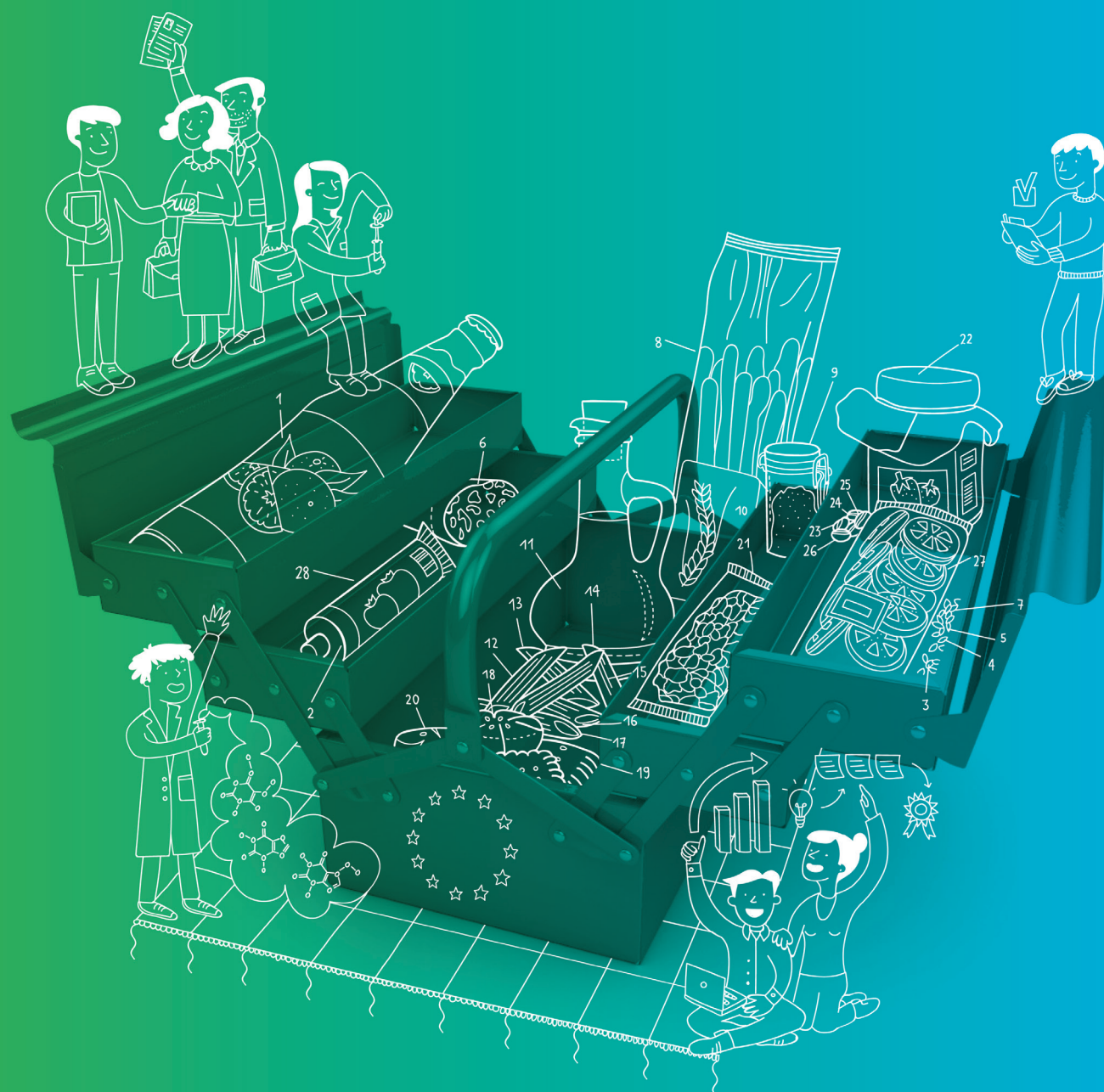




## TOOLBOX: GOOD PRACTICES AND TOOLS FROM THE FOOD AND DRINK INDUSTRY IN EUROPE

*Bringing in new talents and managing an ageing workforce:  
two sides of the same coin – implementing good practices for  
a more attractive food and drink industry in Europe*

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1. "Ensuring Sustainable Employment and Competitiveness in the EU Food and Drink Industry: Meeting the Challenges of the Labour Market"  
<http://www.fooddrinkeurope.eu/S=o/publication/food-and-drink-social-partners-highlight-need-for-targeted-action-to-ensure/>

# FOREWORD

This report builds on the findings of a previous joint study<sup>1</sup> on ensuring sustainable employment and competitiveness in the EU food and drink sector which was funded by the EU Commission. This joint study showed that, although the food and drink manufacturing and processing sector had shown considerable resilience during the recent economic and financial crisis, it was unfortunately not seen as an attractive choice by many potential employees and therefore had difficulty recruiting some of the skills needed to improve the sector's productivity and international competitiveness.

With further financial support from the EU Commission, the sector's social partners, FoodDrinkEurope and EFFAT, have worked with consultants, Syndex and WMP Consult, to examine how different parts of the sector in a number of Member States are trying to tackle this problem by bringing in new

talents and managing an ageing workforce.

The result of this exercise has been the development of a "toolbox" of different measures which we believe will be of assistance to members of both FoodDrinkEurope and EFFAT when they are looking for ways to tackle these issues. We are confident that implementing these measures will also help to improve the image of the EU food and drink sector and make it an employer of choice for potential employees.

This report's "toolbox" is a valuable resource that contains a number of examples of good practices and case studies from employers, large and small, in different Member States. We believe it will provide the members of both FoodDrinkEurope and EFFAT with the opportunity to share, develop and consolidate sustainable employment practices across the EU food and drink sector.



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# EXECUTIVE SUMMARY

The European social partners, FoodDrinkEurope and EFFAT, have joined forces to identify bottlenecks in recruiting new and skilled employees and to tackle challenges arising when companies have an ageing workforce. In doing so, they have been supported by two consulting agencies, wmp consult and Syndex. Always bearing in mind that local stakeholders operate in a specific environment as regards industrial relations systems, labour law, educational systems and unemployment characteristics, the European social partners have identified a set of tools comprising transferable good practices, possible scenarios and guidelines for the benefit of employers, workers and trade unions in the sector. The use of these tools can also help to improve the sector's image as a potential employer.

The following general recommendations are based on the experience gained from 28 good practice examples submitted by FoodDrinkEurope and EFFAT members in different Member States

## **ATTRACTING NEW TALENT TO THE EUROPEAN FOOD AND DRINK INDUSTRY**

Finding and recruiting new employees can be difficult, especially in remote areas. In other cases, there might be numerous candidates but their educational background and skills might not fit the industry's needs. How can companies go about tackling these situations?

### **INNOVATIVE RECRUITMENT INITIATIVES**

The first step consists of mapping required company or sector skills and recruitment needs and the local workforce that is available. This also involves anticipating future industry developments including customer demands and changing production methods. Long-term partnerships between companies and local employment and education bodies, including schools and universities, can also be very beneficial.

Second, it can be helpful for young people to have discussion with their peers – who, at the same time, are working as company “ambassadors” – about career opportunities and through social media. Trade unions also have a positive role to play as they can help to tackle prejudices against working in the sector during

recruitment campaigns and school visits.

A good recruitment campaign should also promote workforce diversity by specifically focusing on certain groups of potential employees. For example, women are underrepresented in the majority of companies in the food and drink industry and migrant workers often have the necessary skills for jobs in the sector.

Finally, multinational companies can adopt a European recruitment strategy by setting targets for their country managers. Local managers know best the specific constraints and opportunities in their labour market, allowing them to set and achieve recruitment targets in the most relevant manner.

### **ATTRACTIVE WORKING CONDITIONS**

It is important to try to position your company as a “great place to work”. A company's working environment and image is often closely related to the attention given by it to its employees' views. Surveys, meetings, works councils and trade union or workers' representatives can also help to ensure that communication and job satisfaction remains at a high level. Within social dialogue bodies, priority should also be given to health and safety policies.

Investing in work-life-balance programmes and, at the same time, promoting female leadership initiatives are policies that can enhance a company's image as an “employer of choice”. Potential employees are attracted to companies offering good working conditions with, alongside pay, innovative forms of work organisation. training opportunities, giving workers better control over their working time and providing career development opportunities being seen to be important.

### **HUMAN RESOURCES DEVELOPMENT**

Sometimes, a jobseeker's profile does not fit a company's needs. At company or sector level, employers and workers' representatives can work together to examine job profiles, promote different types of qualifications and encourage better initial training and education. This can result in the creation of new qualifications which better reflect the current and future needs of the industry and improve the workforce's



employability throughout the sector. Employees can have an important role to play in the innovation process, as they often have valuable practical experiences to share with their managers. Finally, unskilled workers' employability can be improved through dedicated training courses.

### **MANAGING AN AGEING WORKFORCE**

In the vast majority of European countries, the retirement age is going up. At the same time, some older workers do not have the physical capacity or skills to adapt to the constantly changing requirements of the food and drink industry. However, a number of companies and the social partners have come up with effective age management policies to try to retain and manage an ageing workforce.

### **AGE-FRIENDLY WORKING CONDITIONS**

Some companies have adapted their working conditions so that they better suit older employees. Here again, social dialogue can often be a valuable driver for finding solutions and adapting workplace requirements. Using an age structure analysis, there are examples where the social partners have worked together to introduce health promotion policies and reorganise work, focusing on risk prevention, stress reduction, new shift patterns, better ergonomic workplaces etc. Further initiatives have involved the introduction of multitasking, creating greater autonomy at work and appointing older employees as mentors for younger workers or providing benefits such as additional days of paid leave as employees approach retirement and pre-retirement schemes. The objective of introducing a managing an ageing workforce policy is to trigger a mind-set change within a company's workforce and management, resulting in a company culture that is adapted to healthy ageing. Several of these initiatives involve a financial investment by the company, but it also benefits from the increased productivity and lower absenteeism rate of older workers.

### **LIFELONG LEARNING**

To prevent older workers losing touch with modern technologies, they need to be regularly upskilled. However, in some cases, a company may have to "start from scratch" when basic skills such as literacy and

numeracy – two prerequisites for accessing further and more specific training – are lacking. In some cases, companies may need the support of external experts or sectoral bodies to amend their HR policies. There are several examples showing that it is possible to design tailor-made solutions that match a company's workforce characteristics.

### **RAISING AGE AWARENESS AT COMPANY LEVEL**

In some cases, older employees may find it difficult to adapt to new ways of working and associated training requirements. Addressing this may require some employee involvement in helping to design age management policies. This will help to ensure wider acceptance of these changes and workers' representatives can play a key role in this process. At the same time, the success of any dedicated age management policy depends on the positive support of supervisors and managers. There needs to be an understanding that this policy is not just an additional obligation but is an important part of the way the company is managed.

The retirement of key employees should be anticipated well in advance to ensure that the company does not lose knowledge and know-how. Mentorship is one of the most frequently used methods for ensuring this transfer of knowledge between different generations of employees.

### **IMPROVING THE SECTOR'S IMAGE**

All of the 28 good practice examples in the Report can also be beneficial in improving the sector's image for potential employees. But doing good is not enough. Communicating success stories is also of major importance and is therefore a key task for the sector.

Bottom up examples of individual company initiatives can benefit the entire sector, especially if companies or the social partners have a system for exchanging good practices through, for example, a web platform or communication campaign with advisory bodies promoting these. Top-down sector led approaches may be more effective in terms of their coverage but should always be based on tangible facts to be credible. The best solution is to have these image campaigns involving social partners in the initial and dissemination phases.

# INTRODUCTION

## HOW TO USE THIS TOOLBOX

This toolbox is designed to provide the social partners in the European food and drink industry with examples of hands-on ways of successfully attracting new talents and managing an ageing workforce at both the sectoral and company level.

It is based on a collection of 28 good practice examples and tools submitted by the national affiliates and members of the European social partners in the food and drink industry in the context of a Europe-wide survey<sup>2</sup> conducted between February 2015 and April 2015. Participants were asked to submit good practice initiatives from their respective country, sector or company, focusing on one of the project's three priority areas:

The good practice examples cover a broad range of initiatives, concepts, players, implementation levels and funding structures. The survey also provided a checklist helping to determine whether the activity qualified as a good practice example.

Social partners from 16 European countries submitted more than 40 different good practice examples on profile sheets. The steering group ultimately selected 28 examples from eleven European countries.

Each profile sheet contained a short description of the initiative, detailing its objectives, outcome and implementation level.

The toolbox provides a range of recommendations

### 1

## ATTRACTING NEW TALENT TO THE FOOD AND DRINK INDUSTRY



### 2

## MANAGING AN AGEING WORKFORCE





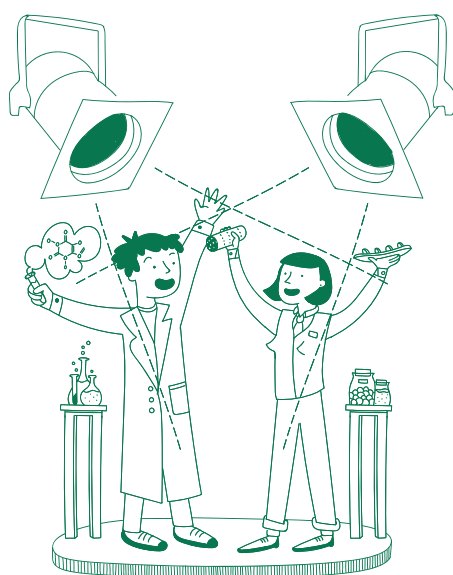
which can be used by different users according to their own requirements and situation. At the end of each chapter, there are a few specific recommendations and ideas for further action on the topics discussed. Certain ideas may only be useful to those practicing social dialogue at company level and others for those not doing so. Each toolbox user can select which scenario best suits his or her individual circumstances. Of course there is no one-size-fits-all solution to addressing the challenges faced by the food and drink sector. However, this toolbox shows innovative ways and concepts on how this can be successfully accomplished.

## TOOLBOX: COLLECTION OF GOOD PRACTICES AND TOOLS

*28 good practice examples on ways of attracting new talents and managing an ageing workforce.*

*"Transferring knowledge, sharing experiences and learning from others in the food and drink industry".*

## 3 IMPROVING THE SECTOR'S IMAGE



## CHECKLIST FOR GOOD PRACTICE EXAMPLES ELIGIBILITY CRITERIA:

- Clear context description
- Clear description of the objectives and purposes
- Clear description of the actions/activities involved
- At least one year old and successfully implemented

## SELECTION CRITERIA:

- Does the initiative meet clearly identified needs?
- Does it engage stakeholders and target groups?
- Does it qualify for transferability?
- Does it continue after the initial phase?

*Source: based on a definition of good practices in the EU COM European integration forum*

*2. The survey was part of a three-pronged methodology used by the team of researchers: a) a survey of good practice examples, b) nine case study reports – selected from the 28 good practice examples in agreement with the project's steering group and c) the development of the toolbox. The good practice examples were submitted on profile sheets.*

# INTRODUCTION

## HOW THE TOOLBOX IS STRUCTURED

The toolbox is structured around the three above-mentioned priority areas: attracting new talent, managing an ageing workforce and improving the sector's image. It was decided to focus mainly on the first two ("attracting new talent" and "managing an ageing workforce") since all of these initiatives help upgrade the sector's image. Within its three main sections, the report examines in greater detail the following topics:

### 1 ATTRACTING NEW TALENT

- Innovative recruitment initiatives
- Attractive working conditions
- Human resource developments

### 2 MANAGING AN AGEING WORKFORCE

- Age-friendly working conditions
- Lifelong learning
- Raising age awareness at company level

### 3 IMPROVING THE SECTOR'S IMAGE

- Horizontal approach
- Encouraging social dialogue for image campaigning

Each topic is structured in a similar way, providing

information on the main challenges and focusing on the practical experience of good practices and innovative solutions gained by stakeholders in different European countries. Each topic is also backed up by recommendations and practical tools such as checklists and diagrams to assist social partners interested in learning from the good practices made by others in the sector.

### 28 profile sheets and 9 case study reports

There are references made to the 28 good practice examples throughout the toolbox. Profile sheets 01-28, each with a short description of the initiative, are to be found in the annex to this report. More details on what are felt to be particularly interesting initiatives are contained in the nine case study reports available online at websites of FoodDrinkEurope and EFFAT. The diagram below summarises the methodology and components used to fill the toolbox.

# 01 AT NEW APPRENTICESHIP PROGRAMME "FOOD TECHNICIAN" IN AUSTRIA		
PRIORITY: NEW TALENTS		
INNOVATIVE RECRUITMENT INITIATIVE		HUMAN RESOURCE DEVELOPMENTS
SUMMARY ON THE INITIATIVE	<p>Main driver behind the newly introduced apprenticeship scheme "Food technician" was the Austrian employers' organisation "Fachverband der Lebensmittelindustrie", who initiated and developed the programme inclusive of training curricula in close cooperation with the trade union Pro-Ge in 2008. The apprenticeship for the food technician takes 3 ½ years. The social partners actively participate in all committees at the vocational training school and supervise exams and the fulfilment of quality standards for the training phase at the company level. Social partners set the monthly compensation for apprentices at a comparably high level (€ 1.397 in their year, € 1.555 € in fourth year if over 18 years old) for the food industry in order to attract "older" or highly skilled people. Engagement in numerous PR activities to make the new apprenticeship scheme well known to the public and target group, by using following channels: media, social partners' networks, employment agency, job fairs, cooperation with schools.</p> <p><b>Objective</b> Concept of the apprenticeship scheme</p> <ul style="list-style-type: none"> <li>• Answer to changing needs and requirements of the food industry and job market.</li> <li>• Opportunity to make the food industry attractive to young people.</li> <li>• To provide a high standard training with good career opportunities matching future needs.</li> <li>• Focus on recruitment of women - to make the food industry more attractive to women.</li> <li>• Focus on better or highly skilled people since apprenticeship wage is comparably high.</li> </ul> <p><b>Outcome and achievements</b> Already 19 young people have successfully completed the 3½ year apprenticeship scheme, female participation rate of 50% in current classes (as of July 2015). All have found permanent employment upon completing their apprenticeship. Participating companies are FELIX AUSTRIA GmbH, Agrana Stärke GmbH, NOW AG, Haribo Lakritzen GmbH, Grünewald Fruchtsaft GmbH (and many more).</p> <p><b>Costs</b> Companies pay wages of apprentices, public funds for vocational training schools</p>	
Sector, sub sector	Food sector	
Type of initiative	Joint Social partner initiative	
Country	Austria	
Partners involved	Trade Union Pro-Ge & Fachverband Lebensmittel Österreich	
Launch of initiative	2008, Ongoing	
References	www.dielebensmittel.at	

Source: Profile sheet # 01 AT



## 9 Case Study Reports

Selection of Good Practice Examples

### Improving the Sector's Image

.....

#### Attracting New Talent

- a. Training and Upskilling at Arla Foods (DK)
- b. Creating a new Apprenticeship Scheme (AT)
- c. Pass' IFRIA - Tailor-made training (FR)
- d. Recruiting Initiatives at Mars Polska (PL)
- e. Proactive Recruitment of youngsters at New England Seafood International (UK)
- f. Nestlé Youth Initiative (EU)
- g. Teknikcollege in Sweden (SE)

#### Managing an Ageing Workforce

- h. Til-Transfer of Innovative Solutions for a future-oriented Human Resources Policy (DE)
- i. Age Management Initiative at Nordic Sugar in Finland (FI)

## 28 Profile Sheets of Good Practice Examples in the Food and Drink Industry

.....

## MAPPING THE GOOD PRACTICE EXAMPLES

*Diagram 1:  
Overview of the research project:  
9 case study reports and 28 profile  
sheets covering the 3 priority areas*

initiatives containing measures to attract new talent to the industry. There are also 11 examples of projects for managing an ageing workforce. Four initiatives focus simultaneously on new talents and an ageing workforce.

### **Different types of initiatives**

- 13 of the good practice examples are company or employer-driven initiatives,
- 3 are trade union- or works council-driven initiatives,
- 14 are initiatives based on a joint social partner approach.

In some cases, an employer project may also be a joint social partner initiative, as is the case with *Nordic Sugar* in Finland (# 28 FI) where the initiative was largely driven by the company but is carried out in close cooperation with the trade unions. The same applies to the "Training and upskilling programme at *Arla Foods in Denmark*" (# 06 DK) which is a company initiative based on a joint social partner approach and a collective agreement.

The activities presented in the toolbox also differ in their funding structures and project duration. Whereas some initiatives are financed by the company or social partner organisation, others are based on arrangements made in a collective agreement or on public funding, as is the case with a number of training initiatives. Some examples lasted just one year, while others, like the newly created *apprenticeship scheme in Austria* (# 01 AT), are now a permanent part of the national vocational education system.

### **Level of implementation and scope**

The good practices vary according to their level of implementation. Some are company-based initiatives, some have a sector approach based on a collective agreement, while others cover the whole country. Of the 28 initiatives, 12 are sector-driven, two have a national scope, while the majority – 19 in total – are company-driven. Again, a sector-level initiative may also be simultaneously implemented at company level.

## **LIST OF 28 GOOD PRACTICE EXAMPLES**

# 01 AT	<i>New apprenticeship programme “Food technician” in Austria</i>
# 02 BE	<i>Introduction of extra days of paid leave for older workers in the Belgian food industry</i>
# 03 BE	<i>Industrial learning agreement in Belgium</i>
# 04 BE	<i>Exchange of good practices and learning network in Belgium</i>
# 05 DE	<i>Company pension scheme at Unilever</i>
# 06 DK	<i>Training and upskilling programme at Arla Foods in Denmark</i>
# 07 DK	<i>Upskilling and increasing the competence of production workers at Bisca</i>
# 08 DK	<i>Active involvement of employees in innovation activities at Easyfood</i>
# 09 FI	<i>Tasting Professions in the food industry in Finland</i>
# 10 FR	<i>Food Chain Contract: Promoting social dialogue &amp; quality of employment</i>
# 11 DE	<i>TIL - Transfer of Innovative HR Solutions in the food industry</i>
# 12 DE	<i>Project “SPILL” - Lifelong learning in Germany</i>
# 13 DE	<i>Female Leadership Programme at Coca-Cola AG in Germany</i>
# 14 EU	<i>Nestlé Youth Employment Initiative</i>
# 15 DE	<i>Family-Friendly Working Environment at Danone GmbH in Germany</i>
# 16 DE	<i>Work-Life-Balance &amp; recognising voluntary work at Dr. August Oetker</i>
# 17 IT	<i>Nestlé – Reverse mentoring programme in Italy</i>
# 18 NO	<i>FEED: Improving the recruitment of young people to the food sector in Norway</i>
# 19 DE	<i>Demography project at Unilever in Germany</i>
# 20 PL	<i>“Mentoring programme” at Pfeifer &amp; Langen Polska</i>
# 21 PL	<i>Recruitment initiatives to attract young people at Mars Polska</i>
# 22 UK	<i>Proactive recruitment of youngsters at New England Seafood in the UK</i>
# 23 RO	<i>Implementing the Occupational Safety and Health Directive in the Romanian food industry</i>
# 24 FR	<i>Pass’IFRIA - a tailor-made approach to training in the food industry in France</i>
# 25 SE	<i>Teknikcollege in Sweden: Network of competence centres for quality standards in training</i>
# 26 UK	<i>Taste Success: A Future in Food in the UK</i>
# 27 UK	<i>Recruiting young talents at Mondeléz International in the UK</i>
# 28 FI	<i>Age Management Initiative at Nordic Sugar in Finland</i>

# GOOD PRACTICES AND TOOLS

1

## ATTRACTING NEW TALENT TO THE FOOD AND DRINK INDUSTRY IN EUROPE



More than half (21) of the good practice cases identified in this project involve measures linked to attracting new talent to the food and drink industry in Europe.

