



With EU Contribution



***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 VS/2018/0040***

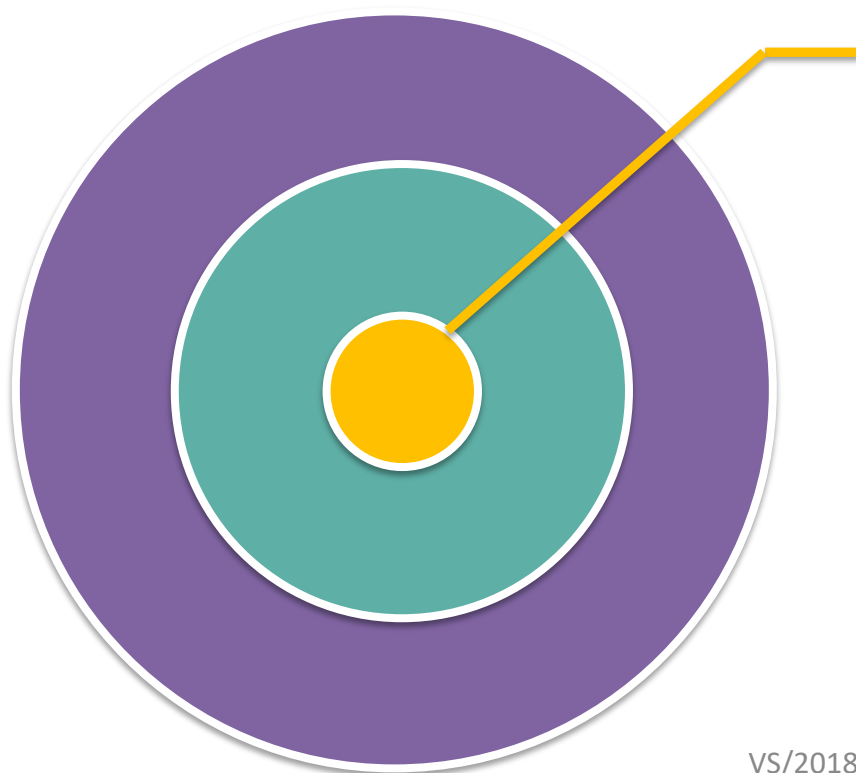
# THE TRAINING COURSE AIMS & METHODOLOGY

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FIRST , National Training Officer

# The action general aims

## From a **theoretical** point of view



to prove that

the **most effective response** to demographic changes is **taking care of the ageing working population** through

