



EFA

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AWARDS

EFA Awards 2007
Celebrating success; inspiring others





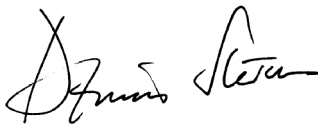
The EFA is the first ever employer led initiative to promote the business benefits of an age diverse workforce. It offers expert advice and support to forward-thinking employers on managing the skills and age mix of their organisations.

One year on, the EFA marks the first anniversary of the Age Regulations. In the face of the most significant new employment legislation for a generation, leading employers have made great efforts to tackle age discrimination at work, developing new policies and employee education programmes.

In creating the EFA awards, we aim to recognise employers' achievements. We want to celebrate success and inspire others.

Given the range and quality of award applications, we believe we have a great opportunity to spread good ideas. This is what being part of the EFA network is all about. In this booklet, we outline the winners and those short-listed; but the quality of applications was so good that those who weren't short listed deserved recognition too. So we're creating space on our website www.efa.org.uk/goodpractice where you can take a look at all the policies employers submitted. We hope some of these new ideas will encourage you to take the next step, and perhaps even inspire you to apply for an award next year!

Thank you for your continued support. By being a member of the EFA, you make a difference.



Lord Stevenson of Coddnham, CBE
Patron EFA



OFFICIAL SPONSOR OF THE EFA AWARDS 2007

It has become commonplace for society to perpetuate ageist views. As a global operator, we at BT see opportunities to maximise our positive contribution to society, effect change and thereby build the foundations for long-term business success.

Aaron McCormack, BT's Age Champion, says 'At BT we recognise that business success is only maximised when you have a combination of skills, experience, commitment, personal interaction and commercial sense.

That is why we value and encourage the diverse solutions that mixed age teams deliver to our customers. Different people have different skills and experiences and by working together across generations we can grow and develop'.

BT is proud to be associated with the Employers Forum on Age and this year's awards. BT was a founding member of the EFA and continues to work with fellow employers to promote the benefits of mixed age teams and strive to make age discrimination a thing of the past.

EFA Awards 2007

These awards, open to all employers, are designed to showcase the innovative ways age discrimination is being tackled and outdated practices are being overturned.

AWARD CATEGORIES

The EFA will be making awards in the following policy categories:

- Recruitment
- Retention and reward
- Retirement
- Employee engagement
- Innovation
- Best private sector organisation
- Best public sector organisation
- Best newcomer award [members only]

JUDGES

The judging panel is made up of leading experts on the age agenda, including:

- Rita Donaghy, chair of Acas
- Becky Mason, senior people & policy manager, BT
- Sam Mercer, chief executive, EFA
- Ian Wylie, editor, Guardian Work
- Hamish Elvidge, competition director, Sainsbury's
- Hilary Wiseman, Wiseman Consulting

Judges followed a rigorous process¹ and were asked to look specifically for entries that showed:

- Clear response to a specific business challenge
- A focus on outcomes
- Evidence of a significant impact
- An innovative approach and a commitment to good practice above legal compliance
- Initiatives or policies that can give inspiration to other employers

Overall, we received 45 award applications.

¹Judges representing short listed companies did not participate in judging these categories

EFA award for recruitment

Good practice in pre-recruitment, recruitment & selection and post-recruitment policies.

SHORT LISTED

- B&Q
- Kent County Council
- Royal Mail
- The Co-operative Group

JUDGES' COMMENT

"B&Q remain an excellent role model for employers seeking to embed equal opportunities."

WINNER B&Q



B&Q was a pioneer in breaking down the myths and barriers which restrict the employment prospects of older workers. Early experiments included a store staffed by the over 50s, (an initiative which would now fall foul of the Age Regulations). More recently they have maintained the momentum and developed innovative people friendly policies to attract the widest range of ages. B&Q has developed and capitalised on a strong public image as an equal opportunities employer.

The full details of how B&Q's policies impact on recruitment can be found at www.efa.org.uk/goodpractice

EFA award for retention and reward

Aspects of employment policy including; compensation & benefits, bullying and harassment, training, promotions and performance management.

SHORT LISTED

- D&A the Opticians
- Eli Lilly
- Tesco
- The Co-operative Group

JUDGES' COMMENT

“This initiative has fostered a strong link to performance. The increase in employee engagement is impressive following such a significant change.”

WINNER THE CO-OPERATIVE GROUP

The **co-operative**

Co-operative Financial Services (CFS) has undergone a transformation in modernising both the way it operates and how it manages and rewards people. In 2006 CFS began its 'Summit Programme'. This set out to harmonise employee terms and conditions and tackle the legacy of service related rewards which, while being valued by staff, were outmoded and inhibited change and a performance ethos.

