





KMOP is an NGO that provides services to disadvantaged groups for 40 years



## BETTER WORK IN OLD AGE - SUPPORTING OLDER WORKERS AND ORGANIZATIONAL ENVIRONMENT IN COPING WITH AGE TRANSITIONS AND WORK REQUIREMENTS

Transnational Report: Generations @ work-Barriers and resources of different generations at work

Presentation of IO1

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## E-BOOK - TRANSNATIONAL REPORT:

### **Generations @ Work** – *Barriers and resources of different generations at work*

Objective of the E-BOOK was to provide the evidence-base for project implementation and to **build the context** for the BeOld project.

Part 1: Desk Research – Literature Review

Part 2: National Reports - Case Studies from 5 European Countries (Desk/Field Research)



# **Part 1: Literature Review**

# Part 1 – Literature Review

Europe in a phase of Transformation

New conditions in society and the labour market

- Demographic ageing/ Longer life expectancy
- Increase of retirement age
- Technological advances
- New working conditions

# Desk Research: examples of good policies

## Key Policies

- Increasing the retirement age
- Encouraging phased retirement
- Improving the flexibility of pensions

## Successful Policy Measures

- Financial incentives for employers to hire older workers
- A focus on lifelong learning and training in response to technological change
- Introducing strong anti-age discriminatory policies

(Source: PWC, 2017)

## Support

- caring responsibilities (flexible hours)
- changing working preferences (open to changes)
- health and wellbeing (job redesign, balance physical load)
- phased retirement (gradually exit, phased retirement pension)

(Source: PWC, 2017)

## National Reports

- Cyprus
- Greece
- Italy
- Romania
- Spain





# Transnational Analysis

# Main themes – Common issues

- High percentage of people above 60 years old (ageism)
- Increase of retirement age and so employment rates of older workers
- Gender gap in employment (more males than females)
- Educational level is a key factor in employability
- Reforms to enhance employment and employability in all countries
  - Most of the public policies in all countries address to the general population or youth employability
  - Specific age management initiatives and good practices to improve older workers' employment are still limited or not existing at all
- Training opportunities for the general population in all countries (some of them address to older people)

## 25 older workers

- 15 male, 10 female
- 59,4 average age
- The majority is in the same company for more than 15 years
- 9 work in small organisation (less than 50)
- 11 work in medium size organisations (more than 250)

## 20 Human Resources Managers

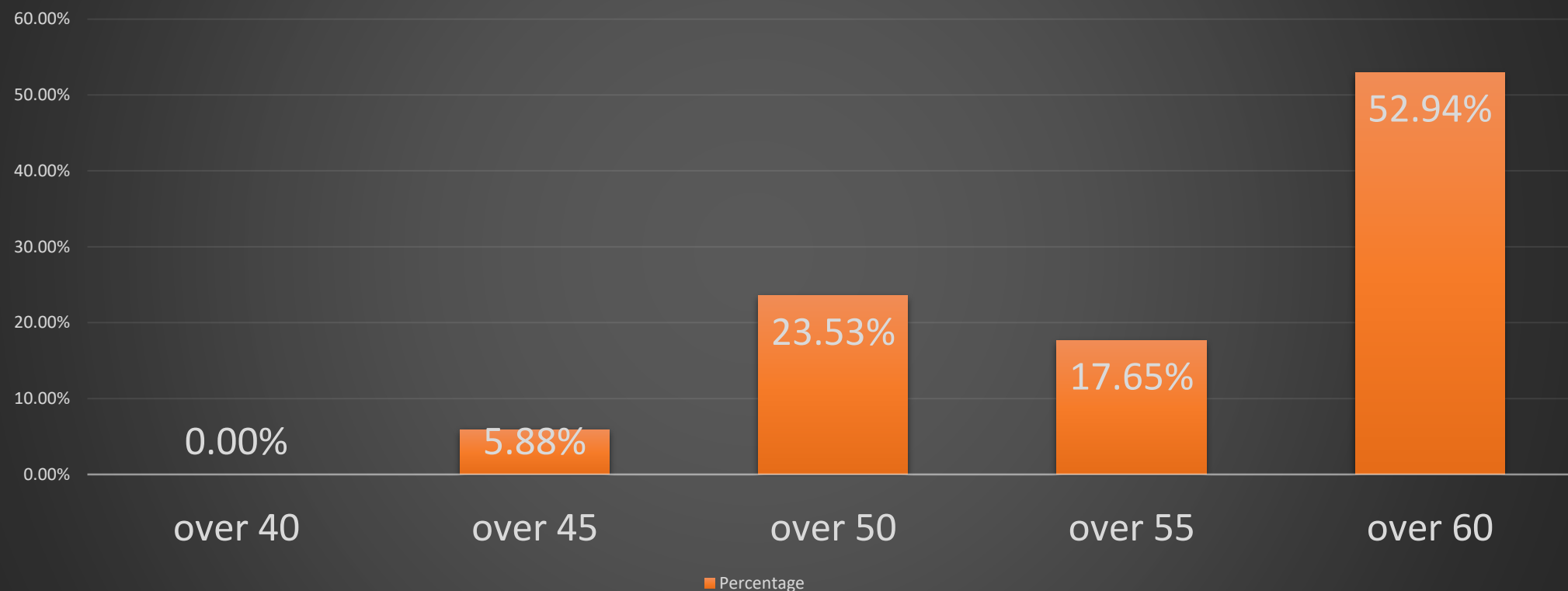
- 12 female, 8 male
- 43,8 average age
- 9 hold a master degree
- 5 a bachelor/2 PhD
- 6 are in small size organisation
- 6 are in medium size

