

HelpAge People Strategy 2026–2030

Purpose	Enable Strategy 2030 by stabilising, strengthening and sustaining HelpAge’s people, culture and systems.
Guiding Principles	<p>Network-led & network-oriented Support decentralised, collaborative ways of working.</p> <p>Realistic & phased Prioritised in line with HR capacity and organisational resources.</p> <p>Behaviour-led Competency Framework embedded in recruitment, performance and leadership.</p> <p>Sustainable Workforce wellbeing, equal treatment, manageable pace and safeguarding at the core.</p>
Strategic Pillars (Aligned to Global Indicator Framework KPIs in line with the Strategic Framework)	<ol style="list-style-type: none"> 1. Workforce Stability <ul style="list-style-type: none"> • Effective and inclusive recruitment • Workforce planning aligned to Impact Vehicles • Sustainable hosted employment models • Role clarity & accountability 2. Digitally Enabled HR <ul style="list-style-type: none"> • Phased and proportionate digitalisation • AI-supported recruitment (where feasible) • Core workforce data and dashboard • Standardised HR processes • Strengthened performance management processes 3. Inclusion & Wellbeing <ul style="list-style-type: none"> • Strengthened line manager capability and peer support • Psychological safety across teams • Annual inclusion & well-being review • Clear prioritisation and workload sustainability • Targeted learning, staff development and evidence-based performance management aligned to the Competency Framework 4. Safeguarding & Responsible Practice <ul style="list-style-type: none"> • Safeguarding embedded across the employment lifecycle • Consistent safeguarding standards across employment models • Global Staff Handbook • Clear responsibilities across HR, managers and governance bodies
Phased Approach	<p>2026–2027 – Stabilise Support embedding of structure, Impact Vehicles, Global Employee Handbook, hosted transitions and workforce indicators.</p> <p>2028–2029 – Strengthen Deepen manager capability, streamline systems, strengthen data and safeguarding embedding.</p> <p>2030 – Sustain Maintain stable and proportionate systems, review impact, refresh priorities.</p>
Implementation Principle	Delivery is phased and prioritised in line with HR capacity, organisational resources and annual planning cycles. Progress is monitored through four HR KPIs of the Global Indicator Framework supporting the delivery of the Strategic Framework: Workforce Stability, Digitally Enabled HR, Inclusion & Wellbeing, and Safeguarding.