*The 21 good practice examples can be divided into three major categories:*

- Innovative recruitment initiatives
- Creating attractive working conditions
- Human resource developments

# 1.1

## INNOVATIVE RECRUITMENT INITIATIVES

### GOOD PRACTICE EXAMPLES OF INNOVATIVE RECRUITMENT INITIATIVES

- # 01 AT *New apprenticeship programme “food technician” in Austria*
- # 09 FI *Tasting professions in the food industry in Finland*
- # 13 DE *Female Leadership Program at Coca-Cola AG in Germany*
- # 14 EU *Nestlé Youth employment initiative*
- # 18 NO *Feed: Improving recruitment of young people in the food sector in Norway.*
- # 21 PL *Recruitment initiatives to attract young people to Mars Poland*
- # 22 UK *Proactive recruitment of youngsters at New England Seafood in the UK*
- # 26 UK *Taste success: a future in food in the UK*
- # 27 UK *Recruiting new talents at Mondélez International in the UK*

Successful recruitment is a major task and often a challenge for companies. Many report that their recruitment processes have failed to attract new talents or to retain young workers in a satisfactory way. Identifying targets, developing a campaign and building a network that supports a company's recruitment policies is a process that can be enriched in several ways.

#### ***Mapping of skills and recruitment needs is a prerequisite***

In some cases, companies developed their own campaigns, while, in others, the sector federation took the lead. It is important to underline that any campaign should be preceded by a mapping of skills and recruitment needs, taking local conditions into consideration.

It is often easier for larger companies to map skills and recruitment needs, as they have dedicated HR departments and established recruitment policies and procedures. At sector level, aggregate data may be harder to find. Therefore, partnerships between member organisations and local administration and education bodies can be very beneficial.

In countries with a strong social dialogue culture, trade unions are sometimes involved in mapping processes as in the case of the Norwegian project “FEED: Improving the recruitment of young people to the food sector” (# 18 NO). Mapping should be undertaken systematically as it can then provide a pathway to success, especially if working conditions create recruitment problems. This is a scenario in which unions are well placed to provide their views to young people because they may be seen to be a reliable and/or additional source of information.

The Austrian social partners in the food sector identified a gap between current job profiles and future skill needs, leading them to set up a completely new apprenticeship scheme for “food technicians” (# 01 AT). By regularly participating in roundtables with food producers, the Austrian social partners were able to obtain detailed knowledge of future skill demands at both company and sector level. Reflecting what was successfully done in Austria, the following diagram shows how a joint social partner project can be launched.

*“In Austria, all food and drink companies are members of our organisation. I never lose track of what is going on and what is needed at company level. To create new jobs and map skills, good contacts to the sector are essential.”*

MARTIN LOTZ, FACHVERBAND DER LEBENSMITTEL-INDUSTRIE AUSTRIA, CREATING A NEW APPRENTICESHIP SCHEME (# AT 01)



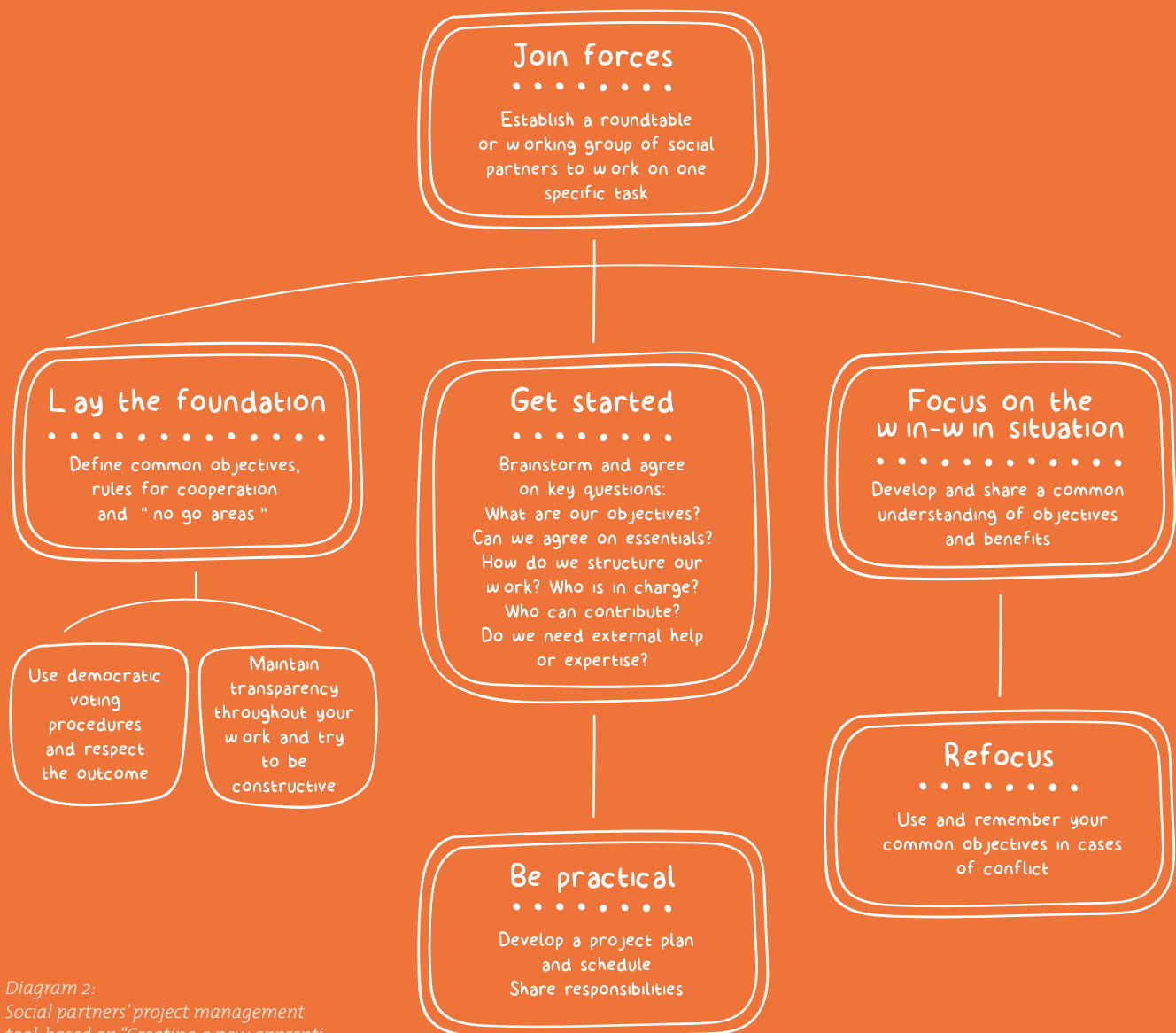


Diagram 2:  
Social partners' project management tool, based on "Creating a new apprenticeship scheme in Austria" (# 01 AT)

## Young peoples' recruitment profile should be further diversified

### GENDER

All kinds of people are recruited by companies: low-skilled and high-skilled, migrants and local jobseekers, students and long-term jobseekers. However, it would appear that women are not generally targeted by sector employers. This is surprising in view of the recruitment difficulties that many employers are facing. They should be aware of this, engaging in communication campaigns aimed at recruiting more women. Avoiding gender stereotypes is also a prerequisite in certain parts of the sector where recruiting women has been more difficult, such as in fish and meat processing where only migrant women seem prepared to work on processing lines.

The "female leadership program" at Coca-Cola Germany (# 13 DE) is a good tool that encourages young women looking for a job with good career prospects to consider the food and drink sector. Coca-Cola is one of the founding partners of a network for women called "foodservice" and its 3,700 members work together to promote women leadership.



## FIRST CAREER STEPS

Some companies have successfully set up paid internships or traineeships. Their added value is that they attract young people or students who want to benefit from a positive first working experience in a company. Providing a first insight into a company may be fruitful but it is not enough. Successful companies are those able to retain trainees and interns by offering them additional tasks, skills and, especially, operational experience. Applicants are often interested in acquiring transferable experience, including supervisory skills, knowledge of health and safety as well as food safety. Young people care about their career development and employability and wish to be offered interesting tasks and perspectives.

The majority of countries base their immigration policy on education criteria, giving precedence to highly educated migrants' requests to access their territory and labour market. However, current labour demand in the food and drink industry sector suggests that social partners should draw the attention of public authorities to the need to consider the role that semi-skilled workers can play in the industry's sustainability, as highlighted in the *New England Seafood* example (# 22 UK).

Trainees who are given responsibility (naturally with the necessary supervision or mentorship) will feel more involved in a company's activities and future. The same goes for those who, despite their youth, are encouraged to transfer their knowledge of, for example, IT to older employees. A case in point here is the *Mars Challenge hunters in Poland* (# 21 PL), a platform that devises contests and challenges for students. "Solutions presented by students are sent over to the Mars office, and the best candidates are rewarded. Our experiences are very positive," explained the company's management, who may also invite candidates to explore and plan possible ways of cooperating in the near future.

### *Engaging in partnerships*

Many employers enjoy active and well-established partnerships with universities, education policy

*"Our company would not stand where it stands today without the support of our foreign workforce."*

VIV SAGE, HR REPRESENTATIVE, NEW ENGLAND  
SEAFOOD INTERNATIONAL – PROACTIVE  
RECRUITMENT OF YOUNGSTERS (# 22 UK)

makers or other stakeholders, all based on win-win relations. They exchange services and provide access to knowledge, while at the same time gaining access to young people.

## COOPERATING WITH INSTITUTIONAL BODIES

The *UK Employer Food and Drink Federation (FDF)*, for instance, cooperates with Improve, the food and drink Skills Council in the UK with a VET remit. FDF also works with manufacturers of new technology and such research institutions as the Institute for Food, Science and Technology (IFST) (# 26 UK). This close cooperation has been very beneficial.

## COOPERATING WITH PRIMARY AND SECONDARY SCHOOLS

*Mondeléz International* runs a community programme called "Taste of Work" which targets primary and secondary schools located around key Mondeléz sites (# 27 UK). In "Taste of Work" the company staff visit schools, promote the food and drink industry with the aim of fostering careers in engineering and food processing at an early but decisive stage of education patterns.

## INVESTING IN CAMPUS EVENTS AND APPOINTING AMBASSADORS

*Mondeléz International* in the UK (# 27 UK) and *Mars Poland* are two companies actively engaged in a number of recruitment events. Mars Poland appoints ambassadors (# 21 PL) – young people currently doing a traineeship or apprenticeship within the company. As ambassadors, they provide and share information about the company, activities and job opportunities. The company seeks to attract the most talented students to join its team.

## EMPOWERING STATE-RUN EMPLOYMENT CENTRES AT THE LOCAL LEVEL

Despite efforts to communicate recruitment needs locally and nationally, outcomes (i.e. actual hires) may sometimes be disappointing. The role of local job centres cannot necessarily be performed efficiently without good cooperation between employers and employment centres. For *New England Seafood International* (# 22 UK), showing job centre advisors around the company was a decisive move, as they now better understand the company's skill needs and can therefore better select profiles. They even promote the company's visibility vis-à-vis jobseekers who benefit from clear and objective information from job centre advisors. Local recruitment is a factor helping maintain employment stability as workers spend less time commuting and are close to home.

### *Providing benefits to applicants*

The issue of funding university courses is a challenge in countries like the UK where tuition fees are very high. Students often have to sign up for long-term bank loans to finance their studies. A number of companies have however developed partnerships with universities, as is the case with Mondélez International. It recruited 20 students in 2014/2015, all of whom work full-time at the company and have access to Aston University. The company states that it gives them time-off ("study days") to support their learning. Mondélez calculated the cost of this programme to be GBP 10,000 per year and student. The company is prepared to invest in order to attract the best talents (# 27 UK).

### *Launching campaigns and benefiting from social media attention*

Communication plans often include public relations campaigns in many different forms. For example, meeting pupils and students at the study place, organising or participating in an event on employment in general or focused on the food and drink sector in particular. Innovative approaches also use the social media: In the UK, the career campaign *"Taste Success: A Future in Food"* uses digital campaigns based on Facebook pages, the Munchbot app, award-winning YouTube

*"The turning point was reached when we invited officials and advisors from the local job centre to see our company. They now have a much better understanding of what goes on in our production and in the sector and can look out for potential candidates. This was a smart step indeed."*

VIV SAGE, HR REPRESENTATIVE, NEW ENGLAND  
SEAFOOD INTERNATIONAL – PROACTIVE  
RECRUITMENT OF YOUNGSTERS (# 22 UK)

videos or Twitter (# 26 UK).

When a sectoral employers' federation develops communication policies, it often selects a geographic area or subsectors such as meat or bakeries as priorities. Despite the need for more visibility or attractiveness, companies' names are not always stated, like in the *"Tasting professions" project in Finland*, because the federation wants to see all companies benefiting from the campaign, regardless of their size and reputation (# 09 FI).

### *Adopting a European or transnational recruitment plan*

The European Union has adopted a series of measures to support transnational recruitment and training: The youth employment package and its financial tools ERASMUS+, the European Social Fund and others facilitate upskilling and workforce redeployment. Cross-border workforce movement is helped by Eures recruitment contact points in each region close to a national frontier.

In the context of the European Union Youth Initiative programme, companies have been invited to contribute to the European effort to tackle youth unemployment. *Nestlé* is a good example demonstrating that multinational companies have capacities to launch projects with a multiplier effect (# 14 EU). Nestlé, which has also launched workforce cooperation exchanges between its Iberian and German subsidiaries, shows that it is possible to set recruitment targets for each country in which the company operates. The added value of this approach is that it respects national and local legal and economic conditions.

However, a number of experiences show that initiatives are more fruitful when supported by social dialogue. The involvement of workers' representatives with operational national and transnational representation bodies is of key importance, and there is room for improvement in the fields of job profiling and training content.

## LESSONS LEARNED AND RECOMMENDATIONS

**Mapping of skills and recruitment needs is a prerequisite:** New educational programmes and new job profiles are needed. A detailed needs assessment should be carried out at company, sub-sector or local level before launching any recruitment initiative.

**Young peoples' recruitment profiles should be further diversified:** More can be done to recruit "forgotten talents" such as low-skilled workers, workers with a migration background or women. Attracting young people can also be successful through leveraging their knowledge of IT and their social skills.

**Engaging in partnerships:** many stakeholders – e.g. workers' representatives, universities and schools – can have a positive impact on youth recruitment when involved in recruitment strategies.

**Empowering local state-run employment centres:** employment agencies do not necessarily know the food and drink sector well enough. Providing them with relevant information will help them improve candidate selection.

**Providing benefits to applicants:** young people have choices to make regarding their future career. Companies need to attract them in different ways, e.g. by offering them on-the-job responsibilities.

**Launching campaigns and benefiting from social media attention:** new forms of communication should be used to reach young people, including social media.

**Adopting a European or transnational recruitment plan:** transnational companies have an international talent pool at their disposal. Adopting transnational recruitment campaigns is an asset.

## 1.2 ATTRACTIVE WORKING CONDITIONS

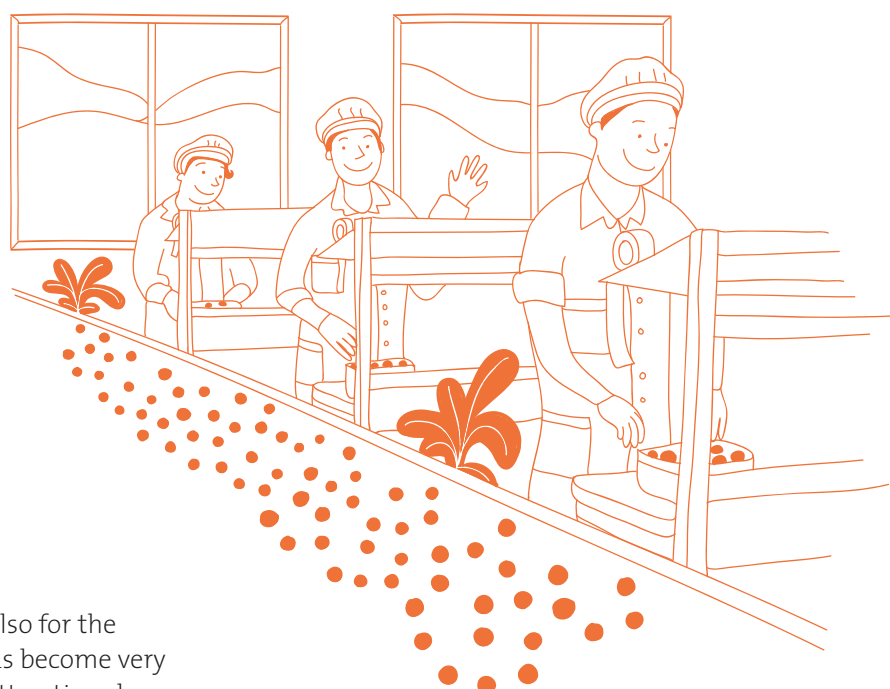
### *Positioning your company as a great place to work*

For more and more companies – and also for the food and drink sector in general – it has become very important to position themselves as attractive places to work. Nowadays young people and skilled workers can choose their place to work. Every company needs to offer attractive packages, benefits and working conditions to future employees, as well as to current ones – a necessary investment.

It is also important to bear in mind that there are no perfect one-size-fits-all strategy making a company an attractive place to work. Addressing the issue in an employee survey, in talks with the works council, trade union or external consultants may lead to new ideas and concepts. For sure, a highly motivated workforce in an attractive working environment will perform better, i.e. a win-win situation for both company and employees.

### *Investing in work-life-balance programmes*

Work-life-balance stands for a concept supporting all kinds of efforts to evenly distribute a person's time and energy between work and other important aspects of his or her life. These go beyond parenting and childcare responsibilities and nowadays include for example caring for older and sick family members. Investing in family-friendly working conditions or work-life-balance programmes should be on the agenda of every employer. Designing and offering such packages may not only attract females, but can also motivate employees to remain and plan their future careers within the company. In competing for the best talents, attractive working conditions allowing employees to combine personal time and work are certainly an advantage.



### GOOD PRACTICE EXAMPLES FOCUSING ON ATTRACTIVE WORKING CONDITIONS

- # 02 BE *Introduction of extra days of paid leave for older workers in the Belgian food industry*
- # 06 DK *Training and upskilling programme at Arla Foods in Denmark*
- # 08 DK *Active involvement of employees in innovation activities at Easyfood*
- # 10 FR *Food Chain Contract: Promoting social dialogue & quality of employment*
- # 13 DE *Female Leadership Programme at Coca-Cola AG in Germany*
- # 15 DE *Family-friendly working environment at Danone GmbH in Germany*
- # 16 DE *Work-Life-Balance & recognising voluntary work at Dr. August Oetker*
- # 22 UK *Proactive recruitment of youngsters at New England Seafood in the UK*
- # 23 RO *Implementing the Occupational Safety and Health Directive in Romanian food industry*
- # 24 FR *Pass'IFRIA - a tailor-made approach to training in the food industry in France*



Danone in Germany (# 15 DE) has created a family-friendly working environment at their headquarters.

Danone cooperates with a family care and consulting service offering emergency day-care places for children, assistance in homecare and eldercare, life coaching and guidance in related legal matters. Employees can receive immediate professional assistance in urgent matters as well. *Dr. August Oetker in Germany* has a number of activities promoting work-life-balance and the reconciliation of work and family (# 16 DE). Examples include adapted working hours, various forms of part-time and home-office opportunities, a company-run day-care centre and a holiday camp for kids between 6 to 13 years. Dr. Oetker offers assistance and counselling to those returning to work after parental leave or those in need of care facilities for family members. The company also supports employees doing voluntary work through its initiative "Hand in hand for voluntary work".

An employee may request a donation, for example money or goods, for the charity organisation where he/she is a volunteer.

Accommodating work and the demands of family life starts at a very practical level in daily working life. Importance should be attached to scheduling meetings during child-friendly hours and promoting awareness for this among management and colleagues.

### ***Promoting female leadership for a higher share of females in management positions***

Women may be sceptical when looking at gender agendas and diversity programmes in companies, as many of them want to be judged on their performance and skills, not on their gender. However, reality shows that the proportion of females in higher management positions is still comparably low, and the food and drink industry in some European countries is no exception. It is important to offer women interesting career perspectives and training and to increase the share of women in management positions. An attractive place to work should nowadays offer equal conditions to women. At *Coca-Cola in Germany* the female leadership programme covers a bundle of initiatives which are all part of the company's policy to contribute to a better image of the industry (#13 DE). Coca-Cola supports women in its "achieve your best" leadership programme and in mentoring programmes. Coca Cola is a founding member of the women's network Foodservice, a leadership development community that empowers women in the food industry. The company also regularly publishes statistics on the share of females in leading management positions, now at a level of 45,6 % in Germany.

*"With our upskilling and training programme, we invest in the personnel development of every single employee at Arla. If we want to be attractive and competitive as a company and as a sector (dairy), there is no way we can step back from learning".*

CARSTEN HJORTH, WORKS COUNCIL  
REPRESENTATIVE ARLA FOODS, UPSKILLING  
AND TRAINING PROGRAMME (# 06 DK)

### ***Offering access to training and skills development activities***

Training opportunities and attractive career development perspectives within a company are aspects potential candidates look at. A well-trained workforce is of course highly beneficial to a company. Moreover, well-trained employees will be motivated, appreciating the investment made in them. A company should always make continuous learning and skill development activities for employees of all age groups a priority.

