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European social partners' autonomous framework agreement on active ageing and an inter-generational approach

Introduction

1. In response to the challenges deriving from demographic change, the European social partners, BusinessEurope, UEAPME, CEEP and the ETUC (and the liaison committee EUROCADRES/CEC), agreed in the context of their 2015-2017 Work Programme to negotiate an autonomous framework agreement on active ageing and an intergenerational approach.

2. The European social partners note that measures need to be implemented, where necessary at national, sectoral and/or company levels, to make it easier for older workers to actively participate and stay in the labour market until the legal retirement age, and at the same time make sure that measures are taken in order to ease inter-generational transitions in the context of high youth unemployment.

3. Such measures should be aimed at significantly improving the ability of workers of all ages to stay in the labour market, healthy and active until the legal retirement age, as well as strengthening a culture of responsibility, commitment, respect and dignity in all workplaces where all workers are valued as important irrespective of age.

4. This framework agreement constitutes the contribution of the social partners to the EU policies (including non-discrimination legislation) and actions which have already been developed to

Neuradni prevod: Lučka Böhm, izvršna sekretarka ZSSS, 8. 3. 2017

Neodvisni okvirni sporazum evropskih socialnih partnerjev o aktivnem staranju in medgeneracijskem pristopu

Uvod:

Kot odgovor na izzive, ki jih prinašajo demografske spremembe, so se evropski socialni partnerji BUSINESSEUROPE, UEAPME, CEEP in ETUC (ter povezovalni odbor EUROCADRES/CEC) sporazumeli, da v skladu s svojim Delovnim programom 2015-2017 izpogajajo neodvisni okvirni sporazum o aktivnem staranju in medgeneracijskem pristopu.

Evropski socialni partnerji ugotavljajo, da je treba v skladu s potrebami na nacionalnih, sektorskih in/ali podjetniških ravneh izvesti ukrepe, ki bodo starejšim delavcem olajšali, da so aktivni in vztrajajo na trgu dela do predpisane upokojitvene starosti ter da je treba istočasno zaradi visoke brezposelnosti med mladimi ukrepati za lajšanje medgeneracijskih prehodov.

Ti ukrepi naj bistveno izboljšajo zmožnost delavcev vseh starosti, da zdravi in aktivni ostanejo na trgu dela do predpisane upokojitvene starosti, ter naj hkrati krepijo kulturo odgovornosti, zavezanosti, spoštovanja in dostojanstva na vseh delovnih mestih, ker se ceni vse delavce ne glede na njihovo starost.

Ta okvirni sporazum predstavlja prispevek socialnih partnerjev politikam EU (vključno zakonodaji proti diskriminaciji) in že razvite aktivnosti podpore aktivnemu staranju ter medgeneracijski pristop. Cilj tega sporazuma je torej

support active ageing and the intergenerational approach. This agreement therefore aims to build upon and enhance the existing measures and approaches that are in place in different contexts across Europe. It outlines tools/measures to be taken into account by social partners and/or HR managers in the context of national demographic and labour market realities, and in accordance with national practices and procedures specific to management and labour.

5. The framework agreement is based on the principle that ensuring active ageing and the inter-generational approach requires a shared commitment on the part of employers, workers and their representatives.

6. The social partners are aware of the fact that successfully addressing the challenges deriving from demographic change does not depend exclusively on their action. EU and national public authorities and other actors have responsibilities in terms of ensuring that there is a framework which encourages and promotes active ageing and the inter-generational approach.

Aims

7. With this autonomous agreement, European social partners establish a general action-oriented framework, aiming at:

- a. Increasing the awareness and understanding of employers, workers and their representatives of the challenges and opportunities deriving from demographic change;
- b. Providing employers, workers and their representatives at all levels with practical approaches and/or measures to promote and manage active ageing in an effective manner;
- c. Ensuring and maintaining a healthy, safe and productive working environment;
- d. Fostering innovative life-cycle approaches with productive and quality jobs to enable people to remain in work until legal retirement

graditi na po vsej Evropi v različnih kontekstih že obstoječih ukrepih in pristopih in jih nadgraditi. Orisuje orodja/ukrepe, ki naj jih upoštevajo socialni partnerji in/ali menedžerji človeških virov glede na kontekst nacionalne demografije in trga dela ter v skladu s specifično nacionalno prakso in postopki, uveljavljenimi med delodajalskimi in delojemalskimi socialnimi partnerji.

