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# The Age-friendly Lens

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## Chapter 13

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### **International standardisation of products and services for ageing societies**

Promoting the global application of an  
age-friendly lens

*Sabrina Pit, Anne Livingstone, Adriana Ciacaru,  
Nele Zgavc and Allison Williams*

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# International standardisation of products and services for ageing societies<sup>1</sup>

Promoting the global application of an age-friendly lens

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## Introduction

Standards provide a way of establishing principles for delivering the new products, services and solutions required to meet the future needs and preferences of ageing societies. The work of the International Organization for Standardization (ISO) Technical Committee (TC) 314 Ageing Societies recognises that different lenses need to be applied to the global issues of ageing and the benefits of standardisation. This chapter will discuss the initiation of the ageing societies standardisation work and the targets and achievements of this work, and it will explore the various work packages being undertaken. Specifically, this chapter will explore and detail the ISO work on ageing societies in the following areas:

- The history of the ISO/TC 314 Ageing Societies standardisation activities.
- The reasons for standardisation, and how they will guide the development of age-inclusive urban and rural environments.
- Current standards in development and the strategic focus of future global work agendas.
- The benefits of standards development.
- Age-inclusive approaches, in particular.
- Experiences and challenges in assuring that a diversity of older voices are heard.

## What are standards and what are their overall benefits?

Standards are ‘an agreed way of doing, thinking about or managing something’ (British Standards Institution [BSI] 2015, p. 16). A standard is defined as ‘a document that provides requirements, specifications, guidelines or

characteristics that can be used to ensure that materials, products, processes and services are fit for their purpose' (BSI 2015, p. 16). Standards can focus on definitions and classifications, manufacturing, process management or service delivery.

Standards add value for all because they facilitate organisations to improve quality and generate consistency of products and services worldwide. This gives consumers, organisations and governments clarity and mutual understanding about specific products and services. Compliance with standards improves confidence that products and services are safe and reliable.

Research from the United Kingdom (UK) has clearly demonstrated the economic benefits of standards. For example, a third (37.4%) of UK productivity growth can be attributed to implementing standards and small to medium-size organisations are 41% more likely to export if they adopt standards (BSI 2015). Germany and France found similar results. Standards help organisations grow through increasing organisational efficiency, enhancing trade and boosting innovation (BSI 2015). Standards also have social and ethical benefits, such as improving people's health and quality of life, the environment, education quality and technology and boosting innovation and employment (Fitzpatrick et al. 2020; Pit et al. 2021). Organisations that use standards for their products and services have an added value – consumers perceive them as trustworthy, leading to a competitive edge when exporting or selling in the local or global market. Standards also help in reducing red tape because they can be helpful in reducing prescriptive regulations and promote harmonisation of products and services, which, in turn, can reduce business costs.

## **What is the International Organization for Standardization?**

ISO creates standards across all industries, and currently, 167 countries have a national standards body, which are a part of ISO TCs. TCs are established to undertake standards development. Countries determine the TCs in which they will participate and can also propose new areas of interest that are identified by their country as a priority or as having future relevance. Each national standards body has a 'mirror committee' or a 'mirror board' that sends its elected national representative members to ISO TC meetings and working groups. TCs consist of experts from different stakeholder groups. The constitution of Standards Bodies and the appointment of their experts to TCs varies by country. Standardisation processes are undertaken together with all stakeholders, including, but not limited to, older people, their representatives, carers, trade unions, businesses, professional associations, research bodies, government organisations and industry groups. Each TC has a strategic business plan, a work programme and working groups. Each country chooses whether it will be a participating or an observing member.

Participating members actively work on standards, whereas observing members are kept informed about developments. To avoid overlap and to ensure alignment between TCs, each TC creates liaison relationships with the other TCs.

## **The development of ISO/TC 314 Ageing Societies standardisation**

The scope of the ISO/TC 314 is ‘Standardization in the field of ageing societies’ (ISO 2019). This work builds on several developments since 2016, as described in this section.

### ***International Workshop Agreement 2016***

An International Workshop Agreement 18 (IWA 18) was held in 2016 in which a framework for integrated community-based lifelong health and care services in ageing societies was created (ISO 2016). It was recognised that creating a common goal for standardisation activities would help:

- Improve lifelong support for ageing societies through addressing common challenges.
- Identify and align the language used globally and would demonstrate proven best practices that could influence new behaviour and practices.

### ***Strategic advisory group on ageing societies***

The IWA 18 led to the formation of a strategic advisory group (SAG) on ageing societies in 2016. It was recognised that ISO already has expertise across a broad range of products and services that affect ageing societies and was therefore well positioned to undertake strategic harmonising work in this area. The SAG conducted global gap analyses and reached consensus after two workshops to recommend the following categories for standardisation: Community Care Service/In-home, Technology – Enabling and Assisting, Care Giving, Integrated Information Management, Future Planning, Enabling Communities and Building standards.

## **Who is involved in ageing societies?**

Although many different TCs consider topics related to ageing societies, many of these focus on the general population, including Design for All, or on specific products or services, such as ergonomic design or smart cities. The point of difference as regards ISO/TC 314 Ageing Societies is that it brings an age-friendly lens to the standard development process. It does this in two ways.

First, it creates liaison relationships with other TCs to ensure the age-friendly lens is brought to the standard development process. Second, it develops its own priority standards as will be discussed later.

In December 2017, the International TC on ageing societies was established. Since then, three working groups have been established as a priority to work on:

- Age-inclusive workforces.
- Dementia-inclusive communities.
- Carer-inclusive and accommodating organisations.

The structure of ISO/TC 314 is displayed in Figure 13.1. Table 13.1 shows the countries that have been actively sending experts to working groups. The SAG provides overall strategic advice, and a Communications Group and a Terminology Group support working groups. As of September 2020, there were 20 participating and 18 observing members. The composition of the TC may change overtime (Table 13.1).

