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The European social dialogue and the development of the solidarity between generations of workers: focus on “over 55” and young workers in the finance sector. Sustainable Growth and generation gap - Agreement ref. VS/2018/0040

ROME, 17th September 2019

Glossary in theory and practice

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The University of Łódź (ULOD) contribution:

Analysis of the role and position of the social partners in the search for **Age Management solutions** for **elder workers** to ensure a sustainable working life, both in terms of quality of work and ability to work.

Analysis of the role and position of the social partners over measures that can ensure the **proper transmission of experiential baggage and skills** of elder workers to younger colleagues with specific reference to the financial sector.



ULOD contribution to the project:

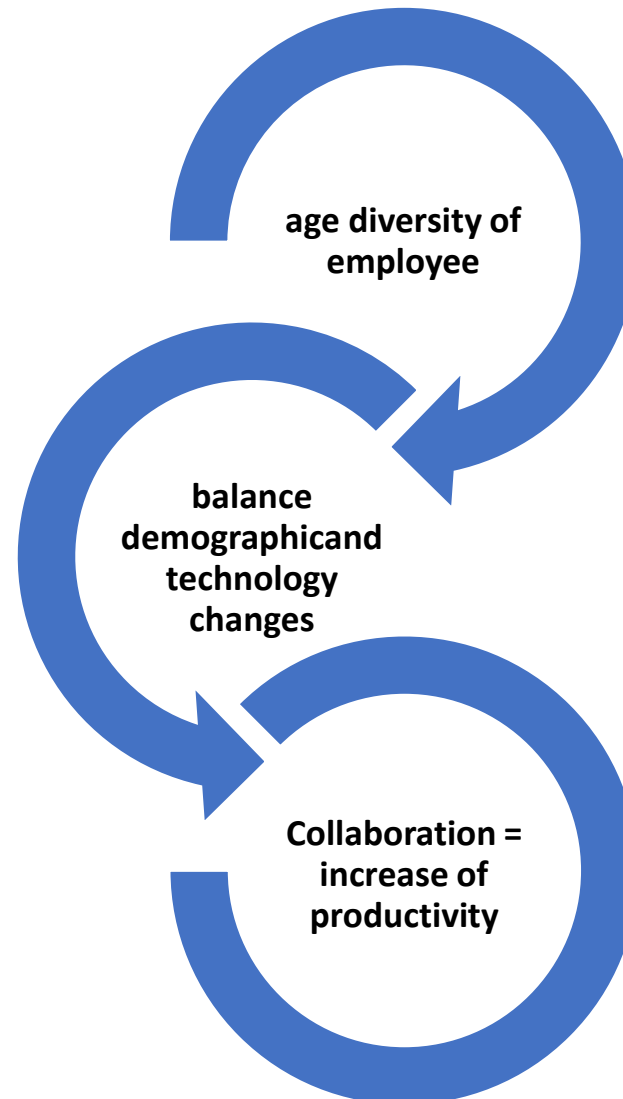
1. Glossary – in cooperation with ADAPT;
2. Research report - Solidarity between generations in the financial sector;
3. A good practice card in English for collecting descriptions of inspiring cases in the financial sector (to be used by all project partners);
4. View and perception of age management of banking sector - the second round of Delphi study using CAWI method.
5. Additional activity: CSR of financial institution analysis – age management interest and involvement.