At *Arla Foods in Denmark*, a lot of resources are dedicated to its extensive *training and skills development programme*. All company employees in Denmark have access to training and upskilling activities and are supported in many ways (# 06 DK). Upskilling and continuous learning for all employees is a major task for the company. The *Danish convenience food producer Easyfood* has established a unique working culture allowing all workers to be creative and play an active role in the innovation process. Supported by a specific training programme for all newly hired employees, job satisfaction within the Easyfood workforce has increased (# 08 DK).

### ***Making use of existing social dialogue bodies to create favourable working conditions***

In many countries, sector-level bipartite and tripartite bodies deal with employment-related aspects. They work for example on career development, training opportunities or better working conditions for employees in the industry. It should be a priority for social partners to focus on and – if possible – adopt a joint approach to create



favourable working conditions for employees and hence a positive image of the sector. A joint social partner approach can open the door to many interesting initiatives. Attention should be paid to following up the activities of bipartite or tripartite bodies. Checking whether activities can be supplemented or even upscaled should be on every social partner's agenda.

A positive example of the added value provided by social dialogue is the *food chain contract* in France (# 10 FR), signed by the social partners with a view to promoting social dialogue and quality employment in the sector. Social partners have joined forces to offer interesting career perspectives to young people and hence to make the sector more attractive.

The upskilling and training initiative of *Arla Foods in Denmark* (# 06 DK) is similarly the outcome of effective social dialogue. The initiative is based on a collective agreement for all dairy workers in Denmark, under which the social partners agreed to invest in training on a large scale and to facilitate this by creating a training fund. Further good practice examples of joint social partner activities are the creation of the new "food technician" apprenticeship scheme in Austria (# 01 AT) and "Pass'IFRIA" - a tailor-made approach to training in the French food industry (# 24 FR). Even though they all differ, all initiatives illustrate how social dialogue can be effectively used to produce remarkable results.

### **Investing in health and safety training**

In *Romania*, the social partners initiated a large-scale project aimed at implementing the *Occupational Health and Safety Directive in the Romanian food sector* in order to prevent accidents at work, reduce absenteeism and improve the sector's image (# 23 RO). An initial risk assessment identified the areas where health and safety issues were more frequent. Following this, 30 training courses and a large awareness campaign were organised using flyers, posters, seminars, newsletters and four sector manuals. In total, 160 entrepreneurs and company managers as well as 1,200 workers were involved. The project also benefited from the support of experienced trade unions and experts from Spain.

Health and safety is also part of the initial training offered to newly recruited workers at *New England Seafood*. Lasting one month, the training takes place before employees start working (# 22 UK). The company has received an award for its activities and health and safety policies.

### **Senior workers should always be a further priority group**

Given the impact of demographic change and an ageing population in several European countries, older employees should always be another priority group targeted when designing working conditions. As the statutory retirement age has gone up in a number of European countries and the share of older employees is increasing, the question on how to retain older workers has gained importance.

*Belgian social partners* in the food and drink industry have negotiated an increased leave entitlement for older employees (# 02 BE). The social partners wanted to create better and less strenuous conditions for older workers in their last years in employment. The collective agreement stipulates that employees over 56 are entitled to three additional days of paid leave per year, employees over 58 to six days and over 60 to nine days.

### **Offering attractive compensation to new talents**

How much an apprentice or an ordinary worker is paid is often an issue regulated by law or a collective agreement. In Austria the social partners have set up a new apprenticeship programme called "*Food Technician*" during which trainees benefit from a comparably high level of compensation. The social partners agreed on this with a view to attracting not only young but also older and experienced workers (# 01 AT).

In France, apprentices are paid between 55% and 85% of the French minimum wage, depending on the person's level of qualification and age. However, the French company Bigard, an initiator of the bipartite body *IFRIA*, has decided to pay 100% of the minimum wage to attract apprentices (# 24 FR).

Attractive working conditions may of course include many more aspects. What is actually provided is dependent on the individual circumstances of the company, its size, products, location and workforce. However, it is up to every employer – and also the social partners at sector level – to invest in people in order to be a great and attractive place to work.

One interesting tool is employer branding, i.e. promoting a company as the 'employer of choice' to others. The existence of favourable working conditions and enthusiastic employees are of course a prerequisite. If a company's identity is developed together with employees, they can be important ambassadors, informing others of the attractive conditions offered.

# LESSONS LEARNED AND RECOMMENDATIONS

**Position your company as a great place to work:** Create attractive working conditions to attract future employees and to retain and motivate current employees.

**Use employee surveys or external experts.** These may come up with new ideas for working conditions matching the demands, requirement and needs of the workforce. As an employer, discuss these with trade unions and works councils, thereby possibly gaining a new perspective.

**Make proactive use of social dialogue to foster interesting and good working conditions.** Options for joint social dialogue approaches should always be explored.

**Cooperate with existing social dialogue bodies:** Regularly check their agendas and activities as a further option for creating attractive working conditions.

**Invest in work-life-balance programmes:** offer a family-friendly working environment to employees. Allowing employees to combine work and family duties will be beneficial for employment stability and job satisfaction.

**Promote female leadership programmes:** the share of females in management positions in the food industry needs to be increased. Focus on females in the recruiting process by offering female leadership programmes or mentorships as part of an attractive working environment.

**Make older employees another priority group:** when creating attractive working conditions older employees should always be included. Measures to make work less strenuous for older employees will pay off if their expertise and know-how remains longer in the company.

**Offer training and skills development activities for employees.** A well-trained workforce is motivated and at the same time beneficial to a company. Provide and promote regular training activities as a great place to work.

**Invest in regular health and safety training for both new-hires and current employees.** Health and safety policies can positively impact a company's image and hence facilitate recruitment. They also help prevent unnecessary workforce turnover.

**Develop and actively use employer branding:** Highly motivated employees are your company's best ambassadors.

## 1.3 HUMAN RESOURCE DEVELOPMENTS

Human resource developments include a variety of measures ranking around employee training, employee career development, coaching, mentoring or performance management. Obviously, having a well-trained and operational workforce is extremely important for companies. In some cases, companies do not find the right skills among applicants because the VET system in place is not up to date. In other cases, their staff need to develop new competences.

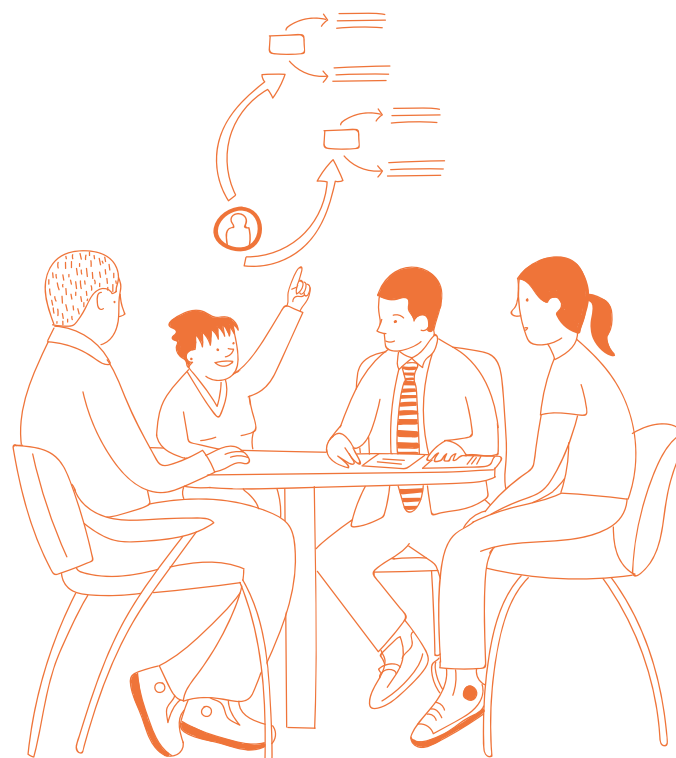
However, providing training to workers can be challenging for financial and practical reasons. In addition, specific external resources with a combination of educational skills and sector knowledge are needed, but can be difficult to find. In many cases, the social partners themselves can be part of the solution, as seen in the HR consultancy support given in the context of the “Spill” project run by the German food and drink industry social partners ANG and NGG. Some 155 food and drink manufacturing companies participated in it, with the aim of coming up with ways to better deal with demographic and technological change (# 12 DE).

***Social partnership is key to successfully adapting to change***

### SCREENING JOB PROFILES

Social partners are best placed to identify relevant new job profiles arising from the evolution of the food and drink industry. The screening of jobs requires a good knowledge of workplace specificities regarding production and working conditions.

The *Norwegian social partners* have submitted their own list of specific skills and requirements to the Norwegian Directorate for Education and Training (# 18 NO). Social partners stated: “the objective was to update the content of vocational training and to include a cross-area specialisation combining food and



### GOOD PRACTICE EXAMPLES OF HUMAN RESOURCE DEVELOPMENTS

- # 01 AT *New apprenticeship programme “food technician” in Austria*
- # 03 BE *Industrial learning agreement in Belgium*
- # 06 DK *Training and upskilling programme at Arla Foods*
- # 07 DK *Upskilling and increasing the competence of production workers at Bisca*
- # 12 DE *Project “Spill” – lifelong learning in Germany*
- # 25 SE *Teknikcollege in Sweden: Network of competence centres for quality standards in training*
- # 18 NO *Feed: Improving recruitment of young people in the food sector in Norway*
- # 24 FR *Pass’IFRIA - a tailor-made approach to training in the food industry in France*

technological skills”. This was approved and implemented from August 2014 onwards by the directorate. The diagram below shows that job screening was the starting point, followed by the mapping of skills and recruitment needs and the communication campaign, which involved cooperation with VET bodies.



## INCREASING SKILLS LEVELS

Improving workers' skills can take different forms, with the focus on either theory or practice. Improving such basic skills as literacy, maths and language is, in some cases, a prerequisite to technical upskilling.

At the Danish dairy company *Arla Foods*, the social partners jointly decided to launch an extensive upskilling initiative reaching out to all employees. The project has three phases: 1) qualification courses for Danish and maths; 2) a competence assessment; and 3) further training offered in a course catalogue. Phase 1 focused on screening employees for dyslexia. Of the 3,500 employees screened so far, more than 80% have already completed literacy courses (# 06 DK).

### **Creating new tailor-made training courses**

A number of companies have chosen to define their own training needs and subsequently launch their own training programmes, with the support of VET bodies or bipartite bodies.

An initiative successfully completed by one company can be transferred to another one, thus allowing the latter to benefit from previous experience. This was the case in France with *Pass'IFRIA*, a programme initiated by the French meat producer Bigard in coo-

operation with the social partners' bipartite body IFRIA (# 24 FR). While the latter did not provide the actual training, it was in charge of designing and administering the courses, coordinating activities such as the recruitment of trainees, and communicating with the stakeholders – the company and VET bodies - involved.

Finally, each newly recruited worker could benefit from a six-month paid apprenticeship, with training both on the job and at college, receiving at the end a certificate recognised throughout the sector. Several other food companies have followed the same approach but with their own objectives such as re-skilling older workers.

The diagram below shows an overview of the players involved, the process and the links set up to shape the training.

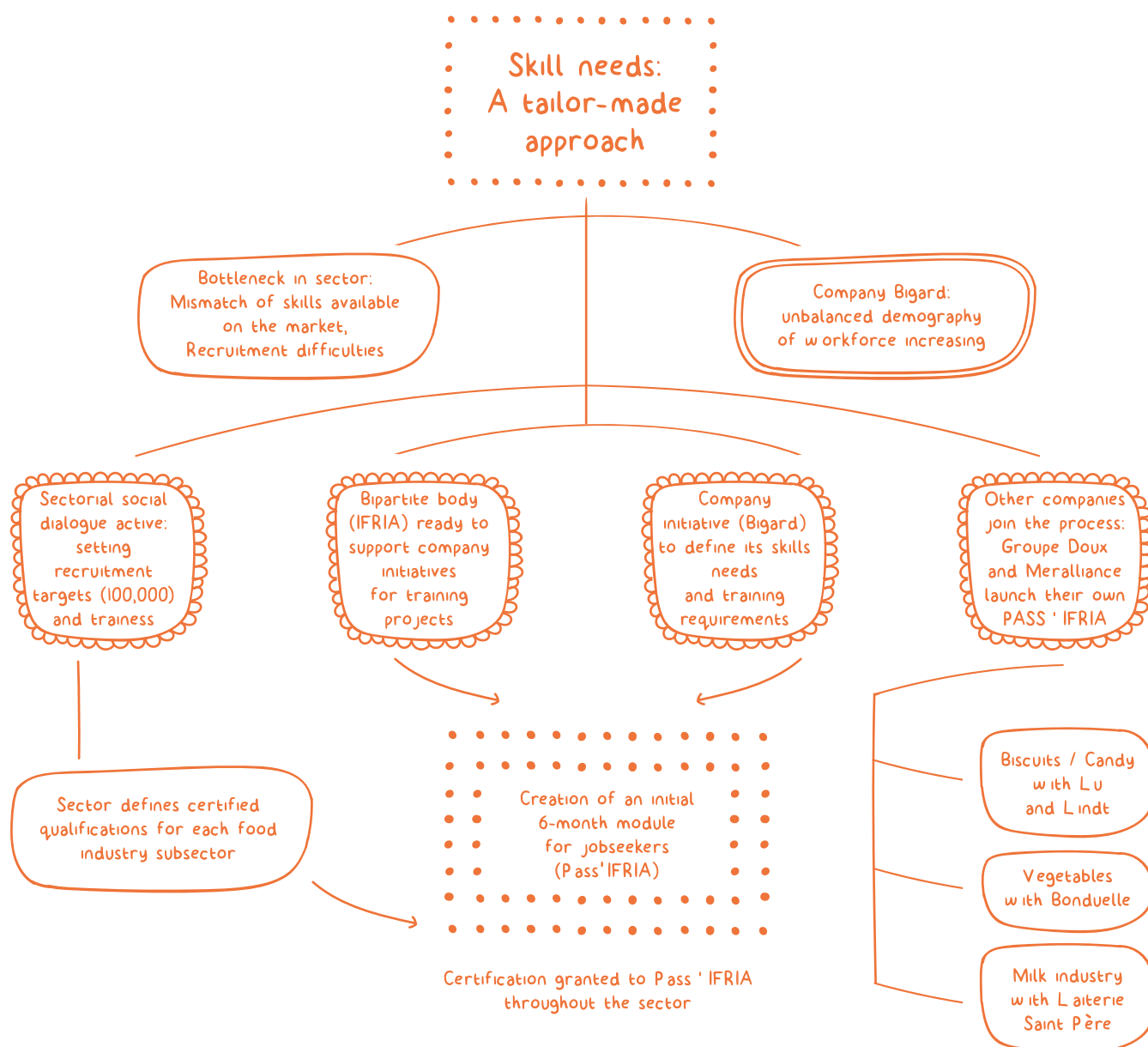


Diagram 4:  
Pass'IFRIA, a tailor-made approach  
to training (# 24 FR)

Another example comes from Belgium where the social partners have adopted an *industrial learning agreement* in several sectors including the food and drink industry (# 03 BE). The social partners are the ones identifying priority recruitment profiles and hence they define the learning programme for jobseekers aged between 15 and 25, in cooperation with VET bodies. The programme is based on a 2-year apprenticeship scheme. Social partners also provide certification to those companies following the programme and recruiting jobseekers with a view to training them. Similarly, the social partners in Austria have created a new 3.5-year apprenticeship scheme for “food techni-

cians” (# 01 AT). On the employer’s side (Fachverband Lebensmittel) there was an urgent need to “fill the gap” as there was no apprenticeship providing a full insight into the entire food production process together with good knowledge of hygiene standards. For the trade union Pro-Ge, this was the “best way to create interesting jobs in the sector, with good working conditions for young people, including females.” The social partners set apprenticeship pay at a comparably high and therefore attractive level. So far, 119 trainees have successfully completed their apprenticeship and now have permanent positions in their respective companies.

## GUIDELINES ON HOW TO CREATE AN APPRENTICESHIP SCHEME

1. *Take your time – developing high-quality apprenticeship programmes is a serious task.*
2. *Assess the actual skills demand at company and sector level.*
3. *Check on local and legal requirements for apprenticeship programmes.  
Check with the Ministry of Education, Chambers of Commerce, technical universities and other stakeholders at local, regional and national level.*
4. *Develop the curriculum:  
Decide on course duration, training components, examination requirements.  
What kind of certificate/qualification level should be targeted?  
Focus on job profile.*
5. *Identify training providers for the theoretical phase.*
6. *Identify food companies wishing to participate in the process.*
7. *Search for potential candidates/apprentices: engage in partnerships with schools, use social media channels, and show presence at job fairs.*
8. *Benefit from the experience of others.*

*Source: Based on # 01 AT.*

### ***Setting quality standards for training***

Having a highly qualified workforce with a qualification/degree from secondary schools, VET colleges or technical universities and meeting certain quality standards is an asset for companies and the sector in general. In cooperation with public authorities, the social partners should place the certification and quality standards for VET bodies on their agenda.

*In Sweden, the social partners within the Council of Swedish Industries have established a competence network called Teknikcollege for setting quality standards for vocational education (# 25 SE). To gain “approved by Teknikcollege” certification, a region has to fulfil 10 quality requirements jointly developed by the social partners and subject to regular control and reassessment.*

Under the Teknikcollege system, regional stakeholders such as municipalities, VET providers and companies cooperate to improve the quality of technology-oriented courses, make them more attractive to young people and match current industry needs. They are responsible for developing their region’s technology-oriented VET infrastructure.

One important aspect is that companies are directly involved in planning and compiling the training courses. As active partners, they state their current and future skills needs, which are then incorporated into the training course design.



*"A very interesting and for Sweden unusual factor is that the Teknikcollege system is 'educating and coaching' companies in the private sector to communicate their skills demands better.*

*In our regional steering groups, companies now clearly state what they need. This was a challenging process. We for sure had to coach companies at local, regional and national level to do so."*

ADELA MARTINOVIC, CEO OF SWEDEN'S TEKNIKCOLLEGE (# 25 SE)

## 10 QUALITY REQUIREMENTS FOR TEKNIKCOLLEGE CERTIFICATION IN SWEDEN

1. REGIONAL SCOPE
2. BROAD EDUCATIONAL STRUCTURE  
*Teknikcollege offers specialized technology-oriented training for the needs of industry at both upper secondary and post-secondary levels. For upper secondary students, a technical programme in combination with one or more additional technology-oriented vocational programmes is necessary.*
3. CLEAR PROFILE
4. COLLABORATION WITH THE INDUSTRY  
*Regional and several local steering groups, in all of which it is mandatory that companies are in the majority.*
5. QUALITY ASSURANCE SYSTEM  
*The regional steering group is responsible for monitoring the fulfilment of all criteria and ensuring that work processes function properly.*
6. CREATIVE AND STIMULATING LEARNING ENVIRONMENT  
*A learning environment reflecting real-life situations, stimulating creativity and commitment and attractive to both male and female students.*
7. MACHINERY AND EQUIPMENT  
*Machinery and equipment need to be of high quality.*
8. CONSISTENT STUDY DAYS  
*Courses need to have consistent study days, for example two set days a week, to allow work to be properly scheduled.*
9. TEAMWORK AND SUBJECT INTEGRATION  
*Teachers work as a team, bearing joint responsibility for their students' learning and personal development. Courses are to be based on a combination of practical and theoretical subjects.*
10. ON-THE-JOB LEARNING  
*Participating companies should offer on-the-job training with supervision.*

Source: TEKNIKCOLLEGE: Technical training for today's and tomorrow's industries. (# 25 SE)

### Solving the funding issue

Even if training employees is an investment benefiting everyone, it nevertheless has a high initial cost. Stakeholders involved in training and upskilling initiatives all faced the problem of gaining adequate funding to make their projects become reality.

Certain learning projects are financed by a company or by separate public funding. In several countries, the social partners have signed collective agreements

setting up bipartite funds for funding sectoral VET projects, as at Arla Foods where its collective agreement set up the "Danish Dairy Training Fund" (# 06 DK).

Equipped with these funds, social partners can better control expenditure and monitor its dedicated use in the mutual interest of the industry and workforce. Such project funding structures can be at sector or company level.

## THE DANISH DAIRY TRAINING FUND

- *Collective agreement of 2008 stipulates its installation.*
- *Fund collects an annual levy (1,560 DKK = 210 EUR) paid by companies for every employee in the dairy sector.*
- *Function: to ensure training & education for employees of Danish dairy companies.*
- *Managed by a neutral organisation.*
- *Fund contains 9.7 million DKK in 2016.*

*Source: # 06 DK.*

### **Putting workers at the centre of innovation**

Some companies leverage their employees' expertise to improve business operations, while others stimulate workforce creativity by developing an appropriate company culture based on internal communication and dedicated training courses.

At *Easyfood in Denmark*, ten production workers have been trained to meet customers with the aim of finding out their expectations (# 08 DK). The workers involved are now able to adapt output to better match demand. They do this work on top of their normal production duties.

### **Fostering multitasking to improve the job stability of unskilled workers**

The *Danish company Bisca* started a training programme in 2015 aimed at enabling "workers to successfully handle more than one machine

in the production process" (# 07 DK). The company benefits from financial support from the municipality to cover the salary costs for replacing the workers being trained. The company intends to train 170 production workers, and has set up a rotation system in a region with high unemployment.

The diagram below shows a path which companies facing recruitment difficulties can follow. It is based on two complementary cornerstones: a) the identification of challenges to be addressed, and b) the involvement of such key players as workers' representatives, local VET bodies and job centres. Each challenge identified corresponds to a series of actions and solutions. Recruiters may adapt this diagram according to their specific needs. The diagram is based on three main challenges: a lack of skilled workers, lacking company or industry attractiveness, and lacking support from local players.