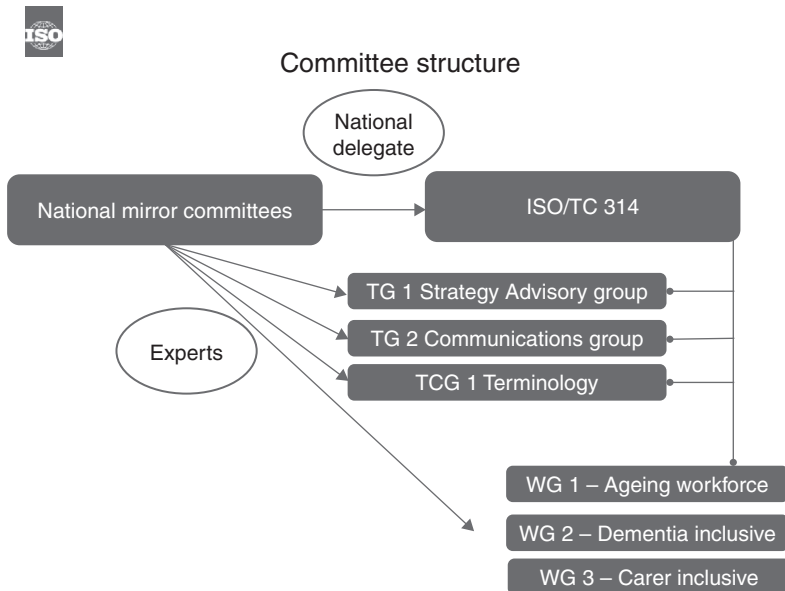


Figure 13.1 Current structure ISO/TC 314 Ageing Societies (as on 1 July 2020). TG = Task Group, TCG = Terminology Coordination Group, WG = Working Group.

Source: Adapted from *Strategic business plan ISO/TC 314 Ageing Societies Version Draft 1* (ISO, 2020).

Table 13.1 Participating and observing members as at 1 July 2020

<i>ISO/TC 314 Ageing Societies Member States</i>			
<i>Participating members</i>	<i>Ageing workforce</i>	<i>Dementia-inclusive communities</i>	<i>Carer-inclusive organisations</i>
Australia	✓	✓	✓
Austria	✓		
Canada	✓	✓	✓
China	✓	✓	✓
Finland	✓	✓	✓
France			
Germany	✓	✓	
Islamic Republic of Iran			
Ireland	✓	✓	✓
Israel			
Japan	✓	✓	
Republic of Korea	✓	✓	✓
Norway	✓	✓	✓
Singapore	✓	✓	✓
Switzerland	✓	✓	
Sweden	✓	✓	✓
Thailand	✓	✓	
The United Kingdom	✓	✓	✓
Uganda	✓	✓	✓
The United States	✓	✓	✓
Observing members (n = 17)	Argentina, Belgium, Cyprus, Czech Republic, Denmark, Ecuador, India, Italy, Malaysia, the Netherlands, New Zealand, Peru, Portugal, Senegal, Serbia, Slovakia, Spain, Vietnam		
Liaison TCs who can access TC 314 documents	IEC/SyC AAL	Systems Committee Active	
	ISO/PC 31 I	Assisted Living	
	ISO/TC 43	Vulnerable consumers	
	ISO/TC 43/SC1	Acoustics	
	ISO/TC 94	Noise	
		Personal safety – personal protective equipment	
	ISO/TC 121/SC3	Respiratory devices and related equipment used for patient care	
	ISO/TC 159	Ergonomics	
	ISO/TC 159/SC3	Anthropometry and biomechanics	
	ISO/TC 159/S5	Ergonomics of the physical environment	
	ISO/TC 173	Assistive products	
	ISO/TC 176/SC1	Concepts and terminology (quality)	
	ISO/TC 215	Health informatics	
	ISO/TC 249	Traditional Chinese medicine	
	ISO/TC 260	Human resource management	
	ISO/TC 268	Sustainable cities and communities	
	ISO/TC 268/SC1	Smart community infrastructures	
	ISO/TC 274	Light and lighting	
	ISO/TC 283	Occupational health and safety management	

Table 13.1 Cont.

*ISO/TC 314 Ageing Societies Member States*

<i>Participating members</i>	<i>Ageing workforce</i>	<i>Dementia-inclusive communities</i>	<i>Carer-inclusive organisations</i>
Liaison TCs from TC 314 and TC 314 can access these TCs documents	IEC/SyC AAL ISO/TC 215 ISO/TC 268  ISO/TC 304		Active Assisted Living Health informatics Sustainable cities and communities Healthcare organisation management
Liaison organisations	CIE International Commission on Illumination EAN International Article Numbering Association ETUC The European Trade Union Confederation SBS Small Business Standards		

IEC = International Electrotechnical Commission, PC = Project Committee,  
SC = Sub-committee.

## **What are the benefits of standardisation for ageing societies?**

Although there are several knowledge-sharing platforms in relation to ageing societies, such as communities of practice and research collaborations, none focuses on standardisation on a global scale. Rapidly growing ageing populations bring challenges as well as opportunities, including in relation to the economy, housing, funding retirement, transportation, security, health care, family units and ethical values. In this regard, older people are regarded as a burden to society in terms of pensions and healthcare costs. In contrast, they constitute a relatively untapped growing market for products and services, and as resources for the community in terms of their knowledge and contributions as productive members of society, in roles such as volunteering, caring responsibilities and agents of change. Older people are increasingly becoming consumers who are aware of their rights and responsibilities and thus form a key untapped market full of opportunities, innovation and growth. Innovation and the global translation of successful innovative models can inform and lead to changes in countries worldwide to improve the quality of life of their ageing populations. The benefits for the different stakeholders are provided in Table 13.2.