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Background



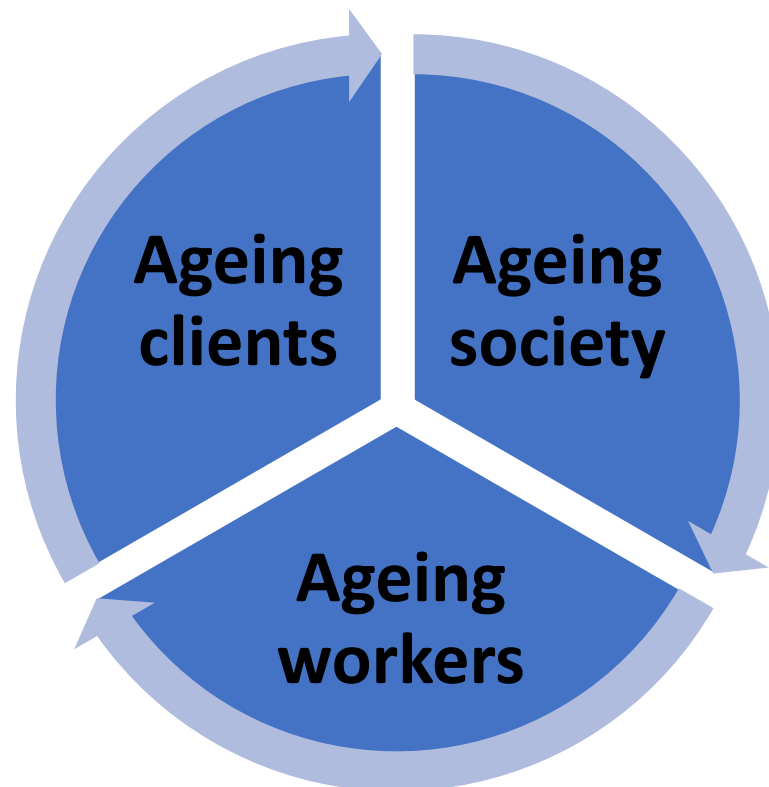


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Solidarity between generations - age management - results



