

UN NOUVEAU MANAGEMENT  
DES ÂGES ET DES TEMPS SOCIAUX  
EN RÉPONSE AU VIEILLISSEMENT DE LA POPULATION

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To respond to the challenges of aging and longevity we need:  
**radically change the way to think and manage ages and social time**

- **From managing by ages and age segmentation**
- **to a new management of age diversity and synergy of ages**
  
- **From curative social protection to preventative policies that invest in human capital and mobilities throughout life.**

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# L'âge de l'emploi

*Les sociétés à l'épreuve  
du vieillissement*



ARMAND COLIN



2003

# International Context

## Facing the same demographic reality: labour force aging

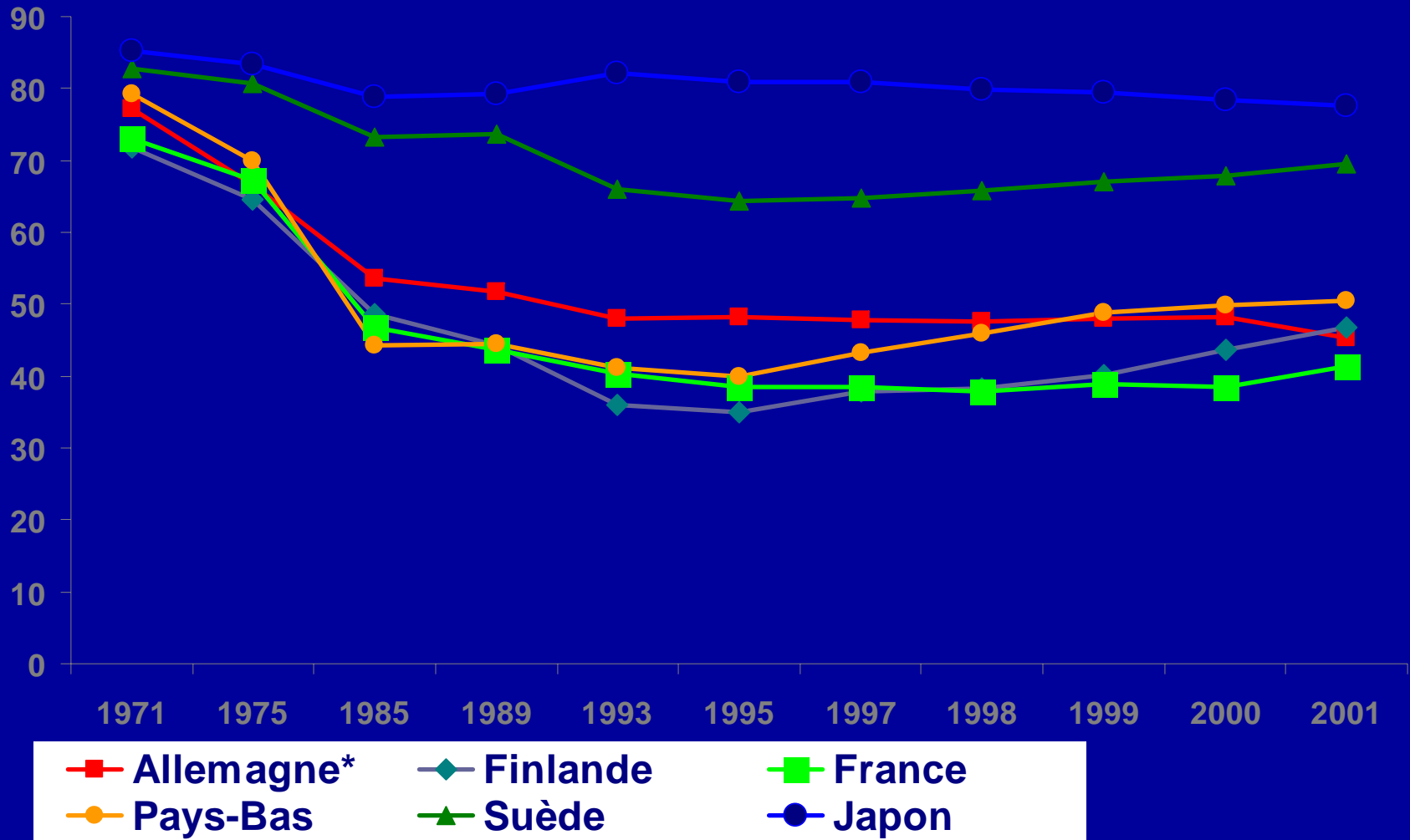
**Countries have adopted very different policy options for training, employment, social protection.**

- **Continental Europe, including France, has adopted in the last two decades pre-retirement benefits for the early exit of older workers, in the name of jobs protection.**
- **Scandinavian countries and Japan have chosen to reinforce their active labour market policies for older workers, those that are more than 45 years of age.**

Policy options from one country to another have created specific and antagonistic « **age cultures** »

- The « **early exit culture** » from the labour market in Continental Europe.
- The « **right to work culture** » at all ages in scandinavian countries.

# Employment Rate in 6 Countries Over 30 Years for the 55-65 Males



# ADJUSTING TO POPULATION AGING:

A challenge of unequal magnitude  
function of policy options as they relate to training,  
employment, social protection and the age culture.

- **For scandinavian countries:** Marginal changes.
  - Prolong the activation efforts to increase the propensity to work of older workers and women.
  - Manage professional trajectories in employment.
  
- **For continental Europe :** A real « cultural revolution ».
  - Without precedent mobilisation of the aging workforce.
  - No improvisation is possible. **There must be a preventative and global strategy to prevent the loss of the capacity to work.**
  - It is a mid- to long-term program that will require coordination, concertation and time.

# Exit of the early exit culture: inverting the trend

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## **The case of Finland**

A five year national plan for the  
employment of the 45 plus (1998 -2002)

**« Experience is a national wealth »**

From managing by « age measures » to managing « diversity » at  
both the public and private levels

- Adopt a life-course perspective over all the second half of the career



# To retain and remotivate seniors as well as attract and keep youth the issue of the **attractiveness of corporations** is key

It goes by

- offering professional perspectives at the different ages with a **long-term management of pathways and competencies.**
- The development of training pathways connected to professional pathways with a particular attention to those aged 40 and more.
- The improvement of work conditions, health in the workplace and more broadly, **of the well-being at work.**
- Managing the transmission between generations of knowledge and key competencies.

# MAJOR CHALLENGES

- From age management to age diversity: New social policy instruments that are age neutral and that adopt a life-course perspective.
- Reconfiguring social protection so that **beyond income protection it invests in preventative development of human capital** and mobilities.
- From classical social rights – protection of classified risk -to more flexible, optional, providing incentives to secure individual life-courses.

- Droits de tirage sociaux / Social drawing rights
- Asset based welfare
- Transitional labor markets
- Time saving accounts.