



UNITED NATIONS ECONOMIC COMMISSION FOR EUROPE

Population Unit

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Policy Brief on Age-friendly Employment: Policies and Practices

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3rd Meeting of the Working Group on Ageing



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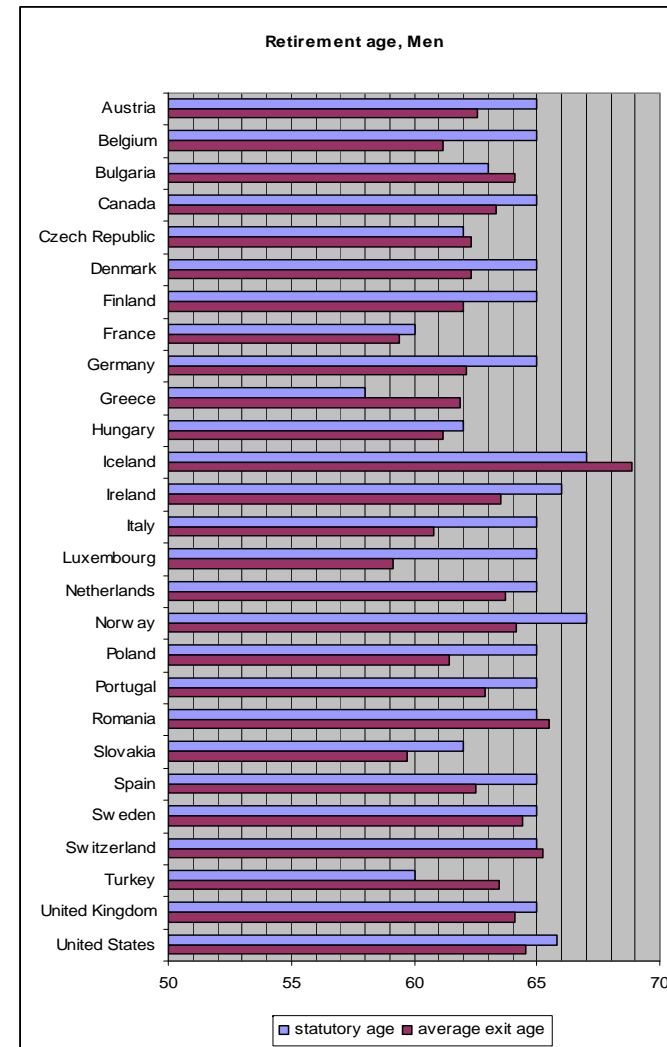
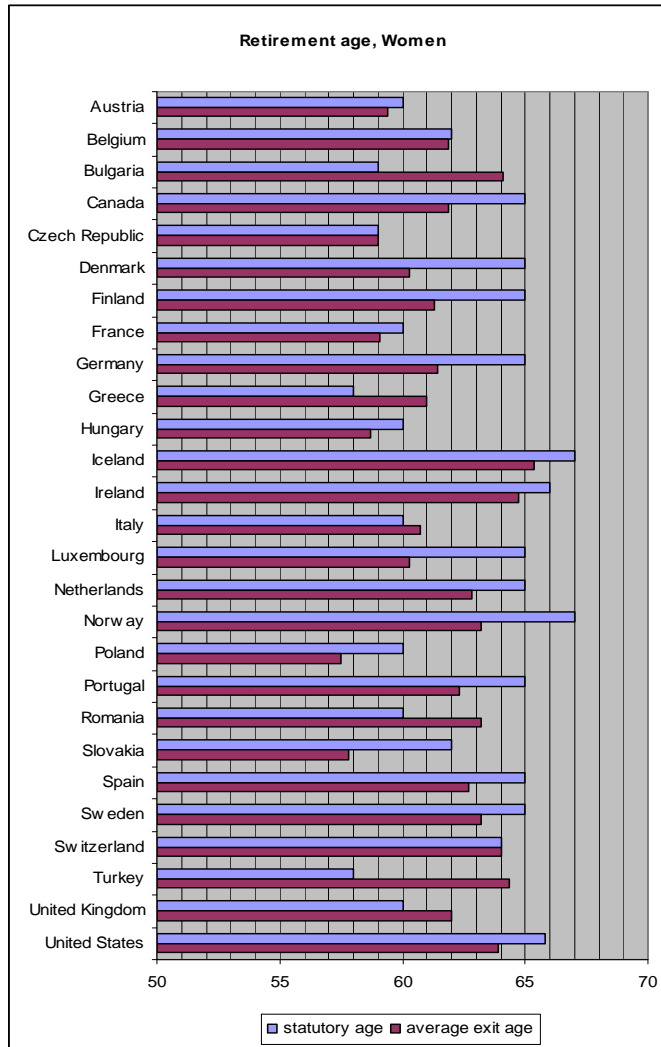
Introduction: Average actual retirement age