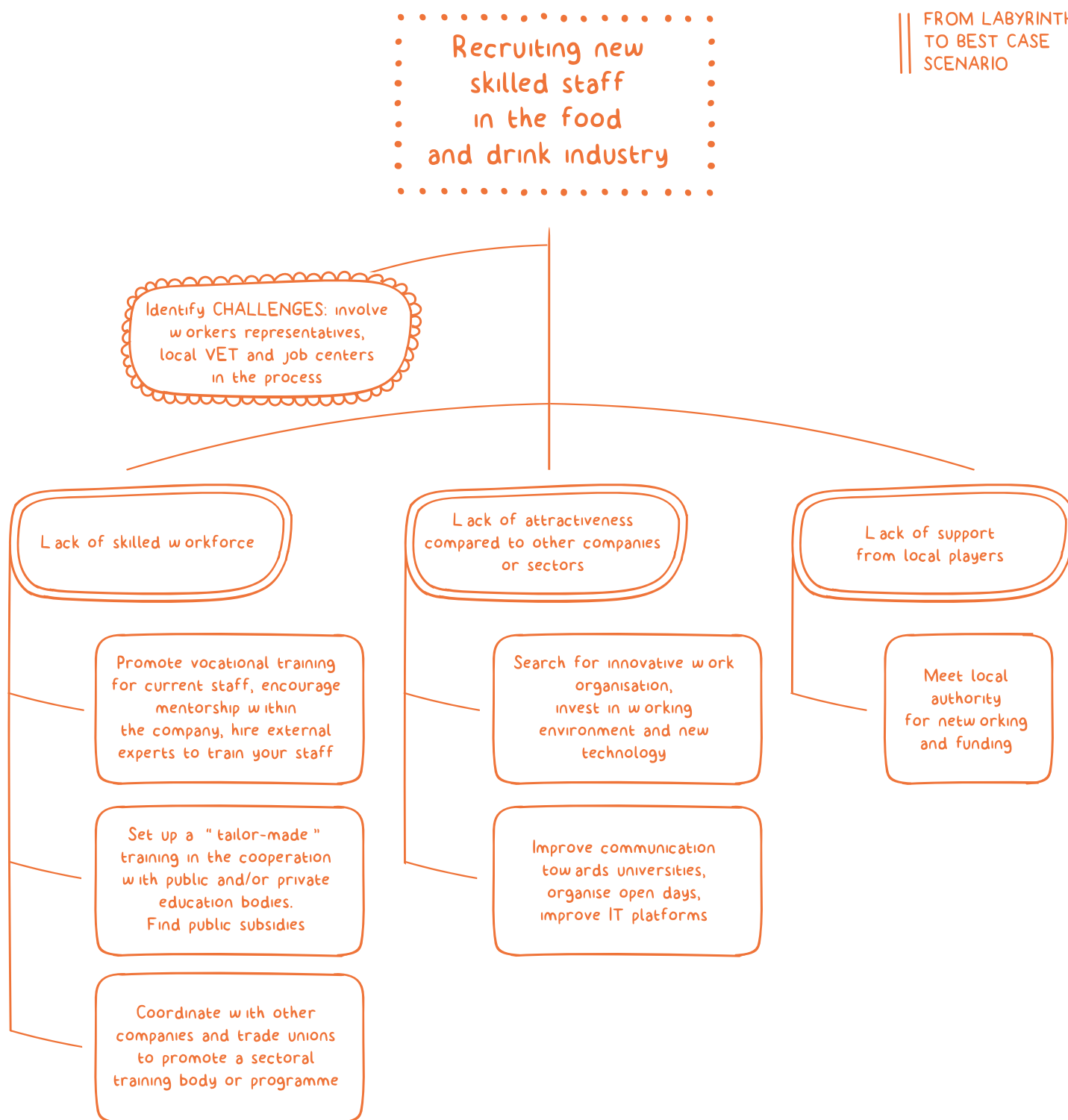


Diagram 5:  
From a labyrinth to a best case scenario  
for recruiting skilled staff in the food  
and drink industry

# LESSONS LEARNED AND RECOMMENDATIONS

**Social partnership is a key success factor in adapting to change:** social dialogue is a best practice when adopting such useful actions as profile screening or developing tailor-made upskilling courses.

**Solve the funding issue:** funding is the one of the most challenging issues in the field of training and recruitment. Though possibly difficult to set up, partnerships drive success.

**Put workers at the centre of innovation:** workers have experience to share with others, including clients and managers. They can promote innovation when their creativity is backed by company schemes.

**Invest in VET quality standards:** establish quality standards for training courses and VET providers. These standards will help improve the perception of training and career prospects in the sector.

**Foster multitasking to improve job stability of unskilled workers:** unskilled workers are at risk. Targeted training programmes diversifying their skills can help improve their employability.

# GOOD PRACTICES AND TOOLS

## 2

## MANAGING AN AGEING WORKFORCE



Over the past decade, several European governments have shown great commitment in implementing policies and working conditions allowing older employees to remain in employment until they reach retirement age. The social partners in the food and drink industry at European, national or sector level are similarly focusing on various activities related to age management. In several European countries, initiatives aimed at

counteracting the impact of demographic change have been on the agenda of collective bargaining rounds in the food and drink industry. It is important for the industry to have policies tailored to successfully managing the effects of an ageing workforce and bringing in new talent, two priority areas – and two sides of the same coin – for the industry's future.

Of the total 28 good practice examples collected in this toolbox, 11 initiatives involve measures to improve the employability of older workers until retirement

age, promote lifelong learning, or focus on demography-related workplace initiatives.

The 11 good practice examples belong to three main categories:

- Age-friendly working conditions
- Lifelong learning
- Raising age awareness at company level

## 2.1 AGE-FRIENDLY WORKING CONDITIONS

### GOOD PRACTICE EXAMPLES FOCUSING ON AGE-FRIENDLY WORKING CONDITIONS

- |         |  |
|---------|--|
| # 02 BE | <i>Introduction of extra days of paid leave for older workers in the Belgian food industry</i> |
| # 04 BE | <i>Exchange of good practices and learning network in Belgium</i>                              |
| # 05 DE | <i>Company pension scheme at Unilever in Germany</i>   |
| # 11 DE | <i>TiL - Transfer of Innovative HR Solutions in the food industry in Germany</i>               |
| # 19 DE | <i>Demography project at Unilever in Germany</i>   |
| # 20 PL | <i>"Mentoring programme" at Pfeifer &amp; Langen Polska</i>                                    |
| # 28 FI | <i>Age Management Initiative at Nordic Sugar in Finland</i>                                    |

Allowing older people to remain in work until retirement age is a priority for many companies and social partners in the food and drink industry. Creating age-friendly working conditions matching the needs of older employees is an important factor facilitating this. Effective age management policies aim at maintaining the employability of every single employee and particularly older employees throughout their working life, while at the same time contributing to the company or sector being seen as a great place to work, not only for older but for employees in general. The seven good practice examples focusing on setting up an age-friendly working environment are all joint social partner initiatives (# 02 BE, # 04 BE, # 05 DE, # 11 DE, # 19 DE, # 20 PL, # 28 FI). The great variety of initiatives shows that social partners have recognised the need to encourage healthier working conditions in the long term.





*“The social partnership approach in the TiL project helps increase the acceptance and understanding of the different perspectives. Everybody at the company feels involved. The external consultants bring in new perspectives and ensure that various aspects are considered in problem solving.”*

WORKS COUNCIL CHAIRMAN, FERRERO GERMANY,  
PARTICIPANT IN THE TiL PROJECT – TRANSFER OF  
INNOVATIVE HR SOLUTIONS (# 11 DE)

### ***Creating age-friendly working conditions at company level: a trendsetting opportunity for social partners***

Faced with an ageing workforce, a “head-in-the-sand” approach is no option, and social partners at sector and company level should always explore ways of discussing this topic proactively and constructively. At company level in particular, projects aimed at adapting working conditions to the needs of an ageing workforce can benefit from the insider knowledge and support of trade unions and works councils. Employee representatives can contribute to the development of new approaches, facilitate the implementation of new policies and support their acceptance by the workforce.

*At Unilever in Germany, a large-scale demography project* is being jointly conducted by the works council and HR management with the objective of overcoming the challenges of demographic change at company level (# 19 DE). There are four working groups dealing with i) work organisation; ii) health management, iii) qualification and training; and iv) recruitment. They all report to a steering group composed of works council and management.

One result of the work is that Unilever now carries out an age structure analysis once every three years. The findings are then used as a base for planning all

training and recruitment activities. Employees may benefit from life-cycle-oriented working time arrangements, allowing them to better adapt working life to their personal and family-related duties.

Another project carried out by the social partners at company and sector level is “TiL – *Transfer of Innovative HR solutions*” covering demography-related issues in 14 food-manufacturing companies in Germany (# 11 DE). Initiated by the German trade union NGG, the project developed company-level solutions for health promotion, work organisation and a change in mind-set concerning demographic aspects. The overall objective is to support companies in developing their forward-looking HR policies, enabling workers to stay healthy and motivated until retirement and beyond.

Examples of achievements are measures to reduce stress such as new shift models, “health leadership” concepts, health promotion policies and prevention strategies, and improved ergonomic workplace design.

The project is supported by external consultants who used a specific project management structure for each company. This tool was very effective in setting up new demography-related projects at the 14 companies in Germany. Each TiL project was structured, implemented and evaluated according to the following five phases.

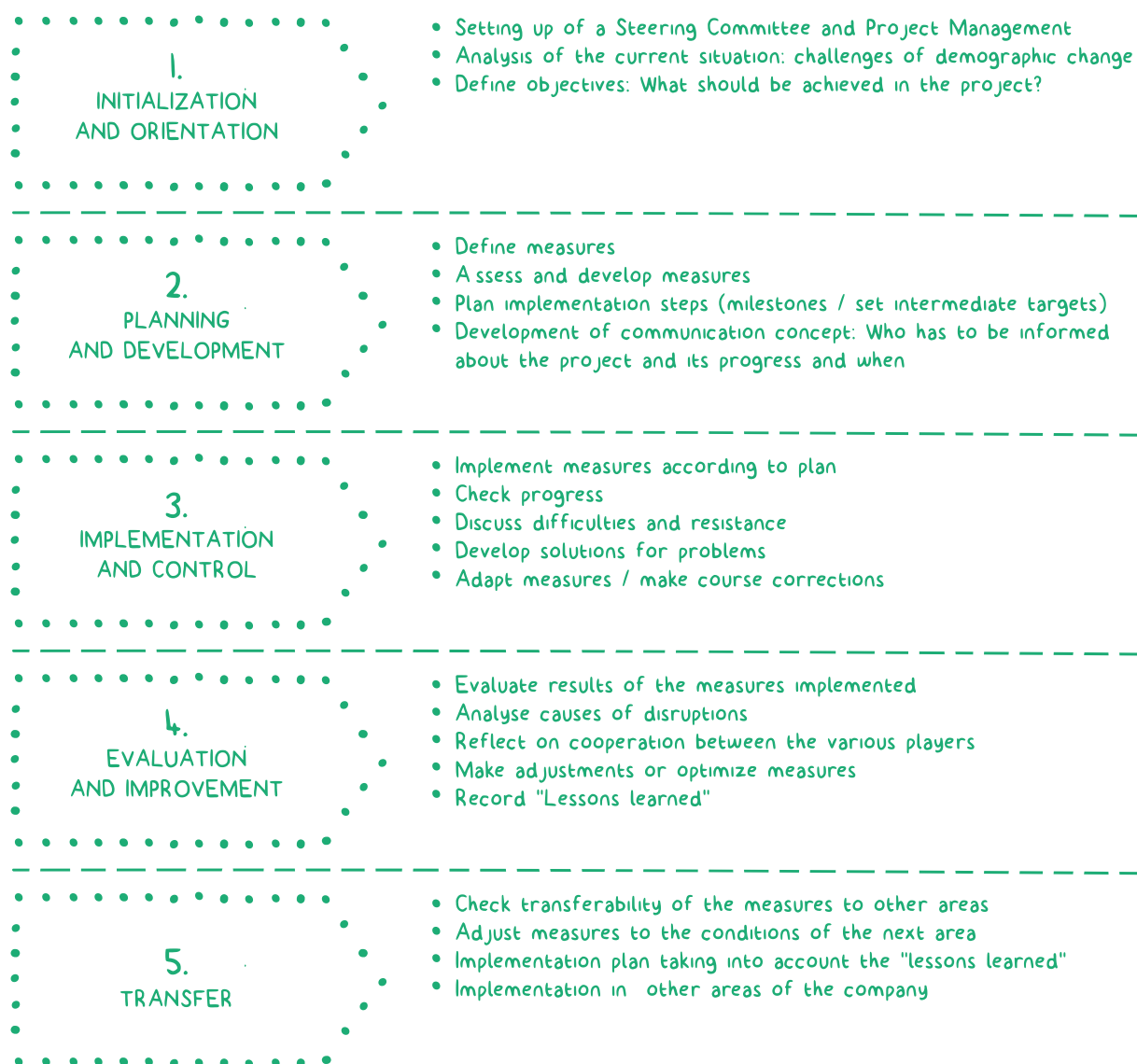


Diagram 6:  
Five project phases to establish an age  
management project at company level  
(# 11 DE)

In Poland, the sugar company Pfeifer and Langen (# 20 PL) decided to adjust jobs to older employees. Workers doing heavy physical work, working in difficult conditions or no longer physically able to perform their current duties can request to be assigned to less demanding work. Moreover, alternatives have been found for employees doing shift work.

### ***Make using of regular communication and transparency in pilot projects at company level***

Employee feedback on newly implemented age management policies at workplace level is not necessarily positive. Certain employees may hold sceptical or even negative views, fearing that they will be stigmatised due to their age or any deficiencies they might have.

Introducing new instruments or making changes to the workplace is thus a highly delicate issue requiring the ability to handle situations tactfully and skilfully. Right from the planning phase, specific attention should be paid to ways of gaining the support of those concerned. Involving all stakeholders within the company right from the beginning, listening to their concerns and using various communication channels to inform them about plans and highlight milestones reached all contribute to greater transparency. Living up to "participation creates acceptance" is certainly a key success factor for successful and well-accepted projects at workplace level.

Experience gained in the *Til project in Germany* shows that these tools are helpful in gaining greater acceptance of new measures among the workforce.

*“In TiL, we try to involve all actors at the company level. Not only works council and management cooperate to achieve results, but also employees are involved in the development of solutions.”*

TRADE UNION REPRESENTATIVE NGG GERMANY,  
TiL – TRANSFER OF INNOVATIVE HR SOLUTIONS  
(# 11 DE)

Companies participating in TiL put a lot of effort into informing the workforce about all planned measures. This was done throughout all project steps with a view to achieving as much transparency and acceptance as possible. All company-level projects usually began with an employee survey to identify certain features of employees' work situations, followed by workshops with management, the works council and other employees to set targets and plan instruments. This participatory approach meant that employees were directly addressed and involved in the project (# 11 DE).

### ***Investing in preventive healthcare programmes at the workplace***

There can be no doubt that only a healthy workforce will be able to perform to high standards and work until retirement age. Many companies have already set up preventive healthcare programmes and offer a bundle of activities to their employees. When focusing on the employability of older workers, health aspects and ways of reducing physical workplace burdens should be part and parcel of every age management package.

Preventive healthcare programmes and initiatives focusing on reducing physical and mental stress at work are often seen in combination with an ageing workforce, but are actually beneficial to all employees, whatever their age. A well-developed and thought-through

preventive health management policy accessible to all employees will result in a range of outcomes: a healthy workforce irrespective of age, reduced sick leave rates and generally higher job satisfaction and motivation.

At *Nordic Sugar in Finland*, the project declared the health and physical performance of over-58 employees as a priority for action (# 28 FI). The budget for preventive healthcare was increased to offer a wide range of activities at the company such as a gym room and regular physiotherapist sessions, also outside working hours. With a view to reducing physical stress, a person's body position at work is analysed and special tools and equipment provided for support if necessary. With regard to mental stress, the project's working group regularly discusses and evaluates alternatives to existing working routines, for example job rotation or increasing the decision-making autonomy of maintenance workers. The company has regularly resorted to external (para) medical advice when adopting the necessary steps. As a result of these initiatives, absenteeism has been halved.

One of the companies participating in the *German TiL project*, Emsland-Stärke, screened all employees working on the bagging line in its search for ergonomic improvements (# 11 DE). New measures included the installation of platforms allowing workers to perform their work in a back-friendly way, and improved filter systems to reduce dust emissions. Such emissions had previously been assessed by employees as stress-inducing. Emsland-Stärke installed a bulletin board on their health prevention programme using 'before and after' photos to highlight achievements, as well as a traffic light system referring to the current implementation status of new measures.

### ***Benefiting from each other: networking and sector-level knowledge transfer***

In Belgium, the social partners have set up a *learning network* to enable the structured and efficient exchange of effective age management practices among companies (# 04 BE). Interested companies benefit from a free ergonomic screening of their workplaces in the context of the project. After this screening, an external provider submits a report with recommendations on ways of improving the ergonomics of all equipment used.

For the initiators of *TiL in Germany*, one positive factor is that any experience gained at company level is transferred to the sector level, with the relevant social

partners being alerted (# 11 DE). According to a trade union representative from NGG, the lessons learned at company level are an important basis for the industry-wide introduction of an age- and ageing-friendly work organisation, usable as modules in collective agreements in the German food and drink industry. The project regularly organises so-called “Knowledge Transfer workshops” allowing companies to exchange experiences on their age management projects.

### *Offering benefits to older employees*

There are plenty of instruments and policies offering older workers favourable working conditions and benefits. Sometimes taking the form of financial incentives or special arrangements allowing a flexible transition from working life to retirement, they all require a certain investment by the company.

The *company pension scheme at Unilever in Germany* is one example of how a pension scheme can be effective in providing employees with financial assistance when reducing their working hours in their final years in

employment (# 05 DE). Initiated by the works council, the company pension scheme was implemented jointly with management. Based on a capital-saving agreement, employees can make one-off payments and/or pay in overtime or bonuses, which are then topped up by the employer. Pay-outs are very flexible and can take the form of one-off capital payments, fixed-term or lifelong annuities. For employees wanting to reduce their working hours at a certain stage in their working lives, this is a way of compensating for cuts in the statutory pension. Generally speaking, Unilever’s company pension scheme supports employees in their flexible transition from working life to retirement.

In *Belgium*, social partners negotiated *extra days of leave for older workers* with the aim of assisting older workers to remain in employment until retirement age and to make the final years in employment less strenuous. The Belgian collective agreement stipulates that employees over 56 years are entitled to three additional days off per year, employees over 58 years to six days and employees over 60 years to nine days (# 02 BE).

## LESSONS LEARNED AND RECOMMENDATIONS

**A task for social partners:** *creating age-friendly working conditions at company level: All good practices regarding age-friendly working conditions are social partner-driven initiatives and, as such, examples of successful social dialogue.*

**Invest in health and safety risk prevention programmes:** *prevention can avoid long-term illness or recurrent absenteeism. Specialist support can greatly help in avoiding accidents at work, burnouts and musculoskeletal disorders. Just small adjustments at workplace level, such as sports activities or back-friendly stations, can help reduce muscular disorders in the long term.*

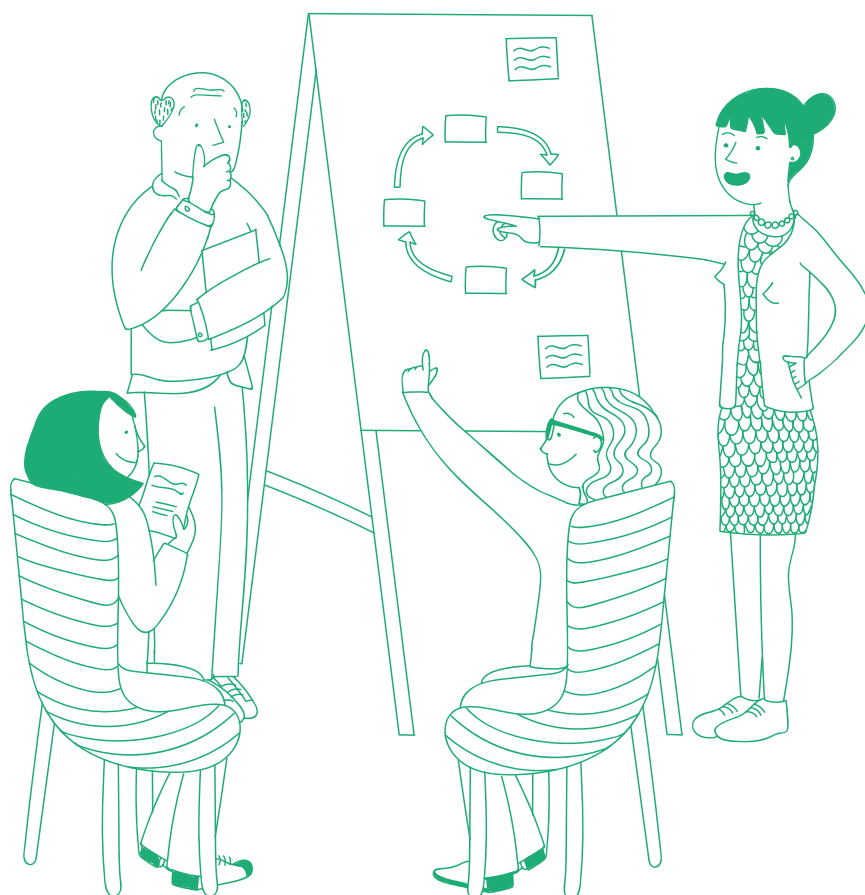
**Offer benefits to older employees:** *All measures helping older workers to maintain their employability until retirement age are beneficial to both company and employee.*

**Make use of a participatory approach and transparency in pilot projects at company level:** *“Participation creates acceptance” – therefore involve all stakeholders in the development of new age management measures and related problem solving.*

**Actively use employee surveys to assess current needs and physical and psychological burdens at work:** *Plan and develop instruments for an age-friendly working environment in line with employee needs.*

**Benefit from each other – sector-level networking and knowledge transfer:** *Using a bottom-up approach, transfer lessons learned from the company level to the sector level. Good age management practices may present important topics for collective bargaining rounds.*

## 2.2 LIFELONG LEARNING



Keeping skills up-to-date is a challenge for older workers. Firstly, some companies may not believe in older workers' capacity to adapt to new skills and working processes. Secondly, sections of the ageing workforce may have been working in the same positions for a long time, reducing their capacity to adapt to change as well as putting their employability at risk. However, a number of examples show that such situations can be effectively overcome with the support of lifelong learning.

### *Starting from scratch when necessary*

In the majority of food and drink companies, digitalisation and automation are spreading quickly. Job profiles are changing and the need for unskilled labour is diminishing. Adapting workforce skills is a challenge, especially when workers have no educational background at all.

Facing up to this situation, *Arla Foods* has developed an extensive 3-step upskilling and training programme, whereby steps 1 and 2 are compulsory for accessing step 3.

### GOOD PRACTICE EXAMPLES FOCUSED ON LIFELONG LEARNING

- # 04 BE *Exchange of good practices and learning network in Belgium*
- # 06 DK *Training and upskilling programme at Arla Foods in Denmark*
- # 12 DE *Project "SPILL" – Lifelong learning in Germany*
- # 17 IT *Nestlé – Reverse mentoring programme in Italy*
- # 24 FR *Pass'IFRIA - a tailor-made approach to training in the food industry in France*

### STEP 1:

#### CERTIFICATION OF BASIC LITERACY AND MATHS SKILLS

This activity focused on identifying employees with difficulties related to dyslexia.

### STEP 2:

#### INDIVIDUAL SKILL ASSESSMENT

Each trainee was individually assessed in order to identify the gaps between his or her qualifications and know-how and the formal VET qualification level (EQF level 3-4).