## Older workers

- The majority of participants (13 individuals) consider their salary as average
- 14 received a wage increase more than three years ago
- 14 received training recently (mainly in large organisations)
- 12% stated that have experienced or have witnessed discrimination in the working environment because of age

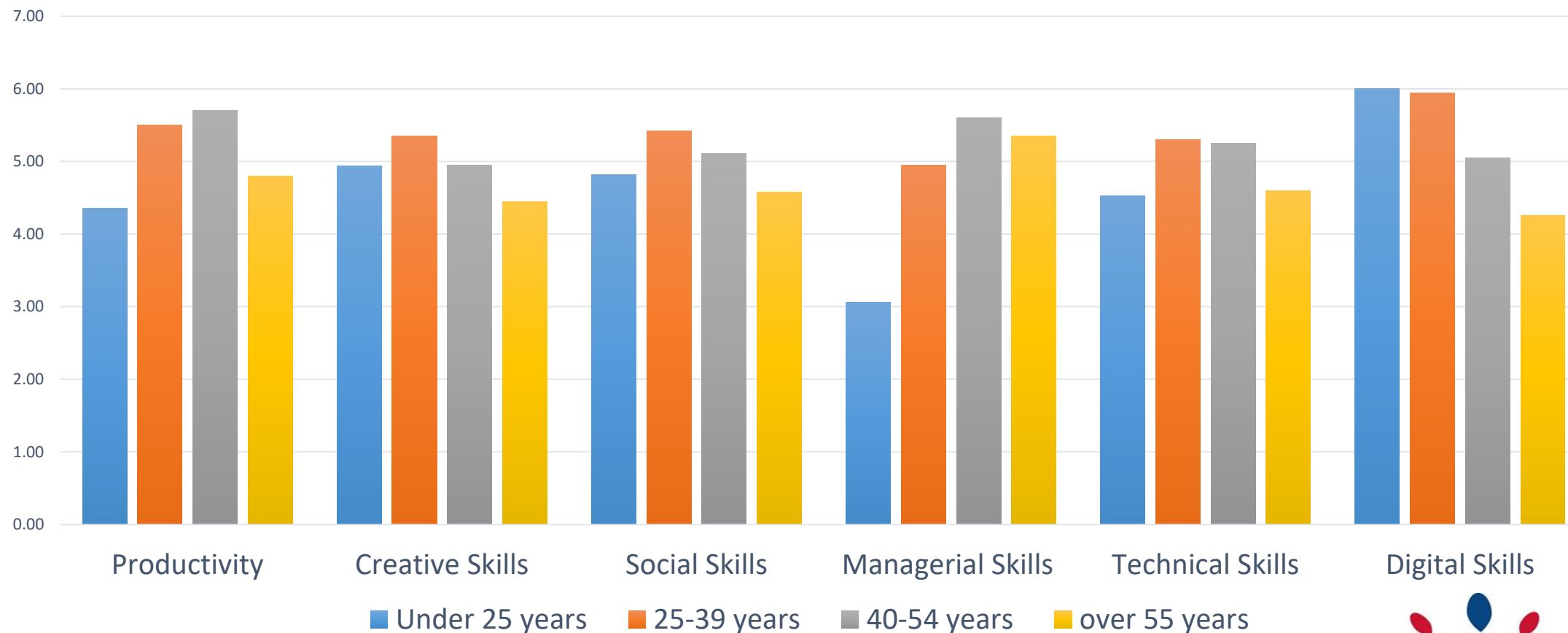
# The age limit for an "older worker" (according to HR managers)

