local resources for employers and individuals.
- [GM Apprenticeship Hub's YouTube channel](#) – See a range of video case studies showing how people of all ages have used apprenticeships to develop their careers through a variety of pathways.
- [ESF Skills for Growth](#) – A fully funded offer of training across key sectors to upskill the workforce and improve productivity, including workforce development SME support.
- [Skills Support for the Workforce](#) – Fully funded provision for employers in Greater Manchester to upskill the workforce.
- [ACAS](#) – ACAS offer training, events, and tailored support to promote workplace best practice, including courses that coach employees in work options when preparing for retirement.
- [Mid-Life Support Framework](#) – Centre for Ageing Better offers a framework that can be employed by business to conduct a mid-life employee review.
- [Your Pension Mid-Life MOT](#) – Free online support to help employees to be more active in planning key areas of work, wellbeing, and finances to make the best decisions for their future.

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## CASE STUDY

**“A third of our workforce is over the age of 50, with some of our colleagues choosing to work on into their 70s, sharing their valued experience with colleagues.**

All employees take part in performance reviews and are encouraged to have personal development plans in place. There are no restrictions on the roles individuals can aspire to and Learning and Development opportunities are open to all.

We partner with a Financial Wellbeing Company that all colleagues can access and our Employer Assistance Programme also includes financial support and education.

For those who confirm their intention to retire, we provide a Retirement Planning course to offer support for life after work.

There is more we want to achieve for older workers that are with us now and attracting older workers in future. We recognise the value that diversity brings and we remain committed to encouraging diversity across our business.”

**Rachael Parr**

Human Resources Director,  
Electricity North West





Image credit: Gemma Taylor



## 5

# Create an age-positive culture

**Age can often remain a ‘forgotten’ characteristic in terms of diversity and inclusion despite it being legally protected under the [Equality Act 2010](#). Enabling a supportive and inclusive culture for employees of all ages – including older workers – requires a clear declaration of intent from management and the modelling of good practice at all levels of the organisation. Here are some ways you can help foster an age-positive culture:**

- Monitor and share workforce data e.g. the percentage of employees requesting and receiving flexible working or disclosing a health condition, and the age profile of applicants, successful candidates and training recipients. This helps to both highlight areas for improvement and show stakeholders what you’re achieving as an age-friendly employer.
- Introduce age diversity training for line managers so they are better able to recognise and challenge age stereotypes, manage the performance of age-diverse teams, provide health support, design and manage flexible working, and support working carers.
- Encourage the interaction of employees of all ages, something which does not always happen automatically. This could be done through the creation of peer support groups, knowledge sharing sessions, mentoring schemes or social activities.
- Don’t assume that people want their colleagues to know their age or to celebrate their birthday; this can sometimes be the source of intentional or unintentional ageism.

- Use [Equality Impact Assessments \(EIA\)](#) to systematically review your workplace practices and policies, identify any disparate and adverse impacts on older workers and help develop relevant mitigation actions.

### Further information

- [Equality Impact Assessment Guide](#) – A step-by-step guide to integrating an equality impact assessment into policymaking and review.
- [Workplace Health: Management Practices](#) – Useful advice from NICE on how to improve the health and wellbeing of employees with a focus on organisational culture and the role of managers.
- [Creating a Positive Workplace Culture](#) – A toolkit from Skills for Care designed to help adult social care employers of all sizes develop a positive workplace culture.
- [Guidance for Managers of Older Workers](#) – An interactive toolkit from Age Action Alliance that offers advice for the effective management of older workers.
- [McKenzie Delis Packer Review](#) – A groundbreaking report on the workplace diversity and inclusion activity of the UK’s largest employers.

## CASE STUDY

**“Co-op Funeralcare has been running its apprenticeship scheme since 2013 and is the only national organisation to offer it to all new colleagues joining the business. In 2020 we recruited our 3000th apprentice onto the Funeral Apprenticeship programme.**

We started to run an apprenticeship scheme as we wanted to ensure we had a robust and standardised approach to training and developing our staff. In addition, we wanted to be able to give new colleagues the skills, knowledge and behaviours to support all our clients and families at a time when they need us most.

Colleagues have the option to work towards the Funeral Team Member and Funeral Director programmes and the

programmes can be tailored to meet the needs of the individuals and the experience they bring from previous careers and roles.

The apprenticeship programme is the first stage of learning and development for anyone joining a front line role within Funeralcare. For those colleagues who have aspirations to progress within the organisation we are able to offer training and development opportunities to complement their needs.”

### **Rachael Snell**

Apprenticeships Delivery Partner,  
Learning & Development,  
Co-op Business Services



## The Greater Manchester Ageing Hub

The [Greater Manchester Ageing Hub](#) is a partnership of organisations across the public, voluntary and community, and private sector, working to make Greater Manchester a great place to grow older.

By bringing together research and innovation with policy and practice, we promote evidence-based decision making to improve the lives of older people in our city-region. Greater Manchester is fortunate to have some of the world's leading experts on ageing in its universities, and we collaborate closely with academic partners across our work.

We have a strategic partnership with the Centre for Ageing Better to develop and share innovative approaches to tackling social, economic and health inequalities in later life. Since 2016, our joint working has included age-friendly transport, housing, and employment.

**GREATER  
MANCHESTER**  
DOING AGEING DIFFERENTLY



## Greater Manchester Good Employment Charter

This toolkit builds on the core principles of the Greater Manchester Good Employment Charter, a voluntary membership and assessment scheme for organisations of any size and sector – including voluntary and community organisations – which sets out the gold standard for employment in the city-region.

Find out more and join the movement at the [Greater Manchester Good Employment Charter website](#).



**We would like to thank Ipsos MORI for their support in the development of this toolkit.**



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