It is necessary and important because

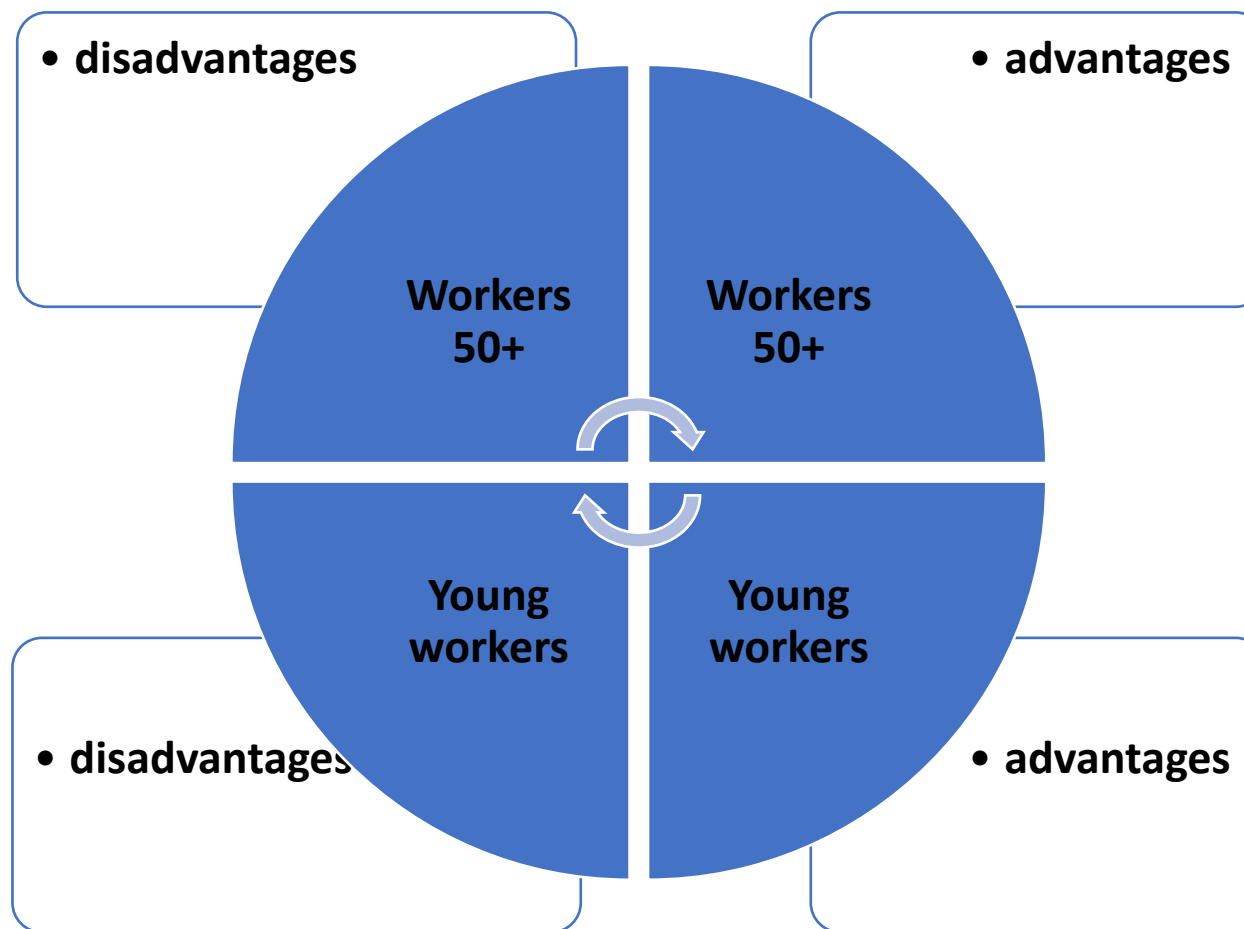


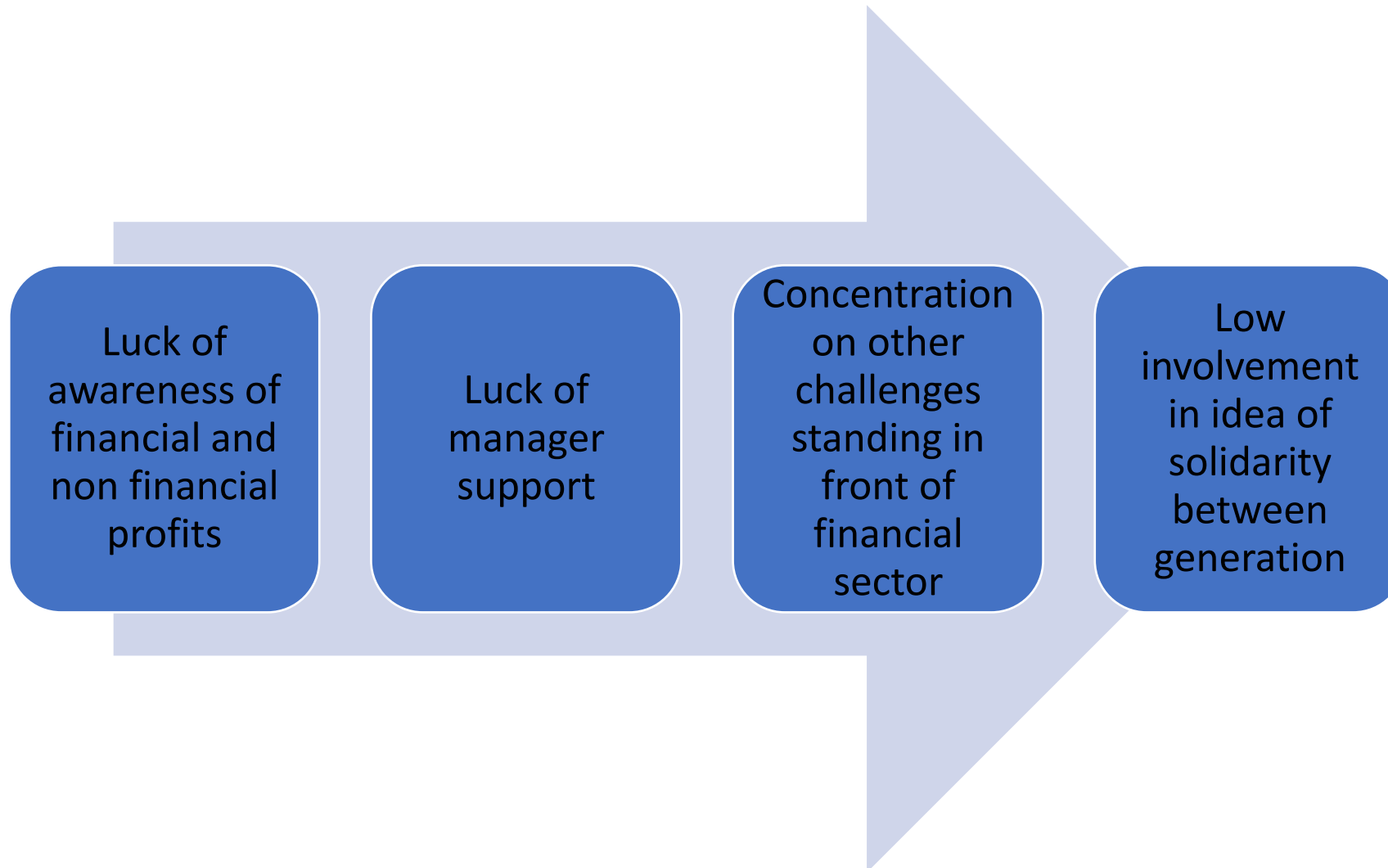


Solidarity between generations - age management - results



