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Working groups Corporate Social Responsibility
and Occupational Health & Safety

FINAL REPORT

PROJECT "MANAGING DEMOGRAPHIC
CHALLENGES AND FINDING SUSTAINABLE
SOLUTIONS BY THE SOCIAL PARTNERS
IN THE POSTAL SECTOR"



POST-EUROPE
YOUR LINK TO POSTAL EXPERTISE



With the support of the European Commission
Employment, Social Affairs and Equal Opportunities DG

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FOREWORD

The project “Managing demographic challenges and finding sustainable solutions by the Social Partners in the postal sector” was initiated by the CSR and the Occupational Health and Safety working groups of the European Social Dialogue Committee for the Postal Sector.

The project aimed at identifying trends in the demographic landscape of the European postal sector to raise awareness on the impact of demographic challenges on the postal industry and to discuss generation management practices to sustain employability and promote healthcare and workability of an ageing workforce.

The social partners in the postal sector considered that the project can contribute to the objectives of the Europe 2020 strategy which foresees the achievement of an employment rate of 75% by 2020, for example by extending working lives. Further inspiration was drawn from the 2012 “European Year of Active Ageing and Solidarity between Generations” which placed a specific focus on the promotion of active ageing in the area of employment and the benefits of generation management both for the individual and the society.

For employers, demographic change means a reduction in the potential pool of workers resulting in possible labour and skill shortages which are set to impact productivity, competitiveness and the ability to provide essential services. For workers, it means having to work longer to access full retirement rights, to remain in physical and mental shape and to adapt to changes at the workplace over time. The European postal sector with its approximately 1.7 million workers is considered likely to be affected by demographic challenges in the years to come. Being a labour intensive industry, human resources management will need to find sustainable solutions.

The joint project concentrated on the following issues where the social partners from the postal sector can have a key role to play:

- Promoting active ageing to sustain employability and facilitate longer working lives
- Re-thinking intergenerational cooperation, dialogue and knowledge transfer (succession planning)
- Promoting career planning and learning processes (for all generations)
- Strengthening healthy ageing and working ability management
- Assessing phased retirement options
- Assessing internal communication processes and tools

The project was implemented with the consultancy ICF as external contractor. Through a survey and additional interviews with HR managers data on the demographic profile of postal sector companies, the impact of demographic change with regard to work profiles, skills supply, impact of public policies as well as practices' examples on Generation Management were gathered.

Outcomes on trends and HR practices on generation management were shared in three regional roundtables in June, September and November 2014 “comprising altogether 83 participants from 23 EU-Member States”.

The following booklet gives insight in the project activities, presents the survey replies, including points raised in the roundtables and further describes the generation management practices introduced by internal and external experts in the three roundtables.

EXECUTIVE SUMMARY

The project has shown that postal companies are increasingly aware of the relevance and issues around demographic change and consider in particular recent increases of the legal retirement age to be a challenge for the future. However demographic change is currently only considered as a field for action in a few countries, which is mainly explained by the fact that the postal sector faces pressing issues around restructuring due to the European market opening process and the decrease of mail volumes, and more general changes in the postal market resulting from the increasing use of technology and the rise in digital communications.

DEMOGRAPHIC TRENDS IN THE POSTAL SECTOR

Trends indicate that the current median age of the European postal worker is 44 years. The share of workers aged 55 years and more has continuously increased from 2000 onwards in all regions. The data collected signpost that the share of workers aged 60 and above in the Southern Europe and Benelux region could increase significantly by 2020. Currently, collected data suggests that the share of workers aged 55 or over represents approximately 18%. The share of workers aged 55 or over seems to be found in sorting mail, administration and finance. There are some variations between the regions with regard to the share of older workers among business units. One should note that in the next 10 to 15 years a considerable share of workers currently employed in the postal sector will retire, which is particularly notable in the context of employment freezes in many countries. However, the project revealed that projections on the workforce of the postal sector are difficult due to the fact that only the German and French postal operators have done a more detailed exercise of overall strategic future workforce projections taking into account future labour force needs and changes of the sector. Projections are also currently difficult to conduct due to the fact that in several countries postal operators face a profound transformation of the postal market having to search for new types of services or transform their business, in particular towards logistics activities, with a smaller share of mail activity. This will impact ultimately on the skills required and the profile of workers needed.

IMPACT OF DEMOGRAPHIC TRENDS

One of the results of the project was that only few postal companies have (e.g. Germany, France and to some extent also Lithuania, Poland, the Netherlands and Sweden though without properly running a workforce projection) assessed more strategically the impacts of the current age pyramid of their company. In some cases restructuring has inspired such an assessment. A number of postal operators have to deal with demographic change and the growing share of older workers against the context that recruitment freezes do not allow for a rebalancing of the workforce, while others increasingly experience a “war for talent” when recruiting new hires. More postal companies have assessed the financial impacts of the ageing workforce in particular with regard to pension entitlements, salary and health and safety costs.

Postal operators and unions agree that in the future the mail delivery function will be affected the most due to the increasing retirement age combined with the physically strenuous nature of this function. On the other hand, mail delivery is also likely to be a position that could become more and more a part-time task thus requiring re-orientation within the business or training of these employees.

Future skill shortages may arise as a result of demographic trends in a national context but this does not seem to be the case equally for all Member States and postal operators. Employers and unions agree that skills shortages might arise in customer care and retail as these services are very specific within the postal sector and workforce needs are likely to increase considerably in the future.

GENERATION MANAGEMENT: THE CURRENT SITUATION IN THE POSTAL SECTOR

The project gathered information about HR practices among postal operators in six different fields of generation management: overall company strategy, workforce planning and management, initial and ongoing recruitment, training and development, managing work ability, flexible work organisation and other generation management measures.

Overall, most postal sector operators do not seem to have adopted strategic approaches to generation management or active ageing yet. It should also be noted that only three collective agreements (Germany, France, and Netherlands) in the sector have currently addressed aspects of demographic change and the needs of older workers. However, this does not mean that no relevant practices are implemented. Instead, relevant measures are implemented in wider HR practices, but are not defined in the context of a holistic approach to generation management. Overall company strategies on generation management would need to be reflected in the corporate culture. Currently, postal operators provide mainly for individual solutions for older workers where possible, as well as placing a more widespread emphasis on preventive health management and the offer of temporal flexible employment patterns. Yet, when looking at current strategies it is notable that research and practice on the workability concept (initially developed in Finland and now increasingly adopted in other countries) show that measures focussing on individual solutions, particularly with regard to health prevention can have an impact, but cannot ultimately significantly increase work-ability without a strategic commitment and strong communication at company level.

ACKNOWLEDGEMENTS

The project was successfully carried thanks to the close cooperation between European social partners and all the involved stakeholders. UNI Europa played an essential role in the administrative management of the project while the CSR and the Occupational health & safety working groups of the Social Dialogue Committee coordinated its overall implementation. The concrete implementation was managed by the project team composed on the employers' side by Heike Ausprung, Deutsche Post DHL Group, Margaux Meidinger, La Poste, Edgar Müller, Austrian Post, Barbaro Francesco Costa, Poste Italiane and on the unions' side by Montserrat Mir, FSC-CCOO, Marie-Hélène Castellarnau-Dupont, F3C CFDT, John Baldwin, CWU.

During the project phase we had to face with great sadness the passing of our highly esteemed colleague John Baldwin, Vice-President of the SDC, on 7 July 2014. We would like to use this opportunity to sincerely thank him for his passion and great support for all our project activities in the Social Dialogue Committee for the postal sector including the last project on demographic change.

Our special thanks also go to the experts from both postal operators and trade unions from 23 European countries who participated in the 3 regional roundtables of the project. Their testimonies on their national situations represented a great added value in order to go more in-depth on the topic of demographic change. We also thank the external experts for their valuable input and contribution to the project. Eventually, our thanks go to our external consultants from ICF International who gave worthwhile support throughout the whole project.

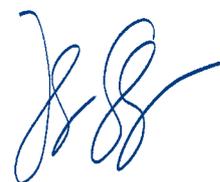
We are also most grateful to the Social partners of France, Sweden and Poland who organised the regional roundtables and welcomed us in their homecountries as excellent hosts.

Special acknowledgements go to:

- The European Commission, in particular Guido Schwarz, Dauphinelle Clément and Jean-Paul Tricart for their involvement and assistance;
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METHODOLOGY

The project “Managing demographic challenges and finding sustainable solutions by the Social Partners in the postal sector” was divided in 5 stages (planning stage, project stages 1-3, follow-up stage).

In the **planning phase** the preparatory work was accomplished with a special focus on the launch of the consultant tender, the alignment of the project plan, the questionnaire structure and the kick-off meeting.

The project stage 1 (“Desk research and creation of questionnaire”) was dedicated to the creation of a specific questionnaire along with desk research for stocktaking of key generational data on the demographic landscape in the EU-postal sector. The objective of the questionnaire was to get structural data and information on demographic change and potential smart and sustainable solutions for generation management in the postal sector. It aimed to identify tools to analyse and promote generation management in the postal industry. It was prepared by the consultants, finalised and circulated among the postal operators and trade unions of the 28 Member States.

In the project stage 2 (“Technical documentation and roundtable preparation”) the results of the questionnaire and the collected data were analysed by the consultants and the project team. In addition, phone interviews were held with most of the countries’ representatives to complete the information. The consultants worked on a technical report to share the collected material during the 3 roundtables of the project.

In the project stage 3 (“Implementation of roundtables, presentation of technical documentation and creation of final report”) the following three regional roundtables were implemented:

- *Southern Europe & Belgium*: 16/17 June 2014 in Paris involving: France, Belgium, Italy, Spain, Portugal, Greece, Cyprus, Malta
- *Northern and Western Europe*: 29/30 September 2014 in Stockholm involving: Sweden, Denmark, Finland, the Netherlands, UK, Ireland, Estonia, Latvia, Lithuania
- *Central and Eastern Europe*: 13/14 November 2014 in Warsaw involving: Poland, Germany, Austria, Czech Republic, Hungary, Bulgaria

They aimed at offering an in-depth learning experience to social partners and key experts. The content of the presentations was personalized according to the participating countries. The roundtable format enabled an interactive debate among the European Commission, social partners, external stakeholders and other high-level experts dealing with the subject. The roundtables put the spotlight on potential initiatives for active and healthy ageing, learning processes and career planning, intergenerational dialogue, phased retirement and internal communication. The debate raised awareness on the issue and possible methods of resolution for generation management as result of the demographic change in Europe.

In the **follow-up stage** the results of the project were reported back to the European Commission. As part of the project documentation and to ensure a wider communication on the project, this brochure was elaborated. It includes main outcomes, presentations and practices from the roundtables, together with other important documents related to the initiative. It will be widely disseminated to the Social Partners in the postal sector, the EC and other key stakeholders.

**MANAGING DEMOGRAPHIC CHALLENGES
AND FINDING SUSTAINABLE SOLUTIONS
BY THE SOCIAL PARTNERS IN
THE POSTAL SECTOR**

FINAL REPORT

ANALYTICAL SYNTHESIS OF THE ROUNDTABLES

1. METHODOLOGY OF THIS REPORT

The present report has been prepared by Tina Weber and Helen Frenzel from ICF International on the basis of an extensive literature review, a survey developed together with the European Social Partners of the postal sector, in-depth interviews with postal companies and unions as well as discussions that took place within the three regional Roundtables (Paris, Stockholm and Warsaw see foreword)¹.

The literature review was focussed on the future of the European demographic landscape and the impact on European societies and businesses and more in particular the postal sector. A number of articles on human resource management practices on generation management and similar studies with regard to sharing best practices on generation management prepared for other European sectors have been reviewed and analysed.

The survey questions have been developed together with the steering group of the project and were addressed to the respective members of PostEurop and UNI Europa. The survey questions have been a bit different for employers and workers to take into account the different perspectives and disposal of information. The survey questions have been structured around four aspects:

- gathering data on the demographic profile of the postal sector (questions mainly to employers);
- assessment of the impact of demographic change on company strategy and policy covering issues such as the extent to which demographic trends and potential future labour and skill shortages arising are being assessed;
- assessment and collection of company practices of active age management;
- analysis of the role and joint initiatives of social partners to approach impact of demographic change.

The survey questions can be found in the annex to this report.

The results of the survey are presented within the different sections of this report. Further insights from interviews and regional roundtables are also included in the analysis.

1. By 04 November a total of 28 survey replies were received (17 from employers and 11 from trade unions). From the Southern European Region replies were received from Belgium (E,W), the Netherlands (W, (E)), France (E,W), Greece (E,W), Cyprus (E,W), Spain (W, E), Portugal (E) and Italy (E). From the Northern and Western European Region replies were received from Estonia (E, W), Lithuania (E), Denmark (E), Finland (W) and UK (W). From the Central and Eastern European region replies were received from Germany (E,W), Poland (E), Czech Republic (E,W), Romania (E), Bulgaria (E) and Hungary (E, W). In addition 7 interviews were carried out with postal companies that did not reply to the survey (AT, LV, IE, NL, SL, FI, and SE). 5 countries interviewed sent 2013 data of age structure of their total workforce (NL, FI, SL, IE, AT). In addition, 9 more in-depth interviews were carried out with countries that did send back the questionnaire.

2. BACKGROUND

2.1 EUROPE'S DEMOGRAPHIC FUTURE

Positive advances in the quality of life and healthcare provision mean that older individuals in European societies are enjoying a longer and healthier old age. However, coupled with declining birth rates, this leads to a demographic ageing of the population. If not addressed, such trends constitute a serious challenge to economic growth, service delivery and public finances in the decades to come. For employers it means a **reduction in the potential pool of workers and resulting possible labour and skill shortages which are set to impact productivity, competitiveness and the ability to provide essential services.**

According to demographic projections by Eurostat, the population of working age is set to decrease by 50 million by 2060. As early as 2030, the number of young people (15-24) entering the labour market will have dipped by 16%. At the same time, the group of over 80 year olds will increase by around 55%; with the figure for the 65-79 age group rising by approximately 35%. The age group closest to (current) retirement age in most countries (55-64) will also see its numbers swell by 15.5%.

Although fertility rates are projected to rise in most Member States in the coming decades, it will be at a modest rate and much slower than projected increases in life expectancy. Migration will also be insufficient to plug the emerging gaps in the workforce.

The result of these trends, according to the European Commission's report on *Europe's demographic future*², will be a steep increase in the share of older people in the population: the median age in the EU is expected to increase from 39 to 49 years between 2004 and 2050, with a dramatic increase in the number of people above the age of 80. As a result, the **number of workers retiring each year is anticipated to increase sharply and eventually exceed the number of new labour market entrants.** The European Commission's 2012 Ageing report³ projects that, on the basis of current policies, most of the increase in public spending between 2010 and 2060 will unavoidably be age-related – on pensions, healthcare and long-term care – rising by 4.1 percentage points to around 29% of GDP. The impact is expected to be greatest between 2015 and 2035 when the baby-boom generation (those born between 1946 and 1965) retires.

Although the **ageing process will affect all Member States, it will not do so in a uniform way and at a uniform rate**, with the variations reflected in particular differences in projected fertility rates as well as the development in median age by Member State. For example, while German society has been ageing for some time, the median age in countries such as Poland and Portugal was relatively low in 1960, but will be almost on a par with Germany by 2060.

Employment rates for older workers (aged 55–64) have increased by nearly 10 percentage points in the decade to 2010. However, employment rates for older workers remain very low in many Member States. **Only 3 out of 10 of those in the 'pre-retirement' age cohort (60–64) in the EU27 are in employment.**

For employers generally, these trends mean that in order to counteract potential skill and labour shortages in the future, **actions are required to retain older workers;** to ensure that measures are in place to provide for a work environment which enables individuals to work up to retirement age while at the same time continuing to offer opportunities to young labour market entrants and younger workers seeking to progress within the company. For workers, these trends and associated policy changes, which have sought to discourage (and financially penalise) early labour market exit, potentially require a change in mind set and for steps to be taken to be able to extend working lives.

2. ec.europa.eu/social/BlobServlet?docId=1540&langId=en

3. http://ec.europa.eu/economy_finance/publications/european_economy/2012/2012-ageing-report_en.htm

2.2 AWARENESS OF DEMOGRAPHIC CHALLENGES AMONG POSTAL SECTOR SOCIAL PARTNERS

In the postal sector, survey responses⁴ indicate that an **increasing awareness of the relevance of issues around demographic change** has begun to emerge in recent years. Many companies now consider that this will be an important subject to address in the future. Demographic change was only considered to be an important issue in one country (France) in the last decade (5-10 years ago), with other countries arguing this to be somewhat relevant (Greece, Italy, Spain, Denmark, Lithuania, Estonia and Poland) or not yet relevant at all in the last decade (Belgium, Czech Republic, Germany, Hungary, Romania, Portugal, Sweden and Ireland).

On the trade union side, the majority of respondents thought demographic change was somewhat relevant in the last decade. Amongst the countries, views are shared between those who consider that this was relevant (Belgium, Cyprus and Estonia) to very relevant (Spain and Germany) and those who saw the issue as somewhat relevant (Czech Republic, Netherlands) to not very relevant (Greece and Finland).

Concerning the pressing nature of age management issues in current company practice, employers and trade unions appear to agree that demographic change is an important issue to be addressed. Among the countries that sent back the questionnaire, employers in Belgium, Denmark, Estonia, France, Italy, Lithuania, Luxembourg, Poland, and Spain (and Sweden) consider that the issue is either very relevant or relevant to be addressed while on the trade union side Belgium, Cyprus, Estonia, Germany, Finland, UK, Spain and the Netherlands say that demographic change needs to be addressed in company strategies now.

From interviews and discussion at the three workshops (Paris, June; Stockholm, September; Warsaw, November 2014) it emerges that most participating countries now consider demographic change to be a challenge, particularly when considering recent increases in the legal retirement age. The focus of postal company policies (all participating countries in workshops) is clearly on well-being at work, measures on healthy lifestyles and optimising work load for senior workers. One important aspect in the area of health policies is to reduce absence rates which tend to be longer (if less frequent) among older workers. Health screening and consultations on core health data have been offered in particular to older workers.

In some Southern European countries where youth unemployment is particularly high, a divide between young generations and older workers has emerged in particular with regard to solutions addressing youth unemployment. This also has an important impact on trade unions and among their members: while some older workers favour phased/early retirement schemes to provide opportunities to younger workers, others are not in favour of such measures due to losses in pension benefits.

However, overall demographic change is currently not a priority area for action despite awareness of an increasingly ageing workforce. One of the reasons is the more pressing issue of restructuring, decreasing volumes of mail and the re-orientation of postal services. In particular participating countries in the second workshop in Stockholm (September 2014) were concerned with restructuring and the impact of general digitalisation. In Sweden, and even more in Denmark, mail volumes dropped considerably in the recent past due to an advanced digitalisation process of public documents, tax declarations, business to business communication and general invoices, as a result of public policy decisions. In such cases, demographic change is a challenge with regard to the re-orientation and broadening of the skills base of workers affected by restructuring or the re-orientation of the business. Training policies thus become an important factor helping older and younger workers in a phase of restructuring but such approaches also help to keep professional intelligence and knowledge in-house. Some postal companies see a major challenge in having to compete for a competent workforce in an ever smaller available pool of workers. Thus demographic change links foremost with branding policies and the desire of postal companies to boost their attractiveness as an employer.

