


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

Framework agreement on active ageing and qualitative surveys: proposals to maximize operational synergies



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With UE Contribution

Introduction

Framework agreement 8/3/2017



In response to the challenges deriving from demographic change, the European social partners, BusinessEurope, UEAPME, CEEP and the ETUC (and the liaison committee EUROCADRES/ CEC), agreed in the context of their 2015-2017 Work Programme to negotiate an **autonomous framework agreement** on active ageing and an inter-generational approach.

The European social partners note that measures need to be implemented, where necessary **at national, sectoral and/or company levels**, to make it easier for older workers to actively **participate and stay in the labour market until the legal retirement age**, and at the same time make sure that measures are taken in order to ease inter-generational transitions in the context of high youth unemployment.



Introduction

Framework agreement 8/3/2017



This framework agreement is an **autonomous initiative** and the result of negotiations between the European social partners as part of their fifth multiannual work programme for 2015-2017 on “Partnership for inclusive growth and employment”.

In the context of **article 155 of the Treaty**, this autonomous European framework agreement commits the members of BUSINESSEUROPE, UEAPME, CEEP and ETUC (and the liaison committee EUROCADRES/CEC) to **promote and to implement tools and measures**, where necessary at national, sectoral and/or company levels, in accordance with the procedures and practices specific to management and labour in the Member States and in the countries of the European Economic Area.

The signatory parties also invite their member organisations in candidate countries to implement this agreement.

HOW?



Qualitative survey and objectives of the Project



"This framework agreement is the contribution of the social partners to EU policies and aims to develop and improve measures in place across Europe. It outlines tools / measures that must be taken into account by the social partners and / or human resources managers in the context of national demographic and labor market situations, in accordance with specific national practices and procedures. The social partners are aware that successfully coping with the challenges arising from demographic change does not depend solely on their action.

The social partners are based on the results of socio-demographic surveys promoted by public entities and, in turn, suggest and implement and deepen others. The contribution offered by the university research institutes involved in our project is this: to engage in these processes, promoting through the provision of data obtained from surveys aimed at further support to the negotiating parties and the European Commission (ie, feeding a virtuous circle)

Objectives of qualitative surveys



Assume information to manage for:

- **Promote innovative life cycle approaches with productive and quality jobs to enable people to remain in the working world up to the age of legal retirement;**
- **Facilitate exchanges, mutual cooperation and promote concrete actions to transfer knowledge and experience between generations in the workplace.**



Objectives of qualitative surveys



“Social partners recognise the added value of **strategic assessments of workforce demography**, carried out and periodically updated at the appropriate levels, in accordance with national practices and procedures.

These strategic assessments could amongst others include:

- Current and projected age pyramid, including gender aspects;
- Skills, qualifications and experience;
- Working conditions;
- Job specific health and safety considerations in particular for arduous occupations;
- Developments linked to digitalisation and innovation.”



Driver



B) Health and safety at the workplace

The social partners at the appropriate levels aim to promote and facilitate action at the workplace based on **proper information, identifying** for instance **the tasks which are particularly physically and/or mentally demanding**.

This should be done to anticipate, prevent and assess risks for health and safety at the workplace, in accordance with the EU framework directive on health and safety at work (**89/391/EEC**). This should indicate **whether practicable adjustments to the working environment are necessary** to prevent or reduce identified excessive physical or mental demands on workers to allow them to be safe and healthy while at work until the legal retirement age.

Goals



Tools/measures to support health and safety at the workplace could amongst others include:

- Adjustment of work processes and workplaces;
- Re-distribution/allocation of tasks to workers;
- Effective prevention strategies and risk assessment, taking into account existing legislative obligations, including training of all workers on health and safety rules at the workplace;
- Voluntary health promotion including, for example awareness raising actions;
- Knowledge-building of management at the appropriate levels in order to address challenges and possible solutions in this field;
- Health and safety measures taking account of the physical and psychological health of workers;
- Review of health and safety measures between management and health and safety representatives, in accordance with existing legislative requirements.

Driver



C) Skills and competence management

The approach should be to support **skills development** and **lifelong learning**, thus, fostering workers' employability and maximizing the enterprises' human capital in terms of competences and know-how.

Social partners have a role to **facilitate a fair access for workers**, regardless of age, to a sufficiently broad offer of training, according to national practices and procedures, whilst **all workers should be encouraged to participate in this training**.

Goals



Tools/measures to support skills and competences management could amongst others include:

- Awareness-raising towards management and workers' representatives of skills needs in an age perspective;
- Training for workers of all ages, aiming to maintain and further develop necessary knowledge and competence throughout their careers to remain at work until legal retirement age;
- Facilitate and support personal career development and mobility;
- Motivate and increase participation in training to ensure up-to-date skills in particular digital skills;
- Embedding age management into broader skills development;
- Identifying formal and informal competences that workers have acquired in the course of their working life.

Driver



D) Work organisation for healthy and productive working lives

The social partners at the appropriate levels aim to support and encourage enterprises to **adapt work organisation, in accordance with the needs of enterprises and workers**. The purpose is to foster healthy and productive working lives **in a life course perspective**.

Social partners and/or management should facilitate, promote and encourage implementation of adaptable work organisation over the life course. **This should be done collectively and/or individually, in accordance with the social dialogue practices** at the workplace.

Management in enterprises has a role in identifying possible improvements in terms of task allocation, and to maintain and improve health and safety at work and productivity of the workers they manage.

Goals



Tools/measures on work organisation for healthy and productive working lives could amongst others include:

- Fostering the capacity of **both young and older workers to better anticipate and adapt to changes in work organisation**, to maximise the potential of human resources;
- Working arrangements, including with regard to **working time**;
- Adapting allocation of tasks between workers;
- Providing necessary means to managers on age related issues;
- Fighting stereotypes related to age, for example by establishing **mixed-aged teams**;
- **Transition measures for older workers** towards the end of their working life;
- Recruitment of new staff.

Driver



E) Inter-generational approach

The social partners at the appropriate levels aim to achieve a working environment which enables workers of all generations and ages to work together to enhance cooperation and inter-generational solidarity. One means to achieve this is **mutual transfer of knowledge and experience between different age groups of workers.**

All workers should be **valued according to their abilities, skills and knowledge**, irrespective of age, avoiding stereotyping and overcoming barriers between age groups, where they exist.

Goals



Tools/measures to achieve inter-generational solidarity could amongst others include:

- Distributing tasks according to ability/skills/knowledge;
- Tutoring/mentoring/coaching schemes to welcome and introduce younger workers to their working environment, including paths to allow them to fulfil their potential;
- Knowledge/skills transfer programmes, both younger towards older workers and older towards younger workers, including IT and digital skills, transversal skills, customer relations skills, as appropriate;
- **The creation of knowledge banks to capture specific know how and professional intelligence developed in-house and pass it on to newcomers;**
- Awareness-raising on the importance of being age positive and promotion of age diversity including considering different possibilities regarding the balance between ages within teams;
- **Collaboration with education institutions or public employment services to ease transitions into and within the labour market**

(NOT AUTARCHY, PLEASE).