Okvirni sporazum temelji na načelu, da pristop aktivnega staranja in medgeneracijski pristop zahtevata skupno zavezanost tako delodajalcev kot delavcev in njihovih predstavnikov.

Socialni partnerji se zavedajo, da uspešnost soočenja z izzivi zaradi demografskih sprememb ni odvisna samo od njihovih dejanj. Organi EU in nacionalni javni organi ter drugi deležniki nosijo odgovornost za vzpostavitev okvira za spodbujanje in promoviranje aktivnega staranja in medgeneracijskega pristopa.

Cilji

S tem neodvisnim sporazumom evropski socialni partnerji vzpostavljajo splošni akcijsko naravnani okvir s ciljem:

- a) povečati ozaveščenost in razumevanje delodajalcev, delavcev in njihovih predstavnikov o izzivih in priložnostih, ki jih prinašajo demografske spremembe;
- b) ponuditi delodajalcem, delavcem in njihovim predstavnikom na vseh ravneh praktične pristope in/ali ukrepe za učinkovito promoviranje in upravljanje aktivnega staranja;
- c) zagotoviti in ohranjati zdravo, varno in produktivno delovno okolje;
- d) spodbujanja inovativnih vseživljenjskih pristopov s produktivnimi in

age;

e. Facilitating exchanges, mutual cooperation and fostering concrete actions to transfer knowledge and experience between generations at the workplace.

Description

8. **Active ageing** is about optimising opportunities for workers of all ages to work in good quality, productive and healthy conditions until legal retirement age, based on mutual commitment and motivation of employers and workers.

9. **Intergenerational approach** refers to building on the strengths and the objective situation of all generations, improving mutual understanding and supporting cooperation and solidarity between generations at the workplace.

Social partners' tools, measures and actions

A - Strategic assessments of workforce demography

10. Social partners recognise the added value of strategic assessments of workforce demography, carried out and periodically updated at the appropriate levels, in accordance with national practices and procedures.

11. Such assessments by social partners/management should take advantage of already existing activities, thereby avoiding unnecessary reporting requirements and could lead them to develop tools more tailored and adapted to the needs of workers and enterprises, notably SMEs.

12. These strategic assessments could amongst others include:

- a. Current and projected age pyramid, including gender aspects;
- b. Skills, qualifications and experience;
- c. Working conditions;

kakovostnimi službami, ki ljudem omogočajo delati do predpisane upokojitvene starosti;

- e) olajšati izmenjavo, medsebojno sodelovanje in spodbujanje konkretnih dejavnosti na delovnem mestu za prenos znanja in izkušenj med generacijami.

Opis

Pri **aktivnem staranju** gre na podlagi skupne zavezanosti in motivacije delodajalcev in delavcev za izboljšanje priložnosti delavcev vseh starosti, da do predpisane upokojitvene starosti delajo v kakovostnih, produktivnih in zdravih razmerah.

Medgeneracijski pristop pomeni grajenje na prednostih in stvarnosti vseh generacij, da bi izboljšali njihovo medsebojno razumevanje ter da bi podprli medgeneracijsko sodelovanje in solidarnost na delovnem mestu.

Orodja, ukrepi in aktivnosti socialnih partnerjev

A – Strateška ocena demografije delovne sile

Socialni partnerji so prepoznali dodano vrednost strateške ocenitve demografije delovne sile, izvedene na primernih ravneh in periodično posodobljene v skladu z nacionalnimi praksami in postopki.

Da se izogne nepotrebemu poročanju, naj te ocene socialnih partnerjev/menedžmenta črpajo iz že obstoječih aktivnosti oziroma naj te nadgradijo v orodja, bolj prilagojena potrebam delavcev in podjetij ter posebej mikro in malih delodajalcev.

Te strateške ocene bi lahko med ostalim vključevale:

- a) sedanjo in pričakovano starostno piramido po obeh spolih;
- b) večšine, izobrazbo in izkušnje;

d. Job specific health and safety considerations in particular for arduous occupations;

e. Developments linked to digitalisation and innovation.