4. This analysis concerns question 3.1. for the employers and workers version of the questionnaire.

The Central and Eastern Europe region is the most heterogeneous with regard to generation management. Postal operators in Eastern European countries have limited financial means available to introduce specific HR practices in generation management and only recently started to reflect on the impact of demographic change. However in particular in Hungary the “war for talent” to recruit at all ages is an issue due to high migration flows. Thus the postal operator uses all available tools to provide its employees a number of in kind advantages (access to housing, additional health insurance, children vacation programmes, financial assistance in case of difficulties) as well as the creation of foundation to contribute to social assistance projects or provide scholarships, to be considered as an attractive employer. It should be also noted that a majority of workers within Eastern European postal operators are female. Thus a number of policies have concentrated in particular on family friendly and work-life balance policies. Germany and Austria, on the other hand, operate in a very different context. While in Austria just until recently, early retirement was highly beneficial to workers, only a slow shift towards longer working lives is occurring. In Germany, Deutsche Post DHL Group (DPDHL Group) and their social partners recognised already in 2011 that a higher share of ageing workers in the company needs a new adapted work model and thus concluded the “Generations pact” in a collective agreement allowing workers to reduce working hours while receiving more than part-time compensation (see further information below section 5.6.1.).

Finally, there is an emerging shared understanding among all actors that the impact of demographic change must be addressed in the future. Among countries that sent back the questionnaire on the employer side this is the case in Belgium, Czech Republic, Estonia, Denmark, France, Germany, Greece, Italy, Lithuania, Luxembourg, Spain and Sweden. On the trade union side, Belgium, Czech Republic, Cyprus, Estonia, Finland, Spain, Greece. Germany, the Netherlands and UK concur with the view that the impact of demographic change on workplaces must be addressed in future. Differences in the assessment of the importance of the impact of demographic change relate to the extent to which the impact of demographic trends has already begun to bite and the level of skill shortages experienced in different countries.

3. DEMOGRAPHIC TRENDS IN THE POSTAL SECTOR

3.1 DEMOGRAPHIC TRENDS

Postal sector companies are affected by all the overall demographic trends identified above, however, in addition there are a range of **sector specific factors** which need to be borne in mind when interpreting the impact and nature of demographic trends affecting postal businesses. Thus the survey for this study aimed to further understand which of the sector specific internal but also external factors impacted or impacts the most on demographic trends in postal companies. The results of this question would in particular assist the postal sector to address demographic change in the future.

The replies to the survey but also interviews show that the postal sector has **been heavily affected by restructuring, technological and social change** within the past 10 years. Mail volumes have dropped and postal companies need to modernize their work organization and diversify their services. New employment creation potential can be limited by such developments. At the same time, business trends require the **diversification of the skills base** and the acquisition of additional new capacities to address the challenges of increasing competition. These processes already demand change management strategies in postal companies and in particular investment in training to provide a broader skills base among its workforce. Here it will become crucial in the future to adapt training measures that are adapted to the needs of older learners. Studies on how individuals learn show differences in preferred methods of learning, with older workers tending to prefer experiential learning. Communication about such processes with the awareness of an increasingly ageing workforce will be an important factor for success.

It does not come as a surprise that the survey replies by employers and unions also highlight the fact that restructuring (recruitment freeze, loss of older workers and workforce reduction) is seen as an important internal factor that influences demographic trends in the company the next 10 to 15 years. The Greek example (as presented in the Paris workshop) showed the drastic consequences of a recruitment freeze resulting from the transformation of the company status and the economic crisis on the companies' overall age structure and generation management policies. However, also in countries such as Sweden, Denmark and Finland recruitment freezes exist impacting on companies' ability to rebalance their age pyramid.

Therefore it is interesting to note that both employers and unions recognise that an **imbalanced workforce where many experienced workers will retire** will impact on companies and the need to replace such capacity.

Changes in retirement/pension rules extending working lives and the overall demographic trends follow closely as decisive external factors. For the union side another important external factor is related to **increasing competition** in the sector that will impact on how demographic trends are addressed.

Up until now the postal sector did not have yet a good insight into the current age structure of its workforce. The survey replies and interviews reveal that only half of the postal companies (employers n=24) have assessed the impact of demographic change. Available sources on employment in the postal sector only show that the workforce in this sector has continuously decreased due to declining mail volumes, increasing competition and automation of processes.

The accompanying survey of this study tried to fill this data gap. Yet, **due to missing data from the company level the results should be interpreted with care**. The following results summarise the identified trends from the data collected⁵.

5. Data collected on the age cohorts within each of the European regions result from the enterprise survey and data provided by postal companies on question 2.2. of the survey. The results have then been aggregated per region.

Data for the Central and Eastern Europe region indicate that the age group 55-59 increased by 6% between 2000 (representing 7% in 2000, and 10% in 2010) and 2013 (13%) in that region. It is not possible to make predictions for 2020 in that region as in many countries no forecasting seems to have been done. It should however be noted that within this region demographic change is not an issue of the same importance in all countries.

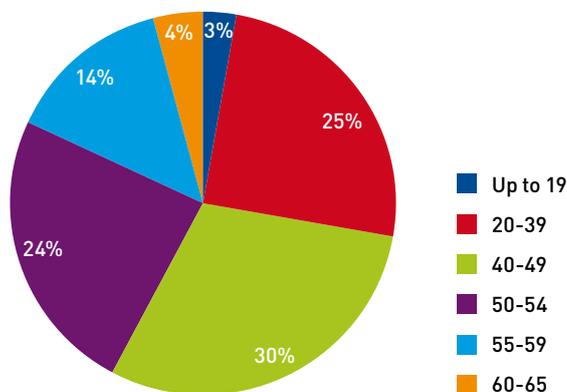
While in 2000 the workforce aged 55-59 in the Southern Europe and Benelux region represented only 7% of the total workforce, in 2010 this age group increased by approximately 3%, and by a further 3 % by 2013. A trend is projected that this age group will grow by a further 5% by the year 2020 and represent in total 17% of the workforce. On the other hand the age group 60-65 years could 'explode' by the year 2020 and represent 31% of the total workforce in the Southern European and Benelux region. However this figure can be considered as a possible scenario (dependent on actual trends and policy approaches). The indicative results of the survey show that in 10 to 15 years approximately 47% of the current workforce in the Southern European and Benelux region will retire. This means that an important knowledge and experience base will leave the company. This constitutes a potential risk for the sector in general.

For the Northern and Western Europe region, it should be noted that data is not complete for the years 2000 and 2010. Only data received for 2013 can indicate the age structure of the workforce in this region. The age group 55-59 represents 20% and age group 60-65 represents 5% which totals to 25% of workers aged over 55. At this stage, it is difficult to forecast a trend for 2020 in this region as most postal companies are in a phase of restructuring and are significantly downsizing their workforce which affects all age groups.

The following figure shows a trend of the current age structure of the postal sector in Europe.

Figure 3.1 Demographic make-up of the postal sector workforce (2013) (n=21)

Postal sector all regions



Source: survey data gathered as part of this study.

Workers in the European postal sector aged over 55 represent approximately 18% of the workforce (based on the data received). Based on this figure it can be estimated that in 10 to 15 years, 42% of the current postal workforce could have retired. **A trend emerges on the basis of the survey replies that in 2013 median age of the European postal worker is 44 years⁶.** Compared to similar European sectors such as the European passenger rail sector or the European gas sector the share of older workers in the postal sector is at a similar level.

6. Data collected on the age cohorts within each of the European regions result from the enterprise survey and data provided by postal companies on question 2.2. of the survey. The results have then been aggregated per region.

3.2 IMPACT OF DEMOGRAPHIC TRENDS

3.2.1 ASSESSING THE STATUS QUO AND DEVELOPMENTS IN THE AGE PYRAMID

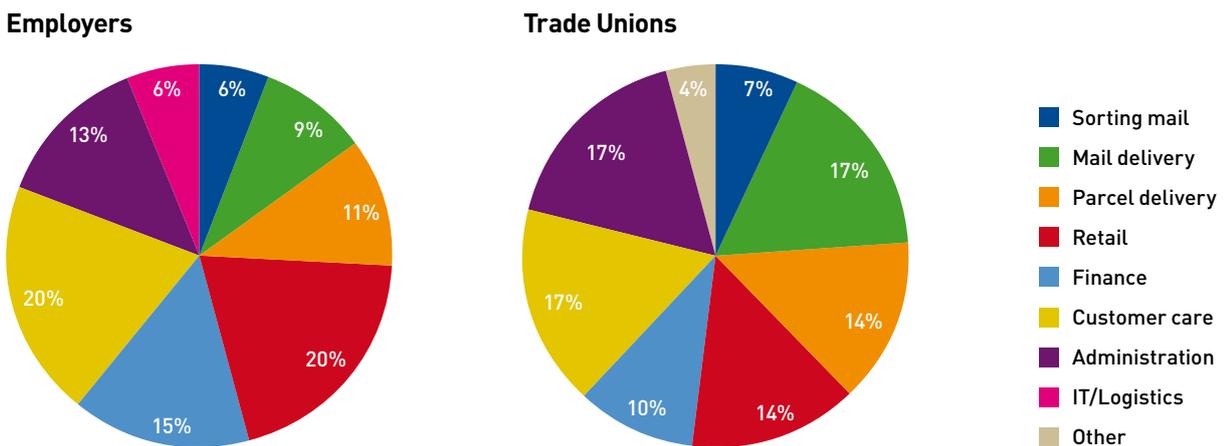
It is notable that the majority of enterprises in the postal sector have **not yet conducted concrete projects or assessments to measure the impact of demographic change**⁷. This is the outcome of replies received from the survey⁸. So far, such assessments have only been carried out in Germany and France. It is not clear from the survey responses whether this implies that no strategic analysis of the age pyramid in the businesses has been performed to assess its impact on future HR strategies or whether these answers only relate to the absence of specific projects having been carried out.

In the case of France, in the framework of the negotiations of the company collective agreement on the "Generation contract" of 2012, a diagnosis was established on the state of play regarding the employment of younger and older workers in La Poste. This assessed the current and the development of the age pyramid in the company; the provision of training and support for older workers; and the share of younger and older workers by grades. There have also been quantitative projections on the average workforce age in La Poste by 2015. This diagnosis has been shared with the trade unions.

3.2.2 THE IMPACT OF DEMOGRAPHIC TRENDS ON DIFFERENT FUNCTIONS

The survey replies received with regard to impact of demographic change on different functions within postal companies, demonstrate that the **mail delivery function could be the most affected by demographic challenges. Here employers and unions agree.** This is followed by the functions of parcel delivery, retail and sorting mail which will be almost equally impacted by demographic change.

Figure 3.2 Estimated impact of demographic trends on different functions in the postal sector for all regions (assessments provided by employers and trade unions, all regions based on answers given in enterprise survey Q. 3.2. and workers survey 2.3)



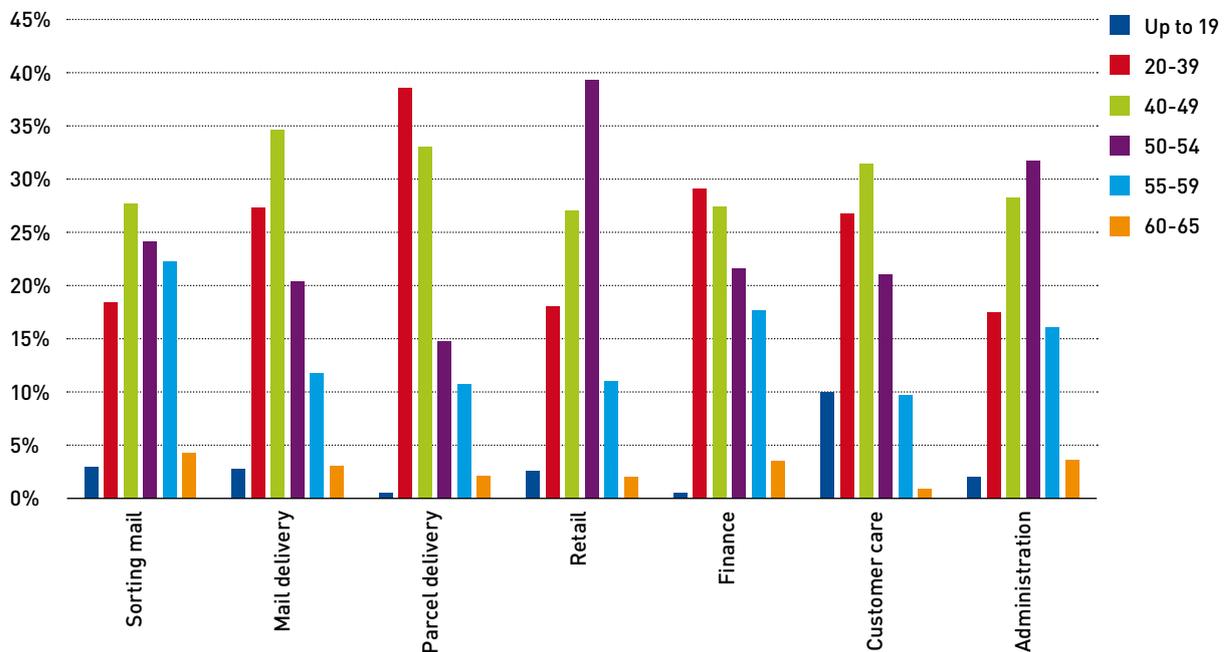
Source: survey data gathered as part of this study

On the other hand, when analysing the 2013 age profile among the divisions it shows that it is sorting mail, administration and finance that have the highest share of workers aged 55 and above. Parcel delivery shows the highest share of young workers aged 20 to 39 years (see figure 2.3).

7. Companies in BE; BG; CZ; DK; EE; EL; HU; IT; LT; LU; PL; PT and RO indicate that this has not been done.

8. The analysis covers responses from question 3.3 of the employers survey and question 2.2. of the workers' survey.

Figure 3.3 Trends in age structure by business unit (all regions) 2013



Source: Survey data gathered as part of this study – replies from question 2.3. of the enterprise survey

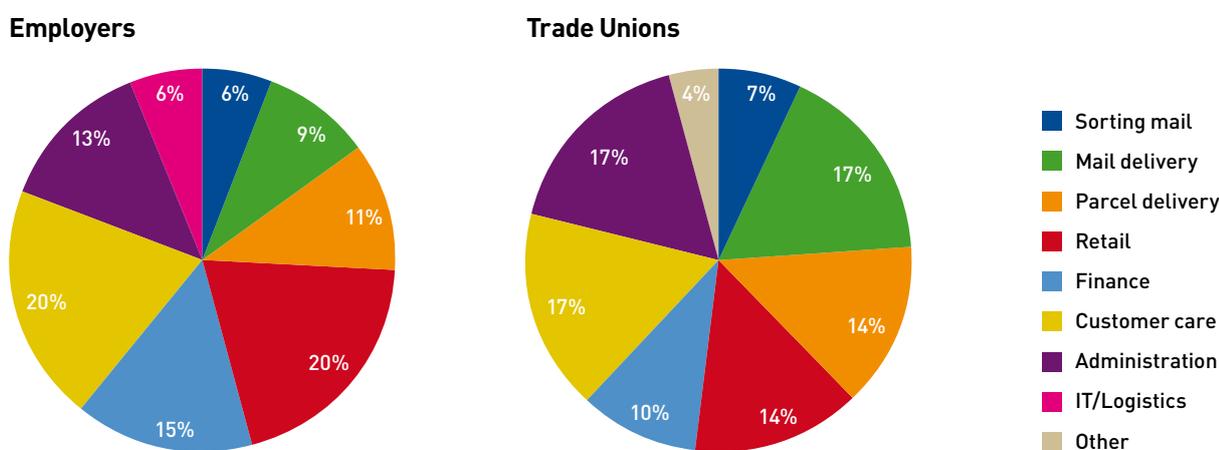
The data shows that there are some differences in the regions. While in all regions sorting mail presents one or the highest share of workers aged 55 and above there are some variations for second and third place: in the Central and Eastern Europe region it is sorting mail, administration and mail delivery; in the Southern Europe and Benelux region it is sorting mail, administration and parcel delivery; in the Northern and Western Europe region it is mail delivery, sorting mail and customer care that present the highest share of workers aged 55 and above. One explanation for this result could be that after a certain age a mail deliverer would typically transfer to business units that are less physically strenuous. If mail volumes decline further in the future those working in the mail delivery function increasingly need be transferred to other business units (or work part-time). Currently, mail delivery represents the highest share of workers within postal companies (around 40%). It should be furthermore taken into account when analysing impact of demographic trends that the postal worker stays for a life career in the company and typically always worked in the same function. When assessing the demographic picture of the postal companies these factors play an important role in attempts to balance the companies' age structure. Up to now, recruitment of young people would typically occur in the delivery functions so that older delivery workers could switch in their career to other types of services such as sorting mail, customer care or retail. However due to a reduction in the workforce pool of younger workers paired with recruitment freezes in the postal sector and increase in legal retirement age, postal operators need to further adapt the delivery function. From information obtained in interviews and Roundtables it appears that an entire career change is not typical up to this point. Older workers are sometimes less willing to re-qualify or train. It has been difficult for companies to find motivation and policies to support a career change or introduce task flexibility, particularly if there is no strong approach to lifelong learning. On the other hand, with the decreasing mail volumes, mail delivery has in some countries e.g. Netherlands, Estonia, Latvia, Lithuania already become a part-time function which could be appreciated by older workers if in particular distribution is eased by e-bikes for example. Postal companies will need to implement policies that help the postal workforce to adapt over a career to change to different services and to make delivery a function that is less exposed to physical and psychosocial health and safety risks.

3.2.3 IMPACT OF DEMOGRAPHIC TRENDS ON EMERGING SKILL SHORTAGES

The survey aimed to gather insights on social partner views with regard to the impact of demographic change on skills shortages among the current occupations in the postal sector and future skill needs.

Analysis of survey replies reveals that there is awareness among some enterprises in the postal sector that they are **likely to face future skill shortages**, at least partly as a result of demographic trends (e.g. Belgium, Greece, Denmark, Czech Republic and Poland). Lower concern regarding such skill shortages is identified in France, Italy, Portugal, Ireland, Finland, and Germany.

Figure 3.4 Skill shortages foreseen by employers and unions for occupations in the postal sector for all regions (Question 3.8. of enterprise survey and workers survey Question 2.6)



Source: survey data gathered as part of this study

Both employers and unions tend to agree that customer care and retail represent the two main occupations where skill shortages are considered likely to arise. For the union side also the mail delivery function could be affected by skill shortages. It is followed by finance, administration and parcel delivery, where skill shortages are also foreseen.

There is a more significant level of agreement on the skills which will be in greatest demand in future⁹. Concerning **functional and technical skills**, the majority of countries which have responded to the questionnaire think that sales and marketing will be the main skill needed in the future. This is followed by problem solving, scientific and IT skills as well as finance and business science. In seven countries from the Central and Eastern Europe region entrepreneurship is a skill that will be lacking. As far as soft skills are concerned, almost all countries that responded to the questionnaire forecast that being able to manage complexity and service and customer orientation are the two key skills that all postal companies identified as most needed in the future. In second place are working in a team, interpersonal skills and the flexibility to quickly adapt to changes.

3.2.4 ASSESSMENT OF THE POTENTIAL FINANCIAL IMPACT OF DEMOGRAPHIC TRENDS ON THE SECTOR

It is interesting to note that despite giving an indication that a concrete assessment of the impact of demographic change has not yet been carried out, the majority of postal enterprises seem to have conducted assessments regarding the *financial* impacts that an ageing workforce could have. This is the outcome of question 3.5 of the employer's questionnaire. Types of financial assessments differ but in the majority of cases an overall wage/operational costs assessment was made, costs on pensions and costs in the field of health and safety.

9. This analysis is based on the answers provided by enterprises on survey question 3. and workers survey question

A number of countries did not yet carry out any financial assessment. This concerns Italy, Bulgaria, Romania and Poland.

In France, these assessments of the potential financial impact of demographic change also considered other potential impacts on the business such as the potential for sickness absence among older workers.

