



AGEING WORKFORCE

CHALLENGES AND OPPORTUNITIES FOR
THE REPUBLIC OF MAURITIUS



National Productivity and Competitiveness Council (NPCC)
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**AGEING WORKFORCE: CHALLENGES AND OPPORTUNITIES
FOR THE REPUBLIC OF MAURITIUS**
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**EXECUTIVE
SUMMARY**

EXECUTIVE SUMMARY

The population and the workforce of Mauritius are ageing. The ageing of the country's population is one of our greatest economic and social victories. It is also one of our current and future challenges. The demographic forecast for Mauritius suggests that by 2056 Mauritius will have reached the status of a hyper-aged society, with one in three persons in the population aged sixty and over. In an ageing population, a country faces insufficient workforce participation, and while improved health levels might suggest that a greater number of people are working beyond retirement, these numbers are not enough to offset the rate of ageing of the workforce

In a society where more people are old than young, it is a fundamental challenge to achieve economic growth and prosperity and ensure the whole population enjoys a high quality of life. In fact, an ageing population, being the result of successful policies, ought to be beneficial to one and all. This has implications for public policy, for decision making at organizational level, and for lifestyle choices at family and individual levels. Very importantly, it will require a co-ordinated response between Ministries and a wide stakeholder base which must reflect the solid evidence for the inter-connectedness of policies affected by ageing. For instance, without significant improvements in health and fitness levels, it would be futile to engage in policies to increase the labour force participation of the elderly. At the same time, individuals and families are increasingly looking to live a balanced lifestyle and will likely want to make informed choices regarding where and how to work. This is likely to mean that both demand and supply side of the labour market dynamics will have to be understood and addressed. Mauritius has embarked on a long-vision of economic development that includes a clear technological focus with clear implications for the types of skills and competencies that are going to be required. Successfully meeting this demand will need adaptations to a number of employment policies, and to industry and enterprise level functioning.

While it is clear that the productivity and economic success of Mauritius will be increasingly tied to that of older workers, it is also a fact that reserves of untapped human capital will need to be investigated, such as women, the young unemployed and the ageing. Indeed, in order to help support the dependent portion of the population, the size of the labour pool will have to increase, and this will include policies to enable and encourage people to work for longer. It also means that adequate resources –financial and other –for living actively and healthily in their older age will be necessary. Whereas reactions on the ageing phenomenon tend to gravitate around such concerns as: how pension schemes will be affected; how to cope with the increase in the number of long-term chronic health conditions and the pressure on healthcare services; how to extend working life of workers; and how the economy is to grow with an assumed fall in productivity, the ageing of the workforce presents a related but significantly distinct set of

challenges (and opportunities). Importantly, employers will have a key role in adapting work and the working environment not only to remove barriers to remaining longer and healthier in work, but also to promote lifelong learning generally, and adaptation to new methods and technologies specifically.

The project reported here highlights the insights gathered over the January to September 2018, provides an overview of the key trends associated with the ageing workforce, and examines the major challenges these trends present for Mauritius and Rodrigues.

The main findings arising from the project are given below:

KEY FINDINGS

The good news

Views regarding "elders" were generally positive, as older persons were seen to constitute a valuable resource as mentors, guides, advisors and consultants, and as very valuable in situations and sectors facing labour shortages; much in the way of existing human resource policies points to significant potential of organisations to address issues of workforce ageing, such as continuous training and development, careful work design, attention to productivity, and an increasing interest in flexible schedules and work-life integration. There was some hesitation regarding the necessity to design and implement a specific pro-age policy, and there was no significant evidence of efforts to map out the evolution and changes in capacity and needs across different age groups of workers. However, there was consensus around the necessity for promoting Intergenerational solidarity and understanding as critical to ensuring innovative, productive workplaces of tomorrow, in which elders could play a positive role, given their experience. The "pensions psychosis" is a myth that was seen to require de-fusing, but at the same time does present a starting point to reflect on the real issues that are elsewhere in the development landscape, such as ecological transition and environmental protection, quality of life of all citizens, and the development model itself.

The other news

Bringing older people in an already ageing workforce was seen generally in the street survey (but not in the HR manager survey) as representing an economic challenge, due to decreasing productivity and blocked employment opportunities for young persons. Human resource managers, for their part, were mostly pragmatic and positive about the age mix in the workforce, and expressed their optimism with regard to effectively managing performance, productivity, quality and other key issues in their organisations.

