

Dealing with an Ageing Labour Force: views and practices of employers in Europe

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Utrecht September 2006

Summary of results of the Fair Play for Older workers Survey

Fair Play for Older Workers Conference
'Working to Get Ahead of Demographic Change'
York 2006



EUROPEAN UNION
European Social Fund
Article 6 Innovative Measures
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This summary is based on the report "Dealing with an Ageing Labour Force: What Do European Employers Expect and Do?" Dalen, Henderik P. van (e.o.), NIDI, The Hague 2006.

1 - The Fair Play Research

The Fair Play Research addresses employers' behaviour and attitudes regarding the ageing of the population and its main consequences for the labour market and organisational policies. The research addresses four main questions:

- To what extent is there a sense of urgency among employers regarding the ageing of the population and its consequences?
- What do employers see as the possible implications of an ageing workforce for their organisations and what organisational policies are implemented?
- Which policies are currently implemented or considered in organisations in response to labour supply shortages?
- Which policies do employers prefer with regard to preventing a shrinking labour force?

The answers to the questions formulated above will shed light on the degree to which employers in Europe are aware of the ageing of the labour force and its implications for the labour market. The research questions have been answered with the aid of data from comparative surveys carried out in four European countries: the United Kingdom, the Netherlands, Greece and Spain.

2 - European context

Both the European Union and national governments have set targets with respect to sustainable participation of workers and the knowledge-based society. Active ageing is regarded as the central concept the EU developed to deal with an increasingly ageing society (European Commission, 2002; Walker, 2002a; OECD, 2000). It encompasses an increase in the labour force participation of older workers as well as the promotion of productive activities in the life phase of retirement such as the involvement of citizens in and commitment to matters of society. The prolongation of working life is not only regarded as an important instrument to secure pensions in the future, but also as a decisive answer to both the expected demographically induced labour shortages as well as the changed age composition of the work force in many EU countries. The key message is an explicit call for a so-called 'dynamic life cycle perspective'.

More recently, the EU-Commission has assessed the progress achieved towards the Stockholm and Barcelona targets in its communication on "Increasing employment of older workers and delaying the exit from the labour market" and has judged it to be insufficient (European Commission, 2004). Therefore, the Member States are asked to take drastic action and develop comprehensive active ageing strategies. This requirement has been endorsed by the report of the Employment Taskforce (Employment Taskforce, 2003) which emphasizes that a radical shift in policy measures is necessary. The challenge is not only to ensure that a higher share of those currently aged 55 to 64 stay in work, but also to enhance the employability of those currently aged in their forties and fifties. The EU commits itself to supporting this development through policy coordination, the exchange of experience and of best practices and through financial instruments (European Commission, 2004). The EU Green Paper on demographic change (European Commission, 2005) once again underlines the nature of the challenge Europe is facing and the urgency to take action.

3 - Summary of Results

3.1 Challenges on the future labour market

What do European employers actually perceive as the main challenges for the future labour market? Employers perceive shortages of labour as one of the main labour market challenges for the coming decades. In each of the four countries included in the survey, labour shortages are mentioned among

the top three (see Table 1). The ageing of the population ranks high in Spain and the Netherlands, but ranks considerably lower in Greece and the United Kingdom. Both these findings generate surprise as judging from forecasts the ageing labour force will be clearly felt in Greece. Yet, employers do not perceive this as a problem. The British outcome is surprising in light of the Dutch expectations, where ageing is seen as the major problem of the future. In the United Kingdom the ageing process itself is considered much less a problem for the labour market than labour shortages.

The main conclusion based on the figures is that in all countries in our study there seems to be awareness that demographic developments will affect the future labour force. There is however a remarkable difference between the United Kingdom and the other three countries participating in the project (the Netherlands, Spain and Greece). In the United Kingdom the inflow of neither foreign workers nor growing international competition are considered aggravating factors for recruiting problems, while employers in the other three countries are much more worried about these external developments. This may be due to a more flexible labour market with more absorptive power in the United Kingdom. It may also have to do with different experiences concerning the type of immigrants between the four countries and the traditional orientation on the world market of the British economy.

