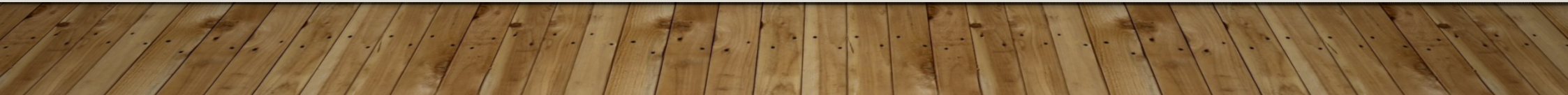


CASE STUDY'S AGEING WORKERS BELGIUM

FLORENCE, 3 – 4 OKTOBER 2019



SUPPORTING LEGISLATION

- National CLA 104: workability plan for older employees 15+
- 2017, law on agile and feasible work
- 1996 well be-ing of workers
- Sectoral obligations
- Flanders workability monitor

CASE I: CHEESE FACTORY PASENDAELE

- Interview with ACV delegate Regy Cardoen and HR manager Jan Van Rapenbush
- 130 employees, part of a bigger dairy group SAVENICA, all together 50 plants and 21,000 employees.
- Need of measures:
 - Agepyramid 50%+ older than 55
 - Transferring knowledge
 - Comming years lot of retirement
 - Health complains of older employees

- Transfer of knowledge

- salary qualification for transfer of knowledge program

- Training program of the entire production process

- Training on leadership and safety
- Becoming the pillars of the company, can be recognized throughout the company
- System of transferring knowledge is being supported by the direct managers

- Looking ad hoc for solutions who have health problems

- Look for every worker an adapted solution for his condition

- Company activities:

- such as new year reception, summer BBQ, offered meal by the company, out door activities ...

- Introduction of senior days: 55+ 1 day, 58+ 2 days 60 3 days

CASE 2: JANSSEN PHARMACEUTICA

- Interview with: Gijs Laureys head of ACV delegation in Janssen.
- Janssens Pharmaceutica is part of The American Jonshon en Johnson group. Within Janssen Belgium 4850 employers are employed in 5 different plants. Within the enterprise are four divisions:
- Supply Pharma: 30% producing medicines (pills, vaccines) (very concurrently with low cost country)
- Supply Chemical: 21% producing high level medicines and products (HIV, Cancer, ...)
- Research and Development(R&D): 44% research for new medicines
- Business support, (22%) directions, commercial technical and administrative services.

- age pyramid:

- almost 48% of the working population is between 45 and 65

- 33% is between 35 and 45 years old

- Demografiefonds of the chemical sector: company's of the chemical sector pay à 15% of their wage mass to the sectororganisation. With this fund workability plan are funded.

- Measures:

- Talent FIT: is a intern jobcentre to relocate workers after reorganisation, now it's open for all workers in search of new opprtunities . The jobcentre devolops jobrotation

- Day of change: most of previuos action on health and change where adrressed to high level workers, now all employers are involved in the future of the company

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- Mobility Action: Workers on a same level can step in a try out for a week in another job to experience if this job is a future opportunity.
 - Flexible work 50+: workers can temporarily go from shift work to a day shift. To develop manuals etc
 - Training of foreman in how to deal with experienced worker
 - Health management:
 - Throughout body check-up
 - Measures of stress levels
 - Free dietician
 - Sleep improvement
 - Transfer of knowledge
 - Supply medicine plant: they train experienced workers in receiving new workers
 - Active +55: from +55 years you can leave the company receiving 70% of the wage till you reach pension

CASE 3: KBC BANK

- Interview with Dirk De Backere, secretary of the works council of KBC and head of the ACV Delegation in KBC
- KBC (Belgium) has 13.820 employees in Belgium, 56.3% of the employees are +45 years old! 59% men, 50.67% women.
- KBC has a 5-yearplan 2015-2019, elderly employers KBC negotiated in the work council. Every year there is an evaluation of the plan. A new plan has to be negotiated.

- The Minerva plan has the aim to orientate all 55+ employees. From 55+ every employee is ~~invited by direct manager for an orientating discussion. In the end they have to choose~~ between 5 tracks to organize their end of career:
- Track 1 - the same work: continue to work on the same employment rate, at least in the same band.
- -Track 2 -Less work: perform at least in the same band but at a lower employment rate.
- -Track 3 -Lighter work: perform in a lower band, but with the same employment rate.
- -Track 4 -Less and lighter working: in a lower band combined with a lower employment rate.
- -Track 5 -Use outside KBC: but you retain your employment contract with KBC.
- KBC has a network mainly with socio-economic organisations where an employee can choose to end his career there keeping his wage of KBC.