Ongoing negotiation with employee representatives and an extensive communication programme led to a significant change in their reward package and increased employee satisfaction.

The full details of Co-op's journey can be found at www.efa.org.uk/goodpractice

EFA award for retirement

All aspects of retirement, flexible retirement and other end of working life policies.

SHORT LISTED

- BT
- Foreign & Commonwealth Office
- Hertfordshire County Council
- The Co-operative Group

JUDGES' COMMENT

“BT’s measured approach is an object lesson in the importance of consistently emphasising the business case for age diversity and securing senior management commitment.”

WINNER BT



Removing fixed retirement age in 2006 was the end of a journey for BT which took over six years. Irrespective of the legal requirements introduced by the Age Regulations, giving employees flexibility to choose when to retire was for BT a policy founded on pragmatic business sense. Careful in-depth consultation was essential to derive and embed a sound business case for retaining the skills of older workers and the wider benefits of age diverse teams; survey evidence was used to dispel fears and negative preconceptions. By 2007 the number of employees over 60 had increased to well over a thousand, up from a couple of dozen merely two years before.

The full details of how BT removed retirement ages can be found at www.efa.org.uk/goodpractice

EFA award for employee engagement

Good practice in changing culture, engaging employees and communication.

SHORT LISTED

- British Library
- Centrica
- Hertfordshire County Council
- RWE nPower

JUDGES' COMMENT

“Mastering employee engagement is key to eliminating discrimination but is extremely hard to do. All those shortlisted are to be applauded.”

WINNER CENTRICA

The Centrica logo is displayed in a bold, black, sans-serif font. The letter 'i' in 'centrica' has a small dot above it, and the letter 'c' has a small dot to its left, giving it a distinctive, stylized appearance.

In 2005 Centrica established an ‘Age Action Group’ to review policy and practice and to engage, communicate, educate and implement change necessary to comply with age laws. The result was a year-long communications and training programme which has raised awareness both internally and externally that Centrica employs workers of all ages.

Centrica has become an ambassador for the benefits of age diversity; working in partnership with the London Development Agency to produce a video for small businesses, and presenting its age awareness work at the CIPD Age Conference and the JSB Annual Employment Conference.

All new recruits are now trained in age awareness as part of their induction programme.

The full details of Centrica’s employee engagement programme can be found at www.efa.org.uk/goodpractice

EFA award for innovation

Creative, fresh initiatives or policies which have helped challenge discrimination; also any particularly innovative policies that have addressed an age issue not covered by other categories, where age plays a role in a wider equality strategy.

SHORT LISTED

- Nationwide
- Orange
- Procter & Gamble
- QinetiQ
- Sainsbury's Supermarkets

COMMENDATION

The sheer variety of imaginative entries in this category made judging difficult.

QinetiQ's foresight in designing and introducing a new redundancy payments scheme was especially commended. Many employers have ignored the need to properly address age discrimination issues in this area, even when they have a much less complex employee relations legacy.

WINNER SAINSBURY'S SUPERMARKETS

Sainsbury's
Try something new today

Sainsbury's Bakery Apprenticeship programme is an example of an organisation taking a brave and innovative approach to a skills shortage they faced.

Creating the scheme required Sainsbury's to invent a new NVQ, negotiate with existing learning providers and accreditors and challenge the age bars placed on the government funding of these schemes.

This was a market driven solution to a problem faced by others in the sector and delivers transferable training opportunities to people of all ages.

The full details of Sainsbury's apprenticeship scheme can be found at www.efa.org.uk/goodpractice

JUDGES' COMMENT

“Sainsbury's apprenticeship scheme impressed as a great example of how to address a real business need. Anyone can apply: apprentices are selected based on their capability and their ability to learn – the availability of external funding is not used to limit entry in any way.”

EFA best newcomer award

Only members joining the EFA in the past two years were eligible for this award, designed to showcase an effective strategy for swiftly overhauling the way age diversity is viewed in the workplace.

WINNER THE BRITISH LIBRARY

BRITISH
LIBRARY

British Library completed an external audit of existing policies in May 2005 to map the extent of policy work required to comply with the Age Regulations and joined the EFA the following November.

Working amid the tensions created by the “Redefining the Library” business plan, the British Library successfully incorporated compliance with the Age Regulations into a broader best practice agenda for change. The new consultation methods and communications channels that were adopted incorporating a library-wide cascade mechanism, demonstrated their value and have informed the Library’s later strategies in dealing with the diversity duties now incumbent on the public sector.

