

## **AGE MANAGEMENT - FINNISH COMPANIES ADAPTING TO CHANGE**

**The DP targets those who are disadvantaged in the labour market and who face discrimination such as older workers and immigrants. The DP is working closely with SMEs in Finland helping to develop a dialogue between workers and managers/supervisors. A key activity is promoting awareness of the working culture and conditions and how this can become a discriminatory working environment, especially for older workers. The DP facilitates a process of exchange of views and the development of different ways of working that empowers older workers and leads to more productive and cost-effective working relationships.**

As in other EU countries, Finland has a considerable number of older workers. There is a tendency for people to retire early from work, on reaching their 50s. In response to this, Government policy is trying to keep older people engaged in the labour market until they reach the statutory retirement age. There are three main challenges within this situation: how to motivate older people to stay in work, how to address the low levels of motivation amongst older people to stay in the labour market, and how to encourage training provision and take up amongst this group of people.

Partnership activity is based around facilitating a workplace dialogue to ensure that the training or coaching of older workers is tailored to their own company and business needs as well as their individual workers. It is acknowledged that many older workers themselves have a wide range of skills, but it is too often the case that the training on offer which could benefit them is often old fashioned and also inappropriate.

Practically, there are a number of fundamental actions being supported by the DP to improve the opportunity of Finnish companies to adapt to demographic change. Firstly, the project offers support to supervisors and other personnel of organisations, particularly SMEs, to recognise existing tacit knowledge in the workplaces. This is underpinned by the development of tools which help to promote understanding of how work practices affect working culture and to support work communities to utilise the diversity of skills present in the workforce.

Following on from this support, the DP undertakes modelling exercises to transfer tacit knowledge, and develops, jointly with work communities, models of supervision for motivating the personnel to remain engaged in the labour market for longer. Ultimately, these support tools and models will combine to increase equality and participation among employees and will affect the attitudes, communication skills and motivation of employees.

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Link to [EQUAL database description](#)

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