- In many UNECE countries the average actual retirement age of population is below the statutory retirement age.
- In ageing societies, where the share of working age population is decreasing and the share of persons in retirement age is increasing, all available capacity of labour force is needed.
- Older employees constitute an important experienced and knowledgeable source to meet the demand of labour force.



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Statutory age and average exit age in UNECE countries.



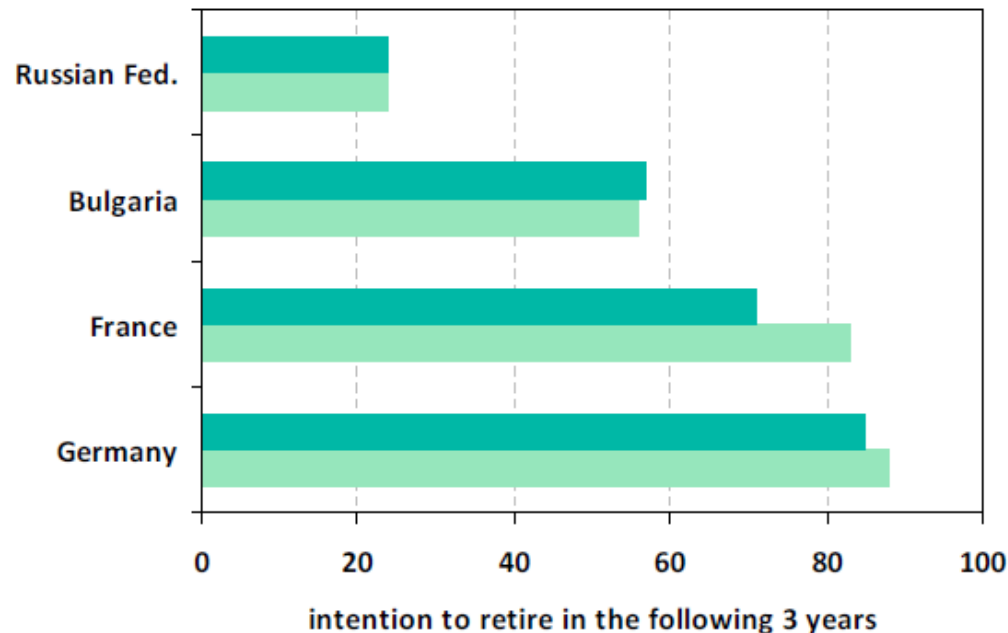
Source: Data refer to the latest available year from 2005 to 2008.
Data for EU countries: Eurostat. Data for the other countries: OECD.



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Introduction: Intentions to retire of older workers

- When asked about increasing the retirement age, the population in Europe does not favour an extension of the labour force participation to a great extent.



Percentage of paid employees approaching statutory age who intend to retire in the following 3 years, by sex. Selected countries.



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Towards a labour market for all ages: enhancing age-friendly conditions at the workplace

- Older workers may be willing to work longer, if work-life balance, an age-friendly working environment and further financial incentives are guaranteed.
- Encourage older persons to remain longer in the labour market if they are in good health.
- Encourage companies to employ qualified applicants in older age.
- create an ergonomic workplace which enables employees to work well and promotes their health.



Towards a labour market for all ages: enhancing age-friendly conditions at the workplace

- **Good Practice Example: “Benefits of Maturity” in Poland**
3 main activities to combat discrimination and negative stereotypes against 50+ workers:
 - awareness-raising: launch of a web portal including good practices and of a national mass media campaign;
 - seminars concerning age management, aimed at employers;
 - a nationwide competition for strategies to promote employment and professional development of 50+ workers.
- **Good Practice Example: International Innovative Employer Award**
 - the award recognizes employers whose innovative workforce and/or human resource practices address issues relevant to 50+ workers.



