



NATIONAL CASE STUDIES IN LATVIA: DESCRIPTION OF THE BEST PRACTICES



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Florence, Italy



Best Practice in Company “Liepājas RAS” Ltd.

- Field of operation: Waste management and electricity generation
- Was founded: in 2000
- Turnover: in 2018 - 2,287 million euro
- Number of employees: approximately 48
- % of 50+ years old employees: approximately 56%





Benefits for Workers

- **additional paid annual leave for working years in the company**
- **retirement allowance**
- **health insurance**
- **health days (e.g., Heart Health Day with the consultations of doctors)**
- **gymnastics classes at the workplace with the physiotherapist**
- **professional development events (conferences, etc.)**
- **trainings (on both professional and general (time management, communication, team work, stress management) issues)**
- **fitness equipment available in the recreation room**
- **vacation allowance (up to a half of monthly salary)**
- **possibilities to work remotely if the work specifics allows**

Mentioned activities are not related only to certain age category, but it can be considered that the main target group are older employees due to they value social and health promotion benefits more that younger employees



Benefits for Workers

- **Reasons:** the age structure of the company causes the necessity to specially consider this age group of 50+ when introducing employees' benefits
- **Main goals:** promotion of better working environment and mutual relations, promotion of loyalty to the company, promotion of longer working life and promotion of professional qualification maintenance of the employees
- **Results for 50+ years old employees:** low level of employees' rotation, lower number of sick-leaves per year, lower level of stress among the employees, improved level of sense of security, high number of 50+ years old employees participating in different trainings
- **Intergenerational relationships:** at the company level the team building and team communication trainings take place promoting successful intergenerational cooperation
- **Success factors:** company manager and management team, who understand the needs employees and company and are ready to support initiatives for the improvements
- **Trade union:** there is no collective agreement and none of the company employees is member of the trade union

Best Practice in Anonymous Company

- Field of operation: Transshipment of oil and petroleum products
- Was founded: in 2003
- Turnover: in 2018 - 57,8 million euro
- Number of employees: approximately 250
- % of 50+ years old employees: approximately 45%





Benefits for Workers

- **protection of employees of pre-retirement age - within the period of 1 year before the retirement dismissal of the employees is limited**
- **additional annual leave for working years after 15 years of work in the company**
- **premiums for years worked in the company**
- **company pensioners' association (tours for seniors, celebrations, gifts for holidays and anniversaries, financial support, etc.)**
- **health insurance**
- **purchase of spectacles**
- **health and safety campaigns – e.g., Bicycle to Work, Family Safety Day, Sports games**
- **trainings (Latvian, English, computer science (ranging from basic knowledge to special computer software))**
- **gym with sauna and a lounge with table tennis and a massage chair**
- **accident insurance**
- **childbirth allowance**
- **transport compensation, etc.**



Benefits for Workers

- **Reasons:** set in the company historically taking into consideration the age structure of the employees and tradition of long-term employment
- **Main goals:** promotion of loyalty to the company, longer working life of employees and protection of employees of pre-retirement age
- **Results for 50+ years old employees:** almost 50 % of employees work in the company for more than 20 years, minimum workforce rotation, promoted corporate loyalty
- **Intergenerational relationships:** are good and at the moment company management does not plan any activities for their improvement
- **Success factors:** supportive attitude of the management of the company
- **Trade union:** trade union has the leading role in the process of preparation and signing of collective agreement and thus also leading role in process related to the provision to the employees of benefits prescribed in the collective agreement

Best Practice in Anonymous Company

- Field of operation: Energy sector
- Was founded: in 2001
- Turnover: in 2018 - 194 million euro
- Number of employees: approximately 550
- % of 50+ years old employees: approximately 40%





Benefits for Workers

- **practice of transferring older employees (50+ years old) depending on their health and physical condition to the implementation of less physically complex works (no changes in the position or salary)**
- **transfer of knowledge, skills and work experience to new employees**
- **protection of employees of pre-retirement age (in case the employer fires the employee within the period of 5 years before the retirement (not due to employee fault) the employer has to pay to employee compensation which is almost similar to the salary that employee would earn in the years remaining till the retirement, however employee has to work at least 10 years in the company to receive the compensation)**
- **retirement allowance which is paid to employees who worked in the company for more than 20 years**
- **premiums for work anniversaries of 20, 30 and 40 years**
- **3rd level pension funds for the employees**
- **health insurance**
- one week of additional annual leave
- inflation compensation
- holiday allowance
- childbirth allowance, etc.