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awareness

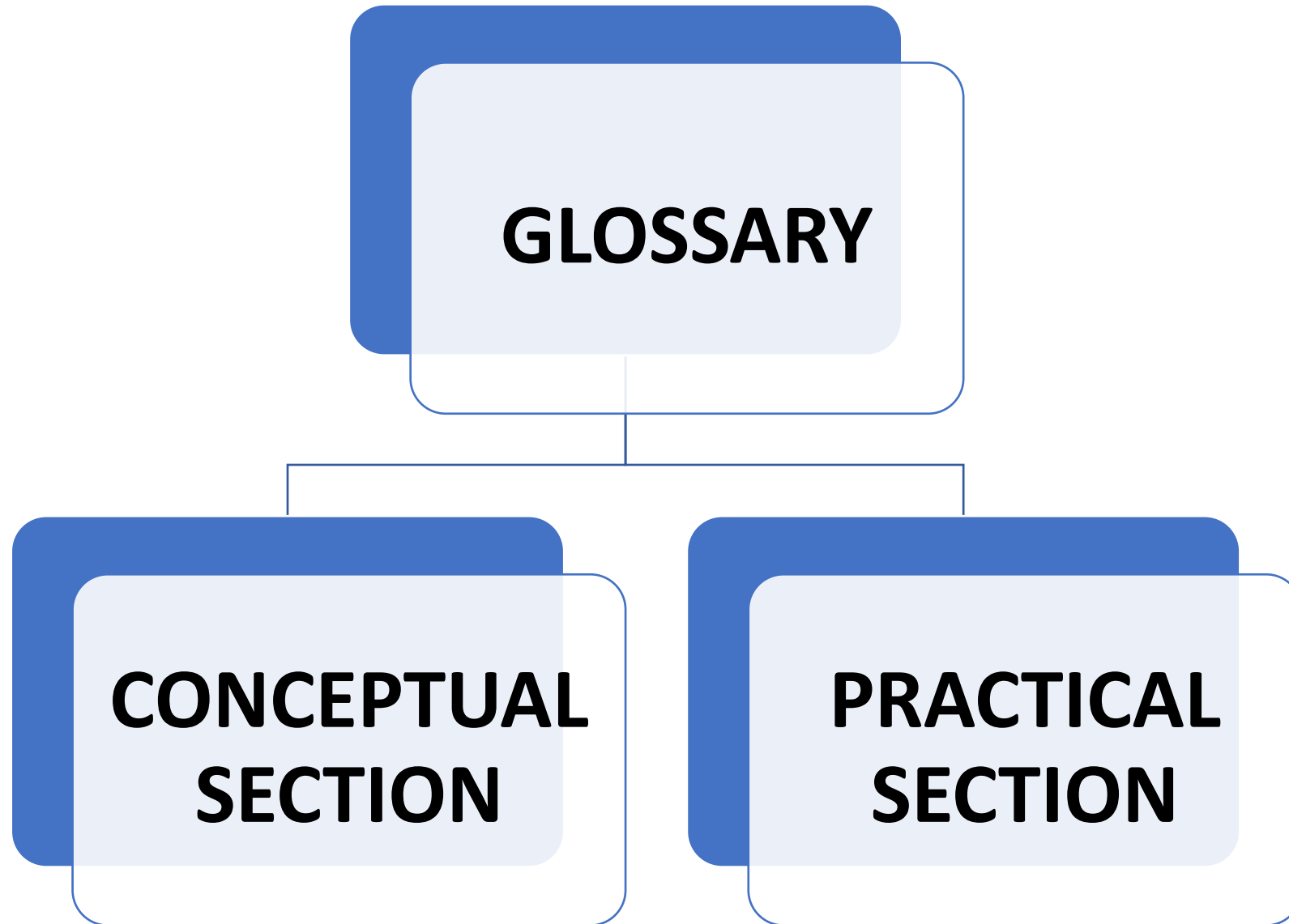
- language of benefits for all participants (workers, clients, companies)
- awareness of large scale of age management tools.