13. These strategic assessments would help to provide a basis for employers, workers and/or their representatives, in accordance with national practices and procedures, to evaluate risks and opportunities and take necessary actions to adapt to changing demographics, as set out in the following sections of the agreement. However, many of the actions foreseen in this agreement can be undertaken without the completion of such assessments.

14. Social partners have also a role to disseminate information on effective tools within their membership, including based on practice in other European countries, and to transfer the necessary know-how on how to use them.

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B - Health and safety at the workplace

15. The social partners at the appropriate levels aim to promote and facilitate action at the workplace based on proper information, identifying for instance the tasks which are particularly physically and/or mentally demanding. This should be done to anticipate, prevent and assess risks for health and safety at the workplace, in accordance with the EU framework directive on health and safety at work (89/391/EEC). This should indicate whether practicable adjustments to the working environment are necessary to prevent or reduce identified excessive physical or mental demands on workers to allow them to be safe and healthy while at work until the legal retirement age.

16. Tools/measures to support health and safety at the workplace could amongst others include:

c) delovne razmere;

d) posebne zdravstvene zahteve zlasti za težka dela;

e) spremembe na podlagi digitalizacije in inovacij.

Take strateške ocene omogočajo delodajalcem, delavcem in njihovim predstavnikom, da v skladu z nacionalnimi praksami in postopki ocenijo tveganja in priložnosti ter ukrepajo za prilagajanje spreminjajoči se demografiji, kakršna je opisana v naslednjih delih sporazuma. Res pa je številne v tem sporazumu predvidene dejavnosti možno izpeljati tudi brez tovrstnih ocen.

Vloga socialnih partnerjev je tudi, da med svojim članstvom razširjajo informacije in potrebno znanje za uporabo učinkovitih orodij – med drugimi tudi tistih, ki so v uporabi v drugih evropskih državah.

B- Zdravje in varnost na delovnem mestu

Namen socialnih partnerjev na ustreznih ravneh je promocija in lajšanje aktivnosti na delovnem mestu, temelječih na pravilni informaciji - npr. o delovnih nalogah, ki so posebej fizično in/ali duševno obremenjujoče. To je treba storiti za prepoznanje, preprečevanje in ocenjevanje tveganja za varnost in zdravje pri delu v skladu z direktivo o uvajanju ukrepov za spodbujanje izboljšav varnosti in zdravja delavcev pri delu (89/391/EGS). Na tej podlagi je možno določiti ali je potrebno prilagoditi delovno okolje za preprečitev ali zmanjšanje ugotovljenih pretiranih fizičnih ali duhovnih obremenitev delavcev, da bi bili pri delu varni in zdravi do predpisane upokojitvene starosti.

Podporna orodja/ukrepi za varnost in zdravje pri delu lahko med drugim vključujejo:

- a. Adjustment of work processes and workplaces;
- b. Re-distribution/allocation of tasks to workers;
- c. Effective prevention strategies and risk assessment, taking into account existing legislative obligations, including training of all workers on health and safety rules at the workplace;
- d. Voluntary health promotion including, for example awareness raising actions;
- e. Knowledge-building of management at the appropriate levels in order to address challenges and possible solutions in this field;
- f. Health and safety measures taking account of the physical and psychological health of workers;
- g. Review of health and safety measures between management and health and safety representatives, in accordance with existing legislative requirements.

C - Skills and competence management

17. The approach should be to support skills development and lifelong learning, thus, fostering workers' employability and maximizing the enterprises' human capital in terms of competences and know-how.

18. Social partners have a role to facilitate a fair access for workers, regardless of age, to a sufficiently broad offer of training, according to national practices and procedures, whilst all workers should be encouraged to participate in this training.

19. Tools/measures to support skills and competences management could amongst others include:

- a. Awareness-raising towards management and workers' representatives of skills needs in an age perspective;
- b. Training for workers of all ages, aiming to maintain and further

- a) prilagoditev delovnih procesov in delovnih mest;
- b) prerazporeditev/prenos nalog med delavci;
- c) učinkovite preventivne strategije in ocenjevanje tveganja na podlagi v zakonodaji že predpisanih obveznosti, vključno z usposabljanjem delavcev za varno delo na delovnem mestu;
- d) prostovoljna promocija zdravja vključno z ozaveščanjem;
- e) menedžment na ustreznih ravneh naj pridobiva znanja za soočenje z izzivi in možnimi rešitvami na tem področju;
- f) ukrepi varnosti in zdravja pri delu naj upoštevajo telesno in duševno zdravje delavcev;
- g) menedžment in delavski zaupniki za varnost in zdravje pri delu naj v skladu s svojimi obveznostmi, določenimi v obstoječi zakonodaji, revidirajo ukrepe varnosti in zdravja pri delu.

