

# Autonomous Framework Agreement on Active Ageing and an Inter-generational Approach

*(adopted in March 2017)*

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# Outline

- The negotiation process
- The signatories
- The content of the agreement





# The negotiation process

EU SOCIAL PARTNERS WORK PROGRAMME 2015-2017

*"The ability of older workers to stay longer on the labour market, healthy and active as long as possible should be significantly improved".*

In response to demographic and active ageing challenges *"measures need to be implemented, where necessary at national, sectoral and company levels, to make it easier for older workers to actively participate and stay in the labour market".*

In parallel, EU Social Partners believe that it is important for *"measures to be taken in order to ease inter-generational transitions in the context of high youth unemployment".*

# The negotiation process

EU SOCIAL PARTNERS WORK PROGRAMME 2015-2017

When?

Negotiations lasted 9 months, from March 2016 to December 2016

Who?

More than sixty representatives of national employers and trade unions

*→ Approved by the respective decision-making bodies and officially signed in the context of the Tripartite Social Summit on 08/03/2017*



# The signatories

REPRESENTING EUROPEAN WORKERS



The European Trade Union Confederation

Established **1973**




**90** member organisations in **38** countries

**10** European Industry Federations  
Liaison Committee CEC/Eurocadres (professional & managerial staff)  
FERPA (retired & older people)

**45 million** workers

# The signatories

## REPRESENTING EUROPEAN EMPLOYERS

 The Confederation of European Business	 The European Centre of Employers and Enterprises providing Public services	 The European Association of Craft, Small and Medium-sized Enterprises
Established <b>1958</b>	Established <b>1961</b>	Established <b>1981</b>
<b>40 member</b> federations from <b>34</b> countries	Enterprises and authorities from the EU, Norway and Turkey (associated member) and several European associations (individual members)	Over <b>80</b> federations (40 full members and 42 associate members)
	Public services providers employ 30% of the EU workforce	More than 12 million enterprises



# Content of the FA

- 1. Introduction**
- 2. Aims**
- 3. Description**
- 4. Social partners' tools, measures and actions**
  - Strategic assessments of workforce demography
  - *Health and safety at the workplace*
  - *Skills and competence management*
  - *Work organisation for healthy and productive working lives*
  - *Inter-generational approach*
- 5. Implementation and follow up**

# *Content of the FA*

## *INTERPRETATION*

- Usual structure – idem previous agreements

- **Introduction:** 1-history of the exercise (WP)  
2-context in which the negotiation took place  
(Challenges deriving from demographic change)
- **Aims:** general action oriented framework with specific aims NOT ONLY on awareness raising!
- **Description:** AA and IA definitions – quite general / frame resulting from a consensus
- **SP's tools/measures/actions:** key part of the agreement: joint and concrete actions
- **Implementation and follow up:** traditional clause /quite similar wording but with one key improvement



# Content of the FA

## INTRODUCTION

- A response to the challenges deriving from demographic change
- A contribution of the social partners to EU policies and actions
- A shared commitment on the part of employers, workers and their representatives
- Responsibilities for EU and national public authorities and other actors as well

# *Content of the FA*

## *INTERPRETATION*

- **Context**  
=> key challenges deriving from demographic change
- **Recognition of the SPs' role**
- **Common concern of SPs:**  
=> willingness + commitment to work together on this issue
- **Recognition of the role of external actors**  
=> Idem ILM agreement



# Content of the FA

## INTRODUCTION

### EU SP note that:

- Measures need to be implemented, where necessary at national, sectoral and/or company levels, to make it easier for older workers to actively participate and stay in the labour market until the legal retirement age
- And at the same taken in order to ease inter-generational transitions

*"Such measures should aim at significantly improve the ability of workers of all ages to stay in the labour market, healthy and active until the legal retirement age, as well as strengthening the culture of responsibility, commitment, respect and dignity in all workplaces".*

### How:

- The agreement outlines tools/measures to be taken into account by social partners and/or HR managers
- In context of national demographic and labour market realities and in accordance with national management- labour practices and procedures

