

Demography agreements and life-course regulations: an innovative and integral pathway in intergenerational bargaining?

Current developments in Germany

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Current trends in German policies

- Demographic change is no longer a distant challenge: first “baby boomers” to retire in 2020!
- Official government strategy: “Paradigm change” from supporting early retirement to promoting longer working lives
 - safeguarding financial sustainability of social security systems
 - preventing a “skilled labor shortage” (since 2011)
- “Carrots and sticks” policies
 - employment and employability programs for older workers (“Initiative 50 plus”), awareness campaigns, various initiatives and pilot projects
 - legal retirement age raised, early retirement options blocked, state subsidies for partial retirement (*Altersteilzeit*) schemes abolished

Demographic change and social partners

- Ongoing Discussions: Consequences of demographic change for specific sectors, regions and single companies – consensus: need for sustainable and foresighted HR policies
- “Longer working lives”- from theory to practice: What changes in work organization are necessary if people shall really work until age 67?
- Trade unions perspective: Window of opportunity for concepts of “good work”?
- Trade unions increasingly pressing for “demography-related collective agreements”:
qualitative dimension of collective bargaining
- Possibility for win- win solutions: Competitiveness of company *and* flexicurity for workers?

Demography- related agreements (“*Demografie- Tarifvertrag*”) in Germany

- 2006 West German iron and steel sector (*IG Metall*): Demografietarifvertrag
- 2008 Chemical Sector (*IG BCE*): Collective agreement on Working life and Demography, follow- up in 2012
- 2011 Deutsche Post AG and Ver.di
- 2012 Deutsche Bahn AG and EVG
- 2013 Public local Transport (Ver.di)
- Other sectors and single companies still bargaining

Typical Elements of Demography- related collective agreements

- Mandatory demographic analysis on company level as a common knowledge base: age structure, skill structure, Assessment of future HR needs
- Mandatory Demography fund (employer-financed) that can be used for a set of specific measures (e.g. flexible retirement options, long term working time accounts etc.)
- Bargaining as a “two- level game”: Collective agreement (employers vs. union) sets flexible framework that allows for individual solutions on company level (management vs. works council)
- CA as a “toolbox”: Sectoral collective agreements defines Set of life-course oriented measures and instruments as possible components that can be implemented on company level

Life cycle- oriented shaping of work biographies

- School to work transition (Vocational Training and education)
- Career development
- Reconciliation of work and family life
- Health and prevention
- Corporate culture (leadership)
- Continuous training
- Age- and ageing- appropriate workplace design
- Retirement transition

Demography- related collective agreements in Germany in practice

- ***Demografie-Tarifvertrag*** in the Chemical Sector

Michael Winkler, IG BCE

- ***Demografie-Tarifvertrag*** at Deutsche Bahn AG

Dr. Viktoria Kalass, AGV Move; Lars Hünninghausen, Deutsche Bahn AG