



EXTENDING WORKING LIVES

BEST PRACTICE CASES

WORK PACKAGE 3 | TASK 2

COMPILED BY

(ANALYSED COUNTRY)

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1. Introduction and summary

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(1) The objectives of this report

This report is a compilation of cases on company/organisational level and stakeholder/social partner level. These cases can be considered innovative best practice cases concerning the goals of higher employment rates of older workers and higher numbers of weekly hours worked per worker. The cases cover 13 countries analysed in MoPAct work package 3 (Extending Working Lives). Government policies are not reported here, they are to be found in a separate work package 3/task 2 report.

Extending working lives and raising the employment rate of older workers, aided by lifelong learning, are key responses to the demographic and welfare challenges of an ageing workforce. MOPACT's work package 3 is aiming at identifying innovative, effective, sustainable and transferable private and public sector strategies that encourage and enable older workers (1) to stay longer in employment (pre & post retirement age) and (2) to intensify lifelong (vocational) learning (LLL). The overall MOPACT application requests wp3 to focus on two levels: (1) approaches at organisational/employer level and (2) the level of national policies and stakeholders (inclusive social partners) 'in different welfare regimes in the EU and outside'. In accordance with the project leader wp3 decided, to deliver two reports: (1) one, which is submitted herewith, which primarily focuses on 'good practice' at the organisational/employer level, and (2) one which focuses on innovative, effective, sustainable and transferable *national policies* (and herewith *related* stakeholder activities). For both approaches the 'standards for identifying innovative, effective, sustainable and transferable strategies in age-related employment and life-long learning' developed in task 1 and finished in 2013 (available under <http://mopact.group.shef.ac.uk/research-posts/findings-5/>) served as research criteria.

This is the *first* report on wp 3 task 2, 'mapping the current "state of the art" of "good practice"-measures, approaches etc. at organisational/employer level. However we decided to restrict our research activities not solely to what is done by companies and employers but also to include those activities conducted by non-public actors outside the organisation/employer level but notwithstanding are aiming at directly *influencing* ('good practice') older workers related 'good practice'-measures, approaches, strategies etc. on the organisational/employer level. The second report on wp 3 task 3 then will solely identify, describe and briefly evaluate explicitly public policy approaches. Consequently this report gives insight in not only | what is/has been done, is suggested, planned etc. by organisations but also by social partners (trade unions and employers associations), other relevant non-public organisations like chambers of commerce, chambers of work, NGOs, expert commissions, representatives of older persons/workers, researchers/scientific community and/or others.

With respect to the EU level this report allows insights into 12 EU member states (Belgium, Czech Republic, Denmark, Germany, Italy, the Netherlands, Poland, Spain, United Kingdom and the three Baltic countries Estonia, Lithuania, which represent the well-known welfare-regime-typology (which by the way is not very helpful when it comes to explain national employment strategies).

Looking ‘outside’ (second sub-aim) this report allows restricted insights into the ‘state of the art’ in good practice in corporate age management” in those foreign countries which were engaged in the AARP International Innovative Employer Award (between 2010 and 2014), which recognizes non-US-based employers who have made creative efforts to address issues relevant to older workers (Australia, Canada, Japan, Malaysia, South Korea, Singapore and USA). In other words, when focusing on “best employers” it is/was not aim of the AARP initiative to award national public policies. For the purpose of this report TUD re-analysed the winners of three AARP Awards outside Europe (2010, 2012 and 2014). You will find the respective results in the appendix.

(2) How we proceeded

When working on the ‘state of the art’ at the organisational/employer level wp 3 decided due to the limited amount of time and manpower to do this on the basis of templates delivering short fact sheets. Partners were asked to identify, describe and briefly evaluate (SWOT) such (‘good practice’) innovative and sustainable measures, approaches, initiatives, plans, programmatic proposals based on national research etc. representing either directly the organisational/employer level or have been launched/developed/suggested etc. by non public policy actors. Partners were free to identify which actors and which approaches/measures might be worth addressed.

As overarching search criteria for identifying respective approaches, which represent the “state of the art” in the respective countries, the dimensions in the conceptual framework (inner circles in figure 1) should be used (social innovation, the different dimensions and in particular of the multi-complexity of (the concept of) employability, life course orientation, work-life balance, quality of work and life, good practice, age management, mixed strategies, comprehensive approaches etc.). In this context partners were explicitly asked to focus on ‘mixed’ actors/”mixed” approaches.

To better systematize and evaluate ‘good practice’ partners were asked to distinguish between two levels (being aware of the fact that it sometimes might be difficult to distinguish strictly between the two levels):

- (1) *Innovative and sustainable approaches etc. promoting the **supply side of labour***, e.g. aiming *directly/immediately* at enhancing the employability of an ageing workforce/older workers (individually and collectively) on the organisational level in order to make/keep them able, prepared and willing to prolong working life and/or extend LLL voluntarily and ‘in dignity’ (e.g. by measures improving their employability, their quality of their work etc., innovative ‘good practice’ in corporate age-management). Here the main focus are company activities aiming at concrete positive effects on the organisational level and thus on the supply side of labour inside companies.
- (2) *Innovative and sustainable approaches etc. promoting the **demand side of labour***, e.g. aiming at organisations/employers and/or providers of LLL in order to raise their willingness and preparedness to recruit/retain/support/address etc. older workers. Here the main focus is the level of stakeholders including also social partners, expert commissions, NGO`s and others non-public actors. Partners were asked explicitly to identify such (‘good practice’) approaches etc. etc. that either have proven success or are seen in their countries as being successful in

order to raise companies'/organisations' willingness and preparedness to recruit, retain and/or promote an ageing workforce/older workers. Here the intended effects primarily refer to strengthening the demand side of labour both in organisations as well as on the labour market as such.

WP 3 partners were fully aware that many of the examples identified, described and SWOT-evaluated in certain dimensions might have a relationship with public policy initiatives, e.g. are embedded, are taken as starting point, are adapted/transferred to age-related 'good-practice'. In this case partners were asked not to focus on the respective public-policy background but instead on the way how this has been used and adapted and/or which incentives have been given for the practice etc.

Keeping in mind that wp 3 is not only aiming at 'good practice in corporate age management' and not simply at well-known "older-worker-policy-approaches" partners were asked to take up a broader perspective. They were explicitly

- encouraged to report on ideas/suggestions etc. that are not yet put into practice but which in their countries are seen as being innovative and successful for the two overarching goals of extending working lives and LLL;
- asked to take up the linkage between formal and informal work – as mentioned in the official description of wp 3 in the application; taking into consideration that linking ageing of the (paid) workforce with informal work and/or civic engagement/social volunteering (societal usefulness as one of the core dimensions of the concept of active ageing) can be regarded as an socially innovative approach;
- asked to take up the following overarching dimensions of MOPACT: gender issues, disability, intergenerational solidarity, older long-term unemployment, reducing social inequality, regional differences, older migrant workers etc.

To help better identifying, describing and briefly evaluating (SWOT) such "innovative and sustainable approaches" depicting the "state of the art" partners were provided with templates (fact sheets). They were asked to fill in one template/fact sheet per approach/initiative. The goal was to have a kind of library of fact sheets concerning innovative and sustainable approaches etc. on the two levels of action mentioned above. For each of the examples partners were asked to add a brief SWOT-analysis, their (empirically proven, possible, expected) effects, their preconditions to be successful, their transferability or not (also due to negative effects), possibly across countries/sectors etc. In all partners were asked to identify 25 approaches/initiatives/measures/suggestions at maximum which in the respective countries.

(3) Lessons to be learned

This report is a compilation of cases gathered in the way above described. In all we identified 115 cases on the supply and 39 cases on the demand side (154 cases in total since a few cases cover both sides). They can be considered as innovative ("good practice") cases concerning the overarching goals of wp3. The basic classification criterion is if cases concern the *supply side of labour* or the *demand side of*

labour. 'Supply side' implies that measures could raise workers' ability or motivation to work, i.e. the activity (e.g. by a company) is meant to change the respective workers. For example, health programmes could improve workers' ability to work, and flexible working times could raise their motivation to work. In contrast, "demand side" approaches do not aim directly at workers, but on their chances to be in paid employment, to receive measures aiming at their employability and/or at participating in Life Long Learning. Examples here are companies hiring older/retired workers, image campaigns by trade unions or collective agreements guaranteeing better and/or sustainable jobs to older workers.

The different number of cases per country results from two main factors, (1) the different state of affairs in these countries, and (2) the state of the literature. Each country chapter is introduced by a short summary of reported cases, written by our partners. The cases of "good practice" referring to the supply side reported here are supposed to reflect a wide range of innovative approaches by different actors, that is, companies, organisations and social partners of different sizes, from different sectors, and with different financial/HR capabilities. This selection can be used as a source of activities which can be imitated and adapted to specific circumstances. For the further steps of MOPACT wp3 research activities these examples of "good practice" will – among others - serve as starting points for in-depth-studies which will be done in task 3 and task 4.

Against the background of the different states of affairs of the countries involved it is difficult to draw general conclusions which refer to the EU level. Among the countries involved we find 'early movers' (like Belgium, Denmark, Germany, the Netherlands and the UK) – due to a longer developed "older-worker-consciousness". Here the reported examples of good practice on both sides, the supply as well as the demand side, can be interpreted as more innovative and comprehensive. Even a life-course orientation could be identified in a few cases. However "good-practice" organisations mainly represent large organisations, where long-term personnel planning is the rule. On the other side the vast majority of small and medium sized companies also in the early mover countries are still in the state of developing workplace and employment related age-awareness.

Our material also allows us to speak of 'late' movers, partially even of 'non-movers'. Nevertheless, also here our partners found innovative examples but which can mostly be classified as isolated applications. It will be the task of further research to look deeper into this research material.

The two core messages from the collection of best practice examples are:

- (1) There are numerous easy-to-devise and easy-to-implement instruments which are highly transferable between various sectors, company/organisations of different sizes and countries. For example, basic *health/ergonomics measures* like lifting aids for blue collar workers or height-adjustable desks for white-collar workers are easily transferable. This also applies to healthy nutrition measures. Equally easily transferable measures are free health offers like free checkups beyond what health insurances pay, psychological counselling (against the backdrop of a rising prevalence of psychological disorders), back training and sports offers (possibly in cooperation with local sports clubs) or on-site relaxation offers to ease work stress.

Also some *hiring policies* are easily transferable, whereas this mainly results from special circumstances such as a lack of skilled labour or government subsidies for the hiring of (older) long-term unemployed workers. This also applies to *silver work* programmes (e.g. re-hiring retired workers for project work of limited duration or just continued employment despite the respective person reaches legal retirement age). Yet, these arrangements strongly depend on older workers' attractiveness to employers, i.e. these measures merely deal with existing circumstances and probably will not affect the bulk of employees.

Concerning *further training*, an on-the-job-measure are aged-mixed teams which could transfer state-of-the-art knowledge from younger workers to older workers (a by-product could be that older workers perceive less age discrimination). Other further training measures are apprenticeships for older applicants or e-learning offers.

Also in the case of *self-employment* there are measures, primarily focused on mentoring, networking or simply spreading knowledge concerning the possibilities.

- (2) There are a smaller number of highly innovative approaches. Examples here are *career-planning* measures which also can avoid what might one call 'retirement by default' (in the case of 60+ workers) or (at a different company) prevention of early demotivation of younger workers due to the reconciliation of preferences, skills and job requirements.

Related to this, one project conducted by four Belgian companies in the high-skilled white collar sector allows experienced workers to work for a different one of these companies. The programme is managed by a consultancy company and facilitated by a business network for corporate responsibility. All four companies are engaged in similar business profiles, so that (besides high inter-company trust) similarity between companies is crucial. This example provides a good role model for similar groups of companies considering such a programme.

Another innovative measure goes to the root of the problem that the bulk of workers is working for *companies too small* to have a professionalised HR department. Danish 'senior packages' to SMEs is provided by a fund (under a national Ministry) and helps SMEs in what might simply be called 'age management'.

In the case of *general employability*, a highly innovative Dutch example is an 'interactive digital portal' where employees can check their employability through their own account and see which facets of their employability they have to improve (a plan can be devised and change can be monitored).

A German measure also related to general employability oversteps the border of the company's direct responsibility and *cooperates* with a local centre for marriage, family and vital questions in order to reduce non-work-related risks to employability. Similarly, some organisations/companies explicitly define different life phases and try to pay heed to employees' private circumstances. One very early intervention approach in Germany is the constant contact between female employees and the organisation already during the time of childbirth.

Focused on the *retention* and especially *hiring* of older workers, an initiative in a Polish region tried to change attitudes towards older workers with a measure targeted at a huge variety of stakeholders, such as employers, media, local government, NGOs etc. A Czech measure related to the same problem (hiring of older applicants) conducted by an HR agency creates a forum where older jobseekers get into contact with employees and business managers. Normally even their opportunities to present themselves at job interviews are weak if they are rejected on grounds of age. Also in this area a Spanish example shows how an NGO related to a personal service provider developed a huge database with older jobseekers. Companies can advertise there and can get consultation to find a suitable candidate and get information considering contracts and subsidies. Also this could help especially SMEs.

This is just a small selection of measures that can be considered *innovative*. All of these measures are (with some adaptations to special circumstances) transferable. Some of these measures are *low-cost measures*, which raises their transferability, some come with higher costs, yet nevertheless costs can be outweighed by benefits.

Referring to the *conceptual framework* (wp1 deliverable, figure 1 on page 10), “good practice examples” here reported are located in one of the central circles, that is, they can directly lead to longer working lives and are affected by factors in the outer circles. These factors are, for example, national policies (e.g. subsidies for the employment of long-term unemployed), overall economic prospects (e.g. business cycles) and the overall demographic situation (e.g. lack of skilled labour). It can be assumed that without positive external factors, “good practice” cases neither would have been implemented nor remain sustainable cases. In policy terms, the goal has to be to incentivize and enable organisations/companies to implement, improve and stabilize their respective measures in order to extend working lives of their staff. From German research about “good-practice” it is known that “good practice” might also raise – next to job satisfaction – also the productivity of older workers and their willingness to stay longer in working life.

The latter is a particular challenge for SMEs; taking also into consideration firstly since in virtually all European countries the bulk of workers is working in SMEs and not in large companies and secondly because the size of SMEs disallows them to have large and specialised HR departments. This also implies that smaller organisations can cherry-pick parts of large and comprehensive solutions conducted by large corporations. These might serve as role model for them however adequately adapted to the special circumstances of SMEs.

(4) How to use this selection of “good practice” for further wp3 research steps ?

The collection of cases below serves two purposes: Firstly, it serves as examples for other interested groups (key actors, social partners, stake holders, companies, NGO’s etc.). For wp 3 the second purpose is also of relevance: this selection of cases will serve us when it comes to select in-depth business case studies. In doing this different topics to be covered presumably will be health (physiological and psychological), work-life balance/family/flexibly working times, motivation/work organisation, lifelong learning/training, work after retirement, integration of unemployed workers/recruitment, mid-term career review, overarching dimensions (gender, migrants, intergenerational solidarity, disabled

workers, social inequality, regional dimensions), integrated approaches. Organisations/companies should cover different sectors, organisations/company sizes as well as public and private organisations.

Based on an overview of which cases cover which topics, initial target organisations/companies will be selected. During contacting/recruitment the overview will be constantly updated, based on responses. In the case of refusals, substitute cases covering similar topics will be selected and contacted.

(5) The Global Perspective

An ageing workforce is not only concerning Europe. In search of accomplishable and innovative solutions the 'global' perspective that includes countries from Asia and from the English speaking world needs to be taken into account. The AARP Best Employers International Employer Award gave us a chance to "look outside". It offers a wide range of interesting manners to deal with an increasingly high share of older workers. In the appendix examples from Singapore, Malaysia, Japan, South Korea, Australia, USA and Canada are described.

What can be learnt from the look 'outside the box'? The topics of the measures are alike: as in Europe these include particularly health, training and working hours. A good balance of work and life is one of the key factors to facilitate a longer working life – and this refers more and more to the care of elderly. Especially in Asian countries rehiring retirees is a widespread measure to keep older workers in the company and to benefit from their experience. When rehiring retirees the conditions are renegotiated between the employer and the employee. In many Asian companies it is common that older workers earn less than during their previous engagement, according to their performance and to avoid excessive salaries. High salaries accumulated in a working life are for many companies a barrier to hire older workers. In the examples from the English speaking countries furthermore the importance of financial planning for retirement is highlighted; furthermore, recruitment policies to avoid age discrimination, flexible work arrangements as well as health and training measures contribute to a longer working life.

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2. Best practice cases

2.1 Belgium

Elisa Martellucci

Supply Side of Labour		Demand Side of Labour	
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KBC	20		
Axa Belgacom KBC SD Work	24		

Summary

In Belgium we identified several working practices aiming at improving working conditions of older workers as the percentage of over 55's workers is about 39.5%. Despite the high number, many cases present similar features, thus, in this summary, we decided to focus on four main approaches; two oriented to the supply side and two on the demand side of labour.

1) The project *experience@work* created an external platform to exchange experienced employees on a temporary basis among four companies: Axa, Belgacom, KBC et SD Work. Through co-sourcing between the partner organisations, older employees have the opportunity to use their skills in new environments and thereby be motivated to stay in the workforce longer. The project is managed by the consultancy HazelHeartwood and was facilitated by Business & Society, the business network for corporate social responsibility, and by the VDAB, the professional training and employment office for Flanders. The platform represents a smart way of keeping older employees at work and preventing talent and experience destruction. Employees might receive a financial incentive when accepting temporary assignments. The system once has been put in place is not costly, making it sustainable in the long term. On the other hand, the companies that engaged so far have all a very similar business profiles. The transferability of such approach is limited to groups of companies that have developed a mutual trust.

2) Cevora was founded by social partners (employers/employees) to promote training programme and employment opportunities. It's role is the conception and coordination of training projects for enterprises, jobseekers and employees. Cevora recently developed *l'action Conseil en formations pour les 50+* to provides a special coaching to enhance skills and eventually overcome shortcomings of over 55's employees. The interviews focus on the current position of the employee, his experience and future interest and function. The coach will then determine the training needs of the worker and eventually recommend courses.

3) In 2006 the ArcelorMittal Gent designed a project called PER 2000 to collect the production-technical knowledge from experienced employees and make it available to everyone who needs it in the factory. PER 2000 was implemented by the education and training department of the company. The project allowed to store the experience based knowledge of senior workers and to organise its transfer to younger workers in a systematic way. The purpose of this project is to inventory all knowledge and know-how workers need to have to perform their work efficiently. This portal is used to upgrade job profiles. As soon as the required knowledge and skills for specific positions change, the job profiles are adapted. Through automatic reporting the system indicates which employees still have to acquire this additional knowledge to be able to carry out these modified tasks.

The platform represents a smart way of keeping older employees at work and preventing talent and experience destruction. Employees might receive a financial incentive when accepting temporary assignments. The system once has been put in place is not costly, making it sustainable in the long term.

4) FEP is a federal fund that was created to increase the employment rate of older workers in Belgium. It encourages employers to offer their older workers working conditions that meet their specific needs and at the same time encourages older workers to stay active by providing better working condition. Within this context, the FEP aims at subsidizing *ad hoc* projects and raising awareness on the topic of older workers' needs.

5) In 2007, Sodexo put in place a strategic plan with the scope of strengthening motivation of 55+ employees. The strategic plan is structured around four key pillars:

understand the company realities and its age composition, particularly through structured statistics and reports;

recruit new employees without discrimination related to age;

Recognize the needs of 55+ employees' with training information, coaching sessions and individual interviews;

ensure the well-being at work with an analysis of the work environment and the issues that might be created by changing some aspects of the daily work, such as night shifts, modification of the workplace, additional training.

So far, Sodexo reported the following results:

Recruitment of 50 "senior" (55+).

Internal promotions of 55+ employees with the share growing by 4.20% in 2008 to 8.45% in 2012.

The number of 55+ employees in training grew by 3.83% in 2008 to 7.51% in 2012.

CEVORA (supply side of labour)

1.	<p>Actor: CEVORA</p> <p>Cevora is a Belgian Institute founded by social partners (employers/employees) to promote training programming and employment opportunities. Cevora is governed by a general council (joint committee) and a board of directors. Both bodies have a bipartite and joint nature, so they are equally composed by representatives of employee's and employer's organisations. Cevora's managing director is in charge of a team of experts active in labour market issues and specialists in training programme. Their role is the conception and coordination of training projects for enterprises, job seekers and employees. Cevora does not provide training itself, but functions as an administrator, relying on public and /or private subcontractors to carry out the actual training projects.</p> <p>In practice/idea/proposal/ State of the art: What is being done?</p> <p>With the Council for 50 + (<i>l'action Conseil en formations pour les 50+</i>) Cevora provides a special coaching to enhance skills and eventually overcome shortcomings of over 55's employees.</p> <p>Within this regard, Cevora also carries out other activities targeted to over 45's workers, such as:</p> <ul style="list-style-type: none"> Promoting the recruitment of older jobseekers Giving allowances to companies that organize training programmes for this specific group of people. <p>Public incentives used?</p> <p>Cevora is financially funded by mandatory contributions calculated on the total payroll of all enterprises within the sector (0.20%)</p>
2.	<p>Reasons (initiating dimensions)</p> <p>To extend working life and employment opportunities of older workers and assist employers in the management of older workers</p>
3.	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability/ Is the approach targeted especially on older workers or on all age groups?</p> <p>The approach initiated by Cevora within the Council for 50 + is developed on a voluntary base. As first step, the employee has to register to the coaching. Within the two following weeks the training advisor will contact the employee to schedule an appointment. The interview may be conducted during or outside working hours. The interview will focus on the current position of the employee, his experience and future interest and function. The coach will then determine the training needs of the worker and eventually recommend courses.</p>
3.2	<p>Values/Motivation</p> <p>The organisation of interviews and specific training enhance the employee's motivation. In addition, the employer will receive a bonus of 40 euro per day of training.</p>
3.3	<p>Professional Competence (Lifelong Learning)</p>

	With this initiative Cevora assists enterprises to reclassify/and or maintain the work experience level of older employees
5.	Life course orientation The initiative supports employees and promotes their careers training or career re-orientation.
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) Cevora plays an important role in the Belgian vocational training system, creating a direct link between the supply and the demand side of labour as is based on consensus between the employee and employer representatives. <i>l'action Conseil en formations pour les 50+</i> assists enterprises in the management of aged workers and provide them with allowances in case the employer will be re-trained. As is paid by employer's contributions, the system might be seen as an additional burden on the employment costs.
9.	Further relevant information (also sources such as literature, interviews etc.) (http://www.cefora.be/)

The family support service of Brussels (supply side of labour)

1.	<p>Actor: The family support service of Brussels (Service d'aide aux familles bruxelloises) Sector: Social service</p> <p>The family support service of Brussels it is a Belgian no-profit organisation that provides a range of services to older people, people with disabilities and their families in order to avoid hospitalization or nursing home placement.</p> <p>The FSS services can be articulated under 4 main tasks: Daily living (family or routine household tasks, care and supervision of children, cooking, ironing, and washing) Health and Hygiene Education and empowerment administrative support (assistance in administrative procedures and organisation of the budget)</p> <p>The goal of the organisation is not only to provide care, but also to promote empowerment and stimulate autonomy.</p> <p>In practice/idea/proposal/ State of the art: What is being done? FSS organized a series of training for 45+ employees to let them acquire certified competences on coaching. The scopes of the course are twofold: improving the relation caregiver –patient and upgrade the skills of the workers in order to improve their career perspectives. The training aims at deepening the psychosocial skills of the caregivers that are generally only trained on technical housework. The course is based on neuro-linguistic and psychological theories. In practice, the course teaches different techniques to improve the relational dynamic with the patient. It is structured in two phases for a total of 150 hours of training (20 working days per employee).</p> <p>Public incentives used? The course is almost entirely funded by public subsidies: 70% by the <i>Fonds de l'Expérience professionnelle</i> . Thanks to the educational leave system which reimburse the training hours, FSS can replace the trainees that temporarily absent.</p>
2.	<p>Reasons (initiating dimensions)</p> <p>The skills acquired by the FSS caregivers are mainly related to technical housework. Despite the complex social environment where the FSS works, the employees often don't have the formal competences to develop a sound and effective working relationship with the patient. Given the low turnover of the organisation, the course wants to provide both a skill upgrade and to strengthen employees' motivation.</p>
3.	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability/ Is the approach targeted especially on older workers or on all age groups?</p>

	<p>The course is targeted at 45+ workers which represents the majority of FSS employees. The training course on coaching has the value added of: Enhancing the professional competences of the employee in a later stage of his working life. enhance employees' motivation by giving the tools to potentially improve the relation caregiver- patient</p>
8.	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) The course represents a good opportunity to upgrade skills and motivation of FSS employees. The second edition of the course will be organized only if the federal "<i>Fonds de l'Expérience professionnelle</i> will provide the organisation with sufficient funds.</p>
9.	<p>Further relevant information (also sources such as literature, interviews etc.) Sources: - Short interview with the director of the organisation - Project report</p>

Sodexo (supply side of labour)

1.	<p>Actor: Sodexo Sodexo is a French food services and facilities management multinational corporation. In Belgium it employs around 3000 people.</p> <p>In practice/idea/proposal/ State of the art: What is being done? In 2007, Sodexo put in place a strategic plan with the scope of strengthening motivation of 55+ employees. The strategic plan is structured around four key pillars: understand the company age composition, particularly through structured statistics and reports; recruit new employees without discrimination related to age; Recognize the needs of 55+ employees' with training information, coaching sessions and individual interviews; ensure the well-being at work with an analysis of the work environment and the issues that might be created by changing some aspects of the daily work, such as night shifts, modification of the workplace, additional training.</p> <p>So far, Sodexo reported the following outcomes: Recruitment of 50 "senior" (55 +). Internal promotions of 55+ employees with the share growing by 4.20% in 2008 to 8.45% in 2012. The number of 55+ employees in training grew by 3.83% in 2008 to 7.51% in 2012.</p> <p>Public incentives used? NO</p>
2.	<p>Reasons (initiating dimensions) In Belgium, the Sodexo group employs 3,000 people and nearly one eight is over 55 years older. Thus, the underlying reason is to extend working life and employment opportunities of this category of workers.</p>
3.	<p>Description of approach The action plan developed by Sodexo is based on a multilevel approach which entails: No age-related discrimination in the selection process and recruitment; Organisation of seminars, at least once a year, to all employees aged 55 and over, regardless of their function; Organisation of individual career coaching sessions; Creation of a working group "55 +" to address the reality of the work of this group of employees and implement actions to improve the quality of their daily lives. The project has been put in place with the scientific support of Hasselt University. Managers have also been trained on intergenerational team management (how to eliminate stereotypes, create a spirit of inclusion).</p>

3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p> <p>The action developed by sodexo encompasses different levels: Training, Counselling and Change in recruitment policy.</p>
3.2	<p>Values/Motivation</p> <p>The main scopes of the projects are:</p> <ul style="list-style-type: none"> enhance the motivation of older workers ensure their personal and professional development with training better prepare older workers to the transion from employment to retirement.
8.	<p>SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)</p> <p>The approach developed by Sodexo is based on several activities that encompass training, age friendly recruitment policy and targeted internal/external communication. Such integrated initiative required an age friendly managerial approach, supported by an external scientific and strategic advice. Other Large companies with a well-established HR department - rather than small one- are more likely to adopt such approach.</p>
9.	<p>Further relevant information (also sources such as literature, interviews etc.)</p> <p>http://be.sodexo.com/befr/engagements/employeur-responsable/diversite-et-inclusion/quatre-generations-sur-le-lieu-de-travail.aspx</p>

KBC (supply side of labour)

1.	<p>Actor: KBC - Belgian bank</p> <p>In practice/idea/proposal/ State of the art: What is being done? KBC recently adopted the “Minerva” plan. The project is specifically targeted at 62 years old workers. Once the employer has reached the age of 62, he might choose between five different career paths; either within KBC or with another employer. So far, 200 KBC employees have opted for this new career approach. The Minerva plan has been developed with the active involvement of social partners.</p> <p>Public incentives used? No</p>
2.	<p>Reasons (initiating dimensions)</p> <p>According to the data reported by KBC, 30 KBC employees reach every year the age of 62. In five years, this percentage will increase to 300 a year, and even 500 in ten years. Thus, the underlying reason and scope of the Minerva project is the aging of the workforce as well as diminishing early retirement.</p>
3.	<p>Description of approach</p> <p>The Minerva plan entails the employee's choice among 5 different working paths:</p> <p>Path 1: Working time and functions remains unchanged</p> <p>Path 2: Working less: the employee continues to work within the same function, however he can choose to opt either for a vertical (working in blocks of days or not working for some months and working full time in others) or horizontal reduction of working time.</p> <p>Path 3: lighter tasks: Working time will not change, however the employee can choose for a less demanding job in terms of responsibilities and / or complexity level. He can for example move to a support function.</p> <ul style="list-style-type: none">- Path 4: Combination of reduced working time and less demanding tasks.- Path 5: The employee decides to work somewhere else while maintaining his contract at KBC.

3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p> <p>The Minerva plan policy focuses on the sustainability and optimal employability of all employees within the organisation. This by taking into account their actual life cycle and all specific needs that go with their life cycle.</p>
8.	<p>SWOT analysis</p> <p>KBC offers their older employees the possibility to choose among five different career paths after they have reached the age of 62. To further extend the plan, KBC advocates the revision of the national legal framework. In the current context, Belgian social legislation and thus HR rules limit the flexibility and operational employability of 50+ employees.</p>
9.	<p>Further relevant information (also sources such as literature, interviews etc.)</p> <p>https://multimediafiles.kbcgroup.eu/ng/published/KBCCOM/PDF/COM_BDV_pb_eindeloopbaanproblematiek_fr.pdf</p>

Professional experience Fund (demand side of labour)

1.	<p>Actor: Professional experience Fund. Fonds de l'expérience professionnelle</p> <p>In practice/idea/proposal/ State of the art: What is being done? FEP is a federal fund created to extend the employment opportunities of older workers in Belgium. It offers employers the opportunity to provide their older workers with working conditions that meet their specific needs and -at the same time -stimulates older workers to stay active longer. In 2012, FEP funded projects for 2.518.707,00 euros. The number of subventions submitted was 248 (175 from the Flemish community, 61 from Wallonia and 12 from Brussels) and only 189 have been positively selected.</p> <p>Public incentives used? The FEP is entirely funded by the Belgian Federal Government</p>
2.	<p>Reasons (initiating dimensions) Increase employment rate of older workers in Belgium</p>
3.	<p>Description of approach The FEP subsidises employers who invest in adapting the work environment of their older workers. Examples of projects funded are: Ergonomic improvements: adaptation of the workplace to reduce physical stress for the worker. Changes in the organisation of work which can concern the change in working hours or place of work: concrete actions related to these projects areas are: Change in functions: The transition to another function may be total or partial. Either the older worker leaves his current job to take a different function, or the older worker delegate parts of its function to a colleague. Functional changes are made to renew motivation and break the monotony that settles after many years in the same job. Skills Development: This activity will allow the worker to adapt to a new working environment and functions FEP is also in charge of the: communication and information to companies on available grants and/or procedures. revision and advise of project proposals monitoring of projects once they have been funded.</p>

3.3	<p>Professional Competence (Lifelong Learning) Training is provided if the project funded entails the purchase of new machineries or if the scope of the project is to re-train the employer into a different function.</p>
3.4	<p>Health Thanks to the purchase of new machines and the change into a lighter function the physical and mental stress of the employer might decrease.</p>
8.	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) FEP offer companies the opportunity to keep longer their 45+ workers by subsidizing <i>ad hoc</i> projects. The projects funded mostly concern the purchase of machineries that will make lighter the daily tasks of the employer. The number of projects on training are yet very limited. The future merge with FOREM (The public training and employment service of Wallonia region), might offer the possibility to improve this aspect. Due to budget constrains the team of FEP is very small (four people) as well as the maximum funds that can be granted to companies. The number of projects funded by the FEP depends on the yearly budget approved by the federal government.</p>
9.	<p>Further relevant information (also sources such as literature, interviews etc.) http://www.emploi.belgique.be/fonds_de_lexp%C3%A9rience_professionnelle.aspx</p>

Axa | Belgacom | KBC | SD Work (supply side of labour)

1.	<p>Actor: Four private companies (Axa, Belgacom, KBC et SD Work) and Hazel Heartwood (consultancy firm) who managed the project and provided strategic advice.</p> <p>In practice/idea/proposal/ State of the art: What is being done? experience@work is a project created by a group of four private companies to set-up an external platform to exchange experienced employees on a temporary basis. Through co-sourcing between partner organisations, older employees have the opportunity to use their skills in new environments and thereby be motivated to stay in the workforce longer. The project is managed by HazelHeartwood and was facilitated by Business & Society, the business network for corporate social responsibility, and by the VDAB, the professional training and employment office for Flanders.</p> <p>Public incentives used? No.</p>
2.	<p>Reasons (initiating dimensions) Belgacom, such as the other companies part of the project have an increasing number of employees over 45 years old. By providing opportunities to extend working life of older workers, the project's underling goal is to prevent early retirement.</p>
3.	<p>Description of approach The Multi Company Mobility Centre is a platform enabling – on a voluntary basis - employees 50 + employees to stay at work with different companies. Experienced senior workers can be hired for project based temporary assignments from other partners company, whilst keeping a contract with their original employer.</p>
3.2	<p>Values/Motivation Employees will be able to apply their skills and experience in temporary projects for different employers, creating a new challenge that might motivate them to stay in the workforce longer. The employees that have accepted the new assignments will be supported by coaching, if necessary.</p>
3.3	<p>Professional Competence (Lifelong Learning) Making optimal use of the exchange of competences the employee's motivation might be enhanced.</p>
8.	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) The platform represents a way of keeping older employees at work and preventing talent and experience destruction. Employees might receive a financial incentive when accepting temporary assignments. Once the system has been put in place is not costly, therefore it might be sustainable in the long term. Only private companies with a similar business profile joined the project so far. The transferability of such approach seems to be limited to groups of companies that have developed a mutual trust. However, the system could be eventually extended to the public sector.</p>
9.	<p>Further relevant information (also sources such as literature, interviews etc.) http://socialinnovationcompetition.eu/404/</p>

Arcelor Mittal (demand side of labour)

1.	<p>Actor: Arcelor Mittal ArcelorMittal is a steel and mining company with four factories based in Belgium.</p> <p>In practice/idea/proposal/ State of the art: What is being done? In 2006 the ArcelorMittal Gent designed a project called PER 2000 to collect the production-technical knowledge from experienced employees and make it available to everyone who needs it in the factory. PER 2000 was implemented by the education and training department of the company. The project allowed to store the experience based knowledge of senior workers and to organise its transfer to younger workers in a systematic way.</p> <p>Public incentives used? Small amount was received (around 10%) by the European Social Fund and the rest was own company funding.</p>
2.	<p>Reasons (initiating dimensions) Until a few years ago new recruits worked with experience colleagues by their side for some time, automatically ensuring knowledge transfer. As the number of staff has been reduced over the years, there had become less time for informal knowledge transfer and a new system had to be put in place to ensure that the know-how of seniors would not have been lost.</p>
3.	<p>Description of approach Per 2000 is an adult knowledge management system - or more simply said an e-learning platform- developed on the basis of information and know-how provided by senior employees.</p>
3.3	<p>Professional Competence (Lifelong Learning) The purpose of this project is to inventory all knowledge and know-how workers need to have to perform their work efficiently. This portal is used to upgrade job profiles. As soon as the required knowledge and skills for specific positions change, the job profiles are adapted. Through automatic reporting, the system indicates which employees still have to acquire this additional knowledge to be able to carry out these modified tasks.</p>
8.	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) The know-how of older employees is stored and secured for the training of new employees. This e-learning approach had revealed to be the quickest and most efficient manner to train a large population of employees. The obvious advantage of e-learning is that courses no longer need to be organised at fixed points in time. Moreover, students can check afterwards how much they really learnt by taking an e-test. As a downside; keeping the system updated is very costly. The major constrain to make this project transferable to other companies is represented by the initial investment required to collect and design the e-learning platform.</p>
9.	<p>Further relevant information (also sources such as literature, interviews etc.) http://gent.arcelormittal.com/prg/selfware.pl?id_sitemap=520&language=EN These initial information were collected by interviewing one of the manager of the Training department of the company.</p>

2.2 Czech Republic

Lucie Vidovičová | Veronika Khyrova

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Summary

Approaches towards mobilizing the potential of active ageing in Czech Republic have some distinct characteristics that allow us to summarize the tendencies of these efforts.

Some topics and methods are presented in our approaches on regular basis.

Counselling centres and services are in various approaches identified as a key factor in increasing motivation and interest of target group in active engagement in labour market.

Training and education of target group are frequently included in the programs.

Many approaches also reflected the possibility and capability of implementers to introduce **foreign good practice** in the field of mobilizing older workers in Czech conditions both on the demand and the supply side.

The approaches are often concerned with implementing the method of **mentoring** as a way of increasing active involvement of ageing target group.

The conditions of the target group of older workers are frequently addressed in **combination** with the issues of the target group of young, unexperienced workers. This is often connected to the mentoring method.

Special attention is given to **women over 50** as a part of target group that has specific needs for better engagement in the labour market. This topic is being dealt with both on the demand side by emphasizing the potential of older women as workers, and on the supply side by showing women their opportunities on the labour market.

The approaches deal with mobilizing elderly workers both on **local and national level**.

Some areas and dimensions of approaches are often neglected. The topic of **work after retirement** ("silver work") is not sufficiently reflected. Approaches usually do not offer any **overarching dimension**, such as gender equality, topics of immigration, handicapped workers, inequality or solidarity. Approaches on the supply side frequently neglect the issues of **health, quality of work and life course orientation**.

As always, money is an important topic in implementing programs. The overview has shown that majority of the approaches uses funding from European Social Fund. For bigger companies, such as ČEZ or ŠKODA AUTO, public funding is not the key factor for implementing their approaches.

The most representative approaches for demand side of mobilizing the potential of active ageing in Czech Republic:

GENERAČNÍ TANDEM - The aim of the project is to provide generational change and support intergenerational solidarity on the labour market by sustaining employees in pre - retirement age at work and providing qualified training to people entering the labour market. The mentoring capacity of employees in pre-retirement age will prolong their employability (in the course of the project by wage incentives for the employee) and benefit all parties (employee, labour newcomers and themselves).

GO50GO - This initiative is based on job demand of target group of people older than 50 years that was not met. Job applications of this target group are continually rejected and not even considered for job interview. Human resources agency Fala decided to create an approach that gives voice to elderly job applicants. Target group is provided with pro bono personal counselling and aim of this approach is to create club for meetings and discussions among elderly workers, business managers, and

employees. Open public discussion is considered as a best starting point for a change in current situation of elderly job applicants.

The most representative approaches for supply side of mobilizing the potential of active ageing in Czech Republic:

Podnikáme SPOLU - The aim of this approach is to support the return of target groups back to the labour market, including the form of self-employment. The target groups for this project are women older than 50 years, women on maternity leave or caring about dependent family member. Target groups will be educated and individually supported in created co-working centre to pursue their own career as self-employed businesswomen.

Trojústek – This approach follows the experience of Austrian service Oma Dienst. The purpose of this approach is to apply foreign experience in Czech environment. The service mediates contact among surrogate grandmothers and families with children. The aim of this approach is to make the return to labour market easier for parents and creating new work opportunities for unemployed women as well. Surrogate grandmothers will be provided with free training in personal and family skills. Parents will create friendly and personal connection with surrogate grandmothers. Grandmothers will get paid, but the fee will be lower than in commercial sphere of babysitting.

SENIORITY - Program SENIORITY is based on collective agreement between employer and employees and is intended for employees who are in an employment contract for at least 30 years. The collective agreement guarantees senior workers various securities and provides them with the most complex care and service of all included approaches.

MoPact WP 3 task 2 | Selected innovative and sustainable approaches etc. aiming at the demand side of labour

Generational tandem – intergenerational cooperation as a way of incorporating pre-retirement age workers in companies

1.	<p>Actor:</p> <p>“Generační tandem – podpora generační výměny ve Středočeském kraji.” MPSV za financování Evropského sociálního fondu prostřednictvím Operačního programu Lidské zdroje a zaměstnanost. – “Generational tandem – support of generational change in Central Bohemian Region.” Ministry of Labour and Social Affairs with financial support of European Social Fund via Operational Programme Human Resources and Employment.</p> <p>Mixed strategies/actors, i.e. are there different actors involved?</p> <p>Labour offices and employers</p> <p>State of the art: What is being done?</p> <p>The aim of the project is to provide generational change and support intergenerational solidarity on the labour market by sustaining employees in pre - retirement age at work and providing qualified training to people entering the labour market. People in pre-retirement age are for this project defined as those who have a claim for pension in 18 months or less and are endangered by unemployment. The project supports exchange of work experience towards those entering labour markets without former work practice. People entering the labour market are characterized as job applicants younger than 30 years or 30 years old with maximal working experience of 2 years total.</p> <p>The mentoring capacity of employees in pre-retirement age will prolong their employability (in the course of the project by wage incentives for the employee) and benefit all parties (employee, labour newcomers and themselves).</p> <p>The programme started on April 1st, 2014 and will continue until October 31st, 2015. Currently, 35 employees in pre-retirement age are engaged in the project as well as 36 labour market entrants. These positions are realized in 29 different firms in Central Bohemian region.</p> <p>Public incentives used?</p> <p>Yes, by the Ministry of Labour and Social Affairs, as well as the European Social Fund.</p> <p>In practice/idea/proposal</p> <p>In practice (also in different regions of Czech Republic as separately funded projects by same founders).</p>
	Reasons (initiating dimensions)

	<p>Current demographic development shows that labour market will be in need of prolonging professional and career lives. The unemployment rate grows with age and elderly employees leave labour market despite their continuing working capabilities.</p> <p>Other part of population endangered by unemployment is that entering labour market without former work experience. Mentorship by experienced colleague is supposed to enrich capabilities of new employees and help them during their entrance to the labour market.</p>
3.	Description of approach (which dimension of the demand side of labour is addressed and what are the aims?)
3.1	<p>Monetary/financial incentives</p> <p>Financial incentives for the employers in a form of wage supplement for the position of mentor (employee in pre-retirement age) and intern (employee entering labour market). The wage supplements are provided for 6 to 12 months in the amount of up to 24 000 CZK for each position (mentor, intern).</p>
3.2	<p>Regulations, collective agreements etc.</p> <p>Employers make an agreement with labour office about creating socially useful job position and socially sustainable job position. These require continuation of created job position for at least 6 months after the end of the participation in this project.</p>
3.3	<p>Image and awareness campaigns</p> <p>N/A</p>
3.4	<p>Anti-discrimination activities</p> <p>N/A</p>
3.5	<p>Networking of actors (e.g. fostering „joint/mixed approaches“)</p> <p>N/A</p>
3.6	<p>Advise and other kind of support for employers, other key actors, key persons</p> <p>Possibility of retraining in the length of 6 months before entering the project. Mandatory consultancy in the range of 2 hours during the program.</p>
4.	<p>Work after retirement (“silver work”)</p> <p>N/A</p>
5.	<p>Linkage to informal work/civic engagement/social volunteering?</p> <p>N/A</p>
6	<p>Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?</p> <p>N/A</p> <p>Other socially relevant dimensions touched worth being mentioned?</p>

	Project is also aimed on people entering labour market without sufficient work experience.
7.	<p>Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how</p> <p>Strengths: Gains for multiple groups (pre-retirement age employees, unexperienced job applicants, employers); pre-retirement age employees can develop new skills as mentors for unexperienced colleagues; project prolongs labour market participation of elderly employees; project makes entrance to the labour market easier for unexperienced entrants.</p> <p>Weaknesses: The extent of the project is limited by time and money; further required sustainability of supported job position is aimed only on the newly created job position.</p> <p>Opportunities: Making broad public and business spheres aware of the good practice and it's benefits for all included parties even without financial incentives could make a real difference in the current situation.</p> <p>Threats: Interest in the project could be artificially created by financial incentives, especially regarding the employers.</p>
8.	<p>Further relevant information (also sources such as literature, interviews etc.)</p> <p>https://portal.mpsv.cz/upcr/kp/stc/esfpb/projekty_v_realizaci/rip/generacni_tandem</p> <p>http://www.tyden.cz/rubriky/byznys/podnikani-a-prace/dve-nezamestnane-mouchy-jednou-ranou-veterani-budou-ucit-mlade_301162.html#.VGjm_kSfuul</p>

Opening discussions about needs and possibilities between elderly job applicants and business representatives

1	<p>Actor: “GO50GO” human resources Agency Fala</p> <p>Mixed strategies/actors, i.e. are there different actors involved? Under patronage of Ministry of Labour and Social Affairs of Czech Republic.</p> <p>State of the art: What is being done? This initiative is based on job demand of target group of people older than 50 years that was not met. Job applications of this target group are continually rejected and not even considered for job interview. Human resources http://www.go50go.cz/projekty.htm agency Fala decided to create an approach that gives voice to elderly job applicants.</p> <p>Target group is provided with pro bono personal counselling and aim of this approach is to create club for meetings and discussions among elderly workers and business managers and employees. Open public discussion is considered as a best starting point for a change in current situation of elderly job applicants.</p> <p>Public incentives used?</p> <p>In practice/idea/proposal First conference was held on October 30th, 2014. On December 1st, 2014 the GO50GO club will be launched.</p>
	<p>Reasons (initiating dimensions) The age group of people older than 50 years makes up one third of all unemployed. In 2000 it was just 15 %. This approach focuses on finding ways how to change this trend.</p>
3	<p>Description of approach (which dimension of the demand side of labour is addressed and what are the aims?) GO50GO focusses on giving voice to elderly job applicants and alerting employers and business sphere about current trend in structure of unemployed people.</p>
3.1	<p>Monetary/financial incentives</p>
3.2	<p>Regulations, collective agreements etc.</p>
3.3	<p>Image and awareness campaigns This approach targets on increasing awareness about the current situation of elderly job applicants and their rising share in total unemployment rate.</p>
3.4	<p>Anti-discrimination activities</p>

	This approach is drawn from the fact that elderly job applicants are discriminated in terms of opportunity to even be included in hiring and selection procedures.
3.5	Networking of actors (e.g. fostering „joint/mixed approaches”) Networking of target group, business representatives, employees and human resources agency is a key activity of this approach.
3.6	Advise and other kind of support for employers, other key actors, key persons N/A
4	Work after retirement (“silver work”) N/A
5	Linkage to informal work/civic engagement/social volunteering? The personal counselling is provided by volunteers from the human resources agency.
6	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? N/A Other socially relevant dimensions touched worth being mentioned? N/A
7	Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how Strengths: Voluntary approach that was created from real need and pressing problem. Weaknesses: Initiators of the dialogue are those in need (unemployed job applicants) who might not have a voice strong enough to draw attention of business sphere. Opportunities: Opening the topic to wide range of business representatives and inclusive discussions about dealing with current situation are a start point for finding innovative solutions. Threats: If this approach succeeds in Prague it does not necessarily guarantee transferability to other regions of Czech Republic as the labour market of Prague is quite specific.
8	Further relevant information (also sources such as literature, interviews etc.) http://www.go50go.cz/projekty.htm

Professional training of employees as sustainability support for employer and employees

1	<p>Actor: “Další profesní vzdělávání ohrožených skupin zaměstnanců společnosti IGIS s.r.o.” IGIS s.r.o. – “Further professional training of endangered employee groups of company IGIS s.r.o.” IGIS s.r.o.</p> <p>State of the art: What is being done? This approach aims to improve employability of own workers by improving their competences and skills and thus create competitive advantage for the company. This project is about setting foundations for systematic training of employees endangered on labour market. Special attention is paid towards senior employees and graduates. Training for employees is based upon individual needs.</p> <p>Public incentives used? This project is funded by European Social Fund.</p> <p>In practice/idea/proposal In practice since September 1st, 2013 till August 31st, 2014.</p>
	<p>Reasons (initiating dimensions) Project is set up for creating coherent training programme for employees with focus on improving their employability and enhancing company goal achievements.</p>
3	<p>Description of approach (which dimension of the demand side of labour is addressed and what are the aims?) Main dimension of this approach is improvement of practical skills and know-how for employees of two target groups – graduates and senior workers.</p>
3.1	<p>Monetary/financial incentives N/A</p>
3.2	<p>Regulations, collective agreements etc. N/A</p>
3.3	<p>Image and awareness campaigns N/A</p>
3.4	<p>Anti-discrimination activities N/A</p>
3.5	<p>Networking of actors (e.g. fostering „joint/mixed approaches”)</p>

	N/A
3.6	Advise and other kind of support for employers, other key actors, key persons N/A
4	Work after retirement (“silver work”) N/A
5	Linkage to informal work/civic engagement/social volunteering? N/A
6	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? N/A Other socially relevant dimensions touched worth being mentioned? N/A
7	Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how Strengths: Development of systematic employees training will be beneficial both for company and employees in the long run. Weaknesses: Approach addresses only professional training and omits other important factors like motivation (both of employer and employee), personal counselling, social aspects, equality, work environment etc. Opportunities: Appropriate training system could improve company’s status and create an example of good practice for others. Threats: This approach is a very specific training programme for particular company and does not offer much of a transferable potential. Project is not innovative or publicly engaging.
8	Further relevant information (also sources such as literature, interviews etc.) http://www.prahafondy.eu/cz/oppa/projekty/1814_dalsi-profesni-vzdelavani-ohrozenych_regcislo6297.html?support=17&regcislo=&zadpartner=&obsah=senior&z-all=&stranka=1

Implementing good practice from Netherlands

1	<p>Actor: “JOB after 50 – DUTCH MIRACLE” Okresní hospodářská komora Přerov – “JOB after 50 – DUTCH MIRACLE” District Chamber of Commerce Přerov.</p> <p>Mixed strategies/actors, i.e. are there different actors involved? The implementer has foreign partnership with Dutch organisation TechPeople in Rotterdam.</p> <p>State of the art: What is being done? The aim of this approach is to transfer good practice in employment support of men and women over 50 years old from Dutch conditions to Czech conditions. This approach includes comparative analysis of conditions in Netherlands and in Czech Republic, identifying examples of good practice and preparation of methodology of transferability, pilot testing and assessment of results, preparation of conclusive publication and propagation of project outputs and know-how.</p> <p>This approach also includes survey research among people over 50, where respondents rate Dutch actions for employment support.</p> <p>Public incentives used? This approach was funded by European Social Fund.</p> <p>In practice/idea/proposal In practice since December 1st, 2012 till November 30th, 2014.</p>
	<p>Reasons (initiating dimensions) Netherlands has better results in unemployment rate and in unemployment rate of people aged 55-64 old than Czech Republic. Netherlands is dealing with this issue since 1980s.</p>
3	<p>Description of approach (which dimension of the demand side of labour is addressed and what are the aims?)</p>
3.1	<p>Monetary/financial incentives N/A</p>
3.2	<p>Regulations, collective agreements etc. N/A</p>
3.3	<p>Image and awareness campaigns Awareness campaign is conducted after publishing results of pilot implementation of Dutch approach in Czech environment. The results are presented mainly to employers.</p>
3.4	<p>Anti-discrimination activities</p>

	Part of this approach is focused on gender and age equality and equal career opportunities.
3.5	Networking of actors (e.g. fostering „joint/mixed approaches”) Networking is proceeded with Dutch counterparts of this approach.
3.6	Advise and other kind of support for employers, other key actors, key persons The summary and results of this approach are presented to employers as a guideline and advisory material about employability of men and women over 50.
4	Work after retirement (“silver work”) .
5	Linkage to informal work/civic engagement/social volunteering? .
6	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Topics of gender and age equality are addressed. Other socially relevant dimensions touched worth being mentioned? N/A
7	Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how . Strengths: Approach identifies needs of target group and finds time –tested, effective tools with transferability potential. Weaknesses: This approach does not identify needs and conditions of employers in Czech Republic before conducting pilot testing of tools used in Netherlands. Opportunities: Spread of good practice both to business and governmental environment and both good practice in approach of employers and law conditions in Netherlands are taken into account. Threats: The topic of employability of older workers is being dealt with for 30 years in Netherlands and some approaches might be outdated or too advanced for immediate transfer to Czech conditions.
8	Further relevant information (also sources such as literature, interviews etc.) . http://www.hkprerov.cz/projekty/job-after-50-dutch-miracle/ http://www.risy.cz/cs/vyhledavace/projekty-eu/detail?id=107947

Professional training of employees as a way of overcoming company's restructuring

1	<p>Actor: “KOSMAS II. – Profesní vzdělávání a rozvoj zaměstnanců ohrožených na trhu práce.” BSC PRAHA, spol. s.r.o. – “KOSMAS II. – Professional education and development of employees endangered on labour market.</p> <p>State of the art: What is being done? Aim of this project is to support skill and knowledge of talented workers endangered at the labour market. Target groups of this approach are young employees of BSC Prague and senior employees that need new skills and knowledge in technology and current trends as a supplement to their job experience. The approach also supports one employee on parental leave and one employee with health disability. Chosen target groups will be provided with 5 course of professional education, including job internships. Employees’ adaptability on labour market, quality of service will be addressed.</p> <p>Public incentives used? Programme is funded by European Social Fund.</p> <p>In practice/idea/proposal In practice since November 1st, 2013 till September 30th, 2014.</p>
	<p>Reasons (initiating dimensions) This approach continues previous programme that established systematic way of employee training. These actions were taken to support company in times of restructuring and to meet set goals.</p>
3	<p>Description of approach (which dimension of the demand side of labour is addressed and what are the aims?) This approach is based on improving capabilities of employees to help them keep pace with changing labour market to overcome difficulties that the company faces.</p>
3.1	<p>Monetary/financial incentives N/A</p>
3.2	<p>Regulations, collective agreements etc. N/A</p>
3.3	<p>Image and awareness campaigns N/A</p>
3.4	<p>Anti-discrimination activities N/A</p>

3.5	Networking of actors (e.g. fostering „joint/mixed approaches”) N/A
3.6	Advise and other kind of support for employers, other key actors, key persons N/A
4	Work after retirement (“silver work”) N/A
5	Linkage to informal work/civic engagement/social volunteering? N/A
6	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? The approach includes training of disabled employee and employee on maternity leave. Other socially relevant dimensions touched worth being mentioned? N/A
7	Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how Strengths: Improving key skills of employees increases sustainability of company and thus sustainability of created job positions. Weaknesses: The programme states that it will focus only on the talented employees. This means it omits those really endangered in included target groups. Opportunities: Following previously set systematic training of employees is efficient way of reaching company’s goals. Threats: No really innovative tools to transfer to other companies.
8	Further relevant information (also sources such as literature, interviews etc.) http://www.prahafondy.eu/cz/oppa/projekty/1566_kosmas-ii.-_regcislo6046.html?support=&regcislo=&zadpartner=&obsah=senior&z-all=1&stranka=1

Increasing awareness about work potential of women over 50

1	<p>Actor: “Motivované ženy 50 plus – poklad k objevení.” Czech Top 100, a.s. – “Motivated women 50 plus – a treasure to be discovered.” Czech Top 100, a.s.</p> <p>Mixed strategies/actors, i.e. are there different actors involved? The implementer teamed up with VŠE (College of Economics in Prague) and civic association Žába na prameni. This approach is funded by European Social Fund.</p> <p>State of the art: What is being done? The aim of this approach is to involve important employers and companies’ representatives in topic of female workers aged 50 or older. This approach develops a methodology for change in company/business processes so the target group won’t be at such a high risk of unemployment and their potential will be used in business environment. Part of this approach is creating a policy of equality in involved companies. Company with the best approach towards change in attitude towards target group will be awarded a special prize at Czech Business Gala hosted by implementer. Sub-activities of this approach are workshops for employees older than 50 years, workshops for company representatives, mutual dialogue between employers and employees.</p> <p>Public incentives used?</p> <p>In practice/idea/proposal In practice since December 3rd, 2012 till November 28th, 2014.</p>
	<p>Reasons (initiating dimensions) The reason for developing this approach was to emphasize issue of equal opportunities and potential of women in pre-retirement age in the context of sustainable development.</p>
3	<p>Description of approach (which dimension of the demand side of labour is addressed and what are the aims?)</p>
3.1	<p>Monetary/financial incentives N/A</p>
3.2	<p>Regulations, collective agreements etc. N/A</p>
3.3	<p>Image and awareness campaigns</p>

	This approach is focused on image change of target group of women in pre-retirement age in business sphere. The aim of this approach is to support the position of target group in competitive environment by proving employers that this target group has a valuable potential with great advantages for development of companies.
3.4	Anti-discrimination activities Key factor of this approach is to draw attention to equal opportunities at the labour market.
3.5	Networking of actors (e.g. fostering „joint/mixed approaches”) N/A
3.6	Advise and other kind of support for employers, other key actors, key persons N/A
4	Work after retirement (“silver work”) N/A
5	Linkage to informal work/civic engagement/social volunteering? N/A
6	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Gender equality in work environment is part of this approach. Other socially relevant dimensions touched worth being mentioned?
7	Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how Strengths: Developing methodology in cooperation with both employers and employees. Weaknesses: This approach does not include lifelong learning for target group. It solely presents current skills of target group to employers. Opportunities: The implementer is connected to wide network of business companies, so the potential to expansion is quite big. Threats: The authority of implementer might not be sufficient to create interest in the largest companies.
8	Further relevant information (also sources such as literature, interviews etc.) http://www.esfcr.cz/projekty/motivovane-zeny-50-plus-poklad-k-objeveni http://www.czechtop100.cz/ http://www.prozeny50plus.cz/cile.html

Shared job positions as a tool for implementing older workers

1	<p>Actor: “Podpora pracovního uplatnění starších osob v souvislosti s vyhlášením roku 2012 Evropským rokem aktivního stárnutí a mezigenerační solidarity”, zkrácený název “Pracujme společně!” MPSV ČR. – “Support of employability of elderly workers in context of claiming year 2012 European year of active aging and intergenerational solidarity”, short project title “Let’s work together!” Ministry of Labour and Social Affairs Czech Republic.</p> <p>State of the art: What is being done? This approach focuses on supporting employability and employment rate of job applicants older than 50 years. This approach provides target group with complex set of services such as individual counselling, educational activities, and training. All activities lead to finding right position for clients on labour market. This project is a form of pilot testing of shared job positions as an age management technique. Shared job positions are based on sharing one position by two employees out of whom one will be older than 50 years. Employers will be provided with public incentives in a form of wage compensation for employee older than 50 years. In this project, 16 participants will be placed on labour market, 8 in form of shared job position. Other 11 participants will find full time job positions based on gained education, qualification and training.</p> <p>Public incentives used? Yes, incentives for employees creating shared job positions in a form of wage compensation for elderly worker of up to 14 700 CZK a month per elderly worker during participation on this project. Only those who support the shared job position for at least six more months after finishing this project are eligible for wage compensation.</p> <p>In practice/idea/proposal Approach is in practice sin June 1st, 2012 till November 30th, 2014.</p>
	<p>Reasons (initiating dimensions) Target group of people older than 50 years has, according to Ministry of Labour and Social Affairs of Czech Republic, various personal characteristics that have to be taken into account. Pros: long practice, accountability, responsibility, loyalty, time flexibility. Cons: insufficient PC skills, insufficient language skills, low motivation to learning, reduced physical ability. This approach is trying to balance these characteristics by introducing shared job positions as a tool of age management in business environment.</p>
3	<p>Description of approach (which dimension of the demand side of labour is addressed and what are the aims?)</p>

3.1	Monetary/financial incentives Yes, incentives for employees creating shared job positions in a form of wage compensation for elderly worker of up to 14 700 CZK a month per elderly worker during participation on this project. Only those who support the shared job position for at least six more months after finishing this project are eligible for wage compensation.
3.2	Regulations, collective agreements etc. N/A
3.3	Image and awareness campaigns N/A
3.4	Anti-discrimination activities N/A
3.5	Networking of actors (e.g. fostering „joint/mixed approaches“) N/A
3.6	Advise and other kind of support for employers, other key actors, key persons N/A
4	Work after retirement (“silver work”) N/A
5	Linkage to informal work/civic engagement/social volunteering? N/A
6	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? N/A Other socially relevant dimensions touched worth being mentioned? N/A
7	Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how . Strengths: The concept of shared job positions is beneficial both for the pre-retirement workers as well as for the other worker who can gain experience, both in professional skills and life-course orientation. Weaknesses: The approach provides counselling just for the older workers and does not stimulate dialogue or networking among target group, employers and the other workers on shared job positions. Opportunities: This approach allows employers to get acquainted with the concept of shared job positions and supports the trial of such age management tool by financial incentives.

	Threats: The advantages of shared job positions are not articulated in sufficiently straightforward manner. The implementer relies mainly on the importance of created experience generated by provision of financial incentives.
8	Further relevant information (also sources such as literature, interviews etc.)
.	http://www.esfcr.cz/projekty/podpora-pracovniho-uplatneni-starsich-osob-v-souvislosti-s http://www.mpsv.cz/files/clanky/16165/Projekt_Pracujme_spolecne_.pdf

Identifying internationally successful tools for active aging and their testing in Czech conditions

1	<p>Actor: “Podpora zaměstnanosti a využití volného času seniorů (lidí v předdůchodovém věku, ve věku 50+)” Respekt institute, o.p.s. – “Employment support and leisure time activities of seniors (people in pre-retirement age, aged 50 and over)” Respekt institute, o.p.s.</p> <p>Mixed strategies/actors, i.e. are there different actors involved? The actor Respekt institute formed cooperation with Social Aid of Hellas (Greece), Swedish Association of Senior Citizens and Ulm University.</p> <p>State of the art: What is being done? The aim of this programme is to identify successful tools and good practice in active aging in foreign and local conditions and possibilities of their transfer to Czech environment. Key activities are creating international dialogue for finding innovative possibilities of use of active senior’s potential, research among elderly people and employers that maps options and limits of current situation, media promotion of the topic of activation of elderly potential. There is also a specific goal of implementing good practice in promoting equal opportunities of elderly workers in labour market.</p> <p>Public incentives used? This programme was funded by European Social Fund.</p> <p>In practice/idea/proposal</p> <p>This approach was in practice since September 1st, 2009 till March 1st, 2011.</p>
	<p>Reasons (initiating dimensions) Reason for this approach is to contribute to prolonging economic activity and social integration of elderly as well as support to work-life balance in pre-retirement and retirement age.</p>
3	<p>Description of approach (which dimension of the demand side of labour is addressed and what are the aims?)</p>
3.1	<p>Monetary/financial incentives N/A</p>
3.2	<p>Regulations, collective agreements etc. N/A</p>
3.3	<p>Image and awareness campaigns Part of this approach is to mediate correct and true image of elderly workers towards public audience and employers.</p>

3.4	Anti-discrimination activities This approach is focused on implementing good practice in elderly workers equality in labour market.
3.5	Networking of actors (e.g. fostering „joint/mixed approaches“) This approach uses international networking as a best way for identifying good practice for (work) active life of elderly people.
3.6	Advise and other kind of support for employers, other key actors, key persons Employers and broad public are informed about good practice in this field by compiled publication with examples and research results.
4	Work after retirement (“silver work”) N/A
5	Linkage to informal work/civic engagement/social volunteering? N/A
6	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Other socially relevant dimensions touched worth being mentioned? Important part of this project is topic of equal opportunities on labour market with emphasis on elderly workers and active aging.
7	Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how Strengths: This approach uses both international experience and local experience of employers and target group. Weaknesses: Limited amount of involved foreign actors does not allow to create a fully apprehensive picture about the practice conducted in terms of this issue. Opportunities: Public release of findings (both local and of good practice abroad) draw attention towards addressed topic and potentially create interest in employers by introducing advantages of cooperation with target group of elderly workers. Threats: International transferability of good practice may be limited by specific conditions, law limitations etc.
8	Further relevant information (also sources such as literature, interviews etc.) http://www.esfcr.cz/projekty/podpora-zamestnanosti-a-vyuziti-volneho-casu-senioru-lidi-v http://www.respektinstitut.cz/

MoPAct WP 3 task 2 | Selected innovative and sustainable approaches etc. aiming at the supply side of labour

Motivation and training of target group based on Work Ability Index

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>“Aktivní přístup, věk nerozhoduje.” Age Management o.s. - “Active approach, age does not matter.” Age Management o.s. Age Management is a civic association. Its goal is to become a professional partner for organisations during implementation of age management tools. This organisation works both on regional and national level.</p> <p>Mixed strategies/actors, i.e. are there different actors involved? This approach is a continuation of project called “Implementation of Age Management in Czech Republic” that was realized by AIVD ÈR, o.s. This approach also cooperates with Labour Office.</p> <p>State of the art: What is being done? This approach works with 20 clients who were formerly participants of the project “Implementation of Age Management in Czech Republic.” These 20 participants are selected according to their results in Work Ability Index – tool for measuring work ability. This project is targeted on people older than 50 years who are recorded as unemployed for longer than 6 months in Brno or South Moravian region. This approach provides participants with diagnostic and motivational activities, education in IT skills, professional career education and prearranged job positions.</p> <p>Public incentives used? N/A</p> <p>In practice/idea/proposal In practice since November 1st, 2014 till October 31st, 2015.</p>
2	<p>Reasons (initiating dimensions)</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – The employability</p> <p>This approach addresses employability directly by matching participants to previously arranged job positions and providing education to meet demands of these positions.</p> <p>Is the approach targeted especially on older workers or on all age groups? Targeted especially on unemployed people over 50.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p>

3.2	Values/Motivation Motivational activities are part of the approach
3.3	Professional Competence (Lifelong Learning) Most of the key activities deal with increasing the professional competence of participants – IT skills, career (re)qualification.
3.4	Health N/A
3.5	Close Social Network N/A
3.6	Family, work-life balance N/A Others ...
4	Work after retirement (“silver work”) N/A
5	Life course orientation N/A
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? N/A
6	Linkage to informal work/civic engagement/social volunteering? This approach is directed by civic association.
7	Other socially innovative dimensions touched worth being mentioned? The project builds upon findings from previous project that was focused on identifying Work Ability Index for participants. Based on these findings are future career advice and professional development provided as well as an individually chosen match of job position.
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) Strengths: Help for participants is created individually and in a long term fashion that brings durable results. Weaknesses: The project provides just certain amount of opened job positions for previously chosen clients. Some positions might not fit any of the participants and the match may be done just to satisfy the aim of the approach without real benefit for the participant (expect for short term interruption of unemployment and new skills). Opportunities: Developing and using the Work Ability Index as a methodological tool to ease the process of revealing individual needs, strengths and weaknesses of participants.

	Threats: Project is dependent upon financing from European Social Fund. There is no community and social networking effort for improving probability of sustainability of this approach in the region.
9	Further relevant information (also sources such as literature, interviews etc.) http://www.esfcr.cz/projekty/aktivni-pristup-vek-nerozhduje

Networking as a tool for overcoming employment issues for women over 50

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>“Aktivní ženy 50+ a jejich uplatnění na lokálním trhu práce.” BEC družstvo – Business and Employment Co-operative. – “Active women 50+ and their use on local labour market.” BEC team – Business and Employment Co-operation.</p> <p>BEC družstvo helps clients identify and realize steps towards change and improvement in their entrepreneurship performance with focus on rural conditions. This company is active in Olomouc region and Moravian Silesian region.</p> <p>Mixed strategies/actors, i.e. are there different actors involved?</p> <p>Financed by European Social Fund.</p> <p>State of the art: What is being done?</p> <p>The aim of this approach is to improve position and status of women aged 50 and over at the labour market and addresses gender and social stereotypes about target group. The approach invents innovative tools such as Job club and Job exchange. Participants of Job club create ten commandments of advantages of active women over 50 in labour market. Through Job exchange, employers will be addressed. Part of participants will gain job position, part will become self-employed.</p> <p>This approach is active in the region of Šumperk and activities are targeted on labour market in rural conditions.</p> <p>At the beginning of the project, participants will undergo analysis of individual needs and educational program.</p> <p>Public incentives used?</p> <p>N/A</p> <p>In practice/idea/proposal</p> <p>In practice since December 1st, 2012 till November 30th, 2014.</p>
2	<p>Reasons (initiating dimensions)</p> <p>The initiating reasons for this approach are unequal opportunities at labour market for women over 50 years old.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>The employability of women is addressed in courses about career diagnostics, business basics and course Active woman 50+.</p> <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>Yes, this approach is specifically targeted on women over 50.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p> <p>N/A</p>
3.2	<p>Values/Motivation</p> <p>This approach supports active and motivated career planning.</p>
3.3	<p>Professional Competence (Lifelong Learning)</p>

	Participants improve professional competence in courses “Active woman 50+” and “Business basics”
3.4	Health N/A
3.5	Close Social Network Innovative tool of Job club creates close social network among participants. They cooperate in establishing and negotiating rules and conditions for active career pursuing in their situation.
3.6	Family, work-life balance N/A
4	Work after retirement (“silver work”) N/A
5	Life course orientation Individual personal and career counselling addresses life course orientation.
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Gender equality on labour market is a key topic for this approach.
6	Linkage to informal work/civic engagement/social volunteering? N/A
7	Other socially innovative dimensions touched worth being mentioned? N/A
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) Strengths: This approach actively supports networking of target group and mutual support among participants. Focus is on motivation as well as training. Programme creates innovative tools (Job club, Job exchange) both for target group and cooperation with employers. Direct addressing of gender inequalities on labour market. Weaknesses: Provided training is not too variable. Opportunities: Space requirements for Job club can be partially substituted by online communication among participants. This would increase the transferability and sustainability potential. Threats: For further sustainability, the cooperation with employers should be more elaborate.
9	Further relevant information (also sources such as literature, interviews etc.) http://www.esfcr.cz/projekty/aktivni-zeny-50-a-jejich-uplatneni-na-lokalnim-trhu-prace http://bec-coop.cz/index.php?kam=type4&menu=2 http://www.aktivnizena50.cz/o_projektu

Training and development of elderly disabled people

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others) “Budeme se vzdělávat” Oblastní charita Nové Hrady u Skutče. – “We are going to learn.” Regional charity Nové Hrady u Skutče This approach is carried by regional part of Charity of Czech Republic.</p> <p>If not: please describe the initiator The programme is funded by European Social Fund. State of the art: What is being done? The aim of this approach is to create three innovative educational and integrative disciplines for people with disabilities. These programs will help develop independency at participants as well as skills needed for entering the labour market. At least 50 % of the participants will be older than 50 years as these clients have even more difficulties with entering the labour market. This project has these key activities: educational field of cleaning and care work, educational field of production of handicraft items, educational field of basics in administrative work, individual plans. This programme will support 20 participants. Ten of them will be of age 50 or older. Public incentives used? N/A In practice/idea/proposal In practice since January 1st, 2013 till June 30th, 2015.</p>
2	<p>Reasons (initiating dimensions) Target group of people with disabilities has great difficulties with employability. This approach is trying to change that by an individual attitude towards fewer clients with respect to their specific needs, strengths and weaknesses. The impact of this programme is of local character.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability This approach increases employability of target group by addressing practical skills that will help them to become more independent as well as to find an appropriate job. Participants will gain education in fields of cleaning and care, production of handicraft items and basics in administrative work. Is the approach targeted especially on older workers or on all age groups? No, but people older than 50 years make at least half of supported participants.</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation N/A
3.3	Professional Competence (Lifelong Learning)

	This approach is strongly targeted on improving professional competence of participants.
3.4	Health N/A
3.5	Close Social Network N/A
3.6	Family, work-life balance N/A Others ...
4	Work after retirement (“silver work”) N/A
5	Life course orientation This approach is concerned with sufficient independency of participants and shifts their lives towards more self-sustained, individual manner.
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? This approach is not only about older workers, but mainly about disabled and handicapped workers. This approach addresses their disadvantages on the labour market and copes with them.
6	Linkage to informal work/civic engagement/social volunteering? This project is realized by charity organisation.
7	Other socially innovative dimensions touched worth being mentioned? N/A
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) Strengths: Individual manner of work with participants. Develops skills that directly affect lives of participants as a whole, not just as a live of a work force. Weaknesses: This approach will be always dependent on external funding. Opportunities: With particular skills in handicraft, there is a possibility of creating shared workshop that could partially fund further activities of this programme – opportunity of new job positions in such establishment. Threats: No cooperation with possible employers. Developed skills are of general character and are not related to actual labour market needs and opportunities.
9	Further relevant information (also sources such as literature, interviews etc.) http://www.esfcr.cz/projekty/budeme-se-vzdelavat

Open dialogue between former and current employees of ČEZ

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>“ČEZ blízko seniorům” Skupina ČEZ – “ČEZ close to the elderly” ČEZ group ČEZ is a dominant electricity producer on Czech market with more than 25 000 employees.</p> <p>State of the art: What is being done? Company ČEZ focuses on social responsibility and part of this is addressing intergenerational dialogue and information exchange between current and former company employees. Company focuses on raising awareness of the topic of population ageing and motivation active elderly population. ČEZ also funds various foundation activities, such as Senior clubs and Endowment Fund for Elderly or other organisations focused on elderly care.</p> <p>Public incentives used? N/A</p> <p>In practice/idea/proposal In practice. ČEZ has been awarded prize for Senior Friendly Company in 2013.</p>
2	<p>Reasons (initiating dimensions)</p> <p>ČEZ acknowledges population change and focuses on issues connected to this demographic development.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>Is the approach targeted especially on older workers or on all age groups? This part of corporate social responsibility is targeted on elderly.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p> <p>N/A</p>
3.2	<p>Values/Motivation</p> <p>N/A</p>
3.3	<p>Professional Competence (Lifelong Learning)</p> <p>N/A</p>
3.4	<p>Health</p> <p>N/A</p>
3.5	<p>Close Social Network</p>

	This programme promotes cooperation between current and former employees and their continuous networking with focus on experience exchange and sharing of professional knowledge.
3.6	Family, work-life balance N/A Others ... N/A
4	Work after retirement (“silver work”) N/A
5	Life course orientation N/A
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? ČEZ focuses on raising awareness about demographic change and ageing population.
6	Linkage to informal work/civic engagement/social volunteering? Company funds various foundations and civic organisations with interest in elderly people and their circumstances.
7	Other socially innovative dimensions touched worth being mentioned? N/A
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) Strengths: Opening and sustaining dialogue between former and current employees is a great opportunity to strengthen experience exchange that benefits both employees and company. Sustainability of this approach is stable due to low costs. Weaknesses: Company in this approach does not address motivation and employability of workers. Opportunities: Presenting topic of population change and its impact by important employer on national market is a strong voice for this issue and brings further attention from business sphere. Threats: Tools used by ČEZ might not be transferable to business of lower importance or scale.
9	Further relevant information (also sources such as literature, interviews etc.) http://www.cez.cz/cs/odpovedna-firma/pomahame/oceneni.html

Mentoring as a tool of increasing employment rate among women over 50

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>“Mentoring otevírá dveře.” ATHENA – Společnost pro vzdělávání a rozvoj žen. – “Mentoring opens doors.” ATHENA – Company for education and development of women.</p> <p>Mixed strategies/actors, i.e. are there different actors involved?</p> <p>This approach uses knowledge of foreign partners from Finland (Sabini Consulting) and Lithuania (SIF). These organisations have extensive experience with innovative methods of use of mentoring as a tool for improving unemployment rate. Financed by European Social Fund.</p> <p>State of the art: What is being done?</p> <p>The aim of this approach is to transfer innovative and effective tools for increase in employment in target group of women older than 50 years. The approach focuses on method of mentoring that has proved itself to be effective abroad. The principle of this approach is voluntary support of a person in training (mentee) by other person (mentor). This activity provides mentee with experience, examples, information about career paths. Active cooperation between mentor and mentee help them achieve their goals better. This approach allows mentor to learn how to transfer own professional skills to others, to escape work routine, develop personal skills and test leadership skills.</p> <p>Clients of this programme participate in 60 hours of training in group activities with topic like labour market orientation, personal development and self-esteem, labour market skills development, preparation for job interview, self-employment support, visual mentoring and specific PC skills, networking.</p> <p>This programme is targeted on women over 50 in Moravian Silesian region.</p> <p>Public incentives used?</p> <p>In practice/idea/proposal</p> <p>This approach is in practice since May 1st, 2012 till December 31st, 2014.</p>
2	<p>Reasons (initiating dimensions)</p> <p>The target group of women over 50 is pre-retirement and thus endangered by long term unemployment. Their return to labour market is often very difficult. This approach tries to improve the situation by transferring foreign experience to local conditions.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>This approach addresses various employability issues such as education, individual personal skills, self-esteem, PC skills, networking etc.</p> <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>Yes, this approach is targeted on women older than 50 years.</p>

3.1	Dimensions and quality of work (career and employment security, wages etc.) One of group educational activities for target group is focused on job market orientation.
3.2	Values/Motivation Motivation, self-esteem support, personal development.
3.3	Professional Competence (Lifelong Learning) Lifelong learning is supported in various fields from specific job skills to general PC skills and job interview preparation.
3.4	Health N/A
3.5	Close Social Network N/A
3.6	Family, work-life balance N/A
4	Work after retirement (“silver work”) N/A
5	Life course orientation N/A
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? N/A
6	Linkage to informal work/civic engagement/social volunteering? N/A
7	Other socially innovative dimensions touched worth being mentioned? N/A
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) . Strengths: Internship of approach providers in experienced organisations ahead of start of this programme allows developing the most useful and effective way of improving situation of target group. Equal importance of motivation and labour market knowledge as well as practical skills. Weaknesses: This approach does not address life course orientation. Opportunities: Application of validated foreign good practice to other regions of Czech Republic. The output of this approach will be knowledge about transferability of foreign good practice. Threats: No cooperation with employers. Once is this programme finished, the funding of training of target group will end.