Secondly, and this was raised especially during the focus group workshops, was a lack of clarity and understanding of the topic by all stakeholders.

EXECUTIVE SUMMARY

Indeed, we have no studies to show whether older persons will resist change (for instance, in technology) and whether they even wish to work longer, and the ageing of workforces within organisations does not seem to be felt at present as a problem. There is no framework that establishes the needs for trainers, mentors, guides, etc. Instead, what is witnessed, we gathered, are hasty reactions, such as a need for pension reforms, fertility rate increase policies, etc., without a clear evidence base. Participants in the focus group workshops suggested that a clear understanding of the younger generation be established, their lifestyle preferences, their special skills (and shortcomings) so as to focus on the longer-term solution of maintaining a reasonable replacement rate. In terms of encouraging older persons to stay on or return to work after retirement, it was generally felt that, not only did most of them look forward to a new, more relaxed life after retirement, but that there simply were not enough incentives and inducements to interest them. Other, more practical barriers included unfriendly public transportation as well as lack of safety on the streets and at bus stops/bus stations.

Technology is seen to be at odds with advancing age, and this point was also raised during the survey. A large number of participants were of the view that any strategy to encourage older people to work longer would be of limited value, given the types of technologically-oriented skills that would increasingly be needed in Mauritius. At the same time, this was seen to actually represent an opportunity for the development of a massive IT-focused development plan for all sectors and for all people, given that we were already facing a "digital divide" and that knowledge and skills in information technology were going to be the single most critical determinant of the success and growth of the economy in the future.

The single most-discussed issue was that our social paradigms were considered outdated. Not only was there the issue of age bias and prejudice about aged workers in our society, but the study revealed that the general opinion and attitude about retirement should change to accept active ageing as the new norm, whether elders were in formal employment or other forms of activity. Anyone capable and willing to, should be offered decent working opportunities, it was said. Indeed, it was recommended that what was really needed was the promotion of healthy and fulfilling activities such as mentoring, social and community involvement, and micro enterprise, and generally any kind of activity that would promote valuing of elders and intergenerational understanding.

The role of organisations is key

The second most-discussed challenge during focus group meetings was the human resource limitations. It was widely agreed that companies were not ready to start hiring older workers or to change their practices to accommodate an ageing workforce. Employers were seen to lack the necessary long-term vision and commitment to plan ahead and determine the talent needs of the future. This was contradicted by the findings of the HR manager

survey. We could not establish consensus over the issue of hiring policies, with a large number of participants arguing that the established hiring logic was predominantly financial, such that companies would always opt for recruiting "cheaper" labour instead of valuing individual skills and competencies. Also emerging were concerns regarding implicit age limits for training and inadequate structures to capture and share knowledge and experience, such as mentorship schemes. On the more practical front, other limitations were cited, namely the absence of elder-friendly policies and facilities like proper canteen for healthy food, fitness programme, caring culture, for any workforce, let alone an ageing one.

For all participants, it was still a question mark as to how a pro-ageing strategy was to be put in place, with, for instance, age-adapted work, schedules and organisational culture. Some suggestions were made for proper knowledge transfer schemes, succession planning, wellness programme, a senior mentor programme, and attractive remuneration and benefits such as medical insurance, part-time work and work-from-home as accessible solutions that would encourage older workers to stay on longer.

The wider societal and economic issues

There was much discussion on the topic of "what kind of society do we want?" and whether a rethinking of the developmental paradigm was in order. It was also found that a shift in thinking away from the older workers to focus on the young ought to be the way forward, as well as on finding new opportunities and new types of jobs.

In terms of specifically addressing the older workforce and the older members of society generally, a dedicated body or organisation focusing on all the issues in an integrated manner and conducting the necessary research to inform policy was called for. Such an integrated perspective would address the development of a national policy of quality of life and happiness; initiate and monitor appropriate legislation and institutions; ensure that industry leaders and clusters play a more national role in helping find long-term solutions for the country; take action in related public policy areas such as healthcare, transportation and housing; and develop a national policy for the creation of a culture of intergenerational care and solidarity.

