

“Voted Chapter Newsletter of the Year 2003 by ASIS International”

## Sell More and Lose Less

The Road to Successful Stock Loss Reduction in the European Retail Sector

By ADRIAN BECK, READER, DEPARTMENT OF CRIMINOLOGY, UNIVERSITY OF LEICESTER



The recent 2004 Efficient Consumer Response (ECR) Europe shrinkage survey found that the cost of shrinkage to food retailers was €18.4 billion or 1.84 per cent of retail turnover, equating to losses of €66 million a day<sup>1</sup>. More strikingly, recent research has shown that if stock loss could be eliminated then profits of a typical European retailer would be 62 per cent higher<sup>2</sup>. In addition, the impact of shrinkage on the consumer is becoming more apparent, particularly in terms of the cost of defensive merchandising and shelf out of stocks on customer satisfaction and sales. However, responding to

shrinkage has suffered from a number of inter-related problems that have combined to limit its effectiveness in dealing with an issue that is costing businesses billions of Euro a year both in terms of losses and expenditure on so called ‘solutions’.

### Developing a New Approach: The ECR Europe Shrinkage Group

In 1999 ECR Europe, an organisation set up to foster greater co-operation between retailers and their suppliers, established a Shrinkage Group. The purpose of this Group was to take a fresh look at the problem of shrinkage. It brought together a unique collection of representatives from some of the biggest companies in Europe (supported by academics from the University of Leicester and the Cranfield School of Management), including Carrefour, Ahold, P&G, Gillette, Tesco, Sainsbury’s, Metro Group, Bacardi and Allied Domecq. Co-chaired by senior representatives from Ahold and Gillette, in its first year it completed the first pan European survey on the extent of stock loss (which has recently been carried out again in 2004) and, more importantly, developed a ‘Road Map’ or methodology for tackling the problem in a more systemic and systematic way<sup>3</sup>. In the



[www.asis.org.uk](http://www.asis.org.uk)

# THE 208 NEWSLETTER

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Figure 1 The ECR Europe Shrinkage Road Map



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Dear Friends

By the time this newsletter hits your desk a major announcement will have been made at SITO's national conference, namely the creation of a sector skills body for the security industry, called Skills for Security. This body, under the chairmanship of Lord Stevens, is being created after long and detailed discussions between the SIA and a number of major industry bodies including the BSIA, the Security Institute and the UK Chapter of ASIS International. The BSIA, in a decision that shows an admirable combination of altruism and pragmatism, is transferring the business of SITO, its training organisation, into Skills for Security. This move guarantees the financial stability of the new body and lays down a solid platform for the skills development programme that will follow. Credit must also go to the SIA for acting as a catalyst for change; by bringing the necessary parties together and 'nudging'

the process along the regulator has helped create a new body that the industry can use to raise skill levels across its various sectors. Skills for Security will go live on January 1st 2006.

To matters closer home, we had an excellent Autumn seminar at GlaxoSmithKline's offices in Ware; our warmest thanks to Olive Coften of GSK for her kind hospitality, to Mike Hurst for putting together such a good team of speakers and to our sponsors Reliance Security Services for their continued support of the Chapter. As with the previous seminar we held a dinner the previous evening, which was very well attended. We are keen to continue this practice; particularly if it persuades a few members to come from further afield and stay over for the seminar the next day.

Finally, my warmest congratulations to Barry Walker and TPS Consult for their well deserved recognition award at the ASIS International Seminar in Orlando, which I was very pleased to collect on their behalf. The award is in recognition of the huge support Barry and his company has given to the UK CPP programme over recent years.

With kind regards  
STUART LOWDEN CPP

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**IN GENERAL** – The 208 Newsletter welcomes articles & photographs, but while every care is taken cannot be held responsible for any loss or damage incurred while in transit or in our possession. Please send all material to the admin. office. The Newsletter may publish articles in which the views expressed by the author(s) are not necessarily those of ASIS.