ISO/TC 314 supports the business case for age-inclusive societies, which is reflected in the Strategic Business Plan 2019 (ISO 2020) and contributes to the United Nations Sustainable Development Goals (SDGs) as illustrated in Table 13.3.

In summary, the benefits of standardisation highlight that international standards are necessary to create an age-inclusive world (BSI 2015; Fitzpatrick et al. 2020; Pit et al. 2021; Progressive 2019) and can help guide the development of age-inclusive perspectives.

Table 13.2 Overarching benefits of standards in ageing societies

<i>Target group</i>	<i>Benefits</i>
<b>Older people and their significant others</b> (partner, children and others)	<ol style="list-style-type: none"> <li>1. Providing credibility and value of products and services at a faster and higher quality rate.</li> <li>2. Providing new/better employment opportunities.</li> <li>3. Representing the users of products and services to influence organisations/research institutions.</li> <li>4. Influencing organisations/research institutions in the standards development process to offer the direction based on user feedback.</li> </ol>
<b>Providers</b>	<ol style="list-style-type: none"> <li>1. For service providers – closer alignment in service quality standards and consistency in service expectations on an international level.</li> <li>2. For product manufacturers – support trade to international markets with standardised products and services focused on older persons. Encourage innovation and product development and introduction into a wide range of service settings.</li> <li>3. For innovation bodies (global) – discussions on how innovation can support services for lifelong care providers and can be escalated to an international standards platform and incorporated into new work areas that will translate to wider social benefits.</li> <li>4. For healthcare specialists – establish consistency in delivery of healthcare services that is fit for purpose.</li> <li>5. For health research and services – develop more research projects in collaboration with other countries and offer findings to be considered for inclusion in new international standards.</li> </ol>
<b>Carers</b>	<ol style="list-style-type: none"> <li>1. The standard will be beneficial as organisations will have access to best practices to adjust their processes and be more aware of their needs.</li> </ol>
<b>International organisations</b>	<ol style="list-style-type: none"> <li>1. For organisations focusing on public health (e.g. WHO and OECD, UN) – international strategies can be closely aligned with global standards priorities to better support ageing societies.</li> <li>2. For healthcare services – more international collaboration can help ensure best practice is shared and that the needs of different regions are better known, understood, communicated and shared.</li> <li>3. Increased retention of older persons will reduce risk of knowledge loss and associated costs.</li> </ol>
<b>Governments/Communities</b>	<ol style="list-style-type: none"> <li>1. For national governments – able to exchange and promote national objectives for ageing society initiatives including seeking common solutions together with other nations. It also provides opportunities to enhance the oversight capacity of public bodies to better monitor and evaluate the quality-of-care arrangements by reference to internationally standardised indicators. This then enhances the capacity for countries to share best practice.</li> </ol>



Table 13.2 Cont.

Target group	Benefits
	<ol style="list-style-type: none"> <li>2. For local communities – support development of policy measures to be inclusive to live with older persons while sustaining vitality and attractiveness of the community.</li> <li>3. Increased participation reduces social isolation and improves well-being with less reliance on government spending and generates an increased tax revenue.</li> <li>4. Standards can support measures to make it easier for older workers to actively participate and stay in the labour market and strengthen a culture of responsibility, commitment, respect and dignity in all workplaces where all workers are valued as important.</li> </ol>
<b>Private companies</b>	<ol style="list-style-type: none"> <li>1. Use standards to strengthen existing, or break into new, markets consisting of older people.</li> <li>2. Tap into older people as a resource.</li> </ol>

Source: ISO/TC 314 *Strategic Business Plan* (ISO 2021d).

### **Establishment of ISO/TC 314 Ageing Societies and its Strategic Business Plan 2019–2020**

The ISO Technical Management Board approved the establishment of ISO/TC 314 in 2017. During the first meeting in 2018, the priority areas were further shaped and a strategic business plan was developed. In addition, two New Work Item Proposals were developed and approved in October 2018. The TC's strategic goals were based on the SAG report developed in 2016. This report highlighted a number of priority areas, including dementia, ageing workforce, health promotion and preventative care, social connectedness and carers. Although the topics of universal design and technologies and systems were identified, these would require further consideration owing to their overlap with other TCs and will potentially be considered in future workplans. The Strategic Business Plan of TC 314 (ISO 2020) reflects these priorities.

## **International standard – for an age-inclusive workforce**

### **Overview**

Companies often overlook age when creating diversity and inclusion strategies. A global survey of chief executive officers (PricewaterhouseCoopers 2015) found that 64% of organisations had diversity and inclusion strategies but only 8% of these had an age-inclusive strategy. International standards may provide a solution to boost the number of organisations that have a strategy specifically focused on an age-inclusive workforce.

Table 13.3 Alignment ISO/TC 314 with sustainable development goals

	1	3	4	5	8	9	10	11	17
	No poverty	Good health and well-being	Quality education	Gender equality	Decent work and economic growth	Industry, innovation and infrastructure	Reduced inequality	Sustainable cities and communities	Partnerships to achieve the goal
TC 314	✓	✓	✓	✓	✓	✓	✓	✓	✓
Age-inclusive workforce	✓	✓	✓	✓	✓	✓	✓	✓	✓
Dementia-inclusive communities	✓	✓				✓	✓	✓	✓
Carer-inclusive organisations	✓	✓		✓	✓	✓	✓	✓	✓

There are many reasons for the reduced workforce participation of older people and hence several ways of improving workforce participation. The implementation of these practices may vary by industry, organisational size, country and region (Pit et al. 2021). For example, poor health leads to early retirement among older people (Pit et al. 2013). To reduce early retirement due to ill health, governments and employers are increasingly promoting health in the workplace beyond traditional health work and safety. An international standard might assist in harmonising this practice globally. Several countries have started to address the issue of an ageing workforce and are at different stages of developing policies and initiatives in this area. Some countries have already created toolkits for assisting organisations and employers to manage an older workforce. The Singapore National Employers Federation (2016) created an age management toolkit; and the Australian Human Rights Commission (2019) developed a guide to help employers, managers and human resources (HR) specialists to include and retain older workers through reducing ageism. Using international experience to produce an ageing workforce standard will benefit older workers globally.

