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**DRAFT POLICY BRIEF ON THE TOPIC**  
**“AGE-FRIENDLY EMPLOYMENT: POLICIES AND PRACTICES”**

This document prepared by the secretariat suggests a first draft on a policy brief on the topic “Age-friendly employment: policies and practices” as agreed in the Second Meeting of the Working Group on Ageing in November 2009 referring to paragraph 17 in ECE/WG.1/2009/2.

## Age-friendly employment: policies and practices

### COMMITMENT 5

TO ENABLE LABOUR MARKETS TO RESPOND TO THE ECONOMIC AND SOCIAL CONSEQUENCES OF POPULATION AGEING

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## **Challenging context**

In many UNECE countries the average actual retirement age is below the statutory retirement age, which means that the labour market is losing a great deal of resources in terms of experience and labour force of older workers. Ageing societies, however, cannot afford to lose the highly valuable resource of older workers. If there are people in the age group 50+ who want to work, but cannot due to unfavourable conditions in the labour market, member States may wish to address this issue.

## **Suggested strategies**

Encouraging labour force participation of older people is a key issue for active ageing in an ageing society (MIPAA, Declaration article 12).

Member states may wish to consider how they could diminish the influence of any discriminatory factors, so that the labour market becomes equally accessible to adults of all ages, in particular with regard to:

- providing an age-friendly environment
- changing public perception, and
- establishing an anti-discriminatory legal framework

Furthermore, it is suggested that older persons are enabled to remain in paid work through lifelong learning programmes, and gender sensitive concepts.

## **Expected result**

This policy brief offers various suggestions how member States could positively contribute to diminishing age-discriminatory factors in the labour market in order to shape employment policies and practices for all ages.

## **Introduction: Actual retirement and pension eligibility ages**

In many UNECE countries the average actual retirement age of population is below the statutory retirement age. In ageing societies where the share of working age population is decreasing and the share of persons in retirement age is increasing, all available capacity of labour force is needed. Older employees hereby constitute an important source to meet this demand as many of them are experienced and knowledgeable workers. Also, many persons in the age group 55+ are physically fit enough to share their experience in a professional work setting and should have the opportunity to do so, if they wish.

At the political level this issue is understood, however the measures employed have not always brought expected results. For instance, the EU Council in Barcelona in 2002 set the target to progressively increase the effective average retirement age in the European Union by five years by 2010. However, the increase in the mean age at retirement between 2001 and 2005 was only slightly more than half a year, and the gap between the Barcelona target and the actual mean retirement age is currently still about 4 years.<sup>1</sup>