C- Upravljanje z veščinami in usposobljenostjo

Pravilni pristop naj bo podpora razvijanju veščin in vseživljenjskemu učenju z namenom pospeševanja zaposljivosti delavcev ter maksimiranja človeškega kapitala podjetja v smislu usposobljenosti in strokovnosti.

Vloga socialnih partnerjev je v skladu z nacionalnimi praksami in postopki lajšanje dostopa delavcem vseh starosti do široke ponudbe usposabljanja, pri tem pa naj se spodbuja vse delavce, naj se usposabljanja udeležujejo.

Orodja/ukrepi upravljanja podpore veščinam in usposobljenosti lahko med drugim vključujejo:

- a) Ozaveščanje menedžmenta in delavskih predstavnikov o različnih potrebah različnih starostnih skupin po pridobivanju veščin;
- b) Usposabljanje delavcev vseh starosti s ciljem ohranjanja in dodatnega

develop necessary knowledge and competence throughout their careers to remain at work until legal retirement age;

- c. Facilitate and support personal career development and mobility;
- d. Motivate and increase participation in training to ensure up-to-date skills in particular digital skills;
- e. Embedding age management into broader skills development;
- f. Identifying formal and informal competences that workers have acquired in the course of their working life.

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D - Work organisation for healthy and productive working lives

20. The social partners at the appropriate levels aim to support and encourage enterprises to adapt work organisation, in accordance with the needs of enterprises and workers. The purpose is to foster healthy and productive working lives in a life course perspective.

21. Social partners and/or management should facilitate, promote and encourage implementation of adaptable work organisation over the life course. This should be done collectively and/or individually, in accordance with the social dialogue practices at the workplace.

22. Management in enterprises has a role in identifying possible improvements in terms of task allocation, and to maintain and improve health and safety at work and productivity of the workers they manage.

23. Tools/measures on work organisation for healthy and productive working lives could amongst others include:

- a. Fostering the capacity of both young and older workers to better anticipate and adapt to changes in work organisation, to maximise the potential of human resources;

razvijanja potrebnih znanj in usposobljenosti ves čas poklicne poti prav do predpisane upokojitvene starosti;

- c) Pospeševanje in podpora razvoju poklicne poti in mobilnosti posameznika;
- d) Motiviranje in večanje udeležbe pri usposabljanju za pridobitev času primernih veščin in posebej digitalnih veščin;
- e) Vgraditev upravljanja s starostjo v širši razvoj veščin;
- f) Priznavanje formalne in neformalne usposobljenosti, pridobljenih v celotni delovni dobi delavca.

D- Organizacija dela za zdravo in produktivno delovno dobo

Cilj socialnih partnerjev na ustreznih ravneh je podpora in spodbuda podjetjem, naj prilagodijo organizacijo dela potrebam podjetij in delavcev. Namen je ustvarjanje zdravega in produktivnega delovnega življenja z vidika celotne delovne dobe.

Socialni partnerji bi morali olajšati, promovirati in spodbujati organiziranje dela, ki se prilagaja različnim življenjskim obdobjem. To je v skladu s praksami in postopki socialnega dialoga na ravni delovnega mesta treba zagotoviti kolektivno ali/in individualno.

Vloga menedžmenta v podjetju je, da prepozna možne izboljšave pri razporejanju delovnih nalog, da ohranja in izboljšuje varnost in zdravje pri delu ter produktivnost delavcev, ki jih vodijo.

Orodja/ukrepi za organiziranje dela s ciljem zdravih in produktivnih delovnih življenj lahko med drugim vključujejo:

- a) Krepitev zmožnosti tako mladih kakor starejših delavcev, da bolje predvidevajo in se prilagajajo spremembam organizacije dela s ciljem maksimiranja potenciala človeških virov;

- b. Working arrangements, including with regard to working time;
- c. Adapting allocation of tasks between workers;
- d. Providing necessary means to managers on age related issues;
- e. Fighting stereotypes related to age, for example by establishing mixed-aged teams;
- f. Transition measures for older workers towards the end of their working life;
- g. Recruitment of new staff.