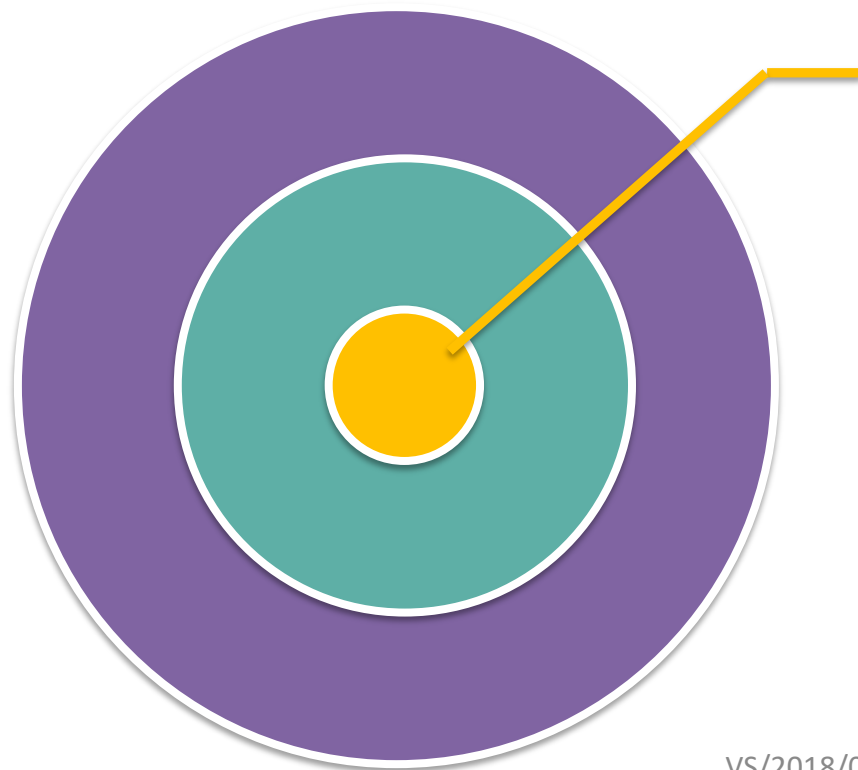
**Age Management policies**

and

**Intergenerational solidarity**

# The action general aims

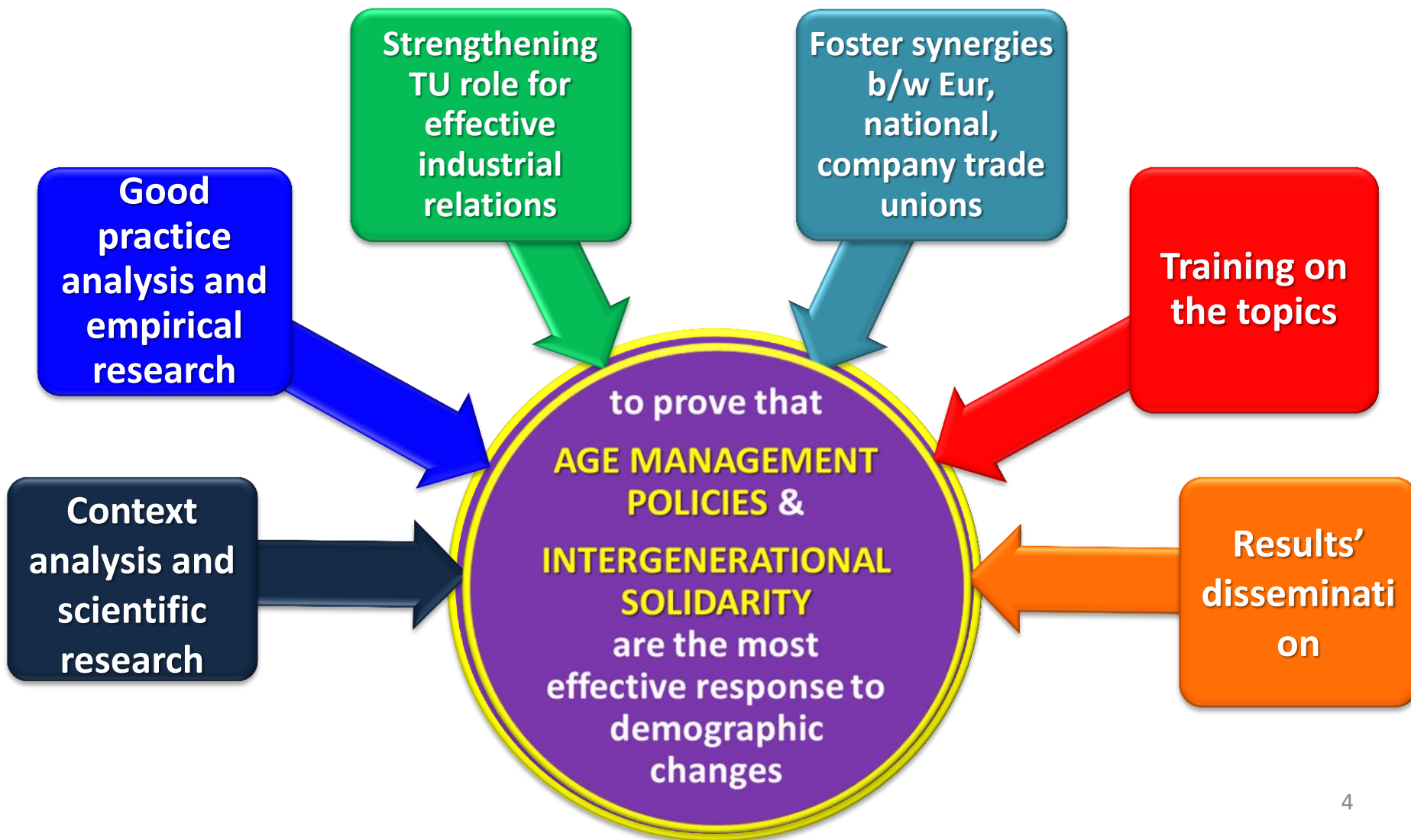
## From an **operational** point of view



to identify a "virtuous circle" between **European, national and company trade unions**

