



ROYAL NORWEGIAN MINISTRY  
OF GOVERNMENT ADMINISTRATION AND REFORM

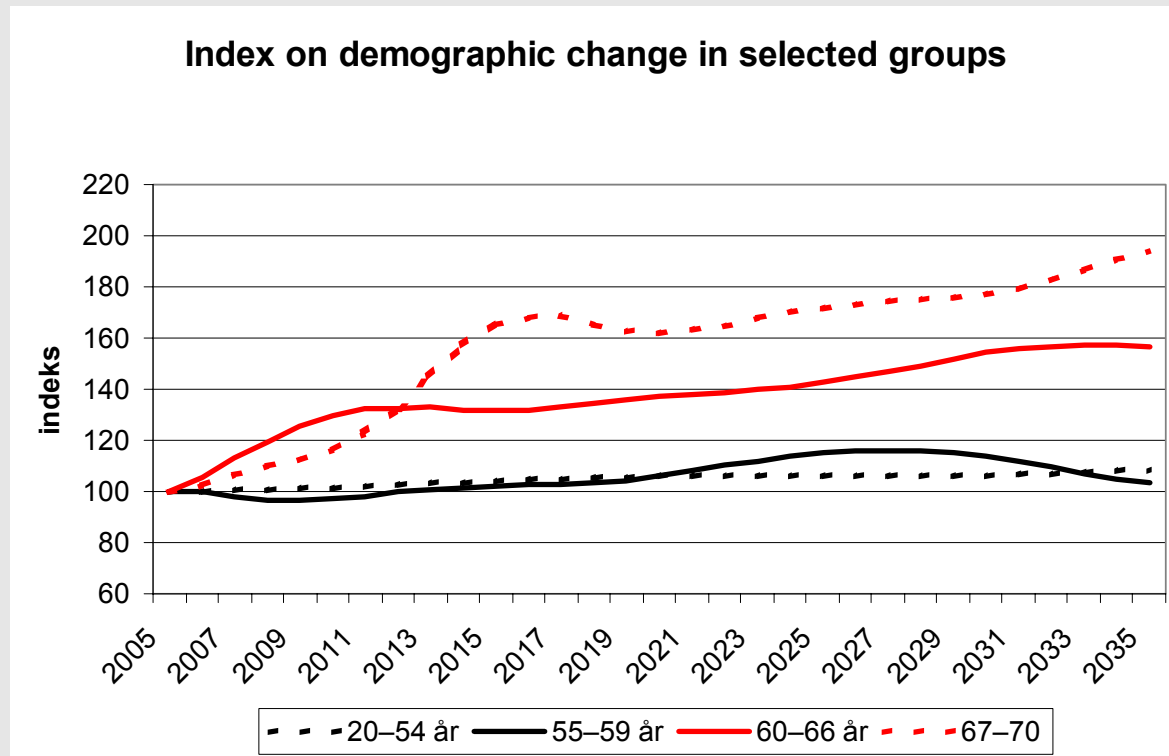
*An ageing society in Norway: Meeting the challenges  
in working life*

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# Context

- NORWAY:
- Inhabitants 4 700 000
- Labour force 2 439 000 (2006)
- State administration 127 500
- Municipal administration 444 000
- Income pr.capita nr. 2 globally
- Highly competitive economy rated nr.12 globally
- Constitution: Parliamentarian government
- Three parties in coalition
- Ministerial authority to instruct subordinate bodies

# - Growth in the Age cohort 60-66 and 67 - 70 in the Near Future in Norway



# The labour market situation

- Unemployment rate in Norway is now 2,7 percent, and is expected to decrease even more
- The number of vacant positions in private and public sectors is expected to outnumber the number of unemployed
- The average duration of life in Norway has increased from 74 in 1970 to 80 in 2005
- Employment rates in the age groups 55-64 years is 63 for women, and 73 for men (2004)
- Sickness leave ca. 6,5 percent
- The number of disability pensioners counts more than 10 % in the working force in the age group 18 - 67
- The birth rate is 1,85 and increasing