### STEP 3:

#### SELECTION OF RELEVANT TRAINING COURSES

Three categories:

- a) Technical qualification development
- b) IT and languages
- c) Personnel development

Diagram 7:  
The 3-step approach to training and upskilling at Arla Foods (# 06 DK)

In order to promote the participation of workers in training courses, so-called “plant training ambassadors” were appointed for each plant, with each ambassador team made up of two people, a worker and a management representative. Moreover, courses are now provided at the workplace and during working hours, and sometimes even during night shifts.

There has since been a complete mind-set change within the Arla Foods workforce, with employees now seeing and openly acknowledging the added value gained from participating in dyslexia courses. The overcoming of dyslexia taboos has turned out to be a major success (# 06 DK).

Another example, this time from France, is the *Pass’/IFRIA* (#24 FR). Building on the experience gained with meat producer Bigard on tailor-made training courses for newly recruited and young workers, the bipartite body IFRIA set up a “Supervisor Pass” with poultry producer Groupe Doux. First conducted in 2014, the project was continued in 2015 in the form of a new “Change Pass” project for managers with many years of experience within the group and wishing to acquire new management skills. The aim was to provide continuous manager training.

Similarly, the Meralliance Company, a leader in the smoked salmon market, has developed a “Pass for machine operators”. The company found the sectoral training offered for line supervisors unsuitable for

its needs. The line supervisor position had changed enormously over time with regard to automation, computer-aided production management and quality control. IFRIA and the company designed the training. The courses were given by in-house instructors for food safety aspects and by external providers for the other technical aspects.

### *Making use of mentoring and knowledge transfer*

Getting older and more experienced workers to mentor younger team members can be a very useful tool for facilitating knowledge transfer between different generations of employees. Establishing intergenerational partnerships, for example though having an older employee work together with a young one, is a further way of promoting a better understanding of each other and increasing awareness on age-related issues. *Nestlé* has chosen an innovative approach to sharing knowledge between employee generations in its *Reverse mentoring programme* in its Swiss headquarters and in Italy (# 17 IT). Younger team members share their IT knowledge and social media skills with older team members. Within such intergenerational partnerships, two-way communication was established, with younger employees benefiting from the far-reaching knowledge of business terminology and industry practices of their older colleagues, while sharing their up-to-date knowledge of new social media trends such as Twitter and Chatter in return.



*“Thank you! You have taken me out of the Stone Age into the age of modern communication. I had never before sat in front of a computer and sent an email.”*

TRUCK DRIVER AT ARLA FOODS, EMAIL TO HR  
MANAGEMENT ON COMPLETION OF A DYSLEXIA  
COURSE (# 06 DK)

Nestlé suggests three basic rules for successfully initiating a reverse mentoring partnership:

1. Identify pairs who can work together and have good communications skills;
2. Set clear goals and expectations for both mentors and mentees;
3. Make sure senior leaders are open-minded about accepting guidance from junior employees.

### ***Adapting your human resources policies to new realities***

HR departments regularly update their policies to reflect changes in the workforce and company strategies. However, in a number of cases, new machinery and new work organisation concepts cause fundamental shifts. In some cases, companies do not have the means to support these changes, while others decide to invest in corporate structures able to provide answers to challenges.

One successful lifelong learning initiative conducted jointly by the social partners is “SPILL” (# 12 DE) in Germany. “SPILL” provided counselling to companies facing difficulties in adapting to the changes taking place in the sector, analysing future needs for skilled workers and finding solutions. Companies were also encouraged to modernise their respective HR policies, giving precedence to a modern work organisation based on knowledge and collaborative strategies. The

social partners constructed a systematic skill development and qualification programme. To date, 1,500 persons have participated in the training sessions, while 37 companies have adopted new measures and initiatives in favour of workforce skill development.

### ***Providing resources to the sector***

In Belgium, the food and drink social partners benefit from the support of a sectoral training institute. The latter has set up a *learning network* for companies, unions and other players involved in the training of workers (# 04 BE).

# LESSONS LEARNED AND RECOMMENDATIONS

**Start from scratch if necessary:** unskilled jobs are now at risk. Companies can offer basic literacy and maths courses as a prerequisite for technical training courses which otherwise would be less effective.

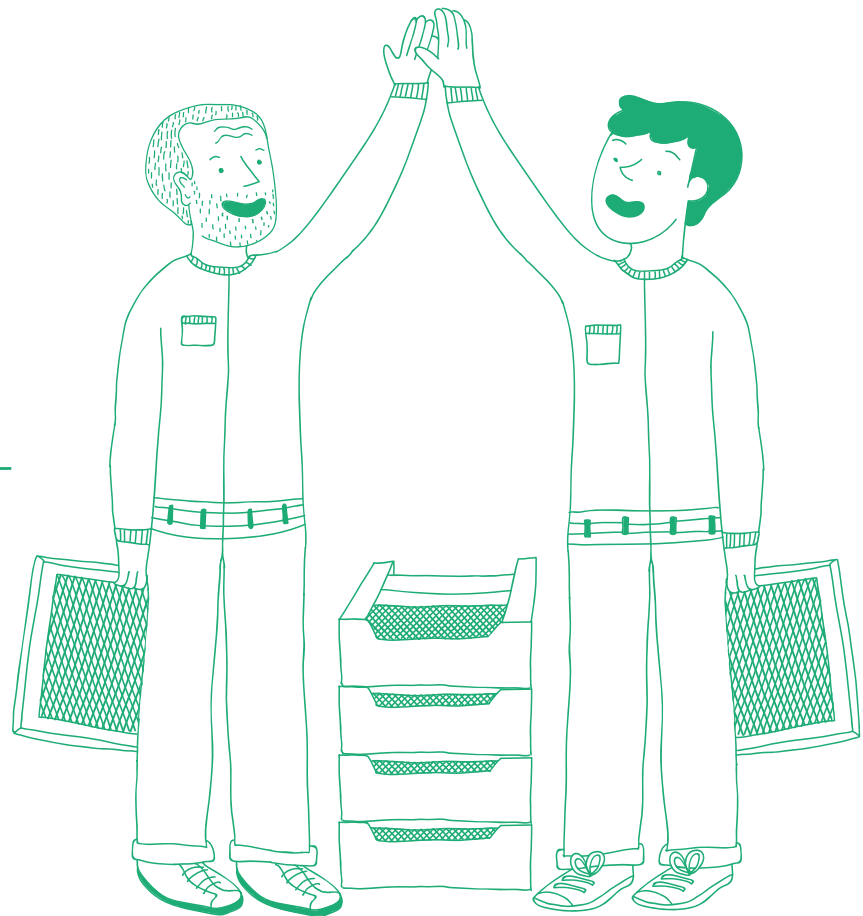
**Adapt HR policies to new realities:** both the sector and workers evolve. New forms of work organisation better match the expectations of both workers and management. Use external experts and collaborative approaches within the company to find innovative solutions.

**Make use of intergenerational knowledge transfer:** set up mentorships between older and junior team members to facilitate knowledge transfer and the sharing of experience. In return, younger employees have skills to offer, such as IT and the latest social media skills.

**Provide resources to the sector:** certain companies or sectors have created training funds or training institutes via collective agreements. This approach backs future joint activities on the evolution of workplaces and ensures sustainable investment in training.

## 2.3

### RAISING AGE AWARENESS AT COMPANY LEVEL



#### *Opening up the company culture to age*

Where management does not address the demographic imbalances within a workplace, tensions may emerge, with absenteeism and lack of motivation undermining a company's operations.

#### *Communicating to avoid intergenerational misunderstandings*

Although sometimes perceived as unnecessary, regular communication between employees and management, for example in the context of annual appraisals, is an important tool and should not be sacrificed because of everyday business duties.

Misunderstandings between employees of different age groups were behind the decision to start the project "Always is the right age" at *Nordic Sugar in Finland* (# 28 FI). Older employees did not feel themselves satisfactorily recognised and even felt discriminated when the company ran a number of activities as part of a recruitment campaign solely targeting young employees. One important aspect of the project are the dialogue-related actions aimed at improving communication within the company. Nordic Sugar has introduced annual face-to-face meetings between workers and their supervisors to assess individual needs and discuss possible ways of

#### GOOD PRACTICE EXAMPLES FOCUSED ON RAISING AGE AWARENESS AT COMPANY LEVEL

- # 04 BE *Exchange of good practices and learning network in Belgium*
- # 11 DE *TiL-Transfer of Innovative HR Solutions in the food industry*
- # 19 DE *Demography project at Unilever in Germany*
- # 20 PL *"Mentoring programme" at Pfeifer and Langen Polska*
- # 28 FI *Age management initiative at Nordic Sugar in Finland*

improving job satisfaction and reducing work-related physical and mental stress. These face-to-face meetings are also important for anticipating retirement plans and initiating the necessary skill development and knowledge transfer measures.

The workers themselves first raised the age issue in Finland during an annual staff meeting at Nordic Sugar. Together with workers, management then decided to set up brainstorming groups in their search for the best way of tackling issues affecting older workers. The “older workers’ plan” was adopted on the basis of this

work. This point is important because the involvement of workers in the decision-making process makes HR policies easier to accept. The role of line managers is also extremely important for the success of this policy, as they are the ones collecting information and requests to be followed up by the HR Department.

EMPLOYMENT PLAN FOR OLDER WORKERS

58+ in contact with dialogue

DATE

COMPILER/  
DIRECTOR

Name:

Retirement plan:

Present job:

Retirement begins:

Department:

Part-time retirement begins:

Role for a transition period:

PLAN FOR A SUCCESSOR

Successor for the same job:

Permission to recruit successor DATE:

In-house successor NAME:

Reorganisation of the task:

Successors begin DATE:

Recruiting from outside begins DATE:

PLAN FOR KNOWLEDGE TRANSFER

Main knowledge fields to be covered:

More detailed plan separately (where to be found):

Knowledge transfer begins DATE:

HEALTH AND ABILITY TO WORK

Medical examination not later than DATE:

Further plans:

Test for ability to work not later than DATE:

Necessary work arrangements:

Diagram 8: Interview form to anticipate retirement and succession planning (# 28 FI)

*“Workers would not say that we have an ageing programme in the company, and so it should be. Our programme has become a natural process.”*

ANU ENNELI, HR DIRECTOR NORDIC SUGAR PORKKALA SUGAR REFINERY, FINLAND (# 28 FIN)

The form above was developed at *Nordic Sugar's* (# 28 FI) Porkkala plant. It is a useful tool showing how annual interviews between older workers and supervisors are structured and conducted. Answers are written down and followed up each year in the individual interviews. With the information collected in a well-structured and systematic manner, Nordic Sugar is in a position to set up its own workforce-ageing action plan.

- Retirement plan: Each worker is asked to update management on his or her individual retirement plans (age, process).
- Plan for a successor: Is there someone within the company to replace the older worker or should the company recruit somebody? When should the overlapping start?
- Plan for knowledge transfer: What skills should be transferred to the successor? The process should be specified.
- Health and ability to work: Is the older worker still fit for his or her current job? What needs to be adapted? What (para)medical arrangements are needed?
- The “further plans” section relates to the retirement period: How does the worker envisage retirement? What activities and plans can already be initiated?

At *Unilever Germany*, the Group works council and management developed a “*Demography project*” to establish a culture of demographic change in the company

(# 19 DE). Based on an age structure analysis, it came up with recommendations on recruitment needs, adaptations to working conditions, the development of lifelong learning and proper working time arrangements. One major objective was to create a general awareness for demographic change and a positive attitude towards older workers throughout the Unilever workforce.

### *Promoting mentorship*

Older workers often possess a wealth of experience beneficial to others in the company. Two years before they retire, older workers at *Pfeifer and Langen Polska* (# 20 PL) are placed next to younger ones as mentors. This has two benefits: first, they can avoid certain physical burdens, while secondly they can transfer their know-how to their successors. This project was developed in cooperation with management and the union NSZZ who intend to share this practice with other companies in the sector.

### *Sharing your success stories within the sector*

There are many experiences and good practices which can be shared between companies to the benefit of the entire sector. In *Belgium*, the *sectoral training institute for food and drink* promotes good practice exchanges among companies on ways of managing workforce ageing, such as job rotation and adapted working hours. It has set up a network and website where the information is available to all (# 04 BE).

In *Germany*, companies active in the *TiL project* (# 11 DE) share information within the sector on practical experience gained in the development of innovative and exemplary solutions for healthy working conditions and the employment of older workers.

*“Such a mentoring system helps older workers to feel needed and motivated until the end of their careers. At the same time, it stops the company losing valuable skills.”*

SHOP STEWARD AND NSZZ TRADE UNION REPRESENTATIVE, PFEIFER AND LANGEN POLSKA (# 20 PL)

# LESSONS LEARNED AND RECOMMENDATIONS

**Open up the company culture to age:** as a way of tackling absenteeism and lacking motivation, assess your demographic balance and involve workers and their representatives in finding solutions. Changing the company culture implies having everybody on board. Make sure that line managers adhere and promote the ageing policy – they are the interface between workers and top management.

**Promote mentorship:** mentorship is used in many companies to ensure that older workers' knowledge is transferred to others. At the same time, these workers benefit from the special recognition of their role in the company and can be assigned less stressful duties.

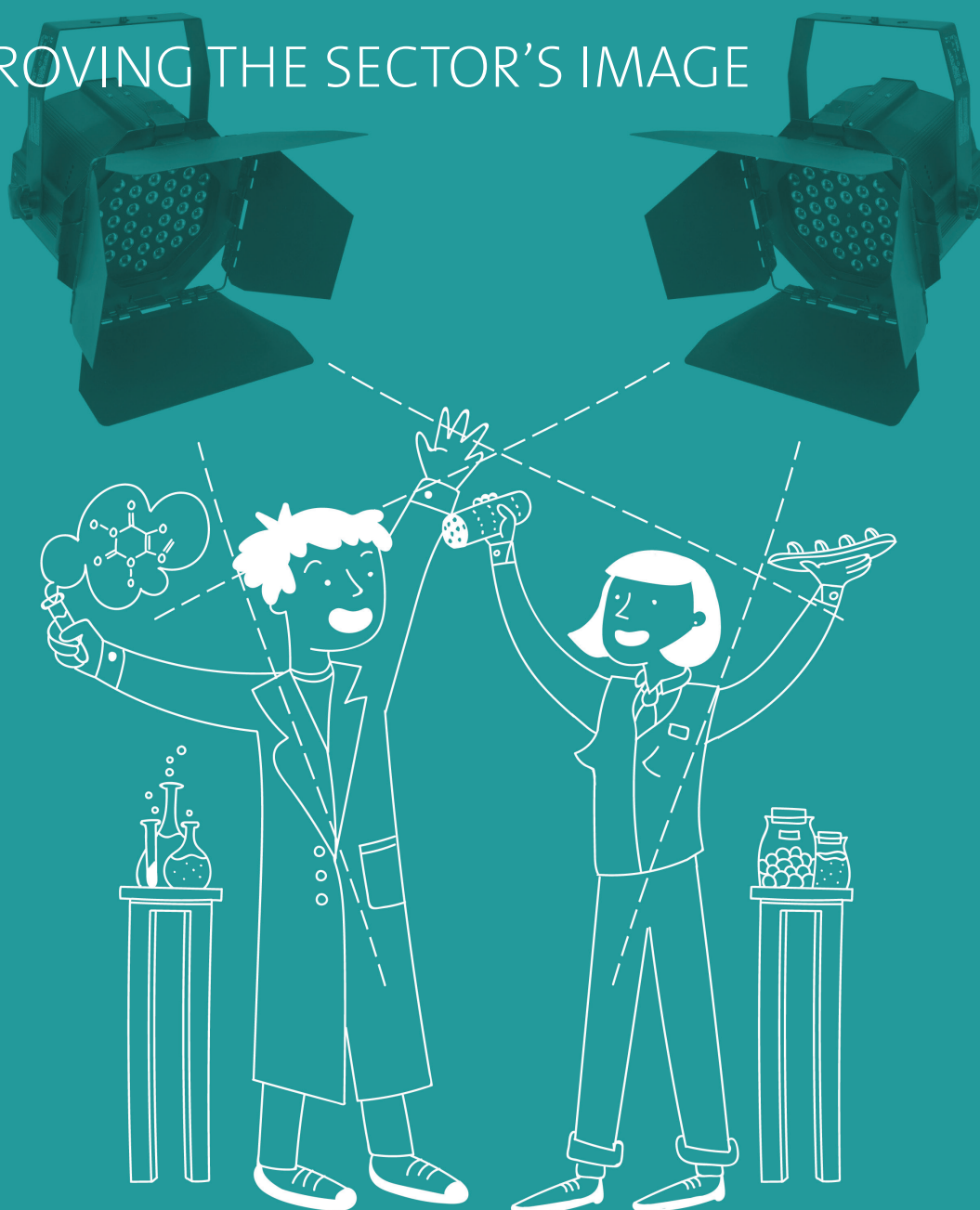
**Share your success stories within the sector:** share your experience and best practices, while benefiting from others in return. This will strengthen the entire sector vis-à-vis the supply chain and labour market.



## GOOD PRACTICES AND TOOLS

### 3

## IMPROVING THE SECTOR'S IMAGE



Companies and social partners in the food and drink sector at company, sector and European level have recognised the need to invest in activities helping improve the sector's image. Image campaigns for an attractive sector can focus on different topics and cover various approaches and communication

channels. One important task relates to addressing misconceptions about what it is like to work in the sector and the career opportunities it offers. Closely related to this are campaigns designed to disseminate good practices on attractive working conditions.

## 3.1 HORIZONTAL DIMENSION

All 28 good practice examples highlighted in this toolbox have one interesting common denominator. Despite the wide variety of approaches, stakeholders and scopes, they all contribute to improving the image of the food and drink sector. It is thus important to take stock of the horizontal dimension linking initiatives from the two priority areas “bringing in new talent” and “managing an ageing workforce” to the overall objective of “improving the sector’s image”.

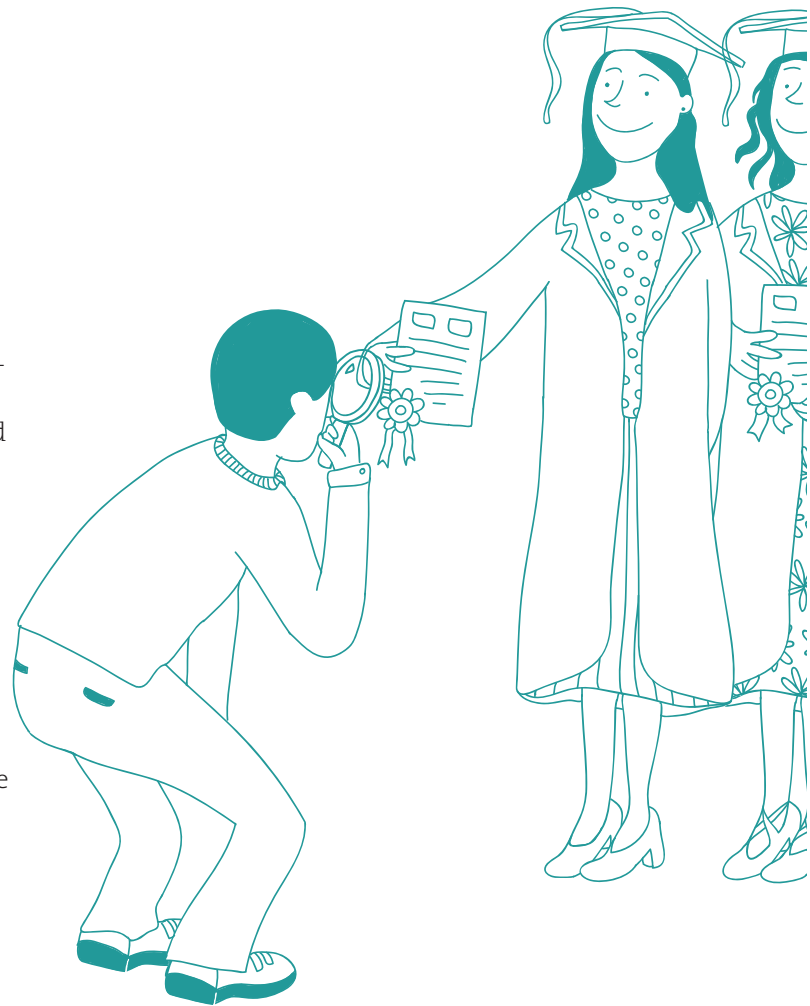
In this sense, it is an add-on bonus of all activities carried out by stakeholders at national, sector and company levels. A sector or company with imaginative approaches to recruitment, well-established age management policies and attractive working conditions for workers of all age groups will certainly catch the attention of potential employees.

### *Promoting the sector’s image through imaginative recruitment concepts*

One focus of the recruiting activities of companies or social partners is to provide potential candidates with a positive image of the company and sector. Several of the good practice examples featured in Chapters 1 and 2 work with innovative recruitment tools to attract new talents. *Taste Success: A future in food* (# 26 UK) in the UK and *FEED in Norway* (# 18 NO) are two projects highlighting the prospects offered by a career in the food and drink sector.

### *Launching image campaigns on social media channels*

Image campaigns need to find channels to address a target group directly. Useful instruments are employer branding or making a group or individual employees company ambassadors, as has been successfully done at *Mars in Poland* (# 21 PL). In Sweden, various social media channels are used by *Teknikcollege* (# 25 SE) to directly reach out to young people and to make technology-oriented education more attractive.



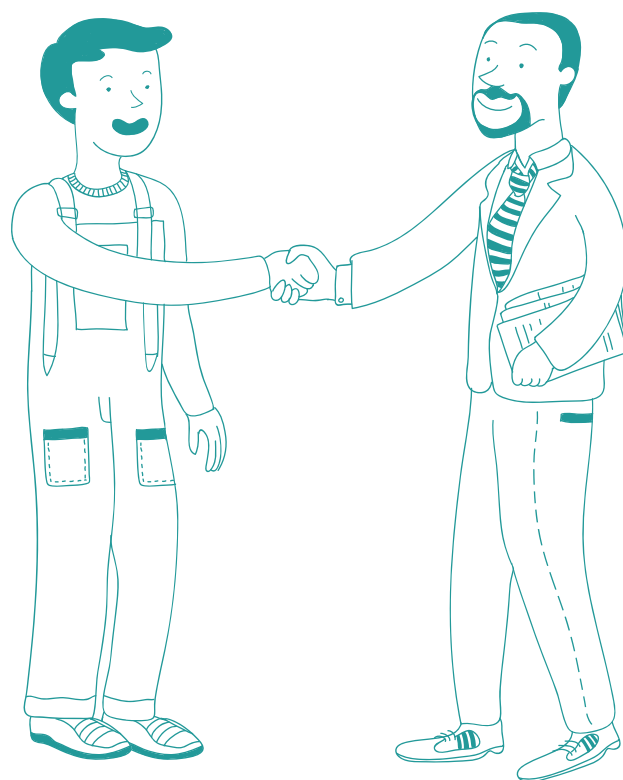
### *Do good and be sure to make it known*

A great place to work has a lot to offer to both newly recruited and existing employees. Whether interesting career prospects, human resource developments, or adapted working time arrangements allowing employees to balance their working and personal lives, they all contribute to improving the sector’s image. The same applies to initiatives aimed at managing an ageing workforce. Companies and social partners investing in an age-friendly working environment have the common objective of improving the sector’s image. Good practice examples with communication and systematic knowledge-sharing as part of their project are *Exchange of good practices and learning network in Belgium* (# 04 BE), *TiL in Germany* (# 11 DE) and *Mars in Poland* (# 21 PL).



