

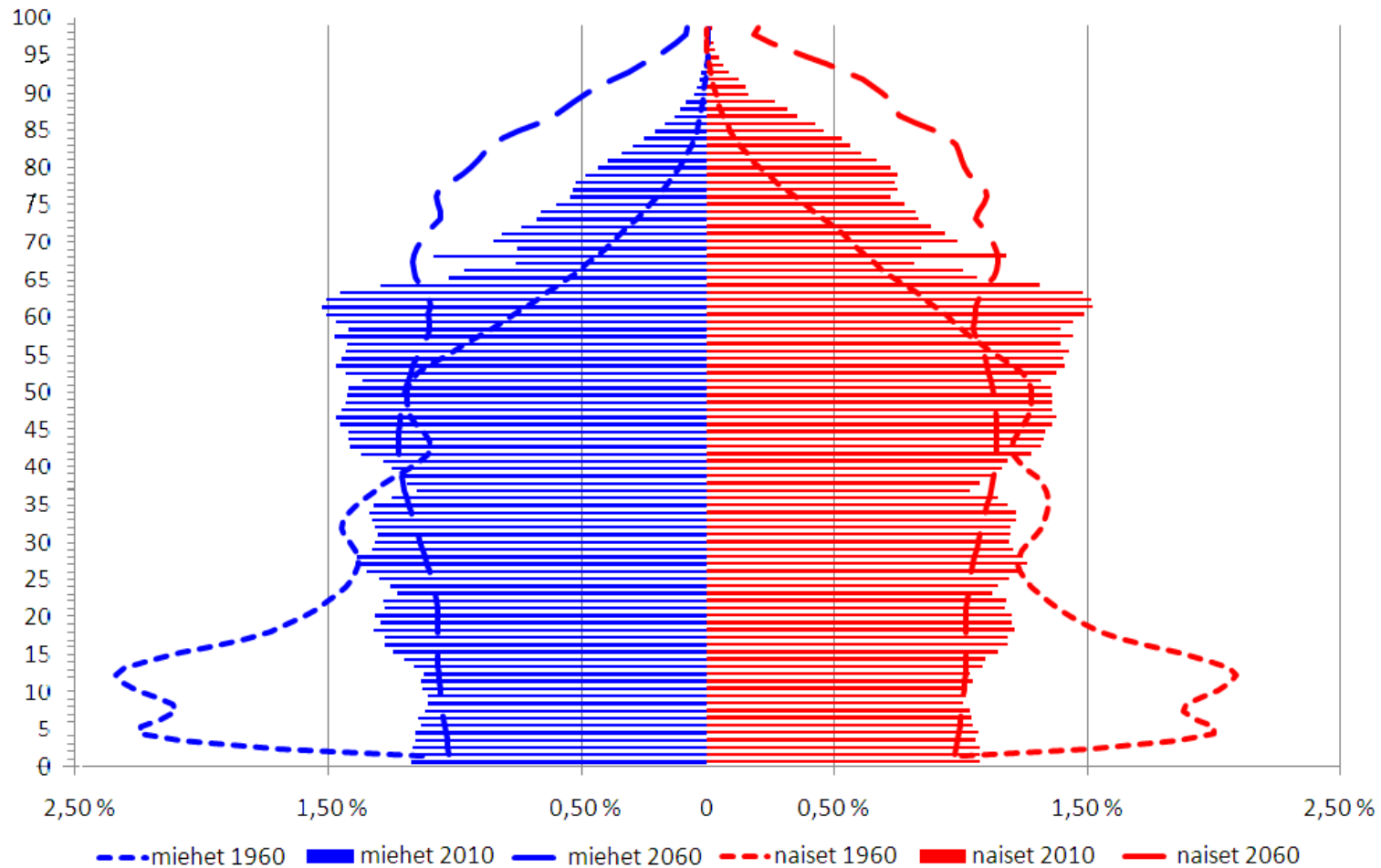
# The role of measures to encourage older workers to stay longer in the labour process

