

# **The Hidden Costs of Ignoring Age Bias**

## **In the Marketplace**

Consumers over 50 control 80% of household wealth yet receive only 10% of marketing attention measured in dollars. Brand trust declines when companies fail to represent or engage this demographic authentically.

## **In the Workplace**

Two-thirds of older employees see age discrimination at work, weakening trust in leadership and reducing innovation, knowledge-sharing, and retention.

## **In Investor Relations**

Trust is a measurable driver of financial performance. Companies with low trust scores have weaker stock performance and diminished stakeholder confidence (Deloitte & BCG).

***Trust isn't static—either it's building or eroding.  
Organizations failing to recognize age bias as a trust issue  
are exposing themselves to long-term competitive risk.***

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## ***The Age AWARE™ Audit: A Trust-Building Framework***

*BCG and Deloitte have independently developed trust measurement frameworks that define trust across key dimensions:*

### **BCG's Four Dimensions of Trust**

1. **Competence** – Does your company deliver on its promises?
2. **Fairness** – Do stakeholders feel valued and included?
3. **Transparency** – Are your decisions and communications clear?
4. **Resilience** – Can your company recover from challenges?

### **Deloitte's Four Factors of Trust**

1. **Humanity** – Does your brand genuinely care about its stakeholders?
2. **Capability** – Can you reliably fulfill your brand promises?
3. **Transparency** – Are you open and honest in your actions?
4. **Reliability** – Do you consistently deliver on expectations?

## ***How Age Bias Undermines Each Trust Factor***

### ***& How the Age AWARE™ Audit Fixes It***

<b>Trust Factor</b>	<b>How Age Bias Destroys Trust</b>	<b>How the Age AWARE™ Audit Fixes It</b>
<b>Competence</b> (BCG)	Older employees are overlooked for leadership roles; older consumers are excluded from innovation.	We help organizations integrate <b>multigenerational perspectives</b> to <b>enhance innovation and performance</b> .
<b>Fairness</b> (BCG)	Workplace policies disadvantage older employees; brands stereotype older consumers.	Our audit ensures <b>age-inclusive hiring, marketing, and stakeholder engagement</b> strategies.
<b>Transparency</b> (BCG/Deloitte)	Companies <b>mask</b> age bias in hiring and workplace policies.	We implement <b>clear, data-driven benchmarks</b> for age-inclusive practices.
<b>Resilience</b> (BCG)	Businesses <b>fail to adapt</b> to demographic shifts, losing long-term relevance.	We help companies future-proof strategies to <b>align with the growing Longevity Economy</b> .
<b>Humanity</b> (Deloitte)	Older workers and customers feel undervalued and excluded.	Our audit <b>rebuilds trust</b> by ensuring <b>genuine representation and inclusion</b> .
<b>Capability</b> (Deloitte)	Companies assume <b>older workers lack tech skills</b> ; they ignore older consumers in product development.	We help businesses recognize <b>the economic power and adaptability</b> of the 50+ demographic.
<b>Reliability</b> (Deloitte)	<b>Broken commitments</b> to older employees and consumers weaken trust.	We guide organizations in <b>delivering on their brand promises consistently</b> .

# Trust, Vulnerability, and the Age-Inclusive Imperative

## The Role of Vulnerability in Trust (Deloitte Research)

- ◆ **Customers make themselves vulnerable** when they choose a brand, expecting it to deliver.
- ◆ **Employees make themselves vulnerable** by trusting their employer to value their contributions.
- ◆ **Companies signal vulnerability** when they are transparent about challenges and commit to accountability.

Yet, **age bias breaks this trust loop:**

- Older employees feel disposable, leading to disengagement.
- Older consumers feel unseen, leading to lost brand loyalty.
- Stakeholders sense exclusion, leading to lower investor confidence.

To **restore trust**, organizations must embrace transparency and take accountability for age inclusion across their business ecosystem. **Age bias isn't just an HR issue—it's a leadership, marketing, and financial imperative.**

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## Is Your Company Losing Trust Without Realizing It?

💡 **Test Your Organization's Trust Health:**

- ✅ Are older consumers engaged, or are they being overlooked?
- ✅ Do employees across generations feel valued, or does hidden bias undermine trust in leadership?
- ✅ Does your corporate strategy account for demographic shifts, or is your business model aging out?

🇮🇹 **The Age AWARE™ Audit identifies and corrects trust gaps before they impact revenue, reputation, and retention.**

## What's Your Next Move?

- ✅ Assess your trust vulnerabilities.
  - ✅ Diagnose hidden age bias in your marketing, workforce, and strategy.
  - ✅ Rebuild trust with a future-ready, age-inclusive approach.
- ✉ **Contact us to explore how trust and age inclusion can drive your business forward.**
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