

VIRTUALIZING POLICIES, PRACTICES AND WAY FORWARD: EMPLOYERS' PERSPECTIVE

ECOT & ACE



Regional Conference on "Promoting Decent Work for Older Persons for an Inclusive Society in ASEAN+3: Strengthening A More Resilient and Inclusive Society During and After the COVID-19 Pandemic"

29 June 2021

OUTLINE

- I. Key concerns & challenges in an aging society
- II Some selected good practices
- III Recommendations & suggestions to move forward

I. KEY CONCERNS & CHALLENGES IN AN AGING SOCIETY

- Longer Life Expectancy
- Ageing Population and Labour Force
- Prevailing labour shortages in many countries
- To balance skills needs of migrants and locals
- Dynamic demands for goods and services
- AI & Digital disruption
- Pandemic challenges
- Environmental changes

II SOME SELECTED GOOD PRACTICES

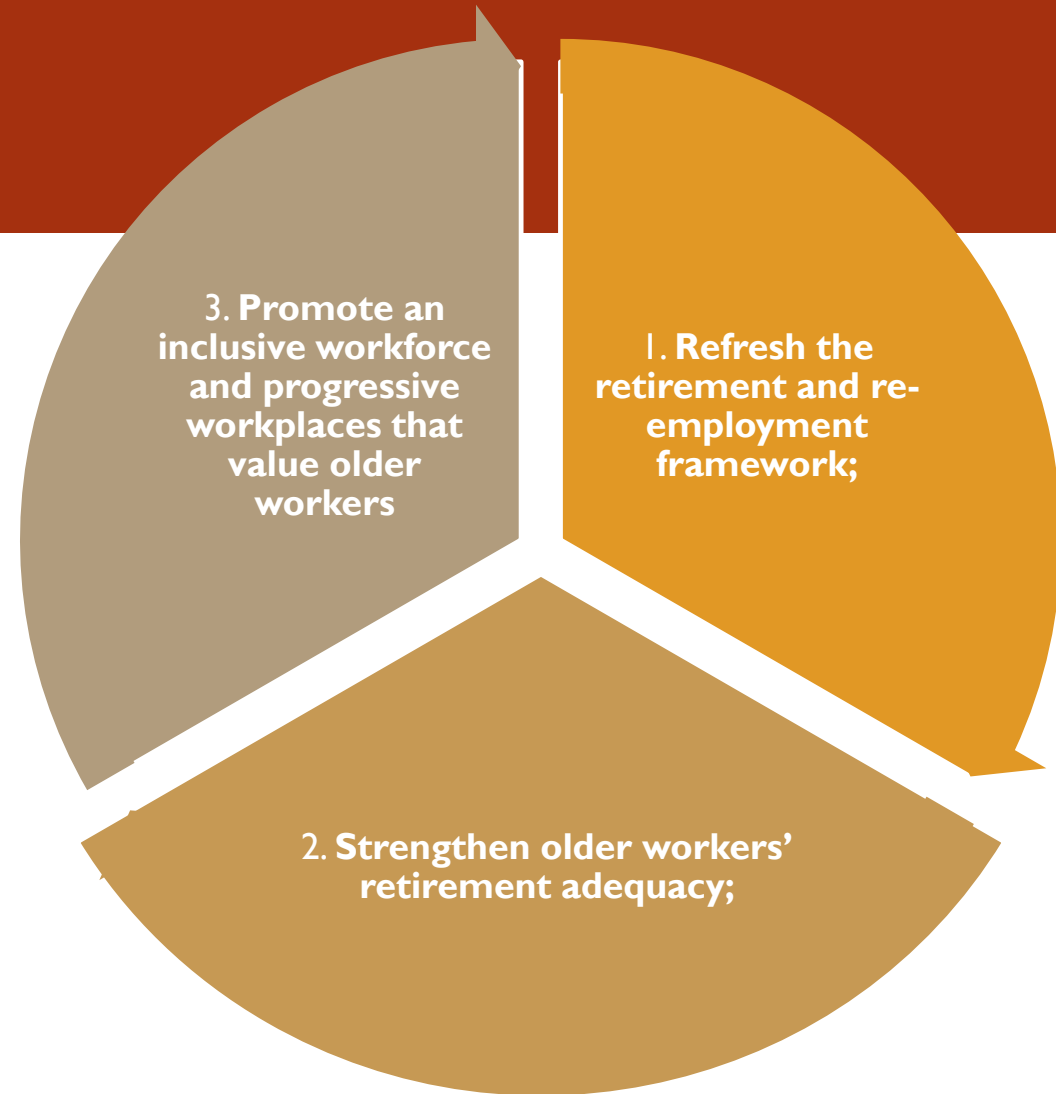
- Tripartite Workgroup on older persons in Singapore
- Ruam Palang Pracharat campaign in Thailand – The public-private- CSO MOU initiative, to promote employment of older persons in establishments & work as own-account workers and work at home.
- Silver Success in South Korea, “group counseling program” was created and provided since 2001 to encourage older persons to work, improve abilities for self-development and resume preparation.