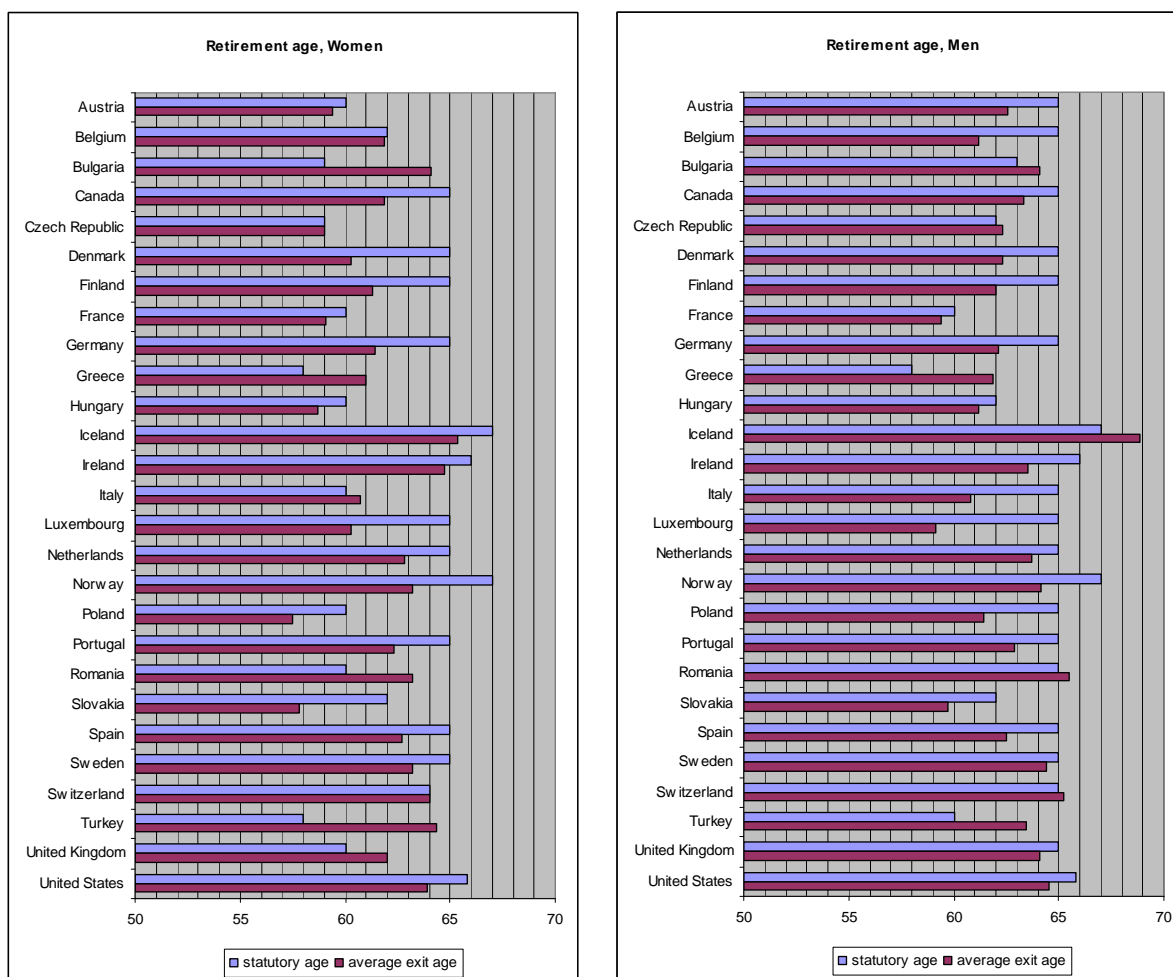
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<sup>1</sup> The data refer to the average among 23 European countries. The increase between 2001 and 2005 is on average of about 6 months for men and 8 months for women. Liefbroer, A.C. (2009) "European's opinions on the timing of retirement" in European Policy Brief, No. 2. Available at [www.multilinks-project.eu](http://www.multilinks-project.eu).

## Retirement ages in UNECE region

In the following charts, it is possible to observe the gap between statutory age and average exit age in a sample of 27 UNECE countries.

**Figure 1. Statutory age and average exit age in UNECE countries**



Source:

Data for EU countries: Eurostat. Population, activity and inactivity - LFS adjusted series. Average exit age from the labour force – Annual data.

[http://epp.eurostat.ec.europa.eu/portal/page/portal/employment\\_unemployment\\_lfs/data/database](http://epp.eurostat.ec.europa.eu/portal/page/portal/employment_unemployment_lfs/data/database)

Data for the other countries: OECD (2009), "Age of labour force exit", in OECD, *Society at a Glance 2009: OECD Social Indicators*, OECD Publishing. [10.1787/soc\\_glance-2008-14-en](http://dx.doi.org/10.1787/soc_glance-2008-14-en)

Note: Data refer to the latest available year from 2005 to 2008.

## ***Intentions to retire of older workers***

Welfare systems strongly rely on intergenerational solidarity as younger generations support older ones. Economic crises, high unemployment rates or changes in the rules of the game or the terms of contracts can create tensions among generations, and these can be accentuated when policy makers wrongly portray pensioners as a burden on society, instead of seeking ways to facilitate their continued contribution.<sup>2</sup>

When asked about increasing the retirement age, the opinions of the population in Europe<sup>3</sup> do not favour further extension of the labour force participation to a great extent. On this issue younger and older generations appear to agree. However, if a part of the population may be attracted by the possibility to work longer on a part-time basis, this possibility should be provided for and encouraged by policies.