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## SUPPORT FOR KATRINA VICTIMS

Shortly after Hurricane Katrina hit the southern USA Chapter Chairman Stuart Lowden wrote to the ASIS President expressing our support for those affected by the catastrophe and pledged \$1,000 to the American Red Cross from UK Chapter funds. The chairman received the following reply:

Stuart,

*As Chairman of the Board and on behalf of President Dan Consalvo, I am sending my heartfelt appreciation for your generous contribution. The devastation and suffering in the affected areas is immeasurable and every dollar counts in the rescue and recovery effort. Please extend our gratitude to your Chapter members.*

Sincerely,

Shirley A. Pierini, CPP, PCI  
ASIS International Chairman of the Board 2005

continued from page 1

**TABLE 1**

**Results from Recent Case Studies Using the ECR Europe Shrinkage Road Map**

<b>ORGANISATIONS</b>	<b>LOCATION</b>	<b>RESULTS</b>
Makro & Gillette	Belgium	- 85% losses + 18% sales
Tesco & Gillette	Hungary	- 74% losses + 288% sales
B&Q & Plasplugs	UK	- 50% losses + 33% sales
Feira Nova & Danone	Portugal	- 45% total shrink
Ahold & sausage suppliers	Poland	- 42% losses
Sonae & Colgate Palmolive	Portugal	- 29% losses
Sainsbury's spirits category	UK	- 40% losses
Sainsbury's & Menzies	UK	- 25% losses + 10% sales
Wickes & GET	UK	- 7% losses
Tesco	UK	€1.5 million

subsequent 6 years the Group has extensively tested the Road Map – completing at least 15 detailed case studies. It is now part of corporate security policy for Ahold, Gillette, Makro Belgium and Tesco in the UK and is proving to be a versatile, simple to use and yet powerful tool for reducing shrinkage not only in Europe, but increasingly other parts of the world as well.

**Case Studies in Success**

As can be seen from Table 1, the Road Map and the guiding ECR Europe principles are producing some remarkable results for those companies that have used them, not only in terms of significant reductions in shrinkage, but also increases in sales as well. The ECR Europe Shrinkage Group is currently engaged in a process of disseminating its work throughout Europe – organising in-country workshops to raise awareness of the Road Map and encourage retailers to begin to use it. The Group is also continuing to develop its work, including designing a

'mini' Road Map for store managers, developing a series of tools to help reduce the problem of shrinkage in hot stores and looking at ways of improving the training given to retail staff on shrinkage management.

Since the establishment of the ECR Europe Shrinkage Group, European retailers and their suppliers now have a road map to guide them on their journey – instead of continuing to accept the large and growing cost of shrinkage and its management, they now have the real opportunity to lower shrinkage, greatly increase on shelf availability and improve consumer satisfaction. To find out more, please contact either the author Adrian Beck (bna@le.ac.uk) or one of the ECR Europe Shrinkage Group Co-Chairs: John Fonteijn (John.Fonteijn@ahold.com) or Colin Peacock (Colin\_Peacock@gillette.com).

- 1 Beck, A. (2004) *Shrinkage in Europe 2004: A Survey of Stock Loss in the Fast Moving Consumer Goods Sector*, A ECR Europe White Paper, Brussels: ECR Europe. A free electronic copy of the report is available by emailing the author at: bna@le.ac.uk.
- 2 This is based upon research conducted by Cranfield School of Management.
- 3 Beck, A, Chapman, P and Peacock, C. (2003) *Shrinkage: A Collaborative Approach to Reducing Stock Loss in the Supply Chain*, Brussels: ECR Europe. Copies of this report can be purchased from ECR Europe by visiting their website: ecrnet.org.



## Regional Vice President's Report

**D**eveloping themes for professional development occupies ASIS Europe members in all countries. Subjects covered are varied, the potential out fall for flu or Avian flu pandemic, SARS, natural

or terrorist catastrophes, etc. Excellent responses with a broad range of strategic outcomes can be found with a high quality of speakers. One of ASIS Europe's challenges is to secure and improve the central resourcing library housed in Alexandria, which is unrivalled as an academic reference point and includes the authoritative ASIS papers published by Perpetuity Press .

It is noticeable across countries that civil servants are seeking to start or extend dialogue with business as to co-ordinated response during a crisis. The UK initiative, Project Griffin, is a prime example of that. This sea change has been rolling along for a couple years, but it is now more than anecdotal that governments have stopped taking business input, with nothing in return, to sharing with business to identify issues that will arise.

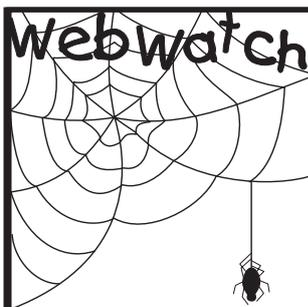
Why is this? The consensus appears that this is not political change but the real power level in a democracy. Civil Servants, have stopped being protectionist and realise that compliance and governance in corporate Europe is in the main developing community awareness more in tune with the populous. At the recent French chapter meeting a presentation by the diplomatic service

revealed the structure for overseas support that existed for French nationals, which many around the table were totally unaware of. With 50% of membership in attendance this was an excellent meeting delivered in French and English which shared experiences across EMEAA .