**to negotiate** companies policies for aged and young workers in order **to manage changes in work in a supportive and inclusive way**

# Expected results





# Partnership

**APPLICANT** • **FIRST CISL - Italy**



**COAPPLICANT**

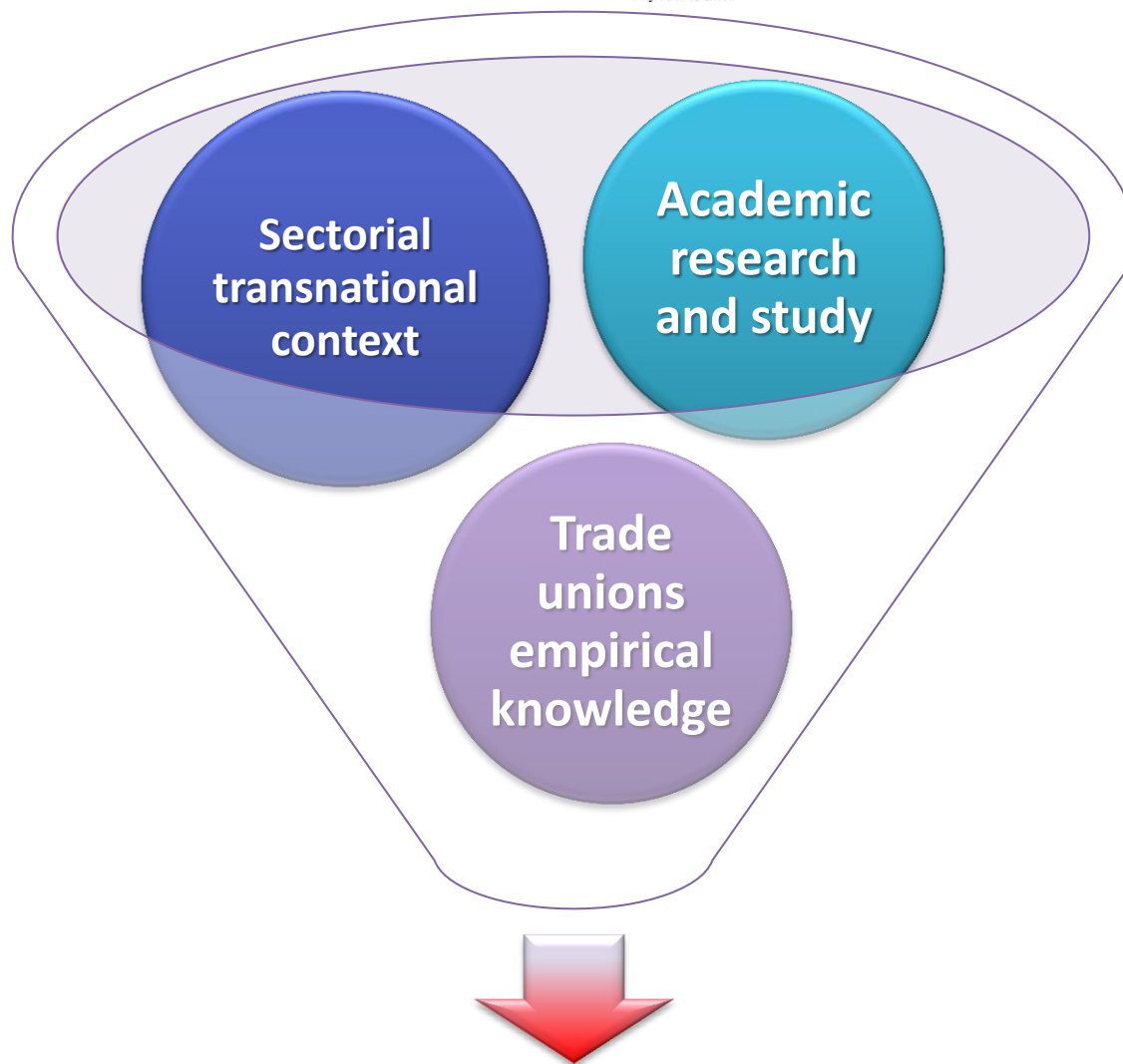
- POLIBIENESTAR -Valencia,
- ŁODZ UNIVERSITY – Poland
- ADAPT - Italy