Focusing on people who are close to the age of statutory retirement in their own countries, it is possible to gauge what their plans about the retirement are. According to surveys, large differences exist among countries as far as the intention of persons at pre-retirement age to retire in the following three years are concerned (Figure 1). The intention to retire among paid employees who are up to three years below the statutory retirement age ranges from 24% of the older workers in the Russian Federation to 87% of the older workers in Germany. It is possible that the expectation of more disadvantageous economic conditions of retirees in Eastern European countries prompt them to express their preference of postponing their exit from the labour market in comparison to older workers in the Western European countries.<sup>4</sup> As concerns intentions by men and women, apart from France, where more men (83%) than women (71%) intent to retire, no relevant gender differences are observed.

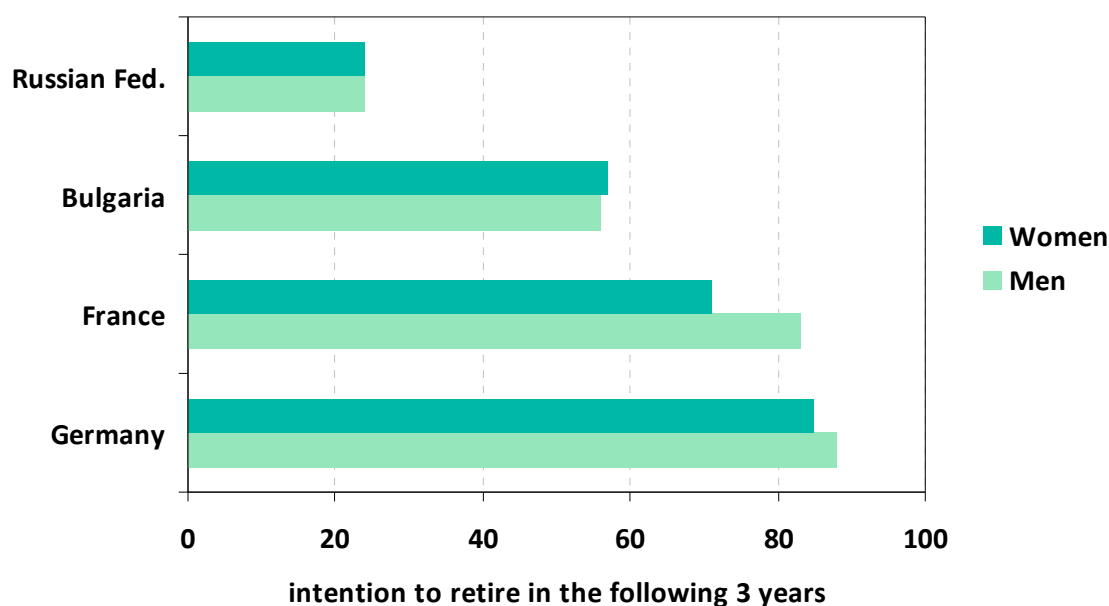
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<sup>2</sup> Walker A. (2001) “Intergenerational solidarity. The foundation of a society for all ages”, paper presented at the Expert Group Meeting on Population Ageing and Development: Social, Health and Gender Issues with a Focus on the Poor in Old Age, Valletta, Malta, 29-31 October 2001.

<sup>3</sup> Liefbroer, A.C. (2009). “European’s opinions on the timing of retirement”. Multilinks Project, European Policy brief No. 2.

<sup>4</sup> Inter-country differences in the statutory retirement age are also likely to affect the results. Thus in the Russian Federation with the statutory age of 60 (for men), the respondents would be 57-60 years old, in Germany (65), correspondingly 62-65 years old.

**Figure 2. Percentage of paid employees approaching statutory retirement age who intent to retire in the following 3 years, by sex. Selected countries**



*Source:* calculations based on data from Generations and Gender Surveys.

*Note:* Paid-employees aged between  $x-3$  and  $x$  years, where  $x$  is equal to statutory retirement ages, answering “Yes” to the following question: “Do you intend to retire within the next 3 years?”

