EU Social Dialogue (instruments) and Active Ageing and Intergenerational Solidarity (AAIS)

Background note
Stefan Clauwaert
ETUI Senior Research Officer
Revised version: March 2016

Context
In July 2015, the EU cross-industry Social Partners ETUC/BUSINESSEUROPE-CEEP-UEAPME adopted their fifth multiannual work programme for 2015-2017, "Partnership for inclusive growth and employment". In that work programme, they committed themselves to negotiate a framework agreement on active ageing and intergenerational solidarity (further "AAIS"), in the framework of Article 155 (2) TFEU.

In response to demographic and active ageing challenges, they have pledged that “measures need to be implemented, where necessary at national, sectoral and company levels, to make it easier for older workers to actively participate and stay in the labour market”. In parallel, they believe that it is also important for “other measures to be taken in order to ease intergenerational transitions in the context of high youth unemployment”.

Taking into consideration the Europe 2020 strategy, the EU social partners also affirm that “the ability of older workers to remain healthy and active for as long as possible in the labour market should be significantly improved, and that longer careers would contribute to maintaining sustainability and adequacy of pensions, social inclusion and cohesion and intergenerational solidarity in Europe”.

At its meeting of October 2015, the ETUC Executive Committee, in conformity with Article 14 of the ETUC Constitution, after having consulted national confederations and European trade union federations, gave the ETUC a mandate to seek such an autonomous framework agreement on AAIS, in accordance with Article 155 (2) of the Treaty.

Aim of background note

1 Special thanks go to my colleague Christophe Degryse, ETUI Senior Researcher, for helping retrieving several texts to which reference is made in this background note.
2 Available at : http://resourcecentre.etuc.org/Work-programmes-42.html
3 “Agreements concluded at Community level shall be implemented either in accordance with the procedures and practices of specific to management and labour in the Member States or, in matters covered by Article 137, at the joint request of the signatory parties, by a Council decision on a proposal from the Commission.”
This background note aims at providing a (non-exhaustive) overview of how (aspects of) the issues of AAIS have been covered in the past in other outcomes of the European social dialogue on both cross-industry and sectoral level and to which extent these outcomes (and their implementation) could serve as a point of reference/source both from a content and textual point of view. In addition, it also looks briefly into (substantive) European framework agreements concluded between EWC’s and multinational enterprises and which were co-negotiated and/or co-signed by European trade union federations (ETUF’s) affiliated to the ETUC and recognised social partner in the framework of the European sectoral social dialogue.

For collecting the material provided in this note, a search was conducted in both the Commission database on social dialogue texts\(^4\), the Commission database on transnational company agreements\(^5\) as well as a similar ETUI (internal) databases in relation to European sectoral social dialogue texts (not yet publically available) and the European Works Council Database (EWCDB)\(^6\).

**Preliminary findings**

Following this search in both databases thereby using some key words like “age(ing)/inter(generation)al/demographic”, it shows that none of the EUSD outcomes at the cross-industry level (i.e. joint texts agreed by ETUC/BUSINESSEUROPE\(^7\)/CEEP/UEAPME) refers explicitly to those terms in their titles.

As for the sectoral social dialogue, the following 9 texts contain one or more of the keywords in their title:

**Table 1: Ageing, older workers and demographic change in European sectoral social dialogue (title search)**

<table>
<thead>
<tr>
<th>Date</th>
<th>Sector</th>
<th>Social Partners involved</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002-03-11</td>
<td>Commerce</td>
<td>EURO-FIET / EUROCOMMERCE</td>
<td>Voluntary guidelines supporting age diversity in Commerce</td>
</tr>
<tr>
<td>2006-05</td>
<td>Hospital</td>
<td>EPSU/ HOSPEEM</td>
<td>EPSU-HOSPEEM Study (2006) “Promoting realistic active ageing policies in the hospital sector”(^8)</td>
</tr>
<tr>
<td>2008-06-06</td>
<td>Shipbuilding</td>
<td>EMF / CESA</td>
<td>Demographic Change &amp; Skills Requirements in the European Shipbuilding &amp; Ship Repair Industry</td>
</tr>
<tr>
<td>2008-12-15</td>
<td>Electricity</td>
<td>EPSU – EMCEF / EURELECTRIC</td>
<td>Demographic Change in the Electricity Industry in Europe. Toolkit on promoting age diversity and age management strategies(^9)</td>
</tr>
<tr>
<td>2009-10-15</td>
<td>Gas</td>
<td>EPSU-EMCEF / Eurogas</td>
<td>Toolkit - Demographic change, Age management and Competencies in the Gas sector in Europe(^10)</td>
</tr>
</tbody>
</table>

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\(^5\) Available at : http://ec.europa.eu/social/main.jsp?catId=978

\(^6\) Available at : http://www.etui.org/Services/European-Works-Councils-Database-EWCDB

\(^7\) Formerly known as UNICE.

