



SWISS DIVERSITY & INCLUSION
THINK TANK
WHITEPAPER AGE DIVERSITY
AGE IS JUST A NUMBER... REALLY?

Christiane Bisanzio

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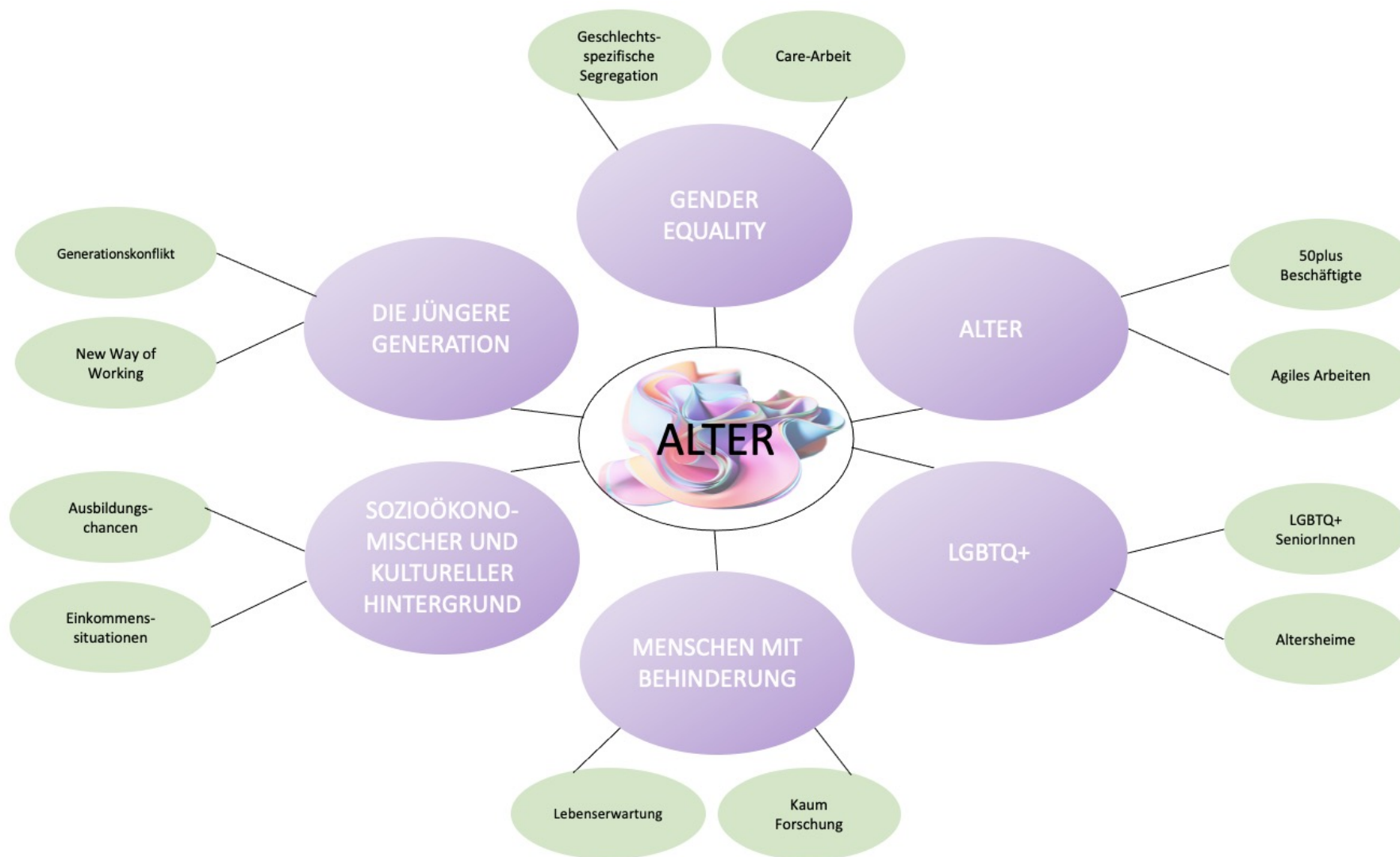
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Relevance of Age Diversity in Switzerland

- Raising of retirement age from 64 to 65 for women
- Challenge for companies to manage' up to five generations
- Demand for flexible working hours and models
- Gap in care for women
- Special requirements for care of people with disabilities in old age
- Inclusion of LGBTQ+ community in elderly care

Intersectionality of Discrimination



Age and Gender Equality

- Gender segregation in the professional world
- Women continue to work disproportionately often in low-wage segments
- Potential pension gap for women
- Not uncommon for a woman in Switzerland to live in precarious circumstances in old age and not to be able to do without state support.

SHE / HER

HE / HIM

THEY / THEM



Age in the workplace

- First time in history a 5-generation workplace
- More age 50+ in companies rising steadily
- More than two-thirds 50+ plus feel discrimination in the workplace
- Prejudice against agility and digital ability





Age + socio-economic and cultural origin

- Socio-economic and cultural origin is one of most important determining factors of educational equality
- Fewer opportunities in life and on the labor market
- Proportionally higher number of invalidity and early retirement
- Lower pensions

Age and LGBTQ+ Community

- Old age and retirement home's unique challenges
- Often do not feel welcome with their sexual and gender identity in traditional elderly care facilities
- Unique health issues with age (HIV/AIDS)





Age and youth

- Millennials, GenZ, Gen Y
- Potential conflict with 5-generations
- Different demands around sustainability, purpose, DEI, flexibility



Outlook

The participants of the 2023 Think Tank on age discrimination in Switzerland see good reasons to act.

Following are the main suggestions and ideas.



Suggestions and Ideas

More flexible working time models, such as a reduction in weekly working hours, or the four-day work week

A scheduled review with the employee at the age of 50. Especially with regards to career planning

Mentoring and so-called "reverse mentoring" to promote intergenerational dialogue and to build bridges

Adjusting the salary system so that people over 50 are not prevented from changing jobs and / or looking for a new job simply because of high pension fund contributions

Abolish the so-called "pension guillotine" and promote a rethink in society and among employers to the effect that employment can be desired and possible even after 65 years

In the future, in addition to maternity leave and paternity leave, "care" work for all should also be considered and corresponding instruments introduced

Targeted funding of the self-employment of the 50+ generation

Introduce job-sharing and 'co-leads', thereby promoting both knowledge transfer and employee flexibility

Instead of personnel planning at FTE level (Full Time Equivalent), the provision of an overall budget for more flexible work planning

Provide experienced mentors for younger GenZ workers and millennials to help ease transition to new job and culture while promoting intergenerational dialogue.

Implement a 'shadow board' with less <30-year-old employees to bring their strategic input to life and benefit from their point of view



Complete White Paper
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