Living and Working Longer, healthier, safer
The employee’s point of view and the case for
social dialogue

TAEN – The Age and Employment Network

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Chief Executive
What TAEN does

- TAEN a worker oriented centre of expertise on age and demographic change.
- Sister charity of GFTU Educational Trust, working with GFTU and TUC Union Learn
- Participant and supporter of social dialogue projects
- Many examples of initiatives and sources of information
- Engagement with workers seems not always recognised
- Research shows interventions in isolation less effective than an holistic approach.
Support from TAEN

• AARP Best Employers for Workers over 50 (international) Award
• Supporting social dialogue
• Training in age management
• Consultancy
• Knowledge/information
• Research
• Projects
• Membership,
How does HR Value the older worker?

• How easy will it be to replace this worker?
  • What potential does he or she offer us for development?

• How well does he or she do the job?
  • What are we losing if he or she leaves?

• What potential does he or she offer us for development?
• What are we losing if he or she leaves?

• How satisfying is it? Am I valued?

• How much do I need it?
  • How well am I coping in the job?
  • Entitlement to retire for “doing my bit”

• Pace of work, pressure, organisational change – how do they affect me?
• What other demands on me do I have to balance to do job?

How do I feel about my health, technology change, reorganisation, my skills etc?
What are issues?

• We hear a lot about people working into late 60s / 70s but biggest problem is dropping out in fifties.

• Lose your job at 50+ - hard to recover. 50-64 age group 30% economically inactive.

• Preventing early quitting and keeping people work-able requires a joined up approach covering multiple aspects of working conditions.

• Changing career or job mid life

• Joined up thinking, demographically aware HRM policies, age management. Winning the workers’ support.
Example: We are living longer but not all of us are living healthy

- Ageing can be healthy or unhealthy.

- How will we encourage and support our people to live healthy lives?

- Ability to work, mental health and enjoyment of life will all be enhanced!

- Work can damage or enhance health.

- Supporting exercise is a great way to engage with employees.

These veteran athletes are very fit – and very old! Look at the numbers on their vests – what do they tell you? How did they get that way? Could they still be in paid work?
Combining Work and Fitness

• How easy to combine exercise with work? Help workers prioritise fitness?

• Health promotion plays key role in the organisation’s personnel policy?

• Organisation of work considers ergonomics, job-design, and workplace design? Management style? Culture?

• Health related services (e.g. health check-ups, flu jabs, non-smoking seminars, physio, anti-stress-seminars, nutrition/diet advice, etc.)?
SNOVE (Supporting needs of older and vulnerable employees)

- Leonardo / EU life long learning programme

- Transfer VET experience with older workers around employability and financial literacy - vulnerable employment or re/entering labour market.

- French, Finnish, Bulgarian, NL partners, led by GFTU, workers learning organisations.
Law on compulsory company bargaining on employment of older workers (France)

- Adopted December 2008 places obligation on social partners to conclude company agreements on the employment of older workers.

- Content decided by the parties - many such agreements or plans introduced simply to comply with the law.

- BUT main result - to force the social partners to prioritise this issue on their agenda.

- 2001 anti-discrimination law, 2004 health at work plan and the 2005 law on disability plus publicity campaigns have highlighted positive impact of older workers.

- Agreement in GDF Suez provides employees aged 55 + must be at least 12% of the total workforce. Many other examples.
SAATT (Supporting active ageing through Training)

- Develop and deliver training package for workers and TU reps about ageing employees and best practice.
- Strand 1 workplace focused Delivered by TUs
- Strand 2 - individual focus delivered by TUs and employers after the action.
- Social dialogue funding
The Good Working Life Project

• 2000, initiated with local authorities association and public sector union.

• Aim – motivate teachers to stay employed instead of taking early retirement.

• Survey showed that only a few teachers intended to say till 65.

• Also showed that changing work content, reducing working hours and other initiatives would have an impact on intentions to stay.

Source: Horsens 1
Dealing with Stress and Burnout

• Survey showed much stress and burn out.

• Now many teachers are sent on 2 week course, “educated and guided” in how to handle difficult children with behavioural problems or difficulties adjusting to their environment.

• Free consultations with psychologist offered all teachers under pressure.