An assessment in Portugal found that an ageing profile in the workforce can impact on higher salary costs as salaries tend to increase with seniority. Analyses based on company occupational health data also indicated that costs related to support and absences increased from age 45 onwards.

In Spain periodical assessments on health and safety costs found that when prolonging working life, if a worker has an active and healthy lifestyle than costs can be significantly reduced in this area. This led to the introduction of a specific health programme for retail workers (activa).

In Germany the costs for pensions are constantly analysed. Opportunities for risk mitigation are used in line with the specifics of the plans concerned.

4. THE POLICY CONTEXT FOR DEMOGRAPHIC CHANGE MANAGEMENT

4.1 INTRODUCTION

National policies have an important impact on the determination of active age management strategies. They should support employment of older workers, particularly after increasing the general retirement age, provide for framework conditions for continuous training throughout the life course to maintain employability and help companies also from a financial perspective to adapt the workplace environment. Equally the design of the retirement framework, employment protection legislation and the wage formation system should support the retention and recruitment of older workers. The survey wanted to further investigate which external policies or collective agreements were either supporting or hindering the development of active age management strategies in postal companies.

The results show that the most **important factors supporting the development of active age management** by postal companies were **pension provisions** and the **provisions regarding retirement age and the ongoing reorganization process**. Other provisions such as working time rules and health and safety regulations are also factors which could lead to develop active age management strategies. In some countries other policies have been a driver for specific active age management strategies for example in France, a tripartite agreement¹⁰ signed in 2006 determining strategies to increase employment rates of older workers and in general improve their employability. A law from 2005¹¹ obliges companies with more than 300 employees (or companies from the EU having a subsidiary in France with more than 150 employees) to negotiate every three years a strategy for workforce planning for older workers. This includes training, adaptation of the workplace and health measures. On the other hand, in the Netherlands, the system obliges employers to pay salaries (at least 70%) to employees for the first two years. After eight weeks of absence the employer and employee have to work on a re-integration plan. This law has increased companies engagement in health policies and health and safety at work culture.

On the other hand, other factors are recognised to hinder the development of active age management such as the **system of wage formation** (e.g. seniority based pay) or the accessibility of funding either concerning the development of generation management approaches or to undertake workplace adaptations.

4.2 RETIREMENT FRAMEWORK

In recent reforms governments have gradually **increased the legal retirement age** in line with the decision made at the Barcelona Council in 2002. According to the 2012 Commission Age Report, the average exit age from the labour force has increased by approximately 1½ years in the EU27 between 2001 and 2009, reaching 61.4 years. It is estimated with the current reforms in place that in 2060 the average retirement age in Europe will further increase by 1.9 years for men and for women by 2.4 years (due to convergence effects). This still leaves a gap between actual and state retirement age, particularly as the latter increases in many countries.

As is the case across the labour market, a gap remains between legal retirement ages and actual retirement age in the postal sector enterprises. Some early retirement options also remain open, particularly for workers whose activities may be considered to be more physically challenging.

On the other hand, there are countries which particularly promote working beyond retirement age. The Baltic States should be mentioned in particular as the retirement age can be chosen by the worker, entitlements are not connected to a particular age. This is also due to the fact that pensions are rather low and pensioners often

10. Text available in French at the following website: http://www.dialogue-social.fr/files_upload/documentation/200810091459040.accord_interprof_seniors.pdf

11. La Loi de Programmation pour la Cohésion Sociale du 18 janvier 2005 dite Loi Borloo (loi n°2005-32)

depend on additional income from work. Yet, the pension system provides increases in their pension entitlement to those that work beyond their minimum pension entitlement years. This policy explains also why in these countries employment rates among workers aged above 65 is higher compared to the EU average (10% in 2010).

Postal companies in Germany, France, Netherlands, Belgium and Italy offer a phased retirement option (more on this below).

4.3 WIDER EMPLOYMENT RELATIONS FRAMEWORK

Flexible work contracts are considered to form part of an integrative active age management strategy.

With the decline in mail volumes, part-time work has become sufficient for many countries to ensure sorting and distribution. On the other hand parcel volumes tend to increase with increasing use of online services and shops. Here delivery models need to be adapted to the needs of the customer and flexible working models have been introduced. It is in this sector where traditional postal companies compete with other logistics companies. In the Stockholm workshop a slogan presented by the PostNord was “From a mail company with some logistics to a logistics company with some mail”. The transformation of the postal sector is also accompanied with the transformation of the legal status of incumbent postal companies. In many Central and Eastern European countries postal companies just recently became private companies having to work under the logic of a profit making business or are still preparing transformation.

Nevertheless, in the context of active age management workers should have the option to make use of flexible working time solutions or remote working rather than flexible contracts. Earlier research in the postal sector shows that flexible forms of employment have increased as a consequence of liberalisation and increasing competition. Outsourcing of specific services, fixed-term and temporary contracts are more frequently used. It will be rather difficult to introduce flexible working time models that are beneficial for those workers that work in atypical contractual relationships. Finally it should be kept in mind that it is in particular the perception of precariousness that impacts on the individual’s well-being whether this perception relates to the type of contract, age reasons or other factors depends on the individual.

4.4 WIDER POLICY FRAMEWORK

Generation management policies are embedded into the wider training and occupational health and safety regulations. The following section discusses trends and developments in those areas.

• HEALTH AND SAFETY

Health and well-being at work is one of the key cornerstones of the Europe 2020 strategy. The new health and safety at the workplace strategy from the European Commission for 2014-2020 aims to address the ageing of the European workforce by improving prevention of work-related diseases and by tackling existing and new risks.

The EU OSHA 2012 ESENER survey report¹² reveals that recent changes in the world of work — including shifting demographic patterns, economic globalisation, and the emergence and diffusion of new technologies — caused general public concern about the apparent deterioration in job quality in industrialised countries and their negative consequences on occupational safety and health. These perceptions have been confirmed by the European Working Conditions Survey (ECWS) from 2010¹³. Exposure to physical risks such as noise, vibrations and continuous repetitive movements are still frequent. 46% of workers still consider their work as being painful or tiring. On the other hand, as national and European health and safety surveys show, psychosocial risks such as stress, violence and harassment are also on the increase.

12. <https://osha.europa.eu/en/esener-enterprise-survey/enterprise-survey-esener>

13. <http://www.eurofound.europa.eu/publications/htmlfiles/ef1182.htm>

At European average 40% of workers perceive that they are unable/ unwilling to pursue their profession until the age of 60. The impression of workers varies strongly among Member States from 20% in the Netherlands to 80% in Slovenia. Health and well-being at work are closely connected with the ability to remain working above the age of 60. An integrated over the life course approach for health and well-being at the work is needed.

• EDUCATION AND LIFELONG LEARNING

The European Commission emphasises in its Europe 2020 flagship initiative 'New skills and new jobs' the need to support workers to develop the right skills for the future. Lifelong learning is one of the main drivers to continuously re-new and adapt skills to the needs of the labour market and to ensure employability of workers.

Furthermore, the European Agenda for Adult Learning supports learning at all levels (informal, formal and non-formal). Learning and skills are perceived as one of the success factors to improve productivity and economic growth.

Hence Member States are encouraged to focus on the analysis of skills needs and to promote training in all its forms. The Europe 2020 strategy set the target at 15% for adult participation in lifelong learning programmes. Nevertheless, adult participation in lifelong learning initiatives remains under the expected targets. Highest participation rates can be seen in the Scandinavian countries where participation rates exceed the target (around 20%)¹⁴.

Matching skills to demand is crucial to maintain employability of the workforce. This has been largely recognised by postal companies as the 2013 study shows. Companies have developed different strategies to deliver training and satisfy training needs. Appraisal processes play a key role in the determination of those needs.

Using the resources for training in a smart and sustainable way is a challenge and social partners try to tackle this issue. The Postal sector study from 2013 shows that various approaches have been taken; training was part of the collective agreement in Italy. 25% of the participants in the survey referred to joint bodies that discuss and determine training strategies. In other cases works councils are consulted to discuss training and skill development. Both sides recognised that the involvement of social partners increases the effectiveness and quality of training programmes.

4.5 COLLECTIVE AGREEMENTS

In recent years awareness of the importance of active age management policies has increased significantly among employers and trade unions in the EU, although the extent to which this has been actively addressed varies.

Just as in different countries and regions, different industry sectors and employers also face divergent age profiles among their staff and therefore varying pressures to take decisive action. The overall trend towards a declining and ageing workforce is widely recognised as a challenge. Despite this, beyond the two examples below, it is difficult to assess from the survey results to what extent active age management has been a subject in joint discussions and collective bargaining. In the UK and Latvia, new types of collective bargaining agreements have been reached giving more voice to workers in the development of company strategies including training and health at work strategies. They could provide potential to effectively deal with active age management in the future. In the Netherlands, a joint research group was created to search for routes to improve the sustainability of employment within PostNL. One promising avenue was to set an individual budget per employee to invest in his/her employability by "purchasing" from a set catalogue specific services (e.g. stop smoking courses, health scan, career scan, training courses). This would allow workers to determine themselves what they need and improve motivation, health and employability.

The survey results show that at La Poste the collective agreement covers a large part of the company's policies on age management. In the Netherlands demographic trends have also been a part of joint discussions and collective bargaining processes in particular with regard to mobility measures and restructuring processes. In Germany, the "Generations Pact" introducing a phased retirement model is a result of a company collective agreement.

14. http://ec.europa.eu/education/dashboard/lll/lifelong_en.htm

5. GENERATION MANAGEMENT: SUCCESSFUL APPROACHES

5.1 INTRODUCTION

A broad range of measures are available that can support companies to develop successful generation management approaches. While some are clearly designed to address the impact of demographic change, others could be considered to be good practices in effective human resource management more generally. Key areas of activity can be summarised as follows:

- *WORKFORCE PLANNING AND MANAGEMENT*

In any business it is important for employers to understand their current situation and potential future workforce requirements. Although this sounds obvious, the information presented above already shows that by no means all organisations have a clear picture of the age pyramid within their organisation, the skills and experience present within the enterprise and how this maps against future demands and changing requirements. In the absence of such data, situations can arise where certain departments within an organisation come up against a “cliff edge” of a critical mass of individuals retiring or leaving the company, taking with them business critical knowledge and skills which have not been systematically passed on and which are not replicated among other members of their unit or division.

- *RECRUITMENT, INITIAL AND ONGOING TRAINING AND STAFF DEVELOPMENT MEASURES*

Despite the introduction of anti-age discrimination legislation, it remains a challenge to ensure that vacancy advertising and recruitment processes are free from the potential for indirect discrimination. This is as much a matter of guidance, awareness raising and training as it is of the introduction of ‘age blind’ recruitment and promotion materials and processes. There is also evidence in European data to show that older workers continue to be less likely to access training and staff development measures. Steps therefore need to be taken to address stereotypes (‘older workers are less able and willing to learn new skills’) alongside ensuring that development opportunities are offered irrespective of age or seniority and are taken up by employees throughout their working life to prevent skills obsolescence.

- *MEASURES TO MANAGE WORK ABILITY*

Among the most effective ways of enabling the extension of working lives and supporting internal (and external) flexibility for workers is through policies which maintain employability and adaptability. This has three interlinked key facets:

- Maintaining high levels of motivation
- Safeguarding health and safety at the workplace
- Ensuring productivity and adaptability by updating skills throughout an individual’s working career.

Work ability is a holistic system which combines different tools and approaches relating to maintaining employees in good health and regularly updating their training throughout their working life. It looks not only at the responsibilities of employers, but also at those of employees themselves in maintaining the highest possible level of productivity in the workforce throughout working life and as a result to encourage active ageing. In this context, it is increasingly being recognised that approaches which target workers above a certain age (e.g. 55+) for training or health promotion measures, while they are valuable themselves, are primarily meaningful and more successful if combined with a lifecycle approach to maintaining skills and wellbeing.

- *FLEXIBLE WORK ORGANISATION (TEMPORAL, GEOGRAPHIC AND TASK RELATED)*

Flexibility in when, where and how work is done are increasingly important to employers to meet evolving customer demands, but are equally important to employees who are keen to combine working with family responsibilities or other activities. Such measures are therefore important to boost worker satisfaction and support retention throughout the lifecycle, but can also have a particular role to play for older workers in the years approaching retirement. Partly supported by public policies, part-time working in the run up to retirement has become more common (although its impact on pension receipt has to be considered). Task related flexibility or ergonomic adjustments also have an important role to play, particularly for occupations and tasks which may be more physically or psychologically demanding.

- *OTHER GENERATION MANAGEMENT MEASURES*

Particularly in the context of the economic crisis and rising rates of youth unemployment, concerns and initiatives relating to the 'intergenerational contract' have grown. Measures which support intergenerational learning and allow for the combination of greater flexibility for older workers with the recruitment of younger workers have therefore been developed in an attempt to avoid retaining older workers at the cost of being able to offer opportunities to younger workers.

On the whole, flexible working initiatives (mainly temporal), workforce planning and training measures tend to be most widespread among employers, including employers in the postal sector. Survey results thus far show that only Elta in Greece, La Poste in France and DPDHL Group in Germany have introduced specific measures explicitly to address the impact of demographic change.

However, this does not mean that the other postal enterprises in the other countries do not have relevant measures. As indicated above, **many HR approaches key to achieving positive generation management are equally relevant to good HR practice more generally and can have a positive impact on extending working lives.** In the subsequent sections, specific measures as well as initiatives which have already been in place at company level and which could help mitigate impacts of demographic change in the future are presented. These examples have been gathered on the basis of the survey, interviews and regional roundtables.

5.2 OVERALL COMPANY STRATEGY

The design and perception of overall company strategy is important in ascertaining how age aware current processes are and how the company will be perceived from the outside. Such company strategy tends to be influenced by specific parameters of the sector such as:

- the share of women
- knowledge intensity of the business
- restructuring – towards different types and new types of activities
- occupational and skills distribution and the extent to which these are characterised by shortage in the labour market
- attractiveness of the sector and its professions – including labour conditions (working time, types of contracts, remuneration, physical strain, professional advantages and risks)

BPOST has carried out for the first time in 2012 a company-wide employee satisfaction survey with the support by the University of Leuven. It was based on 60 indicators. The results were compared to 150 other companies. It showed that employees were proud of their profession and loyal to the company. However, in recent years stress levels among employees had increased with a result of reducing their overall commitment. The results lead to further actions to improve motivation, improve well-being at work, communicate more about restructuring processes and improve career possibilities.

To address demographic change a deep analysis of the specificities in which the company operates in the country and the wider market situation is needed. Depending on the outcome a mix of solutions will generally apply.

To go into a deeper analysis of what could be needed to develop an overall company strategy in terms of its internal perception, an employee satisfaction survey can provide further insights to the needs of workers. France, Portugal, Italy, Belgium (Southern Europe Region) Lithuania and Finland (Northern Europe Region) and Austria, Czech Republic and Germany (Central Europe Region) have implemented a company survey. La Poste does these surveys regularly, DPDHL Group does them annually. In Portugal the law foresees that companies need to carry out a health and wellbeing survey. CCT Correios uses these surveys to continuously adapt the work environment to worker's needs. In Finland, Itella carries out employee "speed dating" to inquire about how employees see the ideal or best place to work.

Other studies¹⁵ reveal that the overall company strategy addressing demographic change needs to be part of the corporate culture. In order to be effective, policies should reflect the corporate philosophy. This includes training measures and communication in particular to managers and HR actors to provide further knowledge about generation management. An overall strategy should apply to all workers notwithstanding age or type of worker. The strategic direction needs to be visible internally and externally, it should not be based solely on ad hoc policies and should not contain any contradictory practices. An example for this can be overall diversity strategy that eliminates discrimination against age and provides opportunities for all with regard to training and career development and mobility. This can also include programmes for older workers engaging in volunteer activities in society¹⁶.

The Austrian quality label "Nestor Gold" developed by the Ministry of Social Affairs, the Ministry of Economy, social partners and the public employment service is given to companies that implement an overall strategy on generation management creating a work environment that respects the needs of all generations. It takes into account four areas of action: the individual – shared responsibility of the worker and management to take measures on employability; the organisation – creation of an age aware work environment in work processes and effectiveness of work processes; vitality – internal and external generation management, gender and age awareness strategies; corporate culture – demonstrate externally and internally corporate values. The Austrian postal operator has recently started to implement a number of projects addressing all four areas of actions to work towards the acquisition of the label.

The AUSTRIAN POST is currently developing a leadership academy to build a gender and age aware leadership model.

The Belgian, the Finnish and Swedish Post have extensive diversity strategies including aspects of age. Correios and the Swedish Post promote volunteering programmes and the Lithuanian Post supports workers wishing to work beyond retirement age. The Finnish Post is currently developing a strategy to become a "best place to work" among Finnish companies. This strategy touches upon all aspects and also relevant to active age management.

5.3 WORKFORCE PLANNING AND MANAGEMENT

An important first step in effect HRM (Human resource management) in general and generation management in particular is good baseline knowledge about business requirements now and in future and the age and skills structure of the workforce. This allows business to think ahead in relation to recruitment, training and succession planning. An increasing number of businesses are using IT tools to assist in this process. A number of companies in the postal sector make reference to the use of specific software that can be obtained to help

15. Railway sector CER, ETF, EVA – Employability in the face of demographic change – prospects for the European Rail sector: A practical guide to design the future; BusinessEurope, CEEP, UEAPME, Employers practices' for Active Ageing: Final synthesis paper of the European Employers' organisations project on age management policies in enterprises in Europe.
16. Lindley, R. et al (2011), Case studies and good practices in age management, report delivered under FP7 Research Project – Activating Senior potential in Ageing Europe. Accessible at: <http://www.aspa-eu.com/Publications/Deliverables/ASPA%20WP4%20Deliverable%204%203%20Final.pdf>

assess the age profile, do a risk analysis for the future, help to design a health and safety strategy, design a work place environment and provide a recruitment and training plan with particular attention to employability and skills. Yet, such software is only a tool in a process to introduce generation management strategies. In practice most of the information needs to be gathered among workers to make such software work.

LA POSTE is very attentive to recruit young people against the background of the current difficult labour market situation for young people in France. The current collective agreement 'Generation Contract' fixed the objective to recruit 12.000 apprentices between 2013-2015. In addition it foresees to recruit 1000 'emplois d'avenir (young NEETs) and 15.000 interns. The company has reviewed its recruitment strategy in this regard. La Poste informs regularly about its employment offers and about its company culture and professions in social networks. The company has strongly increased its visibility as an attractive employer and receives considerably more spontaneous applications.

It seems that each country has different software tools available or in development. This is also due to the fact that legal rules on data protection, health and safety and other framework conditions such as flexible working and training provision differ.

Most companies surveyed dispose of IT tools to assess and review the age structure of the current workforce in the company. However, only France and Germany seem to have made use of these assessments in a more holistic and strategic manner. Portugal and Greece use age assessment primarily to plan for the annual training measures.

Employee satisfaction surveys and regular appraisals have an important role to play in ascertaining their views and requirements regarding the company's performance in assisting their 'workability', including as they get older.

Workers over a certain age (e.g. over 55) should be consulted to understand their views about getting older, what they expect from their end of career and how they view retirement. On the other hand demographic change is not only about older workers. Working with different generations needs a lot of sensitivity in particular when communicating about careers and career planning. Today, there are significant generation differences. HR literature speaks about Generation X (after 1993) and Generation Y (Millennials) that were influenced by different stages of technology, have different career and remuneration aspirations and demand different ways and concepts of management. To find the right balance for career management and planning a deep understanding of these factors is needed.

Due to the current recruitment freeze in ELTA a specific measure was put in place for those older workers that have reached retirement age (fulfil pension conditions) but interested to work longer. This measure assesses the retirement plans of the workers and offers workers early on to make use of work flexibility or other incentives so that workers continue to work. This practice exists in a similar way in the LITHUANIAN POST where employees can choose to work longer after having reached retirement age.