In short, there are two sides to the ageing workforce coin: on the one hand, given the low uptake of research and innovation in Mauritius, an ageing workforce can be problematic because fewer people of working age and many workers with "old" skills means a low innovative capacity and this will not help in driving the economy into a prosperous future. On the other side, an ageing workforce can represent an opportunity to rethink visions and strategies for productivity and performance, bring in and apply new technology, provide space for cross-cutting policy making, identify new and valued skills, as well as ignite a new social dynamic through an effective intergenerational solidarity and support culture.



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LIST OF ABBREVIATIONS / ACRONYMS

BPO	-	Business Process Outsourcing
CIPD	-	Chartered Institute for Personnel and Development
GDP	-	Gross Domestic Product
Gen-Yers	-	Members of "Generation Y" or "Millenials"
Gen-Zers	-	Members of "Generation Z or "Centellials"
HR	-	Human Resource
HRDC	-	Human Resource Development Council
ICT	-	Information and Communication Technology
IT	-	Information Technology
ITES	-	Information Technology Enabled Services
NGO	-	Non-Governmental Organisation
NPCC	-	National Productivity and Competitiveness Council
OECD	-	Organisation for Economic Co-operation and Development
RRA	-	Rodrigues Regional Assembly
WHO	-	World Health Organisation



CHAPTER 1
INTRODUCTION

CHAPTER 1

INTRODUCTION

1. Chapter 1

The ageing of the country's population is one of our greatest economic and social victories. It is also one of our current and future challenges. Since population is the most basic variable of social and economic activity, demographic aging and population loss of this magnitude are sure to have profound ramifications at many levels, including on employment.

Population ageing—the increase of the share of older individuals in a society due to fertility declines and rising life expectancy—is an irreversible global trend with far-reaching economic and socio-political consequences. By 2050, the number of people on the planet aged sixty and above will more than double from today. Countries in the European region were the first to note and to tackle the demographic shift, but today, almost all countries, including Mauritius, are faced with addressing the phenomenon. Today, Japan is said to be the oldest country in the world, and it is estimated that by 2040 more than a third of Japan's population will be 65 or over. The demographic forecasts for Mauritius suggest that by 2056 Mauritius will also have reached the status of a hyper-aged society, with one in three persons in the population aged sixty and over. In an ageing population, a country faces insufficient workforce participation, and while improved health levels might suggest that a greater number of people are working beyond retirement, these numbers are not enough to offset the rate of ageing of the workforce.

It is widely acknowledged that it is a clear imperative to find ways to quickly increase the working population, and especially to retain older workers in productive employment, all the while enacting significant policy reforms in other areas such as health, social welfare and protection, retirement and pensions, and long-term fertility rate improvements. However, it has been noted that the ageing of the workforce is not just a public policy issue, and that organizations have to act to make a difference in the future landscape of competitiveness, innovation, and labour market dynamics.

Whereas reactions on the phenomenon tend to gravitate around such concerns as: how pension schemes will be affected; how to cope with the increase in the number of long-term chronic health conditions and the pressure on healthcare services; how to extend working life of workers; and how the economy is to grow with an assumed fall in productivity, the ageing of the workforce presents a related but significantly distinct set of challenges and opportunities.

Low fertility rates and falling mortality rates mean that fewer young people are entering the population and the workforce, and an increasing number of older people are in the population and in the workforce. What also lead to a shrinking of the workforce are work-related health problems and early exits from professional life.

With a current GDP annual growth rate of 3.9 percent and expectations of rising to 5 percent in the next couple of years, and a competitiveness index¹(45) remaining constant in the same period, the economic situation of Mauritius is poised to enjoy rising quality of life in the immediate future, provided efforts are maintained in the developmental process on Government's agenda. In the medium and longer term, however, if the sort of economic expansion being envision is to be realised, the country will require a workforce in numbers and in skills and competencies adapted to the economic sectors set to be the pillars of development in the future, and this workforce is increasing ageing.

Paradigm shifting

It is often argued that the consequences of ageing could be offset by policies to encourage greater immigration, higher fertility, or faster labour productivity growth. While these developments would all help, they need to go hand in hand with attempts to better mobilise available labour reserves so as to sustain economic growth.

¹ Global Competitiveness Index 2017-2018 edition

CHAPTER 1

INTRODUCTION

Essentially and at the core of the phenomenon of the ageing workforce is that this will present a human-resource challenge for organisations. The project reported here highlights the significant insights gathered over the period January to September 2018, provides an overview of the key trends associated with the ageing workforce and examines the major challenges these trends present for Mauritius and Rodrigues.