action

- trainings for managers concentrate on age management ideas (especially profits and tools)
- trainings for workers improved multigeneration competences.



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Conceptual section

- ageing,
- generation,
- management,
- retirement,
- silver economy,
- sustainable work,
- age discrimination,
- intergenerational conflicts,
- lifelong learning,
- Work Life Balance.

Practical section

- intergenerational relay,
 - mentoring, reverse mentoring,
 - coaching,
 - retired employees who possess expertise,
 - prepare successors for pivotal positions,
 - intergenerational solidarity pacts,
 - flexible work arrangements,
 - health and safety prevention measures at workplace,
 - organizational adaptations designed to increase work ability over time,
 - the familiar job-sharing with the parent / child exchange,
 - work rotation,
 - doubling of the competences,
 - documentation of performed tasks/bank of knowledge,
 - certification,
 - redeployment paths,
 - transnational “joint texts”,
 - long life learning and digital literacy.



- Population ageing is a long-term trend which began several decades ago in Europe. This trend is visible in the **transformations of the age structure** of the population and is reflected in an **increasing share of older persons** coupled with a **declining share of working-age persons** in the total population.
- The ageing population highlighting the importance of **active and healthy ageing**.





Active Ageing (WHO definition)

- the process of optimizing opportunities for **health, participation and security** in order to enhance **quality of life** as people age.
- It allows people to realize their potential for wellbeing throughout their lives and **to participate in society** according to their need, desires and capabilities, while providing them with adequate protection, security and care when they need assistance.

Healthy Ageing (WHO definition)

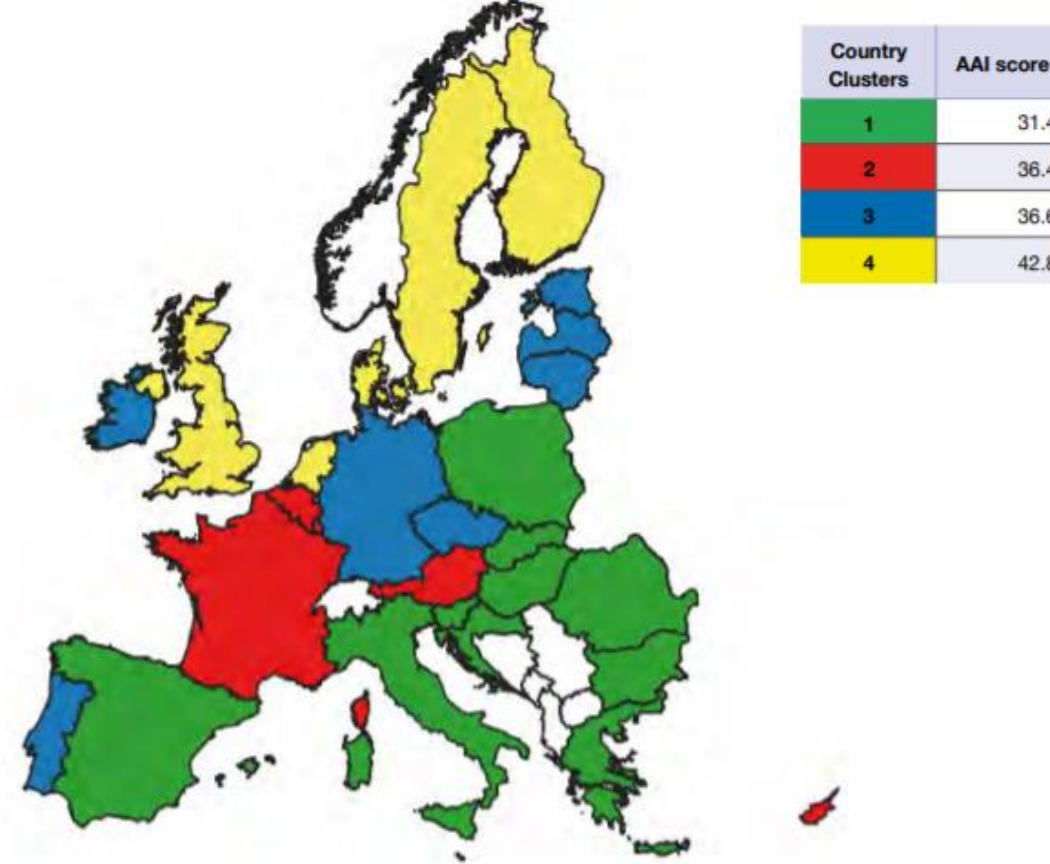
- the process of developing and maintaining the **functional ability** that enables **wellbeing** in older age.