Benefits for Workers

- **Reasons:** set in the company historically taking into consideration work specifics (hard physical work on everyday basis which can cause difficulties at certain age, but on the other hand requires also huge amount of knowledge and experience) and age structure of the company
- **Main goals:** to promote employees loyalty to the company, longer working life of employees and protection of employees of pre-retirement age
- **Results for 50+ years old employees:** employees (especially older and long-term employees) highly value ensured benefits, employees work in the company on the long-term basis until the retirement and even after the retirement
- **Intergenerational relationships:** main impact on intergenerational relations is made by the transfer of knowledge among employees in the company which promotes mutual communication of different generations and creates natural intergenerational cooperation
- **Success factors:** strong trade union (more than 70% of employees are members) and supportive attitude of the management of the company
- **Trade union:** trade union has the leading role in the process of preparation and signing of collective agreement and thus also leading role in process related to the provision to the employees of benefits prescribed in the collective agreement

Best Practice in Company “Rimi Latvia”, Ltd.

- Field of operation: one of the major retail operators in Latvia
- Was founded: in 1992
- Turnover: in 2018 - 893,692 million euro
- Number of employees: approximately 5500
- % of 50+ years old employees: approximately 25-30%



Benefits for Workers

- **specific recruitment informative campaign for 50+ years old people** <https://youtu.be/ccfMoWBNP0>. Informative recruitment campaign was implemented using different channels and media – TV, radio, digital media and visual materials in stores. Main address of the campaign was – “We appreciate your life experience and will be honored if you work with us”. Campaign allowed the company to address particular target group and express the respect for this age group and all the good things they have – life and work experience, responsibility, work culture, willingness to work, knowledge, etc.
- **flexible working hours (shift-sharing)**, which is also often used by older or retired employees
- **work environment improvements** (e.g., ergonomic workstations for cashiers, non-slip rubber mats at workplaces, eliminating thresholds and elevations, reducing the height of the shelves, lifting tables in the office, etc.)





Benefits for Workers

- **Reasons:** finding new employees and social challenge – to address representatives of correspondent age group and help to overcome age related stereotypes
- **Main goals:** to invite more 50+ years old people to join the company and to let this age group representatives to understand that they are welcome at the labor market, they can learn new things and build their careers
- **Results for 50+ years old employees:** the number of job application from 50+ years old people increased
- **Intergenerational relationships:** are good and in accordance with the employees satisfaction questionnaires employees highly value especially the work team
- **Success factors:** fantastic employees who took part in the campaign and shared their experience about work in the company - campaign ambassadors, they made the campaign personal and reliable and thus promoted greater responsiveness from the target group. Also very important was the positive and supportive attitude of the management of the company to correspondent campaign.
- **Trade union:** trade union did not take part in the organization or implementation of correspondent informative recruitment campaign

Best Practice in Anonymous Company

- Field of operation: production and distribution of birch plywood products
- Was founded: in 1992
- Turnover: in 2018 - 250,9 million euro
- Number of employees: approximately 2000
- % of 50+ years old employees: approximately 40%





Benefits for Workers

- **congratulations on the anniversaries starting from 50 years (60 years, 70 years, etc.)**
- **premiums for working years in the company (starting from 10 years and then after each 5 years)**
- **additional paid 1 day vacations for silver wedding anniversary and gold wedding anniversary**
- **3rd level pension funds (for workers who worked more than 1 year in the company), amount of % of salary saved within the pension funds depend on the number of years worked in the company (the more years – the bigger %)**
- **more experienced employees teach young employees which just started the work in the company, the most experienced employees also are involved as teachers within the obligatory retesting trainings**
- **paid health insurance**
- **health promotion activities**
- **Stability Fund (with savings for salary for all employees for 3 months which can be used in case of economic problems in company)**
- **obligatory retesting trainings every three years, which include all professional blocks that relate to everyday work activities of each employee and ensure life-long learning, qualification upgrading and maintenance during all working life**
- **additional paid vacations for non-smokers**
- **premiums for good work results, etc.**