## **Working towards a labour market for all ages**

In order to encourage higher labour market participation of mature workers, member States may wish to adjust their employment by specifically targeting this age group. It is desirable that governments acknowledge that different age groups contribute positively with different skills to societal development and define mechanisms for making labour markets equally accessible to persons of all ages. An employment policy without age-discrimination would allow staff to be recruited according to their skills, not to their age. Furthermore employment should be accessible to every job-seeking adult, should take place in a professional setting (with regulated pay and working hours), whereas pay should be according to the employee’s skills and market value, however, above the minimum subsistence level. Employment policies without age discrimination would allow that working hours shall be a matter of flexible arrangements, taking into account the individual work-life balance of the employee.

## **Enhancing age-friendly conditions at the workplace**

The development and implementation of age-friendly employment strategies bring benefits for older workers, employers and also for the economy and the society as a whole. Therefore it is desirable to involve all relevant parties. Older workers may be willing to work longer, if work-life balance, an age-friendly working environment and further financial incentives are guaranteed. The question is therefore, how to encourage

older persons to remain longer in the labour market if they are in good health and at the same how to encourage companies to employ qualified applicants in older age. The decision of older persons to remain in the labour market depends not only on the financial benefit of working longer, but also “on the interaction between individual’s functional capacity, the nature of the work, his or her state of health, and the possibilities for work accommodation”.<sup>5</sup> Therefore, creating an ergonomic workplace, which enables employees to work well and promotes their health, also contributes to older worker’s desire to participate longer in the labour market.

### **Poland: Benefits of Maturity**

The objective of the project “Benefits of Maturity” was to improve the labour market situation for people over 50 years of age by combating discrimination and negative stereotypes regarding professional activity of this age group. The project primarily has targeted employers and labour market institutions whose decisions and actions may play an essential role in this area.

This included strategies related to investing in the development and education of the 50+ employees, promoting health and health prophylaxis, as well as developing ergonomic and safe workplaces. The three main activities launched from February 2008 until January 2010 included awareness-raising campaigns, seminars concerning age management, and a competition for the most age-friendly form of employment and professional development for 50+ work force.

To improve public awareness of older persons’ capacity, an interactive web portal was launched, including good practices in terms of age management and age-friendly strategies. The project also entailed a national mass media campaign, which drew employers’ attention to the issues of employing middle-aged persons and seniors, but also encouraged employers to broaden their knowledge in this area and implement advanced solutions in their companies.

Furthermore, a series of seminars were organised, which were devoted to the problems of age management and aimed at various employers (public, private, NGOs), as well as persons in charge of human resources departments in companies and organisations. Nine one-day seminars were organised in Poland’s biggest cities. The seminars were one of few initiatives in Poland providing employers with comprehensive operational knowledge on the subject of solutions towards the elderly employment or anti-discriminatory regulations.

The last stage of the project was a nationwide competition for solutions and strategies to promote employment and professional development of 50+’s. The Beth Johnson Foundation from the United Kingdom has been a foreign partner in this project.

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<sup>5</sup> Vodopivec, M. and Dolenc, P. (2008). “Live Longer, Work Longer: Making It Happen in the Labor Market”, SP Discussion Paper No. 0803. Washington D.C.: World Bank, p.13-14.

Source: The Academy for the Development of Philanthropy in Poland  
[www.filantropia.org.pl](http://www.filantropia.org.pl) and <http://www.zysk50plus.pl/> (accessed on April 29, 2010)

### **International Innovative Employer Award 2010**

Now entering its third year, the AARP International Innovative Employer Award recognizes non-U.S.-based employers whose innovative workforce and/or human resource practices address issues relevant to 50+ workers. By recognizing employers around the world that have demonstrated innovative efforts to address issues relevant to older workers, AARP encourages all employers to create a mutually beneficial environment that values the potential of younger and mature workers alike.

Employer applicants for the award will be asked to provide information on their human resource practices in the following areas of recruitment, training and lifelong learning, career development, flexible work arrangements, health protection and promotion and diversity promotion. Award-winning employers will be able to share best practices in one or more of these areas as well as a strong overall commitment to advancing human resource policies that help retain, attract, and engage 50+ workers.