Employment policies to promote active ageing  
Monday 11th June 2012, Brussels

Chief Medical Officer Jan Schugk  
Confederation of Finnish Industries EK

# Changes in the Finnish demography: from Christmas tree to urn

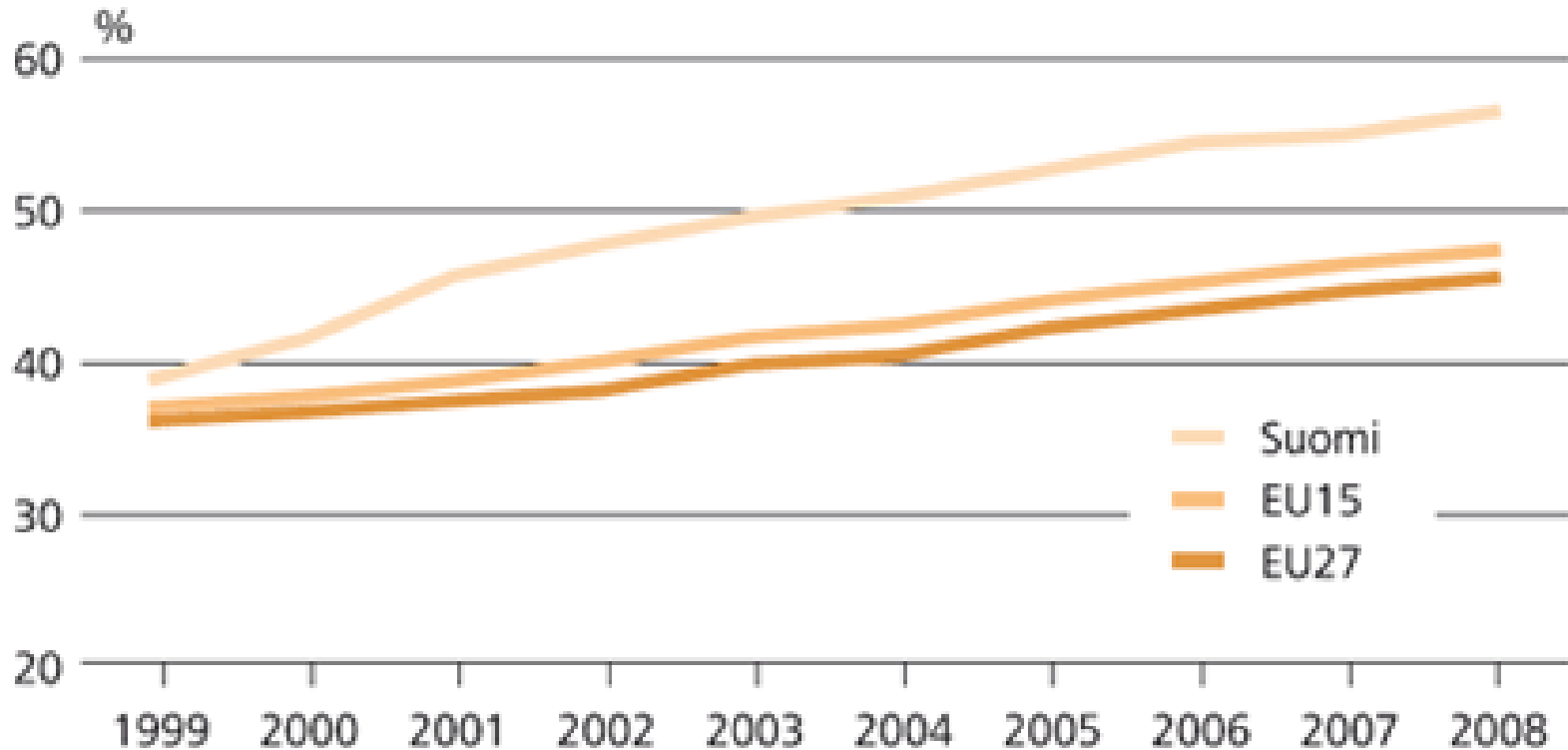
Source: Statistics Finland, 2010



# Facts about retirement and employment rates in Finland

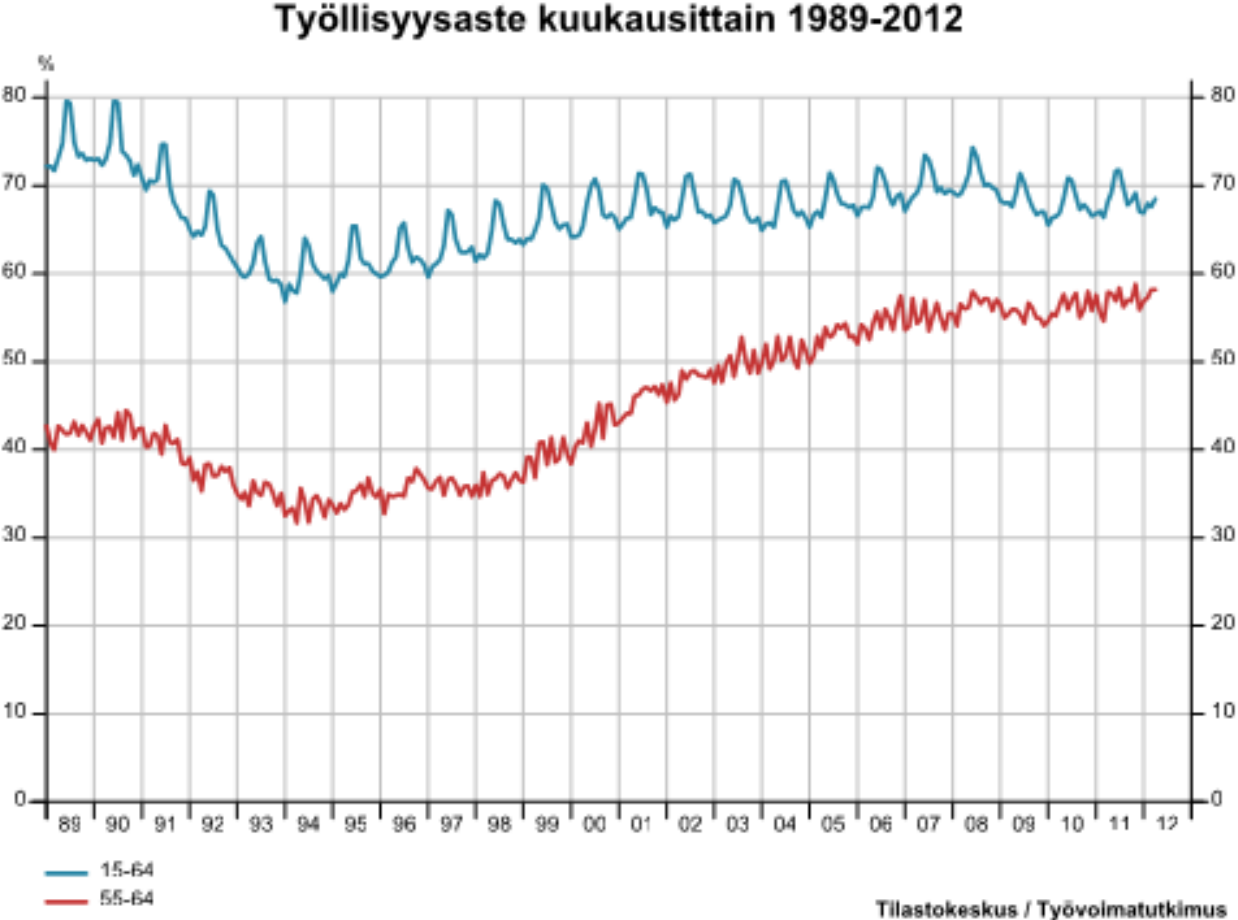
- The official retirement age in Finland is 63-68 years
  - It is a subjective right to choose the point of retirement within this set framework
- The average retirement age in Finland in 2011 was 60,5 years
  - The average age of going into retirement pension was 63,5 (2011)
  - The average age of going into disability pension was 52,2 (2011)
  - In 2010 65% of retirees retired due to old age, 32% due to disability to work and 5% due to unemployment
- The target is to raise the average retirement age to 62,4 years by 2025
- The employment rate of senior (55-64 years) employees has increased remarkably during the past 20 years

# The employment rate of people aged 55-64 years in Finland (Suomi) and other EU countries



Source: EU Labour Force Surveys, Eurostat

# Monthly employment rates in 1989-2012



Source: Statistics Finland



# To continue working or to retire?

- Finnish National Work and Health Survey 2009:
  - 64 % of employees aged 25-64 said they could consider working after the age of 63
    - The proportion has increased significantly (58% in 2006) especially among women, white-collar employees and municipal/state employees
  - Health and financial gains were stated most frequently as reasons for considering working after the age of 63
  - Upper white-collar employees and self-employed were most eager to continue working
  - 47% of blue collar employees said that nothing could make them continue working after the age of 63

# Program to promote active ageing and participation in working life

- Joint program of labour market organizations
- Targets
  - Work, work environment, working community and management skills are developed to support the wellbeing of employees in all age groups
  - Strain factors associated with different phases in life are controlled, promotion of work-life balance
  - Strengths of different phases of age are utilized and risks equally recognized and dealt with
  - Continuous learning and development of skills
  - Maintaining and developing working ability, preventing disability to work
