

Mature Workers in Alberta and British Columbia: Understanding the Issues and Opportunities



A Discussion Document
Updated August 2008

Alberta

Purpose

This discussion paper is intended to assist the Governments of Alberta and British Columbia, and their partners, in responding to the issue of labour and skill shortages.¹ Alberta and British Columbia are both facing labour supply challenges that, with our aging population, are expected to intensify in the coming years. At the same time, perceptions and expectations of retirement are changing. This document provides background information on mature workers in Alberta and British Columbia and actions employers and governments can consider for increasing opportunities for mature workers to participate in the workforce. This document updates the August 2007 publication by updating statistics and adding further information on key initiatives related to mature workers.

Acknowledgements

This document was prepared by Alberta Employment and Immigration under the guidance of the Alberta-British Columbia Regional Skill Shortages Sub-Group and the Government of Alberta Labour Force Planning Committee. Special thanks go to the organizations that provided information about issues and opportunities concerning mature workers. They include:

Alberta Building Trades Council of Unions

Big Brothers Big Sisters

Blue Falls Manufacturing Ltd.

Calgary Health Region

City of Calgary

Coastal Pacific Xpress Inc.

Excell Services

The Home Depot

International Brotherhood of Electrical Workers (IBEW), Local 213

International Union of Operating Engineers, Local 115

Lokken Career Training

PCL Constructors Inc.

Syncrude Canada Ltd.

Tourism B.C.

The Canadian Federation of Independent Business generously provided time and expertise in conducting a survey of its members in Alberta and British Columbia to learn more about their views and experience with older workers.

For additional copies of this discussion document, please call Employment and Immigration at **(780) 644-4306** or download it from **www.employment.alberta.ca**.

¹ In 2004, Alberta and British Columbia signed a Memorandum of Understanding to collaborate on employment and training and other initiatives. This was followed by the two provinces signing the British Columbia-Alberta Trade, Investment and Labour Mobility Agreement (TILMA) in April 2006. These agreements are leading to collaboration in many areas related to trade, investment and labour mobility.

Table of Contents

EXECUTIVE SUMMARY	1
1. THE FACTS - SHIFTING DEMOGRAPHICS	3
1.1 CHALLENGES AND OPPORTUNITIES	3
1.2 DEFINITION OF “MATURE” WORKER	3
1.3 MAGNITUDE OF THE DEMOGRAPHIC SHIFT	4
1.4 LABOUR FORCE IMPACTS	5
1.5 LABOUR MARKET TRENDS RELATED TO MATURE WORKERS	6
1.5.1 Average Age of Retirement	6
1.5.2 Changing Perceptions About Retirement and Work	7
1.5.3 Increasing Labour Force Participation	8
1.5.4 Multi-generational Workplaces	8
1.5.5 Unemployment Among Mature Workers	9
1.5.6 Rising Education Levels	9
1.5.7 Older Workers by Industry	9
1.6 THE RISKS OF INACTION	11
2. INCENTIVES AND BARRIERS FOR MATURE WORKERS	12
2.1 PERSONAL PREFERENCES AND CIRCUMSTANCES	12
2.1.1 Desire to Stay Active	12
2.1.2 Family and Retirement of Spouse	12
2.1.3 Health	12
2.2 EMPLOYMENT PRACTICES AND POLICIES	13
2.2.1 Alternative Work Opportunities	13
2.2.2 Mandatory Retirement and Protection from Age Discrimination in Employment	14
2.3 KNOWLEDGE AND SKILLS	14
2.4 FINANCIAL CONSIDERATIONS	15
2.4.1 Sources of Income	15
2.4.2 Choosing to Work or Retire	18
3. INCENTIVES AND BARRIERS FOR EMPLOYERS	20
3.1 CONTRIBUTION OF MATURE WORKERS	20
3.2 TRAINING AND EMPLOYMENT	20
3.3 FINANCIAL CONSIDERATIONS	21
4. EMPLOYER AND LABOUR INITIATIVES	22
4.1 EMPLOYER ASSOCIATIONS AND LABOUR GROUPS	22
4.2 INDIVIDUAL EMPLOYERS	23
4.2.1 Flexibility is Key	24
4.2.2 Attracting Older Workers	25

4.2.3 Monitoring the Preferences of Older Workers.....	26
4.2.4 Mentoring.....	26
4.2.5 Pay and Benefits.....	26
4.2.6 Work Environments.....	28
4.2.7 Training.....	29
5. GOVERNMENT INITIATIVES.....	30
5.1 INTERNATIONAL INITIATIVES.....	30
5.2 EVALUATING THE SUCCESS OF INTERNATIONAL INITIATIVES.....	31
5.3 CANADA.....	32
5.3.1 Federal Initiatives.....	32
5.3.2 Provincial Initiatives.....	33
5.4 IMPLICATIONS FOR THE GOVERNMENTS OF ALBERTA AND BRITISH COLUMBIA.....	36
5.4.1 Information.....	36
5.4.2 Pension and Legislative Changes.....	36
5.4.3 Enhancing the Employability of Mature Workers.....	37
6. NEXT STEPS.....	38

List of Figures

Figure 1.1 - Population Aged 65 and Over Relative to Working Age Population.....	4
Figure 1.2 - The Canadian Average Age of Retirement.....	6
Figure 1.3 - Labour Force Participation Rates for Individuals 45 Years and Over.....	7
Figure 1.4 - A Snapshot: Mature Workers in Alberta and British Columbia.....	10
Figure 2.1 - Overview of Pension Coverage in Canada.....	17
Figure 2.2 - Incentives and Barriers Influencing Mature Worker Participation in the Workforce.....	19
Figure 3.1 - Incentives and Barriers Influencing Employers in Hiring and Retaining Mature Workers.....	21

List of Tables

Table 1.1 - Unemployment Rates in 2007 for Mature Workers.....	9
Table 2.1 - Preferred Work Arrangements.....	13

Appendices

- Appendix A - Country-Specific Initiatives to Address an Aging Workforce
- Appendix B - Bibliography

Executive Summary

Challenges and Opportunities

Declining birth rates and increasing life expectancy are driving a demographic shift towards an older population across the developed world. This is leading to an aging workforce and increasing numbers of people who may potentially retire and leave the labour market, with profound consequences for economic growth. In Alberta and British Columbia, rapidly expanding economies in both provinces mean many organizations are already facing challenges meeting their human resource needs. At the same time, perceptions of retirement are changing, with many mature² workers showing an interest in having options to remain active in the labour force, even after they have formally “retired.”

Labour Force Impacts

The aging population has already had an impact on Alberta’s and B.C.’s labour forces.³ In Alberta, the number of mature workers in the labour force grew by nearly 70 per cent between 1997 and 2007. Mature workers currently account for over 36 per cent of Alberta’s labour force.⁴ In B.C., the number of mature workers in the labour force grew by nearly 50 per cent over the same 10-year period, and mature workers currently account for almost 40 per cent of the province’s labour force.⁵

Encouraging Increased Labour Force Engagement of Mature Workers

Increasing the labour force engagement of mature workers is an important part of a balanced strategy

to help address current and potential future labour market challenges and issues in Alberta and B.C.⁶ Numerous factors influence the work decisions of individuals as they get older, including:

Personal Reasons - For many mature individuals, work provides valued opportunities to stay active, continue to learn and have new experiences. However, personal circumstances, such as poor health or family responsibilities, can also lead some mature workers to reduce their involvement in work or withdraw from the labour force altogether.

Employment Policies and Practices - Some mature workers have retirement imposed upon them at a certain age by law or they are simply not encouraged by their employers to continue to work. Many mature workers would welcome opportunities to keep working, perhaps not on a full-time basis, but under another arrangement. Alternative work opportunities can take a variety of forms, including part-time or contract work, flexible work schedules, telecommuting, extended vacations or sabbaticals.

Knowledge and Skills - Having up-to-date knowledge and skills are key to the employability of all workers. However, training opportunities in many organizations continue to focus on younger employees, despite research showing that the opportunity to learn something new is something mature workers seek and need in a job.⁷

Financial Considerations - Pension and tax considerations are often central to the work-retirement decisions of mature workers. Work is a necessity for financial reasons for some older individuals, especially those from low-income households. For many mature workers, however, the preferred route to retirement is to gradually decrease time spent at work. The design of many pension plans and Canada Pension Plan (CPP) policies discourage phased retirement in Canada.

2 Unless otherwise stated, the terms “mature” and “older” workers in this document will refer to people in the labour market aged 45 and over.

3 Statistics Canada defines the labour force as “Civilian non-institutional population 15 years of age and over who, during the survey reference week, were employed or unemployed.” Statistics Canada, April 2008, *Guide to the Labour Force Survey*, (Catalogue no. 71-543-GWE).

4 Statistics Canada, Labour Force Historical Survey, 2007.

5 Ibid.

6 For further information on strategies to address current and potential future labour market challenges and issues, please refer to *Building and Educating Tomorrow’s Workforce: Alberta’s 10 Year Strategy*, by Alberta Employment and Immigration, July 2006, as well as *Work BC: An action plan to address skills shortages in B.C.*, by the Ministry of Economic Development, April 2007.

7 AARP. September 2002. *Staying Ahead of the Curve: The AARP Work and Career Study*.

Furthermore, many pension plans are structured in such a way that they provide limited or no incentive for employees to keep working past the plan's normal retirement age.

What Employers Are Doing

It is the actions of individual employers that will have the greatest effect on the participation of mature workers in Alberta and B.C.'s labour markets. Employers—including those who contributed to the development of this paper—are starting to recognize the value of mature workers and are identifying innovative strategies to attract and hold on to these workers. Initiatives being undertaken by employers in Alberta and B.C., as well as elsewhere in Canada and around the world, include:

- Targeting recruitment efforts at mature workers and keeping in touch with recently retired employees;
- Offering flexible work arrangements, like telecommuting opportunities, part-time or contract work, or modified work weeks or work duties;
- Offering mature workers opportunities to mentor younger workers;
- Offering financial incentives; and
- Fostering a workplace culture that is accepting of age diversity and respectful of the needs of mature workers, including reducing the physical demands of jobs.

What Governments Are Doing

Governments throughout Western Europe, the United States, and other parts of the world are also taking steps to address the labour force impacts of an aging workforce. Examples include:⁸

- Reducing incentives to early retirement inherent in public and private pension plans;
- Increasing incentives for later retirement (e.g. increasing public pension adjustments and reducing tax rates on earned income for individuals receiving public pensions);
- Leading by example and offering more flexible work arrangements;



- Offering employment and training programs for older workers; and
- Enacting or strengthening age discrimination legislation.

In Canada, the federal government recently amended the regulations under the *Income Tax Act* to better accommodate phased retirement, and several provinces have introduced various initiatives to examine and respond to issues associated with aging populations. More needs to be done, particularly around informing individuals, employers, industry and labour associations about workforce aging issues and the initiatives being taken to address the issues.

Next Steps

The idea of giving people a wider range of choices sounds positive. However, considerable discussion and research will be needed to understand all the social and economic impacts of an aging workforce and changes in work involvement and patterns as individuals get older. Policy changes in the areas of pensions, employment and retirement can have huge implications in unexpected areas. There is a need to ensure not only that individuals can remain in the workforce for longer periods of time, but also that those needing earlier retirement still have the choice and protection they need.

We now need to look to the future, and to respond to the question of how government, employers and labour organizations can best prepare to meet the needs of mature workers in order to maximize social and economic growth.

8 Information about specific countries' initiatives can be found in Appendix A.

1. The Facts - Shifting Demographics

1.1 Challenges and Opportunities

Declining birth rates and increasing life expectancy are driving a demographic shift towards an older population across the developed world. This is leading to an aging workforce and increasing numbers of people who may potentially retire and leave the labour market.

In Alberta and British Columbia, strong economies in both provinces mean many organizations are already facing challenges with meeting their human resource needs.

A potential mass exodus of mature workers from the workforce would have profound consequences for continued economic growth.

While increased immigration and greater productivity growth will provide some relief, attracting and retaining older workers is also important to addressing the issue.

For many individuals, leaving the workforce at or before age 65 means they have twenty years or more of retirement ahead of them. This has both financial and lifestyle implications. Some people have concerns about whether they will have sufficient financial resources to see them through their retirement years, while others worry that leaving work will create an undesirable gap in their lives. With today's generation of older workers being healthier and more highly educated than previous generations, many will be able to extend their involvement in the workforce. People are no longer seeing retirement as the end of their working lives, but rather a career and lifestyle transition that may extend over a number of years. Seeking ways to increase opportunities for them to contribute in the labour market offers tremendous potential benefit to individuals, employers, the economy and society.

However, there are challenges in increasing the opportunities for mature workers to participate in the workforce.

These include past and current labour force policies that have, for the most part, focused on lowering unemployment levels and increasing time spent in retirement, as well as “freedom fifty” advertisements prompting early retirement from financial and insurance companies. Perhaps most significantly, they also include negative attitudes among some employers towards recruitment and retention of mature workers.

The demographic shift to an older population and workforce means that fundamental change is ahead. Indeed, it has already started. Our aging population provides challenges, but also opportunities. Government, employers and labour must work together to research and develop new policies that can work with the demographic shift to bring both social and economic benefits.

Those looking at the evolution of our society expect that the wave of retirements that the baby boom generation is about to unleash will trigger some key institutional and cultural changes.

New Frontiers of Research on Retirement,
Statistics Canada, 2006

1.2 Definition of “Mature” Worker

There are many different definitions for “mature” or “older” workers, which often reflect different policies and priorities across organizations and even countries. *The U.S. Age and Discrimination in Employment Act* applies to workers who are 40 years of age or more, the Organization of Economic Cooperation and Development (OECD) defines older workers as aged 50 and over, and access to public pension plan benefits in many countries is usually considered at age 65.

While “retirement” typically occurs between the ages of 60 and 65, workers are considered to be in the “mature” phase of their careers much sooner than this. While many individuals in their 40's feel they are in the prime of their careers, this is also the time when many workers start to seriously assess their employment and retirement options and opportunities. And, workers in their 40's and older may start to feel marginalized in terms of their employment opportunities compared to younger workers.

For the purposes of this discussion document, unless otherwise stated, the terms “mature” and “older” workers will refer to people in the labour market aged 45 and over.⁹

1.3 Magnitude of the Demographic Shift

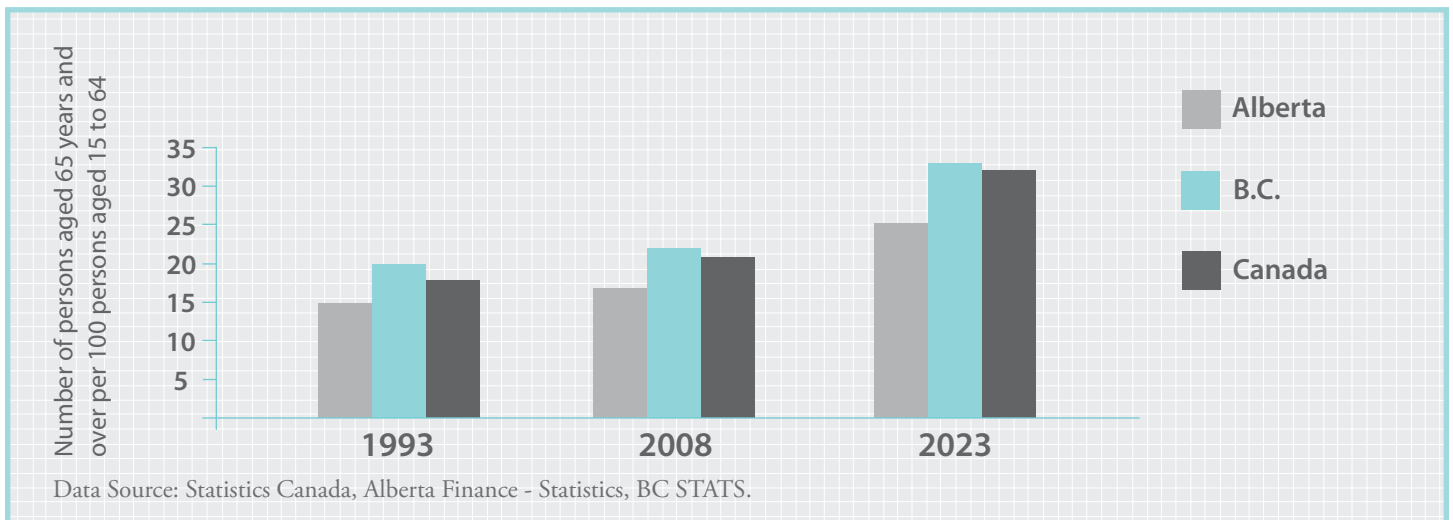
Over the next two decades, the rate of growth in the ratio of individuals aged 65 years or older to the traditional working age population (aged 15 to 64) is expected to be more pronounced in Canada than in many other countries.¹⁰ Estimates indicate that by 2026 there will be 7.8 million Canadians over the age of 65, compared to just half that number—3.9 million—in 2000.¹¹

Although young relative to the rest of Canada and many other developed countries, Alberta’s population will also experience significant aging in the years to come. In 2008 there was estimated to be nearly 390,000 Albertans 65 and over. By 2023, this number is expected to increase by more than 75 per cent to almost 685,000. During the same 15 year period, the number of Albertans of traditional working age (15 – 64 years of age) will only grow by about 10 per cent, from 2.48 million to 2.73 million. As Figure 1.1 shows, by 2023, it is projected that there will more than 25 Albertans aged 65 and over for every 100 Albertans of working age, compared to nearly 16 in 2008 and approximately 14 in 1993.



In B.C., the population 65 years and over is expected to increase by over 70 per cent, from approximately 636,000 in 2008 to nearly 1.1 million in 2023. Over that same time period the number of working age British Columbians will grow by less than 10 per cent, from 3.1 million to 3.4 million. By 2023, it is expected that there will be about 32 British Columbians aged 65 and over for every 100 British Columbians of working age, compared to just 21 in 2008 and 19 in 1993.

Figure 1.1 Population aged 65 and over relative to working age population



9 Defining “mature” or “older” workers as those aged 45 and over is also in line with statistics currently reported by the Governments of Alberta and British Columbia and previous research conducted by Human Resources and Social Development Canada (HRSDC).