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Towards a labour market for all ages: experience of older employees as a resource

- Older workers may have valuable knowledge and experience and may be able to train, consult or mentor less skilled colleagues.
- Further skills of older employees include: accuracy, reliability and the ability to communicate with customers and colleagues.
- Member States may want to consider how to raise awareness on older persons' skills.
- **Good Practice Example: Bulgarian National Programme**
 - participants are hired with labour agreements in full- or part-time for a period between 3 and 30 months;
 - persons at pre-retirement age with high educational level have the opportunity to be appointed as consultants;
 - employers have the benefit of the gained skills and knowledge of their experienced employees.



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Towards a labour market for all ages: appropriate legal framework

- Flexible and attractive working arrangement can contribute to prolonging the labour force participation of older persons:
 - reduction of daily and weekly working hours;
 - introduction of part-time employment for older employees.
- An appropriate legal framework to improve and adapt working conditions to the needs of mature employees.



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Towards a labour market for all ages: appropriate legal framework

- **Good Practice Example: PARI Programme for re-employment in Italy**
 - the programme is aimed at the re-employment of disadvantaged workers, including workers aged 50+;
 - special employment benefits are granted;
 - the participant spends actively time in training, re-qualification and job search.
- **Good Practice Example: Gradual retirement at US University**
 - Cornell University in New York allows tenured faculty members to reduce their teaching, research, and administrative duties prior to full retirement;
 - the programme is available to all full-time faculty members after reaching age 55 and holding a full-time appointment at the university for at least 10 years.



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Education and skills training: maintaining competitiveness and promoting employment

- Professional training and retraining for age group 50+ should be actively supported.
- Employers and trade unions have a joint role in fostering continuous learning and promoting age-friendly workplaces.
- Technological awareness is extremely important for nowadays professions.
- Learning content should focus on:
 - access to new technology (computer and internet literacy);
 - improvement of language skills.



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Education and skills training: maintaining competitiveness and promoting employment

- **Good Practice Example: training opportunities in Poland**
 - implementation of projects to increase occupational activity of persons facing age-related labour market mobility constraints through individual action plans.
- **Good Practice Example: Finnish National Programme for Ageing Workers**
 - it targeted adult learners with IT programmes, distance learning and open universities, as well as financial support for older workers who continued in education;
 - regional training pilot projects were organised, embracing the need to update skills in fast progressing information technology and to discover innovative methods for training older workers.



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Promoting gender equality

During life course, women have the double burden of combining work and family caring responsibilities.

What can be done?

- flexible infrastructure of formal care for dependents with long-term care needs and childcare;
- prevention of gender discrimination and harassment at the workplace;
- involvement of men in care and family duties;
- tax system assessed according to gender criteria.
- **Good Practice Example: Swedish strategy**
 - 4 areas:
 - combat gender divisions in the labour market and the business sector;
 - promote equal conditions for entrepreneurship;
 - equal participation in working life;
 - equal working conditions.



Conclusions and recommendations

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- **Prevention of age discrimination in the labour market by:**
 - Providing an age-friendly environment
 - Improving public perception of older workers
 - Establishing the legal framework
- **Adult learning programmes**
 - Professional training to keep qualifications up to date
 - Access to new technologies, language skills
- **Gender sensitive employment policies**
 - Flexible infrastructure of care arrangements
 - Prevention of gender discrimination and harassment at the workplace
 - Involvement of men in care and family duties
 - Gender-assessed tax system



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Checklist: Age-friendly employment policies		
Goals	Policy Areas	Key Policy Elements
Diminishing age-discrimination in the labour market	Age-friendly work environment	Health promotion
		Improving intergenerational relations
	Awareness raising	Promoting positive images of ageing
		Addressing age-discrimination
		Promoting approaches for employing older persons
	Flexible work arrangements	Promoting gradual retirement
		Providing measures for daily or weekly working hours reduction
		Ensuring work-life balance
		Promoting part-time employment
	Enabling older persons to participate in the labour market	Life-long learning
Encouraging life-long learning		
Focusing on access to new technologies (computer and internet literacy), and improving language skills		
Matching skills needs with individual educational status of older employees and his/her life course		
Maintaining skills and experience of older workers		
Providing professional training in search for new position		
Gender equality		Developing infrastructure of home and formal care for family members in need
		Preventing gender discrimination and harassment at the workplace
		Involving men in home care duties
		Creating a gender-assessed tax system



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Thank you very much for listening...

- Questions:
 - Is there any specific good practice example that you would like to see added?
 - Where do you see a need for improvement?