### **Scope**

This international standard ‘provides requirements and guidelines to achieve an age-inclusive workforce, which has the potential of adding value for organisations, workers, communities and other stakeholders’ (ISO 2021a, p. 1). The document enables organisations and other stakeholders to develop, implement, maintain and support an age-inclusive workforce. It provides opportunities for older workers, internal or external to the organisation, to be productive. This document is applicable to all organisations regardless of type or size, and to all work arrangements and all forms of relationships between organisations and workers. While organisations need to be inclusive of all workers regardless of age, these requirements and guidelines focus specifically on older workers (ISO 2021a). It is noted that ‘It does not imply that younger workers are excluded. Organisations can tailor these requirements and guidelines according to their own role and specific context’ (ISO 2021a).

### **Impact and expected benefits**

Table 13.1 demonstrates the SDGs to which this work contributes. Table 13.4 provides an overview of the perceived benefits for the various stakeholder groups that were generated at several international meetings (ISO 2018a).

### **Content**

The standard consists broadly of the following categories demonstrated in Table 13.2. It includes guiding principles, brief practical examples,

Table 13.4 Overview of the perceived benefits generated at several international meetings<sup>1</sup>

Stakeholders	Benefits/impact
<b>Industry and commerce – large industry</b>	<ol style="list-style-type: none"> <li>1. Improved ageing workforces are available, with a variety of skill levels and from different industries.</li> <li>2. Return on Investment increases through a more adaptive workforce that responds to changing environments so both individuals and organisations can remain competitive in the market and attractive as workers or as employers.</li> <li>3. Staff retention increases and absenteeism/presenteeism reduces.</li> <li>4. Intergenerational solidarity is promoted and there is improved collaboration between teams, with positive impact on the organisation.</li> </ol>
<b>Industry and commerce – SMEs</b>	<ol style="list-style-type: none"> <li>1. Unnecessary costs are reduced through maintaining and developing the knowledge/skills and experience of the whole workforce.</li> <li>2. It also gives guidance when there is no HR department in place to allow easy implementation and clear benefits to Small to Medium size enterprises (SMEs).</li> </ol>
<b>Government</b>	<ol style="list-style-type: none"> <li>1. This standard can have an agenda-setting effect on government.</li> <li>2. A better use is possible of total talent and capital of the full population.</li> <li>3. Tax income increases owing to higher workforce participation and reduced unemployment/ underemployment.</li> <li>4. A larger working population increases the GDP.</li> <li>5. Healthcare expenses reduce and there is less generalisation of poverty.</li> <li>6. A more inclusive society is promoted.</li> <li>7. More decent jobs are available for workers of all ages.</li> </ol>
<b>Consumers</b>	<ol style="list-style-type: none"> <li>1. When incomes grow, there is more disposable income.</li> <li>2. The increased focus on technology will drive innovation and product development.</li> <li>3. Work engagement and happiness at work will increase.</li> </ol>
<b>Labour</b>	<ol style="list-style-type: none"> <li>1. The opportunity for sustained work and re-entry into the workforce increases.</li> <li>2. More access to continued training is available.</li> <li>3. Technological/digital literacy increases.</li> <li>4. More opportunities are available to re-enter the workforce.</li> <li>5. Opportunity for older populations: They have more opportunities to start their own organisation or be productive in other ways.</li> <li>6. Social isolation reduces.</li> <li>7. Opportunities for better planning of working life: More choices are available in relation to periods in work prior to retirement.</li> </ol>

Table 13.4 Cont.

Stakeholders	Benefits/impact
<b>Academic and research bodies</b>	<ol style="list-style-type: none"> <li>1. Research, for example, gerontological studies, will be viewed as more important; therefore, funding to continue research increases.</li> <li>2. These research findings can be used to support the need to continue employing mature workers.</li> </ol>
<b>Non-governmental organisations</b>	<ol style="list-style-type: none"> <li>1. They can raise awareness and have more resources.</li> </ol>
<b>Others</b>	<ol style="list-style-type: none"> <li>1. Others can use this tool to promote workers' rights and ensure quality jobs by offering a high level of social protection and safety at work in dialogue with employer organisations and representatives.</li> </ol>

I Adopted from *New Work Item Proposal* (ISO 2018a).

requirements and recommendations and information on how to create and maintain an inclusive workforce and suggestions on how to measure successful implementation (ISO 2021a). An example is provided through criteria illustrated in Table 13.5.

## International standard: framework for dementia-inclusive communities

### Overview

In 2015, approximately 46.8 million people were living with dementia globally. It is projected that 74.7 million people will live with dementia by 2030 and 131.5 million by 2050 (World Health Organization 2012). In high-income countries, this number will grow by 116% between 2015 and 2050 (Prince et al. 2015). Dementia needs to be addressed to prevent adverse effects on communities, health systems, economies and the quality of life of people.

