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air  
project



Demographic change and employment  
in European aerospace industry

## Newsletter 1



Participants from European Trade Unions at the European kick-off meeting on March 10, 2016 in Potsdam (DE)

### Trade union initiatives for forward-looking personnel development and sustainable age management in the European aerospace industry

The forecast demand for skilled workers in the aerospace industry presents a tremendous challenge, particularly in light of demographic developments, and could become a serious hindrance to development. Workforces are becoming older, the training and qualifications requirements are increasing and workloads in many areas are climbing to levels worthy of concern.

One of the key questions regards the specific form that demographic developments in the European aerospace industry will take, along with the challenges that these will entail for trade union activities. Furthermore, how will the industry be able to successfully ensure that it has enough qualified personnel, and do so in a timely fashion? In order to be successful, trade unions and companies will need to launch new initiatives!

Under the joint sponsorship of Arbeit und Leben Bielefeld e. V. and the IG Metall Board of Directors (primary project partner), eleven European trade unions from eight EU countries have begun, within the framework of the CHANGE project, the process of finding practical answers to these questions by the end of 2017.

**CHANGE** is a European trade union initiative for work and employment innovations in the aerospace industry.

**CHANGE** promotes strategic concepts and operational approaches for the organisation of personnel and work that are demographically sound.

**CHANGE** supports organisations representing the interests of companies and trade unions in the creation of sustainable, qualified and healthy working conditions that are age- and ageing- appropriate.

**CHANGE** creates opportunities for employees and companies to strengthen their position vis-à-vis global competition with secure jobs for the future and innovative employment models.

## Opening event for the European CHANGE project on 10 March 2016 in Potsdam



Information and Dialogue: The European Project Group on the kick-off meeting

Where is the aerospace industry headed? In order to provide an introduction to this theme, Jürgen Kerner, Executive Member of the Board of Directors and Head Treasurer of IG Metall, delivered a keynote speech in which he detailed the indispensable nature of the aerospace industry for the future of Europe as a centre of business. In doing so, he identified the particular challenges posed by demographic change in a working world that is being rapidly transformed. „The fourth industrial revolution has long since begun. Digitisation and automation, as well as the continued outsourcing of services, are not only changing the labour market in Europe, but are also highlighting the need for a new manner of organising work and of training skilled personnel. Without Work 4.0 there can be no Industry 4.0. And without Training 4.0, there can be no Work 4.0. The formula is actually quite simple.“

National partners from DE, UK, SE, FR, PL, ES, RO and IT presented their national industry structures in the aerospace industry and discussed the various forms that demographic change is taking. In doing so, they made it clear that even though all European countries are being impacted, the concrete challenges are very much country-specific in nature. In Central and Southeast Europe, the primary need is for economic, labour market and education reforms to create healthy and attractive working conditions. In Northern and Western Europe, priority lies with securing jobs and eliminating the threatened shortage of skilled personnel, as well as further fragmentation of value chains.

Participants were in agreement that, in spite of the differences in the challenges faced, there is a need for a European framework for promoting skilled work and human resources activities suitable for the future in which the workforce enjoys a proper age balance. „It is time for everyone to share experiences and develop perspectives for approaching the future together. CHANGE offers an additional European platform for these efforts,“ stated Jürgen Kerner at the event.

As an example of „good practice“, Holger Junge (Airbus Operations, Hamburg, DE) presented the „Strategic personnel planning“ project, and Brigitte Heinicke (Airbus Operations, Bremen, DE) presented the „Demography“ project at Airbus. Fabrizio Potetti (FIOM, Italy) presented the recent agreement with Finmeccanica for supporting older employees and for integrating young people. These initiatives offer a concrete demonstration of the ways in which company and trade union interest groups can take action and exert their influence.

## Expectations from national partners to the project

### The European project CHANGE is important, because ...

„... our experience on demographic development in Aerospace or other industrial sectors is more or less national. Having in mind, that Aerospace industry is completely globalized and has an massive influence on employment in Europe, it's a necessity to broaden our horizon and to find European answers on the demographic changes.“

*We have to find approaches to improve knowledge transfer and strengthen our high level training. The impending loss of core competences and key qualifications must be prevented under all circumstances.*

*CHANGE is a unique opportunity to cooperate with other European Unions in this matter and to find common options and chances for the future of all our members in the Aerospace sector.“*