Other challenges and concerns falling under the umbrella of an ageing workforce include discrimination, differential earnings, reduced employment opportunities, and older-age-related unemployment. Within the scope of this project, however, the latter concerns have not been addressed.

The needs, and attracting, retaining and developing older workers has become an imperative for governments, industry managers, trade unions and others in all countries facing an ageing of their population and workforce. Understanding the interlinkages between the economic, individual, employer and national policy concerns and responsibilities related to the phenomenon of ageing workforce is something that needs to happen soon. It is a matter of long term, sustainable economic survival that the contributions and effective labour market integration of ageing and older workers be taken as a priority for all the stakeholders mentioned.

OBJECTIVES OF THE STUDY

The objectives of the project were:

- To consult relevant stakeholders in order to understand their particular perspectives on the issue of ageing workforce in Mauritius and Rodrigues;
- To collect data with a view to gaining insights into public opinion on the ageing workforce
- To engage with stakeholders for drafting an action plan for addressing the issue of an ageing workforce in the short, medium and long term.

Methodological approach employed

An innovative approach was deemed necessary to identify one or a few focal issues most relevant to the Mauritian economy, to determine the weaknesses, opportunities and threats in our ways of doing things on the employment front and in our social environment, and to map out the appropriate decision-making process that would yield the most beneficial, sustainable and feasible solutions in the long term with respect to the ageing of the workforce.

In short:

- To connect and consult with all concerned stakeholder groups in Mauritius and Rodrigues to gather their views on the probable extent of economic and social impact of ageing in Mauritius and Rodrigues over the medium and long terms;
- To establish the specific issues at enterprise level related to managing a workforce of older workers;
- To map the network of partners and institutions that will have to collaborate and co-ordinate their policies and practices to enable an effective management of the ageing workforce issue.

The project was undertaken in the following stages:

Desk research

- Study of secondary data
- Study of available reports and existing policies
- Literature Review of international experiences and best practices

Survey

- Stakeholder Consultations
- Key Informant Interviews
- Online survey with human resource cadres from public and private sector (including small and medium enterprises) and non- governmental associations

Data Collection

- Online consultation via Smart Platform (Engaging Citizens Online)
- Focus Group meetings
- Consultative meetings (one- to one)

Design Strategy and Action Plan

- Organise and sort data from desk research and consultations
- Define Framework for strategies and Action Plan
- Hold Consultative Validation workshop

Draft Report for submission to NPCC

A combination of approaches was used to contact participants of the project. Both in Mauritius and Rodrigues, high-level key informants were consulted via in-depth interviews, with the same questions being put to all interviewees to ensure construct validity.

These were discussed under the following thematic headings:

- The ageing population / workforce as a problem
- The ageing workforce as a valuable resource
- Readiness of employers to start employing older workers
- Incentives to stay longer in work
- Types of policies and actions to support active ageing
- Promoting the wellbeing and quality of work life generally

CHAPTER 1

INTRODUCTION

Due to the novel nature of the subject under study in Mauritius, it was necessary to adopt a first-stage exploratory approach by engaging in wide consultations in order to gather as many perspectives as possible on the issue.

The focus group method was favoured with respect to establishing direct and reliable participation from the key stakeholder groups: human resource managers, trade unions, non-governmental organisations (NGOs), senior citizens, and youth. All focus groups were held at the seat of the NPCC and took the form of highly interactive workshops facilitated by the Consultant. A reflexive analytic approach using the mind-mapping technique was adopted to allow each stakeholder group to come up with issues they considered most relevant to them, and some pointers were provided to guide their thinking. The focus group workshops were held between January and April 2018.

A direct contact method was also employed by a survey questionnaire. Due to the extremely low effectiveness of the online platform (Engaging Citizens Online) to collect lay citizen views, it was deemed necessary to shift from a passive to an active data collection method by undertaking, firstly, a street survey of citizens, taking care to elicit views across a cross-section of age, gender and geography and secondly, a survey with human resource managers. Within the scope of the project, it was possible to conduct a pilot survey across the island. Valuable and insightful quantitative and qualitative data was gathered through 1000 personally-administered questionnaires collected during the street survey and 122 online questionnaires collected from human resource managers. In Rodrigues, 83 questionnaires were collected from a cross-section of members of the public, and a group of young persons, as well as consultative workshops held with human resource managers and with civil society representatives.