Dementia-inclusive communities facilitate community-based services and a meaningful life for people living with dementia, their families and carers. These communities facilitate a reduction in healthcare costs and create new opportunities and technological applications for individuals, enterprises and the entire society. How to engage and include people living with dementia in communities of all types, sizes and locations is viewed as a key means towards achieving inclusive communities. Dealing with dementia inclusiveness in rural/remote or developing countries has particular challenges and considerations related to the availability of support and services. Various countries have developed approaches to these issues. Communities need guidance on how to systematically leverage, improve and interconnect their existing assets

Table 13.5 Guidelines for an ageing-inclusive workforce – proposed items in the document<sup>1</sup>

<i>Main component</i>	<i>Sub-components</i>
<b>Guiding principles</b>	
<b>Leadership and age-inclusive culture</b>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Organisational culture</li> <li>• Workplace communications</li> <li>• Equal opportunities without discrimination</li> <li>• Positive image of age</li> <li>• Older worker recognition</li> </ul>
<b>Workforce planning, recruitment/re-entry and work allocation</b>	<ul style="list-style-type: none"> <li>• Workforce planning</li> <li>• Recruitment and re-entry of older workers</li> <li>• Work allocation</li> </ul>
<b>Work design</b>	<ul style="list-style-type: none"> <li>• Worker capability – responsiveness to individuality</li> <li>• Flexible work arrangements</li> </ul>
<b>Health and well-being</b>	<ul style="list-style-type: none"> <li>• Health management</li> <li>• Physical health</li> <li>• Mental and social health</li> <li>• Dementia</li> <li>• Workplace health promotion</li> <li>• Occupational health and safety</li> <li>• Risk assessment programme</li> <li>• Ergonomic workplace design</li> </ul>
<b>Career development</b>	<ul style="list-style-type: none"> <li>• Continual career planning</li> <li>• Training and development solutions</li> <li>• Enabling development steps, job changes and career breaks</li> </ul>
<b>Knowledge management</b>	<ul style="list-style-type: none"> <li>• Knowledge transfer</li> <li>• Intergenerational collaboration</li> </ul>
<b>Innovation and digitalisation of workplaces</b>	<ul style="list-style-type: none"> <li>• Digitalisation of workplaces</li> <li>• Co-creation and co-design</li> </ul>
<b>Succession planning</b>	
<b>Transition to retirement</b>	<ul style="list-style-type: none"> <li>• Timely transition planning</li> <li>• Phased retirement and individualised transition solutions</li> <li>• Coaching for retirement life preparation</li> </ul>
<b>Continuing in the workforce</b>	<ul style="list-style-type: none"> <li>• Continue working, inclusion and maintaining contact</li> <li>• Individualised working options</li> </ul>
<b>Financial literacy planning and benefits and rewards</b>	
<b>Value of the ageing workforce's ecosystem to the organisation</b>	<ul style="list-style-type: none"> <li>• Community groups</li> <li>• Seniorpreneurship, self-employment and micro enterprises</li> </ul>
<b>Ageing lenses and effects of ageing</b>	
<b>Continual improvement</b>	<ul style="list-style-type: none"> <li>• Tools and metrics to measure success and outcomes</li> </ul>

<sup>1</sup> Subject to change.

and structures and transform efficiently into a dementia-inclusive community. This standard will provide a framework for establishing sustainable dementia-friendly communities based on best practices from around the world, which address diverse communities and societies.

### **Scope**

This international standard

provides a framework for dementia-inclusive communities, including principles and the considerations of inclusion, quality of life, built environments, special needs groups and stakeholder engagement. The document aims to promote further standards development and collaboration with service providers, standards makers and other interested parties. It also provides guidance on how to systematically leverage, improve, and interconnect their existing assets and structures and transform efficiently into a dementia-inclusive community. This document does not provide any clinical standards.

(ISO 2021b)

This standard intends to address:

- 1 Communities of all types and sizes (e.g. cities, municipalities, neighbourhoods and new housing areas or estates) that wish to obtain recognition as an age- and dementia-inclusive community.
- 2 Communities in high-, low- and middle-income countries.
- 3 Communities in any stage of implementing age-friendly, age-inclusive and dementia-friendly features.

### **Impact and expected benefits**

Table 13.1 shows the SDGs to which this work contributes. Table 13.6 gives an overview of the perceived benefits for the various stakeholder groups (ISO 2018b). The expected outcomes of the use of this document are:

- 1 Improved quality of life in the community.
- 2 Ability to obtain recognition.
- 3 Optimised resources.
- 4 Creation of new opportunities for all stakeholders in community.
- 5 Developing more inclusive communities particularly for people living with dementia.

How to engage and include people living with dementia in communities of all types, sizes and locations is considered a key means towards achieving

*Table 13.6* Overview of the perceived benefits of dementia-inclusive communities generated at several international meetings

<i>Stakeholders</i>	<i>Benefits/impact</i>
<b>Industry and commerce – large industry</b>	<ol style="list-style-type: none"> <li>1. Development of new products and services for dementia-inclusive communities.</li> <li>2. Adaptation of existing products and services to fit into dementia-inclusive communities.</li> <li>3. Adoption of consistent approach, which affects HR and customer service and relations.</li> </ol>
<b>Industry and commerce – SMEs</b>	<ol style="list-style-type: none"> <li>1. Development and adaptations of components for new and existing products and services for dementia-inclusive communities.</li> <li>2. Job aids, improved relations, allows for good service.</li> </ol>
<b>Government</b>	<ol style="list-style-type: none"> <li>1. Improved control of cost and health outcomes.</li> <li>2. Increased productivity, social and economic benefits, etc.</li> <li>3. Service quality, inclusion approach, consistent actions, lessens complexity.</li> </ol>
<b>Consumers</b>	<ol style="list-style-type: none"> <li>1. Increased inclusion, better care, improved level of comfort and treatment, better health outcomes, increase of HLYs and perceived quality of life.</li> </ol>
<b>Labour</b>	<ol style="list-style-type: none"> <li>1. Change of role and required skill sets.</li> <li>2. Improved training and understanding of how to address dementia in the workplace from both the employee's and the group's perspective.</li> <li>3. Reduced burden and better work environments.</li> </ol>
<b>Academic and research bodies</b>	<ol style="list-style-type: none"> <li>1. Adaptation of teaching curricula to supply professionals (on all levels from care provision to product development, and city/building development) with the required skill sets.</li> <li>2. Adaptation of funding schemes to nurture the development of the required technologies, services and skills.</li> <li>3. Aid in their work. Draw on their research and studies. Obtain and provide ongoing input for consistent approach and consideration.</li> </ol>
<b>Standards application businesses</b>	<ol style="list-style-type: none"> <li>1. Adapt certification and testing processes.</li> </ol>
<b>Non-governmental organisations</b>	<ol style="list-style-type: none"> <li>1. Can provide a change of strategy and support.</li> </ol>