9	Further relevant information (also sources such as literature, interviews etc.) http://www.esfcr.cz/projekty/mentoring-otevira-dvere
.	http://mentoringoteviradvere.webnode.cz/aktivity-projektu/

Mobile counselling and information centres

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>“MPIC – Mobilní poradenská a informační centra.” SELLI s.r.o. – “MCIC – Mobile counselling and information centres.” – SELLI s.r.o.</p> <p>Mixed strategies/actors, i.e. are there different actors involved?</p> <p>Funded by European Social Fund.</p> <p>State of the art: What is being done?</p> <p>The aim of this approach is to create Mobile counseling and information centres in selected municipalities in the Louny region. The centres should support employability of target groups: unemployed people older than 50 years, unemployed people younger than 25 years, youth younger than 18 years with no or low qualification who are unemployed or endangered on the labour market. Specific activities of this approach are identification of specific career needs of individuals, support in developing skills and practice, creating 16 new job positions (with financial incentives through wage subsidies for employers).</p> <p>The project aims to include 72 people into personal development program, 36 people into Career diagnostics and 45 people into Requalification program.</p> <p>Also, Manual of Good Practice will be issued and shared with employers and members of target groups in the Louny region.</p> <p>Public incentives used?</p> <p>Financial incentives for employers.</p> <p>In practice/idea/proposal</p> <p>In practice since March 1st, 2013 till February 28th, 2015.</p>
2	<p>Reasons (initiating dimensions)</p> <p>This approach is implemented in a region with one of highest unemployment rates in Czech Republic and is targeted on groups that are at high risk of unemployment or currently unemployed.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>The approach deals with the issue of employability by providing individual career diagnostics and counseling, followed by courses increasing or changing participant’s qualification.</p> <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>The approach is targeted both on workers older than 50 years and adolescents as well as workers up the age of 25.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p> <p>N/A</p>
3.2	<p>Values/Motivation</p>

	Key activities of personal development and career diagnostics are targeted on topics of values as well as motivation. Also, individual counselling provides such care in an individual way.
3.3	Professional Competence (Lifelong Learning) Professional competence is increased or changed by the methods of requalification.
3.4	Health N/A
3.5	Close Social Network N/A
3.6	Family, work-life balance N/A
4	Work after retirement (“silver work”) N/A
5	Life course orientation N/A
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? The approach touches regional dimension of unemployment by providing Mobile Counselling and Information Centres in various municipalities in the region of Louny.
6	Linkage to informal work/civic engagement/social volunteering? N/A
7	Other socially innovative dimensions touched worth being mentioned? One of the outputs of the programme is Manual of good practice that will be issued and distributed to members of target groups and employers in the region. This could broaden the impact this approach is trying to make.
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) Strengths: Regionally based centres that provide individual counselling about involvement in labour market and finding right career path followed by courses improving qualification. Approach creates new job positions. Weaknesses: Weak community engagement or networking among target groups. Opportunities: Distribution of Manual of good practice has an opportunity to change awareness about employability of risk groups both for employers and groups themselves. Regional impact of this approach is potential high thanks to Mobile Counselling and Information Centres in various municipalities.

	Threats: After diminishing financial incentives, the interest of employers could decline. Interest of employers is built through financial incentives without further connection.
9	Further relevant information (also sources such as literature, interviews etc.) http://www.esfcr.cz/projekty/mpic-mobilni-poradenska-a-informacni-centra

Self-employment as a tool for increasing employability of women of two generations

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>“Podnikáme SPOLU – ženy dvou generací aktivně na trhu práce na Ústecku” Sdružení pro vzdělávání komunit - “In business TOGETHER – women of two generations active at the labour market in Ústecko region” Association for Community Education.</p> <p>State of the art: What is being done?</p> <p>The aim of this approach is to support the return of target groups back to the labour market, including the form of self-employment. The target groups for this project are women older than 50 years, women on maternity leave or caring about dependent family member. Target groups will be educated and individually supported in created co-working centre to pursue their own career as self-employed businesswomen.</p> <p>Currently, 2 waves of complex education programme have been realized for 23 attendants in each wave. The education programme consists of motivation, information about possibilities of self-employment, personality development and requalification and job practice in later part. The co-working centre is available to all participants as a space for individual work or cooperation. Three new job positions have been created during the course of this project.</p> <p>Public incentives used?</p> <p>Funded by European Social Fund</p> <p>In practice/idea/proposal</p> <p>In practice since December 1st, 2012 till November 30th, 2014</p>
2	<p>Reasons (initiating dimensions)</p> <p>The target groups – women older than 50 years and women returning to the labour market after maternity leave are at high risk of unemployment. Also, the region of Ústecko is one of the parts of Czech Republic with highest unemployment rates overall.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>This approach addresses the supply side of labour by introducing the possibility of self-employment as a way of using their working potential. The project presents ways in which self-employment is achievable and also works with skills and knowledge of participants to enable them pursue this way of employment.</p> <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>Older female workers are a specific target group of this project, but women returning to labour market after maternity leave are also included.</p>

3.1	Dimensions and quality of work (career and employment security, wages etc.) N/A
3.2	Values/Motivation Motivation is one of key aspects of education programme conducted during this project.
3.3	Professional Competence (Lifelong Learning) Professional competence of participants is increased in terms of job practice, requalification and knowledge about possibilities in self-employment.
3.4	Health N/A
3.5	Close Social Network Part of this programme is to create a social network between women of two generations – those older than 50 years and those returning to work after finishing maternity leave. The aim of this is to share personal experience about creating work-life balance and helping each other in creating that balance.
3.6	Family, work-life balance Aligning work and family life is one of the key topics of this project and is directly addressed during the education course. Such a matter is also supported in the created co-working centre and community around it. Others ...
4	Work after retirement (“silver work”) N/A
5	Life course orientation N/A
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? This approach is concerned with gender equality in the labour market, intergenerational solidarity and dialogue as a way of improving the situation of target groups as well as reflecting the complex social problems regarding this region.
6	Linkage to informal work/civic engagement/social volunteering? N/A
7	Other socially innovative dimensions touched worth being mentioned? N/A

8	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)</p> <p>Strengths: Overcoming the threat of unemployment by self-employment. Stimulating intergenerational dialogue and cooperation. Creation of co-working centre with access to target groups.</p> <p>Weaknesses: The abilities and skills for self-employment are not universal and do not necessarily fit everybody.</p> <p>Opportunities: The foundation of shared support space of co-working centre can benefit target groups in long time. Self-employed women can with more experience and success in business create new job positions for other people at risk of unemployment from created social network or from general population.</p> <p>Threats: The target groups might be afraid of pursuing career in self-employment due to lack of confidence or experience.</p>
9	<p>Further relevant information (also sources such as literature, interviews etc.)</p> <p>http://www.esfcr.cz/projekty/podnikame-spolu-zeny-dvou-generaci-aktivne-na-trhu-prace-na</p> <p>http://www.coworking-usti.cz/o-projektu-podnikame-spolu-s13CZ</p>

Systematic training of company's employees

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others) . “Profesní rozvoj zaměstnanců.” SIGNALBAU a.s. – “Professional Development of Employees.” SIGNALBAU a.s. SIGNALBAU is based in Přerov and the main specialization of this company is on installation of technological equipment for Czech Railway. The company has 128 employees.</p> <p>State of the art: What is being done? Activities of this approach are focused on professional training and the topic of equal opportunities. The aim of this approach is to increase professional level of employees, provide them with an advantage on a labour market and support reaching strategic goals of the company. This approach will provide 67 educational activities in 9 topics for at least 47 employees. Special attention in this project is paid towards employees older than 50 years, who are key professionals. They are not directly endangered by unemployment, but this approach focuses on their motivation to further education with respect to specific needs of this age group.</p> <p>Public incentives used? N/A In practice/idea/proposal In practice since May 1st, 2013 till April 30th, 2015.</p>
2	<p>Reasons (initiating dimensions) . The initiating dimension of this approach is the effort to reach company's strategic goals by developing professional skills of employees.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability . This approach addresses employability by increasing professional skills of employees in various dimensions. Is the approach targeted especially on older workers or on all age groups? This approach is targeted on all employees, but key workers older than 50 years have specific position in this project.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.) N/A</p>
3.2	<p>Values/Motivation The target group of key workers older than 50 years is motivated towards further professional education.</p>
3.3	<p>Professional Competence (Lifelong Learning) This approach is mainly concerned with increasing professional competence of company's employees.</p>
3.4	<p>Health</p>

	N/A
3.5	Close Social Network N/A
3.6	Family, work-life balance N/A Others ...
4	Work after retirement (“silver work”) N/A
5	Life course orientation N/A
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? The dimension of equal opportunities on labour market is one of seven key activities of this approach.
6	Linkage to informal work/civic engagement/social volunteering? N/A
7	Other socially innovative dimensions touched worth being mentioned? N/A
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) STRENGTHS: Complex professional development of employees from various target groups. WEAKNESSES: When considering development of older employees, this approach specifically states that it is focused on key workers of this age group. Less valuable workers are not priority which means that this approach is not working according to the principles of equal opportunities. OPPORTUNITIES: Great emphasis on meeting company’s goal and strengthening its position on the market by using this approach as a right tool. THREATS: Insufficient emphasis on motivating participants.
9	Further relevant information (also sources such as literature, interviews etc.) http://www.esfcr.cz/projekty/profesni-rozvoj-zamestnancu http://www.signalbau.cz/index.php/cz/kariera

Providing security, individual approach and care for senior employees

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>“SENIORITY” ŠKODA AUTO, a.s.</p> <p>ŠKODA AUTO, a.s. is a key employer in Czech automotive industry with headquarters in Mladá Boleslav and two other production facilities in Vrchlabí and Kvasiny. The company is now owned by Volkswagen International Finance N.V. ŠKODA AUTO is one of biggest Czech employers with more than 25 000 employees.</p> <p>State of the art: What is being done?</p> <p>Programme SENIORITY is based on collective agreement between employer and employees and is intended for employees who are in an employment contract for at least 30 years. The collective agreement guarantees senior workers certain securities, such as:</p> <p>Reassignment of job position based on health reasons with wage supplements for predetermined period of time,</p> <p>Termination of employment issued by employer is followed by finding other suitable job positions or using company’s job pool,</p> <p>In case of job dismissal of senior worker from organisational od health reasons, the former employee will be provided with financial social assistance (the amount of this assistance is based on the duration of employment),</p> <p>In case of hiring from external resources, former employees with needed qualification will be reached with priority,</p> <p>Employee in cooperation with unions enables seniors to take an 14 days of reconditioning programme with financial subsidy of 60 % and 5 days of paid leave for this purpose,</p> <p>Employee provides senior workers with one day of paid leave per year without any bound to specific activities.</p> <p>Public incentives used?</p> <p>In practice/idea/proposal</p> <p>This approach is in practice and the company has been awarded consecutive prizes as a company with equal employment opportunities and exemplary attitude towards senior workers.</p>
2	<p>Reasons (initiating dimensions)</p> <p>Initiating dimension of this approach is increasing share of senior workers and need for keeping loyal and key workers active and content for as long as possible.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>Life-long employability of workers is addressed by assessing individual possibilities and limitations of workers and adjusting job positions and job description based on those factors.</p> <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>This approach is targeted on workers with duration of contract of 30 years or more.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p>

	In case of dismissal, senior workers are provided with financial assistance and/or included in company's job pool.
3.2	Values/Motivation N/A
3.3	Professional Competence (Lifelong Learning) N/A
3.4	Health Aside from general employee health care (regular preventive check-ups, health benefits, spa treatments, etc.), SENIORITY programme provides employees with significant financial subsidy and 5 days of paid work leave for reconditioning program.
3.5	Close Social Network
3.6	Family, work-life balance
4	Work after retirement ("silver work") Former senior employees are addressed with priority in case of hiring from external sources.
5	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?
6	Linkage to informal work/civic engagement/social volunteering?
7	Other socially innovative dimensions touched worth being mentioned?
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) Strengths: Programme Seniority provides loyal employees with social securities and enables them to do their job as long as possible while taking into account individual needs occurring with ageing. Weaknesses: This approach does not include life-long learning activities. Opportunities: Presenting good practice of this programme to broad public and business sphere may promote the topic of senior employee care as vital for reaching company goals. Threats: Transferability to smaller businesses is limited due to financial requirements of this program. Sustainability in the ŠKODA AUTO company is dependent upon further continuous business success. With significant rise in share of elderly workers, some cuts to the programme might follow.
9	Further relevant information (also sources such as literature, interviews etc.) http://www.nestor-eu.de/fileadmin/nestor/de/downloads/Prag/Program_SENIORITY_ve_SKODA_AUTO.pdf

Counselling and motivational activities for people over 50

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>· “Stále mám co nabídnout.” Asociace občanských poraden - “I still have something to offer.” Association of civic counselling.</p> <p>Association of civic counselling operates throughout the Czech Republic in more than 40 civic counselling centres. The counselling service is free of charge and is provided in matters of social help, legal issues, housing, family and interpersonal relationships, ownership relations, health, education etc.</p> <p>Mixed strategies/actors, i.e. are there different actors involved?</p> <p>This approach is conducted in partnership of Civic counselling of Třebíč, Silesian Diocese and Centrum nové naděje (The New Hope Centre).</p> <p>State of the art: What is being done?</p> <p>The purpose of this approach is to provide target group of people older than 50 years with counselling and motivational activities followed up by conveying of job opportunities. This approach is conducted in regions of Třebíč, Karviná, and Frýdek – Místek that are known for high unemployment rate of people older than 50 years.</p> <p>The target group was provided with education in requalification course of basics in work on PC (80 participants), course of social care in handling care (75 participants) and personality diagnostics (165 participants). Currently the issue of employment is being solved. Job position should be conveyed for 42 participants.</p> <p>Public incentives used?</p> <p>Wage incentives for participating employers are provided.</p> <p>In practice/idea/proposal</p> <p>In practice since April 15th 2012, till April 14th, 2014.</p>
2	<p>Reasons (initiating dimensions)</p> <p>· This approach is targeted on people older than 50 years with low educational levels because this target group is one of the most endangered by unemployment in Czech Republic and also has the biggest issues with finding new jobs.</p>

3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>The employability of target group is solved in terms of finding open job positions and increasing skills for acquiring these positions.</p> <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>Yes, this approach is targeted on people older than 50 years with low educational levels.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p> <p>N/A</p>
3.2	<p>Values/Motivation</p> <p>Motivation is addressed in individual counselling parts of the approach.</p>
3.3	<p>Professional Competence (Lifelong Learning)</p> <p>Increase in professional competence of participants is a key feature of this approach. Participants are educated in basics in work on PC and social care in handling care.</p>
3.4	<p>Health</p> <p>N/A</p>
3.5	<p>Close Social Network</p> <p>N/A</p>
3.6	<p>Family, work-life balance</p> <p>N/A</p> <p>Others ...</p>
4	<p>Work after retirement (“silver work”)</p> <p>N/A</p>
5	<p>Life course orientation</p> <p>N/A</p>

	<p>Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?</p> <p>The course of handling care is a way to “give back” to community and improving conditions in care of disabled people and elderly.</p>
6	<p>Linkage to informal work/civic engagement/social volunteering?</p> <p>· Whole project is maintained by civic organisation (Association of Civic Counselling) and charity organisation of Silesian Diaconate is involved as well.</p>
7	<p>Other socially innovative dimensions touched worth being mentioned?</p> <p>· N/A</p>
8	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)</p> <p>· Strengths: Participants are provided with education in general skills (PC skills) as well as some specific skills (Handling care). Personal diagnostic and individual counselling are a good way of steering ones career ambitions to right direction with regard to current needs and opportunities on labour market.</p> <p>Weaknesses: There is no variability in provided courses.</p> <p>Opportunities: Great opportunity of this approach is a dense network of counselling centres of The Association of Civic Counselling that can easily provide the service of this approach to the target group in all regions of Czech Republic.</p> <p>Threats: The cooperation with employers is based on financial incentives ad further closer cooperation is not effective. The interest of employers is based on financial incentives, not civic engagement. Further activities of this approach are dependent on funding (such as form European Social Fund).</p>
9	<p>Further relevant information (also sources such as literature, interviews etc.)</p> <p>· http://www.obcanskeporadny.cz/50-let-neni-handicap/</p>

Tools for quick return of elderly workers to labour market

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others) “Třetí kariéra.” Úřad práce České republiky - “Third Career.” Registry Office of Czech Republic If not: please describe the initiator Financed by European Social Fund. State of the art: What is being done? This approach is aimed on quick return to labour market of job seekers older than 50 years. The programme provides activities such as motivational courses targeted on increasing of confidence and will to actively seek a job, general and professional requalification courses, courses of PC and various other skills, individual counselling and support. Contact centres will be established in all district towns of the Vysočina region. This approach is dimensioned to help 250 clients through motivational courses, 300 clients through requalification, 250 clients through individual counselling and to create 50 new job positions. Public incentives used? Participants will get a direct financial support that should help them overcome barriers preventing them in pursuing job seeking. In practice/idea/proposal In practice since July 1st, 2012 till June 30th, 2015</p>
2	<p>Reasons (initiating dimensions) This approach is trying to prevent the loss of qualification and skills for the people in target group – unemployed people older than 50 years.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability The approach aims on increasing motivation to job seeking in the target group as well as shifting the qualification of the target group towards current needs of regional labour market. Approach provides individual counselling, various courses, Internet access and direct financial support. Is the approach targeted especially on older workers or on all age groups? This approach is specifically targeted on unemployed people older than 50 years.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.) N/A</p>
3.2	<p>Values/Motivation Motivation to job searching is a key activity of this approach and is provided for at least 250 clients through motivational courses.</p>
3.3	<p>Professional Competence (Lifelong Learning) Professional competence of the target group is addressed by various courses such as PC skills courses, courses in accounting, requalification.</p>
3.4	<p>Health N/A</p>

3.5	Close Social Network N/A
3.6	Family, work-life balance N/A Others ...
4	Work after retirement (“silver work”) N/A
5	Life course orientation N/A
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? N/A
6	Linkage to informal work/civic engagement/social volunteering? N/A
7	Other socially innovative dimensions touched worth being mentioned? N/A
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) . Strengths: This approach is targeted on fast and direct help in employability of target group which decreases further costs of dealing with this issue and also benefits life of target group. This approach is spread through whole Vysočina region via multiple centres in district towns. Weaknesses: This approach does not cooperate its activities with local employers in an innovative or inclusive way. Opportunities: Change in the approach towards work with unemployed people over 50 towards quick and effective solution with active participation of the target group. Threats: Insufficient spread of good practice and building of community network among target group members, potential employers and project team.
9	Further relevant information (also sources such as literature, interviews etc.) . http://www.esfcr.cz/projekty/treti-kariera

Surrogate grandmothers – help for working parents ad unemployed women in pre-retirement age

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>“Trojlístek” Centrum pro rodinu a sociální péči - “Shamrock” Centrum pro rodinu a sociální péči Centrum pro rodinu a sociální péči (Centre for Family and Social Care) is a non-profit organisation that provides families with leisure, educational and counselling programs in Brno.</p> <p>Mixed strategies/actors, i.e. are there different actors involved? This approach is funded by European Social Fund and partners with civic associations Klub přátel rodiny, Rada senior České republiky, Ženy50 a Der Katholischer Familienverband Erzdiözese Wien.</p> <p>State of the art: What is being done? ‘ This approach follows the experience of Austrian service Oma Dienst. The purpose of this approach is to apply foreign experience on Czech environment. The service mediates contact among surrogate grandmothers and families with children. The aim of this approach is to make the return to labour market easier for parents and creating new work opportunities for unemployed women as well. Surrogate grandmothers will be provided with free training and workshops personal and family skills. Parents will create friendly and personal connection with surrogate grandmothers. Grandmothers will get paid, but the fee will be lower than in commercial sphere of babysitting.</p> <p>Public incentives used? N/A</p> <p>In practice/idea/proposal This approach was in practice since May 1st, 2012 till May 31st, 2014</p>
2	<p>Reasons (initiating dimensions)</p> <p>This approach is a reaction to insufficient number of places in preschool childcare facilities as well as the fact that members of extended family may not live nearby and thus are unable to help in dealing with common family issues. Other problematic fact this approach deals with is the return to labour market form maternity or parental leave and the issue of work-life balance as well as unemployment rate of elderly women.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>This approach offers training in personal skills, family skills and child care. Is the approach targeted especially on older workers or on all age groups?</p>

	One of the target groups are women over 45 and women in pre-retirement age. The other target group are parents returning to labour market after finishing their parental leave.
3.1	Dimensions and quality of work (career and employment security, wages etc.) N/A
3.2	Values/Motivation N/A
3.3	Professional Competence (Lifelong Learning) Professional Competence in child care is addressed in this approach
3.4	Health N/A
3.5	Close Social Network This approach is built upon creating close social network of surrogate grandmothers and families with children. Success of this programme is based on personal relationships and ability to get along.
3.6	Family, work-life balance Improving work-life balance for parent s with children is a key goal of this approach. Others ...
4	Work after retirement (“silver work”) Participation in this approach is not age limited and skills and experience gained in this programme can be used long after retirement.
5	Life course orientation N/A
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? N/A
6	Linkage to informal work/civic engagement/social volunteering? Civic associations are in partnership of this approach and help to create database of surrogate grandmothers as well as arrange appropriate matches for families.
7	Other socially innovative dimensions touched worth being mentioned? The creation of database of available surrogate grandmothers is an innovative way of dealing with the issue of returning to labour market after parental leave as well as avoiding the risk of unemployment among women who are about to retire.

8	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)</p> <p>Strengths: This approach fills in a gap in affordable childcare for preschool children and improves situation both for parents and unemployed women in pre-retirement age.</p> <p>Weaknesses: This approach does not provide much of a training or life-long learning. This approach offers just one type of position to pre-retirement women, so the usefulness for this target group is limited. Approach completely omits possibility of surrogate grandfathers.</p> <p>Opportunities: This approach is both sustainable and transferable to different regions of Czech Republic. The shift from Austrian environment to Czech environment declares the transferability. This approach has a good potential for PR promotion.</p> <p>Threats: The bigger the network of surrogate grandmothers get, the more demanding will be the task of the service operators, which has to be taken into account. This could make the service less affordable as the work of service operators will probably get more expensive.</p>
9	<p>Further relevant information (also sources such as literature, interviews etc.)</p> <p>http://www.esfcr.cz/projekty/trojlistek</p> <p>http://www.crsp.cz/rodiny-s-detmi/161-trojlistek</p>

2.3 Denmark

Mikkel Barslund

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Summary

Supply side initiatives

There are two interesting cases aimed at the supply side. One, 'Senior network', has been in existence since the late 1990s. The other 'Senior workshops' is more recent and the front man, Poul-Erik Tindbæk received the EU social innovation price in 2012 for his work on this.

'Senior workshops' target 58-59 year olds (at the time when one has to decide on early retirement versus continuing work in Denmark). The workshops are designed to get participants to reflect on how they want to spend the rest of their life. How they want to structure retirement etc. It is not meant to focus on staying in employment per se, but rather to overcome a sort of routine reaction: "I am 60 - therefore it is time to retire". It also includes a health test to make participants aware of the benefits of staying in good health.

'Senior network' ('Senior Erhverv' in Danish) is driven by volunteers organized in 24 independent network of seniors spread across Denmark. The network's mission is to create the best job seeking environment for unemployed seniors aged 50 years or older. While each of the independent networks receives some support from the Agency for Labour Market and Recruitment day to day management is the responsibility of the unemployed seniors themselves. Activities include visits to companies, training and social activities in addition to a traditional CV data base. The networks have in recent years had some success in finding employment to members.

In addition to the mentioned initiatives there has been an increase in private recruitment/temporary placement agencies which specialize exclusively in placing senior workers.

Collective agreements

Collective agreements for public sector workers contain a number of measures intended to retain older workers (first introduced in 2008 and subsequently modified in 2012). They stipulate the right for the employee to a 'senior conversation' (or senior age management consultation) as part of the yearly evaluation of the employee (the exact age at which the 'senior conversation' begins is determined locally at the workplace or city council). The employee has the right to say 'no, thanks' and have the yearly evaluation as any other employee.

The 'senior conversation' is the starting point for a dialogue on how job demands from elderly workers and the workplace leader (if any) can be met to the satisfaction of both parties. Broad instruments are available which cater both to employee wishes (reduced working time, changes of responsibilities) and employer instrument to retain workers which would otherwise retire (early) – e.g. increased pension contribution.

Many *private* collective agreements now also include the possibility for the employee to negotiate with the employer part time employment where the reduction in working time is partly financed by reducing pension contributions. This can happen from five years before the official retirement age (currently 65, but gradually increasing in the future). Depending on the agreed labour market pension contribution rate for the workplace up to a 10 percent reduction in working time can be finance by reducing pension contributions in the period leading up to retirement.

Government initiative to improve age management practices

From 2013 the Fund for Better Working Environment and Labour Retention (under the Ministry of Employment) has offered 'senior packages to SMEs (<250 employees). A senior package is meant to create awareness about age management in SMEs. The main purpose is to prepare SMEs and employees for the post 55+ working life – and make SMEs better at keeping elderly workers in employment. The package consists of a structured programme lasting 3-6 months involving external consultants and compensation for working time lost for the SME (management and employees). Participants are one or more managers, employees older than 55 years and an employee representative.

Demand side: three examples from public services

There are a number of interesting cases coming from public services. Three of these are described below.

A school - Moellevangsskolen – an 'unretirement scheme':

This public primary school has had success employing retired school teachers (and to a lesser extent other employees at the school) as temporary teachers in case of sick leave among and job change among regular teachers. They know the school, its value and many of the regular teachers thus they can work independently from day one.

Co-housing among individuals with reduced mental capacity - Bofællesskaberne Edelsvej:

Bofællesskaberne Edelsvej has instituted 'Senior evaluations/conversations' for employees aged 56 years. This allows management to get an idea of where the employee is with respect to thoughts related to (early) retirement, further development of career and general well-being at the workplace. This goes hand in hand with general attention to the welfare of all employees.

Public hospital - Aalborg Hospital:

Implementation of age management policy (bottom-up development with initiative coming from employees). Senior consultation/evaluation with management from the age of 51. The first talk takes a long-term perspective (how do the employee see themselves with respect to the future). Thoughts and wishes are then followed up in the yearly employee evaluation with management. There is an emphasis on flexibility for the individual regarding function of work, working time etc. The importance of further learning is also emphasized. Senior related changes (e.g. changes of working time) have to be approved by management and have to fit into the general work plan.

Demand side: three examples from retail

Three retail chains have over the years worked to increase the number of workers age 50+ in their workforce (Silvan do-it-yourself, Netto supermarket, IKEA). Silvan has worked to attract senior job-seekers (50+). Senior employees are specifically mentioned on the website with the possibility of informally getting to talk to a senior employee before applying. Specific campaigns to get seniors to apply for vacancies have been conducted. Seniors are considered as valuable to the warehouse as younger employees and the different age groups supplement each other well with respect to preferred work hours, experience (in particular in relation to advising customers) and physical strength. Silvan emphasizes that employing seniors is not CSR, but that each hire has to fit in and make sense from a business perspective.

Similarly, for Netto, the ambition is to have a mix of staff (age, ethnicity) which is representative of the customer base. The experience is that a stores staffed with a mix of age groups have a better working

atmosphere. Netto has had campaigns to attract 50+ to vacancies in cooperation with public employment service. Jobs can be physically hard (with heavy lifting), but effort is being put into adjusting job content to better suit senior workers. Dansk Supermarked (the parent company) has a dedicated section aiming at older workers on their recruitment site. Senior workers are competing with other age groups for vacancies. IKEA has for a number of years worked to attract more senior employees to their warehouses.

IKEA has worked with senior organizations and employment agencies to attract more senior staff. The main motivation is – as in the case for SILVAN – to have a diverse workforce which resembles the customer base. The customer service aspect, customers prefer advice from people their own age or older, is also a motive. IKEA stresses that hires are “business” – not CSR. Flexible working hours suits both IKEA and seniors well. IKEA does not have a senior policy as such, but HR policy in general stresses individual development. This also means that education and training is available for seniors.

Senior workshops (supply side of labour)

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>City council of Aarhus and Poul-Erik Tindbæk (winner of EU social innovation price 2012)</p> <p>Mixed strategies/actors, i.e. are there different actors involved? Individuals and regional authorities (for funding)</p> <p>State of the art: What is being done? Senior workshops Workshops which target 58-59 year olds (at the time when one has to decide on early retirement versus continuing work). The workshop is designed to get participants to reflect on how they want to spend the rest of their life. How they want to structure retirement etc. It is not meant to focus on staying in employment per se, but rather to overcome a sort of routine reaction: "I am 60 it is time to retire". The participants should reflect on what their wishes are for the "third career". It also includes a health test to make participants aware of the benefits of staying in good health.</p> <p>Description from the website: <i>A third career - is a project organized in the city of Aarhus and financed by funding (from European, national and regional level) and by payment from companies. It's the goal to support the development of age-friendly activities in companies and to support senior employees to develop and unfold their competencies as long as possible creating their own new career in the third age.</i></p> <p>Public incentives used? Yes, publicly financed</p> <p>In practice/idea/proposal Initial project ended 2013. It is continued within the framework of http://www.en3karriere.dk/ (it is not entirely clear if this still involve public funding)</p>
2	<p>Reasons (initiating dimensions)</p> <p>The following text which is copied from the description on the website changemakers.com fits well:</p>

	<p><i>To retire from working life is one of the most difficult changes and transitions in life and one of the most important social problems to address in all EU member states. Many people do not think, that leaving the working week behind and getting ultimate freedom will be a problem. In addition, there is a general lack of public awareness of all the radical changes retirees will have to go through in the process of retirement.</i></p> <p><i>Ways of retirement may be as flexible as careers before retirement. Consequently it is need to qualify seniors for making an appropriate decision: on when and how to retire, and in a way not just following fixed retirement ages or standard retirement patterns. Just as most other transitions of a lifetime, the process of retirement may be considered and decided upon. Not only for one's own welfare, but for the needs of society as well. Retirement patterns happens to make contributions to the state of economies and welfare of all EU member states.</i></p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>A broad measure of supply side: work, volunteering, civic participation</p> <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>55+</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation
3.3	Professional Competence (Lifelong Learning)
3.4	<p>Health</p> <p>Participants' health status was ,measured' at the workshop (in a simple way) to get them to reflect on the value of keeping a good health in order to live and active life in the third and fourth career (after 60+)</p>
3.5	<p>Close Social Network</p> <p>One of the purposes of the workshops was to get people to talk to and discuss with other people in similar life circumstances. No explicit focus on creating networks.</p>
3.6	<p>Family, work-life balance</p> <p>The question of which form of work-life/volunteering-life balance do you desire after 60+ was very implicit in the workshops</p>
4	<p>Work after retirement ("silver work")</p> <p>As in 3.6</p>
5	<p>Life course orientation</p> <p>Only as to the aspect of after 55+/60+</p>
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?

6	<p>Linkage to informal work/civic engagement/social volunteering?</p> <p>One of the aspects touched upon (and stressed) is the opportunities for volunteering and civic engagement for those determined to end their formal working career but still want to remain active.</p>
7	<p>Other socially innovative dimensions touched worth being mentioned?</p>
8	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)</p> <p>Transferability should be straight forward. It is unclear if it is sustainable without public subsidy (i.e. will individuals be able/willing to pay the cost price, will firms be willing?, What would this mean for equity concerns?).</p> <p>The main weakness is that we do not know if one two-day workshop will have a lasting impact. An evaluation report noted that around 40% decided to stay longer on the labour market than otherwise planned, 40% are encouraged to improve their health and almost half decide to join volunteering work. The extent to which people follow through on these plans are naturally difficult to assess but the initial results are encouraging.</p>
9	<p>Further relevant information (also sources such as literature, interviews etc.)</p> <p>The man behind the (Danish implementation of the) idea Paul Erik Tindbaek has given a lot of interviews and written a book about the project.</p>

Collective agreements (supply and demand side of labour)

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>Kommunernes Landsforening (Employer's organisation for Councils and regions) and KTO (organisation representing more than 50 unions with employees in local councils and regions). It covers around 500,000 employees.</p> <p>If not: please describe the initiator Mixed strategies/actors, i.e. are there different actors involved? Yes State of the art: What is being done? Collective agreement covering employees of city councils and regions ('rammeaftale om Seniorpolitik' – agreement on age management) - The agreement (first introduced in 2008 and modified in 2011) stipulates the right for the employee to a 'senior conversation' (or senior age management consultation) as part of the yearly evaluation of the employee (the exact age at which the 'senior conversation' begins is determined locally at the workplace or city council). The employee has the right to say 'no, thanks' to the measure. The 'senior conversation' is the starting point for a dialogue on how job demands from elderly workers and the workplace leader (if any) can be met to the satisfaction of both parties. Three instruments are available: Senior employment 'Change in generation' scheme 'End of employment' scheme Add a) senior employment This comes in two forms (which can be combined): lower working time and change in job content. Common for both is that the employer's pension contribution stays unchanged at the level received prior to going on senior employment. Thus, it is attractive for people who wants to prolong their employment career to boost pension savings. Other elements which can form part of an agreement on senior employment are i) full or part wage compensation (if new senior employment involves less hours or less demanding responsibility and therefore less pay), ii) an extra pension contribution and iii) loyalty bonus if the employee leaves his/her job after turning 62. Senior employment can also be temporary, where after the employee continues his/her former job. Add b) 'Change in generation' scheme</p>
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	<p>This scheme is aimed at the management layer and include the possibility of incentives older managers to stay longer in the job with the following tools: wage raise, loyalty bonus (paid out if the employee stays in the job for x number of years), and increased pension contribution.</p> <p>Add c) 'End of employment' scheme</p> <p>This scheme can be used for employees in ordinary work (as opposed to senior employment cf. above) whom the council or region want to keep in employment until a given age. Instruments consist of extraordinary pension contributions and continued wage for a given number of months after ending the employment relationship. E.g. a city council can offer an employee 2 years of additional pension contribution if they person retire after his/her 62 year birthday</p> <p>Public incentives used?</p> <p>Yes</p> <p>In practice/idea/proposal</p> <p>In practice</p>
2	<p>Reasons (initiating dimensions)</p> <p>Challenges due to the demographic change which will impact city councils and regions particularly hard since their workforce tends to be older on average. Better age management practices should contribute to keep elderly workers to stay longer on the job.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>Both demand and supply (increasing demand and supply for older workers by offering flexibility in the way they are employed)</p> <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>Targeted to 55+</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	<p>Values/Motivation</p> <p>Some of the masures could foster employee motivation to work longer. For example, partial retirement can inhibit full retirement. On the other hand it also gives an option for those who would otherwise have worked full time to work less than full time. The effect on overall labour supply depends on which effect dominates.</p>
3.3	<p>Professional Competence (Lifelong Learning)</p> <p>Not specifically covered, but partners are aware of the need to avoid less adult education to elderly <i>because</i> they are elderly.</p>
3.4	<p>Health</p> <p>Not specifically covered</p>
3.5	Close Social Network
3.6	Family, work-life balance

	Possibilities to reduce working time can allow workers to adjust working hours to family circumstances. This can be done also temporarily.
4	Work after retirement (“silver work”) Possible and can be encouraged by negotiating a bonus which will be paid out if a person works longer than to his/her 65 year birthday (this is individually negotiated, though)
5	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Social inequality could be exacerbated because employers’ can and (probably will) offer better conditions (pay, days off etc.) to resourceful elderly workers. Intergeneration solidarity: The agreement could raise staff costs and possibly reduces wage increases available to other workers. It is not guaranteed that younger workers will get the same advantages when they are older.
6	Linkage to informal work/civic engagement/social volunteering?
7	Other socially innovative dimensions touched worth being mentioned?
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) The scheme or parts of it are transferable to the extent a collective agreement system offers some possibilities for individual negotiations. Most elements are costly and therefore require either a higher overall wage bill or wage restraints for other age groups. It is difficult to evaluate the labour supply effect of these schemes.
9	Further relevant information (also sources such as literature, interviews etc.) The latest version of the agreement (http://www.personaleweb.dk/rammeaftale-om-seniorpolitik) http://www.personaleweb.dk/sites/default/files/Rammeaftale_om_seniorpolitik_-_en_vejledning_2012.pdf

“Senior packages” (supply and demand side of labour)

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>“Senior packages” - Government sponsored introduction to age management practice in SMEs (<250 employees)</p> <p>Mixed strategies/actors, i.e. are there different actors involved? Yes, employers and employees</p> <p>State of the art: What is being done? SMEs (<250 employees) can apply to the The Fund for Better Working Environment and Labour Retention (under the Ministry of Employment) for a “senior package”. A senior package is meant to create awareness about age management in SMEs. The main purpose is to prepare SMEs and employees for the post 55+ working life – and make SMEs better at keeping elderly workers in employment.</p> <p>The package consists of a structured programme lasting 3-6 months involving external consultants and compensation for working time lost for the SME (management and employees). Participants are one or more managers, employees older than 55 years and an employee representative.</p> <p>Public incentives used? Yes, package financed by the Government agency (around 1 mill. Euro annually)</p> <p>In practice/idea/proposal In practice since mid 2013. Around 40 companies have received support.</p>
	<p>Reasons (initiating dimensions)</p> <p>Helping SMEs to keep their older workers longer</p>
3	<p>Description of approach (which dimension of the demand side of labour is addressed and what are the aims?) Both employability (in terms of guidance to elderly workers) – and demand side.</p> <p>All aspect of 3) are covered in the individual talks with 55+ employees. But the main goal is to create awareness.</p> <p>Is the approach targeted especially on older workers or on all age groups?</p>

	55+
3.1	Monetary/financial incentives Yes, as mentioned above: The package consists of a structured programme lasting 3-6 months involving external consultants and compensation for working time lost for the SME (management and employees). Participants are one or more managers, employees older than 55 years and an employee representative.
3.2	Regulations, collective agreements etc.
3.3	Image and awareness campaigns Part of an awareness campaign
3.4	Anti-discrimination activities
3.5	Networking of actors (e.g. fostering „joint/mixed approaches”)
3.6	Advise and other kind of support for employers, other key actors, key persons
4	Work after retirement (“silver work”) Addressed implicitly
5	Linkage to informal work/civic engagement/social volunteering?
6	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Other socially relevant dimensions touched worth being mentioned?
7	Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how Transferability should be possible (at least to cooperative labour market models). Public subsidies are needed. No evaluation/knowledge of whether it is working/effective. Also there could be a high degree of leakage, i.e. companies applying for funding even if they would have done roughly the same programme without public funding. Strength: It may help to overcome barriers at the firm level of how to get started with age management policies.
8	Further relevant information (also sources such as literature, interviews etc.) http://www.forebyggelsesfonden.dk/senior_vejledning.html

“Senior Network” (supply side of labour)

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>“Senior Erhverv” (http://seniorerhvervdanmark.dk/) – consists of 24 local networks of unemployed seniors aged 50+ who are interested in finding work.</p> <p>If not: please describe the initiator It was initiated at the local level in the late 1990s by unemployed seniors</p> <p>Mixed strategies/actors, i.e. are there different actors involved? Unemployed seniors</p> <p>State of the art: What is being done? Each of the 24 local networks is independently administered, but form part of the structure “Senior Erhverv Denmark”. The purpose of the local networks is to match unemployed seniors in the network with local job opportunities. Activities are member driven and includes visits to potential employers, short courses on job search and general networking among networks members</p> <p>Public incentives used? Yes, support is received from Danish Agency for Labour Market and Recruitment under the Ministry of Employment</p> <p>In practice/idea/proposal In practice since 1999. In total the 24 local networks had more than 1500 members in 2013.</p>
2	<p>Reasons (initiating dimensions)</p> <p>Helping 50+ into employment</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?)</p> <p>Both workability and employability (in terms of guidance to elderly workers).</p> <p>Is the approach targeted especially on older workers or on all age groups? 55+</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation
3.3	Professional Competence (Lifelong Learning)
3.4	Health
3.5	Close Social Network

	This is an important part
3.6	Family, work-life balance
4	Work after retirement (“silver work”) Addressed implicitly
5	Life course orientation Not covered
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? The network is open to everyone above 50 seeking employment. However, it may be that mostly resourceful individuals are using it (an evaluation report from 2007 confirms this).
6	Linkage to informal work/civic engagement/social volunteering?
7	Other socially innovative dimensions touched worth being mentioned?
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) Transferability should be straightforward. Activity level and effectiveness likely to depend on public support but maybe other financing models can be found. A total of 40 percent of 50+ in the network returned to employment in 2013. In fact at least one of the local networks was running “low” on unemployed seniors and was actively advertising for more members. The networks received a positive evaluation in 2007, but it is of course difficult to measure the direct impact of the networks. The networking part in itself is positive, but it should be kept in mind that the more successful networks have a high churn of members which can adversely affect the social element.
9	Further relevant information (also sources such as literature, interviews etc.) http://seniorerhvervdanmark.dk/ Evaluation report: http://ams.dk/upload/AMS/Publications/pub0274/Netvaerksevaluering_2005-06.pdf

Three examples from retail (demand side of labour)

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>Netto/ Dansk Supermarked (grocery chain) Silvan (do-it-yourself chain, around 2,000 employees) Ikea (furniture/do it yourself chain, around 1.200 employees in DK)</p> <p>If not: please describe the initiator Mixed strategies/actors, i.e. are there different actors involved? State of the art: What is being done?</p> <p>Silvan: Silvan is specifically interested in attracting senior job-seekers (50+). Senior employees are specifically mentioned on the website with the possibility of informally getting to talk to a senior employee before applying. Specific campaigns to get seniors to apply for vacancies have been conducted. Seniors are considered as valuable to the warehouse as younger employees and the different age groups supplement each other well with respect to preferred work hours, experience (in particular in relation to advising customers) and physical strength. Silvan emphasizes that employing seniors is not CSR, but that each hire has to fit in and make sense from a business perspective.</p> <p>Netto: The ambition is to have a mix of staff (age, ethnicity) which is representative of the customer base. The experience is that a stores staffed with a mix of age groups have a better working atmosphere. Have had campaigns to attract 50+ to vacancies in cooperation with public employment service. Jobs can be physically hard (with heavy lifting), but effort is being put into adjusting job content to better suit senior workers. Dansk Supermarked (the parent company) has a dedicated section aiming at older workers on their recruitment site. Senior workers are competing with other age groups for vacancies.</p> <p>IKEA: IKEA has for a number of years worked to attract more senior employees to their warehouses. IKEA has worked with senior organisations and employment agencies to attract more senior staff. The main motivation is – as in the case for SILVAN – to have a diverse workforce which resembles the customer base. The customer service aspect, customers prefer advice from people their own age or older, is also a motive. IKEA stresses that hires are “business” – not CSR. Flexible working hours suits both IKEA and seniors well. IKEA does not have a senior policy as such, but HR policy in general stresses individual development. This also means that education and training is available for seniors.</p> <p>Public incentives used?</p>
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	<p>NONE</p> <p>In practice/idea/proposal</p> <p>In practice</p>
2	<p>Reasons (initiating dimensions)</p> <p>.</p> <p>Silvan: Found that seniors provided for good customer service also in relation to the customer base of do-it-yourself people who preferred advice by older employees. The campaigns started in 2006 when it was difficult to hire and retain workers in general. Seniors often make for a more stable employment relationship because they are less likely to change jobs.</p> <p>IKEA: Same as above</p> <p>Netto: A good age mix in stores provides for a good atmosphere in the stores.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) –</p> <p>.</p>
3.1	<p>Monetary/financial incentives / Dimensions and quality of work (career and employment security, wages etc.)</p> <p>No public incentives /</p> <p>IKEA: For each year employed after the age of 40, employees get one extra month (to a maximum of three months) of redundancy pay in case of lay offs. After 10 years of employment, you earn the right to retire by working part time for six months with full time pay.</p>
3.2	<p>Regulations, collective agreements etc.</p> <p>Part of agreements with employees</p>
3.3	<p>Image and awareness campaigns / Professional Competence (Lifelong Learning)</p> <p>No / IKEA: training and education available for all</p>
3.4	<p>Anti-discrimination activities / Health</p> <p>No / IKEA: Some Health benefits provided to all employees</p>
3.5	<p>Networking of actors (e.g. fostering „joint/mixed approaches”)/ Close Social Network</p>
3.6	<p>Advise and other kind of support for employers, other key actors, key persons / Family, work-life balance</p> <p>/ All three: flexible working time is seen as a benefit by the seniors employed.</p> <p>Others ...</p>
4	<p>Work after retirement (“silver work”)</p> <p>Silvan & IKEA: possible and also sought after people combining retirement and work.</p>

	Netto: Employment contracts stipulate that the employment relationship ends at 70 years of age. No special effort has been done to reach out to people already retired.
5	Life course orientation
.	
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Silvan: Younger workers learn from the experience of the older staff
6	Linkage to informal work/civic engagement/social volunteering?
.	NO
7	Other socially innovative dimensions touched worth being mentioned?
.	NO
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) The retail sector seems to be an interesting but overlooked options for seniors / early retirees able to work flexible (working hours and time). Transferability in principle straight forward. However, a good HR policy is likely a prerequisite for making it work well.
9	Further relevant information (also sources such as literature, interviews etc.)
.	Cases: http://sm.dk/filer/ydelser/pension Seniorpraksis på danske virksomheder Friis, Karina; Jensen, Per Harboesgaard; Wègens, Jesper, 2008. http://seniorpraksis.dk/~media/SFR/Seniorpraksis.dk/Files/Implementering/Seniorer-i-detailbranchen%20pdf.ashx „Aeldre paa arbejdspladsen – 10 gode eksempler“, Per Tybjerg Aldrich, Marchen Vinding Petersen, Anne Lisbeth. Skytte http://www.lo.dk/Politik/beskaeftigelse/Mere%20om%20beskaeftigelse/~media/LO/Politikomrader/Beskaeftigelse/BeskaeftArbejdsmarked/0409_Aeldre_paa_arbejdspladserne.ashx http://sm.dk/arbejdsmrader/sektionsside/pension/arbejde-og-pension/projekt-om-unretirement-1/virksomheder-der-har-ansat-aeldre http://www.eurofound.europa.eu/areas/populationandsociety/ageingworkforce.htm

Three examples from public services (supply and demand side of labour)

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>Moellevangsskolen (public primary school, full-time teaching staff: 39) Bofællesskaberne Edelsvej (social care, full time staff 55, part time 25) Aalborg Hospital, Ergo and physic therapy (health care, around 130 employees)</p> <p>State of the art: What is being done? Moellevangsskolen – an ‘unretirement scheme’: This public primary school has had success employing retired school teachers (and to a lesser extent other employees at the school) as temporary teachers in case of sick leave among and job change among regular teachers. They know the school, its value and many of the regular teachers thus they can work independently from day one. Bofællesskaberne Edelsvej – ‘Senior evaluations/conversations’ from 56 years to get an idea of where the employee is wrt. thoughts on retirement, further development ect. General attention to the welfare of all employees. Aalborg Hospital – Implementation of age management policy (bottom-up development with initiative coming from employees). Senior consultation/evaluation with management from the age of 51. The first talk takes a long-term perspective (how do the employee see themselves wrt. The future). Thoughts and wishes are then follow-up in the yearly employee evaluation with management. There is an emphasis on flexibility for the individual wrt. Function of work, working time etc. The importance of further learning is also emphasized. Senior related changes (e.g. changes of working time) have to be approved by management and have to fit into the general work plan. Thus, it is not an entitlement. Public incentives used? NONE</p> <p>In practice/idea/proposal</p> <p>In practice</p>
2	Reasons (initiating dimensions)

	<p>Moellevangsskolen: flexibility on both the employee and employer’s side makes it a perfect match</p> <p>Bofællesskaberne Edelsvej: Important to have the full age spectrum among employees. Older workers complement younger ones. Older workers as ‘workplace culture carriers’.</p> <p>Aalborg Hospital: Management sees a future with potential recruitment problems. However, the age management policy was initiated from the employees</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) –</p> <p>Moellevangsskolen: none of points are covered, except for the network effects for the retired teachers. They get to spend some time with former colleagues</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p> <p>Bofællesskaberne Edelsvej: Management stresses the value of all workers – and that on one should feel employment insecurity due to their age</p>
3.2	<p>Values/Motivation</p> <p>Bofællesskaberne Edelsvej: Emphasis on a good working environment and social activities with all staff.</p>
3.3	<p>Professional Competence (Lifelong Learning)</p> <p>Bofællesskaberne Edelsvej: investment in lifelong learning independent of age of employee. Lifelong learning is a key ingredient in the further development of all employees (older and younger)</p> <p>Aalborg Hospital: Seniors have equal opportunities for further learning</p>
3.4	<p>Health</p>
3.5	<p>Close Social Network</p> <p>Aalborg Hospital: Part of the agreement is an expansion of senior related activities.</p>
3.6	<p>Family, work-life balance</p> <p>Moellevangsskolen: very flexible working arrangements</p> <p>Aalborg Hospital: Individual flexibility is at the core</p> <p>Others ...</p>
4	<p>Work after retirement (“silver work”)</p> <p>Moellevangsskolen: that is the purpose</p>
5	<p>Life course orientation</p> <p>Bofællesskaberne Edelsvej: yes</p>

	<p>Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Moellevangsskolen: the school has made sure that 'retired teachers' participate in all school activities (also they less exiting ones) so as not to be seen a privileged group among the employees.</p>
6	<p>Linkage to informal work/civic engagement/social volunteering? . NO</p>
7	<p>Other socially innovative dimensions touched worth being mentioned? . NO</p>
8	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) . Moellevangsskolen: could be relevant for other schools. However, much of the benefit on either sides seems to derive from the fact that the unretired teachers previously taught at the same school and therefore know colleagues and daily routines. Also less unretired has been hired in times of large supply of younger teachers. Bofællesskaberne Edelsvej: Difficult to transfer since the key value seems to come from the management. Difficult to evaluate the value-added. Aalborg Hospital: The basis is an age management policy which is financed within the limits of local wage negotiation within collective agreement. Thus, in principle, it can be transferred to other public entities. Difficult to evaluate the value-added.</p>
9	<p>Further relevant information (also sources such as literature, interviews etc.) . Cases: Bofællesskaberne Edelsvej, social care, public (source: http://www.cabiweb.dk/film/seniorer-film-fra-seniorprojektet/) Moellevangsskolen: http://sm.dk/arbejdsomrader/sektionsside/pension/arbejde-og-pension/projekt-om-unretirement-1/virksomheder-der-har-ansat-aeldre Aalborg Hospital: Seniorpraksis på danske virksomheder Friis, Karina; Jensen, Per Harboesgaard; Wègens, Jesper, 2008</p>

Private recruitment/temporary agencies (supply and demand side of labour)

In DK there are now a couple of private recruitment companies which specialise exclusively in placing senior workers (e.g. Senior-vikar.dk). It started in earnest in one city but is now spreading to larger towns/cities. Those I know of are commercially driven. It might be an idea to look into what valued added/barriers they overcome that traditional recruitment/temporary agencies are not able to tap into.

Potential other cases to explore (private and public companies) where there is relatively little info in the public domain:

Serviceteam Nyborg, cleaning, public (source: <http://www.cabiweb.dk/virksomhed/tema-fasthold-seniorer/>)

SOSU Nord, healthcare, public (source: <http://www.cabiweb.dk/virksomhed/tema-fasthold-seniorer/>)

Fugato A/S, Industry, private (source: <http://www.cabiweb.dk/virksomhed/tema-fasthold-seniorer/>)

A/S Arovit Petfood, Industry, private (source: <http://www.cabiweb.dk/film/seniorer-film-fra-seniorprojektet/>)

Other sources:

<http://sm.dk/publikationer/tilbage-til-arbejdsmarkedet-erfaringer-folkepensionister-og-efterlonsmodtagere-der-arbejder/@@download/publication>

<http://www.personaleweb.dk/seniorpolitik-rammeaftaler>

<http://sm.dk/arbejdsmrader/sektionsside/pension/arbejde-og-pension/gode-rad-1/gode-rad-til-kommuner-og-jobcentre-der-vil-hjaelpe-aeldre-i-arbejde>

<http://www.lederne.dk/NR/rdonlyres/C8307535-FC5D-41BE-9854-194206B49D40/0/konferenceinvitationseniorpraksisprisen021109.pdf>

<http://www.age-platform.eu/home/128-good-practices/best-practices-employment/1378-flex-seniority-a-shortcut-to-active-ageing-denmark->

<http://bm.dk/da/Aktuelt/Nyheder/Arkiv/2009/03/Ny%20bog%20om%20seniorpraksis%20paa%20danske%20arbejdspladser.aspx>

<http://vbn.aau.dk/files/16359856/Seniorpraksis.pdf>

<http://www.raabokommunikation.dk/filer/Handel.pdf>

<https://www.google.be/webhp?sourceid=chrome-instant&ion=1&espv=2&ie=UTF-8#q=seniorpolitik+social+innovation+site:.dk>

<https://www.google.be/webhp?sourceid=chrome-instant&ion=1&espv=2&ie=UTF-8#q=Flex-seniority>

<http://seniorpraksis.dk/da/Vidensbank/Case-eksempler/Eksempler.aspx>

<http://www.arbejdsmiljoviden.dk/Viden-om-arbejdsmiljoe/Seniorer>

http://www.forebyggelsesfonden.dk/senior_vejledning.html

http://www.lo.dk/Politik/beskaeftigelse/Mere%20om%20beskaeftigelse/~media/LO/Politikomrader/Beskaeftigelse/BeskaeftArbejdsmarked/0409_Aeldre_paa_arbejdspladserne.ashx

2.4 Finland

Katja Linnenschmidt

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Summary Finland

The demographic shift to an ageing population started in Finland earlier than in other European countries: the largest cohorts were the people in the age group born in 1946 to 1949. Thus, the challenge to cope with older employees occurred already 15 years earlier (e.g. the baby boom generation in Germany had its peak in 1964). Early retirement has been an established practice until the end of the 1990s. To avoid a loss in know-how and workforce this practice had to be avoided. Against this background all examples aim at increasing retirement age and extending working life through the promotion of workability.

Career plan

A solution that allows individual measures are career plans. *Saarioinen Oy* introduced a career plan within its programme for Senior Workers where the supervisor discusses problems and needs with the employee. Things such as training needs and aspects of the working environment are addressed in this talk. Based on this information the supervisor develops a career plan which sums up the employee's conditions and benefits. *Berner Oy* implemented a similar approach. The inherent adaptability of individual career plans offers high transferability to other companies and branches.

Knowledge transfer

The transfer of knowledge – especially of tacit knowledge – is seen as crucial with regard to a high share of employees in transition to retirement. *Abloy Oy* has made this topic a priority because tacit knowledge had to be transferred from the experienced workers to the new ones. A workshop was organised to identify, capture and pass tacit knowledge.

The 'mentor driver' approach at *Länsilinjat Oy* is also a way of knowledge transfer where the experienced drivers pass their knowledge to the younger drivers. An effect of the mentoring is a higher attendance for vocational training.

Working hours and extra days off

(More) flexible working hours are a measure in all examples. Depending on the surrounding conditions working hours are individualised or reduced, shift work minimised. To allow older employees more time for recreation *Abloy Oy* introduced a time reduction programme for workers 58 years and older with a full-time contract. Those that are 58+ and do a fitness test per year are allowed to get some additional free days (e.g. 6 days/year with 59 years, 12 days/year with 62 years).

Age consciousness and diversity

The *City of Helsinki* understood that demographic change also means more diversity. To live up to the different life situations and different needs age management was introduced. It should help to create an age-conscious working environment. The objective was to manage people of different ages within the municipality in a way that the requirements of people in different life situations and with different goals will be taken into account during the planning, organising and designing of work, as well as in other areas of management.

Berner Oy

1.	<p>Actor: Berner Oy, founded in 1883, is a Finnish family-owned company, located in Helsinki. Berner is a department store for brands, which offers a selection of domestic and international brands. 437 people were employed at the company in 2013, about 60 percent were women.</p> <p>Mixed strategies/actors, i.e. are there different actors involved? State of the art: What is being done? In 2009 Berner has implemented the “Senior Programme” which is a collaboration between management, supervisors and staff. The senior programme includes some 80 employees, i.e. around one fifth of the company’s personnel (53 members in 2014). The junior programme, begun in 2013, involves 60 people. Juhani Ilmarinen was involved in developing the tools. The outcome of the age management is that the average retirement age has risen to 63.6 years in 2011 and to 64.5 years in 2012. In 2013 the average retirement age decreased a little to 64 years. In 2012 Berner won the Finnish National Prize for Innovative Practices in Employment and Social Policy for its support of well-being at work, including the senior programme for its older employees.</p> <p>Public incentives used? Public incentives were not mentioned.</p> <p>In practice/idea/proposal? In practice</p>
2.	<p>Reason High share of older employees</p>
3.	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) Within the senior programme a career plan is drawn with workers aged 55, together with the respective supervisor. The career plan contains an assessment of to what extend their duties, working hours and working conditions need to change. The aim of the programme is to enable employees to last longer at work while taking on productive and stimulating work.</p> <p>Is the approach targeted especially on older workers or on all age groups? Age management at Berner applies to people of all ages. Indeed, the senior programme is for employees who have turned 55. However, Berner emphasises that the programme is not only profiled for older people which is underlined by the junior programme.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p>
3.2	<p>Values/Motivation. With the aid of leadership Berner promotes greater cooperation and interaction between people of different ages. One tool of age management is senior management, whose purpose is to allow supervisors to take a favourable view of people ageing, ensure that tacit knowledge is passed on, and show respect for the experience, skills, competence and commitment of older people.</p>

3.3	Professional Competence (Lifelong Learning). The professional experience, expertise and commitment of ageing employees are appreciated. Tacit knowledge is being transferred.
3.4	Health The company offers health checks, workability programmes and with 58 years a physical examination and a personal exercise programme.
3.5	Close Social Network
3.6	Family, work-life balance; Others ... Those between the ages of 58 and 60 can take off five working days, and those over 60 eight days a year. A condition of leave for senior staff is that the employee takes part in a programme to maintain physical capacity organised by the occupational health care unit and the employer.
4.	Work after retirement ("silver work") Those who have already retired can register with the staff bank, and can be invited to fill in for others when they are away or to do seasonal work.
5.	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Berner states that they value every person as an individual regardless of gender, world view, age or any other similar factor. They have recorded the goals and functions of their equality activities in their company's equality plan.
6.	Linkage to informal work/civic engagement/social volunteering?
7.	Other socially innovative dimensions touched worth being mentioned?
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) As the approach includes individual career planning the measures are very appropriate to implement in other companies, also from different branches. A prerequisite is that managers are convinced and sensitised for the needs of the employees.
9.	Further relevant information (also sources such as literature, interviews etc.) Berner Oy. Annual reports 2012 and 2013 http://www.berner.fi/ Finnish National Prize for Innovative Practices 2012 (2013): http://www.kemianteollisuus.fi/en/the-chemical-industry/responsible-care-20-years-2/everyday-actions/Berner-receives-the-Finnish-Working-Life-Award/ http://ec.europa.eu/social/main.jsp?langId=en&catId=89&newsId=1804&furtherNews=yes http://www.sitra.fi/en/news/working-life-prize/finnish-national-prize-innovative-practices-employment-and-social-policy Ilmarinen Mutual Pension Insurance Company (2013) http://vuosikertomus.ilmarinen.fi/en/responsibility-of-pension/case-berner/

City of Helsinki

- Actor:** (in case of company/organisation) (name, location, size, business sector, others)
With 40,000 employees the administration of the city of Helsinki is the largest municipality in Finland.

Mixed strategies/actors, i.e. are there different actors involved?
Age Management is an internal project of the municipality and involved the occupational health centre, experts from the human resources division and occupational physical activities as well as representatives of agencies and public-service companies. The Finnish Institute of Occupational Health was an external consultant in this process.

State of the art: What is being done?
A broad-based working group has been established, consisting of the aforementioned stakeholders. The City of Helsinki has prepared a management action plan to promote occupational health and workability for work among different age groups, the implementation of which has been coordinated from the Human Resources Division. During the strategy period 2009-2012, the City of Helsinki has been in the process of creating a management model for different age groups, which will be implemented during the strategy period 2013-2016.
The objective of this programme is to manage people of different ages within the municipality in a way that the requirements of people in different life situations and with different goals will be taken into account during the planning, organising and designing of work, as well as in other areas of management.
At a strategic level the Helsinki City Board requested action plans for retirement and age management from each of the 35 departments. These plans include age structure analysis and projection of upcoming retirement transitions and concrete plans of action adjusted for the particular challenges of each department.
Several projects were implemented, for example:
ELSA, Retirement of people in specialist work (the Human Resources Division and City Planning Department);
Work engagement (Koskela Hospital and Herttoniemi Dental Clinic);
Management of different age groups in a diverse workplace, Kustaankartano Centre for the Elderly (Department of Social Services and Health Care);
Healthy Working Hours benchmarking (Health Care) and
The guys get in shape project (Sports Department).
The outcome of the action plans is:
a) Updated awareness of retirement scenarios in each department with new sense of urgency for actions,
b) age management action plans of various age groups for each department; who is doing what, when and with what kind of results,
c) a summary of all these plans delivered to the City Board.
In 2012 the City of Helsinki won the award “Workplaces for all Ages” by the European Commission for the following reasons:
Helsinki had a comprehensive plan for becoming a model city of age management.

<p>Helsinki had a number of projects for supporting young employees, improving the wellbeing of older employees and creating an age-conscious operational culture. Occupational Physical Activities, the Occupational Health Centre and the Human Resources Division all participated in the project. An integrated perspective to an active ageing lifestyle had been created within the project.</p> <p>Public incentives used? Public incentives were not mentioned.</p> <p>In practice/idea/proposal? In practice</p>	
<p>2. Reasons As the average age of the staff is increasing and a large number of employees reach retirement age in the near future the municipality of Helsinki figured that a more individual approach of management is needed. To meet the requirements of age diversity the City has strived to become the most age-friendly workplace in Finland.</p>	
<p>3. Description of approach The age management approach in the municipality of Helsinki is targeted on all ages, taking their diverse needs into account that occur among other things from different life situations and goals. These diverse aspects were considered when planning, organising and designing work. Hence, there are measures for all employees such as flexible working hours, telecommuting, independent shift planning, family time, and work rotation and there are measures especially for older workers such as physical activity courses, flexi-time, redeployment, and retirement advice. Age is also taken into consideration in their bonus system. Other measures targeted at different age groups are induction, mentoring, and construction of career paths. Aims of age management are to get young workers to remain in the service of the city, to support continuation in the workplace for employees at different stages of life, to improve the well-being of older people at work and to extend their working lives and furthermore to create a more age-conscious culture in the city that takes better notice of workers in different life situations and with different needs. During the process city guidelines for preparation of retirements and age management were developed: Strategic personnel planning and knowledge management: The challenge of knowledge management is to recognise, develop and transfer the knowledge that the strategy requires. Future work and flexibilities connected to work: The working methods are diversified and solutions are sought for flexibilities of tasks, time and place. Recruiting: The practices of recruitment and orientation, as well as the knowledge of the managers, must be developed on all organisational levels Working capacity management: Development measures directed at early support discussions and active intervention in sick leaves. Diversity management: Good cooperation skills are required from the entire personnel in a diversifying working community. Moreover, the managers need training for managing these diversifying working communities.</p>	
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation.

3.3	Professional Competence (Lifelong Learning).
3.4	Health
3.5	Close Social Network
3.6	Family, work-life balance Others ...
4.	Work after retirement (“silver work”)
5.	Life course orientation Life cycle and career thinking suited for the young, the middle-aged and the older people.
	Overarching dimensions of MOPACT To meet the diversity – especially age diversity – was the main inducement to introduce age management.
6.	Linkage to informal work/civic engagement/social volunteering?
7.	Other socially innovative dimensions touched worth being mentioned?
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) As the approach includes individual career planning the measures are very appropriate to implement in other companies, also from different branches. A prerequisite is that managers are convinced and sensitised for the needs of the employees.
9.	Further relevant information De Vos, Ans/Gielens, Tim (2014): Good practices to facilitate the sustainability of individuals’ Careers. White paper for the third learning seminar, Trento, 4 & 5 November 2014. European Network on Career & AGE (Age, Generations, Experience) (www.careerandage.eu/site/public/store/Final%20white%20paper%20learning%20seminar.pdf) EY2012 Award. Workplaces for all Ages. http://ec.europa.eu/employment_social/empl_portal/EY2012/Awards/07.Workplaces_1_Finland.pdf Heikkilä, Titi (2014): Age management in Helsinki (http://www.tyoturva.fi/files/3798/Titi_Heikkila_Age_management_04092014_en.pdf) Website for age management of the City of Helsinki: www.eri-ikaistenjohtaminen.fi

Saarioinen Oy

<p>1. Actor: (in case of company/organisation) (name, location, size, business sector, others) Saarioinen Oy is a privately owned Finnish food industry company with in total 1,500 employees. The headquarters is located in Tampere. Saarioinen produces convenience food products, meat products and preserved food. Saarioinen has a long history that dates back to the 15th century and began in 1955 its operations as a limited company.</p> <p>Mixed strategies/actors, i.e. are there different actors involved? Organisations involved were Saarioinen Oy and Saarioinen Oy's main occupational health care provider Tampereen Työterveys ry. The management together with representatives from human resources, health and safety representatives, as well as workers representatives, drafted an age management programme focused specifically at blue-collar workers.</p> <p>State of the art: What is being done? Saarioinen's age management programme, also known as the programme for Senior Workers, applies to employees who are 55 years or older and have been employed by the company for at least five consecutive years. Once eligible, an employee can opt to be designated a 'senior' by notifying their employer/manager. Once a designation has been made, the employer is obliged to hold a meeting, the aim of which is to map out the potential restrictions the employee has to carry out certain work/tasks, what potential rehabilitation and re-training needs may exist and are possible to address. The results of the meeting are documented and used as a basis for planning the employee's future career.</p> <p>The age management programme has resulted mainly in increased well-being of senior employees and an increased average retirement age (from 58 years in 2004 to 61.6 years in 2013). Out of the 279 employees who are 55 years or older, 178 (i.e. about 64%) have asked to be designated as senior employees and make use of the benefits available to them. The most used benefit was the option to transfer holiday pay to senior leave days. The company sends out a broad questionnaire to all staff every other year to gain feedback on issues including well-being. In general, especially in terms of the physical working environment, the questionnaire has resulted in positive feedback in recent years indicating continuous improvement in this area. The company is pleased with the results of the programme and are considering widening the scope to white-collar workers once appropriate tools have been identified.</p> <p>In 2010 Saarioinen won the Finnish National Prize for Innovative Practices in Employment and Social Policy.</p> <p>Public incentives used? Public incentives were not mentioned.</p> <p>In practice/idea/proposal? In practice</p>
<p>2. Reasons (initiating dimensions) Saarioinen's age management programme had the primary aim to reduce the costs incurred by the company due to a high rate of sick leave and early retirement mainly due to musculoskeletal disorders.</p>

3.	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>The process starts with a discussion between each worker and his or her supervisor, which forms the base for the worker’s career plan. They discuss any problems looking at workability, need to change work content, need for education and rehabilitation and other important aspects of the working environment. The supervisor then prepares a career plan, which sets out the worker’s conditions and benefits, and the production manager and managing director subsequently approve it.</p> <p>In addition to career planning, employees designated as seniors (referred to as ‘senior employees’) have the potential to enjoy a number of concrete benefits including: 1) a guarantee of salary level, 2) a move away from shift work, 3) a reduction in work rotation, 4) a possibility to take leave days, 5) a possibility to request work sharing, and 6) have the costs of certain medical treatment covered.</p> <p>The most significant challenge presented by the programme has been the ability of managers and senior employees to appropriately identify the needs that are most pertinent, and the methods that would be most helpful, in relation to career planning after the age of 50 years. To alleviate this, the company intends to further involve staff in training on age management, for example, by way of disseminating information leaflets and holding meetings to raise awareness.</p> <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>The aim of the programme for Senior Workers was to extend the working lives of the blue-collar workers. The measures are focused on older workers but the measure of temporary leave is also for any of the eligible staff members.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p> <p>Guarantee of salary level: Senior employees will not have their base income level altered even if appointed to new tasks that are not at the same level as previously. Additional bonuses or performance related additional income, however, will be paid according to the new job profile.</p> <p>Possibility to take leave days: Where requested, a senior employee can opt to transfer annual holiday pay or bonuses paid in lieu of 20 years or more of service in the company to senior leave days. Senior leave days cannot be taken together with annual leave days or during high production seasons.</p> <p>Possibility to request work sharing: According to the Act, an employee who has a work history of at least 10 years in total and has been employed by their current employer for at least 13 months, may agree together with the employer on a temporary leave during which the employer commits to employ a currently unemployed person (priority for under 25 year olds) for whom a short term contract could be useful in terms of future employment possibilities. The temporary leave granted by the employer must be for a period of a minimum of 90 days and a maximum of 359 days. Though temporary leave can be granted to any one of eligible staff members, at Saarioinen Oy, senior employees are prioritised in case there are more temporary leave applicants than the internally allocated quota.</p>
3.2	Values/Motivation.
3.3	Professional Competence (Lifelong Learning).
3.4	Health

	<p>Move away from shift work: Where justified by health or other reasons, senior employees will be moved away from the normal three shift system applied at the manufacturing plants.</p> <p>Reduction in work rotation: Senior employees are given priority to stick to the type of task that they prefer and the rotational nature of work will be reduced as much as possible, if requested by the senior.</p> <p>Costs of certain medical treatment: Senior employees have the possibility to receive financial support for physiotherapy or similar when it has been prescribed by the occupational health care doctor and agreed to by the employer. The support can be granted regardless of what the cause of the need for treatment is, i.e. can be something other than a workplace injury or occupational disease. The company will cover costs up to EUR 300 per employee for every three year period.</p>
3.5	Close Social Network
3.6	Family, work-life balance
4.	Work after retirement (“silver work”)
5.	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?
6.	Linkage to informal work/civic engagement/social volunteering?
7.	Other socially innovative dimensions touched worth being mentioned?
8.	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)</p> <p>The following factors are determined to contribute to the on-going success of the programme:</p> <ul style="list-style-type: none"> Consultative approach between management and workers; Utilisation of the expertise of occupational health care practitioners; High rate of adoption of the various benefits available to employees who are 55 years old or more; Career planning with employees who turn 50 years in order to identify their individual needs and potential solutions to restrictions in work capacity. <p>The transferability of the programme to other organisations, private or public, independent of size and sector, is determined to be very good especially with regards to the following aspects:</p> <ul style="list-style-type: none"> career planning together with the employer after 50 years of age; job satisfaction questionnaires. <p>The transferability of the programme to other similar organisations is determined to be very good with regards to the following aspect:</p> <ul style="list-style-type: none"> providing the option to make use of the variety of benefits that aim to improve the health and well-being of older employees enabling them to continue at work for longer.
9.	Further relevant information (also sources such as literature, interviews etc.)

EurWORK (2009): Ruoka-Saarioinen Oy. European Observatory of Working Life <http://eurofound.europa.eu/observatories/eurwork/case-studies/ageing-workforce/ruoka-saarioinen-oy-finland-comprehensive-approach>

Naegele, Gerd/Walker, Alan (2003): A guide to good practice in age management. European Foundation for the Improvement of Living and Working Conditions (Eurofound). Dublin.