E – Inter-generational approach

24. The social partners at the appropriate levels aim to achieve a working environment which enables workers of all generations and ages to work together to enhance cooperation and inter-generational solidarity. One means to achieve this is mutual transfer of knowledge and experience between different age groups of workers.

25. All workers should be valued according to their abilities, skills and knowledge, irrespective of age, avoiding stereotyping and overcoming barriers between age groups, where they exist.

26. Tools/measures to achieve inter-generational solidarity could amongst others include:

- a. Distributing tasks according to ability/skills/knowledge;
- b. Tutoring/mentoring/coaching schemes to welcome and introduce younger workers to their working environment, including paths to allow them to fulfil their potential;
- c. Knowledge/skills transfer programmes, both younger towards older workers and older towards younger workers, including IT and digital skills, transversal skills, customer relations skills, as appropriate;

- b) Ureditev dela, vključno z delovnim časom;
- c) Prilagoditev razporejanja nalog med delavce;
- d) Dodelitev menedžerjem potrebnih sredstev za urejanje zadev, povezanih s starostjo;
- e) Borbo proti stereotipom, povezanih s starostjo npr. z vzpostavitvijo starostno mešanih timov;
- f) Ukrepe olajšanja prehoda za starejše delavce v zadnjem obdobju delovne dobe;
- g) Zaposlovanje novih delavcev.

E- Medgeneracijski pristop

Cilj socialnih partnerjev na ustreznih ravneh je doseči delovno okolje, ki bo omogočalo vsem generacijam in delavcem v vseh starostih delati skupaj, da bi izboljšali sodelovanje in medgeneracijsko solidarnost. To je mogoče doseči npr. z medsebojnim prenosom znanja in izkušenj med različnimi starostnimi skupinami delavcev.

Ne glede na starost je treba vse delavce ocenjevati glede na njihove zmožnosti, veščine in znanje. Kjerkoli obstajajo, je treba odpravljati ovire med starostnimi skupinami in se izogibati stereotipom.

Orodja/ukrepi za doseganje medgeneracijske solidarnosti bi med drugim lahko vključevali:

- a) Razporejanje nalog glede na zmožnosti/veščine/znanje;
- b) Načrtovane postopke poučevanja/mentorstva/instruktaže za vpeljavo mladih delavcev v njihovo delovno okolje – med drugim o poteh, ki jim omogočijo v celoti razviti njihov potencial;
- c) Programe prenašanja znanja/veščin tako od mladih k starejšim kakor od

- d. The creation of knowledge banks to capture specific know how and professional intelligence developed in-house and pass it on to newcomers;
- e. Awareness-raising on the importance of being age positive and promotion of age diversity including considering different possibilities regarding the balance between ages within teams;
- f. Collaboration with education institutions or public employment services to ease transitions into and within the labour market.

Implementation and follow-up

27. This framework agreement is an autonomous initiative and the result of negotiations between the European social partners as part of their fifth multiannual work programme for 2015-2017 on "Partnership for inclusive growth and employment".

28. In the context of article 155 of the Treaty, this autonomous European framework agreement commits the members of BUSINESSEUROPE, UEAPME, CEEP and ETUC (and the liaison committee EUROCADRES/CEC) to promote and to implement tools and measures, where necessary at national, sectoral and/or company levels, in accordance with the procedures and practices specific to management and labour in the Member States and in the countries of the European Economic Area.

29. The signatory parties also invite their member organisations in candidate countries to implement this agreement.

30. The implementation of this agreement will be carried out within three years after the date of signature of this agreement.

31. Member organisations will report on the implementation of this agreement to the Social Dialogue Committee. During the first three

starejših k mladim – vključno z, kjer je to primerno, informacijsko tehnologijo, digitalnimi veščinami, neformalnimi znanji, veščinami dela s strankami.