Source: AARP International  
[http://www.aarpinternational.org/conference/conference\\_show.htm?doc\\_id=1004071](http://www.aarpinternational.org/conference/conference_show.htm?doc_id=1004071) (accessed May 4, 2010)

### ***Skills and experience of older employees as an important resource***

Older workers may have valuable knowledge and experience and may be able to train, consult or mentor less skilled colleagues. “The professional and social skills gained by older employees in the course of their careers represent a special asset. New recruits and younger colleagues cannot entirely match such skills and experience; any attempt to do so would entail high additional costs in recruitment, vocational preparation and on-the-job training”.<sup>6</sup> It is important to raise awareness about the fact that older employees meet high working standards. Therefore member States may want to shift public awareness concerning the relevance of older persons’ skills to the centre of their employment policies. “Qualities such as accuracy, reliability and the ability to communicate with customers and colleagues characterise many older employees. The premature loss of such skills, or the failure to replace them, often entails an economic risk for a company”.<sup>7</sup> It is proven that older workers, deployed in a suitable post for their individual skills, are highly productive. “The retention of older workers can be an excellent instrument in intergenerational knowledge transfer”<sup>8</sup> and an asset to the workplace, therefore older workers have to be seen as a resource, not as a burden.

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<sup>6</sup> European Foundation for the Improvement of Living and Working Conditions (2006). *A Guide to Good Practice in Age Management*. Luxembourg: Office for Official Publications of the European Communities, p.5. <http://www.eurofound.europa.eu/pubdocs/2005/137/en/1/ef05137en.pdf> (accessed April 27, 2010).

<sup>7</sup> Ibid.

<sup>8</sup> Ibid.

### **Bulgarian National Programme**

Since 2002 the Bulgarian National Programme Assistance for Retirement is being implemented in order to provide employment to older unemployed persons in the labour market, whereby participants are hired with labour agreements in full- or part-time for a period between 3 and 30 months.

Employers have the benefit of the gained skills and knowledge of their experienced employees, therefore persons with high educational status and qualification are provided with an opportunity to be appointed as consultants. The programme disposes of funds from the state budget for working salary and insurance. Furthermore, it helps to prevent the interruption of the relationships between generations and to transmit the accumulated experience by allowing that persons at pre-retirement age with high educational and qualification level can be hired as consultants. The problem of “brain waste” of ageing people is hereby combated.

Source: Ministry of Labour and Social Policy of Republic of Bulgaria (2002)

Member States may want to raise awareness about the fact that the employer side also gains several advantages from employees who delay retirement, for example, better ability to respond to older clients and their needs, preservation of corporate knowledge and retention of skilled employees. If pension rates are adapted to the duration spent in the labour market, people could simply retire when they have accumulated sufficient pension assets.

### ***Legal framework to make retirement more flexible and gradual***

Flexible and attractive working arrangement can encourage mature employees to stay active longer. A greater flexibility in working times, such as measures aimed at reducing daily and weekly working hours or introducing part-time employment for older employees, can prolong the labour force participation of older persons.<sup>9</sup> It is important that member States create the appropriate legal framework to improve and adapt working conditions to the needs of mature employees.

### **Italy: Action Plan for Re-employment**

In 2004, the Italian Ministry of Labour, Health and Social Policy decided to develop a programme which was aimed at the re-employment of disadvantaged workers, including workers aged 50+. The PARI Programme was launched in 2005, and renewed in 2007 as well as in 2009.