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Länsilinjat Oy

1.	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others) Länsilinjat Oy is a privately owned bus company, which was founded in 1939 when five bus companies merged. The company owns 80 buses, which provide transportation to the west and northwest regions of Tampere in Finland. Länsilinjat Oy employs about 143 people (15 women and 128 men), of whom 55 % are over 44 years, 22 % over 54 years and 6 % over 60 years. The average age of employees is 45 years. Most of the employees are bus drivers; a further 10 workers handle maintenance and 14 are white-collar workers. Staff turnover is low.</p> <p>Mixed strategies/actors, i.e. are there different actors involved? In 1999, Länsilinjat Oy participated in a programme for ageing workers (aged 44 years and over) established by the Council of State of Finland. The occupational safety commission was responsible for the design and implementation of the development measures.</p> <p>State of the art: What is being done? The company values long-term employment, believing employees should be able to continue working in Länsilinjat Oy until retirement age. Part-time retirement, a 'mentor driver' system and individual shift work planning are among the favourable working practices within the company. The values of a family business and cooperation are an integral part of the company's culture. Due to the scattered nature of the work (buses depart from 15 different localities), the possibilities for natural social dialogue among drivers are limited. The need for greater participation among employees was suggested by both the employees and the employer. The 'mentor driver' system was a big success. About 70 % to 80 % of the drivers have attended bus driver courses, and almost half of them have passed the bus driver examination.</p> <p>Public incentives used? Phase 1: yes, phase 2: no.</p> <p>In practice/idea/proposal? In practice</p>
2.	<p>Reasons (initiating dimensions) Länsilinjat has gone through a shift from one generation to another in several responsibility areas. Most of the supervisors were young in both age and length of employment whereas the bus drivers were older. The length of employment has traditionally been long. Therefore, there were also many baby boomers among the employees.</p>
3.	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability The high average age of the workers in Länsilinjat Oy was a particular concern of company. In 1999, Länsilinjat Oy took part in a programme on ageing workers, established by the Council of State of Finland. One part of the programme was targeted at supporting organisations to develop comprehensively, particularly in relation to the work ability of its ageing workers.</p> <p>Phase 1: Based on the programme on ageing workers, the company introduced a range of measures from 1999 to 2002. These measures included for example information about a healthy lifestyle, occupational health care services, development of drivers' professional skills and know-how, part-time</p>

	<p>pension arrangements and a mentor driver system for new drivers. The ‘mentor driver’ system was developed to support new drivers. The term ‘mentor drivers’ refers to drivers who have a long work history, have passed professional examinations and have participated in workplace trainer courses. Such experienced drivers can distribute their expertise and knowledge to the younger workers in a natural way. New drivers, in turn, become acquainted with their job in a safer environment. The mentor becomes a trusted person, one who can be turned to later also for answers to questions. Other training related to the mentor system involves communications between supervisors and mentors.</p> <p>Phase 2: several measures from the original initiative have been continued on a regular basis with no significant changes. Among other things these were part-time pension arrangements and the mentor driver system for new drivers.</p> <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>Although mentor drivers are experienced drivers and are usually older, there is no specific age limit.</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	<p>Values/Motivation</p> <p>From the start, essential factors in the development work were the thoughts with which enterprise activities are developed and the attitudes that decide success in the tasks. The working conditions of a transport company can be straining: Employees must wake up early in the morning, work shifts continue until late at night, workdays are long, the work is lonely, and there are several forms of irregularity, a need for definite substitute arrangements, the need to be on call 24 hours a day. Under these conditions, success is only possible when the all of the personnel are able to commit themselves to common thoughts and attitudes.</p>
3.3	<p>Professional Competence (Lifelong Learning)</p> <p>Measures: development of drivers’ professional skills and know-how; education to prepare drivers for the professional drivers’ examination; apprenticeship-based professional examination for maintenance workers; a mentor driver system for new drivers;</p> <p>Training for a vocational degree has been targeted for drivers and garage employees. The first group to get vocational degrees was the mentor drivers and the supervisors. Since then, about 40 drivers have attained a vocational degree or participated in preparatory training. The first groups who left to receive their vocational degrees were novice drivers who had just started working for the enterprise. Later, this possibility has also been offered to drivers who have been employed for some time.</p>
3.4	<p>Health</p> <p>Measures: information about a healthy lifestyle; rehabilitation courses; occupational rehabilitation; occupational health care services; education about emergency situations;</p>
3.5	Close Social Network
3.6	<p>Working time</p> <p>Measures: part-time pension arrangements; more flexible working time arrangements</p>

	<p>Part-time retirement arrangements have proved to be very good from the viewpoint of the drivers. Because of the nature of the work, work hour arrangements can be adjusted well to meet the needs of part-time employees. All of the employees who have shifted to part-time retirement have found the decision agreeable at the personal level also.</p> <p>Possibilities for work shift arrangements vary from one location to another. If there are only one bus and two drivers in a specific location, the possibilities for arrangements are fewer than in bigger locations. The default rotation system of work shifts designed during this project has been gradually implemented. The objective is to create a work shift model with which drivers are able to know the contents of their future work periods in advance. The system has been received positively, and its use is continuously being expanded to new locations.</p>
4.	Work after retirement (“silver work”)
5.	Life course orientation
	<p>Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?</p> <p>Gender was not considered in the design and implementation of the mentor driver system. However, more men than women have participated in the programme, since most of the workers are men.</p>
6.	Linkage to informal work/civic engagement/social volunteering?
7.	Other socially innovative dimensions touched worth being mentioned?
8.	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)</p> <p>The introduction of the mentor driver system and individual working time systems proved to be the most beneficial practices. Both measures are important for maintaining the workability of older and younger workers. Individual working times offer possibilities for avoiding night shifts and enable workers to better plan their life outside of work. Such measures help to promote the work ability of workers of different ages and are especially important for older workers.</p> <p>The measures are transferable to other companies with similar working conditions.</p>
9.	<p>Further relevant information (also sources such as literature, interviews etc.)</p> <p>EurWORK (2005): Länsilinjat Oy. European Observatory of Working Life http://eurofound.europa.eu/observatories/eurwork/case-studies/ageing-workforce/Insilinjat-oy-finland-flexible-working-practices-redeployment-training-and-development</p> <p>Länsilinjat Oy: http://www.lansilinjat.fi/</p> <p>Penttilä, Terhi (2005): Länsilinjat Oy. Review of the “Let’s Build Work Ability Together” project. In: Ilmarinen, Juhani. Towards a Longer Worklife! Ageing and the quality of worklife in the European Union. Finnish Institute of Occupational Health. Ministry of Social Affairs and Health. Helsinki.</p>

Abloy Oy

1.	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others) Abloy Oy is a manufacturer of locks, locking systems and architectural hardware and a developer of products in the field of electromechanical locking technology. It has 1,200 employees and is a part of the lock-making corporation ASSA ABLOY.</p> <p>Mixed strategies/actors, i.e. are there different actors involved? A steering group was formed for the project to develop and monitor the implementation of the program and to report its results to the Abloy management team.</p> <p>State of the art: What is being done? In 2001, Abloy initiated the Age Master project, part of a national effort aimed at helping reverse the nationwide Finnish trend to early retirement. Each year, members of Age Masters' Club make proposals for Age Master events to the Age Master Steering Group. Events include lectures, fitness tests, exercise, art exhibitions and other invigorating activities. Age Master holidays are extra paid time off for employees who are 58 years or older. The Age Master programme has been in use for a few years: the average retirement age has risen by more than three years (from 60.5 in 2000 to 63 in 2004). The amount of sick leave, especially that caused by musculoskeletal diseases, has steadily decreased. The overall appreciation of senior employees has increased.</p> <p>Public incentives used? Public incentives were not mentioned.</p> <p>In practice/idea/proposal? In practice</p>
2.	<p>Reasons (initiating dimensions) In 2000 it was noted that a large portion of the employees was between 50 and 60 years and going to leave the company during the next 10 years. During the next 5 years, the number of employees over the age of 55 years was going to double, and the average retirement age in the company was 59 years. The management team of Abloy analysed the risks and opportunities of the situation. The retirement boom, lost experience and competence, clashes between cultures of different age groups, and stagnation of development were seen as risks. On the other hand, increased turnover, sharing competence, questioning established procedures, and development opportunities were seen as possibilities.</p>
3.	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability Investing in age management was considered important by the management of Abloy Oy, and the initially 2-year Age Master project was started in 2001. In the Abloy management team, it was noted at the time that it would also be economically sensible to get people to commit themselves to work life for a longer period, transfer experience and competence to younger employees, and also develop human resources management through these actions. The target group of the Age Master project was our employees over 55 years of age, who are working full-time on indefinite contracts. The objectives of the project were (2001):</p>

	<p>to extend the work life of personnel by 2 years to decrease sickness absences by 1 % a year to increase the appreciation of Age Masters and the transfer of “silent” information.</p> <p>The Age Master project was oriented on the reduction of workload by additional free time, special work and health oriented trainings for employees and supervisors, and health promotion activities. In the age of 40 to 60 we ordinarily see a 20 % decrease in physical performance. If there is the same strain we can analyse a 20 % decrease in physical stress. For supporting to manage the work helps a reduction in working hours, either per day (e.g. 6 hours instead of 8 hours) or per week (4 days instead of 5 days) or per month or year. Additionally, we can give some new tasks that are more psychologically or socially harmful, depending on the growth of mental resources and other strengths.</p> <p>Therefore Abloy formulated a time reduction programme for elderly who have a full-time work contract. Those that are 58+ and do a fitness test per year are allowed to get some additional free days. Age Master holidays must always be agreed upon in advance with one’s own supervisor, and they cannot be combined with annual leave or sick leave, equalisation holidays, or extended shift leaves.</p> <p>The project was started with several supervisory training sessions, which dealt with ageing and workability, competence, experience, and affecting the contents and demands of work. Several groups were also formed from the Age Masters to formulate practical methods with which to achieve the objectives.</p> <p>Furthermore, Abloy was a partner in the O.W.L. project since 2005 (Older Workers’ Life/ Improvement of Personal Life Quality and Working Life Quality of Older Workers).</p> <p>Is the approach targeted especially on older workers or on all age groups? It is targeted on 55+ workers.</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation.
3.3	<p>Professional Competence (Lifelong Learning).</p> <p>To ensure that the Age Masters pass on their experience to younger workers, Abloy made knowledge transfer a priority for 2007. The biggest challenge for Abloy was to transfer tacit knowledge from very experienced people to new ones. A workshop was held to help supervisors identify the tacit knowledge in their organisation and learn how to capture it and pass it on.</p> <p>The need for IT training for Age Masters came out through work ability survey made as a part of the O.W.L. project. Age Masters felt they lack basic IT skills compared to their younger colleagues. Hence, IT courses were introduced, planned together with the Age Masters.</p>
3.4	<p>Health</p> <p>Functional capacity massages, 50% of the cost being paid for free use of the senior gym yearly fitness improvements</p>

	fitness evaluations and individual plans and follow-up once a year for those who want to use Age Master holidays. Each year, there are 1–4 functional events in which the Age Master can participate. The events include lectures, fitness tests, exercise, art exhibitions, and other invigorating activities. Especially popular events have been those that combine a factual lecture on issues that interest Age Masters and different invigorating activities or exercise.
3.5	Close Social Network
3.6	Family, work-life balance Others ...
4.	Work after retirement (“silver work”)
5.	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Abloy values and promotes diversity. This includes the ambition to achieve a better gender balance at all levels of the organization over time. The goal is to have women fill 30 percent of management positions by 2020. A gender diversity policy was introduced in 2010.
6.	Linkage to informal work/civic engagement/social volunteering?
7.	Other socially innovative dimensions touched worth being mentioned?
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) The approach is transferable to other companies. However, also the employees younger than 55 years should be taken into account when planning measures to avoid age discrimination and for prevention.
9.	Further relevant information (also sources such as literature, interviews etc.) Abloy Oy: http://www.abloy.com/en/abloy/abloycom/About-us/Sustainability/People/Frevel, Alexander/Cornelia Newiger-Bogumil (2012): Creative Age Management Strategies for SMEs in the Baltic Sea Region. Report within the project “Best Agers”. http://www.best-agers-project.eu/Portals/18/Activities/BeA_Age%20Management%20for%20SME_Executive%20Summary_2012-10-02.pdf. Mikkonen, Anna-Riitta (2007): Invest in Experience – Expert Perspectives on the Development of Age Management in the O.W.L Project. North Karelia University of Applied Sciences. http://www.karelia.fi/julkaisut/sahkoinenjulkaisu/c28_verkkojulkaisu.pdf. Viklund, Pia (2005): Abloy Oy. Age Master. In: Ilmarinen, Juhani. Towards a Longer Worklife! Ageing and the quality of worklife in the European Union. Finnish Institute of Occupational Health. Ministry of Social Affairs and Health. Helsinki.

2.5 Germany

Jürgen Bauknecht | Gerd Naegele

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Summary

This section provides a short and necessarily incomplete overview of the best practice cases in Germany.

Best practice on the supply side of labour

Health

Many companies/organisations try to improve their employees' health. For example, ABB offers medical screenings and preventive measures, as well as measures in the areas of nutrition and fitness (e.g. Nordic Walking courses). The engineering company Fahrion provides height-adjustable desks, which is a relatively cheap solution with possibly remarkable benefits.

Audi offers the ‚Audi Checkup‘, a screening scheme for several sickness, offered for free for every employee 35+. Bayer's health management is very comprehensive, consisting of several stages of health checkups, numerous sports courses and reductions of work-related health burdens. Similarly comprehensive are health measures at Hansgrohe, covering areas such as movement (including regular jogging meetings and a company long-distance run), nutrition, relaxation and addiction. Ergonomics for workers is a high priority, such as lifting adjustments and height-adjustable desks. Similar to Hansgrohe's long distance run, InfraLeuna has its own football league with other companies at the ‚ChemiePark‘. Further, the company offers volleyball, swimming for shift workers, back training and preventive sports, and a wide range of health-related services, and supports its employees participation in long-distance runs in the region. Katjes, a company producing sweets, has a health day and 10 back training days every year, and introduced hydraulic lifts and ergonomic office chairs and also height-adjustable desks.

Very simple (and, therefore, inexpensive) measures have been undertaken by Schmiedewerke Gröditz, a steel producer: Ear protections and flexible lighting.

Mental health becomes increasingly important. Here, Lufthansa offers counselling if employees face personal challenges and crises. At Salzgitter (steel production), a programme for the prevention, early diagnosis and treatment of mental illnesses is conducted in cooperation with the local health insurance. At SAP (software), high self-responsibility for working times partly results in tensed, exhausted and burned out employees. In order to prevent psychomental stress, the company conducts employee surveys which are discussed by leaders with their respective teams. A company survey shows that health measures contributed to high job satisfaction. Universitätsklinikum Jena is a hospital and therefore a typical working place where employees can be mentally overburdened. In the context of health programmes, stress, burnout and mental overload are talked about. Further, in-house counselling is offered. In the field of prevention, a ‚mini active break‘ allows employees to exercise at their workplace. Again a completely different company, Hering Bau, a company in the field of building-related services and products, shifted its health focus from the traditional field of physical health (e.g. through back training and access for employees to a fitness club) to mental health. An employee survey shows the general picture. A very innovative feature is the company's cooperation with a local advice centre for marriage, family and vital questions. Employees use the offer to get advice there. The last company, Wurst Stahlbau, a company building steel constructions e.g. for roofs, let a consulting institute of a health insurance conduct an employees survey to get information concerning working conditions. Several measures have been introduced, whereas the interesting feature of this case is the company's very positive cost/benefit calculation.

Training

At ABB younger and older project leaders work together so that the younger ones can bring in state-of-the-art university knowledge and older workers project management experience. Another example is the ‚Lufthansa School of Business‘ which offers different courses for the company’s employees, also web-based training. Further, there is a partnership with business schools. Lastly, Hansgrohe combines training and motivation measures by inviting its employees to the trade fair for the company’s products (for the trip a special train is chartered).

Motivation

Audi’s ‚Silver Line“ consists of 50 mainly older workers in the manufacturing of the model R8. Changing tasks improve older workers’ motivation. At Hansgrohe every employee who became 50 last year can take part in a talk with superiors. Basically most measures not directly aimed at motivation (e.g. for health or further training) can positively affect employees’ motivation.

Flexible working-time arrangements

Deutsche Post allows its employees to save up remuneration and to spend it later, that is, to work less without lower pay. The model is subsidised with money from a demography funds where Deutsche Post pays in. The background here is that especially delivery people doubt that they can work until legal retirement age. Schmiedewerke Gröditz reduced the weekly working time in shift work to 33.5 hours.

Lufthansa offers a wide range of flexible working time arrangements, such as part-time work, sabbaticals and partial retirement.

Life-course orientation

Dekabank for example has the concept of various stages of occupational life cycle, and various areas of human resource management which are relevant in particular stages. The whole project led to low absenteeism, low fluctuation and high employee commitment.

Lufthansa has a ‚life event related human resources management‘, and four fields of HR activities (role in the company, employability, workability, human resources) are related to different life events from entering the company to leaving the company.

Similarly, Bundesagentur für Arbeit (Federal Employment Agency) roughly defines four life phases, from school/apprenticeship over career entry and parenthood to the second career phase with horizontal or vertical professional development to the last phase, active retirement. In every phase employees get support, for example in the second phase the ‚3-phase-concept for the return to work‘ (after parenthood, which in the long run also affects older females’ labour market participation), or in the third phase during mid-career analyses of skills and development possibilities for further career planning, accompanied by further training.

General employability

DGB (German Federation of Trade Unions) introduced the index ‚Gute Arbeit‘: General working conditions and several sub-aspects are evaluated based on employee surveys. Although the definition of several point ranges as ‚bad‘, ‚average‘ etc. is part of trade unions’ job (since they want improvements or workers, possibly they depict working conditions worse than they are), the index can be a good tool for intertemporal or intersectoral comparisons. Further, EVG (labour union for railroad employees) and Deutsche Bahn agreed on a collective agreement which contains measures in several fields such as qualification, health, employment security, part-time work for older workers and family

life. The demographic labour agreement is being evaluated and further developed once per year. A key feature is part-time work for those 60+ working in shift work (working hours are shorter, pay cuts are marginal). Further, more individual freedom in terms of working time is supposed to improve employees' work-life balance. A health programme contains prevention and health promotion for older workers. Amongst other things (information, checkups, sports) the programme also contains mental training.

Similarly, IG BCE (Industrial Union Mining, Chemistry, Energy) and BAVC (Federal Employer Association Chemistry) agreed on the collective agreement 'working lifetime and demography'. Core components are long-term working hours accounts (subsidised from the demography funds of the sector where companies pay in for each employee), partial retirement, partial pensions (can also be subsidised from the demography funds), own-occupation disability scheme (also subsidised), and pension contributions from the demography funds. Most of the features could reduce labour supply.

Silver work

Daimler's programme 'Space Cowboys' allows retired workers to work on temporary projects for no more than six months per year. The programme is rather new (2013), the number of workers affected is very low. A forerunner has been a programme at Robert Bosch GmbH (since 1999). Similarly, Otto, a mail order company, recruits retired leaders and professionals 65-75 who previously worked for the company on a part-time basis. A precondition is that they have special knowledge, for example concerning old computer programme. Further, Otto plans to use retired former employees for training for younger workers.

Currently, silver work programmes affect only a very small share of retired workers.

Best practice on the demand side of labour

Recruitment

The engineering company Fahrion targets older engineers in recruiting. The reasons are a lack of skilled labour and smaller companies' problems to find employees, and the high revenues generated by older engineers. Yet, as the company states, the practice is not transferable as the necessity and the advantages for the recruitment of older workers results from very specific preconditions. Similarly, MicroTEC (small micro/nano technical company), targets recruiting at those over 54.

The bank Ing-Diba has an apprenticeship programme for applicants over 50. There are some preconditions (e.g. a completed business management training or something similar), on the other hand it's a fast track (9 months) to become 'service specialist for dialogue marketing'. Recruitment here is based on crucial skills and not on factors in the CV possibly irrelevant for tasks at hand.

Katjes has a factory where more than half of employees are older than 50 and many of them used to be long-term unemployed. This is fostered by a lack of young workers in the region where the factory is located, whereas the company states that government subsidies have not been decisive.

Lufthansa tries to make the application process as transparent as possible and does not use age as a selection criterion.

Employment protection

BDA (Confederation of German Employers' Associations) proposes to make it easier for employers to lay off older workers. Though older workers are not especially protected by law (long-tenure workers are, whereas this in fact are primarily older workers), some collective agreements necessitate the

agreement from work councils for the dismissal of older workers. Further, severance payments are especially high for older workers due to some collective agreements. BDA argues that these special rules make older workers unattractive to employers. Further, BDA argues that also several other advantages for older workers in collective agreements (like shorter working hours, higher wages etc.) make them more expensive and therefore less attractive to employers.

Supply side of labour

ABB

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>.</p> <p>ABB (Asea Brown Boveri), 147 000 employees, headquarter in Zurich/CH German headquarter in Mannheim. 10 000 employees in Germany Sector: Energy technology, low-voltage electrical equipment, automation in manufacturing State of the art: What is being done? Programme “Generations – voneinander lernen – miteinander wachsen“. The programme is focused not only on older workers but also on newly hired university graduates. Public incentives used? No In practice/idea/proposal In practice</p>
2	<p>Reasons (initiating dimensions)</p> <p>.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>.</p> <p>Is the approach targeted especially on older workers or on all age groups? It is targeted on all age groups. ABB won in the category “Holistic Approaches” the prize of the competition “Chancen mit Erfahrung” (“Chances with experience”) of the Federal Ministry of Economic Affairs and Energy.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p> <p>Independent of age, the talent review at ABB identifies and supports talents, for example with international development programmes. Further, dual project leadership with a younger and an older project leader enables them to work on complex projects. Therefore daily work transfers knowledge between younger and older workers. This is not only crucial for younger workers to get knowledge from older workers, but also in cases where older workers could not fulfil their tasks without younger workers’ knowledge (possibly more state-of-the-art in case of recent university graduates).</p>
3.2	<p>Values/Motivation</p>

3.3	Professional Competence (Lifelong Learning)
3.4	Health For all its employees in Germany ABB offers medical screenings as well as preventive measures. There are regular measures concerning issue like healthy nutrition and fitness (e.g. Nordic Walking courses etc.).
3.5	Close Social Network
3.6	Family, work-life balance Others ...
4	Work after retirement ("silver work") .
5	Life course orientation In the age specific 'Reflexionsworkshops' ('reflection workshops') important issues for the personal and occupational development are discussed.
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Possibly the programme fosters intergenerational solidarity within the company
6	Linkage to informal work/civic engagement/social volunteering? .
7	Other socially innovative dimensions touched worth being mentioned? .
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) . Most elements can be transferred to other circumstances, for example, the talent review with international development programmes (possibly only practical for larger companies), as well as medical screenings and preventive health measures. This also applies to the 'reflection workshops', whereas also here it is possible that the HR department needs financial and personnel capabilities for this, so that SMEs possibly cannot be taken one to one by SMEs. Yet, the ABB approach seems to be exemplary and worth imitating by other companies or organisation.
9	Further relevant information (also sources such as literature, interviews etc.) . http://www02.abb.com/global/deabb/deabb200.nsf!OpenDatabase&db=/global/deabb/deabb206.nsf&v=9ECE&e=ge&c=6B17356A09AA9D83C125733D004B6B0C (accessed 2014/11/04). http://www.youtube.com/watch?v=ih6Au7sjOz8&list=UU7wvKWegeU9FGzEcVhJVoDw (Philipp Lloyd talks about employee development at ABB, in en

Audi

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>Audi AG, Ingolstadt (Southern Germany), manufacturer of cars, 74.000 employees (52.500 in Germany)</p> <p>State of the art: What is being done? In 2007, Audi started its programme “Silver Line” whose main content is the involvement of about 50 mainly older employees in the handcrafted production of the model R8. Process steps were created in an age-friendly way (complex tasks without one-sided strains) (National report DE).</p> <p>Public incentives used? No In practice/idea/proposal In practice</p>
2	<p>Reasons (initiating dimensions)</p> <p>Demographic development of staff at Audi Less and permanent workload for older employees Reducing or avoiding repetitive physical strain in one position (but still complex tasks)</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability Is the approach targeted especially on older workers or on all age groups? Targeted on older workers</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p>
3.2	<p>Values/Motivation</p>
3.3	<p>Professional Competence (Lifelong Learning) Older employees get motivated by a big variety of tasks and by individual learning, which can help to reduce their inclination to retire early. Audi’s further education system is comprehensive as well for older as for younger employees. Further, younger people profit from experiences and knowledge of older people.</p>
3.4	<p>Health Less and equal workload for older employees due to flexible work.</p>

	Since 2002 Audi Checkup is an biennial individual Healthcare service for employees 35+ to increase the productivity and decrease illness in terms of (also chronic) physical and psychological diseases. For employees the Checkup is for free; also an individual reminder service is offered.
3.5	Close Social Network
3.6	Family, work-life balance Others ...
4	Work after retirement ("silver work") .
5	Life course orientation .
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? It is possible that younger workers consider it unfair that older workers get such diversified tasks
6	Linkage to informal work/civic engagement/social volunteering? .
7	Other socially innovative dimensions touched worth being mentioned? .
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) . A crucial limitation is that the R8 is a high-end high-price car where it is possibly not necessary to cut production costs as far as possible. Therefore, if this way of production is more costly than conventional forms of production (which we do not know), this approach cannot be transferred to cars in more competitive price levels.
9	Further relevant information (also sources such as literature, interviews etc.) . http://www.boeckler.de/20296_20303.htm http://www.audi.de/etc/medialib/ngw/company/investor_relations/pdf/finanzberichte/geschaeftsberichte0.Par.0010.File.pdf/pdf.Par.0274.File.pdf http://www.zdf.de/sonntags/das-projekt-silverline-5240560.html http://www.bsafb.de/fileadmin/downloads/pa10_1_2008/pa10_1_2008_herausforderung_demografie_neue_wege_bei_der_audi_ag.pdf http://www.erfahrung-ist-zukunft.de/SharedDocs/Artikel/Arbeitswelt/RundumdenArbeitsplatz/20070416-audi-silverline.html?nn=571324 http://www.audiworld.com/articles/audi-r8-assembly-in-neckarsulm-silverliners-set-the-pace/ http://www.dgfp.de/wissen/magazin/leseproben/arbeitsorganisation-ergonomie-gesundheit-962 http://bsafb.de/fileadmin/downloads/downloads_07/Nachbericht_BEST_PRACTICE_Forum.pdf http://www.focus.de/finanzen/karriere/perspektiven/demografischer_wandel/silverline_aid_53044.html

Bayer

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>Bayer AG, headquartered in Leverkusen (North-Rhine Westphalia, near Cologne), 113 000 employees, about 35 000 in Germany (2013, company homepage). Manufacturer of goods in the fields of “health care, agriculture and high-tech polymer material” (company homepage).</p> <p>State of the art: What is being done? Demographic analysis: The analysis shows that in 2020 the bulk of workers and leaders will be between 50 and 65. Employee survey (n=23,000) shows mixed results: On the one hand, 54% of employees think they will be able to work in their current job until retirement age, and 28% think this is not the case. Further, 57% state their workload has increased in the last two years, and 60% state that their tasks became more complex. 26% of workers took part in company health programmes in the last two years, 50% did not and 23% did not know about any such programmes.</p> <p>Public incentives used? No In practice/idea/proposal In practice</p>
2	<p>Reasons (initiating dimensions)</p> <p>Demographic analysis has shown that in 2020 many older workers are between 50 and 65. Possibly the high priority on health measures also results from Bayer being a company in the health sector.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>Is the approach targeted especially on older workers or on all age groups?</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation
3.3	Professional Competence (Lifelong Learning)
3.4	<p>Health</p> <p>The health prevention programme consists of three main steps: (1) At the first day the state of health is checked via anamnesis, blood analysis and exercise echocardiography.</p>

	<p>(2) After 1-2 weeks, results are discussed. The worker receives a folder containing his/her findings</p> <p>(3) Depending on the findings, after 5-6 weeks the workers gets consulted on cardiovascular risks, metabolism and nutrition, or sports medical issues, or concerning stress and psychological issues.</p> <p>Further, there are continuous courses and seminars and yearly activities, in cooperation with health insurances and sports clubs. Out of >9000 employees who took part, about 85% state that it has been helpful.</p> <p>Bayer's Health Management consists of eight parts: (1) medical checkups, (2) sports facilities, (3) reductions of work-related health burdens, (4) health promotion (conducted by the Institute for occupational health promotion), (5) in-company integration management, (6) load reduction for older workers, (7) occupational safety, (8) healthy working environment.</p> <p>This is surrounded by working time models, a health culture in leadership, organisational structure and workplace design, and prevention. There is a steering committee, a health circle, a health supervisor and an outcome evaluation.</p> <p>Further, in order to foster older workers' health, workers over 55 get extra holidays, depending on age (between 55 or 57 and 60 years it is 20 days per year, for those 60-63 it is 25 days and for those 63 or older it is 30 years). The wage for the extra holiday is paid out of the Demografiefonds. The Demografiefonds is part of the collective agreement 'Lebensarbeitszeit und Demografie' ('working life and demography'). Another measure is targeted on workers who were sick for more than 4 months: In their first 3 months after return to work, they can get 80 extra free working hours, which is supposed to make re-entry easier for them (normally one calculates with 220 working days per year in Germany, which translates into 55 days in 3 months (=440 hours with 8 hours per day), so 80 hours is a working time reduction of about 18% in the first three months).</p> <p>Every employer pays 300€ per year and worker into the Demografiefonds (see other template für the collective agreement IG BCE and BAVC)</p>
3.5	Close Social Network
3.6	Family, work-life balance Others ...
4	Work after retirement ("silver work")
5	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?

	The company points out that it “welcomes applications from all individuals, regardless of racial or ethnic origin, skin color, nationality, religion, philosophy, gender, age, disability...”
6	Linkage to informal work/civic engagement/social volunteering? .
7	Other socially innovative dimensions touched worth being mentioned? .
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) . The health management can be considered extraordinary. It is not clear how extra holidays for older workers affects older workers’ labour supply. Though funded from the demography funds, the latter is financed via contributions per employee, so that labour costs rise with possibly negative effects on labour demand (also for younger workers). It is not clear how costly Bayer health management is, that is, if direct costs for health management are higher than benefits (less sickness absence, higher motivation, lower staff fluctuation) and if this is the case, the amount per worker is unclear. Basically the health management seems to be transferable to other (possibly large) companies and organisation not located in the health sector.
9	Further relevant information (also sources such as literature, interviews etc.) . Zühlke, Oliver (2013): Presentation on the conference ‘Übergänge in die Rente – flexible und abgesichert?’, Hans-Böckler-Stiftung, Hannover, 2014. Demografiefonds http://www.bavc.de/bavc/web/web.nsf/id/li_ib_102009_st5.html http://www.bavc.de/bavc/mediendb.nsf/gfx/E895DC872949A443C125764D00470F74/\$file/ib_102009_Demografiefonds.pdf

Bundesagentur für Arbeit

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>Bundesagentur für Arbeit (Federal Employment Agency). Located in Nuremberg (Southern Germany), 108.000 employees.</p> <p>State of the art: What is being done?</p> <p>The main focus is on life course oriented staff policy. Bundesagentur für Arbeit pays attention to individual life circumstances in order to raise motivation and employability (Kühn 2012: 59).</p> <p>There are regular employee surveys (Kühn 2012: 62).</p> <p>Public incentives used?</p> <p>Bundesagentur für Arbeit is a public institution</p> <p>In practice/idea/proposal</p> <p>In practice</p>
2	<p>Reasons (initiating dimensions)</p> <p>„As pillar of the German welfare state, Bundesagentur für Arbeit has special socio-political responsibility. Therefore the Bundesagentur contributes to Public Value" (Kühn 2012: 58. Kühn is Chief Executive for Staff and Organisational Development at Bundesagentur für Arbeit).</p> <p>A high share of employees is between 40 and 45 years of age. This motivates the Bundesagentur für Arbeit to implement a preventive approach to health measures (Kühn 2012: 62).</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>Not targeted only on older workers</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	<p>Values/Motivation</p> <p>In the ‚Leistungs- und Entwicklungsdialog‘ (LEDi, performance and development dialogue) appraisal interviews and interviews concerning further development are combined.</p>
3.3	<p>Professional Competence (Lifelong Learning)</p> <p>Bundesagentur für Arbeit is creating working conditions as well as learning conditions independent of age (Kühn 2012: 59). This suggests that access to further training is not restricted due to age reasons.</p> <p>The Bundesagentur developed a competence model, on which recruiting, training and staff development are based (Kühn 2012: 63).</p>
3.4	Health
3.5	Close Social Network

3.6	Family, work-life balance Others ...
4	<p>Work after retirement (“silver work”) In the 4th phase (see below, chapter 5, ‘active retirement’) some retired former employees still/again work for the Bundesagentur für Arbeit.</p>
5	<p>Life course orientation</p> <p>Bundesagentur für Arbeit defines four roughly defined life phases: (1): School/Apprenticeship/Studies (2) career entry, parenthood, career start (‘rush hour of life’), (3) career (second phase), professional development (horizontal/vertical), return to work after parenthood, elderly care for relatives (4) active retirement. Clearly some life events can be located in a different phase (for example parenthood can be in the 3rd phase of elderly care in the 4th, cf. Kühn 2012: 65).</p> <p>Kühn (2012: 66) states that a new career start for example in the 2nd phase should be possible.</p> <p>For the 2nd phase there is the ‘3-phase-concept for the return to work’ (after parenthood). The 1st phase for return is before the career break due to parenthood. Not later than one month before the parental break there is an employee interview in order to plan for phase 2 (during the break), also including consulting for things such as contacts to the employer etc. Also information material and a contact person are provided (Kühn 2012: 69). The 2nd phase for return is the career break. Here the Bundesagentur offers ‘Elterngeldunschädliche Tätigkeiten’ such as work for employees who are absent for a short period (‘elterngeldunschädlich’ means employment which is created in manner that parental allowance is not reduced. The person may not work more than 30 hours per week, see also IV in http://www.verwaltungsvorschriften-im-internet.de/bsvwvbund_10072007_DII2220223511.htm).</p> <p>This can be highly effective for longer working lives, since females completely leaving the workforce due to motherhood have a lower probability to be in paid work when they are older, and work during parenthood reduces the probability that parents/mothers completely stop being in paid work due to parenthood.</p> <p>Also for the 2nd phase for return Bundesagentur offers project work, internships, further training (e.g. e-learning which can be combined with child-rearing more easily than attendance learning). Bundesagentur also offers participation in team meetings or other events, a network of those currently not working for Bundesagentur, and comeback interviews at least six or possibly three months before comeback into work.</p> <p>For the 3rd phase for return after parenthood there are compulsory measures such as an induction plan, the targeted use of staff development instruments, phase-oriented staff interviews and support by a superior. Further, a ‘competence check’ is offered, but participation is voluntary.</p> <p>Also in the 3rd life cycle phase the reconciliation of job and family life (primarily elderly care due to the high share of women in the Bundesagentur) is the main element, besides age structure HR management.</p>

	<p>In the 3rd phase development possibilities and skills are analysed in order to plan further development. Further training is offered (e.g. web-based with tutors, on-the-job) and seminars like ‘in the midst of life’, ‘preparation for retirement’. Part-time work and telework are offered. Bundesagentur offers help for those employees who have to care for older relatives or children.</p> <p>Bundesagentur für Arbeit, for example, offers the seminar ‚Orientierung in der Lebensmitte‘ (,orientation in middle years‘), where the personal situation and personal experiences are reflected, see their opportunities of influence and concretise their future plans, learn more about the challenges and chances of mid-life and define their plans for their future. Also work-life balance is a topic, as well as volunteering outside of the organisation, and how to cope with stress etc.</p> <p>In the 4th phase (‘active retirement’) Bundesagentur partly uses the experience of retired (former) employees, for example in cases where Bundesagentur supports similar organisations in other countries, or for projects, or for mentoring of younger employees.</p>
	<p>Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Bundesagentur für Arbeit is committed to staff diversity (Kühn 2012: 59).</p>
6	<p>Linkage to informal work/civic engagement/social volunteering? .</p>
7	<p>Other socially innovative dimensions touched worth being mentioned? .</p>
8	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) . A remarkable feature is the contact between the organisation and female employees before and after the latter bear children. Possibly this does not only reduce the risk that affected employees do not re-enter work at all, it could also lead to shorter settling-in periods after full return to paid work. The mid-career approach in the 3rd phase is very important. Workers between 40 and 50 are often the most dissatisfied age group amongst workers, positive measures here can have long-term effects on longer working lives. It is not clear to which degree the Bundesagentur underlies pressures to cut costs/personnel similar to private companies.</p>
9	<p>Further relevant information (also sources such as literature, interviews etc.) . Kuhn, Michael (2012): Bundesagentur für Arbeit: Personalpolitik ist lebensphasenorientiert. In: JCSW (Jahrbuch für Christliche Sozialwissenschaften) 53 (2012), 57-73. Behrens, Beatrix (2011): Das integrierte Personalmanagement der Bundesagentur für Arbeit. Dokumentationszentrum für Personalmanagement, Juni 2011.</p>

Behrens, Beatrix (2009): Lebensphasenorientiertes Personalmanagement. In: Klaffke, Martin (Hg.9: Strategisches Management von Personalrisiken. Wiesbaden: Gabler, 117-138.

Deka Bank

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>Deka Bank, Frankfurt/Main in the county of Hesse, Germany, 4 035 employees (3 583 in Germany, numbers from 2013)</p> <p>State of the art: What is being done?</p> <p>Dekabank considers the occupational life cycle of its employees: Career choice, education, career steps, family phases with children/elderly care, end of the career in the company. There are six areas of human resource management (1) Recruiting and commitment management, (2) working conditions, (3) knowledge transfer, (4) qualification of employees and top management, (5) health promotion/work-life balance, (6) attractive retirement models (Flüter-Hoffmann 2010: 209f.). The results are: Low absenteeism, low fluctuation and high employee commitment (Flüter-Hoffmann 2006; 2010: 209).</p> <p>Public incentives used?</p> <p>No</p> <p>In practice/idea/proposal</p> <p>In Practice</p>
2	<p>Reasons (initiating dimensions)</p> <p>Demographic issues concerning DekaBank, few young and old employees. Employees mostly in age group ,35-39.</p> <p>Workability</p> <p>New professionals needed</p> <p>Lifelong Learning</p> <p>Aim: DekaBank tries to be an attractive employer for highly qualified workers. Furthermore, DekaBank wants to decrease turnover rates and increase loyalty in the company.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>The approach targets all age groups</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p> <p>DekaBank implemented a performance-oriented compensation system to honour employees.</p>
3.2	<p>Values/Motivation</p>
3.3	<p>Professional Competence (Lifelong Learning)</p>
3.4	<p>Health</p>

	DekaBank analysed the age structure in present and future (10, 15 and 20 years) and implemented a company health management system.
3.5	Close Social Network
3.6	Family, work-life balance DekaBank analysed the age structure in present and future (10, 15 and 20 years) and implemented policies aimed at reconcilableness of family and working life. Others... DekaBank analysed the age structure in present and future (10, 15 and 20 years) and implemented knowledge transfer management between younger and older workers.
4	Work after retirement (“silver work”)
5	Life course orientation Biosocial life course: for example potential in different age groups Family orientated life course: family relationship, ensuring reconcilability of family and working life Professional orientated life course: Development of people in terms of career choice and retirement. Professional course could be interrupted because of further education, unemployment or parental leave Corporate life course: means entering and leaving the company and describes the professional career in the company Job characteristic life course: means on-boarding and off-boarding of a person or service in a company
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?
6	Linkage to informal work/civic engagement/social volunteering?
7	Other socially innovative dimensions touched worth being mentioned?
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) The results show that the – encompassing – model is successful.
9	Further relevant information (also sources such as literature, interviews etc.) https://www.dekabank.de/media/de/docs/nachhaltigkeit/Kennzahlen.pdf www.iwkoeln.de/_storage/asset/63823/storage/master/file/356180/download/3.pdf

Deutsche Post AG

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>Deutsche Post AG, headquartered in Bonn, Germany. 435 000 employees. The world's largest logistics and post company.</p> <p>State of the art: What is being done?</p> <p>In 2011 the 'Generationenvertrag zum Alter(n)sgerechten Arbeiten' became effective. The collective agreement ,Zeitwertkonto' (Time Account) is part of the Generationenvertrag. The Time Account has two phases, (1) the phase of saving up and (2) the phase of leave. It is based on 2009 SGB IV – Flexi II-Gesetz, i.e. in the Social Code IV the 'Gesetz zur Verbesserung der Rahmenbedingungen für die Absicherung flexibler Arbeitszeitregelungen' ('Law on the improvement of the framework conditions for the safeguarding of flexible working time regulations').</p> <p>In the phase of saving up, employees can save parts of their remuneration, i.e. from the normal monthly salary or extra payments for holidays or Christmas or variable parts of their remuneration, or they can save up time (whereas Deutsche Post does not allow for the transformation of extra work or holidays.</p> <p>Further, there is the collective agreement on old-age part-time work. Old-age part-time work can be used for 2-6 years. With working time of 50%, wages are at 79% with the basic supplement. Further, up to additional 8%points are supplemented from the demography fonds, dependent on income, so that low earners can get 87% of their previous earnings.</p> <p>The demography fonds is financed via company contributions. Deutsche Post pays € 200 per year for every full-time worker.</p> <p>Public incentives used?</p> <p>Based on the above-mentioned SGB IV law</p> <p>In practice/idea/proposal</p> <p>In practice</p>
2	<p>Reasons (initiating dimensions)</p> <p>The legal retirement age has been raised to 67, the old-age part-time model with government subsidies has been abolished (since it had been used mainly in the 'bloc model'), now more than in the past older workers can expect that they have to care for older relatives. Post employees would like to have new and financeable options for early labour market exit or phased retirement, and flexible working time to combine family/care obligations and paid work.</p> <p>A majority of Deutsche Post's employees states that they think that under current conditions they will not be able to work until legal retirement age. This is mainly true for delivery people (75%), those in sales offices (53%), drivers (52%), and warehousemen (52%). Merely those in administrative and commercial occupations are less pessimistic (33%).</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>Is the approach targeted especially on older workers or on all age groups?</p>

	Targeted on older workers
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation
3.3	Professional Competence (Lifelong Learning)
3.4	Health
3.5	Close Social Network
3.6	Family, work-life balance
4	Work after retirement (“silver work”)
.	
5	Life course orientation
.	
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?
6	Linkage to informal work/civic engagement/social volunteering?
.	
7	Other socially innovative dimensions touched worth being mentioned?
.	
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) Old-age part-time work’s effects on labour supply depends on what part-time workers would have done if part-time work would not have been offered. Research findings are contradictory, yet some studies suggest that part-time workers are mainly workers who would have worked full-time instead of part-time if the latter did not exist, and less workers work part-time instead of not at all. Basically there is not much for the improvement of working conditions, whereas possibly it is hard to improve delivery people’s working conditions (like reducing the weight of the letters and packets, or weather conditions, or distances, or workload against the backdrop of hard competition).
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9	Further relevant information (also sources such as literature, interviews etc.) Rohoff, Jürgen (2014): ‘Kombimodell’ TV Altersteilzeit-Zeitwertkonto zwischen Deutsche Post AG und ver.di. In: Forum C: Regelungen des Altersübergangs in Großbetrieben. Den demografischen Wandel gestalten – tarifvertragliches Beispiel und Lösung aus der Praxis. Fachtagung Hannover, 30.-31. Januar 2014. Flexi II-Gesetz: http://dipbt.bundestag.de/doc/btd/17/089/1708991.pdf
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DGB

1	<p>Actor: DGB (German Federation of Trade Unions)</p> <p>Mixed strategies/actors, i.e. are there different actors involved? Institut DGB-Index Gute Arbeit ('Good Work')</p> <p>State of the art: What is being done? The DGB-Index Gute Arbeit is a scientific approach, commissioned since 2007 by the DGB (German Federation of Trade Unions). In order to evaluate the conditions of work for employees, this survey is conducted annually in all German regions. There are quality grades from 0 to 100, in which 100 stands for optimal working conditions. Based on the comprehension of „decent work“ of Fraunhofer IAO (a research institute focused on work and technology), “good work” means existing possibilities for personal development, an adequate income, and positive prospects. the DGB-Index Gute Arbeit differs between bad working conditions (grade 0-49), average working conditions (grade 50-64), above-average working conditions (grade 65-79) and best working conditions (grade 80-100).</p> <p>Public incentives used? No</p> <p>In practice/idea/proposal In practice</p>
	<p>Reasons (initiating dimensions)</p> <p>As a Federation of Trade Unions, DGB is naturally interested in good working conditions</p> <p>Reporting the quality of work and conditions of employment and in particular the opportunity to report different conditions of work in different occupational categories</p> <p>Reporting developments in general working conditions and several sub-aspects</p> <p>The results can be used for an employment report, possibly also for negotiations with employers</p> <p>Concerning older employees, the DGB-Index Gute Arbeit gives information about the attitudes towards retirement</p>
3	<p>Description of approach (which dimension of the demand side of labour is addressed and what are the aims?)</p> <p>Its aim is to give a quick overview of working conditions in German companies. More detailed information is given by analyses, for example, of the different occupational categories, different age-groups or different sub-aspects of working conditions.</p>
3.1	<p>Monetary/financial incentives</p>
3.2	<p>Regulations, collective agreements etc.</p>

3.3	Image and awareness campaigns
3.4	Anti-discrimination activities
3.5	Networking of actors (e.g. fostering „joint/mixed approaches“) In 2013 DGB founded in 2013 the Institute DGB-Index Gute Arbeit.
3.6	Advise and other kind of support for employers, other key actors, key persons There are several analyses and publications concerning older employees, e.g. their attitude towards retirement and the possibilities of having an adequate workplace. According to the study in 2013, in particular older women want to have shorter working hours as they approach retirement age.
4	Work after retirement (“silver work”) .
5	Linkage to informal work/civic engagement/social volunteering? .
6	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Other socially relevant dimensions touched worth being mentioned?
7	Brief SWOT evaluation (including transferability). Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how .
8	Further relevant information (also sources such as literature, interviews etc.) . DGB-Index Gute Arbeit: http://index-gute-arbeit.dgb.de/ Example for an analysis: http://index-gute-arbeit.dgb.de/++co++f32ffae0-3a77-11e4-9e4f-52540023ef1a

EVG / Deutsche Bahn

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others) Eisenbahn- und Verkehrsgewerkschaft (EVG), headquarters in Berlin and Frankfurt/Main, labour union, 209.000 members (2013). DeutscheBahn AG, headquarter in Berlin, about 300 000 employees (2013)</p> <p>State of the art: What is being done? EVG achieved the demographic labour agreement with DeutscheBahn AG in topics of qualification, health, employment security, part-time work regulations for older employees and work and family life. Once per year the demographic labour agreement will be evaluated and further developed (next date: February 2015).</p> <p>Public incentives used? No</p> <p>In practice/idea/proposal In practice</p>
2	<p>Reasons (initiating dimensions)</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability Is the approach targeted especially on older workers or on all age groups? The labour agreement targeted all age groups. Especially older age groups in terms of part-time regulations and health are affected.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.) Employment security has been further developed so that employment security is unlimited in case employees worked at least for two years. “Besondere Teilzeit im Alter” (‘special part- time for the elderly’) is a programme for employees aged 60 and older working in nightshift, alternating shift or on- call service. The programme contains shorter working hours with only marginal pay cuts</p>
3.2	<p>Values/Motivation Reconciliation of private and work life: Individual freedom for employees in terms of working time means one day per week can be chosen for an individual working time (beginning and end of work).</p>
3.3	<p>Professional Competence (Lifelong Learning)</p>
3.4	<p>Health Labour agreement promotes sustainable health of employees by different programs to improve ergonomics in workplace, analyses of risks at work or support of employees (personal, familial, health, social or professional problems).</p>

	Especially the programme CLARA (translation: clever and active towards age) contains prevention and health promotion for older workers to improve physical and mental fitness. The programme uses information, health checkups, sports programmes and mental training to improve health.
3.5	Close Social Network
3.6	Family, work-life balance Reconciliation of family and work life contains individual planning discussions regarding parental leave, maternity protection and holidays.
4	Work after retirement (“silver work”)
5	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?
6	Linkage to informal work/civic engagement/social volunteering?
7	Other socially innovative dimensions touched worth being mentioned?
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) Part-time work’s effects on labour supply are unclear, since this depends on what part-timers would have done otherwise (full-time work or no work at all). The health programme also refers to mental health, which can be considered an important aspect against the backdrop of rising figures of older workers with mental health problems.
9	Further relevant information (also sources such as literature, interviews etc.) http://www.google.de/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&ved=0CC8QFjAC&url=http%3A%2F%2Fwww.evg-online.org%2FTarifpolitik%2FAktuelles%2F14_04_14_DemografieTV%2Ffile.pdf&ei=NmVXVIOgD4X4OqTqgZgM&usg=AFQjCNF7Wdh0yie495Wu12dY81mlKaggdw&bvm=bv.78677474,d.ZWU&cad=rja

Hansgrohe

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>Hansgrohe AG, Schiltach (Baden-Württemberg, southern Germany). 3 500 employees worldwide (2 100 employees in Germany, figures from 2010).The company produces bathroom fittings.</p> <p>Mixed strategies/actors, i.e. are there different actors involved?</p> <p>„Beschäftigungsfähigkeit“ has been initiated due to a cooperation with PH (University of Education) Freiburg (roughly in the same region as Hansgrohe). A graduand from the PH designed a job rotation plan.</p> <p>Company leaders have been strongly involved. Leaders attended a workshop and discussed how to implement employability in the company’s general orientation. Basically it seems that in the Hansgrohe case leaders were highly crucial, without them the HR department would be not capable of implementing anything with noteworthy affects.</p> <p>State of the art: What is being done?</p> <p>One project is called „Beschäftigungsfähigkeit“ (employability), another project is called MUMM (Miteinander Und Motiviert Mitmachen, participation together and motivated) and targets employees over 50. In „Beschäftigungsfähigkeit“ five fields of action are defined (company culture/philosophy, leadership, work organisation, staff development, health management) with their respective sub-aspects. The fields of action result from employee surveys conducted in cooperation with PH Freiburg.</p> <p>It has been analysed which factors affect other factors („active factors“) and which are mainly affected by other („passive factors“). For example, leadership strongly affects sub-aspects of other fields of action, such as work-life-balance (belonging to health management) or work safety (belonging to work organisation). Company culture/philosophy is affected by factors from the field’s leadership, staff development, and health management.</p> <p>Public incentives used?</p> <p>Probably not</p> <p>In practice/idea/proposal</p> <p>In practice</p>
2	<p>Reasons (initiating dimensions)</p> <p>Higher employability could foster innovation capacity, reaction speed, customer orientation, flexible personnel placement and the employers’ attractiveness (this is not explicitly stated by Hansgrohe as its motive, but is based on literature. Possibly some of the aspects were relevant for Hansgrohe). Producing high-priced high-end bathroom fittings, Hansgrohe has to have an edge over cheaper (and partly plagiarising) competitors.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>Is the approach targeted especially on older workers or on all age groups?</p>

	<p>Health measures are provided to all employees, some motivation measures are targeted on older workers. Based on experiences there (older workers thinking that they get special treatment due to lower performance capability) it seems reasonable to provide health measures to all employees regardless of age (the other measure is strictly linked to the chronological age of 50 and not to employees' individual circumstances)</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	<p>Values/Motivation</p> <p>Every year there is a 'welcome meeting' for employees who became 50 years of age recently. They get asked about what they consider important, how they see their future tasks, which burdens they have in their work and which ideas for improvements they have. Issues important to older employees are flexible breaks during work (more short pauses instead of one long pause), the possibility of sabbaticals, annual working time in order to make job and familial/personal life more compatible and the possibility to convert financial premiums into time off. Employees also want to telework more strongly, which has to be agreed individually with superiors. The welcome meetings' topics, for example, were "alternative organisation of working time" in 2007 and "further training for older employees" in 2008.</p> <p>There are evening 'chimney talks' between employees and corporate management.</p> <p>There is a special 'ISH-Zug' for employees (a special train for employees to the ISH in Frankfurt/Main. ISH = International Sanitär- und Heizungsmesse, "The World's Leading Trade Fair for The Bathroom Experience...", Homepage Messe Frankfurt).</p>
3.3	<p>Professional Competence (Lifelong Learning)</p> <p>In one of the five areas of employability, there is the sub-aspect 'staff development' with the 'project further training on the job'.</p>
3.4	<p>Health</p> <p>Health promotion (movement, nutrition, relaxation, addiction), ergonomics courses, precaution/prevention, fitness trainings/staff trainings, operational integration management, work-life-balance, dealings with those with decreased performance. 'EisenHans' Triathlon for employees. The health focus is on ergonomics. Employees in manufacturing are considered experts, their opinion is highly important, because otherwise improvement such as lifting assistances or height-adjustable desks would not be used. Fitters, work safety experts and health management employees work together in so-called power workshops and ensure that improvements are put into practice within one week. White collar workers get courses for ergonomic desk work.</p> <p>There are regular jogging meetings in the region of Hansgrohe's main factory, and there is a wellness centre for employees. Health management offers individualised training plans for targeted muscle building. Once a year there is a health week, organised by health management together with local sports clubs. Further, for overworked employees there are numerous measures in the areas of nutrition, sports, relaxation, and ergonomics.</p>

3.5	Close Social Network
3.6	Family, work-life balance Employees have the possibility to transfer special payments into working hours, so that they can reduce their working time later.
4	Work after retirement (“silver work”) .
5	Life course orientation .
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Intergenerational solidarity: Offering health programmes irrespective of age prevents conflicts over the distribution of these advantages. Regional dimension: Cooperation with local sports clubs. Older migrants: There are initiatives to improve migrants’ German language skills.
6	Linkage to informal work/civic engagement/social volunteering? . Collaboration with local sports clubs could motivate employees to join these clubs (and to volunteer there).
7	Other socially innovative dimensions touched worth being mentioned? .
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) . The exemplary function of leaders is highly important; active measures are far more important than passive measures. Health measures at Hansgrohe are basically transferable, but come with costs. It has been hard to convince leaders and employees that the issue of employability is important. Employees are still reluctant to accept self-responsibility for their employability (possibly since problems are not too grave). It will be hard to combine the Hansgrohe culture of high performance with increased attention to employees’ employability, and it could be hard for the company to credibly promote both at the same time. The employment of a graduand can be considered a low-cost solution possibly attractive for small and medium- sized companies. The exact methodological approach in terms of „what affects what“ is not entirely clear from the publication, but is valuable since it shows which fields of action should be of special relevance due to their effects on other fields and factors. The ‘welcome meeting’ for workers who became 50 years old are surely a motivating factors, whereas some employees considered this special treatment strange (partly they felt stigmatised as ‘old’ and not as not being fit).
9	Further relevant information (also sources such as literature, interviews etc.) . Egenter, Thomas/Schoof, Florian (2010): Beschäftigungsfähigkeit älterer Mitarbeiter bei der Hansgrohe AG. In: Weissenrieder, J./Kosel, M. (eds.): Nachhaltiges Personalmanagement in der Praxis: Mit Erfolgsbeispielen mittelständischer Unternehmen. Wiesbaden: Gabler, 153-170.

<http://www.hansgrohe.com/de/21087.htm> (what employees say, videos in German)

IG BCE / BAVG

- 1 Actor: (in case of company/organisation) (name, location, size, business sector, others)
Industriegewerkschaft Bergbau, Chemie, Energie (Industrial Union Mining, Chemistry, Energy)
BAVC (Bundesarbeitgeberverband Chemie, Federal Employer Association Chemistry)
- Mixed strategies/actors, i.e. are there different actors involved?
Yes
- State of the art: What is being done?
Collective agreement “Lebensarbeitszeit und Demografie” (‘working lifetime and demography’)
According to the ‘Chemistry Formula’, four measures are to be taken. Firstly, companies compile a demography analysis, then working processes are designed age- and health appropriate, qualification during the whole career, and fitting instruments for the move between phases of education, work and retirement. For the gradual move into retirement there are five instruments provided for by the collective agreement:
Long-term working hours accounts (‘Langzeitkonto’): Employees are allowed to save overtime, surcharges, perks and vacations more than is guaranteed by legislation. Time is transferred into money, or wages can be accumulated on this account (instead of being paid out). For the long-term working hours accounts financial means from the demography fund in order to finance early retirement
Partial retirement: The new regulation prolongs the old regulation which ended in 2009. Partial retirement is still possible for those between 59 and 65, yet as before not for more than 5% of the employees.
Partial pension. It can be subsidised from the Demography Fund. In combination with other instruments, such as the long-term working hours accounts, earnings gaps can be filled.
Own-occupation disability scheme: Subsidies from the Demography Fund can be used for cases of disability. The scheme pays out 1000 € until the age of 65.
Pension savings: Demography Fund money can also be used to supplement the collectively agreed pension scheme, which has been lucrative even before. Workers’ own savings are supplemented by employers’ special “Chemistry Funding” (13 € for 100 € own savings).
The Demography Fund gets 300 € per year from employers for each tariff employee (the amount will raise with wages increases). How the money is used for the five purposes above depends on company-specific agreements; the proxy setting is dependent on company size.
- Public incentives used?
In practice/idea/proposal
In practice

2	Reasons (initiating dimensions) Numerous challenges due to the demographic change such as lack of skilled labour, pension gaps etc. Further, there are sector-specific burdens on workers and requirement.
3	Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability Is the approach targeted especially on older workers or on all age groups? Target mainly on older workers
3.1	Dimensions and quality of work (career and employment security, wages etc.) The agreement provides financial security for older workers due to support in case of disability and funding to pension schemes.
3.2	Values/Motivation Some of the measures could foster employee motivation to work longer. For example, partial retirement can inhibit full retirement, yet also full-time work. The effect on labour supply depends on which alternative is prevented more by the measure.
3.3	Professional Competence (Lifelong Learning) Lifelong learning is explicitly covered by the agreement
3.4	Health Also health and age-appropriate working processes are part of the agreement
3.5	Close Social Network
3.6	Family, work-life balance Possibilities to save and spending working time can allow workers to adjust working hours to family circumstances Others ...
4	Work after retirement (“silver work”)
5	Life course orientation Long-term saving up and spending of working hours can allow for flexible elderly care or (grand) child care.
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Handicapped workers get financial security until they are 65. Social inequality could be fostered due to employers’ contribution to voluntary pension savings, since those with higher adjusted household earnings (or lower necessary expenses due to real estate ownership) have better possibilities to invest in voluntary savings. Intergeneration solidarity: Undoubtedly, the agreement raises staff costs and possibly reduces wage increases affecting all workers for benefits especially to older workers. It is not guaranteed that younger workers will get the same advantages when they are older.

6	Linkage to informal work/civic engagement/social volunteering? .
7	Other socially innovative dimensions touched worth being mentioned? .
8	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)</p> <p>Basically the whole package or parts of it are transferable. Several measures are dependent on employers' financial means, which could be quite good in this sector.</p> <p>In Germany, partial retirement has mainly been used in the block model, i.e. 3 years of work and 3 years of premature retirement instead of 6 years of par-time work. Therefore it has been abolished since it had adverse effects on the goal of longer working lives., it's abolishment is expected to prolong working lives. The collective agreement in the Mining/Chemistry/Energy sector could lead to the wide sue of the block model and therefore early retirement through the back door.</p>
9	<p>Further relevant information (also sources such as literature, interviews etc.)</p> <p>IG BCE information on the collective agreement "Lebensarbeitszeit und Demografie" ('working lifetime and demography') http://www.igbce.de/tarife/5326/lebensarbeitszeit-demografie/as-print</p> <p>BAVC information on the demography fonds http://www.google.de/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&sqi=2&ved=0CDEQFjAA&url=http%3A%2F%2Fwww.bavc.de%2Fbavc%2Fmedien%2Fgdx%2FE895DC872949A443C125764D00470F74%2F%24file%2Fib_102009_Demografiefonds.pdf&ei=Gg-U4CiNsSRtQai5IDAAQ&usg=AFQjCNG_AsJHSSxCOpJNA3JTdybMIABcaA&sig2=He0OZy7IKsw_zpsuelliOkA&bvm=bv.64125504,d.Yms</p> <p>IG BCE information on partial retirement and the block model http://www.igbce-blogs.de/demografie-gestalten/?page_id=150</p>

IG Metall

1.	<p>Actor: IG Metall (Industrial Union of Metalworkers)</p> <p>State of the art: What is being done?</p> <p>IG Metall is the Industrial Union of Metalworkers in Germany and wants older employees to stay in their job until retirement age, although the conditions of work might be physically exhausting in this sector. Several approaches in different companies were realised.</p> <p>Public incentives used?</p> <p>In practice/idea/proposal</p> <p>In practice (in companies)/idea (in IG Metall)</p>
	<p>Reasons (initiating dimensions)</p> <p>Older employees in physically exhausting industry, such as iron steel industry</p> <p>Better conditions of work for older employees, e.g. less hours of work, better ergonomics</p>
3.	Description of approach (which dimension of the demand side of labour is addressed and what are the aims?)
3.1	Monetary/financial incentives
3.2	Regulations, collective agreements etc.
3.3	Image and awareness campaigns
3.4	Anti-discrimination activities
3.5	Networking of actors (e.g. fostering „joint/mixed approaches“)
3.6	Advise and other kind of support for employers, other key actors, key persons
4.	Work after retirement (“silver work”)
5.	Linkage to informal work/civic engagement/social volunteering?
6	<p>Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?</p> <p>Other socially relevant dimensions touched worth being mentioned?</p>

7.	Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how
8.	Further relevant information (also sources such as literature, interviews etc.) IG Metall: Gute Arbeit – davon profitieren alle: http://www.igmetall.de/SID-E4DB7B6D-A798CD80/alters-und-alternsgerechte-arbeitsplaetze-13880.htm

InfraLeuna

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>InfraLeuna, 730 employees, located in Leuna (Eastern Germany). Infraleuna owns infrastructure at Leuna. Leuna has been the biggest chemical factory/production cluster in the former GDR. Whereas InfraLeuna has only 730 employees and a turnover of about € 320 million, the Leuna site has a turnover of € 7 billion and about 9 000 employees in 100 companies.</p> <p>State of the art: What is being done?</p> <p>The collective agreement ‘Zukunftssicherung’ is the basis of the demography oriented human resource policy at InfraLeuna. A company fonds has five main purposes: (1) life course oriented job design, (2) measures to enable employees to reconcile work and family life, (3) measure of in-company health management, (4) qualification and further training, and (5) occupational pension scheme.</p> <p>Public incentives used?</p> <p>No</p> <p>In practice/idea/proposal</p> <p>In practice</p>
2	<p>Reasons (initiating dimensions)</p> <p>An analysis shows that the age distribution will be skewed to the left, so that the biggest group will be between 55 and 59 years old. There are small differences between the four groups of works (1) workers in chemical production, (2) laboratory workers, (3) metal and electrical jobs and (4) industrial services.</p> <p>Part of the health measures (e.g. skin screening) could be caused by Leuna being a site for the production of chemicals.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>Is the approach targeted especially on older workers or on all age groups?</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation
3.3	Professional Competence (Lifelong Learning)
3.4	<p>Health</p> <p>Health and sports facilities at InfraLeuna are many-faceted:</p> <p>Company sports contains a football league of employees at the Leuna chemical park, volleyball, swimming for shift workers, back training and preventive sports.</p> <p>Employees are supported to take part at the Mitteldeutscher Marathon (a marathon in Halle/Saale 20 km away from Leuna), to take part at the Firmenteam Triathlon (‘company team triathlon’) also in the region around Leuna and the Benefizlauf (charity run).</p>

	<p>Further, there is health/reintegration management, work safety measures, the creation of a working environment suited to the ageing process, services by the company doctor, physiotherapy, free extra medical check-ups and a health week once a year. In the health week, offers are eye examinations, ear examinations and glasses checks, nutrition consulting and measuring of body fat, measurement of veins and blood pressure, a back-friendly fitness check-up, lectures and training consulting, a mobile massage and taster courses in the sports room.</p> <p>Further health offers are cardiovascular training, spine gymnastics, back training for men, autogenic training, water gymnastics, and nutrition consulting.</p> <p>At action days there is a skin screening and a series of lectures, for example on alcohol, intestinal cancer and flu pandemic.</p> <p>The services offered by the company doctor consist of medical checkups, provision of drugs for first care, seasonal influenza virus vaccination and monthly information on current health issues.</p>
3.5	Close Social Network
3.6	<p>Family, work-life balance</p> <p>From 2013 on, life course oriented organisation of working time started with several elements: Job designs suited to the ageing process, part-time work with wage compensation, modified old-age spare time, working time arrangements suited to the ageing process. Further, time for family and elderly care has been implemented, and time for elderly care as agreed on in the collective agreement. Additionally, some groups of workers get special regeneration time and extra time off.</p>
4	Work after retirement (“silver work”)
.	
5	Life course orientation
.	
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?
6	Linkage to informal work/civic engagement/social volunteering?
.	
7	Other socially innovative dimensions touched worth being mentioned?
.	
8	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)</p> <p>Health measures at InfraLeuna are comprehensive and, like measures for example at Hansgrohe, also contain collective sports (the football league, at Hansgrohe it is the ‘Eisenhans’ triathlon). The football league is possible because the Leuna site resembles a city. This could be imitated by large companies (e.g. teams from different departments or plants) or by companies at industrial/commercial areas (companies as teams) and the choice of sports (football, handball etc.) could be adapted to local circumstances.</p>
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9 .	Further relevant information (also sources such as literature, interviews etc.) Nowak, Joachim (2013): InfraLeuna. Fachtagung Wissenschaft trifft Praxis 2013, 9.-10. Juli 2013 in Nürnberg, Workshop 3 „Beschäftigungsfähigkeit und betriebliches Handeln“. http://www.infraleuna.de/en/ (homepage in English).
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Katjes (supply/demand side)

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>Katjes Fassin. The company is located in Emmerich am Rhein (very close to the Dutch border). The factory reported is one out of three in Germany and is located in Potsdam-Babelsberg (nearby Berlin), 80 employees at the site. The company has 440 employees in total and produces sweets.</p> <p>State of the art: What is being done?</p> <p>About half of the 80 employees is older than 50, most of them were long-term unemployed. The company's goal is that in each factory at least one third of employees should be 50 or older. In Potsdam-Babelsberg the share is higher, partly because younger workers tend to leave the region.</p> <p>Public incentives used?</p> <p>Yes, the company used government subsidies for the hiring of long-term unemployed, but says it has not been crucial for the hiring decision.</p> <p>In practice/idea/proposal</p> <p>In practice</p>
2	Reasons (initiating dimensions)
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>Is the approach targeted especially on older workers or on all age groups?</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation
3.3	Professional Competence (Lifelong Learning)
3.4	<p>Health</p> <p>The company cooperated with the local health insurance. Experts from there analysed the workflow and recommended adjustments such as hydraulic lifts. Also, the company offers a health day and 10 back training days per year. Further, office workers have ergonomic chairs and height-adjustable desks. Some workers in production use standing aids.</p> <p>Further, the company offers back training, health courses, and nutrition consulting in all three factories.</p>
3.5	Close Social Network
3.6	<p>Family, work-life balance</p> <p>Others ...</p>
4	Work after retirement ("silver work")
5	Life course orientation

	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?
6	Linkage to informal work/civic engagement/social volunteering?
7	Other socially innovative dimensions touched worth being mentioned?
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) The model is successful, revenues as well as production are constantly rising. Most employees stay at the company until retirement. The company states that amongst older workers sickness absence is not higher than among younger workers.
9	Further relevant information (also sources such as literature, interviews etc.) Breukelchen, Tanja (2014): Noch längst nicht zum alten Eisen. In: Change. Das Magazin der Bertelsmann Stiftung 1/2014, 32-37. http://www.stuttgarter-zeitung.de/inhalt.aeltere-mitarbeiter-mit-55-jahren-ploetzlich-gefragt.c5921183-085d-438b-93a2-d14e7c89b112.html http://www.zeit.de/karriere/bewerbung/2012-03/integration-arbeitsmarkt-aeltere-bewerbung

Lufthansa

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>Deutsche Lufthansa AG, Frankfurt am Main (Hesse, Germany), Airline (Industry: Transportation Services), 117.343 employees in Germany (2013)</p> <p>State of the art: What is being done?</p> <p>“Lufthansa – Pro 40” – Initiative to obtain long-termed employability</p> <p>Deutsche Lufthansa has a “life event related human resources management” (translated from original German cited in Flüter Hoffmann 2010: 210, s.a. Armutat/Rühl 2009: 29ff.). The four fields of action are (1) role in the company, (2) employability, (3) workability, and (4) human resources management. They are related to life events: Entering the company, qualification, career development, processes of change, decisive private events, engagement outside of the company and leaving the company.</p> <p>A special feature at Lufthansa are horizontal and vertical career paths, resulting from the high number of employees and the low number of top management personnel. Horizontal career paths contain rotation, qualification and vertical development (Flüter- Hoffmann 2013: S.210).</p> <p>Further, Lufthansa offers part-time work, job-sharing and telecommuting, as well as individualised solutions if employees have care obligations. Health care is not restricted to the classic areas of ergonomics and nutrition; Lufthansa offers counselling if employees face personal challenges and crises. In the context of lifelong learning, e-learning is promoted (AARP 2010: 10).</p> <p>Public incentives used?</p> <p>No</p> <p>In practice/idea/proposal</p> <p>In practice</p>
2	<p>Reasons (initiating dimensions)</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>Is the approach targeted especially on older workers or on all age groups?</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p> <p>Diversity Promotion: Lufthansa is strongly committed to promoting equal opportunities and diversity in the workplace and implemented a human resources policy to promote the inclusion of all staff.</p> <p>Age diversity is included in Lufthansa's determination to be an all-inclusive workplace. Twelve areas of age diversity are particularly important to Lufthansa: role in company, employability, personnel development, workability, motivations, regulations, knowledge and experience management, work-life balance, personnel marketing, managing age diversity, performance and change and retirement management.</p>

	<p>Lufthansa works to prevent age from being linked to performance. This helps to avoid negative age stereotypes and to maximise the potential of all employees. For its efforts, Lufthansa won the second prize in the competition "Cultural Diversity at the Work Place".</p> <p>Recruitment: Lufthansa promotes a cooperative and fair atmosphere by making the application process as transparent, efficient and fair as possible. To create an age diverse work environment, Lufthansa recruits applicants of all ages using a neutral, online recruiting tool that selects applicants based solely on qualification.</p> <p>For staff selection, Lufthansa uses high-quality tools and procedures that provide an objective evaluation and automatically matches the required qualifications for an open position with a qualified applicant. (AARP 2010)</p>
3.2	<p>Values/Motivation</p> <p>Deutsche Lufthansa uses the term „Senior Professionals“ on the one hand to show appreciation and on the other hand to expect a professional manner of older employees. The programme is applied to encourage demotivated and disappointed employees in terms of process of change, personnel decision or internal change of procedure.</p> <p>http://www.f-bb.de/uploads/tx_ffbb/artikel_gitta.pdf</p>
3.3	<p>Professional Competence (Lifelong Learning)</p> <p>Lifelong Learning and Training: For all members of staff, two forms of training programmes are accessible: Corporate College, which is generally skill-oriented, and decentralised training units, which provide job-related training.</p> <p>Lufthansa founded the first Corporate University in Germany in 1998, the Lufthansa School of Business, which offers courses on interdisciplinary topics, different kinds of off-the-job training, and customised programmes for executives. Several self-directed learning programmes (web-based training) allow employees to choose the most convenient time to learn.</p> <p>Lufthansa maintains partnerships with renowned business schools to facilitate executive learning. In 2009, Lufthansa was honoured by the European Foundation for Management Development for the General Management Programme by winning in the category "Partnership in Learning and Development".</p> <p>Lufthansa operates a programme known as Wissensstaffette to facilitate the handover of knowledge. Wissensstaffette is an advice service which works to identify and structure the existing knowledge of a predecessor, the knowledge-giver, and efficiently passes it along to the successor, the knowledge recipient. This specially crafted programme ensures that critical knowledge is not lost as employees leave or retire. It also ensures a smooth transition period and a shorter adjustment period for the successor.</p> <p>Lufthansa places high value on E-Learning as an efficient and flexible tool for knowledge and information transfer. E-Learning is particularly useful in training for pilots, IT workers and technical staff. E-Teaming is an additional tool group employees can utilise to communicate and cooperate regardless of location (AARP 2010).</p>
3.4	<p>Health</p> <p>Health Promotion and Protection: Preventive health measures are a top priority for the Lufthansa Group. Comprehensive information on health issues is available both on the Group's intranet and in internal print media.</p>

	<p>The company provides ergonomic furniture to all employees. Most offices have height adjustable desks, along with ergonomically adjustable chairs.</p> <p>General health promotion and protection programmes are available to all employees, but Lufthansa also offers special programmes for certain departments or interests. For example, there is a "Health Week" specifically for administrative staff held once a year in Frankfurt, or "Lufthanseaten laufen," a day aiming to promote the sport of running.</p> <p>Special health-focus days are held throughout the year to target specific issue areas, such as prevention checks for cancer or cardiovascular diseases. Skin screenings are conducted for cabin crews, whose skin cancer risk may be higher. Vaccinations, examinations and free flu shots are offered. Regular lectures and seminars are held to discuss a variety of health topics from smoking cessation to performance at any age. Emphasis is also placed on the importance of nutrition. Since 2006, when Lufthansa launched LZ Catering, employees have been able to enjoy light, carefully prepared meals and snacks.</p> <p>Safety is also an important part of Lufthansa's commitment to its employees. All important job-safety activities are coordinated in cooperation with physicians, social counsellors and the responsible business segments. There are continuous efforts to identify and assess emerging hazards in the workplace. Measures are taken to decrease the number of workplace accidents and to detect risks of occupational diseases and other work-related hazards.</p> <p>To facilitate communication between employees and supervisors, voluntary job safety commissioners gather information on any potential hazards from employees and report it to the designated supervisors (AARP 2010).</p>
3.5	Close Social Network
3.6	<p>Family, work-life balance</p> <p>Flexible Work Arrangements: Lufthansa offers a wide variety of flexible working arrangements to accommodate individual needs. Part-time options, sabbaticals, job sharing, and flexible working time are just some of the working arrangements offered.</p> <p>Flextime is a particularly important option for Lufthansa and employees operating in a difficult economic climate. Lufthansa may reduce working hours for employees, but is able to keep staff on in their current role. Over 3,000 Lufthansa employees currently work on a partial retirement agreement, offering flexibility to older workers seeking transition to full retirement. Early retirement is also available.</p> <p>Lufthansa offers a variety of child-care and elderly-care solutions. An external consulting and finder service helps Lufthansa employees locate individual child-care solutions. In the main operational cities child-care and emergency care are available to employees.</p> <p>For elderly care, experts are available to give advice concerning care models and financing options. In 2001, Lufthansa created the option for employees to take up to 364 days for the care of relatives. The company is committed to finding individual solutions that balance the employees' needs and the company's needs.</p> <p>JobChange, an internal placement agency, is available to assist Lufthansa employees losing their previous positions. The programme helps employees to locate internal job alternatives that match their skill set. Working from home is also an option open to responsible staff members.</p>

	Lufthansa makes a concerted effort to reduce atypical working hours. The company goes above and beyond local legislation to ensure employees are properly compensated for their extra efforts. For example, employees recording 112 hours of night shifts are entitled to an additional holiday, and employees subject to atypical workloads can take unpaid leaves of absences (AARP 2010).
4	Work after retirement (“silver work”)
5	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?
6	Linkage to informal work/civic engagement/social volunteering?
7	Other socially innovative dimensions touched worth being mentioned?
8	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)</p> <p>Some measures are simple yet easily transferable and possibly effective: Height-adjustable desks can be provided in all companies/organizations with office workers (they are more and more widespread), a day like “Lufthanseaten laufen” to promote the sport of running surely is transferable to other companies/organisations.</p> <p>Voluntary job safety commissioners gathering information on hazards and reporting it to superiors could improve employees’ health. Possibly these commissioners are more knowledgeable about hazards than employees themselves.</p>
9	<p>Further relevant information (also sources such as literature, interviews etc.)</p> <p>Lufthansagroup.com http://investor-relations.lufthansagroup.com/en/fakten-zum-unternehmen/key-data/lufthansa-group.html</p> <p>AARP 2010: http://www.aarp.org/work/employee-benefits/info-11-2010/deutsche_lufthansaag.html http://compass-team.com/Dokumente/Pressestimmen/Personalmagazin: Mitarbeiter ueber 40.pdf (Seite 2 unten) http://www.demotrans.de/documents/focusM1802.pdf (Seiten 92, 93) http://www.f-bb.de/uploads/tx_ffbb/artikel_gitta.pdf (Seite 9)</p> <p>Flüter- Flüter- Hoffmann, Christiane/Sporket, Mirko (2013): Arbeit und Beschäftigung im demografischen Wandel – Konsequenzen für das strategische Personalmanagement. In: Hüther, M./Naegele, G. (eds.): Demografiopolitik. Wiesbaden: VS Verlag für Sozialwissenschaften, 200-222.</p> <p>Mopact: National Report DE</p>

Microtec (also demand side) / Dornseif

1	<p>Actor:</p> <p>MicroTec: MicroTEC, Gesellschaft für Mikrotechnologie mbH (Bad Dürkheim/ Rheinland- Pfalz), 50 employees in Duisburg and Bad Dürkheim Germany. Tätig im Bereich angewandte Mikro- und Nanotechnologie</p> <p>Dornseif: Dornseif e.Kfr (eingetragener Kaufmann), snow-plowing service/ winter road clearance (Münster/ Nordrhein- Westfalen) 33 employees in Münster. Dornseif specialised in snow-plowing service/ winter road clearance management in Germany and has about a thousand network partners.</p> <p>Mixed strategies/actors, i.e. are there different actors involved?</p> <p>State of the art: What is being done?</p> <p>MicroTec targeted recruiting on engineers and foremen >54 years in order to have age mixed teams.</p> <p>The team-oriented and innovation-oriented company culture implies that age and tenure are irrelevant for wages and job promotion</p> <p>The aim is to complete work life until reaching the age of 67 in terms of Lifelong learning.</p> <p>Dornseif tries to achieve a higher satisfaction and workability by implementation of age diversity and age mixed teams. In particular knowledge transfer is an important topic at Dornseif. Since 2010 the company is involved in diversity management and age mixed teams.</p> <p>Dornseif fostered knowledge transfer/ management and experience exchange between older and younger employees by two mentoring programmes. Younger employees are provided a mentor to transfer knowledge from one generation to the other.</p> <p>Moreover, in order to achieve an age-appropriate work environment, Dornseif implemented a demography commissioner for older employees. Every working place gets risk assessed and optimised.</p> <p>Public incentives used?</p> <p>No (both companies)</p> <p>In practice/idea/proposal</p> <p>In practice (both companies)</p>
	<p>Reasons (initiating dimensions)</p> <p>MicroTec:</p> <p>Importance of knowledge and skills in the company</p> <p>Emphasis on working until legal retirement age</p> <p>Dornseif:</p> <p>Demographic issues</p> <p>Age mixed teams to support knowledge transfer/ management</p>
3	Description of approach (which dimension of the demand side of labour is addressed and what are the aims?)
3.1	Monetary/financial incentives

3.2	Regulations, collective agreements etc.
3.3	Image and awareness campaigns
3.4	Anti-discrimination activities MicroTec: Anti- discrimination activities especially concerning ageism
3.5	Networking of actors (e.g. fostering „joint/mixed approaches“)
3.6	Advise and other kind of support for employers, other key actors, key persons
4	Work after retirement (“silver work“)
5	Linkage to informal work/civic engagement/social volunteering?
6	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Other socially relevant dimensions touched worth being mentioned?
7	Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how
8	Further relevant information (also sources such as literature, interviews etc.) MicroTec and Dornseif: MoPAct wp3 task 1 National report Germany: http://ffg.tu-dortmund.de/cms/de/Projekte/Arbeit_Wirtschaft_und_Technik/MOPACT_-_Mobilising_the_Potential_of_Active_Ageing_in_Europe/Extending_Working_Lives_National_Report_Germany_____Naegele_Bauknecht.pdf “Antidiskriminierungsstelle des Bundes”. Topic: “Erfolg kennt kein Alter“: http://www.antidiskriminierungsstelle.de/SharedDocs/Downloads/DE/publikationen/Broschuere-Good-Practice-Altersvielfalt-20121126.pdf;jsessionid=2938E34C13D03C084888A5DF5F9CA457.2_cid322?__blob=publicationFile

Schmiedewerke Gröditz

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>Schmiedewerke Gröditz (Saxony, former GDR), Riesaer Straße 1, 01609 Gröditz, steel industry, 800 employees</p> <p>State of the art: What is being done?</p> <p>Schmiedewerke Gröditz: The Schmiedewerke Gröditz are aware of the importance of good working conditions for older and younger employees. Therefore, several measures have been undertaken, e.g. the hours of work were reduced to 33.5 hours per week in shift-work. Moreover, the ergonomic burdens, caused by hard work in the steel industry, were reduced by applying ear protection and flexible lighting. Because older workers are experienced, the company has set up an exchange of experiences between younger and older workers, who work usually anyway in groups of mixed ages.</p> <p>Public incentives used?</p> <p>No</p> <p>In practice/idea/proposal</p> <p>In practice</p>
2	<p>Reasons (initiating dimensions)</p> <p>Demographic changes in the company's staff lead to necessary changes in the company's employment policy</p> <p>Better employability, set up by better ergonomics, less hours of work etc., promote efficiency</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>Schmiedewerke Gröditz: The approach targets especially on older workers, but younger employees benefit from shorter working hours and better ergonomics as well.</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation
3.3	Professional Competence (Lifelong Learning)
3.4	<p>Health</p> <p>Schmiedewerke Gröditz: Better ergonomics are realised by flexible lighting and ear protection for the employees.</p>
3.5	Close Social Network
3.6	<p>Family, work-life balance</p> <p>Others ...</p>

4	Work after retirement (“silver work”) .
5	Life course orientation .
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?
6	Linkage to informal work/civic engagement/social volunteering? .
7	Other socially innovative dimensions touched worth being mentioned? .
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) . The reduction of weekly working hours can have negative or positive effects on the total number of working hours of older workers, depending on if the reduction is compensated or not by longer working lives.
9	Further relevant information (also sources such as literature, interviews etc.) . Schmiedewerke Gröditz: http://www.igmetall.de/SID-1A00ABB1-D780A07A/schmiedewerke-groeditz-alters-und-alternsgerechte-bedingungen-13903.htm

Salzgitter | SAP | Universitätsklinikum Jena | Wurst Stahlbau | Andryk Logistik

1	<p>Actors: (in case of company/organisation) (name, location, size, business sector, others)</p> <p>Salzgitter AG. Steel production, 25 000 employees worldwide. Located in Salzgitter (Lower Saxony). The group consists of more than 100 companies.</p> <p>SAP SE: Computer software for businesses. Located in Walldorf (Baden-Württemberg, Southern Germany). 65 000 employees (mostly academics from technical professions), revenues ca. € 17 billion per year, Europe’s largest software manufacturer.</p> <p>Universitätsklinikum Jena: Hospital. About 5 000 employees. Located in Jena (Thuringia, former GDR).</p> <p>Hering Bau GmbH: Building-related products and services. Headquartered in Burbach nearby Siegen (“in the middle of Germany” as Hering’s website says). 500 employees.</p> <p>Wurst Stahlbau GmbH: Steel construction, also roofs, windows etc. Located in Osnabrück (Lower Saxony, more or less near the Dutch border), 200 employees.</p> <p>Andryk Logistik GmbH. Haulage contractor. Headquartered in Brühl (North-Rhine Westphalia, nearby Cologne). Not clear how many employees, but the company has about 50 lorries.</p> <p>State of the art: What is being done?</p> <p>Various health measures (ch. 3.4)</p> <p>Public incentives used?</p> <p>Partly cooperation with public health insurances</p> <p>In practice/idea/proposal</p> <p>In practice</p>
2	<p>Reasons (initiating dimensions)</p> <p>Amongst illnesses and disabilities, the share of mental reasons is constantly rising.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>Is the approach targeted especially on older workers or on all age groups?</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation
3.3	Professional Competence (Lifelong Learning)
3.4	<p>Health</p> <p>Salzgitter AG has introduced a programme for the prevention and early diagnosis of mental illnesses and for the treatment and reintegration of those affected by mental illnesses. The programme links company doctors, the company health insurance funds Salzgitter and the German pension fund Braunschweig-Hannover (Salzgitter is located in this region). This should ensure a therapy procedure without any gaps. The company health insurance funds Salzgitter is operational leader of the programme since for years it is experienced in the introduction and</p>

further development of such programmes. After a certain age when sickness probability rises, rehabilitation measures become more important. For the whole area from early therapy to complex issues of multimorbidity, employees need appropriate measures in order to get healthy and restart working soon. Here it is important that the pension fund and the health insurance agree very quickly who is paying for what. The strong links between various actors (see above) allow for a fast and micro-tailored intervention.