After an initial impact assessment of demographic challenges in Germany, DPDHL Group set up a Strategic Workforce Management unit. One main aim of this unit was to assess future demographic risks for DPDHL Group's divisions and to enable business units to better plan their future operational needs, using proprietary methodologies and tools. The approach involves the implementation of proprietary methodologies and tools that allow business units to better plan their future operational needs. The Estonian, Latvian and Lithuanian post also have to find pragmatic solutions to provide the public service in all regions even those less populated. In the countryside retention of older workers and long-term careers are possible as working hours can be flexible and workload is not high. On the other

hand, in the city offices workforce retention plays a more significant role as different sectors compete for young workers. In this regard, HR management has carried out different projects to understand needs of old and young workers to retain staff once trained. Offering individual solutions and being open to workers' needs has shown to be efficient. In Estonia, Omniva has recently carried out specific projects to integrate and commit young and disabled people as early as possible to the company via internship programmes. To contrast with

the Baltic countries, in Bulgaria and Hungary, it is much more difficult to find personnel to distribute mail and provide for postal services in the country side. This is due to the fact that the postman still provides a 'historic' type of postal services such as the distribution in cash of pension entitlements. In such a cases, HR management is keen to develop employer branding strategies, for example in developing in particular in kind advantages for employees, e.g. Hungary additional health care insurance or access to affordable housing.

A pro-active career planning and regular review and appraisal with each employee are part of processes to gain an understanding of each generation's needs. From the survey results it appears that most companies have structured review and appraisal processes in place to discuss with individuals their career and performance. However, as part of this process, most companies do not take a specific generation management approach. In most postal companies such review processes are used to plan internal mobility or flexible and reduced working hours if needed for health and safety or productivity reasons. La Poste has developed an internal communication strategy which informs staff about specific professional careers inside the company and provides occupation specific information and learning material on its intranet. It hopes to encourage its employees to reflect about their abilities and help them achieve career aspirations. Many postal companies have just recently introduced an online HR portal allowing for a more systemic approach of performance evaluation and new modes of communication with employees. This will, in the future, provide better insights for HR units to gather more data on employees to design career planning tools that are adapted to generation needs.

*In **FRANCE** there is a legal obligation to have a mid-career interview with each employee at the age of 45. La Poste offers its employees the opportunity to have, after 45, a voluntary based 'senior-interview' which can be requested at the initiative of each employee every 5 years. This includes a conversation on the career path going forward and potential adaptation of the employee's working environment and conditions.*

It is important to note that many employees have traditionally spent their whole career with the same company in the postal sector until retirement. Staff turnover has in the past been rather low in the sector. However this information might need to be interpreted in the light of the high share of civil servants in the sector in particular in the Southern European part or due to providing in general stable and long-term careers and attractive remuneration in other countries.

5.4 INITIAL AND ONGOING RECRUITMENT, TRAINING AND DEVELOPMENT

5.4.1 RECRUITMENT

European Equal Treatment legislation requires employers to use non-discriminatory recruitment practices. However, beyond the need to meet such legal requirements, good practice in recruitment means that employers can ensure that they have access to the widest possible pool of talent. As mentioned above, in order to achieve age positive recruitment processes, it is vital to first overcome existing stereotypes about older workers at all levels of the organisation. Some enterprises use special training for their recruitment professionals (or line managers, who are also often involved in recruitment processes) to address any remaining negative stereotypes to ensure that recruitment is free from discrimination.

Recruitment literature should be "equal treatment proofed" to ensure it is free from potentially discriminatory language or requirements (in line with national legislation). This may mean, for example, in designing job specifications, to rely less heavily on the requirement of formal qualifications but instead to consider the skills and personal competences required for the job which can be delivered by someone with appropriate experience irrespective of whether they have acquired a formal qualification. Proof of capacity could be obtained through testing or trial periods instead. Other techniques to avoid potential discrimination in recruitment include the avoidance of requesting information date of birth or the provision of images on application forms (or such information can be provided on a separate form which can be detached for the rest of the application).

5.4.2 INITIAL AND ONGOING TRAINING

The past decades have seen a speeding up of change in the requirements of work and work processes and both employers and workers themselves have a responsibility to continuously update their skills and support further skills acquisition. Technological change, enhanced competition and customer demand for increasingly diversified and individualised services have meant that workers need to be prepared and enabled to adjust to changing requirements. As many postal companies are currently in a process of restructuring, companies seem to focus more on training and re-training of current workforce rather than recruiting externally. In light of the current labour market situation most countries do not have difficulties to recruit and find the people and skills they need (with the exception of skill shortages in a limited number of areas or locations).

BULGARIAN POST and CYPRUS POST implement training for coaching and tutoring others. The training focusses on developing learning skills, knowledge transfer and intergenerational learning. After the training, people tend to take themselves initiatives to transfer information and skills. This helps to smoothen transitions when people are absent or retire.

The survey results show that all companies have a general training strategy in place. In France, Italy, Portugal and Greece (Southern Europe Region) Denmark, Sweden, Estonia (Northern Europe Region) Bulgaria, Germany, Poland, Romania (Central and Eastern Europe Region) there are specific training measures for young people. Those training programmes refer mainly to induction programmes or apprenticeships. However it should be noted that within the postal sector the share of those workers aged below 20 is marginal currently.

It is not necessarily surprising that there is no evidence of companies introducing a specific learning and development offer targeted only at older workers. It is more important to ensure that older workers have access to and avail themselves of the training opportunities being offered. Though as discussions showed in the regional roundtables, HR managers were aware of the fact that older workers need different training methods e.g. they prefer rather training in a group with a trainer rather than e-learning. At the Irish Post, when new technology was introduced a type of “hands on training” and a “helpdesk” was created to help in particular older workers adapt to the technological change.

In terms of knowledge transfer most postal companies have some kind of coaching or tutoring in place. Here experienced workers help younger workers or new workers integrate into the company environment and the professional context. Most companies replied that they are attentive to the importance of mixed age teams and business units. La Poste has a specific one year tutoring scheme for new managers to become familiar with specific knowledge relevant to the company. Similarly the Greek post has introduced a programme to support younger workers to transfer to managerial positions of workers that would soon retire. It is a continuous training measure and lasts 4 years. It has proven to be an efficient way to fill managerial positions internally ensuring knowledge transfer.

Under its current strategy La Poste foresees the establishment of a company academy which will in future particularly help those with a low qualification level. The training will be based on mixed age groups. Bpost in Belgium has launched in 2011 an initiative for employees that did not have their higher secondary education qualification. It was based on a two year training programme and included intensive coaching by Bpost. The initiative was widely accepted and more than 500 employees took part and are still on training.

BPOST is currently implementing a measure called WAP which aims to improve work ability and physical health and well-being at work. The programme targets primarily mail delivery and sales staff. The company works in close cooperation with the University of Gent to develop a proto-type E-bike which is adapted to the professional needs of mail delivery staff. For sales staff, the company reflects on how to improve ergonomics when handling parcels. Further programmes on health prevention are under development.

5.5 MANAGING WORK ABILITY

Managing work ability is about retaining motivation, continuously updating skills and safeguarding workers' ability to do their tasks through tailored health and safety policies. As training measures have already been discussed above, this section will primarily focus on health and safety measures.

Each workplace and work task is distinct in relation to the demands it places on a worker and individuals are variously equipped to deal with different physical and psychological stress factors. In line with European and national legislation, all employers are required to carry out regular risk assessments. Over recent years there has been increasing emphasis not only on physical but also on psycho-social risks, which both need to be taken into account. Wherever possible, challenges associated with repetitive, strenuous, stressful or other workplace settings likely to have the potential to cause longer term ill effects should thus be addressed through appropriate preventative measures and adjustments.

Relevant measures in this area can include regular health checks for certain types of individuals; healthy living seminars providing advice on nutrition and wellbeing; stress management workshops; subsidised gym memberships; the offer of healthy meal options in staff canteens; or the organisation of various sports activities/clubs for staff members. Also gender targeted measures should be considered as in particular at the advance age stage health issues differ among men and women.

MAGYAR POSTA develops an individual health plan with each worker which acknowledges each year positive advances and individual measures to improve fitness and health.

All companies responding to the survey have an internal health and safety strategy in place which is implemented via internal communication strategies, training, specific events or seminars. Companies are attentive to the physical strains and workplace environment of their workforce and engage in regular review processes to reduce physical and psychosocial burdens.

Furthermore, well-being and a healthy lifestyle among the whole workforce (not exclusively older workers) is supported by gym memberships, healthy nutrition leaflets and seminars, as well as help is offered to quit smoking. It is indeed important that such measures address all workers as targeted measures can otherwise come too late to show a significant impact.

In this context it is important to note that many companies in the postal sector have introduced highly automated processes in particular in sorting mail and facilitating parcel delivery which has already significantly reduced physical strain.

The Cypriot post office provides individual health promotion measures with regard to nutrition and smoking on a voluntary basis to improve physical and mental well-being of its employees.

La Poste in France has sought to reduce the physical burden on delivery staff by providing electrical bikes and quads. For employees aged 55 or above, the annual appraisal interview should include a discussion on the employee's working environment and conditions. In case issues are identified, measures are taken to adapt the workplace as far as possible. Older workers also have the possibility to request greater physical proximity between their home and their workplace. For the mail delivery, La Poste has optimised the weight of a postman's bag by installing stocks along the delivery route. This eliminates the need to carry the total delivery at once.

DPDHL GROUP has carried out a specific health programme for delivery workers. It was piloted in 4 regions (10 sites). It includes three modules: a health trainer, provision of shoes developed specifically for delivery purposes and demand-oriented orthopaedic insoles. The trainers were to increase awareness of workers about their own health. They showed warm-up exercises before starting work, gave ergonomic hints and advised about healthy food and relaxation methods.

The Greek Post ELTA has a health and safety strategy in place for ergonomic workplace design. The company also offers psychosocial assessment through its Employee Assistance Programme. This also includes tailored training measures. The company offers an on-site gym and a cultural centre to foster the well-being of its head office workers. The company holds regularly conferences about health issues to raise awareness.

Bpost in Belgium has tools available for the assessment of psychosocial and physical strains. It also supports health promotion, and encouragement of a healthy lifestyle. A communication strategy is in place to raise awareness about health issues. The bwell project helps to create a supportive psychosocial work environment. The bfit project raises awareness on health issues and promotes individual healthy lifestyles.

Poste Italiane implements measures to raise the employee's awareness of the importance of a healthy lifestyle. These mainly consist of communication tools on the company's intranet.

CCT Correios (Portugal) uses internal communication and events to raise awareness about health issues. There is a legal obligation for a medical examination of employees every 2 years. Social and psychological support is also in place on a confidential basis.

PostNL also indicates that it regularly reviews the physical work environment to improve and adapt it to worker's needs. The company has recently worked on a strategy to reduce absenteeism setting up a procedure to re-integrate workers that have been longer absent. It is foreseen to provide training for managers on how to manage absenteeism. Furthermore, PostNL has continued to improve working conditions via health and safety measures and create a culture of health and safety at work.

ELTA runs a program on psychosocial support. This measure assesses stress and psychosocial risks of the business. Psychologists work with affected workers and provide follow-up assistance.

The Royal Mail Group will put in place an online well-being portal which offers advice and gives information about healthy lifestyles. Furthermore, the company runs a stress risk assessment to evaluate factors of stress for different age groups. The company will also roll-out a new well-being strategy aiming to give support to employees, provide psychological support, raise awareness about health and fitness and driving behaviour. Royal Mail also provides employee benefits e.g. cycle to work scheme, health insurance and health screens.

Omniva in Estonia raises awareness among leadership to reduce psychosocial risks at the workplace, has an internal Sports Club in the main office in the capital and holds each year a "Health week" to promote health and safety at work and a healthy lifestyle.

The Swedish, Lithuanian and Latvian Post assess health and safety risks for its workforce of the different business units according to the legal requirements and try to provide individual solutions in cases where workload is too strenuous and health issues arise. In Sweden the health and safety representatives participate in decisions of workplace design, prevention policies and work organisation plans.

The Austrian, German and Hungarian Post offer regular health checks and measurement of core health data. DPDHL Group offers a comprehensive health management strategy that includes various health risks for different professions of the postal sector. The German Post can rely on an extensive network of occupational health services. Its health strategy is DIN EN 9001 certified and its health strategy has received a number of awards by various occupational health certifiers worldwide.

The Finnish Post has put in place a specific health programme to keep drivers in health shape. It consists in training drivers about healthy food, healthy behaviours and motivating them to do sport activities.

When looking at these initiatives it is notable that the concept of workability as initially developed in Finland (and also implemented in the Austrian Health and Safety Act) is broader than individual health promotion measures and indeed relies on actions taken on the different floors of the 'workability house' (see

presentations by Professor Ilmarinen provided at the Stockholm and Warsaw workshops). Based on the model, it is argued that actions in relation to strategic planning, management buy-in and communication are more significant for the achievement of sustainable improvement in work-ability than measures focussing on individuals' health improvements.

5.6 FLEXIBLE WORK ORGANISATION

As indicated in section 4.1, measures to support flexible work organisation can include measures to boost temporal, geographical and task related flexibility. Thus far, initiatives in postal sector enterprises have largely focussed on temporal flexibility, with some initiatives regarding teleworking (see below). No specific practices aimed at boosting task related flexibility could be identified. This can though be made possible as ad hoc solution, for example, at ELTA Greece, Hungarian Post and Lithuanian Post. Replies indicate that internal moves after an internal application process can be made possible in other postal companies.

As mentioned above, a number of companies retain early retirement measures, particularly for certain groups of workers. Generally speaking, as indicated above, Member State governments have implemented a range of reforms to achieve a higher participation of older workers in the labour market:

- By increasing the retirement age and hence the age at which pensions can be drawn and thereby providing a “negative” incentive to continue working.
- By increasing pension benefits according to additional years worked, providing a “positive” incentive to continue working.
- Adapting pension (and in some cases taxation) systems to facilitate continued work after retirement including early retirement.
- Reduced access to early retirement schemes will remove incentives to exit the workforce early.

5.6.1 TEMPORAL FLEXIBILITY

All companies provide for the possibility for part-time work. Only companies in France, Belgium, Germany, Estonia and the Netherlands have introduced specific part-time measures for older workers in view to phased retirement.

In the Netherlands the company collective agreement foresees that workers above the age of 55 only work nightshifts on a voluntary basis. Senior staff is offered the possibility to reduce their working hours and mail delivery personnel aged 60 or above can shift to a 3 day week and be paid for 4 days.

Bpost has agreed a phased retirement scheme for mail delivery staff above the age of 54. This measure results from a collective agreement and is currently available between 2013 and 2016. Workers accessing this scheme can reduce their working week to 2 or 3 days per week and receive partial compensation from the National Employment Office and bpost to reduce the impact on incomes. The company is currently considering opening this opportunity up to all workers over the age of 55.

In Germany negotiations led to the successful introduction of the “Generations Pact” which will help to offset the effects of demographic change. In combination with a partial retirement programme, the newly introduced working-time accounts and a demographic fund make it possible for older employees to work reduced hours for a period of up to six years. After this time, they can retire without facing deductions.

In Finland and Hungary working time accounts can be used to take flexi-time off.

*In France the 2012 collective agreement at **LA POSTE** provides the possibility to work part-time from the age of 56 or 58 onwards for a certain category of functions. Interested workers need to apply for this opportunity. It is foreseen that workers taking up this option can reduce their working time to 50% and receive a remuneration of 70% of their previous salary.*

Other postal companies have focussed on temporal flexibility in particular to accommodate needs of women with care responsibilities. In many Central and Eastern European postal companies the share of women is higher than in Western, Northern or Southern European postal companies.

5.6.2 GEOGRAPHICAL FLEXIBILITY

Remote or teleworking can be an option for retaining older workers who either wish to be geographically mobile (e.g. to be closer to family, for instance to assist with caring for grandchildren) or for whom the stress of the daily commute is a significant factor in seeking to retire early or change career.

Telework is specifically mentioned as a possibility for administrative and office staff in postal enterprises in France, Italy, Belgium (Southern Europe and Benelux Region) Lithuania and Estonia (Northern Europe Region) Czech Republic and Germany (Central and Eastern Europe Region). However, this type of flexibility cannot be considered for sorting and delivery staff.

***POSTE ITALIANE** has introduced a possibility to work remotely in particular for disabled, older workers, working mothers, or workers affected by a long-term illness in 2008. This measure has decreased absences by 24% in 2013 with respect to previous years.*

5.6.3 TASK BASED FLEXIBILITY

No examples of task based flexibility are mentioned in the questionnaires received to date. Only the Lithuanian Post and the Hungarian Post mention such possibilities if it would be requested by the individual. In general, such measures would be important for older workers who may no longer be able or willing to continue in their previous occupation as they approach retirement age. This is often the case for physically or psychologically demanding work and could therefore be relevant, for instance, for mail delivery staff. For some tasks and individuals (depending on their own physical and mental well-being) early exit may become unavoidable unless an organisation is able to adapt the workplace or work processes in such a way to allow the individual worker to be able to continue their task. Flexible working can be the solution here, or employers may consider how work processes can be restructured or re-distributed within teams. This often requires a broader skills-based training for delivery staff and more in-depth and longer term planning and should thus be part of an overall HR strategy which allows the anticipation of such possibilities.

However, task based flexibility is not only a consideration of individual engaged in heavy manual work. Managerial staff may also be keen to reduce, for example, their commitment in relation to line managing other staff, and allowing them to concentrate, alternatively, on project and task management. This can be a positive way of fully utilising their skills and experience, while at the same time offering managerial opportunities to younger staff.

The challenge with developing such approaches tends to be that demand for such flexibility is often higher than the supply of potential alternative tasks or combinations of tasks. This may be the reason for the lack of development of such approaches in postal sector companies, particularly as new tasks have to be at least generally commensurate with the skills of the individuals seeking task based flexibility.

5.7 OTHER GENERATION MANAGEMENT MEASURES

Other measures can include to improve the career perspectives for women, diversity management with regard to cultural sensitivity of co-workers or generally acknowledge the fact that society is ageing and provide further assistance to workers to take care for example of elderly persons.

La Poste also takes into consideration the ageing of the population under a more general prism. On the one hand, the ageing of the population as consumers will lead to the development of the 'silver economy' which is one of the opportunities of diversification in terms of new products and services for La Poste. On the other hand, in the field of its CSR strategy, La Poste has also developed a policy for supporting 'family caregivers' (people who informally take care of a senior relative) as its own employees. Here La Poste provides further assistance to improve the work-life balance of its employees.

An example provided by the Bulgarian Post shows that the creation of a relaxation room can take off "the speed" of daily routines and can have a positive impact on the general office climate. The relaxation room provides for massaging chairs, laptops and sofas to relax. It showed that the quality of the daily breaks increased.

In Lithuania, a customer survey revealed that Lithuania Post is treated as a reliable company with good reputation. This image is reinforced by loyal employees, especially in rural areas, who have been working with the company for many years. Thus many clients generally characterise the mail deliverer as a trustworthy and reliable person familiar for many years. This is in particular appreciated by older clients. Thus Lithuania Post sees loyal workers, who know their customers well, as a business advantage. This is in line with the declared values of the company – experience, trust and knowledge.

In Greece, the fertility rates are decreasing and in order to be an attractive employer and support families with children the company provides additional paid leave for parents. This improves the satisfaction of the working parents among staff and reduces the number of those that leave the organisation when becoming parent.

Supporting in particular young families and working mothers is also the aim of Hungarian Post HR practices to become in particular the first choice employer for this target group. The company provides in kind benefits such as vacation programmes for children and seasonal recreation for families, tops up birth allowance and financial support for large families.