On the 20th and 21st October the ASIS European Advisory Council and the Nice Programme Planning Committee will have met. On the 17th November the Benelux Chapter is holding a seminar in conjunction with the European Corporate Security Association around issues of bomb blast mitigation and building design. In the UK the meeting on the 4th November will include a corporate update from Tony Aston of Thales. The content for seminars again has a broad European-wide flavour. All the NPPC have encouraged specialist speakers in anticipated subjects that will be of interest in April 2006 to submit extracts, a task that should not be underestimated. Now is not too early to pre-book your flights. With aggressive low cost carriers flying to Nice flights booked now are as little as ?5each way and with the weather very pleasant at the time of year. We hope that you will be attracted to participate in the conference. Peter French, RVP, CPP

## U.K. to Set Risk, Continuity Standards

The British Standards Institution has announced that it will form committees to help develop standards for United Kingdom companies' risk and business continuity management. The committee for risk management standards includes representatives from several British insurance trade groups and will use voluntary standards from international regulators as a model. Risk officer Julia Graham, who chairs the committee, says that the British standards will benefit from the evolution of risk-management practices in the last decade or so.



**Compiled by Charles Thompson CPP**

### OSAC

This issue I draw your attention to the website of OSAC (The Overseas Security Advisory Council in the USA). The site contains a wealth of information and advice covering a broad spectrum of security topics. Although aimed at the American market the information is of sufficiently wide appeal to be of interest to individuals and

businesses here in the UK. For example the "Resource Library" pages offer a range of useful free guides covering topics such as Contingency Plans, Overseas Business Security, Dealing with Carjacking, and Personal Safety Guidelines. Under the tab "Profile Groups" there is an alphabetical list of terrorist groups and organizations ranging from Asbat al-Ansar, the Lebanon-based Sunni extremist group, to the United Self-Defence Forces/Group of Colombia.

The site may be reached at: <http://www.ds-osac.org/>. Alternatively you can go to the OSAC entry on the Links page of the UK Chapter web site. Please note that some areas of the OSAC site are restricted to U.S. registered companies and organisations.

# Autumn Seminar Report

*Media Committee member Mike Hurst reports on the Chapter seminar held on 20 September at GlaxoSmithKline, Ware*

***Obviously as the organiser of the event, I must be unbiased in my review, but certainly the 100+ people who attended seemed to find the event both informative and entertaining. Long-time supporter of the Chapter, GSK, again looked after us extremely well, this time at their Ware offices and I must thank Bill Trundle and his team including Ceri Davies and Olive Coften.***

We were delighted to have six speakers, all experts in their chosen fields. There were two academics - Adrian Beck, Reader at the Department of Criminology, University of Leicester, and Dr Mark Button, Principal Lecturer, Institute of Criminal Justice Studies, University of Portsmouth; 'Corporate Slot' speaker Doug Cook of T-Mobile, explosives expert Dr John Wyatt M.B.E., crime journalist and author Tony Thompson and Assistant Chief Constable Simon Parr of Hertfordshire Police. The Chapter is delighted that individuals of this high level of experience and seniority are prepared to give up so much of their time to speak to ASIS members. Abridged versions of Adrian and Tony's presentations appear elsewhere in this newsletter.

Mark Button's presentation on security officers was certainly a talking point, particularly with those attendees in the guarding industry. John Wyatt's knowledge of his subject was clear in his excellent, informative and useful presentation. Large corporations experience different threats and have differing ways of dealing with them; Doug Cook gave us an interesting insight into those of T-Mobile. We were also treated to an impressive, thought-provoking talk by Simon Parr, which touched on some of the key areas affecting policing today.



The Seminar sponsors were Reliance Security, represented by Barry Norris. Reliance is another long-time supporter of the Chapter and our thanks, as ever go to them.

We were also very grateful to the six organisations that exhibited at the Seminar. The exhibition has become an important part of the seminar and we would like to thank EA Group UK, Universal Security Systems Ltd, Esoteric Ltd, ARC Training Ltd, SDS Group Ltd and SGW Associates. Sponsors Reliance Security also had a stand.

This was the second seminar where we had organised hotel accommodation for the night prior to the event. I would like to say that the 14 ASIS members who took advantage of this arrangement enjoyed an evening of high-level, intellectual debate on current issues affecting security. The truth however is that they spent a very, pleasant and relaxing evening socialising in a hotel 5 minutes from the Seminar venue!