A particularity of the Rodrigues consultations was that participants and key informants expressed their wish that surveys and research from Mauritius such as this one be useful prompts for focused and context-relevant action in favour of Rodrigues specifically.

The study has some limitations. Although broad-based in approach, it is exploratory in nature. The spread of our contact method within a short time span has allowed a relatively small sample of each of the stakeholder groups to be accessed, which weakens the representativeness of the evidence obtained. The intervention we applied to the citizen survey in Mauritius then in Rodrigues, yielded data of excellent quality, although it obviously cannot be applied to the entire population.

In addition, even our in-depth consultations with key informants produced such differential appreciations of the ageing workforce issue that it has become clear that many individuals in key positions require clarification, information, and even guidance in the matter, failing which decisions or actions of the wrong sort may well emerge to the detriment of individuals, society and the economy. The survey with human resource managers, on the other hand, yielded an enormous amount of insightful data cutting across a number of sectors, but it is not representative of all organisation types and sectors of activity. With these limitations in mind, the Action Planning Workshop participants agreed that only strategic orientations as such could be teased out from the findings at this stage.

All qualitative data collected from the focus groups were considered using the thematic framework analysis technique as an analysis strategy. The thematic framework analysis technique focuses on searching for certain themes or patterns across the data set (Braun & Clarke, 2006). This provides an effective structure for an analytical presentation of the research results, which is a recognised method for presenting the results of qualitative research (Ritchie & Lewis, 2003).

As for the quantitative data collected from the survey questionnaire, these are presented both in graphs and tables, and in text form for the qualitative comments collected.



CHAPTER 1

INTRODUCTION

Structure of this report

This report is based on an analysis of the contributions of participants from focus groups with HR managers, senior citizen groups, trade unions and NGOs, from 1083 respondents from a national survey in Mauritius and Rodrigues, from and ten interviews with key informants in Mauritius (and six in Rodrigues), as well as a review of the literature of international practices.

Following on from this introduction,

Chapter 1 describes a review of the ageing workforce as a concept that is today considered both as a challenge and an opportunity. This section lays down a conceptual framework for an accurate understanding of the many perspectives, concepts and terminology relevant to the ageing workforce phenomenon, drawing from literature and reports from established sources.

Chapter 2 of this report presents the contextual backdrop against which any debate or action on workforce ageing in Mauritius and Rodrigues must take place.

Chapter 3 of the report presents the findings from the survey conducted across the island of Mauritius, categorized into themes.

Chapter 4 is devoted to the contextualized data collected during consultations in Rodrigues.

Chapter 5 lays out the findings of the survey conducted with a cross-section of human resource managers.

Chapter 6 lists the strategic orientations proposed as emerging from consultations, survey and focus group findings, and international literature.

Chapter 7 concludes with an evaluation of the findings, and gives some attention to the measures that have been suggested so far by the participants in the study. It also points to the way forward in respect of the scope and potential for application at policy and enterprise level.





A close-up photograph of a person's hand resting on the silver frame of a wheelchair. The person is wearing a white, long-sleeved, textured sweater. The wheelchair is positioned on a paved surface consisting of grey cobblestones and a path of light-colored rectangular bricks. In the background, there is a building with light-colored horizontal siding and a bright blue vertical architectural element. The scene is brightly lit, suggesting a sunny day.

CHAPTER 2
CHALLENGES AND OPPORTUNITIES OF
AN AGEING WORKFORCE

2. Chapter 2: Challenges and Opportunities of an Ageing Workforce

2.1. The context

Population ageing is a major global trend that affects all countries, albeit at a different pace and levels (Dugarova and Gülasan 2017; World Bank Group 2016). In 2017, there were an estimated 962 million people aged 60 or over in the world, comprising 13 percent of the global population. The number of older persons in the world is projected to be 1.4 billion in 2030 and 2.1 billion in 2050, and could rise to 3.1 billion in 2100. Over the next few decades, a further increase in the population of older persons is almost inevitable, given the size of the cohorts born in recent decades (UN World Population Prospects, 2017).

When we take stock of the strides in development and industrialization, we cannot but view ageing populations and workforces as both a triumph and a challenge. As described by the World Health Organisation, population ageing is first and foremost a success story for public health policies as well as social and economic development (1999).