**ANALYTICAL SYNTHESIS
OF THE ROUNDTABLES**

SUMMARY OF PRESENTATIONS

1. PARIS REGIONAL ROUNDTABLE

Dr. Sebastian Hopfner - Deputy General Manager of the German Insurance Employers' Association (AGV)

The Sectoral Social Dialogue in the insurance sector has run a similar project in 2011/2012 on the impact of demographic change in the insurance sector. Upon the conclusion of a joint statement of the European Social Partners in 2010, a collection of good practices in the areas of health and safety, work-life balance and lifelong learning was published in a form of a booklet (can be downloaded at: <http://www.bipar.eu/en/download/media/977/booklet-en.pdf>). The project aimed to gather insights regarding the awareness of demographic change within the insurance sector. The European Social Partners in the insurance sector monitor actions taken in the field of active age management by carrying out questionnaires. The recent survey showed that the joint statement had a positive impact and increased awareness though further advances could be made in the future. The sector is planning a follow-up project.

EU-OSHA

Katalin Sas - Project Manager EU-OSHA, Spain

Every two years the European Agency for Health and Safety at Work (EU-OSHA) carries out an awareness raising campaign on different aspects of health and safety at work. The Healthy Workplaces Campaign 2016-17 foresees to focus on healthy ageing at the work. For this purpose currently EU-OSHA collects best practices, carries out research and works on tools to promote healthy ageing.

The presentation highlighted that functional capacities change with the advancement of age, and some of those changes might have implications for certain jobs or tasks; e.g. changes in balance have an implication for fire-fighters and rescue personnel; decreased ability to judge distances and the speed of moving objects has an implication for night-driving. However the overall productivity does not necessarily decline with an advancing age, rather advanced professional knowledge, mastery of tasks, and work experience make older workers as performant (in some areas even more) as young workers. With regard to health and safety at work companies should change the perspective and carry out a risk assessment that is age aware due to the fact that the type of risks change with the age of a worker. Workplaces need to be adapted to the capacities of the worker and employers should best invest in health promotion to prevent sickness absences and disability for all workers.

Research shows that lack of training and lower career development opportunities might cause stress among older workers; lifelong learning with regard to updating skills (e.g. computer literacy) is specifically relevant for older workers. In this regard, attention should be paid to the way of learning and training methods for older workers. Cognitive stimulation is needed in particular in highly repetitive tasks with low cognitive challenges and workability needs are to be analysed in line with the work demand to retain workers until their legal retirement age.

Beate Baldauf - Senior Research Fellow, Institute for Employment Research, Warwick University, UK

As part of European project on Activating Senior Potential in Ageing Europe (ASPA) good practice case studies were conducted by the project partners in eight countries: Denmark, France, Germany, Italy, the Netherlands, Poland, Sweden and the UK. The project was funded by FP7 for a three year period (2008-2011), and the case study research was led by the Research Centre for Ageing and Society, University of Vechta (DE) and the Institute for Employment Research, University of Warwick (UK).

The 83 case studies focused on good practice examples which promote recruitment and retention of older workers and/or the employability of workers as they age. They were drawn from a range of sectors (e.g. public sector, manufacturing, health and social care, telecommunication). The selected case studies presented at the Roundtable focused on training, lifelong learning and knowledge transfer; flexible working; health protection and promotion and job design; career development and mobility management.

Part of the presentation drew attention to the way case study organisations developed good practice, as this may provide a useful backdrop for organisations developing their strategy. A company specific approach, based on an analysis of the current situation (e.g. workforce analysis, company survey, working groups etc.) helps with identifying potential issues. A participatory approach can galvanise support and ideas from different groups. Some organisations were able to draw on external funding, facilitation or expertise, which supported the process of developing good practice. There is often a need to develop measures combining a number of areas, e.g. training and career development, health promotion and job design, and there may even be a need to prioritise the introduction of measures. Wider ranging initiatives took time to develop, adapt and embed. Policies targeting older workers can result in low take up as particularly the younger group among them may feel stigmatised. A different approach was to find suitable ways to address all workers within one measure but with an age aware angle. A number of organisations recognised the need for age awareness workshops and to sensitise management to the requests and needs of an older workforce and to offer support.

BPOST – BELGIUM

Jan Matthys – Director Prevention & Health, Bpost & Lieve Vanoverbeke – Leader of ACV-Transcom Postal Group, André Blaise – Leader of CSC-Transcom Postal Group

The Belgian post takes into account in its overall strategy that well-being at work is influenced by a number of factors such as financial stability of the company, good people leadership, excellent customer relations and social responsibility. The future age pyramid within bpost indicates an important growth of workers aged 50 and above. Management took the “house of workability” on board for the development of company active ageing policies. The Belgian post presented two programmes that are currently implemented to help improve workers well-being: bwell and bfit.

Bwell aims to support workers preventing stress at work and improve mental well-being. The company has three support lines available – first, general tips and tricks per work division and function; second – coaching by a social assistant (available per region); thirdly – external advice deployed if no internal solution could be found.

Bfit aims to help workers to improve their level of fitness and prevent health issues in the long term. The programme is centred on four levers: drinking water, moving, eating well, and lifestyle. The company provides toolkits to business units to help them implement these actions. There is central level company communication, specific company events but also pilot programmes to test and evaluate measures taken.

In addition to these programmes bpost works on two pilot projects for better ergonomics of postmen (ergonomic e-bike) and desk clerks (optimisation of handling packages).

Bpost actions in the area of workforce management and skills focus on enhancing leadership skills, implement a performance culture with annual performance review of each employee, skill development and invests in employer branding. For example in order to support skills development bpost rolled out a 2 year training programme helping its workers to gain a higher secondary school diploma.

Finally it should be mentioned that in Belgium, by law, workers over 55 have the possibility to work part-time and to receive more than part-time remuneration (under pressure by new government rules). Bpost provides workers flexible work schedules to implement part-time work at workers' ease.

ELTA – GREECE

George Papasteriades – Manager, Human Resources Direction

ELTA is currently in a process to change its company status. The recent economic crisis had a strong impact on the business which resulted in a recruitment freeze. While no new hires enter ELTA, the current workforce is quickly “ageing” – average age in 2014 was 49 years. Due to restructuring of earlier years, early retirement was encouraged, however because of current economic constraints early retirements need to be avoided and the company needs to help workers to remain longer within the company. One of the strategies consists in providing a higher salary than the expected pension and offering a group health insurance. Workers that have partial work incapacities can move internally to adapted positions and/or adapt their working hours or reduce working hours, and receive extra days of annual leave.

In a time of change, psychosocial support to workers can be of high importance. ELTA’s programme encompasses individual or group therapy meetings and also provides a 24 hour telephone line support. The programme is streamlined among managers as a HR tool. It aims to provide employees a sense of security, help employees on long-term sick leave to come back to work and help improve the employees overall mental well-being. The programme was not only reserved to prevent psychosocial risks at work but also to address private issues. The programme has improved the overall efficiency of employees since its start in 2012. More than 200 employees have already benefitted from this offer.

In order to remain competitive, training was seen as another key element in particular to encourage internal mobility to fill empty managerial positions. Thus a training programme was put in place. Since its start in 2011 more than 110 employees could be promoted.

ELTA has also specific policies in place to help young parents coordinate family and work life by extending for example legal provisions of parental leave and giving 10 extra-legal days for leave in case of sickness of a child. This improves the rates for return to work in particular for women.

Nicole Raoult – Director, Maturescence Consulting

Ms Raoult is a French expert in generation management and has assisted for many years companies and public organisations to introduce measures in this area. She has been engaged for a long time to promote the employability of older workers and to fight the French habit of early retirement. In France the recent increase of the statutory pension age have driven companies to reflect more about generation management and to introduce actions to retain older workers despite the fact that already in 2005 the French social partners had concluded a tripartite agreement to improve employment of older workers and a law which obliged big companies (more than 300 workers) to negotiate a strategy for workforce planning every three years. Still, in 2011 a survey revealed that more than 35% of companies do not see any priority to address demographic change.

The companies that have introduced measures focus primarily on inter-generational learning and knowledge transfer. This is done via tutoring schemes that train older workers to become a mentor and exchange experience in networks and with young employees. Ms Raoult highlighted the need to also provide adapted career paths and training to validate acquired experience and to develop new competences to help retain older workers longer on the labour market. Career evolution and career planning after the age of 45 is crucial as this has also been emphasised under French law. She is also in favour of a wide introduction of the work ability concept. Finally, she highlighted that companies need to be aware of the different generational biases and aspirations and take this into account in their overall HR strategy. This can be key for the sustainability of the company and its competitiveness.

CORREOS – SPAIN

Concepción Laguela-Carballosa – Head of Internal Development Department, Human Resources Directorate & Regino Martín, Secretary General Postal Sector, FSC-CCOO

The current Spanish legal reform has meant a delay of the age of retirement and, therefore, an extension of the working life of our staff at Correos.

The steps taken regarding our staff demography have been framed within the collective agreement and the consensus with the trade unions which have undersigned the current Correos Collective Agreement.

Bearing in mind that 80% of our employees is operational staff and that the average age is around 45, some of the main steps carried out in order to manage the diversity (by focusing on the oldest employees) are:

- Increase of the investment in training, aimed at improving employees' digital skills to adapt to new technologies. Internal mobility is thus fostered.
- Setting performance assessments has allowed to make a more detailed diagnosis of training gaps.
- Campaigns to promote some healthy habits and improve the level of physical conditions.
- Development of a pilot program during the last year, on orientation and counseling for those whose age is near retirement. The aim is to prepare them for legal, health, life quality issues for their new life stage.

We are currently working to design a diversity plan focused on the generational issue.

CYPRUS POST – CYPRUS

Sofronis Tsiartas – Chief Postal Superintendent, Head of Administration and Financial Services, Cyprus Post & Marinos Kortas – Secretary of Postal Employees Union of Pancyprian Public Employees Trade Union (PA.SY.D.Y.)

Cyprus Post will face in the near future a transformation from a governmental department and the majority of its personnel with civil servants status to a publicly owned company. This process might as well cause some internal restructuring and has already frozen new recruitments. Currently there is no specific focus on generation management. Yet, Cyprus Post does see the increase of the current retirement age as an important challenge in particular for the mail delivery and sorting function. Thus it is looking into new types of services and functions that could be created to re-employ older delivery and sorting staff. It is anticipated that the increasing company average age will lead to skill shortages in the near future. Thus the company has put in place a broad training programme aiming also to allow senior staff to adapt to new services. Though there is a real challenge to engage senior staff in new training or re-qualification.

Finally the company is assessing its health and safety policy to prevent injuries and long-term sickness absences.

CCT CORREIOS – PORTUGAL

Leonor Pereira – Sustainability Manager, CCT Correios & José Oliveira – Elected Board Member of SNTCT, Portuguese Postal Trade Union

The Portuguese Post has so far not focussed on age management but with consideration of the current average age of 41 (CCT total) and average age of the delivery function of 45 years this will be in the agenda in the near future. Currently, a number of company tools are already available to address specific age related issues e.g. the company carries out twice a year a survey about working conditions and in particular health and safety; extensive life-long learning programme is in place.

At the same time the recent governmental reforms on pensions in Portugal will increase also the time spent at service. The legal pension age will be increased to 66 years old in 2015 and 66 years + two months in 2016. There will be penalties applied in cases for early retirement (a cut of 0.5% for each month in advance of the legal age). This will have an effect on possible early retirement. At the same time the company is in a restructuring phase which limits possibilities for new recruitment thus it can be expected that the average age of workers at CCT might be increasing in the near future.

At this point the company offers the possibility to solve individually any issues linked to aging, e.g. adapt working material or request a change of workplace (different position within the company)

The trade unions side also found that the recent retirement reforms have increased pressures on workers to still use early retirement until it is possible (in particular the schemes for civil servants). Workers also experience a clash between generations in the country as older workers are expected to retire early to leave the place for the young unemployed. Though trade unions fear that a number of jobs will simply disappear due to restructuring needs and recruitment freezes of the company. "

POSTE ITALIANE - ITALY

Alessandro Chiavelli & Maurizio Feriaud, SLC CGIL Trade union

The wide restructuring processes within the Italian post have led to a diversification in terms of services and products offered to the customers. The restructuring process, moreover, created the need for the recruitment of young people, also with particular skills. This trend needs to be encouraged, taking into account the fairly high average age in the company. The recent retirement reforms in Italy have also considerably increased the future retirement age (from 55 to 67). This represents an additional challenge for Poste Italiane which should bring the company to adopt an age management strategy and plan for the future.

LA POSTE – FRANCE

Joël Moreau – Director of Employment & HR Communication, La Poste & Marie-Hélène Castellarnéau – Assistant to the Secretary General, F3C CFDT

La Poste has presented its generation contract – an agreement with FO, CFDT, CFTC and CGC-UNSA – helping older workers to remain in their position in relation to the increase of working life and integrating more young people but also of the economic environment and the evolutions of the markets in which the company operates. The agreement foresees to hire in particular young people below 30, specifically those that have difficulties to enter the labour market. La Poste develops a policy for the sustainable integration of young people via an apprenticeship scheme. On the other hand older people will get access to promotion and training, those in physically strenuous positions will receive extra time on time saving accounts allowing them to work part-time with a salary equalling more than part-time work.

La Poste also has a number of programmes in place that help to prevent health problems in physical strenuous jobs and to reduce hard work factors. In addition, La Poste invested in a tutor training to help integrate in particular young people and created the Academy of Knowledge to help its workers develop basic skills to support inter-generational exchange.

The generation contract was accompanied by an assessment of the age pyramid within La Poste. In 2015 more than 25% of employees will be aged 55 years and above.

2. STOCKHOLM REGIONAL ROUNDTABLE

Professor (emeritus), CEO, Juhani Ilmarinen – Finland

Prof. Ilmarinen has been working for many years on health and safety at work and has developed the “house of workability” in a project with the Finnish Institute of Occupational Health. The “house of workability” has four floors: the first floor is about good health (here also the role of occupational prevention services can be crucial); the second floor is about competencies – more basic soft skills and technical competencies to help adapt in times of change; the third floor is about attitudes – these can be influenced by work but also by family and friends, workers need appreciation, trust by the employer and colleagues, commitment and engagement is important – fair treatment is important – in particular older workers pay significantly attention to fair treatment; the fourth floor is about work organisation (also national legal framework) and what is seen within an organisation “good work”, leadership style is very important in this floor, any policies implemented need to reach out to management.

The most active countries implementing the work ability concept at present are Germany, Austria and the Netherlands while according to his expertise Eastern European studies are still at a stage to tackle problems rather than using an intergenerational learning or life-course approach.

In order to improve work ability for all generations a number of steps should be taken into account:

- First awareness raising among managers is most crucial as they have the responsibility and on this basis an age strategy will be developed
- Tools – organisation of work needs to be age adjusted for all ages
- Good pension schemes are necessary to have a healthy and good life
- Work ability= work fits the resources =targets need to be adapted for each organisation
- Values, attitudes and motivation is influenced differently at different generations – organisations need to find out what are drivers for their workers
- It should be kept in mind that only work adaptations or health prevention do not improve work ability

Research from the Netherlands, Germany and Finland showed that workability decreases by age quite significantly. One of the most common reasons is a “problem” in the fourth floor, management behaviour does not follow the demographic management. In particular work ability of those with ill-health and above 55 decreases quite considerably, however a disability does not necessarily mean that work is no longer possible. Adaptions in the fourth floor, how to organise work, can help to find solutions to increase work ability.

When implementing work ability measures he suggested that companies need to prioritize actions and should not try to use too many at the same time. Productivity and quality of work are dependent on work ability, thus age adjusted work is the most important factor. Managing work ability and task flexibility should be done to keep workers fulltime aged above 55 as their physical capacity decreases. Age management is an overall strategy and should be reflected in work organisation, company culture and raising awareness measures. In practical terms work ability provides practical solutions for companies to reduce sickness absences, reduce disability costs and improve ergonomics for improved work-processes.

Finally, Prof. Ilmarinen highlighted that generations have different work attitudes and preferences. He showed this by the final image of his presentation: while older workers are most active on Mondays, younger workers are most productive on Fridays. The best moments for them to meet are Wednesdays as they have a similar level of productivity.

POSTNORD – SWEDEN AND DENMARK

Angelica Bjorkborn – Head of HR strategy at PostNord & Alf Mellström – SEKO, Union representative in PostNord

The main issue currently in the focus of PostNord is the need to restructure its activities to become a logistics company with a few mail delivery. Written mail is almost non-existing anymore in Denmark (each citizen is obliged to have an e-mail letter box). This restructuring process has strongly affected staff and job structures in general. Thus the company is currently in search of future development and focus of its business activities.

Competence development has become crucial and work rotation schemes are in place for support. Despite the current changes the company seeks to create a good work environment. It is aware of its ageing workforce and helps older workers as much as possible either in their mobility projects (professional development) or by adapting work places. Early retirement is currently no longer supported due to recent legal changes in pension rules.

The union members are concerned that the division between mail and logistics does not favour competence development and that the logistics employment model could lead to further outsourcing.

ITELLA – FINLAND

Tuuli Niininen – HR Director

From the current age pyramid it can be noted that Itella has also been “ageing”. Due to a current recruitment freeze no substantial amount of new hires can enter the company. So in the long term perspective also Itella needs to find solutions to help workers remain working up to retirement age.

Itella focusses currently to achieve being “best place to work” – set by the standards of management and workers. Within this strategic overall company policy, Itella has implemented a number of occupational health and safety programs, in particular with focus on ergonomics. The aim is to monitor the costs with regard to occupational accidents by ensuring safety material is widely.

Furthermore, Itella management aims to find out what the “best place to work” is by “speed dating” within company “culture” days. The company picks up those ideas and will implement them in the long-term. Management is attentive to being supportive to workers, build trust and communicate with impact. Itella aims to be considered as a responsible employer. This is certainly important in times of restructuring. Itella has demonstrated that it supports employees also in the process of outsourcing.

LIETUVOS PAŠTAS – LITHUANIA

Viktorija Gruzauskiene – Head of HR department, Lithuanian Post & Petrauskas Darius – Manager Logistics, AB Lithuanian Post trade union

The Lithuanian Post is an age aware company. It has taken on board changes in society and aims to be an attractive employer for all ages. By implementing a company survey the company aimed to find out more about its workers’ needs and views about the company taking into account the age of the employee. The company streamlines the factor of age into all its HR measures and takes an age positive approach.

OMNIVA – ESTONIA

Katrina Laurson – HR manager for Logistics business & Kangur Kadri – Chairperson of the Board, ESTAL

Omniva sees the impact of demographic change already at present and aims to set up a holistic strategic approach to deal with the effects of an ever ageing company workforce but also Estonian society. On the one side focus is to attract young people already at an early stage (school, internships) and also select among the most vulnerable young people (with disability, without school diploma) while on the other side the company seeks to improve the work environment to retain older workers as long as possible (also beyond retirement age).

ROYAL MAIL – UNITED KINGDOM

Shaun Davis – Group Director of Safety, Health, Wellbeing & Sustainability, Royal Mail Group & Brian Scott – Unite CMA Officer, Unite the Union

The presentation highlighted the fact that Royal Mail Group is aware that it has an ageing workforce, with more than 40% of employees aged over 50. This has inspired the company to focus in particular on health prevention measures and to currently roll out a new health prevention programme. The new programme takes into account aspects of mental health (in particular stress), health support services, fitness programmes, health fairs (to measure blood pressure for example) and safe driving. There is an online portal that will offer advice on healthy lifestyles and support services.

In demonstrating our joint commitment to destigmatising mental health, Royal Mail and Unite have jointly signed Mind's 'Time to Change Pledge'. The company further aims to reduce absence rates through prevention measures but also by awareness raising with line management and better cooperation with occupational health support services. The company and its trade unions Unite and CWU work closely together to consider and to address the challenges being faced by the company and its workforce.