The full details of how British Library engaged its workforce on age issues can be found at www.efa.org.uk/goodpractice

JUDGES’ COMMENT

“British Library is a deserving winner of this award. They took a comprehensive approach and achieved significant impact in a short time.”

EFA award for best private sector organisation

To qualify for these awards, entries were required in at least three separate award categories.

WINNER THE CO-OPERATIVE GROUP

The **co-operative**

The Co-operative Group's drive for best practice solutions to age diversity issues fully merits its number one rating.

The initiatives they have taken included:

An open approach to graduate recruitment, stripping out simplistic screening and incorporating age into equal opportunities monitoring. All applications are reviewed by trained managers to ensure that candidates' work/life experiences are appropriately assessed and the 25+ age group now accounts for a quarter of total graduate applicants.

Harmonising the structure of compensation and benefits across its financial services entities, emphasising merit over seniority. The removal of outdated and indirectly discriminatory service-based pay and benefits arrangements won overwhelming union support. Key messages were brought home to employees through careful communications.

The removal of a fixed retirement age to demonstrate the Group's desire to create an environment in which judgments about people are based on ability rather than age. Since the policy change nearly half of those reaching 65 have chosen to continue working.

The full details of The Co-operative Group's shortlisted entries can be found at www.efa.org.uk/goodpractice

JUDGES' COMMENT

"The Co-operative Group has shown outstanding leadership on the age agenda and has driven change across its many faceted businesses."

EFA award for best public sector organisation

To qualify for these awards, entries were required in at least three separate award categories.

WINNER HERTFORDSHIRE COUNTY COUNCIL



Hertfordshire County Council has demonstrated vision in its employment policies and made its mark in mainstreaming age equality.

Aspiring to be an employer of choice, the council determined that removing any age bias in recruitment was a key objective of its work to comply with the Age Regulations. Hertfordshire reviewed every aspect of its recruitment and selection processes and undertook equalities impact assessments to highlight any issues.

At the same time the council's reputation as an employer was enhanced by further development of its flexible working policies, culminating in the removal of a fixed retirement age. This has had a positive impact on recruitment, opening up a much broader pool of applicants and significantly increasing the number of people over 65 joining the council.

The full details of Hertfordshire County Council's shortlisted entries can be found at www.efa.org.uk/goodpractice

JUDGES' COMMENT

“Hertfordshire County Council is a pathfinder for the public sector, showing how a large employer can use age diversity to spearhead further development of progressive employment policies. The council has taken an innovative approach to the challenges they have faced and demonstrated commitment to achieving age diversity. The results of this consistent approach are clear for all to see.”

The EFA would like to thank all members for their support over the last year, and in particular special thanks go to:

Alexa-Maria Barker	Procter & Gamble
Catherine Baxter	BUPA
Laurence Berger	Ford
Caroline Beyer	Hertfordshire County Council
Helen Blair	Marks & Spencer
Elaine Bromberg	HSBC
Alison Broomfield	Shell
Diane Brown	British Library
Jayne Collins	Dept for Work and Pensions
Ann Cooper	Dept for Work and Pensions
Amanda Cox	Asda
Juliet Crisp	Tesco
Alison Dalton	British Airways
James Davies	Lewis Silkin
Rachel Dineley	Beachcroft LLP
Mandy Ferries	JD Wetherspoon
Melanie Flogdell	Centrica
Leon Foster-Hill	B&Q
Stephen Golden	Transport for London
Jan Johnston	Cadbury Schweppes
Amanda Jones	Co-operative Group
Denise Keating	Craegmoor Healthcare
Gordon Laird	Royal Bank of Scotland
Alison Macaulay	Bedfordshire County Council
Becky Mason	BT
Sharon McMahon	Somerset County Council
Margarita McNee	B&Q
Linda Meades	Kent County Council
Faizal Musa	Co-operative Group
John Nicholson	HM Prison Service
Andrew Powles	Prudential
Shelly Smith	ECU
Sue Sneddon	Aegon
Charlotte Sweeney	HBOS
Jo Taylor	Nationwide
Sarah Terziu	Sainsbury's
Adam Turner	Lovells LLP
David Vaughan	Royal Mail
Caroline Waters	BT
Jacky Weller	GlaxoSmithKline

The EFA would like to thank all the judges for generously donating their time and expertise in evaluating the entries.



The
**Employers
Forum on Age**
www.efa.org.uk

Floor 3, Downstream,
1 London Bridge,
London SE1 9BG
T 0845 456 2495
F 020 7785 6536
E info@efa.org.uk

EFA would like to thank BT for sponsoring
the awards ceremony and lunch