

EY2012 Closing Ceremony

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Guiding opportunities for active ageing – Promoting Employment **The Business Contribution to Active Ageing**

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CSR Europe: present in 29 countries, reaching out to +5000 companies in Europe



70 Corporate members

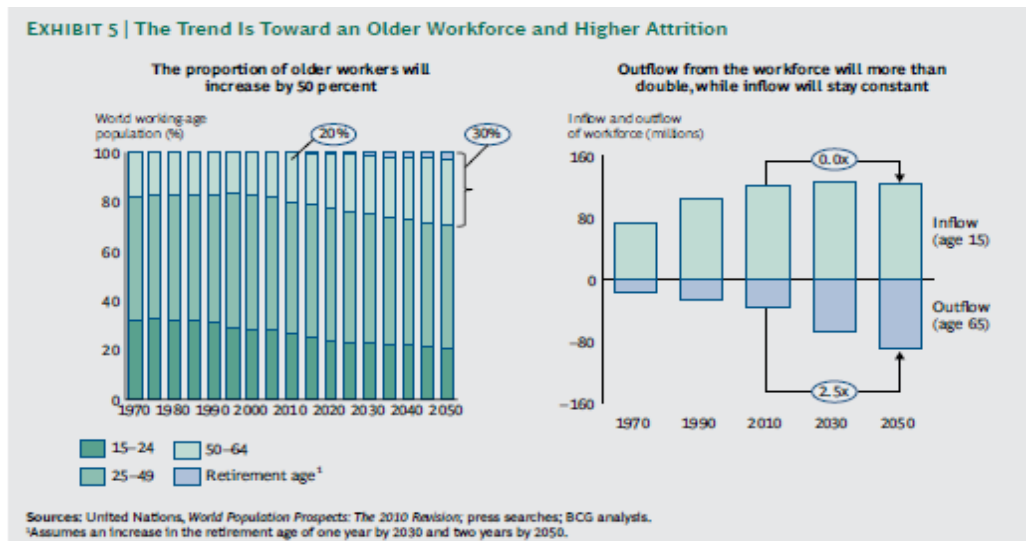
36 National Partner Organisations



The Business Case for Active Ageing

Risk and opportunities for companies....

- **20.8 million** potential decrease of the working age population **by 2030**, EU27
 - Gradual increase in legal retirement age – varies across EU27
- ➔ **Short-term employment gap + small replacement pools**



...in perspective of the European context

- **European Commission Strategy on CSR (2011-2014)** towards increased dialogue with enterprises on demographic change and active ageing
- European Commission's **Guiding Principles**

Project activities (Dec. 2011 – Dec. 2012)





3 webinars + 2 workshops; Consultations/Interviews, Research

Involving businesses, national CSR networks, experts (academics, consultancies), social partners, EU representatives (EU Parliament and European Commission), AGE Platform



Solutions and current approaches (1)

How the Guiding Principles can be implemented at company level

	Guiding Principle	Situation/Tendencies	Some good examples
1	Continuing vocational education	<ul style="list-style-type: none"> • Learning and training 	
2	Healthy working conditions	<ul style="list-style-type: none"> • Some companies focus on ergonomics and the promotion of health workplaces/lifestyles 	
3	Age-management strategies	<ul style="list-style-type: none"> • No systematic career paths for 50+ years old employees • No specific recruitment policies • Existence of part-time and flex-time arrangements 	
4	Prevent age-discrimination	<ul style="list-style-type: none"> • Some of the companies have started awareness raising campaigns • Stereotypes still prevailing 	

Solutions and current approaches (2)

How the Guiding Principles can be implemented at company level

	Guiding Principle	Situation/Tendencies
5	Transfer of experience	Methodologies & tools generally available, but process not monitored at Group level

During Employment

Increase workability and interest during while the person is still employed in the company.

1) Through Training/Coaching/Mentoring

Life-long learning, intergenerational skills development,...



2) Through “Secondment”

Offer expertise to another organisation (SMEs, B2B, NGO)



After Employment

Empowering people to remain active outside of the boundaries of the company.

1) Through (employee) volunteering

In NGOs, civil society



2) Through Entrepreneurship



Re-cap of main outcomes:

1. Some initiatives, but no holistic strategy

- Companies start to implement interesting approaches/initiatives, but remain *ad hoc* and case by case.
- Importance to embed age related measures/processes into HR management strategies (CSR Europe research)
- Focus on transfer of skills/competencies, inside but also outside the company is a key for sustainable growth and job creation
- Necessity of innovative approaches: **daring!**

2. Persistence of bloking factors, which make the adaptation difficult

- Lack of official operative incentives for keeping senior workers longer/recruitment
- Lack of recognition of tutorship, volunterring and entrepreneurship activities
- Necessity for the right enabling framework, at national and EU level
- Necessity of contiuous dialogue: **collaboration!**

BACK-UP

The Project's Scope & Objectives

The project's objectives & expected outputs:

	Objectives	Expected Deliverables
1	<p><u>Equip companies with guidelines & tools</u></p> <ul style="list-style-type: none"> a. How to adapt HR strategies? b. How to maximize transfer of skills and competencies? c. Company practices: Understand current tendencies and outlook d. Link with the EU policy agenda: how to shape an enabling environment to allow the implementation of adapted processes? 	<p><u>Manual for HR Manager</u></p> <ul style="list-style-type: none"> - Business case - Reviewed HR strategies integrating age management processes - Business examples
2	<p><u>Foster dialogue between business and the European Commission</u></p> <ul style="list-style-type: none"> a. Influence and support the EU agenda b. Involvement in the EY2012 	<p><u>Policy recommendations to the EC</u></p> <ul style="list-style-type: none"> - Proposal on how to create an enabling framework for adapted employment policies

Other organisations involved:





Enterprise 2020



Thank you
for your attention!

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