# Implemented national strategies to keep seniors at work:

- The active, committed **role of the social partners**  
**Tripartite actions** (CSP and IW)
- CSP: **Centre for Senior Policy (CSP)**  
([www.seniorpolitikk.no](http://www.seniorpolitikk.no))
  - “The National Initiative for Senior Employees”
  - “...to promote better use of senior staff resources and competences in the workplace”
- IW: (A more -) **Inclusive Working Life**

## IW -strategy: "The tripartite agreement on a more Inclusive Workplace" October 2001

- Two of the objectives in IW: reducing the sickness leave, and including more persons with disabilities in working life
- The third objective : "...to promote better use of senior employees resources and competences in the workplace" -and:
- "increase the average retirement age from working life. The average retirement age should be raised ½ year in Norway before 2009".

## Centre for Senior Policy (CSP)

- "Owners": the social partners . The biggest ones are represented in the board
- Financed by funds from the Government the last 6 years. It is evaluated and will go on
- Changed focus around 1990 from preparation for retirement to retaining older workers
- In a tripartite agreement between the government and the social partners, focus is on:
  - Awareness raising of the older workers` resources and qualities
  - Stimulating an including and positive work environment for all age groups (age diversity)
  - A better coordination of senior policy among the social partners and the government

# CSP Checklist: Conducting an Age Profile

- Have you drawn up the age profile of your organisation
- Have you analysed what the age profile of your organisation will be in 3 – 5 years?
- Have you conducted an audit of the skills and competencies of your workforce?
- Do you have (age related) statistics of participation in training?



## Other strategies to retain seniors at work

- Leisure days and other incentives for 62 + employees
- Controlled **experiments on patterns of working time** in the Government sector
- Seniornett: 55+ ICT-competence-building ([www.seniornett.no](http://www.seniornett.no))

# Strategies to retain senior staff at work to be implemented (from 2010)

- PENSION SCHEME MEASURES:  
Changing the pension schemes in order to reward extension of working period
- Considering to raise the age for compulsory retirement from 70 to 72 in the gvmnt. sector
- NEW WELFARE MEASURES:
  - Combining full pension with salaries jobs
  - Contracts to commit clients to work or training in return for social security measures

# Situation in the Government Sector

## Some results

- December -06: 68 percent of the agencies have taken concrete measures in order to keep older employees at work
- Later retirement age among healthy employees in the government sector, but this tendency outweighs a lower disability retirement age in the same period
- Attitudes towards senior staff improved
- Agreements between parties and the political parties cooperation on pension reforms
- Relatively high average employment age in the gvnmnt. sector compared to other sectors
- The employment rates in the + 55 age groups is expected to increase

Employment rates in the age groups 55-64 years in selected OECD-countries 2004.  
Percentage (Employment/population ratio)

Source: OECD employment outlook, 2005

	Men	Women	Total
Iceland	87,1	76,9	<b>82,0</b>
Sweden	71,6	67,4	<b>69,5</b>
<b>Norway</b>	<b>73,2</b>	<b>62,7</b>	<b>68,0</b>
New Zealand	76,4	58,1	<b>67,2</b>
Switzerland	76,7	53,8	<b>65,1</b>
Japan	78,1	48,6	<b>63,0</b>
Denmark	69,3	54,2	<b>61,8</b>
USA	66,0	54,3	<b>59,9</b>
United Kingdom	65,4	47,3	<b>56,2</b>
Mexico	80,5	31,7	<b>55,0</b>
Finland	51,5	50,4	<b>51,0</b>
Netherlands	56,4	32,5	<b>44,6</b>
Germany	48,8	29,8	<b>39,2</b>
France	41,9	32,5	<b>37,1</b>
Hungary	38,4	25,0	<b>31,1</b>
Italy	42,2	19,6	<b>30,5</b>
Belgium	39,3	21,1	<b>30,1</b>
Austria	26,8	18,5	<b>27,04</b>