PARI provides support for re-employment in which special employment benefits are granted, if the participant does not already receive another employment benefit. In this period the worker spends actively time in training, re-qualification and job search. Furthermore programme participants benefit from specific support such as counselling,

<sup>9</sup> See: Buddelmeyer, H. et al. (2005). “Recent Developments in Part-time Work in EU Countries: Trends and Policy”. IZA Discussion Paper No. 1415. Bonn: IZA.

validation of competences as well as training according to the workers' needs. The programme offers support for either re-employment or self-employment. In cases where the programme participant wishes to become re-employed, jobseekers are matched with job offers from local enterprises. Services and incentives are also directed to support enterprises in the creation of new jobs and the retraining of new employees. Up to December 2008 almost 14,900 workers had been re-employed. On 6,000 older workers involved in the programme, 1,900 were reported as already re-employed.<sup>10</sup>

Source:

[http://www.lavoro.gov.it/Lavoro/md/AreaLavoro/AmmortizzatoriSociali/Incentivazione\\_Reinserimento/PARIProgrammaAzionireimpiegolavoratorisvantaggiati.htm](http://www.lavoro.gov.it/Lavoro/md/AreaLavoro/AmmortizzatoriSociali/Incentivazione_Reinserimento/PARIProgrammaAzionireimpiegolavoratorisvantaggiati.htm)  
[www.italialavoro.it/wps/portal/pari](http://www.italialavoro.it/wps/portal/pari) (accessed May 4, 2010)

For further information in English the following link could be consulted, however this link does not constitute the source of this text: <http://www.eaea.org/news.php?aid=16093>

### **Gradual retirement at US University**

“The large, privately supported Cornell University in New York allows tenured faculty members to reduce their teaching, research, and administrative duties prior to full retirement. Generally, the program is available to all full-time faculty members after reaching age 55 and holding a full-time appointment at the university for at least 10 years. Prior to 1998, the age eligibility requirement was 60 years of age. Service must be at least half time for one term in an academic year but cannot exceed half time over the entire academic year. The university continues to provide health and dental benefits. If the faculty member's appointment is for half time, the university will make retirement contributions in an amount equivalent to the faculty member's full-time pay, but if the appointment is for less than half time, retirement contributions by the university are based on 20 percent of the actual gradual retirement base pay. The faculty member may choose to receive retirement distributions during the gradual retirement period. Other benefits, such as life insurance, will be adjusted according the ongoing status of the faculty member's appointment”<sup>11</sup>.

Source: Cornell University Phased Retirement Program for Endowed Faculty  
[http://hr.cornell.edu/benefits/retirement/phased\\_end.html](http://hr.cornell.edu/benefits/retirement/phased_end.html) (accessed April 22, 2010)

<sup>10</sup> Data as provided in Pietro Checcucci's contribution to the UNECE good practice database:  
[http://www.unece.org/pau/age/Policy\\_briefs/GoodPractices.html](http://www.unece.org/pau/age/Policy_briefs/GoodPractices.html)

<sup>11</sup> Chen, Y. and Scott J.C. (2004). Gradual Retirement: An Additional Option in Work and Retirement. *North American Actuarial Journal*, Vol. 7, No. 3.  
[http://www.soa.org/library/journals/north-american-actuarial-journal/2003/july/naaj0307\\_5.pdf](http://www.soa.org/library/journals/north-american-actuarial-journal/2003/july/naaj0307_5.pdf) (accessed April 22, 2010)

## **Importance of education and skills training for maintaining competitiveness and promoting employment of older workers**

The age group 55+ may require further support through education and training to enhance their opportunities in the labour market.<sup>12</sup> It is therefore important that professional training and retraining is actively supported by employers. Together with trade unions they can play a central role in fostering continuous learning and promoting age-friendly workplaces that promote learning.<sup>13</sup>

Above all, technological innovation creates a competitive advantage. Many professions nowadays depend on computer technology and technological awareness as a key skill for professional success. Accordingly, learning content should focus on access to new technology, which comprises computer and internet literacy. Moreover, the improvement of language skills is important in a globalising world.

As learning, education and training have been identified as an important precondition for working longer, it is all the more important to promote active ageing. Older people who have undertaken training are more likely to retain their employment status relative to their employed peers not receiving training. Training appears to be helpful to maintaining employment.

### **Solidarity between generations – increasing the occupational activity of persons aged 50+ in Poland**

In the context of a governmental programme “45/50 Programme”, the Polish Minister of Labour and Social Policy decided on the allocation of 90 million zlotys for the implementation of projects to increase occupational activity of persons facing age-related labour market mobility constraints (“wiek niemobilny”).