Adopted from *New Work Item Proposal* (ISO 2018b).

dementia-inclusive communities. Communities need guidance on how to systematically leverage, improve and interconnect their existing assets and structures and transform efficiently into a dementia-inclusive community. Dementia-inclusive communities need to provide a variety of options of care pathways in an integrated manner in order to facilitate a strengthening of independent living and family caregiving, which ultimately will increase quality of



life and mitigate the rising healthcare cost. Global developments in human rights, ethics, privacy and governance/management and the understanding of the process of ageing, and care and health care demand new, systematic and responsible approaches.

## **Content**

The document consists broadly of the following categories demonstrated in Table 13.7 (ISO 2021b). It provides a framework for dementia-inclusive communities, including principles and the considerations of inclusion, quality of life, built environments, special needs groups and stakeholder engagement. It incorporates global best practice and addresses the following aspects:

- 1 Focus on strengthening autonomy, independent living and independent decision-making of people living with dementia.
- 2 Recognition of the strengthening of relationships (e.g. with family, carers and other stakeholders) around the person living with dementia as a key means to achieve quality of life.
- 3 Combination of static/descriptive features (guiding principles and action areas) with a process-based view (toolkit for development and improvement of the community over time).
- 4 View of the community from a systems perspective: Description of the key elements that comprise the community as well as the procedures linked to develop, maintain and advance it.
- 5 Guidance on how to bridge the gap between personalised approaches and the need for efficiency and systematisation.
- 6 Guidance on how to incorporate data and analytical elements, engage research and assistive technology and provide accessibility of environments, products and businesses.
- 7 Compatibility with other established guidance systems, management systems, standards and national regulatory provisions.
- 8 Guidance on achieving integrated communities both for the person living with dementia and their carers.
- 9 Suggestions for action areas to guide implementation of the standard.

## **International standard: carer-inclusive organisations**

### **Overview**

Globally, one in six people will be over the age of 65 by 2050 (United Nations 2019). The world's ageing population has unique effects on the global workforce, particularly contributing to the growing number of working carers. Working carers, or carer-employees, are defined as individuals who participate in paid employment while also providing unpaid care for an adult dependent (i.e. a

Table 13.7 Guidelines for dementia-inclusive communities – proposed items in the document<sup>1</sup>

<i>Main component</i>	<i>Sub-components</i>
<b>Guiding principles</b>	<ul style="list-style-type: none"> <li>• Inclusion, respect, dignity and awareness</li> </ul>
<b>Key outcomes for persons living with dementia and their carers</b>	<ul style="list-style-type: none"> <li>• The individual's right to choice and control</li> <li>• Involvement, participation and engagement</li> <li>• Accessibility and seamless integration</li> <li>• Protection, safety and safeguarding</li> </ul>
<b>Enabling environments for a dementia-inclusive community</b>	<ul style="list-style-type: none"> <li>• Life cycle of dementia</li> <li>• Consideration of cultural norms</li> <li>• Promotion of early detection and prevention strategies</li> <li>• Competence and skills</li> <li>• Sustainability</li> </ul>
<b>Dementia-inclusive community development process</b>	<ul style="list-style-type: none"> <li>• Plan Do Check Act Dementia-inclusive community ecosystem: Personalisation and systemisation</li> </ul>
<b>Integrated community network around person living with dementia and the informal carers</b>	<p>Integration and community network</p> <ul style="list-style-type: none"> <li>• Develop statement of purpose</li> <li>• Strengthen independent living</li> <li>• Strengthen family life</li> <li>• Strengthen the social network</li> <li>• Provide training to informal and formal carers</li> <li>• Public education and awareness</li> <li>• Integrated, comprehensive and phased health and social care network</li> <li>• Facilitate the design of workplaces that foster inclusion</li> <li>• Safety and protection</li> <li>• Prevention</li> </ul> <p>Persons living with dementia and the informal care system</p> <ul style="list-style-type: none"> <li>• Supporting the informal care system</li> <li>• Assessment of the carers</li> <li>• Carer education and training</li> <li>• Self-care of the informal carers</li> </ul>
<b>Action areas by processes, people and places</b>	<ul style="list-style-type: none"> <li>• Integrated community network</li> <li>• Businesses, shops, products and services</li> <li>• Infrastructure</li> <li>• Leisure, recreation and social activities</li> <li>• Health and social care network</li> <li>• Community, voluntary, faith groups and organisations</li> <li>• Children, young people and students</li> </ul>
<b>Tools, templates and case studies</b>	

<sup>1</sup> Subject to change.

parent, spouse, sibling, grandchild and/or friend) with a serious health condition or disability (Ireson, Sethi & Williams 2018). Given the gendered nature of care work across the globe, the majority of working carers are female; this is particularly the case in developing world contexts. The opportunity cost of informal eldercare is high for working carers, with carer responsibilities affecting their paid work in a number of ways, including increased absenteeism and presenteeism, decreasing promotions and opportunities for advancement, use of unpaid leaves and/or leaving paid employment permanently (Ireson, Sethi & Williams 2018). Unsurprisingly, the burden of unpaid caregiving takes a toll on working carers, with the majority reporting difficulty with juggling work and caregiving responsibilities; this, in turn, negatively affects mental health, productivity, sleep quality and mood at work (Ramesh, Ireson & Williams 2017). Internationally, the health and sustainability of working carers is a growing issue, which must be addressed while considering population ageing and changing workplace demographics (United Nations 2019). Canada has a national standard that was developed by CSA Group that focuses on carer-inclusive and accommodating workplaces (CSA 2017). The Canadian Standard (CSA B701-17) was used as the basis for developing an international standard.