*(Frank Bergmann, IGM, Germany)*

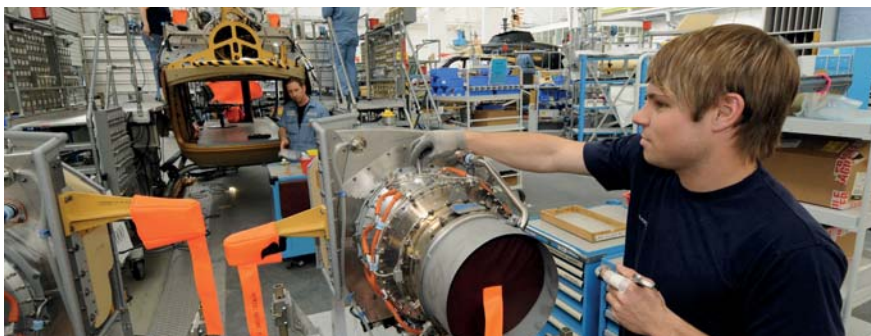


Frank Bergmann, IGM, DE (right) in discussion with Michel Pause, FO, FR (left)

„... it offers a clear image of the situation of the work force in Europe. Also the results of this project can offer a solution for problem of the aging work force in my company but also in most of the aviation companies in Romania. At the moment there are some initiatives to reopen the technical schools in Brasov, but this is a solution that will show result in long term. For the moment I think it is important also to find a short term solution.“

*(Robert Enoui, Premium Aerotech, Romania)*

# Demography, the labour market and employment in Europe



## Europa 2020: A strategy for intelligent, sustainable and integrated growth

„Integrative growth means using a high level of employment, investment in skills, fighting poverty, and modernising labour markets, general and vocational education and social protection systems in order to enable people to anticipate and deal with changes and secure social cohesion. [...] At issue is the ability to offer all people access and opportunities throughout the course of their lives. Europe must make full use of its labour potential in order to be able to master the challenges entailed by an ageing population and increasingly fierce global competition. A policy of promoting equality between the sexes is necessary in order to increase the rate of participation in the labour force and contribute to growth and social cohesion.”

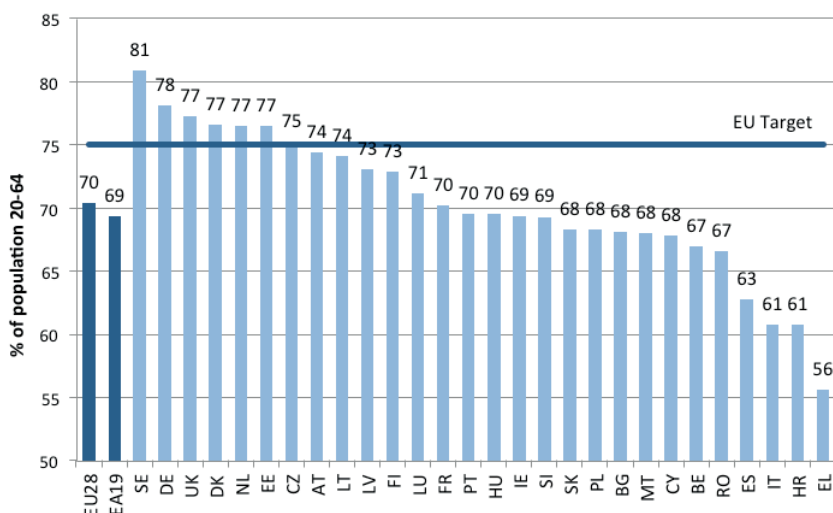
Source: European Commission, Europe 2020: A strategy for smart, sustainable and inclusive growth

## Europa 2020 objective

Governments of EU countries wish to increase the mobilisation of their labour force reserves: By 2020, 75% of the population between the ages of 20 and 64 should be working. In particular, young people, older employees, less-skilled workers and migrants should be better integrated into the labour market.

## Employment rate (20-64) in the EU Member States, 2015Q4

Notes: FR metropolitan data only



Source: EU Employment and Social Situation |Quarter Review | Spring 2016



## Europe-wide campaign: „Sustainable work and healthy ageing for all“

„Today in Brussels, the European Commission and the European Agency for Safety and Health at Work (EU-OSHA) in cooperation with the Netherlands EU Presidency launched a two-year Europe-wide campaign: Healthy Workplaces for All Ages, which is the world's biggest campaign in this area.. (...)“



### This campaign's objectives are four-fold:

- to promote **sustainable work** and **healthy ageing** from the beginning of working life;
- to highlight the importance of **risk prevention throughout working life**;
- to assist employers and workers (including in small and medium-sized enterprises) by providing
- **information and tools** for managing occupational safety and health in the context of an ageing workforce;
- to facilitate **information** and **good practice exchange**.