Source: Horsens 3
Lifelong Learning and Training - Horsens

• Many primary schools offer 50+ teachers special refresher course, to combine theory with practice and learn about new trends/research

• Management hopes teachers following course will be more committed to continue working.

• Teachers relieved of duties whilst on 7 week course. Course - organised by municipality, FTF and Danish School of Education.

Source: Horsens 2
Flexibility – BT Examples

• BT Work “what you do, not where you go”

• 14,500 work from home, 75,000 work flexibly in some way

• Part time, compressed hours, job share…

• Achieving the Balance web site

• Dedicated site for home workers
Policies for working carers

- Individuals need to combine work and care
- Returning to job after period out
- Practical arrangements to support working from home
- Flexible hours, part-time work, care leave, ad hoc day-care facilities,
- Promotion and development of ICT for telework and telecare.
- Support for range of problems including at short notice
Active ageing in European Chemicals Industry

• Partners IndustriAll, ECEG and FECCIA
• Effect of demographic change, active ageing and equal participation of women
• Survey, conference, tool kit (self assessment tool, age structure analysis)
• Case studies
European Chemicals Survey - Have demographic change and age management issues been discussed jointly?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>Discussed with works council or other employee body</td>
<td>56.3</td>
<td>43.7</td>
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<tr>
<td>Discussions held under collective agreement dealing with age management and demographic change</td>
<td>37.1</td>
<td>62.9</td>
</tr>
<tr>
<td>Issues shared with employees generally – e.g. discussions with managers, seminars, briefings</td>
<td>43.5</td>
<td>56.5</td>
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</table>
Q8 Does company use these ways of adjusting working time?

<table>
<thead>
<tr>
<th></th>
<th>workers generally</th>
<th>older workers</th>
<th>Not available</th>
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</thead>
<tbody>
<tr>
<td>Working time accounts (e.g. flext ime, annualised hours) part time working or working flexibly</td>
<td>72.4</td>
<td>5</td>
<td>22.7</td>
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<tr>
<td>Leave for workers with caring roles, career breaks or other longer term ways of allowing time out of job</td>
<td>55.2</td>
<td>4.4</td>
<td>40.3</td>
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<tr>
<td>Rights to opt out of specific shifts or shift patterns</td>
<td>23.8</td>
<td>9.4</td>
<td>66.9</td>
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Q13 Personnel planning policies – comparing priorities

Age analysis

- Yes: 33%
- No: 67%

Retirement Planning

- Yes: 34.7%
- No: 65.3%

Succession planning

- Yes: 29%
- No: 71%

Retirement reasons analysed

- Yes: 58%
- No: 42%

Policies to address early retirement

- Yes: 51.1%
- No: 48.9%

Generational Knowledge Transfer

- Yes: 46.6%
- No: 53.4%

Recruitment of older workers

- Yes: 27.3%
- No: 72.7%

Age diversity fundamental

- Yes: 27.3%
- No: 72.7%
Q9 Health Promotion “In place” responses (% N = 181)
Q10 Career Development and Motivation
“We have” responses (% N= 181)

- 62.2% Career development interviews - no age barrier
- 34.8% PD Plans continue as age changes work roles and rotate jobs
- 20.4% change work roles and rotate jobs
- 22.7% OW made aware of continuing value up to retirement
What does great look like?

• BASF Mannheim, Germany
• Small leadership team drives age management approaches throughout company
• Local management and worker engagement
• Works council totally engaged in process
• Collective agreement in chemicals industry supports dialogue.
Collective agreement in German chemicals industry

• “Working life and demographic change”
• Put in place policies for sustainable staffing
• Support for extension of working life
• Firms can choose from long-term working time accounts, partial retirement or pension schemes, pension plans based on the corresponding collective agreements or additional disability insurance.
The value of the older worker

• Pushing people out at 60 makes no sense, but remember that many workers don’t even get that far.

• Positive attitudes are too often talked about but not implemented.

• You may have workers over 60 or 65 but how many do you recruit in their 50s and 60s?

• We can work with you on a business case for age management, support and engage your employees, ensure an effective employee voice.

The picture shows Live passengers of a US Airways flight landed on the Hudson River by Captain Chesley Sullenberger aged 57. His union successfully negotiated the retirement date change from 55 to 60.