### **Scope**

This international standard specifies requirements and provides guidelines for an organisational programme for working carers providing care to (ISO 2021c):

- 1 Adult care recipients (e.g. adults with disabilities, elderly dependents).
- 2 Long-term childcare recipients (e.g. owing to chronic illness).

The target audience is all employers across the globe who commit to the principles of an organisational programme that supports, accommodates and includes working – carers while providing the required leadership to implement this standard.

### **Impact and expected benefits**

The standard will address multiple SDGs (Table 13.3). The most important goals are: (1) ‘8 – Decent Work & Economic Growth’, given that carer-employees should not leave the labour market; and (2) ‘9 – Industry, Innovation & Infrastructure’ because creating carer-inclusive workplaces is innovative and puts in place the social infrastructure for meeting many other SDGs. This is especially the case for ‘5 – Gender Equality’ which is important because more women need financial independence given, for example, the unequal gender distribution of retirement monies. Further, older people are the largest proportion of the recipients of the caregiving provided by working carers; since many carer-employees are spousal carers, they may also be elderly themselves.

The main benefit of the standard is to improve the work-life balance of working carers through the workplace accommodating their caregiving responsibilities. This will decrease turnover and absenteeism and improve long-term productivity. The standard will support policy related to work-life balance, while also providing an enhanced business strategy for employers to improve company loyalty as well as the recruitment and retention of talented workers (Ireson, Sethi & Williams 2018). Despite the potential benefits, many organisations do not offer carer-friendly workplace policies/programmes. This could potentially be due to a lack of awareness among employers, organisational constraints, such as a lack of HR specialists; or the perceived challenges of implementing such policies. The expected benefit of the international standard is to create carer-friendly workplaces that actively promote balance between work and care while ensuring a minimum level of support for working carers, often going beyond any basic employment assistance/benefits that may be available.

### **Content**

The standard will consist broadly of the categories listed in Table 13.8 (ISO 2021c). The standard can be used to:

*Table 13.8* Guidelines for carer-inclusive and accommodating organisations – proposed items in the document<sup>1,2</sup>

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#### *Main component*

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Senior management commitment, support and leadership  
 Worker participation  
 Carer-inclusive and accommodating organisation policy  
 Legal and other requirements  
 Social and ethical responsibility  
 Review of internal practices and available accommodation  
 Identification of gaps and barriers  
 Objectives and targets  
 Confidential disclosure of worker-carers  
 Awareness, competence and training  
 Communication of available services  
 Carer culture  
 Proactive and reactive approaches by organisations to provide necessary accommodation for worker-carers  
 Emergency response plan to critical or sudden caregiving situations  
 Monitoring and measurement  
 Internal audit  
 Management review and continual improvement

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1 Adopted from CSA (2017).

2 Subject to change.

- 1 Assess the needs of the organisation and workers.
- 2 Address and ensure confidentiality for workers.
- 3 Provide training to management.
- 4 Create awareness campaigns for management and workers.
- 5 Develop a 'carer culture'.
- 6 Offer accommodations such as flexible work hours and location, cell phone use at work and providing leave from work, whether paid or unpaid.
- 7 Monitor and measure the results of these policies and efforts.
- 8 Conduct an annual internal audit of these policies and efforts.

A case study example of the impact of such a Standard is provided in Box 13.1.

### **Box 13.1 Case study of the carer's Standard implementation**

Source: **CSA B701-17, *Carer-inclusive and accommodating organisations***. ©2017 Canadian Standards Association. Please visit [store.csagroup.org](http://store.csagroup.org).

**CONTEXT:** John works full time as a firefighter and is the primary carer to his wife, Alice, who has had her third cancer diagnosis, causing her to leave work altogether. His work schedule allows him to have a good deal of time off between shifts, and thus, he is available to care for Alice for a good portion of the time, but night shifts present a problem.

**INTERVENTION:** The *ISO Standard* provides an intervention with a range of possible solutions: (1) Arrange a meeting with John and appropriate persons (committee, HR and supervisor) to determine the best way to accommodate him. (2) Offer flexible working hours so John will not be required for night shifts. (3) Set up a formal care provider to assist Alice and check in when John is at work. (4) Allow John to have his mobile phone on hand at work so the care provider can reach him, as needed. (5) Offer Employee Assistance Programme counselling services to help with stress and role management. (6) Offer an early retirement package.

**OUTCOMES:** Implementing (1), (2) and (3), John was able to continue providing care for Alice while maintaining employment.

Source: *Carer-inclusive and accommodating organisations*, CSA B701-17, ©2017 (Canadian Standards Association 2017).

## What are the methods used to include the older person?

ISO/TC 314 focuses on the importance of standards development for ageing societies that follow age-friendly approaches and principles, including the participation of older people themselves in the standardisation process. Experiences and challenges in assuring that a diversity of older voices is included and are discussed. Several practical examples are given below.