## 3.2 ENCOURAGING SOCIAL DIALOGUE FOR IMAGE CAMPAIGNING

Most of the 28 examples used in this toolbox are joint social partner-driven initiatives and have proved to be effective, innovative and successful. At company and sector level, an image campaign with both social partners on board will be perceived as authentic and credible. In a bottom-up approach, positive experience



gained at company level can serve as important input to sectoral collective bargaining and may even reach a wider audience.

## LESSONS LEARNED AND RECOMMENDATIONS

***The horizontal dimension links all 28 good practice examples to an improved image of the food and drink industry:*** Initiatives on ways of attracting new talents and managing an ageing workforce contribute to a positive image of the sector.

***Do good and be sure to make it known:*** Employees of all age groups are the best ambassadors to spread the word about their working environment.

***Encourage and use social dialogue for image campaigning:*** Most of the good practice examples are joint social partner approaches leading to effective solutions and positive outcomes. With both social partners on board, an image campaign will be more authentic.

# CONCLUSION

## “28 GOOD PRACTICES: AN IMPRESSIVE SNAPSHOT AND MANY IDEAS TO THINK ABOUT”

The 28 good practices making up this toolbox show a wide and rich variety of practices, experiences and approaches used in the European food and drink industry. While there is no single solution to successfully tackling the challenges of attracting new talent, managing an ageing workforce or contributing to a positive image of the food and drink industry, all 28 good practice examples are innovative, have proven effectiveness and an individual approach. While differing in scope, level of implementation, stakeholders and funding, at the end of the day they all come to the same conclusion: A lot can be done to effectively address the challenges the food and drink industry is currently facing.

Summarising the main lessons learned and recommendations of each chapter, the following aspects are significant:

- **THE ADDED VALUE OF SOCIAL DIALOGUE:**

most of the good practice examples presented in this toolbox are joint social partner approaches leading to effective solutions and positive outcomes. Bipartite bodies and funds are particularly successful. Social partners should therefore explore possibilities to join forces to create attractive working conditions mutually beneficial to companies, employees and the food and drink sector.

- **BE PROACTIVE:**

social partners not only reacted to public authority decisions but also decided to take up the challenges themselves. Aware of workplace reality, they are undoubtedly best placed to address the issues and anticipate change.

- **ANTICIPATE CHANGE:**

the industry is permanently evolving. Increasing automation and digitalisation involve anticipating job profiles and skills needs. Digitalisation is a challenge requiring specific IT education and training.

- **ENGAGE IN PARTNERSHIPS:**

depending on your whereabouts, establishing partnerships with education providers such as universities, schools, other companies or the local public employment centre can contribute to innovative and effective recruitment strategies.

- **BENEFIT FROM EACH OTHER – INVEST**

- IN NETWORKING AND KNOWLEDGE SHARING:**

share your success stories within the sector and benefit from others in return. Do good and be sure to make it know. Use employees of all age groups as “ambassadors” to spread the word about their working environment.

- **MAKE USE OF A PARTICIPATORY APPROACH AND TRANSPARENCY**

in pilot projects at company level. Involve all stakeholders in developing new HR policies for greater acceptance and positive perception. Placing workers at the centre of the innovation process will enrich and at the same time legitimate it.

- **LAUNCH CAMPAIGNS AND BENEFIT FROM SOCIAL MEDIA ATTENTION:**

new forms of communication should be used to effectively address the respective target group. Develop and actively use employer branding at company level, as highly motivated employees are the best promoters of a company.

- **POSITION YOURSELF AS A GREAT PLACE TO WORK:**

as a company offer interesting working conditions to attract, retain and motivate employees of all age groups. Offer accessible training and skills development to all employees, offer benefits, work-life-balance programmes and promote female leadership initiatives.

- **INVEST IN REGULAR HEALTH AND SAFETY TRAINING**

for both new-hires and current employees. Prevention programmes can positively influence a company's

image, facilitate recruitment and also minimise long-term illnesses or recurrent absenteeism. Just small changes at workplace level can have a long-term effect.

- **INVEST IN QUALITY STANDARDS FOR EDUCATION AND TRAINING:**

set up visible quality standards or certification for educational providers and training courses. Quality standards will contribute to a better perception of the training and career prospects offered by the sector.

- **ADAPT HR POLICIES TO NEW REALITIES:**

given the changes the industry and employees are experiencing, new forms of work organisation are needed to better fit the expectations of employees and management.

While there is no “one-size-fits-all” strategy, each company or stakeholder in the food and drink industry can “pick and choose” the most relevant criteria on the basis of the situation faced. The lessons learned and recommendations listed in this toolbox offer important ideas for upscaling the recruitment of new talent and better managing an ageing workforce, while at the same time motivating social partners in the industry to initiate their own projects.

### ***Collecting good practice examples – a task for the European social partners in the food and drink industry***

This toolbox is designed to give members of EFFAT and FoodDrinkEurope at national and sector level ideas on how to proactively address these issues. Learning from each other and sharing positive experiences are key to the future of the food and drink industry and the role the European social partners want to play in it.

We should stress that collecting good practice examples at national, sector or company level is an ongoing process and an important task of the European social partners. The 28 good practice examples presented in

this toolbox are to be found in the “Database: Good practices in the European food and drink industry” soon to be available on the EFFAT and FoodDrinkEurope websites. Interested parties can choose from the following selection criteria: priority area of the initiative, challenges addressed, European country, stakeholders involved, type of initiative and level of implementation.

Nevertheless, the database needs to grow and to be regularly updated, i.e. to be a living tool. The 28 good practice examples are only the starting point – the “foundations”. There are obviously further interesting and highly valuable good practice examples in the food and drink industry which have not yet caught the attention of a wider audience. These need to be collected and shared with others in the industry. The Sectoral Social Dialogue Committee of the food industry will pursue the collection of further initiatives and keep an eye on any new developments.

# ANNEX

## 28 PROFILE SHEETS OF GOOD PRACTICE EXAMPLES

### LIST OF 28 GOOD PRACTICE EXAMPLES

# 01 AT	<i>New apprenticeship programme “Food technician” in Austria</i>
# 02 BE	<i>Introduction of extra days of paid leave for older workers in the Belgian food industry</i>
# 03 BE	<i>Industrial learning agreement in Belgium</i>
# 04 BE	<i>Exchange of good practices and learning network in Belgium</i>
# 05 DE	<i>Company pension scheme at Unilever</i>
# 06 DK	<i>Training and upskilling programme at Arla Foods in Denmark</i>
# 07 DK	<i>Upskilling and increasing the competence of production workers at Bisca</i>
# 08 DK	<i>Active involvement of employees in innovation activities at Easyfood</i>
# 09 FI	<i>Tasting Professions in the food industry in Finland</i>
# 10 FR	<i>Food Chain Contract: Promoting social dialogue &amp; quality of employment</i>
# 11 DE	<i>TIL - Transfer of Innovative HR Solutions in the food industry</i>
# 12 DE	<i>Project “SPILL” - Lifelong learning in Germany</i>
# 13 DE	<i>Female Leadership Programme at Coca-Cola AG in Germany</i>
# 14 EU	<i>Nestlé Youth Employment Initiative</i>
# 15 DE	<i>Family-Friendly Working Environment at Danone GmbH in Germany</i>
# 16 DE	<i>Work-Life-Balance &amp; recognising voluntary work at Dr. August Oetker</i>
# 17 IT	<i>Nestlé – Reverse mentoring programme in Italy</i>
# 18 NO	<i>FEED: Improving the recruitment of young people to the food sector in Norway</i>
# 19 DE	<i>Demography project at Unilever in Germany</i>
# 20 PL	<i>“Mentoring programme” at Pfeifer &amp; Langen Polska</i>
# 21 PL	<i>Recruitment initiatives to attract young people at Mars Polska</i>
# 22 UK	<i>Proactive recruitment of youngsters at New England Seafood in the UK</i>
# 23 RO	<i>Implementing the Occupational Safety and Health Directive in the Romanian food industry</i>
# 24 FR	<i>Pass’IFRIA - a tailor-made approach to training in the food industry in France</i>
# 25 SE	<i>Teknikcollege in Sweden: Network of competence centres for quality standards in training</i>
# 26 UK	<i>Taste Success: A Future in Food in the UK</i>
# 27 UK	<i>Recruiting young talents at Mondeléz International in the UK</i>
# 28 FI	<i>Age Management Initiative at Nordic Sugar in Finland</i>



# # 01 AT

## NEW APPRENTICESHIP PROGRAMME “FOOD TECHNICIAN” IN AUSTRIA

PRIORITY: NEW TALENTS

INNOVATIVE RECRUITMENT  
INITIATIVE

HUMAN RESOURCE  
DEVELOPMENTS

### SUMMARY ON THE INITIATIVE

Main driver behind the newly introduced apprenticeship scheme “Food technician” was the Austrian employers’ organisation “Fachverband der Lebensmittelindustrie”, who initiated and developed the programme inclusive of training curricula in close cooperation with the trade union Pro-Ge in 2008. The apprenticeship for the food technician takes 3 ½ years. The social partners actively participate in all committees at the vocational training school and supervise exams and the fulfillment of quality standards for the training phase at the company level. Social partners set the monthly compensation for apprentices at a comparably high level (€ 1.397 in their year, € 1.555 € in fourth year if over 18 years old) for the food industry in order to attract “older” or highly skilled people. Engagement in numerous PR activities to make the new apprenticeship scheme well known to the public and target group, by using following channels: media, social partners’ networks, employment agency, job fairs, cooperation with schools.

#### Objective

Concept of the apprenticeship scheme

- Answer to changing needs and requirements of the food industry and job market.
- Opportunity to make the food industry attractive to young people,
- To provide a high standard training with good career opportunities matching future needs,
- Focus on recruitment of women - to make the food industry more attractive to women,
- Focus on better or highly skilled people since apprenticeship wage is comparably high.

#### Outcome and achievements

Already 119 young people have successfully completed the 3½ year apprenticeship scheme, female participation rate of 50% in current classes (as of July 2015). All have found permanent employment upon completing their apprenticeship. Participating companies are FELIX AUSTRIA GmbH, Agrana Stärke GmbH, NÖM AG, Haribo Lakritzen GmbH, Grünwald Fruchtsaft GmbH (and many more)

#### Costs

Companies pay wages of apprentices, public funds for vocational training schools

Sector, sub sector	Food sector		
Type of initiative	Joint Social partner initiative	Level of implementation	Sector level & National level
Country	Austria		
Partners involved	Trade Union Pro-Ge & Fachverband Lebensmittel Österreich		
Launch of initiative	2008, Ongoing		
References	www.dielebensmittel.at		

## # 02 BE

# INTRODUCTION OF EXTRA DAYS OF PAID LEAVE FOR OLDER WORKERS IN THE BELGIAN FOOD INDUSTRY

PRIORITY: AGEING WORKFORCE

AGE FRIENDLY WORKING CONDITIONS

### SUMMARY ON THE INITIATIVE

#### Objective

The previous government in power in Belgium changed the conditions for early retirement. Because of this, many workers close to retirement age are obligated to work longer than expected. The current government has decided to make the conditions even stricter and have increased the retirement age from 65 to 67 years. Hence, the social partners have decided to provide better conditions for workers with seniority. The objective is both preventive and a compensatory. In the recent negotiations, the social partners have renegotiated the conditions for extra days of leave.

#### Outcome and achievements

In the sector, all the social partners including Fevia for the employer's side and ABVV-FGTB, ACLVB and ACV-CSC for the worker's side, agreed in 2013 (and renewed their agreement in June 2015) upon extra leave for older workers, to make the extra years less strenuous.

- Workers, who are 56 or 57 years old, get 3 additional days off.
- Workers who are 58 or 59 years or older get 6 days off
- Workers who are 60 or more will get 9 days off.

These extra days are paid leave.

Although there is no official data, in practice, workers do request these additional days off and express their satisfaction. However, additional measures would be welcomed. These measures should relate to health and safety risk prevention: the sectoral social partners agree to jointly focus their dialogue on quality of employment. To do so, they intend to identify challenges like working time and work organization and the high and low temperatures impact on health. They will draft recommendations on the basis of an "ergoscan" (ergonomic scanning) and they intend to set up a toolbox for the inclusion of workers with long term illness and serious health concerns.

Finally, the inter-professional social partners have signed a collective agreement (convention 104 of 27 June 2012) that invites company level employers to adopt action plans and a series of measures, in consultation with workers or their representatives, in order to improve older employees' working environment including their redeployment within the company. However, the implementation of this agreement is difficult in practice and convention 104 does not foresee any sanctions.

**Costs:** extra days off are paid by employers.

Sector, sub sector	Food and drink industry		
Type of initiative	Joint Social partner initiative	Level of implementation	Sector level
Country	Belgium		
Partners involved	Trade unions, employers organisations		
Launch of initiative	2014		
References	<a href="http://www.csc-alimentation-service.csc-en-ligne.be/csc-alimentation-services/apropos/Services/services.html">www.csc-alimentation-service.csc-en-ligne.be/csc-alimentation-services/apropos/Services/services.html</a>		

## # 03 BE

# INDUSTRIAL LEARNING AGREEMENT IN BELGIUM

PRIORITY: NEW TALENTS

INNOVATIVE RECRUITMENT  
INITIATIVE

HUMAN RESOURCE  
DEVELOPMENTS

### SUMMARY ON THE INITIATIVE

Several sectors of activity in Belgium already have a system in place for the 15/25 years old jobseekers that combines learning with working. This is the case for the food industry. The programme is co-managed by the trade unions and employers' organisations: they have set up an "apprenticeship Committee" that identifies learning and employment priorities, in cooperation with professional / technical schools.

The social partners are the ones who can deliver homologation to companies who wish to hire apprentices.

The programme allows people to learn on-the job during one or two years. They go to school two days a week, and work in a company three days a week. They get paid a salary for the days they work. The salary is of 50% of the minimum hourly wage and bonuses and/or incentives to promote motivation and presence at work.

#### Objective

The added value of the systems lies on:

- The guaranty for students to be offered a workplace during the training years,
- A decent pay,
- Students get trained for jobs needed in the sector,
- The system has proven to offer an education to young people who struggle in the traditional school system.

#### Outcome and achievements

The programme leads young people to jobs in the food industry. It is estimated that 150 to 200 young workers have benefited from the system in the food sector. Other forms of apprenticeship exist but young people are less protected against unfair working conditions.

Sector, sub sector	Food and drink industry		
Type of initiative	Joint Social partner initiative	Level of implementation	Sector level
Country	Belgium		
Partners involved	Trade unions, employer organisations		
Launch of initiative	Ongoing		
References	<a href="http://www.csc-alimentation-service.csc-en-ligne.be/csc-alimentation-services/apropos/Services/services.html">www.csc-alimentation-service.csc-en-ligne.be/csc-alimentation-services/apropos/Services/services.html</a>		

## # 04 BE

# EXCHANGE OF GOOD PRACTICES AND LEARNING NETWORK IN BELGIUM

PRIORITY: AGEING WORKFORCE

AGE FRIENDLY  
WORKING CONDITIONS

LIFELONG  
LEARNING

RAISING AGE  
AWARENESS

### SUMMARY ON THE INITIATIVE

The sectorial training institute IFP (Institut de Formation Professionnelle), the food industry training institute (managed jointly by the sectorial social partners), has set up a learning network of social actors and companies involved in the training of workers.

#### **Objective**

The aim is to exchange good practices and to reflect on measures that can help manage an ageing workforce (job rotation, working hours and others).

#### **Outcome and achievements**

As a result of this, a website will be set up with good practice examples which can help companies and workers' representatives who are interested in implementing such measures in their company.

One of the first concrete results of this network is that companies can have a free ergonomics scan. A specialised company screens the equipment and makes a report with recommendations to improve the ergonomics of the equipment.

Sector, sub sector	Food sector		
Type of initiative	Joint Social partner initiative	Level of implementation	Sector level
Country	Belgium		
Partners involved	Trade unions, employer organisations		
Launch of initiative	Ongoing		
References	<a href="http://www.ipv-ifp.be">www.ipv-ifp.be</a>		

# # 05 DE

## COMPANY PENSION SCHEME AT UNILEVER IN GERMANY

PRIORITY: AGEING WORKFORCE

AGE FRIENDLY WORKING CONDITIONS

### SUMMARY ON THE INITIATIVE

The Additional Company Pension Scheme of Unilever (UZR) was initiated by the Unilever work council (Konzernbetriebsrat – group works council) as a part of a demography project. In a joint social partner approach, Unilever management and works council agreed to create the UZR as a measure to ensure flexible transitions from working to pension life. An agreement was signed by management and works council. The UZR is an additional measure to existing statutory and collective agreement pension schemes.

#### Objective

The UZR basically is a capital saving agreement offered by Unilever.

- The scheme gives employees the opportunity to make recurring or single payments out of their wages, overtime, bonuses or severance payments. Since the payments are free of tax and social security contributions and thereby reduce cost for the employer, the company adds an employer supplement of 13% of the payments (the amount he would normally pay in taxes and social security contributions).
- Capital savings are subject to a guaranteed interest rate which is higher than the market rate at the starting point of the individuals saving agreement.
- The payoff from the UZR is very flexible: single capital payment, temporary annuity or lifelong annuity. Combinations are possible as well.
- Employees have the flexibility to choose at which point of their working lives they wants to reduce working time or stop to work. A way to compensate for pension cuts in statutory pension payments, which apply to people choosing to finish work or to reduce working time before the age of 65.

#### Outcome and achievements

Examples how the UZR can be used for flexible transitions from working into pension life:

A) An employee starting to make payments in 2012 and reaching the age of 60 in 2025 could reduce his working time, resulting in a 500€ wage loss. This wage loss could be compensated by a five years annuity of 500€ per month out of the UZR.

B) An employee wants to retire at the age of 61 and can get a two years annuity of 950€ per month. A lifelong annuity of 100€ additionally pays for part of the pension reduction which applies because the employee stopped working at the age of 63 and not at the age of 65.

**Costs:** The costs for the employer supplement is financed by the amount saved for social security contributions.

Sector, sub sector	Food industry		
Type of initiative	Initiative of works council	Level of implementation	Company level
Country	Germany, Austria, Switzerland		
Partners involved	Group work council, HR management		
Launch of initiative	2012, Ongoing		
References	<a href="http://www.altersvorsorge-unilever.de/media/12456/one_pager_uZR.pdf">www.altersvorsorge-unilever.de/media/12456/one_pager_uZR.pdf</a> <a href="http://www.altersvorsorge-unilever.de/zusatzversorgung/unilever-zusatz-rente/">www.altersvorsorge-unilever.de/zusatzversorgung/unilever-zusatz-rente/</a> <a href="http://www.bund-verlag.de/zeitschriften/arbeitsrecht-im-betrieb/deutscher-betriebsraete-preis-archiv/preis-2013/dokumentation-der-projekte/beschaeftigungssicherung/Zusatzmaterialien/72_Unilever_BV_Personalstrukturen.pdf">www.bund-verlag.de/zeitschriften/arbeitsrecht-im-betrieb/deutscher-betriebsraete-preis-archiv/preis-2013/dokumentation-der-projekte/beschaeftigungssicherung/Zusatzmaterialien/72_Unilever_BV_Personalstrukturen.pdf</a>		

# # 06 DK

## TRAINING AND UPSKILLING PROGRAMME AT ARLA FOODS IN DENMARK

PRIORITIES: NEW TALENTS, AGEING WORKFORCE

ATTRACTIVE  
WORKING CONDITIONS

HUMAN RESOURCE  
DEVELOPMENTS

LIFELONG  
LEARNING

### SUMMARY ON THE INITIATIVE

Arla Foods (Dairy company, number of employees: 19,600) has started an extensive skills development and upskilling programme in 2009. The initiative goes back to the social partners in the Danish dairy industry, who has agreed to upgrade the skills all employees in the dairy industry within the next years.

**Objective:** Lifelong learning at Arla Foods

Overall objective is to train unskilled to skilled workers and skilled workers to technicians. In order to meet the increasing and complex demands from production and distributions and also to provide employees with qualifications, which can be used in other companies, the initiative is implemented in three phases:

- Step 1 and 2: Qualification courses for Danish and mathematics (2009-2013).  
Step 1 focuses on a screening of employees for dyslexia. Around 3,500 employees have been screened for dyslexia, numeracy and literacy capabilities. Approximately 80% of the target group have participated in training activities.
- Step 2: Individual competency assessment (2012-2015): to identify gaps between current qualification level and VET formal qualification level (EQF level 3-4). Step 1 and 2 are compulsory and hence the foundation for moving into the next level (step3). If an employee rejects training for Danish and maths, he/she may not participate in any further training and qualification courses offered by Arla.
- Step 3: Specific training activities (from 2016 onwards)  
Offered in modules, as building blocks in a continuous development process:  
Technical qualification development (e.g in packaging and logistics), IT and languages, Personnel development (e.g. conflict handling or collaboration with other people within the organisation)

### Outcome and achievements

Intermediate feedback on the skills development programme is very positive. Starting with Denmark, there are plans to continue with the up-skilling programme in Sweden and the United Kingdom. A detailed evaluation will be given once the program is completed.

### Costs

The programme is funded by the Danish Dairy Training Fund (part of the collective agreement) and public funds for adult education.

Sector, sub sector	Dairy industry		
Type of initiative	Joint Social partner initiative / Company initiative	Level of implementation	Sector level
Country	Denmark		
Partners involved	Food Workers` Union NNF, Denmark / Arla Foods		
Launch of initiative	2013, Ongoing		
References	www.arla.dk		



## # 07 DK

# UPSKILLING AND INCREASING THE COMPETENCE OF PRODUCTION WORKERS AT BISCA IN DENMARK

PRIORITIES: NEW TALENTS, AGEING WORKFORCE

HUMAN RESOURCE DEVELOPMENTS

### SUMMARY ON THE INITIATIVE

The Danish company Bisca is a manufacturer for biscuits and cakes with around 460 employees. Bisca is located in an area offering only few alternative jobs. The company's workforce includes many low skilled and unskilled workers.