10 Department of Finance Canada. *Budget Info*.

11 Standing Senate Committee on Banking, Trade and Commerce, June 2006, *The Demographic Time Bomb: Mitigating the Effects of Demographic Change in Canada*.



1.4 Labour Force Impacts

The aging population has already had an impact on Alberta's and B.C.'s labour forces.¹² In Alberta, the number of mature workers in the labour force grew by nearly 70 per cent between 1997 and 2007. Mature workers currently account for over 36 per cent of Alberta's labour force.¹³ In B.C., the number of mature workers in the labour force grew by nearly 50 per cent over the same 10-year period, and mature workers currently account for almost 40 per cent of the province's labour force.¹⁴

The large number of mature workers means there will potentially be significant numbers of workers retiring in the near future. The first wave of the baby boom generation, the generation born between 1946 and 1965, turned 60 in 2006. This translates to a potential exodus of a large proportion of this generation from Alberta's and B.C.'s workforces over a relatively short period of time. If this happens, without a significant number of new workers entering the labour force (e.g. youth,

immigrants, workers from under-represented groups) forecasts predict a sharp decrease in the supply of labour in these two provinces and increased labour shortages. This would result in a significant loss of skills, experience and knowledge.

Over the next ten years, more than 190,000 workers are expected to retire in Alberta, while in B.C., the provincial government is expecting retirements to lead to approximately 500,000 job openings over the next 12 years.¹⁵

Because of the decline in the birth rate following the baby boom generation, there will be fewer younger workers entering the labour force to replace these workers. In Alberta, forecasts indicate that between 2007 and 2017, 441,000 new jobs will be created. However, the forecast net increase in the number of workers is expected to only be 330,000, leaving a shortfall of 111,000 workers.¹⁶ The B.C. government has estimated a shortfall of about 511,000 workers between 2006 and 2018.¹⁷

12 Statistics Canada defines the labour force as "Number of civilian, non-institutionalized persons 15 years of age and over who, during the reference week, were employed or unemployed." *Statistics Canada, Guide to the Labour Force Survey, 2008*, (Catalogue no. 71-543-GWE).

13 Statistics Canada, *Labour Force Historical Survey, 2007*.

14 Ibid.

15 Alberta's retirement projections for the next 10 years (193,000) were provided by Alberta Employment and Immigration. The estimate of 500,000 job openings over the next 12 years in relation to retirement in B.C. is contained within the report, *WorkBC: An action plan to address skills shortages in B.C.* (April 2007). The variance between Alberta's retirement projections and B.C.'s could be explained by a variety of factors including different retirement rates, different average retirement ages, and B.C.'s comparably larger mature labour force.

16 Alberta Employment and Immigration. April 2008. *Alberta's Occupational Supply and Demand Outlook: 2007-2017*.

17 Premier's Council on Aging and Senior's Issues. November 2006. *Aging Well in British Columbia*.

1.5 Labour Market Trends Related to Mature Workers

To encourage increased labour force participation by mature workers, it is important to understand the current labour force trends related to this demographic group.

1.5.1 Average Age of Retirement

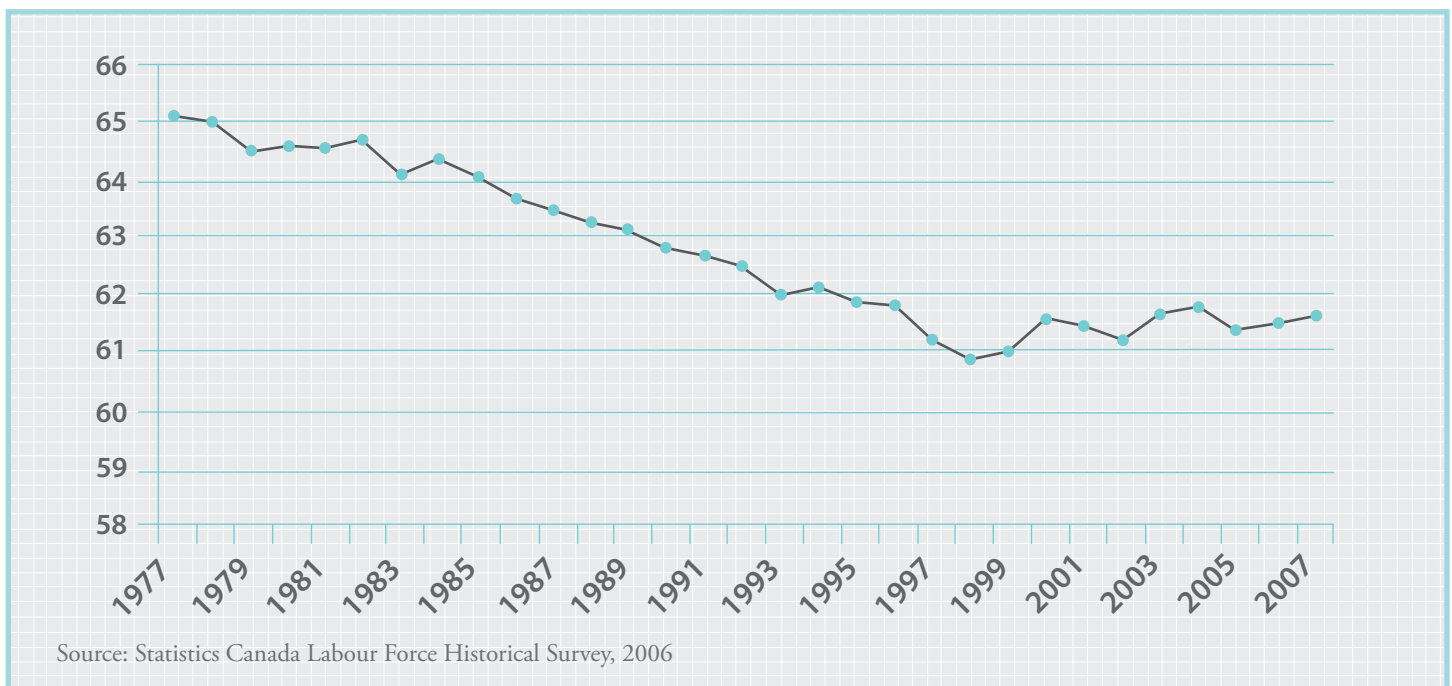
Canadians are generally living longer and healthier lives, and at the same time retiring earlier than they did 30 years ago. As a result, Canadians are generally spending an increasing number of years in retirement. Figure 1.2 shows that the average retirement age in Canada dropped from just above 65 in 1977 to just below 61 in 1998. However, the decline appears to have halted recently, with the average age of retirement holding at between 61 and 62 since 1999. This is consistent with retirement trends in the United States and European Union countries.¹⁸

It is not yet known, however, whether this is a pause in the longer-term trend towards early retirement, or a more permanent change in the retirement behaviour of mature workers.

Survey information from Statistics Canada indicates many Canadians have a preference to retire before age 65. This suggests that “a culture of early retirement” is prevalent in Canada.¹⁹ Longstanding social norms, arising out of both public and private-sector policies, have convinced us that retirement at age 65 (and often much younger) is the norm.

Alberta’s average age of retirement was 63.6 in 2007, well above the national average of 61.6.²⁰ While Alberta’s average age of retirement has fluctuated in recent years, it has consistently remained at or above 63.²¹

Figure 1.2 The Canadian Average Age of Retirement



18 AARP Public Policy Institute. 2005. *Rethinking the Role of Mature Workers: Promoting Mature Worker Employment in Europe and Japan*.

19 Grant Schellenberg. June 2004. *The retirement plans and expectations of non-retired Canadians aged 45 to 59*.

20 Alberta Employment and Immigration, 2008.

21 Comparable data on the average age of retirement is not available for British Columbia.

1.5.2 Changing Perceptions about Retirement and Work

The concept of retirement is changing. Increasingly, retirement is not being viewed as a sudden departure from the workforce, but rather as a career and lifestyle transition that may extend over a number of years.²²

Compared to previous generations, today's mature workers can look forward to more years of good health. This, in addition to the trend toward more knowledge-based and less physically demanding work, will allow more mature workers to remain active in the labour market if they so choose. The need for more retirement savings to support themselves over a longer retirement period will also influence the retirement decisions of older workers.

Research is finding that many Canadians desire—or need—to continue working in some capacity after retirement. For example, a recent Bank of Montreal survey found that a majority of pre-retirees plan to work in retirement. The top reasons given are to stay active, to keep in touch with people, and to earn money.²³ In 2005, HSBC, a multi-national banking and service organization, surveyed over 21,000 individuals and 6,000 employers in 20 countries and territories to capture global attitudes towards aging and retirement. The study, entitled *The Future of Retirement*, found a significant proportion of individuals would like to continue to work as they get older.^{24,25} Only 20 per cent indicated they would prefer to never work for pay again. The findings from a Statistics Canada survey of recent retirees²⁶ are consistent with these findings: a high proportion of respondents (60 per cent) indicated they would have preferred to continue working.



The idea of retirement as a transition makes it difficult to define and measure for the purposes of developing policy approaches. However, it is clear that policy approaches based on a linear life plan of distinct years for education, work, and leisure are becoming obsolete. Instead, approaches need to respond to the reality that education, work, and leisure co-exist in different proportions throughout life.²⁷

22 Two-thirds of older (aged 55-64) part-time workers reported working a shorter work week from preference, suggesting that some older workers are making a conscious transition towards retirement (Katherine Marshall and Vincent Ferrao. August 2007. *Participation of Older Workers*.)

23 BMO Financial Group, December 2005. *The BMO Retirement Trends Study – Overview*.

24 HSBC Holdings. 2005. *The Future of Retirement: What People Want*.

25 A majority of respondents (66 per cent) indicated that their ideal plan would be to continue with “flexible working”, and a further 9 per cent indicated they would prefer to continue working full-time.

26 Grant Schellenberg and Cynthia Silver. Winter 2004. *You can't always get what you want: Retirement preferences and experiences*.

27 Lynne Morton, Lorrie Foster and Jeri Sedler. July 2005. *Managing the Mature Workforce: Implications and Best Practices*.

1.5.3 Increasing Labour

Force Participation

As shown in Figure 1.3, labour force participation rates for individuals 45 years and older in Alberta, British Columbia and across Canada have risen from mid-1990 levels. At 62.4 per cent in 2007, Alberta's participation rate was the highest in the country, well above the national average participation rate of 53.6 per cent. B.C.'s participation rate for mature workers was just below the national average at 52.6 per cent.

Mature workers are not a homogeneous group. They face different challenges and opportunities in the labour market. Some have worked throughout their careers in physically demanding jobs and are not able to continue working at the same jobs in later years. This, however, does not mean that they cannot contribute in the workforce.

Some individuals are able to transition successfully to related jobs that are less physically strenuous. As examples, a construction worker may take additional training to move into safety codes enforcement, or a nurse may move into a mentoring or teaching role. Furthermore, the application of new technologies in many sectors, including manufacturing and construction, has reduced the physical demands of some jobs, making them more suitable for mature workers.

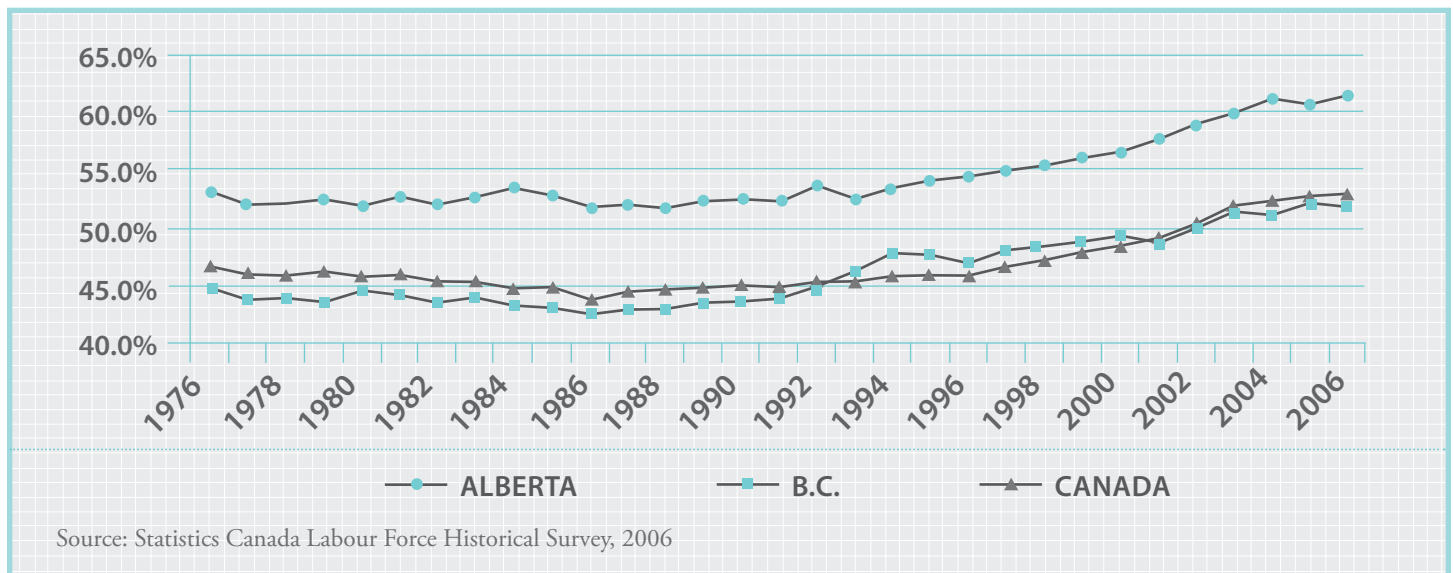
Work-related stress can also play a role in an older worker's decision to continue participating in the labour force. As will be discussed later, there are actions that employers can take to make jobs less stressful for all workers, not only mature workers.

1.5.4 Multi-generational Workplaces

Mature workers across Canada are increasingly finding themselves working in multi-generational workplaces. There are four generations currently engaged in the labour force:

- **Traditionalists** - Those approximately 60 years of age or older, representing nearly seven per cent of both Alberta and B.C.'s workforces.
- **Baby Boomers** – Approximately aged 40-59, representing 42 per cent of Alberta's workforce and 45 per cent of B.C.'s workforce.
- **Generation X** – Aged approximately 25-39, representing 34 per cent of Alberta's workforce and 32 per cent of B.C.'s workforce.
- **Generation Y** – Under 25 years of age, representing 18 per cent of Alberta's workforce and 17 per cent of B.C.'s workforce.²⁸

Figure 1.3 Labour Force Participation Rates for Individuals 45 Years and Older



Each of these generations brings its own set of values, preferences and work attitudes to the workplace. Increasing the involvement of mature workers in the workforce, particularly those over the age of 60, will increase the generational diversity in many workplaces. This will require employers to pay closer attention to fostering positive working relationships among different generations. It also means employers will need to be responsive to the differing needs and expectations of the various generations. This includes making changes at the workplace to ensure mature workers have the skills and working conditions they need to remain employed into their later years.

1.5.5 Unemployment Among Mature Workers

Mature workers in Alberta and B.C. experience lower levels of unemployment than the general workforce. Table 1.1 compares the unemployment rates for mature workers in Alberta, B.C. and Canada.

Although mature workers tend to experience lower than average unemployment rates, evidence shows that if they do become unemployed, they have a harder time integrating back into the workforce. The reasons for this are complex and may be related to employer misperceptions about older workers.

1.5.6 Rising Education Levels

There have been considerable changes in the levels of education among older Canadians over the past several decades. Thanks to the expansion of the education system, there are now fewer older workers with less than high school, and more who have a post-secondary certificate or diploma, or a university degree.

Over the past 10 years, the proportion of older workers in both Alberta and B.C. with a post-secondary certificate or diploma, or a university degree has increased from approximately 55 per cent to 59 percent.²⁹ During that same time period, the proportion of older workers with less than a high school diploma dropped from 21 per cent to 13 per cent in Alberta, and from 16 per cent to 11 per cent in B.C. Higher education levels are associated with higher levels of mature worker labour force participation and lower levels of unemployment.

1.5.7 Older Workers by Industry

Development of effective strategies for attracting and retaining mature workers in Alberta and B.C. requires an understanding of which industries mature workers are currently working in, as well as which industries have a higher proportion of employed older workers as a share of their total workforce. These two sets of data are not necessarily the same. For example, should an industry have a large workforce, even if a large number of mature workers are employed in that industry they may ultimately comprise a small percentage of that industry's total workforce. Conversely, the opposite is also true.

Table 1.1 Unemployment Rates in 2007 for Mature Workers

Jurisdiction	Unemployment rate for workers age 45 + (%)	Unemployment rate for workers age 15 + (%)
Alberta	2.4	3.5
British Columbia	3.4	4.2
Canada	4.6	6.0

Source: Statistics Canada Labour Force Historical Survey, 2007

29 Statistics Canada, *Labour Force Historical Survey*, 2007.

Like their younger counterparts, the vast majority, approximately three quarters, of mature workers 55 and over in both Alberta and B.C. are currently employed in the service sector industries. The industries employing the greatest number of older workers in Alberta and B.C. are Health Care and Social Assistance; Retail Trade; Professional, Scientific and Technical Services; and Educational Services.³⁰

Industries in both Alberta and B.C. with a disproportionately high proportion of employed older workers, as compared

to the proportion of employed older workers in the economy as a whole, include Agriculture; Real Estate and Leasing; Transportation and Warehousing; Health Care and Social Assistance; Educational Services; and Professional, Scientific, and Technical Services.

Recognizing these variations is important because both industries in which more older workers are employed, and those with a higher proportion of employed older workers, risk facing the challenges and opportunities that an older workforce poses sooner than others.

Figure 1.4 A Snapshot: Mature Workers in Alberta and British Columbia³¹

POPULATION

In 2007, the population (15 years and over)³² for Alberta stood at 2,740,700, with older people (45 years and over) making up 43.5 per cent (1,192,800) of that population. The population of British Columbia stood at 3,571,400, with older people making up 49.9 per cent (1,780,600) of the working-age population. Alberta has the lowest proportion of older people in its population in Canada.

DEMOGRAPHIC TRENDS

A falling birth rate, longer life expectancy and the effects of the baby boom generation are among the factors contributing to the aging Alberta and B.C. populations. The aging of the population will accelerate over the next two decades, particularly as baby boomers begin turning 65.