SAP SE: The new freedom in the new working world has both positive and negative aspects. To a large degree, employees have to autonomously organise their work, connect with others and set priorities, but also have to recognise their own need for recovery and act accordingly. If not, they risk to be constantly tensed, exhausted, and possibly burnt out. SAP wants to avoid psychomental stress and carries through employee surveys; leaders present the results in their teams and discuss possible fields of action. Since leaders and leadership culture strongly affect team members' health, SAP regularly organises trainings and workshops for leaders, sometimes even for a whole team, for example with the topic 'work-life-management'. Due to the global nature of SAP, often such trainings take place virtually (with video links). SAP supports employees' work-life balance via support in child care or elderly care (SAP helps employees to find someone who is doing this). Further, SAP recognises that motivation is based on appreciation beyond high wages, i.e. employees have to have the feeling that they contribute to the company's success. An employee survey (2011) shows that SAP's health measures have contributed to employees' high job satisfaction.

Universitätsklinikum Jena: Hospital workers have a higher risk of mental overload than workers in most other sectors; this applies primarily to those working in emergency units or intensive care units. Analyses of invalidity at Jena hospital show that incidences of mental overload clearly increased (whereas part of the measured rise results from the fact that those affected are more prepared to say they are mentally overloaded). At Universitätsklinikum Jena issues of stress, burnout and emotional overload are talked about within the context of health programmes. In cases of psychosocial burdens those affected can use in-house social counselling, where offers range from counselling interviews to psychotherapy (for this there are experts in the house). Further, there are hospital chaplains, who supervise employees who go through difficult times. Another issue is prevention, since emotional overload mostly is a creeping process. The main focus is on low-threshold services, for example the 'Mini-Aktivpause' ('mini active break'). Here, teams of employees have 15 minutes of exercise at their workplace, guided by a professional trainer. The goal is employees' relaxation, physical balance and, after some time, that employees can create their active breaks autonomously and continuously. Further, employees can get individual working time models, dependent on their life phase and personal preferences and circumstances. Lastly, those responsible for hospital HR management know that some jobs cannot be done until legal retirement age. Together with employees HR staff creates so-called 'Karrierebäume' ('career trees') and it is discussed what can be done when the current jobs cannot be done anymore.

Hering Bau: Due to high rates of sickness absence caused by musculoskeletal diseases, in the mid 1990s Hering Bau began with its company-based health prevention. It was assisted by the 'Arbeitskreis Gesundheit' ('Working Group Health') of the local branch of AOK (the largest

German public health insurance), where most employees were insured. Firstly, in cooperation with the local fitness studio. The company offered back training courses. Although this has been successful at the beginning, the employees lost interest. One reason was the long travelling distances to the fitness studio. Therefore, the company opened a health studio on its site, which was operated by an external company and which has also been open to non-employees. This is successful. At the same time, regular working place checks began, in order to assess if machines and tools are ergonomically correct and individually tailored. An 'Arbeitskreis Arbeitssicherheit' ('Working Group Work Safety') is responsible for hearing protection, work boots and similar things. In 2009 Hering started its company based health *management*. All departments are involved in the Working Group Health Management and can raise issues and concerns. Here, company leadership, works council, a specialist for work safety and the company doctor are integrated. In 2011 the main focus has been shifted to mental health. Together with Techniker Krankenkasse, the second largest public health insurance in Germany which also has experts for health workshops, the company developed preventive measures. Stepwise an employee survey is conducted, and one goal is that employees know more about their own limit of performance so that they can ask for help if needed. Further (and innovatively), the company works together with a local advice centre for marriage, family and vital questions and regularly informs its employees about this. Employees use the offer to get advice there. The rate of sickness absence declined (to less than 5 per cent, which is low for this sector), whereas the company says it is difficult to estimate the cost/benefit ratio (and states this is not the main issue). The HR manager gets advice from regular meetings with other HR managers, the 'Initiative Neue Qualität der Arbeit' and the project 'Gesunde Arbeit' ('Healthy Work') which is funded by the Federal Ministry of Labour and Social Affairs. She advises other companies to proceed step by step, and says that an employees survey is a very good method to get information concerning employees' preferences. Further, she says that external support has been helpful.

Wurst Stahlbau is a relevant example primarily for its cost/benefit calculation. The company states that annual health management expenses of € 40 000 (€ 235 for each employee) lead to savings of about € 170 000. Savings are caused by the low number of work accidents, the low sickness absence rate and the low staff turnover, which leads to low search costs for new employees. Further (and hard to measure), employees motivation is higher. So what is being done? In 2005, Wurst Stahlbau introduced its company health management order to "do something good for the own employees which exceeds what competitors do" (the head of the personnel department who is also project leader of the company health management, also stating that the company "wants to offer its employees something" and wants its employees "to go relaxed into the weekend". A consulting institute of AOK (Germany's biggest health insurance) supported the introduction. Firstly, an employee survey has been conducted to get information concerning the working conditions.. This has been supplemented by a site inspection, workshops for leaders and talks with management. A steering committee for health management has been founded who agrees on health measures together with management. Working groups meet every 3 month and more often if needed. The goal of health management has been the optimisation of the working environment, the reduction of working strains, behavioural prevention, the identification of contact persons and enthusiasm amongst the employees due to changing health management activities. Advice on order, cleanliness, ergonomics and the re-organisation of some parts of the workflow alone already reduced the number of working accidents. Employees' interest rose in the last years, as well as the number of

	<p>behavioural prevention measures (from 4/5 to 15). Now there are first aid courses, relaxation courses, smoking cessation courses (by an external partner, yet subsidised by the company), confidential persons for issues of mental health and representatives of HR management for personal talks. All of this led to rising costs yet, as seen in the introduction, the cost/benefit ratio is still very advantageous.</p> <p>Andryk Logistik GmbH: Most employees are long-distance drivers. This group faces high physical, but also psychic burdens. The first action of the company was ergonomic drivers' cabins. The importance of this special cases results from Andryk Logistik being a small company with a special group of workers (they are mostly not at the company site and not strongly interested in preventive measures such as fitness offers or health courses). The goal was to sensitise employees and to motivate long distance drivers to exercise. The solution came from a driver who is bicycle fan. After asking for permission, he installed a bike suspension</p>
3.5	Close Social Network
3.6	Family, work-life balance Others ...
4	Work after retirement ("silver work")
5	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?
6	Linkage to informal work/civic engagement/social volunteering?
7	Other socially innovative dimensions touched worth being mentioned?
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)
9	<p>Further relevant information (also sources such as literature, interviews etc.)</p> <p>Salzgitter AG SAP SE Universitätsklinikum Jena Hering Bau GmbH Wurst Stahlbau GmbH: Bundesministerium für Arbeit und Soziales [Federal Ministry of Labour and Social Affairs] (2013): Fortschrittsreport „Altersgerecht Arbeitswelt“. Ausgabe 3: „Länger gesund Arbeiten“. Stand: September 2013. http://www.bmas.de/SharedDocs/Downloads/DE/PDF-Publikationen-DinA4/fortschrittsreport-ausgabe-3-september-2013.pdf?__blob=publicationFile Andryk Logistik GmbH: http://www.good-practice.org/out.php?idart=17&dbstart=10&dbid=365&dbaction=view</p>

Sozial-Holding der Stadt Mönchengladbach GmbH

1.	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others) In order to actively meet the challenges in the social sector, the Sozial-Holding der Stadt Mönchengladbach GmbH was founded in 1996. The Sozial-Holding is a 100 % owned subsidiary of the city Mönchengladbach, which combines five subsidiaries under its umbrella. It coordinates community care services for the elderly and other care services. It has over 700 employees, spread within the subsidiaries, and a share of workers over 50 years of 42.5 % (2013).</p> <p>Mixed strategies/actors, i.e. are there different actors involved? The measures are planned internal with the CEO and the work council, aligned to the employees' needs. For evaluation purposes and for the psychological counselling external independent institutes were engaged.</p> <p>State of the art: What is being done? The requirements in the care sector are going to increase due to a higher standard and the demographic change that goes along with a bigger share of older people in need of care. At the same time the quality of care and the qualification of the employees need to be kept on a high level while there is a lack of qualified personnel. In this context working ability – including health and qualifications – advances to a very important topic. To cope with these challenges a big variety of measures were implemented. These were among others: Team oriented personnel development (TOP), workplace health promotion, psychological counselling for employees, flexible working time, retirement interviews, senior experts and vocational training. Sozial-Holding won several awards and received certificates: e.g. Great Place to Work in 2007, Move Europe-Partner Excellence in 2013 and the AARP Best Employers International Award in 2009, 2010 and 2014.</p> <p>Public incentives used? no</p> <p>In practice/idea/proposal In practice</p>
2.	<p>Reasons (initiating dimensions) As part of its human resources policy, the company assumes that an integrated approach, for example employing older workers, will give a competitive advantage over rival companies. In particular, Sozial-Holding emphasises the importance of health promotion as a way of enhancing staff recruitment and retention, because work continuity is regarded as making an important contribution to the quality of care giving. In order to gain these competitive advantages and in the light of impending demographic change, the company has developed a number of age-related measures together with the works council.</p>
3.	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability Team oriented personnel development (TOP)</p>

	<p>A key factor to increase the usage of health measurements and to improve the health status in general is leadership – this was the result of an internal survey about the reasons for not taking part in vocational training. To cope with the current and future challenges in the care sector and to enhance the participation in vocational training of the employees the project TOP was initiated. “TOP” stands for team oriented personnel development and consists of five phases:</p> <ul style="list-style-type: none"> Creation of competence profiles on institutional and living area level promotion of human resource development competencies in lower and middle management level Training needs analysis at the team level Development and implementation of adequate and if possible work-related training opportunities Evaluation and continuity of personnel development Psychological counselling for employees <p>Psychological diseases are on the rise in general but also in the care sector. To avoid long waiting times and to guarantee anonymity an external contractor for psychological counselling was engaged. Employees are being actively informed about this offer by mail, intranet and internal meetings. As psychosocial problems can also affect relatives which may result in strains for employees the service is offered for both relatives and employees.</p> <p>Flexible working time</p> <p>A company agreement on flexible working time, already introduced in 2004, was updated in 2013 to strengthen the employees’ rights to cope with their increased requirements. For the employees in the nursing homes the following aspects are most relevant:</p> <ul style="list-style-type: none"> Stand in for colleagues only under certain conditions, but with more hours (important for part-time employees), this allows greater flexibility for all involved Short-term assignments are rewarded with a 30 % provision Limitation of working hours and overtime hours, controlled by a “traffic light system” that indicates the level of worked hours More reliable planning of free weekends Limiting the night watch rhythm to a maximum of 6 consecutive nights and at least 6 working hours per night <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>The Sozial-Holding supports the dissemination of positive images of aging in companies, for example, by the communication of the company's motto "We are older than 50 – so what?" as a fundamental part of the corporate identity. This is also mirrored in the self-imposed obligation to ensure that all age groups are considered when recruiting new staff.</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation.
3.3	Professional Competence (Lifelong Learning)

	An integral part of the personnel policy is the concept of lifelong learning. Especially for the quality in the field of nursing, it is essential to continually develop the knowledge and skills of employees. The Sozial-Holding motivated employees of all ages to participate in special education, training and further education. Recently the qualification as an assistant for daily routines was offered.
3.4	Health The workplace health promotion covers orientation for new employees, workplace analyses and health training supported by a certified health advisor. The main aspect of the orientation for new employees is to emphasise the importance and the opportunities for health promotion. Workplace analyses are made to examine the strains of the individual employee. The results of the analyses lead to suggestions for workplace improvements and new initiatives. The health measures cover the implementation of a culture of taking active breaks as well as education and training for general health, back problems, nutrition and addiction. All of the health promotion offers are accompanied and organised by the certified health advisor who was engaged in September 2013. The health advisor visits one retirement home per week so that all employees at the six nursing homes at five locations can benefit from her and take part in health courses about back friendly working.
3.5	Close Social Network
3.6	Family, work-life balance Others ...
4.	Work after retirement (“silver work”) When an older employee is in transition to retirement the CEO of the Sozial-Holding offers to talk with him or her about the coming phase of life and if there are possibilities of staying employed with a mini-job. During the talk the CEO recognises the achievements and offers the company’s support if needed. The interview is optional but most employees like to take advantage and feel appreciated by it. The job opportunity can be in a different field or with different tasks than in the current job and is accepted by half up to two thirds of the staff.
5.	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?
6.	Linkage to informal work/civic engagement/social volunteering?
7.	Other socially innovative dimensions touched worth being mentioned?
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) The approach is transferrable to other companies but requires a certain size or budget to offer this variety of measures.
9.	Further relevant information (also sources such as literature, interviews etc.) AARP (2014): Best Employer International Award. http://www.aarpinternational.org/resource-library/resources/sozial-holding-der-stadt-m%C3%B6nchengladbach-gmbh-2014-aarp-best-employers-international-award-recipient

INQA (Initiative New Quality of Work): Good Practice Example. <http://www.inqa.de/DE/Lernen-Gute-Praxis/Top-100-Gute-Unternehmenspraxis/Wissen-Kompetenz/Sozial-Holding-Gesund-und-qualifiziert-pflegen.html>
Move Europe-Partner Excellence: <http://www.deutscher-unternehmenspreis-gesundheit.de/zertifizierte-unternehmen.html>
Sozial-Holding: <http://www.sozial-holding.de>

Demand side of labour

BDA

1 Actor:
BDA (Bundesvereinigung der deutschen Arbeitgeberverbände, Confederation of German Employers' Associations).
State of the art: What is being done?
The main issue is that special advantages for older workers make them unattractive for employers
Employment protection
The idea is to change the basis of employment protection from age to the duration of employment in the company. According to BDA, this is more closely related to relevant factors like company-specific experience etc. Further, age-based
Background: Though there is no general special employment protection for older workers from the legislator, some collective agreements entail special employment protection for those over 55. Sometimes they are combined with the duration of employment in the company (as in public service for those over 55 and with more than 20 years in service). Further, severance payments are allowed to contain 18 monthly salaries for those over 55 (for those over 20 years in the company) in contrast to 12 for those younger. For example, at Deutsche Telekom according to the collective agreement from 2007 those over 55 and for at least 15 years in the company have special employment protection.
BDA states that also collective agreements make it harder to dismiss older workers since they prescribe not only that works councils are consulted but that in the case of older workers there also has to be written approval by works councils, which also reduces older workers' attractiveness
The main reasoning of BDA is that stronger employment protection puts older applicants at a disadvantage.
Further, for example somebody at 58 with a short tenure in the company can have better employment protection than somebody at 40 even with longer tenure in the company.
Shorter working hours for older workers
Also here collective agreements include special treatment for older workers, making them more expensive and thus less attractive

Higher wages for those with long tenure

	<p>BDA states that numerous collective agreements entail this although there is no higher performance. BDA argues that the abandonment of automatic wage increases for long tenures in favour of performance oriented wages allows for possible wage downward mobility which can improve older workers changes to retain their jobs</p> <p><u>Unchanged wages for those older workers with different tasks due to health or performance reasons</u></p> <p>The argument is that labour is too expensive for new tasks and therefore not competitive, i.e. employers would be better off without the worker</p> <p>Public incentives used?</p> <p>In practice/idea/proposal</p> <p>Idea</p>
	Reasons (initiating dimensions)
3	Description of approach (which dimension of the demand side of labour is addressed and what are the aims?)
3.1	<p>Monetary/financial incentives</p> <p>The idea is to eliminate special treatment for older workers since it makes them more expensive (in the case of layoffs and due to shorter working hours resulting in higher costs per hour and due to higher wages)</p>
3.2	<p>Regulations, collective agreements etc.</p> <p>The proposal is to change collective agreements</p>
3.3	Image and awareness campaigns
3.4	Anti-discrimination activities
3.5	Networking of actors (e.g. fostering „joint/mixed approaches“)
3.6	<p>Advise and other kind of support for employers, other key actors, key persons</p> <p>BDA proposes several measures to foster employability (qualification, health, flexible working times, organisation of work), i.e. making older workers competitive instead of special protection</p>
4	Work after retirement (“silver work”)
5	Linkage to informal work/civic engagement/social volunteering?
6	<p>Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?</p> <p>Other socially relevant dimensions touched worth being mentioned?</p> <p>Intergenerational solidarity could possibly be fostered by the abolishment of special advantages (which could in effect be disadvantages) to certain age groups.</p>

	<p>Social inequality: On the one hand, making it easier to dismiss older workers could result in those workers' long term unemployment due to their lower reemployment probabilities. On the other hand, strong employment protection leads to long periods of employment for some and unemployment for others. Further, it is to the disadvantage for the young (weaker protection) or the old (bleak reemployment perspectives), depending on the perspective.</p>
7	<p>Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how It is a typical employer vs. trade union issue. It's a particular importance for wp3 since it summarises one perspective on effects from special regulations for older workers. Surely the trade union position is contrary. Being a ostensible zero-sum game, agreements between main actors are improbable, yet scientific evidence could show the pros and cons of special regulations (for example, estimation on how many older workers retain their jobs due to employment protection and how many do not get a job etc.).</p>
8	<p>Further relevant information (also sources such as literature, interviews etc.) BDA (Bundesvereinigung der deutschen Arbeitgeberverbände, Confederation of German Employers' Associations): "Erfolgreich mit älteren Arbeitnehmern" (Successful with older workers) http://www.google.de/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0CDEQFjAA&url=http%3A%2F%2Fwww.arbeitgeber.de%2Fwww%255Carbeitgeber.nsf%2Fres%2FErfolgreich_mit_aelteren_Arbeitnehmern.pdf%2F%24file%2FErfolgreich_mit_aelteren_Arbeitnehmern.pdf&ei=EF89U9y4DouPswbDjYFY&usg=AFQjCNFaZC1qLKHtRqmZ36eiLU_FcK2SPw&sig2=TKf1ruoJJBs-NfRDLx2cpw&bvm=bv.64125504,d.Yms</p> <p>BMAS (Federal Ministry of Labour and Social Affairs): Publication on employment protcation http://www.google.de/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0CDEQFjAA&url=http%3A%2F%2Fwww.bmas.de%2FSharedDocs%2FDownloads%2FDE%2FPDF-Publikationen%2Fa163_kuendigungsschutz.pdf%3F_blob%3DpublicationFile&ei=ZI49U9KLJYrQsgaxh4HwBQ&usg=AFQjCNGUGNi_F0VVdrj2-shNbjBOhSNUdW&sig2=Q6uqW8zhvar6UY7dqkZ4Tg&bvm=bv.64125504,d.Yms</p>

Daimler

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others) Daimler AG, Stuttgart (Southern Germany), manufacturer of cars, lorries, buses etc., provider of financial services. 275 000 employees (168 000 in Germany)</p> <p>State of the art: What is being done? Daimler “Space Cowboys – Daimler Senior Experts”: Retired former employees work for temporary projects, product introductions, trainings and coachings for Daimler. Retired former employees can apply. Preconditions are long-term professional experience at Daimler, expert knowledge, good company-specific knowledge and a good network. There is no age limit. Payment is on daily basis. Work as “Space Cowboy” is limited on six months per year. Pilot projects started in March 2013 and yielded good results according to the company. For example, an IT expert supports a project he initiated as executive. “Space Cowboys” is part of the Daimler programme “Erfahren in die Zukunft” (‘experienced into the future’) which tries to link the experience of long-term employees with younger workers’ competencies. Goal of the generation management is to link experiences, competencies and knowledge of different generations as well as to preserve the staff’s performance capability and joy of working.</p> <p>Public incentives used? No. One might say that the possibility for retirees to earn wage income is used.</p> <p>In practice/idea/proposal In practice</p>
2	Reasons (initiating dimensions)
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability Is the approach targeted especially on older workers or on all age groups? It’s only for retired workers</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation
3.3	Professional Competence (Lifelong Learning)
3.4	Health
3.5	Close Social Network
3.6	Family, work-life balance

	The programme allows former employees to stay in touch with the working life and their former company
4	Work after retirement (“silver work”) The programme enables former Daimler employees to work after retirement
5	Life course orientation Number of working days per year is limited, so that “Space Cowboys” still have time for their ‘real’ retirement
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Gender: Daimler emphasises the “Space Cowgirls” are also welcome. Intergenerational solidarity: Of course work done by retired former employees will not be done by younger workers, possibly also positions formal positions are occupied which are not available for younger workers (yet this is always the case if someone works). On the other hand, earnings are taxed, so that silver workers contribute to the country’s tax income. Social inequality: Due to requirements, the programme will mainly/only attracts former employees who had high incomes and enables them to earn even more.
6	Linkage to informal work/civic engagement/social volunteering?
7	Other socially innovative dimensions touched worth being mentioned?
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) A strength is that knowledge is passed on and that, as in the example above, those with project specific knowledge are still available, which is especially important in sectors with long projects. One weakness is that it is closed to former employees of other companies, it is not clear if for every kind of retirement activity for Daimler it is necessary to have company knowledge or company networks. Further, it is not clear how many former workers will be allowed/needed to work as “Space Cowboys”. A threat is that the programme attracts the interest and the applicants of retired employees who will see that their experience is not as valuable to the company as they believe. This is not due to the design of the Daimler programme, but some reports show that collaboration with silver workers can be challenging, and some other will not be hired by their former company.
9	Further relevant information (also sources such as literature, interviews etc.) Daimler information on the programme “Space Cowboys” http://media.daimler.com/dcmedia/0-921-1281854-49-1594591-1-0-1-0-0-1-0-614232-0-1-0-0-0-0.html A forerunner to this idea has been (since 1999) the Robert Bosch GmbH with Bosch Management Support GmbH (BMS, see other template).

Fahrion

1.	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others) Fahrion Engineering GmbH and Co. Located in Kornwestheim, nearby Stuttgart, Southern Germany. Fahrion is an engineering company working in various areas (enumerated here http://www.fahrion-engineering.de/page/en/18/Structure.html) 70 employees</p> <p>State of the art: What is being done? Targeted recruiting of older engineers. Job advertisements stating “With 45 too old, with 55 redundant? We are looking for engineers, technicians and foremen until 65”. The result was 500 applications, amongst them 180 from highly qualified and motivated engineers. Beforehand, the company wanted to hire 4 engineers and got 17 applications, whereas “only one has been more or less qualified” (Jens Fahrion, 42, the son of the boss). After the job advertisement and 700 applications, Fahrion hired 12 (or 19, depending on the source) instead of 4 engineers. In one special case, Fahrion needed someone who could finely adjust a machine to produce steel parts for cars, which needs lots of experience. Only one applicant was able to do that, and he was 65 years old and did this for all of his previous career. The boss (73 years old) states that within 15 years, an engineer 50 years old generates revenues twice or thrice as high as an engineer 25 years of age. Despite the advantages of older workers, the company also needs young engineers: “A 50-year old constructor does not learn computer simulations anymore” Half (or 60%, depending on the source) of the 85 engineers is >50 years old. The boss has the target that half of the newly hired engineers are >50.</p> <p>Public incentives used? Possibly, if newly hired workers were long-term unemployed</p> <p>In practice/idea/proposal In practice</p>
2.	<p>Reasons (initiating dimensions) Lack of skilled labour. Most young university graduates prefer working for larger companies (Daimler, Bosch, Porsche, Trumpf, Würth) in the area due to higher pay and better career prospects than in a medium-sized company. In 2000, many young engineers left due to high labour demand of large companies. Besides the general lack of labour, Fahrion needs experienced workers who can plan e.g. the building of factories autonomously. It takes time until an engineer can do that.</p>
3.	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability Is the approach targeted especially on older workers or on all age groups?</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation
3.3	Professional Competence (Lifelong Learning)

	The company states that due to knowledge transfer from young to old and vice versa, expenses for training are rather low.
3.4	Health The company provides height-adjustable desks.
3.5	Close Social Network
3.6	Family, work-life balance Others ...
4.	Work after retirement ("silver work")
5.	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?
6.	Linkage to informal work/civic engagement/social volunteering?
7.	Other socially innovative dimensions touched worth being mentioned?
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) Jens Fahrion himself states that the hiring policy is not transferable to all other companies, especially in the case of physical hard work. According to the boss of the company, older workers are not sick more often than younger workers (or, in another source, the company states that younger ones are sick more often but when, then shorter, while older ones are sick less often and if, then longer). Generally, sickness absence is at 2%, which is rather low.
9.	Further relevant information (also sources such as literature, interviews etc.) Website Fahrion 50+ http://www.fahrion-engineering.de/page/en/67/68/Generation%2050%2b.html http://www.zeit.de/karriere/bewerbung/2012-03/integration-arbeitsmarkt-aeltere-bewerbung/komplettansicht http://faktor-a.arbeitsagentur.de/fileadmin/media/pdf/1303/Seiten_aus_Faktor-A_03_13_Macher.pdf http://www.sueddeutsche.de/karriere/mit-nochmal-ran-neue-aufgaben-fuer-alte-knaben-1.827992 http://www.lkz.de/specials/serien/mittelstand-im-focus_artikel,-Aeltere-Mitarbeiter-sind-unentbehrlich-arid,80797.html http://www.stuttgarter-zeitung.de/inhalt.aeltere-mitarbeiter-mit-55-jahren-ploetzlich-gefragt.c5921183-085d-438b-93a2-d14e7c89b112.html

Ing-DiBa

1.	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others) Ing-DiBa. Bank. Headquartered in Frankfurt, located in Frankfurt, Hannover, Nuremberg and Vienna. 2 700 employees.</p> <p>State of the art: What is being done? Programme 'Azubis 50+' ('apprentices >50)</p> <p>The company also provides apprenticeships for applicants >50. The departmental manager for training and further training states "we are an open company and do not select applicants based on factors not relevant for the job. Our employees are not the typical bank clerks, but come from different jobs and sectors...why should long-term unemployment be a reason not to hire someone?"</p> <p>Apprentices >50 have to go through an apprenticeship of only 9 months (according to a source from 2013 it is 12 months). The programme began with three older women who went through an apprenticeship to become 'service specialist for dialogue marketing'. Later the apprenticeship in Frankfurt had been extended to the profession of bank assistant. As of 2013, 46 older apprentices were trained. For example in 2013, 11 new older apprentices started.</p> <p>The apprenticeship for older workers is different than the normal dual (employer and school, the typical form of apprenticeship in Germany) apprenticeship. First of all, a four-week-beginners course for customer dialogue prepares the apprentices for the practical job. Afterwards they work and learn for three days per week in the bank, and the other two days they are prepared for the final exam, together with older newcomers from other companies. This is done by an external educational provider. So in contrast to younger apprentices older apprentices do not visit trade school. Since Ing-DiBa is a direct bank which communicates with customer only via phone, email or (seldom) post, 'customer dialogue' is different than in affiliated banks.</p> <p>The bank states that relevant are communication skills, expressiveness and service-oriented customer language, and that the curriculum vitae or prior jobs are less relevant. Therefore applicants had to introduce themselves without curriculum vitae; the company clearly expressed that older workers have chances.</p> <p>Two out of the three used sources did not mention any preconditions, one source (business-on.de) states that apprentices have to have a business management training or similar qualification.</p> <p>Public incentives used? Possibly wage subsidies for the hiring of long-term unemployed (whereas apprentice wages are low anyway)</p> <p>In practice/idea/proposal In practice</p>
2.	Reasons (initiating dimensions)

	The company had positive experiences with older workers and considered them to be efficient, flexible, able to learn and very responsible. They are especially valuable in age-mixed teams. Further, the company focused the selection process on skills directly related to the job and not proxies possibly related to the tasks.
3.	Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability Is the approach targeted especially on older workers or on all age groups?
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation
3.3	Professional Competence (Lifelong Learning)
3.4	Health
3.5	Close Social Network
3.6	Family, work-life balance Others ...
4.	Work after retirement (“silver work”)
5.	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?
6.	Linkage to informal work/civic engagement/social volunteering?
7.	Other socially innovative dimensions touched worth being mentioned?
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)
9.	Further relevant information (also sources such as literature, interviews etc.) http://www.best-agers.de/ing-diba.html http://www.presseportal.de/pm/59133/2538727/neuer-ausbildungsjahrgang-azubis-50-startet-elf-senioren-auszubildende-an-den-standorten-hannover http://www.business-on.de/saarlorlux/senioren-als-azubis-ing-diba-bildet-generation-50-aus- id16651.html

Otto

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others) Otto Group, Hamburg. Mail order company. 4 300 employees. Revenues p.a. € 12 billion. State of the art: What is being done? Recruitment of retired employees who previously worked for Otto as consultants on a part-time basis (see 4.) Public incentives used? One might argue the possibility of retirees to earn additional wage income is used In practice/idea/proposal In practice</p>
2	<p>Reasons (initiating dimensions) For some tasks retired former Otto employers are valuable, e.g. in information technology with old IT systems.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability Is the approach targeted especially on older workers or on all age groups?</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation
3.3	Professional Competence (Lifelong Learning)
3.4	Health
3.5	Close Social Network
3.6	Family, work-life balance Others ...
4.	<p>Work after retirement (“silver work”) Otto recruits prior leaders and professionals between 65 and 75. Retirees below 65 can only earn € 400 per months since otherwise pension cuts step in. The retirees fill in short-term staff gaps, so that mostly employment lasts for 1-2 months. Retired workers can apply at a company called ‘Otto Group Senior Expert Consultancy GmbH’ (this is the original name, not translated). Otto primarily hires retirees with special knowledge, for example in information technology. The reason is that in the mail order business ‘there are always any old IT systems which have to be transferred into the new system, yet for this one should know the pitfalls and particularities of the old computer programmes’ (FAZ). Also for training of younger workers Otto plans to recruit retired workers. Otto estimates that they need about 50 or 60 retirees.</p>
5	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?

6	Linkage to informal work/civic engagement/social volunteering?
7	Other socially innovative dimensions touched worth being mentioned?
8	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)</p> <p>According to the news magazine Focus, DGB (Deutscher Gewerkschaftsbund, Confederation of German Trade Unions) is highly critical when it comes to re-hiring retirees. The DGB boss of Hamburg states that in some special cases they agree with this, but this should not be common, wanting to avoid that "Grandpa works, his daughter is in fixed-term contract work and the grandson doesn't get a job after apprenticeship"</p> <p>One could evaluate this as a typical lump-of-labour-fallacy critique. An possibly more valid point of critique is the fact that silver work here is short-term, but on the other hand this could be extended.</p>
9	<p>Further relevant information (also sources such as literature, interviews etc.)</p> <p>http://www.faz.net/aktuell/wirtschaft/unternehmen/versandhandel-otto-holt-seine-rentner-zurueck-11830841.html „Themen. Service für Presse, Hörfunk und Fernsehen“. Verlagsbeilage in <i>journalist</i>, November 2012, 28</p> <p>http://www.focus.de/finanzen/news/arbeitsmarkt/dgb-warnt-hoechste-vorsicht-geboden-otto-konzern-will-rentner-als-berater-einsetzen_aid_787375.html</p>

Science

1.	<p>Actor:</p> <p>Science: Oliver Stettes (2012): "Altersbilder in deutschen Industrieunternehmen und Personalpolitik für ältere Beschäftigte" (Image of age in German industrial companies and human resources management for older workers"</p> <p>State of the art: What is being done?</p> <p>The author analyses about 1200-1300 industrial companies (data from 2008): What should happen so that they would hire more older workers? The main result is that performance expectations are the main issue, yet employers cannot know a candidate's performance if hired. Since the amortisation period for qualification expenses is shorter with older workers, employers have to believe that newly hired older workers can fulfil their tasks independently rather soon after hiring. Possibly companies consider unemployed workers as being less capable than the median worker or have made negative experiences with newly hired older unemployed workers in the past, and older workers with high capabilities have the problem that they cannot show their capabilities before they are not hired and they are not hired due to other, less capable older jobseekers.</p> <p>Public incentives used?</p> <p>Unclear. On the one hand, the possibility for parallel receipt of unemployment benefits and wages implies that unemployment benefits are spent which would not have been spent (due to the wages), on the other hand the idea that employers can be incentivised to hire unemployed workers via low employment protection implies that without the measure recipients of unemployment benefits and wages would have received unemployment benefits also without the measure since they would not have gotten paid work. Yet possible deadweight effects could lead to costs, i.e. if those newly hired unemployed still receive unemployment benefits who would have found a job without the measure.</p> <p>In practice/idea/proposal</p> <p>Idea</p>
	Reasons (initiating dimensions)
3.	Description of approach (which dimension of the demand side of labour is addressed and what are the aims?)
3.1	Monetary/financial incentives
3.2	<p>Regulations, collective agreements etc.</p> <p>What follows from the 'lemon market' problem is that for qualified/motivated etc. older jobseekers the main obstacle is to get a 'foot in the door'. Therefore, it should be possible for (older) unemployed workers to combine unemployment benefits and wages and for employers to test applicants' capabilities and motivation for longer periods without being confronted with employment protection.</p>
3.3	Image and awareness campaigns
3.4	Anti-discrimination activities
3.5	Networking of actors (e.g. fostering „joint/mixed approaches“)
3.6	Advise and other kind of support for employers, other key actors, key persons

4.	Work after retirement (“silver work”)
5.	Linkage to informal work/civic engagement/social volunteering?
6.	<p>Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Other socially relevant dimensions touched worth being mentioned? A fast re-integration of unemployed workers reduces social inequality, since unemployed workers have lower earnings and lower savings (in the mean) than employed workers.</p>
7.	<p>Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how The obvious weakness is that weaker employment protection (say, a longer probation period) increases (older) workers risk of getting laid off.</p>
8.	<p>Further relevant information (also sources such as literature, interviews etc.) Stettes, Oliver (2012): Altersbilder in deutschen Industrieunternehmen und Personalpolitik für ältere Beschäftigte. In: F. Berner et al. (eds.): Altersbilder in der Wirtschaft, im Gesundheitswesen und in der pflegerischen Versorgung. Wiesbaden: VS Verlag für Sozialwissenschaften Springer Fachmedien, 25,42.</p>

2.6 Italy

Marco Socci | Andrea Principi

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Summary

Best practices on the supply side of labour

Health

“Michelin Italia” has developed initiatives focusing on health promotion in the workplace, on ergonomics (adapting workstations in the industry, in order to facilitate the work activities of older employees in the production plants) and valuing the experience of older workers at the end of their careers, e.g. by encouraging job rotation.

Through the initiative “Healthy Lifestyles”, “Hera Group” is concerned in the fight against smoking and aims at promoting healthy diets of its employees.

“Telecom Italia” and “Luxottica” has created “wellness areas” where employees can carry out physical activity (e.g. health and fitness posture courses). “Luxottica” also organizes nutritional wellness meetings for its employees.

Some companies offer listening and counselling services to support workers dealing with family care duties (i.e. “Telecom Italia”), situations of personal distress (i.e. domestic violence, addiction to drugs, alcohol, gambling; “Coop Adriatica”), psychological and materials difficulties (i.e. “Luxottica”).

Work-life balance and flexible working-time arrangements

Some companies (i.e. “Unicredit”, “Coop Adriatica” and “Luxottica”) encourage flexible working hours and part-time contracts, according to specific individual needs of older workers.

“Coop Adriatica” offers paid leaves to provide childcare/elder care and to allow grandparenting of older workers. Furthermore, the “Islands Project” allows a self-management of working time and work shifts for those who work as cashiers; for white collars is available an experimentation of teleworking.

“Luxottica” has introduced the familiar job-sharing, a managerial policy that allows the employee (even in older age) to be replaced (having also the opportunity to carry out training activities) by a member of his/her family if the latter is benefiting of social safety net tools.

“Telecom Italia” offers services for the management of bureaucratic commitments of employees.

The “generational bridge” project contained in the collective agreement 2013-2015 between employers’ associations and unions of the chemical and pharmaceutical sector allows older workers close to retire to voluntarily shift to a part-time fixed-term contract, and this is linked to the concomitant recruitment of young workers. The reduction of working time enables older workers to more easily reconcile work and personal/family life.

Motivation

Thanks to the analysis of the needs of older workers and to the implementation of interventions to support their professional performance/their career development, “Michelin Italia”, through the “D-Age” program, stimulates the work motivation of older workers and their sense of belonging to the company.

Professional competence, lifelong learning, training

At “ENI” the “knowledge owners” (i.e. older employees with strategic know-how/skills for the company) carry out teaching and training activities and transfer their professional skills for the benefit of young people and colleagues in general.

“Hera Group” has a corporate University to promote lifelong learning and for developing the professional skills of employees.

“Mellin” provided specific training (e.g. about merchandising in the large-scale retail channel sector) in order to develop professional competences and employability of “disadvantaged” people (e.g. older unemployed people, disabled people, etc.) involved in the “De Medici” initiative.

“Telecom Italia” promotes e-literacy and digital inclusion of older workers and provides employees with the opportunity to attend, free of charge, degree courses run by a Telematic University.

“Unicredit” has set up several training courses to respond appropriately to the specific needs expressed by workers over 55. For example, in 2014 the company has organized six editions of training initiatives (and other actions for its older employees) in various Italian cities.

Work after retirement (“silver work”)

“Loccioni Group” launched “Silverzone”, an initiative involving older retired people with a huge luggage of competences and experience that help young people to create spin-off companies and in the start-up of innovative companies. The initiative enables older people to prolong their careers after retirement (i.e. they work on a part-time basis).

Retired former executives of cooperatives enterprises engaged in “SeniorCoop” (an initiative promoted by “Legacoop Emilia-Romagna”) support people who want to create cooperative enterprises. In this way older retired executives continue to work after retirement even though their work is on a voluntary (unpaid) basis.

Life course orientation

The initiatives implemented by “Michelin Italia” (i.e. “D-Age” and various corporate policies for diversity management) are able to foster a life course oriented approach attentive to the needs of workers belonging to different age groups (e.g. through age-diversity policies).

“Unicredit” recognised that in their last part of the professional career workers were not trained adequately and the life course orientation of its initiatives is in the fact that now in this company workers are really trained during their whole working life cycle.

Integrated approaches

“Coop Adriatica” offers a wide and integrated range of measures to support employees, e.g.: 1) recruitment of older workers, mainly women; 2) work-life balance measures; 3) innovative and articulated corporate welfare programme (“PiùPerTe/MoreForYou”) introduced in 2014 (e.g. healthcare, discounts, economic contributions, paid leaves, etc.).

Through the implementation of the “Over 55 - Being senior in Unicredit” program, involving various internal units (e.g. HR, training), company unions and an external scientific partner, “Unicredit” has developed training actions and several initiatives to engage and value employees over 55, with the aims of: strengthening their knowledge; developing new skills; improving their work-life balance.

“Michelin Italia” introduced the “D-Age” programme, that focus on the “age diversity”. This programme is part of an organic policy (“D“-Diversity) launched by the “Michelin Group”, in order to develop actions for the diversity (gender, culture, age and disability) management and valuing.

“Luxottica” has implemented an innovative corporate welfare programme (“Luxottica welfare system”) providing to its employees income support and a wide range of welfare services (i.e. health, continuing education, nutritional wellness, mobility, social assistance) complementary to the wage.

“Telecom Italia” adopts several measures for its own older workforce: age management initiatives and various actions for valuing older workers, e.g. training plans, skills/professional competences development, action plan for promoting the employability and the extension of working careers.

Best practices on the demand side of labour

Initiatives for promoting the reintegration of older people in the labour market

The “Adecco Foundation for Equal Opportunities” develops projects for promoting the inclusion of “disadvantaged” people in the labour market; e.g. the “programme people over 40” offers to unemployed people over 40 training and vocational guidance for developing their employability and to facilitate their reintegration into the labour market.

The association “Lavoro Over 40” suggests solutions and carrying out various activities for promoting the reintegration of older unemployed people in the labour market: e.g. collaboration with public and private actors to facilitate the match between demand and supply of labour and to promote the re-employment of older workers; promotion of self-employment; information on training and job/outplacement opportunities.

Awareness campaigns

“Confindustria Veneto SIAV” (service company of a regional branch of the Italy’s main employers’ confederation) organizes public meetings and focus groups among stakeholders (i.e. employer’s organisations, unions, public bodies, universities, chambers of commerce, etc.) and promotes public information and awareness campaigns aimed at fostering the dissemination of a positive image of older workers and to promote and enhance their productive contribution for the benefit of companies.

The association “Lavoro Over 40” carries out several initiatives to raise awareness with the public opinion, companies, institutions and politicians about the problem of unemployment among older people, [by asking](#) policy makers for concrete actions to deal with this phenomenon and stimulating draft laws to tackle this issue.

Anti-discriminatory activities

Some members of the association “Lavoro Over 40” analyse job advertisements on a daily basis, reporting and denouncing to public bodies job offers based on age discrimination.

Age-management and exchange of best practices

Through its initiatives “Confindustria Veneto SIAV” provides knowledge, methods and best practices of age management to a wide public-private network, for promoting (at the demand side) integrated and effective approaches to implement initiatives to support the participation of older workers in the labour market/within companies, encouraging lifelong learning and extended working lives.

“Impronta Etica” promotes the comparison (benchmarking) of strategies and possible solutions for employees’ age management, through the exchange of best practices among the companies which participate in its initiative “Active ageing labouratory”, and other external companies.

PART I - Selected innovative and sustainable approaches aiming at the supply side of labour

COOP ADRIATICA – RECRUITMENT, WORK-LIFE BALANCE AND CORPORATE WELFARE PROGRAM

<p>1. Actor: Coop Adriatica, Bologna (Central Italy), one of the largest Italian cooperative associations operating in the field of retail trade (176 stores/supermarkets in various Italian regions; 9,000 employees).</p> <p>Mixed strategies/actors, i.e. are there different actors involved?</p> <p>Yes. The company has signed an agreement with the unions for the introduction of a comprehensive corporate welfare programme ("PiùPerTe" – that is, "MoreForYou", see below).</p> <p>State of the art: What is being done?</p> <p>"Coop Adriatica" offers a wide and integrated range of measures to support its employees, several measures being addressed to older workers. Among the initiatives carried out in the company there are: 1) recruitment of older workers; 2) support for work-life balance of employees; 3) development of an innovative and comprehensive corporate welfare program.</p> <p>1) In recent years the company has recruited (permanent position or short-term contract) more than 100 people aged over 45, mainly women.</p> <p>2) Some interventions to promote work-life balance: possibility of working part-time or through flexible working hours; older workers who become grandparents may benefit of up to six months of paid leaves, for supporting their children raising grandchildren; for those who work as cashiers is available the "Islands Project", which allows a self-management of working time and work shifts (around 600 employees are involved in this project, approximately 20% of them are over 50); paid leaves to care children and/or disabled relatives; experimentation of teleworking for white collars. Some of these measures have been introduced/strengthened with the implementation of the corporate welfare programme (see below).</p> <p>3) In 2014, "Coop Adriatica" has introduced a wide and articulated corporate welfare programme ("PiùPerTe"), which introduced initiatives to promote reconciliation between personal/family life and work duties, and providing services for dealing with situations of personal distress (i.e. listening service, measures against both violence and addictions to drugs, alcohol, gambling, with the possibility to use unpaid leaves lasting up to three years to encourage the use of help services/the return to "normality" of these people), healthcare, discounts (i.e. food, books, dental care, phone, car, travelling), various economic contributions (i.e. scholarships for employees' children). The benefits are extended to all kinds of families, also to cohabiting couples of the same sex.</p> <p>Public incentives used?</p> <p>No</p> <p>In practice/idea/proposal</p>

	In practice
2.	<p>Reasons (initiating dimensions)</p> <p>In recent years “Coop Adriatica” decided to re-build its human resources management strategy, which previously favoured younger workers, mainly. In essence, the company has decided to employ several older workers, especially women, since “Coop Adriatica” realised that older workers are a resource to maximise within the company, as they have a lot of experience and expertise.</p>
3.	<p>Description of the approach (which dimension of the supply side of labour is addressed and what are the aims?)</p> <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>Some of the initiatives of the company are targeted specifically on older workers, while others are addressed to all employees.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p> <p>The initiatives undertaken by “Coop Adriatica“, especially flexible working practices and various measures to reconcile work and personal/family life, foster career development and the possibility of extending working lives of employees, in particular of women (which in Italy have the highest family and care burden).</p>
3.2	<p>Values/Motivation</p> <p>Since they are perceived by employees as influencing positively their working environment and life in general, the initiatives promoted by the company encourages both the work motivation of employees and the development of team building and solidarity among colleagues. The initiatives were inspired by the company's key values: solidarity, equality and attention to people.</p>
3.3	<p>Professional Competence (Lifelong Learning)</p>
3.4	<p>Health</p> <p>The company offers to its employees and their families an “integrated“ health care service: for example, listening and counselling services for personal issues (i.e. domestic violence, stalking, addiction to drugs, alcohol, gambling), paid leaves and economic contributions for caregiving to children and/or disabled/dependents family members, a discount of 20% on dental care expenses.</p>
3.5	<p>Close Social Network</p> <p>The flexibility of working time and of the work organisation promotes a better general working climate and strengthens social relationships among employees.</p>
3.6	<p>Family, work-life balance</p> <p>As described above, “Coop Adriatica“ offers to its employees (of all ages) various and articulated measures to facilitate their work-life balance.</p>
4.	<p>Work after retirement (“silver work”)</p>
5.	<p>Life course orientation</p>

	<p>The measures introduced by the company take into account the different needs of employees related to their life cycle, since even if workers of different ages may have different needs, the initiatives available can be successfully used by workers of all age groups to deal with, e.g., their (different) work-life balance.</p>
	<p>Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)?</p> <p>Gender: the initiatives carried out by the company are used particularly by women (e.g. measures to reconcile work and family duties), which represent 75% of the 9,000 employees, but the initiatives are also targeted on male workers.</p> <p>Intergenerational solidarity: some measures provided by the company promote intergenerational solidarity between colleagues and within the family (i.e. paid leaves to provide childcare and to allow grandparenting of older workers).</p> <p>Older migrants: foreign workers (even older ones) may use up to 4 consecutive weeks of paid leaves to visit their country of origin (this is another measure for promoting work-life balance).</p>
6.	<p>Linkage to informal work/civic engagement/social volunteering?</p> <p>The initiatives introduced by “Coop Adriatica” promote volunteering. In fact, employees who actively participate in volunteering activities can benefit from paid leaves. Furthermore, through leaves and flexible working practices, they promote informal care.</p>
7.	<p>Other socially innovative dimensions touched worth being mentioned?</p>
8.	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)</p>
9.	<p>Further relevant information (also sources such as literature, interviews etc.)</p> <p>http://www.e-coop.it/web/coop-adriatica/categoriespage/-/articlelist/bycategory/Lavoratori/9918877/coop-adriatica-dal-2014-nuovo-welfare-aziendale http://www.impreseepersone.org/index.php?option=com_content&view=category&layout=blog&id=20&Itemid=136 http://www.iniziativanew.it/piuperte/#.VCrJgFf3HSc https://www.alumnibocconi.it/documenti/documenti-leader/03_EM_1_11_Maturepeople_Cuomo_Mapelli.pdf</p> <p>Joniewicz A.J., Kornecki J., Wiktorowicz J. (2014), <i>Catalogue of good practices in relation to active aging in selected countries of the European Union</i>, Lodz.</p>

EMPLOYERS' ORGANISATIONS AND UNIONS, CHEMICAL-PHARMACEUTICAL INDUSTRY - COLLECTIVE AGREEMENT AND THE "GENERATIONAL BRIDGE" PROJECT

1	<p>Actor: Federchimica, Farindustria (organizatons members of Confindustria, the Italian main employers' confederation; Employers' Associations, Chemical-Pharmaceutical Industry); Filctem-Cgil, Femca-Cisl, Uilcem-Uil (Unions, Chemical-Pharmaceutical Industry) (190,000 employed in the Italian Chemical-Pharmaceutical sector)</p> <p>Mixed strategies/actors, i.e. are there different actors involved? Yes</p> <p>State of the art: What is being done? Collective agreement – Collective agreement for the renewal of the national employment contract 2013-2015 for workers of the chemical and pharmaceutical sector, and the "generational bridge" project. Among the measures contained in this collective agreement there is an innovative project called "generational bridge", which allows older workers close to retire to voluntarily shift to a part-time fixed-term contract, and this is linked to the concomitant recruitment of a young worker. Through this project older workers can take the role of tutors of young recruited employees, thus transferring to the latter his/her skills and know-how. This project aims to reduce the workload of older workers and to retain them. In this way, the initiative promotes longer working lives of older people in this economic sector, since in some cases the new part-time contracts start after retirement. This initiative, which was introduced with the agreement of the unions and of employers' associations, is one of the modalities of implementation of the so-called "generational relay" at the workplace, a policy that recently has become central among the hypotheses of the reform of the Italian labour market.</p> <p>Public incentives used? Yes. The lower wage of older workers due to the reduction of their working hours is compensated by public funds. Even the coverage of the pension contributions of older workers involved in the project is ensured through the use of public resources.</p> <p>In practice/idea/proposal In practice</p>
2	<p>Reasons (initiating dimensions) The main motivation for the introduction of the "generational bridge" contained in the national collective agreement for the chemical and pharmaceutical industry employees is to promote the access of young people in the labour market (in Italy the unemployment rate of younger workers is very high) and to innovatively respond to the challenges associated with an ageing workforce and to the increased retirement age, by concomitantly support work in old age.</p>

3	<p>Description of the approach (which dimension of the supply side of labour is addressed and what are the aims?)</p> <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>The collective agreement covers all workers employed in the chemical-pharmaceutical sector, although some measures are targeted specifically for older workers (i.e. “generational bridge” project).</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p> <p>The collective agreement provides for a pay raise of 148 Euros monthly in the period 2013-2015. Furthermore, the agreement includes the opportunity to further bargaining wages at the company level, with a possible further pay raise on a company basis, according to a company's economic performance and to trends of the company productivity. The agreement also considers an increase in pension contributions for supplementary pension schemes (charged on companies), and a further pay rise for employees working in the night shift. These measures are obviously also valid for older workers.</p>
3.2	<p>Values/Motivation</p> <p>Indirectly, the initiative strengthen both the work motivation and the involvement of older workers, by valuing their experience, their professional role and their skills, which can be transferred to younger workers in need of training.</p>
3.3	<p>Professional Competence (Lifelong Learning)</p> <p>Lifelong learning is considered by the agreement.</p>
3.4	<p>Health</p> <p>The agreement includes measures to promote and safeguard workers’ health and their safety at the workplace. Moreover, the agreement provides additional income support in case of illness and/or accidents at work, and the coverage of some medical expenses through a supplementary health fund of the chemical-pharmaceutical sector.</p>
3.5	<p>Close Social Network</p>
3.6	<p>Family, work-life balance</p> <p>The reduction of working time required by the “generational bridge” project enables older workers to more easily reconcile work and personal/family life, thus facilitating their work-life balance.</p>
4	<p>Work after retirement (“silver work”)</p>
5	<p>Life course orientation</p> <p>The “generational bridge” is a project of gradual retirement which facilitates older workers during the transition to retirement.</p>
	<p>Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)?</p> <p>Gender: the “generational bridge” project is aimed at younger and older workers, both men and women.</p>

	Intergenerational solidarity: as described above, the “generational bridge“ project promotes in a concrete way intergenerational solidarity between workers in the chemical-pharmaceutical sector.
6	Linkage to informal work/civic engagement/social volunteering? .
7	Other socially innovative dimensions touched worth being mentioned? .
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) .
9	Further relevant information (also sources such as literature, interviews etc.) . http://www.femcacisl.it/images/allegati/Ipotedi_di_AccordoCHIMICO_FARMACEUTICO22.9.12.pdf http://www.alessandria.cisl.it/notizie/rinnovo_contratto_chimico_farmaceutico.htm http://www.cgil.it/rassegnastampa/articolo.aspx?ID=8530 http://www.tempor.it/index.php/news/ultime-news/17-oggi

ENI – “KNOWLEDGE OWNER” PROJECT

1	<p>Actor: ENI, Rome (Central Italy), a major integrated energy company committed in finding, producing, transporting, transforming and marketing oil and gas (85,000 employees in 85 countries).</p> <p>Mixed strategies/actors, i.e. are there different actors involved? No</p> <p>State of the art: What is being done? In 2007 “ENI” launched the “Knowledge Owner” project, aimed at the retention and professional enhancement of those older employees which have strategic know-how and skills that for the company are hard to find in the labour market. In order to value the skills and the strategic role of these older workers, the company gives to “Knowledge Owners” different tasks and important functions, as for example: contribution to the innovation of business processes and promotion, among colleagues, of a broad understanding of the business activities; know-how transfer to young people; to encourage the development of professional autonomy of employees through mentoring activities; teaching and training activities performed at the corporate university; organisation of thematic workshops for developing know-how and skills of the company’s workforce. In order to encourage the sharing of skills, knowledge and professional experience, the company has also developed specific tools aimed at the “transmission of knowledge” (knowledge management), which are used by the “Knowledge Owners”. The company has awarded the professional title of “Knowledge Owner” to around 200 senior workers (mean age: approximately 51 years; most of “Knowledge Owners” is aged between 50 and 55 years).</p> <p>Public incentives used? No</p> <p>In practice/idea/proposal In practice</p>
2	<p>Reasons (initiating dimensions) The “Knowledge Owner” project has been launched by the company to value at the professional level older employees with valuable know-how and skills to support the company's strategic goals. These workers acquired their skills gained after several years of work experience and thus are difficult to find in the labour market. At the basis of the project there is also the desire of the company of not losing this strategic know-how, and make it available to colleagues, in particular to facilitate the professional growth of younger employees.</p>
3	<p>Description of the approach (which dimension of the supply side of labour is addressed and what are the aims?) Is the approach targeted especially on older workers or on all age groups? The project targeted older workers with high know-how and experience, but the initiatives promoted by the “Knowledge Owner” programme are for the benefit of the entire company’s workforce.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p>

	<p>The initiative offers interesting further career developments for older workers involved, helping them to improve the quality of their work. Furthermore, thanks to the enhancement of their role within the company, older “Knowledge Owners”, in addition to receiving economic benefits (i.e. higher wages) are also encouraged to actively engage for the company’s development and to continue their professional careers within it. Moreover, the company also aims to promote the extension of working lives of “Knowledge Owners” to counter the risk that these workers (with strategic know-how and skills) could decide of joining competing companies.</p>
3.2	<p>Values/Motivation The “Knowledge Owner” programme enhance the work motivation of older workers involved, since it valorises their competencies thus increasing their self-esteem.</p>
3.3	<p>Professional Competence (Lifelong Learning) “Knowledge Owners” carry out teaching and training activities (in a LLL perspective) for other employees of the company. They transfer their professional skills for the benefit of young people and colleagues in general. The same “Knowledge Owners” share knowledge and professional competences with each other through meetings, which sometimes also involve external experts.</p>
3.4	<p>Health</p>
3.5	<p>Close Social Network The company has created an intranet site devoted to “Knowledge Owner”, with the possibility of access and interaction for all employees, with the aim of creating a virtual place for “doing community”, sharing information and getting professional support. In this way, and through the various activities of the project, the company promotes the development of strong social networks among employees.</p>
3.6	<p>Family, work-life balance</p>
4	<p>Work after retirement (“silver work”) “Knowledge Owners” are encouraged to work after retirement.</p>
5	<p>Life course orientation The project has been implemented in line with a life course approach, offering career development for older workers with high know-how and knowledge transfer to younger employees.</p>
	<p>Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? Gender: the programme is targeted to both men and women with experience and strategic professional expertise for the company. Intergenerational solidarity: thanks to training activities and knowledge transfer to young people, the “Knowledge Owner” project promotes intergenerational exchange.</p>
6	<p>Linkage to informal work/civic engagement/social volunteering?</p>

7	Other socially innovative dimensions touched worth being mentioned?
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)
9	Further relevant information (also sources such as literature, interviews etc.) http://www.eni.it/it/ http://www.enipower.it/it/attachments/documentazione/rapporti-sostenibilita/06_sostenibilita_enipower_2008.pdf Cuomo S., Mapelli A. (2011), <i>Il diversity Management</i> , in "Economia e Management", 1, pp. 49-66.

HERA GROUP – “GENERAZIONI PROJECT”

1	<p>Actor: HERA Group (Bologna, Central Italy) is one of the Italian largest multiutility and operates mainly in Environmental services (garbage transportation and disposal), Energy services (distribution and sale of electricity and gas) and Water services (waterworks, sewerage and purification). The Group has over 8,500 employees</p> <p>Mixed strategies/actors, i.e. are there different actors involved? Yes (e.g. the University of Bologna; see below).</p> <p>State of the art: What is being done? In 2012 “Hera Group” launched “GenerAzioni” (that is, GenerA(c)tions), a project aimed at facilitating intergenerational dialogue within the company. An important aspect of this initiative is a research activity carried out in collaboration with the Department of Work and Organisational Psychology of the University of Bologna. The survey results were made available in 2013 and a company’s action plan was implemented according to these results. The research intended to investigate the possible existence - within the company - of generational barriers between younger workers (aged under 35 years) and seniors workers (aged over 50 years) and potential sources of conflicts and obstacles possibly preventing organisational further growth. The main objective of the project was to identify organisational actions to favour fruitful exchanges between different age categories of workers, and, simultaneously, promote Hera’s age-oriented organisational policies. The main areas of intervention are: enhancing both corporate seniority potential at professional level and career development opportunities for junior staff. Furthermore, employees are monitored according to their age, indeed age-oriented indicators were introduced, for example, in the internal climate survey. This includes a periodic internal analysis regarding the demographic structure of the workforce.</p> <p>Public incentives used? No</p> <p>In practice/idea/proposal In practice</p>
2	<p>Reasons (initiating dimensions)</p> <p>The future demographic scenario and the structural reforms in the Italian labour market (mainly concerning the pension system) are determining the need to deal with longer working lives of employees. This means that companies should find new solutions, while not discriminating the workforce according to their (younger or older) age. Because of this scenario, “Hera” needs to rethink existing Human Resources models by adopting solutions as for example: capitalising on skills, prolong working life of employees and guaranteeing successful employability opportunities. At the same time, it is important to contrast intergenerational barriers and age-related stereotypes, mainly through the dialogue between generations.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?)</p> <p>Is the approach targeted especially on older workers or on all age groups?</p>

	The initiative is targeted on all age groups, but it is particularly attentive to the needs of the older workforce. In fact, in the company there are over 3 thousand employees aged over 50 years; this figure is on the rise compared to 2013, thus confirming the increasing trend due to the effects of the last (2012) pension reform which has increased retirement age. This situation confirms the need for the company to implement policies for the management of older workers. The “GenerAzioni” project responds to this need.
3.1	Dimensions and quality of work (career and employment security, wages etc.) The initiative promotes skills enhancement of older workers and provides them with opportunities for career development in a work environment where the age diversity is encouraged.
3.2	Values/Motivation The initiative supports both the valuing of seniority/older workers and the creation of a positive identity for younger workers, promoting motivation to work and strengthening team spirit and team-work of employees.
3.3	Professional Competence (Lifelong Learning) “Hera Group” provides several training and LLL activities, for example through “Scuola dei Mestieri”, an initiative for the development of the technical and operational skills that are present within the “Hera Group”. The aim is to raise the level of awareness of professional conduct and of skill transfer among employees. This initiative is also aimed at enhancing and developing the skills of older workers in the company. The company also has a corporate university (HerAcademy) to promote lifelong learning and for developing the professional skills of employees.
3.4	Health “Hera Group” aims at promoting healthy behaviour of its employees. Two main spheres of action are identified: the promotion of healthy diets and the fight against smoking, through the initiative “Healthy Lifestyles” carried out by the company.
3.5	Close Social Network
3.6	Family, work-life balance
4	Work after retirement (“silver work”)
5	Life course orientation Since it focuses on intergenerational dialogue, the initiative has a life course orientation.
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? Gender: the initiative is available for employees both men and women. Intergenerational solidarity: as described above, the project promotes explicitly intergenerational dialogue and solidarity. Regional dimensions: “Hera Group” collaborates with local universities.