Benefits for Workers

- **Reasons:** age structure of the employees and company experience related to long-term sustainability solutions and necessity to ensure the most attractive benefit package for employees to ensure loyalty and long-term employment
- **Main goals:** to promote sense of stability and level of employees' satisfaction, as well as to promote long-term employment in the company
- **Results for 50+ years old employees:** positive impact on the situation of older workers, promoting their loyalty to the company and level of satisfaction with the employer
- **Intergenerational relationships:** main impact on intergenerational relations is made by the transfer of knowledge among employees in the company which promotes mutual communication of different generations and creates natural intergenerational cooperation
- **Success factors:** mutual interest and communication of all involved parties – company management, trade union and employees
- **Trade union:** trade union has the leading role in the process of preparation and signing of collective agreement and thus also leading role in process related to the provision to the employees of benefits prescribed in the collective agreement

Best Practice in Joint Stock Company „Cēsu alus”

- Field of operation: brewery and alcohol beverage producer
- Was founded: in 1995
- Turnover: in 2017 - 54,267 million euro
- Number of employees: approximately 205
- % of 50+ years old employees: approximately 15%





Benefits for Workers

- **“Senior Day” once a year for 55+ years old employees** (incl., useful information on work safety, ergonomics, healthy working approach, health; interactive tests on abovementioned issues; consultations of invited specialists on health, active aging and stress reducing; gymnastics, etc.)
- **additional vacations for the years worked in the company** – if an employee worked in the company 20 or more years he/she receives additional 2 days of paid annual leave
- **“Pensioners' Club” organized by the company**, which can be joined by retired employees or working pensioners who worked in the company for more than 10 years (twice a year receive a gift package with all new products produced by the company, twice a year have a festive lunch with company highest management, once a year members can participate in a trip paid by the company, can participate in different events – e.g., “Latvian Beer Fest”, study visits to the company, etc.)
- **health promotion activities** (e.g., availability of ginger, lemon and honey for hot drinks during the winter period), etc.



Benefits for Workers

- **Reasons:** necessity to provide to workers something interesting and attractive in the benefit package
- **Main goals:** to provide useful information for health maintenance and longer working life to 55+ years old employees of the company, promote sense of belonging to the company among the employees, to express the gratitude to the employees for loyalty, promote better social life for retired employees or working pensioners
- **Results for 50+ years old employees:** positive impact on the situation of older workers, promoting their understanding on health issues, loyalty to the company, sense of belonging to the company and level of satisfaction with the employer (the level of employees satisfaction has increased basing on the results of the anonymous employees satisfaction questionnaires)
- **Intergenerational relationships:** the company tries to promote intergenerational relations by events, e.g., last year the topics of annual employees conference were related to digitalization and intergenerational understanding
- **Success factors:** availability of active people who are ready to identify and propose possible improvements to the management, support from the management of the company and responsiveness and interest of target group
- **Trade union:** trade union has the leading role in the process of preparation and signing of collective agreement and thus also leading role in process related to the provision to the employees of benefits prescribed in the collective agreement



Conclusions

- companies should definitely implement same or similar activities for older (50+ years old) employees
- at the moment labour market changes and employers start to feel the lack of workers, thus it is crucial to promote lower workers' turnover and it is time for employers to think what to do and what to offer to the employees
- it is very important to promote longer working life and protection and support to the pre-retirement age employees
- the society should talk more about the employment of older people, active ageing and overcoming age stereotypes
- it is important to ensure that the employee feels as the part of the working team, not just the worker
- it is important to introduce small things for employees (which are more possible for small companies with limited financial capacity) that do not cost a lot of money, but significantly improve the working environment
- it is important to maintain the balance between the interests of different age groups of employees – to ensure that collective agreement is attractive and equally valuable for all age group

THANK YOU FOR YOUR ATTENTION!

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