

Green Paper on Demographic  
Change

DG EMPL - CAD A/23707
Date: 19-10-2005
CF: E
C:

DG EMPL/E/1  
1-27 01/122  
European Commission  
B-1049 Brussels

**Green Paper "Confronting demographic change:  
a new solidarity between the generations"**

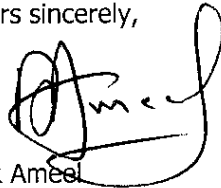
Ref : 05-184

Brussels, 15 October 2005

Dear Sir,

We are pleased to send you herewith the EUROCADRES' opinion on the **Green Paper "Confronting demographic change: a new solidarity between the generations"**

Yours sincerely,



Dirk Amsel  
Executif Officer

Brussels, 15 October 2005

EUROCADRES opinion

**Green Paper "Confronting demographic change:  
A new solidarity between the generations"**

ref.: 05-184

EUROCADRES welcomes the European Commission's initiative in this very important area for the future of Europe. It is indeed necessary to discuss the developments and find strategies at European level. As representatives of professional and managerial staff in Europe, we would like to underline the following points, which can contribute to policies:

**1. Active aging in the labour market**

In the foreseeable future, the European work force will become more diverse also age wise. Managers will need to manage this diversity, and therefore legal provisions, collective agreements at various levels and training for managerial staff are needed.

A further challenge lies ahead for P & MS: in the next years there will be an increase in older, qualified managers and professionals, which will create a career bottle neck – in order to use the resources and knowledge of this generation accordingly, innovative solutions for the career development of this generation need to be found. More diverse career paths are a possible solution for both managing different ages in companies and the gender equality aspect. Traditionally, a young manager would enter a company right after university and then climb the career ladder steadily, which would coincide with the time for having children. If someone had not reached a certain level at a certain age, there were few chances of ever reaching a higher position. While this is slowly changing, more efforts need to be put into enabling different approaches, such as having periods of horizontal moves in the company during the most intense child rearing times and the opportunity to reach higher levels of responsibility after the age of 45 (which includes further training and personal development at a later age).

Additionally, the imbalance in ages needs to be addressed by appropriate management actions in order to assure the transfer of knowledge and experience in organisations, e.g. through mentoring, master classes etc. Especially for P&MS we think that mentorship gives both new career possibilities and guarantees for keeping qualifications inside the organisation.

**2. Gender equality**

Gender equality is essential when it comes to demographic change - fertility rates provide statistical insights, but they are based on decisions by individual women (and men).

There are two important strategies in connection with gender equality: one is to improve the participation of women in the labour market in general. The second deals with the fact that a relatively high number of women (about a third) do not in fact have the number of children they would like to have. This gap is especially big for highly-qualified women.

We think that this is a major challenge for Europe: to develop strategies, career paths and company cultures that enable women to have both a career and the number of children they want. High-level jobs still very often demand an enormous temporal and mental commitment, which leaves very little time for family life. If we want to provide women with the same career opportunities as men and men with the same family opportunities as women, this culture will have to change. In order to tackle this problem, more innovative ways than traditional family policies are necessary: 'traditional' family policies such as child benefit payments do nothing to change this situation. Women are penalised career-wise (and therefore financially) for having children – this attitude needs to change - innovative solutions are necessary.

We need both the necessary legal framework to enable men and women to participate in care as well as a cultural change within companies that allows the combination of decision-making positions and care responsibilities for both women and men. The European directive on working time currently still excludes professionals and managers from its scope. This is in contrast to the necessary work/life balance and needs to be amended.

Additionally, the member states could analyse their social security and tax regimes to see whether they penalise or reward (or are neutral towards) shared family responsibilities and make changes accordingly.

### 3. Integration and qualification for immigrants

Immigration is one way of alleviating any possible negative effects of demographic change, but we would like to underline two important points to make this work:

The European Union needs to be very aware of the negative consequences of brain drain on other countries. Any immigration policies have to avoid 'poaching' qualified staff from third countries.

In order to sustain social peace and the social security system in European countries we need to assure that immigrants have equal access to education, learning and career development.

### 4. The quality of personal services and sustainability of social protection schemes

As the number of very old people in the EU increases, we need to assure the quality of and access to person to person services. The reliance on family will not be sufficient – and we cannot expect middle-aged women to carry this load as well as participate fully in the labour market. At European level a detailed discussion of quality, access and particularly the financing of these services should take place. Here we need to modernise the social protection systems and healthcare. The social partners have an important task in response to financial or demographic challenges. The social benefits and services have to be adequate and sustainable and give a real answer to the changing realities. Also important is to guarantee the financial basis of the personal services and social protection schemes. Nearly 25% of the European Union's working population is covered by a professional pension scheme (rising to over 80% in some countries).

We believe that the rules governing the management of financial resources on behalf of employees and future pensioners must take account of social, environmental and ethical considerations. These considerations must be taken into account in a transparent manner. Annual reports, management reports and all documents related to the investment philosophy and principles, as well as their implementation, must clearly state how these considerations are actually taken into account. These reports and other documents should be addressed to the regulatory authorities, as well as

be available to affiliated parties, stakeholders and beneficiaries who wish to access them.

#### 5. Role of the EU

The European Union can and should take on various important responsibilities in this context:

a. The European social partners decided on a framework of actions for gender equality, and helping them transfer it to national, sectoral and enterprise level would boost gender equality at the work place, which will contribute to solving various challenges.

b. The working time directive needs to cover most professionals and managers in order to facilitate work/life balance and enable more highly educated women to have the number of children they want.

c. The European Union can promote

- innovative policies to encourage men to take on care responsibilities
- innovative policies for child care and other care responsibilities
- innovative work/life balance initiatives
- different career paths
- companies and their responsibilities

d. The EU should support immigration policies that avoid brain drain in other countries and work towards integration, especially in the labour market.

e. The EU will have to discuss the quality and financing of person to person services for elderly people.

f. The EU should support the social partners in finding solutions for managing age diversity.

REGISTRAR  
LE 11/11/88  
BRUXELLES

ES 21 BRUS  
17 X 06  
1210

European Commission  
DG-ETPL/E/1  
J27 - 01/122  
B-1049 Brussels



Boulevard du Roi Albert II, 5  
B-1210 BRUXELLES