6	Linkage to informal work/civic engagement/social volunteering?
7	Other socially innovative dimensions touched worth being mentioned?
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)
9	Further relevant information (also sources such as literature, interviews etc.) http://www.gruppohera.it http://www.gruppohera.it/gruppo/responsabilita_sociale/bs2013/lavoratori/diversita_pari/081.html http://www.gruppohera.it/binary/hr_academy/infovideo/HERACADEMY_brochure_OK.1323800071.pdf http://www.csreurope.org/impronta-etica-hera-generazioni#.VCwQGlf3HSf

LEGACOOP EMILIA-ROMAGNA – “SENIORCOOP”

1	<p>Actor: Legacoop Emilia-Romagna (Bologna, Central Italy), employer association for the valuing of cooperative enterprises in the Emilia-Romagna region. Legacoop Emilia-Romagna has 1,250 member companies that employ in total 150,000 workers.</p> <p>Mixed strategies/actors, i.e. are there different actors involved? No</p> <p>State of the art: What is being done? “SeniorCoop” is an association formed by retired former managers of cooperatives, which help the start-up of new businesses created by young and older people. “SeniorCoop” is an initiative promoted by “Legacoop Emilia-Romagna”, to value and capitalize the professional experiences of people formerly engaged in cooperative enterprises, and to promote the development of entrepreneurship providing tools and know-how to people who want to start a cooperative enterprise. “SeniorCoop” enables the new cooperatives to get in touch with a network of consultants, formed by retired former executives available to help the start-up and the consolidation of such new cooperatives, thanks to their extensive experience and their relationships and trust networks built over time during their professional career. The seniors involved in the initiative have a technical role (mentoring and supporting the creation/consolidation of business start-up) and they also carry out the crucial activity of transferring the cooperative values and ideals (e.g. to help each other in a cooperative way) in the society and in the local economy.</p> <p>Public incentives used? No</p> <p>In practice/idea/proposal In practice</p>
2	<p>Reasons (initiating dimensions)</p> <p>The main motivation behind the launch of the “SeniorCoop” initiative is to spread the culture of the cooperative business and to stimulate the creation of cooperatives by new possible entrepreneurs, by using the know-how, professional competences and experience of retired former executives of cooperative enterprises. The initiative also aims at encouraging people in economic difficulties and in a situation of unemployment (i.e. young people and older unemployed people) to start a cooperative company.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?)</p> <p>Is the approach targeted especially on older workers or on all age groups? “SeniorCoop” is aimed at retired workers, in particular former executives of cooperative enterprises.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p> <p>“SeniorCoop” allows retired former executives of cooperative enterprises to remain in contact with working life and with the cooperative enterprises sector. These people can continue their professional career (through voluntary – unpaid – work), and this contributes to their quality of life, because the work is a very important aspect of their personal identity.</p>

3.2	<p>Values/Motivation Highly valued activity through which retired former executives feel useful and increase their self-esteem. See also 3.1.</p>
3.3	<p>Professional Competence (Lifelong Learning) Retired former executives engaged in “SeniorCoop” offer their professional competence and experience to people (young and older people) who want to create/start cooperative enterprises, through theoretical training meetings and training “on the job”, thus by transferring their expertise and skills in the various steps of the development of cooperatives (i.e. planning, management of cooperative enterprises, financial information, etc.).</p>
3.4	<p>Health</p>
3.5	<p>Close Social Network The former retired managers maintain and develop close social relationships with each other and with entrepreneurs that they help/support at the professional level.</p>
3.6	<p>Family, work-life balance The retired former executives involved in the initiative can easily reconcile their activities in the “SeniorCoop” project with their personal/family life.</p>
4	<p>Work after retirement (“silver work”) The initiative allows retired former executives of social cooperatives to continue to commit themselves in the professional sphere, by working after retirement. However, it is voluntary (unpaid) work.</p>
5	<p>Life course orientation Retired managers often have to do with younger entrepreneurs in an intergenerational exchange.</p>
	<p>Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? Gender: “SeniorCoop” involves retired former executive’s men and women (although men are currently the majority). Intergenerational solidarity: the project was promoted by “Legacoop Emilia-Romagna” to support and promote intergenerational dialogue within the association and among people who have chosen to start their enterprise according to the cooperative model. In particular, the initiative aims to promote the creation of cooperative enterprises, even by young people (who have a difficult situation in the Italian labour market). Therefore the initiative offers work chances to young unemployed people through the help of retired executives. In this way “SeniorCoop” promotes a kind of “integenerational pact”. Regional dimensions: the initiative includes partnerships with various public and private actors (i.e. institutions, employers, banks, foundations, schools, universities, etc.).</p>
6	<p>Linkage to informal work/civic engagement/social volunteering? Retired former managers carry out their activities in the project “Senior Coop” voluntarily (they do not receive money).</p>

7	Other socially innovative dimensions touched worth being mentioned?
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)
9	Further relevant information (also sources such as literature, interviews etc.) http://www.legacoopemiliaromagna.coop/sviluppo_e_promozione/seniorcoop http://www.legacoopemiliaromagna.coop/images/cke/files/Seniorcoop_short.pdf http://www.legacoopemiliaromagna.coop/images/cke/files/la%20r.s.%20Seniorcoop.pdf

LOCCIONI GROUP – “SILVERZONE”

1	<p>Actor: “Loccioni Group”, Angeli di Rosora, Province of Ancona (Central Italy); 350 employees; company that operates in the following areas: measurement, control and automation systems; mechanical and industrial engineering.</p> <p>Mixed strategies/actors, i.e. are there different actors involved? Yes</p> <p>State of the art: What is being done? “Silverzone” is a network of experiences and knowledge, of “beautiful minded” over-65 retired people that have met “Loccioni Group” along their way (e.g. collaborators, clients, suppliers, partners) who now feel like transferring their experience to young people, with a renovated enthusiasm and passion, providing them support for the creation of spin-off and for the start-up of companies. It’s a project that gathers people with huge luggage of different knowledge, competences and experience. With their precious contribution and enthusiasm, they keep sustaining “Loccioni Group” success. In this project knowledge that has been gained through years and episodes, are collected to be available in the future. In this network there are also researchers, consultants, professors, managers of important industrial company that have reached ambitious achievements in their professional lives. It’s all about building trustful and respectful relationships. “Silverzone” is basically based on a mentorship program, through which a new employee is joined by a retired person and together they work on a highly innovative project. Merging the different characteristics and positive aspects of these two professional profiles and generations, lead not only to knowledge transfer, but also to new knowledge creation, triggering creativity and concretize avant-garde innovative projects and solutions. “Silverzone” has fostered the creation of several start-ups (80) and allowed the registration of important patents in the industrial sector (e.g. a young new graduate and an engineer 80 years old created a patent in the automotive sector).</p> <p>Public incentives used? No</p> <p>In practice/idea/proposal In practice</p>
2	<p>Reasons (initiating dimensions) “Loccioni Group” gave birth to this programme to preserve the richness that people involved in the initiative own, not just looking at the past, but looking into the future in creative and innovative perspectives.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) Is the approach targeted especially on older workers or on all age groups? The approach is targeted especially on retired older workers, but the initiative also involves workers of other age groups, especially young entrepreneurs.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.) The initiative enables older people to continue to commit themselves at work even after retirement, and in this way they also can prolong their careers and to earn money. These aspects enhance their quality of life.</p>

3.2	<p>Values/Motivation</p> <p>The workers involved are motivated to commit themselves in the activities promoted by “Silverzone” since by taking part in the initiatives they can value their professional skills acquired during their working career and transfer their know-how to help young people. In this way they provide a real contribution to economic and social development of the local context.</p>
3.3	<p>Professional Competence (Lifelong Learning)</p> <p>The initiative promotes lifelong learning and knowledge/skills sharing between the various people involved.</p>
3.4	<p>Health</p> <p>The participation in this initiative improves personal well-being of older workers involved, in an active ageing perspective.</p>
3.5	<p>Close Social Network</p> <p>The initiative enables the development of close social networks among retired older workers involved in the project, between them and the employees of the company (i.e. managers and employees of various age groups) and between them and young people, supported in starting and in developing spin-off/new companies.</p>
3.6	<p>Family, work-life balance</p> <p>Since they work on a part-time basis, the initiative allows older people to have sufficient time also for their lives and their families.</p>
4	<p>Work after retirement (“silver work”)</p> <p>“Silverzone” promotes work after retirement of older people.</p>
5	<p>Life course orientation</p> <p>The initiative is life course oriented, enabling older retired people to remain active. They offers their specific expertise and know-hoe to the project, but they still have enough time for their “real” retirement.</p>
	<p>Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)?</p> <p>Gender: older people involved in the initiative are both men and women.</p> <p>Intergenerational solidarity: the initiative creates partnerships between retired older workers and young people, therefore it promotes, in a concrete way, intergenerational solidarity.</p> <p>Regional dimensions: “Loccioni group” develops “Silverzone” in collaboration with local and national companies and universities.</p>
6	<p>Linkage to informal work/civic engagement/social volunteering?</p>
7	<p>Other socially innovative dimensions touched worth being mentioned?</p>

8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)
9	Further relevant information (also sources such as literature, interviews etc.) http://people.loccioni.com/formazione/dopo-silverzone/ http://www.loccioni.com/upload/articoli/documenti/1528-articolo.pdf http://designmts.eu/bploccionisilverzone/ http://www.istud.it/up_media/pw_ruo2013/libenzi.pdf http://www.linkiesta.it/enrico-loccioni-e-il-nido-delle-imprese

LUXOTTICA – “LUXOTTICA WELFARE SYSTEM” PROGRAM

1	<p>Actor: Luxottica Group, Treviso (Northern Italy), company leader in the design, manufacture and distribution of luxury and sports eyewear. 73,000 employees, of which 8,000 in Italy.</p> <p>Mixed strategies/actors, i.e. are there different actors involved? No</p> <p>State of the art: What is being done? The company has implemented a series of initiatives and policies to support older employees, taking into account their characteristics and needs. These initiatives are part of a broad and innovative corporate welfare programme (“Luxottica Welfare System”) aimed at all the employees, which promotes the employability and the career development of employees, facilitating flexible work organisation and the reconciliation of work and personal/family life. The measures implemented by the company are related to various areas: income support, health, education, nutritional wellness, mobility, social assistance. Among the measures introduced there are the following ones (for details about other measures introduced by the company's program, see the following sections of the template):</p> <ul style="list-style-type: none"> - Shopping grocery shopping cart: assignment to all employees of a shopping grocery cart of a value of around € 110 per month, containing food products produced by leading national brands; - Income and education support (i.e. reimbursement of expenses sustained by employees for the purchase of textbooks for their children and assignment of scholarships to children of employees and to students/employees); - Listening and counseling service: the company, in collaboration with the industrial medicine offices, offers a listening and counselling service to employees and their families, aimed at improving the quality of work, as well as familiar and social relationships, and at facing episodes of uncertainty and psychological and materials difficulties. - Micro-credit: initiative for financial support in favour of employees that experience difficulties in accessing to bank credit, helping them to deal with non-deferrable expenses (e.g. medical, educational, elder care, etc.). - Service of collective public transport from home to the place of work and vice versa, to limit the discomfort of workers who work with flexible work schedules. <p>Public incentives used? No</p> <p>In practice/idea/proposal In practice</p>
2	<p>Reasons (initiating dimensions) The “Luxottica Welfare System” programme was created to respond to the social needs of workers (older workers and employees of all ages) and their families, by offering a concrete support to the “purchasing power” of employees, through the provision of a wide range of welfare services and the</p>

	introduction of innovative and flexible measures, complementary to the wage. The initiative was born thanks to a shared approach between the company and the unions, with the aim of improving the quality of life and the quality of work of employees and for the benefit of the work climate within the company.
3	<p>Description of the approach (which dimension of the supply side of labour is addressed and what are the aims?)</p> <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>The approach is in favour of all workers in the company, regardless of their age. However, the measures introduced by the initiative have been conceived and are suitable for the specific needs of older workers.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p> <p>The measures implemented within the “Luxottica Welfare System” promote the quality of work and the quality of life of workers, thanks to various initiatives providing income support, facilitating the reconciliation of work and family and developing a strong sense of belonging of employees to the company.</p>
3.2	Values/Motivation
3.3	<p>Professional Competence (Lifelong Learning)</p> <p>The programme includes a number of initiatives to promote continuing education for employees (even older workers) and this aspect enables the development of professional competences and know-how which are useful for the career development of employees.</p>
3.4	<p>Health</p> <p>The “Luxottica Welfare System” programme is attentive to the issue of health care and health protection, and aims to promote the psychological and physical wellbeing of employees. For example, the company offers preventive health measures that promote assistance in case of serious diseases, with the integration of up to 100% of the wage for workers who are absent more than 180 days for illness. In general, the health of employees is ensured by the company through the insurance coverage of the expenses incurred by the workers and their families for various health needs (Luxottica’s health care insurance). “Luxottica” also organized meetings for employees with specialists to inform on the topic of nutrition, and has developed areas for personal well-being in the company, in which employees can carry out physical activity.</p>
3.5	Close Social Network
3.6	<p>Family, work-life balance</p> <p>The programme includes various tools and measures for work-life balance. For example, the company encourages flexible working hours and part-time contracts. The company also has introduced the familiar job-sharing, a managerial policy that allows the employee (even in older age) to be replaced (having also the opportunity to carry out training activities) by a member of his/her family if the latter is benefiting of social safety net tools. This initiative is aimed at supporting employees’ household income, trying to protect employees’ families in these times of economic and employment crisis.</p>

4	Work after retirement (“silver work”) .
5	Life course orientation . Several measures and interventions within the “Luxottica Welfare System” programme have been designed with a life course oriented approach (e.g. measures for the reconciliation of work and family life, to address the needs of children, flexible hours, initiatives for promoting the work-life balance in general, measures for income support, etc.).
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? Gender: the initiatives of the “Luxottica Welfare System” programme are available for both men and women employees, and facilitate in particular for women, to reconcile working needs and family life/duties (i.e. financial support for childcare, support measures for the care of older and disabled relatives, etc.). Intergenerational solidarity: the initiatives implemented within the “Luxottica Welfare System” programme actually encourage solidarity between workers of the company belonging to different age groups, for example by offering the familiar job-sharing initiative described previously.
6	Linkage to informal work/civic engagement/social volunteering? .
7	Other socially innovative dimensions touched worth being mentioned? .
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) .
9	Further relevant information (also sources such as literature, interviews etc.) . http://www.luxottica.com/sites/luxottica.com/files/2013_luxottica_welfare_ita5giugno_2013.pdf http://www.luxottica.com/it/company/people/why-luxottica/welfare http://secondowelfare.it/privati/aziende/welfare-aziendale-luxottica-scheda.html http://www.secondowelfare.it/privati/aziende/luxottica-nuovo-accordo-welfare-aziendale.html Brambilla V. et al. (2013), <i>Age Management</i> , Fondazione Istud, Milan Treu T. (a cura di), <i>Welfare aziendale</i> , IPSOA, Milan

MELLIN – “DE MEDICI” PROJECT

1	<p>Actor: “Mellin Sp.a.”, Milan (Northern Italy); 300 employees; company producing baby food (“Mellin” is a company within the baby nutrition division of the “Danone” group, which has 102,400 employees worldwide, 700 of them in Italy).</p> <p>Mixed strategies/actors, i.e. are there different actors involved?</p> <p>Yes: The “De Medici” project has been promoted by “Mellin” along with both the Social Cooperative “Spazio Aperto” (Milan) and the “Sodalitas Foundation” (Milan). It’s a partnership between profit and non-profit actors based on an innovative approach to corporate social responsibility.</p> <p>State of the art: What is being done?</p> <p>The “De Medici” project, promoted by “Mellin” from 2011, is an initiative of social business organized in collaboration with non-profit actors, with the objective of generating economic development and social value. It’s a project of trade-marketing for the inclusion in the labour market of some “disadvantaged” people. The implementation of the initiative has increased the employability of these “disadvantaged” individuals and specifically it created new jobs in favour of older unemployed people (50+), disabled people and former prisoners. These people have been hired (by the social cooperative that it was involved in the project) in the field of the large-scale retail channel, in order to promote the commercial development of “Mellin” products in the most important Italian companies of the large-scale retail channel. Thanks to the positive results for the company (its sales have increased of 6% in retail outlets where people hired through “De Medici” have been working), the project, initially started with an experimentation in the Lombardy region, and after that it has been spread to other regions (Lazio and Emilia-Romagna). The intention now is to spread this initiative throughout the country, also involving other companies willing to hire these individuals.</p> <p>Public incentives used?</p> <p>Yes. In the first phase of the project were used government funds for training and skills development of beneficiaries and in general for supporting the launch and the consolidation of the initiative, which now “self-sustain” itself.</p> <p>In practice/idea/proposal</p> <p>In practice</p>
2	<p>Reasons (initiating dimensions)</p> <p>The project has been designed considering two main economic and social reasons: on the one hand, there was the will to combat the unemployment of people over 50 (this rate has increased during the economic crisis) and of other “disadvantaged” people; on the other hand, there was the will to increase the business potential in the large-scale retail channel sector, resulting from the optimisation of the work in retail outlets of the large-scale retail channel. On this basis, the initiative has been created with the aim of developing a virtuous circle between social needs (e.g. combating the high unemployment rate of people over 50), market needs (the retail channel in Italy is inefficient and fragmented) and objectives of business competitiveness (optimisation of promotion of “Mellin” products in the sales outlet of the large-scale retail channel).</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?)</p> <p>Is the approach targeted especially on older workers or on all age groups?</p>

	Target groups are older workers (over 50 years old) and other “disadvantaged” people in the labour market (i.e. disabled people, former prisoners), regardless of age.
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p> <p>The initiative promotes the quality of work through skills development of beneficiaries, and by offering them employment security and income. Furthermore, the initiative increases the personal well-being and the overall quality of life of people involved, thanks to their inclusion in the labour market.</p>
3.2	<p>Values/Motivation</p> <p>The promotion of social and work integration of “disadvantaged” people is the value at the basis of the project. Moreover, through this initiative, beneficiaries reintegrated in the labour market develop their work motivation.</p>
3.3	<p>Professional Competence (Lifelong Learning)</p> <p>People involved in the initiative have received specific training (e.g. about merchandising) in order to develop their professional competences and their employability. The beneficiaries have been trained to provide high value-added merchandising services (e.g. monitoring the position of the products in various sales outlets of the large-scale retail channel) for companies operating in the large-scale retail channel sector in general, and for “Mellin” in particular.</p>
3.4	Health
3.5	Close Social Network
3.6	Family, work-life balance
4	Work after retirement (“silver work”)
.	
5	Life course orientation
.	
	<p>Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)?</p> <p>Integration of older long-term unemployed people/other “disadvantaged” categories of people in the labour market: as previously mentioned, the project is targeted at some “disadvantaged” categories of people in the labour market, including older long-term unemployed people, disabled people and former prisoners (of all ages, including people over 50).</p> <p>Social inequality: given that the initiative promotes the employability and creates jobs for “disadvantaged” categories of people, the “De Medici” project helps to counteract both the social inequity and the widespread negative stereotypes towards these socially “disadvantaged” people, by offering them opportunities for job placement, possibilities of extending their working lives (e.g. to unemployed people over 50) and chances for social integration.</p> <p>Regional dimensions: the project has involved a number of companies working in the large-scale retail channel sector located in different Italian regions.</p>

6	Linkage to informal work/civic engagement/social volunteering?
7	Other socially innovative dimensions touched worth being mentioned?
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)
9	<p>Further relevant information (also sources such as literature, interviews etc.)</p> <p>Sodalitas Social Solution, “Buone pratiche” di Responsabilità Sociale e di Sostenibilità (Best Practices of Social Responsibility and Sustainability), De Medici project Mellin winner of the “Sodalitas Social Innovation Award 2012” (Project description), available at http://www.sodalitas.socialsolution.it/casi_aziendali_dettaglio.php?id_cat=950&id_p=1923</p> <p>Curti G. and Ripamonti A. (2011), <i>Progetto De Medici: come l’innovazione sposa la responsabilità d’impresa</i>, in AA.VV., <i>IX Workshop sull’impresa sociale. L’innovazione dell’imprenditore sociale. L’albo del workshop</i>, Iris Network, Trento, available at http://www.irisnetwork.it/wp-content/uploads/2011/09/ALBO-WORKSHOP-2011.pdf</p>

MICHELIN ITALIA – “D-AGE” PROGRAM

1	<p>Actor: Michelin Italia S.p.A., Turin (Northern Italy), multinational company, tires manufacturing, 113,000 employees (4,500 in Italy)</p> <p>Mixed strategies/actors, i.e. are there different actors involved? No</p> <p>State of the art: What is being done? In 2012, “Michelin” introduced the “D-Age” program, aimed at the study of the needs and of the employability of the different generations of workers in the company, with particular attention to employees over 55 years. “Michelin” has decided to deal with the issue of “age diversity” through a focus on ergonomics, with the aim of adapting workstations in the industry, in order to facilitate the work activities of older employees in the production plants. In addition, „Michelin“, through the project “D-Age” has developed initiatives about: health promotion at the workplace; valuing of the experience of older workers at the end of their careers, for example by encouraging job rotation and by improving the development of career management, taking in consideration professional skills of older workers and the economic needs of the company. In addition, the company has organized awareness and communication meetings/campaigns for managers, to develop tools for managing and valuing generational diversity. These initiatives and the programme “D-Age” in general, in addition to supporting older workers, also aim to promote the integration of younger workers within the company and then to improve the integration between the employees of different generations.</p> <p>Public incentives used? No</p> <p>In practice/idea/proposal In practice</p>
2	<p>Reasons (initiating dimensions)</p> <p>The “D-Age” programme is part of an organic policy (“D” - Diversity) launched in 2011 by the „Michelin“ group, in order to develop concrete actions for the diversity (gender, culture, age and disability) management and valuing, that “Michelin” intends as a strategic asset for promoting the integration of employees in the company, and to support the performance of the company. To deal with the increased average age of employees due to demographic trends and the gradual extension of the legal duration of work, since 2012 the company has implemented the “D-Age” program. Ultimately, through “D-Age” the goals of “Michelin Italy” (and of the “Michelin group” in general in the various countries in which it operates) are: managing the demographic changes of the workforce by promoting the enhancement of professional skills and the productive potential of older workers.</p>
3	<p>Description of the approach (which dimension of the supply side of labour is addressed and what are the aims?)</p> <p>Is the approach targeted especially on older workers or on all age groups? The “D-Age” programme is addressed to employees of “Michelin Italy” belonging to different generations, and some important specific measures are targeted on employees over 55, to value their skills and professional potential and to foster their workability and employability.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p>

	The measures introduced by the “D-Age” programme value the skills of older workers and allow them to develop their career pathways/to prolong their working life, by balancing the characteristics/needs of the ageing workforce with the economics/performance goals and needs of the company.
3.2	Values/Motivation Thanks to the analysis of the needs of older workers and through the implementation of measures and interventions to support their professional performance and their career development, “Michelin Italy”, through the “D-Age” program, stimulates the work motivation of older workers and their sense of belonging to the company.
3.3	Professional Competence (Lifelong Learning) “D-Age” provides continuous training activities useful for updating and developing the professional competences of workers.
3.4	Health The initiative promotes health and well-being of workers, through initiatives for promoting/improving health and safety at the workplace and with interventions to adapt the work environment in an ergonomic way.
3.5	Close Social Network
3.6	Family, work-life balance
4	Work after retirement (“silver work”)
5	Life course orientation The initiatives within “D-Age” and various corporate policies for diversity management are able to foster a life course oriented approach attentive to the needs of workers belonging to different age groups (e.g. through age-diversity policies).
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? Gender: “D-Age” initiatives are addressed to employees both men and women. In addition, through ad hoc actions (i.e. “D-Way” and “D-Sales” programs) the company aims to increase its female workforce (including older women), in medium-low qualified jobs and in top management positions. Older migrants: the company has launched initiatives to promote the integration of immigrant employees, even in older age. This has been done for example in one of the Italian establishments of the company, in which the immigrant labour force is 20% of the total. In this experience, the company has integrated “D-Age” tools with measures for promoting cultural diversity management, envisaged by the "D - Diversity" program. Intergenerational solidarity: as noted above, since the “D-Age” programme addresses the management of age diversity, also promotes intergenerational solidarity and collaboration between older workers and workers belonging to younger age groups.
6	Linkage to informal work/civic engagement/social volunteering?

7	Other socially innovative dimensions touched worth being mentioned?
8	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)
9	Further relevant information (also sources such as literature, interviews etc.) http://www.benessereorg.it/index.php/performance-e-responsabilita-michelin-la-centralita-delle-persone-come-orientamento-strategico-e-sfide-di-inclusione-in-una-realta-manifatturiera/ http://www.este.it/ufiles/files/UID611DSK256UTE.pdf http://www.slideshare.net/MidaSlideShare/age-management-case-study

TELECOM ITALIA – AGE MANAGEMENT INITIATIVES; ACTIONS SUPPORTING OLDER WORKERS; THE “SENIORES TELECOM ALATEL” ASSOCIATION

1	<p>Actor: Telecom Italia, Milan (Northern Italy), main Italian telecommunications company (65,000 employees; 53,000 in Italy).</p> <p>Mixed strategies/actors, i.e. are there different actors involved? No</p> <p>State of the art: What is being done? “Telecom Italia” adopts a series of measures for its own older workforce, for example age management initiatives to promote a culture of management of the workforce of different groups of age and for a better integration of groups of workers of different ages, as well as actions and initiatives to better develop the employability of workers over 50 and to value and support these workers (within the company but also at the social level). Among the various initiatives implemented in favour of older workers, there are the following:</p> <ul style="list-style-type: none"> - company’s analysis of the strengths and weaknesses of older workers, with the aim of (a) identifying training plans and managing skill development for this category of workers and (b)realising an action plan for promoting the employability and the extension of working careers of older employees; - public incentives to be used for promoting re-employment/ encouraging early retirement of redundant older workers (the latter, however, being a quite negative practice); - “Maestri di Mestiere“: an initiative to value the know-how of older workers that are owners of high technical skills; - creation of “Seniores Telecom Alatel” (see point 6), an association of employees of “Telecom Italia” working within the company for at least 20 years, which is concerned with providing various support activities to older workers and former workers who are currently retired. For information about other initiatives undertaken by the company, see below. <p>Public incentives used? Yes (as mentioned, the company uses public resources/incentives for the re-employment/early retirement of redundant older workers).</p> <p>In practice/idea/proposal In practice</p>
2	<p>Reasons (initiating dimensions) The company has 79% of workers with over 40 years of age and, also due to the recent Italian pension system reform (that has increased the statutory retirement age), “Telecom Italia” has experienced a progressive increase of the average age of its workforce and a consequent decrease of younger workers. In order to deal with these changes, “Telecom Italia” is developing strategies to support older workers and to foster good practices of age management.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) Is the approach targeted especially on older workers or on all age groups? The company’s initiatives are targeted primarily at older workers, but some of them also involve workers of younger age groups.</p>

3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p> <p>The initiatives undertaken by “Telecom Italia” have in some cases the aim of developing the professional careers of the older workforce and of providing social support to these workers, contributing in this way to improve their quality of work and life.</p>
3.2	<p>Values/Motivation</p> <p>Through the initiatives, the company pursues also the goal of encouraging the work motivation of older workers.</p>
3.3	<p>Professional Competence (Lifelong Learning)</p> <p>Some initiatives promote the development of professional competences of workers and lifelong learning. For example the “Navigare Insieme (Sealing Together)” project is aimed at e-literacy and digital inclusion of older workers; the project "Io imparo, l'azienda è con te (I learn, the company is with you)" provides employees (even older workers) with the opportunity to attend, free of charge, one of the degree courses run by the International Telematic University “UniNettuno”.</p>
3.4	<p>Health</p> <p>Some of the initiatives introduced by “Telecom Italia“ aim to have a positive effect on health and well-being of older workers: for example, the company has created “Wellness Areas“, where older employees (and other employees as well) can attend health and fitness posture courses; moreover, the company has created the “Listening Center for Working Carers“ in which external professionals offer a telephone counselling service to support workers dealing with family care duties.</p>
3.5	<p>Close Social Network</p>
3.6	<p>Family, work-life balance</p> <p>In order to improve the work-life balance of employees, “Telecom Italia“ has a welfare strategy aimed at improving the quality of life of workers, for example through health and well-being initiatives (see point 3.4) and through services for the management of bureaucratic commitments of workers. These services help the reconciliation between work and personal/family life of workers. See also above the “Listening Centre for Working Carers”.</p>
4	<p>Work after retirement (“silver work”)</p>
5	<p>Life course orientation</p>
	<p>Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)?</p> <p>Gender: the measures implemented by the company are targeted at both male and female employees.</p>

	Intergenerational solidarity: the company promotes the collaboration between the different generations of workers, through the exchange of skills and professional experiences, and offers them the opportunity to interact with each other even out of the work context (e.g. through the creation of a 2.0 Intranet, called “Virtual Work Space”).
6	<p>Linkage to informal work/civic engagement/social volunteering?</p> <p>The company has created “Seniores Telecom Alatel”, an association formed by the employees of “Telecom Italia” with over 20 years of seniority (i.e. of work within the company), which has about 25,000 members since the latter includes employees currently employed and retired ones. The association's activities are based on voluntary membership and activities of seniors members. Through its means of communication “Seniores Telecom Alatel” updates members on technical and organisational novelties of the company, on changes in its strategies, on new products and services introduced in the market. In addition, members of the association attend to conferences and are included in study committees whose purpose is to highlight the “active” role of older people in Italy and in Europe. These seniors members collaborate actively in national and European initiatives to value the experience of older employees in the company and to promote public awareness on this issue. Furthermore, the members of the association support each other (i.e. through donations of money and/or providing help/care to colleagues or former colleagues with health problems).</p>
7	<p>Other socially innovative dimensions touched worth being mentioned?</p>
8	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)</p>
9	<p>Further relevant information (also sources such as literature, interviews etc.)</p> <p> http://www.telecomitalia.it/ https://www.peoplecaring.telecomitalia.it/alatel/Index.pasp http://www.isfol.it/Istituto/chi-siamo/dipartimento-sistemi-formativi/cooperazione-transnazionale-1/articoli/Formamente_n_2_2012_Anno_8.pdf http://www.istud.it/up_media/pwmaster13/tesina_age_management.pdf </p>

UNICREDIT – “OVER 55 - BEING SENIOR IN UNICREDIT”

<p>1.</p>	<p>Actor: Unicredit, Milan (Northern Italy), bank, 130,000 employees in 17 countries (50,000 in Italy, 11,000 older workers 55+)</p> <p>Mixed strategies/actors, i.e. are there different actors involved? Yes. Other actors involved: “Banks Insurance Companies Fund” (FBA - National Inter-professional Fund of employees and employers operating in the Credit and Insurance sectors, organisation providing and supporting Lifelong Learning); “Giacomo Brodolini” Foundation (research institute); unions.</p> <p>State of the art: What is being done? “Over 55 - Being senior in Unicredit” is an initiative of “Unicredit Group” focused on the enhancement of senior workers of the company, which involves various internal units (e.g. Human Resources, Training) and company unions. The purpose of this initiative, launched in 2012, is to provide comprehensive information about needs, training needs and expectations of this group of workers (that is considered as a resource in terms of expertise and professional background), in order: to offer them appropriate tools and specific initiatives for developing vocational training; to retrain and enhance the skills of older workers; and to promote work-life balance.</p> <p>Through the project “Over 55 - Being senior in Unicredit”, the company has developed several initiatives to engage and value employees over 55, with the aims of: strengthening their consolidated knowledge; developing new skills; improving their reconciliation between work and private life; contributing to spread an inclusive corporate culture of generational differences. “Unicredit” has also identified actions for organisational development, for promoting the work motivation and the full employability of workers aged over 55 years, combining these aspects with the competitiveness of the company. “Unicredit” has also developed training actions for older workers .</p> <p>These actions have been developed by the company according to the results of a research on employees over 55 who “Unicredit” has commissioned to an external scientific partners (the “Brodolini Foundation”). This research aimed to know the specific characteristics of these workers and to analyze their expectations, their problems and their training needs. Several older workers participated in the survey (56% out of the total 11,000 company’s employees aged over 55 years), thanks to the involvement of company unions, which have supported the survey among workers .</p> <p>This initiative was developed during a collaboration of “Unicredit” in a project promoted by the FBA to fund lifelong learning, aimed at updating, retraining and valuing older workers.</p> <p>Public incentives used? No</p> <p>In practice/idea/proposal In practice</p>
<p>2.</p>	<p>Reasons (initiating dimensions) The elements at the base of the launch of the initiative has been the need to deal in a better way with the increasing (due to the implementation of the recent pension system reform, which increased retirement age and reduced early retirement options) older workforce, including the need to provide training during the whole work life cycle.</p>

3.	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) Is the approach targeted especially on older workers or on all age groups? It's only for older workers.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.) The initiative implements ad hoc initiatives to value the skills of older workers, taking into account their needs and expectations. In this way, "Being senior in Unicredit" promotes a higher quality of work and provides concrete tools for older workers including developing their working careers.</p>
3.2	<p>Values/Motivation The initiative aims to support the older age group, understood as a value for cultural and organisational change within the company, for the benefit of the organisational work climate and of the company efficiency, including the motivation to work of employees.</p>
3.3	<p>Professional Competence (Lifelong Learning) Thanks to the initiative, the company has set up several training courses to respond appropriately to the specific needs expressed by workers over 55, for valuing and developing their professional competences. In 2013 "Unicredit" realized the firsts training activities and implemented the firsts concrete actions and interventions for promoting older workers' management and organisational change related to this. In 2014 the company has organized six editions of initiatives (training and other actions) in various Italian cities (e.g. Turin, Milan, Bologna, Rome, Naples, Palermo).</p>
3.4	<p>Health</p>
3.5	<p>Close Social Network</p>
3.6	<p>Family, work-life balance The initiative promotes work-life balance of older workers, for example by offering them flexible working hours, according to specific individual needs.</p>
4.	<p>Work after retirement ("silver work")</p>
5.	<p>Life course orientation "Over 55 - Being senior in Unicredit" recognised that in their last part of the professional career workers were not trained adequately and the life course orientation of this initiatives is in the fact that now in this company workers are really trained during their whole working life cycle.</p>
	<p>Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? Gender: the initiative is addressed to workers over 55, both men and women. Intergenerational solidarity: the activities carried out by the initiative, even though are focused on older workers, have also the aim of enhancing the generational diversity and developing the intergenerational solidarity within the company, by promoting the construction and dissemination of "best practices" on the issue. Indeed, some training courses/activities for older workers deal with this issue. "Unicredit" wants to spread a new culture age management, even for the benefit of younger workers. Moreover, the company plans, for the future, to develop the initiative and its activities by</p>

	involving even younger workers, thus promoting a cultural change and a new approach to “age diversity”, i.e. by including current older workers and those who will be old in the future.
6.	Linkage to informal work/civic engagement/social volunteering?
7.	Other socially innovative dimensions touched worth being mentioned?
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)
9.	Further relevant information (also sources such as literature, interviews etc.) http://devel.fiba.it/strutture/aziendali/gruppo_unicredito_italiano/Unicredit_Group/comunicati.htm http://www.fisac-cgil.it/15530/unicreditavviso-fba-2-2012-over-55-essere-senior-in-unicredit http://www.fiba.it/sas/38418/documenti/formazione-over-55-in-unicredit/over-55-in-formazione http://www.unicredito.fisac.cgil.it/record.php?ID=100549 http://www.fondobancheassicurazioni.it/pdf/Avviso%20-12%20Over%2055.pdf http://www.dircreditunicredit.org/Documenti/Home/Articoli/2014-03-17%20AVVISO%20FBA%20-2012%20OVER%2055.pdf https://www.unicreditgroup.eu/

PART II - Selected innovative and sustainable approaches aiming at the demand side of labour

ADECCO FOUNDATION FOR EQUAL OPPORTUNITIES – “PROGRAMME PEOPLE OVER 40” AND OTHER INITIATIVES FOR PROMOTING THE REINTEGRATION OF “DISADVANTAGED” PEOPLE IN THE LABOUR MARKET

1.	<p>Actor: Fondazione Adecco per le Pari Opportunità (Adecco Foundation for Equal Opportunities), Milan (Northern Italy), non-profit private foundation, development of initiatives for promoting equal opportunities in the labour market.</p> <p>Mixed strategies/actors, i.e. are there different actors involved? Yes</p> <p>State of the art: What is being done? The “Adecco Foundation for Equal Opportunities” develops projects for promoting the inclusion of “disadvantaged” people in the labour market. In 2013, the “Adecco Foundation” has contributed to start and develop (in collaboration a public and private network; see point 3.5), 29 projects of training and job orientation, aimed at the reintegration into the labour market of the following categories of "disadvantaged" persons (for which the Foundation has developed specific programs of intervention): workers aged over 40 years; long-term unemployed people, disabled people, women with family care burdens, athletes at the end of their career. The projects supported by the Foundation have involved 405 people, 174 of whom were eventually hired by companies. Among the various initiatives undertaken by the Foundation, there is the "programme people over 40", that offer to unemployed people over 40 a process of development of their skills to facilitate their reintegration into the labour market. The initiative provides training courses and vocational guidance to update and improve the skills of older unemployed people, knowledge and technical and professional competences, in order to develop their employability and facilitate their reintegration into the labour market.</p> <p>Public incentives used? No</p> <p>In practice/idea/proposal In practice</p>
	<p>Reasons (initiating dimensions) The “Adecco Foundation for Equal Opportunities” has the mission of supporting the integration into the labour market of groups of people who have difficulties in finding a job, by contributing to promote equal opportunities in the labour market. To this end, the Foundation promotes and develops projects in favour of disadvantaged people in the labour market.</p>
3.	<p>Description of approach (which dimension of the demand side of labour is addressed and what are the aims?)</p>
3.1	<p>Monetary/financial incentives</p>
3.2	<p>Regulations, collective agreements etc.</p>
3.3	<p>Image and awareness campaigns</p>

	The “Adecco Foundation” organizes meetings for providing information and for developing awareness on the issues of diversity, strengthening the collaboration with public and private sectors and helping companies to implement good practices on diversity management.
3.4	Anti-discrimination activities The “Adecco Foundation” through its initiatives helps to combat social and economic discrimination of “disadvantaged” groups of people within companies, promoting equal opportunities in the labour market.
3.5	Networking of actors (e.g. fostering „joint/mixed approaches”) The “Adecco Foundation” develops its projects in collaboration with companies, public institutions and other private social organisations in a logic system network, creating good practices trough public-private partnerships.
3.6	Advise and other kind of support for employers, other key actors, key persons The “Adecco Foundation” supports companies in offering vocational guidance and training activities for the benefit of “disadvantaged” people target of initiatives.
4.	Work after retirement (“silver work”)
5.	Linkage to informal work/civic engagement/social volunteering?
6	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? Gender: in general, initiatives and projects carried out by the “Adecco Foundation” are addressed to both men and women. However, some of them have a gender dimension, as for example the programme for promoting the reintegration in the labour market women with family care duties. Disabled workers: one of the programs developed by the "Adecco Foundation" involves unemployed disabled people (including disabled people in older age). Older long-term unemployed: some initiatives and projects are specifically aimed at promoting the re-employment of long-term unemployed people, even in older age. Regional dimensions: the projects realized by the “Adecco Foundation” have been implemented in different regions of the country. Other socially relevant dimensions touched worth being mentioned? The initiatives promoted by the “Adecco Foundation” offer concrete opportunities for the reintegration into the labour market to “disadvantaged” people, and then allow beneficiaries to developing their employability, to be able to find a job, to have both an income and perspectives in terms of professional career. Therefore the initiatives contribute to improving the quality of life of people involved. Lifelong learning activities are considered, by the initiatives and projects implemented by the “Adecco Foundation”.
7.	Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how
8.	Further relevant information (also sources such as literature, interviews etc.) http://www.fondazioneadecco.org/it-IT/Pages/default.aspx

ASSOCIAZIONE LAVORO OVER 40 – ACTIVITIES SUPPORTING OLDER UNEMPLOYED WORKERS

1	<p>Actor: Associazione Lavoro Over 40, NGO, Milan (Northern Italy)</p> <p>Mixed strategies/actors, i.e. are there different actors involved? Yes</p> <p>State of the art: What is being done? Activities in support of older unemployed workers through various initiatives and awareness campaigns aimed at the demand side of labour and at various public and private stakeholders, to promote employability and reintegration into the labour market of this category of people. The association “Lavoro Over 40” supports older workers (over 40/50/60) excluded from the labour market (unemployed people and still far to reach the needed requirements to retire), seeking solutions and carrying out various activities for promoting the reintegration of older unemployed people in the labour market. In order to achieve these goals, the association develops the following activities/initiatives: collaboration with employers' associations, institutions, other organisations (e.g. employment agencies), to identify tools to facilitate the match between demand by older unemployed people and supply by the companies, thus favouring the re-employment of older unemployed people; collaboration with private companies and public institutions, to promote the re-employment of older workers; implementation of projects aimed at the re-employment of older workers, funded and/or promoted by public or private organisations (e.g. projects to encourage the employment of care-workers over 40; projects to support the re-employment through self-employment); promotion of self-employment; supply of services and advisory activities for unemployed older workers (e.g. revision of the CV, legal support, coaching, counselling, etc.); dissemination of information (i.e. through both the website of the association and a newsletter) on training and job/outplacement opportunities, on initiatives promoting self-employment; collaboration in projects, initiatives and meetings in Italy and in Europe on active aging and for promoting the employability of older workers; public information and awareness campaigns on the phenomenon of unemployment in older age.</p> <p>Public incentives used? Yes (i.e. public incentives used to realize some specific local projects for promoting employability and the re-employment of older unemployed people).</p> <p>In practice/idea/proposal In practice</p>
	<p>Reasons (initiating dimensions) The association was founded by a group of people who have lived the experience of being fired in older age, being still far from owning the requirement needed to receive a pension income, who have found extremely difficult to enter again the labour market. They wanted to give voice to this group of people, by analyzing the phenomenon, seeking solutions and developing actions/proposals to facilitate the reintegration into the labour market of older unemployed people.</p>
3	<p>Description of approach (which dimension of the demand side of labour is addressed and what are the aims?)</p>

3.1	<p>Monetary/financial incentives</p> <p>The association provides information to companies and to older unemployed people on public incentives offered by national and local institutions through policies, to encourage the recruitment of older workers in companies.</p>
3.2	<p>Regulations, collective agreements etc.</p>
3.3	<p>Image and awareness campaigns</p> <p>The association “Lavoro Over 40” carries out several initiatives to raise awareness with the public opinion, companies, institutions and politicians about the problem of unemployment among older people, by asking policy makers for concrete actions to deal with this phenomenon. These awareness campaigns also have the following aims: countering the stereotype about the poor productivity of older workers when compared with younger ones; spread a positive image of older workers, enhancing their strengths (i.e. expertise, skills, work ethic); promoting awareness of social and economic benefits of working in old age/of the extension of working lives, at the individual level (e.g. psychological, social and economic well-being of workers) and at the societal level (e.g. financial sustainability of the pension system).</p>
3.4	<p>Anti-discrimination activities</p> <p>The association “Lavoro Over 40” is very committed in the fight against age discrimination in the labour market. In general, the association aims at promoting the application of the Italian law against age discrimination between companies and in the labour market. For example, some members of the association analyse job advertisements on a daily basis, reporting and denouncing to public bodies job offers based on age discrimination. Furthermore, the association “Lavoro Over 40” has promoted various petitions and protest campaigns addressed to national politicians and to mass media, to denounce the serious socio-economic consequences of unemployment among older people, and asking policy makers policy and economic interventions to address this problem.</p>
3.5	<p>Networking of actors (e.g. fostering „joint/mixed approaches”)</p> <p>“Lavoro Over 40” works in collaboration with a wide network of local, national, and sometimes international associations and institutions, in order to offer employment opportunities to older unemployed people and to stimulate draft laws to tackle this issue. The association has realized several initiatives, projects and local experimentations in different areas of the country, by using integrated and mixed approaches of intervention with various public and private actors, to support older unemployed people in finding a job and/or in developing their employability.</p>
3.6	<p>Advise and other kind of support for employers, other key actors, key persons</p> <p>Through the various activities carried out, the association offers advice and support to both older unemployed people (fostering their employability and reintegration in the labour market), and institutions, companies, and other various associations (e.g. employers associations), promoting both the productive potential and skills of older workers, which could be used by companies.</p>
4	<p>Work after retirement (“silver work”)</p>

5	Linkage to informal work/civic engagement/social volunteering?
6	<p>Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)?</p> <p>Gender: the initiatives carried out by “Lavoro Over 40” involve all older people regardless of gender.</p> <p>Older migrants: some initiatives carried out by the association in collaboration with local institutions (i.e. Lombardy and Lazio regional authorities) are aimed at the re-employment of older unemployed migrant people, for example in the elder care sector (i.e. migrant care-workers).</p> <p>Older long-term unemployed: the initiatives promoted and carried out by the association “Lavoro Over 40” are aimed mainly at combating unemployment in older age (also old long-term unemployment), with actions and measures to sensitize policy makers and companies on the problem of unemployment in older age.</p> <p>Social inequality: the initiatives carried out by the association “Lavoro Over 40”, having as target older unemployed people, could may be be considered as socially unfair, as it would penalize the inclusion of young people into the labour market (in Italy the youth unemployment rate is very high). However, it has to be underlined that unemployment of younger people has a quite higher “visibility”, thus “Lavoro Over 40” has the merit of sensitizing stakeholders and the public opinion on the neglected phenomenon, but socially and economically serious, of unemployment in older age.</p> <p>Regional dimensions: as already described, the association collaborates (for the implementation of its activities) with a broad network of public and private actors in different Italian regions.</p> <p>Other socially relevant dimensions touched worth being mentioned?</p>
7	Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how
8	<p>Further relevant information (also sources such as literature, interviews etc.)</p> <p>www.lavoro-over40.it/</p>

CONFINDUSTRIA VENETO SIAV – DEMAND-SIDE INITIATIVES AND PROJECTS SUPPORTING OLDER WORKERS IN THE LABOUR MARKET AND TO SPREAD AGE MANAGEMENT PRACTICES WITHIN COMPANIES

1.	<p>Actor: Confindustria Veneto SIAV, Mestre-Venezia (Northern Italy), Service Company of the Veneto region’s Federation of Industries (regional branch of the Italy's main employers' confederation) that provides an integrated system of services to companies in various sectors (i.e. training, quality, environment, innovation, special projects).</p> <p>Mixed strategies/actors, i.e. are there different actors involved? Yes</p> <p>State of the art: What is being done? For many years “Confindustria Veneto SIAV” deals with age management of the workforce and has developed actions and methodological innovations also in the area of intergenerational cooperation, having carried out research on these issues in collaboration with various universities. “Confindustria Veneto SIAV” has realized many projects and interventions in companies, in particular in SMEs, to encourage the implementation of innovative practices for the improvement of working conditions of older workers, by promoting a corporate culture for the management of “age diversity”. The initiatives promoted by “Confindustria Veneto SIAV” have raised the awareness of companies on these issues in Human Resources management, also by experimenting methods of skills transfer between workers and by creating opportunities for dialogue and collaboration between workers of different ages. “Confindustria Veneto SIAV” has participated in and managed a number of initiatives in specific areas of age management, involving over 600 local and national companies, even (but not only) in the fields of evaluation and transfer of skills of older workers and intergenerational cooperation. Furthermore, “Confindustria Veneto SIAV” has realized initiatives to support lifelong learning, the employability of older workers and for pursuing the extension of working lives. For details on some of the main initiatives carried out, see point 3.</p> <p>Public incentives used? Yes. “Confindustria Veneto SIAV” has developed some projects and initiatives being co-financed by the EU and through regional funds (e.g. Leonardo da Vinci, Grundtvig, ESF, EQUAL).</p> <p>In practice/idea/proposal In practice</p>
	<p>Reasons (initiating dimensions) The initiatives developed and implemented by "Confindustria Veneto SIAV" are based on the following assumptions: to increase retirement age is not a sufficient factor to counteract the effects of the ageing workforce on the social and economic systems. It is also important to create conditions to motivate both employers and older workers to deal with a prolonged working life.</p>
3.	<p>Description of approach (which dimension of the demand side of labour is addressed and what are the aims?) Some of the main initiatives/projects demand-side oriented realized by “Confindustria Veneto SIAV” are the following (for other initiatives, see below):</p>

	<p>“Enhancing the experience”, a project aimed at extending working lives of people aged between 55 and 64, and to foster the employability of older workers in general. The project has facilitated the identification of good practices and the promotion of new company approaches to manage the demographic change in the workforce, thus balancing the needs of both workers and companies.</p> <p>Project “Over 45”, an initiative encouraging actions at regional level in favour of over 45 workers. In particular, this project, which involved various local stakeholders (trade unions and employers, public bodies, training and innovation agencies, chambers of commerce) aimed at: a) supporting the labour reintegration of unemployed people aged over 45 years in the Veneto region; b) trainers' training, company coaching, awareness rising about age management issues in companies.</p> <p>“Age Management: A Virtual Market Place for mutual learning in services”, a project aimed at developing an online accessible information about demand and supply of age management services, and at the creation of a virtual market place for age management-related services and products at regional, national and EU level.</p> <p>The “Cross Ages” project, aimed at the definition of an integrated learning model based on the support and the enhancement of intergenerational exchanges, as a lever for promoting active ageing and social inclusion of older people in the local communities and in SMEs. The project defined a series of LLL methodologies and tools designed to meet the specific needs of older people’s learning, such as motivation, contents of experiences, communication and knowledge transfer, flexibility needs in terms of time and methods, in order to favour the active participation of older people in different living and working contexts.</p>
3.1	Monetary/financial incentives
3.2	Regulations, collective agreements etc.
3.3	<p>Image and awareness campaigns</p> <p>The initiatives promoted by “Confindustria Veneto SIAV” have the objective of fostering the dissemination of a positive image of older workers and to promote and enhance their competencies and their productive contribution, for the benefit of both companies and the general societal socio-economic development. To this end, “Confindustria Veneto SIAV” also organizes public meetings and focus groups among stakeholders (i.e. employer’s organisations, unions, public bodies, universities, chambers of commerce, etc.). The objectives of these initiatives are: fostering the dialogue on these issues and promoting the dissemination of age management good practices in companies. Moreover, “Confindustria Veneto SIAV” promotes public information and awareness campaigns informing on the positive relationship between active aging and work, and on the social and economic benefits of extending working lives.</p>
3.4	<p>Anti-discrimination activities</p> <p>The initiatives and projects carried out by “Confindustria Veneto SIAV” help to combat age discrimination in the labour market and in workforce management within companies.</p>
3.5	<p>Networking of actors (e.g. fostering „joint/mixed approaches”)</p> <p>The various initiatives promoted by “Confindustria Veneto SIAV” involve a wide network of qualified public and private actors (i.e. employers' organisations, enterprises - especially SMEs - unions, chambers of commerce, training agencies, local institutions, universities and public research</p>

	institutions, scholars and experts, partnership with international stakeholders). Through the construction of an extensive network of collaboration with public and private actors, “Confindustria Veneto SIAV” has the objective of promoting integrated and effective approaches to implement initiatives to support older workers in the labour market and within companies.
3.6	Advise and other kind of support for employers, other key actors, key persons Initiatives and projects carried out by “Confindustria Veneto SIAV” provide advices, tools, knowledge, methods and best practices to a wide network of public and private actor, for promoting (at the demand side) the participation of older workers in the labour market, encouraging Lifelong learning initiatives and extending working lives.
4.	Work after retirement (“silver work”) Some initiatives of “Confindustria Veneto SIAV” aim at supporting the participation in the labour market of older workers even after retirement, for example by encouraging local companies to make professional consulting contracts with retired managers, to continue to use their know-how, their skills and their experience, which represent a competitive asset for companies.
5.	Linkage to informal work/civic engagement/social volunteering? Some activities carried out by "Confindustria Veneto SIAV" also have the aim of supporting the well-being of older workers by promoting their participation/engagement in local communities, in social activities, in volunteering, in cultural activities.
6	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? Other socially relevant dimensions touched worth being mentioned? Older long-term unemployed: through "Network management", a specific initiative promoted in collaboration with “Manageritalia” (one of the largest professional associations of Italian managers), “Confindustria Veneto SIAV” has developed a training and professional upgrading programme for older unemployed managers, in order to provide them with new job opportunities. The initiative also promoted the recruitment of such workers in companies. Social inequality: the initiatives undertaken by “Confindustria Veneto SIAV” have the overall goal of raising the awareness of the demand side of the labour market about the potential of the older workforce. Therefore, the risk is to overlook the younger labour force, if appropriate tools to tackle inequities issues are not considered. However, a more detailed analysis shows that the initiatives implemented by “Confindustria Veneto SIAV” contribute to address the problem of an ageing workforce, without neglecting the importance of developing tools to foster intergenerational solidarity. Regional dimension: several partnerships with enterprises (especially SMEs), employers’ associations, unions, universities, scholar and experts, institutions and chambers of commerce were developed by “Confindustria Veneto SIAV” at the regional level.
7.	Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how
8.	Further relevant information (also sources such as literature, interviews etc.) http://www.siaav.net/confindustria/siaav/desktop.nsf/wpage/home?opendocument&language=L1 http://isfoloa.isfol.it/bitstream/123456789/417/1/Bettiol_Age%20management%20LLL_26%20nov%202012.pdf http://www.agemanagement.it/index.php?option=com_content&view=frontpage&Itemid=1

IMPRONTA ETICA – ACTIVE AGEING LABORATORY

1	<p>Actor: Impronta Etica, Zola Pedrosa (Province of Bologna, Central Italy), NGO for promotion and development of sustainability and corporate social responsibility.</p> <p>Mixed strategies/actors, i.e. are there different actors involved? Yes (see point 3.5)</p> <p>State of the art: What is being done? “Impronta Etica” launched the initiative “Active ageing labouratory”, for helping companies to develop tools and approaches to engage more their senior employees. The “laboratory” supports companies in developing and improving their competencies in human resources (age) management, focusing on senior employees by using strategies as for example experience sharing, development of tools and implementation of projects. Furthermore, the initiative aims at: improving the wellbeing of workers and the development of their skills; maximizing their contribution to reach the company’s objectives; making more efficient and responsible the human resources management. The focus of the labouratory is on tools, actions and concrete solutions that a company can adopt in order to better involve, enhance and manage strategically senior employees.</p> <p>Public incentives used? No</p> <p>In practice/idea/proposal In practice</p>
	<p>Reasons (initiating dimensions) The ageing of the workforce is becoming increasingly central for companies, even in the face of the increase of the retirement age and consequently of longer working lives of workers. For this reason, it becomes essential to develop initiatives for promoting age management at the workplace, because this approach allows companies to enhance human capital and to rethink their human resources policies.</p>
3	<p>Description of approach (which dimension of the demand side of labour is addressed and what are the aims?)</p>
3.1	<p>Monetary/financial incentives</p>
3.2	<p>Regulations, collective agreements etc.</p>
3.3	<p>Image and awareness campaigns The results of the “Active Ageing labouratory” will be disseminated through publications and information campaigns in favour of companies, this contributing to the development of a culture for the management and enhancement of older workers within companies and to promote a positive image of older workers.</p>
3.4	<p>Anti-discrimination activities</p>

	Through the dissemination of good age management practices, the initiative contributes to develop a corporate culture of age diversity and to combat discrimination against older workers in the companies and in general in the labour market.
3.5	Networking of actors (e.g. fostering „joint/mixed approaches“) Partnership with some companies belonging to the “Impronta Etica” network (i.e. Cadiai, Granarolo, Gruppo Hera; Emil Banca; ANCD).
3.6	Advise and other kind of support for employers, other key actors, key persons The initiative promotes the comparison (benchmarking) of strategies and possible solutions for the management and enhancement of the older workforce through the exchange of best practices among companies which participate in the labouratory, and other external companies. The initiative also offers to Italian companies interested in employees’ age management, knowledge and analytical tools useful for designing interventions, and support for the implementation of best practices on this issue for valuing the professional skills of older workers and for promoting longer working lives.
4	Work after retirement (“silver work”) .
5	Linkage to informal work/civic engagement/social volunteering? .
6	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? Other socially relevant dimensions touched worth being mentioned? Gender: the initiative promotes the enhancement of skills and employment potential of older workers both men and women. Social inequality: at first glance this initiative, that is focused exclusively on the promotion of corporate strategies for the age management of the workforce, could potentially penalize the employment of young people. However, this initiative is part of a “Impronta Etica” global programme aimed at managing diversity in general (age, culture, etc.) and the promotion of equal opportunities in the companies. Regional dimensions: the initiative involves companies of Emilia-Romagna region, and it aims to raise awareness of Italian firms in general about the topic of promotion of age management of the workforce.
7	Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how .
8	Further relevant information (also sources such as literature, interviews etc.) http://www.improntaetica.org Impronta Etica (2014), <i>Approcci per il coinvolgimento e la valorizzazione dei lavoratori senior in azienda</i> , Bologna. http://www.csreurope.org/active-ageing-tools-and-approaches-engagement-senior-employees#.VCvyTVf3HSc

2.7 The Netherlands

Eszter Zólyomi | Katrin Gasior

Supply Side of Labour		Demand Side of Labour	
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Summary

The templates presented for the Netherlands provide nine good practice examples covering a number of issues pertinent to improving the labour market situation of older workers, such as sustainable employability (example: Interactive digital portal), age management (Age mirror), job mobility (Regional mobility centres), labour market reintegration, including those with disabilities or chronic health problems (Speeddates, Gatekeeper centres), life-long learning (Experience certificate, FEDAcademie), and health and working conditions (two company examples).

Sustainable employability, in particular, has been used as a key approach to increase employment of an ageing workforce in the Netherlands in recent years. It includes a wide range of measures to improve employability of workers at the organisation or company level and also promotes the shared responsibility of employers and employees to achieve this. The interactive digital portal, which provides incentive and practical and customised support for companies as well as individual employees to invest in employability, is a good example for the transfer of the sustainable employability approach into practice. The regional mobility centres, established in response to the recent economic crisis to facilitate job to job transitions and to prevent unemployment, utilise public-private partnerships and are tailored to regional as well as sectoral labour market needs. Introduced as a temporary measure in 2008, the regional mobility centres have since been integrated into the regular employment services in all Dutch regions allowing better anticipation and management of future economic shocks and labour market restructuring. The so-called “Speeddates” is a relatively less labour-intensive and rather simple public employment measure, which nevertheless have been shown to be especially useful for older people in finding employment. In addition, it has also the potential to changing employers’ selection behaviour and hiring policy to be more willing to employ older job-seekers.

Some of the examples e.g. regional mobility centres also highlight the important role the social partners and employer networks (both regional- or industry-based) play in ensuring the success and sustainability of these initiatives whether it is about facilitating life-long learning (FEDAcademie) or the reintegration of workers with disability or health problems (Gatekeeper centres).

Due to the particular legislative and institutional framework not all the mentioned examples are directly transferable to other national contexts however. The two company cases provide good examples for easily transferable measures to improve health and working conditions at the workplace. In both cases, the planning and implementation of the sets of measures were characterised by a proactive, preventive and participatory approach involving relevant stakeholders (e.g. employers, management, employees, and external stakeholders).

Finally, it needs to be mentioned that most of the good practices presented for the Netherlands are relatively recent and some of the programmes have not been evaluated as yet, making measurement of their full impact and sustainability challenging.

Interactive digital portal to enhance sustainable employability

<p>Country: Netherlands</p> <p>Name of programme/initiative: Interactive digital portal</p> <p>Theme: Sustainable employability</p>	
1	<p>Actor: The digital portal is an initiative of three partner organisations: Stichting Kroon op het Werk, TNO and WerkVanNu.</p> <p>State of the art: The initiative started in 2010 and is ongoing.</p> <p>Public incentives used: Yes</p> <p>In practice/idea/proposal: Practice</p>
2	<p>Reasons</p> <p>There has been an increased focus in recent years on measures to ease existing rigidities in the labour market and on providing incentives or motivating employers and employees alike to invest in employability and life-long learning. In the Netherlands, the concept of sustainable employability is used and covers a wide range of measures at the company/organisation level which aim to mobilize employers and employees to take sustainable measures for long-term, healthy, enjoyable and productive participation in the labour process. In the sustainable employability concept, employers, managers and employees share joint responsibility for this, with employees taking control of their own career development and employers providing support.</p>
3	<p>Description of approach</p> <p>The digital portal has been developed to monitor the National Employability Plan (Nationaal Inzetbaarheidsplan). The aim is to provide practical support to companies and employees to improve sustainable employability at the workplace via setting up a digital portal which offers:</p> <p>an online learning platform/network in which partners exchange ideas and expertise to work on new interventions and integrated approaches through open innovation.</p> <p>high-quality advanced instruments - The Sustainability Index (DIX) targeting employees and the Company and Orientation Scan (Oriëntatie- en Bedrijfsscan) for employers- that allow customised intervention.</p> <p>Employees can work on their employability through their personal digital portal using the Sustainability Index. It allows them to assess their employability and see at a glance what areas they need to work on (i.e. health, knowledge and skills, motivation and commitment, work-life balance). Based on this they are able to produce a personal action plan and monitor change.</p> <p>In parallel, employers and their advisors can identify potential improvements within their organizations through their own portal and digital dashboard. Using the Company and Orientation Scan employers can monitor the effect of the measures taken. Companies are also able to present their range of interventions on the portal, allowing actions to be initiated in a simple way.</p> <p>According to the latest Monitoring report, conducted by TNO, in 2012, 62 companies (both medium-sized and larger) completed the Company Scan, 159 people completed the Orientation Scan, and 474 people completed the DIX.</p>

	Is the approach targeted especially on older workers or on all age groups? It is targeted at employers and employees of all age groups.		
3.1	Dimensions and quality of work (career and employment security, wages etc.) Yes		
3.2	Values/Motivation Yes		
3.3	Professional Competence (Lifelong Learning) Yes		
3.4	Health Yes		
3.5	Close Social Network		
3.6	Family, work-life balance Yes Others ...		
4	Work after retirement (“silver work”) No		
5	Life course orientation Yes		
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)		
6	Linkage to informal work/civic engagement/social volunteering? No		
7	Other socially innovative dimensions touched worth being mentioned Knowledge transfer, user engagement, open innovation.		
8	Brief SWOT evaluation including transferability, sustainability and usability		
<table border="1" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>Strengths:</p> <p>Allows for a customized approach.</p> <p>Provides structure and coherence regarding sustainable employability and its different dimensions/elements.</p> <p>The digital portal is easily accessible.</p> <p>Due to the interactive nature of the instruments, results can be quickly assessed.</p> </td> <td style="width: 50%; vertical-align: top;"> <p>Weaknesses:</p> <p>Takes a relatively long time to complete the index and the scan (can be especially problematic for employers, managers who may already be overloaded with questionnaires).</p> </td> </tr> </table>		<p>Strengths:</p> <p>Allows for a customized approach.</p> <p>Provides structure and coherence regarding sustainable employability and its different dimensions/elements.</p> <p>The digital portal is easily accessible.</p> <p>Due to the interactive nature of the instruments, results can be quickly assessed.</p>	<p>Weaknesses:</p> <p>Takes a relatively long time to complete the index and the scan (can be especially problematic for employers, managers who may already be overloaded with questionnaires).</p>
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<p>Guidelines and information on how to complete the index and the scan is provided both on the website and in a brief document which can be downloaded.</p>	
<p>Opportunities: The digital portal and its instruments can be further improved based on the information and insights gained from users in the evaluation and monitoring. The platform allows users to share and learn from already implemented company actions.</p>	<p>Threats: Difficult to reconcile completeness and applicability (e.g. tools that are short and powerful, but also detailed). The digital portal and the instruments are a useful tool, but there is a need for personal contact and continuous dialogue within the organisation (e.g. employees who have difficulties at work to discuss with a work coach or with the employer in order to solve the problem). Requires that users have computer and internet access.</p>
<p>9 .</p>	<p>Further relevant information Website: http://www.npd.nl/ TNO (2013) Evaluation and monitoring report 2012 (Inzicht Ininzetbaarheid Nationaal Inzetbaarheidsplan Monitoregevens 2012)</p>

Regional mobility centres to prevent unemployment and promote job mobility

<p>Country: Netherlands</p> <p>Name of programme/initiative: Regional mobility centres (<i>regionaal mobiliteitscentrum</i>)</p> <p>Theme: Job to job transitions</p>	
1.	<p>Actor: The initiative is carried out in a public-private partnership with the following actors: the public employment office (PES), municipal authorities, regions and sectors; educational institutions; temporary and secondment agencies, professional business knowledge centres, reintegration agencies, industry associations; and outplacement providers.</p> <p>State of the art: Established at the end of 2008, the programme ran as a temporary special programme in the period 2009-2010. In 2011, it has been mainstreamed into the regular public employment services.</p> <p>Public incentives used: Yes. Between 2009 and 2010, the public employment service provided 13 million euros annually. Additional funding came from a variety of other bodies, including employers, regional authorities, training funds, the Part-time Unemployment Act funds, as well as from the European Social Fund. From 2011 onwards, the programme's activities are part of the regularly financed employment services.</p> <p>In practice/idea/proposal: Practice</p>
2.	<p>Reasons</p> <p>The programme was initiated as a response to the 2008 economic crisis and in anticipation of its negative impact on the Dutch labour market e.g. staff lay-offs, unemployment.</p>
3.	<p>Description of approach</p> <p>The aim is to prevent unemployment by finding new employment for people in danger of dismissal before losing their jobs and to facilitate job to job transitions in partnership with a wide range of actors. In early 2009, a regional network of 33 mobility centres across the whole country were established to address the effects of the financial and economic crisis on the labour market. The approach was to provide timely and tailored support to companies who were laying off staff and help their employees to find new jobs. The mobility centres also provided advice on skills and training to companies who wanted to retain skilled and experienced staff but, as a result of a temporary fall in production, offered their employees part-time employment or a reduction in working hours. These, together with other activities (e.g. providing information about the regional labour market and companies looking to recruit, job matching, opportunities for additional training) are now incorporated in regular employment services at the regional level and are organised in the form of projects in joint public-private partnerships that are tailor-made for local needs. Besides the regional focus, so-called sector support desks have also been set-up catering for specific sectoral needs in the given region, although the availability of such sector-specific support varies greatly across the regions.</p>

	<p>In 2009 and 2010, more than 1,600 companies laying off staff received assistance (8,896 received training) and around 24,000 employees were helped to find a new job before becoming unemployed.</p> <p>Is the approach targeted especially on older workers or on all age groups? It is targeted at employees (all age groups) who are at risk of being made redundant.</p>		
3.1	Dimensions and quality of work (career and employment security, wages etc.) Yes		
3.2	Values/Motivation Not applicable.		
3.3	Professional Competence (Lifelong Learning) Yes		
3.4	Health Not applicable.		
3.5	Close Social Network		
3.6	Family, work-life balance Not applicable.		
4	Work after retirement ("silver work") Not applicable.		
5	Life course orientation Not applicable.		
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.) Regional dimension.		
6	Linkage to informal work/civic engagement/social volunteering? Not applicable.		
7	Other socially innovative dimensions touched worth being mentioned Public-private partnership.		
8	Brief SWOT evaluation including transferability, sustainability and usability		
	<table border="1"> <tr> <td> <p>Strengths:</p> <p>The speed of response.</p> <p>Establishing a well-functioning network of contacts.</p> <p>Utilization of public-private partnerships.</p> <p>Approach tailored to regional needs.</p> <p>Autonomy of regional staff to choose and decide about solutions and build partnerships.</p> </td> <td> <p>Weaknesses:</p> <p>No central guidelines provided for the mode of cooperation regarding regional partnerships which does not always make it clear who has the lead (or who should be the initiator) and what role the different partners play.</p> <p>Limited transferability of the programme due to the decentralized approach of Dutch employment service provision.</p> </td> </tr> </table>	<p>Strengths:</p> <p>The speed of response.</p> <p>Establishing a well-functioning network of contacts.</p> <p>Utilization of public-private partnerships.</p> <p>Approach tailored to regional needs.</p> <p>Autonomy of regional staff to choose and decide about solutions and build partnerships.</p>	<p>Weaknesses:</p> <p>No central guidelines provided for the mode of cooperation regarding regional partnerships which does not always make it clear who has the lead (or who should be the initiator) and what role the different partners play.</p> <p>Limited transferability of the programme due to the decentralized approach of Dutch employment service provision.</p>
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Preventive approach e.g. intervention at an early stage when the worker is still employed.	
<p>Opportunities: The high degree of satisfaction among employees and employers regarding the services provided by the mobility centres increases trust in public services and enhances cooperation between employers/employees and the PES. Facilitates joint public-private partnerships. Temporary or emergency measures can have positive non-intended effects: in this case, the method of tackling unemployment before it occurs has now become common practice in regional PES. Better anticipation and management of change, including future economic shocks, restructuring.</p>	<p>Threats: The success of public-private partnerships depends on getting funding which can be challenging in practice as often many different sources have to be applied for and put together. Linkage between sectoral partner initiatives and funds and regional needs and budgets needs to be strengthened in order to facilitate intersectoral mobility. The recent crisis led to increased focus on improving labour market transitions for young people while neglecting other vulnerable target groups, in particular lower skilled older workers, 45+ workers and disabled employees.</p>
9	<p>Further relevant information . ESF Age: The Regional Mobility Centre: A Programme from the Netherlands Schaapman, M. (2011) The Netherlands: Joint public-private local partnerships to cope with recession, Eurofound Observatory EMCC</p>

Speeddates to bring older job-seekers and employers face-to-face

<p>Country: Netherlands</p> <p>Name of programme/initiative: Speeddates (<i>Speeddaten</i>)</p> <p>Theme: Job matching</p>	
1.	<p>Actor: Public employment service (PES), private employment agencies, educational institutions, sectors, regions</p> <p>State of the art: Ongoing since 2011.</p> <p>Public incentives used: Yes. The initiative is funded by the PES.</p> <p>In practice/idea/proposal: Practice</p>
2.	<p>Reasons</p> <p>Employers are often reluctant to hire older job seekers. Older job seekers have less chance of being invited to an interview than younger job seekers do, also because employers often have negative perceptions about older people. The issue is how to influence employers' selection behaviour and their hiring policy to employ older job-seekers and what approaches does the PES offer that provide good opportunities to do so. While speeddates is an initiative open to job-seekers of all ages, according to a survey of Dutch PES case workers (Zandvliet et al, 2011), it is extremely suitable and works particularly well for older job-seekers because of the personal contact between the employer and job seekers (preconceptions on both sides easier to overcome).</p>
3.	<p>Description of approach</p> <p>Speeddates are organized by PES case workers to bring employers and job seekers together. These events can be initiated by the case worker, but also by private job agencies or company advisors and can take different forms .e.g.:</p> <p>The case worker contacts agencies and employers and together they organize three sessions where employers representing different industries (even if they have no open vacancies at the time) and suitable job-seekers get to know each other. Suitable candidates are pre-selected by the case worker and at the speeddates are matched with the employer.</p> <p>An employer agency wants to organize a speeddate for a company which is closing down. Through an online registration system, which has been set up by the PES, the agency can register for a speeddate with the PES. All employers with technical vacancies in the region and the workers are invited to participate.</p> <p>Speeddates are also organised for a specific region or sector. These customised events increase the chance of a correct job match (e.g. only those job seekers who are looking for work in a specific industry are invited). Since job seekers are selected for such speeddates on the basis of their CV, skills and knowledge, work experience, sector relevance etc. older job seekers, who because of their age might find it more difficult to get a job using other routes</p>

	(e.g. sending their CV to employers or agencies to be called in for an interview), can particularly benefit from these job match events. Evaluation of PES measures targeted at older job-seekers indicate high satisfaction among employers and job seekers regarding speeddates. Is the approach targeted especially on older workers or on all age groups? It is targeted at job seekers (all age groups), but the approach is especially useful for older job-seekers.				
3.1	Dimensions and quality of work (career and employment security, wages etc.) Yes				
3.2	Values/Motivation Yes.				
3.3	Professional Competence (Lifelong Learning) Yes				
3.4	Health Not applicable				
3.5	Close Social Network				
3.6	Family, work-life balance Not applicable Others ...				
4	Work after retirement (“silver work”) Not applicable				
5	Life course orientation Not applicable				
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.) Regional and sectoral dimension.				
6	Linkage to informal work/civic engagement/social volunteering? Not applicable				
7	Other socially innovative dimensions touched worth being mentioned				
8	Brief SWOT evaluation including transferability, sustainability and usability				
<table border="1"> <tr> <td> Strengths: Less labour-intensive and therefore relatively “cheap”. Easily transferable. Sector/industry focus results in better job match. Direct, face-to-face contact between employers and job seekers increases opportunities for older people. </td> <td> Weaknesses: </td> </tr> <tr> <td> Opportunities: </td> <td> Threats: </td> </tr> </table>		Strengths: Less labour-intensive and therefore relatively “cheap”. Easily transferable. Sector/industry focus results in better job match. Direct, face-to-face contact between employers and job seekers increases opportunities for older people.	Weaknesses:	Opportunities:	Threats:
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Opportunities:	Threats:				

<p>Changing employers` selection behavior and hiring policy to be more willing to employ older job seekers.</p> <p>Help older job seekers to improve their soft skills (e.g. motivation, attitude) and presentation.</p> <p>Reduced anxiety, fears about interviews, prejudices regarding employers among older job seekers increases willingness and confidence to use other routes to find employment, as well.</p>	<p>Requires good relationship management of public employment service case workers by maintaining personal contact with employers (knowledge about the company and company culture, building trust).</p> <p>Good experience of employers with the selection of candidates by PES is important.</p>
<p>9 .</p>	<p>Further relevant information Zandvliet, K. et al (2011) Werkgeversbenaderingen van UWV gericht op het aannemen ouderen, UWV, Directie Strategie, Beleid, Kenniscentrum (SBK)</p>

Experience certificate for recognition of prior skills and competences

<p>Country: Netherlands</p> <p>Name of programme/initiative: Experience certificate (<i>Ervaringscertificaat</i>)</p> <p>Theme: Skills, knowledge and competences</p>	
1.	<p>Actor: Public employment service (PES), Dutch Knowledge Centre for Accreditation for Prior Learning (APL), APL-providers (organisations for vocational education or for higher professional education, sector organisations and career management organisations).</p> <p>State of the art: Ongoing.</p> <p>Public incentives used: Yes.</p> <p>In practice/idea/proposal: Practice</p>
2.	<p>Reasons</p> <p>Recognition of prior learning is the common name given to the process of the recognition of competences that an individual has gained through formal, informal or non-formal learning in various settings. Instruments used for recognising previous learning or work experience are important to make the potential of the individual development visible and to improve the human capital management in companies.</p>
3.	<p>Description of approach</p> <p>The experience certificate provides an overview of prior learning, including formal and informal learning, skills and competences, but also life and work experience. It aims to</p> <ul style="list-style-type: none"> increase the employability of individuals and employees by recognizing their prior learning related to a qualification and describe these outcomes in a certificate of experience; get more insight in employees' capacities to create an optimal match with occupational profiles or learning programs on the job; increase the employability of individuals by recognizing and possibly accredit their prior learning to shorten the duration of continuing training/education programmes in order to attain nationally recognised qualifications. <p>Experience certificates can be obtained through an APL provider or if the individual receives an unemployment or sickness/disability benefit he/she can arrange it through the PES.</p> <p>In the first case, individuals need to create a portfolio with evidence of their knowledge and skill (these can include education or diploma certificates, references from employers, records of appraisal etc.). The portfolio is then reviewed by the APL provider who might ask for more details or carry out additional testing. It takes 3 months to get the experience certificate. The costs vary between APL providers and depend on the size of the portfolio (from 1000 to 1500 EUR). There are opportunities to get reimbursed or have a tax deduction (it can be deducted as training costs up until 500 EUR). If</p>

	<p>someone is unsure about the getting the certificate (also in view of the relatively high costs), an interview with the APL provider can be arranged to discuss if it is potentially useful for the individual in question.</p> <p>If the person is a sickness, disability or unemployment benefit recipient then he/she can discuss with the PES case worker to arrange a test to see if the person qualifies for the experience certificate. If that is the case, then the PES arranges and pays the the cost of the certificate. It does not matter if reintegration activities have already been started.</p> <p>In the Dutch system, any organisation can become an APL provider as long as they work according to the APL quality code and are evaluated by an evaluating organisation (currently there are 70 APL providers in the Netherlands). The quality code for APL itself aims to achieve more transparency and comparability and make APL more accessible. The evaluation is demanded every 18 months and for every domain of standards of the APL-provider (for example finance or logistics). The providers that are certified are registered in the National Register for accredited APL-procedures within a specific domain/sector.</p> <p>Is the approach targeted especially on older workers or on all age groups? It is targeted at persons of all ages who already have a job, but would like to improve their position at the workplace or are looking for another job; who are seeking employment or (further) training or education.</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.) Yes
3.2	Values/Motivation Yes
3.3	Professional Competence (Lifelong Learning) Yes
3.4	Health Not applicable
3.5	Close Social Network
3.6	Family, work-life balance Not applicable Others ...
4	Work after retirement (“silver work”) Not applicable
5	Life course orientation Not applicable
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)
6	Linkage to informal work/civic engagement/social volunteering? Yes
7	Other socially innovative dimensions touched worth being mentioned

8	Brief SWOT evaluation including transferability, sustainability and usability	
	<p>Strengths:</p> <p>The certificate provides employers a broader set of information about the applicant's skills and competencies.</p> <p>Support from a professional APL provider/PES worker.</p> <p>Due to its standardized format it is easily recognizable.</p> <p>The experience certificate is subject to an official certification process increasing the reliability of the information it contains.</p> <p>Quality control is ensured through the APL quality code.</p> <p>Easily transferable.</p>	<p>Weaknesses:</p> <p>Relatively high cost of the certificate with limited financial support.</p>
	<p>Opportunities:</p> <p>The certificate (standardized format, certified source) may appeal more to employers and employment agencies thus increasing the applicant's chance to be called in an interview.</p> <p>Certificate owners gain experience in preparing their portfolio, learn about their skills and competences and how to present these also in the future.</p>	<p>Threats:</p> <p>People who are not benefit receivers (e.g. no able to obtain the certificate through the PES) and cannot afford to pay for the certificate themselves are disadvantaged.</p>
9	<p>Further relevant information</p> <p>Website: http://www.kenniscentrumevc.nl/werknemers/English</p>	

Gatekeeper centres for the reintegration of employees with disability or health problems