Professor Dr. Donald Ropes – Inholland University of Applied Sciences, the Netherlands

Professor Ropes is one of the leading scholars on intergenerational learning in organisations and has been member of an EU wide research project called SILVER helping to stimulate learning between generations in order to help organisations deal with an ever ageing workforce and to keep critical knowledge inside their organisation but also stimulate innovation and learning to fully capitalise on older workers' capabilities. The project involved five countries, UK, Finland, Greece, Romania, Germany and the Netherlands.

Research shows that older workers prefer to learn within a team, rather non-formal and in a collaborative style, located at the place of work to be most motivating and efficient. Underinvestment in older workers' training can - in the long term - have a negative effect on a company's competitive advantage and capacity to innovate.

The most common form of inter-generational learning is mentoring whether it is an older or a younger worker who can be a mentor. Other forms of intergenerational learning are mixed aged teams, trainings and workshops with different age cohorts. These forms can help reduce effectively stereotypes of the "other" generation. Within the SILVER project, the team has produced three different tools that can help HR managers introduce intergenerational learning: the first part consists of raising awareness; the second step is about doing it - through mentoring schemes, training, workshops, intergenerational teams or knowledge capturing. For all these tools the project has developed a tool-kit on how to implement such programmes. Thirdly, the project developed as well a game to help raise awareness. Factors that make intergenerational learning measures successful: management should clearly support it, there should be an explicit link to the learners' goals rationalities and organisations should provide for a flexible learning environment. Before introducing a programme, organisations should understand what they aim to achieve, what employees need and how to best implement it within the available organisational structure.

POSTNL – NETHERLANDS

Rixt Anne Verschoor – HR Manager International, PostNL & Cees Degeling – Member Sectorboard, ABVAKABO FNV

Due to recent and on-going restructuring process PostNL has aimed to develop a holistic approach to provide for a sustainable employability model for the future. The model seeks to provide solutions together with unions based on collective bargaining agreements, combined with competence development, prevention of occupational health diseases, reduction of absence rates and assisted outsourcing

Demographic change is seen as one of the future challenges when taking into account that 41% of the workforce is aged over 50. Thus the sustainable employability model seeks to reduce work load for older workers (reduce also work hours) and provide protection against unemployment (including all age cohorts). Furthermore, the company looks currently into ways of better financing and addressing individual needs. In collaboration with both unions and works councils the company will start in the first half of 2015 a sustainable employment pilot where the focus area's will be the vitality, development and employability on the Dutch labor market of the employee. The outcome of the pilot will be the base for the company's sustainable employment policy which will be discussed and agreed with the central works council and the terms and conditions regarding sustainable employment of the collective labor agreement to be agreed upon with the unions.

AN POST – IRELAND

Elaine Bermingham – Employee Relations Manager C&D and Retail, An Post & Joe Guinan – National Officer, Communications Workers' Union

The Irish post's workforce generally remains in the company for a life-time career. There is very low turnover and because the company is in the process of a major changes programme there is also very little recruitment. However, changes to the company pension scheme along with an increase in the legal pension age means workers will have to work longer. It is projected that within An Post the number of workers aged 55 and more will strongly increase in the near future. Currently, the age cohort 50 to 65 represents already 45% of the total workforce.

At this stage the company has not considered an active aging management strategy but is aware of a number of challenges, e.g. avoid "burn-out, maintaining health, adapting skills for change. Current actions taken so far: adapting certain delivery routes to address physical capacity issues associated with age, adapting places to work for workers with disability, occupational health prevention initiatives such as "healthy eating" or "mental health"; finally adaptations have been made in training models to keep account of preferences for learning models of older workers.

LATVIJAS PASTS – LATVIA

Helma Purvinska – Personnel Director, Latvijas Pasts & Ligita Brahmane – Legal advisor, LSBA

The main focus of the company is at present to adapt to recent postal market changes (full market opening), change of company status and the introduction of the Euro. The company seeks to find new business opportunities and aims to take into account opportunities of the "silver economy" considering that the Latvian society is at present already experiencing demographic change. In the recent past the company and unions had focussed to reach a new modernised collective agreement (concluded in 2012) after 12 years of bargaining and is currently striving for a sector agreement to reach fair working conditions for all workers in the sector.

3. WARSAW REGIONAL ROUNDTABLE

POCZTA POLSKA – POLAND

Katarzyna Wicek-Jakubek and Marta Eromin – HR Business partners, Poczta Polska & Justyna Kaminska, Specialist in Strategy and International Affairs Department, Poczta Polska

Within the Polish labour market context the Polish Post is well aware of a number of challenges, in particular the need to increase the employment rate of older workers to help them work until legal retirement age. The company currently analyses its current workforce structure and identifies future strategic policy priorities. At the same time also the Polish postal market changes and the company needs to strengthen its business strategy.

The company is aware that its current workforce is “ageing” and thus makes use of apprenticeship schemes to get young people in the company. On the other hand, due to the need for restructuring the company is obliged to offer a voluntary redundancy programme. The company is currently setting its priorities to introduce measures of active age management, such as introduction of a professional performance management that will allow workers to develop further their competencies in particular to adapt to change and new technology and automation processes.

DPDHL GROUP – GERMANY

Heike Ausprung – Senior Expert Labour Relations International & Human Rights & Julia Mohr – Expert Conditions/Tariff policy/Co-determination Post-eCommerce-Parcel

The German Post presented its “Generations Pact” and its overall health and safety strategy.

An aging workforce also needs new working models. These must be designed to reduce physical demands on older employees, enabling them to remain active until statutory retirement age (raising the mandatory retirement age) and thus avoid any significant reductions in pay or pensions – often the pitfall of early retirement.

Such is the purpose of the Generations Pact, introduced by Deutsche Post AG - together with the trade unions - in 2011. Its instruments include “working-time accounts”, “partial retirement” and a “demographic fund” to give mature associates more flexibility in the number of hours they work without significant reduction in pay and pensions, while the company benefits from retaining their valuable knowledge and experience for a longer time. The Generations Pact is therefore an innovative and unique tool for coping with demographic change and for designing age-appropriate working conditions, which all stakeholders contribute to and benefit. Through a combination of working time accounts and part-time working, the physical demands and the workload of older employees is noticeably reduced in the last 6 years before retirement and therefore encourages them to stay in the labor process until reaching the statutory retirement age. This means to benefit from the valuable knowledge and experience of the older employees for just that much longer. At the same time, young employees benefit from the Generations Pact: it promotes the early integration of young people into the company, contributes to an efficient, long-term knowledge transfer (inter-generational teamwork) and helps to rejuvenate the company’s workforce. The Generations Pact and its partial retirement model is therefore a win-win for both young and old.

On the other hand DPDHL Group has introduced a holistic occupational health prevention program. The company is aware of its role in creating a shared value and investing in people’s health. The strategy addresses occupational health and safety at the workplace and provides tools for individual well-being. The current corporate health strategy emphasizes in particular mental well-being and has introduced a number of measures in this area such as awareness raising for managers and leaders. Individual well-being measures aim to help workers to guard a healthy lifestyle, protect from infections and reduce tobacco and alcohol consumption. A pilot project has been introduced for delivery, providing them with four key tools:

general training on health and safety awareness, marketing and communication tools, specific orthopaedic shoes and inlays. The immediate results highlighted that workers showed increased willingness to change attitudes towards individual health promotion and improved general awareness about health and safety.

Dr. Klára András – Head of HR controlling and compensation department, Egis Pharmaceuticals PLC, Budapest

Ms András is a senior HR manager with a high level of expertise on active age management. She has been in particular focusing her work on female workers aged 50 plus as they typically tend to face the most negative stereotypes hampering them from being active in the labour market. In particular in Hungary, women over 50 are seen as having a number of family responsibilities and they might be less adaptable to organizational change and less willing to train or take responsibility inside organisations.

In her work she found that in particular three areas of action are of help to better integrate the female “sandwich generation” (having to take care of grand-children/children and of parents): **work-life balance** by providing flexible work solutions (geographical and temporal), or providing company day-care solutions, **equal opportunities** by giving a chance to workers with disabilities, career paths without gender discrimination and training opportunities (also when being on leave) and **work environment** by awareness raising of the challenges that older women/older workers face, pleasant working environment, improved health insurance and sport facilities. In addition she found that in many cases, re-motivation of older workers can also be crucial to help engage them with work and company changes. A mutual understanding, diverse teams and trust are essential in her experience to re-engage with all generations at a workplace.

Finally, Ms András highlighted that also social partners play an important role in promoting active age management and they can facilitate awareness raising and dissemination of good practice.

Dr. med. Irene Kloimueller, Consultant, CEO – Austria

The presentation of Ms Kloimueller gave further insights into the concrete application of the workability concept. In Austria, the national health and safety law has included the concept of workability by aiming to reduce early retirement due to health reasons, reduce invalidity and help support earlier return to the place of work after a long period of absence and to help preserve the capacity of work. The national program fit2work assists companies, workers and unemployed persons to restore workability. In addition to this program the Austrian Ministry of Social Affairs has initiated a quality seal - Nestor Gold – for age adjusted organisations. The seal aims to strengthen the overall awareness of Austrian companies of the special value of older workers and to recognize officially activities and programs for age-fairness and age sensitiveness. The seal covers four fields of action (individual, organisation, culture and vitality), including 27 indicators and is built up on the basis of the house of workability. The seal is assessed by assessors who interview at least 10% of employees of the organisation to approve that the company that has received the seal has well implemented all necessary measures (Ms Kloimueller is a member of the assessors’ team). Next to the creation of the seal, a national project has trained occupational health services on the concept of workability and compliance with the Austrian health act. Occupational health services can thus actively assist companies and organisations to effectively implement the concept of work-ability. Hopefully in the future more companies make thus use of work-ability measures and in the long-term workers keep working up to the statutory retirement age.

Ms Kloimueller is also providing counselling within the programme fit2 work to companies and individuals. Concrete steps of the interventions were shown in her presentation. She has further developed a survey called WAI (workability index) plus which helps companies assess the workability of their workforce. The outcomes of the survey further give indications to the organisation on how to plan for strategic interventions. Measures should be implemented for each of the “house of workability” floors to increase workability of its workforce. Finally, after the implementation of the measures they will be assessed and the WAI plus will be once more run. This can then lead to a new cycle of interventions.

In case of an individual coaching fit2work helps to reintegrate to the labour market or - if employed - helps to return to the workplace. A tailor made coaching plan is developed with the integration manager using also internal and external support. WAI plus can also be used for preventive schemes, helping individuals to address stress or mental health at an early stage.

The programme fit2work (as all others) has been successful so far and it is hoped that the efforts will increase the factual retirement age of Austrian workers in the future.

ÖSTERREICHISCHE POST AG – AUSTRIA

Christine Schwanke – Head of Health Management

Demographic change is one of the upcoming focus within Austrian Post. Thus, the company has set up three priority areas to tackle the impact of demographic change: a new corporate leadership and culture, a new qualification and health management. The company orients its actions hereby strongly to the requirements of the Austrian age Management Standard– Nestor Gold and the “house of workability”.

The company has introduced a number of measures under its health and safety program such as offering screening of core health data with the aim to prevent cardio-vascular diseases and ergonomic movement training (when moving heavy loads) and backbone screenings to help prevent musculoskeletal disorders. Furthermore measurements of heart rate variability are introduced to raise awareness of individual stress regulation and relaxation.

On the other hand, the new company culture is currently developed with the creation of a corporate leadership academy that will help to introduce the mind change to become an age-aware organisation. In addition, also working places are analysed to reduce their impact on age environment. Finally, the company is also making use of the fit2work program (see above presentation Ms Kloimüller) to further assess the current work ability of its workforce.

MAGYAR POSTA – HUNGARY

Dr. Gyula Berta – International Secretary, Hungarian Postal Trade Union

Magyar Posta likewise holds the view that the answers to and the range of measures to deal with the challenges must consider demographic features and characteristics within the company.

The average age is at present 43. Two thirds of the company’s employees are women, and this fact encourages Magyar Posta to apply a wide range of measures supporting the family and to reintegrate mothers with young children into the company. This has helped the company to become an attractive employer and to retain its female workers in particular.

The training scheme used to support the development of staff takes into account both technical improvements and demographic characteristics. The continually developing training scheme builds on blended learning and e-learning as part of this. The various forms of support which involve specially prepared staff complement training effectively.

The company also has a number of occupational health prevention programmes in place, such as a comprehensive health screening scheme, which allows employees to monitor their state of health.

Assistant Professor, Dr. Magdalena Łuzniak-Piecha – Vistula Finance and Business Academy, Poland

This presentation provided further insights into a study carried out by the Vistula Finance and Business Academy. The study surveyed top level and middle management aged over 65 – so called knowledge workers – in Poland and in the UK to understand perception differences with regard to “aged” managers and their respective management strategies. The study is not yet completed but Ms Łuźniak-Piecha shared first insights into the survey. The replies gathered show that in Poland organisations do not have particular policies in place while in the UK more organisations have introduced specific policies or consider the employment of knowledge workers. Both countries however value “aged” managers in particular to help mentor other workers and provide their experience for solving difficult problems. While in the UK knowledge workers are also valued for their networking skills and external contacts, in Poland it is rather their trustworthy reputation that makes organisations retain those workers.

The study has also done a number of in-depth interviews with HR managers. It gave insight to the fact that the practice of inverted mentoring (senior managers learn from the views of young employees) has shown a number of good outcomes. The senior manager could benefit from the “new” insights and possibly develop his career while the younger employee could benefit from an intensive apprenticeship programme.

BULGARIAN POSTS – BULGARIA

Kalina Toteva – Head of Control and Sustainability of Projects Unit

The Bulgarian Posts is aware of the current imbalance of its workforce (more than 45% aged over 50). It faces a number of demographic challenges such as recruitment difficulties in rural areas or adapting to the new technological changes and finding the right skills and competences. The company seeks to support its HR function more strategically to help implement more specific HR generation management practices. With recent increase of the legal retirement age the company seeks to find strategies of keeping its workforce longer. In the period 2007-2013 the Bulgarian Posts implemented a social innovation project funded by ESF (European Social Fund).

Within the project a “train-the-trainer” program was implemented to address to workers aged above 55 to re-motivate and provide an incentive in their career. They could then mentor other colleagues and implement new training projects within their unit. A second program consisted in assessing competence and training needs to be able to develop specific company training plans. Finally, a “relaxation room” was created in the head quarter office to take out stress of daily routine and provide a space for social interaction. For the new funding period, the company seeks to apply for funds to develop an internal training center.

CZECH POST – CZECH REPUBLIC

Karel Koukal & Alena Sourkova – Trade Union Employees Postal, Telecommunications

The Czech Post is currently under the pressure to adapt to the changes of the postal market and has been forced to continuously reduce the number of staff. The company is well aware of the issue of demographic change however it is not a priority issue. At present workers aged over 50 represent approx. 24%. The company will introduce a number of technological changes and new automation processes in sorting centres. At the Czech Post there is a company collective agreement, however with presently seven trade unions collective bargaining at company level has become more difficult. The agreement has in particular foreseen a higher severance pay in cases where staff would have to leave the company due to health reasons or an occupational disease. The company provides a number of in-kind benefits to its staff in particular for those with children.

The trade union is worried that quality of employment will suffer during the ongoing restructuring process and aims to achieve equal conditions of employment for all workers in the postal sector.



FIRST REGIONAL ROUNDTABLE
PARIS, 16th - 17th JUNE 2014

*MANAGING DEMOGRAPHIC CHALLENGES AND
FINDING SUSTAINABLE SOLUTIONS BY THE SOCIAL
PARTNERS IN THE POSTAL SECTOR*

FIRST REGIONAL ROUNDTABLE

16th - 17th June 2014 – Paris (France)

AGENDA

DAY 1	
12:00-13:30	Registration and lunch
13:30-14:00	Welcome and introductions <ul style="list-style-type: none"> • Dominique Bailly, President SDC for the postal sector, La Poste • John Baldwin, Vice-President SDC for the postal sector, CWU UK • Heike Ausprung, Chair of the CSR/ H&S working groups, DPDHL Group • Marie-Hélène Castellarnau-Dupont, Spokesperson of the H&S working group, F3C CFDT • Dauphinelle Clément, Policy Officer, DG Employment, Social Affairs and Inclusion, European Commission
14:00-14:40	Presentation of background report ICF GHK
14:40-15:20	Session 1: Demographic trends in postal sector and their impact Facilitated by ICF GHK – Presentation, Q&A
15:20-15:35	Coffee break
15:35-16:20	“Demographic change in the Insurance Sector” : Dr. Sebastian Hopfner, Deputy General Manager of the German Insurance Employers’ Association (AGV) – followed by Q&A
16:20-17:00	Session 2: Policy framework: supporting and hindering factors for generation management Facilitated by ICF GHK – Presentation, Q&A
17:00-17:45	Occupational safety and health in the context of an ageing workforce Katalin Sas, Project manager, EU-OSHA – followed by Q&A
17:45-18:00	Lessons from first day and introduction to second day Heike Ausprung, Marie-Hélène Castellarnau-Dupont & ICF GHK
20:00-23:00	Dinner
DAY 2	
9:00-9:45	Case study: Active ageing in organisations Prof. Robert Lindley, Institute for employment research (IER), Warwick University – followed by Q&A
9:45-10:30	Management of demographic change in Bpost Jan Matthys, Director prevention & health, Bpost followed by a contribution of the Belgian trade unions followed by Q&A
10:30-11:00	Management of demographic change in Hellenic Post George Papasteriadis, Manager, HR-Direction, Hellenic Post followed by Q&A
11:00-11:20	Coffee break
11:20-12:00	Demographic changes Nicole Raoult, Director, Maturescence – followed by Q&A
12:00-12:45	Roundtable discussions to cover approaches to workforce management and planning, recruitment, training and development, work ability and flexible work organisation Contributions from Cyprus, Portugal, Spain (employers and trade unions)
12:45-14:00	Lunch
14:00-15:10	Collective agreement on generation contract in La Poste Joël Moreau, Director of Employment & HR Communication, La Poste – followed by Marie-Hélène Castellarnau-Dupont, Assistant to the Secretary General, F3C CFDT – followed by Q&A
15:10-16:10	Panel to discuss summary of lessons <ul style="list-style-type: none"> • Prof. Robert Lindley, IER, Warwick University • Nicole Raoult, Director, Maturescence • Katalin Sas, Project manager, EU-OSHA • Margaux Meidinger, Head of EU Social Affairs Coordination, La Poste • Jan Mathys, Director prevention & health, Bpost • John Baldwin, Vice-President SDC for the postal sector, CWU UK • Marie-Hélène Castellarnau-Dupont, Assistant to the Secretary General, F3C CFDT
16:10-16:40	Lessons from second day and final conclusions Heike Ausprung, Marie-Hélène Castellarnau-Dupont & ICF GHK
16:40	Close of regional seminar