\(^8\) Available in English only at: http://www.epsu.org/a/7410

\(^9\) Document is also available in Czech, French and German.
The demographic challenge in the European insurance sector. Joint statement by the European social partners in the insurance sector\(^{11}\)

Framework of actions on “Recruitment and Retention”\(^{12}\)

Employability in the face of demographic change – Prospects for the European rail sector - A practical guide to design the future\(^{13}\)

Addressing the demographic challenge in the insurance sector - conference and seminar reports\(^{14}\)

Combating the demographic challenge in the insurance sector. A selection of initiatives in Europe\(^{15}\)

Guidelines and examples of good practice to address the challenges of an ageing workforce\(^{16}\)

So with the exception of insurance and hospital, it concerns mostly industry sectors. And it also concerns “non-binding texts” like declarations, guidelines, toolkits, etc. The topic also emerged only rather late in the European sectoral social dialogue.

The latter meager quantitative results however do not at all mean that the European social partners did not give a particular attention to (aspects of) AAIS in their respective social dialogues. On the contrary, “AAIS” is approached as covering measures to enable and encourage older workers (in good conditions) in the labour market and at the same time ensure that obstacles for young workers to enter that labour market are combatted as well as to measures that enable knowledge and skills transfers between workers of different age groups, it shows that in manifold texts both at cross-industry as well as sectoral level, the particular position of older workers, demographical changes/challenges and intergenerational aspects, have been taken into account.

\(^{10}\) The toolkit is only available in English, but an executive summary is available in Bulgarian, Czech, French, German, Hungarian, Italian, Romanian and Turkish.

\(^{11}\) Also available in Dutch, French, German and Swedish.

\(^{12}\) The Framework of actions is also available in Bulgarian, Czech, Finnish, French, German, Italian, Polish, Spanish and Swedish at http://www.epsu.org/a/7158.

\(^{13}\) Also available in French and German.

\(^{14}\) Full report as well as an executive summary are available in English only.

\(^{15}\) Is also available in Bulgarian, Czech, French, German, Hungarian, Polish and Romanian.

\(^{16}\) These guidelines are also available in French, German and Spanish. EPSU and HOSPEEM have collected - in the course of their work on the topic and the negotiations that started late 2011 thematically related studies, reports, presentations which can be consulted at: http://epsu.org/a/10035. Based on these guidelines, EPSU and HOSPEEM set up a project on “Ageing workforce in hospitals – A European exchange of experiences on solution strategies and models of good practice in handling the demographic challenge at the enterprise and regional –AbiK” bringing together social partner organisations from the health sector of the Netherlands, Great Britain, Hungary and Serbia. Preliminary project results and recommendations were presented in the plenary meeting of the European sectoral social dialogue committee of 10 December 2015.
For the cross-industry EU social dialogue outcomes between ETUC, BusinessEurope\textsuperscript{17}, CEEP and UEAPME, references can be amongst others to the following texts:

Table 2: Ageing, older workers and demographic change in European cross-industry social dialogue

<table>
<thead>
<tr>
<th>Date</th>
<th>Title</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995-04-04</td>
<td>Joint opinion on the contribution of vocational training to combating unemployment and reabsorbing the unemployed into the labour market in the light of the new situation created by the White Paper\textsuperscript{18}</td>
<td>One of the first joint texts referring to the challenges facing because of an ageing workforce.</td>
</tr>
<tr>
<td>2000-11-21</td>
<td>Introductory statement to the compendium of social partners’ initiatives relating to the employment guidelines of the EU employment strategy + Compendium of Social Partner Initiatives relating to the Employment Guidelines of the European Employment Strategy, 21/11/2000\textsuperscript{19}</td>
<td>Includes several examples in relation to older workers.\textsuperscript{20}</td>
</tr>
<tr>
<td>2002-02-28</td>
<td>Framework of actions for the lifelong development of competences and qualifications</td>
<td>See e.g. page 1: “6. The ageing population and the social expectations, which have resulted from higher levels of education of younger generations require a new way of approaching learning systems, ensuring that there are opportunities for all age groups –</td>
</tr>
</tbody>
</table>

\textsuperscript{17} Formerly UNICE.