<p>Country: Netherlands</p> <p>Name of programme/initiative: Gatekeeper centres (<i>Poortwachterscentra</i>)</p> <p>Theme: Reintegration</p>	
1.	<p>Actor: Employers (both public and private), business owners (the public employment service, the Centre for Work and Income and the Ministry of Social Affairs and Labour have a limited role as initiators or support providers)</p> <p>State of the art: The first gatekeeper centre was established in 2004 in the region of Noord Holland Noord and over the years has grown into a large network of several centres covering other regions as well. In 2007, there were 36 gatekeeper centres across the Netherlands and in 2008, another 18 opened.</p> <p>Public incentives used: Gatekeeper centres are non-profit organizations. They are financed from membership fees paid by employers. Additional funding may come from other sources e.g. social partner funds such as the Confederation of Netherlands Industry and Employers (VNO-NCW).</p> <p>In practice/idea/proposal: Practice</p>
2.	<p>Reasons</p> <p>In the Netherlands, the so-called Gatekeeper Act (<i>Wet Poortwachter</i>) came into force in 2002 according to which the employer has to continue paying the salary of an employee during the first two years of sick leave or temporary disability. Employers are expected to help their sick employees return to work as soon as possible. An important component of the Gatekeeper Act is a rehabilitation plan which needs to outline the specific steps required (both on the side of the employer and the employee) for the reintegration of the sick employee. If it is not possible for the employee to return to work with the original employer, the employer is obliged to help the employee find work with another employer. As employers were unsatisfied with the information and support given by the PES and other governmental institutions in this process, they decided to set up a system of regional intersectoral employer networks that facilitates the reintegration of employees, who were not able to return to their previous jobs, through regional gatekeeper centres.</p>
3.	<p>Description of approach</p> <p>The key objective of the gatekeeper centres is to assist employers in finding a suitable work for their employees who due to their sickness or chronic health condition are not able to resume work in their old job. This includes for instance arranging interviews or trial placements with a new employer. The centres also function as a knowledge or advice centre, providing information, guidance and mediation in the reintegration process. Additional tasks include organizing regular regional and (sub)regional meetings and networking events, often focusing on a specific theme, for employers to learn from</p>

	<p>each other and share knowledge and experience; collecting, filing and sharing vacant positions (e.g. sending out monthly vacancy newsletters); offering training for employees. There is also cooperation with occupational health services and with specialized reintegration providers.</p> <p>The gatekeeper centres are based on mutual interest and trust, the explicit involvement and commitment of employers, maintaining a network through frequent and informal contact with affiliated employers, and being responsive to their needs. There are no profit interests, no legal or placement targets imposed. The focus is on practical solutions in a timely fashion with short lines of communication between employers and the centre consultants, and not on strategic consultations or research and policy development.</p> <p>Gatekeeper centres function as non-profit organizations with a directing board comprising of a number of employers in the network who take on the roles of president, treasurer and secretary. For direct service tasks, such as counseling and reintegration of employees consultants are employed. They also have the additional task of maintaining the network and recruiting new members. Membership in the gatekeeper centre is subject to paying an annual premium and commitment to purchase services for 1 or more years (the conditions can vary between regional gatekeeper centres).</p> <p>Evaluations of the gatekeeper centres carried out by the Centre of Work and Income and a customer survey of employees by TNO indicate high satisfaction among employers and employees with the services provided. According to surveyed employees, the centres greatly contributed to their fast resumption of work (either with another employer or their own) and mentioned in particular the positive role of the consultants not only as helpful mediators between the employee and the employer, but also their coaching role (e.g. providing information and assistance regarding rights and obligations in the reintegration process). Affiliated employers highlight the informal and practical approach (e.g. no bureaucracy involved) and the advantages of belonging to an established regional network.</p> <p>Is the approach targeted especially on older workers or on all age groups? The services offered by the centres target employers and employees covering all age groups, but most of the clients needing reintegration because of chronic health conditions concern older employees.</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.) Yes
3.2	Values/Motivation Yes
3.3	Professional Competence (Lifelong Learning) Not applicable
3.4	Health Yes
3.5	Close Social Network
3.6	Family, work-life balance Not applicable Others ...
4	Work after retirement ("silver work") Not applicable
5	Life course orientation Not applicable

	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.) People with disability or chronic illness, regional dimension.	
6	Linkage to informal work/civic engagement/social volunteering? Not applicable	
7	Other socially innovative dimensions touched worth being mentioned Knowledge transfer, employer initiative to fill gap in public service provision.	
8	Brief SWOT evaluation including transferability, sustainability and usability	
	<p>Strengths: Initiative by employers for employers and employees based on shared interest and mutual trust (between employers and between employers and employees). Approach tailored to employer needs and regional needs. Facilitates cooperation between employers from different sectors. Allows for faster intervention due to its informal approach (e.g. no bureaucracy involved).</p>	<p>Weaknesses: Limited transferability due to the legal specificity that the initiative seeks to address. Lack of quality control (e.g. quality and number of measures and services offered to employers and employees vary across regions). Limited accountability and transparency regarding outcomes. Employees have no control over what support or measure is offered in the gatekeeper centres (e.g. whether these actually meet their needs).</p>
	<p>Opportunities: Opportunities for employers for knowledge sharing and learning. Enhances future collaboration or cooperation on other issues of common interest. Positive experience of both employers and employees builds trust improving employer and employee relations and the work environment.</p>	<p>Threats: Maintaining the network requires the active involvement, continuous investment and commitment of the employers. SMEs might be discouraged to join due to membership payment and commitment to purchase services. Outcomes depend on the qualities and abilities of the consultants.</p>
9	Further relevant information	
	Piek, P. & Fermin, B. (2009) Het regionale domein en het functioneren van poortwachtercentra, TNO Raad voor Werk en Inkomen (2007) Handreiking Poortwachtercentra Website: http://www.kennisbanksocialeinnovatie.nl/nl/kennis/kennisbank/poortwachtercentra/89	

Age mirror to enhance age management in the company

<p>Country: Netherlands</p> <p>Name of programme/initiative: Age mirror (<i>Leeftijdsspiegel</i>)</p> <p>Theme: Age management</p>	
1.	<p>Actor: Ministry of Social Affairs and Employment, Employers organization AUVN and Servicepunt Arbeidsmarkt MKB</p> <p>State of the art: Started in 2005 and ongoing.</p> <p>Public incentives used: Yes</p> <p>In practice/idea/proposal: Practice</p>
2.	<p>Reasons</p> <p>The Dutch population is ageing and overtime there will be a shortage of school leavers to meet the demand for new staff. Many organisations have started to realise that the exit from the labour market of baby boomers over the years to come will pose issues such as how to transfer and secure their work experience. Employers need to take action to prepare for this. To do so requires that companies make an assessment of their organisation's position (e.g. will they have to deal with problems in the short term, or will it face a challenge in the longer term).</p>
3.	<p>Description of approach</p> <p>The age mirror aims to provide an overview of the company in relation to age management. It asks relevant questions to determine where the organisation stands in terms of the age structure of the organisation and offers points of departure for developing and implementing age management policies in the company.</p> <p>The age mirror is a checklist with 24 questions structured in the following 4 steps:</p> <p>Step 1: Determining whether or not the organisation has a problem with 'ageing';</p> <p>Step 2: Discussing the problem with relevant people on behalf of the employer or employee;</p> <p>Step 3: Developing a vision, devising strategies and executing action;</p> <p>Step 4: Learning from experiences.</p> <p>After completing these steps, the user can, for example, determine that there is no problem, or that the problem is easy to deal with or further actions of readjustments may be needed.</p> <p>The age mirror was developed first as a pilot. This pilot version was then tested with employers, managers as well as employees and was further improved. The tool provides employers with a snapshot of their organisation and work force, is intended to raise the issue of developing company age management policies and strategies, and initiate actions and dialogue within the organisation.</p> <p>Is the approach targeted especially on older workers or on all age groups? Targeted at employers.</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.) Yes
3.2	Values/Motivation Yes

3.3	Professional Competence (Lifelong Learning) Yes				
3.4	Health Not applicable				
3.5	Close Social Network				
3.6	Family, work-life balance Not applicable				
4	Work after retirement (“silver work”) Not applicable				
5	Life course orientation Yes				
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)				
6	Linkage to informal work/civic engagement/social volunteering? Not applicable				
7	Other socially innovative dimensions touched worth being mentioned				
8	Brief SWOT evaluation including transferability, sustainability and usability				
	<table border="1"> <tr> <td> <p>Strengths: The questionnaire is easy to access and download. Guidelines to the questionnaire and information about age management are provided. Takes a relatively short time (about 1 hour) to complete. Easily transferable.</p> </td> <td> <p>Weaknesses: The age mirror provides no answers to solutions, only a tool on which basis solutions can be discussed and actions implemented. Might be useful only for organizations who are dealing with the ageing issue for the first time.</p> </td> </tr> <tr> <td> <p>Opportunities: The age mirror can be an initiator (inviting employers to look into the mirror) of change in the company’s work organization and its handling of age issues, but also of others (i.e. enhancing and investing in the employability of its work force).</p> </td> <td> <p>Threats: Increasing awareness among employers about the age mirror and age management in general (e.g. use of campaigns to keep the issue on the agenda) is needed. Filling out a questionnaire does not replace dialogue and actual action in the organization.</p> </td> </tr> </table>	<p>Strengths: The questionnaire is easy to access and download. Guidelines to the questionnaire and information about age management are provided. Takes a relatively short time (about 1 hour) to complete. Easily transferable.</p>	<p>Weaknesses: The age mirror provides no answers to solutions, only a tool on which basis solutions can be discussed and actions implemented. Might be useful only for organizations who are dealing with the ageing issue for the first time.</p>	<p>Opportunities: The age mirror can be an initiator (inviting employers to look into the mirror) of change in the company’s work organization and its handling of age issues, but also of others (i.e. enhancing and investing in the employability of its work force).</p>	<p>Threats: Increasing awareness among employers about the age mirror and age management in general (e.g. use of campaigns to keep the issue on the agenda) is needed. Filling out a questionnaire does not replace dialogue and actual action in the organization.</p>
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9	Further relevant information AWVN (2005) Leefijdsspiegel: 24 vragen over inzetbaarheid naar levensfase in uw organisatie, gezien vanuit het perspectief van werkgever en erknermer				

FEDAcademie to facilitate lifelong learning by promoting (technical) knowledge and competence of staff

<p>Country: Netherlands</p> <p>Name of programme/initiative: FEDAcademie</p> <p>Theme: Life-Long Learning (LLL)</p>	
1	<p>Actor: FEDAcademie Foundation (changed into TechniekXL Foundation on 30 September 2014) is a unique partnership of employers, employees, training funds, industry associations and individual companies, including the Association FEDA (Federation of Drive & Automation Sector Organization) - which represents around 200 member companies (including Siemens, Rexroth (Bosh Group), FESTO, ROVC etc.) –, Technology Industry Association FME (2,400 member companies with 225,000 employees), as well as SKF and Reed Business (training providers for the Foundation).</p> <p>State of the art: FEDAcademie was established in 2011 (from September 2014 it continues as TechniekXL Foundation). Already in 2006, FEDA set up a committee to put training on the agenda, which was followed by a research study (2009-2010) to identify the skill needs and potential knowledge gaps in the member companies.</p> <p>Public incentives used: Subsidies from Labour Market and Training Fund (Arbeidsmarkt- en Opleidingsfonds (A+O Funds)) set up by the Social Partners.</p> <p>In practice/idea/proposal: Practice</p>
2	<p>Reasons</p> <p>Companies in the metal, engineering and technology-based industries experience rapidly changing competence needs due to constant development in innovation and technology, changing consumer demands and global competition. Because of this, companies need to invest in skills, knowledge and competence development, adopting a strategic approach to human resource development which, in light of demographic trends, has become a pressing challenge for many companies.</p>
3	<p>Description of approach</p> <p>The aim of the FEDAcademie is to facilitate lifelong learning by supporting companies to develop technical knowledge and competence of its workforce. It provides short, flexible and up-to-date technical training courses for employees in four key areas: mechanical engineering; electrical and electronics; process management; and industrial automation.</p> <p>It uses a blended learning concept (i.e. combining presentations, case assignments, and other learning materials).</p> <p>The approach allows for flexibility in the organization as training can take place at different premises (of the trainers or in the company)</p> <p>It connects companies and trainers through virtual networks, providing various training tools, such as e-learning (via websites, newsletters and e-tutors) to improve the organization and communication of training initiatives.</p> <p>It cooperates closely with leading industry partners and provides a platform for the exchange of knowledge and good practice between industry stakeholders in the technology sector.</p> <p>The foundation provides nationwide training and courses and while its focus is on corporate training, the courses are, at a combined level, comparable to regular education courses.</p>

	Is the approach targeted especially on older workers or on all age groups? It is targeted at all workers employed in companies of the relevant sector.		
3.1	Dimensions and quality of work (career and employment security, wages etc.) Yes		
3.2	Values/Motivation Yes		
3.3	Professional Competence (Lifelong Learning) Yes		
3.4	Health Not applicable		
3.5	Close Social Network Not applicable		
3.6	Family, work-life balance Not applicable Others ...		
4	Work after retirement (“silver work”) Not applicable		
5	Life course orientation Yes		
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)		
6	Linkage to informal work/civic engagement/social volunteering? Not applicable		
7	Other socially innovative dimensions touched worth being mentioned		
8	Brief SWOT evaluation including transferability, sustainability and usability		
<table border="1"> <tr> <td style="width: 50%; vertical-align: top;"> Strengths: Flexible and up-to-date training via virtual networks complementing traditional classroom learning. Learning approach that combines theory and practice. Solid preparation with mapping the knowledge and skill needs of the target group. Demand driven (i.e. depending on the companies’ real skill needs). Provides platform for companies and managers to exchange knowledge and good practices. Strong cooperation with leading industry partners and stakeholders. </td> <td style="width: 50%; vertical-align: top;"> Weaknesses: </td> </tr> </table>		Strengths: Flexible and up-to-date training via virtual networks complementing traditional classroom learning. Learning approach that combines theory and practice. Solid preparation with mapping the knowledge and skill needs of the target group. Demand driven (i.e. depending on the companies’ real skill needs). Provides platform for companies and managers to exchange knowledge and good practices. Strong cooperation with leading industry partners and stakeholders.	Weaknesses:
Strengths: Flexible and up-to-date training via virtual networks complementing traditional classroom learning. Learning approach that combines theory and practice. Solid preparation with mapping the knowledge and skill needs of the target group. Demand driven (i.e. depending on the companies’ real skill needs). Provides platform for companies and managers to exchange knowledge and good practices. Strong cooperation with leading industry partners and stakeholders.	Weaknesses:		

<p>Opportunities: Driving the development and innovativeness of companies. Increasing adaptability and employability of employees.</p>	<p>Threats:</p>
<p>9 Further relevant information . FEDA website: https://www.feda.nl/ Website of TechniekXL Foundation: http://www.techniekxl.nl/ CEEMET (2012) SHAPING TALENTS New business prospects, competitiveness and improved employability through lifelong learning</p>	

Company case 1: integrated health management to improve health at work

<p>Country: Netherlands</p> <p>Name of programme/initiative: Implementing integrated health management in the company</p> <p>Theme: Health</p>	
1.	<p>Actor: Dutch centre for vehicle technology and information (RDW) in cooperation with TNO.</p> <p>State of the art: Implemented in 2010, ongoing.</p> <p>Public incentives used: No.</p> <p>In practice/idea/proposal: Practice</p>
2.	<p>Reasons</p> <p>RDW is the Dutch licensing authority for all vehicles on the public highway and is responsible to ensure that all these vehicles comply with the safety and environmental requirements. RDW has around 1300 employees. In 2013, the median age of its workforce was 48 years. Until 2009, RDW's policy on working conditions and health and safety focused on fulfilling the statutory requirements and providing support during sick leave in monitoring and reintegration. Similarly to other Dutch companies, RDW is facing the challenge of an ageing workforce, but also of fast changing technological innovations and increased globalisation. Workers have to quickly and repeatedly adjust to these changes and so RDW needs to ensure that its employees can keep up with the new developments and job requirements both in the present and in the future. This requires a switch from a reactive policy on working conditions and absenteeism to a more proactive and preventive policy and investing in health prevention and promotion in the company.</p>
3.	<p>Description of approach</p> <p>The aim of implementing integrated health management in RDW was to create a work environment in which good health and high performance of the employees and the company are fostered. To do so, RDW implemented integrated health management (IHM) in the company. IHM is the systematic management of health and vitality of both the employee and the company (e.g. organizational health). The approach is based on participation of all actors and their mutual interaction. The measure was implemented gradually, starting with the preparation of a framework document with the help of TNO. The document had to set out the goals and expectations of a proactive health policy, the responsibilities and tasks of the different parties concerned (management, employees, work council, HR, occupational health and safety professionals), lines of communication and participation, and implementation and monitoring of the specific activities at both the individual and organizational level. The document was drawn up by the management based on regular consultation with and feedback from employees. The document was approved and ratified in early 2010 and the following measures were implemented:</p>

	<p>The Vitality programme focusing on health prevention including physical and mental health (for the mental health component, an online coaching programme was used called Menzis` You Plus-MYP which was offered for a trial period of 1 year for all RDW employees);</p> <p>The New Works pilot was implemented in the ICT division introducing a new way of working with a new desking concept (flexible workstations),</p> <p>Policy on aggression aiming to improve workers` skill to deal with emotions and aggression (around 70% of RDW workers are men) using a learning module developed specifically to address this issue (this service was evaluated in 2012 and proved to be very useful);</p> <p>No-smoking policy (the aim was to make RDW smoke free by 2012, which was realized).</p> <p>Solid preparation was a key success factor of the implementation of the IHM. The preparatory phase consisted of several steps such as an evaluation of absenteeism policy also raising awareness of the financial impact of absenteeism due to ill health among employees; developing a business case with the help of TNO estimating the benefits and costs of the new approach; and involvement and participation of all stakeholders also making use of external expertise (e.g. Occupational health and safety authority).</p> <p>Is the approach targeted especially on older workers or on all age groups? It is targeted at all employees of the company.</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.) Yes
3.2	Values/Motivation Yes
3.3	Professional Competence (Lifelong Learning) Yes
3.4	Health Yes
3.5	Close Social Network
3.6	Family, work-life balance Not applicable Others ...
4	Work after retirement (“silver work”) Not applicable
5	Life course orientation Yes
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)
6	Linkage to informal work/civic engagement/social volunteering? Not applicable
7	Other socially innovative dimensions touched worth being mentioned
8	Brief SWOT evaluation including transferability, sustainability and usability

<p>Strengths: Proactive approach. Long-term perspective (ensuring sustainability of the programme). Involvement and active role of employees and other relevant stakeholders. Solid preparation. Initiating a diverse set of health measures (focus on improving both physical and mental health). Regular monitoring and evaluation of the implemented programmes.</p>	<p>Weaknesses: No change in absenteeism rates (4.5% in 2010; 4.4% in 2013).</p>
<p>Opportunities: Participatory approach allows for a tailor-made development of health policy in the organization which makes the initiative easy to transfer to other organizations (both public and private), as well. Improved health outcomes and performance of employees and the organization. Positive change in the organization and culture of the workplace.</p>	<p>Threats: In a more ‘conservative’ work culture, people may find it difficult to give up certain acquired rights and habits (this may endanger implementation as the approach requires more initiative and engagement from the employees themselves). Commitment from the employer and management is a key prerequisite. Awareness raising among employees is important for gaining support (e.g. many employees consider that health is a private issue and not the employer’s concern)</p>
<p>9</p>	<p>Further relevant information RDW website: https://www.rdw.nl/particulier/Paginas/default.aspx EU OSHA (2013) RDW – On a Healthy and Safe course (the Netherlands), OSHA Case Studies</p>

Company case 2: measures to improve working conditions

<p>Country: Netherlands</p> <p>Name of programme/initiative: Measures to improve working conditions and address challenge posed by an ageing workforce</p> <p>Theme: Working conditions</p>	
1.	<p>Actor: Waterland Hospital (Purmerend, the Netherlands). The hospital has 1,162 employees, 90% of whom work on a part-time basis. 85% of its employees are women and almost half of the staff is aged 45 years or older.</p> <p>State of the art: Ongoing.</p> <p>Public incentives used: No.</p> <p>In practice/idea/proposal: Practice</p>
2.	<p>Reasons</p> <p>The issue of ageing population poses important challenges for the healthcare sector, namely an increasing demand for healthcare and long term care in the foreseeable future, and at the same time a shortage of and ageing of the healthcare workforce, particularly in certain health professions and medical specialisations. Over the course of the next 15 years, there is an estimated shortage of 450,000 to 600,000 doctors, nurses and other healthcare professionals which could be exacerbated if no action is taken. In order to ensure sufficient staff in the future, Hospital Waterland has introduced a number of measures, some of which are still in a pilot-phase.</p>
3.	<p>Description of approach</p> <p>The hospital adopted a combination of measures with the overall aim to improve working conditions so that people would work longer and retire later. It includes measures to increase flexibility in working hours, giving more control of the staff to manage their working time and schedule their shifts, reduce work stress arising from the highly demanding work (both physical and mental), support employees in their caring obligations at home, and improve employees health and job satisfaction. The individual measures are as follows:</p> <p><i>Self-rostering:</i> individual staff members are allowed to determine their own roster by consultation and may also arrange for any replacement that may be necessary. They also have a greater control in picking shifts for certain services which are defined in advance. Employees working more hours are given work credits. The idea is that people are given a greater say in determining their working hours. Preparation for the implementation of self-rostering took 6 months with consultations and meetings with staff being the first step. For the pilot, one hospital ward was chosen.</p> <p><i>Care broker:</i> the hospital employs a person who provides assistance to staff with care responsibilities (e.g. arranging transport, shopping for relatives of employees who are in need of care). The initiative was introduced in response to the high share of staff who have care obligations at home (one in four of its workers is a carer) and had to take time to make phone calls etc. to arrange these tasks themselves. This is a particularly important issue in sectors such as healthcare, where the overall majority of the workforce is made up of women.</p>

	<p><i>Relaxing chair:</i> to improve night hours the hospital is experimenting with a relaxing chair where staff can take a powernap during the night. The more demanding nature of night shifts and the fact that night hours are taken by a decreasing number of mostly younger staff (in the hospital sector, workers aged 56 or older are not obliged to do night shifts) were the main reason for introducing this initiative.</p> <p><i>Vitality talks:</i> these talks take place every half year between the employer and employee and are used instead of performance evaluations.</p> <p>Is the approach targeted especially on older workers or on all age groups? It is targeted at all employees of the company.</p>	
3.1	Dimensions and quality of work (career and employment security, wages etc.) Yes	
3.2	Values/Motivation Yes	
3.3	Professional Competence (Lifelong Learning) Yes	
3.4	Health Yes	
3.5	Close Social Network	
3.6	Family, work-life balance Yes Others ...	
4.	Work after retirement (“silver work”) Not applicable	
5.	Life course orientation Yes	
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.) Gender, intergenerational solidarity.	
6.	Linkage to informal work/civic engagement/social volunteering? Not applicable	
7.	Other socially innovative dimensions touched worth being mentioned	
8.	Brief SWOT evaluation including transferability, sustainability and usability	
	Strengths: Combined measures to improve working conditions. Giving more control to employees over their working time. Measures introduced in consultation with staff.	Weaknesses:
	Opportunities: Better work-life balance, in particular for workers with care obligations. Increasing job satisfaction. Extending working life.	Threats:
9	Further relevant information . Duurzaam inzetbaar in Waterlandziekenhuis: http://www.awvn.nl/thema-site/Documents/SPECIAL-DI-WATERLANDZIEKENHUIS.pdf Annual Report 2012 and 2013: http://www.waterlandziekenhuis.nl/over-het-waterlandziekenhuis/#/publicaties/jaarverslagen	

2.8 Poland

Izabela Styczyńska

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Summary

Measures and approaches aimed at supporting the professional activation of people aged 50 plus have several addressees. Almost half of them are addressed to public institutions and regional governments. The rest is directed to individuals and to employers.

All activities can be divided into five objectives:

Improvement of qualifications and skills of people aged 45 plus in accordance to labour market needs;

Creation of less hostile corporate culture and work environment for older employees;

Increasing the efficiency of activities aimed at promoting employment and professional activity;

Supporting the idea of active and healthy ageing;

Developing cooperation aimed at improving the participation of people over 50.

The first objective includes mainly activities related to training and education of the elderly. It supports the LLL activities (promotion, educational counselling, between-generational cooperation, provision of trainings). One of the activities of innovative character is the support of the sustainable cooperation of employers with educational institutions in shaping the educational and development offer for people over 45. The second interesting activity under this objective supports the increase of the awareness and attractiveness of the employment of the elderly among SME. Measures under this objective are addressed to employed, and unemployed people aged 45 plus and employers.

The second objective includes activities enforcing the development of systems of career planning in companies, improvement of working conditions, or implementation of systemic solutions aimed at encouraging employers to keep people aged 50 plus in work. They are mainly addressed to employers.

The objective concentrated on healthy and active aging (number 4) is one of the broadest scope and it is addressed not only to the elderly, but to entire public. Activities implemented under this topic are related not only to economic activity, but also to other broad forms of social, cultural and educational activities.

The third and fifth objectives are mainly addressed to public institutions, and regional authorities. They aim to increase the promotion of employment of the elderly, and to build a cooperation of public institutions and social partners. They are excluded from our analyses.

Many measures described above reflect the possibility to introduce **foreign good practice** in the field of mobilizing older workers in Poland both on the demand and the supply side. Special attention is given to **disabled** as a part of target group that has specific needs for better engagement in the labour market. But other horizontal dimensions, like gender equality, are often missing.

The approach presented is evolving over time. Despite the fact that no evaluations are implemented, public authorities analyse the demand and the needs of public institutions, regional governments, and institutions of third sector and adapt approaches according to their requests. Public debate initiated by Polish Ministry of Labour and Social Affairs, especially in the field of extending working lives of the elderly, is broadly used and commonly accepted by all social partners. Therefore topics neglected in the past, are now under the discussion and implementation.

Money is an important topic in implementing programs. The overview has shown that majority of the approaches uses funding from European Social Fund. Some of them can be financed from Regional

Operational Programme. Also national funds from the Polish Ministry of Labour and Social Affairs are available (ASOS programme).

To sum up, given the fact that the concept of active ageing was created relatively late in Poland and majority of actions were initiated at local level, by third sector, or by local governments, public authorities managed very smoothly to create national programs of coherent character with common aims and indicators.

Training for entrepreneurs to increase their awareness of age management

Name of the program/initiative: We age in plus – training for entrepreneurs	
1.	<p>Actor: Polska Agencja Rozwoju Przedsiębiorczości (Polish Agency for Enterprise Development). It is a government agency responsible for providing the support to Polish entrepreneurs in the implementation of competitive projects. The help is particularly aimed at the sector of small and medium enterprises. Supporting actor: Uniwersytet Warszawski (University of Warsaw). It is the largest university in Poland, established in 1816. State of the art: The programme took place between 2009 and 2013. Public incentives used: Yes – the programme was financed from Human Capital Operational Program. In practice/idea/proposal: In practice.</p>
2.	<p>Reasons (initiating dimensions) Polish society is ageing – people live longer, while the fertility is dropping. This situation may lead to the shortage of labour force in the near future and problems for pension systems. That is why it is necessary to increase the employability of older people. Unfortunately the knowledge about age management and benefits from employing older people is very low among Polish entrepreneurs. The programme is designed to fill this gap.</p>
3.	<p>Description of approach (which dimension of the supply of labour is addressed and what are the aims?) – the employability The aim of the programme was to increase the awareness and improve the knowledge of companies' owners and management about age management and benefits associated with employing older people. The participants were taught among others about best practices in age management, necessary conditions for their implementation, competitive advantages and productivity increase related to the employment of older people. The programme included the implementation of the best solutions of age management in the participating firms and organisations as well. Is the approach targeted especially on older workers or on all the groups? The training is targeted on all of the entrepreneurs – not only the old ones. However, the training is about age management, thus it concerns older workers.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.) N/A</p>
3.2	<p>Values/Motivation Awareness of age management, improving efficiency and productivity</p>
3.3	<p>Professional Competence (Lifelong Learning) Professional training for owners and management of firms</p>
3.4	<p>Health</p>

	N/A	
3.5	Close Social Network N/A	
3.6	Family, work/life balance N/A Others ...	
4.	Work after retirement (“silver work”) N/A	
5.	Life course orientation	
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? N/A	
6.	Linkage to informal work/civic engagement/ social volunteering? N/A	
7.	Other socially innovative dimensions touched worth being mentioned? Changing the attitudes of the employers towards age management.	
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)	
	Strengths: Increasing the awareness of age management Increasing the productivity and efficiency thanks to employing older workers	Weaknesses: Training should be repeated allowing the participants to keep in touch with the progress in age management
	Opportunities: Training may be continued and offered to other enterprises One can make it obligatory for all firms The materials from the programme may be used in economic research	Threats: Some of the best practices from other countries presented on a training may not be easily applicable in Poland
9.	Further relevant information (also sources such as literature, interviews etc.) http://www.zarządzaniemwiekiem.pl/	

Employment subsidies to increase the demand for older workers

Name of the program/initiative: Wage subsidy for employment of people 50 years old or older	
1.	<p>Actor: Local governor – starosta powiatu</p> <p>State of the art: Ongoing</p> <p>Public incentives used: Yes.</p> <p>In practice/idea/proposal: In practice.</p>
2.	<p>Reasons (initiating dimensions)</p> <p>Unemployed people 50 years old or older often face difficulties in finding a job. The programme aims at increasing their employability thanks to financing part of their wages and salaries from public funds.</p>
3.	<p>Description of approach (which dimension of the supply of labour is addressed and what are the aims?) – the employability</p> <p>Any employer who employs the unemployed person may get a subsidy to the wage of the latter. The subsidy cannot be greater than a half of the current minimum wage. Depending on the age of the employee the subsidy can last for 12 or 24 months, while the employment must not finish until the period of the subsidy plus 6 or 12 months.</p> <p>Is the approach targeted especially on older workers or on all the groups?</p> <p>The approach is targeted especially on older workers.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p> <p>Wage subsidy, employment security for a given period</p>
3.2	<p>Values/Motivation</p> <p>Fight with unemployment</p>
3.3	<p>Professional Competence (Lifelong Learning)</p> <p>N/A</p>
3.4	<p>Health</p> <p>N/A</p>
3.5	<p>Close Social Network</p> <p>N/A</p>
3.6	<p>Family, work/life balance</p> <p>N/A</p> <p>Others ...</p>
4.	<p>Work after retirement (“silver work”)</p>

	N/A	
5.	Life course orientation	
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? Social inequality – older unemployed people are discriminated on the job market, thanks to the project they gain a privilege	
6.	Linkage to informal work/civic engagement/ social volunteering? N/A	
7.	Other socially innovative dimensions touched worth being mentioned?	
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)	
	Strengths: Reducing unemployment of old people Reducing the costs of the employers	Weaknesses: The programme may be costly on a large scale Some people may be employed only due to the subsidy – wrong allocation of human resources
	Opportunities: Easy to implement anywhere Programme can be extended by funding a professional training for the new employees	Threats: Attitudes of the new employees are uncertain – over time they might not be as productive as they could due to employment security
9.	Further relevant information (also sources such as literature, interviews etc.) http://zielonalinia.gov.pl/Dofinansowanie-wynagrodzen-za-zatrudnienie-pracownikow-41143	

Lower labour costs of older people to facilitate their employment

Name of the program/initiative: Reducing labour costs of older people	
1.	<p>Actor: Fundusz Pracy (Labor Fund) and Fundusz Gwarantowanych Świadczeń Pracowniczych (Guaranteed Employee Benefits Fund). These are both public funds related to labour market. The first one is responsible for funding unemployment benefits, intervention works, public works, training of the unemployed, labour market research etc. The other is responsible for funding wages and employment benefits of the employees in case of the insolvency of the employer.</p> <p>State of the art: Ongoing.</p> <p>Public incentives used: Yes - exemption from paying social obligations.</p> <p>In practice/idea/proposal: In practice.</p>
2.	<p>Reasons (initiating dimensions) Labor costs constitute an important factor in determining unemployment in Poland. Reducing them for a particular group of people (the old ones) should help to lower unemployment in this group.</p>
3.	<p>Description of approach (which dimension of the supply of labour is addressed and what are the aims?) – the employability The employers who employ women 55 years old or older or men 60 years old or older are exempted from the obligation to pay social obligations to labour market funds for them. If the employers employ the unemployed people 50 years old or older for a fixed period of time (12 months) they do not have to pay the obligations as well. The employers may also get 80% refund of the training costs of the employees 45 years old or older (up to 300% of the average wage in the economy).</p> <p>Is the approach targeted especially on older workers or on all the groups? The approach is targeted especially on older workers.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.) Increased employability, possibility of higher wages</p>
3.2	<p>Values/Motivation Fight with unemployment, reducing social obligations</p>
3.3	<p>Professional Competence (Lifelong Learning) The programme includes refunds for the professional training of older employees.</p>
3.4	<p>Health N/A</p>
3.5	<p>Close Social Network N/A</p>

3.6	Family, work/life balance N/A Others ...	
4.	Work after retirement (“silver work”) N/A	
5.	Life course orientation	
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? Social inequality – older unemployed people are discriminated on the job market, thanks to the project they gain a privilege	
6.	Linkage to informal work/civic engagement/ social volunteering? N/A	
7.	Other socially innovative dimensions touched worth being mentioned?	
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)	
	Strengths: Reducing unemployment Reducing social obligations Making the employment of older people a good investment	Weaknesses: The programme may be costly for public finance – if older employees do not pay social obligations then there is less money for social security system
	Opportunities: The programme may be developed further – transferred to other groups of unemployed, conditional on the age of the employees	Threats: Over time, as ageing of the society continues, the programme may not be enough to face social problems
9.	Further relevant information (also sources such as literature, interviews etc.) http://50plus.gov.pl/Korzysci-dla-pracodawcow-41341	

Promotional actions to change the attitudes towards the employment of older people

Name of the program/initiative: Outplacement in the fifties – chances of older people on the labour market	
1.	<p>Actor: Radomskie Centrum Przedsiębiorczości (Radom Entrepreneurship Center) in Radom. It is a non-governmental organisation supporting social initiatives aiming at reducing unemployment, as well as promoting entrepreneurship and economic development of the Radom region. Supporting actors: local employment agencies, local social assistance center.</p> <p>State of the art: The initiative took place in 2005.</p> <p>Public incentives used: No.</p> <p>In practice/idea/proposal: In practice.</p>
2.	<p>Reasons (initiating dimensions) Older people often face difficulties while looking for employment due to certain discrimination on labour market and negative stereotypes about them. The programme was designed to change these perceptions and attitudes towards older people and to increase the awareness of their problems on the labour market.</p>
3.	<p>Description of approach (which dimension of the supply of labour is addressed and what are the aims?) – the employability The aim of the project was to popularize the employment of older people, to prevent the discrimination on grounds of age and to overcome the stereotypes associated with the perception of older people on the labour market. The approach was targeted on actors shaping public opinion in the Radom region and the partners of the local labour market: representatives of the media, the employers, local employment agencies, non-governmental organisations and older people themselves. The programme involved promotional actions in the media, conferences, trainings, workshops and a project-summarizing publication.</p> <p>Is the approach targeted especially on older workers or on all the groups? The promotional actions were targeted on all of the groups of people, but they were promoting the employability of older people.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.) N/A</p>
3.2	<p>Values/Motivation Changing the attitudes towards the employment of older people</p>
3.3	<p>Professional Competence (Lifelong Learning) N/A</p>
3.4	<p>Health N/A</p>
3.5	<p>Close Social Network</p>

	Various participants of the programme from different sides of the labour market constituted a social network during a project.	
3.6	Family, work/life balance N/A Others ...	
4.	Work after retirement (“silver work”) N/A	
5.	Life course orientation	
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? Regional dimensions: the initiative was a regional promotional programme designed and conducted by the local organisation.	
6.	Linkage to informal work/civic engagement/ social volunteering? N/A	
7.	Other socially innovative dimensions touched worth being mentioned? N/A	
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)	
	Strengths: Increasing the awareness of employment problems of older people Overcoming the stereotypes, changing the perception of older people on labour market Different actors (e.g. media) involved	Weaknesses: The programme was short, while it takes time to change the attitudes and perception
	Opportunities: This kind of actions can be organized anywhere The materials from the programme can be used further	Threats: ?
9.	Further relevant information (also sources such as literature, interviews etc.) http://rynekpracy.org/x/159754	

Fair recruitment process and cooperation after retirement to solve the social problems in local area

Name of the program/initiative: Fair recruitment policy and cooperation after retirement	
1.	<p>Actor: Filter Service Sp. z o.o. in Zgierz. The company carries out labouratory research and produces filtration materials and personal respiratory protection devices. More than 41% of the staff are aged 46 years or older, some of whom have disabilities.</p> <p>State of the art: Ongoing.</p> <p>Public incentives used: Yes – among others tax privileges and exemption from paying certain administrative charges</p> <p>In practice/idea/proposal: In practice.</p>
2.	<p>Reasons (initiating dimensions) Since the mid-1990s the company was looking for the solutions for disabled people who were facing social problems. The company started to maintain a fixed percentage of disabled people in its workforce. It has also recruited many mature workers that probably would not be able to find a job anywhere else due to their age. Company employs some of its former employees during their retirement as well.</p>
3.	<p>Description of approach (which dimension of the supply of labour is addressed and what are the aims?) – the employability The age of the employee is not a criterion in the recruitment process at Filter Service. The company seeks for qualifications and abilities to participate in development of high quality products. The employees are provided with periodic training that allows them to enhance their skills. The company tries to employ the entire families to create a friendly atmosphere. They also employ disabled persons and their former employees on a part-time basis.</p> <p>Is the approach targeted especially on older workers or on all the groups? The approach is targeted on all of the workers.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.) Employment security, part-time jobs</p>
3.2	<p>Values/Motivation Qualifications, friendly atmosphere, solving social problems</p>
3.3	<p>Professional Competence (Lifelong Learning) Periodic professional trainings for the employees</p>
3.4	<p>Health Guaranteed professional healthcare, rehabilitation if necessary</p>
3.5	<p>Close Social Network Employees of the company constitute a close social network</p>
3.6	<p>Family, work/life balance</p>

	Entire families working together Others ...	
4.	Work after retirement (“silver work”) After some time of rest the former employees come back to the company to work on a part-time basis.	
5.	Life course orientation	
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? Intergenerational solidarity, disabled workers, regional dimensions	
6.	Linkage to informal work/civic engagement/social volunteering? N/A	
7.	Other socially innovative dimensions touched worth being mentioned?	
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)	
	Strengths: No discrimination because of the age in recruitment Helping disabled workers Friendly atmosphere at work	Weaknesses: It is not always good to work with own family members Company might face financial difficulties in satisfying all employees' health needs
	Opportunities: Possibility to implement in other companies New generations may follow the previous ones and join the company	Threats: Next generations of the employees might not be as reliable as the previous ones
9.	Further relevant information (also sources such as literature, interviews etc.) http://www.filter.zgierz.pl/eng/ http://www.zysk50plus.pl/?module=Companies&action=GetCompany&companyId=161&sectionId=6	

Workshops and coaching to train older employees in knowledge management

Name of the program/initiative: Expert Vattenfall	
1.	<p>Actor: Vattenfall Energy Trading Sp. z o.o. in Warsaw. The company is a part of the European concern Vattenfall which is active in generation, distribution and sales of electricity and heat, as well as the sales of gas. It is the largest producer of heat and energy in cogeneration in Poland.</p> <p>State of the art: Ongoing.</p> <p>Public incentives used: No.</p> <p>In practice/idea/proposal: In practice.</p>
2.	<p>Reasons (initiating dimensions) Until 2017 more than a half of the employees of Vattenfall in Poland will acquire pension benefits and the majority of them will retire. Thus the company will lose its important asset – experienced professionals. To address this issue Vattenfall organizes workshops and coaching activities for older employees to teach them how effectively transfer their knowledge to younger colleagues.</p>
3.	<p>Description of approach (which dimension of the supply of labour is addressed and what are the aims?) – the employability The programme is based on the series of workshops for older employees in which they are taught about knowledge management, experience exchange, creativity, communication and self-presentation. The mature employees are trained to prepare a new generation of workers for their jobs. They also participate in the events at schools and universities and promote employment in the energy sector.</p> <p>Is the approach targeted especially on older workers or on all the groups? The approach is targeted on older workers.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.) Employment security, good remuneration, professional development possibilities</p>
3.2	<p>Values/Motivation Expertise, knowledge transfer</p>
3.3	<p>Professional Competence (Lifelong Learning) Professional training in knowledge management</p>
3.4	<p>Health N/A</p>
3.5	<p>Close Social Network N/A</p>
3.6	<p>Family, work/life balance N/A</p>

	Others ...	
4.	Work after retirement (“silver work”) N/A	
5.	Life course orientation	
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? N/A	
6.	Linkage to informal work/civic engagement/ social volunteering? N/A	
7.	Other socially innovative dimensions touched worth being mentioned?	
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)	
	Strengths: Facilitating of knowledge transfer in the firm Development of older employees	Weaknesses: Workshops and coaching might be costly Older employees might be reluctant to use modern methods of knowledge management
	Opportunities: Easily transferable into other organisations	Threats: ?
9.	Further relevant information (also sources such as literature, interviews etc.) http://www.zysk50plus.pl/storage/fck/file/vattenfall_dobra_praktyka.pdf	

Specific employment policy to maintain stable human resources matching company's needs

Name of the program/initiative: Specific employment policy – more than a half of the employees 50 years old or older	
1.	<p>Actor: Zemat Sp. z o.o. in Łódź. Polish-American corporation and a primary European manufacturer and supplier of technologically advanced machines using High Frequency (Radio Frequency) Technology for plastics welding and sealing.</p> <p>State of the art: Ongoing.</p> <p>Public incentives used: No.</p> <p>In practice/idea/proposal: In practice.</p>
2.	<p>Reasons (initiating dimensions) The company usually delivers individualized solutions for clients of specific needs. That is why the firm requires high qualifications and experience from their employees which can only be provided by long term workers. The latter are a key resource of the firm to guarantee its reliability and quality of its products.</p>
3.	<p>Description of approach (which dimension of the supply of labour is addressed and what are the aims?) – the employability Long term workers constitute the main part of the ZEMAT workforce. Most of them are 50 years old or older. The company is determined to keep them as it faces difficulty in recruiting new suitably qualified workers. The ways to maintain the older employees include flexible employment options (depending on the amount of orders), flexible working hours, financial benefits and management meeting with staff.</p> <p>Is the approach targeted especially on older workers or on all the groups? The approach is targeted especially on older workers.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.) Employment security, financial benefits, flexible working hours</p>
3.2	<p>Values/Motivation Respect for the old ones, appreciation for the knowledge, skills and experience</p>
3.3	<p>Professional Competence (Lifelong Learning) Older employees serve as mentors, tutors and teachers for the younger staff.</p>
3.4	<p>Health N/A</p>
3.5	<p>Close Social Network The employees usually work in units and teams that constitute a close social network.</p>
3.6	<p>Family, work/life balance Flexible working hours, work on a part-time basis</p>

Others ...					
4.	<p>Work after retirement (“silver work”) Possible, usually when there is a need for the company (depending on the amount of orders)</p>				
5.	<p>Life course orientation</p> <p>Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? Employment policy of Zemat gives the opportunity for intergenerational cooperation when older employees transfer their knowledge and skills to the younger ones.</p>				
6.	<p>Linkage to informal work/civic engagement/ social volunteering? N/A</p>				
7.	<p>Other socially innovative dimensions touched worth being mentioned?</p>				
8.	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)</p> <table border="1"> <tr> <td> <p>Strengths: The policy allows the company to maintain high quality and reliability The initiative helps to make the most of the skills and knowledge of older workers</p> </td> <td> <p>Weaknesses: There might be not enough young workers to perform simpler task due to the company’s policy</p> </td> </tr> <tr> <td> <p>Opportunities: Stable employment in Zemat may encourage young people to study in vocational schools</p> </td> <td> <p>Threats: If there will be no inflow of new younger workers, someday the company will collapse</p> </td> </tr> </table>	<p>Strengths: The policy allows the company to maintain high quality and reliability The initiative helps to make the most of the skills and knowledge of older workers</p>	<p>Weaknesses: There might be not enough young workers to perform simpler task due to the company’s policy</p>	<p>Opportunities: Stable employment in Zemat may encourage young people to study in vocational schools</p>	<p>Threats: If there will be no inflow of new younger workers, someday the company will collapse</p>
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<p>Opportunities: Stable employment in Zemat may encourage young people to study in vocational schools</p>	<p>Threats: If there will be no inflow of new younger workers, someday the company will collapse</p>				
9.	<p>Further relevant information (also sources such as literature, interviews etc.) http://www.zemat.com/pl/ http://www.zysk50plus.pl/?module=Companies&action=GetCompany&companyId=171&sectionId=6 http://www.kadry.abc.com.pl/czytaj/-/artykul/zarzadzanie-wiekciem-dobre-praktyki-polskich-organizacji</p>				

Mentoring through IT to exchange skills between generations

Name of the program/initiative: Mentoring through IT	
1.	<p>Actor Krajowa Agencja Informacyjna „Info” Sp. z o.o. with Fundacja na Rzecz Rozwoju Społeczeństwa Opartego na Wiedzy „Nowe Media”, Warmińsko-Mazurski Związek Pracodawców Prywatnych and Zakład Elektronicznej Techniki Obliczeniowej w Olsztynie Sp. z o.o.</p> <p>State of the art: The project was held in 2006-2007</p> <p>Public incentives used: Yes – financed from EQUAL Community Initiative Programme</p> <p>In practice/idea/proposal: In practice.</p>
2.	<p>Reasons (initiating dimensions) The reason for the programme was the fact that older experienced employees often face difficulties in managing modern IT solutions, while young people entering job market lack relevant expertise. To address these issues the programme was designed to match the needs of both groups as they might be satisfied by each other of them.</p>
3.	<p>Description of approach (which dimension of the supply of labour is addressed and what are the aims?) – the employability Before the programme was launched there was a comprehensive study to recognize training needs of the two groups of people – experienced professionals with little computer skills and young people finishing their education. After the identification of complementary needs the groups were matched with each other. First, young generation helped the older one in using the e-learning platform. Next, the platform was used to transfer knowledge from older workers to their younger colleagues.</p> <p>Is the approach targeted especially on older workers or on all the groups? The approach was targeted at people 50 years old or older from medium and small enterprises sector and people entering the job market.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.) N/A</p>
3.2	<p>Values/Motivation Expertise, intergenerational cooperation</p>
3.3	<p>Professional Competence (Lifelong Learning) Improving IT competences of older workers</p>
3.4	<p>Health N/A</p>
3.5	<p>Close Social Network Mentoring relationship</p>
3.6	<p>Family, work/life balance</p>

	N/A Others ...	
4.	Work after retirement (“silver work”) N/A	
5.	Life course orientation	
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? Intergenerational solidarity – younger people help the older ones and the other way round	
6.	Linkage to informal work/civic engagement/ social volunteering? N/A	
7.	Other socially innovative dimensions touched worth being mentioned?	
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)	
	Strengths: Project was based on a comprehensive research on the needs Skills and knowledge that were transferred via mentoring were company-specific Various participants – firms from different sectors, schools, NGOs	Weaknesses: Older workers were reluctant to share their knowledge Additional knowledge management training was needed
	Opportunities: The project can be applied in any sector anywhere	Threats: ?
9.	Further relevant information (also sources such as literature, interviews etc.) http://www.equal.org.pl/baza.php?M=10&PID=53&lang=pl	

ICT training to facilitate return to job market

Name of the program/initiative: "I'm coming back to work." Computer skills as a chance to return to professional activity	
1.	<p>Actor: Office MK Informatyczne Centrum Szkoleniowe in Słupsk. The organisation is a private center of lifelong learning and professional training.</p> <p>State of the art: The initiative took place between April 2008 and December 2009.</p> <p>Public incentives used: Yes. Funds from Human Capital Operational Program.</p> <p>In practice/idea/proposal: In practice.</p>
2.	<p>Reasons (initiating dimensions) Older people often face difficulties in working on the computer. The lack of ICT skills is frequently a reason why these people are unemployed. To overcome this problem Office MK organized a series of trainings for older unemployed people in which they could learn necessary computer skills.</p>
3.	<p>Description of approach (which dimension of the supply of labour is addressed and what are the aims?) – the employability Before the programme was launched there was a survey analyzing job market in the area and identifying the needs of the old unemployed. Then there was an information campaign about the initiative in the press and using posters and flyers. Finally the professional training in ICT skills took place. The participants learnt how to use a computer, office equipment and how to surf the Internet.</p> <p>Is the approach targeted especially on older workers or on all the groups? The approach is targeted especially on older workers.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.) Better career opportunities after achieving computer literacy</p>
3.2	<p>Values/Motivation Support for the unemployed people</p>
3.3	<p>Professional Competence (Lifelong Learning) Development of ICT skills</p>
3.4	<p>Health N/A</p>
3.5	<p>Close Social Network N/A</p>
3.6	<p>Family, work/life balance N/A</p> <p>Others ...</p>
4.	Work after retirement ("silver work")

	Some of the participants were retired. However, after the ICT training some of them will possibly come back to the job market.	
5.	Life course orientation	
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? Fight with unemployment and digital exclusion	
6.	Linkage to informal work/civic engagement/ social volunteering? N/A	
7.	Other socially innovative dimensions touched worth being mentioned?	
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)	
	Strengths: Improving ICT skills in the society Fighting with unemployment Small costs	Weaknesses: Small scale Not enough time for practice for people not having a computer at home
	Opportunities: Training can be organized anywhere The programme can develop further as there is a significant need for ICT skill nowadays	Threats: After the training the participants might not follow changes in technology and as a result become digitally excluded again
9.	Further relevant information (also sources such as literature, interviews etc.) http://mp-defs.pomorskie.eu/projekt/id,101,wracam_do_pracy - umiejetnosc_obsługi_komputera_szansa_na_powrot_do_aktywnosci_zawodowej.html	

Government Programme ASOS to increase social activity

Name of the program/initiative: Government Programme for Social Activity of Older People ASOS for the years 2014-2020 (Rządowy Programme na rzecz Aktywności Społecznej Osób Starszych na lata 2014–2020)	
1.	<p>Actor: Polish Ministry of Labour and Social Policy in cooperation with non-governmental organisations, non-profit organisations and local government units.</p> <p>State of the art: Ongoing since 2014. The programme is a successor of the Government ASOS Programme for the years 2012-2013.</p> <p>Public incentives used: Yes.</p> <p>In practice/idea/proposal: In practice.</p>
2.	<p>Reasons (initiating dimensions) Poland has the lowest Active Ageing Index in the European Union. Social activity, including employment, is very low among older people. The programme aims at increasing social productivity of this group and thanks to that increasing their standard of living.</p>
3.	<p>Description of approach (which dimension of the supply of labour is addressed and what are the aims?) – the employability The approach of the programme is, among others, designed to increase the employability of older people through voluntary work, participation in local policy creation, work for local organisations and communities, mutual aid etc.</p> <p>Is the approach targeted especially on older workers or on all the groups? The approach is targeted especially on older workers.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.) Reduced working hours, work adjusted to the age</p>
3.2	<p>Values/Motivation Increasing social productivity of older people, intergenerational cooperation, developing local communities</p>
3.3	<p>Professional Competence (Lifelong Learning) Computer skills development, Universities of the Third Age</p>
3.4	<p>Health N/A</p>
3.5	<p>Close Social Network Work within local social network, increasing social participation of older people in various social events</p>
3.6	<p>Family, work/life balance N/A</p> <p>Others ...</p>

4.	Work after retirement (“silver work”) Employment in the programme is mainly targeted at work after retirement.	
5.	Life course orientation Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? The programme supports intergenerational cooperation by involving older people in different social activities that increase their social productivity. There is also an issues of gender as women constitute the majority of one-person households of older people.	
6.	Linkage to informal work/civic engagement/social volunteering? This kind of work – informal, social engagement and volunteering are the main part of the program.	
7.	Other socially innovative dimensions touched worth being mentioned? Improving the qualifications of people taking care of the older ones.	
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)	
	Strengths: Satisfying various needs of older people Based on the ideas from older people (Council for Senior Policy – Rada ds. Polityki Senioralnej) Nationwide program	Weaknesses: Small budget No benchmark – the first long term programme for seniors
	Opportunities: Demographic changes in Poland – programme as a relevant answer Possibility of increasing the budget of the programme in the future	Threats: Scale of the programme not matching the demographical changes No interest in participating of the programme in some non-governmental organisations
9.	Further relevant information (also sources such as literature, interviews etc.) http://www.mpips.gov.pl/gfx/mpips/userfiles/_public/1_NOWA%20STRONA/Seniorzy/Program%20ASOS%202014-2020.pdf	

Career reviews to recognise the needs of the employees

Name of the program/initiative: Career reviews	
1.	<p>Actor: Wojewódzki Ośrodek Ruchu Drogowego (WORD) in Olsztyn. The institution is one of the local centers for transport education, responsible for examining drivers and candidates for drivers, technical examination of motor vehicles and training activities.</p> <p>State of the art: Ongoing.</p> <p>Public incentives used: No.</p> <p>In practice/idea/proposal: In practice.</p>
2.	<p>Reasons (initiating dimensions) The institution aims at making the most of all the employees, no matter how old they are. The older ones represent highly valuable asset for the organisation due to their knowledge, skills and experience. Career reviews and personal contacts allow for relevant job adjustments, personal development and knowledge diffusion.</p>
3.	<p>Description of approach (which dimension of the supply of labour is addressed and what are the aims?) – the employability Career reviews take place on everyday basis. There are also more formal ways of assessment, like evaluation interview that happens once a year (or even more often). Personal contacts are another important way of the employees' situation analysis. Together with career interviews they enable to solve any problems arising, to adapt working hours and conditions and to determine any needs for additional training. In case of mature workers this helps to recognize their capabilities for further work and to increase their working potential.</p> <p>Is the approach targeted especially on older workers or on all the groups? The approach is targeted on all the groups of workers.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.) Adjustment of the type of work to the age, flexible working hours, employment security</p>
3.2	<p>Values/Motivation Personal respect, intergenerational cooperation</p>
3.3	<p>Professional Competence (Lifelong Learning) Training opportunities for older employees</p>
3.4	<p>Health Career interview allows for noticing health problems related to work.</p>
3.5	<p>Close Social Network WORD is a small organisation that constitutes a close social network.</p>
3.6	<p>Family, work/life balance</p>

	Possibility of working on part-time basis, opportunity to work after retirement Others ...	
4.	Work after retirement (“silver work”) Possible, on part-time or full-time basis. Some of the employees are willing to work after retirement.	
5.	Life course orientation	
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? Human resources management at WORD in Olsztyn allows for intergenerational cooperation, as younger workers help the older ones (e.g. in IT issues), while the latter provide their knowledge and experience.	
6.	Linkage to informal work/civic engagement/social volunteering? N/A	
7.	Other socially innovative dimensions touched worth being mentioned?	
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)	
	Strengths: Efficient way of recognizing employees’ needs Built on trust and personal interaction Very cheap	Weaknesses: Only for smaller organisations It takes time to build trust
	Opportunities: The initiative can be implemented in every small organisation	Threats: Less funds for satisfying employees’ needs due to dropping demand for driving license examinations (demographic changes, legal issues)
9.	Further relevant information (also sources such as literature, interviews etc.) http://www.zysk50plus.pl/?module=Companies&action=GetCompany&companyId=209&sectionId=6	

Temporary fixed-term contracts for experts to acquire expertise

Name of the program/initiative: Temporary fixed-term contracts for experts	
1.	<p>Actor: Centrum Techniki Okrętowej (The Ship Design and Research Center) in Gdańsk. The center is a state-owned company responsible for supporting shipbuilding industry through research and development (R&D), design and information activities. The laboratories of the center are available for students and research staff of the technical universities.</p> <p>State of the art: Ongoing.</p> <p>Public incentives used: No.</p> <p>In practice/idea/proposal: In practice.</p>
2.	<p>Reasons (initiating dimensions) To perform its scientific research in the field of ship design and construction the center needs specific expertise. To acquire the latter the organisation maintains the contact with its former employees of various specializations. The company hires them for specific projects on the temporary fixed-term basis.</p>
3.	<p>Description of approach (which dimension of the supply of labour is addressed and what are the aims?) – the employability Former workers of the center are hired when there is a need for their expertise. They are employed through temporary fixed-term contacts that are usually goal-oriented. The employees are treated as in-house experts. They also work as the mentors for younger engineers and constructors.</p> <p>Is the approach targeted especially on older workers or on all the groups? The approach is targeted on older (former) workers.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.) Flexible working time, additional payments for mentoring work</p>
3.2	<p>Values/Motivation Expertise, specific skills</p>
3.3	<p>Professional Competence (Lifelong Learning) N/A</p>
3.4	<p>Health N/A</p>
3.5	<p>Close Social Network N/A</p>
3.6	<p>Family, work/life balance Flexible working hours</p>

	Others ...	
4.	Work after retirement (“silver work”) On average the center employs 10 retired employees every year.	
5.	Life course orientation	
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? N/A	
6.	Linkage to informal work/civic engagement/ social volunteering? N/A	
7.	Other socially innovative dimensions touched worth being mentioned?	
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)	
	Strengths: Possibility to use a specific expertise of former employees Need-based employment Knowledge diffusion from the experts to their younger colleagues	Weaknesses: Retired employees might not be willing to go back to work No additional system of knowledge storage and management
	Opportunities: Working with experts may attract young people to work for the center.	Threats: Former employees might not follow the world trends
9.	Further relevant information (also sources such as literature, interviews etc.) http://www.cto.gda.pl/index.php?id=informacje_ogolne&L=1 http://www.zysk50plus.pl/?module=Companies&action=GetCompany&companyId=172&sectionId=6 http://www.kadry.abc.com.pl/czytaj/-/artykul/zarzadzanie-wiekciem-dobre-praktyki-polskich-organizacji	

Mature business incubator to enhance the entrepreneurship of mature people

Name of the program/initiative: Mature business incubator	
1.	<p>Actor: The Cooperation Fund Foundation (Fundacja Fundusz Współpracy). The foundation is responsible for managing aid funds on behalf of the Polish Government and assisting the implementation of European Union supported projects. Fundacja Promocji Inicjatyw Społecznych POLPROM. The main goal of the foundation is to promote social initiatives.</p> <p>State of the art: The programme was established in 2010 and lasted until December 2012.</p> <p>Public incentives used: Yes – financed from Human Capital Operational Program.</p> <p>In practice/idea/proposal: In practice.</p>
2.	<p>Reasons (initiating dimensions) The programme was initiated to increase the entrepreneurship among older people and to help the ones of them that were unemployed or inactive to find employment.</p>
3.	<p>Description of approach (which dimension of the supply of labour is addressed and what are the aims?) – the employability The programme consisted of creating a mature business incubator, trainings and advisory activities offered to the participants of the project and the financial aid. Trainings included business plan preparation, finance management, accounting and legal issues, customer service, marketing, promotion, negotiations and IT education.</p> <p>Is the approach targeted especially on older workers or on all the groups? The approach is targeted especially on 45 years old or older people.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.) Self-employment</p>
3.2	<p>Values/Motivation Entrepreneurship, new jobs creation</p>
3.3	<p>Professional Competence (Lifelong Learning) Series of professional training for the participants of the program</p>
3.4	<p>Health N/A</p>
3.5	<p>Close Social Network Trainings enhanced social skills of the participants.</p>
3.6	<p>Family, work/life balance N/A</p>

	Others ...	
4.	Work after retirement (“silver work”) N/A	
5.	Life course orientation	
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? N/A	
6.	Linkage to informal work/civic engagement/ social volunteering? N/A	
7.	Other socially innovative dimensions touched worth being mentioned?	
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)	
	Strengths: Comprehensive support for the participants Long term financial aid Developing the entrepreneurial skills of the participants Individual approach	Weaknesses: No relevant benchmark of the program No monitoring of the effects of the programme after its end
	Opportunities: The programme may be implemented nationwide If the firms will grow, they will create more jobs	Threats: When the financial aid stops, the new firms may face difficulties
9.	Further relevant information (also sources such as literature, interviews etc.) http://www.inkubator45plus.pl/ http://www.cofund.org.pl/images/PUBLIKACJE/Inkubator_plus/IDP_www.pdf	

Comprehensive support to increase the employability of older workers

Name of the program/initiative: “Be the architect of your own future.” Support for the unemployed more than 45 years old	
1.	<p>Actor: Powiatowy Urząd Pracy (Local Employment Office) in Malbork. The institution is a public office responsible for job placement, career counseling, trainings, payments of benefits and the organisation of public works and socially useful work.</p> <p>State of the art: The programme took place in 2008 and 2009.</p> <p>Public incentives used: Yes. The programme is financed from Human Capital Operational Program.</p> <p>In practice/idea/proposal: In practice.</p>
2.	<p>Reasons (initiating dimensions) The unemployment among people more than 45 years old is significantly higher than in other groups. The employment office decided to treat this group in a special way. The special programme was created to improve the situation of old people on the job market and to change the attitudes of the employers towards them.</p>
3.	<p>Description of approach (which dimension of the supply of labour is addressed and what are the aims?) – the employability The programme was launched to improve the situation of unemployed people more than 45 years old, increase their adaptability to different jobs, enhance their motivation and adjust their skills to the needs of the employers. The programme included information campaign for the unemployed and the employers, career counseling, IT courses, professional trainings and internships.</p> <p>Is the approach targeted especially on older workers or on all the groups? The approach is addressed especially on people more than 45 years old.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.) N/A</p>
3.2	<p>Values/Motivation Fight with unemployment, matching needs of the market with the skills of the unemployed</p>
3.3	<p>Professional Competence (Lifelong Learning) Developing job market skills</p>
3.4	<p>Health N/A</p>
3.5	<p>Close Social Network N/A</p>
3.6	<p>Family, work/life balance N/A</p>

	Others ...	
4.	Work after retirement (“silver work”) N/A	
5.	Life course orientation	
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? Fight with unemployment	
6.	Linkage to informal work/civic engagement/ social volunteering? N/A	
7.	Other socially innovative dimensions touched worth being mentioned? Changing the attitudes of the employers towards older workers	
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)	
	Strengths: Improving the situation of older people on the job market Increasing professional competences of mature people Matching the needs of the employers with the skills of the unemployed	Weaknesses: The scale of the programme may not be enough to be a relevant answer to all of the needs Changing the attitudes of the employers takes time
	Opportunities: Easily applicable in other employment offices Possibility to implement the programme nationwide	Threats: Programme is financed from the European Union funds – necessary to find other ways of financing when financial framework ends
9.	Further relevant information (also sources such as literature, interviews etc.) http://zysk50plus.pl/?module=Companies&action=GetCompany&companyId=211&sectionId=6	

2.9 Spain

Ana Rincon-Aznar

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Summary

In Spain, it is easier to find examples relating to the supply side than to the demand side. On the supply side, there exist many initiatives aimed at improving the employability of older workers as well as others aimed at improving the match between the supply and the demand. Good practices include: the development of specific databases of unemployed older workers; tailored career guidance and advice by experts; training plans helping older workers re-enter labour market etc. These initiatives are usually funded by regional agencies, charities and non-profit organisations. Older workers in Spain face considerable barriers to access employment and many of the programmes target certain disadvantaged groups at higher risk of labour market exclusion (e.g. women over 45 years).

On the demand side, it is mainly the larger companies the ones implementing policies that encourage older workers stay in employment for longer. These aim at improving health and ergonomics, training and enhancement of professional and personal capabilities, and the implementation of flexible retirement schemes. Gradual retirement schemes imply that workers aged between 60 and 65 can reduce their working hours and salary, and combine the income from employment with a partial retirement pension. The use of these gradual retirement policies is still relatively uncommon in Spain, and until very recently it was only possible for a worker to retire gradually with the creation of a "hand-over" contract, that is, a part-time contract covering the number hours not worked by the semi-retired. We found several examples of large companies using this type measure in the context of more general schemes designed to facilitate inter-generational transfer knowledge and team work between older and younger workers. The importance of improving the inter-generational transfer knowledge is also recognised by some social local initiatives promoting the dialogue between older and younger generations of entrepreneurs.

Measures that facilitate re-deployment of older to new more suitable positions are also used by several companies, but are significantly more common in manufacturing than in service sectors. We found several examples of schemes aimed at integrating and adapting working conditions for older workers, and decreasing occupational hazard, illness and absenteeism also for smaller workers. These had a regional and sector specific focus. The use of standardised digital tools to improve age management policies in small companies in Spain are amongst the most innovative practices we found.

Selected innovative and sustainable approaches etc. aiming at the supply side of labour

Spain - Business Case Studies

Hero Spain (demand side of labour)

1.	<p>Actor: Hero Spain</p>  <p>Hero Spain is the affiliate of the multinational company Hero. Hero manufactures baby food, canned fruits and vegetables, fruit pulps and jams. Other activities include: chemicals, milk and dairy products, non-alcoholic beverages, olives, pickles and capers, selected food products, special food preparations, various types of food products.</p> <p>Grupo Hero was founded in Spain at the beginning of the last century (1922) with the idea of providing the consumers with natural products of high quality Hero España has developed all-natural products employing high quality raw materials. The total annual turnover is over 120,000,000 euro, and the number of employees over 500; export volume ranges from 18,000,000 to 36,000,000 euros.</p> <p>Avenida de Murcia 1 30820 Alcantarilla Murcia. (Spain).</p> <p>Mixed strategies/actors, i.e. are there different actors involved?</p> <p>State of the art: What is being done?</p> <p>Employees that are 60 years old and older are offered the possibility to reduce their working hours; this involves hiring another worker on a part-time basis to cover the reduction in time experienced by the senior worker. This approach favours a gradual/partial retirement.</p> <p>Public incentives used?</p> <p>In practice/idea/proposal</p> <p>In practice.</p>
2.	Reasons (initiating dimensions)

	Hero emphasizes is a social responsibility company. It provides different benefits to workers. The focus on human capital enhancing professional and personal capabilities.
3.	Description of approach (which dimension of the demand side of labour is addressed and what are the aims?) Older workers between 60 and 65 can reduce the number of hours they work and experience a gradual retirement. Job positions in Hero are not fixed, they are multi-disciplinary and based on changing roles. The idea is to adapt people to the positions, to the business culture and overall strategy. Hero supports team work and flexibility in timetables.
3.1	Monetary/financial incentives
3.2	Regulations, collective agreements etc. Two types of contracts are used to implement this initiative: a) A part-time contract B) "a relief (on hand-over) contract" with an unemployed worker. This is according to article 166 of the General law of Social Security. A collective agreement regulates industrial relations in the company.
3.3	Image and awareness campaigns
3.4	Anti-discrimination activities Several human resources practices have been implemented to avoid discrimination in recruitment, pay and promotion, firing and retirement (by race, ethnicity, nationality, religion, gender, sexual orientation, union and political affiliation, age). These are established by collective agreement.
3.5	Networking of actors (e.g. fostering „joint/mixed approaches“)
3.6	Advise and other kind of support for employers, other key actors, key persons
4.	Work after retirement (“silver work”)
5.	Linkage to informal work/civic engagement/social volunteering?
6	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Other socially relevant dimensions touched worth being mentioned? Children and family members of Hero Staff have priority to be hired (in equal conditions).
7.	Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how These measures have had a positive impact on the functioning of the company; since their implementation there have been no conflicts amongst employees or industrial action.
8.	Further relevant information (also sources such as literature, interviews etc.)

Mon Orxata (demand side of labour)

1	<p>Actor:</p> <ul style="list-style-type: none"> Mon Orxata, manufacturer of Horchata, a beverage typical of the region of Valencia. Horchata is a sweet milk-like drink, made with “tiger nuts”; it is native to Valencia and has historically been part of the regional food culture. The majority of all ingredients are purchased within the region in which the company is located and is either grown directly by the producing company or is purchased direct from the farmer or a farmer organisation at fair prices. Mon Orxata was founded in 2003 by a group of young Valencian people with the objective of restoring the tradition of fresh natural horchata in Valencia, and preserving farmland. The company has 11 full-time employees all year around, 70 seasonal employees. Because horchata is a seasonal product, the company employs over 70 employees only part of the year. The company’s social and financial practices and policies are designed to ensure maximum benefit to the company’s employees and to the local community and economy. It’s headquartered in Alboraya, Valencia. <p>Mixed strategies/actors, i.e. are there different actors involved?</p> <p>State of the art: What is being done?</p> <p>The company hires, as a matter of priority, older women (older than 45 years) as “horchateras” (street vendors).</p> <p>Public incentives used?</p> <p>Tax benefits when hiring older women apply.</p> <p>In practice/idea/proposal</p> <p>In practice.</p>
2	<p>Reasons (initiating dimensions)</p> <ul style="list-style-type: none"> It is well known in Spain that older Spanish women have challenges finding employment than their younger colleagues.
3	<p>Description of approach (which dimension of the demand side of labour is addressed and what are the aims?)</p> <ul style="list-style-type: none"> Hiring older women who represent tradition and family values, which are attractive to customers when buying the local product. This is an innovative marketing strategy, reduces costs and fits with the social responsibility values of the company.
3.1	<p>Monetary/financial incentives</p>
3.2	<p>Regulations, collective agreements etc.</p>
3.3	<p>Image and awareness campaigns</p> <p>Mon Orxata has received several social responsibility awards.</p>
3.4	<p>Anti-discrimination activities</p>
3.5	<p>Networking of actors (e.g. fostering „joint/mixed approaches“)</p>
3.6	<p>Advise and other kind of support for employers, other key actors, key persons</p>

4	Work after retirement (“silver work”) .
5	Linkage to informal work/civic engagement/social volunteering? .
6	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Other socially relevant dimensions touched worth being mentioned? The company also offers assistance with immigration papers for workers from north Africa and South America.
7	Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how .
8	Further relevant information (also sources such as literature, interviews etc.) .

Pikolin (demand side of labour)

<p>1</p>	<p>Actor:</p> <ul style="list-style-type: none"> Pikolin is a family enterprise based in Zaragoza, the capital of the Aragon province, North East of Spain. Pikolin is the market leader in the production and marketing of sleep products, such as mattresses and bed frames (a dominant market share of 25% in the national market). The company was founded in 1948 and has branches in France and Portugal. The Zaragoza plant is the largest in Europe for this type of production. Pikolin has suffered the consequences of the housing bubble and subsequent economic crisis, and experienced an important decrease in sales in 2007. The annual turnover in 2007 was 310 million Euro and in 2009 was 244; in 2013 is of 350 million Euro. Pikolin has increased its exports in recent years. Number of employees (in 2013): 1,007 employees, of which 866 are in the Zaragoza headquarters. Some 80% of the workers are employed on long-term contracts. 35% of the employees are over 45 years and have been working for a long time in the company. The average age of employees is 40 years, with 25% of employees aged over 45 years and 10% aged over 55 years. The older workers have been employed by the company for 25 to 30 years, having spent most of their careers there. <p>Mixed strategies/actors, i.e. are there different actors involved?</p> <p>State of the art: What is being done?</p> <p>Preventive health measures: Pikolin applies a health policy that greatly benefits older workers (regular check- up by doctors specialised in occupational medicine; improvement of ergonomics by adjusting the workplace to the physical conditions of employees).</p> <p>Adaptation of working conditions: Pikolin applies systematic re-deployment of older workers to positions of similar level which is more adapted to their physical requirements.</p> <p>Policy of gradual retirement.</p> <p>Public incentives used?</p> <p>In practice/idea/proposal</p> <p>In practice.</p>
<p>2</p>	<p>Reasons (initiating dimensions)</p> <ul style="list-style-type: none"> Pikolin aims to maintain the employability of its older staff. The company wants to promote the transfer of knowledge and experience from older to younger workers. The application of the health policy was motivated by the law of occupational hazard from 1995.
<p>3</p>	<p>Description of approach (which dimension of the demand side of labour is addressed and what are the aims?)</p>

	<p>Pikolin implements a flexible retirement policy and offers relief (or hand-over) contracts to employees. Employees aged 60 years old or older can reduce their working hours by between 25% and 85% (this is allowed by law). Employees who wish to reduce their working hours at 60 years of age are partly replaced by young workers - usually temporary staff who have previously worked for the company- this practice facilitates inter-generational transfer of knowledge.</p> <p>Pikolin applies a staff health policy that benefits, in particular, to older workers. The health policy links the health care to re-deployment to new positions where workers receive training to help them to adapt to new positions.</p> <p>Based on the health assessment by the company's medical team, the company continuously seeks to improve ergonomics by adjusting the workplace to the physical conditions of employees.</p> <p>Re-deployment to other workplaces has been a common practice, to the satisfaction of HR managers and employees. This policy has resulted in improved health and well-being of employees, decreased absence due to illness and a reduction in early retirement due to incapacity.</p>
3.1	Monetary/financial incentives
3.2	Regulations, collective agreements etc.
3.3	Image and awareness campaigns
3.4	Anti-discrimination activities
3.5	Networking of actors (e.g. fostering „joint/mixed approaches“)
3.6	Advise and other kind of support for employers, other key actors, key persons
4	Work after retirement (“silver work”)
5	Linkage to informal work/civic engagement/social volunteering?
6	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Other socially relevant dimensions touched worth being mentioned?
7	Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how
	<p>No statistics are available on the exact percentage of workers who have benefited from these measures throughout the years. Both the workers and the company have positively evaluated the measures in place. No research has been carried out on the effects of the policy on the company's productivity. Human resource managers report that this way of working allows the company to benefit from professional experience of employees that have been in the company for a long time.</p> <p>Gradual retirement policies has been associated with a reduction in the number of absences due to illness, and increased satisfaction.</p>

8	Further relevant information (also sources such as literature, interviews etc.) <ul style="list-style-type: none"> · www.pikolin.com
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Selected innovative and sustainable approaches etc. aiming at the supply side of labour

Spain - Other organisations

Cruz Roja Española (supply side of labour)

1	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others)</p> <ul style="list-style-type: none"> · Cruz Roja Española (CRE) (the Spanish Red Cross) is a humanitarian international organisation. The Spanish affiliate was established in 1864 and it is headquartered in Avenida Reina Victoria, 26 (28003) Madrid. <p>If not: please describe the initiator</p> <p>Mixed strategies/actors, i.e. are there different actors involved?</p> <p>State of the art: What is being done?</p> <p>The Spanish Red Cross has created an employment plan targeted at those who have more difficulties finding a job. This plan was called “Plan de Empleo para Colectivos Vulnerables” (Employment Plan for Vulnerable Groups).</p> <p>The Employment Plan consists of a series of initiatives aimed to help people facing the largest barriers to access employment. Professionals with extensive experience in guidance and training participate in the pre-selection of candidates, in close collaboration with companies.</p> <p>Public incentives used?</p> <p>This Plan has been developed under the Multi-regional operational programme "Combating Discrimination", funded by the European Social Fund.</p> <p>In practice/idea/proposal</p> <p>This Plan started in 2000, but is still in practice.</p>
2	<p>Reasons (initiating dimensions)</p> <ul style="list-style-type: none"> · The Spanish Red Cross created this Plan with the following considerations: <p>Employment is a fundamental tool in the fight against poverty and social exclusion.</p> <p>Actions in the labour market should complement wider social interventions.</p> <p>Disadvantage groups need specific actions.</p>
3	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <ul style="list-style-type: none"> · The “Plan de Empleo para Colectivos Vulnerables” is a set of actions designed improve employment opportunities for people with difficulties, helping them to identify capabilities and autonomy, reducing personal and environmental obstacles <p>The Plan consist of several parts, which include:</p>

	<p>Elaboration of personalized career plans: The CRE helps individuals defining their skills and experience, and advises them in job searching strategies. Training: Training is given to individuals to enhance their individual skills, and also in relevant areas such as work culture and languages. Intermediation tasks between supply and demand of workers, with a focus on the opportunities suitable for disadvantaged individuals.</p> <p>Is the approach targeted especially on older workers or on all age groups? The groups targeted by the Red Cross Employment Plan are: Unemployed over 45. Long-term unemployed. Immigrants and refugees. Young people at risk of social exclusion. Women in social difficulties. Ex-prisoners. Individuals with disabilities. Drug addicts or ex drug addicts.</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation Widespread activities are undertaken to raise awareness on the need to address employment barriers faced by vulnerable groups.
3.3	Professional Competence (Lifelong Learning)
3.4	Health
3.5	Close Social Network
3.6	Family, work-life balance Others ...
4 .	Work after retirement (“silver work”)
5 .	Life course orientation
	<p>Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Self-employment: individuals are also offered advice on possibilities for entrepreneurship.</p>

6	Linkage to informal work/civic engagement/social volunteering?
7	<p>Other socially innovative dimensions touched worth being mentioned?</p> <p>The plan, in addition to targeting individuals at risk of social exclusion, also targets companies. There are many ways for a company to engage in the promotion of an inclusive labour market. Companies can help in several ways:</p> <p>Helping in definition of suitable training programs.</p> <p>Providing feedback on the database.</p> <p>Making financial contributions to the program.</p> <p>Promoting good practices, increasing awareness among staff, suppliers and customers.</p>
8	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)</p> <p>Since the plan was created, the Red Cross has assisted more than 30,000 people at risk of social exclusion.</p>
9	<p>Further relevant information (also sources such as literature, interviews etc.)</p> <p>http://www.cruzroja.es/empresas/emplea.html</p>

Debegesa (demand side of labour)

1	<p>Actor: Debegesa Mentoring program</p> <p>• </p> <p>Debegesa is a regional development agency in the area of Debabarrena, Guipuzcoa (Basque country). It was set up in 1985, with the aim of promoting the sustainable development of the area. Debegesa.com / Pol. Ind. Azitain 3 Bis / 20600 Eibar (Gipuzkoa)</p> <p>Mixed strategies/actors, i.e. are there different actors involved? It was created by the 8 local councils in the Debabarrena area with the participation of regional councils, the Basque Government, the Spanish employment office (INEM), the Spanish Government, and the European Union.</p> <p>State of the art: What is being done? Debegesa implements a programme of “Mentoring”, in which an entrepreneur/professional of 50 years old and older provides support/advise/mentoring to a younger entrepreneur in the area. This programme is called "Build your future". The mentor receives appropriate training.</p> <p>Public incentives used? This programme took place under the umbrella of the project ITILEE (Inclusion through inter-generational learning for enterprises and entrepreneurs). The project took place between 2009 and 2011 in several countries. It was funded by the programme Leonardo da Vinci, which is part of the Life Long Learning programme of the European Union.</p> <p>In practice/idea/proposal Pilot project, In practice. The project started in July 2011.</p>
2	<p>Reasons (initiating dimensions)</p> <p>• The main objective is to help entrepreneur to succeed in the first stages of the start-up. Given the difficulties accessing employment in Spain, the project aims to help people that want to create their own professional future. In addition, to facilitate re-integration in the labour market of individuals aged 50 year old and over.</p> <p>This mentoring initiative does not take place within a particular company, like the majority of the existing mentoring programs. The idea is to establish a network of mentors in the area for innovative, high-value added projects.</p>

3	Description of approach (which dimension of the demand side of labour is addressed and what are the aims?) <ul style="list-style-type: none"> An older individual provides mentoring to younger entrepreneurs. The objective is to benefit from knowledge of individuals with significant experience in a particular relevant field. Improve practical skills of younger individuals. This project aims to promote joint work between generations. Young entrepreneurs could benefit from experience of older more expert individuals, which usually have knowledge of the particular field. The senior person receives adequate training to do the mentoring; the mentoring programme is of undetermined duration. The entrepreneur should have started its company less than 5 years ago.
3.1	Monetary/financial incentives
3.2	Regulations, collective agreements etc.
3.3	Image and awareness campaigns
3.4	Anti-discrimination activities
3.5	Networking of actors (e.g. fostering „joint/mixed approaches“)
3.6	Advise and other kind of support for employers, other key actors, key persons
4	Work after retirement (“silver work”) <ul style="list-style-type: none">
5	Linkage to informal work/civic engagement/social volunteering? <ul style="list-style-type: none">
6	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Debegesa Business Start-Up Support Service advises and supports numerous entrepreneurs of Debarrena in the process of setting up their new businesses.
7	Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how <ul style="list-style-type: none">
8	Further relevant information (also sources such as literature, interviews etc.) <ul style="list-style-type: none"> Other partners of the project were "the Gilfillan Partnership" of the UK and the Business support Kent, the WESTBIC Innovation and Management Centre in Ireland and Debegesa in Spain.