*\*\* An abridged version of Adrian Beck's presentation appears as the lead article in this newsletter*

# Who's bugging you now?

By Emma Shaw, member of UK Chapter PDC and Managing Director of Esoteric Ltd

***The word 'bugging' is highly emotive, yet it is no longer restricted to the realms of James Bond fantasy or the international political arena. Commercial espionage - the theft of business secrets for commercial advantage - is far closer to home than we might all care to think.***

## **Most valuable asset**

Information is probably a company's most valuable asset. We would all like information about our competitors' products, pricing structures, unique selling points, in fact any information, which would give us the commercial edge over our competitors. This edge could mean winning or losing a significant contract. But what extent will we go to obtain this information? There are no official UK statistics, however, it is estimated we spend approximately £10 million on eavesdropping products in the UK each year. Recent suggestions have indicated that this figure may be much higher however, no company wants to admit they have been the victim of a bugging/eavesdropping attack. It affects share prices, undermines confidence and compromises client security and confidentiality but these figures along with examples everyday in the media confirm that espionage is real and on the rise.

## **UK High Target**

This is confirmed by the Security Service (MI5) who recently advised that the "UK is a high priority espionage target" and business travellers should be aware of "spies and honey traps". Recent press reports have highlighted the increase in espionage and in particular it is known that countries such as China are targeting UK commercial interests, by obtaining Intellectual Property information, designs, materials and indeed any information, which will propel the country to economic heights. It has been estimated that UK interests are being targeted by as many as 20 countries at the current time.

Companies involved in takeover bids, mergers and acquisitions work, negotiations surrounding major new contracts and processing of sensitive information are also at risk from espionage.

## **Methodology**

But how does someone obtain this kind of information? It may be as simple as a member of staff chatting and discussing company business to an ex-colleague, or it could be a disgruntled member of staff with the access and motive to install an electronic eavesdropping device on behalf of someone who would benefit from the information. But threats do not come solely from competitors or overseas countries, as inter-directorship and shareholder issues can pose an equally devastating risk to business continuity.

Low cost, readily available electronic equipment can seriously compromise client security and confidentiality as listening devices can be bought for as little as £10 – 15 on any High street. They can take seconds to install and can be concealed in practically anything that is found in the office, home or car. The effects of an espionage attack – either financial or reputation - can be devastating to an organisation of high profile individuals.

Modern day communications such as mobile telephones, Bluetooth, PDA's and Wi-Fi lend themselves open to technical attack as they can be intercepted to obtain information without the users knowledge. More recently press reports highlight that Ipods are the latest threat to company secrets as they make ideal tools with which to steal information. This is now known as "pod slurping".

## **How do we recognise if we are under threat?**

**ANY OF THE FOLLOWING COULD BE AN INDICATOR THAT YOU POTENTIALLY HAVE A PROBLEM:**

- ***Do your competitors know your business?***
- ***Do you have information, which you believe would be commercially valuable to your competitors?***
- ***Have you become aware that others know what you are about to do before you announce it?***
- ***Is information clearly being leaked?***
- ***Has your telephone changed in sound recently?***
- ***Have you noticed that your furniture or desk items do not seem to be in quite the right place?***
- ***Are there new items in your office that you have not noticed before?***

• **Unexplained callers and visitors to the office or home?**

If your answer to any of the above is yes, then you may well be the victim of a bugging operation that will seriously damage your competitive edge or reveal your most confidential business plans.

**Countering the Threat**

Consider conducting pre-employment screening of all staff. Ensure that appropriate physical security measures are in place, such as locking offices, restrict access to areas where sensitive information is kept to those members of staff who do not require it. Implementing a clear desk policy and ensuring that all company information is locked away at the end of the business day will go along way to reducing the opportunity of an eavesdropping device being planted.

With the introduction of personal liability for directors in connection with Corporate Governance issues and compliance most high performing organisations have their offices swept for listening devices once or twice a year. This may be increased if an organisation is at a heightened period of risk such as pre results announcements. The fact that this is not widely publicised owes much to the fact that companies being targeted are naturally less than eager to bring serious breaches in their security into the public domain.

Sweeping which is more widely known as Technical Surveillance Countermeasures (TSCM) involves conducting a detailed vulnerability assessment, silent and passive technical sweeps of premises including mains, telephone, computers and cabling, and a thorough physical search of premises. The inspection may also identify additional areas where an organisation may be losing information other than through illicit eavesdropping devices such as through IT, bluetooth, unencrypted systems and broadcasting equipment.