- 1 *Liaison groups*: One of the liaison groups is the ISO/PC 311 vulnerable consumer group [www.iso.org/committee/6614775.html](http://www.iso.org/committee/6614775.html).
- 2 *Country member structures*: At the member country level, the working group member often has access to, and consults with, others in the national mirror committee, including older people representatives.
- 3 *Personas*: Persona cards can help standardisers keep older people's needs at the forefront throughout the standardisation process (Progressive 2018). A persona is based on the types of users of the standard and ensures the standard is inclusive of hard-to-reach groups (see Figure 13.2 example developed by SP). The challenge of this method is educating standardisers about the usefulness of a method that has not been used previously.
- 4 *Visits to care services providers and organisations that have older people involved in their activity*: Understanding of older people will improve standard applicability.
- 5 *Older people are part of the working group*: This is particularly important because the older members have the knowledge and lived experience that may not necessarily be experienced by younger members. Although this approach is not formalised, it is the experience of the working group that it is important to have the older voice heard.
- 6 *Intergenerational collaboration*: The TC aims to design ways of including younger generations to understand their perspectives about ageing societies and create intergenerational understanding. An example of this has been the active participation of the European Trade Union Confederation young representative, who represents young members of this Confederation and brings the voice of young workers.
- 7 *Specialised knowledge*: The Dementia Inclusive Communities Working Group has actively included consumer representatives, people with early-onset dementia, people who are carers of individuals living with dementia and peak agencies representing people living with dementia.

## Strategic directions and future considerations

The strategic focus of future work agendas at a global level is dynamic, and many – future work agendas – are living documents. In 2022, ISO/TC

314's thinking has moved beyond IWA 18 in that it would like people globally to also recognise the large-scale opportunities ageing societies can bring. IWA 18 was focused on improvement but did not specifically acknowledge the existing facilitators and untapped resources that older people and ageing societies bring. The first three standards have now been published (ISO 25550:2022, ISO 25551:2021, ISO 25552:2022). Two new areas of work have been approved in 2021:

- Well-being in local communities and organisations.
- Accessibility and usability considerations for home-based healthcare products, related services and environments.

Informal discussions have been taking place in the following areas:

- Community Care Service/In-home or age-friendly services.
- Older workers with different roles in their community (e.g. volunteering).
- Social connectedness.
- Multigenerational neighbourhoods.

ISO/TC 314 aims to harmonise global initiatives by producing and promoting international standards that are based on best practice and agreed international consensus. The standards will lead to products and services harmonisation globally and improve the quality of life of older people. It will also assist organisations representing older people and ageing advocates to communicate with their governments more effectively.

It is recognised that ISO/TC 314 needs to further promote its work and encourage other countries to become participating members.

## Note

- 1 *Disclaimer: ISO/TC 314 Ageing Societies is a young technical committee and is continually updating and adapting its content to the changing world and key stakeholder input. The content described in this chapter is therefore up to date at the time of submission but is subject to change. No claim or warrant is given, express or implied, in relation to the information and content provided in this chapter. The authors are not liable for any loss or damage to any person that may arise directly or indirectly from using the information in this chapter. People can use the materials provided at their own risk.*

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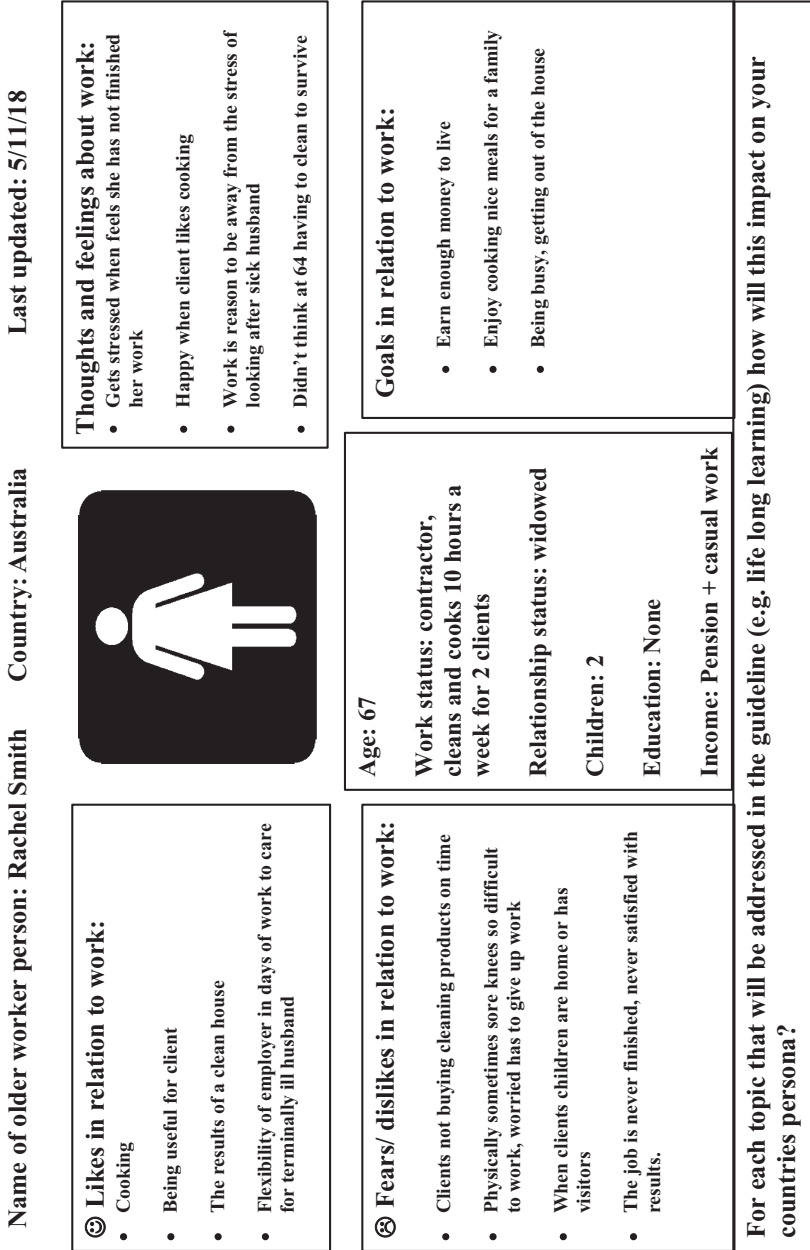


Figure 13.2 Example of a persona used.



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