\textsuperscript{18} Text also available in French and German.

\textsuperscript{19} The introductory statement is available also in French and German; the compendium is only available in English.

\textsuperscript{20} E.g.:

- page 24: “2.6 Special attention to old people and disadvantaged groups. The social partners have been involved in a variety of initiatives designed to address employability in relation to groups that are especially disadvantaged in the labour market. An illustration is provided by the initiatives selected below.
  - Working Together Initiative, Netherlands,
  - Rehabilitation in Private Enterprises, County Ribe, Denmark,
  - Package of measures for older workers, Austria” (...)

- “Other initiatives are concerned to promote lifelong learning and continuing vocational education and training for older workers and members of disadvantaged groups” (p.67).

- page 89:
  - Financial incentives to maintain employment of older workers.
  - Working time models for older workers.
  - Promote qualification of older workers.
  - Creation of incentives for employment of older people.
  - Improve preventive health care.
  - Financial incentives for re-integration of older workers.
  - Optimise support for older unemployed people.
Both women and men, skilled and unskilled – if significant increases in competencies and qualifications levels are to be achieved. Lifelong learning contributes to the development of an inclusive society and the promotion of equal opportunities.”

Also the first, second, third follow-up reports (resp. of 14/03/2003, 05/03/2004 and 22/03/2005) and the final evaluation report of 25/01/2006 include several examples in relation to older workers.21

<table>
<thead>
<tr>
<th>Date</th>
<th>Report Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004-03-05</td>
<td>2004 Report on Social Partner actions in Member States to implement Employment Guidelines,</td>
<td>Includes references to manifold (national) examples taken at member state level amongst others in relation to active ageing.</td>
</tr>
<tr>
<td>2005-03-22</td>
<td>2005 Report on social partner actions on employment in Member States</td>
<td>Includes references to manifold (national) examples taken at member state level amongst others in relation to active ageing.</td>
</tr>
<tr>
<td>2005-03-22</td>
<td>Joint contribution on the EU Youth Initiative</td>
<td>On the intergenerational solidarity see in particular §5.23</td>
</tr>
</tbody>
</table>

21 All these reports are available at: http://resourcecentre.etuc.org/Frameworks-of-actions-56.html
22 E.g.: 2004 Report, pp. 11-13:

“5. Increase labour supply and promote active ageing. Social partners in ten countries reported initiatives contributing to implementation of this particular guideline. The initiatives included under the section “General measures for employment” or related to guideline 1 (Active and preventive measures for the unemployed and inactive), guideline 7 (Promoting the integration of people at a disadvantage in the 12 labour market), guideline 6 (Gender equality), guideline 8 (Make work pay) and guideline 9 (Transform undeclared work into regular employment) are also relevant for this guideline.

The cross-sectoral agreement at national level in Belgium and agreements at local level in Denmark dealt with general measures to keep older workers on the labour market. Agreements at sectoral level addressed the issue of old age flexibility in Austria, pre-retirement in Belgium, part-time for older workers in Luxembourg as well as in Germany following the institution of a statutory right to part-time work by legislation.

Other key initiatives were:

- recommendations to the government on the framework conditions to be put in place in order to keep older workers at work (Belgium, Finland, Netherlands);
- dissemination of good practices, exchange of experiences and awareness-raising campaigns regarding the employment of older workers (Austria, Germany, Netherlands);
- unilateral or joint reports and surveys by social partners on the situation of older workers on labour markets (Denmark) and age discrimination (United Kingdom);
- implementation of strategies to improve working conditions for older workers and age management strategies at company level (Germany, United Kingdom);
- design of mentorship schemes (older workers training younger workers) and of new career options for employees in physically and mentally demanding occupations (Sweden).”