Beginning of 2015, the company launched a training and upskilling programme with the aim to train all unskilled production workers to skilled level workers. The programme is a joint initiative of the local cooperation committee with participation of employees and management.

#### Objective

Creation of attractive jobs and upskilling of unskilled and low skilled workers to skilled workers. Concept of the training and upskilling programme:

- The programme is implemented in cooperation with the local training institutio CELF (Centre for Vocational Education Lolland Falster) and is based on a mix of a "on the-job" training phase and an educational phase at school.
- All production workers of Bisca are currently participating in a training programme. Aim is to train the workers to successfully handle more than one machine.
- Within a two-year period, the entire workforce (about 170 production workers) shall receive four weeks training at school combined with "on- the-job" training.
- During their training phase at school, the employees are replaced by replacement workers in a rotation project.

#### Outcome and achievements

Successful upskilling of 15 production workers from unskilled to skilled workers. These 15 have already completed their formal education (as of August 2015).

#### Costs

The municipality covers the salary costs for the replacement workers in the rotation project. In Denmark, education and also vocational schools are publically funded.

Sector, sub sector	Bakery		
Type of initiative	Joint Social partner initiative	Level of implementation	Sector level
Country	Denmark		
Partners involved	Bisca A/S - CELF (Centre for Vocational Education Lolland Falster)		
Launch of initiative	January 2015, Ongoing		
References	<a href="http://www.celf.dk/english/Sider/default.aspx">www.celf.dk/english/Sider/default.aspx</a>		

## # 08 DK

# ACTIVE INVOLVEMENT OF EMPLOYEES IN INNOVATION ACTIVITIES AT EASYFOOD IN DENMARK

PRIORITIES: NEW TALENTS, IMAGE OF THE SECTOR

ATTRACTIVE  
WORKING CONDITIONS

HUMAN RESOURCE  
DEVELOPMENTS

### SUMMARY ON THE INITIATIVE

The Danish convenience food producer Easyfood is a small and medium sized company (SME) founded in 2000. According to the company a high level of innovation and uniqueness in its product range is highly important to Easyfood. The company recruits workers from other food industries. Since their work organization is very different from other companies, there is a need for specific training.

#### Objective

Training of employees and newly hired employees to meet company specific needs. In cooperation with a local training institution, Easyfood has started a programme in three areas:

- “Easy Pilots”: User driven collection of customer data. Workers of the production collect data by visiting customers personally. Aim is to find out what kind of demands customers have on the products of Easyfood. Employees participating in the “Easy Pilots programme” are specifically trained in a series of courses at a local training institution. The “easy pilots” are organized in groups of 10 in a so-called task force and carry out this task parallel to their usual work in the production. Focus of this programme is to provide all workers with specific knowledge on how their products are used and perceived by customers.
- “Food Architects” – programme for innovation in food: A special education in food innovation in cooperation with local education institution and on university level. The programme creates a common picture of the meaning and role of innovation. Aim is to involve as many people as possible in the innovation process.
- Managing change and general values: Easyfood counts on employee’s innovations for product development and to improve production methods. The company has established a working culture that enables all employees (including production workers) to be innovative and creative. Specific activities and training on company values and cooperation.

#### Outcome and achievements

Production workers have a new and active role in the innovation process; higher job satisfaction. Ten employees are actively working as “food architects”.

Sector, sub sector Convenience food

Type of initiative Company initiative

Level of implementation Company level

Country Denmark

Partners involved Easyfood A/S

Launch of initiative Ongoing

References [www.easyfood.dk](http://www.easyfood.dk)

# # 09 FI

## TASTING PROFESSIONS IN THE FOOD INDUSTRY IN FINLAND

### PRIORITIES: NEW TALENTS

### INNOVATIVE RECRUITMENT INITIATIVES

#### SUMMARY ON THE INITIATIVE

Project “Tasting Profession” in food industry. Information campaign to the youth about different kinds of professions and work in food industry. Websites, videos, information of education have been published. Social partners occasionally visit schools and upper-schools with food specialists who explain their job tasks and working conditions.

- First phase: 2013/ 2015 for food and drink industry.
- Second phase: 2015 / 2016 for agriculture, food and drink industries.

#### Objectives

The objective is to support the entry of youngsters seeking vocational education and work in food industry.

Some food sub sectors may be further promoted according to the skills and workforce needs during the project (meat sector v. bakery). Individual companies are never quoted in the project because its objective is to benefit to all companies in the sector.

#### Outcome and achievements

- More first priority seekers to vocational education on all levels of food sector education.
- More information and material for teachers. Teachers can better support pupils and students to find a job. Before submitting a formal application, they can test their abilities through short tests and questionnaires (logic, math).

#### Costs

- Funding of Ministry of Agriculture and Forestry (MMM)
- Funding and resources provided by five trade unions and one employers union.
- Total costs about 126.000€ in two years including 75% from MMM.

Partners are Finnish Food Workers’ Union SEL, Trade Union Pro, Meijerialan Ammattilaiset MVL (Dairy specialists), Finnish Association of Academic Agronomists, Agricultural Producers and Forest Owners (MTK), Finfood - Finnish Food Information and Finnish Food and Drink Industries’ Federation, ETL (employers Union).

Sector, sub sector	Food sector		
Type of initiative	Joint Social partner initiative / Public authority	Level of implementation	National level
Country	Finland		
Partners involved	Ministry of Agriculture and Forestry, six social partners		
Launch of initiative	2012 - 2013		
References	<a href="http://www.maistuvaammatti.fi">www.maistuvaammatti.fi</a>		

## # 10 FR

# FOOD CHAIN CONTRACT: PROMOTING SOCIAL DIALOGUE & QUALITY OF EMPLOYMENT IN FRANCE

PRIORITY: NEW TALENTS

ATTRACTIVE WORKING CONDITIONS

### SUMMARY ON THE INITIATIVE

The food chain contract was signed in June 2013 between several branches of the food chain, trade unions and the state (ministry and regions). There is an employment section in this sector contract.

#### Objectives

- Consolidate and create jobs, especially among young people
- Secure career paths- Improving the attractiveness of the sector and jobs in food industry.
- Strengthening social dialogue in the territories, branches and businesses. On the basis of this contract, several actions or agreement have been adopted:
- Signing of an agreement on multisector contracts of generation with the creation of 3000 jobs and developing of apprenticeship among young people.
- Action Plan on the quality of work life, but is not yet defined.
- Increase the number of training courses on mastering basic skills. This is part of the securing career paths process.

However, it is too early to make an assessment. Failing to know if this is good practice, it is at least good intentions and willingness to move forward on these issues.

Sector, sub sector	Food industry		
Type of initiative	Joint Social partner initiative	Level of implementation	Company level
Country	France		
Partners involved	Ministry of Agriculture and sectoral social partners		
Launch of initiative	June 2013		
References	<a href="http://www.ania.net/affaires-sociales/pacte-de-responsabilite-les-engagements-de-la-filiere">www.ania.net/affaires-sociales/pacte-de-responsabilite-les-engagements-de-la-filiere</a>		

## # 11 DE

# TIL - TRANSFER OF INNOVATIVE HR SOLUTIONS IN THE FOOD INDUSTRY

PRIORITY: AGEING WORKFORCE

AGE FRIENDLY WORKING  
CONDITIONS

RAISING AGE  
AWARENESS

### SUMMARY ON THE INITIATIVE

The project TiL gives management representatives and works councils in the food industry the opportunity to develop innovative solutions to actively manage the impact of demographic change and to create working conditions matching the requirements of an ageing workforce. The project is supported by consultants and experts, the trade union NGG is active project partner.

Following topics are central for the project TiL:

- Working time arrangements and shift models for an ageing workforce
- Life-cycle oriented working time arrangements
- Flexible and anticipative retirement schemes
- Analysis of physical and mental stress at work
- Creation of jobs and working conditions matching the requirements of an ageing workforce
- Knowledge transfer and knowledge management
- Workplace health promotion and related preventive measures
- Secure the future demand for skilled personnel

Companies involved are Bitburger Braugruppe, Danone, Emsland Group, Ferrero, FrieslandCampina, Griesson de Beukelaer, Hochwald Foods, Intersnack, Oleon, Unilever, Brandt Zwieback, Iglo and 2 others.

#### Objectives

- To develop innovative and exemplary solutions for healthy working conditions and jobs.
- To share information within the sector on practical concepts

#### Outcome and achievements

First concepts have been developed and are currently implemented in 14 companies, e.g. working time arrangements (shifts) for an older workforce, hazard analysis and development of preventive measures. There is regular and active exchange in so-called “knowledge transfer workshops” between companies involved and further works councils of the sector.

#### Costs

Funding by the German Ministry of Employment in the framework of the Initiative New Quality Work (INQA)

Sector, sub sector	Food industry and luxury food industry in Germany		
Type of initiative	Trade union initiative / Public authority	Level of implementation	Company level & Sector level
Country	Germany		
Partners involved	wmp consult - Wilke Maack GmbH (Hamburg, Germany) / Innowise GmbH / NGG (Germany) and companies		
Launch of initiative	2013, Project duration 2013 – 2016		
References	www.til-projekt.de		

# # 12 DE

## PROJECT “SPILL” - LIFELONG LEARNING IN GERMANY

PRIORITIES: NEW TALENTS, AGEING WORKFORCE

AGE FRIENDLY WORKING  
CONDITIONS

RAISING AGE  
AWARENESS

### SUMMARY ON THE INITIATIVE

Joint social partners initiative: “Sozialpartnerinitiative Lebenslanges Lernen” (SPILL)  
Through technological progress and innovations, adaptation processes take place everywhere and result in qualification needs for employees in general and an ageing workforce in particular. For companies, changing needs for skills are a major challenge and require a sustainable HR development concept focusing on following aspects:

- A better training readiness of employees
- Addressing unskilled workers or workers with lower skills
- Establishing corporate structures that promote learning and provide target-group oriented company offers
- Ensuring the competitiveness and innovative capacity of enterprises and the jobs of its employees

#### Objectives

SPILL offered consultancy through different partners as well as networking activities to:

- Support life-long learning and qualification on all divisions and hierarchy levels
- Support the company and all parties in the workplace in development and implementation of sustainable structures and instruments of HR development
- Built a systematic competence development and qualification programme
- Analyze future needs of qualified workers and working out possible solutions

The project analysed the situation of approximately 150 companies all over Germany and implemented specific measures in most of the participating firms.

#### Outcome and achievements

The project published a report describing 12 companies as best practice examples.

- In five companies the project introduced measures related to analysing and increasing of employee qualification by means of skills matrices.
- Four companies introduced new forms of employee appraisals or leadership workshops in order to improve leadership skills.
- In one company the project introduced a new concept for internal communication

In total 1,500 persons participated in the programme which had an extent of 22,700 hours. New measures were introduced in 37 participating companies.

#### Costs

Funding by the initiative “weiter bilden” of the Federal Ministry of Labor and Social Affairs and the ESF.

Sector, sub sector	Food industry		
Type of initiative	Joint Social partner initiative	Level of implementation	Sector & company level
Country	Germany		
Partners involved	ANG and NGG		
Launch of initiative	Completed (01.05.2010 - 30.04.2013)		
References	<a href="http://www.initiative-weiter-bilden.de/spillhrp.html">www.initiative-weiter-bilden.de/spillhrp.html</a> ; <a href="http://www.initiative-weiter-bilden.de/fileadmin/pdfs/vereinbarungen/SPV-Ernaehrung.pdf">www.initiative-weiter-bilden.de/fileadmin/pdfs/vereinbarungen/SPV-Ernaehrung.pdf</a>		



# # 13 DE

## FEMALE LEADERSHIP PROGRAMME AT COCA-COLA AG IN GERMANY

PRIORITY: NEW TALENTS

INNOVATIVE RECRUITMENT  
INITIATIVES

ATTRACTIVE WORKING  
CONDITIONS

### SUMMARY ON THE INITIATIVE

#### Female leadership program at Coca-Cola AG

**Female Leadership Programme “Achieve your best”:** 25 female managers participated in a three-day workshop in 2013 that provided them with tools to be their best. Participants were asked to consider their personal leadership experience, and to identify their goals for the future. Future leaders were asked to identify what was truly important to them, both in the professional and private environment.

**Women’s network FOODSERVICE:** Coca-Cola AG is one of the founders of the women’s network. WNF is the premier leadership development community for collective insights and connections that empower women in the foodservice industry to envision and achieve their highest potential. With more than 3,700 members from all segments of the foodservice industry, including restaurant operations, manufacturing, distribution, publishing and consulting, the WNF is committed to elevating women leaders.

**Women@cceag:** The mission of Women’s Leadership Council is to provide a forum for their members to promote the exchange of ideas and experiences, provide networking opportunities, offer educational and cultural programmes, enhance the growth of our members as leaders and decision makers and make a positive contribution to the next generation of women leaders and their community.

**Women Leadership Council:** Empowerment of women in management positions - Identification of opportunities and support in career planning.

#### Objectives

- Increase the share of women in the highest management positions
- Identify relevant issues for women in leadership positions and develop possible solutions
- Increase the enthusiasm for the industry and improve the image.

#### Outcome and achievements

Share of women in highest management reached 23,5 % at CCE AG in 2013 and 45,6% at Coca-Cola GmbH. Active and successful cooperation, exchange platforms and mentoring-programme.

Sector, sub sector	Drink		
Type of initiative	Company initiative	Level of implementation	Company level & Sector level
Country	Germany		
Partners involved	Coca-Cola Erfrischungsgetränke AG		
Launch of initiative	Women’s network FOODSERVICE in 2009, Female Leadership Programme “Achieve your best” in 2013, Women Leadership Council in Germany in 2012		
References	<a href="http://www.cceag.de/jobs-karriere/wir-als-arbeitgeber/ndex.html">www.cceag.de/jobs-karriere/wir-als-arbeitgeber/ndex.html</a> ; <a href="http://www.nachhaltigkeitsbericht.coca-cola.de/download/coca-cola_nachhaltigkeitsbericht-2013.pdf">www.nachhaltigkeitsbericht.coca-cola.de/download/coca-cola_nachhaltigkeitsbericht-2013.pdf</a> . <a href="http://www.frauennetzwerk-foodservice.de/">http://www.frauennetzwerk-foodservice.de/</a>		

# # 14 EU

## NESTLÉ YOUTH EMPLOYMENT INITIATIVE

PRIORITY: NEW TALENTS

INNOVATIVE RECRUITMENT INITIATIVES

### SUMMARY ON THE INITIATIVE

The “Nestlé needs YOUTH” initiative is based on 4 pillars:

- Hiring 10.000 young people (below 30) across Nestlé sites in Europe and in all functions between 2014 and 2016.
- Offering 10.000 apprenticeship and traineeship positions across Nestlé sites in Europe by 2016.
- Creating “Readiness for work” programs (RFW) delivered at schools, colleges and Nestlé sites across Europe, including interview training, CV cleaning, job, etc.
- Setting up the “Alliance for Youth” (All4YOUTH), launched in 2014 together with 200 business partners across Europe to develop joint initiatives and provide work experience, internships and training opportunities. European partners are Adecco, Axa, Cargill, Chep, DS Smith, Engie, EY, Facebook, Firmenich, Google, Metro, Nestlé, Nielsen, Publicis, Salesforce, Solvay, Twitter, White&Case.

#### Objectives

Help young people be better prepared to enter the job market, whatever their educational background is.

#### Achievements

In 2014 and 2015, number of young people under the age of 30 who have benefited from “Nestlé needs YOUTH”:

- 13,739 have been hired and 8,179 have been given apprenticeships or traineeships positions at Nestlé,
- New apprenticeship schemes have been initiated in Italy, Portugal, Slovakia and UK.
- 3,531 “Readiness for work” events were run in all European markets involving 10,924 employees on a voluntary basis.
- More than 200 business partners joined the “Alliance for Youth” who has in 1 year already provided 50.000 training and job opportunities, launched the Digital platform “All4YOUTH” hosted by Facebook made by youth for youth and developed a Readiness for Work toolkit (available in 14 languages).

Sector, sub sector	Food industry		
Type of initiative	Company initiative	Level of implementation	Company level
Country	All European countries		
Partners involved	Nestlé		
Launch of initiative	From 2014 ongoing		
References	<a href="http://www.nestle.com/jobs/graduates-entry-level/youth-employment-initiative">www.nestle.com/jobs/graduates-entry-level/youth-employment-initiative</a>		

# # 15 DE

## FAMILY-FRIENDLY WORKING ENVIRONMENT AT DANONE GMBH IN GERMANY

PRIORITIES: NEW TALENTS, IMAGE OF SECTOR

ATTRACTIVE WORKING CONDITIONS

### SUMMARY ON THE INITIATIVE

For a family-friendly working environment at Danone GmbH, the company is cooperating with the Family Service GmbH.

#### Objectives

Concept of the programme to make Danone a family friendly working space:

- All employees are advised on questions on child care and other family members.
- Information and consultation on child care, private care solutions, pricing, tax and insurance law issues of contract drafting.
- Selection of a limited number of subsidized daycare places.
- Advice on family care and support in planning and financing of outpatient and inpatient care.
- Individual and confidential advice on various aspects of daily life such as parenthood and relationships, addiction, education and school, partnership or separation as well as related legal questions.

#### Costs

The concept is subsidised by the company.

Sector, sub sector Food sector

Type of initiative Company initiative Level of implementation Company level

Country Germany

Partners involved Danone GmbH

Launch of initiative Ongoing

References [www.arbeitgeber.de/www/arbeitgeber.nsf/res/9CFBC83F2C/E8989C1257B2C0034ADDC/\\$-file/Tarifpolitik\\_fuer\\_Familienbewusste\\_Arbeitszeiten.pdf](http://www.arbeitgeber.de/www/arbeitgeber.nsf/res/9CFBC83F2C/E8989C1257B2C0034ADDC/$-file/Tarifpolitik_fuer_Familienbewusste_Arbeitszeiten.pdf). (p. 19)

## # 16 DE

# WORK-LIFE-BALANCE AND RECOGNISING VOLUNTARY WORK AT DR. AUGUST OETKER IN GERMANY

PRIORITIES: NEW TALENTS, IMAGE OF THE SECTOR

ATTRACTIVE WORKING CONDITIONS

### SUMMARY ON THE INITIATIVE

Dr. August Oetker Nahrungsmittel KG has a programme to promote work-life-balance and reconciliation of work and family.

Examples for measures are:

- Adapted working hours
- Various models for part-time work and home-office opportunities
- Assistance for those returning to work after parental leave, in cooperation with an independent consulting and placement agency
- Support in searching for different care facilities
- Holiday camp for kids aged 6 to 13 years
- Nursery and daycare places in Bielefeld and pediatric emergency care, consultation, information and, where appropriate, assistance in finding a care facility for family members in need.
- Recognition of voluntary work done by employees through the programme "Hand in hand for voluntary work". Since 2011, the company offers donation (money or goods) to charity or non-profit organisations where their employee is a volunteer. Employees may submit their application. As a pilot project at the headquarters, "Hand in Hand" was perceived well and is since 2013 open for all employees at all undertakings.
- Continuous expansion of operational health management

#### Objectives

- Create best conditions for employees

Sector, sub sector

Food sector

Type of initiative

Company initiative

Level of implementation

Company level

Country

Germany

Partners involved

Dr. August Oetker Nahrungsmittel KG

Launch of initiative

2011

References

[www.oetker.de/karriere/dr-oetker-als-arbeitgeber/was-wir-bieten.html](http://www.oetker.de/karriere/dr-oetker-als-arbeitgeber/was-wir-bieten.html);  
[www.oetkerblob.blob.core.windows.net/assets/1068671/Informationen-zum-Programm-Hand-in-Hand.pdf](http://www.oetkerblob.blob.core.windows.net/assets/1068671/Informationen-zum-Programm-Hand-in-Hand.pdf)

# # 17 IT

## NESTLÉ REVERSE MENTORING PROGRAMME - YOUNGER EMPLOYEES TRAINING OLDER EMPLOYEES IN ITALY

PRIORITY: AGEING WORKFORCE

LIFELONG LEARNING

### SUMMARY ON THE INITIATIVE

The Nestlé Reverse mentoring programme gives younger employees the opportunity to share their latest knowledge on how to use social media with more senior colleagues. Since the launch of this intergenerational knowledge transfer programme, 80 pairs of Nestlé Senior Executives and junior team members have worked together in Italy and at the Nestlé International headquarters. The programme is a two-way communication to close the knowledge gap between older and younger employees. Older employees learn from younger employees about new trends in social media, how young people are using tools like Twitter or Chatter and what implication might be there for the company. In return, younger employees learn about business terminology and industry practices from older employees.

Recommendations of Nestlé on how to create a successful reverse mentoring partnership:

- Identify pairs who can work together and have good communication skills.
- Set clear goals and expectations for both mentors and mentees.
- Make sure senior leaders are open-minded to accept guidance from junior employees.

#### Objectives

- Sharing up-to-date skills knowledge on digital skills (e.g. new trends in social media) between young workers and senior executives
- Bridging the gap between the generations currently in the workforce.
- Empowers emerging and established leaders by increasing networking opportunities, fostering exchange of experience.

#### Outcome and achievements

Since its launch in 2012, the initiative has paired 160 senior and younger team members in this special mentoring partnership on digital and social media skills.

Sector, sub sector	Food sector		
Type of initiative	Company initiative	Level of implementation	Company level
Country	Italy, Switzerland		
Partners involved	Employees of Nestlé		
Launch of initiative	2012		
References	www.nestle.com		

## # 18 NO

# FEED: IMPROVING THE RECRUITMENT OF YOUNG PEOPLE IN THE FOOD SECTOR IN NORWAY

PRIORITIES: NEW TALENTS, IMAGE OF THE SECTOR

INNOVATIVE RECRUITMENT INITIATIVES

HUMAN RESOURCE DEVELOPMENTS

### SUMMARY ON THE INITIATIVE

The Feed project was a common project of the Norwegian social partners in the food and drink industry from 2011 to 2014. Aim of Feed was to improve the recruitment of young people to the food and drink sector in Norway and make the sector better known for its good working conditions, interesting jobs, opportunities for vocational training also providing good opportunities for people with an academic degree.

#### Objectives

- Increase the number of applicants to education relevant to the FD sector (both vocational and higher education)
- One of the key objectives is to motivate young people (and their parents) to enter a career in the FDMP.
- Visibility of the sector and contributing to developing relevant continuous education and training for the food and drink industry
- Minimize competency gaps in the food and drink industry up to 2020.
- Make sure that the project work is safeguarded beyond the project's period.

