

How can we develop a more age-friendly culture in PR?

Starting points for employers, line managers and individuals

This checklist, adapted from the Centre for Ageing Better's [Age-friendly Employer Pledge Culture toolkit](#), provides essential guidance for creating an age-friendly workplace. It highlights key actions that employers, line managers, and employees can take to foster an inclusive and supportive environment for all ages. For comprehensive information and additional resources, please visit the toolkit which contains useful guides including:

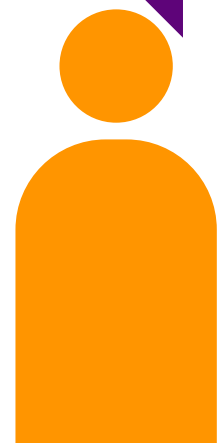
- a [diagnostic tool](#) which helps PR leaders assess what the problems are with their current culture
- an [example presentation](#) to make the case for an age-friendly culture to your Board (available halfway down the page)

If you are a leader in PR, you have an important role to play in creating an age-friendly culture

You set both the tone and the priorities so it's important that your commitment to tackling ageism is visible and authentic. It's not enough just to tackle active discrimination – leaders need to recognise the more subtle forms of ageism. We need to make sure that all workers feel supported regardless of their age.

Getting started – Before putting plans in place to improve how age-friendly the culture of your organisation is, it is useful to first understand where you are starting from and what improvements could have the most impact.

Find out more about the role that leaders play in developing an age-friendly culture at [Culture toolkit - leadership | Centre for Ageing Better](#)



If you are an HR Manager, in a PR agency or work for an organisation in an HR role

- Creating an age-friendly culture requires having the right tools, including appropriate policies and procedures. Some of your existing policies (e.g. flexible working, carers' policy, menopause support) may already support an age-friendly culture – do they in your case?
- Are you offering training to line managers to supplement their skills and confidence that support them in managing an age-inclusive workforce?

If you manage or lead internal communications in an organisation

In the accompanying CIPR Research Fund report, 'An age-old problem: What can we do to tackle ageism in PR?' we found that people cited a lack of role models in the organisation and also in recruiting material. The information we choose to share with employees, and the language we use to do so, says a lot about what we value and how we want people to work. When it comes to how people talk about ageing and older age, it is largely negative and small changes to the ways that we speak and write about ageing and older age can help. Internal communications is a powerful tool in shaping how your organisation thinks and talks about age.

If you are a line manager, and are managing a PR professional in their 50s, 60s and beyond

Senior leaders may set goals and initiate change, but line managers have an essential role in delivering their vision. For most employees it is through their line manager that they experience the culture of an organisation.

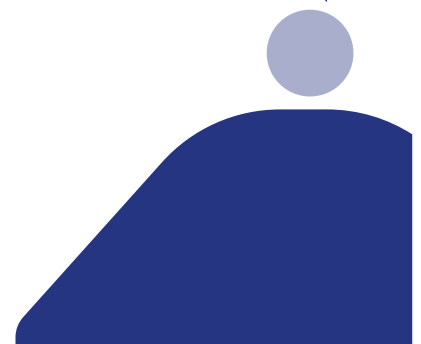
We know that many people have not had the experience of managing older PR professionals or age-diverse teams. Here are some of the key questions you should ask yourself:

- How can I support flexible working, and what do I need to consider when managing it?
- How can I support skills and career development for older PR professionals? We know from CIPR research that older PR professionals can feel excluded from training opportunities offered to younger staff or even asked to provide training without any training support themselves.

Find out more about what you can do to review your organisation's existing HR policies and processes to make your culture more age-friendly [Culture toolkit – policies, processes and HR tools | Centre for Ageing Better](#)



For resources on how to talk and communicate with employees when developing an age-inclusive culture visit [Culture toolkit - internal communications | Centre for Ageing Better](#)



- How can I manage different working styles in a team? This isn't necessarily age-related but CIPR research indicates older PR professionals often feel their working styles are under-valued.
- How can I support making our organisational culture more age-friendly through managing a team? A great way to raise awareness of ageism is to allocate some time in a team meeting to talk about what it means, what it might look like and how you will work together to tackle ageism if you see it.
- What support is available to me from my organisation?

With thanks to the Centre for Ageing Better for this guidance, which has been summarised from the Age-friendly Employer Culture toolkit.

The Centre for Ageing Better is a charitable foundation funded by The National Lottery Community Fund and part of the government's What Works Network foundation focused on improving the lives of people as they age. Their mission is to tackle inequalities in ageing and ensure that everyone can enjoy a good later life, regardless of their background or circumstances.