LABOUR FORCE PARTICIPATION

The growing number of older people, combined with their increasing likelihood of staying in the labour force, has meant a steady increase in their contribution to the labour force. Older workers currently account for over 36 per cent of Alberta's labour force, and have the highest participation rate of older workers in Canada at 62.4 per cent. In British Columbia, older workers currently account for nearly 40 per cent of the province's total labour force, and a participation rate of 52.6 per cent. The national average for the participation rate of older workers is 53.6 per cent.

UNEMPLOYMENT

Older workers in Alberta and British Columbia have unemployment rates that are lower than the provincial rates.

However, when they are unemployed, older workers tend to be unemployed for longer lengths of time than younger workers. In 2007, the unemployment rate among older workers (age 45-64) in Alberta was only 2.4 per cent, compared to 3.5 per cent in the general workforce. The unemployment rate among older workers in British Columbia was 3.4 per cent, compared to 4.2 per cent in the general workforce.

EDUCATION

Older workers increasingly have the education and skills employers want. This trend is a reflection of the expansion of the post secondary system in the 1960s, which allowed young people more opportunities to obtain post secondary credentials than in previous generations. The significance of the growing number of older people with higher education is that they are more likely to stay in the labour force and find a job if they become unemployed.

INDUSTRY

A higher proportion of older workers in Alberta and British Columbia are employed in the Services-producing sector than in the Goods-producing sector.³³ The industries employing the greatest number of older workers in both provinces are Health Care and Social Assistance; Retail Trade; Professional, Scientific, and Technical Services; and Educational Services. Older workers account for a disproportionately high proportion of the workforce in Agriculture; Real Estate and Leasing; Transportation and Warehousing; Health Care and Social Assistance; Educational Services; and the Professional, Scientific, and Technical Services.

30 Ibid.

31 Statistics Canada, *Labour Force Survey*, 2007.

32 Population refers to all persons aged 15 years and over residing in the provinces of Canada, with some exceptions. It includes individuals both inside and outside the labour force (i.e. individuals not seeking employment).

33 Data for this section is for workers aged 55 and over.



1.6 The Risks of Inaction

Without appropriate action on the part of employers, labour organizations, and government, Alberta and B.C. risk not only a significant decline in the supply of workers over the next decade, but also a potential decline in productivity with the loss of skills, experience, and knowledge.

This could exert downward pressure on GDP per capita growth and slow increases in living standards in Alberta and B.C. This is already being seen in other jurisdictions. The underutilization of mature workers has been identified as a major factor contributing to the lower GDP per capita growth rates in the European Union in the past decade.³⁴

Mature workers represent a large pool of labour supply: currently 43.5 per cent of the working-age population in Alberta, and 49.9 per cent of the working-age population in B.C. Increasing their participation in the labour force is an important part of a balanced strategy to help ensure continued economic growth in Alberta and B.C.³⁵ Increasing the involvement of mature workers in the labour force requires planning and new initiatives to:

- Encourage mature workers to remain in the labour force;
- Re-engage mature workers who have left the labour force; and
- Maximize the contribution of mature workers in the labour force.

³⁴ European Commission. February 2003. *Annual Report on Structural Reforms 2003*.

³⁵ For further information on strategies to address current and potential future labour market challenges and issues, refer to the Government of Alberta's *Building and Educating Tomorrow's Workforce: Alberta's 10 Year Strategy*, July 2006, and the B.C. Government's *A Human Resource Strategy for British Columbia*, May 2004 and *WorkBC: An Action Plan to Address Skill Shortages in B.C.*, April 2007.

2. Incentives and Barriers for Mature Workers



Encouraging greater mature worker participation in the labour force requires an understanding of the factors that can influence the work decisions of individuals as they get older. This section discusses some of the key factors that can have a bearing on the decisions of older workers about their involvement in work. These include personal preferences and circumstances, employment policies and practices, knowledge and skills, and financial considerations. Figure 2.2 on page 19 provides an overview of these factors.

2.1 Personal Reasons

Clearly, personal reasons are central to the work decisions of people as they get older. Individuals differ in the ways they prefer to be active, and their family and health circumstances.

2.1.1 Desire to Stay Active

Work, in some form or another, has always been a preferred activity for many healthy, older individuals. It provides opportunities to stay active, feel productive and interact with others. Many older workers value maintaining oftentimes long and supportive relationships with work colleagues and being able to continue to learn and have new experiences through their work.

In a recent survey conducted by Towers Perrin on behalf of AARP, 49 per cent of Canadian respondents indicated that they intend to work in retirement. Although the top reason was for extra money (45 per cent of responses), the other reasons mentioned most frequently were to stay mentally active (42 per cent), to stay productive (27 per cent), to stay physically active (26 per cent), and to have something interesting to do (25 per cent).³⁶

2.1.2 Family and Retirement of Spouse

The personal circumstances and priorities of individuals can shift as they get older. Many individuals choose to stay active in ways other than through work as they get older, such as volunteer activities, hobbies, travel, or spending more time with friends or family.

While women's retirement decisions tend not to be affected significantly by their spouse's involvement in work, research has found that men are more likely to retire if their spouse no longer works.³⁷

2.1.3 Health

While personal circumstances can be strong drivers for mature workers to remain in the workforce, there are also circumstances that make mature workers reduce their involvement in or withdraw altogether from the labour force. Health is one of these. Overall, older individuals are healthier than they were in previous generations.

36 AARP International. September 23, 2007. *Profit from Experience Survey: Perspectives of Employers, Workers and Policymakers in G7 Countries on the New Demographic Realities.*

37 Courtney Coile. April 27, 2005. *Retirement Incentives and Couples' Retirement Decisions.*

A comparison of the results of the 1996-97 National Population Health Survey to the 1978-79 Canada Health Survey results found substantial improvement in the health of people in their fifties and sixties.³⁸ Nevertheless, health problems can increase as people get older and some individuals find they need to limit the amount or type of work they can do.

2.2 Employment Policies and Practices

2.2.1 Alternative Work Opportunities

Employment policies and practices are changing as employers recognize the need for new approaches to attract and retain workers and provide employees with the work-life balance they need to be most productive at work.

Many workers, not only mature workers, are seeking alternative work opportunities. These can take a variety of forms, including part-time or contract work, flexible work schedules, telecommuting, extended vacations or sabbaticals.

A global survey conducted by HSBC, *The Future of Retirement*, found that 66 per cent of respondents would be interested in flexible work hours as they get older.³⁹

A more recent survey conducted by Towers Perrin on behalf of AARP, a United States based non-profit organization, provides insights into the kinds of work arrangements that older workers across G7 countries would consider helpful in meeting their employment needs and wants.⁴⁰

With the current widespread staff and skill shortages in Alberta and B.C., many mature workers with needed skills and experience are being called upon to take on extra responsibilities. Alternative work arrangements could alleviate some of the stress experienced by these workers and reduce the risk of them choosing to escape the pressure from work by exiting the labour force altogether.

The availability of alternative *types* of work can also be important to the engagement of mature workers in employment, especially those in physically demanding jobs, for example, many construction and some service sector jobs. Some individuals find it difficult to carry out certain tasks as they get older, leading them to stop working earlier than they would like. Opportunities to do less physically demanding work could offer these workers the option of continuing to work in their field.

Some mature workers find that they are able to achieve the flexibility they want in work by becoming self-employed. The average retirement age for the self-employed is 66, well above that of employees in both the public (59 years) and private (62 years) sectors.⁴¹

Table 2.1 Preferred Work Arrangements

Program	Consider Helpful
Ability to work part-time	49 per cent
More flexible work schedule	48 per cent
Ability to work from home	36 per cent
Ability to take a sabbatical	25 per cent
Ability to work for employer as a contractor after retirement	24 per cent

Source: AARP, *Profit from Experience*, September 2007, page 79.

38 Jiajian Chen and Wayne J. Millar. Spring 2000. *Are recent cohorts healthier than their predecessors?*

39 HSBC Holdings. 2005. *The Future of Retirement: What People Want*.

40 AARP International. September 23, 2007. *Profit from Experience Survey: Perspectives of Employers, Workers and Policymakers in G7 Countries on the New Demographic Realities*.

41 Average ages of retirement are for the 2000 to 2005 period. Statistics are from Statistics Canada, Labour Force Survey, 2006 as cited in Canadian Federation of Independent Business (CFIB), *Canada's Pension Predicament: The widening gap between public and private sector retirement trends and pension plans*, January 2007.

2.2.2 Mandatory Retirement and Protection from Age Discrimination in Employment

The Canadian legislative framework relating age discrimination in employment and mandatory retirement is complex and evolving. Although age 65 is considered the “normal” age of retirement for eligibility purposes under many employer-sponsored pension plans, human rights legislation provides most employees with protection from being forced to retire when they reach age 65 or another specified age.

An important factor in the work decisions of older individuals is whether they feel accepted at their workplaces and are encouraged to continue to work by their employers, superiors and peers. Feelings of acceptance among mature workers can be influenced by many things, including an organization’s general culture; employment, benefit, and retirement policies and practices; and, recognition of mature workers’ contributions.

Federal Legislation

The *Canadian Human Rights Act* applies to federal government employees and employees in federally-regulated sectors such as railways, airlines, banks and telecommunications. This Act permits mandatory retirement in cases where individuals reach the normal age of retirement for employees working in similar positions. This has been upheld in a recent case before the Canadian Human Rights Tribunal.⁴²

Other circumstances under which mandatory retirement is permitted under the *Canadian Human Rights Act* include instances where age is demonstrated to be an occupational requirement or an employee has reached a maximum age that applies to their employment under law or regulation. Mandatory retirement for federally-appointed judges at age 75 is an example of the latter.

Provincial Legislation

For employees working in sectors not subject to federal regulation, the rules regarding mandatory retirement and age discrimination in employment are contained in provincial and territorial human rights legislation.

In both Alberta and B.C. forcing an employee to retire when they reach a specific age is forbidden unless age is deemed to be a *bona fide* (i.e., genuine) occupational requirement because of the nature of a job.⁴³

The protection against age discrimination in employment under Alberta and B.C.’s human rights legislation, however, does not affect the terms or conditions of pension plans or group or employee insurance plans. This allows for variations in normal retirement ages among pension plans.⁴⁴ It also allows employers to reduce or discontinue insurance coverage (for example, health, disability or life insurance) once employees reach a certain age.

2.3 Knowledge and Skills

In many fields, knowledge and skill requirements for existing jobs are increasing. Some mature workers may feel they do not have the knowledge and skills they need to be comfortable and productive in today’s workplaces. For many, this may be because they have not been provided with—or taken advantage of—opportunities to continue to increase their knowledge and skills and become comfortable with new technologies throughout their careers. Training opportunities in many companies continue to focus on younger employees, despite research which shows on-the-job training and “the opportunity to learn something new” is something mature workers seek in a job.⁴⁵ Again, older workers are not a homogeneous group, and employers need to think carefully about the kinds of training and opportunities needed. Promoting a culture of life-long learning may be the best approach to ensuring all employees have the skills and developmental opportunities they need, both to be competent at their jobs and to remain engaged in the workforce.

42 The requirement to retire at age 60 was challenged by two pilots in 2007. Their employer’s mandatory retirement policy was found to not be discriminatory by the Canadian Human Rights Tribunal because it was established that 60 was the accepted retirement age in the industry.

43 Amendments to *B.C.’s Human Rights Code* eliminating mandatory retirement in B.C. came into effect January 1, 2008.

44 The normal retirement age under a pension plan is the age at which members are entitled to start receiving a full pension. This does not mean that a member must stop working when they reach this age.

45 AARP. September 2002. *Staying Ahead of the Curve: The AARP Work and Career Study*.



2.4 Financial Influences

2.4.1 Sources of Income

The incentives and disincentives embedded in pension plans and the tax system are often central to the work decisions of older individuals. While virtually all workers have access to some elements of Canada's public pension system, most individuals need additional sources of income – private pension plans, savings and/or work – to achieve an acceptable standard of living as they get older.

The sources of income available to Canadians as they get older are:

- Canada's public pension system;
- Employer-sponsored pension plans;
- Personal savings;
- Earnings from work.

Canada's Public Pension System

Canada's public pension system is comprised of Old Age Security (OAS), the Guaranteed Income Supplement (GIS), and the Canada/Quebec Pension Plan (CPP/QPP).

Together, these programs provide varying levels of monthly benefits to Canadians age 60 and over, depending on a range of things such as employment history and income levels. These programs are structured to provide retirement income equivalent to 40 per cent of pre-retirement income, up to a limit of the national average wage.⁴⁶

Old Age Security and Guaranteed Income Supplement

The OAS pension is a monthly benefit available to most Canadians 65 years old and over. OAS eligibility and benefit levels are not influenced by an individual's employment history. However, income does affect OAS benefit levels. Benefits are reduced when income from all sources (including CPP) exceeds \$63,511, and stop altogether when income reaches \$102,865 (for the 2007 tax year). This can be a disincentive for people to work at jobs that would bring their earnings up to these thresholds.

The Guaranteed Income Supplement (GIS) is a monthly benefit paid to individuals who receive an OAS pension and have little or no other income. Unlike the OAS, the GIS is not subject to tax. However, GIS benefits are income-tested and reduced by 50 cents for every dollar of other income a senior receives.⁴⁷ To allow low-income seniors receiving the GIS to gain more financial benefit from working, the 2008 federal budget increases to \$3,500 the amount recipients can earn without having their benefit reduced.

Canada Pension Plan

The Canada Pension Plan (CPP) retirement pension is a monthly benefit paid to people who have contributed to the Canada Pension Plan. The pension is designed to replace about 25 per cent of the earnings on which a person's contributions were based. The normal retirement age under the CPP is 65. However, individuals may begin receiving benefits - albeit at a reduced level - starting at age 60 or delay receiving the pension up to age 70. If individuals choose to start receiving CPP benefits before age 65, there is a permanent reduction in their monthly benefits of 0.5 per cent for each month they are under the age of 65 when they begin receiving CPP. An increasing proportion of workers are choosing to start receiving CPP at age 60. Between 1995 and 2003, take-up at age 60 increased from 32.5 per cent to 36.4 per cent.⁴⁸

Just as CPP benefits are adjusted downwards if they are started before 65, they are adjusted upwards by 0.5 per cent per month if individuals defer starting to receive CPP past age 65. There have been calls for changes to CPP to make it less financially attractive to receive before age 65 and more financially attractive to defer receiving until after age 65.

Current CPP policies discourage phased retirement. To be eligible to receive a CPP retirement pension between the ages of 60 and 64, an individual must do one of the following:

- Stop working by the end of the month before their CPP pension begins and not work during the month in which it begins.



- Earn less than the current monthly maximum CPP retirement pension payment (\$884.58 in 2008) in the month before and in the month it begins.⁴⁹

This means mature workers earning more than \$884.58 per month need to have, in effect, a two-month break in their employment if they choose to start receiving their CPP retirement pension before age 65. However, once an individual starts receiving their CPP pension, they may work as much as they want without affecting their pension amount.

Employer-Sponsored Pension Plans

Pension coverage has been in decline in Canada since the early 1990s.⁵⁰ Only approximately 40 per cent of workers in Canada belong to an employer-sponsored pension plan through their place of work.⁵¹ Coverage is even lower in Alberta and B.C. with 33 per cent of Albertans and 34 per cent of B.C. residents having employer-sponsored pension plans.⁵²

47 Excluding benefits received from Old Age Security, the Allowance, and provincial income supplements (e.g. Alberta Senior Benefits, B.C. Senior's Supplement).

48 Ted Wannell. August 2007. *Public Pensions and Work*.

49 Canada Pension Plan (CPP). *Retirement Pension Fact Sheet*.

50 Alberta/BC Pension Standards Review – Joint Expert Panel. *Quick Facts on the Retirement Income System and Pension Plans*.

51 Edward Tamagno. December 2006. *Occupational Pension Plans in Canada: Trends in Coverage and the Incomes of Seniors*, page 5.

52 Statistics Canada, January 2006, *Pension Plans in Canada*. As referenced in the Alberta/BC Joint Expert Panel on Pension Standards, *Quick Facts on the Retirement Income System and Pension Plans*.

Workers most likely to have pension coverage through work are those employed in the public sector or by larger private companies. Most people employed with small and medium-sized private-sector firms do not have an employer-sponsored pension plan and therefore must rely largely on the public pension system and their own savings for retirement.⁵³

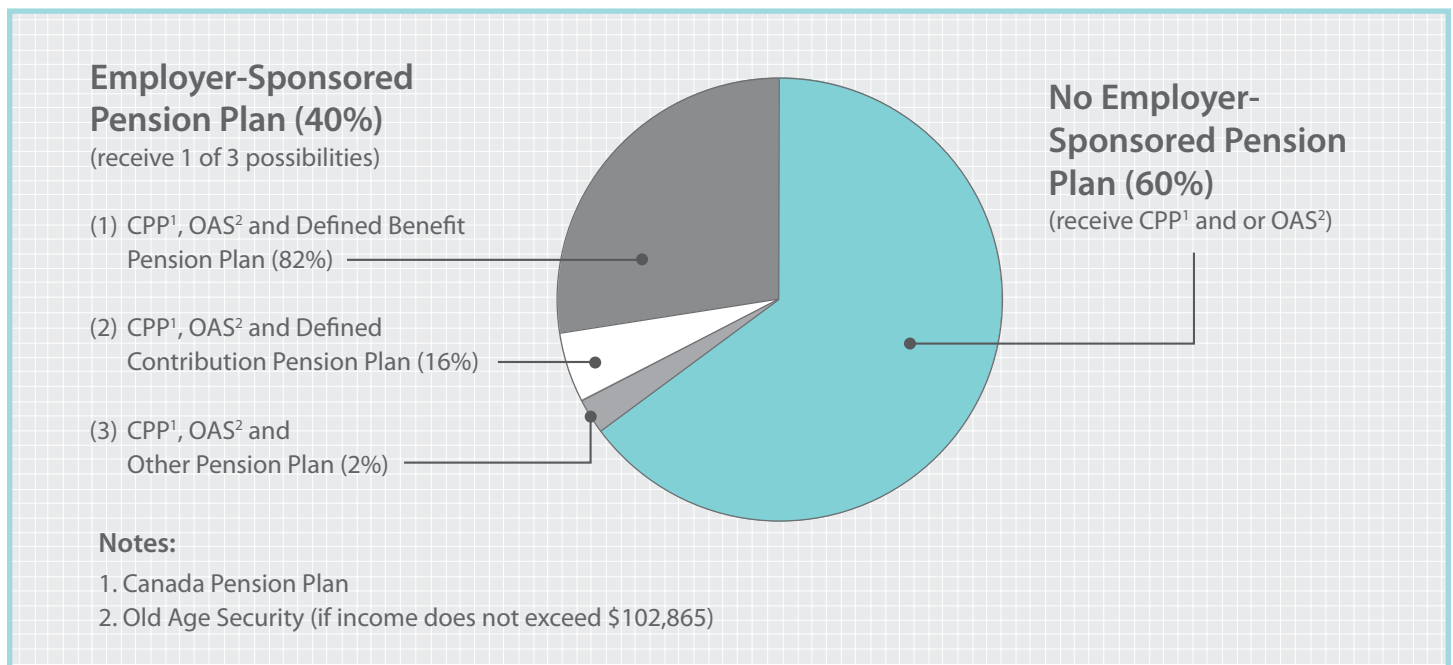
The incentives and disincentives inherent in the design of employer-sponsored pension plans influence employees' retirement decisions. There are two main types of pension plans:

- **Defined benefit plans.** These plans provide a specified monthly benefit at retirement and are the most common in Canada. Over 80 per cent⁵⁴ of workers with an employer-sponsored pension plan have a defined benefit plan. Public sector employees and unionized workers typically have these types of plans. Labour groups have a decided preference for defined benefit plans as they provide greater certainty about income levels during retirement.