Active Ageing Index

The Active Ageing Index (AAI) is a tool to measure the untapped potential of older people for active and healthy ageing across countries. It measures the level to which older people live independent lives, participate in paid employment and social activities as well as their capacity for active ageing.

Employment	Participation in Society	Independent, Healthy and Secure Living	Capacity and Enabling Environment for Active Ageing
Employment rate 55-59	Voluntary activities	Physical exercise	Remaining life expectancy at age 55
Employment rate 60-64	Care to children and grandchildren	Access to health services	Share of healthy life expectancy at age 55
Employment rate 65-69	Care to infirm and disabled	Independent living	Mental well-being
Employment rate 70-74	Political participation	Financial security (three indicators)	Use of ICT
		Physical safety	Social connectedness
		Lifelong learning	Educational attainment
Actual experiences of active ageing			Capacity to actively age



Note: Colours refer to the clusters identified in Table 2.

Table 2: 2018 AAI by country clusters, overall and domain-specific average scores within clusters

Country clusters*	Domain-specific scores				Overall
	Employment	Social participation	Independent, healthy & secure living	Capacity & enabling environment	
1	25.6	14.1	69.9	52.8	31.4
2	25.7	22.7	74.2	60.4	36.4
3	37.5	15.1	69.8	55.9	36.6
4	39.4	23.5	75.6	65.9	42.8
Total	31.1	17.9	71.8	57.5	35.8

*: Clusters contain following countries (colours refer to those shown in Fig. 1):