Femeval (demand side of labour)

1. Actor

Introducción de
la **GESTIÓN DE LA
EDAD** en el sector
metalmeccánico

Adaptación de los trabajadores de edad avanzada en
las pequeñas y medianas empresas



www.edadmetal.com



Femeval (Federación Metalúrgica Valenciana) is the employers association of the metal-mechanic sector in Valencian Community in Spain. It is a non-profit organisation representing firms belonging to both the manufacturing and non-manufacturing sectors. It represents more than 3,000 firms, mainly SMEs (151,875 employees in 2013). Femeval provides advice to associated firms in different areas: human resources, institutional representation, taxes, legal advice, training, innovation and technology, health and safety, and other services for SMEs. Valencia's metal sector represents one of the most important resources for the region. It is primarily composed of small and medium-sized enterprises (SMEs) that employ roughly 23% of the region's workers.

Headquarters: Femeval, Avda Blasco Ibañez, 127, Valencia.

Mixed strategies/actors, i.e. are there different actors involved?

State of the art: What is being done?

Introduction of innovative age management practices in companies the metal-mechanic sector in the Community of Valencia.

Improve adaptation of older age workers to job positions.

Measures specifically designed for SMEs.

Sharing experiences with regions of other European countries.

This project includes several tasks:

- To gather systematic information about the situation faced by older workers employed in this sector, and raise awareness among enterprises and workers.

	<p>- Introduction of measures to support the adaptability of older workers, reduce early retirement practices and develop training methods and new work models.</p> <p>-Improve access to new technologies of older workers.</p> <p>Public incentives used?</p> <p>Funded by the European Social Fund, European Union.</p> <p>Other Spanish organisations involved: SERVEF (Valencian public agency for training and employment).</p> <p>And unions UGT Pais Valencia and Comisiones Obreras (C.C.O.O).</p> <p>EU Co-funding: 975,381 Euro (67%); Total budget: 1,447,106 Euro.</p> <p>In practice/idea/proposal</p> <p>This project took place between 2006 and 2008. Several measures emerging from this project have been implemented, as an experiment, in 27 firms in the industry.</p>
2.	<p>Reasons (initiating dimensions)</p> <p>The objective of this project is to help maintain employment of senior workers in the metal-mechanic sector of the Valencian Community. This project aims to identify ways to prolong the active life of workers in the metallurgic sector. Overall the project aims to increase awareness that age is not a barrier in the workplace and that can be a very important source of value added.</p> <p>Age management is not only necessary to protect older workers but is part of the adaptation of Europe's metal industry to the global economy; changes on attitudes on the adaptability and potential of older workers are also needed.</p> <p>In Valencia's metal industry workers above the age of 55 represent around 11% of the workforce and this is likely to increase. Workers over 45 represent around a third. Having an aging workforce requires for older workers to be motivated and trained in new machinery and techniques.</p>
3.	<p>Description of approach (which dimension of the demand side of labour is addressed and what are the aims?)</p> <p>Several measures are aimed to to adapt the job to the characteristics of older workers to improve employability of workers (including improving motivation and skills).</p> <p>Four main tasks were taken place:</p> <ol style="list-style-type: none"> 1. A study was carried out to identify issues relating to older workers in this sector. 2. An age management tool was implemented in companies to obtain a diagnosis about the role and situation of older workers in companies of the sector. <p>A computer tool allowed each firm to obtain a diagnosis about its age management practices. Each firm participates in a short survey (20 mins) and the computer programme generates a report based on the answers to these questions. This diagnosis turns into recommendations and specific measures that firm can implement to improve in this issue.</p> <ol style="list-style-type: none"> 3. A wider mix of measures to help SMEs to adapt to innovative age management strategies, including consulting services and training activities.

	4. Introduction of tutors.
3.1	Monetary/financial incentives
3.2	Regulations, collective agreements etc.
3.3	<p>Image and awareness campaigns</p> <p>- Information and awareness campaigns for workers, companies and relevant stakeholders were undertaken during this project.</p> <p>-A more general objective was to raise awareness across among other employers' organisations and the public sector in the region of Valencia about the employment difficulties faced by older workers, particularly in industrial sectors.</p>
3.4	Anti-discrimination activities
3.5	Networking of actors (e.g. fostering „joint/mixed approaches“)
3.6	Advise and other kind of support for employers, other key actors, key persons
4.	Work after retirement (“silver work”)
5.	Linkage to informal work/civic engagement/social volunteering?
6	<p>Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?</p> <p>An important aim of the project was to improve the transferability of knowledge between older and younger workers. As part of the project, appropriate training was given to workers on how to train younger workers. One of the key findings is the beneficial effects of implementing a "tutoring" system; this intends to exploit the expertise acquired by older workers. Improving the gradual intergenerational transfer in the firm reduces the training periods for younger workers.</p> <p>Being a "tutor" also has beneficial effects for the older workers, increasing the motivation for older workers themselves. Senior workers acquire more responsibilities within the firms, feeling valued by the organisation. The mentoring system increases efficiency throughout a continuous process of training and learning and it has been proven to have immediate effects.</p> <p>One of the conclusions emerging from the study is that older workers increase their demand of training and education after participating in the tutoring exercise. Recognising this, Femeval offered a higher number of training courses for older workers. Moreover for workers in managerial positions training was provided on "Age management", "Retaining talent in the organisations", or "How to face retirement".</p>
7.	<p>Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how</p> <p>One of the conclusions of the project was that human resources practices do not explicitly account for age management. At the end of the study, a guide of "Good practice" was written and distributed. These measures have been implemented, experimentally, in 27 firms of the sector.</p>
8.	<p>Further relevant information (also sources such as literature, interviews etc.)</p> <p>Website: www.femeval.es</p>

Other regions that participated in this project were the Piemonte in Italy and Ille in France.

Adecco Foundation (demand side of labour)

1	<p>Actor:</p> <ul style="list-style-type: none"> The Adecco Foundation is a non-profit organisation that helps individuals with great difficulties accessing employment. It was established in July 1999 according to the social responsibility function assumed by the Adecco company, the world leader in the field of Human Resources. Its main objective is the integration into the labour market of people who, by their personal characteristics, have more difficulties in finding a job. It has 400 offices throughout Spain and employs more than 30.000 people. <p>The headquarters are in Calle Principe de Vergara, 37 (28001 Madrid).</p> <p>Mixed strategies/actors, i.e. are there different actors involved?</p> <p>State of the art: What is being done?</p> <p>Adecco Foundation has developed large database of individuals aged 45 and older seeking for a job; companies can advertise job vacancies in the website (more than 15,000 individuals and companies are included). Website is updated daily.</p> <p>Companies can get in touch with Adecco consultants for advice on finding a suitable candidate, and on subsidies and contracts that may apply when hiring older workers.</p> <p>Public incentives used?</p> <p>In practice/idea/proposal</p> <p>In practice.</p>
2	<p>Reasons (initiating dimensions)</p> <ul style="list-style-type: none"> The Adecco Foundation aims to help improve employment prospects of groups at risk of labour market exclusion; one of the priority groups (due to it size) are those aged 45 and older facing unemployment. The project intends to raise awareness amongst companies about capabilities of older workers, who in compared to younger people might bring valuable qualities such as experience, reliability and loyalty.
3	<p>Description of approach (which dimension of the demand side of labour is addressed and what are the aims?)</p> <ul style="list-style-type: none"> The database target individuals older than 45 years, and it allows companies to track more efficiently professional profiles among this age group. Companies can upload their job offer in the database; Companies receive advice on the most suitable candidates after assessing their needs the characteristics and skills of the candidates.
3.1	<p>Monetary/financial incentives</p>
3.2	<p>Regulations, collective agreements etc.</p>
3.3	<p>Image and awareness campaigns</p>
3.4	<p>Anti-discrimination activities</p> <p>The Foundation provides advice to companies to meet non-discrimination standards.</p>
3.5	<p>Networking of actors (e.g. fostering „joint/mixed approaches”)</p>

3.6	Advise and other kind of support for employers, other key actors, key persons
4	Work after retirement (“silver work”) .
5	Linkage to informal work/civic engagement/social volunteering? .
6	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)? Other socially relevant dimensions touched worth being mentioned? Besides men and women aged 45 and over, companies also help other type of disadvantaged groups such as disabled people, women with family responsibilities, women victims of domestic violence, and former athletes.
7	Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how . The Foundation works with the most advanced technology for personnel selection: The Xpert On Line and System Test Maker. The Xpert On Line System is the only system that measures attitudes and candidate's skills, motivation and ability to adapt to a particular work environment. Its electronic simulator Test Maker allows to simulate the specific recruitment path for each client company.
8	Further relevant information (also sources such as literature, interviews etc.) . http://www.fundacionadecco.es/Home/Home.aspx?Modo=Normal

Randstad Spain (supply side of labour)

<p>1.</p>	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others) Randstad Spain is part of the Randstad international group, a global leader in human resources solutions. The group has over 4,600 offices over 40 countries and employs almost 26,000 workers worldwide. It's headquartered in Diemen (Netherlands) It was founded in 1960 in Netherlands by Fritz Goldschmeding.</p> <p>Mixed strategies/actors, i.e. are there different actors involved? The programme is delivered by the Randstad Foundation ("Fundación Randstad") in collaboration with the Europamundo Foundation ("Fundación Europamundo"), a non-profit private organisation working with vulnerable groups.</p> <p>State of the art: What is being done? The Randstad Foundation has developed a programme to help individuals in situation in of long-term unemployment (over 1 year) aged 45 years and older living in the Community of Madrid. It includes 75 individuals. The programme includes a mix of different information, guidance, and training initiatives. The programmewas named "Merezco una Oportunidad". ("I deserve a chance"). The objective is to elaborate individual professional itineraries for each of the participants, which may include activities such as: Coaching intended to enhance the employability of the person: help in drafting a CV, job search strategies, interview preparation, motivation etc. Sessions to analyse the attitude and circumstances of the individual, and definition of a realistic action plan. Provide support during the recruitment process. Monitoring the adaptation of workers to a new job.</p> <p>Public incentives used?</p> <p>In practice/idea/proposal This programme is in practice. It started on March 2013.</p>
<p>2.</p>	<p>Reasons (initiating dimensions) This initiative aims to provide participants with better tools to improve their chances of success in the job market, key to achieve a better social integration.</p>
<p>3.</p>	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability The project "Merezco una oportunidad" targets 75 people at risk of social exclusion; they receive individual guidance on how to improve their labour market opportunities. 2 key aspects are training and identification of valuable of skills and knowledge. In addition to customised training, users of this project participate in several career orientation workshops.</p>

	<p>Is the approach targeted especially on older workers or on all age groups?</p> <p>This programme specially targets unemployed people resident in Madrid aged 45 and over. The Foundation also has other programs focusing other vulnerable groups (people with disabilities, immigrants or women in social difficulties).</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation
3.3	Professional Competence (Lifelong Learning)
3.4	Health
3.5	Close Social Network
3.6	Family, work-life balance Others ...
4.	Work after retirement (“silver work”)
5.	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?
6.	Linkage to informal work/civic engagement/social volunteering?
7.	<p>Other socially innovative dimensions touched worth being mentioned?</p> <p>The Randstad Foundation interacts with businesses on a regular basis. Companies can post their vacancies on the program’s website, which has more than 600,000 monthly visits. It also advises companies in developing their corporate social responsibility strategies and to optimising their human resources policies.</p>
8.	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)</p> <p>Project participants can benefit from different services available on-line: Registration and enrolment, monitoring of their applications, creating alerts, etc. In addition, Randstad also uses social networks to promote candidates.</p> <p>Candidates can also access visit any of the 300 Randstad offices throughout the country.</p>
9.	<p>Further relevant information (also sources such as literature, interviews etc.)</p> <p>http://www.randstad.es/</p>

La Unión de Profesionales y Trabajadores Autónomos (supply side of labour)

1.	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others) La Unión de Profesionales y Trabajadores Autónomos (UPTA): The Union of Professionals and Self-Employed. The UPTA was created in Madrid in 1999. It is a national organisation, representing a total of 298,938 self-employed in the country, of which 119,288 are direct partners and 179,650 are self-employed associated to other organisations. UPTA' s main objective is to help improving of working conditions of the self-employed, increase their income and, in general, raise their quality of life. Also to help most disadvantaged groups to put in practice new professional ventures. If not: please describe the initiator</p> <p>Mixed strategies/actors, i.e. are there different actors involved? Developed by UPTA in collaboration with Fundación para el Desarrollo Infotecnológico de Empresas y Sociedad (Foundation for Info-technologic Development of Enterprise and Society).</p> <p>State of the art: What is being done? This was a pilot project aimed at promoting entrepreneurship and improving key competencies and skills of self-employed aged 55 years and over and encouraging the use of digital tools. The project took place in the regions of Andalucía, Canary Islands, Castilla la Mancha, Murcia and Extremadura. The programme focuses on fostering the use of ICTs and digital tools amongst the older self-employed (social media, on-line marketing tools, and e-commerce).</p> <p>Public incentives used? The project was co- funded by the Ministry of Industry, Energy and Tourism of Spain, under the `Plan Avanza2' and the European Union through the European Social Fund (File number TSI-040201-2011-44).</p> <p>In practice/idea/proposal The project lasted from one year, from 2012 to 2013.</p>
2.	<p>Reasons (initiating dimensions) Achieving a better integration of this group in the Digital society is the ultimate objective. Self-employees need to improve understanding of opportunities that Internet offers. The use of the digital tools can increase professional visibility, improve labour market opportunities, reduce costs for businesses, improve links with suppliers and customers, use new advertisement channels.</p>
3.	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability The project has two differentiated lines: Entrepreneurship Line, aimed at encouraging entrepreneurs to implement their business ideas and the Consolidation Line, aimed at improving and consolidating existing businesses. It comprises several activities: Providing assessment of professional visibility (presence on social networks: Facebook and LinkedIn, Econred)</p>

	<p>Providing assessment in the use of online marketing tools (e.g. creating a store for online trading with own domain, setting up a store in Facebook). Providing assessment on ways to improve running of the business using Internet tools. Fostering information sharing, collaboration (for example, through interactive social media communication initiatives). Is the approach targeted especially on older workers or on all age groups? The project targets self-employed in particular, but also unemployed, all over 55 years.</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation
3.3	Professional Competence (Lifelong Learning)
3.4	Health
3.5	Close Social Network
3.6	Family, work-life balance Others ...
4.	Work after retirement (“silver work”)
5.	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?
6.	Linkage to informal work/civic engagement/social volunteering?
7.	Other socially innovative dimensions touched worth being mentioned?
8.	<p>Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) This pilot project was also used to identify good practices that can be extrapolated the rest of the UPTA-Spain network The project website continues to be a good source of information, providing advice on: jobs interviews, the creation of the new businesses etc.</p>
9.	<p>Further relevant information (also sources such as literature, interviews etc.) http://www.proyectoempleo20.es/index.php</p>

CEFORALP (demand side of labour)

<p>1.</p>	 <p>Actor: European programme coordinated by CEFORALP, in partnership with the UIC Rhône-Alpes in France, STZ in Germany, CEPYM Aragón in Spain, ITL Group in Hungary and Confindustria Veneto SIAV in Italy. CEFORALP is the coordinator of the project. It is based in Lyon, France. It has 12 employees. It is a management consultancy that specialises on advising enterprises especially SMEs in improving their competitiveness. The Spanish partner is CEPYME Aragon. CEPYME (The Spanish confederation of SMEs) Aragon is an employers association representing more than 20,000 SMEs in the region of Aragon.</p> <p>Mixed strategies/actors, i.e. are there different actors involved? State of the art: What is being done? Development of an age management toolkit for companies in Spain: SilverR toolkit. It is specifically created for SMEs but all companies can use it. The SILVER tool box has been developed with European financial support</p> <p>Public incentives used? This project has been funded with support from the European Commission through the Leonardo da Vinci programme.</p> <p>In practice/idea/proposal SILVER is currently in its experimentation stage in the 5 partner countries of the project</p>
<p>2.</p>	<p>Reasons (initiating dimensions) The aim is to help companies minimise the risk of losing of knowledge/competencies due to early exit of experienced workers. Capitalise on s older workers' competencies. Contribute to improvement of professional situation of workers of 55 years and older so that firms</p>
<p>3.</p>	<p>Description of approach (which dimension of the demand side of labour is addressed and what are the aims?)</p>

	<p>Silver is a methodological approach consisting in a range of measures designed to identify risk in relation to older workers so that solutions can be put in place.</p> <p>It consists in 4 main steps</p> <p>Analysis of the situation of the firm in terms of employment of older workers.</p> <p>Analysis of weaknesses and strengths.</p> <p>Diagnostics in relation to older workers' competencies (these are considered the key people).</p> <p>Drafting action plans using info from 1,2.3.</p>
3.1	Monetary/financial incentives
3.2	Regulations, collective agreements etc.
3.3	Image and awareness campaigns
3.4	Anti-discrimination activities
3.5	Networking of actors (e.g. fostering „joint/mixed approaches”)
3.6	Advise and other kind of support for employers, other key actors, key persons
4.	Work after retirement (“silver work”)
5.	Linkage to informal work/civic engagement/social volunteering?
6	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?
7.	Brief SWOT evaluation (including transferability) Why is this example seen as of particular wp3 importance? Sectors to emulate actions taken and how
8.	Further relevant information (also sources such as literature, interviews etc.)www.cepymearagon.es

UGT-Euskadi (supply side of labour)

Financian

Promueve

Colabora

AGENCIA VIRTUAL de NETWORKING SOCIOLABORAL para MAYORES de 55 AÑOS

UGT Euskadi tiene el placer de invitarles a la presentación de resultados del trabajo de campo y posterior debate del estudio.

Agencia Virtual de Networking Sociolaboral para Mayores de 55 años

Jueves, 21 de Febrero de 2013

Sede de UGT Euskadi
Colón de Larreategui 46 bis, 48011, Bilbao,
Salón de Actos, 2ª planta.

Programa
11:00 - 11:30
Presentación del Proyecto. Felipe García, Director del Proyecto
11:30 - 12:30
Presentación de los Resultados del Trabajo de Campo. Equipo técnico de Asimag
12:30 - 13:30
Ronda de Preguntas y Debate

Aforo limitado. Se ruega confirmar asistencia

M Paz Gómez | Ana González | Arantza Nieto
E-mail: pazgomez@ugt.org | E-mail: anag@ugt.org | E-mail: arantza@ugt.org
Tlfno: 944 225 651 | Tlfno: 944 445 895 | Tlfno: 944 150 788

Proyecto financiado por el Ministerio de Industria, Energía y Turismo en el marco del Plan Nacional de Empleo Avanzado. Número de expediente: IST-040201-2011-12

Actor: (in case of company/organisation) (name, location, size, business sector, others)

UGT-Euskadi.

UGT-Euskadi. The UGT (Union General de Trabajadores) is the second largest Spanish trade union and it is more than 100 years old. It represents more than a million of workers in Spain (1,100,000) in the whole national territory, from all sectors of production. It represents wide range of people and covers employees, self-employed, workers of social economy companies, cooperatives, retired people, unemployed people. Collective agreements affect around 11,000,000 of workers (whether affiliated or not). Focus on social problems and develops activities aimed at defending interests and rights of workers.

Address: Colón de Larreategui 46 bis. 48011. Bilbao

Mixed strategies/actors, i.e. are there different actors involved?

Developed by por UGT-Euskadi, in collaboration with the company Asimag (Asimag is a job training agency in Euskadi).

State of the art: What is being done?

A virtual networking sociolaboral agency has been created for for people aged 55 and over. This was a pilot project, where more than 300 unemployed people from all over Spain participated. Through this initiative the unemployed over 55 had access to a personalized career guidance service, through an on line User Center , which will encourage and accompany them in the process of actively seeking employment. The platform also includes good practice programs or employment initiatives targeting over 55 years and a wide range of training courses aimed primarily at this group of people.

The platform has been widespread among 3000 companies and institutions.

Public incentives used?

The project was co- funded by the Ministry of Industry, Energy and Tourism of Spain, under the `Plan Avanza´ (File number: IST - 040201 - 2011 – 12)

In practice/idea/proposal

The project lasted from two years, from 2011 to 2013.

	This agency on line, aspires to become on a platform that, by exploiting the potential of new technologies, intermeditates between unemployed over 55 years and companies offering work.
2.	<p>Reasons (initiating dimensions)</p> <p>This virtual portal wants to cover the lack of initiatives specifically targeting the unemployed older workers. The objective is to provide a digital tool useful to older unemployed and businesses, that can be accessed from any location. It aims to promote the interaction among this group of individuals and organisations. The ultimate objective is to improve employability and labour market integration of this age group.</p> <p>The responsible for Training and Employment of UGT-Euskadi and project manager, Felipe García, said that during the project: "The virtual agency has found a very useful tool to support those older 55 years in the use of new technologies with the aim of finding a job "in a labour market where more and more workers in this age group still have to work for at least a decade to reach retirement".</p>
3.	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <ul style="list-style-type: none"> -For workers: -They receive assistance doing their CV. - A tutor/virtual coach is assigned to each individual; telephone/Skype interview with tutor take place regularly; tutors provide recommendations to enhance individual competencies of candidate after analyzing weaknesses and strengths of candidate -Assistance preparing job interview (including a 30-min mock interview). -Assistance in preparing the cover letter when applying for a job. <p>Candidates respond to a questionnaire describing previous job experience, availability to work, training received, an assessment barriers encountered in the job market. The questionnaire also aims to collect information on broader set of professional skills and attitudes on: team work, decision making, initiative and responsibility, communication and business skills, physical effort and knowledge on safety and health at work.</p> <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>Workers of 55 years old and over.</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation
3.3	Professional Competence (Lifelong Learning)
3.4	Health
3.5	Close Social Network
3.6	Family, work-life balance

	Others ...
4.	Work after retirement (“silver work”)
5.	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?
6.	Linkage to informal work/civic engagement/social volunteering?
7.	Other socially innovative dimensions touched worth being mentioned? Guidance through possibilities through self-employment is also provided based on a candidate’s interests.
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) The website remains active. It has created a great interest among both businesses and the unemployed, for its innovative, interactive nature and its high capacity to serve as an effective intermediary between demands for work and job offers.
9.	Further relevant information (also sources such as literature, interviews etc.) Website: http://agenvirtmay55.ugteuskadi.net

2.10 United Kingdom

David Wilkinson | Andreas Cebulla

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Summary

The Equalities Act 2010 means that policies in the UK rarely exclusively target older workers; they are available to workers of all ages. However, some policies are clearly designed more for older workers and have a larger impact on these workers.

In the companies we looked at it was reasonably common to offer a mix of policies covering flexible working, retirement planning, lifelong learning opportunities and opportunities for redeployment.

Flexible working opportunities include term-time, part-time and home working, flexible shift patterns, seasonal work, annualised hours and unpaid leave or possibilities for additional leave in exchange for working at periods of peak demand. In some cases there is a specific focus on allowing carers to fulfil their caring commitments alongside their employment, and one large company has a Carers Network providing support and guidance as well as providing training modules to support carers and raise manager awareness of how to better support carers.

The Equalities Act also means that lifelong learning opportunities are now more likely to be available for older workers (e.g. through removal of age limits on apprenticeship schemes).

Age profiling allowed some companies to consider retirement planning with some offering a phased retirement policy. Regular employee reviews covered the possibility of retirement and in some cases companies offered pre-retirement educational programmes covering information on pensions, taxation and working beyond retirement. Older workers in some companies were mentoring younger colleagues helping in knowledge/skill transfer.

For some jobs, often physically demanding jobs, there is the possibility to redeploy older workers to less demanding roles. In addition, some companies promoted occupational health and workplace adjustments were available reflecting employees changing needs.

B&Q (supply side of labour)

1.	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others) B&Q (part of Kingfisher plc) – DIY and garden centre retailer; 20887 employees & 359 stores in the UK; registered in London. (http://www.kingfisher.com/index.asp?pageid=33). Also operating as B&Q in Russia; Castorama in France, Poland and Russia; BricDepot in France, Romania and Spain; Koctas and in Turkey. In the UK, Kingfisher also runs 335 SCREWFIX stores.</p> <p>Mixed strategies/actors, i.e. are there different actors involved? “Diversity Champions” each store level are now key implementers of a strategy originally promoted from senior management.</p> <p>State of the art: What is being done? Track record of innovative work designed to ‘age’ the B&Q workforce and thus align it better with its customers’ profile, including Setting up a store in Macclesfield employing only people over 50 (would now be considered in breach of legislation) Removing fixed retirement age in 1989 More recent initiatives include: A ‘treating people with respect’ policy (2006) along with interactive e-learning module (now being completed by every new employee as part of their induction programme; existing employees encouraged to complete the module) New flexible working policy open to all employees after removing service criteria. Term-time contracts introduced to allow grandparents to provide support to the family unit during holidays. Publishing a new age diversity booklet showing B&Q’s unique journey over the last 20 years on achieving an age diverse workforce and promoting the successes B&Q and its employees have experienced (this booklet is available on both the internal and external websites). Re-launching B&Q’s Diversity Champion conferences in 2007 (B&Q have a diversity champion in each store who supports the management team and generally helps to raise awareness of age issues).</p> <p>Public incentives used? No.</p> <p>In practice/idea/proposal Implemented.</p>
2.	<p>Reasons (initiating dimensions) A desire to match workforce to customer profiles in order to provide a better service and improve business performance.</p>
3.	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability Focus on influencing perceptions and behaviours that may be deemed ‘ageist’ across the organisation.</p> <p>Is the approach targeted especially on older workers or on all age groups?</p>

	Although the intention for the policy to benefit in particular older workers, much of it applies to all – and indeed involves all ages, e.g. the ‘respect for people’ campaign (diversity) or flexible working opportunities.
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation Respect for People campaign aims to increase acceptance of all ages by all ages (and ethnicities, disability...)
3.3	Professional Competence (Lifelong Learning) B&Q offers a Retail Management Graduate Programm and (several variants of an) Aspire Talent Programme, but they are open to all.
3.4	Health
3.5	Close Social Network
3.6	Family, work-life balance Flexible working, which includes term-time contracts are intended to assist with accommodating family and work Others ...
4.	Work after retirement (“silver work”) About a quarter of the B&Q is said to be aged 50 or over. The oldest employee is 96 (as at website accessed on 26/7/2014)
5.	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)? Intergenerational solidarity (Respect for People campaign)
6.	Linkage to informal work/civic engagement/social volunteering?
7.	Other socially innovative dimensions touched worth being mentioned?
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)
9.	Further relevant information (also sources such as literature, interviews etc.)

Centrica (supply side of labour)

1.	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others) Centrica plc, energy company supplying generating, distributing and trading energy in UK and internationally, incorporating British Gas. 37,000 employees worldwide. 26.6bn GBP operating revenue; 2.7bn GBP operating profit (all 20013/14 data). Registered business address: Windsor, Berkshire. www.centrica.com</p> <p>Mixed strategies/actors, i.e. are there different actors involved? Yes – flexible working (work:wise) and specific carer’s program</p> <p>State of the art: What is being done? From Centrica website: Providing opportunities for older workers by <u>removing upper age limits for apprenticeship schemes</u> while our <u>graduate scheme</u> also seeks the inclusion of mature graduates. Older employees also play a crucial role within the business in sharing their expertise and nurturing skill development through <u>mentoring younger colleagues</u>. <u>Flexible working</u>:- this could be because they choose to work past their intended retirement age, prefer to work part time, require flexible shift patters, take pre-retirement leave or utilise home working as a way to shorten their working day by reducing travel from commuting. our flexible working practices help carers fulfil their caring commitments alongside their employment, while the Carers Policy enables them to take up to one month paid leave each year. We also have a <u>Carers Network</u> of around 700 employees from across the business which is a valuable source of support and guidance for employee carers who can share information and experiences through the network. In partnership with Employers for Carers and Working Families we are also developing <u>training modules that will support our carers</u> throughout the different stages of caring and help raise manager awareness of how we can better support our carer employees. British Gas launched <u>workshops</u> and an <u>online musculoskeletal toolkit</u> to help reduce injury risk. Moreover, they introduced an occupational management advice helpline which contributed to a 60% reduction in occupational health referrals compared with 2012. For its efforts, British Gas also won ‘<u>Best for carers and eldercare</u>’, at the Working Families Awards in recognition of the strong support provided to our carer employees, such as our 700 strong <u>Carers Network</u>, that has helped them better juggle family and work commitments.</p> <p>Public incentives used? No.</p> <p>In practice/idea/proposal Practiced. Some still in preparation (training modules for carers)</p>
2.	<p>Reasons (initiating dimensions)</p>

	<p>Part of overall strategy to develop a “rewarding, fulfilling and inclusive place of work” and encourage employee engagement</p> <p>Develop a diverse workplace that can respond to a diverse customer base</p> <p>Retention and recruitment</p> <p>“We believe that having a diverse workforce is essential to the success of our business because it enables us to better understand and meet the varied needs of our customers. Our older workers make a valuable contribution to the business by drawing not only on the depth of their professional expertise but also on their life experience. Given the valuable contribution our older workers provide, together with the fact that those working past their intended retirement age is expected to increase¹, it is crucial that we continue to attract, retain and provide effective support to those in the later stages of their working lives.” http://www.centrica.com/index.asp?pageid=1130&blogid=695</p>
3.	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>Supply-side focus in the form of training and flexible working (although the latter may have implications for demand side, too).</p> <p>In between: health and safety measures.</p> <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>Some aspects, e.g. health and wellbeing policies, or flexible working, are generic; some circumstantial (e.g. Carer Network, officially specifically concerned with 45+, in reality carers may be any age). The removal of age qualifiers for apprenticeship and (de facto rather than de jure) graduate programmes seem the principal policy directed at older workers. Arguably, older employees’ mentoring younger employees is a mix of responsabilisation of the former and cascading expertise to the latter.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p> <p>Caring</p> <p>Life long learning</p>
3.2	<p>Values/Motivation</p> <p>Emphasis on diversity of workforce (matching that of customers)</p>
3.3	<p>Professional Competence (Lifelong Learning)</p>
3.4	<p>Health</p> <p>Workplace health & safety aspects prominent (cutting across the organisation)</p>
3.5	<p>Close Social Network</p> <p>Carer Network – informal exchange forum</p>
3.6	<p>Family, work-life balance</p> <p>Carer Network – informal exchange forum</p> <p>Others ...</p>

4.	Work after retirement (“silver work”) Facilitated by legislative removal of default retirement age
5.	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)?
6.	Linkage to informal work/civic engagement/social volunteering?
7.	Other socially innovative dimensions touched worth being mentioned?
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) Easily transferable.
9.	Further relevant information (also sources such as literature, interviews etc.) Note that there are various reference on the Centrica website that point to their Diversity page, but this link is dead. Difficult to find out more about their policies. There is no trace of Centrica’s Age Awareness e-course on their website. This course won the organisation the 2011 AARP award.

Clugston (supply side of labour)

1.	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others) The Clugston Group is a privately owned, limited, group of businesses covering construction, civil engineering, logistics, property development and facilities management. http://www.clugston.co.uk/ The company employs over 500 people across the UK. Registered Office - Scunthorpe, North Lincolnshire Mixed strategies/actors, i.e. are there different actors involved?</p> <p>State of the art: What is being done? Skill Transfer: Recruited trainees and apprentices Started a mentoring scheme - where the trainee/apprentice is assigned a mentor (typically a long-serving employee) Meet regularly to discuss issues/and progress; trainee/apprentice shadows the mentor; mentor supports them as they achieve qualifications Performance and job Transfer Drivers who cannot manage their workload are (where possible) redeployed to a less physically demanding driving role e.g. from transporting steel to flour or powders</p> <p>Training Training not related to age. e.g. all drivers receive 1 to 1.5 days training per year- training up to NVQ Level 3 Succession Management Use age profiling to identify workers who may be considering retirement as an option. Allows regular review conversations to include possibility of retirement</p> <p>Public incentives used? No.</p> <p>In practice/idea/proposal Implemented.</p>
2.	<p>Reasons (initiating dimensions) Concerns about succession planning and skill transfer</p>
3.	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p>

	<p>Is the approach targeted especially on older workers or on all age groups? Focus on older workers through age profiling to determine when retirement conversations take place.</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	Values/Motivation
3.3	Professional Competence (Lifelong Learning)
3.4	Health
3.5	Close Social Network
3.6	Family, work-life balance Others ...
4.	Work after retirement (“silver work”)
5.	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)?
6.	Linkage to informal work/civic engagement/social volunteering?
7.	Other socially innovative dimensions touched worth being mentioned?
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)
9.	Further relevant information (also sources such as literature, interviews etc.)

Guernsey Post (supply side of labour)

1.	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others) Guernsey Post. Postal service on the Channel Island of Guernsey. Revenue: 32m GBP (2012/13) Pre-tax profit: 0.7m GBP (2012/13). 222 FTE staff.</p> <p>Mixed strategies/actors, i.e. are there different actors involved? No.</p> <p>State of the art: What is being done? Retention of older employees through internal redeployment (typically from outdoor delivery to indoor service) Also offers: pre-retirement training through an external service (informs employees on taxation, pensions, well-being, benefits, managing finances and working beyond retirement); occupational health promotion, including in-house physiotherapy (esp. beneficial for older members of the delivery staff, who may suffer from musculoskeletal problems) Won the 2010 AARP International Innovation Employer Award Other activities not age-specific: life-long learning support (incl. dedicated training room; IT training; workplace shadowing); flexible working; on-site recreational facilities (pool table, TV, video games, Internet)</p> <p>Public incentives used? No. (note Guernsey has no age or disability discrimination legislation).</p> <p>In practice/idea/proposal? Practised.</p>
2.	<p>Reasons (initiating dimensions) Guernsey Post wants to be “employer of choice” (AARP)</p>
3.	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability Is the approach targeted especially on older workers or on all age groups? The key measures noted above are for older employees, but it’s unclear how this is defined.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.) Recreational facilities (available to all)</p>
3.2	<p>Values/Motivation</p>
3.3	<p>Professional Competence (Lifelong Learning) LLL programme (no details available; open to all employees)</p>
3.4	<p>Health In-house physiotherapy disproportionately benefiting older employees</p>
3.5	<p>Close Social Network</p>
3.6	<p>Family, work-life balance Special carer leave schemes (paid, unpaid) Others ...</p>
4.	<p>Work after retirement (“silver work”)</p>

	Those reaching age 65 are asked if they wish to retire. Even before the abolition of the DRA, there was no push for retirement. Active retirement planning is facilitated through educational programmes.
5.	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)?
6.	Linkage to informal work/civic engagement/social volunteering? Encourages volunteering as part of corporate responsibility programme. Not age-specific.
7.	Other socially innovative dimensions touched worth being mentioned?
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice) Very likely transferable.
9.	Further relevant information (also sources such as literature, interviews etc.) www.guernseypost.com

HMRC (supply side of labour)

1.	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others) HM Revenue & Customs (HMRC) – UK tax authority. HQ in London. Approx. 61,000 full-time equivalent staff; revenues £500+ billion a year. Public sector.</p> <p>Mixed strategies/actors, i.e. are there different actors involved? State of the art: What is being done? partial retirement policy appointment of Age Champion Age Network of volunteers (?) Unconscious Bias workshops Senior Leader events incl. myth-busting Wellbeing strategy</p> <p>Note: there appears to be very little substantive information available as to what these initiatives actually entail. The HMRC annual report makes no reference to age management, but does mention (other) diversity policy objectives and approaches.</p> <p>Public incentives used? No</p> <p>In practice/idea/proposal Practised.</p>
2.	<p>Reasons (initiating dimensions) Unclear. ENI award statement refers to concern about losing knowledge and expertise through retirement. The HMRC 2013-14 Annual Report states: “We want our workforce to reflect the diversity of our customers and we want to develop and use the collective experience of that diverse workforce to deliver a high quality service.” (p. 22) Independent report commissioned by trade unions represented in HMRC, which subsequently featured in the ENI awards, suggested poor industrial relations in the organisation triggering a rethink of working practices in order to improve employee engagement.</p>
3.	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability A lot of perceptual work, but also introduction of partial retirement policy as single most identifiable practical change. But unclear when introduced. The objectives appears to have been to retain older workers’ expertise by facilitating more flexible working, in particular, reduced hours, compensated by pension payments.</p> <p>Is the approach targeted especially on older workers or on all age groups? Partial retirement policy is specifically targeted at older workers.</p>

	No information is available about The Age Network; so this is impossible to judge. Similarly, there appears to be a dearth of information about the tasks and roles of Age Champions; but it's likely the target of both older workers and other workers, albeit with different means.
3.1	Dimensions and quality of work (career and employment security, wages etc.) Partial retirement enables older workers to reduce hours worked with less financial penalty, whilst the opportunity to continue working add to future pension entitlement
3.2	Values/Motivation Work aimed at improving perceptions of older worker (although no information appears to be available)
3.3	Professional Competence (Lifelong Learning)
3.4	Health Wellbeing strategy not further specified.
3.5	Close Social Network
3.6	Family, work-life balance Partial retirement policy likely to contribute to work-life balance. Others ...
4.	Work after retirement ("silver work") Yes, partial retirement policy. But no information available about age effects.
5.	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, handicapped workers, social inequality, regional dimensions etc.)?
6.	Linkage to informal work/civic engagement/social volunteering? Age Network on volunteering (no further information)
7.	Other socially innovative dimensions touched worth being mentioned?
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)

North Warwickshire Borough Council (supply side of labour)

1.	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others) North Warwickshire Borough Council - http://www.northwarks.gov.uk/ Atherstone, Warwickshire (rural community) 31% of staff aged over 50, 9% aged over 60 - https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/142752/employing-older-workers-case-studies.pdf</p> <p>Mixed strategies/actors, i.e. are there different actors involved? All senior managers and team leaders briefed on phased retirement policy by Human Resources Manager.</p> <p>State of the art: What is being done? Phased retirement (applies to all employees) flexible retirement arrangements informal, but structured conversations (at least six monthly) between staff and managers on future plans (part of regular appraisal) Phased retirement criteria no detrimental effect on delivery economically beneficial fair to other team members Performance management, workplace adjustments for employees changing needs Flexible approach to re-deployment and re-training (precise details not clear) Phased retirement and skills transfer Regular review and risk assessment of each staffing role as part of divisional team planning - assesses potential impact of loss of each staff member</p> <p>Public incentives used? No.</p> <p>In practice/idea/proposal Implemented.</p>
2.	<p>Reasons (initiating dimensions) The rhetoric is about fairness and no discrimination. Changes to the Local Government Pension Scheme allow more flexible retirement. Results indicate: reduction in working hours for some workers working after age 65 reduced sickness,</p>

	no performance issues for older workers choosing to stay in work after age 65.
3.	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>It's not clear whether the original focus was on improved retention, the main rhetoric is on fairness and not being discriminatory, but impacts suggest improved retention of older workers.</p> <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>Policies available to all employees through regular appraisal process and divisional team planning</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	<p>Values/Motivation</p> <p>North Warwickshire Borough Council wants to deliver high quality services in a fair and equal way to all sections of the community. The Council is committed to reflecting the full diversity of the community we serve and promoting our role as an employer, service provider, purchaser of goods and services and community leader without discrimination.</p>
3.3	Professional Competence (Lifelong Learning)
3.4	Health
3.5	Close Social Network
3.6	<p>Family, work-life balance</p> <p>Others ...</p>
4.	Work after retirement (“silver work”)
5.	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)?
6.	Linkage to informal work/civic engagement/social volunteering?
7.	Other socially innovative dimensions touched worth being mentioned?
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)
9.	Further relevant information (also sources such as literature, interviews etc.)

Queen Alexandra College (supply side of labour)

1.	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others) Queen Alexandra College - http://www.qac.ac.uk/ Birmingham Education - specialist college for people aged 16+ who have visual impairments and other disabilities Roughly 200 employees, approximately 10% aged over 65</p> <p>Mixed strategies/actors, i.e. are there different actors involved? All senior managers and team leaders briefed on phased retirement policy by Human Resources Manager.</p> <p>State of the art: What is being done? Flexible working enables college to cover extended hours necessary to meet learners' needs accommodates older workers' changing work preferences, whilst meeting the needs of the organisation a large proportion of part-time workers, also flexible hours and reduced hours available timetable negotiable provided notice given to enable college to meet needs of learners</p> <p>Recruitment age neutral - focus on skills, knowledge and ability to meet learners needs and business objectives had difficulties in acquiring new staff in some key areas, so has developed own personnel through Certificate of Education qualifications, supplemented by mentoring and coaching</p> <p>Skills transfer older workers play key role in skills development which is important given the college has specialist skills. Use mentoring and coaching on the job.</p> <p>Public incentives used? No.</p> <p>In practice/idea/proposal Implemented.</p>
2.	<p>Reasons (initiating dimensions) The college has a disability focus which requires great flexibility to accommodate learners, staff and organisational needs.</p>
3.	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p>

	<p>Strong focus on specialist skills development enhancing employability</p> <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>No focus on older workers, but older workers attracted by flexibility of work</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p> <p>The college relies on specialist skills which develop over a long period of time, and leads to high job retention</p>
3.2	<p>Values/Motivation</p> <p>The mission of Queen Alexandra College is to create challenging learning opportunities for people with visual impairment and/or other disabilities to realise their potential to work and live independently.</p>
3.3	Professional Competence (Lifelong Learning)
3.4	Health
3.5	Close Social Network
3.6	<p>Family, work-life balance</p> <p>Others ...</p>
4.	Work after retirement (“silver work”)
5.	Life course orientation
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)?
6.	Linkage to informal work/civic engagement/social volunteering?
7.	Other socially innovative dimensions touched worth being mentioned?
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)
9.	Further relevant information (also sources such as literature, interviews etc.)

Ronseal (supply side of labour)

<p>1. Actor: (in case of company/organisation) (name, location, size, business sector, others) Ronseal - http://www.ronseal.co.uk/ - wood-care and waterproofing. Wholly owned subsidiary of "The Sherwin Williams Company" - paint manufacturer - http://www.sherwin-williams.com/); SIC - 2851 Paints, Varnishes, Lacquers, Enamels, and Allied Products Employs a staff of approximately 280; 33% over 50, 10% over 60 - https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/142752/employing-older-workers-case-studies.pdf Registered in Sheffield.</p> <p>Mixed strategies/actors, i.e. are there different actors involved? "Diversity Champions" each store level are now key implementers of a strategy originally promoted from senior management.</p> <p>State of the art: What is being done? High levels of staff retention and long service, which is recognised and celebrated. Positive attitude towards older workers: Flexible working arrangements Product demand is seasonal, so contracts are based on annualised hours or 4 day week (Monday-Thursday, 38 hours) Option to take 10 days additional leave outside periods of peak demand in exchange for Friday working when demand is high. Or an option to take 10 days additional leave outside periods of peak demand (unpaid) - popular with older workers. Reduces demand for temporary workers Return to work policies When a worker has a health problem - works closely with occupational health, employees and employees' doctor to agree and implement an extended phased return to work. Progress regularly reviewed Performance management, workplace adjustments for employees changing needs Reviewing pre-retirement advice and performance management processes Only offered once an employee indicates they wish to retire Bi-annual retirement seminars available to all employees Questions in appraisals about future plans (all employees irrespective of age) Where employee performance is failing or employee indicates unable to work as they used to, but want to continue working - adjustments made in consultation with occupational health consultants. (e.g. moved to 3 day week and buddied up with a colleague on tasks they could no longer perform alone; bigger screen, painting steps) Phased retirement and skills transfer</p>

	<p>If experienced member of staff with key skills indicates they wish to retire a successor is identified and mentored.</p> <p>Recruitment - age neutral</p> <p>Public incentives used?</p> <p>No.</p> <p>In practice/idea/proposal</p> <p>Implemented.</p>
2.	<p>Reasons (initiating dimensions)</p> <p>Flexible working reduces the demand for temporary workers.</p> <p>Pre-retirement advice and performance management supports succession planning and a performance culture</p> <p>Evidence of no relationship between age and absence</p> <p>Retention of key skills</p> <p>Reduced training costs</p>
3.	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability</p> <p>Focus is mainly on retention of workers with key skills, but also allows succession planning.</p> <p>Is the approach targeted especially on older workers or on all age groups?</p> <p>Most policies available to all age groups, but some focus on identification of retirement plans of workers with key skills.</p>
3.1	Dimensions and quality of work (career and employment security, wages etc.)
3.2	<p>Values/Motivation</p> <p>"The company has a family feel about it. We are honest with each other and always deliver on our promises"</p>
3.3	Professional Competence (Lifelong Learning)
3.4	Health
3.5	Close Social Network
3.6	<p>Family, work-life balance</p> <p>Others ...</p>
4.	Work after retirement ("silver work")
5.	Life course orientation
	<p>Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)?</p> <p>Intergenerational solidarity - mentoring, succession planning</p>
6.	Linkage to informal work/civic engagement/social volunteering?

7.	Other socially innovative dimensions touched worth being mentioned?
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)
9.	Further relevant information (also sources such as literature, interviews etc.)

TESCO (supply side of labour)

1.	<p>Actor: (in case of company/organisation) (name, location, size, business sector, others) TESCO - largest UK food and general household retailer. 300,000+ employees in the UK; almost 3,000 stores. Revenue: £42 billion in 2011/12.</p> <p>Mixed strategies/actors, i.e. are there different actors involved? State of the art: What is being done? 2004: TESCO introduced policy on working beyond retirement, and a recruitment campaign to attract people from different sections of the community, including older workers. Offers job training to school leavers, people post-retirement or starting a second career Flexible working to allow management of family responsibilities and work [Tesco also increased the age at which workers can claim their full pension entitlement]</p> <p>Public incentives used? In practice/idea/proposal Practised: employing about 2,500 people whose age is above the traditional retirement age (2009); 1-in-5 over 50 (2008). But see note under 3 below.</p>
2.	<p>Reasons (initiating dimensions) Tesco states: “We believe we can't afford to be complacent around diversity issues and are continually working on initiatives to attract people from all backgrounds. We aim to employ people who reflect the diverse nature of society and we value people and their contribution, irrespective of age, sex, disability, sexual orientation, race, colour, religion or ethnic origin. We also try and make sure everyone can work in a way that suits their circumstances - we support flexible working, offering part-time roles and encouraging job-sharing opportunities and shift swapping where possible.”</p>
3.	<p>Description of approach (which dimension of the supply side of labour is addressed and what are the aims?) – the employability Employability: training and education. Workability: flexible working</p> <p>Is the approach targeted especially on older workers or on all age groups? No. The policy simply is that training measures and flexible working are open to all, or so is the claim. In reality, looking at the current Tesco website (as at 2 Aug 2014), it is notable that policies for youth and gender policies are prominent, whereas there is little mention of age management issues apart from in the above mentioned context. In fact, performance indicators only record gender breakdowns. There is nothing on age, including youth.</p>
3.1	<p>Dimensions and quality of work (career and employment security, wages etc.)</p>
3.2	<p>Values/Motivation: diversity, reflecting society (and customer profile) and resulting efficiency and profitability.</p>

3.3	Professional Competence (Lifelong Learning) unclear if training is connected to specific job needs or more broadly advocated (recent note on Tesco website refers to a 71-years old apprentice)
3.4	Health
3.5	Close Social Network
3.6	Family, work-life balance Flexible working for carers Others ...
4.	Work after retirement (“silver work”) Yes. Tesco has been increasing its share of older workers (50+) in recent years through greater retention of existing employees (also post-retirement age) and recruitment.
5.	Life course orientation Not apparent
	Overarching dimensions of MOPACT touched (gender, older migrants, intergenerational solidarity, disabled workers, social inequality, regional dimensions etc.)?
6.	Linkage to informal work/civic engagement/social volunteering?
7.	Other socially innovative dimensions touched worth being mentioned?
8.	Brief SWOT evaluation including transferability, sustainability and usability (the latter for ideas, not practice)
9.	Further relevant information (also sources such as literature, interviews etc.)

2.11 Baltic countries (Estonia, Latvia, Lithuania)

Liina Osila (EE) | Ingel Kadarik (EE) | Marija Krulina (LV) | Julija Moskvina (LT)

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Summary

To find best examples of practices that are aimed at extending working lives in Estonia, Latvia and Lithuania, different sources of information were examined such as different survey data (e.g. employer surveys, population surveys providing insights to age management at company level, data on collective agreements if available and relevant). Also such qualitative data sources as (available, published) company case studies, qualitative research results, examples from media reports, collective agreements etc were reviewed.

Supply side of labour

Health promotion

To support employees health and guide employees to healthier lifestyle **Skype in Estonia** offers (free meals; services of massage therapists; financial support to promote regular exercising and physical activity; life, accident and illness insurance; the companys office is located near health trails and is equipped with washing facilities; its office is equipped with different games, TV, magazines and books to ease work-related stress; employees can bring their kids and dogs to the workplace. **Deloitte in Estonia** offers similar package (with some variations e.g. in addition to some of the mentioned measures, free vaccination against flu; active participation of different sports events; longer vacation for employees with longer tenure. While **Komas Estonia OÜ; Sillamäe Sadam AS; Eesti Energia Tehnoloogiatööstus** have created health cabinets in their premises providing employees with necessary health assistance at workplace to save their and companys' time and financial resources. Some Estonian companies **OÜ MISS-L** and **PVMP-EX OÜ** are specifically focused on providing exercising during breaks. Similar measures have been implemented in Lithuania, **Lithuanian Railways** „Lietuvos geležinkeliai“ implemented health programm for office staff including physical exercise breaks together with consultation opportunities with sport and nutrition specialists. Also, **NGO "Positive health team"** in Lithuania, has implemented a project to promote physical activity in the workplace in different enterprises. Another company in Estonia **Viiratsi Saeveski AS** covered the floors with rubber mats to reduce vibration, which is one known work environment hazard that could lead to occupational illness.

Training

University of the Third Age (Väärikate Ülikool) in Estonia provides lectures and seminars to persons aged 50+ where different educative practical and theoretical issues are studied. Different enterprises and NGOs in Estonia, Latvia and Lithuania such as **NGO Second Chance (MTÜ Teine Võimalus)**; **NGO Support and Schooling Center Trust (MTÜ Tugi- ja Koolituskeskus Usaldus)** in Estonia; **Lattelecom** in Latvia and **Lithuanian Union of the Pensioners' Bociai** ", **NGO Volunteer nature of work and Baltic Education Technology Institute / BETI** in Lithuania also offer or have offered different trainings to older people (employed, unemployed) to improve their skills and increase their competitiveness. In some companies (**Eesti Energia** in Estonia; **Elis Electric** in Lithuania) provide in-house training where young and unexperienced workers will have on-site work training under older and much experienced workers.

Intergenerational solidarity

Best Agers Lighthouses project in Lithuania brought together different generations with initiatives to promote employees health in all age groups as well as discussions regarding the prospects of older workers. In Latvia **Best Agers project** organised seminars for seniors (aged 55+) to provide older people with pedagogical skills and methods of cooperation in order to promote mutual understanding between generations and transfer of relevant knowledge to students and young entrepreneurs. Also, in Latvia — **Connect Latvia** is developing a senior advisor network, consisting of approximately 30 (50+) experts, who voluntarily provide counselling sessions (up to three) for the interested companies, organizations, start-up companies and inventors. **Eesti Energia** in Estonia offers mentorship programme wherein older and experienced workers are mentors for their younger colleagues who have moved up in their career ladder (this helps to keep and share the valuable knowledge in the enterprise).

Motivation

Viking Window AS in Estonia offers seniority premium which is paid to employee whose length of service is at least 5 years. Similar' practice can be found in Latvia, where retail company **RIMI** offers financial benefits for longer tenure. In addition to standard package of the medical insurance, employees with long tenure receive supplementary dentist insurance and medication allowance.

Flexible working time arrangements

As older workers capacity to work decreases with age, several companies have offered them flexible working- time arrangements. **Eesti Energia** in Estonia uses shared jobs principle by offering shorter flexible (part-time) work to older workers and recruiting trainees. This enabled to utilise older workers work experience and help trainees to settle in better. In Latvia, retail giant **RIMI** allows its employees to choose the intensity of their work (how many hours to work per week) themselves. Similarly, in Lithuania, **Elis Electric** offers flexible work organisation to its (pre) retirement age employees (mostly flexible working time arrangements).

General employability

In Lithuania, **Entrepreneurship Promotion Fund (Verslumo skatinimo fondas)** offers credit combined with the start-up business training and counseling, as well as assistance in the development and implementation of business plans to different labour market risk groups (including people older than 50).

Employment protection

Eesti Energia in Estonia provides a small income to those who have or are facing redundancy and who have 5 or less years until retirement and who do not find new jobs until their retirement age.

Demand side of labour

Recruitment

In Latvia several initiatives aiming to improve older people employment can be witnessed. The **Ministry of Welfare** organized an event-competition where senior-friendly companies were awarded. Companies were evaluated on following criteria: suitable working environment for the elderly, the involvement of seniors in company's processes, etc. **RASA The Alliance of Active Seniors** in Riga has implemented *Vecmāmiņu kontaktbirža* – social grandmas for rent (“Grandmothers contact exchange”) initiative to involve seniors in the labour market. While another social enterprise **LUDE** producing rugs in Latvia employs senior citizens to tackle social challenges such as poor life quality of pensioners and seniors inability to find job due to health issues. Due to similar reasons a social business in Latvia named **MAMMU hangers** has been implemented where seniors living on the countryside provide the business with clothes hangers made from natural wood. Also in Latvia, **JSC Grindex**, the leading pharmaceutical company in the Baltic states employs pension-aged people (around 10% of total employees) as mentors for younger staff and representatives of the company and also cooperate with Latvian Pensioners' Federation to promote active lifestyle and provide useful information about medication and health issues.

Viiratsi Saeveski AS

Country	Estonia
Title/ name of the initiative	Reducing the impact of vibration
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	Viiratsi Saeveski AS, main activity production of sawn timber, NACE 16101
Financer Are there any public incentives used? If yes, please describe the incentives.	Viiratsi Saeveski AS
Status of the initiative Is it in practice, idea or proposal?	In practice
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	Vibration of the floor occurred in some workplaces in wood processing technology line. Vibration is one known work environment hazard that could lead to occupational illness.
Description of the initiative/idea/proposal What? How?	To reduce the impact of the vibration, the company decided to cover the floor with rubber mats produced from old car tires.
Period of implementation	
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?	All employees in all age groups; around 60 (data from 2010) http://www.aripaev.ee/default.aspx?publicationid=31503ED6-39D4-4163-9D98-74AA1E3959CE&code=75006

<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented.</p> <p>Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts?</p> <p>Has the example been implemented elsewhere?</p>	<p>Employees are no longer exposed to vibration when working. Employees' feedback has been extremely positive. They have expressed that the difference is noticeable when being in the area covered with rubber mats compared to the walking surface next to the line.</p>
<p>List of sources used (including references to literature, conducted interviews)</p>	<p>http://www.ti.ee/public/files/214_Viiratsi_Saeveski_AS.pdf</p> <p>http://www.aripaev.ee/default.aspx?publicationid=31503ED6-39D4-4163-9D98-74AA1E3959CE&code=75006</p>

Eesti Energia

Country	Estonia
Title/ name of the initiative	Coping with the situation of ageing workforce
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	Eesti Energia, The biggest enterprise in the industry in Estonia, the biggest employer in Estonia. NACE code D (Electricity, gas, steam and air conditioning supply), 6,968 employees
Financer Are there any public incentives used? If yes, please describe the incentives.	Eesti Energia
Status of the initiative Is it in practice, idea or proposal?	On-going
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	To cope with the situation of ageing workforce (in about next three years almost 1/3 of employees will reach retirement age; in one region (strategically very important for the company) almost 80% employees will reach retirement age)
Description of the initiative/idea/proposal What? How?	Five measures have been implemented: 1) Shared jobs- (as older workers capacity to work decreases with age, they were offered shorter flexible (part-time) and trainees were recruited. This enabled to utilise older workers work experience and help trainees to settle in better 2) Mentorship programme- older and experienced workers are mentors for their younger colleagues who have moved up in their career ladder (this helps to keep and share the valuable knowledge in the enterprise) 3) Training- some of the workplaces in Eesti Energia demand very specific skills/knowledge, which are not taught in universities, therefore young and unexperienced workers will have on-site work training under older and much experienced workers

	<p>4) Personal stories of different older vibrant employees, with a long tenure, still working in Eesti Energia are shared through intranet within the company in order to show that Eesti Energia values all its employees irrespective of their age and to set a positive example to other employees</p> <p>5) For older workers in production or fuel field who have or are facing redundancy and who have 5 or less years until retirement and who do not find new jobs, the company created a social fund that aims to provide those employees with a small income until pensionable age.</p>
Period of implementation	Start date unknown, currently on-going
<p>Target group of the initiative</p> <p>Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?</p>	Employees aged 50+
<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented.</p> <p>Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts?</p> <p>Has the example been implemented elsewhere?</p>	<p>The knowledge and experience of the older employees are made visible and are shared with younger workers</p> <p>Older employees are satisfied with the possibility to work part-time</p> <p>Eesti Energia is a desired employer among students</p>
List of sources used (including references to literature, conducted interviews)	Interview with Eesti Energia personnel manager (in 2012)

Skype

Country	Estonia
Title/ name of the initiative	Creation of healthier work environment and support for employees to be more physically active
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	Skype Technologies OÜ, telecommunications sector, NACE 62091 (exact number of employees is not available, but it remains around 400 employees according to available information)
Financer Are there any public incentives used? If yes, please describe the incentives.	Skype Technologies OÜ
Status of the initiative Is it in practice, idea or proposal?	On-going
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	Main problem for people working in ICT sector is low level of exercising and poor eating habits that inturn can cause different health problems
Description of the initiative/idea/proposal What? How?	<p>To support employees health and guide employees to healthier lifestyle the company has several measures: Company offers free breakfast and lunch. Employees have the opportunity to choose from different healthy meals (e.g. fruits, salads etc)</p> <p>Services of massage therapists once a month to alleviate tensions commonly occuring among employees working with computers (such as neck and shoulders area)</p> <p>Financial support to promote regular exercising and physical activity. The company has concluded agreements with several sports facilities, gyms etc. The company pays a part of the membership fee/ participation fee to those facilities so that their employees would be more motivated to regularly exercise.</p> <p>Life, accident and illness insurance. The company provides life, accident and critical illness insurance for all its employees to ensure its employees with the sense of security.</p> <p>The companys office is located near health trails and is equipped with washing facilities, sauna and room for employees to keep their bicycles to motivate employees to exercise.</p>

	<p>The ease work-related stress, skype has equipped its office with x-box, Wii, table football, pool table, TV, magazines and books ´</p> <p>Employees can bring their kids and dogs to the workplace</p>
Period of implementation	Start date unknown, currently on-going
<p>Target group of the initiative</p> <p>Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?</p>	All employees
<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented.</p> <p>Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts?</p> <p>Has the example been implemented elsewhere?</p>	According to available information, the company states that employees are happy and satisfied, work-related performance has improved and work environment is healthier.
List of sources used (including references to literature, conducted interviews)	<p>http://arileht.delfi.ee/news/uudised/skypei-maffia-firmast-lahkuvad-talendid-loovad-uusi-ettevotteid.d?id=69381135</p> <p>http://ti.ee/public/files/207_Skype_Technologies_OU.pdf</p> <p>http://ti.ee/public/files/205_Skype_Technologies_OU.pd</p>

Deloitte

Country	Estonia
Title/ name of the initiative	Comprehensive package of activities to promote healthy lifestyle
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	Deloitte Audit Estonia, NACE 69201
Financer Are there any public incentives used? If yes, please describe the incentives.	Deloitte Audi Estonia
Status of the initiative Is it in practice, idea or proposal?	On-going
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	To promote healthier lifestyle, maintain employees health and alleviate potential health risks stemming from work organisation (fixed or constrained body positions, sedendary work etc)
Description of the initiative/idea/proposal What? How?	<p>To support employees health and guide employees to healthier lifestyle the company has several measures:</p> <p>The company offers fresh fruit once a week from November till March (cold season when the potential to become ill is the highest)</p> <p>The office is equipped with two big rubber balls to alleviate tensions caused by fixed or constrained body positions) and two standing work stations</p> <p>Services of massage therapists to alleviate tensions commonly occuring among employees working with computers (such as neck and shoulders area)</p> <p>Opportunity to vaccinate against flu</p> <p>From 2011, the company organises annual tennis tournament, during this tournament beginners can take lessons</p>

	<p>The company employees actively take part from different sports events (football tournaments, marathons etc)</p> <p>Company offers flexible work place arrangements. Employees can in agreement with employer work at home.</p> <p>The company offers “Loyalty vacation” for employees with longer tenure. This is applied for employees who have worked for the company for 5 years and for every year the person has 1 extra day of paid leave. The maximum number of loyalty vacation days in a year is 10.</p>
Period of implementation	Start date unknown, currently on-going
<p>Target group of the initiative</p> <p>Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?</p>	All employees
<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented.</p> <p>Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts?</p> <p>Has the example been implemented elsewhere?</p>	According to available information, the company claims that employees are more satisfied with work environment
List of sources used (including references to literature, conducted interviews)	http://ti.ee/public/files/183_Deloitte_Audit_Eesti%281%29.pdf

Fortaco Estonia OÜ | Sillamäe Sadam AS | Eesti Energia Tehnoloogiatööstus: Health measures

Country	Estonia
Title/ name of the initiative	Health assistance for employees to promote employees health
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	Different enterprises: Fortaco Estonia OÜ (previously Komax Estonia OÜ), main field of activities is production of metal constructions NACE 2511; Sillamäe Sadam AS, main field of activities is cargo handling NACE 52241; Eesti Energia Tehnoloogiatööstus, repairment of devices NACE 33191)
Financer Are there any public incentives used? If yes, please describe the incentives.	Enterprises themselves: Komax Estonia OÜ; Sillamäe Sadam AS; Eesti Energia Tehnoloogiatööstus
Status of the initiative Is it in practice, idea or proposal?	On-going
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	All the companies have created health cabinets for similar reasons: the work is complex and demanding and is done in difficult circumstances; the company facilities are located outside the city and by providing employees with necessary health assistance at workplace helps to save their and companys' time and financial resources. This also helps early detection of illnesses and encourages people who have postponed doctors visits due to reasons as (long waiting lists and too much time spent to going and coming from doctors appointments) to find solutions to their problems
Description of the initiative/idea/proposal What? How?	In all three companies health cabinet with medical personnel is open daily Employees have the opportunity to measure their blood pressure, perform EKG, get injections, massage etc Expenses to cabinet, services and personnel are covered by the companies
Period of implementation	Start date unknown, currently on-going
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is	All employees

the size of the target group (e.g. focused in a specific company/region etc)?	
Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented. Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts? Has the example been implemented elsewhere?	Fortaco Estonia OÜ has stated that around 150-180 employees visit the health cabinet in a month. They in total have 350 employees. They state such arrangement is very comfortable for employees and saves times and money. Sillamäe Sadam AS stated that the number of sickness cases has decreased thanks to the health cabinet Eesti Energia Tehnoloogiatööstus stated that this has mainly decreased the amount of time spent for doctors visits.
List of sources used (including references to literature, conducted interviews)	http://ti.ee/public/files/175_Komas_Estonia.pdf http://ti.ee/public/files/210_Sillamae_Sadam_AS.pdf http://ti.ee/public/files/77_Eesti_Energia_Tehnoloogiatööstus.pdf

OÜ MISS-L | PVMP-EX OÜ: Exercising during breaks

Country	Estonia
Title/ name of the initiative	Exercising during breaks
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	Enterprises OÜ MISS-L and PVMP-EX OÜ
Financer Are there any public incentives used? If yes, please describe the incentives.	Enterprises themselves: OÜ MISS-L and PVMP-EX OÜ
Status of the initiative Is it in practice, idea or proposal?	On-going
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	Due to work nature, employees are working in a forced position for an extended period of time and doing monotonous work which puts them in high risk of evolving impairments related to neck and shoulder area
Description of the initiative/idea/proposal What? How?	In OÜ MISS-L, the personnel exercises every day at 1pm In PVMP-EX OÜ, exercising takes place during one of daily breaks. Exercising is carried out by work environment representative who has had specific training. The company also takes part of a study on work-related musculoskeletal overload illnesses carried out by Tallinn University Haapsalu College Health Promotion and Rehabilitation Competence Center. During this study, 88 employees have been checked and 17 has had treatment.
Period of implementation	Start date unknown, currently on-going
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting	All employees (seamstresses)

<p>employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?</p>	
<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented. Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts? Has the example been implemented elsewhere?</p>	<p>According to OÜ MISS-L, employees health risks have decreased and their labour productivity has increased. According to PVMP-EX OÜ, employees who have taken part of exercising and from the study, have stated that their health has improved.</p>
<p>List of sources used (including references to literature, conducted interviews)</p>	<p>http://ti.ee/public/files/171_Miss_L.pdf http://ti.ee/public/files/223_PVMP_EX_OU.pdf</p>

Viking Window AS

Country	Estonia
Title/ name of the initiative	Implementation of seniority premium for recognizing and creating employees loyalty
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	Enterprise Viking Window AS, production of wooden doors, windows, shutters and frames NACE 16231
Financer Are there any public incentives used? If yes, please describe the incentives.	Viking Window AS
Status of the initiative Is it in practice, idea or proposal?	On-going
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	The company provides in-house training for employees. Due to high personnel turnover, the company seeked for options to motivate employees to stay
Description of the initiative/idea/proposal What? How?	Seniority premium is paid to employee whose length of service is at least 5 years. Seniority premium is paid once a year based on Executive Boards decision. The amount of the seniority premium is dependant of the length of service (in case of 5 years 50% from previous year's average monthly wage; in case 6 years 60% etc).
Period of implementation	Start date unknown, currently on-going
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is	Production workers, long-term workers

the size of the target group (e.g. focused in a specific company/region etc)?	
Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented. Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts? Has the example been implemented elsewhere?	According to personnel statistics collected by the company in 2012, 41% of employees received seniority premium and in 2013, 35% of employees received seniority premium.
List of sources used (including references to literature, conducted interviews)	http://ti.ee/public/files/192_Viking_Window_AS.pdf

University of the Third Age

Country	Estonia
Title/ name of the initiative	University of the Third Age (<i>Väärikate Ülikool</i>)
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	It is implemented in six towns in Estonia by the University of Tartu in cooperation with local partners (Foundation Saaremaa Universities Centre; Central Estonia teaching and competence center, city governments)
Financer Are there any public incentives used? If yes, please describe the incentives.	In every town, there are different financers – city governments, the Council Of Gambling Tax, the Local Initiatives Program, University of Tartu
Status of the initiative Is it in practice, idea or proposal?	In practice
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	Promoting life-long learning and offering possibilities for older people to gain knowledge.
Description of the initiative/idea/proposal What? How?	In lectures and seminars different political, scientific and generally educative practical and theoretical issues are studied. Lecturers are experts, politicians and civil servants. Seminars take place once or twice a month from autumn to spring and in 6 different towns. Topics vary in towns.
Period of implementation	Since 2009 (continuing)
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?	The initiative is targeted at developing skills of persons aged 50+.

<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented.</p> <p>Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts?</p> <p>Has the example been implemented elsewhere?</p>	<p>No formal evaluation is currently available. However, the project is very popular - it started in 2009 in Pärnu and then spread year after year to other towns in Estonia as well.</p>
<p>List of sources used (including references to literature, conducted interviews)</p>	<p>http://www.ut.ee/et/koolitus/vaarikate-ulikool http://www.tallinn.ee/est/Tallinn-pakub-koostoos-Tartu-Ulikooliga-eakatele-enesetaendamise-voimalusi http://www.yks.ee/projektid/ http://www.eurofound.europa.eu/eiro/studies/tn1210012s/ee1210019q.htm</p>

NGO Second Chance

Country	Estonia
Title/ name of the initiative	Older people – a valuable resource on the labour market
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	NGO Second Chance (MTÜ Teine Võimalus)
Financer Are there any public incentives used? If yes, please describe the incentives.	European Social Fund programme “Increasing the Supply of a Qualified Labour Force 2007–2013”
Status of the initiative Is it in practice, idea or proposal?	Finished
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	In light of population ageing it is important, on the one hand, to promote the value of older workers and, on the other hand, to encourage older people to be active in the labour market and to increase their competitiveness.
Description of the initiative/idea/proposal What? How?	<p>Information dissemination</p> <p>A webpage http://www.teinevoimalus.ee/ was created. There can be found articles and information, it offers free counselling and it is also an environment for communicating with others. In collaboration with the Unemployment Insurance Fund, 9 seminars were held for employers in order to discuss challenges and concerns faced by ageing workforce; introducing key benefits of recruiting older people to help overcome widespread prejudices against older workers. Also, videoclips on the national TV and articles were produced, 3 roundtables and 1 conference were held.</p> <p>Training</p> <p>4 trainings were provided for unemployed aged 50+. The purpose was to build their self-esteem, develop skills, provide information on labour market developments, introduce the idea of life-long learning and to provide access to e-learning etc.</p>
Period of implementation	30.11.2009- 31.01.2012

<p>Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?</p>	<p>Older people aged 50-74, employers.</p>
<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented. Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts? Has the example been implemented elsewhere?</p>	<p>11 project indicators were set – the number of participants in the trainings, the proportion of people that filled in the survey at the end of the project, the improvement of computer literacy, writing CV and motivation letter, social abilities, self-esteem; the increase of awareness of their rights, health risks in the workplace, healthy habits; motivation to participate in life-long learning; the training being resultant for the participants. The indicators were measured with survey that was carried out at the end of the project. Most of the project indicators were fulfilled and exceeded. Also, surveys were carried out among employers that took part of the seminars. According to the results, the employers mostly stated that the issue is important, the information gathered was new to them and they are ready to employ older workers. As a result of the project, discussions about older workers, their value and needs took place in the society.</p>
<p>List of sources used (including references to literature, conducted interviews)</p>	<p>http://www.teinevoimalus.ee/et/paevateemad/Projekt/455-Projekt http://issuu.com/kadrilaas/docs/projektiraamat?e=4305861/2970617#222222 http://www.eurofound.europa.eu/eiro/studies/tn1210012s/ee1210019q.htm</p>

NGO Support and Schooling Center Trust

Country	Estonia
Title/ name of the initiative	Bringing older people into labour market by increasing their social ability and competitiveness
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	NGO Support and Schooling Center Trust (MTÜ Tugi- ja Koolituskeskus Usaldus)
Financer Are there any public incentives used? If yes, please describe the incentives.	European Social Fund programme "Increasing the Supply of a Qualified Labour Force 2007–2013"
Status of the initiative Is it in practice, idea or proposal?	Finished
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	The competitiveness of older people is low and therefore it is hard for them to stay or re-enter in the labour market.
Description of the initiative/idea/proposal What? How?	10 work clubs for 250 unemployed persons' and persons' in danger of losing their job aged 50+ were created. Individual psychological, juridical and career counselling was provided to all participants and schooling- and career schemes were made for all participants. All participants passed computer training based on individual needs and previous skills, and schooling based on their occupation. Non-Estonian speaking participants were provided a language course. 50 support persons/mentors were trained for offering mentorship for older unemployed persons. In six counties, cooperational networks were launched that try to help older unemployed workers to return to work. A handbook that provides specific directions and advice to unemployed older workers on how to return back to work was issued, project results were introduced in 1 day seminars with foreign experts in four counties.
Period of implementation	01.11.2009-31.10.2012
Target group of the initiative	Older unemployed persons. It is aiming at enhancing the employability of older workers.