Projects as part of the programme were chosen on the basis of individual action plans, targeting the following objectives:

- professional and general training, including training enhancing the ability to search for a job,
- training combined with occupational preparation programmes at the workplace,
- training combined with granting funds for starting a business activity or establishing a social cooperative,
- training combined with the creation of a new workplace in the employer's company,
- granting loans for financing the costs of training to enable people for gainful employment requiring specific qualifications.

<sup>12</sup> See: United Nations Economic Commission for Europe (2010). Lifelong Learning. Policy Brief on Ageing No. 5. Geneva: UNECE, p.5.

<sup>13</sup> See: Tikkanen, T. and Nyhan, B. (2006). *Promoting Lifelong Learning for Older Workers. An International Overview*. Luxembourg: European Centre for the Development of Vocational Training (Cedefop), p.4.

Source: Minister of Labour and Social Policy  
<http://www.mpips.gov.pl/index.php?gid=1164> (accessed May 4, 2010)

### **Finnish National Programme for Ageing Workers**

One of the more integrated policy programmes to promote the employability of older workers is the “Finnish National Programme for Ageing Workers” (FNPAW) which was implemented from 1998 – 2002.

The aim of the programme was to promote employability of the over 45s and to reduce their exclusion and premature retirement. Its slogan, “experience is national capital”, emphasized the ageing workforce as a resource. FNPAW highlighted the importance of skill development for older workers; thereby it targeted adult learners with IT programmes, distance learning and open universities, as well as financial support for older workers who continued in education. Furthermore, regional training pilot projects were organised, embracing, for example, the need to update skills in fast progressing information technology as well as to discover innovative methods for training older workers. Specific measures to prevent displacement and discrimination of older workers were also promoted.

In autumn 2006, the German Bertelsmann Foundation awarded its annual prize to the FNPAW, as it had produced impressive results: the employment rate among Finnish workers aged 55–59 is 10 percent higher than the European average, and retirement now starts on average 1.2 years later than ten years ago.

Source: Korpela, S. (2008). National programmes to support ageing workers  
<http://finland.fi/public/default.aspx?contentid=160130> (accessed April 23, 2010)  
Ministry of Labor and Institute of Occupational Health (1999). Ageing Workers and Changing Working Life. Helsinki.

### **Promoting gender equality**

Promoting labour force participation of women throughout the life cycle is a key measure to be taken for enhancing their financial security, as well as their employability in old age. Women throughout the life course have often been faced with the double burden of combining work and caring duties or had to overcome career breaks due to family responsibilities. These life patterns may require particular attention by policy makers. Therefore it is necessary to develop a flexible infrastructure of formal care for dependents with long-term care needs, and childcare, if needed, as older women are often responsible for caring for dependents with long-term care needs,<sup>14</sup> or dependent grand-children. Preventing gender discrimination and harassment at the workplace, enhancing

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<sup>14</sup> See: United Nations Economic Commission for Europe (2010). Towards community long-term care. Policy Brief on Ageing No. 7. Geneva: UNECE

involvement of men in care and family duties, and assessing the tax system according to gender criteria<sup>15</sup> are also key policy elements to promote gender equality.

### **Swedish strategy for gender equality in the labour market**

“In July 2009, the Swedish Government adopted a cohesive strategy for gender equality in the labour market and the business sector. The measures outlined in the strategy are partially funded by 235 million SEK from the gender equality appropriation. The strategy sets out the Government's overall, long-term policy focus, divided into four separate areas:

**Combat gender divisions in the labour market and the business sector:** The Government's coordinated efforts in this area should promote a more efficient and gender-equal labour market by making it easier for girls and boys, and women and men to make active educational and career choices without being limited by stereotypical ideas about gender roles. Work to promote gender equality must therefore permeate the entire education system, from pre-school to higher education.

**Promote equal conditions for entrepreneurship:** The Government's coordinated efforts should aim to make use of women's and men's potential for entrepreneurship and enterprise through initiatives to improve opportunities to start and run a business. The Government also believes it is important to increase the number of women in management positions and on boards, both in state-owned companies and government agencies, and in private companies, in order to achieve increased growth and to promote Sweden's development.