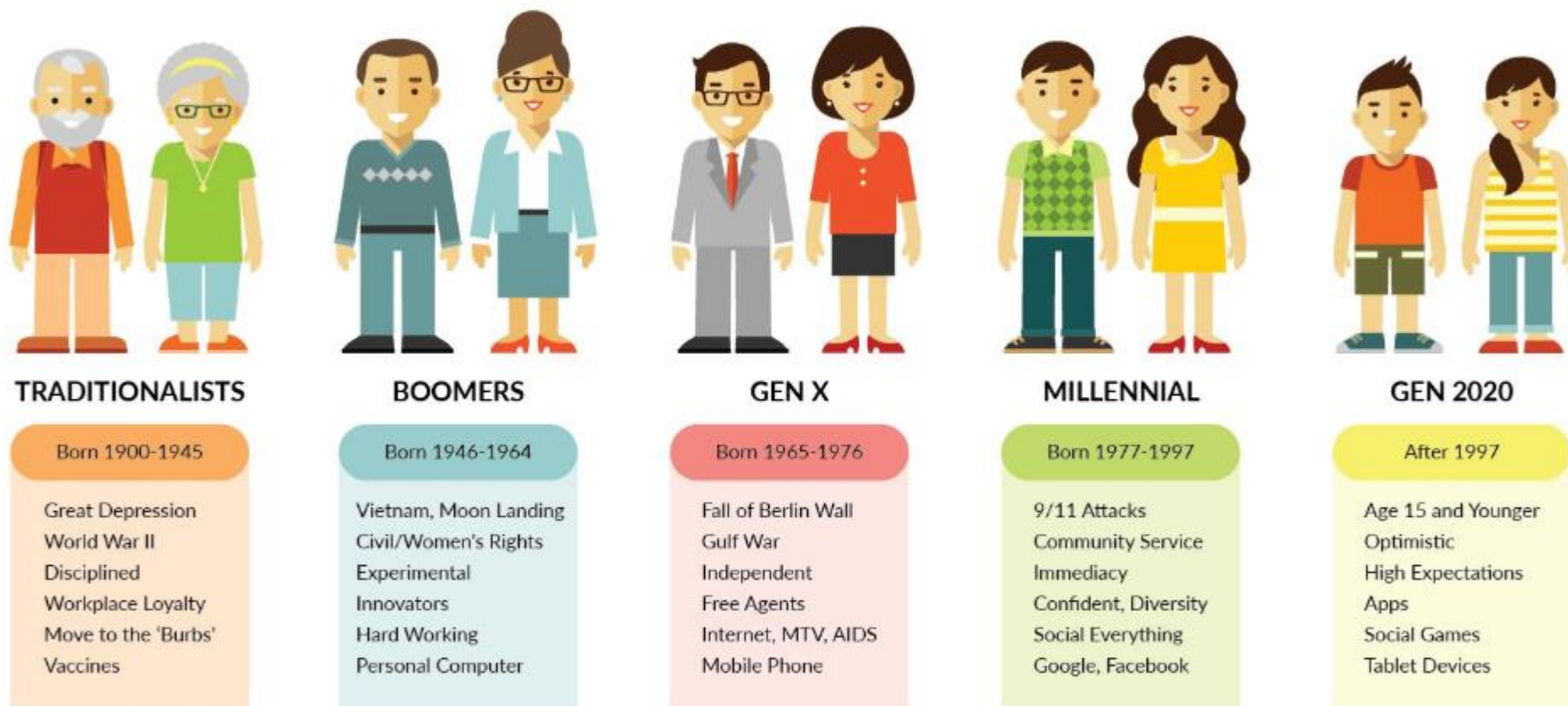
Productive ageing

calls internal and external factors for the motivation of elderly people staying active up until old age into question

providing a safe and healthy work environment for everyone through comprehensive strategies that allow workers to function optimally at all ages



Five Generations Working Side by Side in 2020





Management

- **Generational / Intergenerational / Multigenerational Management**, is a process in which solutions are developed that take into account the needs of employees of different ages and at different stages of professional life, representing different generations.
- **Life-course management** - aims at guaranteeing sustainable careers for older workers and the idea behind these concepts is that different age groups are characterised by specific challenges with regard to private life, work and health.
- **Diversity Management** consists in addressing, supporting and valorising the characteristics of different groups of people to promote the employment and career development.

The Silver Economy



Europe is ageing



By 2060 one in three Europeans will be over 65.



Today

The ratio of working people to the 'inactive' others is shifting from 4 to 1 today to 2 to 1 by 2060.



2060

Costs for care are rising sharply. If we don't change our systems for health and social care, we will not have the money and the people to guarantee a good and healthy life for all.



Active and healthy ageing offers also great opportunities

If we are prepared to change our systems for health and social care, we can benefit from those.