Table 1: Degree to which employers think the following developments will affect recruiting problems on the labour market for the own organisation

Developments	Greece	Spain	Netherlands	UK
Ageing population	49	67	77	38
Labour market shortages	62	64	62	72
International competition	62	49	71	22
Increasing work place stress	60	45	52	44
Unemployment	57	54	45	9
Declining birth rates	51	46	44	36
Inflow of foreign workers	53	34	43	11
Poverty	51	51	21	56

Source: FAIR PLAY Employer survey, 2005

3.2 Ageing workforce within organisations: expectations, consequences and policies

Whereas Table 1 suggests that there may be a sense of urgency among employers regarding demographic challenges for the labour market, expectations, perceptions and policies regarding their own organisation may be quite different. What do European employers actually expect and do in the face of an ageing work force in their organisation?

Despite all information that has become available from several sources with respect to the ageing of the work force, this phenomenon is not something all organisations have experienced themselves already or expect to experience themselves in the nearby future. Of all UK-organisations in the survey three quarter (73 percent) expect the average age at which workers leave the labour market to increase during the next ten years (see Table 2). However, for their own organisation only 45 percent of the employers expect such an increase. Still in the United Kingdom 60 percent of the organisations consider it (very) desirable for the organisation that workers continue working after their 60th birthday. About 7 percent considers this (very) undesirable. In the Netherlands 72 percent, so almost the same share as in the UK, expect the overall actual retirement age to increase; only 50 percent expects the same for their own organisation. With respect to the desirability of such an increase the Dutch figures look remarkable: ‘only’ 40% of all employers consider it (very) desirable that workers continue participating after the age of sixty. No less than 20 percent considers this even (very) undesirable. In Greece and Spain the ageing of the work force is even further away. Half of all employers in Greece and only 28 percent of Spanish employers expect the average age at which people leave the work force to increase during the next ten years. In Greece 22 percent expects the same for their own organisation. In Spain this is no more than 17 percent. 29 percent of the Greek

employers consider working after the age of 60 (very) desirable; 44 percent considers this (very) undesirable. In Spain these figures are 44 percent and 29 percent, respectively.

**Table 2: What will happen to the actual retirement age?
At national level and the level of own organisation***

Retirement age will:	Greece		Spain		Netherlands		United Kingdom	
	Nat.	Org.	Nat.	Org.	Nat.	Org.	Nat.	Org.
Increase	50	22	28	17	72	50	73	45
Remain the same	38	71	59	75	24	45	20	53
Decrease	13	7	17	9	4	6	7	2

(*) "Over the next ten years do you anticipate that the average age at which employees fully retire will increase, remain the same, decrease? (in society = Nat, in your organisation = Org.)"

Source: FAIR PLAY Employer survey, 2005

The option that the general retirement age should increase and workers should keep on working after the age of 65 is considered desirable for their own organisations by less than 9 percent of Dutch employers, by 10 percent of Greek employers, by one quarter of Spanish employers and by 31 percent of British employers. Of British employers 27 percent (firmly) rejects this idea. Rejection rates are even higher in Spain (49%), the Netherlands (57%) and Greece (68%). So, until now the emergence of the older worker has passed the entrance of many organisations and many organisations do not regret this very much.

Looking at the consequences of an ageing personnel structure, a divide among employers becomes visible (see Table 3): British employers are far more positive on the economic consequences of ageing employees, whereas the Greek, Spanish and Dutch employers see an increase in labour costs and a greater resistance to change as dominant consequences.

Table 3: Expected consequences* of an ageing personnel structure, 2005 (percentages)

Consequences	Greece	Spain	Netherlands	UK
<i>Costs</i>				
Increase in labour costs	62	52	77	42
Greater resistance to change	56	55	56	45
Increase in absenteeism/sick leave	69	54	53	40
Less enthusiasm for new technology	59	46	44	39
Deterioration of the organisation's image	37	22	16	13
<i>Benefits</i>				
Increase in know-how and experience	68	67	61	78
Fewer conflicts within the organisation	34	37	13	24
Increase in productivity	33	37	7	25
<i>Organisational changes</i>				
More need to review the way work is organized	59	50	46	43
More need to improve working conditions	51	49	46	25

(*) Based on the question "If the average age of the employees in your organisation increases, how likely or unlikely is it that the following outcomes will occur in your organisation?"

Source: FAIR PLAY Employer survey, 2005

Employers in the four countries differ with respect to which effect they think most likely will happen. In the United Kingdom and Spain it is an increase in know-how and experience. In Greece it is an increase in absenteeism, followed immediately by an increase in know-how and experience. In the Netherlands employers expect predominantly an increase in labour costs. About half of all employers (in all four countries) expect increasing resistance to change. Similar shares of employers expect less

enthusiasm for new technology, except for British employers who seem somewhat more confident in older workers enthusiasm for new technology. Half of the employers (again with an exception of UK-employers) expect a need to improve working conditions. Also, about half of the employers expect the need to review the way in which the work is organised. Of course, such changes might not be without costs.