<p>Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?</p>	
<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented. Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts? Has the example been implemented elsewhere?</p>	<p>Information on impact is currently not available.</p>
<p>List of sources used (including references to literature, conducted interviews)</p>	<p>http://esf2007.sm.ee/index.php?id=235 http://www.eurofound.europa.eu/eiro/studies/tn1210012s/ee1210019q.htm</p>

“Developing a Comprehensive Active Ageing Strategy for Longer and Better Working Lives”

Country	Latvia
Title/ name of the initiative	A strategy “Developing a Comprehensive Active Ageing Strategy for Longer and Better Working Lives” (in cooperation with the World Bank)
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	Ministry of Welfare
Financer Are there any public incentives used? If yes, please describe the incentives.	Co-financed by the European Union Programme for Employment and Social Solidarity – PROGRESS and the government budget
Status of the initiative Is it in practice, idea or proposal?	Proposal
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	To develop an active ageing strategy in Latvia that would ensure longer and better working lives for the elderly, taking into account current demographic challenges that the country faces.
Description of the initiative/idea/proposal What? How?	The strategy will analyse the current situation of population aged 50 and over, identify main labour market challenges, assess existing measures, evaluate measures needed for improving current situation and give corresponding recommendations.
Period of implementation	2014 - 2016
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?	Persons aged 50 and over It aims at assessing what measures should be taken in order to enhance the employability of older people.

<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented.</p> <p>Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts?</p> <p>Has the example been implemented elsewhere?</p>	<p>The expected impact is that it will be clear what challenges the country faces with respect to active ageing policies and suitable recommendations will be provided. Thus, Latvia's authorities will be able to take respective actions to tackle the issues pointed out by the World Bank.</p>
<p>List of sources used (including references to literature, conducted interviews)</p>	<p>http://www.lm.gov.lv/text/2752</p> <p>http://www.lm.gov.lv/text/2739</p>

State Employment Agency

Country	Latvia
Title/ name of the initiative	Employment measures for certain groups, including persons aged 50 and over
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	State Employment Agency
Financer Are there any public incentives used? If yes, please describe the incentives.	Co-financed from the European Social Fund and the government budget
Status of the initiative Is it in practice, idea or proposal?	In practice
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	To encourage the participation of certain unemployed people, who are in a disadvantaged situation, in the labour market. To facilitate the acquisition of skills and competencies that would ensure a permanent job for the target persons.
Description of the initiative/idea/proposal What? How?	The unemployed persons 50 and over were provided with subsidised workplaces, in accordance with the specific education and work experience requirements from the employer.
Period of implementation	2008 - 2013
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?	Persons in a disadvantaged situation, including persons aged 50 and over, and persons with disability It aimed at enhancing the employability of an ageing workforce and integrating specific groups in the labour market.

<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented.</p> <p>Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts?</p> <p>Has the example been implemented elsewhere?</p>	<p>Of all people who had taken part in the project, persons aged 50 and over composed 31 %, 32 % and 36 % in 2010, 2011 and 2012, respectively.</p> <p>In 2011, 131 (26.3 %) persons obtained a permanent workplace after participating in the project.</p>
<p>List of sources used (including references to literature, conducted interviews)</p>	<p>http://www.nva.gov.lv/index.php?cid=433&mid=313&txt=2908&from=0</p> <p>http://www.lm.gov.lv/upload/darba_tirgus/lmzin_muzisgl_130712.pdf</p>

Working with a stipend in municipalities

Country	Latvia
Title/ name of the initiative	Working with a stipend in municipalities
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	State Employment Agency
Financer Are there any public incentives used? If yes, please describe the incentives.	Co-financed by the government budget and the European Social Fund
Status of the initiative Is it in practice, idea or proposal?	In practice
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	To minimize the negative social effects of the crisis on the labour market. To provide the vulnerable groups of the society, including older workers, with temporary jobs and thus livelihood.
Description of the initiative/idea/proposal What? How?	The project provided the unemployed who did not receive the unemployment benefits with a chance to work. The following conditions applied: low-skilled, physical work, 40 hours a week working hours, minimum length of participation – two weeks, maximum length of participation – six months. For a month work a person could get a stipend of 100 LVL (146 EUR).
Period of implementation	2009 - 2011
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?	All age groups, including older people It aimed at returning long-term unemployed to the labour market.

<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented.</p> <p>Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts?</p> <p>Has the example been implemented elsewhere?</p>	<p>Although the initiative was meant for all age groups, older people compiled a large part of all involved. In 2010, 19 052 (or 36 %) seniors took part in the project while in 2011, 20 507 (or 41 %) seniors participated in the project.</p> <p>Thus, the unemployed seniors returned to the labour market for a time period and ensured their short-term survival.</p>
<p>List of sources used (including references to literature, conducted interviews)</p>	<p>http://www.lm.gov.lv/upload/darba_tirgus/lmzin_muzisgl_130712.pdf</p> <p>Informatīvs ziņojums "Par algotu pagaidu sabiedrisko darbu atsākšanu 2012. gadā"</p>

Lifelong learning measures for employed persons

Country	Latvia
Title/ name of the initiative	Lifelong learning measures for employed persons
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	State Employment Agency
Financer Are there any public incentives used? If yes, please describe the incentives.	Financed by European Social Fund
Status of the initiative Is it in practice, idea or proposal?	In practice
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	To provide an opportunity for employed persons to supplement and improve the necessary work-related knowledge and skills.
Description of the initiative/idea/proposal What? How?	The lifelong learning project offers to participate in professional or informal education programmes. The State Employment Agency covers either 70 % of costs (not exceeding 249 EUR) or 100 % of costs (not exceeding 355.72 EUR) for different target groups.
Period of implementation	2010 onwards
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?	Various target groups, including persons aged 45 or more It aims at further enhancing employability of older workers and ensuring lifelong learning.

<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented.</p> <p>Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts?</p> <p>Has the example been implemented elsewhere?</p>	<p>Although the initiative targets various groups, people aged 50 and over have actively taken part in the project.</p> <p>In 2010, 1 163 persons or 23 % of all involved were seniors. In 2011, it was 2 210 or 20 % of all involved. In 2012, almost 10 % of all involved were persons aged 55 and over.</p> <p>The most popular programmes among seniors in all years were foreign and national language courses and courses linked to professional development.</p>
<p>List of sources used (including references to literature, conducted interviews)</p>	<p>http://www.nva.gov.lv/index.php?cid=433&mid=435&txt=2913&from=0</p> <p>http://www.lm.gov.lv/upload/darba_tirgus/lmzin_muzisgl_130712.pdf</p>

Senior-friendly company competition

Country	Latvia
Title/ name of the initiative	Senior-friendly company competition
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	Ministry of Welfare, Institute of Corporate Social Responsibility, Employer's Confederation of Latvia, Free trade Union Confederation of Latvia
Financer Are there any public incentives used? If yes, please describe the incentives.	EU structural funds
Status of the initiative Is it in practice, idea or proposal?	In practice
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	To explain how to practically create a suitable working environment for seniors. To develop appropriate HR policies. To promote business practices for seniors-oriented employment policies.
Description of the initiative/idea/proposal What? How?	The Ministry of Welfare organized an event-competition where senior-friendly companies were awarded. Companies were evaluated on following criteria: suitable working environment for the elderly, the involvement of seniors in company's processes, etc.
Period of implementation	2012 (with a hope that it would continue; no information on continuation)
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?	Older workers, employers It aimed at encouraging employers to hire and retain older workers.

<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented.</p> <p>Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts?</p> <p>Has the example been implemented elsewhere?</p>	<p>As it turned out, companies had very little knowledge on what qualifies as a senior-friendly company. The further expected impact was that, with the help of the competition, awareness of what it means to be a senior-friendly company would be raised. It was expected that companies would consider what they can do to improve the situation for the elderly.</p>
<p>List of sources used (including references to literature, conducted interviews)</p>	<p>http://www.lm.gov.lv/news/id/4009</p> <p>http://www.puaro.lv/lv/puaro/par-senioram-draudzigiem-atziti-pieci-uznemumi</p>

Senior advisor network

Country	Latvia
Title/ name of the initiative	Senior advisor network
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	Connect Latvia (in cooperation with Best Ager) Connect Latvia is a non-profit membership organisation which helps entrepreneurs, inventors and start-up companies.
Financer Are there any public incentives used? If yes, please describe the incentives.	No financing
Status of the initiative Is it in practice, idea or proposal?	In practice
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	To use the knowledge of senior advisors in various fields (finance, marketing, business management, public relations, strategy, etc.) in order to support companies, organisations and inventors. To show the potential of older people and eradicate discrimination by age.
Description of the initiative/idea/proposal What? How?	Connect Latvia develops a senior advisor network, consisting of approximately 30 experts, who voluntarily provide counselling sessions (up to three) for the interested companies, organisations and inventors.
Period of implementation	From 2012 onwards
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?	Seniors (55 or older) with distinct knowledge in certain field It aims at keeping older people economically active.

<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented.</p> <p>Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts?</p> <p>Has the example been implemented elsewhere?</p>	<p>Senior advisors assist entrepreneurs on specific knowledge that young people do not have in order to develop their businesses.</p> <p>For example, a furniture manufacturer company SIA Cardboarders was provided mentoring on how to attract potential investors.</p>
<p>List of sources used (including references to literature, conducted interviews)</p>	<p>http://www.best-agers-project.eu/Partnership/CONNECTLatvia/tabid/1202/Default.aspx</p> <p>http://www.best-agers-project.eu/BestAgers/Definition/tabid/1109/Default.aspx</p> <p>http://www.connectlatvia.lv/pub/default.php?lapa=341&oid=341</p> <p>http://www.db.lv/laikraksta-arhivs/bizness-regionos/virzit-jaunos-un-pasiem-sevi-376371</p>

Get Connected, Latvia

Country	Latvia
Title/ name of the initiative	Get Connected, Latvia
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	Lattelecom Lattelecom is one of the leading telecommunication and Internet service provider companies in Latvia.
Financer Are there any public incentives used? If yes, please describe the incentives.	Project financed by Lattelecom
Status of the initiative Is it in practice, idea or proposal?	In practice
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	To provide older people with the necessary computer skills for improved competitiveness in the labour market. To reduce digital divide.
Description of the initiative/idea/proposal What? How?	Seniors can apply for free computer skill courses which happen on three levels based on current expertise.
Period of implementation	2008 onwards
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?	Seniors aged 50 or more It aims at enhancing employability of ageing workforce.

<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented.</p> <p>Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts?</p> <p>Has the example been implemented elsewhere?</p>	<p>Those who complete the highest (expert) level courses are expected to know how to turn on and off a computer, use a mouse and an keyboard, access the Internet, use email and search for information.</p> <p>From 2008, 20 000 seniors have obtained computer skills through the Get Connected, Latvia initiative.</p>
<p>List of sources used (including references to literature, conducted interviews)</p>	<p>http://www.piesledzieslatvija.lv/lv/par-apmacibam/</p> <p>http://www.senioriem.lv/raksti/2013/4/14/piesledzies-latvija/</p> <p>http://www.piesledzieslatvija.lv/lv/jaunumi-par-piesledzies-latvija!/11334</p>

Social grandmas for rent

Country	Latvia
Title/ name of the initiative	Vecmāmiņu kontaktbirža – social grandmas for rent (“Grandmothers contact exchange”
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	RASA (Association “Riga active senior alliance” The Alliance of Active Seniors in Riga is a volunteer society which promotes active participation of seniors in the society, protects social and economic rights and interests of senior people; organises educational, health-improving and entertaining classes and events. Over 440 members.
Financer Are there any public incentives used? If yes, please describe the incentives.	Co-financed by Riga City Council committee for education, culture and sports (2846.38 EUR)
Status of the initiative Is it in practice, idea or proposal?	In practice
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	To involve seniors in the labour market.
Description of the initiative/idea/proposal What? How?	A grandma for rent is a project which prepares grandmas for work with children, whose parents are working and who do not have a place in a kindergarten, and the elderly, who cannot take care of themselves. It trains grandmas in areas of psychology, pedagogy and first aid and gives practical experience (internship) in a kindergarten. In the end, grandmas receive a certificate that gives the right to provide qualified assistance to families. Now the project has evolved into 40 hour course on child care basics where participants receive a state accredited diploma.
Period of implementation	2012 onwards
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or	Seniors aged 50 or older It aims at involving the ageing workforce in the labour market.

<p>providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?</p>	
<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented. Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts? Has the example been implemented elsewhere?</p>	<p>A contact-base with a list of seniors who are certified to look after children is created. By mid-2012, 21 seniors had been trained. From 2013, there is evidence that grandmas after finishing courses work as nannies for kindergarten and primary-school age children. Some of them report receiving 1.5 LVL (2.2 EUR) per hour.</p>
<p>List of sources used (including references to literature, conducted interviews)</p>	<p>http://www.biedribarasa.lv/vecmaminu-kontaktbirza http://www.tvnet.lv/zinas/latvija/421331-vecmaminu_kontaktbirza_plano_izverst_darbibu http://www.iksd.riga.lv/public/44636.html http://www.la.lv/mazo-skolenu-vecakiem-palidz-socialas-vecmaminas-2/</p>

Seminars on inter-generation cooperation methods

Country	Latvia
Title/ name of the initiative	Seminars on inter-generation cooperation methods
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	Unknown (within the Best Agers project); takes place in the EU House in Riga
Financer Are there any public incentives used? If yes, please describe the incentives.	Financed by Best Agers project (partially by the European Regional Development Fund)
Status of the initiative Is it in practice, idea or proposal?	In practice
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	To provide older people with pedagogical skills and methods of cooperation in order to promote mutual understanding between generations and transfer of relevant knowledge to students and young entrepreneurs.
Description of the initiative/idea/proposal What? How?	Seniors were invited to participate in the training programme. The curriculum of the event (developed within the Best Agers project) covered areas as leadership, career change, career guidance, etc. In the end of the programme, participants received a certificate which affirmed the acquired knowledge.
Period of implementation	May 21 – June 7, 2012
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?	Seniors aged 55 or older It aimed at providing seniors with knowledge that would enhance their labour market relevance.

<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented.</p> <p>Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts?</p> <p>Has the example been implemented elsewhere?</p>	<p>At the end of the programme, participants were expected to acquire a variety of methods for work with young people as well as gain experience and network.</p>
<p>List of sources used (including references to literature, conducted interviews)</p>	<p>http://esmaja.lv/senioru-nodarbinatiba/senioriem-maca-metodes-ka-labak-saprasties-ar-jauniesiem http://www.senioriem.lv/raksti/2012/4/17/seniori-labu-padomu-deveji/</p>

LUDE – social business

Country	Latvia
Title/ name of the initiative	LUDE – social business
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	LUDE is a social enterprise that employs senior citizens and utilizes potential textile waste, creating design rugs. Small business (about 8-15 people)
Financer Are there any public incentives used? If yes, please describe the incentives.	The “seed-money” for the start of the company received from the programme “Brigāde”. The Latvian Centre for Contemporary Art in collaboration with the Soros Foundation – Latvia has created the programme “Brigade” to support creative, sustainable entrepreneurship, based in art and culture, which deals with social issues and contributes in raising the quality of life of local communities.
Status of the initiative Is it in practice, idea or proposal?	In practice
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	Social challenges: poor life quality of pensioners; senior person's inability to find job due to health issues
Description of the initiative/idea/proposal What? How?	LUDE employ senior age people who “create stylish and colourful rugs out of textile production leftovers and recycled garments” using old wooden weaving looms
Period of implementation	Since March 2013
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?	Target group: senior age people Currently 5 seniors are employed; 19 seniors were employed in total

<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented.</p> <p>Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts?</p> <p>Has the example been implemented elsewhere?</p>	<p>19 seniors were provided with a job, involved in social activities.</p> <p>Inspired several enterprise developments.</p> <p>Share experience (give lectures) of employing senior people</p>
<p>List of sources used (including references to literature, conducted interviews)</p>	<p>http://www.lude.lv/</p> <p>Interview</p>

MAMMU hangers

Country	Latvia
Title/ name of the initiative	MAMMU hangers
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	MAMMU – a social business, a fashion company that closely cooperates with young Latvian mothers in need. MAMMU organizes their training, teaches them skills and provide materials required for production of MAMMU fashion wares.
Financer Are there any public incentives used? If yes, please describe the incentives.	The “seed-money” for the start or development of the company received from the he programme “Brigāde”. The Latvian Centre for Contemporary Art in collaboration with the Soros Foundation – Latvia has created the programme “Brigade” to support creative, sustainable entrepreneurship, based in art and culture, which deals with social issues and contributes in raising the quality of life of local communities.
Status of the initiative Is it in practice, idea or proposal?	In practice
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	Support pensioners in countryside. Senior unemployment, poor quality of living
Description of the initiative/idea/proposal What? How?	„A little side project with eco-designer Georg Dwalischwili is working with the retired elderly in the Latvian countryside. Grandfathers walk through the forest and they look for branches which are already bent like a clothes hanger and then they carve them and sand them down and then we have a blacksmith who adds a hook to it. So we have naturally grown clothes hangers. It's just an experiment, but it's the next direction that we will establish further“.
Period of implementation	Since about summer 2013
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting	Seniors from countryside in need

employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?	
Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented. Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts? Has the example been implemented elsewhere?	
List of sources used (including references to literature, conducted interviews)	http://www.mammu.lv/ http://www.coolhunting.com/style/interview-fionn-dobbin-mammu.php

Grindeks

Country	Latvia
Title/ name of the initiative	“Grindeks” good practice in corporate age management “Grindeks” and Latvian Pensioners’ Federation cooperation agreement
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	JSC “Grindeks” is the leading pharmaceutical company in the Baltic States. Main fields of action are research, development, manufacturing and sales of original products, generics and active pharmaceutical ingredients. 10% of Grindeks employees are people in pension age (about 720 employees in total).
Financer Are there any public incentives used? If yes, please describe the incentives.	JSC “Grindeks”
Status of the initiative Is it in practice, idea or proposal?	In practice
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	The areas where experienced older people work are mainly technical areas, where practical knowledge and experience of technical process is needed. These skills can’t be acquired quickly and just theoretical knowledge is not sufficient. For “Grindeks” it is very important that technical knowledge is passed on, therefore older employees serve as mentors. In order to facilitate the dialogue between “Grindeks” and the public, in particular, its most vulnerable categories, such as pensioners, the company has started cooperation with the Latvian Pensioners’ Federation. Signing the cooperation agreement “Grindeks” emphasized the importance of direct communication with the Federation, therefore the company is pleased to participate in various events organised by the Pensioners’ Federation to meet Latvian pensioners. This move has received a very positive feedback from the Pensioners’ Federation representatives for its support of Latvian pensioners and promoting healthy life.
Description of the initiative/idea/proposal What? How?	Older employees serve as mentors. Company is ready to accommodate the needs of their aged employees, in the form of shorter working hours, switching work to less physically and stress demanding and considering ergonomic needs. Representatives of “Grindeks” participate in meetings with pensioners. Throughout the meetings the company actively promotes the principles of an everyday active life, as well as provides information about

	<p>correct, safe and effective medication usage principles that are up to date and useful for every senior. “Grindeks” also regularly publishes information on various health issues and proper use of medications in the Latvian Pensioners Federation's newspaper “Latvian Pensioner”.</p>
<p>Period of implementation</p>	<p>- 2012-onwards</p>
<p>Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?</p>	<p>Senior employees as well as other employees of “Grindeks’ Initiative aims at extending working lives of elderly employees, through flexible working time practices and ergonomic jobs. Latvian pensioners Initiative aims at health protection and active life promotion, through information campaigns and seminars.</p>
<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented. Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts? Has the example been implemented elsewhere?</p>	<p>The expected impact would be : Extended working life of elderly employees of “Grindeks”, enhancement of the welfare of the elderly people. More seniors who are informed about health and medical issues, potentially improved, healthier more active and more integrated into the society elderly in Latvia.</p>
<p>List of sources used (including references to literature, conducted interviews)</p>	<p>Interview with “Grindeks” personnel manager www.grindeks.lv http://www.grindeks.lv/mce/uploads/ksagrindeks_2012eng.pdf</p>

RIMI Latvia

Title/ name of the initiative	"RIMI Latvia" good practice in corporate age management
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	"RIMI Latvia" LLC is one of the leading retailers in Latvia and member of the „RIMI Baltics“group. "RIMI Latvia" currently operates 36 Rimi supermarkets, 21 Rimi hypermarkets and 56 Supernetto stores. The company employs 4900 people. Employees aged 45-50 represent around 20% of the staff, and the age group of 55-64 accounts for 11% of the staff. There are also a few employees over 70 year old and one aged over 80 years. In 2012 "RIMI Latvia" received a title of the senior friendly enterprise.
Financer Are there any public incentives used? If yes, please describe the incentives.	"RIMI Latvia" LLC
Status of the initiative Is it in practice, idea or proposal?	In practice
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	RIMI personnel policy in general is supportive to social risk groups.
Description of the initiative/idea/proposal What? How?	The personnel policy of RIMI allows its employees to choose the intensity of their work (how many hours to work per week) themselves. RIMI has a practice of financial benefits for longer tenure. In addition to standard package of the medical insurance, employees with long tenure receive supplementary dentist insurance and medication allowance. Ergonomic, health and safety matters are looked at for all age workers not only elderly ones.
Period of implementation	-
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is	RIMI employ people with disabilities, older people and teenagers during school holidays and summer. This policy prolongs the working life of the senior people (among other risk groups) employees of RIMI.

the size of the target group (e.g. focused in a specific company/region etc)?	
Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented. Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts? Has the example been implemented elsewhere?	The expected impact would be prolonged working life of the seniors (RIMI employees), enhancement of the welfare of the elderly people as well as potential integration of elderly in the society.
List of sources used (including references to literature, conducted interviews)	Interview with the head of the Personnel Department of the Retail supermarket chain "RIMI Latvia"

Employability of Elderly Employees

Country	Lithuania
Title/ name of the initiative	Vyresnio amžiaus darbuotojų darbingumas (Employability of Elderly Employees)
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	Coordinator - "Frauen fuer frauen", Austria Wirtschafts- und Beschäftigungsoffensive Murau (Austria) Partners: Austria, Lithuania, Germany Implementing partner in Lithuania was NGO „Education, Research & ConsultancyCenter“ (ERCC) ¹ ERCC is running the following activities: Helps with staff selection; Organizes psychological trainings and courses as well as career guidance; Conducts research.
Financer Are there any public incentives used? If yes, please describe the incentives.	The project is funded by the Lifelong Learning Programme Grundtvig Learning Partnership. Project No. LLP-GRU-MP-2007-LT-00105
Status of the initiative Is it in practice, idea or proposal?	Finished
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	
Description of the initiative/idea/proposal What? How?	The main objective of the project is to discover ways that help the older workers to remain physically and mentally fit to work until the retirement.
Period of implementation	2007 09 10 – 2009 08 30
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting	

¹ <http://www.ercc.lt/index.php?Page=121&lang=en>

employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?	
<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented.</p> <p>Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts?</p> <p>Has the example been implemented elsewhere?</p>	<p>The outcome of this partnership is a clear notion about reasons and potential measures to prevent elderly employees of dropping out. The findings are not least presented on an online Course-management-system (CMS) that also allowed us storing documents and communicating in an effective way throughout the partnership.</p> <p>In concrete terms we found out:</p> <p>Employability seems best described in words of the Finnish researcher Ilmarinen, who spoke about four columns: health, competence, values, work.</p> <p>The awareness of the problem of losing employability rises with the size of an enterprise and is more likely for Human Resource-managers of large enterprises than for staff-managers or even owners of SMEs, who suffer from lack of time and money to deal with the topic properly.</p> <p>Differences between the partner countries concern the duration of work life and the income in times of retirement. Enterprises in Austria and Germany lack of qualified young people, Lithuania suffers more from lack of experienced young people.</p>
List of sources used (including references to literature, conducted interviews)	<p>http://www.ercclt/index.php?Page=143&lang=lt</p> <p>Interview with Renata Baltrimiene, ERCC</p>

Computer literacy training for 45+

Country	Lithuania
Title/ name of the initiative	Vyresnių kaip 45 metai žmonių kompiuterinio raštingumo ugdymas (Computer literacy training for the people older than 45 years old)
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	Lithuanian Union of the Pensioners' Bocial " NGO Volunteer nature of work
Financer Are there any public incentives used? If yes, please describe the incentives.	Funded by ESF 2007-2013 Human Resources Development Programme
Status of the initiative Is it in practice, idea or proposal?	Finished
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	The rapid development of information technologies in the modern labour market has resulted one of the key requirement for finding the job – it is an ability to work on a computer. Many older people do not have IT skills and knowledge. It is more difficult for older people to adapt to technological change. In addition, the income level of the elderly is too low they could pay for computer courses.
Description of the initiative/idea/proposal What? How?	It was planned to train 3,200 people over 45 years old. The participants obtained the ECDL computer literacy programme that provided them with the knowledge of modern information technology. The participants learned to work with a personal computer, thereby increased their competitiveness in the labour market.
Period of implementation	2011-01-01 - 2013-12-31

<p>Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?</p>	<p>Economically active people over 45 years old</p>
<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented. Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts? Has the example been implemented elsewhere?</p>	<p>Economically active people of pre-retirement and retirement age across the different regions of Lithuania² learned to use the PC for work purposes, and significantly raised their competencies. Thus the participants increased the chances to continue their working life and to maintain their economic activity in the longer term.</p>
<p>List of sources used (including references to literature, conducted interviews)</p>	<p>http://www.esparama.lt/paraiska?id=16606&pgsz=10</p>

² Overall number of municipalities covered by the project was 32 (Source <http://www.socmin.lt/lt/veikla/tarybos/lietuvos-pensininku-reikalu-taryba/lietuvos-pensininku-sajunga-bociai.html>)

“Healthy Office”

Country	Lithuania
Title/ name of the initiative	“Ofiso sveikuoliai” (“Healthy Office”)
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	„Lietuvos geležinkeliai“ („Lithuanian Railways”) Transportation, railways 10485 employees (2014-09-23) 3
Financer Are there any public incentives used? If yes, please describe the incentives.	„Lietuvos geležinkeliai“
Status of the initiative Is it in practice, idea or proposal?	Ongoing
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	The project started by "Lithuanian Railways" employees as reply to the information campaign during “Health Year” 2013 ⁴ . With regard to the worrying health situation of Lithuanian citizens (high mortality rate due to cardiovascular diseases) was decided to study the situation of company employees, 30% (about 3000) of which spend most the work time by PC. "Lithuanian Railways" together with National health institute of Lithuanian Sport University (Lietuvos sporto universiteto Nacionalinis sveikatinimo institutas ⁵) implemented the survey among the staff about the well-being and physical activity. Data showed that 82 percent of the company's administration employees work in sedentary jobs, and the most commonly mentioned complaints – the neck, back, and head pains related

³ http://rekvizitai.vz.lt/imone/lietuvos_gelezinkeliai/darbuotoju-skaicius/

⁴ In June 2012 m. the Parliament of Lithuania admit to devote the 2013th as “Health Year”. This decision was adopted by Parliament with regard to the call of United Nations, the World Health Organisation and the European Union's to fight chronic non-infectious diseases, emphasizing public health promotion, health maintenance and enhancement of the state as one of the priorities.

⁵ <http://www.youtube.com/watch?v=6ZrRY3y8bQY>

	with too little physical activity. After evaluation of the survey data, the company has implemented the health programme for the office staff.. ⁶
Description of the initiative/idea/proposal What? How?	Activities include physical exercises in the workplace twice a day. Also specifically for “Lithuanian Railways” methodologies on correct posture, nutrition were formed. Two breaks of exercise were introduced into the staff work routine. During expected time computer displays the workout exercises. To be stretched as a regular, the special video lessons were created. All exercises are designed in accordance with the Pilates methodology and can be performed while sitting. Also, "Lithuanian Railways" employees are able remotely consult the sports and nutrition specialists. Healthier lifestyle programme was offered for "Lithuanian Railways" office workers across the country. Wellness programme events were held in Vilnius, Kaunas, Klaipeda and Siauliai.
Period of implementation	2013 March – 2015 March
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?	All age groups
Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented. Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts?	In order to maximize the efficiency of the programme it is continue to be improving. Additional data about the number of staff involved in the programme (about 3000) and whether they experience positive effect onto the health and mood changes are currently collecting.

⁶ <http://www.lsu.lt/mokslas/naujienos/l-su-mokslininkai-sukure-sveikatingumo-programa-biuro-darbuotojams>

Has the example been implemented elsewhere?	The company is currently considering the ways to involve and encourage the railway passengers to live healthier and be more physically active. ⁷
List of sources used (including references to literature, conducted interviews)	<p>Interview with Vidmantas Gudas (PR „Lietuvos geležinkeliai“) conducted in 2014 09 17 LSU mokslininkai sukūrė sveikatingumo programą biuro darbuotojams. © Lietuvos sporto universitetas. Available at: HTTP://WWW.LSU.LT/MOKSLAS/NAUJIENOS/LSU-MOKSLININKAI-SUKURE-SVEIKATINGUMO-PROGRAMA-BIURO-DARBUOTOJAMS</p> <p>Sveikatos virusą platins ir tarp keleivių. 2014 AB „Lietuvos geležinkeliai“. Available at: http://www.litrail.lt/-/sveikatos-virusa-platins-ir-tarp-keleiviu</p>

⁷ SVEIKATOS VIRUSĄ PLATINS IR TARP KELEIVIŲ. 2014 AB „LIETUVOS GELEŽINKELIAI“. AVAILABLE AT: [HTTP://WWW.LITRAIL.LT/-/SVEIKATOS-VIRUSA-PLATINS-IR-TARP-KELEIVIU](http://www.litrail.lt/-/sveikatos-virusa-platins-ir-tarp-keleiviu)

Career mobility of Europe's older workforce

Country	UK, AT, EL, LT, NO, PL
Title/ name of the initiative	CAREER MOBILITY OF EUROPE'S OLDER WORKFORCE: IMPROVING AND EXTENDING THE EMPLOYABILITY OF AN AGEING WORKFORCE IN EUROPE THROUGH ENHANCING MOBILITY / CAMEO (Lifelong Learning Programme)
<p>Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.</p>	<p>University of Strathclyde, Centre for Lifelong Learning / UoS - UK Partners: Zentrum fuer Soziale Innovation / ZSI – AT Life Long Learning Research Institute / 3L Research Institute – EL Baltic Education Technology Institute / BETI – LT European Centre for Women and Technology / ECWT – NO University of Social Sciences / UoSS – PL</p> <p>Baltic Education Technology Institute / BETI – LT BETI was founded in 2003 by an active team of professionals who have been working in the field of ICT and education technologies for more than 15 years. While implementing different activities in higher education and vocational training sectors the rich experience, knowledge and skills were accumulated in the field of ICT enhanced training, distance education methodology, learning technologies, multimedia production, development of web applications, etc. BETI develop teaching curriculum for immigrants for self-learning and professional competencies in order to improve their integration into the society.</p> <p>The activities of the Baltic Education Technology Institute are: consulting regarding project initiation, application preparation, partnership formation, budgeting, performance monitoring, and other success factors; competence development of distance learning course producers, providers and administrators; extracurricular and in-service courses; distance education and e-learning courses; business information systems;</p>

	<p>intranet solutions; content management system; Also BETI has great experience in websites and portals, social network tools, as well as virtual learning environments systems creation and management. In addition, research and needs analysis, web design, Flash and video animation and video shooting.</p> <p>Size – about 30 employees</p> <p>Role in the Project BETI will utilise the experience and expertise to lead, Development of thee-Academy. They will also be responsible for Integration of ‘Matching’ Database, the platform design and installation of it. They will also be involved in the development of e-learning material and translations into Lithuanian language. In addition, they will be responsible for the preparation of e-Academy and ‘Matching’ Database guidelines. The project is going to be disseminated in many national and international events, of which P4 will play an active role.</p>
<p>Financer Are there any public incentives used? If yes, please describe the incentives.</p>	<p>Grundtvig/ Lifelong Learning Programme</p>
<p>Status of the initiative Is it in practice, idea or proposal?</p>	<p>In practice</p>
<p>Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?</p>	<p>The need for better use of older workers in a shrinking labour market as this will lead to increased competitiveness as well as the need for better advice, guidance and counselling, with greater involvement of employers in this process.</p> <p>BETI reasons to be involved in the project – the importance of the target group and possibilities to implement the products of the Project in the future (for example implementing adult education activities using the elaboration of the Project).</p>
<p>Description of the initiative/idea/proposal</p>	<p>Aims</p>

What? How?	<p>Improve the knowledge base for policy makers of attitudes to the mobility of older workers among employers in the Public, Private and SME sectors.</p> <p>Develop an e-Academy for older workers to improve engagement with ICT and benchmark and validate skills and experience against the EQF.</p> <p>Create a pan-European Strategic Advisory Group to ensure effective dissemination and valorisation of project results.</p> <p>Objectives</p> <p>Carry out a narrative inquiry across 12 European countries, geographically representative for different parts of Europe and different labour market and economic conditions, using semi-structured interviews with Human Resource Managers, Managing Directors or business owners in the Public, Private and SME sectors in each country – Total of 36 narratives presented in a final report.</p> <p>Research and develop a platform for older worker’s that is user friendly and provides individuals with an opportunity to digitally map their skills, experience and qualifications against the EQF. The platform will also be a portal for learning, with content populated by the partnership.</p> <p>Ensure the e-Academy has the functionality to be integrated into existing systems employers may have to better utilise the opportunity for development and adaption to employer needs.</p> <p>Creation of a ‘Matching Database’ with the dual purpose of allowing older workers to register their skills, experience and current position on mobility, with employers who are looking to overcome skills gaps within their organisation.</p> <p>Formation of a Strategic Advisory Group consisting of representatives and policy makers from Chambers of Commerce, Trade Unions, Lifelong Learning organisations and other targeted network groups to ensure effective dissemination and valorisation beyond the life-span of the project.</p> <p>Publication of project findings as an academic paper in the New Technology, Work and Employment Journal⁸ to ensure a global reach of project developments and results.</p>
Period of implementation	2014 - 2015
Target group of the initiative	It is anticipated that the project outputs/products/results will be used and implemented by a range of stakeholders, specifically:

⁸ See: [http://onlinelibrary.wiley.com/journal/10.1111/\(ISSN\)1468-005X](http://onlinelibrary.wiley.com/journal/10.1111/(ISSN)1468-005X)

<p>Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?</p>	<p>Older workers (over the age of 50) Employers (public/private/SME/) Trade Unions Chambers of Commerce National agencies involved in VET/CVET Social partners Policy makers at a local, regional, national and European level VET/CVET providers Lifelong Learning Institutes Educational institutions (Universities and Colleges) The Consortium of the Project</p>
<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented. Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts? Has the example been implemented elsewhere?</p>	<p>Throughout the project activity, the partners involved in the consortium will play an active role in developing, delivering and analysing the various work packages, therefore ensuring involvement and true ownership of the project. By adopting this strategy, partners will be able to learn from each other and develop new ways of working through utilisation of specialist expertise in the work packages.</p> <p>The project will change the interpretation of mobility and offer a new strategy for engaging older workers and making use of the human capital which exists. Through the development of the project products and findings, a new strategy can be offered that will have lasting effects beyond the life-time of the project.</p> <p>The project started in 2014, January 15 and at the moment the research in partner countries are ongoing. BETI is responsible for ICT products for older people that will be also available for target group after the project.</p>
<p>List of sources used (including references to literature, conducted interviews)</p>	<p>Baltic Education Technology Institute (BETI) http://www.beti.lt/index.php?r=projects/view&id=86</p> <p>Interview with Daina Gudoniene. Tel. 8 69992600 (2014 09 09)</p>

STAY IN THE LABOUR MARKET“	
Country	Lithuania
TITLE/ NAME OF THE INITIATIVE	„Išlik darbo rinkoje“ („Stay in the labour market“)
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	Lithuanian Labour Exchange (Lietuvos darbo birža) Lithuanian Labour Exchange is an institution under the Ministry of Social Security and Labour in charge for implementation of the public population employment guarantees on the labour market, directly subordinate and accountable to it. Lithuanian Labour Exchange had 1441 employees in June, 2013 ⁹
Financer Are there any public incentives used? If yes, please describe the incentives.	ESF Project value – 81,2 mln. Ltl.
Status of the initiative Is it in practice, idea or proposal?	ongoing
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	It is much more difficult to compete in the labour market for the long-term unemployed and people 50+ due to the age, the loss of skills and socialization problems. Those two groups of the unemployed are most passive at labour market, they are facing the greatest difficulties in job search. The dropping out of the labour market of older people and the long-term unemployed causes not only the deterioration of personal and family relationships , but also results in their social exclusion.
Description of the initiative/idea/proposal What? How?	During the Project three supported employment measures will be implemented: a) subsidised employment, b) support for acquisition of job skills , and c) job rotation. Nearly 12.9 thousand unemployed will participate in the subsidised employment measures, of which - 6.8 thousand of long-term unemployed and 6 thousand of working age 50+ unemployed. 1,5 thousand will participate in support for acquisition of job skills measure (among them 300 of older unemployed).

⁹ The official website of Lithuanian Labour Exchange : <http://www.ldb.lt/en/Information/Pages/default.aspx>

	Labour exchange will partially compensate the costs for employers who employ long-term and older than 50 years of age.
Period of implementation	2014 01 02 - 2015 05 31
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?	ESF project "Stay in the labour market" is created for the unemployed people over 50 years old (till the age of retirement) and the long-term unemployed into the labour market. It is expected that of nearly 15 thousand people will participate in the activities the project. Of which over 8.3 thousand of long-term unemployed and 6.3 thousand of older than 50 years old unemployed.
Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented. Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts? Has the example been implemented elsewhere?	It was planned that every second participant after the project will find the right job and join the social life. As the head of EU support management Subdivision of Lithuanian Labour Exchange Galina Savickienė commented „Maybe not everyone will get the permanent jobs in the future, but we hope that the temporary employment of the long-unemployed and the 50+ during the project will motivate higher social activity and enable these groups to further employment" ¹⁰ . During the first 6 month of the project implementation over 8,3 unemployed people were participating the Project activities. Every third of them were 50+. 406 participants found the temporal job since the Project has started.
List of sources used (including references to literature, conducted interviews)	Lietuvos darbo biržos Komunikacijos skyrius, tel. (8 5) 236 0799. ¹¹ http://www.ldb.lt/Informacija/Veikla/Naujienos/UserDisplayForm.aspx?ID=6858 About the project: http://www.ldb.lt/Informacija/Veikla/Naujienos/UserDisplayForm.aspx?ID=6858 http://www.ldb.lt/Informacija/ESParama/Puslapiai/esf_islik_darbo_rinkoje.aspx

¹⁰ <http://www.ldb.lt/Informacija/Veikla/Naujienos/UserDisplayForm.aspx?ID=6858>

¹¹ <http://www.ldb.lt/Informacija/Veikla/Naujienos/UserDisplayForm.aspx?ID=6989>

Best Agers Lighthouses

Country	Lithuania
Title/ name of the initiative	BEST AGERS LIGHTHOUSES
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	<p>KTU – Regional Science Park, LT Kaunas, Lithuania www.ktc.lt</p> <p>KTU Regional Science Park (KTURSP) is an innovation centre and business incubator linked to Kaunas University of Technology. KTURSP has been actively participating in the main stage project as a Work Package leader, coordinating the activities related to competence transfer between generations and innovation support carried out by senior experts and mentors.</p> <p>Roles in the project</p> <p>In the extension stage, KTURSP takes part as Facilitating Partner, overseeing an intervention and organising LAMP internal meetings in Kaunas. KTURSP also coordinates dissemination activities at partner level and promotes the project at external events.</p>
Financer Are there any public incentives used? If yes, please describe the incentives.	Baltic Sea Region Programme 2007-2013
Status of the initiative Is it in practice, idea or proposal?	In practice
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	<p>The reasons to participate in Best Agers (Lighthouses)</p> <p>The demographic trends and market change from planning economy to market economy have led the entrepreneurship to a situation where Best Agers with a lot of experience are willing to retire from one side and young people with a lot of new and innovative ideas are willing to start their own business from the other side. This creates a gap between generations. From our point of view and interest, The Best Agers project addressed those issues on how to remove the gap and transfer the knowledge and experience from older generation to young people. Finding new and innovative ways to promote and support entrepreneurship is the main goal of KTU in the project.</p>

<p>Description of the initiative/idea/proposal What? How?</p>	<p>Intervention process description</p> <p>Based on survey conducted, on findings of interviews with leaders and specifics of organisation, there was selected to introduce employer’s health measures: Nordic walking exercises, educational seminars on the benefits of a healthy lifestyle and discussions about prospects of senior workers (more 55 years old). Internal mentors were very active and invited workers of all age groups to participate in the wellness process. Main intervention objectives were: to encourage employees to exercise more, follow healthy diet, adapt activities healthy lifestyle in his/her activity, engage in prevention of diseases due to immobility and discussion of senior workers prospects.</p> <p>Following measures of Intervention in Lighthouse organisation was organized:</p> <ul style="list-style-type: none"> • Nordic walking exercises; • Seminars on healthy living issues (Healthy nutrition secrets, Stress, tensions, self-control); • Events strengthening communication between the generations (Debates on perspectives of ageing workers). <p>The total number of participations in intervention measures: about 250 persons (around 20% of them are older people).</p> <p>Age of the participants was determined by verbal interview before each event.</p> <p>Nordic walking exercises for the workers of the organisation and for the organisation itself did not cost anything. Was used wellness programs to citizens offered by Kaunas City Municipality, as well as other free offers (Kaunas city public health office and other).</p>
<p>Period of implementation</p>	<p>1st September 2013 by 31st May 2014</p>
<p>Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?</p>	<p>Faculty of economics and management, KTU University.</p> <p>The Faculty was chose due to the diverse age structure, as well as due to the size of the unit: Faculty of Economics and Business of KTU employee 108 persons, there are studying about 4000 students.</p> <p>9 of project participants belong to the group of people of age 55+</p>

<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented.</p> <p>Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts?</p> <p>Has the example been implemented elsewhere?</p>	<p>About 30 people participated in the project activities.</p> <p>Post-hoc survey showed improvement of the healthy lifestyle and nutrition skills of the participants, as well as general physical activity.</p> <p>The trainings and Nordic walking activities contributed to the better communication within the members of the Faculty and thus their better employability.</p> <p>Intervention results</p> <p>Results of intervention are best reflected in the charts comparing data of first (2013) and second (2014) survey. Most important is the fact that people have started actively exercise and take care of his/her health, as long as it has not impaired. In addition, they learned about existing health options proposed by University, used measures proposed by Best AL project and partly changed his/her attitudes to a healthy lifestyle.</p> <p>Future plans</p> <p>The positive experience of the Best AL project will be widely publicized and will be offered to transfer advantage of the project experience in Faculty of Economics and Business across the university.</p> <p>In KTU is working center of physical culture and sport, which coordinates the sports and fitness activities: developing physical education, sport and health development programs and coordinate their implementation; organize by the University's community health camps and healthy lifestyle education.</p> <p>It is likely that in the near future can be carried out staff survey concerning staff needs and sport and health measures plan could be adjusted.</p>
<p>List of sources used (including references to literature, conducted interviews)</p>	<p>Interview with Tercizijus Varkala, Project manager (2014 09 05) Tercizijus@ktc.lt</p> <p>http://www.ktc.lt/lt/apie-parka/projektai/19-projektai/238-best-agers-lighthouses</p> <p>http://www.best-agers-lighthouses.eu/project-partners/local-age-management-partnerships/ktu-regional-science-park.html</p>

“Physical Activity Promotion in the Workplace” 1/2

Country	Lithuania
Title/ name of the initiative	"PHYSICAL ACTIVITY PROMOTION IN THE WORKPLACE" („Fizinio aktyvumo skatinimas darbo vietose“)
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	Projekto vykdytojai: Coordinator - NGO " Positive health team“ (Pozytivirus sveikatos komanda) , Partners - Institute of Hygiene and Public Health Offices of Vilnius and Kėdainiai district NGO "Positive health team“ has one employee (the head of organisation) and 4 volunteers.
Financer Are there any public incentives used? If yes, please describe the incentives.	The project is financed by the Ministry of Health while implementig the programme for promotion of non-governmental organisations involved in health promotion activities.
Status of the initiative Is it in practice, idea or proposal?	Finished
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	The reasons of health promotion programs for Lithuanian enterprises and institutions: In 2011 - 2012 the Institute of Hygiene conducted a descriptive study on the effectiveness of preventive services, which showed that only a few percent of the Lithuanian companies comply with a permanent staff health promotion policy. • About 60 % of active time of day people spend at their work places. Prolonged sitting, bulky forced movements and little agility are the strong risk factors for many diseases. EU - OSHA studies show that health promotion programs can contribute to the lengthening the working age, the reduction of employees’ morbidity , to increase motivation and job satisfaction of employee, as well as to increase productivity thus reducing the economic burden on employers.
Description of the initiative/idea/proposal What? How?	Aim of the project - according to the WHO and EU-OSHA (European Agency for Safety and Health at Work) recommendations to implement the physical activity promotion programs in selected two companies.

	Project result - the recommendations for public, occupational health professionals, employers, managers and employees on the effective implementation of physical activity promotion programs in the companies or institutions were elaborated on the basis of the Project activities implemented.
Period of implementation	2013 July – 2013 November
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?	The project was designed for healthy, active people. Two groups of employees were chosen during the project: a) mental, sedentary job workers and b) police officers. Total number of project participants was about 150 employees. About 10% of them were 50+
Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented. Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts? Has the example been implemented elsewhere?	More than one third of participants indicated that during the Project they felt the positive health changes and increased motivation to take care about the own health for about 90% of them (the survey of participants was conducted before and after the interventions). The recommendations for health specialist and other professionals who want to develop similar programs to prepare them qualitatively were further used in other projects. The project "Promotion of physical activity in the workplace" is considered as a great example of state, non-governmental and private sector cooperation while promoting the health of the employees.
List of sources used (including references to literature, conducted interviews)	http://www.sveikatoskomanda.lt/txt-3-projektai Interview with Sigita Vičaitė, Head of "Pozityvios sveikatos komanda"(2014 09 22). http://www.sveikatoskomanda.lt/6-kontaktai
"Physical Activity Promotion in the Workplace" 2/2	
Title/ name of the initiative	"Physical activity promotion in the workplace" („Fizinio aktyvumo skatinimas darbo vietose“)
Implementing organisation(s)	Vilnius Public Health Office (Municipal budget body)

In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	http://www.vvsb.lt/en/home-2/ Over 120 employees
Financer Are there any public incentives used? If yes, please describe the incentives.	Ministry of Health
Status of the initiative Is it in practice, idea or proposal?	Just started
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	Follow up of the Project "PHYSICAL ACTIVITY PROMOTION IN THE WORKPLACE" (2013)
Description of the initiative/idea/proposal What? How?	In 2014 September 10 dieną the project "Promotion of physical activity in the workplace" was introduced to the employees of the company "Vilnius Energy". They were informed about effective health promotion measures, encouraged to take care of their own health. Vilnius Public Health office professionals provide advice to the project participants about proper nutrition and physical activity issues, and perform analysis of body weight and blood pressure. Also the physical carried out a detailed evaluation of the physical properties. During the event at the "Vilnius Energy" the programme to promote physical activity in the workplace was introduced. The programme consists of theoretical and practical sessions. The company's employees will be invited to spend an active afternoon breaks, they will be able to take part in Nordic walking classes. Training session will also contain stretching exercises using Nordic walking sticks as well as other technical training, practice and theory. ¹²
Period of implementation	2014 September – 2014 November

¹² <http://www.vvsb.lt/sekmingai-startavo-projektas-fizinio-aktyvumo-skatinimas-darbo-vietose/>

<p>Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?</p>	<p>Working-age employees of "Vilnius energy" (limited liability company) whose work is of sedentary nature (mainly administration staff, who spend work time by the computer). Over 200 people were involved in total.</p>
<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented. Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts? Has the example been implemented elsewhere?</p>	<p>Excepted impact - The results will be evaluated using the questionnaire.</p>
<p>List of sources used (including references to literature, conducted interviews)</p>	<p>http://www.vvsb.lt/sekmingai-startavo-projektas-fizinio-aktyvumo-skatinimas-darbo-vietose/ Interview with Ala Cholopova, Public Health Promotion Specialist (2014 09 19); Tel. 8 (5) 205 34 17; El.p.: ala.cholopova@vvsb.lt</p>

Entrepreneurship Promotion Fund

Country	Lithuania
Title/ name of the initiative	Entrepreneurship Promotion Fund (Verslumo skatinimo fondas)
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	Entrepreneurship Promotion Fund was established in December 30 of 2009 wit the initiative of the Ministry of Social Security and Labour (MSSL) initiative. The tripartite agreement was signed between MSSL and the Ministry of Finance and the company INVEGA. The loans are issued by 57 credit unions. The issue of the loans is coordinated by the Lithuanian Central Credit Union (CCUL), the Fund is managed by company "Investment and Business Guarantees" (Investicijų ir verslo garantijos) ¹³
Financer Are there any public incentives used? If yes, please describe the incentives.	ESF Financial engineering measure "Entrepreneurship Promotion" is one for the Human resources development measures implemented during the period 2007-2013 by Lithuanian Ministry of Social Security and Labour (MSSL).
Status of the initiative Is it in practice, idea or proposal?	Ongoing
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	The increase of the unemployment urged to look for the ways to create the opportunities and financial incentives to create the new jobs and promote self-employment. In 2009, 4th of March Lithuanian Government commissioned to developed the financial engineering instrument "Entrepreneurship Promotion". The aim of this instrument is enable micro and small businesses, and individuals to start their own business as well as encourage the social enterprises to develop their business, to develop entrepreneurship and self-employment, and job creation.
Description of the initiative/idea/proposal What? How?	Entrepreneurship Promotion Fund covers such activities: micro-credit (up to 86 thousand LTL), combined with the start-up business training and counseling, as well as assistance in the development and implementation of business plans.

¹³ <http://vz.lt/article/2014/1/10/verslo-naujokai-tustina-verslumo-skatinimo-fonda>

	<p>Since the end of 2013 m. MSSL introduced and provide additional financial incentives – partial compensation of wages that is implemented by another measure "Subsidies to promote entrepreneurship". Under this measure, significant (25 thousand LTL) financial support to cover the part of wage costs given for above mentioned priority groups (the unemployed, the disabled, persons older than 50 years old and young people up to 29 years.).</p> <p>VSF borrowers also have the opportunity to benefit from state guarantees provided by INVEGA INVEGA and the partial loan interest subsidy up to 95 per cent. (financial support to the borrower to compensate for part of the interest paid on the loan).</p> <p>Entrepreneurship Promotion Fund borrowers also have the opportunity to benefit from state guarantees provided by INVEGA as well as INVEGA's partial loan interest subsidy (up to 95%).</p>
<p>Period of implementation</p>	<p>2009 03 04 - 2018 12 31 (Loans will be provided till 2015 09 30.)</p>
<p>Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?</p>	<p>Young people (under 29 years) is one of the priority groups of the measure "Entrepreneurship Promotion". Other priority groups: the unemployed, the disabled, and persons older than 50 years. Persons belonging to priority groups consists 62% of all persons who participated in entrepreneurship training. 48% of them got the loans and started business.</p>
<p>Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented. Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts? Has the example been implemented elsewhere?</p>	<p>During 2013 from the Entrepreneurship Promotion Fund for start-up entrepreneurs was provided 15.8 million LTL of loans, that is 35% more than in 2012 (11.7 mill. LTL). More active lending was caused by a new opportunity to the borrowers to recover the wages of the employees under the measure "Subsidies to promote entrepreneurship".</p> <p>Since the beginning of the measure the entrepreneurial trainings was attended by 2551 representatives of target groups (young people make up over 50% of them). In the same period 75 older people (50+) have participated in the entrepreneurial training and got loans.</p> <p>Since the beginning of the initiative it was created about 1,000 businesses and 2,000 jobs.</p>

List of sources used (including references to literature, conducted interviews)	Interview with Žaneta Maskalioviene (2014 09 25) Chief Specialist at Structural Assistance Policy Division. Ministry of labour and social security. Tel. 85 266 81 93; Zaneta.Maskalioviene@socmin.lt http://www.invega.lt/lt/paslaugos/lengvatines-paskolos/verslumo-skatinimo-fondas.htm
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ELIS electric

Title/ name of the initiative	ELIS electric
Implementing organisation(s) In case of company, please include information on the main activities, size, sector of activity. Companies can also remain anonymous if requested.	Elis Electric Electrical installation materials, electrical SME
Financer Are there any public incentives used? If yes, please describe the incentives.	The company
Status of the initiative Is it in practice, idea or proposal?	On-going
Reasons for the initiative What are the reasons for introducing the initiative? What social challenge does it address?	To retain skilled and experienced workers at work
Description of the initiative/idea/proposal What? How?	In order to retain skilled and experienced workers at work, they are offered various opportunities enabling them to fully use their professional potential and, at the same time, reconcile their family and work obligations, perform tasks that meet their health condition. For example, experienced older electricians are offered to perform only a part of the task that requires high-level qualification, preciseness and proficiency, whereas tasks related to heavy physical loads, endurance or climbing (e.g., lifting heavy loads, working at height, etc.) are delegated to younger workers who are less experienced but physically stronger. In addition, formation of mixed-age teams indirectly contributes to improving qualifications of younger-generation employees. The following examples of more flexible work organisation applicable in the said company can be mentioned: flexible working schedules (adapted to individual needs), part-time work, transfer to other positions. Furthermore, the retired ex-employees, at

	their request, are invited to do one-off jobs requiring specific skills under fixed-term employment contracts. Older workers of the company are also provided additional health insurance covers.
Period of implementation	Such practices are widespread during the last 3-4 years, but in general are implemented during about the past 8 years.
Target group of the initiative Is it targeted specifically on older workers or all age groups? Is it aiming directly at enhancing the employability of an ageing workforce/ older workers or targeting employers and/or providers of LLL? What is the size of the target group (e.g. focused in a specific company/region etc)?	Employee of (pre-)retirement age
Impact (if possible) or potential/expected impact in case of initiatives not yet fully implemented. Have objectives been realised? How was it measured, shown, evaluated? What are the demonstrated or potential/expected impacts? Has the example been implemented elsewhere?	According to the subjective opinion of the managers the impact can be identified as such: Satisfaction of the older employees by more flexible work path. Exchange of the skills between young and older employees.
List of sources used (including references to literature, conducted interviews)	Interview with the CEO O.Laneckij (2014 10 20)

Appendix: Age management practices – examples from a global perspective

The proceeded ageing of the workforce is not only a challenge in Europe. While the median age in Europe will rise from 40.3 years in 2010 to 44.7 in 2030 it will for example increase in the US and in Australia from about 37 years in 2010 to 39.5 in 2030 and even more in Japan from 44.9 years in 2010 to 51.6 in 2030 (UN 2014). Thus, the staffs of many companies in the world are ageing and a glance at age management strategies with a global perspective is worthwhile. A major resource for best practice examples is the AARP Best Employers International Award. A variety of examples will be presented below.

About the AARP Best Employers International Award (BEI)

The AARP (formerly the American Association of Retired Persons) is a non-profit, non-partisan organisation and interest group, with more than 37 million members, based in the United States. It was founded in 1958 and has the goal of improving the quality of life for people over 50 years. The AARP is committed to the community and to the issues that are most important to the families, such as health care, job security and retirement planning.

Due to the demographic change attracting and retaining older, experienced employees is becoming increasingly important for employers that strive to maintain competitiveness. With the BEI award the AARP recognises employers around the world that have demonstrated innovative efforts to address issues relevant to an aging workforce. AARP wants to encourage all employers to create a mutually beneficial environment that values the potential of younger and older workers alike.

The BEI competition was carried out five times yet, in 2008 for the first time. As the award is international only non-US-based employers were eligible to apply (the US American example below was selected from the national AARP employers' award competition). The sixth round for the Best Employers International Award is planned for 2016.

To assess the winners for 2014 several aspects were included: recruitment practices; workplace culture; lifelong learning, education, and job training opportunities; opportunities for continued success and career development; alternative work options, such as flexible scheduling, telecommuting, job sharing, and flexible retirement; employee benefits that support the health and financial security of employees; workplace design, such as ergonomic work stations or facilities; and retiree relations.

The selection criteria for the award were innovation, proven evidence, life course orientation and if the approaches were well thought through. Factors such as company size; region; and difficult circumstances were considered in the judging process so that also smaller companies or companies with specific challenges had equal chances to win the award. AARP's selection of winners is informed by recommendations from a panel of international expert judges.

The following examples of age management practices are just a small insight into the BEI winners from the past years and do not represent the full variety of measures in the respective companies and countries.

Singapore

The **National Environment Agency (NEA)** is a public organisation that is responsible for improving and sustaining a clean and green environment in Singapore. With over 3,800 employees of which 45 percent are aged 50 and over (2014), NEA has a very high percentage of older officers. Therefore, NEA introduced several measures to manage mature employees. The following five A's guide these measures: Age-Neutral Recruitment, Active Lifelong Learning, Active Pre-Retirement Planning and Re-employment, Awards Based on Merits; and Active and Healthy Learning. NEA is reemploying staff members who have reached the retirement age of 62 as consultants. Depending on how physically fit they are and if they were performing well in their past job they will be offered positions that are not as physically straining. This allows retirees to enjoy their retirement and, at the same time, impart their vast knowledge and experiences to younger employees.

To encourage a healthy and active lifestyle, there are various committees such as the Panel for Employee Engagement and Recognition (PEER) and Sports and Recreation Club (SRC). Every two years, PEER will conduct a health screening, arrange eye check-ups, and subsidize other eye disease checks and health talks. SRC organizes various fitness classes such as aerobics, Tai Ji and Yoga.

The Part-time Employment Scheme provides officers with the flexibility to choose various options of working from 11 to 36 hours per week which helps to better combine work and family commitments. Employers that need to bring their parents to see the doctor or take care of them when they are unwell can take three paid days of leave every year. NEA also issues long service awards to retired staff. Their long services with NEA are recognized and they get to maintain strong ties with the existing staff. The organisation values older workers and their experience a lot and creates working conditions including a training incentive scheme, job-redesign and health screenings that motivate to work longer.

The **Raffles Institution** is a secondary school with 545 employees and 15.6 percent of older workers (2011). All employees at Raffles Institution, including mature workers, are involved in individual work plans and learning needs analysis. Together with the identified career development plan, relevant development programs are then designed for the employees. The institution implemented the Staff Welfare Committee (SWC) that promotes and organises activities categorised in three broad areas: health and well-being, bonding and interest driven activities. In addition to the daily provision of biscuits and beverages, they also provide fresh fruit for their employees. Other interest-driven activities, coordinated by SWC, included physical activities such as Pilates, yoga and kick-boxing. Employees are also given up to \$ 1,500 on a reimbursement basis to spend on anything that would help them promote work-life balance and well-being.

The institution appreciates diversity among people and values the distinct contribution of each individual. Raffles Institution fosters diversity among other things through training and development; communicates these values through displayed materials; and reinforces values through inter-department and intra-department review sessions, staff contact sessions, staff retreats and performance appraisal exercises. To encourage employees to embrace these values, the institution rewards and recognises their efforts with performance bonuses and long service awards. Furthermore, Raffles Institution promotes fair employment practices by hiring candidates based on their merits, specific skills, expertise, and the ability to perform the job's role. Words or phrases that suggest preference for job candidates will not be used in any advertisements. However, jobs that are physically demanding will be clearly identified. The institution is age-neutral in hiring practices, and unbiased toward age, race, gender and religion.

Malaysia

Lam Soon Edible Oils produces food and cleaning material and is located in Shah Alam. 1,456 people work there, every fifth worker is over 50 years old (2011). Lam Soon Edible Oils pursues a variety of strategies to ensure an age-friendly workplace. Older workers are often selected to serve as instructors for internal training needs. Their role as facilitators and trainers has helped raise the profile of older workers and contributed to a culture shift in the organisation. At Lam Soon Edible Oils, training programs are financed through the HR Development Fund as well as an additional training budget to ensure ongoing training and development. Older workers have improved their skills through training, thereby increasing their career choices. Training and education are open to all employees regardless of age. The company also offers training courses to employees who have retired and to those approaching retirement. The company uses their Training Needs Analysis that synthesises employee feedback to create targeted training programmes. As a result, several programmes such as their Team Building Program have been retooled to accommodate the needs of older workers. Lam Soon Edible Oils is also pursuing a knowledge management strategy through a Knowledge Management Library. The objective of the library is to create a readily accessible knowledge environment where the staff can access the necessary resources to improve their job performance.

Open and ongoing communication provides the basis for creating flexible working arrangements at Lam Soon Edible Oils. Such continuous communication means managers are aware of employee needs and employees are kept abreast of available options. The company offers a variety of programmes to accommodate employee's needs. Staggered work hours spread out employees' starting and ending times. The flexible schedule meets operational needs and shifts some of the workforce before peak commuting hours. Flexible work arrangements and opportunities to remain employed beyond the statutory retirement age are attractive to older workers. Flexible working hours are also available on an individualised basis. For older workers, who may be serving as caretakers, this program is especially beneficial.

Balancing the bottom-line and employees' satisfaction are of utmost importance to Lam Soon Edible Oils. The company achieves this goal by maintaining a safe and age-friendly workplace, where all are treated equally. Performance-linked bonuses also help to drive results at all levels. The Long Service Awards serves as another incentive to perform well. Any employee, whether permanent or contractual, who has served the company for more than 15 years is eligible to receive the award.

Japan

Welcia Kanto, established in 1974, located in Saitama sells medicines, health care supplies, health foods, household products, and food; and dispenses prescription medicines. The company employs 11,653 workers; almost 10 percent are aged 50 years and older. With regard to the demographic shift Welcia Kanto wants to provide job opportunities for older people who have the motivation to work. Thus, Welcia Kanto and its subsidiaries employ older people and those with disabilities not because it is required, but because it is a matter of corporate social responsibility and it provides a quality workforce.

As a result, Welcia Kanto introduced several structural measures. In 2008, they raised their retirement age to 65. In 2012, a continued employment system was implemented, through which all workers over 65 may continue working at Welcia until age 75 if they wish. Workers, older than 75, may also continue to work if they are still productive. Working conditions for post-retirement employees are decided based on negotiation between the employee and the company. Because deteriorating health can lead to a decline in work efficiency and productivity in older workers, Welcia Kanto has introduced health check-ups and a Pilates exercise programme, that can contribute to muscle strengthening and general health improvement. To further promote employee health, Welcia Kanto disseminates relevant

information to employees through internal newsletters. The company also subsidises 10 percent of the cost of prescribed drugs dispensed at its drugstore.

Daikin Industries is a manufacturer of air conditioning systems, located in Osaka. About every fourth of the over 8,150 employees is over 50 years old – and this desired. Already in 1991 Daikin Industries introduced a rehiring system, and in 2001, they became one of the first companies in Japan to introduce a re-employment system. Retirees (retirement age is 60) wishing to continue working at Daikin following retirement can use their skill and knowledge in a flexible employment system that allows them to work reduced hours and on call. In fiscal 2006, all group companies in Japan introduced this re-employment system to comply with Japan's Revised Law Concerning Stabilization of Employment of Older Persons. Those applying for this system may work until they are 65, with their working hours and pay scale decided on by labour and management. Daikin plans to place these workers in positions that are best for them by considering their requests and expertise and by having them consult with their superiors. In 2013 88.6 percent of the retirees were re-employed after retiring.

Besides the re-hiring policy Daikin Industries promotes lifelong learning and training. In order to make the best of abilities, each worker is given opportunities, such as training programmes, to reassess his or her aptitude. After careful individual interviews, Daikin can find each worker's directions. Later, education, training and coaching are provided to further develop individual worker's strengths. Daikin Industries strongly supports flexible work arrangements. Workers can enjoy flextime in which they can decide when to come and to leave the workplace. Arrangements such as child care leave for those raising small children, and family care leaves of up to a year are also available to employees.

South Korea

Hana Bank is located in Seoul. It was founded in 1991 as Korea Investment and Finance Company and has meanwhile 9,323 employees with 10 percent of 50-plus workers. To retain senior workers and at the same time to prevent increasing salaries, Hana Bank implemented a so called “salary peak system”. Employees who are 56 years old may continue to work for 5 more years with a gradual decrease in their salary. The idea is to postpone retirement and allow older workers to continue receiving benefits. With rehiring of retired branch managers Hana Bank benefits from their experience, networking and consultation skills, while expanding the bank’s sales opportunities and enhancing the quality of customer service.

Considering health Hana Bank provides an annual employee health check-up, the spouses of older employees are also entitled to regular medical exams. Through its Health Management Support System, Hana Bank offers older employees with obesity, high cholesterol, or other medical conditions opportunities to exercise. At the company’s cafeteria, low-sodium and healthy food items are offered and, to further encourage healthy eating habits, calories and sodium levels are indicated for the food served.

Australia

With 39,108 employees and about 20 percent aged 50 years and older the **Westpac Group** is a company in financial services that was among the first Australian organisations to address issues pertaining to an older workforce. Because Westpac values the knowledge and experience that these employees provide to the workforce, the organisation is committed to supporting older employees as they plan their late career pathways and transition to retirement. Employee resources include the Westpac Group Carer’s Concierge (a resource for employees who have older adult care responsibilities), an Eldercare Toolkit, a Flexible Working “Mainstreaming Flexibility” Toolkit, a well-being site, volunteer opportunities, the Westpac Retired Officer’s Club, access to financial products, free finance courses, and the services of financial planners at a staff rate. Westpac has pioneered a

flexible work environment for older employees and continues to expand flexible work arrangements for older workers through innovative policy and through toolkits supporting flexible work practices. For example, Westpac is the first corporation in Australia to introduce leave for grandparents.

Prime of Life (50-plus) is a key program within Westpac's Diversity and Flexibility Strategy. It is aimed at increasing Westpac's mean retirement age to 62 by 2017 and maximising participation among its age 50-plus workforce. These priorities have also become key elements of Westpac's corporate sustainability strategy. An Employee Action Group (EAG) formed under the Prime of Life banner provides regular input on diversity initiatives and helps to clarify the expectations of older employees. Monthly newsletters sent by EAG to its membership include information about company offerings, profiles of age 50-plus employees and their career stories, and relevant news.

USA

The National Institutes of Health (NIH) is a medical research agency and located in Bethesda, Maryland. 18,000 people work in the institutes and the share of older workers with 47 percent is very high (2013). Many measures were introduced that are specifically eligible for workers over 50. The focus of these measures is education and training, health and finances. Employees of all ages participate in at least one training opportunity per year. There are several training methods available such as online training, in-house classroom training or training on the job. Considering health all employees receive individual and family medical coverage and several wellness benefits are provided (e.g. health screenings, health club discounts, stress management training). The Fit Plus Program supports the needs of older employees who are beginning or maintaining a fitness programme. The goal of the programme is to get participants involved in exercise, and to encourage and develop healthy behaviours.

NIH employees are offered a 403(b) plan – a governmental tax-advantaged retirement savings plan – with employer match, and a defined benefit plan. All new hires are automatically enrolled into the plan, employees may choose to invest in lifecycle funds that automatically reallocate assets based on employee's age or proximity to retirement, and employees age 50-plus are able to make 'catch up' contributions to their plan. Staff members, staff from the financial services firm that administers the 403(b) plan, and external financial planning experts provide financial planning information and training to employees. Employees are offered paid time off that is specifically designated for care giving and the Voluntary Leave Transfer Program allows participating federal employees to share their accrued annual leave with others. NIH employees are offered dependent care benefits including on-site child and grandchild care, referral services to assist with child care, grandchild care and elder care, as well as backup care for child care, grandchild care and elder care.

One exceptional example of employing older workers is the **Vita Needle Company**, located in Needham, Massachusetts. Vita Needles is a family-owned factory that was founded in 1932 and makes needles, stainless tubing and pipes, and custom fabricated parts – all this with a very high share of older workers: The median age of the employees is 74 (Lynch, 2012). Almost 70 percent of the workers are in retirement age, within the production even 95 percent. One advantage for the company of hiring workers in retirement age is that no social security contributions need to be paid. Another advantage is the high work ethic that goes along with strong responsibility and commitment to the employer. The older workers themselves do not only benefit from the additional earning to their pension but also from the social contacts.

Canada

Adecco Employment Services Limited (Adecco Canada) with 331 employees and almost 14 percent of workers over 50 (2010) are located in Toronto and is a provider of HR services. Adecco actively recruits

50-plus job seekers through its Established Worker Career Connections Program and collaboration with the Canadian Association for Retired Persons (CARP). To ensure that the hiring process is free from age discrimination, paper applications are available for candidates who do not feel comfortable with computers. Job candidates who are re-entering the workforce are trained on standard interviewing practices and techniques for marketing their transferable skills. New hires go through an extensive three-month training programme, which helps people who are new to the industry to quickly become knowledgeable of Adecco's systems and processes. This is particularly beneficial to age-50-plus employees, who are often hired with many years worth of transferable skills but a limited knowledge of the industry.

Adecco's "Skill Builder" training programme offers courses in a wide variety of professional fields and is available for use from any personal computer. This programme has proved to be an excellent resource for Adecco's age-50-plus employee base, as it provides opportunities to learn new systems and software in a nonthreatening environment. Course offerings at the Adecco University Learning Centre include "Cross-Generational Workers in the 21st Century" and "Making Cross-Generational Teams Work". Moreover, Adecco's Future Leaders Development Program, which prepares high-potential employees for management positions, is open to older workers. In its inaugural year in 2008, two out of nine participants were mature workers.

Adecco employees enjoy a variety of flexible work arrangements, including formal job-shares, flexible work times, compressed work schedules, flexible staffing arrangements, and telecommuting opportunities. This flexible work environment helps workers aged 50-plus, who are looking for flexible work solutions. Adecco has a formal employee assistance programme, which offers personalised support and counselling, including aging and midlife counselling. In addition, the programme offers support services for elder care.

Conclusions

As seen in the examples from different countries the variety of measures is big. Measures particularly include health, training and working hours. Work life balance is still a topic of utmost importance and aspects such as care of elderly are on the rise.

Employing older workers must not be only a burden but can have a strong positive effect on the company as long as they are promoted and employed according to their individual strengths and preferences. Older workers bring a lot of assets to the working world. One is that they represent a growing group as also the consumers and customers are ageing. They bring a lot of skills and experience with them and rehired retirees can for example fill staffing gaps. Offering phased retirement or re-employing to older workers can help to build a flexible workforce. Last but not least people want to work for companies that create positive working environments for all ages. Companies that embrace employees from all backgrounds, regardless of age demonstrate responsible business practice and fulfil their role as socially responsible employers (Vernon, 2010).

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MOPACT is a four year project funded by the European Commission under the Seventh Framework Programme to provide the research and practical evidence upon which Europe can begin to make longevity an asset for social and economic development.



To achieve this aim, MOPACT concentrates the highest possible quality of scientific analyses into the development of innovative policies and approaches that can assist public authorities and other key actors, at all levels in Europe.

MOPACT starts from the conviction that Europe requires a new paradigm of ageing if it is to respond successfully to the challenges of demographic change. Ageing is currently understood as a time of decline, frailty and dependence and policy responses to it still reflect the historical era when retirement took place for a majority at state pension ages and post-retirement years were relatively short. Changes in the labour market and social behaviour coupled with a remarkable extension in longevity have transformed the experience of later life. The boundaries of frailty are being pushed back and, for a growing number of older Europeans, 70 is the new 50.

- A multi-disciplinary team will target the key challenges of ageing:
- The continuing longevity revolution
- A shrinking and ageing labour force
- The fiscal sustainability of pensions, welfare systems and health care
- The structural lag between changes in society and subsequent changes in societal institutions and attitudes
- The rising need for long-term care
- Changing social and political roles

MOPACT brings together 29 partners from 13 countries across Europe in a unique collaboration of leading researchers to address the grand challenge of ageing.

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The MOPACT project aims:

- To conduct the most comprehensive review to date of the social and economic challenges of ageing
- To collect and analyse social innovations and policy initiatives
- To map the steps required to realise active ageing in Europe and to propose innovative ways of doing so
- To involve key end-users and stakeholders, such as policy-makers, practitioners, product producers, designers and older people in all project activities
- To undertake the wide and effective knowledge transfer and dissemination of the work of MOPACT

MOPACT's core theme is focused on realising active and healthy ageing as an asset. This will be supported by eight scientific themes:

- **Economic consequences of ageing:**
Understanding and alleviating the economic effects of population ageing
- **Extending working lives:**
Raising the employment of older workers, aided by lifelong learning
- **Pension systems, savings and financial education:**
Ensuring pension adequacy and pension system sustainability
- **Health and well-being:**
Driving healthy life expectancy and the social engagement of older people
- **Biogerontology:**
Delaying the onset of frailty, dependence and age related diseases
- **Built and technological environment:** Shaping housing, mobility, transport and ICT to support an ageing population
- **Social support and long term care:**
Matching supply and demand for long-term care and social support
- **Enhancing active citizenship:**
Enhancing the political participation of senior citizens and improving the capacity for adapting to societal change