- **Defined contribution plans.** Under defined contribution plans, an amount of money is set aside each year to be invested in stocks, bonds or other securities. The total value of all contributions made plus any investment income earned at the time of retirement represents the employee's total benefits. About 16 per cent of workers with employer-sponsored pension plans in Canada have a defined contribution plan.⁵⁵ Defined contribution plans tend to shift financial risk for retirement income from employers to individual workers.⁵⁶

Figure 2.1 presents an overview of public and private pension coverage in Canada.

Figure 2.1 Overview of Pension Coverage in Canada



53 Only 22 per cent of British Columbians and 23 per cent of Albertans employed in the private sector have employer-sponsored pension plans. As referenced in the Alberta/BC Pension Standards Review - Joint Expert Panel, *Quick Facts on the Retirement Income System and Pension Plans*, December 2007.
 54 Edward Tamagno, December 2006. *Occupational Pension Plans in Canada: Trends in Coverage and the Incomes of Seniors*, page 5.
 55 Ibid.
 56 Kenneth V. Georgetti, President, Canadian Labour Congress. March 11, 2005. *Workplace Pensions: current difficulties and going forward*.

Personal Savings

Another important source of retirement income for many Alberta and B.C. residents is personal savings, especially for those not covered by employer-sponsored pension plans.

The last two federal budgets have included initiatives to strengthen incentives for Canadians to save.

These included:

- Increasing the age limit for converting a registered retirement savings plan (RRSP) from 69 to 71; and,
- Proposing a new Tax-Free Savings Account (TFSA).

More information about these initiatives is provided in Section 5.3.

Earnings from Work

As of 2007, over 90,000 individuals over the age of 65 in Alberta and B.C. were still employed. While some are undoubtedly working for personal reasons (e.g. social interaction), many older individuals also continue to work for financial reasons.⁵⁷

Financing retirement without having to work can be particularly challenging for individuals who have worked in jobs that do not offer pension benefits or provide an adequate income to save for retirement. The immigrant community especially is one in which examples can be found of individuals needing to work into and beyond their 60s. Some immigrants have not worked in Canada long enough to be eligible for a pension and have not been able to earn enough to be able to accumulate retirement savings.⁵⁸

A 2004 Statistics Canada survey of non-retired Canadians aged 45 to 59 found that 40 per cent of those in households with incomes under \$20,000 do not expect to retire, compared to just 12 per cent of respondents in households with incomes of \$60,000 or more.⁵⁹

2.4.2 Choosing to Work or Retire

Workers whose employment decisions are strongly influenced by their potential pension entitlements may choose to stop working once they are able to receive their full pension, if it means that their continued working would not increase their lifetime pension benefits.

Under defined benefit pension plans, the benefits workers are entitled to receive at retirement are determined through the application of a formula. Earnings levels and length of time as a full-time employee matter most.⁶⁰ This often means that moving to part-time employment close to a plan's normal retirement age has a negative impact on a worker's lifetime pension benefits.

Many defined benefit pension plans offer incentives for early retirement by allowing employees meeting certain requirements to retire earlier than the normal retirement age with little or no reduction in their pension. Use of these incentives was common in the 1990s as a way to provide incentives for older workers to leave the workforce. These incentives helped reduce salary costs and make room for younger workers to advance in organizations. However, the current labour supply issues in many jurisdictions, including Alberta and B.C., are leading many employers to re-examine their plans' early retirement provisions.

Furthermore, most defined benefit plans are structured in such a way that they do not provide incentives for employees to continue to work beyond a plan's normal retirement age.

Defined contribution pension plans, on the other hand, typically do not create incentives for employees to retire early, since the value of these plans is determined by the funds accumulated in an employee's account by the time they retire. Postponing retirement allows for more contribution and investment income accumulation, providing some incentive to continue working.

Phased Retirement

Phased retirement options, whereby individuals reduce their involvement in work rather than retiring abruptly at a certain age, hold considerable appeal for many

57 Research conducted by the Employee Benefit Research Institute found that 81 percent of retirees surveyed identified at least one financial reason for having worked after they retired. (Cited in *Redefining Retirement: Testimony Before the Special Committee on Aging*. U.S. Government Accountability Office, April 27, 2005).

58 To qualify for an Old Age Security Pension, individuals must have lived in Canada for at least 10 years after age 18.

59 Grant Schellenberg, June 2004, *The retirement plans and expectations of non-retired Canadians aged 45 to 59*.

60 For example, the amount of one's pension under Alberta's Public Service Pension Plan is based on years of service, the average of one's five highest consecutive years of salary, and the legislated benefit rate, which is also earnings-based.

mature workers.⁶¹ Pension and tax considerations can weigh heavily in individuals' decisions about the timing of their retirement and whether or not they will continue to work after they start to receive a pension.

Until recently, regulations under Canada's Income Tax Act were a disincentive to phased retirement arrangements for employees with defined benefit pension plans.

Employees were previously unable to continue to contribute to a pension plan if they were receiving a partial pension from the plan.

However, amendments to the Income Tax Regulations now allow employers to offer employees up to 60 per cent of their defined benefit pension while continuing to accrue further pension benefits at the same time under certain circumstances.⁶²

The recent amendments permit, but do not obligate, employers to offer phased retirement options, and employers have the discretion to determine which employees will be eligible for a phased pension.

Figure 2.2 Incentives and Barriers Influencing Mature Worker Participation in the Workforce

INCENTIVES	BARRIERS
Personal Reasons	Personal Reasons
<ul style="list-style-type: none"> • Personal satisfaction – working to stay healthy and active • Social interaction • Lifestyle preferences 	<ul style="list-style-type: none"> • Family/eldercare responsibilities or preferences • Sickness or disability • Desire for more time for leisure/recreational pursuits
Employment Policies and Practices	Employment Policies and Practices
<ul style="list-style-type: none"> • Encouragement, acceptance and recognition by employers, superiors and/or peers • Retirement policies and protection against age discrimination • Availability of benefits (health, disability, life insurance) through continued employment • Opportunities for alternative work arrangements or phased retirement • Self-employment opportunities 	<ul style="list-style-type: none"> • Lack of supportive organizational culture • Retirement policies/legislation • Stress associated with work • Physical demands of work • Lack of opportunities for alternative work arrangements or phased retirement • Early retirement options and/or incentives under pension plans • Reduction or cessation of insurance coverage (health, disability, life)
Knowledge and Skills	Knowledge and Skills
<ul style="list-style-type: none"> • Opportunities for training/professional development 	<ul style="list-style-type: none"> • Lack of opportunities to update knowledge and skills
Financial Considerations	Financial Considerations
<ul style="list-style-type: none"> • Financial need (insufficient income from pensions and savings) • Ability to benefit financially through continued employment (i.e., not have OAS and GIS benefits reduced) 	<ul style="list-style-type: none"> • Reduction of OAS and GIS benefits when employment earnings exceed certain levels

61 While technically “phased retirement” refers to continuing to work and accrue pension benefits while collecting a partial pension, the term is commonly used to refer to any gradual reduction in involvement in work among mature workers.

62 To be eligible for a phased pension, employees must be at least 55 years old and entitled to an unreduced pension.

3. Incentives and Barriers for Employers

With the projected shortfall of workers in Alberta and B.C. over the next ten years, mature workers, including those already retired, have the potential to be an important part of the solution to meeting organizations' needs for skilled workers. Understanding the incentives and barriers for employers to hiring and retaining mature workers will help employers and governments identify what they might do to encourage increased mature worker participation in Alberta's and B.C.'s labour forces in the years ahead.

3.1 Contribution of Mature Workers

Mature workers have many attributes that are of benefit to the labour market. They bring a myriad of skills and experience developed throughout their careers, both at and away from work.

Many have highly developed judgment, problem-solving abilities, and interpersonal skills, have forged valuable relationships with customers or clients, and are willing to help employers out on a part-time or seasonal basis. Older workers are typically strongly committed to their jobs and tend to remain in jobs longer than younger workers. In a recent survey of its members in Alberta and B.C., the Canadian Federation of Independent Business (CFIB) found that over three-quarters of those who responded feel older workers bring a strong work ethic, experience, qualifications and loyalty to the workplace.

However, misconceptions about mature workers still abound. Employers may be reluctant to look at initiatives to attract or retain mature workers because of unfounded concerns about the willingness of mature workers to learn new skills and new technologies and practices. The reality is that many older workers are keen and capable of learning new skills, but may be overlooked for training. Employers may also be concerned that declines in physical and mental abilities among mature workers will

lead to poorer work performance, higher turnover and absenteeism, and ultimately lower productivity. However, while age is a factor with work-related absences,⁶³ many employers now offer health promotion programs such as employee assistance, stress management, smoking cessation, fitness subsidies, and flu vaccinations. Workplace and job accommodations may also decrease absenteeism.

3.2 Training and Employment

A 2007 Manpower report notes that the next stage for productivity improvement means focusing on getting the most from each individual throughout his career. This report stresses that lifelong learning needs to become part of the national culture in every country of the world, beginning with basic education and continuing through retirement.⁶⁴

Clearly, labour force productivity will be key to the continued economic prosperity of Alberta and B.C. With fewer younger people entering the labour force in the years ahead, it will be important that steps be taken to ensure that everyone in the labour force is working

to their potential. This will require individuals to have opportunities for continuous learning throughout their careers, and for lifelong learning to become more firmly embedded in our culture. Awareness of the importance of providing training throughout an employee's career is increasing among employers and governments. And, new training techniques and technologies, including modular courses, are making it easier to adapt training to an employee's individual learning style.

Nevertheless, some employers continue to question whether the time and cost associated with training mature workers provides a sufficient return on investment. The concern is that the length of time an organization benefits from older workers having new knowledge and skills might be short in comparison

"We would hire more older workers, if available. They are reliable and have a great work ethic."

CFIB Member, Edmonton

63 Katherine Marshall. May 2006. *On sick leave.*

64 Manpower Inc. April 23, 2007. *The New Agenda for an Older Workforce.*

to younger workers. However, the lower job turnover among mature workers means that this is often not the case.⁶⁵

3.3 Financial Considerations

Financial considerations for employers around hiring and retaining mature workers can be complicated. A key financial motivator for employers to try to retain mature workers is the high cost of employee turnover. In many cases the turnover costs associated with hiring and training a new employee outweigh the incremental increases in compensation and benefits required to retain a mature worker.⁶⁶

In attracting mature workers, some may have lower compensation expectations than younger workers.

For example, some workers have alternative sources of income, such as a pension from a previous employer, CPP and OAS. Furthermore, workers aged 65 and over in Alberta and B.C. do not require full coverage under employer-sponsored health benefits plans because of their eligibility for provincial coverage for some health benefits once they turn 65.

There are circumstances, however, where mature workers can be more costly to employ than younger workers. Mature workers often command higher salaries in the labour market and may be eligible for more vacation time than younger workers. It can also be more expensive for employers to provide some benefits, such as disability coverage, for these employees.

In assessing alternative staffing options, employers need to weigh these financial considerations along with the positive contributions they feel mature workers can make to their organization.

Figure 3.1 Incentives and Barriers for Employers in Hiring Mature Workers

INCENTIVES	BARRIERS
<p>Contributions of Mature Workers</p> <ul style="list-style-type: none"> • Attributes of many mature workers (e.g., reliability, loyalty, work ethic, problem-solving and interpersonal skills, judgment, safe work practices, ability to relate to older customers) • Experience, skills and established business relationships • Willingness to work part-time, irregular hours or seasonally 	<p>Contributions of Mature Workers</p> <ul style="list-style-type: none"> • Concerns about mature workers (e.g., inflexibility, absenteeism/sick time/long-term disability rates, inability to learn/adopt new technologies, lower productivity) • Concerns about decline in physical and mental abilities as workers age
<p>Training and Employment</p> <ul style="list-style-type: none"> • Increasing recognition of the importance of life-long learning • Increased ability to adapt training for older workers (e.g. short, modular courses, use of technology for training delivery) 	<p>Training and Employment</p> <ul style="list-style-type: none"> • Concerns about return on training investments • Lack of familiarity with effective strategies to recruit and train mature workers
<p>Financial Considerations</p> <ul style="list-style-type: none"> • Reduced employee turnover costs • Lower wage/salary expectations of some mature workers (e.g. because of other sources of income) 	<p>Financial Considerations</p> <ul style="list-style-type: none"> • Concerns about salary and benefit costs (e.g., seniority pay, pension costs, benefit costs, vacation entitlements, etc.)

65 William B.P Robson. October 2001. *Aging Populations and the Workforce: Challenges for Employers.*

66 Lynne Morton, Lorrie Foster and Jeri Sedler. July 2005. *Managing the Mature Workforce: Implications and Best Practices.*

4. Employer and Labour Initiatives

4.1 Employer Associations and Labour Groups

Recent years have seen an increase in research and discussion of issues relating to the participation of older individuals in employment and recommendations being put forward by various stakeholder groups. Some of this has been prompted by the federal government's Expert Panel on Older Workers, the Alberta/B.C. Joint Expert Panel on Pension Standards, and the work of the Special Senate Committee on Aging. For example:

- The Canadian Federation of Independent Business (CFIB) surveyed its members in Alberta and B.C. last year about older workers and initiatives being taken by its members to attract and retain workers aged 60 and over. It also prepared a report examining private and public sector retirement trends and pension coverage.⁶⁷ In addition, the CFIB has developed resources to help self-employed workers transition from work to retirement.
- Several labour associations across the country (e.g. The Alberta Federation of Labour and Canadian Auto Workers Union) are calling for strengthening the Canada Pension Plan and advocating for the preservation and expansion of defined benefit, employer-sponsored pension plans as opposed to defined contribution plans.⁶⁸ The B.C. Federation of Labour would like to see mandatory occupational pension plans.
- The Canadian Chamber of Commerce has proposed:
 - Examining the impact of increasing the age of entitlement to public pensions, as has been done in the United States;

- Developing harmonized and flexible part-time pension policies that provide incentives for Canadians to gradually transition out of the labour force;
- Amending the Canada Pension Plan to eliminate the requirement that an applicant stop or reduce working to be eligible for benefits;
- Amending the Old Age Security program to provide incentives for Canadians to continue working past 65 years of age; and,
- Investigating remaining mandatory retirement provisions.

In its second interim report (March 2008), the special Senate Committee on Aging identified some of the options it has heard to address pension-related incentives and disincentives to work. These include:

- Launching awareness campaigns on the recent legislative changes that remove barriers to phased retirement and older work discrimination;
- Increasing the incentive to delay receipt of CPP;
- Working with the provinces to change the Canada Pension Plan so that older workers who begin to collect CPP before age 65 can continue to contribute to the CPP;
- Working with the provinces to change CPP so that individuals do not need to quit work or reduce their earnings to receive CPP before age 65; and,
- Creating incentives to encourage training for older workers.

⁶⁷ Canadian Federation of Independent Business. January 2007. *Canada's Pension Predicament: The widening gap between public and private sector retirement trends and pension plans.*

⁶⁸ Canadian Auto Workers Union. *Strong Pensions – Secure Future. Fact Sheet #1: A Canadian Pension Primer.* Alberta Federation of Labour, May 2005, *The Assault on Pensions in Canada: Foreclosing on the Future.*



4.2 Individual Employers

Actions on the part of individual employers have the greatest potential to increase opportunities for mature workers to participate in the labour market. However, a recent survey of employers found that only 17 per cent of employers in Canada have established strategies to recruit older workers, and only 24 per cent have implemented retention strategies.⁶⁹ In an era where skilled workers are at a premium, clearly more needs to be done to ensure employers recognize the issues that are part of an aging workforce and are aware of potential solutions.

Some employers have identified the challenges ahead and have already made changes to their human resource policies.

A survey of 150 senior human resource executives in the U.S. found the most common incentives offered by employers to retain workers aged 50 or over to be:⁷⁰

- Flexible work arrangements (41 per cent)
- Training to upgrade skills (34 per cent)
- Time off for volunteerism (15 per cent)
- Phased retirement (14 per cent)
- Reduced shift work (14 per cent)
- Job rotation (12 per cent)
- Sabbaticals (11 per cent)
- Reduced responsibility (8 per cent)
- Mentoring as a primary job responsibility (5 per cent)⁷¹

69 Manpower Inc. April 23, 2007. *The New Agenda for an Older Workforce*.

70 Figures in brackets refer to the percentage of employers offering each incentive.

71 Howard Muson. 2003. *Valuing Experience: How to Motivate and Retain Mature Workers*, (based on a 2002 survey of 150 senior human resource executives).