23 “The European social partners consider that, in order to improve the overall functioning of its labour markets, Europe needs a truly intergenerational approach. Therefore, considering the demographic challenge the EU is facing, they also agreed to explore possible joint actions in the field of ageing workforce. To develop active ageing strategies while favouring at the same time the entering of young
### Joint analysis of Key Challenges facing European Labour Markets

See the parts on “Challenges” (p. 48 ff.) and “Recommendations of the social partners”

### Framework agreement on parental leave (revised), 18/09/2009

See e.g. general considerations n° 5 and 8.

### Framework Agreement on Inclusive Labour Markets

In fact the text does deliberately not go into the situation of particular groups of persons (young workers, older workers, migrants, women, etc.) as the objective was to create a framework to ensure the integration and maintenance of the highest number persons of working age into the labour market.

The three yearly implementation tables (resp. 2011, 2012 and 2013) as well as the final implementation report of 2014 contain several national examples of implementation actions related towards older workers and active ageing.

### Framework of actions on youth employment

See in particular “Priority 3: Employment”, pp. 11-14 on intergenerational cooperation/actions.

A first and second follow-up report is available at: [http://resourcecentre.etuc.org/Agreements-57.html](http://resourcecentre.etuc.org/Agreements-57.html).

Although the agreement does as mentioned not focus on specific groups, in the implementation process of the agreement certain groups were targeted in implementation, such as older workers, young persons, etc and the reports/tables provide manifold concrete actions in this regard.

### In-Depth Employment Analysis

See in particular chapter 7 “Demography” (pp. 107-113) including also a set of policy people into the labour market is indeed the core of a genuine intergenerational approach.” The text is available in English and French at [http://resourcecentre.etuc.org/Declarations-55.html](http://resourcecentre.etuc.org/Declarations-55.html).

5. Having regard to the objective of the Lisbon strategy on growth and jobs of increasing overall employment rates to 70%, women’s employment rates to 60% and the employment rates of older workers to 50%; to the Barcelona targets on the provision of childcare facilities; and to the contribution of policies to improve reconciliation of professional, private and family life in achieving these targets;

8. Whereas family policies should contribute to the achievement of gender equality and be looked at in the context of demographic changes, the effects of an ageing population, closing the generation gap, promoting women’s participation in the labour force and the sharing of care responsibilities between women and men;”

The text of the framework agreement in different languages (Croatian, Czech, French, German, Finnish, Hungarian, Latvian, Norwegian, Spanish and Swedish), as well as an ETUC interpretation guide on it and four implementation tables/reports (English only) can be found at: [http://resourcecentre.etuc.org/Agreements-57.html](http://resourcecentre.etuc.org/Agreements-57.html).

Although the agreement does as mentioned not focus on specific groups, in the implementation process of the agreement certain groups were targeted in implementation, such as older workers, young persons, etc and the reports/tables provide manifold concrete actions in this regard.

These tables and final report are available at: [http://resourcecentre.etuc.org/Agreements-57.html](http://resourcecentre.etuc.org/Agreements-57.html)

Available in English only at [http://resourcecentre.etuc.org/Other-joint-initiatives-54.html](http://resourcecentre.etuc.org/Other-joint-initiatives-54.html).
A similar “indirect” analysis of the EU sectoral social dialogue outcomes, led amongst others to the following texts:

Table 3: Ageing, older workers and demographic change in European sectoral social dialogue