## Older worker age perception

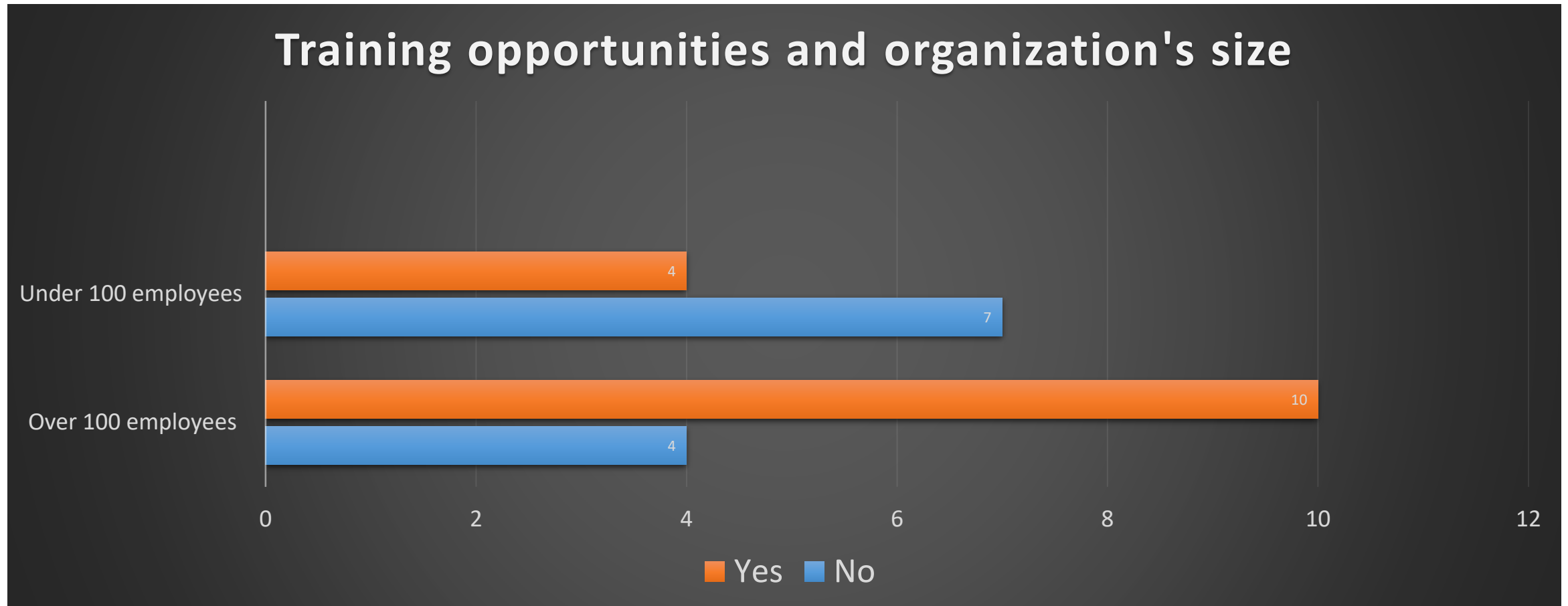


# Skills according to age group

## Skills level according to age group



# Size of organisation matters



# Barriers and Resources of workers aged 55+

## Barriers

- Physical Condition/Fatigue
- Adaptation to new technologies-Digital skills

## Resources

- Experience
- Maturity
- Mentoring capacity





# **Policy Recommendations**

1. Amendment of working conditions according to employees' needs
2. Lifelong learning as a compulsory process
3. Mentoring as a standard procedure

**The problem:** Physical Condition of older workers

**The Recommendation:** Amendment of working schedule, time schedule, tasks

**The potential benefit:** Greater productivity/ human-centered working conditions

# Lifelong learning as a compulsory process



**The problem:** Generations' gap in new technologies - low level of digital skills of most older people

**The recommendation:** Compulsory centralized training activities for all employees

**The potential benefit:** More people familiar with digital technologies/ more functional in the working environment

# Mentoring as a standard procedure

**The resource:** Mentoring capacity of older people

**The recommendation:** Establishment of mentoring programmes/activities in organisations

**The potential benefits:**

1. Higher motivation for older workers (mentors)
2. Internal training and interaction between generations

# In a nutshell – Conclusions

Transformation process of society/economy/labour market

Longer lives/ ageism

New conditions in the working environment

Older people (55+) is a vital and active part of the population

A need to support this group of people to adapt to the new conditions

Personal development – Organisational Change – Public policies

**The target:** open and inclusive society/labour market

Thank you for your time.