#### Outcome and achievements

- Development of a website with information of various jobs, educational possibilities and career possibilities in the FDMP: [www.jobbimatbransjen.no](http://www.jobbimatbransjen.no).
- Sector specific skills and competence requirements were identified and submitted to the Norwegian Directorate for Education and Training. Objective was to update the content of vocational training and to include a cross-area specialization combining food and technological skills. This was approved and implemented from August 2014 onwards.
- Mappings of competence and recruitment needs in the sector.
- Better and increased awareness on importance of these issues among employers and union representatives in order to secure future competitiveness in the food and drink sector.
- Improved cooperation between educational institutions and workplaces.
- The project established cooperation between the social partners for a better recruitment of young people to the food industry. Currently, the social partners are working on strengthening cooperation between educational institutions and workplaces in order to secure relevant education and skilled workers in the FD sector in the future.

**Costs:** The project was financed through different sources: the social partners NNN and NHO, the Agriculture and Food Ministry, a common fund for employers and unions for cooperation in the workplaces and enterprises participating.

Sector, sub sector

Food sector

Type of initiative

Joint Social partner initiative

Level of implementation

Sectoral and national level

Country

Norway

Partners involved

Federation of Norwegian food and drink industry/Federation of Norwegian food, agriculture enterprises and The Norwegian Food and Allied workers' union.

Launch of initiative

Completed, 2011 – 2014

References

[www.jobbimatbransjen.no](http://www.jobbimatbransjen.no).



# # 19 DE

## DEMOGRAPHY PROJECT AT UNILEVER IN GERMANY

### PRIORITY: AGEING WORKFORCE

#### AGE FRIENDLY WORKING CONDITIONS

#### RAISING AGE AWARENESS

#### SUMMARY ON THE INITIATIVE

Initiated by the German Unilever groups works council (Konzernbetriebsrat) of Germany in 2011, both HR management and works council agreed on a joint demography project to actively handle the impact and challenges of demographic change at the company level.

Based on a specific agreement adopted by groups works council and management on the objectives and content of this demography project, an internal project management was specifically established to coordinate and supervise all related activities.

The entire demography project is chaired by a bipartite steering committee and is divided into four thematic working groups:

- Organisation
- Health management
- Qualification and training
- Recruitment

The project also underlies a particular time schedule which plans the implementation of first instruments at the factory level at a certain moment.

#### Objectives

To establish a culture of awareness for demographic change at Unilever.

- to implement regular age structure analysis (every 3 years) as a basis for recommendations for action, e.g. recruitment of new employees or training needs
- to create working conditions matching the requirements of an ageing workforce
- lifelong learning: to design specific training and qualification programmes for older employees
- to establish a management culture sensitive to the needs of an ageing workforce
- to implement active health management and life cycle oriented working time arrangements

#### Outcome and achievements

Unilever management recognized the need to actively handle the challenges of demographic change. The demography project is currently in an implementation phase (as of 2015) and has already led to the successful implementation of several positive concepts, e.g. company-own kindergarten or pilot phase for a new shift schedule in a Unilever factory in Heppenheim (supported by project TIL). According to the chairman of the works council the implementation of one/two specific demography related initiatives at the factories level is planned until end of 2015.

**Costs:** covered by the company.

Sector, sub sector

Food industry

Type of initiative

Company initiative

Level of implementation

Company level

Country

Germany

Partners involved

Group work council, HR management

Launch of initiative

2011, Ongoing

References

[www.unilever-betriebsraete.de/projekte.html](http://www.unilever-betriebsraete.de/projekte.html)

Presentation of H. Soggeberg, chairman groups works council and EWC, 2012.

# # 20 PL

## “MENTORING PROGRAMME” AT PFEIFER & LANGEN POLSKA

PRIORITIES: AGEING WORKFORCE, IMAGE OF THE SECTOR

AGE FRIENDLY WORKING  
CONDITIONS

RAISING AGE  
AWARENESS

### SUMMARY ON THE INITIATIVE

The good practice example at the Polish sugar company Pfeifer & Langen is twofold:

#### “The mentoring programme”

During the last two years prior to their retirement, older employees are working with the younger, newly-employed ones who are going to replace them in the future. This allows to take the physical burden off the older employees, which is important given the difficulties they are often facing with meeting tasks. Such a system (mentoring programme) also helps them to feel needed and motivated until the end, at the same time not exposing the company to the loss of valuable competences.

#### Adjusting the nature of work to the possibilities

Employees who carry out heavy physical work, work in difficult conditions or are no longer in a position to fulfil their current duties due to their age or health condition may request to change their position to a less demanding and cumbersome one. There is also a possibility of being released from the system of shift work.

#### Outcome and achievements

Employee representatives at Pfeifer & Langen and the trade union NSZZ Solidarnosc are planning to spread the initiatives throughout the entire sugar sector in Poland. In September 2015, employee representatives of Pfeifer & Langen and sugar companies in Poland met and explored potential grounds for future cooperation and discussion. This is considered as an important milestone towards establishing social dialogue on the sectoral level for the Polish sugar industry.

Sector, sub sector	Sugar sector		
Type of initiative	Joint Social partner initiative	Level of implementation	Company level
Country	Poland		
Partners involved	Social partners of the company		
Launch of initiative	Completed (01.05.2010 - 30.04.2013)		
References	<a href="http://www.solidarnosc.org.pl/spspoz/index.php?option=com_content&amp;view=article&amp;id=879:do-bra-droga-budowy-dialogu-w-sektorze-cukrownictwa-&amp;catid=50:sekcja-krajowa-przemysu-cukrowniczego&amp;Itemid=63">www.solidarnosc.org.pl/spspoz/index.php?option=com_content&amp;view=article&amp;id=879:do-bra-droga-budowy-dialogu-w-sektorze-cukrownictwa-&amp;catid=50:sekcja-krajowa-przemysu-cukrowniczego&amp;Itemid=63</a>		

# # 21 PL

## RECRUITMENT INITIATIVES TO ATTRACT YOUNG PEOPLE AT MARS POLSKA

PRIORITY: NEW TALENTS

INNOVATIVE RECRUITMENT INITIATIVES

ATTRACTIVE WORKING CONDITIONS

### SUMMARY ON THE INITIATIVE

Mars is a “learner-centred” organisation laying stress on developing skills and leadership qualities. Mars focuses on independence and is, consequently, looking to employ people with specific characteristics and skills. For many years the company has been offering internship programmes for students in their final years of studies. It is particularly vital to the company to attract the most talented and ambitious graduates to the team.

**Mars Business Experience** is a programme for students who are fluent in English and who already have certain achievements to their credit. Selected individuals are being proposed a 3-6-month paid internship in the course of which they independently perform a responsible task under the supervision of a superior. The interns who make a difference get an opportunity to become the company's employee.

**Mars Challenge Hunters** is a platform that compiles contests-challenges for students. Solutions need to be sent over to the office, and the best candidates will be awarded and invited to the company with a view to establishing possible cooperation (employment contract or any other convenient form of cooperation).

**Practical Knowledge Academy experience** is based on regular training-workshop meetings for students organised all over Poland (15 universities), at which the company presents itself as well as a case study with a number of thematic areas addressed. The best candidates get an opportunity to participate in paid summer internships and – upon their completion – to sign an employment contract, provided that both parties are satisfied with the cooperation.

#### Objectives

- Attracting the most talented graduates
- Building a team of creative Employees who will further create an innovative company
- Intensive support of employees' development

#### Achievements and outcome

- A big number of very successful enrolments
- A pleasant, creative work environment
- Good interpersonal relations
- Good level of social dialogue

Sector, sub sector	Food sector		
Type of initiative	Company initiative	Level of implementation	Company level
Country	Poland		
Partners involved	Company		
Launch of initiative	2010		
References	www.marskariera.pl		

# # 22 UK

## PROACTIVE RECRUITMENT OF YOUNGSTERS AT NEW ENGLAND SEAFOOD, UK

PRIORITIES: AGEING WORKFORCE, IMAGE OF THE SECTOR

AGE FRIENDLY WORKING CONDITIONS

RAISING AGE AWARENESS

### SUMMARY ON THE INITIATIVE

New England Seafood is a fish processing business in Chessington on the outskirts of London. In the past it has relied for its permanent factory staff on conversion of temporary labour to permanent employees after a 12-week trial period. This is detrimental to the business as due to poor availability of unskilled temporary labour locally a large proportion of these workers are located in Slough (30 miles from the factory). Additionally, due to changes in the UK economy there is a high proportion of young people in the UK who are unemployed.

#### Objectives

The objectives of this strategy have benefits both for New England Seafood and for the local area.

1. The ability to recruit local younger workers enables NES to reduce the risks caused by having a high proportion of its employees living 30 miles from its site and results in increased loyalty of employees with short travelling time to work.
2. Offering training and employment opportunities to young people who have been out of work for an extended period is of benefit to the local area by reducing unemployment and stimulating the local economy.

#### Outcome and achievements

Since the scheme started with Kingston Job Centre in December 2013, NES has run four training programmes and employed 13 long term unemployed people of whom six are younger workers. The current programme which is underway has five workers on it of which three are younger workers. One of the young workers has become a Works Committee Representative and another has moved on to a formal apprenticeship process.

#### Costs:

The costs to NES are largely in terms of time and support from the HR team and the factory managers. There is a cost for each scheme of hiring an offsite training room for one week at £500.

Sector, sub sector Food manufacturing

Type of initiative Joint Social partner initiative Level of implementation Company level

Country UK

Partners involved The partners are the Kingston Job Centre Plus for the recruitment and Kingston College for the one-week offsite training

Launch of initiative The first course started in November 2013.

References [www.neseafood.com](http://www.neseafood.com)

## # 23 RO

# IMPLEMENTING THE OCCUPATIONAL SAFETY AND HEALTH DIRECTIVE IN THE ROMANIAN FOOD INDUSTRY

PRIORITIES: AGEING WORKFORCE, IMAGE OF THE SECTOR

ATTRACTIVE WORKING CONDITIONS

### SUMMARY ON THE INITIATIVE

General objective: Implementing better actions and measures for preventing professional risks in the Food industry, focusing on small and medium enterprises (SME), in order to improve the occupational safety and health.

#### Specific objectives

- To help the Food industry companies to comply with the EU legislation (L 319/2006) concerning the prevention of occupational risks;
- Assuring the necessary means for employers and employees in order to adopt plans and policies for preventing occupational risks that will reduce the number of accidents at work in the Food industry and promote a prevention culture at work through trainings and better information.

#### Outcome and achievements

- The application by employers of the rights and obligations of the current legislation regarding health and safety at work;
- Providing trainings for around 160 entrepreneurs, freelancers and managers at all levels through seminars and workshops. The subjects discussed were: work management, improving safety and health at work, adapting new work procedures in order to minimize occupational risks etc.;
- Developing new safety and health abilities for more than 450 workers in the Food sector, who will now act with higher caution during work, thus reducing the risk of accidents;
- Conceiving manuals for the use of 1.200 employers and employees with occupational safety and health responsibilities to develop their managing and organizing skills;
- Internet site with information related to occupational safety and health issues in the Food sector;
- Awareness campaign regarding the necessity of implementing new safety regulations at work in the Food sector for social partners representatives, occupational safety and health institutions, public and private associations and organizations (50 persons) including two national conferences and one international conference;

**Support materials:** Sectorial manuals, training courses, risk map, posters, newsletters, seminars.

**Costs:** Total costs of the project 4.856.415 EUR.

Sector, sub sector Food industry sector

Type of initiative Joint Social partner initiative

Level of implementation Sector level

Country Romania

Partners involved National trade union federation SINDALIMENTA Romania (Beneficiary), FTA-UGT Spain, FIAB Spain, IFI (Instituto de Formación Integral) Spain, Prevalia CGP Spain, ROMALIMENTA – Food industry employer's federation Romania

Launch of initiative 07.08.2009

References [www.sindalimenta.ro](http://www.sindalimenta.ro)

## # 24 FR

# PASS'IFRIA - A TAILOR-MADE APPROACH TO TRAINING IN THE FOOD INDUSTRY IN FRANCE

PRIORITY: NEW TALENTS

ATTRACTIVE WORKING  
CONDITIONS

HUMAN RESOURCE  
DEVELOPMENTS

LIFELONG  
LEARNING

### SUMMARY ON THE INITIATIVE

The Pass'IFRIA is a course of integration and training of six months for new workers in the food industry. It is a short training, centred on practical skills. It is completely accomplished within the company through dual training, with theoretical lessons and training at the workplace.

#### Objectives

The objective is to attract workers thanks to a dual education approach that helps them be operational and confident. This system aims to promote multitasking profiles for newly recruited workers while ensuring that know-how remains in the company.

Theory inputs are provided by external training officers specialised in the food processing industry. The 100 hours of courses cover knowledge like hygiene, quality, security, organisation of the firm and technological aspects applied to jobs.

The practical training (250 hours) at the workplace is directly conducted by the staff of the firm and adapted to the production workshops. It covers the acquisition know-how for jobs with recruitment issues. Some examples of jobs covered: driving machines, operating technology processes, maintenance and team management.

#### Outcome and achievements

This system has proven its efficiency through more than 130 training operations engaged between 2006 and 2014 offered to 1,300 workers in 11 industrial areas and various sub-sectors of the food industry (meat, milk, fish, vegetables).

Company tutors, who are often senior workers, have followed training for trainers and can therefore benefit from a higher profile in the company or on the labour market. Workers receive a certificate of capacities that is recognised in the entire sector. Their employability on the labour market has improved.

The PASS'IFRIA exists since 2005. It is offered all around France thanks to the network of 11 IFRIA. IFRIA is composed of regional associations managed jointly by employers and unions representatives. Its task is to support companies regarding the administrative and legal requirements linked to vocational training. It plays a role regarding tutors training and coordination with vocational training bodies. Companies provide tutors to train the apprentices, selects and finally recruits the workers if they succeed.

Sector, sub sector	Food industry		
Type of initiative	Joint Social partner initiative	Level of implementation	Company & Sector level
Country	France		
Partners involved	Ministry of Agriculture and sectoral social partners		
Launch of initiative	Employers and Union representatives through IFRIA		
References	<a href="http://www.ifria-bfc.fr/assets/files/plaquette-PASS-IFRIA.pdf">www.ifria-bfc.fr/assets/files/plaquette-PASS-IFRIA.pdf</a>		

## # 25 SE

# TEKNIKKOLLEGE IN SWEDEN: NETWORK OF COMPETENCE CENTERS FOR QUALITY STANDARDS IN TRAINING

PRIORITY: NEW TALENTS

HUMAN RESOURCE DEVELOPMENTS

### SUMMARY ON THE INITIATIVE

Teknikcollege is a network of competence centers setting quality standards for technical education in Sweden. Within the network of Teknikcollege companies cooperate with municipalities and providers of education (colleges, technical universities, secondary schools) to create and supervise technology-oriented courses at different levels, matching the skills needs of the industry.

Courses at Teknikcollege are quality-assured on the basis of ten criteria. A region may only carry the label "certified by Teknikcollege" if the 10 quality requirements are fulfilled.

Companies of a region play a key role in shaping the structure of the courses as well as designing their actual content. Together with municipalities, social partners and educational providers, they are active members in the regional steering groups initiated by the system of Teknikcollege.

#### Objectives

The aim is to increase the attraction and quality of technology-oriented courses for the needs of industry. The goal is for the companies' future employees to possess the skills that are required on a global market.

#### Outcome and achievements

- 30 active Teknikcollege regions
- About 138 approved schools / education centres in the regions
- About 2000 companies collaborates within Teknikcollege

#### Costs:

Initially 3 million SEK and yearly 2.8 million SEK.

Sector, sub sector	Industry		
Type of initiative	Joint Social partner initiative	Level of implementation	Company level & Sector level
Country	Sweden		
Partners involved	All social partners in the industry sector (Council of Swedish Industries)		
Launch of initiative	2005 and ongoing.		
References	Adela Martinovic +46 8 78 20 980 adela.martinovic@teknikcollege.se. www.teknikcollege.se		



# # 26 UK

## TASTE SUCCESS: A FUTURE IN FOOD IN THE UK

PRIORITIES: NEW TALENTS, IMAGE OF THE SECTOR

INNOVATIVE RECRUITMENT INITIATIVES

### SUMMARY ON THE INITIATIVE

#### **Food and Drink Federation Careers Campaign: Taste Success A Future in Food**

'Taste Success – A Future in Food' is an industry-led award winning campaign to attract new talent to UK food and drink manufacturing. The campaign engages with young people via various channels to bust the myths about food and drink manufacturing and raise awareness of the good career prospects in the sector has to offer. The campaign also engages with a number of stakeholder groups including teachers, parents and careers advisors to make them aware of the opportunities in our sector.

The food and drink manufacturing industry employs more than 400,000 workers. However, current figures show that the industry suffers from a number of skills gaps, namely in science, technology and engineering related roles. By 2020 there will be a need for 170,300 new recruits to meet growing demand.

#### **Objectives**

Taste Success – A Future in Food aspires to engage with young people and show them that food and drink manufacturing can offer a rewarding career with lots of exciting opportunities, as well as play a pivotal role in ensuring that there is a skilled and suitably qualified workforce in the ever competitive and highly developed UK food sector.

- Engaging the 13-19 years old age group in the potential of the industry as a career of first choice and hanging the image of the food and drink manufacturing sector from being outdated to a sector that is identified as being at the cutting edge of science, technology and engineering
- Seizing the opportunity to raise the profile of the food and drink manufacturing industry through public relations campaigns, event participation, speaking engagements and digital engagement and working in collaboration with key stakeholders such as Improve (Food & Drink Skills councils UK) and IFST (Institute for Food Science and Technology).

#### **Outcome and achievements**

- Digital Campaign – Facebook page, Munchbot app, award winning YouTube videos, Twitter
- Attendance at Big Bang Fair and other careers events
- Promotional materials and case studies
- Developing a network of industry mentors
- Proactive campaigning for food engineering course

Sector, sub sector	Food and Drink Manufacturing		
Type of initiative	Employer organization initiative	Level of implementation	Sector level
Country	United Kingdom		
Partners involved	FDF member companies in the UK, IFST and Improve		
Launch of initiative	2011, Ongoing		
References	<a href="http://www.tastesuccess.co.uk/">www.tastesuccess.co.uk/</a>		

# # 27 UK

## RECRUITING YOUNG TALENTS AT MONDELEZ INTERNATIONAL IN THE UK

PRIORITY: NEW TALENTS

INNOVATIVE RECRUITMENT INITIATIVES

### SUMMARY ON THE INITIATIVE

Mondeléz International in the UK offers a range of early careers opportunities including school leaver, apprenticeship, RD&Q traineeship and graduate programmes within manufacturing, engineering, research & development, commercial and corporate functions across our sites.

#### Objectives

- To provide the practical skills and knowledge of the relevant environments (e.g. manufacturing, engineering & RD&Q) that are vital to the business.
- Provide a range of entry points in to the business, including vocational education and apprenticeships, to attract and retain young talent.
- Assign each apprentice, graduate and trainee a Mondeléz International mentor to advise them on professional and personal development to ensure best possible outcomes for the individual and the business.

#### Outcome and achievements

- All programmes train young talent for highly skilled jobs with transferable skills that do not limit them to the food manufacturing industry but provide a strong incentive to stay in food and drink.
- Upon successful completion of the programme apprentices have the opportunity to continue to study towards higher qualifications such as a HND or Foundation Degree.

#### Costs

For school leavers, Mondeléz covers the full cost of their degree (£10,000 per year, per student) and allows dedicated study-days to support their learning.

Sector, sub sector	Food manufacturing		
Type of initiative	Company initiative	Level of implementation	Company level
Country	United Kingdom		
Partners involved	Birmingham Metropolitan College (BMet) – Birmingham, Midlands Group Training Service (MGTS) – Sheffield, Aston University – Birmingham		
Launch of initiative			
References	<a href="http://www.careers.mondelezinternational.com/europe/">www.careers.mondelezinternational.com/europe/</a>		

# # 28 FI

## AGE MANAGEMENT INITIATIVE AT NORDIC SUGAR IN FINLAND

PRIORITY: AGEING WORKFORCE

AGE FRIENDLY  
WORKING CONDITIONS

RAISING AGE  
AWARENESS

### SUMMARY ON THE INITIATIVE

In 2013/2014 the Porkkala sugar refinery, Finland (a subsidiary of Nordzucker/Nordic Sugar) started a dedicated programme for personnel aged 58 or more.

The +58 programme includes the following components:

- 1) Training to motivate the personnel to maintain and improve their professional skills as retirement age is getting closer.
- 2) A yearly health discussion with the personnel's superior and a health care and physical condition testing in occupational health care (this in addition to normal occupational health care that is organized for all staff).
- 3) Improved facilities, more campaigns and actions to encourage personnel to improve their physical condition. Yearly plans.
- 4) Improved co-operation with occupational health care service provider and pension insurance company to lower the sickness rate. Special attention and actions taken towards the ageing personnel and individuals with reduced ability to work. Yearly plans and focus areas decided together based on the assessment of reasons of major sickness absences.
- 5) Special guidelines developed in order to help individuals to return to work more efficiently or permanently from long term sick leave and prevent unnecessary early retirements.

#### Objective

- Employment and skills development –measures that encourage employment, education and training of older people specifically, among other vulnerable groups and as a part of the life cycle approach to age management.
- Health and work environment improvement –measures that aim at adjusting workplaces and tasks to the physical and mental capacities of older workers, as well as initiatives for the general improvement of the working environment, easing mental and physical load throughout working life and promoting health more widely in the workplace;
- Changing attitudes – initiatives aiming at raising awareness about demographic change, as well as measures designed to fight stereotypes and discrimination against older workers.

#### Outcome and achievements

Lower sickness rate, increased work motivation, recruitment planning

Sector, sub sector	Sugar sector		
Type of initiative	Company initiative Joint Social partner initiative	Level of implementation	Company level
Country	Finland		
Partners involved	Nordic Sugar		
Launch of initiative	Ongoing		
References	<a href="http://www.nordicsugar.com/about-nordic-sugar/focus-on-personal-and-professional-development/">www.nordicsugar.com/about-nordic-sugar/focus-on-personal-and-professional-development/</a>		

## **FOODDRINKEUROPE**

*is the representative body for Europe's food and drink industry – the largest manufacturing sector in the EU in terms of turnover, employment and value added. It brings together 25 national food and drink federations, including 2 observers, 26 European sector associations and 19 major food and drink companies*

## **EFFAT**

*is the European Federation of Food, Agriculture and Tourism Trade Unions. As a European Trade Union Federation representing 120 national trade unions from 35 European countries, EFFAT defends the interests of more than 22 million workers towards the European Institutions, European employers' associations and transnational companies. EFFAT is a member of the ETUC and the European regional organisation of the IUF*

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