LIST OF PARTICIPANTS

	Name	Organisation	Country
1	ABELA Stephen	GWU	Malta
2	ARSENIO José	Sindelco	Portugal
3	AUSPRUNG Heike	Deutsche Post DHL Group H&S/ CSR Working Group Chair	Germany
4	BAILLY Dominique	Le Groupe La Poste SDC - President	France
5	BALDWIN John	CWU SDC – Vice President	United Kingdom
6	BERASAIN Amparo	FSP-UGT	Spain
7	BLAISE André	CSC-Transcom Poste	Belgium
8	BONNET Ségolène	Le Groupe La Poste	France
9	BROOS Cornelia	UNI Europa	Belgium
10	CASTELLARNAU Marie-Hélène	F3C CFDT H&S Working Group Vice Chair	France
11	CHIAVELLI Alessandro	SLC CGIL Trade Union	Italy
12	CLEMENT Dauphinelle	DG Employment, Social Affairs and Equal Opportunities	Belgium
13	FERIAUD Maurizio	SLC CGIL Trade Union	Italy
14	FRENZEL Helen	ICF	United Kingdom
15	GANZEL Nathalie	Le Groupe La Poste	France
16	GOBET Michel	Syndicom	Switzerland
17	HOPFNER Sebastian	German's Employers Association for Insurance Sector	Germany
18	KORTAS Marinos	Cyprus Postal Employees Union	Cyprus
19	LAGUELA CARBALLOSA Concepcion	Correos	Spain
20	LASSEEL Marc	SGSP-ACOD	Belgium
21	LINDLEY Robert	University Warwick	United Kingdom
22	MARTIN Regino	FSC-CCOO	Spain
23	MATTHYS Jan	bpost	Belgium
24	MEIDINGER Margaux	Le Groupe La Poste	France
25	MOREAU Joel	Le Groupe La Poste	France
26	NYNS Jean-Pierre	CGSP-ACOD	Belgium
27	OLIVEIRA José	SNTCT	Portugal
28	PAPASTERIADES George	Hellenic Post ELTA SA	Greece
29	PEREIRA Leonor	CCT-Correios de Portugal	Portugal
30	RAOULT Monique	Maturescence	France
31	SAS Katalin	EU OSHA	Spain
32	TSIARTAS Sofronis	Cyprus Post	Cyprus
33	VANOVERBEKE Lieve	ACV-Transcom Post	Belgium
34	WEBER Tina	ICF	United Kingdom



SECOND REGIONAL ROUNDTABLE
STOCKHOLM, 29th – 30th SEPTEMBER 2014

*MANAGING DEMOGRAPHIC CHALLENGES AND
FINDING SUSTAINABLE SOLUTIONS BY THE SOCIAL
PARTNERS IN THE POSTAL SECTOR*

SECOND REGIONAL ROUNDTABLE

29th - 30th September 2014 – Stockholm (Sweden)

AGENDA

Day 1	
12:00-13:30	Registration and lunch
13:30-13:45	Welcome and introduction <ul style="list-style-type: none"> • Heike Ausprung, Chair of the CSR/ H&S working groups, DPDHL Group • Montserrat Mir, Spokesperson of the CSR working group, FSC-CCOO
13:45-14:30	Presentation of background report ICF GHK
14:30-15:15	Work Ability Concept for Demographic Change Professor (emeritus), CEO, Juhani Ilmarinen, Finland – followed by Q&A
15:15-15:30	Coffee break
15:30-16:10	PostNord - a company facing major change (Sweden & Denmark) Angelica Bjorkbom, Head of HR strategy at PostNord – followed by a contribution of Alf Mellström, SEKO, Union representative in Postnord – followed by Q&A
16:10-16:40	Itella – Our journey towards the best workplace Tuuli Niininen, HR Director, Itella – followed by Q&A
16:40-17:20	Junction of Generations in Lithuanian Post: Present and the Future Viktorija Gruzauskiene, Head of HR department, Lithuanian Post & Petrauskas Darius, Manager Logistics, AB Lithuanian Post trade union – followed by Q&A
17:20-17:50	Summary of lessons Facilitated by ICF GHK With the contributions of the experts & the audience
17:50-18:00	Conclusions from first day and introduction to second day Heike Ausprung, Montserrat Mir
19:30-22:30	Dinner
Day 2	
9:00-9:45	Case study: Active ageing in organisations Beate Baldauf, Senior Research Fellow, Institute for employment research (IER), Warwick University, UK – followed by Q&A
9:45-10:25	Management of demographic change in OMNIVA Katrina Laurson, HR Manager of Logistics Business, OMNIVA – followed by a contribution of Kangur Kadri, Chairperson of the Board, ESTAL – followed by Q&A
10:25-11:05	Management of demographic change in Royal Mail Shaun Davis, Group Director of Safety, Health, Wellbeing & Sustainability, Royal Mail Group & Brian Scott, CMA Officer, Unite – followed by Q&A
11:05-11:20	Coffee break
11:20-12:05	Intergenerational Learning in Organizations: insights and experiences Professor Donald Ropes, Centre for Research in Intellectual Capital Inholland University of Applied Sciences, the Netherlands – followed by Q&A
12:05-12:45	Making employees fit for the future at PostNL Rixt Anne Verschoor, HR Manager International, PostNL & Cees Degeling, Member Sectorboard, ABVAKABO FNV – followed by Q&A
12:45-14:00	Lunch
14:00-14:40	The challenges of a changing workplace demographic at An Post Elaine Bermingham, Employee Relations Manager C&D and Retail, An Post – followed by a contribution of Joe Guinan, National officer, CWU – followed by Q&A
14:40-15:20	Latvian Post: Age as an advantage – what do our customers value Helma Purvinska, Personnel Director, Latvian Post – followed by a contribution of Ligita Brahmene, Lawyer, LSBA – followed by Q&A
15:20-16:00	Roundtable on summary of lessons Facilitated by ICF GHK With the contributions of the experts & the audience
16:00-16:15	Final conclusions Heike Ausprung, Montserrat Mir
16:15	Close of regional seminar

LIST OF PARTICIPANTS

	Name	Organisation	Country
1	AUSPRUNG Heike	Deutsche Post DHL Group/ CSR & H&S-Working group chair	Germany
2	BALDAUF Beate	Warwick Institute for Employment Research	UK
3	BERMINGHAM Elaine	An Post	Ireland
4	BJÖRKBOM Angelica	PostNord	Sweden
5	BRAHMANE Ligita	LSBA	Latvia
6	DAVIS Shaun	Royal Mail	UK
7	DEGELING Cees	ABVA Kabo FNV	The Netherlands
8	FRENZEL Helen	ICF International	Belgium
9	GRUZAUSKIENE Viktorija	AB Lithuanian Post	Lithuania
10	GUINAN Joe	CWU	Ireland
11	ILMARINEN Juhani	Juhani Ilmarinen Consulting Ltd	Finland
12	KADRI Kangur	ESTAL	Estonia
13	LAURSON Katrina	Estonian Post Ltd	Estonia
14	MEIDINGER Margaux	La Poste	France
15	MELLSTRÖM Alf	SEKO	Sweden
16	MIR ROCA Montserrat	FSC-CC00 / CSR-Working Group Vice-Chair	Spain
17	NIININEN Tuuli	Itella	Finland
18	PETRAUSKAS Darius	AB“ Lithuanian post“ employees’ Trade Union	Lithuania
19	PURVINSKA Helma	Latvian Post	Latvia
20	ROPES Donald	Inholland University of Applied Sciences	The Netherlands
21	SAVERSTAM Jens	SEKO	Sweden
22	SCOTT Brian	UNITE	UK
23	THEODORAKIS Dimitris	UNI EUROPA	Belgium
24	VERSCHOOR Rixt	PostNL	The Netherlands
25	WEBER Tina	ICF	UK



THIRD REGIONAL ROUNDTABLE
WARSAW, 13th - 14th NOVEMBER 2014

*MANAGING DEMOGRAPHIC CHALLENGES AND
FINDING SUSTAINABLE SOLUTIONS BY THE SOCIAL
PARTNERS IN THE POSTAL SECTOR*

THIRD REGIONAL ROUNDTABLE

13th - 14th November 2014 – Warsaw (Poland)

AGENDA

Day 1	
12:00-13:30	Registration and lunch
13:30-13:45	Welcome and introduction <ul style="list-style-type: none"> • Heike Ausprung, Chair of the CSR/ H&S working groups, Deutsche Post DHL Group • Brian Scott, Member of the CSR working group, Unite, UK
13:45-14:30	Presentation of background report ICF GHK
14:30-15:20	Age Management and Work Ability Concept for Demographic Change Professor (emeritus), CEO, Juhani Ilmarinen, Finland – followed by Q&A
15:20-15:40	Coffee break
15:40-16:20	The Challenges of a Changing Workplace Demographic – Business Case of Poczta Polska SA. Marta Eromin and Katarzyna Wizcek-Jakubek, HR Business partners, Poczta Polska – followed by Q&A
16:20-17:00	The Generations Pact - An innovative personnel concept for designing an age-appropriate working environment Julia Mohr, Senior Expert Conditions/ Tariff policy, Co-determination Post-Ecommerce-Parcel/ Deutsche Post DHL Group – followed by Q&A
17:00-17:50	The sandwich generation in the labour market (Hungary) Dr. Klára András, Head of HR controlling and compensation department, Egis Pharmaceuticals PLC, Budapest – followed by Q&A
17:50-18:10	Summary of lessons Facilitated by ICF GHK – With the contributions of the experts & the audience
18:10-18:15	Conclusions from first day and introduction to second day Heike Ausprung, Brian Scott
19:30-22:30	Dinner
Day 2	
9:00-9:50	Maintaining work ability in an aging population – approaches on political and company level Consultant, CEO, Dr.in Irene Kloimüller, Wert: Arbeit, Austria – followed by Q&A
9:50-10:30	Steps towards managing demographic change in Austrian Post Mag.a Christine Schwanke, Head of health management, Austrian Post – followed by Q&A
10:30-11:10	Demographic characteristics and solutions at Magyar Posta ZRT Dr. Gyula Berta, International Affairs, Hungarian Postal Trade Union – followed by Q&A
11:10-11:20	Coffee break
11:20-12:10	Postal Operators as Social Change Facilitators Assistant Professor, Dr. Magdalena Łuzniak-Piecha, Vistula Finance and Business Academy, Poland – followed by Q&A
12:10-12:50	Demographic change in the postal sector: Bulgarian Posts' perspective Kalina Toteva, Head of Control and Sustainability of Projects Unit, Bulgarian Posts – followed by Q&A
12:50-14:00	Lunch
14:00-14:40	Occupational safety and health in the context of an ageing workforce Katalin Sas, Project manager, EU-OSHA – followed by Q&A
14:40-15:10	Demographic change and changing lifestyles-Challenge for health management at Deutsche Post DHL Group Heike Ausprung, Senior Expert Labour Relations International & Human Rights, Deutsche Post DHL Group – followed by Q&A
15:10-15:40	Management of demographic change in Czech Post Karel Koukal & Alena Sourkova, Trade Union Employees Postal, Telecommunications – followed by Q&A
15:40-15:45	Final conclusions Heike Ausprung, Dimitris Theodorakis, UNI Europa
15:45	Close of regional seminar

LIST OF PARTICIPANTS

	Name	Organisation	Country
1	ANDRÁS Klara	Egis Pharmaceuticals PLC	Hungary
2	AUSPRUNG Heike	Deutsche Post DHL Group/ CSR & H&S-Working group chair	Germany
3	BERTA Gyula	Hungarian Postal Trade Union	Hungary
4	EROMIN Marta	Poczta Polska	Poland
5	FRENZEL Helen	ICF International	Belgium
6	GALINSKA Marta	Poczta Polska	Poland
7	GORSKA-SZKOP Beata	Poczta Polska	Poland
8	ILMARINEN Juhani	JIC Ltd	Finland
9	KAMINSKA Justyna	NSZZ Solidarnosc	Poland
10	KLOIMÜLLER Irene	Wert: Arbeit	Austria
11	KOUKAL Karel	TU Employees Postal, Telecommunications	Czech Republic
12	KRASINSKA Katarzyna	Poczta Polska	Poland
13	LUZNIAK-PIECHA Magdalena	Vistula, Finance and Business Academy	Poland
14	MOHR Julia	Deutsche Post DHL Group	Germany
15	SAS Katalin	European Agency for Safety and Health at Work (EU OSHA)	Spain
16	SCHWANKE Christine	Austrian Post	Austria
17	SCOTT Brian	UNITE	UK
18	SOURKOVA Alena	TU Employees Postal, Telecommunications	Czech Republic
19	THEODORAKIS Dimitris	UNI EUROPA	Belgium
20	TOTEVA Kalina	Bulgarian Post PLC	Bulgaria
21	TYCZNSKA Aldona	Poczta Polska	Poland
22	WEBER Tina	ICF	UK
23	WIECEK-JUKUBEK Katarzyna	Poczta Polska	Poland

ANNEXES

ANNEX 1. DATA TABLES AND REFERENCES

The following graphs show results on the basis of the survey replies.

By 04 November a total of 28 survey replies were received (17 from employers and 11 from trade unions). From the Southern European Region were received replies from Belgium (E,W), the Netherlands (W, (E)), France (E,W), Greece (E,W), Cyprus (E,W), Spain (W, E), Portugal (E) and Italy (E). From the Northern and Western European Region replies were received from Estonia (E, W), Lithuania (E), Denmark (E), Finland (W) and UK (W). From the Central and Eastern European region replies were received from Germany (E, W), Poland (E), Czech Republic (E, W), Romania (E), Bulgaria (E) and Hungary (E, W). In addition 7 interviews were carried out with postal companies that did not reply to the survey (AT, LV, IE, NL, SL, FI, and SE). 5 countries interviewed sent 2013 data of age structure of their total workforce (NL, FI, SL, IE, AT)¹⁷. In addition, 9 more in-depth interviews were carried out with countries that did send back the questionnaire.

Figure A1.1 Demographic picture postal sector 2013 (all regions)

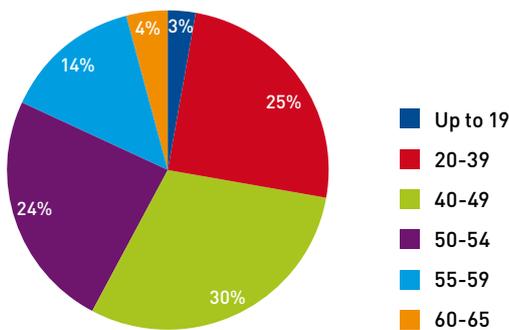


Figure A1.2 Trends of demographic profile of the postal sector in 2010

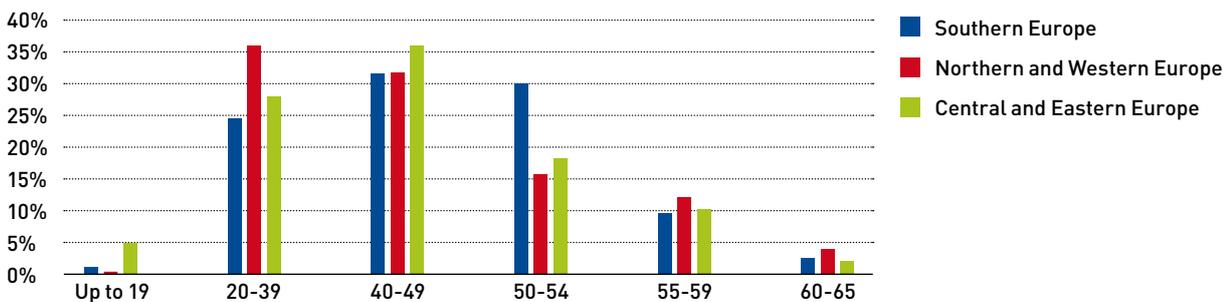
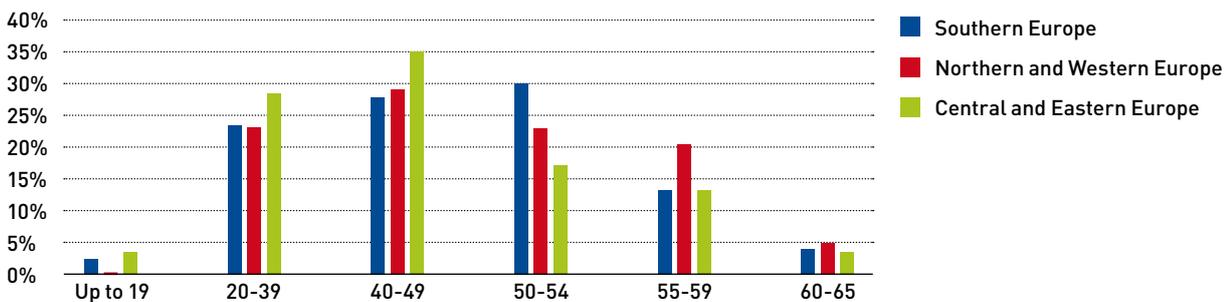


Figure A1.3 Trends of demographic profile of the postal sector in 2013



17. E= employers; W= workers

ANNEX 2. QUESTIONNAIRE FOR EMPLOYERS

A2.1 ABOUT YOU

Your name	
Your country	
Name of company	
Job Title	
Department	
Contact details	Email: Telephone:
For further information, I am happy to be contacted in the following language (please tick as appropriate)	<input type="checkbox"/> English <input type="checkbox"/> French <input type="checkbox"/> Germany My language only (if different from the above, please specify:

A2.2 DEMOGRAPHIC CHALLENGES IN THE POSTAL SECTOR: THE DEMOGRAPHIC PROFILE OF YOUR COMPANY

This part of the survey aims to collect company specific information about trends in the demographic structure of your workforce. These data are crucial to allow us to assess the scale of the demographic challenges and the importance of generation management practices in postal sector companies in Europe.

A2.2.1 Please provide the following details

Total number of employees in your company (full-time equivalents (FTEs))	
Share of female employees in your company	
Share of civil servants in your company (if relevant)	
Share of employees (FTEs) in the following functions <ul style="list-style-type: none"> • Sorting (Mail) • Mail delivery • Parcel delivery • Retail and Finance • Administrative staff 	

A2.2.2 Please provide information on trends in the age profile of employees in your company

Number of employees in the following age brackets (guide only, of data on these specific age brackets is not available, please insert the age breakdown available) See remarks below and next page:	2000 (or closest date - please specify)	2010 (or closest date - please specify)	2013 (or closest date - please specify)	2020 (estimate)
Up to 20				
21-30				
31-40				
51-60				
Over 61				

A2.2.3 If available, please provide data on trends in the age structure of your company by business unit in 2014 (or closest date, please specify; you can add further columns if necessary)

Number of employees in the following age brackets (guide only, of data on these specific age brackets is not available, please insert the age breakdown available)	Sorting Mail (please specify)	Mail delivery (please specify)	Parcel delivery	Retail and Finance	Administration (please specify)
Up to 20					
21-30					
31-40					
51-60					
Over 61					

A2.2.4 What is the average retirement age in your company? If possible, please provide trend data over time and distinguish between civil servants and employees on private law contracts where relevant.

Average age of retirement	2000 (or closest date - please specify)	2010 (or closest date - please specify)	2013 (or closest date - please specify)	2020 (estimate)
Civil servants • Men • Women				
Employees on private law contracts • Men • Women				

A2.2.5 Are there any specific collective agreements or national regulations in place specifying the retirement age?

- Yes
- No

If yes could you please specify the name of the agreement or regulation specifying its main content?

.....

A2.3 ASSESSMENT OF THE IMPORTANCE OF DEMOGRAPHIC TRENDS AND GENERATION MANAGEMENT FOR YOUR COMPANY

The following part of the survey aims to gain insights on the level of priority given to the challenges arising from demographic change in company strategy and policy. This covers issues such as the extent to which demographic trends and potential future labour and skill shortages arising are being assessed. Your assessment of the factors internal to your company, as well as in the external policy environment which most impact on your company’s responses to demographic change are of particular interest. This will allow us to set generation management policies more clearly within their organizational and policy context.

A2.3.1 How relevant is demographic change as an issue to be tackled? Has the assessment of the importance of this issue changed in recent years (please tick as appropriate)?

	Not relevant at all	Not very relevant	Somewhat relevant	Relevant	Very relevant
5-10 years ago					
Now					
In the future					

Please provide the reasons for your answer(s) to question 3.1

.....

A2.3.2 Assessing the impact of demographic change

Have you assessed which functions of your company will be most affected by demographic challenges (please tick as appropriate)?