It is, however, not all doom and gloom when it comes to evaluating the consequences of ageing and most employers recognise the increase in know-how and experience which firms will enjoy when personnel gets older. Nevertheless, the increase in know-how apparently does not translate directly into higher productivity as most employers do not associate an ageing personnel structure with a higher productivity level. The discrepancy between know-how and productivity is largest for the Dutch employers: only 7 percent of them expect an increase in productivity. From a cost/benefit perspective this finding is probably the most worrisome: labour costs increase, costly organisational changes may be necessary, but productivity cannot hold pace with these expected developments. Looking from this perspective it can be easily understood why many organisations rather see the back of older workers. Especially Dutch employers expect very negative consequences of an ageing workforce. In the meantime it should be noted that only few employers associate the ageing of the workforce with a deterioration of the external image of the organisation. Only in Greece one out of three employers expects such deterioration.

The lagging of labour productivity can induce employers to take a number of steps. Table 4 lists the policy measures which employers have taken to retain older personnel. A first observation to be made is that Spanish and Greek employers have implemented very little measures, whereas these countries are likely to be heavily affected by an ageing population structure. This may be the result of the earlier observation that only relatively small shares of employers from these countries do expect an increase in the retirement age in their organisation. Based on the *number* of actions taken one would expect the older worker to be in the best position in the Netherlands.

Table 4: Degree to which employers implemented measures or were considering implementing measures aimed at retaining older personnel (percentages)

Measures	Greece	Spain	Netherlands	UK
<i>Easing leisure/work trade-off</i>				
Part-time early retirement	12	9	47	33
Additional leave from work/extra days off for older workers	7	4	57	10
Prolonged career interruptions	7	8	10	12
<i>Reducing stress at work</i>				
Age limits for irregular work	7	4	31	3
Exemption from working overtime for older workers	7	6	29	5
Flexible working hours	12	16	21	32
Reducing workload for older workers	18	11	33	15
<i>Adjusting tasks/capabilities</i>				
Training programs for older workers	10	10	13	18
Demoting older workers to a lower rank and pay package	6	3	6	16
<i>Adjusting working conditions</i>				
Ergonomic measures	8	13	50	14

Source: FAIR PLAY Employer survey, 2005

However, on closer inspection of the measures taken, it appears that the Dutch employer only takes the politically correct measures, like extra leave, part-time retirement, and ergonomic measures, and avoids the harder measures (like demotion, which would raise conflict with employees and unions). Also the part-time retirement schemes are just one example of costly measures that tend to 'spare' older workers. Fewer obligations and more privileges are generally proposed and negotiated. Privileges such as additional leave, age related holiday entitlements, workload reduction, age limits for irregular work, or exemption from working overtime are quite normal in the Netherlands. Given all prior

policy discussions - both at the national level and at the European level - on issues like 'employability', life long learning and the need to turn Europe into a knowledge based society, it is remarkable that so little employers report offering training programs for older workers. In Greece and Spain it is only one out of ten, in the Netherlands one out of eight and in the United Kingdom, that shows the best performance in this field, it is still not more than one out of five to six.

3.3 Older workers as a remedy for labour shortages

Questions whether there are, and will be enough workers to fill all jobs weight heavy on the minds of the European employers in our study. Therefore one may assume that employers have strong opinions on ways to increase the future labour force. Moreover they might even have implemented measures aimed at increasing the workforce in their own organisation. Older workers may constitute an important and rich source of additional labour supply.

We asked employers what they have done and what they are considering to counteract the shortages of personnel (see Table 5).

Table 5: Measures taken or being considered by organisations in response to personnel shortages in 2005 (percentages)