The practicality and effectiveness of different initiatives will depend on a number of factors, including company size, occupation and nature of work done by individual employees, personal circumstances and motivators of existing and potential future workers, and the legislative framework in a jurisdiction.

4.2.1 Flexibility Is Key

As mature workers approach retirement age, many are more concerned with pursuing other interests or spending more time with family than in working full-time. For this reason, many are interested in flexible work arrangements that provide them with more work-life balance, such as telecommuting opportunities, part-time or contract work, or modified work weeks and work duties.

Many employers have begun to offer such arrangements—not only to their older workers, but to all staff, as a way of retaining valued employees. Incentives include:

- Actively approaching/presenting employees with flexible retirement options that they might not have contemplated.
- Offering part-time employment (over 40 per cent of respondents to the 2007 CFIB survey of members in Alberta and B.C. indicated that they offer part-time or job sharing options).
- Creating a work-life policy that supports flexible work arrangements, including working from home and allowing employees to have time off for volunteer work.

Recent research conducted by Towers Perrin on behalf of AARP confirmed the following as prevalent approaches for employers to attract and retain older workers:⁷² rehiring retirees; flexible work arrangements (e.g., telecommuting and multiple work locations); outplacement; culture and age diversity training; support for senior parents/spouses; and focused recruitment.

Innovative approaches will grow as labour markets tighten and employers gain more experience in this area in the years ahead. While governments have a role in supporting the sharing of information about innovative and effective practices, and providing supportive pension and tax legislation, it will be up to individual employers to modify their practices based upon the best available evidence and the needs of their organization.

No one set of initiatives will work for all employers seeking to attract and retain mature workers.

“Every company has to become more creative in how they get work done – from flexible hours to job sharing, reducing the workload and offering seasonal work.”

CFIB Member, Calgary

72 AARP International. September 23, 2007. *Profit from Experience Survey: Perspectives of Employers, Workers and Policymakers in G7 Countries on the New Demographic Realities*, page 94.

- Offering the option for mature workers to gradually reduce their workloads and set their own hours (offering greater flexibility was identified most frequently in the CFIB survey as a measure businesses are taking to retain older workers).
- Offering more time off in place of more pay.
- Extending time off during the winter months for mature individuals who choose to go south for extended periods.
- Removing disincentives to rehiring pensioners. Reducing the physical demands of work (CFIB’s recent survey of members in Alberta and B.C. indicated that organizations are reducing the workloads or physical demands of jobs in an effort to retain older workers).



4.2.2 Attracting Older Workers

Many employers have an explicit focus on attracting older workers.⁷³ Some employers are developing recruitment campaigns specifically targeted at mature workers, including retirees who might be interested in part-time work. Following are several examples of initiatives undertaken by both public and private sector employers across Canada and around the world to attract mature workers.

- Maintaining “retired members’ lists” – lists of mature workers who can be called upon as needed.
- Requesting referrals from current staff (this was the approach mentioned most frequently by respondents in survey conducted by the CFIB).
- Ensuring the representation of mature workers on the company’s website.
- Posting recruitment notices at seniors’ centres.
- Hiring recruitment specialists experienced in sourcing and hiring older workers.
- Using online recruitment channels, like skillsmatch.ca, that specifically target mature workers.
- Partnering with a national or local association for older workers.

Adecco, which provides recruitment and HR consulting services to other companies, distributes special materials at locations frequented by mature individuals, such as churches, shopping malls, and community centres as a means of recruiting mature workers.⁷⁴

Avis Rent A Car went to shopping plazas to talk to mall walkers who gather there. They recruited workers to shuttle cars from location to location.⁷⁵

- Ensuring recruitment advertising appeals to mature individuals and reflects a company’s desire to recruit and provide a welcoming work environment for this age group.
- Meeting with and speaking to seniors groups about employment opportunities.

Some employers have also found that having mature workers as part of their current workforce is one of the most effective ways to attract other mature workers.

⁷³ A 2007 survey of CFIB members in Alberta and B.C. found that 13 per cent of respondents have taken specific steps to attract older workers.

⁷⁴ Lynne Morton, Lorrie Foster and Jeri Sedler. July 2005. *Managing the Mature Workforce: Implications and Best Practices*.

⁷⁵ Experience Works, *Experienced Worker Resource Kit for Employers*, p.31.

4.2.3 Monitoring the Preferences of Older Workers

Keeping in touch with the needs and desires of mature workers and recent retirees helps employers identify the work arrangements and benefits mature workers are seeking. For example, in 2001 IBM conducted a global work/life survey of 59,000 employees in 48 countries. Using the data from this survey, the company developed a five-year work/life strategy. HSBC Canada holds an annual luncheon for its retirees and surveys retirees and current employees age 50 and over to identify factors that may motivate them to continue or return to work.

Some of the more innovative initiatives employers are using to maintain contact with retired workers include:

- Developing a “Casual Worker Program” to directly hire or re-employ an “on call” pool of workers who would receive limited benefits and no pension.
- Developing a “Retiree Pool” to register information on the interests and skills of recent retirees in order to staff short-term initiatives or specific projects.
- Allowing recent retirees who don’t like retirement to return to the company without losing accumulated paid time off and other benefits.
- Keeping in touch with retired workers through social events and a newsletter.

4.2.4 Mentoring

Mature workers represent years of knowledge and experience that are often an asset to an employer. As the workforce ages, particularly among the managerial ranks, the need for succession planning to retain this knowledge is vital.

In an effort to retain mature workers, as well as to capture their knowledge and experience, many employers are introducing mentorship programs. The initiatives being undertaken include:

- Bringing back retirees to train younger and new workers.
- Providing workers who are approaching retirement with opportunities to teach or mentor.
- Offering a range of special programs to teach knowledge transfer, including workshops on knowledge sharing.

The City of Calgary was recognized by Canada’s Association for the Fifty Plus (CARP) for its Rehirement Policy. The policy enables the City to identify a position as “critical” and have a person who is retiring stay on in the position under contract. As a contracted employee, they continue to receive pension and vacation benefits. The City of Calgary is the first municipal government in Canada to implement this type of policy.

Recognizing that many customers feel more comfortable discussing financial matters with a mature worker, the company is attempting to find ways to hire more mature workers into its customer service workforce. One initiative is offering a paid time off bank, which “offers more flexibility than a predetermined allocation of vacation, holiday and sick time. This appeals to mature workers, who may need time off for medical reasons and/or elder care but want to maintain a certain level of privacy.”⁷⁶

Lincoln Financial Services Company
(9th among the American Association of Retired Persons’ Best Employers for Workers over 50 (2004))

4.2.5 Pay and Benefits

Pay matters to many mature workers. A survey of recent retirees conducted by Statistics found that 21 per cent of respondents would continue to work if their salary was increased.⁷⁷

The strong demand for labour in both Alberta and B.C. at this time is leading to higher wages. In Alberta, wages have risen by an average of 4.4 per cent per year for the past four years, well above the national average of 2.9 per cent.

⁷⁶ Lynne Morton, Lorrie Foster and Jeri Sedler. July 2005. *Managing the Mature Workforce: Implications and Best Practices*

⁷⁷ Grant Schellenberg and Cynthia Silver. Winter 2004. *Canadian Social Trends*.



In B.C., the increase is nearly equal to the national average.⁷⁸ Many employers are finding that they need to increase wage and salary levels to attract and retain workers.

Along with pay, employers are also making changes to employee benefits to boost the labour force engagement of mature workers.

Some companies, for example, have reduced or removed early retirement incentives from existing pension plans and increased incentives to work beyond a plan's normal retirement age. Others are offering to expedite access to benefits for new employees who come to them with several years of experience in other jobs. Examples include offering new employees the same vacation entitlement they would have had with a previous employer and offering new employees opportunities for early ownership in their companies.

Another innovative benefit is providing employees with new ways to grow their retirement savings.

Merck Frosst has introduced an additional savings plan similar to an RRSP that provides an additional opportunity for employees to save for retirement.

At Coastal Pacific Xpress, a truckload carrier company based in B.C., mature workers are being used in the company's Professional Driver's Apprenticeship Program to mentor and train younger drivers.

⁷⁸ Statistics Canada. March 2008. CANSIM Table 281-0044.



Excell Services, a call centre in Penticton, B.C., has ergonomically-designed work stations to support the mobility and physical needs of mature workers. Excell also offers a “Lunch’n’Learn” program that often includes discussions of issues important to seniors (e.g., health issues, identity theft). The company has no retirement policies and promotion of those over 50 is commonplace.

Catholic Children’s Aid Society of Toronto has a large number of staff over the age of 50. The Society’s workplace culture, which promotes learning and recognition, contributes to its high staff retention rate.

4.2.6 Work Environments

Employers are paying more attention to creating work environments that are attractive to mature workers. This can involve a number of things like changes in the physical environment (e.g. ergonomics), improved workplace health and information programs, and a workplace culture that is more receptive to age diversity. Initiatives include:

- Fostering a corporate culture and structure that values mature workers. This is demonstrated through values, leadership and brand, and practices such as adopting hiring and promotion practices that support mature workers.
- Conducting special age diversity training (e.g. helping managers to be attuned and responsive to the issues and preferences of mature workers).
- Offering workshops and information seminars to employees on personal, financial, and retirement planning.
- Expanding workplace wellness programs to include such things as blood pressure clinics, flu shots, yoga, and healthy eating workshops.
- Improving workplace ergonomics and technology to accommodate the physical needs of an aging workforce.
- Encouraging mature workers and younger workers to establish rapport with one another and to feel more comfortable working together.

4.2.7 Training

Many employers are recognizing the productivity benefits that can come from training mature workers.

Many older workers are keen to learn and apply new skills in their jobs, and also have more personal time to devote to learning as their children become more independent. As turnover tends to be lower among older workers as compared to younger workers, organizations can often benefit over a longer time from older workers learning new skills, both at and away from work.

Direct Energy recognizes that parts of their business can become more productive with a focus on mature employees. The company is offering apprenticeships to employees aged 50 and over who are interested in retraining.

Ten Tips for Managers⁷⁹

The following tips for managers identify some of the effective practices for employers in attracting, developing and retaining older workers:

- 1. Take a look at beliefs and biases toward older workers.** Ensure that you and your company are open to hiring older workers. Develop the ability to spot examples of ageism on the job, in the media, and in your personal life.
- 2. Include information on aging and older workers in management training.** Include information on “myths versus reality” and on generational differences in the workforce.
- 3. Review your recruitment policies and practices,** ensuring they are open to hiring older workers. For example, use photos of older workers in advertising, advertise where you can find older workers, and build age diversity into interview panels.
- 4. Ensure there are opportunities for training.** A well-developed training program is key for all workers, but especially older workers. Look out for employees who are feeling displaced due to new technologies. Offer help to get them back on their career path.
- 5. Build flexibility** into work assignments and schedules wherever possible.
- 6. Develop and implement a career management system for workers,** including older workers. Let workers of all ages know you want to retain their skills and abilities. Watch for problems like skill obsolescence, job burnout, or plateauing, which result in loss of motivation and lead to performance problems.
- 7. Consider a survey or pre-retirement interview of employees to understand their retirement goals and aspirations.** Find out what the older workers want and figure out how to give it to them, e.g. early retirement, continued full-time or part-time work.
- 8. Take a fresh approach to retention strategies for all workers.** Review your policies, pension plans, collective agreements and physical workplaces to understand any changes that might be needed to retain older workers.
- 9. Keep in touch with retirees from your organization.** Make them aware of positions and jobs that might be of interest to them.
- 10. Understand the demographic changes in today’s labour force,** and take time to plan and make changes to your human resources strategy accordingly.

⁷⁹ Adapted from Experience Works, Experienced Worker Resource Kit for Experienced Employers, 2006, *Starting Today: Ten Steps to Make the Most of Experience*, www.experienceworks.ca.

5. Government Initiatives

5.1 International Initiatives

While employer actions will have the greatest impact on the participation of mature workers in the labour market, governments also have an important role to play. Many of the initiatives governments are taking are focused on achieving two primary outcomes: increasing the average age of retirement; and increasing labour force participation rates of mature workers.

The European Union (EU), for example, has set targets for 2010 to increase the average employment rate for 55-64 year olds to 50 per cent⁸⁰ and to increase the age at which workers leave the labour force to 65.^{81,82}

European countries have taken a number of different steps in an attempt to reach these targets. (Information on initiatives taken by specific countries can be found in Appendix A.) These include:

- Reducing incentives for early retirement:
 - increasing pension benefit reductions if workers retire early;
 - tightening the eligibility criteria for early retirement, including raising the age at which workers can start receiving pension benefits;
 - introducing defined contribution features to national and employer-sponsored pension plans;
 - lengthening contribution periods for public pensions; and,
 - indexing pensions to life expectancy.
- Increasing incentives for later retirement:
 - increasing pension adjustments or bonuses for working beyond retirement age;
 - reducing the tax rates on earned income or providing tax credits;
 - reducing social security contributions for workers over a certain age; and,
 - eliminating restrictions on earnings after starting to receive a pension.
- Making work more attractive to mature workers by:
 - promoting part-time work and other flexible working options (for example, offering “working time” credits that can be used to take time off for things like family commitments);
 - introducing partial retirement programs;
 - introducing wage and other subsidies as incentives to employers to hire older workers;
 - helping mature workers transition to self-employment; and
 - promoting adjustments in tasks or processes to make work less physically demanding for mature workers.
- Encouraging increased training and employment of older workers by:
 - offering tax incentives to businesses for training older workers;
 - providing time off to mature workers for training; and
 - providing job search assistance to mature workers.
- Discouraging age discrimination by:
 - putting in place legislation to make age discrimination in employment illegal (for example, all EU member countries were expected to have legislation banning discrimination based on age in place by 2006); and
 - developing educational campaigns to promote the benefits older people can bring to both society and the workplace.

80 In 2004, the employment rate for 55-65 year olds was 42.5 per cent.

81 In 2001, the average age of retirement was approximately 60 years old.

82 AARP Public Policy Institute, 2005, *Rethinking the Role of Mature Workers: Promoting Mature Worker Employment in Europe and Japan*, and Commission of the European Communities, 2003, *The Stockholm and Barcelona targets: Increasing employment of older workers and delaying the exit from the labour market: Commission Staff Working Paper*.



- Gradually raising the age of entitlement for public pensions. The normal retirement age is now 66 years and will be increased to 67 years by 2022.⁸⁷

5.2 Evaluating the Success of International Initiatives

The successful implementation of policies depends on factors specific to a country, such as prevailing demographic trends and issues, cultural attitudes towards work and retirement, the role of the state in the labour market, and the legislative framework governing pensions and retirement. These differences make it extremely difficult to assess whether initiatives implemented in one country would lead to similar outcomes in another country. For example, a change in benefit payments under a public pension system would have a more significant effect on retirement in a country where the national pension system accounts for a large share of retirement income (such as Sweden).⁸⁸

Even within an individual country, it is difficult to single out certain initiatives as being more successful than others. The success of one initiative is usually reliant upon complementary initiatives. For example, during the five-year period (1998 to 2002) that Finland's mature workers program, Finnish National Programme on Ageing Workers (FINPAW), was implemented, labour force participation and employment rates for Finland's older population increased dramatically. However, FINPAW was a comprehensive and integrated program that included approximately 40 different measures and initiatives.⁸⁹

Desired outcomes (e.g. increased labour force participation and increased age of retirement) are also difficult to link directly to certain initiatives. In Finland, for example, labour force participation rates and employment rates for mature workers increased significantly during the five-year period of Finland's mature workers program.

Countries in Asia are also grappling with the issue of an aging workforce. Singapore, for example, is encouraging companies to employ workers over 40 years of age or re-employ workers after the age of 62 by offering incentives of up to \$300,000 per company. These incentives can be used for such things as introducing flexible work arrangements, offering training to mature workers, and wage restructuring.⁸³ In Japan, measures have included increasing the age of pension eligibility, changing how pension benefits are calculated, and offering subsidies for employers who retain or hire mature workers.

The issue of an aging workforce has also received increased attention in the United States^{84,85} in recent years. In May 2006, an interagency *Taskforce on the Aging of the American Workforce* was established to "address the workforce challenges posed by an aging population".⁸⁶

Other initiatives in the United States have included:

- Eliminating the earnings penalty for Social Security beneficiaries who continue to work beyond the normal retirement age;
- Changing the Internal Revenue Code under the Pension Protection Act (PPA) to allow for the distribution of benefits from defined benefit pension plans to individuals opting for phased retirement before they reach their plan's normal age of retirement; and,

83 Singapore Workforce Development Agency, *Fact Sheet on Advantage! Scheme: Realising the value of mature workers*.

84 Utah Department of Human Services. 2004-2005. *The Utah Aging Initiative - Discovering and Identifying the Opportunities and Challenges of our Aging Population: Statewide Focus Groups and Utah State Agencies Identify Concerns and Issues on the Impact of the Aging Baby Boom Generation*.

85 U.S. Department of Labor Employment and Training Administration. Senior Community Service Employment Program.

86 U.S. Department of Labor, Employment and Training Administration, *Older Worker Initiative*.

87 Canadian Chamber of Commerce. July 2007. *Older Workers and the Canadian Economy: A Submission to the Expert Panel on Older Workers*.

88 Ibid. p. 26.

89 AARP Public Policy Institute. 2005. *Rethinking the Role of Mature Workers: Promoting Mature Worker Employment in Europe and Japan*.

It is not clear, though, how much of this was due to measures taken under FINPAW and how much was due to the rapid economic growth Finland experienced during the same time period.⁹⁰ As well, in Holland, there was a sharp increase in labour force participation rates among mature workers following the introduction of pension reforms. However, it is unclear if this increase was caused by the pension reforms or simply part of the “Dutch employment miracle” of the 1990s.^{91,92}

5.3 Canada

5.3.1 Federal Initiatives

Three years ago, Canada’s Department of Finance told the Senate Committee on Banking, Trade and Commerce that, the “extent of ag(e)ing will be greater in Canada than in most other developed countries. ... Among the (Organization for Economic Co-operation and Development countries), it is likely that Canada will have the sixth largest increase in its population ratio of elderly to working age.”⁹³

Expert Panel on Older Workers

There is currently a major federal initiative underway that could potentially lead to legislation or policy changes that could influence the work decisions of mature workers in Canada in the years ahead. In January 2007, the federal government appointed an Expert Panel with the broad mandate to examine the labour market impacts of population aging in Canada, the barriers and disincentives to older worker participation in the labour market, the characteristics and circumstances of displaced older workers, and the current support and services available to older workers. The Expert Panel undertook an extensive consultation process in 2007 to elicit input from provincial and territorial governments and other stakeholders on issues and possible policy options. The Panel’s report was submitted in January 2008 and remains under consideration by the federal government.