Source: European Commission - Press release (Brussels, 15 April 2016)



### Healthy workplaces: A key issue for Europe's ageing workforce



Campaigning for healthy work places is of crucial importance for workers of all ages, as most of them will have to work longer to reach retirement age. Today in Europe only half of workers aged 55-64 are still in employment – with strong gender and regional differences. Among the other half, a significant number of them have been forced to leave the labour market prematurely for health reasons, or for too strenuous working conditions in their current job and lack of measures to support their transition to „lighter“ jobs, making them unfit to continue. In addition older workers are most at risk to become long-term unemployed when they lose their jobs, and they have the least access to in-work training and life-long learning.

Creating healthy workplaces for all ages includes paying more attention to the reconciliation of work-life balance for workers of all ages, not only parents with young children but also those who care for elderly dependent relatives, as this is an increasing source of stress at work, which is often not addressed in occupational safety and health plans. Many interesting initiatives are being developed and promoted across the EU in the field of age-friendly workplaces to accommodate specific needs of ageing workers. Yet, much more is needed to create proactive healthy workplaces for all ages.

Source: [www.age-platform.eu](http://www.age-platform.eu)

## Activities and events

Current activities are presently focused on filling out the national industry profiles for the aerospace industry and on systemically collating the working and employment standards prevailing within companies.

To this end, a standardised questionnaire has been developed that is now being used by national company and trade union partners. Based on the results of this survey, the current situation within companies, and thus the actions that are needed to safeguard skilled personnel and employment, will be identified in a manner that allows for comparisons within Europe.

**The survey is focused on the following key themes:**

- Acquiring employees
- Training and working environments that promote learning
- Health promotion and age-appropriate personnel deployment
- Know-how transfer between old and young

The results of this survey will identify priority approaches for measures to be taken within companies. The associated areas where action is necessary will be dealt with in greater depth at the European Workshop in September 2016 in order to formulate concrete measures.



European Trade Union cooperation: The CHANGE - project partners on 09 February 2016 at Airbus in Hamburg

## July 2016 2nd Meeting of the Project Steering Committee in Brasov (Romania)

The Steering Group of the CHANGE-project meets from 13th-15th July 2016 in Brasov (Romania). The program includes discussions with the Trade Union FSLI-Metal and Romanian workers' representatives of Airbus Helicopters, Premium Aerotec and IAR in Ghimbav and an interim review of recent project implementation (in particular: first results of the European survey, national sector profiles, measures for information).

One focus is the preparation of the European workshop on labor political challenges in the field of „skilled workers, personnel development and demography“, which is held in September 2016. In addition to methodological and didactic questions of implementation the SC will prepare a definition of sectoral and company-related priorities, which are processed in the course of the project.

## Expectations from national partners to the project

**The European project CHANGE is important, because ...**

*„it is an opportunity for my organization (FGMM CFDT) to be part of a European Trade Union network allowing to exchange information and analysis about the national situations for the aerospace industry in several European countries.*

*It will allow us to better understand the working conditions of workers, the new and foreseen organizations, tools and methods, and the different approaches for recruitment and age management, especially for young people and senior workers.*

*Thanks to the sharing of identified best practices, it will be a good means to integrate innovative proposals at the European level but also in our own national discussions to improve the situation of actual and future workers of the French aerospace supply chain.“*

*(Franck Uhlig, FGMM-CFDT, France)*



Franck Uhlig, CFDT, FR (left) and Mischa Terzyk, industriAll Europe (right)

*„it focuses on ensuring that the European workforce of the aerospace sector will receive education and training it needs. These basics are essential to be successful on the labour market and meet the demands of a high-tech sector such as aerospace. Only by transferring the know-how of the outgoing generation of aerospace workers to the incoming younger colleagues, can we ensure that this industry and its high-quality jobs have a long-term future in Europe.“*

*(Mischa Terzyk, industriAll Europe)*



## Demographic change in employment

Trade Union initiatives for innovations in employment for securing skilled workforce with coherent strategies of HR-development and age management in the European Aerospace Industry (CHANGE) (VS/2015/0236)

The CHANGE project is a trade union initiative for shaping demographic structural, employment and training changes in the European aerospace industry with an eye towards the future.

Trade unions and works councils can demonstrate their initiative by contributing their sector-specific know-how and operational experience and helping to create solutions that are viable for the future.

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