**8  
TRADE  
UNIONS**

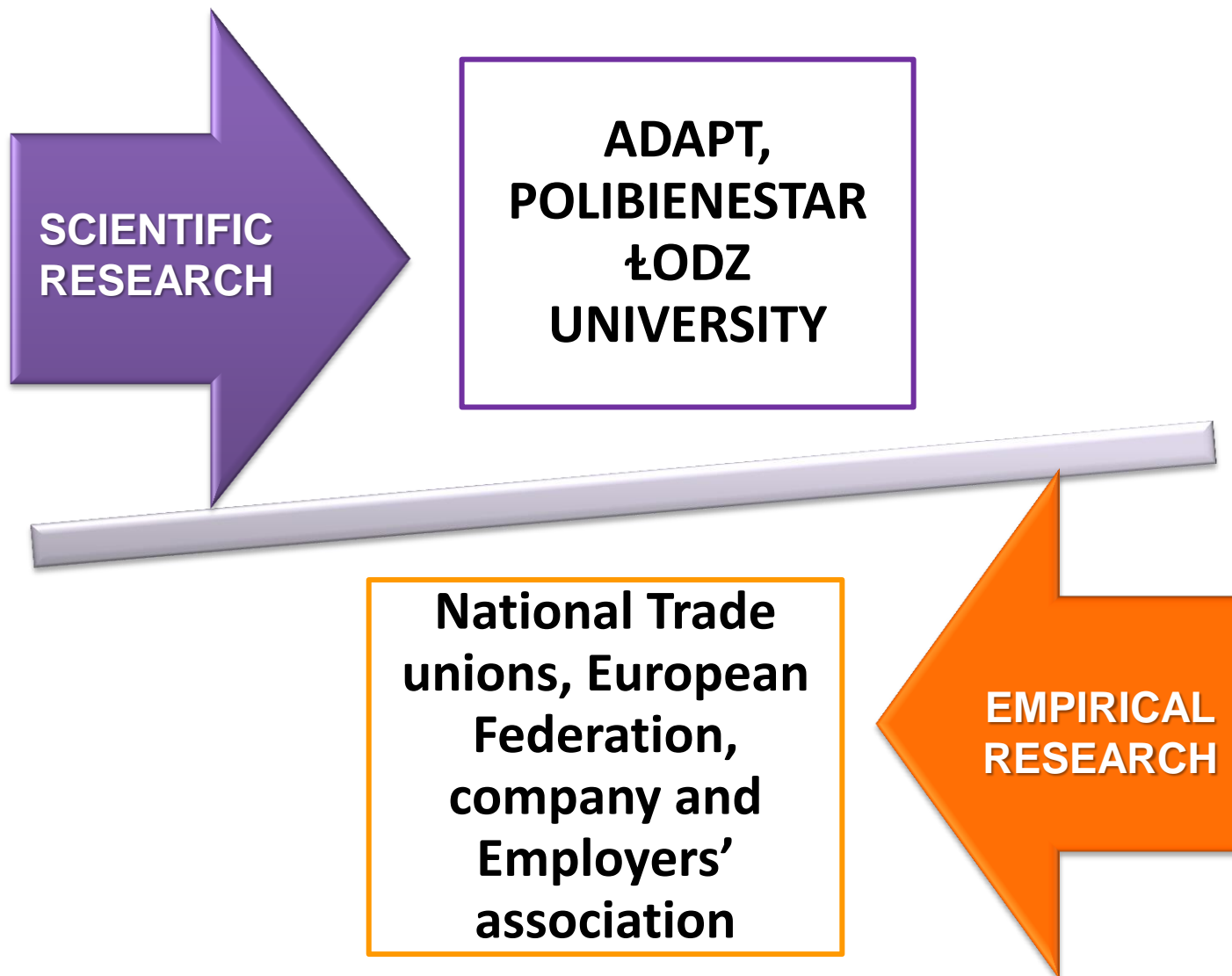
- OTOE – Greece
- PRO - Finland
- BBDSZ – Hungary
- FEC-FO - France
- MUBE – Malta
- UPA – Romania
- UGT FESMC – Spain
- BASISEN – Turkey