2007 and 2008 Budgets

Recent federal budgets have included measures to encourage increased labour force involvement among older Canadians. These include:

2007

- Increasing the age limit at which a registered retirement savings plan (RRSP) must be converted to a registered retirement income fund (RRIF), or be used to acquire a qualifying annuity, from 69 to 71. This change helps older workers who want to continue working and saving.
- Amending the Income Tax Regulations to permit employers to simultaneously pay a partial pension to an employee and provide further pension benefit accruals to the employee. Employees must be aged 55 years and over, and entitled to an unreduced pension. This change increases phased retirement options for employers and employees.

90 Ibid.

91 During this period employment growth was high, coupled with an insufficient supply of workers.

92 AARP Public Policy Institute. 2005. *Rethinking the Role of Mature Workers: Promoting Mature Worker Employment in Europe and Japan*.

93 Standing Senate Committee on Banking, Trade and Commerce. June 2006. *The Demographic Time Bomb: Mitigating the Effects of Demographic Change in Canada*.

2008

- Increasing the amount individuals receiving the Guaranteed Income Supplement (GIS) can earn each year without having their benefit reduced. The exemption was previously 20 per cent of earned income up to \$2,500, providing a maximum exemption of \$500. The change fully exempts the first \$3,500 of earnings, the average amount of earned income by seniors in receipt of the GIS.
- Introducing a new Tax-Free Savings Account (TFSA). Starting in 2009, this will be a flexible, registered savings vehicle into which Canadians will be able to contribute \$5,000 per year. Investment income, including capital gains, earned within the account will not be taxed and withdrawals will be tax-free. The TFSA will provide Canadians, including seniors, with a tax-free savings vehicle to meet ongoing savings needs.

Targeted Initiative for Older Workers

In the fall of 2006, the federal government announced the Targeted Initiative for Older Workers (TIOW). This was initially a two year initiative to help unemployed individuals between 55 and 65 years of age in communities experiencing ongoing high unemployment or with a single industry affected by downsizing. The initiative is cost-shared between the Government of Canada and provinces and territories. The 2008 federal budget provided an additional \$90 million over three years to extend the TIOW to March 2012.⁹⁴

Older Worker Pilot Project Initiative

TIOW follows the Older Worker Pilot Project Initiative (OWPPI), a federal-provincial/territorial initiative launched in 1999 to pilot innovative approaches to re-integrate unemployed older workers into the workforce or help older workers threatened with unemployment maintain employment.

Evaluations of the provincial pilots indicate:

- Projects that combine approaches for assisting unemployed mature workers were most successful.

- Approaches that did not include employment assistance or marketing to workers had very low success.
- Younger participants and those with higher education levels experienced less difficulty re-entering the workforce.
- Retention approaches across a sector may be more effective than those directed at specific employers and workers only.
- Training for older workers is best if it is hands on, relevant and practical.
- Partnerships at the community level enhance project success.⁹⁵

5.3.2 Provincial Initiatives

Alberta and British Columbia

In October 2007, the Alberta and British Columbia governments appointed the Alberta-British Columbia Joint Expert Panel on Pension Standards to review the Alberta *Employment Pension Plans Act* and the British Columbia *Pension Benefits Standards Act*. The Panel is to conduct a full and independent public review of pension standards in the two provinces and make recommendations for sustaining and improving the pension systems.



⁹⁴ Provinces and territories participating in the Targeted Initiative for Older Workers (TIOW) include Nova Scotia, Prince Edward Island, Newfoundland and Labrador, New Brunswick, Quebec, Yukon, Northwest Territories, Saskatchewan, and British Columbia.

⁹⁵ A further listing of lessons learned can be found in both the executive summary and final section of Human Resources and Skills Development Canada, December 2005, *Impact and Lessons Learned from the Older Workers Pilot Projects Initiative (OWPPI): An Overview Report of Evaluations Conducted by Participating Provinces and Territories*.



The focus of the review is on private occupational pension plans. The public pension system is beyond its mandate. The Panel is to submit its findings and recommendations by September 2008.

Alberta

The Steering Committee for the Government-Wide Study on the Impact of the Aging Population released a report in June 2000 entitled, *Alberta for All Ages: Directions for the Future*. The report suggested action in areas that are still relevant today, including:

- The flexibility of pensions;
- The availability of flexible employment policies for older workers;
- Training; and
- Public understanding of the contributions and abilities of seniors.

Implementation of Alberta's new labour force development strategy, *Building and Educating Tomorrow's Workforce*, began in 2006. Workforce retention is one of goals being pursued under this strategy. An action plan focusing on increasing the engagement of mature workers in the labour force is under development.

The Alberta government has also established a Demographic Planning Commission to prepare the province to deal with issues and needs related to an ageing population. The Commission's work will assist in the development of an Ageing Population Policy Framework that will guide government decisions in the years ahead on seniors' programs and policies.

British Columbia

The Premier's Council on Aging and Seniors' Issues in British Columbia released a report in fall 2006 that put forward a number of recommendations aimed at increasing the participation of seniors in the workforce. The report, *Aging Well in British Columbia*, recommended the B.C. Government take a leadership role in supporting and promoting increased workplace flexibility for older people by:

- Implementing changes in its own workplaces to remove incentives for retiring early, and increase options for phased retirement, part-time work and job sharing.
- Encouraging other employers to act similarly, starting with bringing employers and employees together for a Premier's forum on workplace flexibility for older workers.
- Actively promoting the modification of pension rules (public- and employer-sponsored) to allow workers to choose among retirement with: full pension benefits at 65, or part-time work while receiving a pro-rated pension, or continued full-time work while contributing toward an enhanced pension when they do retire.
- Lobbying the federal government to revise Registered Retirement Savings Plan (RRSP) and Registered Retirement Income Fund (RRIF) rules to enable people to work later in life and continue to save for retirement.

In April 2007, the Government of B.C. started implementing the WorkBC Action Plan (see www.workbc.ca). One of the strategic priorities in this action plan is to retain the province's current workforce. An important action already taken under this plan is the elimination of mandatory retirement to protect the rights of individuals who choose to continue to work past age 65. The relevant amendments to province's *Human Rights Code* came into effect January 2008. Other actions include:

- Creating a WorkBC employers tool kit. The tool kit contains information on a variety of human resource management topics, including hiring and retaining mature workers.

- Launching a WorkBC marketing campaign to raise awareness of the benefits of older workers bring to workplaces and provide information on career and job options for mature workers who want to stay in the labour market and/or are considering a career change.
- Assisting older workers affected by changes to B.C.'s economy through the Targeted Initiative for Older Workers.

Other Provinces and Territories

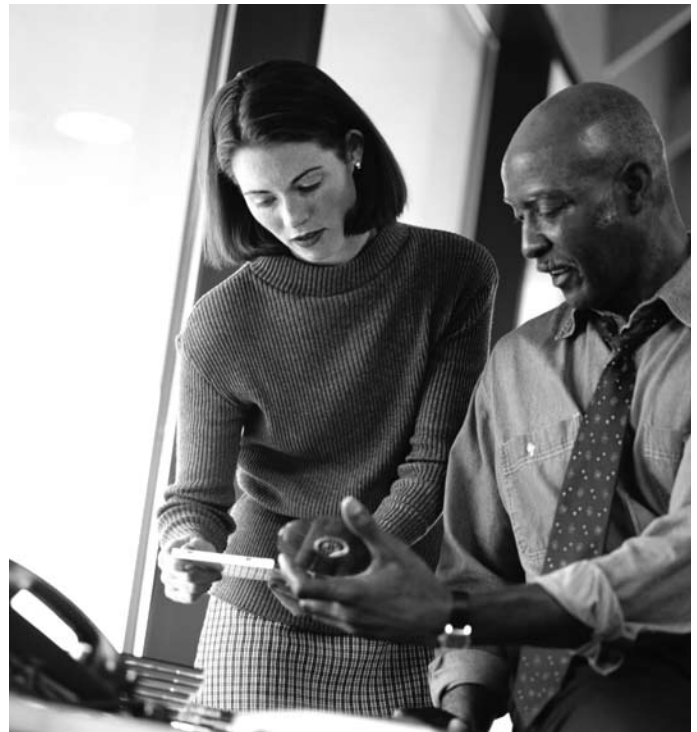
Several provinces have also taken steps to encourage the continued participation of older workers in the labour force. The most prevalent is providing older workers with protection against age discrimination in employment. This legislation makes it illegal for employers to make decisions about hiring, promotion, training or termination on the basis of an employee's age. There are some variations in the protection afforded older employees across the country.

In addition to Alberta and B.C., mandatory retirement in organizations under provincial or territorial jurisdiction is prohibited under human rights legislation in Manitoba, Newfoundland and Labrador, Ontario, Prince Edward Island, Saskatchewan, Quebec, the Northwest Territories, Nunavut and Yukon.

Legislation in some jurisdictions, Ontario for example, explicitly makes mandatory retirement provisions in collective agreements unenforceable. Many labour groups are critical of this.⁹⁶ Their concern is that eliminating mandatory retirement could be followed by changes in pension eligibility (e.g. increasing age eligibility requirements) and the erosion of their members' pension benefits.⁹⁷

Under the human rights legislation in most provinces and territories, including Alberta and B.C., it is not considered to be discriminatory if employees are required to leave their jobs when there are *bona fide* reasons for workers to be under a certain age for specific occupations.

Generally, the age discrimination protection provisions in provincial and territorial human rights legislation do not affect the operation of pension and insurance plans. Plans may continue to make distinctions on the basis of age, such as specifying early and normal retirement ages.



Legislation has been passed in Nova Scotia to amend the province's *Human Rights Code*. Mandatory retirement will be prohibited in Nova Scotia once these amendments come into force in July 2009. As is the case in Quebec, Nova Scotia will also have provisions dealing with mandatory retirement in its labour standards legislation.

While New Brunswick's *Human Rights Act* prohibits mandatory retirement, its legislation does not explicitly make it discriminatory for employment to be terminated because of age under the terms or conditions of a *bona fide* retirement or pension plan. A bill that would remove this exception from the *Act* was introduced in 2006, but was not passed.

Along with prohibiting mandatory retirement, Quebec also uses its pension framework to encourage increased labour force engagement of mature workers. The Quebec Pension Plan (QPP) offers two options for mature workers wanting to phase in their retirement:

- **Option 1:** Workers between 60 and 65 may request early retirement when they agree with their employer to reduce their salary by at least 20 per cent. As with the CPP, the amount of the pension is reduced by 0.5 per cent for each month under the age of 65. Workers choosing this option continue to contribute to the QPP, but contributions are based on the reduced salary received.

⁹⁶ Population Studies Centre, May 2004. *Probing the Future of Mandatory Retirement in Canada*.

⁹⁷ Ontario Federation of Labour, September 2004. *The Right to Retire: Response by the Ontario Federation of Labour to the Ministry of Labour's Consultation Paper Concerning Mandatory Retirement*.

- **Option 2:** Workers between the ages of 55 and 70 may reduce the hours they work while continuing to contribute to the QPP as if they were working full-time. Under this option, workers and their employers continue to contribute to the QPP as if the employee's salary had not been reduced.

Quebec's pension legislation obliges employer pension plans to provide phased retirement programs.

Quebec also encourages increased pension plan coverage, particularly among small businesses, by allowing for "simplified pension plans". These are defined contribution plans managed by financial institutions, reducing the administrative duties and fees that can be associated with traditional pension plans.

5.4 Implications for the Governments of Alberta and British Columbia

5.4.1 Information

The aging workforce, and the initiatives taken to address it, will lead to broad social change. Increased involvement in work on the part of older individuals can be expected to affect work and family dynamics, lifetime learning patterns, and how individuals invest throughout their lives. Individuals, employers, industry and labour associations need to be informed of workforce aging issues and the initiatives being taken to address the issues. For example, even if phased retirement options are allowed under legislation, unless mature workers are properly informed of these options, many may not take full advantage of them.

The importance of individuals having access to good information about different work and pension options throughout their careers will increase. People need to be aware of the level of financial support offered by the public pension system and their need to prepare financially for retirement.

While there is growing awareness among employers and industry associations that the workforce is aging, many employers are still not well informed about the impacts that the demographic changes will have and the opportunities mature workers present for them. Employers, too, will need information about any changes

in legislative frameworks relating to mature workers, and access to resources to help in applying workforce planning approaches.

5.4.2 Pension and Legislative Changes

Pension and tax legislation and the design of pension programs can have a profound influence on the work decisions of older individuals and the steps employers are able to take to attract and retain mature workers. The recent amendments to the Income Tax regulations to allow individuals to receive partial pension payments while continuing to accrue benefits under a plan represent an important change to support the phased retirement preferences of many older individuals.

Provincial governments can encourage other changes in federal legislation and pension design to further support phased retirement and encourage work past age 65 or the normal age of retirement under private pension plans.

For example:

- Encouraging the federal government to remove the requirement that individuals must stop work or substantially reduce their involvement in work to be eligible to start receiving CPP benefits before age 65;
- Encouraging changes to the CPP to allow workers to accumulate pension credits on employment earnings after they reach 65;
- Encouraging an increase in the upward adjustment of benefits under the CPP for those who defer receiving their pension after 65 and under private pensions for those who postpone receiving benefits past a plan's normal retirement age;
- Encouraging options for deferring receipt of OAS past 65;
- Encouraging further increases in the earnings exemptions for GIS recipients;
- Increasing the earnings exemption levels under OAS; and,
- Reducing tax rates on earned income or providing tax credits for mature workers over 65.

In proposing changes to Canada's public pension system, it is important to ensure lower income households are not unfairly affected as a result of their heavier reliance on the public pension system compared to middle- and higher-income households. For example, raising the age



of eligibility for public pensions such as Old Age Security and the Canada Pension Plan would negatively affect lower income individuals who rely on these programs for retirement income, especially those needing to leave the workforce because of poor health.

5.4.3 Enhancing the Employability of Mature Workers

Ensuring that mature workers have increased choice in regards to remaining in the labour force means a strong commitment is needed to the concept of lifelong learning. Individuals need to have opportunities to access and successfully participate in education and training at all stages of their lives.

Increased education and training for mature workers is important for government and employers because it will provide for more productive workers, capable of working successfully with new production processes and technologies in the workplace. For mature workers themselves, training is important as a means of keeping them interested, engaged and working safely.

As well, some mature workers are interested in beginning a whole new career or shifting work responsibilities within their current occupation. Access to education and training is crucial to these mature workers in enhancing their employability and helping them achieve their career goals. Some education and training providers are already looking at developing new programs that meet the particular training needs of mature workers. Government has a role to play in working with employers and education and training providers to develop new initiatives that will encourage increased participation in education and training programs by mature workers.

Along with education and training opportunities, unemployed mature workers in particular might require additional supports to help them reintegrate into the workforce. Examples might include expanding opportunities to access the internet, including internet-based job search sites, establishing special employment centres, holding workshops, providing networking opportunities, and supporting self-help groups geared specifically for mature job seekers.

6. Next Steps



The aging of Alberta's and British Columbia's populations will have a profound impact on many economic and social institutions. With the first wave of baby boomers who turned 60 in 2006, this has already begun.

To achieve potential future economic growth over the next two decades, the labour markets of Alberta and B.C. will need to respond to the aging workforce and the anticipated shortfall in new workers to replace older workers as they leave the labour market. Increasing the contribution of mature workers is an important part of a balanced labour force development strategy.

Many government and employer policies are based on the traditional concept of retirement as the cessation of all work. However, retirement is increasingly being seen not as a sudden departure from the workforce, but as a career and lifestyle transition that may extend over a number of years. Many mature workers are looking for continued opportunities to participate in work on their own terms for a variety of different reasons. If governments, employers and labour wish to encourage increased labour force participation of mature workers, then fundamental changes need to be made to practices and policies to respond to changing demographics and to the needs and desires of mature workers.

The idea of giving people “a wider range of choices” sounds positive. However considerable discussion and research will be needed to understand all the social and economic impacts of an aging workforce and changes to the amount of time individuals spend at work over the course of their lifetime. Policy changes in areas of pensions, employment and retirement can have huge implications in unexpected areas. There is a need to ensure that not only can individuals remain in the workforce for longer periods of time, but also that those needing earlier retirement still have the choice and protection they need. A piecemeal approach to planning will not work—all stakeholders need to be involved.

It is workers themselves who have begun to change the definition of retirement. In response, changes to policies and practices to accommodate increased numbers of older workers in the workforce have already been initiated. This document looks at where we are at now: it provides an overview of mature workers in Alberta and British Columbia, and identifies a number of approaches taken by various stakeholders to respond to the labour market challenges of an aging workforce.

We now need to look to the future, and to respond to the question of how government, employers and labour organizations can best prepare to meet the needs of mature workers in order to maximize social and economic growth.





Appendix A

Country-Specific Initiatives to Address an Aging Workforce

The literature on aging workforces throughout the world and the initiatives being pursued or proposed is extensive and evolving quickly. An attempt has been made to identify some of the key directions being taken.

The information presented here on country-specific initiatives is not exhaustive in terms of the countries launching initiatives to increase the engagement of mature workers, and some of the countries may be pursuing additional initiatives.

Australia^{98,99}

Introduced a Mature Age Employment and Workplace Strategy to provide \$12.1 million over four years to programs aimed at increasing the workforce participation of mature workers. Three major components include:

- Jobwise Outreach – includes workshops, networking opportunities, and self-help groups for mature workers to allow them to learn more about the nature of the labour market, effective job search strategies, share their experiences and provide mutual support.
- Mature Age Workplace Strategy – is aimed at employers and consists of workshops to raise awareness of demographic challenges to the workforce, a guide for employing people over 45, and a website promoting the employment of mature workers.
- Mature Age Industry Strategy – provides support for cooperative industry initiatives to improve the attraction and retention of mature workers.