Still, perhaps more than anything else, policy makers fear that rapid population ageing will lead to an unmanageable explosion in health care and social security costs. While there is no doubt that ageing populations will increase demands in these areas, there is also evidence that innovation, cooperation from all sectors, planning ahead and making evidence-based, culturally-appropriate policy choices will enable countries to successfully manage the economics of an ageing population. Certainly, age composition is an important element for policy makers to take into consideration. Countries with large elderly populations have witnessed that they have fewer and fewer working-age people in the economy. This in turn means that there is a smaller pool of workers in which to collect taxes to pay for higher health costs, pension benefits and other publicly funded programs. Simply put, the ageing of the population raises concerns about (a) whether a shrinking labour force will be able to support that part of the population who are commonly believed to be dependent on others –children, the elderly, and people with disabilities, and (b) whether anything can be done to significantly increase labour participation and productivity to meet the needs for talent to fuel growth and innovation.

The challenge of the ageing workforce must be taken in its own analytical framework and not reflect all the problems of an economy. Indeed, fundamental reforms are likely necessary irrespective of the ageing population, but are likely to become acute when considered in the context of an ageing workforce.

Be that as it may, in order that people work for longer (to help society support growing numbers of dependents), these individuals must be provided with the financial and mental resources needed for continued productive employment. Critical to the nation's economic and social wellbeing will be efforts to enable workers to adapt to new technologies as well making fundamental changes to the world of work, such as in organisational culture, work design, and HR policies and practices. And, given that an ageing population's issues are multi-factorial and cross-cutting by nature, interventions in other policy areas will have to be initiated to support such efforts, such as adequate and accessible transportation, adequate and specific health services, public walking areas, adapted and innovative leisure spaces and activities, and age-centred housing, all either contributing to or hampering the effective hiring and retention of older people into effective and productive human capital. Of great concern will be an increased demand for health care, especially for women, keeping in mind that women will predominate among the elderly and other age-related government expenditures (Statistics Mauritius, 2015). Another area of intervention will be on workplace design, job design and scheduling, away from traditional and standardised methods to more innovative, elder-friendly and a central part of the Value Proposition within an Employer of Choice strategy.

Current policy is failing to adequately address some of the biggest challenges facing older workers (i.e. those aged 55 and above).

There are four key areas that need further consideration as a matter of urgency:

- 1. The complex relationship between employment, finances, health and care*
- 2. Regional inequalities in health and employment opportunities*
- 3. A labour market that isn't working for older workers*
- 4. A business environment that doesn't support older workers*

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It is probable that even in the context of changing retirement ages and pension reforms, the effective extension of working lives will remain challenging without accompanying measures to improve working conditions and employability throughout the life cycle (Eurofound, 2013). Some measures may involve financial incentives to work longer while others may necessitate strategies to enhance working conditions. Learning and training will become of even greater importance, because lifelong learning helps people lead a productive part in the labour market for longer, build personal and mental resilience and it also brings health and wellbeing benefits.

One of the solutions found in the literature on ageing is immigration, a source of short-term population sustenance for many nations. However, aside from obvious societal tensions associated with this strategy, immigrants are often adults themselves when they relocate, meaning they too will be elderly dependents soon. In addition, skilled immigrants are often accompanied by spouse and family, representing additional complexities that must be planned and managed.

Increasing the birth rate is essentially a long-term approach to addressing the replacement of a population, and one which should provide more steady and predictable results, provided the necessary policy measures are in place to encourage and incentivize a higher fertility rate.

European Foundation for the Improvement of Living and Working Conditions, 2013:

The key challenges to the extension of working lives can be classified under the following headings (bearing in mind that these factors tend to be interlinked):

- *economic factors;*
- *individual factors;*
- *employer attitudes;*
- *Disincentives in the national policy framework (including pensions, tax, social security, employment protection*
- *Legislation and systems of wage formation, education and training and active labour market policy framework).*

Mauritius is no exception to this trend and to the necessity to face these challenges. Still, we can learn from the experience of other countries that have addressed ageing, and from their policies and practices regarding employment and workforce adaptations.

2.2. The organisational challenge

All developed countries are facing the phenomenon of workforce ageing and this is predicted to continue for a number of decades yet. The 1980 Older Workers Recommendation stated the provisions that were necessary to improve working conditions and the working environment to address the new profile of the workforce. These recommendations have been put into effect by a number of countries worldwide. The recommendations point to measures designed to enable older workers to continue in employment under satisfactory conditions, as well as studies to identify the types of working activity that are likely to hasten the ageing process, or activities, schedules and tasks in which older workers encounter difficulties, to determine the reasons and to devise appropriate solutions at organisational level. ILO recommends that such may be devised within the framework of a national policy to improve working conditions and the working environment for all workers.