  - Equality, inclusion and non-discrimination of all age groups at work places and in recruitment
  - Linking active ageing programs with other human resource development activities

# Program to promote active ageing and participation in working life

- **Managing different age groups**
  - Develop managers' skills in managing different age groups and diverse working communities
  - Develop interpersonal skills of the working community
  - Address varying expectations of how to be managed in people belonging to different age groups
- **Planning careers and the continuation of working**
  - Developing proactive career plans and addressing associated expectations
  - Planning the continuation of working when approaching retirement age
  - Model to communicate knowledge and skills to successors when facing retirement



# Program to promote active ageing and participation in working life

- **Learning, development and skills**

- Each employee has a personal development plan based on work related needs
- Continuous learning and skill development based on personal development plan
- Job rotation to ensure versatility of skills and job market value
- IT skills kept up to date, sufficient IT support
- Taking the variation of learning and training method needs of various age groups into account when planning training and development programs

# Program to promote active ageing and participation in working life

- **Flexibility in working time arrangements**

- Positive approach to part-time work
- Individual flexibility in working time arrangements
- Facilitating telecommuting and remote work
- Developing working time arrangements, especially shift work models into a direction that supports wellbeing



# Program to promote active ageing and participation in working life

- **Health check program**

- Health check program to support wellbeing at work and working ability, prevent age related health and disability risks and strengthen personal resources
- Personal health plans based on results of health checks
- Coaching regarding identified health issues and risks as well as support to maintain ones working ability

# Program to promote active ageing and participation in working life

- **Adjusting work**

- Adjusting work in relation to the working ability of the employee
- Containment of work related strain factors (physical, psychosocial)
- Improving options to influence ones work
- Job rotation to reduce work related strain
- Developing the skills of managers in adjusting work and personal resources of employees