<table>
<thead>
<tr>
<th>Date</th>
<th>Sector</th>
<th>Social Partners involved</th>
<th>Title and remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-03-16</td>
<td>Commerce</td>
<td>UNI-Europa / Eurocommerce</td>
<td>Commitment to support the European Youth Initiative</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><em>Recall the Voluntary guidelines supporting age diversity in Commerce of 2002 (see above table 1)</em></td>
</tr>
<tr>
<td>2005-05-19</td>
<td>Local and regional government</td>
<td>EPSU / CEMR</td>
<td>Joint statement on EU employment policy</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><em>Local government employers and trade unions can cooperate and negotiate on measures to improve and increase employment, including, where appropriate issues such as redistribution or reorganisation of working time, new working arrangements, etc. As part of their first two-year work programme, EPSU and CEMR-EP carried out in 2004 a survey on their members’ participation in the National Action Plans on Employment and on the priority issues being discussed in the local and regional government sector. The Committee’s 2004 survey drew attention to the following issues as current concerns for the sector: equality, ageing workforce, integration of specific groups, work organisation (adaptability, productivity, attractiveness of work), health and safety/well-being, and skills development.</em></td>
</tr>
<tr>
<td>2006-11-03</td>
<td>Electricity</td>
<td>EPSU-EMCEF/ Eurelectric</td>
<td>Equal opportunities and diversity toolkit / best practices guide</td>
</tr>
</tbody>
</table>
|            |                       |                                  | *Mainly stresses the use of flexible working time to retain older workers in the company. One example mentioned is: Statkraft (Norway) (...)*A concern about an ageing workforce and the need to retain the best staff has prompted the company to address age-related diversity. An innovative life-course policy for employees aged 62 years and over has been introduced with the objective of providing greater flexibility and the opportunity for older workers to reduce working hours on a phased basis and gain additional paid...
leave without a major impact on pay. It works by enabling workers at the age of 62 to reduce their working time by 10%, at the age of 63 by 20%, at the age of 64 by 30% and at the age of 65 by 40%. This enables the company to retain older workers (who in the past used to leave the company at the age of 62) whilst giving older workers more choices of working for a longer period of time on reduced hours. (p. 45)

<table>
<thead>
<tr>
<th>Date</th>
<th>Sector</th>
<th>Organisation</th>
<th>Summary</th>
</tr>
</thead>
</table>
| 2008-02-28 | Commerce | UNI-Europa/ EUROCOMMERCE      | Common contribution of EuroCommerce and Uni-Europa Commerce regarding the "Second stage consultation of the European Social Partners on active inclusion of people furthest away from the labour market

The Voluntary guidelines supporting age diversity in Commerce of 2002 (see above table 1) are put in annex 2 as an example of relevant actions from the sectoral social dialogue. |
| 2011-11-30 | Metal    | EMF / CEEMET                  | Tool-box for recovering and strengthening competitiveness and safeguarding sustainable employment in the European MET Industry – Experiences and examples of actions undertaken by members of the EMF and CEEMET

Provides examples of good practices in France, Finland, Italy and Switzerland (p. 6-7) |

To understand the nature of restructuring in the public sector it is therefore essential to put it in the broader context not only of “fiscal consolidation” as the above question states, but of the “EU-coordinated fiscal consolidation measures”. It must also take due account of the ageing workforce in CGA and the departure in the short term of substantial numbers of employees due to retirement. This implies that responses to management of changes and restructuring in the public sector must include both the EU and national levels. (p. 1)

As established as a good practice in the private sector, the SDC CGA asks public employers that, when the need to restructure occurs, redundancies should always be absolutely last resort measures. Taking into account the demographic (ageing)
reality of the sector, the SDC CGA calls upon public employers to avoid redundancies as much as possible and only envisage them after having considered all possible alternative options and/or identifying and implementing supporting measures. When redundancies cannot be avoided employers, public authorities and indeed the European Commission, through the European Social Fund, should make available to the employees concerned measures aimed at re-enforcing their employability and helping them to re-enter the labour market as quickly as possible. A collection of good practices on how this can be done will be useful. (p. 3)


10. To understand the nature of restructuring in the public sector it is therefore essential to put it in the broader context not only of “fiscal consolidation”, but of the “EU-coordinated fiscal consolidation measures”. It must also take due account of the ageing workforce in local and regional government and the departure in the short term of substantial numbers of employees due to retirement. This strongly reinforces the principle that responses to management of changes and restructuring in the public sector must include the EU, the national and principally local and regional government levels. (p. 3)

2012-04-24  Commerce  UNI-Europa / Eurocommerce  Contribution of the social partners for commerce regarding consensus social issues for the Retail action plan

The Commission should:

(...) Promote a more inclusive labour market by developing policies for a better integration of women, young, older and disadvantaged groups of workers (disabled, long unemployed, young people entering the labor market for the first time) (p. 1)

The Commission and Member states should:

(...) Make resources available for Social Partners for projects and joint initiatives aimed at investing in education and training, in particular to foster a better and fairer system of apprenticeships, vocational training also for older
<table>
<thead>
<tr>
<th>Date</th>
<th>Source</th>
<th>Joint Statement on the Action Plan for the EU Health Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-09-05</td>
<td>Hospital</td>
<td>EPSU / HOSPEEM</td>
</tr>
</tbody>
</table>