**Compliance and Commercial Advantage**

There is a positive message to come out of an inspection process. Forward-thinking proactive organisations are now finding that clients are insisting on discussing their business affairs in “safe speech environment”. To be in the position whereby your company can promote the fact that it has safe speech areas is a pro-active move that will not only ensure corporate compliance but assist new business acquisition from increasingly security-conscious corporate clients as well as offering an additional level of comfort to existing clients.

*Emma Shaw may be contacted at Esoteric Limited, Alexandra House, Alexandra Terrace, Guildford, Surrey, GU1 3DA. Tel: 01483 306200 Fax: 01483 306550 E-mail: ejshaw@esotericltd.com*

# SOAPBOX

The platform that allows contributors to let off steam about any security or safety issue that causes them concern.



**Safety in Schools**

It is a well-known fact that classroom violence and pupil indiscipline is now out of control in many schools throughout Britain. A teacher who was acting as locum in several London schools covertly filmed pupils in her class as they verbally abused her, smashed chairs, fought among themselves, used foul language, and falsely accused her of touching a pupil. The National Union of Teachers condemned her action saying it was not right to film the pupils without their consent.

Where is the logic in that? Is it realistic to expect pupils to consent to being filmed while they are acting abusively and disrupting the class? No. Yet how else can such anti-social behaviour be recorded so that the perpetrators can be dealt with appropriately? How else can threatened teachers and educators gather evidence that clearly identifies the miscreants?

It's time to take a good step back and re-evaluate current thinking. Far too much emphasis is given to pandering to the rights of the guilty while totally ignoring their innocent victims. The fact is that others have rights too. Teachers have the right to teach in a non-volatile environment, and pupils who want to learn have the right to be taught in classroom that is free from verbal and physical disruption. Where there are problems in schools the only way to resolve matters is through classroom monitoring so that troublemakers can be identified and appropriate action taken to deal with them.

Therefore, I say “yes” to CCTV in the classroom. Give teachers more power to act so they can enforce proper discipline and hand out after-school detention. Furthermore, let's name and shame those pupils who are guilty of committing more serious offences, and put them to work on local community projects during their time outside school hours.

*(CONCERNED MEMBER, SOUTH OF ENGLAND)*

The views expressed in this column are those of the contributors concerned and do not necessarily reflect the views of ASIS International, the UK Chapter officers or publishers of the newsletter.

## Workplace Theft Hits UK Retailers

A recent study from the U.K. Centre for Retail Research finds that employees in the United Kingdom stole merchandise worth £1.5 billion from their employers in 2004. Only Iceland had a worse employee theft problem, according to the study, which examined employee and retail theft in about two dozen countries.

The study of 440 retailers determined that employee theft accounted for 29 % of total shrinkage—up 1 percent from 2003—and shoplifting accounted for 48 %, with 16 % attributed to pricing mistakes and other errors.

Items most likely to be stolen from UK retailers include designer and leather goods, perfumes, trainers, CDs, jewellery, videos, disposable razors and vitamins. These items are easy to sell quickly

and have good second-hand value, highlighting that thieves often steal items to sell them.

Leicester University criminology professor Martin Gill said that employee theft can be attributed to a variety of factors: “When staff feel marginalized and not attached to the organization, when they have some sort of gripe about the way they’ve been treated, the culture of the organization, and just having the opportunity to steal things.”

### **Staff vetting**

The study showed most organisations were planning to crack down on internal theft through various initiatives, including conducting more vetting and background checks of staff as well as bonuses and incentives to try to head off any threat of theft.

*Sometimes you need to speak with a global company when recruiting local or international personnel.*

*For IT, Risk and Fraud,  
Technical Systems, Security,  
or Health & Safety . . .*

*contract or permanent*

**Talk to Yasmeen Stratton**

**020 8626 3100**



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# ASIS Membership Europe



## ASIS Award of Excellence

Congratulations to UK Chapter member Barry Walker, CPP and TPS Consult for being selected as recipients of the ASIS International Organisational Award of Excellence for 2005. The award was presented to TPS by the Professional Certification Board (PCB) during the ASIS Annual Seminar in Orlando in September, and is in recognition for their valuable contribution to the UK CPP programme in recent years.

## ...OOPS!!!!

Hull, England. A man who was under considerable financial pressure falsely claimed he was robbed in a park. He was subsequently charged with the offence and was fined £80 – no financial pressure there then!