Solving the problem by	Greece		Spain		Netherlands		UK	
	Taken	Cons	Taken	Cons	Taken	Cons	Taken	Cons
<i>Internal organisation of work:</i>								
Increasing employability of workers	35	49	47	42	42	42	81	16
Introducing labour saving technol.	36	46	14	38	18	34	69	22
Using overtime	15	49	17	29	21	42	35	19
Extending the working week	9	37	9	25	3	31	30	25
Reintegrating disabled workers	12	41	12	49	26	42	21	47
Recruiting more female workers	28	34	38	37	21	23	45	33
Offering higher wages	22	50	14	58	9	43	56	26
Outsourcing	18	39	23	37	32	40	28	17
Use of recruitment agencies	17	50	28	43	47	33	54	21
Lowering job requirements	11	28	8	27	1	17	10	13
<i>Production potential of older workers</i>								
Encouraging workers continue working until the age of 65	10	34	14	49	12	51	60	28
Recruiting more older workers	8	38	7	46	8	40	42	39
Recruiting ex employees who have already taken early retirement	4	31	3	33	3	13	23	43
<i>Exploiting possibilities of globalisation</i>								
Recruiting more ethnic minorities	13	36	11	50	21	41	42	47
Relocating production internat.	5	13	4	12	4	7	6	7
Recruiting personnel abroad	15	28	15	38	7	17	23	33

Source: FAIR PLAY Employer survey, 2005

Preferences of employers show that retaining or attracting older workers is obviously not their first-best choice. It sheds a different light on the rhetoric of Dutch policy makers who want to promote the position of older employees. Compared to Greece and Spain where very little has been done to retain the older worker, the preference of the Dutch employers for older workers as a means of compensating the prospective staff shortages is almost identical. British employers are far more set on using the capabilities of older workers as 40 percent would recruit more older workers and 37 percent would encourage workers to continue working until the statutory retirement age of 65. In the United Kingdom female workers, older workers and workers from ethnic minorities are equally popular among employers. Only (partially) disabled workers fall behind as a potential solution for labour market shortages. The picture in the Netherlands is quite different. Here (partially) disabled workers are the

most attractive group to supply additional labour. Women and immigrant workers share the second place, while older workers come far behind. Greece and Spain show a joint picture: women are still considered to be the main source of additional labour supply. (Partially) disabled and immigrant workers share the second place. Here too, older workers are at the very end of the queue. These different pictures partially reflect existing labour market situations. If female workers are already highly integrated in the labour market it may not be realistic to expect them to supply much additional labour. Something similar holds for disabled workers.

In three of the four countries under investigation increasing the employability of workers is the most popular measure to combat personnel shortages. As we saw earlier this – in general - does not go together with training programs for older workers. It is well known that participation in ‘general’ training programs usually decreases with age and that workers over fifty hardly participate in such programs. In Greece and especially in the United Kingdom introducing labour saving technologies is a much preferred option, contrary to Spain and the Netherlands. Intermediaries and temporary work agencies seem particularly popular in the United Kingdom and the Netherlands. These institutions still have to conquer the labour market in the Mediterranean countries. International relocation of production is a remedy to combat staff shortages that is preferred by hardly any organisation. This implies that also in the future most employers will be oriented towards the national, local or regional labour market. A general conclusion to be derived from these considerations is that employers in the United Kingdom are most active in tackling the problem of labour market shortages. Employers in Greece and Spain have not taken many measures yet. This fits with our earlier conclusion that they are the ones that at this moment do not feel the pressure of labour market shortages due to ageing as much as their colleagues from the north-west part of Europe.

Our conclusion that older workers are at the end of the line when it comes to the recruitment of new staff is illustrated by the answers to the direct question to employers which worker they would prefer to fill a vacancy: a newcomer to the labour market, a worker with six years experience or a very experienced (and consequently somewhat older) worker with 25 years experience. A large majority chooses the worker with six years experience (Spain: 63 percent; Greece: 58 percent; Netherlands: 75 percent).¹ Only a slight minority prefers the very experienced candidate (Spain: 10 percent; Greece: 20 percent; Netherlands: 3 percent).

So, the conclusion from this section can be that even though employers, especially in the United Kingdom and the Netherlands and to a lesser extent in Spain and Greece, experience and/or expect labour market shortages they do not turn to older workers as a solution. And maybe we should add ‘yet’. Of course, this picture only paints the current state of affairs. And when in the (nearby) future employers will actually experience the turn of the tide they may trim their sails to the wind.

3.4 Effectiveness of current government policies

In several countries different measures have been taken to improve the position of older workers in the labour market in general and in organisations in particular. In this paragraph we discuss employers’ views on government policies.

First, we have asked employers about the effectiveness of existing government policy to encourage older employees to remain at work. The answers show that employers are very critical about the effectiveness of government policies. Table 6 provides an overview of how employers evaluate the effectiveness of government policy in retaining older employees. It shows clearly that in all countries a large majority of the employers find their governments policies rather ineffective. A remarkable illustration regarding this point is the fact that even though 85 percent of employers in the United Kingdom are aware of the new law against age discrimination two thirds of employers do not think this law will have any influence for their own organisation.