Businesses themselves are looking at diverse ways to conquer a niche market as a shrinking labour force represents skills shortages, a central issue at the organisation level. Given this reality, there is a recognized need to nurture, encourage, and develop the skills of the existing workforce, included mature-aged employees, since the latter are making up an increasing proportion of the workforce. Back in 1995, it was posited that in the long run, organisations are made or broken not by markets or capital patents or equipment, but by people, and in a knowledge-based environment especially, investments will pay off better if they are made in human assets (Brooke, 1995; Gill, 2009).



Case Study

RETAINING TALENT TO SUSTAIN BUSINESS PERFORMANCE

“As HR manager of a construction company, I began to realise how many craftsmen were within five years of retirement. Having all of these retire at the same time would create real problems for the company, since it takes several years for a new recruit to complete an apprenticeship in a skilled trade. Furthermore, retirement will shrink the supply of supervisors and trainers to manage new apprentices. It was clear we needed a strategy:

- First, I took the issue to the board of directors, stressing that the labour shortage problem was not just an HR issue, but one which would affect the company's ability to win and complete future contracts.
- Second, I looked in detail at the skills set in the organisation. Many of the builders' skills have remained the same since the Romans built viaducts. Older builders who were unable to continue with physically demanding work could therefore still contribute to the organisation by passing their knowledge on to younger workers.
- Third, I asked the occupational health manager to assess the health risks facing older builders. He reported that most of the risks faced by older builders (accidents, back injuries, and so on) are faced by all builders. Reducing such risks would reduce days lost amongst the workforce as a whole.
- Fourth, I convened a working group of older builders to make recommendations on how we could encourage workers like them to delay retirement. The group reported that long working hours, travel and physically strenuous tasks were particularly difficult for older builders and would be amongst the main obstacles for the company in terms of extending working life.
- Fifth, in partnership with the local further education college, we developed a programme to train our older builders to train and supervise new apprentices.
- Finally, we extended the apprenticeship programme to recruit and train potential builders of all ages, not just younger people. We found that the programme was particularly popular among older people in areas with high unemployment.

This strategy did not solve all of our labour problems, but it was a key part of keeping, bringing in and bringing on talent. (Flynn and Mcnair)

For human resource professionals there are number of guidelines now existing to initiate good practices in age management of the workforce.

Above is a case study of how a construction company's human resource manager developed strategic thinking when he noticed that a great number of craftsmen were within five years of retiring.

The Chartered Institute of Personnel and Development (CIPD) reports in the same document that “evidence continues to show that many employers are not responding to the UK's changing demographics. Failing to act in a coherent and strategic way to the challenges and opportunities presented by the increased ageing of the population – and the workforce – which will continue for decades, risks future economic success and threatens business performance. Those organisations that do respond appropriately will gain significant competitive advantage in terms of recruiting and retaining talent and supporting the well-being and engagement of employees of all ages.

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They will also protect themselves from potential damage to their brand and compensation costs associated with age discrimination claims."

Additionally, in organisations employing mature aged persons, increased motivation, improved retention rates and reduced absenteeism were reported (Newton et al., 2005). Whereas gerontology literature in the 19th and 20th Century reported cognitive decline with ageing, more recent studies contradict this. It is now known that mature individuals may suffer some cognitive ability loss, but only after age 80. Most jobs do not require performance at full capacity, and there is no clear conclusion from studies regarding age-related performance trends (Cavallari, 2015).

Another challenge of organisations relates to existing and thriving in a knowledge-based economy. The literature on tacit knowledge explains that almost half of knowledge resides within the brains of employees, such that organisations become severely affected by knowledge loss when employees leave at retirement. Therefore, knowledge-transfer mechanisms to retain knowledge become another strategic measure, which may be accomplished through mentoring, cross-functional and multi-generational teams, combined with fractional working by those who are willing after they retire.

2.3. The opportunities

Any demographic change also presents new opportunities which can be tapped to enhance productivity and competitiveness, all the while addressing a country's social integration, democracy strengthening and good governance practices in institutions and organisations. Transitioning to a high-innovation and high-productivity economy requires actions targeted not only at improving the economy, but the wellbeing of all citizens in the same thrust.