The Action Plan for the Health Workforce in Europe (SWD (2012)93final, 18 April 2012) identifies health and residential care as one of the most significant economic sectors across all EU member states. They have an important employment potential due the ageing health workforce, with more complex needs (e.g. due to multi-mobility) and with increasing demands due to demographic changes and changes in family structures, employment patterns and the labour market participation of women. It elaborates on key challenges (section 3), such as the ageing workforce, skills gaps, access to continued professional development (CPD), the improvement of working conditions and the brain drain due to the cross-border mobility (p. 1)

HOSPEEM and EPSU welcome that section 4.3 "Share good practice on effective recruitment and retention of health professionals" refers to a number of their key agreements, such as the Framework of Actions "Recruitment and Retention" (cf. above and [http://www.epsu.org/a/7158](http://www.epsu.org/a/7158)) and Directive 2010/32/EU on the prevention of sharps injuries in the hospital and healthcare sector. They underline their interest in supporting future action to "promote good practice on innovative recruitment and retention strategies in the EU" (p. 12 of the Action Plan), to look into possibilities to promote their guidelines and good practice examples on addressing the challenges of an ageing workforce currently under negotiation, and to support the fight against unethical recruitment practices and agencies by also making use of the EPSU- HOSPEEM Code of Conduct on Ethical Cross-Border Recruitment ([http://www.epsu.org/a/3715](http://www.epsu.org/a/3715)), in addition to the WHO Code of Practice (section 4.4). In this context EPSU and HOSPEEM suggest to ear-mark EU funds, in particular the ESF, to for health-related initiatives, including measures to attract people to stay in the countries suffering from outwards migration and to support in the
<table>
<thead>
<tr>
<th>Date</th>
<th>Domain</th>
<th>Author/Source</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Example of SD in France on health and safety in particular targeted to older workers. (p. 3)</td>
</tr>
<tr>
<td>2012-10-24</td>
<td>Road transport</td>
<td>ETF / IRU</td>
<td>Conclusions and recommendations of the STARTS (Skills, Training and the Road Sector) project</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>The STARTS Project Steering Committee calls on governments to recognise road transport as a strategic economic activity, prone to skills shortages but with greater potential as a source of skilled and gainful employment. In recognition of the above governments should do more to provide financial incentives to companies, drivers, first time job applicants, the unemployed and older workers who are prepared to either continue in their professional development or to invest in acquiring entrance level skills and qualifications to become drivers. (p. 3)</td>
</tr>
<tr>
<td>2012-11-08</td>
<td>Education</td>
<td>ETUCE / EFEE</td>
<td>Joint recommendation on a European Project by ETUCE and EFEE: “Recruitment and retention in the education sector, a matter of social dialogue</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Stems from the Orientation paper of the ESSDE WG 2 (see above)</td>
</tr>
<tr>
<td>2012-12-18</td>
<td>Local and regional</td>
<td>EPSU / CEMR</td>
<td>Framework of action on restructuring</td>
</tr>
<tr>
<td></td>
<td>government</td>
<td></td>
<td><strong>2. Recruitment &amp; Retention</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Analysis of demographic change in this context How it will affect the workforce in local and regional government and to draw up appropriate recommendations for national level action. This is likely to involve policies which promote healthy workplaces for all workers and adjust the working conditions and health and safety of older workers.</td>
</tr>
<tr>
<td>2013-02-08</td>
<td>Temporary agency work</td>
<td>UNI Europa/CIETT</td>
<td>Final Report for the Joint Project: Temporary Agency Work and Transitions in the Labour Market</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Several references and examples on use of agency work for (re)integrating older workers in the LM</td>
</tr>
<tr>
<td>2013-03-15</td>
<td>Electricity</td>
<td>EPSU – IndustriAll/Eurelectric</td>
<td>Competencies, qualifications and anticipation of change in the European electricity sector - A Joint</td>
</tr>
</tbody>
</table>
And finally looking into (substantive) European framework agreements concluded between EWC’s and multinational enterprises and which were co-negotiated and/or co-signed by European trade union federations (ETUF’s) affiliated to the ETUC and recognised social partner in the framework of the European sectoral social dialogue, the following interesting agreements could be found:

Table 4: Relevant European framework agreements between EWC’s and MNC’s co-signed/negotiated by ETUF’s

<table>
<thead>
<tr>
<th>Date</th>
<th>MNC /Sector</th>
<th>Social Partners involved</th>
<th>Title</th>
</tr>
</thead>
</table>
| 2011-04-1| AREVA       | EMF                      | Group Memorandum of Agreement on Professionals and Competences forecast and management within the AREVA group in Europe

Entails amongst others chapters dealing with 1) competence transfer and knowledge management, 2) the promotion of intergenerational relationships and 3) responsibilities and career path evolution and competences development of the ageing workforce(including the right to same access to training and same level of promotion for the ageing workforce as for all other age groups in the company)

Key element is also the establishment of so-called
“national AREVA Professions and Competences Councils”.

<table>
<thead>
<tr>
<th>Date</th>
<th>Organization</th>
<th>Agreement Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-03-21</td>
<td>SAFRAN EMF</td>
<td>European Framework Agreement for Professional Integration of Young People</td>
<td><strong>Entails amongst others the promotion of tutoring schemes to ensure the transfer of knowledge and skills.</strong></td>
</tr>
<tr>
<td>2015-03-04</td>
<td>SODEXHO</td>
<td>Sodexo's European Works Council agreement on diversity and inclusion for “senior” (older worker)</td>
<td>Provides amongst others for the obligation to set up “intergenerational action plans” in each subsidiary</td>
</tr>
<tr>
<td>2015-03-25</td>
<td>SAFRAN EMF</td>
<td>European Framework Agreement for Developing Skills and Career Paths</td>
<td>Built on the 2013 agreement on the integration of young people (see above)</td>
</tr>
</tbody>
</table>

Last but not least, reference could also be made to a recent trade union multi-sectoral project between ETUC, and the European Trade Union Federations **EFFAT, IndustriAll Europe, UniEuropa, ETF, EPSU and the EFBWW**, on “Better Understanding of Arduous Occupations within the European Pension Debate” and which pleads amongst others for adapted retirement solutions for workers in arduous occupation.

**Preliminary conclusions**

According to the European Foundation for the Improvement of Living and Working Conditions, “The key challenges to the extension of working lives can be classified under the following headings (bearing in mind that these factors tend to be interlinked):

- economic factors;
- individual factors;
- employer attitudes;
- disincentives in the national policy framework (including pensions, tax, social security, employment protection legislation and systems of wage formation, education and training and active labour market policy framework)"\(^{29}\)

As the increasing of employment rates of older workers is one of the main objectives of the new economic governance (in particular via the country-specific recommendations)\(^{30}\), the role of the social partners as such would be limited with two of these four points: individual factors, and employer attitudes.

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Against this background, and as shown in this short note, the main topics challenged by the European social partners (and subsequently their affiliates) concerning the increasing of employment rates of older workers are related to:

| Solidarity | - diversity, “inclusive society”; measures designed to fight stereotypes and discrimination against older workers  
- intergenerational approach; keeping older workers and simultaneously favouring the entering of young people into the labour market; establishment of mixed-age teams;  
- support for older workers and for older unemployment people; incentives to (re)integration in the labour market until the statutory age of pension |
| Flex-security, Adaptability | - flexibility (part-time work), working time models and schedules  
- adjusting workplaces and tasks to the physical and mental capacities of older workers; e.g. reduction of peak workloads  
- health and safety, preventive health care; individual risk assessment for older workers; general improvement of the working environment |
| Skills | - skills requirements; measures that encourage employment, education and training of older people; lifelong learning/training  
- skills transfers between age groups; e.g. mentorship schemes |
| Competitiveness | - age management strategies; analysing age structure or implementing active age management  
- align employees’ expectations of healthy and satisfying working conditions with the need for enterprises to be competitive  
- employability and competitiveness; “inclusive growth” |

Source: own research Clauwaert S. and Degryse C., and Eurofound 2013.

This table reflects the general search of a balance between employers and workers interests. However, and although some sectoral texts touch upon it, in our view, some important questions remain non-addressed. For instance what in case of restructuring or in redundancy situations. What kind of protection for older workers? What about early retirement schemes? Re-employment guarantee? And of course how to ensure the protection/guidance of older workers in SMEs?