¹ This question was not included in the UK-questionnaire.

Table 6: Effectiveness of government policy to encourage older employees to remain at work, as perceived by employers*

Effectiveness of government policy with respect to older employees	Greece	Spain	Netherlands	UK
Very effective	14.8	14.1	11.8	15.5
Not very effective	55.4	59.2	70.2	65.8
Not at all effective	29.9	26.7	18.0	18.7

(*) "How effective do you think the government policy is of encouraging older employees to remain at work?"

Source: FAIR PLAY Employer survey, 2005

Given employers' views on the effectiveness of government policies it is somewhat puzzling that employers *do* still think that outside their organisation retirement will be delayed, but not within their organisation. One interpretation may be that employers anticipate that new cohorts of workers possibly want to retire later, but not the workers in their own organisation.

3.5 Preferred policy measures

Employers were asked how society should deal with the future shortages as a consequence of an ageing population (Table 7). British employers are again more set on using the capabilities of older workers by encouraging them to carry on working and retire later, whereas the employers in the other three countries do not see this option as a preferable one. A remarkable finding is that the Mediterranean employers (Greece and Spain) are more in favour of pro-natalistic policies than the British and Dutch employers, who generally find this to be the least effective way to increase future labour supply.² In the Netherlands where part-time work is a widespread phenomenon, promoting full time work is the most preferred policy measure among employers.

Table 7: Preferred policy measures to increase labour supply as a consequence of ageing*

most effective policy measures	Greece	Spain	Netherland	UK
Encouraging older workers to carry on working	10	20	13	24
Encouraging part-timers to work full-time	24	11	28	24
Extending working week	3	5	24	4
Encouraging more women to work	14	20	23	16
Encouraging couples to have more children	30	24	4	7
Attracting workers from abroad	20	20	7	25
<i>Total</i>	100	100	100	100

least effective policy measures	Greece	Spain	Netherland	UK
Encouraging older workers to carry on working	41	24	21	14
Encouraging part-timers to work full-time	8	7	2	5
Extending working week	21	37	8	21
Encouraging more women to work	5	2	2	5
Encouraging couples to have more children	15	18	43	49
Attracting workers from abroad	9	12	24	7
<i>Total</i>	100	100	100	100

(*) The question was: "In the future, if there was an employee shortage because of the ageing population, which of the following measures do you think would be the most (respectively least) effective to take to address the problem?"

Source: FAIR PLAY Employer survey, 2005

² Similar attitudes can be discerned in Eastern Europe (vis-a-vis Western Europe), where citizens are more in favor of pro-natalistic policies than Western European citizens (Velladics *et al.*, 2006).

4 - Conclusion and discussion

In Greece and Spain the ageing of society and the work force is far less an issue than in the United Kingdom and the Netherlands, not at the organisational level and not at the macro level of society. This is the picture that emerges from demographic figures. And this picture is reflected to a large extent in employers' views. This may explain why in Greece and Spain employers' views on older workers are less outspoken and why only limited policy initiatives have been taken so far. In the Netherlands and in the United Kingdom ageing and older workers are an issue indeed. However, employers' views on older workers in these two countries are poles apart. Dutch employers do not consider older workers much of an asset. They show little faith in a future with an ageing work force. Primarily they expect a growing discrepancy between rising wage costs and declining or - at best - stable productivity. As a consequence Dutch employers' measures with respect to older workers boil down to granting them an easy and relaxed way out of the labour market. To a large extent this can be considered a heritage from the past when (government) policy initiatives were very much focused on the outflow of older workers to make room for young(er) workers. Those were times when high unemployment figures of young people were high on the policy agenda.

British employers who are not influenced by such a heritage to help older workers to leave the labour market as smoothly as possible seem more convinced from the fact that they will become more dependent on older workers in the near future. Their attitude can be characterised in one line: 'older workers are a fact of life - and you had better get used to that!'. As a matter of fact questions related to early retirement seem to be the only policy item for which British employers feel still any responsibility left. This results in British employers taking more measures to retain older workers for their organisation and for the labour market than employers in the other countries participating in this research. It might be that the more flexible and liberal nature of the British labour market contributes to a larger capacity to absorb new developments, in this case on the supply side of the labour market. Yet, even in the United Kingdom it is still only a minority of employers taking such measures.