# *Content of the FA*

## *INTERPRETATION*

- **Measures at all levels**
- **Until legal retirement age**
  - No discussion about the legal retirement age and the willingness of employers to postpone it
- **Aspect of solidarity between generations= no opposition between age groups**
- **" of all ages " = intergenerational approach**
- **Importance of the wording – always balanced**
  - Healthy ↔ Active
  - Respect and dignity: key for unions



# Content of the FA

## AIMS

### A general action-oriented framework, aiming at:

1. Increasing the awareness and understanding of employers, workers and their representatives of the challenges and opportunities deriving from demographic change;
2. Providing employers, workers and their representatives at all levels with practical approaches and/or measures to promote and manage active ageing in an effective manner;
3. Ensuring and maintaining a healthy, safe and productive working environment;
4. Fostering innovative life-cycle approaches with productive and quality jobs to enable people to remain in work until legal retirement age;
5. Facilitating exchanges, mutual cooperation and fostering concrete actions to transfer knowledge and experience between generations at the workplace.

# *Content of the FA*

## *INTERPRETATION*

- **AIMS not only focused on awareness raising and better understanding of the issue/challenges**
  - (employers' perspective)
- **BUT ALSO on:**
  - **Practical approaches and/or measures to promote AA**
  - **Quality of the working environment**
    - Healthy / safe (TU) ↔ productive (Empl)
  - **Development of innovative life-cycle approaches** (word 'quality' mentioned! Key for TU)
  - **Concrete actions/transfer of knowledge between generations** (both ways)



# Content of the FA

## DESCRIPTION

**Active ageing** is about optimising opportunities for workers of all ages to work in good quality, productive and healthy conditions until legal retirement age, based on mutual commitment and motivation of employers and workers.

**Intergenerational approach** refers to building on the strengths and the objective situation of all generations, improving mutual understanding and supporting cooperation and solidarity between generations at the workplace.