# Project innovative approach

# The project research activities






# The project research activities



**SCIENTIFIC  
RESEARCH**

## Context analysis:

- The **variables at stake** (demographic, economic, social, case-law, etc.);
- Possible **medium/long-term developments**;
- **Scenarios' design** and comparative analyses among the various European countries

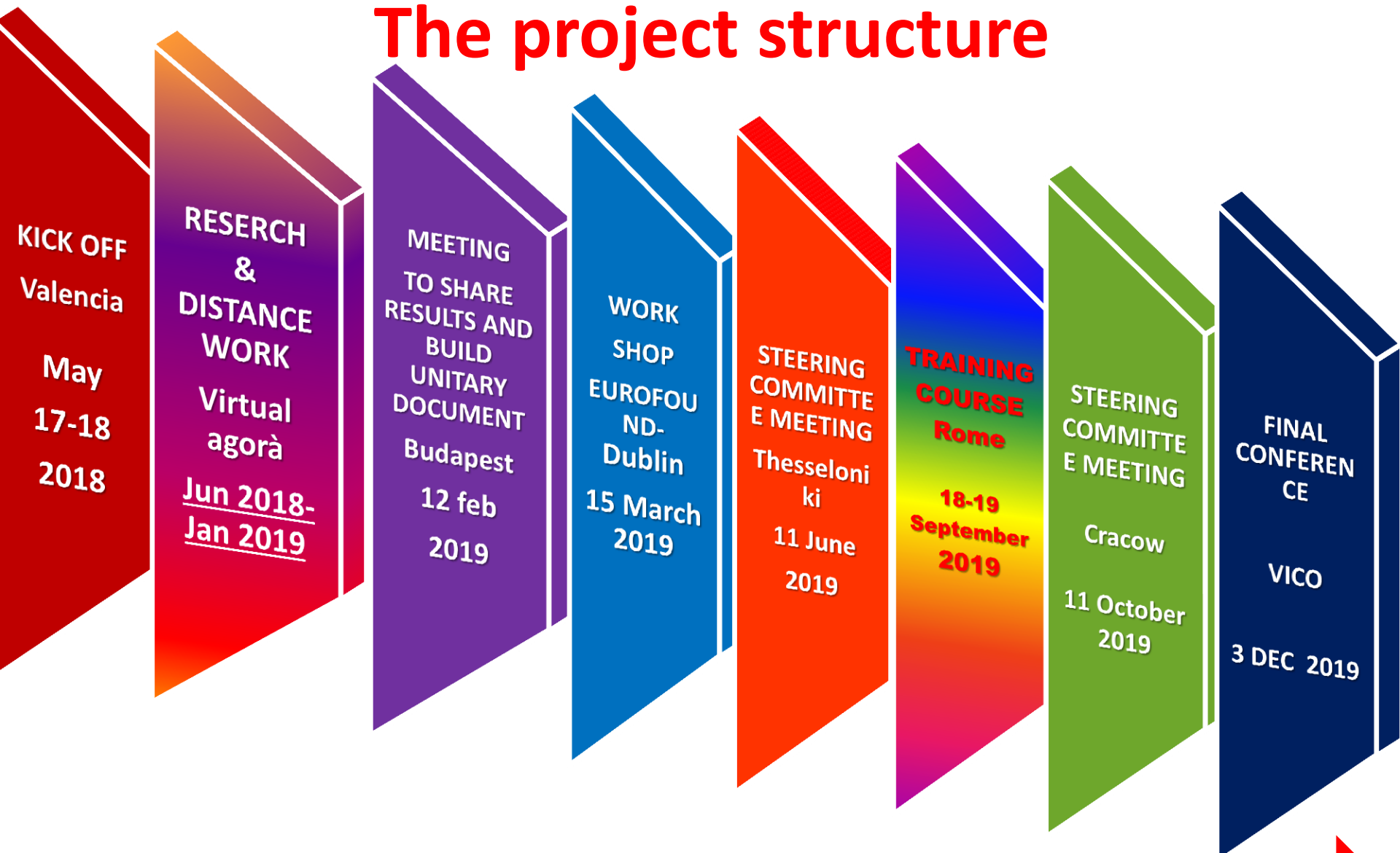


**EMPIRICAL  
RESEARCH**

## Good practices' Identification + development of synergies

between European, national and company trade unions to **negotiate companies intergenerational policies** to manage changes in work in a **supportive and inclusive way**