If we compare the views and policies by employers in the four countries under investigation with their perception of the future labour market, one can conclude that there is a huge gap between what are perceived as general challenges ahead and actual policies within their own organisation. The results underscore that there is a difference between rationality at the macro level - as stressed by European policy makers - where society has to prepare for the consequences of demographic changes, and the rationality at the micro level of employers - as illustrated by the answer to the questions of our questionnaire - where little effort is made to structurally improve the position of older workers in the labour market. Unless policy makers will succeed in bridging this gap between macro and micro rationality all kind and lofty words on the role of older workers and the necessity to use their talents run the risk of remaining empty rhetoric, good ideas without hardly any practical follow up.

To a large extent the prospects of future older workers will depend on the capacity of governments and social partners to make a success of lifelong learning. Investments in the human capital and the employability of workers who are currently in their forties or fifties can (at least partly) prevent future problems with older workers' productivity and the need for (expensive) repairs of productivity shortages at later age. Unfortunately, in the United Kingdom where employers can be considered to be relatively 'friendly' for older workers, only a very small minority of employers holds themselves primary responsible for lifelong learning. However, in the other countries under investigation employers do see a task for themselves when it comes to lifelong learning. This looks encouraging and may present a starting point for a successful common approach. Nevertheless, European employers and their organisations are by far not ready yet to accommodate the ageing workforce. A lot of water will have flowed under the (European) bridge before older workers will be fully accepted as a fact of life and completely integrated in the labour market.

APPENDIX

Percentage of employers that consider characteristics applicable or strongly applicable to workers younger than 35 and workers 50 years and older.*

The Netherlands

(Strongly) applicable	Workers 35 years and younger	Workers aged 50 years and over	Difference
Social skills	26	76	50
Reliability	41	88	47
Commitment to the organisation	39	83	44
Accuracy	34	77	43
Customer-oriented skills	47	73	26
Mental capacity	62	40	-22
Productivity	77	40	-37
Creativity	66	25	-41
Flexibility	73	24	-49
Willingness to be trained	86	9	-77
Physical capacity	87	9	-78
New technology skills	92	8	-84

The United Kingdom

(Strongly) applicable	Workers 35 years and younger	Workers aged 50 years and over	Difference
Social skills	55	89	34
Reliability	54	96	42
Commitment to the organisation	44	92	48
Accuracy	65	88	23
Customer-oriented skills	62	87	25
Mental capacity	80	79	-1
Productivity	73	82	9
Creativity	70	61	-9
Flexibility	70	70	0
Willingness to be trained	90	54	-36
Physical capacity	91	55	-36
New technology skills	90	38	-52

Greece

(Strongly) applicable	Workers 35 years and younger	Workers aged 50 years and over	Difference
Social skills	68	79	11
Reliability	66	83	17
Commitment to the organisation	58	83	25
Accuracy	64	71	7
Customer-oriented skills	75	69	-6
Mental capacity	88	75	-13
Productivity	86	53	-33
Creativity	84	40	-44
Flexibility	74	45	-29
Willingness to be trained	90	42	-48
Physical capacity	92	35	-57
New technology skills	88	23	-65

Spain

(Strongly) applicable	Workers 35 years and younger	Workers aged 50 years and over	Difference
Social skills	53	82	29
Reliability	51	83	32
Commitment to the organisation	37	80	43
Accuracy	62	73	11
Customer-oriented skills	61	76	15
Mental capacity	85	73	-12
Productivity	78	69	-9
Creativity	82	45	-37
Flexibility	70	48	-22
Willingness to be trained	88	30	-58
Physical capacity	93	32	-61
New technology skills	90	27	-63

(*) Based on two questions 1. "To what extent are the following characteristics applicable to employees aged 50 years and older? 2. To what extent are the following characteristics applicable to employees younger than 35 years? (answers categories 1 'not applicable, 2 'little applicable, 3 'applicable', 4 'strongly applicable').

Percentages in the table indicate the difference between the percentages applicable and strongly applicable for employees below age 35 and employees older than 50 years. Positive values indicate that older employees are better judged than younger employees. Negative values indicate the younger employees are better judged than older employees.

Source: FAIR PLAY Employer survey, 2005

Meer informatie

Wilt u meer weten over het project Fair Play for Older Workers, neem dan contact op met VanDoorneHuiskes, www.vandoornehuiskes.nl of (030) 799 11 66. Heeft u nog vragen voor het A+O fonds Rijk, neem dan contact op met Yvonne Salden, (070) 376 58 01 of y.salden@caop.nl.