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- Competence Center: Within the company there is also the possibility to look with support to other jobs within the company;
 - TalentMobilty Together with the sectororganisation Febelfin employees can develop and discover their talents and see if they fit in other sectors.
 - Long Live Learning: Through the KBC university there is always a possibility to professionalize and develop into your profession.
 - 50+ time saving: From 50 years old you can save 4 days a year to build up before retirement.
 - Timeflexibility: employees are given the change to organizer their working time, by working at home, gliding hours, organizing your planning

CASE 4:TVH

- Interview met Crist Debouck, member of the works council and head of ACV delegation at THV
- Introduction
- TVH is a worldwide Belgian rental company of forklifts, handling equipment, telehandlers and rough-terrain forklifts aerial work platforms, port & container handling, tractors and spareparts ect. Worldwide 7000 employées are working, in the Belgian plant and headquarters are working 2000 workers.
- The company is celebrating his 50th anniversary, but is growing by 10% each year. Through a growing market and acquisitions. Thanks to the steady growth of the company, they have a healthy age pyramid with 26.95% over 45 years old. Although they have an healthy age pyramid, they spent a big deal in workability and age management. In the area where the company is established the unemployment rate is extremely low (2 -3%) with means they have to take care of their employees. Even today 400 of the employees are travelling every day from the north of France (mainly blue collar workers).

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- All employees getting three extra days holiday at 50, 55, and 60 years old. This means in five years they get 9 days extra holiday. This agreement is taken up in the sector CLA.
 - Timecredits is a system you can work part time and the government provides a compensation for the days the worker is not working: When all time credits established by the government (taking care of children -8 ect, ran out, the company offers for all workers the possibility to work 80% for a maximum of 5 years without loss of payment during there carreer.
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 - Flexibel work: In departments where possible is a system where you can build up Flex hours, (next to overtime), up to 15 hours a month.

- 3 times sick a year, your direct chef, organizes a talk, to ask what's wrong.
- There is a very low absenteeism (4%)

- After long-time illness or labour accident there is a possibility to have adjusted work. Every department has special jobs (such as labelling ect...) for workers who return after illness. The look for a job according to the needs of the returning worker.
- Possibility to start even with one day a week after returning to the work floor.
- For white collar workers to work at home for some days a week.
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- For white collar workers to work at home for some days a week.
- Company binding
 - 2 times a year company party, summer BBQ winter something else; Familyday; Friday evening drink Cozy corners

CASE 5: IZECO/FEEL GOOD

- Interview with Ghiselaine Houben, member of the work councils and head of the blue collar delegation of ACV at Feel Good/Izeco
- Introduction
- Feel Good (Bocholt) is a snack factory, making hamburgers, sausages, nuggets, croquettes ect. It is full continue plant with three shifts a day. It is a Dutch company and part of a bigger group with plants in the Netherlands, Germany, Denmark and the UK. In the plant in Bocholt are working 135 workers in total, 95 blue collar 40 white collar. 47% of the worker are +45 years old, 80% of the workers are +35 years old. Many of the blue collar workers are suffering from back, neck and shoulder pain.

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- White collar:

- Plan made by an ergonomic adviser; Adjustable bureaux (standing – sitting); Light adjusted screens;
~~Refreshment of the offices , adjusted lights; Possible from +45 to work one day at home~~

- Since two years an intern prevention adviser. Since the start ergonomic measures became standard in the organization

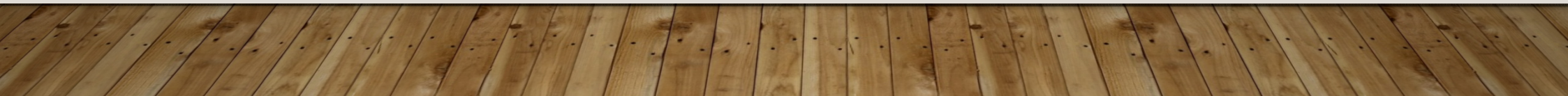
- Where possible automatic machines are installed for packing. A new line was developed, advised by workers and an ergonomic adviser. In some packing areas there is the choice to sit or stand.

- Training on lifting methods,

- Ergonomic forklift adjustments, new stools, (lot of neckproblems),

- Roulation: In the 'cooking' department there are. Every day the worker rotates between the different posts.

- Packing area: every hour they change places in an other post.