# *Content of the FA*

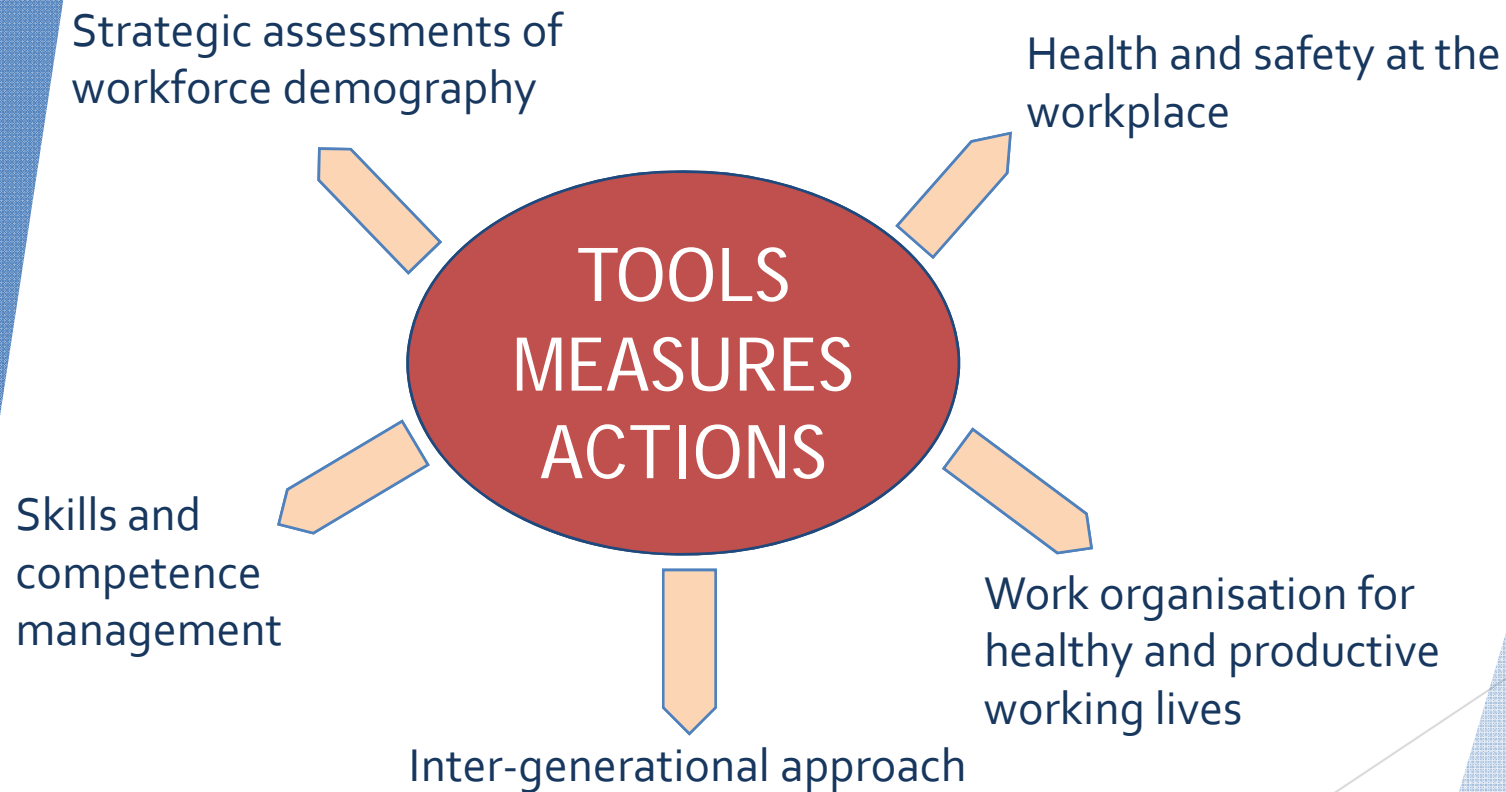
## *INTERPRETATION*

- **2 definitions**
  - **Quite general**
  - **Result of a consensus**
  - **Negotiated at the end of the process**
  - **Importance of the collective TU approach – no focus on individuals**
  - **Balanced wording**
    - **Quality/healthy conditions** ↔ **productive**



# Content of the FA

## SOCIAL PARTNERS' TOOLS, MEASURES AND ACTIONS



# *Content of the FA*

## *INTERPRETATION*

- **5 key areas of action**
  - **4 linked to AA**
  - **1 linked to IA**



# Content of the FA

## A - Strategic assessments of workforce demography

- “Added value of strategic assessments of workforce demography, carried out and periodically updated at the appropriate levels, in accordance with national practices and procedures”

### They could amongst others include:

- Current and projected age pyramid, including gender aspects;
- Skills, qualifications and experience;
- Working conditions;
- Job specific health and safety considerations
- Developments linked to digitalisation and innovation.

# *Content of the FA*

*INTERPRETATION* – Strategic assessments of workforce demography

- **Key building block for how social partners can address demographic challenges**
  - underpinning activities outlined in the other section of the agreement
- **Commitment** – social partners to undertake assessments or use already existing activities to develop their own tools
- **Non-exhaustive list of factors** – possible starting point for joint assessments
- **Assessment at all levels**
- **Language** – “assessment” was seen as more comprehensive and action oriented (TU insistence, Emp preference “report”, “analysis”)



# Content of the FA

## B - Health and safety at the workplace

**Tools/asures to support health and safety at the workplace could amongst others include:**

- Adjustment of work processes and workplaces
- Re-distribution/allocation of tasks to workers
- Effective prevention strategies and risk assessment
- Voluntary health promotion
- Knowledge-building of management
- Health and safety measures
- Review of health and safety measures

# *Content of the FA*

*INTERPRETATION* - B - Health and safety at the workplace

- **Health and safety fundamental demand for TUs in negotiation, arduous work, age related aspects**
- **Collective approach – workplaces, “all workers”**
- **Focus on anticipation – e.g. risk assessment, prevention strategies**
- **Legislative requirements**
- **Language – “indicate whether practicable adjustments... are necessary”, commitments, balanced**