Today Europeans over 65

have a spending capacity of over €3,000 billion



Ageing in good health allows us to



Travel



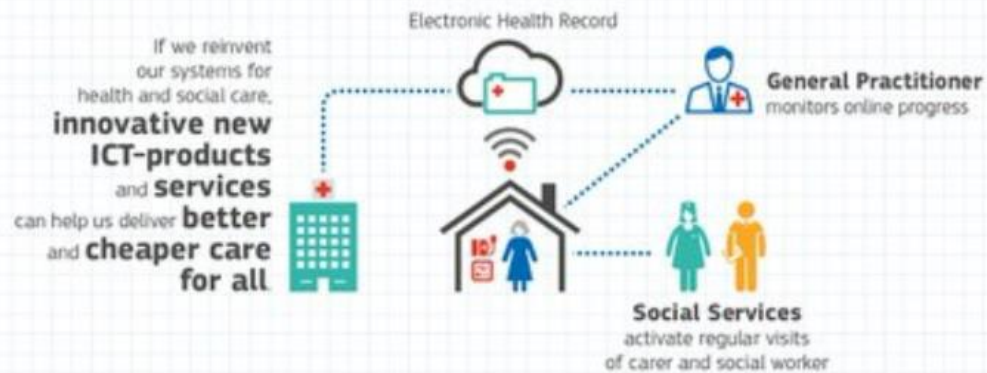
Work for more years



Learn new things



Prepare our homes for living independently for the many years to come



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Europe has what it takes to benefit from these new opportunities

A solid R&I base in European industry.



A host of SMEs & start-ups are now developing



New ICT products such as care robotics



Health mobile applications that assist with tracking



Big pharma companies are developing integrated therapeutic solutions



The Silver economy offers new highly skilled tech jobs



but also the opportunity for low qualified population to reskill





Treats concern age

- **Age discrimination** - ageism or discrimination on the grounds of age is a rampant phenomenon nowadays. Age discrimination is conditioned by the cultural approach and by the assumptions and stereotypes about older workers and their role in the wider society.
- **Intergenerational conflicts** - consist in a conflict between generations which often implies prejudices and stereotypes against another generation.





Solutions concern age

- **Lifelong learning** - consist in all learning activities undertaken throughout life, with the aim of improving knowledge, skills/competences and/or qualifications for personal, social and/or professional reasons. Lifelong learning is key to guaranteeing sustainable work for older workers as it allows them to keep their competencies and abilities updated.
- **Work–life balance** is a satisfactory state of equilibrium between an individual's work and private life.





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Multigenerational (or intergenerational) transfer of knowledge (ITK) and age management policies



Multigenerational (or intergenerational) transfer of knowledge (ITK) is defined as any interaction whether one-on-one, within a group, or through written communication in print or online that conveys facts, context, connections, processes, or other insights **between two generations.**





Mentoring

Mentoring

- Mentoring is a knowledge and know-how transference measure in which a senior or more experienced individual (the mentor) is assigned to act as a tutor to a junior or trainee.
- Though mentoring activities, older workers might transfer experience-based knowledge to younger generations and thus contribute to knowledge retention

Reverse mentoring

- Reverse mentoring is an intergenerational learning mechanism and knowledge transference measure. In reverse mentoring activities young people with less experience, but with strong digital expertise, help senior workers with a long working experience to familiarize themselves with technology in search of mutual exchange.



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Multigenerational (or intergenerational) transfer of knowledge (ITK)



Other solutions:

- Coaching activities;
- Keep in touch with retired employees who possess expertise;
- Prepare successors for pivotal positions.



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Intergenerational Solidarity Pacts

Intergenerational Solidarity Pacts can have two objectives:

- to raise youth employment by facilitating early retirement or reduction of working time for older workers
- to promote the involvement of older workers, by creating a link between different generations, in terms of skill transfer and creation of job opportunities.



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Flexible Work Arrangements



Flexible working is a way of working that suits an employee's needs and, particularly allows older workers to keep working according to their work ability. Flexible work arrangements consist in the alteration of the time and/or the place in which work gets done on a regular basis.





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Flexible Work Arrangements - examples

- part-time retirement schemes;
- apprenticeship;
- flexible working hours;
- job sharing among employees;
- health and safety prevention measures at workplace;
- organizational adaptations designed to increase work ability over time;
- the familiar job-sharing with the parent / child exchange;
- work rotation;
- doubling of the competences;
- preparing documentation of performed tasks (bank of knowledge);
- certification;
- redeployment paths for older workers and highly professional profiles through;
- transnational “joint texts” and collective bargaining in the business or sector “joint texts” that involve recapturing redundant workers as a result of reorganization processes.



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Workshop - exercises



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Dziękuję za uwagę
Thank you for attention



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