III RECOMMENDATIONS

“ **Employers** to redesign their training, jobs and careers around the abilities and strengths of older workers.

Workers will adopt the right mindset and be ready to adapt, learn new things and take on different responsibilities.

Government will support both employers and workers in these endeavours.” (Tripartite workgroup, pp 60)



Source: Tripartite workgroup on older workers & Ministry of Manpower (2019) Report of the tripartite workgroup on older workers: Strengthening support for older workers in Singapore

I. REFRESH THE RETIREMENT AND RE-EMPLOYMENT FRAMEWORK

People should remain active in work for as long as they are able and wish to, while businesses can continue to tap on a pool of experienced older workers.

- Retirement Age and Reemployment Age agendas should be raised upon each country context*.
- The minimum reemployment contract duration should be retained at one year to accord businesses some flexibility, while employers are encouraged to offer re-employed workers longer contracts.
- The Employment Assistance Payment formula should be updated and take effect.
- For employees hired at age 55 and over, the qualifying period to be eligible for reemployment should be reduced from three to two years.
- Government should continue to work with employers, including public sector agencies, to conduct periodic reviews to ensure the relevance of the current exemptions.
- Government should provide a wage offset scheme to accompany the Retirement Age and Reemployment Age's raising to 65 and 70, respectively.

Source: Some selected/ adapted recommendations for discussion, based on Tripartite workgroup on older workers & Ministry of Manpower (2019) Report of the tripartite workgroup on older workers: Strengthening support for older workers in Singapore

* In Singapore context, both the Retirement Age and Re-employment Age should be raised to 65 and 70 respectively.

2. STRENGTHEN OLDER WORKERS' RETIREMENT ADEQUACY;

The tripartite approach to improving retirement adequacy.

- Ensure that Central Provident Fund (CPF) is sufficient for retirement, with tripartite consultation throughout the process.
 - CPF contribution rates should be reconsidered to be sufficient upon each country context.
 - Contribution rates for workers aged 55 to 70, retaining a stepped reduction in CPF contribution rates by age bands.
 - Each subsequent increase in CPF contribution rates be in consultation with workers or employers that minimise the impact on take-home pay and wage costs with flexibility to defer upon the economic conditions warrant.
 - The Government should provide transitional support to employers upon each country context.

Source: Some selected/ adapted recommendations for discussion, based on Tripartite workgroup on older workers & Ministry of Manpower (2019) Report of the tripartite workgroup on older workers: Strengthening support for older workers in Singapore

3. PROMOTE AN INCLUSIVE WORKFORCE AND PROGRESSIVE WORKPLACES THAT VALUE OLDER WORKERS

- Engage mature and older workers in structured career planning sessions.
[Mature workers (around age 45) -- centred on their future career plans and potential support from companies;
Older workers (around age 55) --- relevant skills needed for re-employment.]
- Embark on job redesign to effect organisation-wide and systems level changes.
- Encourage employers to provide part-time re-employment opportunities, and commit to do so via their HR policies and employment contracts.
- Employers should implement workplace health programmes that are appropriate for the ageing profile of their workforce/ additional medical benefits or other flexible medical benefits.
- Employers' determination of a worker's fitness for work in a particular role should not be based solely on age, but also on the objective assessment job requirements; and relevant health or physical conditions.

CRITICAL CONCERNS TO MOVE FORWARD

- Collaboration & Strong Tripartism
- Integrative approach