A key feature of the Australia pension system is that employer-sponsored pensions are compulsory. Recent legislative changes have been directed at simplifying the country's pension system and increasing tax incentives to encourage increased labour force participation of mature workers. Since 2007, pension benefits from a taxed pension fund have been tax-free for people aged 60 and over.

Belgium¹⁰⁰

Introduced an income-supported time credit scheme for mature workers to reduce their working time without losing the right to build up pensions. Also, public sector pensions were adjusted to offer a higher payout for those employees choosing to retire at 65 instead of 60.

Incentives have been put in place to encourage employers to hire mature workers. These include allowing employers who hire job seekers aged 50 or over to claim a 50 per cent reduction in social security contributions in the first year following recruitment and 25 per cent thereafter. The Belgian government also imposes penalties on employers who lay off older workers. These penalties include paying a portion of the costs of outplacement services to help mature workers find new jobs.

Finland¹⁰¹

Introduced the Finnish National Programme on Ageing Workers (FINPAW) from 1998 to 2002, which is considered one of the more comprehensive and integrated older worker programs in the world. Its objectives were to expand employment opportunities for mature persons (45-64 years of age), reduce premature retirement, and increase the effective retirement age. It was a collaboration among government, business and labour that included over 40 measures or programs, including:

- Educational campaigns, training, and research and development;
- Increasing the early retirement age;
- Making pension entitlement based on a full working career or on life-time earnings rather than on the final 10 years; and,
- Tying pension benefit calculations to changes in life expectancy.

98 Australian Government, *Mature Age Employment and Workplace Strategy*.

99 Australia Government, Budget 2006-07.

100 Policy Research Initiative, Government of Canada. October 2005. *Encouraging Choice in Work and Retirement: Project Report*.

101 AARP Public Policy Institute. 2005. *Rethinking the Role of Mature Workers: Promoting Mature Worker Employment in Europe and Japan*.

During the years of the program, labour force participation rates for mature workers increased by 10 per cent and employment rates by 12 per cent.

In 2005, the Finish government amended pension legislation to allow for flexible retirement from age 62 to 68, with a 7.2 per cent bonus for delaying retirement to age 63 and a 4.5 per cent bonus for age 69. Increases in the pension accrual rate of mature workers have also been used to encourage individuals to remain in the work force.

Germany¹⁰²

A subsidy is provided for employers hiring workers age 50 and over who have been unemployed for six months or longer.

Anti-discrimination legislation was introduced in 2006 to prevent the forced retirement of workers prior to age 65.

Pension changes have included a downward reduction in the earliest age for retirement for men (from age 63 to 62) and an increase for women (from 60 to 62).

Workers aged 55 and over can halve their working hours in return for a partial pension. Another measure is offering work time credits that can be used later for time off for things like training.

Ireland¹⁰³

A key policy goal is to promote education and employment opportunities for older people, with an emphasis on lower-skilled, older workers. Public information campaigns to address ageism are being implemented to change public perception of mature workers and make workplaces more welcoming towards older employees.

Changes to the income tax and social welfare systems have made working and delayed retirement more attractive.

Public service pension reforms have included raising the minimum age for pension receipt from 60 to 65 and

the elimination of a compulsory retirement age for most new public servants. An early retirement scheme with actuarially reduced benefits has also been introduced for public servants.

Pension policy is currently under review, with a focus on issues facing older workers wanting to continue working and potential incentives that could be built into the pensions system to encourage longer working.

Japan¹⁰⁴

Initiatives in Japan include:

- Providing phased-in increases in the age of eligibility for pension benefits;
- Decreased pension benefits for persons born after April 1, 1941;
- Government financial incentives for employers to retain or hire mature workers;
- Government support for the Association of Employment Development for Senior Citizens to encourage the development of strategies to help employers attract and retain mature workers; and
- Establishing employment centres for mature workers, called “Silver Human Resource Centers.”

Netherlands¹⁰⁵

An action group was established in 2004 to move initiatives to increase labour market participation of individuals aged 50 and over forward. A key focus is promoting the cultural change needed to encourage older individuals to keep working and consider working after age 65.

Other steps taken include:

- Introducing a program to encourage companies to implement age aware human resource policies;
- Pension reform focused on increasing labour force participation rates and discouraging early retirement.

102 Policy Research Initiative, Government of Canada. October 2005. *Encouraging Choice in Work and Retirement: Project Report*.

103 Government of Ireland - Department of the Taoiseach. Towards 2016, *Ten-Year Framework Social Partnership Agreement 2006-2015*. [http://www.taoiseach.gov.ie/attached_files/Pdf per cent20files/Towards2016Partnership Agreement.pdf](http://www.taoiseach.gov.ie/attached_files/Pdf%20per%20cent20files/Towards2016Partnership%20Agreement.pdf)

104 AARP Public Policy Institute, 2005, *Rethinking the Role of Mature Workers: Promoting Mature Worker Employment in Europe and Japan*, and United States General Accounting Office, February 2003, *Older Workers: Policies of Other Nations to Increase Labour Force Participation*.

105 Policy Research Initiative, Government of Canada, October 2005, *Encouraging Choice in Work and Retirement: Project Report*, and AARP Public Policy Institute, 2005, *Rethinking the Role of Mature Workers: Promoting Mature Worker Employment in Europe and Japan*.



This included shifting to a more actuarially neutral scheme offering more flexible retirement options;

- Requiring employers who dismiss older workers to pay part of their unemployment benefit;
- Introducing a “life course” regulation to make it easier for workers to take career breaks and thus better combine work and family responsibilities. A scheme was introduced in 2006 to allow workers to save up to 12 per cent of their salary or annual working days to use for care giving or early retirement;
- Providing tax credits to older workers who continue to work;
- Providing employers with tax incentives for training mature workers;
- Exempting employers from paying part of the disability benefit contribution for a current employee aged 55 years and over and for all new hires aged 50 and over;
- Offering employees work time credits that can be used later for time off for things like training.

Sweden¹⁰⁶

Many of Sweden’s initiatives to encourage increased participation of mature workers in the labour force have been focused on pension reforms. These include:

- Allowing workers to combine pensions and earnings beginning at age 61;
- Replacing the earnings-related portion of the national pension system with a defined contribution scheme;
- Indexing pensions to life expectancy;
- Increasing the downward adjustment in pension entitlement if workers retire at age 61; and
- Raising the age at which workers become eligible for full pension benefits, in line with projections of future life expectancy.

A special employment subsidies program provides a subsidy to employers who hire individuals aged 57 and over who have been unemployed for at least two years.

Other aspects of Sweden’s policy framework that support increased work involvement from all workers (not only those who are older), include:

- Emphasizing lifelong learning; and
- Offering an extensive system of family-friendly benefits to make it easier for workers throughout their careers to combine work and family responsibilities.

106 AARP Public Policy Institute, 2005, *Rethinking the Role of Mature Workers: Promoting Mature Worker Employment in Europe and Japan*, and United States General Accounting Office, February 2003, *Older Workers: Policies of Other Nations to Increase Labour Force Participation*.



United Kingdom¹⁰⁷

The U.K.'s "work-life balance campaign" was launched in 2000. The campaign's objective is to encourage employers to introduce flexible working practices to enable employees of all ages to achieve a better balance between their work and personal lives while at the same time enhancing productivity by lowering absenteeism and staff turnover rates. Components of the campaign include:

- Setting up Employers for Work-Life Balance, an independent alliance of 22 leading employers committed to working in partnership with government to promote good practices on work-life balance issues;
 - Establishing a "challenge fund" to help employers explore how work-life balance policies can benefit their organizations;
 - Ensuring that government sets a good example as an employer; and
 - Conducting research, including a baseline study.
- Other U.K. initiatives include:
- An Age Positive campaign aimed at tackling age discrimination and promoting the benefits of a mixed-age workforce. Campaign components include publications, research, dissemination of information on best practices, a web site, awards, and "Age Positive" champions;
 - Creating a network (Third Age Employment Network) to promote better employment and learning opportunities for older people;
 - Offering specialized employment services for individuals aged 50 and over;
 - Increasing the upward adjustment in state pension benefits for individuals continuing to work between ages 65 and 70 (a 10.4 per cent premium), with a lump sum payment option;
 - Permitting individuals to opt out of part of the national pension plan by participating in either an employer-sponsored defined contribution plan or a personal defined contribution pension plan;
 - Raising the minimum age for drawing benefits from private pension plans from age 50 to age 55;
 - Increasing the official retirement age for women from 60 to 65 to align with that of men; and,
 - Gradually increasing the age at which individuals can draw a state pension from 65 to 68; and,
 - Supporting phased retirement by allowing individuals to receive pension benefits while still working for the same employer.

107 United States General Accounting Office, February 2003, *Older Workers: Policies of Other Nations to Increase Labour Force Participation*, and U.K. Department for Work and Pensions, *Age Positive*.

Appendix B

Bibliography

AARP. (2002, September). *Staying Ahead of the Curve: The AARP Work and Career Study*. Retrieved January 2007 from <http://www.aarp.org/research/reference/publicopinions/aresearch-import-416.html>.

AARP. (2005, December). *The Business Case for Workers Age 50+: Planning for Tomorrow's Talent Needs in Today's Competitive Environment*. Retrieved December 4, 2006 from http://www.aarp.org/research/work/employment/workers_fifty_plus.html.

AARP International. (2007, September 23). *AARP Profit From Experience Survey: Perspectives of Employers, Workers and Policymakers in G7 Countries on the New Demographic Realities*. Retrieved April 2008 from http://www.aarpinternational.org/resourcelibrary/resourcelibrary_show.htm?doc_id=578475.

AARP Public Policy Institute. (2005). *Rethinking the Role of Mature Workers: Promoting Mature Worker Employment in Europe and Japan*. Retrieved January 2007 from http://assets.aarp.org/rgcenter/econ/ib77_workers.pdf.

Alberta/British Columbia Pension Standards Review - Joint Expert Panel - Frequently Asked Questions. Retrieved May 2008 from <http://www.ab-bc-pensionreview.ca/reference/faqs.html>.

Alberta Chambers of Commerce. (2005). *The aging workforce: Removing disincentives and creating incentives to keep working*. Retrieved January 2007 from <http://www.chamber.ca/cmslib/general/SOCAging.pdf>.

Alberta Community Development. (2000, June). *Alberta for All Ages: Directions for the Future*. Retrieved December 4, 2006 from http://www.seniors.gov.ab.ca/policy_planning/archives/aging_study/finalreport.pdf.

Alberta Employment and Immigration. (2008, April). *Alberta's Occupational Supply and Demand Outlook: 2007-2017*. Retrieved May 2008 from http://employment.alberta.ca/documents/LMI/LMI-LMF_occ_demand_supply.pdf.

Alberta Employment and Immigration. (2005, August). *Alberta's Ageing Labour Force and Skill Shortages*. Retrieved December 4, 2006 from http://www.hre.gov.ab.ca/documents/LMI/LMI-LMF_Ageing_Skill_Shortages.pdf.

Alberta Employment and Immigration. (2007) *Alberta Profiles: Older Workers in the Labour Force*. Retrieved May 2008 from <http://employment.alberta.ca/cps/rde/xchg/hre/hs.xsl/2660.html>.

Alberta Employment and Immigration. (2006, July). *Building and Educating Tomorrow's Workforce: Alberta's 10 Year Strategy*. Retrieved February 1, 2007 from <http://employment.alberta.ca/cps/rde/xchg/hre/hs.xsl/3282.html>.

Alberta Federation of Labour. (2005, May). *The Assault on Pensions in Canada: Foreclosing on the Future*. Retrieved February 1, 2007 from http://www.afl.org/upload/pension_per_cent20policy_per_cent20paper.pdf.

Alberta Finance – EPPA Update 06-01 – New Legislation in Effect. (2006, August).

Alberta Finance – Update 06-01A – Amendment Checklist to Employment Pension Plans Amendment Act, 2005. (2006, October).

Alberta Finance – Update 06-02 – Notice to Financial Institutions: Changes to Locked-in Products. (2006, October).

Alberta Human Rights, Citizenship and Multiculturalism Act, Section 7 (3).

Alberta Human Rights, Citizenship and Multiculturalism Act, Section 7 (2).

Alberta Seniors and Community Supports. Alberta Seniors Benefit Program – Financial Assistance. Retrieved May 2008 from http://www.seniors.gov.ab.ca/financial_assistance.

Alberta/British Columbia Pension Standards Review - Joint Expert Panel – Fact Sheets and Frequently Asked Questions. Retrieved May 2008 from <http://www.ab-bc-pensionreview.ca/reference/faqs.html>.

Armstrong-Stassen, Dr. M. (2004, November). Aging Workforce Research Project: 50+ Employees and Retirees. *CARP, Canada's Association for the Fifty-Plus*. Retrieved December 4, 2006 from <http://www.carp.ca/PDF/50PlusEmployeesandRetireesReport2004.pdf>.

Australian Government. Budget 2006-07. <http://www.budget.gov.au/2006-07/>.

Australian Government. *Mature Age Employment and Workplace Strategy*. <http://www.jobwise.gov.au/Jobwise/Information/MAEWSStrategy.htm>.

Baldwin, Bob. (2005, November). Research Paper #39, Retirement and pensions in Canada: a workers' perspective. *Canadian Labour Congress*. Retrieved February 10, 2007 from http://canadianlabour.ca/updir/Retirement_and_pensions_in_Canada-RP39.pdf.

BMO Financial Group. (2005, December). *The BMO Retirement Trends Study – Overview*. Retrieved January 3, 2006 from http://www.bmonesbittburns.com/personalinvest/retirementyourway/pdf/Retirement_Trend_Study_EN.pdf.

Bowlby, Geoff. (2007, February). *Defining Retirement. Perspectives on Labour and Income*, Vol. 8 No.2. Retrieved February 23, 2007 from Statistics Canada <http://www.statcan.ca>.

British Columbia Ministry of Economic Development. *Work B.C.: an action plan to address skills shortages in B.C.* 2007. Retrieved May 2008 from <http://www.workbc.ca/WorkBC>.

British Columbia Ministry of Labour and Citizens' Services. (2004, May). *A Human Resource Strategy for British Columbia*. Retrieved January 2007 from <http://www.cse.gov.bc.ca/ProgramsAndServices/SkillsDevelopment/hrstrategy.htm>.

Canada Pension Plan. *Retirement Pension Fact Sheet*. Retrieved January 10, 2007 from <http://www.hrsdc.gc.ca/en/isp/pub/factsheets/retire.shtml>.

Canadian Auto Workers Union. *Strong Pensions – Secure Future, Fact Sheets #1-#3*. Retrieved February 5, 2007 from <http://www.caw.ca/campaigns&issues/ongoingcampaigns/pensions/index.asp>.

Canadian Chamber of Commerce. (2006, September). *Canadian Chamber Calls for National Action Plan on Skilled Labour Shortage*. Retrieved February 15, 2007 from http://www.chamber.ca/cmslib/general/News_per_cent20release_per_cent20- per_cent20sept_per_cent2016, per_cent2006.pdf.

Canadian Federation of Independent Business. (2007, January 27). *Canada's Pension Predicament: The widening gap between public and private sector retirement trends and pension plans*. Retrieved January 27, 2007 from <http://www.cfib.ca/research/reports/rr3028.pdf>.

Canadian Human Rights Commission. *Annual Report 2007*. Retrieved April 2008 from http://www.chrc-ccdp.ca/pdf/ar_2007_ra_en.pdf.

Chen, Jiajian and Wayne J. Millar. (Spring 2000). Are Recent Cohorts Healthier Than Their Predecessors? *Health Reports*, Vol.11, No. 4: pp.9-21. Ottawa: Statistics Canada. Catalogue 82-003. Retrieved May 2008 from <http://www.stats-can.net/english/studies/82-003/archive/2000/hrar2000011004s0a01.pdf>.

Coile, Courtney. (2003, February). *Retirement Incentives and Couples' Retirement Decisions*. Cited in *Redefining Retirement: Testimony Before the Special Committee on Aging*, U.S. Senate, April 27, 2005.

Commission of the European Communities. (2003). *The Stockholm and Barcelona targets: Increasing employment of older workers and delaying the exit from the labour market: Commission Staff Working Paper*. Retrieved January 17, 2007 from http://ec.europa.eu/employment_social/employment_analysis/work/exit_en.pdf.

The Conference Board of Canada. (2006, March). *Canada's Demographic Revolution – Adjusting to an Aging Population*, Executive Action. Retrieved December 2006 from <http://www.kauppapolitiikka.fi/netcomm/ImgLib/6/139/Canada%20s%20Demographic%20Revolution.pdf>.

Cutler, Judy and Gleberzon, Bill. (2006, October). Employability of Older Canadians – Presentation to The Standing Committee of the House of Commons on Human Resources, Social Development and the Status of Persons With Disabilities. *CARP, Canada's Association for the Fifty-Plus*. Retrieved December 4, 2006 from http://www.carp.ca/PDF/EMPLOYABILITY_IN_CANADA.pdf.

Department of Finance Canada. Budget Info. <http://www.fin.gc.ca/access/budinfoe.html>

Ebden, Theresa. (2006, October 30). Report on Empty Nesters. *The Globe and Mail*, pp. E1-6.

The Economist (2006, October 7). *The battle for brainpower – A survey of talent*. Retrieved December 2006 from http://www.economist.com/surveys/displaystory.cfm?story_id=7961894

Employment Pension Plans Act – Employment Pension Plans (General 2006) Amendment Regulation. Alberta Government – Queen's Printer.

Employment Pension Plans Act [Chapter E-8]. Alberta Government – Queen's Printer.

Employment Pension Plans Amendment Act, 2005 [Chapter 26]. Alberta Government – Queen's Printer.

Employment Pension Plans Act – Employment Pension Plans Regulation (Alberta Regulation 35/2000). Alberta Government – Queen's Printer.

European Commission. (2003, February). *Annual Report on Structural Reforms 2003*.

Federation of Post-Secondary Educators of BC. (2006, March). *Discussion Paper: Mandatory Retirement*.

Fidelity Investments. 2006/07 Fidelity Canadian Retirement Survey.

Fourzly, Michel and Gervais, Marc. (2002). Collective Agreements and Older Workers in Canada. Retrieved November 30, 2006 from <http://www.hrsdc.gc.ca/en/lp/spila/wlb/pdf/caowc-dftacc-en.pdf>.