# The project structure



**2 YEAR LONG PROJECT**



## THE TRAINING GENERAL GOAL

To help participants develop a specific **sensitivity** and **innovative tools**:

- to negotiate **COMPANY COLLECTIVE AGREEMENTS based on workers' needs by age and personal situation**
- to manage, monitor and evaluate company policies based on **AGE PLANS**.



## THE COMPANY AGE PLAN

- ❖ It defines **actions and operating models** that takes into account **employees' age and life situation** and the related **needs and expectations**.
- ❖ It has an impact on **every aspect of the company organizational model and welfare system** (H&R, skill training, WLB, H&S, work time and contracts, environment, social relation, carrier ...)
- ❖ It help companies **see different age groups as a resource**, to develop supportive action and flexibility, to put in place policies for the **work** to become more **MEANINGFUL for the company workforce**

# A COMPANY AGE PLAN MAIN OBJECTIVES



• Develop work and work environment to **SUPPORT THE COMPANY PRODUCTIVITY & WELL-BEING OF EMPLOYEES**

• **SHAPE THE WORK ENVIRONMENT** based on the employer's needs,

• **CONNECT** age management with **HUMAN RESOURCES MANAGEMENT**

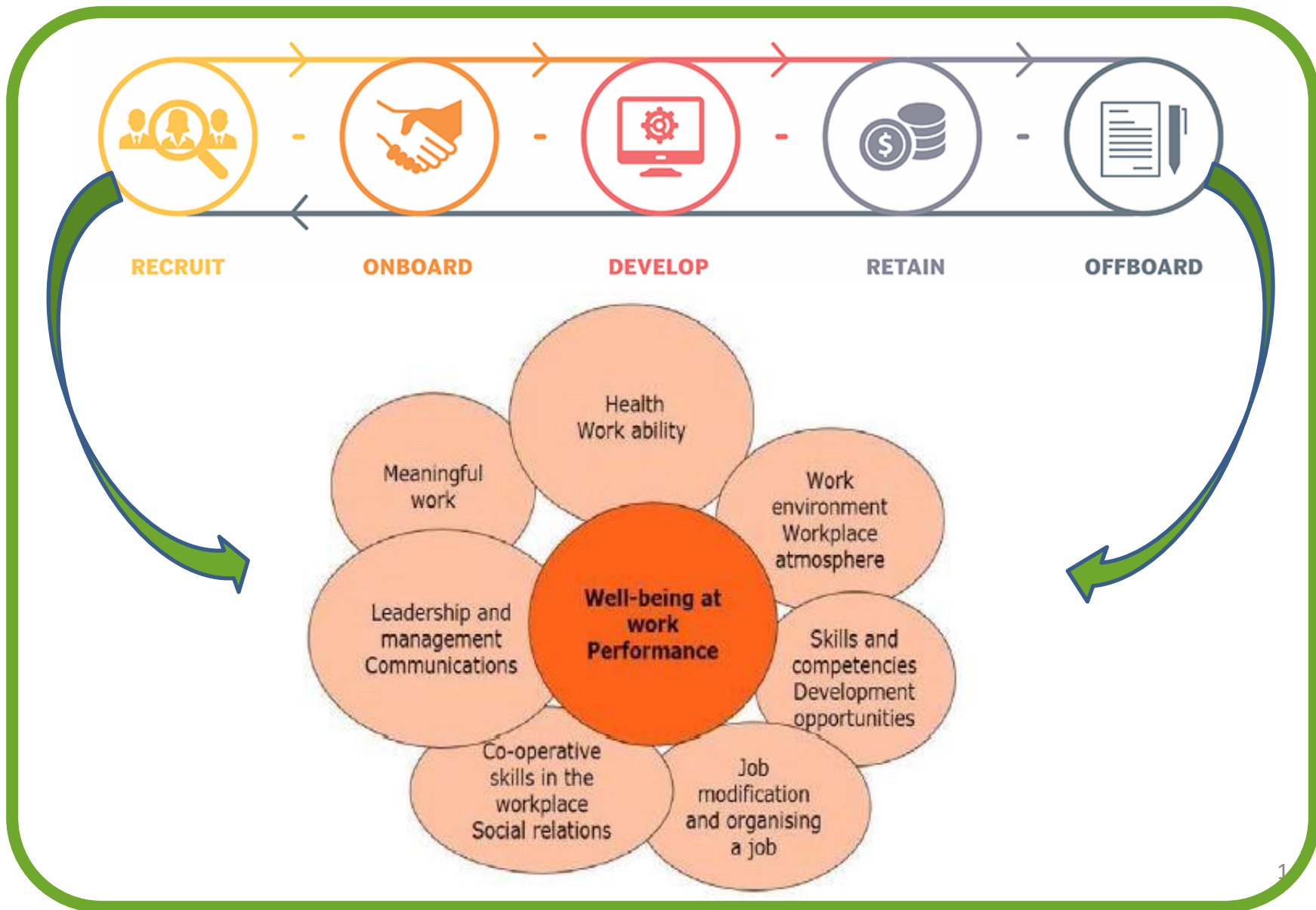
• Use the strengths of different-aged workers for **CONTINUOUS DEVELOPMENT AND MAINTENANCE OF EMPLOYEES' SKILLS**