- Yes
- No

Please specify which functions are most affected?

- Sorting (Mail)
- Mail delivery
- Parcel delivery
- Retail and Finance
- Administrative staff
- Other

Could you specify how/why they are most affected?

.....

A2.3.3 Have you conducted concrete projects to measure the impact of demographic change?

Yes

No

If yes, could you provide information on the projects undertaken?

A2.3.4 Please rank by order of importance the most important external and internal factors which will influence demographic trends in the company over the next 10-15 years?

External Factors	Ranking of importance
Overall demographic trends in the population	chose from the list
Greater competition and resulting need for restructuring or restrictions on new recruitment	chose from the list
Wider technological change leading to need for restructuring or restrictions on new recruitment (e.g. as a result to further reductions in letter volumes etc)	chose from the list
Changes in retirement/pension rules extending working lives	chose from the list
Other factors (please specify and add rows as appropriate)	chose from the list

Internal Factors	Ranking of importance
Existing imbalanced age structure leading to many older, experienced workers leaving in the near future	chose from the list
Restructuring resulting in the loss of older, experienced workers (not necessarily self-explaining – could you add a short explanation or example)	chose from the list
Restructuring resulting in hiring freezes leading to an ageing workforce profile (not necessarily self-explaining – could you add a short explanation or example)	chose from the list
Introduction of automation leading to physical burdens and more external work	chose from the list
Workforce reductions leading to greater imbalance of age profile	chose from the list
Introduction of new technology requiring new skills profiles	chose from the list.
Differences in regulations governing civil servants and workers on public law contracts potentially leading to an ageing workforce profile	chose from the list
Other factors (please specify)	chose from the list

A2.3.5 Did your company assess possible financial impacts that an ageing workforce could have for your company (please tick as appropriate)?

Factors	Yes	No
Impact on overall wage/ operational costs		
Impact on pension costs		
Impact on recruitment costs		
Impact on training costs		
Impact on cost in the field of health and safety (including workplace reorganization and design)		
Other factors considered (please specify and add rows as appropriate)		

If yes, please summarise your main findings.

.....

A2.3.6 Do you envisage any future skills shortages in your company (please tick as appropriate)?

- Yes
- No

A2.3.7 Which are the skills that you envisage to be needed most in the future?

- Technical understanding
- IT
- Entrepreneurship
- Customer (service) orientation
- Sales/ marketing skills
- Other

A2.3.8 In which occupations do you foresee key skill shortages arising?

- Sorting (Mail)
- Mail delivery
- Parcel delivery
- Retail and Finance
- Administration
- Other

Please specify below and add any comments you may have.

.....

A2.3.9 What is your main approach to addressing such skill shortages (please tick as appropriate)?

- External recruitment
- Internal training
- Both
- Other initiatives

Please specify and provide your comments in the field below:

A2.3.10 Please rank by order of importance the factors in the external policy framework or in collective agreements which in particular encourage or hinder the development of active age management strategies in your company?

Factors	Supporting (rank importance)	Hindering (rank importance)
System of wage formation (e.g. seniority based wages)	Choose an item	Choose an item
Working time provisions (e.g. available flexibility)	Choose an item	Choose an item
Provisions regarding retirement age	Choose an item	Choose an item
Pension provisions	Choose an item	Choose an item
Possibilities to use phased retirement approaches	Choose an item	Choose an item
Taxation provisions (e.g. ability to combine receipt of pension with income from work)	Choose an item	Choose an item
Availability of active labour market policies to support company generation management (e.g. availability of funding for training/re-training)	Choose an item	Choose an item
Health and safety regulation	Choose an item	Choose an item
Accessibility of funding for workplace adaptations	Choose an item	Choose an item
Accessibility of funding/advice for the development of generation management approaches	Choose an item	Choose an item
Restructuring (decrease of employment)	Choose an item	Choose an item
Other factors (please specify)	Choose an item	Choose an item

A2.4 GENERATION MANAGEMENT: MEASURES IMPLEMENTED AT COMPANY LEVEL

The aim of the following part of the survey is to get further insights into current active age management policies of your company.

Age management policies are part of the solution to deal with demographic change. They include measures on the following:

- Knowledge management, succession planning and intergenerational management
- Well/being and health at work policies – promoting well-being at work by providing concrete technical assistance (ergonomic measures, technical equipment to reduce physical efforts, overall health promotion measures and workplace and workflow design)
- Flexible working solutions (e.g. working time accounts, home or remote working, reduced hours working, phased retirement etc).
- Age positive recruitment and training policies.
- Communication about active ageing

Examples that you provide under this part could be used as promising practices to be possibly shared at a regional seminar and could be part of a toolkit that will provide help to others to implement similar policies adapted to their own context.

A2.4.1 Has your company implemented specific measures to address the impact of demographic change?

Yes No

A2.4.2 Using the table below, please indicate whether measure have been introduced in the following areas:

Type of measure	Yes	No	Considering introduction of measures in this area	If yes, please give a brief description
Overall company strategy				
Design of overall company strategy in line with principles of generation management				
Implementation of communication strategy on subject of demographic change/generation management				
Preparation of specific risk analysis on challenge resulting from demographic change				
Implementation of work ability index				
Implementation of employee satisfaction survey				
Assignment of specific leadership role within company on generation management				
Other overarching generation management strategy elements at company level (not mentioned below; please specify)				
Workforce planning and management				
IT or manual tools to (regularly) review age structure of the company/different business units or departments				
Use of above tools to design company, departmental, sub-departmental recruitment/training/succession planning strategies				

Regular process of review and appraisal with each employee to discuss career management/retirement options				
Pro-active career and succession planning at business unit/department level				
Other relevant initiatives for workforce management and planning				
Initial and ongoing training measures				
Is there an overall company strategy in favour of ongoing training provision				
Are there specific learning offers for younger workers				
Are there specific learning offers targeted only at older workers				
Are there specific initiatives to ensure knowledge transfer and intergenerational learning				
Measures to manage work ability				
Awareness raising seminars and events on health issues				
Health promotion measures such as support for gym membership, fitness and relaxation classes etc.				
Assessments of workplace ergonomics				
Interventions to improve workplace ergonomics (e.g. through workplace design or the use of technology and tools to reduce physical or psychological strains)				
Workplace adaptations to suit needs of individual (older) workers				
Adaptation of work processes (not through technology) to reduce physical or psychological strains				
Other health and safety measures beyond regulatory requirements (please specify)				
Flexible work organisation (temporal, geographic and task related)				
Availability of part-time work options				
Availability of other flexible work options (compressed or reduced hours etc)				
Phased retirement options				
Early retirement options				
Home / remote working options				
Task related flexibility (e.g. ability to combine physically strenuous task with, for example, more administrative task)				
Other flexible work/work organisation options (please specify)				
Other generation management measures (please specify)				
Please add as appropriate				

COLLECTION OF BEST PRACTICES

Please provide information/ best practice examples that you have implemented according to the following clusters:

Overall company strategy	
Title of measure	
Content	
Duration (when introduced/ongoing?)	
Number of concerned employees	
Results	
Success factors / obstacles to success	
Measurable impact	
Effectiveness of measure	
Financial parameters	
Links to access further information	
Contact person	
Remarks:	

Workforce planning and management	
Title of measure	
Content	
Duration (when introduced/ongoing?)	
Number of concerned employees	
Results	
Success factors / obstacles to success	
Measurable impact	
Effectiveness of measure	
Financial parameters	
Links to access further information	
Contact person	
Remarks:	

Initial and ongoing training measures	
Title of measure	
Content	
Duration (when introduced/ongoing?)	
Number of concerned employees	
Results	
Success factors / obstacles to success	
Measurable impact	
Effectiveness of measure	
Financial parameters	
Links to access further information	
Contact person	
Remarks:	

Measures to manage workability	
Title of measure	
Content	
Duration (when introduced/ongoing?)	
Number of concerned employees	
Results	
Success factors / obstacles to success	
Measurable impact	
Effectiveness of measure	
Financial parameters	
Links to access further information	
Contact person	
Remarks:	

Flexible work organization	
Title of measure	
Content	
Duration (when introduced/ongoing?)	
Number of concerned employees	
Results	
Success factors / obstacles to success	
Measurable impact	
Effectiveness of measure	
Financial parameters	
Links to access further information	
Contact person	
Remarks:	

Other generation management measures	
Title of measure	
Content	
Duration (when introduced/ongoing?)	
Number of concerned employees	
Results	
Success factors / obstacles to success	
Measurable impact	
Effectiveness of measure	
Financial parameters	
Links to access further information	
Contact person	
Remarks:	

A2.4.3 Would you be willing to present one of your measures at a regional seminar?

- Yes
- No

Name:
Job Title:
Department:
Telephone:
Email:

A2.4.4 Any other comments

.....

A2.5 ROLE AND POLICIES OF THE SOCIAL PARTNERS

This part aims at analysing existing joint bodies and joint initiatives of the Social Partners which are crucial for tackling demographic challenges as well as possible fields for further action.

A2.5.1 Do joint bodies/joint initiatives exist between social partners on the subject of demographic change? Have there been any collective agreements, works council agreements or other policies negotiated on this issue?

.....

A2.5.2 Please comment on areas where further action by social partners may be required to help address the challenges of demographic change which are not currently being considered?

.....

A2.5.3 Any other comments you may have

.....

ANNEX 3. QUESTIONNAIRE FOR WORKERS

A3.1 ABOUT YOU

Your name	
Your country	
Name of company	
Job Title	
Department	
Contact details	Email: Telephone:
For further information, I am happy to be contacted in the following language (please tick as appropriate)	<input type="checkbox"/> English <input type="checkbox"/> French <input type="checkbox"/> Germany My language only (if different from the above, please specify:

A3.2 DEMOGRAPHIC CHALLENGES IN THE POSTAL SECTOR: THE DEMOGRAPHIC PROFILE OF YOUR SECTOR

This part of the survey aims to collect sector specific information about trends in the demographic structure of the workforce of the postal sector. These data are crucial to allow us to assess the scale of the demographic challenges and the importance of generation management practices in postal sector companies in Europe.

A3.2.1 Please provide the following details

Total number of employees in the sector (full-time equivalents (FTEs))	
Share of female employees in the sector	
Share of civil servants in your sector (if relevant)	
Share of employees over the age of 50 in the sector	

A3.2.2 Have the social partners in the sector or your trade union specifically carried out any studies/assessments of the impact of demographic change on your sector?

- Yes
 No

If yes, please send us the relevant document or provide the relevant web-link to any published documents.

.....

A3.2.3 Have you assessed which occupations are most affected by demographic challenges (please tick as appropriate)?

- Yes
- No

Please specify which functions are most affected?

- Sorting (Mail)
- Mail delivery
- Parcel delivery
- Retail and Finance
- Administrative staff
- Other

Please specify why/how these occupations are most affected:

.....

A3.2.4 Do you envisage any future skills shortages in your company (please tick as appropriate)?

- Yes
- No

A3.2.5 Which are the skills that you envisage to be needed most in the future?

- Technical understanding
- IT
- Entrepreneurship
- Customer (service) orientation
- Sales/ marketing skills
- Other

A3.2.6 In which occupations do you foresee key skill shortages arising?

- Sorting (Mail)
- Mail delivery
- Parcel delivery
- Retail and Finance
- Administration
- Other

Please specify in the box below and add any comments you may have.

.....

A3.2.7 Are there any specific collective agreements or national regulations in place specifying the retirement age?

- Yes
- No

If yes could you please specify the name of the agreement or regulation specifying its main content?

.....

A3.3 ASSESSMENT OF THE IMPORTANCE OF DEMOGRAPHIC TRENDS AND GENERATION MANAGEMENT FOR YOUR COMPANY

The following part of the survey aims to gain insights on the level of priority given to the challenges arising from demographic change in sector strategy and policy. This covers issues such as the extent to which demographic trends and potential future labour and skill shortages arising are being assessed. Your assessment of the factors internal to your sector, as well as in the external policy environment which most impact on your sector's responses to demographic change are of particular interest. This will allow us to set generation management policies more clearly within their organizational and policy context.

A3.3.1 How relevant is demographic change as an issue to be tackled? Has the assessment of the importance of this issue changed in recent years (please tick as appropriate)?

	Not relevant at all	Not very relevant	Somewhat relevant	Relevant	Very relevant
5-10 years ago					
Now					
In the future					

Please provide the reasons for your answer(s) to question 3.1

.....

A3.3.2 Please rank by order of importance the most important external and internal factors which will influence demographic trends in the sector over the next 10-15 years?

External Factors	Ranking of importance
Overall demographic trends in the population	chose from the list
Greater competition and resulting need for restructuring or restrictions on new recruitment	chose from the list
Wider technological change leading to need for restructuring or restrictions on new recruitment (e.g. as a result to further reductions in letter volumes etc)	chose from the list
Changes in retirement/pension rules extending working lives	chose from the list
Other factors (please specify and add rows as appropriate)	chose from the list

Internal Factors	Ranking of importance
Existing imbalanced age structure leading to many older, experienced workers leaving in the near future	chose from the list
Restructuring resulting in the loss of older, experienced workers (not necessarily self-explaining – could you add a short explanation or example)	chose from the list

Restructuring resulting in hiring freezes leading to an ageing workforce profile (not necessarily self-explaining – could you add a short explanation or example)	chose from the list
Introduction of automation leading to physical burdens and more external work	chose from the list
Workforce reductions leading to greater imbalance of age profile	chose from the list
Introduction of new technology requiring new skills profiles	chose from the list.
Differences in regulations governing civil servants and workers on public law contracts potentially leading to an ageing workforce profile	chose from the list
Other factors (please specify)	chose from the list

A3.3.3 Please rank by order of importance the factors in the external policy framework or in collective agreements which in particular encourage or hinder the development of active age management strategies in your company?

Factors	Supporting (rank importance)	Hindering (rank importance)
System of wage formation (e.g. seniority based wages)	Choose an item	Choose an item
Working time provisions (e.g. available flexibility)	Choose an item	Choose an item
Provisions regarding retirement age	Choose an item	Choose an item
Pension provisions	Choose an item	Choose an item
Possibilities to use phased retirement approaches	Choose an item	Choose an item
Taxation provisions (e.g. ability to combine receipt of pension with income from work)	Choose an item	Choose an item
Availability of active labour market policies to support company generation management (e.g. availability of funding for training/re-training)	Choose an item	Choose an item
Health and safety regulation	Choose an item	Choose an item
Accessibility of funding for workplace adaptations	Choose an item	Choose an item
Accessibility of funding/advice for the development of generation management approaches	Choose an item	Choose an item
Restructuring (decrease of employment)	Choose an item	Choose an item
Other factors (please specify)	Choose an item	Choose an item

A3.4 GENERATION MANAGEMENT: MEASURES IMPLEMENTED AT COMPANY LEVEL

The aim of the following part of the survey is to get further insights into current active age management policies of your company.

Age management policies are part of the solution to deal with demographic change. They include measures on the following:

- Knowledge management, succession planning and intergenerational management
- Well/being and health at work policies – promoting well-being at work by providing concrete technical assistance (ergonomic measures, technical equipment to reduce physical efforts, overall health promotion measures and workplace and workflow design)
- Flexible working solutions (e.g. working time accounts, home or remote working, reduced hours working, phased retirement etc).
- Age positive recruitment and training policies.
- Communication about active ageing

Examples that you provide under this part could be used as promising practices to be possibly shared at a regional seminar and could be part of a toolkit that will provide help to others to implement similar policies adapted to their own context.

A3.4.1 Has the sector discussed or developed any joint initiatives to address generation management through social dialogue in the past 10 years?

- Yes
 No

A3.4.2 On which fields of generation management do these activities (current and initiatives being discussed or for the future) focus (please tick as appropriate):

Type of measure	Yes	No	Considering introduction of measures in this area	If yes, please give a brief description
Overall company strategy				
Design of overall company strategy in line with principles of generation management				
Implementation of communication strategy on subject of demographic change/generation management				
Preparation of specific risk analysis on challenge resulting from demographic change				
Implementation of work ability index				
Implementation of employee satisfaction survey				
Assignment of specific leadership role within company on generation management				
Other overarching generation management strategy elements at company level (not mentioned below; please specify)				

Workforce planning and management				
IT or manual tools to (regularly) review age structure of the company/different business units or departments				
Use of above tools to design company, departmental, sub-departmental recruitment/training/succession planning strategies				
Regular process of review and appraisal with each employee to discuss career management/retirement options				
Pro-active career and succession planning at business unit/department level				
Other relevant initiatives for workforce management and planning				
Initial and ongoing training measures				
Is there an overall company strategy in favour of ongoing training provision				
Are there specific learning offers for younger workers				
Are there specific learning offers targeted only at older workers				
Are there specific initiatives to ensure knowledge transfer and intergenerational learning				
Measures to manage work ability				
Awareness raising seminars and events on health issues				
Health promotion measures such as support for gym membership, fitness and relaxation classes etc.				
Assessments of workplace ergonomics				
Interventions to improve workplace ergonomics (e.g. through workplace design or the use of technology and tools to reduce physical or psychological strains)				
Workplace adaptations to suit needs of individual (older) workers				
Adaptation of work processes (not through technology) to reduce physical or psychological strains				
Other health and safety measures beyond regulatory requirements (please specify)				
Flexible work organisation (temporal, geographic and task related)				
Availability of part-time work options				
Availability of other flexible work options (compressed or reduced hours etc)				
Phased retirement options				
Early retirement options				
Home / remote working options				
Task related flexibility (e.g. ability to combine physically strenuous task with, for example, more administrative task)				
Other flexible work/work organisation options (please specify)				
Other generation management measures (please specify)				
Please add as appropriate				

COLLECTION OF BEST PRACTICES

Please provide information/ best practice examples that you have implemented according to the following clusters:

Overall company strategy	
Title of measure	
Content	
Duration (when introduced/ongoing?)	
Number of concerned employees	
Results	
Success factors / obstacles to success	
Measurable impact	
Effectiveness of measure	
Financial parameters	
Links to access further information	
Contact person	
Remarks:	

Workforce planning and management	
Title of measure	
Content	
Duration (when introduced/ongoing?)	
Number of concerned employees	
Results	
Success factors / obstacles to success	
Measurable impact	
Effectiveness of measure	
Financial parameters	
Links to access further information	
Contact person	
Remarks:	

Initial and ongoing training measures	
Title of measure	
Content	
Duration (when introduced/ongoing?)	
Number of concerned employees	
Results	
Success factors / obstacles to success	
Measurable impact	
Effectiveness of measure	
Financial parameters	
Links to access further information	
Contact person	
Remarks:	

Measures to manage workability	
Title of measure	
Content	
Duration (when introduced/ongoing?)	
Number of concerned employees	
Results	
Success factors / obstacles to success	
Measurable impact	
Effectiveness of measure	
Financial parameters	
Links to access further information	
Contact person	
Remarks:	

Flexible work organization	
Title of measure	
Content	
Duration (when introduced/ongoing?)	
Number of concerned employees	
Results	
Success factors / obstacles to success	
Measurable impact	
Effectiveness of measure	
Financial parameters	
Links to access further information	
Contact person	
Remarks:	

Other generation management measures	
Title of measure	
Content	
Duration (when introduced/ongoing?)	
Number of concerned employees	
Results	
Success factors / obstacles to success	
Measurable impact	
Effectiveness of measure	
Financial parameters	
Links to access further information	
Contact person	
Remarks:	

A3.4.3 Would you be willing to present one of your measures at a regional seminar?

- Yes
- No

Name:
Job Title:
Department:
Telephone:
Email:

A3.4.4 Please comment on areas where further action by social partners may be required to help address the challenges of demographic change which are not currently being considered?

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A3.4.5 Any other comments

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