Georgetti, Kenneth V., President, Canadian Labour Congress. (2005, March 11). *Workplace Pensions: current difficulties and going forward*. Retrieved February 10, 2007 from <http://canadianlabour.ca/updir/WorkplacePensions.pdf>.

Government of Canada Policy Research Initiative. (2005, October). *Encouraging Choice in Work and Retirement Project Report*. Retrieved December 4, 2007 from http://www.recherchepolitique.gc.ca/doclib/Encour_Choice_E.pdf.

Government of Canada. (2005, October). *Retirement behaviours in OECD Countries: "Impact of old-age pension schemes and other social transfer programmes."* OECD Economic Studies No. 37. 2003 as cited in *Encouraging Choice in Work and Retirement: Project Report. Policy Research Initiative*. Retrieved January 13, 2007 from www.policyresearch.gc.ca/doclib/Encour_Choice_E.pdf.

Government of Canada. (2006, May). *The Budget Plan 2006: Focusing on Priorities*. Department of Finance.

Government of Canada. Human Resources and Social Development Canada. *Targeted Initiative for Older Workers*. Retrieved December 11, 2006 from <http://news.gc.ca/cfmx/view/en/index.jsp?articleid=247679>.

Government of Ireland — Department of the Taoiseach. *Towards 2016, Ten-Year Framework Social Partnership Agreement 2006-2015*. Retrieved February 2007 from http://www.taoiseach.gov.ie/attached_files/Pdf percent20files/Towards2016Partnership Agreement.pdf.

Government of Norway — Ministry of Labour and Social Inclusion. (2006, May 18). *Norwegian policies towards the 55 + group*. (Lecture held by the Norwegian Minister of Labour and Social Inclusion, Bjarne Håkon Hanssen, at the Federal Chancellor Willy Brandt Foundation, Berlin). Retrieved February 2007 from http://www.regjeringen.no/en/dep/aid/About-the-Ministry/minister-of-labour-and-social-inclusion/-taler_artikler/2006/Norwegian-policies-towards-the-55—group.html?id=420744.

Grant, Tavia. (2006, December 11). Hard at Work Even in Retirement. *Globe and Mail*. Retrieved December 11, 2006 from <http://www.globeinvestor.com/servlet/story/RTGAM.20061211.wretirement1211/GIStory/>.

Habtu, Roman. (2002, December). Men 55 and older: Work or Retire? *Perspectives on Labour and Income*, Vol 14, No. 4. Retrieved December 4, 2006 from Statistics Canada <http://www.statcan.ca>.

Haverland, Mark A. and Koepl, Bruce. (July 2006). Final Report of Governor's Task Force on AARP Mature Worker Initiative. Retrieved December 2006 from <http://www.state.ia.us/elderaffairs/Documents/CWEFinalRpt.pdf>

HSBC Holdings. (2005). *The Future of Retirement: What People Want*. Retrieved December 4, 2006 from www.hsbc.com.

HSBC Insurance Holdings Ltd. and Oxford Institute of Ageing. (2006). *The Future of Retirement – What the World Wants*. Retrieved December 4, 2006 from http://a248.e.akamai.net/7/248/3622/76fcd11251329/www.img.ghq.hsbc.com/public/groupsite/assets/retirement_future/2006_for_what_the_world_wants.pdf.

Human Resources and Skills Development Canada. (2005, December 21). *Impact and Lessons Learned from the Older Workers Pilot Projects Initiative (OWPPI) – An Overview Report of Evaluations Conducted by Participating Provinces and Territories*. Ottawa: Partenaires Delta Partners. Retrieved December 4, 2006 from http://www.workforceinnovations.org/speaker_docs/OWPPI_per_cent20Final_per_cent20Report_per_cent20-per_cent20English.doc.

Human Resources and Skills Development Canada (2007, March). *Older Workers: Challenges and Policy Issues*. Expert Panel on Older Workers. Retrieved March 2007 from http://www.ow-ta-sec.org/en/consultation/discussion_paper.shtml.

Human Resources and Skills Development Canada. (2007, January 23). *Canada's New Government Appoints Expert Panel to Study Labour Market Conditions that Affect Older Workers*. Retrieved February 1, 2007 from <http://news.gc.ca/cfmx/view/en/index.jsp?articleid=269809>.

Human Resources and Social Development Canada. (2007, January 4). *Mandatory Retirement in Canada – Legislation of General Application*. Retrieved January 10, 2007 from http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/lp/spila/elli/eslc/19Mandatory_Retirement.shtml&hs=lzl.

Human Resources and Social Development Canada. *Retirement Options: Phased Retirement*. Retrieved January 15, 2007 from http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/lp/spila/wlb/aw/39retirement_options04.shtml&hs=wnc.

Human Resources and Social Development Canada. *Mandatory Retirement in Canada*. Retrieved January 15, 2007 from http://www.hrsdc.gc.ca/en/lp/spila/elli/eslc/19Mandatory_Retirement.shtml.

Immen, Wallace. (2006, November 29). The ultimate work-life balancing act. *Globe and Mail*, sec. C, p.1 and p.6.

Internal Revenue Service. (January 2007). *IRS Notice 2007-8 Requesting Comments on Proposed Guidance to Implement Changes to I.R.C. Section 401 Made by Pension Protection Act of 2006*.

JobWise – Australia Government. *Mature Age Employment and Workforce Strategy (MAEWS)*. Retrieved December 4, 2006 from <http://www.jobwise.gov.au/Jobwise/Information/MAEWSStrategy.htm>.

Johnson, Richard W., Mermin, Gordon and Steuerle, C. Eugene. (2006, May). *The Retirement Project – Discussion Paper Series*. Retrieved January 2007 from <http://www.urban.org/toolkit/policybriefs/subjectbriefs.cfm?documenttypeid=410>

Kirk, Janis Foord. (2006, November 11). *The graying of Canada's workforce*. Workopolis. Retrieved December 4, 2006 from <http://www.workopolis.com/servlet/Content/tprinter/20061111/star20061111>.

London Economic Development Corporation. (2006). *Experience Works: Experienced Worker Resource Kit for Experienced Workers*. London, Ontario: LEDC. Retrieved December 2006 from www.experienceworks.ca.

London Economic Development Corporation. (2006). *Experience Works: Experienced Worker Resource Kit for Experienced Employers*. London, Ontario: LEDC. Retrieved December 2006 from www.experienceworks.ca.

MacKenzie, Andrew and Dryburgh, Heather. (2003, February). The Retirement Wave. *Perspectives on Labour and Income*, Vol. 4, No. 2, Retrieved December 4, 2006 from http://www.statcan.ca/english/freepub/75-001-XIE/00203/hi-fs_200302_01_a.html.

MacNabb, Liz. (2006, November 14). *Maximizing Mature Worker Engagement, Contribution and Performance at Direct Energy*. E-proceedings from the Conference Board of Canada, HR 2006: Canada's Workforce Shortage. Retrieved December 2006 from http://22848.vws.magma.ca/EPRO_1813/index.asp.

Manpower Inc. (2007, April 23). *The New Agenda for an Older Workforce*. Retrieved May 1, 2007 from <http://http://www.manpower.cz/images/FINALTheNewAgendaforanOlderWorkforce.pdf>

Marshall, Katherine. (2006, April). On sick leave. *Perspectives on Labour and Income*, Vol 7, no. 4. Retrieved May 2007 from Statistics Canada <http://www.statcan.ca>.

Marshall, Katherine and Vincent Ferrao. (2007, August). Participation of Older Workers. *Perspectives on Labour and Income*, Vol 8, no 8. Statistics Canada. Cat.No. 75-001-XIE. Retrieved May 2008 from Statistics Canada <http://www.statcan.ca>.

McMullin, Julie Ann and Tomchick, Terri L. (2004, July). *To be employed or not to be employed? An examination of employment incentives and disincentives for older workers in Canada*. University of Western Ontario, Workforce Aging in the New Economy, Paper #7. Retrieved January 2007 from <http://www.wane.ca/PDF/WP7.pdf>

Milligan, Kevin. (2005, October). Making It Pay to Work: Improving the Work Incentives in Canada's Public Pension System. C.D. *Howe Institute Commentary*, No. 218. Retrieved April 11, 2007 from http://www.cdhowe.org/pdf/commentary_218.pdf.

Morissette, René, Schellenberg, Grant and Silver, Cynthia. (2004, October). Retaining older workers. *Perspectives on Labour and Income*, Vol.5 no.10. Cat. No. 75-001-XIE. Retrieved January 2007 from Statistics Canada <http://www.statcan.ca>.

Morton, Lynne; Foster, Lorrie and Sedler, Jeri. (2005, July). *Managing the Mature Workforce: Implications and Best Practices*. Conference Board of Canada. Retrieved December 4, 2006 from <http://www.conferenceboard.ca/documents.asp?rnext=1322>.

Muson, Howard. (2003, January). *Valuing Experience: How to Motivate and Retain Mature Workers*. The Conference Board. Retrieved January 2007 from <http://www.conferenceboard.ca/documentsasp?rnext=824>.

New Brunswick Human Rights Commission. (2004, February). *Position Paper on Human Rights Renewal in the Province of New Brunswick*. Retrieved January 16, 2007 from <http://www.gnb.ca/hrc-cdp/e/position-paper-on-human-right-renewal-in-NB.pdf>.

The Norwegian Centre for Senior Policy (Senter for seniorpolitikk - SSP). National Initiative for Senior Workers in Norway. *Go for a Senior*.

The Norwegian Centre for Senior Policy (Senter for seniorpolitikk - SSP). National Initiative for Older Workers in Norway (2001-2005). *European conference on promoting workplace health*. (Linz, June 2006).

Ontario Federation of Labour. (2004, September). *The Right to Retire: Response by the Ontario Federation of Labour to the Ministry of Labour's Consultation Paper Concerning Mandatory Retirement*. Retrieved February 14, 2007 from http://ofl.ca/uploads/library/briefs_submissions/Mandatory_Retirement_.pdf.

Organization for Economic Co-operation and Development (OECD). *Ageing and Employment Policies: Live Longer, Work Longer*. OECD, Paris, 2006.

Penner, Rudolph G., Perun, Parmela and Steuerle, Eugene. *Legal and Institutional Impediments to Partial Retirement and Part-Time work by Older Workers*. Urban Institute. Retrieved December 4, 2006 from http://www.urban.org/UploadedPDF/410587_SloanFinal.pdf.

Policy Research Initiative, Government of Canada. (2004, March). *Population Aging and Life Course Flexibility: The Pivotal Role of Increased Choice in the Retirement Decision*. Retrieved January 12, 2007 from http://www.policyresearch.gc.ca/doclib/DP_LC_PivitolRoleAging_200403_e.pdf.

Policy Research Initiative, Government of Canada. (2005, October). *Encouraging Choice in Work and Retirement: Project Report*. Retrieved January 12, 2007 from <http://www.policy.ca/policy-directory/Detailed/Encouraging-Choice-in-Work-and-Retirement-453.html>

Population Studies Centre. (2004, May). *Probing the Future of Mandatory Retirement in Canada*. Discussion Paper no. 04-05. University of Western Ontario.

Premier's Council on Aging and Senior's Issues.

(2006, November). *Aging Well in British Columbia*. British Columbia. Retrieved January 2007 from http://www.cserv.gov.bc.ca/seniors/council/docs/Aging_Well_in_BC.pdf.

Robson, William B.P. (2001, October). *Aging Populations and the Workforce: Challenges for Employers*. Retrieved December 2006 from http://www.cdhowe.org/pdf/BNAC_Aging_Populations.pdf.

Russell, Deborah, Rix, Sara E., & Brown, S.Kathi. (2004, August). Staying Ahead of the Curve 2004: Employer Best Practices for Mature Workers. *AARP*. Retrieved January 2007 from <http://www.aarp.org/research/work/employment/aresearch-import-892.html>

Saunders, Doug (2006, September 28). 'Experienced' and 'vibrant' retired from British job ads. *Toronto Star*. Retrieved December 4, 2006 from <http://thestar.workopolis.com/servlet/Content/fasttrack/20060928/BRITAIN28?section=Trades>.

Schellenberg, Grant and Silver, Cynthia. (Winter 2004). You can't always get what you want: Retirement preferences and experiences. *Canadian Social Trends*, No. 75, pp.2-7. Retrieved January 2007 from Statistics Canada. <http://dsp-psd.tpsgc.gc.ca/Collection-R/Statcan/11-008-XIE/11-008-XIE.html>.

Schellenberg, Grant. June 2004. *The retirement plans and expectations of non-retired Canadians aged 45 to 59*. Cat. no. 11F0019MIE–No. 223. Retrieved December 15, 2006 from Statistics Canada <http://www.statcan.ca/cgi-bin/downpub/listpub.cgi?catno=11F0019MIE2004223>.

Seniors and Community Supports. (2008, May 29). *Alberta Prepares for an Aging Population: Demographic Planning Commission will advise on the needs of future seniors*. Retrieved July 2008 from <http://alberta.ca/ACN/200805/2362635C76CA5-92CF-E5F5-24A1258B2B0D613C.html>.

Singapore Workforce Development Agency. Fact Sheet on Advantage! Scheme: Realizing the value of mature workers. Retrieved January 9, 2007 from http://app.wda.gov.sg/data/wda/factsheets/ADVANTAGE_Fact_per_cent20Sheet.pdf.

Singh, Har, Levin, Dvora and Forde, John. (2006). *Engaging Retired Leaders as Volunteer Leaders – A Research Report*. Toronto: Imagine Canada. Retrieved December 2006 from http://nonprofitscan.imaginecanada.ca/files/kdc-cdc/volunteer_victoria_engaging_retired_leaders.pdf

Special Senate Committee on Aging Second Interim Report. (March 2008). *Issues and Options for an Aging Population*. Retrieved May 25, 2008 from <http://www.parl.gc.ca/39/2/parlbus/commbus/senate/com-e/agei-el-rep-e/repfinmar08-e.pdf>.

Standing Senate Committee on Banking, Trade and Commerce. (2006, June). *The Demographic Time Bomb: Mitigating the Effects of Demographic Change in Canada*. Retrieved December 4, 2006 from http://www.parl.gc.ca/39/1/parlbus/commbus/senate/Com-e/bank-el-rep-e/rep03jun06-e.htm#PDF_per_cent20FORMAT.

Statistics Canada. (2005) *Aging Well: Time Use Patterns of Older Canadians*. Ottawa: Statistics Canada. Cat. No. 89-622-XIE. Retrieved December 4, 2006 from <http://www.statcan.ca/english/research/89-622-XIE/89-622-XIE2006002.pdf>.

Statistics Canada. (2008, March). *Earnings, average weekly, by province and territory*, CANSIM Table 281-0044. Retrieved May 2008 from <http://www40.statcan.ca/101/cst01/labr79.htm>.

Statistics Canada. Guide to the Labour Force Survey, 2008. Cat. no. 71-543-GWE.

Statistics Canada. Labour Force Historical Survey. 2007.

Stevenson, Matt. (2004, September). *Staying Ahead of the Curve: HR Strategies for an Aging Society: Best Practices for a Mature Workforce*. Study Conducted for AARP by Mercer Human Resource Consulting.

Stone, Leroy O., Editor in Chief. (2006). *New Frontiers of Research on Retirement*. Ottawa: Statistics Canada. Cat. No. 75-511-XPE.

Tamagno, Edward. (2006, December). Occupational Pension Plans in Canada: Trends in Coverage and the Incomes of Seniors. *Caledon Institute of Social Policy*, page 5. Retrieved January 8, 2007 from www.caledoninst.org/Publications/PDF/610ENG.pdf.

Towers Perrin Network. (2008, March 19). *Benefits Strategies to Retain and Engage a Mature Workforce*. Powerpoint presentation.

Turcotte, Martin and Schellenberg, Grant. (2007, February). *A Portrait of Seniors in Canada* (2006). Ottawa: Statistics Canada, Catalogue no. 89-519-XIE. Retrieved February 2007 from <http://www.statcan.ca/english/freepub/89-519-XIE/89-519-XIE2006001.pdf>

United Kingdom Department for Work and Pensions, *Age Positive campaign*. Retrieved January 2007 from www.agepositive.gov.uk.

U.S. Department of Labor Employment and Training Administration. *Senior Community Service Employment Program*. Retrieved December 2006 from <http://www.doleta.gov/seniors/>.

U.S. Department of Labor, Employment and Training Administration. *Older Worker Initiative*. Retrieved January 10, 2007 from http://www.doleta.gov/reports/taskforce_on_the_aging_American_workforce.pdf.

United States Government Accountability Office. (2005, April 27). *Redefining Retirement: Options for Older Americans*. Retrieved January 2007 from <http://www.gao.gov/new.items/d05620t.pdf>.

United States General Accounting Office (GAO). (2003, February). *Older Workers: Policies of Other Nations to Increase Labour Force Participation*. Retrieved January 12, 2007 from <http://www.gao.gov/new.items/d03307.pdf>.

USA Today (2006, March 9). *Older Americans not working as late in life as they used to*. Retrieved December 4, 2006 from http://www.usatoday.com/news/nation/2006-03-09-older-americans_x.htm.

Utah Department of Human Services. (2004-2005). *The Utah Aging Initiative - Discovering and Identifying the Opportunities and Challenges of our Aging Population: Statewide Focus Groups and Utah State Agencies Identify Concerns and Issues on the Impact of the Aging Baby Boom Generation*. Center for Public Policy and Administration – University of Utah.

Varga-Toth, Judi. (2006, December 5). *Canada's Population Policy: Where Does Fertility Fit into the Mix?* CPRN presentation at the HRSDC Knowledge Expo. Retrieved December 19, 2006 from http://www.cprn.org/documents/46413_en.pdf.

Wannell, Ted. (2007, August). Public Pensions and Work. *Perspectives on Labour and Income*, Vol 8, No. 8; pp 12-19. Retrieved March 20, 2007 from Statistics Canada <http://www.statcan.ca>.

Wannell, Ted. (2006, April). Cracking the RRSP Nest Egg. *Perspectives on Labour and Income*, Vol. 7, No. 4, pp. 5-13. Retrieved April 11, 2007 from Statistics Canada <http://www.statcan.ca>.