# Content of the FA

## C - Skills and competence management

**Tools/measures to support skills and competences management could amongst others include:**

- Awareness-raising towards management and workers' representatives of skills needs in an age perspective
- Training for workers of all ages
- Facilitate and support personal career development and mobility
- Motivate and increase participation in training
- Embedding age management into broader skills development
- Identifying formal and informal competences

# *Content of the FA*

## *INTERPRETATION - C - Skills and competence management*

- Lifelong learning approach is key, career development
- Inter-generational approach – “workers of all ages”, “regardless of age” – common challenges faced by older and younger workers
- Access to training is a longstanding demand for TUs
- Recognition – “identifying formal and informal competences”
- Language – avoid individualisation, i.e. motivation of workers “workers should be encouraged”, “motivate and increase participation”



# Content of the FA

## D - Work organisation for healthy and productive working lives

**Tools/measures on work organisation for healthy and productive working lives could amongst others include:**

Fostering the adaptation capacity of both young and older workers

Working arrangements

Adapting allocation of tasks between workers

Providing necessary means to managers on age related issues

Fighting stereotypes related to age

Transition measures for older workers towards the end of their working life

Recruitment of new staff

# *Content of the FA*

*INTERPRETATION* - D - Work organisation for healthy and productive working lives

- **Allocation of tasks, working time etc.** – TU focus healthy workers (Empl on productivity)
- **Clear role and responsibility for management** – maintain and improve health and safety at a work (... and productivity)
- **Inter-generational approach** – mixed-age teams
- **Transition measures towards end of working lives** – retirement age not mentioned
- **Language** – *healthy* and *productive*



# Content of the FA

## E - Inter-generational approach

**Tools/measures to achieve inter-generational solidarity could amongst others include:**

- Distributing tasks according to ability/skills/knowledge
- Tutoring/mentoring/coaching schemes
- Knowledge/skills transfer programmes
- Awareness-raising on the importance of being age positive and promotion of age diversity
- Collaboration with education institutions or public employment services

# *Content of the FA*

## *INTERPRETATION - E - Inter-generational approach*

- **Only key area dedicated to inter-generational approach (although elements exist in other sections)**
- **Language** – intent is to avoid framing the discussion as older workers vs. younger workers – “all generations and ages” “irrespective of age”
- **Skills transfers in both directions**
- **Awareness raising** – being age positive, stereotyping



# Content of the FA

## IMPLEMENTATION AND FOLLOW-UP

- Reference to article 155 of the Treaty
- Joint commitment of BUSINESSEUROPE, UEAPME, CEEP and ETUC (+ liaison committee EUROCADRES/CEC) to promote and implement the agreement
- Implementation within three years
- Report on the implementation of this agreement to the cross-industry Social Dialogue Committee (SDC) on a yearly basis and final report in the fourth year
- Evaluation and review of the agreement at any time after the five years following the date of signature, if requested by one of the signatory parties
- Non regression / Avoid unnecessary burdens on SMEs
- **NEW** “In case of no reporting and/or implementation after four years and after evaluation in, and when supported by, the SDC, the EU SP will engage in joint actions together with the national SP of the countries concerned in order to identify the best way forward in implementing this framework agreement in the national context”

# *Content of the FA*

## *INTERPRETATION*

- Usual reference to the Treaty
- Traditional clause as in previous agreements
- Similar implementation process and similar wording
- One key improvement:  
=> If no reporting and/or implementation after 4 years, EU SP will engage in joint actions together with national SP



# Support tools

## ETUC Project - Seminars

Two decentralised seminars to support members with implementation, discussing:

- Needed translation, including translation commonly agreed with the employers
- How and when diffuse the agreement to lower bargaining levels to ensure widest possible dissemination
- Other tools needed to ensure knowledge and implementation of the agreement
- Establishment of a “bargaining calendar”
- Problems encountered/results achieved during bargaining
- How to proceed if questions of interpretation are emerging
- Reporting procedure both internal and towards ETUC
- Procedure and tools needed for the monitoring
- Procedure and tools to conduct a qualitative and quantitative impact analysis

# Support tools

ETUC Project - The implementation grid

## FIVE KEY STEPS

1. Translation
2. Dissemination
3. Implementation
4. Monitoring
5. Impact



# Support tools

## The interpretation guide

### The guide includes:

- the text of the agreement
- some specific commentaries/information that the ETUC would like to highlight to its member organisations (and the public) in order to facilitate a better understanding of the content of the agreement.

This brochure is available in English, French, German, Hungarian and Polish.

European Social  
Partners' Autonomous  
Framework Agreement  
on **Active Ageing** and  
an **Inter-generational  
Approach**

INTERPRETATION GUIDE



## Example - Part D - SOCIAL PARTNERS' TOOLS, MEASURES AND ACTIONS

### Text of Agreement

### Interpretation

#### Organisation for healthy and productive working lives

Partners at the appropriate levels aim to support and assist enterprises to adapt work organisation, in accordance with the needs of enterprises and workers. The purpose is to foster healthy and productive working lives in a life course perspective.

Adapting work organisation in view of active ageing and an inter-generational approach is addressed directly in this section. The specific needs of the workers (and companies) should be taken into account.

The wording is carefully chosen to reflect both the perspective of the workers (healthy) and the company (productivity).

Partners and/or management should facilitate, promote and support the implementation of adaptable work organisation over the long term. This should be done collectively and/or individually, in accordance with the social dialogue practices at the workplace.

A clear responsibility exists for social partners to implement adaptable work organisation. For example, reducing shift work, reducing night work, slowing the pace of assembly lines, increasing the number of workers during a shift, working time reduction, etc. This should be seen in the context of the previous paragraph to foster healthy and productive working lives. In addition, the life course perspective is highlighted again as a frame for actions addressing work organisations.



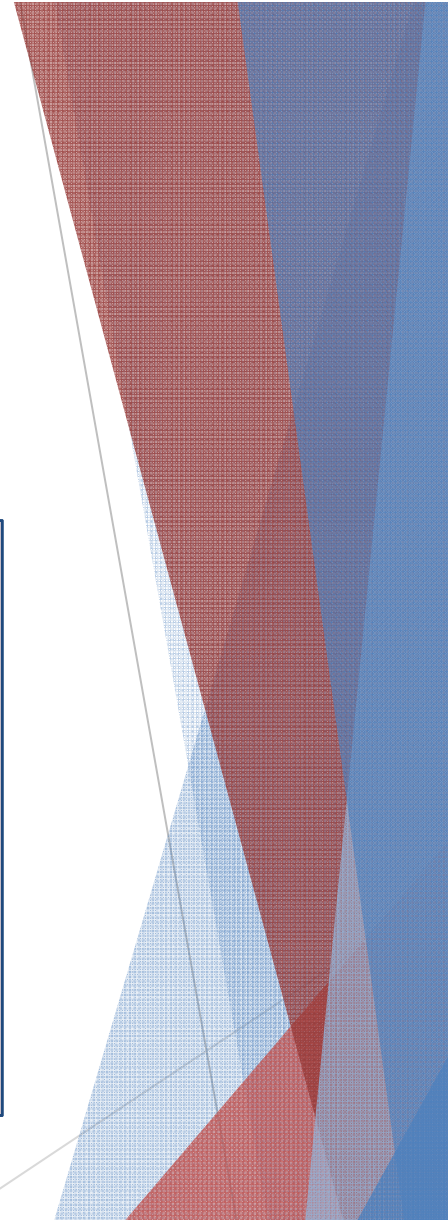
# Support tools

Other tools

The translation fund - jointly managed with the employers

ETUC Website / The resource centre Website

ETUC/ETUI experts



For more information, please contact ...



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