



INGENBAR

INTERGENERATIONAL BARGAINING





Intergenerational bargaining:

**key issues, approaches and project results
in comparative perspectives**

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iNGenBar project: exploring new initiatives in integrated bargaining for both younger and older workers

- Financed by European Commission:
DG EMPL: social dialogue and industrial relations
- Co-ordination: UvA-AIAS (Maarten Keune & Frank Tros)
- Developing and disseminating expertise for collective bargaining parties in Europe:
 - **Explorative** research on recent initiatives of social partners in intergenerational perspective in European countries
- Materials: www.intergenerationalbargaining.eu





Offen im Denken



Definition ‘intergenerational bargaining’

= integration of policies and strategies for younger and older workers through collective bargaining and social dialogue

In this presentation:

→ reasons and logics

→ forms

→ initiatives in the 6 countries

→ opportunities and barriers/limitations

Generational and age perspectives

Generational perspectives at the labour market

Youth: youth unemployment and insecure perspectives.

Older workers: extension of working life; austerity; risks in health and finding new jobs after dismissal.

→ different contexts; but also intergenerational tensions?

Age perspective

- Why should labour policies specifically address age groups?
 - Labour market efficiency
 - Supporting specific needs/strengths of younger and older people

Reasons and 'logics' of intergenerational bargaining

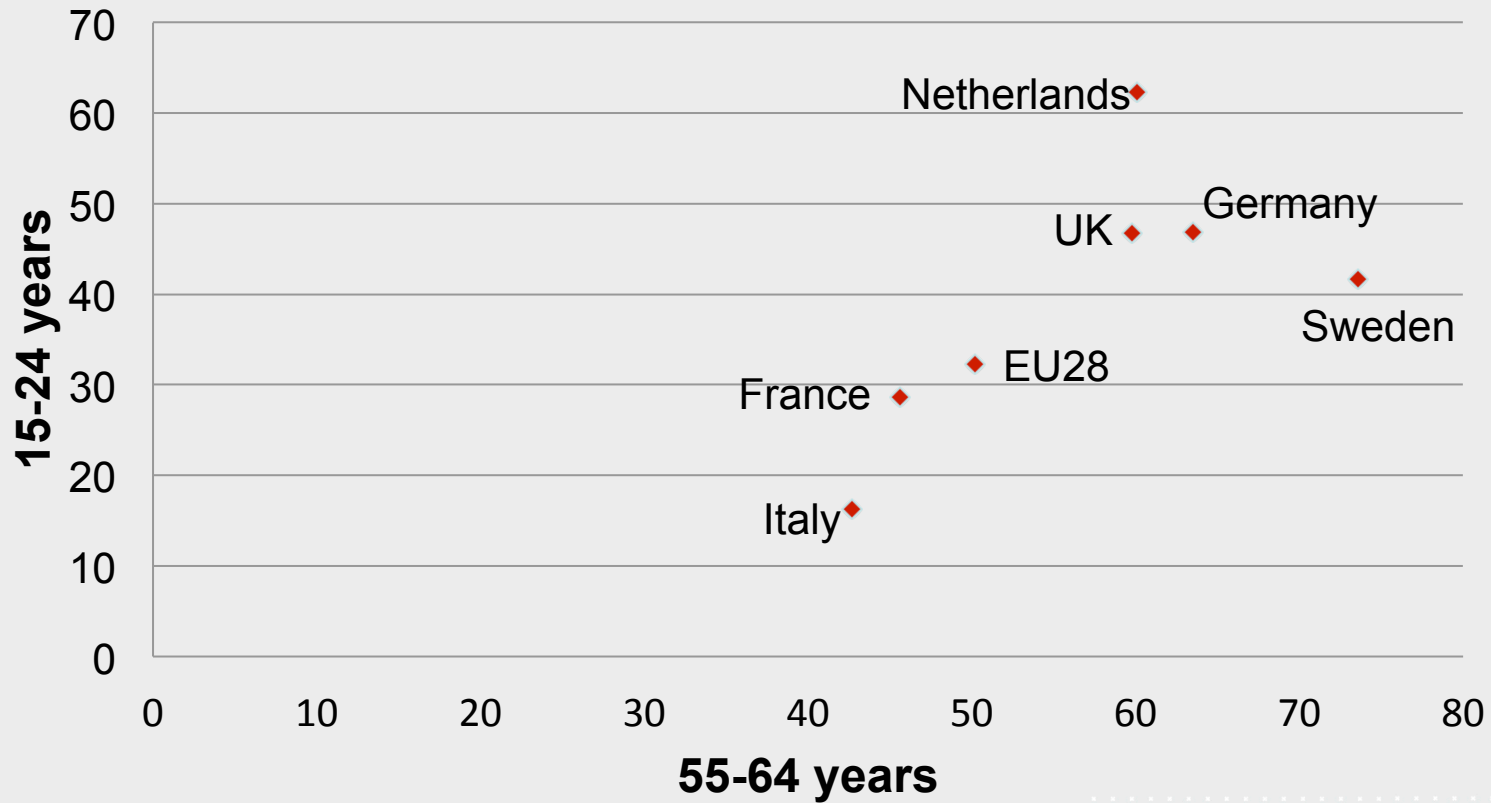
- Responding to public policies on both combatting youth unemployment and promoting active (healthy) ageing in times of crisis, austerity and activation policies
- Replacement / distribution of employment for younger and older workers
- Creating synergetic effects in combining and transferring knowledge, skills and experiences of younger and older workers
- Supporting workers' needs in work-(life) careers
(from school-to-work to the retirement transition)