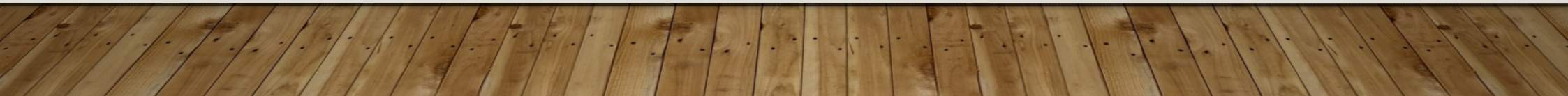


- After returning of illness longer than three weeks, appointment with the Occupational physician. If the illness is work related, the employer will look for adjusted work. Some jobs have been created for workers in an re-integration trajectory.
- In the new company CLA, if the employer can't offer an adjusted job for the re-integrating worker, he dismiss the worker with all his rights(dismissal by anciently). If the employer has an adjusted job and the employee refuses the job, the employer can dismiss the worker without extra payment! So workers have protection that the employer always will do his best to look for adjusted work.
- Implementing sector CLA from 55 – 57 – 59 every time 3 days extra holidays
- Every 5 years 1 day holliday extra (in total 7 days)
- Security CLA: If within a certain time all security rules are respected workers getting 650 euro bonus
- Company: 1 company party a year, Presents for the kids on christmas, Easter present, BBQ, Easy sponsoring for party's organized by workers (free hamburgers)
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CASE 6:APERAM

- Interview with stefan Hendrikx head of the workers council of Aperam and head of the ACV delegation at Aperam. And David Luys, member of the ACV delegation at Aperam.
- Situation:
- Aperam is a 'left over' from the old metal industry from the 19th en 20th century. They produce high quality . In the company 1100 employees are working in a full continue system, with 350 white collar and 800 blue collar workers. The factory produces from the commodities till the end product: inox plates. Aperam is an full continue factory with three shift and a day shift. Aperam is part of a worldwide structure in the metal industry with seat in Luxemburg and used to be part of Arcellor Mittal. 56% of the blue collar workers are + 45 years old with the average age of 45 years. From the white collar workers 61% is over 45 years old and the average age is 47.5 years old. The average seniority in the company is 20 years. Due to steel factory's moving to low cost countries, being sold and bought by different owners the factory has had difficult times, a lot of workers had to leaf, now they have a stable situation and the factory is growing gain. This means Aperam has a lot of older workers an since the last years an influx of young workers. Very little worker s between 35 and 45 years old.

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- Workability Plan: The university of Leuven (Limburg) did a research in the factory to take measures to workability and ageing workers. 10% of the workers participated in 12 groups. being asked in their wellbeing and where asked questions as what would they need to have a good time while working ect. No measures have been implemented taken by the employer. Measures on workability are taken ad hoc and negotiated in the workers council item by item.
- Age management
- Workers can leave the company from 58 years in pre-pension (because of heavy duty work), where possible from 56 years old. When they leave in pre-pension, the company adds up to 85% of the wage.
- From 55 years old workers get 10 paid holiday extra and 10 days unpaid.
- From 56 years old they can ask for a day shift but without compensation.
- From 55 years old the can work 80% in time credit
- Next year 10% of all workers can/will leave the factory in pre-pension. No measures yet have been taken by the employer.

- The company has an inhouse occupational physician and a nurse. The nurse has also a degree in ergonomics. They don't have an ergonomic plan but ad hoc the nurse visits departments of ~~factory and asks the workers if they need adjustments. Every demand has to be negotiated~~ through the social dialogue.
- In one department where they sand the metal, there used to be a lot of bag problems. Because they had to move the sandpaper by hand. Now they have a lifting machine to handle the sand paper. (and they won a prize for it!)
- Every new machine that's being installed gets an ergonomic screening.
- The company just built a new rolling line for rolling the metal. Now it is almost full automatic. In the old lines workers suffer from all day long vibrations
- The packing area they lifted the packing area on one 90 cm above the ground
- Basically all ergonomic measures that inexpensive is easy to realize, the more costly ones take time to negotiate. Also the headquarters have to agree. Sometimes they reach an agreement in the plant, being refused by the headquarters.

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- Workers who get sick for a long period, the company pays on top of their health insurance the difference till their normal wage. For burn-outs maximum years. This until they are 60 years, than they have to go to pre-pension.
 - Every year all workers receive a health and safety day.
 - New in the company, when they need medical adjustments in order to keep on working they keep their last wage.

THANK YOU?

QUESTION?

STEFAAN PEIRSMAN
ACV - CSC