

Age Diversity at the Workplace: A Comparative Study on the Influence of National Institutions on Employers' Age Management Practices in Germany, Japan and the UK

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What are we here for?

- Age management?
 - Developing the HR tools to manage an ageing workforce
- Age equality?
 - Dismantling barriers to work faced by different age groups
- Older worker management?
 - Negotiating work and retirement transitions
- Age diversity
 - Benefiting from mixed age work-teams



Key message

- National context matters...a lot... in terms of:
 - Working within legal and social policy frameworks
 - Managing workers' attitudes toward and expectations from work
 - Engaging unions and other stakeholders
 - Disseminating policies to local managers



Contextual factors

- Internal versus external labour market
- Pension systems
- Industrial relations systems and trade union engagement
- Cultural perceptions of age discrimination
- Employment law
- HR practices related to training, pay, career development, flexibility and healthy living



Introduction to both projects

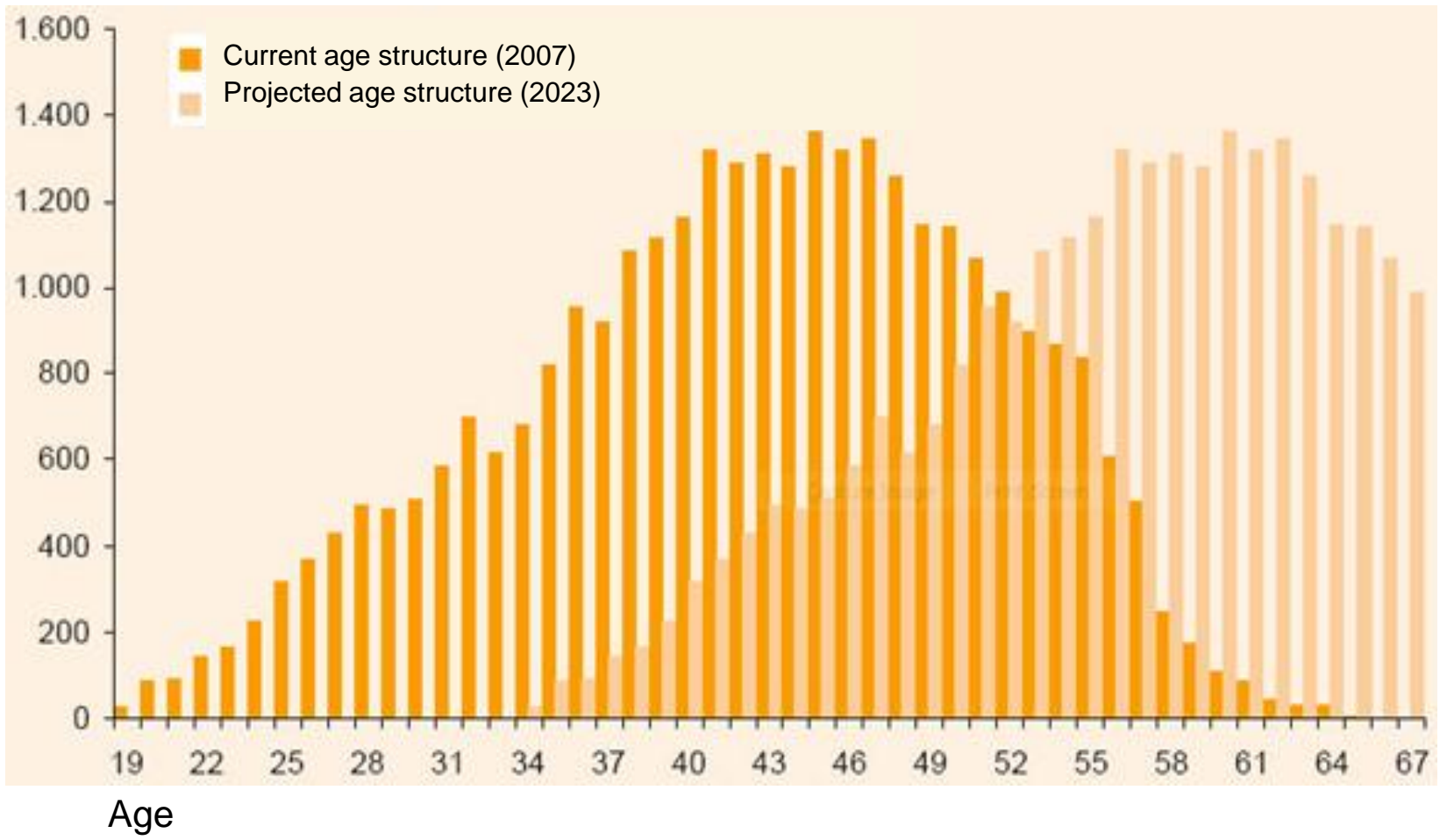
- Interviews with national stakeholders (government, unions, employer groups, age advocates)
- Interviews with older workers
- Twelve total case studies:
 - Chemical (Engineers and Scientists)
 - Steel (Manual steel workers)
 - Education (Secondary school teachers)
 - Retail (Shop floor employees)


Policy context

	UK	Germany	Japan
Employment ratio 55-64 (male)	66.1	59.4	81.5
Labour market	External	Internal	Mixed
Mandatory retirement	65 (right to request)	65 (bound by national agreements)	60 (opportunities within employment for life context)
Age discrimination	Business objectives	National agreements	HR and public policies
Pension	Occupational+state	State	Occupational+state
Inactivity	New Deal 50+, Tax credits	Prev.early retirement based on long-term unemploy., Hartz	SHRC



Age Structure German Chemical



- Germany
 - Social partnership
 - Internal labour market
 - Closure of early retirement routes
 - Impending age demographic shift
 - National agreement including age positive HR, review of age structure, demographic fund
 - UK
 - Non-union
 - “Grow from within” culture
 - Early retirement via occupational pension scheme
 - Global labour market
 - Line manager autonomy
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- Germany

- Strong unions and works councils
- Downsizing
- Physically intensive work
- Shift patterns
- 2005 agreement-
Generational offensive:
Health, training,
ergonomics, work
organisation

- UK

- Strong local unions
- Downsizing
- Physically intensive work
- Shift patterns
- Progression routes
- Healthy living project
- Preserved early exit via
occupational pension



- Germany
 - Devolving some HR responsibility to headteachers
 - Teacher shortages
 - Long term planning and development of workforce
 - Continuous education
 - Stress management
 - No performance management after 55
- UK
 - Devolved responsibilities to headteachers
 - Teacher shortages
 - Recruitment and development of younger teachers
 - Higher retirement age at council level
 - Closure of early retirement routes via pension scheme, but new early part time retirement scheme on national level



- UK
 - High turnover
 - Age champion re recruitment
 - Flexible hours/24 -7
 - “Benidorm leave”
 - Age diversity training
 - Bottom-up approach to innovation
- Germany
 - Low turnover
 - Flexible hours less common
 - Health management
 - Top down dissemination of age practices



Key questions

- How can global „age“ strategies be effectively implemented at national level?
- Is the message getting to the right people?
 - HR and line managers
 - Unions and age advocates
 - Workers
- How can good practice be shared across borders?
 - Jettison policies which don't „fit“ within national contexts?
 - Use context as a way to innovate and improve?



Generations of talent

- Global project
- Workers' expectations, attitudes and experiences across age groups within different national contexts
- How employers in different national contexts are meeting those expectations
- Leading global employer case studies
 - Three to ten workplaces around the world
- Iterative research