The challenge of positive sum bargaining

‘Lump of labour fallacy’:

1. Number of jobs is not fixed because employment is the outcome of many factors
 2. Younger and older workers are no substitutes because of different job profiles and competences
- Some EU countries combine high employment rates among the youth and high employment rates among the older workers (*see next slide*)
- Questions the usefulness in ‘trading off’/‘balancing’ the opportunities of younger and older workers and the intergenerational replacement logic.

Employment rates 15-24 years and 55-64 years in the 6 countries and EU28, 2013



Forms of intergenerational bargaining (1)

- **Synchronized bargaining** through targeted strategies for the younger and older workers (same actors, same time), f.e.
 - Combining job creation for the youth with retention of older workers
 - Specific measures for both age groups

- **Interlinked bargaining** through directly connecting the workers in both ends of the working careers, f.e.
 - shared (part-time) jobs, ‘tandem’ constructions
 - Older workers’ involvements in mentoring, coaching, instructing new young workers

Forms of intergenerational bargaining (2)

- **Integral bargaining for all age groups** with integration of policies on workers in both ends of the working careers. F.e.
 - Life course policies in which school-to-work transitions, work-life balance, life long learning, health, retirement transitions are integrated (and synchronized with business cycles and demography)

- Supporting individual workers through their whole careers by trade unions at the workplace



Country	Main intergenerational initiative(s)	Main content (see country reports)
France 2012 -	Generation Contract	Public subsidies for combining hirings young & preservation 55+ workers in SME (penalties 300+ firms). Obligation in bargaining for both younger and older workers in larger firms.
Germany 2006 -	Demography-related collective agreements (implemented in) Life-course schemes	Integral age management measures from 'entry to retirement' (wide scope)
Italy Longer record, activated 2012 -	Generational relay schemes	Shared jobs of young recruits and partial retirement.



Country	Main intergenerational initiative(s)	Main content (see country reports)
Netherlands 2013 -	Sector plans Regular collective agreements	Public subsidies for sector initiatives in jobs/training for the youth and preservation of older workers. Conversion of older workers' provisions into life course schemes for all
Sweden Follow-up of earlier initiatives	Collective agreements targeted at the youth and the older workers	Introduction agreements youth. Partial retirement. Transition agreements (funds for job-to-job policies)
United Kingdom Follow-up of earlier initiatives	Career reviews	Comprehensive assessment in workers' career- and life phases by 'Union Learning Representatives'

Opportunities and enabling conditions

- Public co-investments and collective funds in creating jobs and supporting job-to-job transitions
- Analysis in demographical context: succession planning and anticipating skills provisions in all age groups
- Potential intergenerational positive-sum solutions:
 - transfers of knowledge/experience from older to younger workers
 - supporting specific needs/strengths of both younger and older workers
 - Integral life course schemes

Barriers and limitations

- Lack of employment growth
- Tensions between public policies and autonomous bargaining
- Redefining priorities and loss of coherence through re-negotiations
 - Limited company responses of initiatives at national or sector levels
- Restricted scope of bargaining in age related job quality and career support (beyond wages, working hours, and pensions)
- Limits in the focus on (just) both ends of the working careers

Key questions for this day (among others)

- Do we see differences between the new and the older generations of workers - that go beyond the characteristic of having a different age - that have consequences on collective bargaining approaches?
- Is it possible and/or useful to *'balance'* or to *redistribute* opportunities, jobs, or rights between younger and older workers? Is there something to balance at all between the generations?
- Are more (integrated) age group targeted bargaining or age/life course related regulations needed? If yes, is there sufficient basis in EU-law and EU-policies?



**Thanks for your attention
&
wishing you all an inspiring conference!**

Financed by: European Commission;
DG Employment, Social Affairs and Inclusion;
Social Dialogue, Industrial Relations (VS/2013/0353).



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