- d) Vzpostavitev bank znanja za ohranitev posebnih znanj in interno razvitih veščin vodenja, da se prenašajo na novince;
- e) Ozaveščanje o pomenu pozitivnega odnosa do starosti in promociji starostne raznolikosti – vključno z različnimi možnostmi za starostno uravnoteženje timov;
- f) Sodelovanje z izobraževalnimi institucijami javnih služb za zaposlovanje za olajšanje prehodov na trg dela in znotraj trga dela.

Izvajanje in nadgraditev

Ta okvirni sporazum je neodvisna iniciativa in rezultat pogajanj med evropskimi socialnimi partnerji v okviru njihovega petega večletnega programa dela 2015-2017 »Partnerstvo za vključujočo rast in zaposlovanje«.

V skladu s 155. členom Pogodbe o delovanju Evropske unije ta neodvisni evropski okvirni sporazum zavezuje članice BUSINESSEUROPE, UEAPME, CEEP in ETUC (ter povezovalnega odbora EUROCADRES/CEC), da promovirajo in izvajajo orodja in ukrepe na nacionalni, sektorski in/ali podjetniški ravni po potrebi in v skladu z nacionalno prakso in postopki odnosov med delodajalskimi in delojemalskimi organizacijami držav članic ter držav Evropskega gospodarskega prostora.

Podpisnice sporazuma vabijo svoje organizacije članice v državah kandidatkah, da izvajajo ta sporazum.

Izvajanje tega sporazuma bo izpeljano v treh letih po podpisu tega sporazuma.

Organizacije članice bodo poročale o izvajanju tega sporazuma Odboru za socialni dialog. V prvih treh letih po podpisu bo Odbor za socialni dialog pripravil in potrdil letno preglednico, na kateri bo povzeto tekoče izvajanje

years after the date of signature of this agreement, the Social Dialogue Committee will prepare and adopt a yearly table summarising the on-going implementation of the agreement. A full report on the implementation actions taken will be prepared by the Social Dialogue Committee and adopted by the European social partners during the fourth year. In case of no reporting and/or implementation after four years and after evaluation in, and when supported by, the Social Dialogue Committee, the European social partners will engage in joint actions together with the national social partners of the countries concerned in order to identify the best way forward in implementing this framework agreement in the national context.

32. The signatory parties shall evaluate and review the agreement any time after the five years following the date of signature, if requested by one of them.

33. In case of questions on the content of this agreement, member organisations involved can jointly or separately refer to the signatory parties, who will jointly or separately reply.

34. When implementing this agreement, the members of the signatory parties avoid unnecessary burdens on SMEs.

35. Implementation of this agreement does not constitute valid grounds to reduce the general level of protection afforded to workers in the field of this agreement.

36. This agreement does not prejudice the right of social partners to conclude, at the appropriate level, including European level, agreements adapting and/or complementing this agreement in a manner which will take note of the specific needs of the social partners concerned.

sporazuma. V četrtem letu bo Odbor za socialni dialog pripravil celovito poročilo o izvedenih dejavnostih. Če po štirih letih ne bo poročil in/ali izvajanja in po ovrednotenju na Odboru za socialni dialog, bodo evropski socialni partnerji v dotičnih državah izpeljali skupne aktivnosti z nacionalnimi socialnimi partnerji, da bi ugotovili glede na nacionalne razmere najboljše poti za napredek pri izvajanju tega okvirnega sporazuma.

Podpisnice bodo na zahtevo katerekoli od njih ovrednotile in revidirale sporazum kadarkoli po petih letih od podpisa.

V primeru vprašanj o vsebini tega sporazuma se smejo sodelujoče članske organizacije obrniti na posamično podpisnico ali na vse podpisnice skupaj, ki bodo pripravile skupen ali ločen odgovor.

Članice podpisnic se bodo pri izvajanju tega sporazuma izogibale nepotrebnim bremenom za mikro in mala podjetja.

Določila tega sporazuma nikakor niso veljavni razlog za nižanje že dosežene splošne ravni zaščite delavcev na področju tega sporazuma.

Izvajanje tega sporazuma ne more biti ovira pravici socialnih partnerjev ustrezne ravni – vključno z evropsko ravnijo, da sprejmejo sporazume, ki prilagajajo in/ali dopolnjujejo ta sporazum na način, ki bo upošteval posebne potrebe teh socialnih partnerjev.