Florida, USA. A petrol station employee was sweeping the parking area when she noticed a familiar car pull up to a petrol pump. It was her blue 1994 Ford Escort with a missing hubcap. She had reported it stolen less than an hour earlier. She alerted the police and the car thief was arrested as he was about to drive away.

Tokyo, Japan. A Japanese woman called in the police to complain after a hit man she paid to kill her lover's wife failed to carry out the job. The 32-year-old woman was arrested for incitement to murder.

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# EMPLOYMENT LAW – AGE DISCRIMINATION

## *Could you pass this discrimination test?*

*In the last issue of the newsletter we reported on the Government’s new outline proposals to ban age discrimination in the workplace by October 2006. The complexity of the proposals could leave employers stumped. To prove the point, one employment lawyer, Philip Bartlett, of Simmons & Simmons, has set employers a test.*

He says: “It isn’t always obvious what will and won’t become unlawful. It is obvious, however, that the regulations will give rise to another raft of issues in the workplace and claims in the employment tribunals.”

### Are the following six scenarios to be allowed?

1. Calling a colleague “the post room boy” or “the girl in reception”
2. Fixing a maximum age limit for a job when recruiting
3. An unfair dismissal claim by a 68-year-old
4. Giving a 40th birthday card saying “Now you’re over the hill”
5. Awarding sabbaticals after 10 years’ service
6. Employing young workers in a high street fashion shop to attract young shoppers

### Answers:

1. No, you can’t do this under the draft regulations, as it is likely to amount to harassment on the grounds of age.
2. Yes, but you can only do this if you can justify the age limit.
3. Yes. The upper age limit for such claims has been removed. However, retirement will not be unfair dismissal if it is at or after 65 (or a lower justified age) and the employer has followed the “duty to consider” procedure, including giving at least six months’ notice of retirement.
4. No, this could amount to harassment for age.
5. Yes, service-related benefits (which might otherwise be discriminatory) are exceptions if the same criteria are applied to all.
6. No, this is age discrimination and not justified by your aim because that aim is itself tainted by age discrimination.

*Acknowledgement: This article by Richard Tyler appeared in the Daily Telegraph on 21 July 2005*

## NEW MEMBERS

**Chapter 208 extends a warm welcome to the following new members:**

Terence Burton	
Alan Dalgleish	
Hugo D’Apice	Weatherford International Ltd
Aramjit Dhaliwal	Renaissance London Heathrow
Richard Douglas	
Jonathan Everett	British Army
Scott Jackson	Trigon Consultancy
Vivian Jones	Control Risks Group
John Kelly	Pfizer UK
David Loveless	Transformis Consulting Ltd
Brian McCotter	W L Gore & Associates UK Ltd
Ian McCredie	Shell International Ltd
Liam Morrissey	Cadre Control
James Murphy	Momentum
Trevor Rees	
Mark Richards	
Andrew Stickley	AWE plc
Stephen Wake	
Jacqueline Walker	Prudential plc
Barry Warner	Stealth Security Group
Andrew Webster	Arup Security Consulting
Andrew Williams	Lynx Security Services Ltd

# Forthcoming Events

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## 2005

### **18 November 2005**

UK Identity Fraud Summit 2005  
Holiday Inn, Kensington, London SW7.

### **28 Nov - 2 Dec 2005**

Security Technology Course, Shrivenham

### **28 November 2005**

4th SISBO Forum on Sub-Saharan Africa and Terrorism,  
The Shell Centre, London, SE1A 7NA.

### **30 November 2005**

BSI - Intelligent Building Conference  
389 Chiswick High Road, London

## 2006

### **23-27 January 2006**

*Introduction to Crisis Management*  
Cranfield, Shrivenham

### **16 March 2006**

Chapter Seminar BAT Globe House,  
4 Temple Place, London WC2

### **23-26 April 2006**

ASIS International 5th European Conference  
Nice, France

### **25-27 April 2006**

Info Security Europe 2006,  
Olympia, London

### **29 June 2006**

Chapter Seminar, Prudential House,  
Laurence Pountney Hill, London EC4

### **21 September 2006**

Chapter Seminar, GSK Harlow, Essex

### **17 November 2006**

Chapter Seminar, Reuters, Canary Wharf

*If you know of, or are organising an event in the UK that you wish included here  
please contact the Admin Secretary, Jude Awdry (see page 2 for contact details)*

*If you would like to Sponsor a UK Chapter Seminar and/or take exhibition stand space  
please contact Graham Bassett (see page 2 for contact details)*