**Equal participation in working life:** Women and men are to have the same opportunities and conditions to carry out paid work to the extent they wish to do so. This is why the Government's efforts are aimed at evening out the distribution of paid and unpaid work, for example by means of a gender equality bonus and tax credits for household work.

**Equal working conditions:** The Government's coordinated efforts in this area are aimed at creating better conditions for equal terms for women and men in working life. Initiatives aimed at combating discrimination, violence and harassment in working life are therefore important in achieving a gender-equal labour market”.

Source: Government Offices of Sweden (2010). Strategy for Gender Equality in the Labour Market. <http://www.sweden.gov.se/sb/d/4096/a/130290> (accessed April 26, 2010)

## **Conclusions and recommendations**

In order to shape employment policies and practices for all ages and to attract people to defer retirement, the following recommendations can be made:

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<sup>15</sup> United Nations Economic Commission for Europe (2009). Gender Equality, Work and Old age. Policy Brief on Ageing No. 2. Geneva: UNECE, p. 6. Gender-assessed tax system is a tax system that acknowledged different life patterns of women and men, such as career breaks due to caring responsibilities.

## ***Prevention of age-discrimination in the labour market by...***

### **...providing an age-friendly environment**

Measures to shape the working environment according to the needs of all ages are important to attract more people to remain in the labour market. Member States can contribute to an age-friendly environment through training, regulations, sharing of good practices or grants for age-related health and security equipment.

### **...improving public perception of older workers**

Experienced and reliable staff is an asset for every company as well as the society as a whole. Governments may want to consider the best way to raise awareness about the competences and abilities of older workers. Possible measures could be media campaigns, awards, training or other forms of information events.

### **...establishing the legal framework**

It is important that member States shape a legal framework for gradual and flexible retirement. Furthermore, the prevention of any age-discrimination in employment and labour market needs to be legally constituted.

## ***Adult learning programmes***

Since the emerging knowledge society is increasingly also becoming an ageing society, member States may wish to consider how the need for further professional training can be met, in order to keep already obtained professional qualifications up to date. Coaching and guidance on how to make smooth life and work transition may be important aspects, which have to be considered.<sup>16</sup>

## ***Gender sensitive employment policies***

Member States may wish to complement gender sensitive employment policies by a flexible infrastructure of care arrangements, the prevention of gender discrimination and harassment at the workplace, to enhance involvement of men in care and family duties, and the assessment of the tax system according to gender criteria.

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<sup>16</sup> See: Tikkanen, T. and Nyhan, B. (2006). *Promoting Lifelong Learning for Older Workers. An International Overview*. Luxembourg: European Centre for the Development of Vocational Training (Cedefop), p.4.

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[http://www.unece.org/pau/\\_docs/age/2010/Policy-Briefs/5-Policybrief\\_Lifelong\\_learning\\_Eng.pdf](http://www.unece.org/pau/_docs/age/2010/Policy-Briefs/5-Policybrief_Lifelong_learning_Eng.pdf)

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## **Checklist: Age-friendly employment policies**

<b>Goals</b>	<b>Policy Areas</b>	<b>Key Policy Elements</b>
Diminishing age-discrimination in the labour market	Age-friendly work environment	Health promotion
		Improving intergenerational relations
	Awareness raising	Promoting positive images of ageing
		Addressing age-discrimination
		Promoting approaches for employing older persons
	Flexible work arrangements	Promoting gradual retirement
		Providing measures for daily or weekly working hours reduction
		Ensuring work-life balance
		Promoting part-time employment
	Enabling older person to participate in the labour market	Life-long learning
Encouraging life-long learning		
Focusing on access to new technologies (computer and internet literacy), and improving language skills		
Matching skills needs with individual educational status of older employees and his/her life course		
Maintaining skills and experience of older workers		
Providing professional training in search for new position		

	Gender equality	Developing infrastructure of home and formal care for family members in need
		Preventing gender discrimination and harassment at the workplace
		Involving men in home care duties
		Creating a gender-assessed tax system