• Manage the **LOAD FACTORS CONNECTED WITH DIFFERENT STAGES OF LIFE** and foster **RECONCILIATION OF WORK AND PRIVATE LIFE**

• Maintain and promote ability to work **PREVENTING DISABILITY**

• **EQUAL TREATMENT OF DIFFERENT-AGED EMPLOYEES**

# A COMPANY AGE PLAN MAIN OBJECTIVES



# THE COMPANY AGE PLAN ADVANTAGES



**FOR  
COMPANIES**

**LESS PERSONNEL  
TURNOVER**

**QUALITY RECRUITMENT  
AND DETENTION**

**MORE PRODUCTIVITY**



**LONGER CAREERS  
MEANINGFUL WORK  
BETTER QUALITY OF LIFE**



**FOR  
WORKERS**

## THE COMPANY AGE PLAN

Our idea of **COMPANY AGE PLAN** is a system in which all the policies and services provided by the company are the result of a **COLLECTIVE AGREEMENT** and are monitored and managed together with the workers' representatives in **BILATERAL BODIES**





## 1. TRAINING AIMS ON KNOWLEDGE

Improve participants' knowledge on:

- the **European legislative framework** on intergenerational solidarity and age management in the workplace
- **the scenario and possible future development in the** European financial sector due to the impact of digitalization and demographic changes in the labour market
- the main types of intergenerational solidarity policies (**glossary**) and a **COMPANY AGE PLAN** objectives and tools



## 2. TRAINING AIMS ON CAPACITY BUILDING

- To strengthen participants' awareness of their role as **agents of change** through the **acquisition of innovative negotiating and social dialogue tools** (AGE PLAN AND BILATERALITY)
- To develop their competence:
  - To build **NEGOTIATION ACTION PROTOCOLS** on intergenerational solidarity, **identifying the most appropriate tools and policies** for a business/group context.
  - to support the **creation** a **negotiated, inclusive and supportive system** of company services for the employees

# METHODOLOGY inductive and participatory IN 3 STEPS



**STEP 1** - Each group chooses which context to work on and  
- starting from the scenario data, the company's population  
composition (age, gender, professional role and position) -  
**IDENTIFY COMPANY WORKERS' NEEDS**

**STEP 2** – the working groups define the negotiating platform,  
**IDENTIFY the AGE PLAN objectives and The consistent AGE  
MANAGEMENT POLICIES** and tools in consideration of the  
company context and the needs of workers and the **GLOSSARY**

**STEP 3** - **DEFINITION OF A STRATEGY AND TOOLS FOR MANAGING ,  
MONITORING AND EVALUATING** the application of the age plan  
agreement



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# LET'S START!