The challenges noted above may be seen as a boon: facing ageing head-on may offer considerable opportunities to improve health, education, training, housing, transportation, organizational culture, social security and pensions, social harmony, happiness, and work-life harmony for all. It may also bring about a transformation in thinking and methods related to productivity, innovation, working space and time, quality, customer care, finally, global competitiveness. Economic theories on total productivity also posit that labour decreases are more likely to prompt technological change than when labour is increasing or plentiful. A more informal but diverse body of evidence suggests that labour scarcity may be good for technological change and productivity growth, (Romer, 1990). An integrated approach to "solving" the challenges mentioned in the previous section would yield an enormous added-value in both economic and social terms.

Much of the debate about the ageing of populations has been monopolized by economists, among whom many demonstrate blinkered thinking. The process of ageing populations and workforces

being a natural one, the key resides in long term planning without anyone having to be punished either for being young or old.

2.4. Understanding population structure

Ageing is an entirely predictable phenomenon. Population ageing refers to a change in the age structure of the population, in which the proportion of older people is observed to be increasing. This is driven by long-term low fertility rates, falling mortality rates, and continued rise in life expectancy. Many countries around the world facing the same phenomenon have already adopted long-term strategies to deal head-on with the issue and take it as not a threat, but an opportunity. It is of critical importance in this context to emphasise, in the minds and actions of all concerned, the need to extend working lives, and by natural extension, improve the quality of working lives for all ("Active Ageing", WHO (2002).

The United Nations standard of age 60 is used to describe "older" people. This may seem young in the developed world and in those developing countries where major gains in life expectancy have already occurred. However, whatever age is used within different contexts, it is important to acknowledge that chronological age is not a precise marker for the changes that accompany ageing, as persons in the "older" group differ amongst themselves. Many people continue to be active after 60, many continue to work, or would choose to if the opportunity existed. Many others contribute to the formal or informal economy. Many contribute in voluntary activities. Many take on home management, child care (and elder care) to allow young adults to go to work outside the home. There are dramatic variations in health status, economic circumstance, participation and levels of independence among older people in the same age group, and this needs to be considered when designing policies and programmes for the ageing population and workforce.



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2.5. Dependency

Traditionally, old age has been associated with retirement, illness and dependency. Policies and programmes that are stuck in this outdated paradigm ("ageing as a social security issue") do not reflect reality. Alarmists point to the growing dependent portion of the population under the theory that everyone over sixty is a burden. This is a false assumption, as old-age dependency ratio (total over-60 divided by the number in the 15- 60 group) is of limited use and is primarily only used by economists and actuaries who forecast financial implications of pension policies.

When unemployment is high, as is the case in Mauritius, there is often a tendency to see reducing the number of older workers as a way to create jobs for younger people. However, experience has shown that the use of early retirement to free up new jobs for the unemployed has not been an effective solution (OECD, 1998). Additionally, perceptions that extending working life of older workers should not be supported in order to generate jobs for young people is linked to a view of the existence of a fixed supply of available jobs (the so-called 'lump of labour' fallacy), have been discredited (Walker, 2000).



2.6. The matter of productivity

It has long been recognised that productivity is the key to long-term economic growth. An ageing workforce raises concerns about productivity at both individual, enterprise, and macro levels. The central policy question is how to deal with an ageing workforce: Do organisations invest in older workers, in order to increase productivity at higher ages? Or do organisations aim to rebalance wages and productivity by such means as encouraging early retirement or laying off older workers?

Most reviews and studies have failed to establish a definitive link between age and productivity. As evidenced in recent literature, it is not easy to establish the relationship between age and productivity for a number of reasons, given that this relationship is complex and multidimensional and may also change over time. To add to the complexity, productivity at individual level itself is difficult to measure (Pietro Garibaldi et al, 2010).

There are several different theories regarding age-related effects on productivity. On the one hand, accumulated years of work experience could make older workers greater assets to the organisation over time. On the other hand, frailer health and obsolete skills could reduce their productivity, at least beyond a certain threshold (Shekhar Aiyar et.al, 2016). Several authors having examined the relationship between age and productivity at the firm level confirm that productivity does not decline with age. Research in OECD countries shows that the productive potential of the older age groups does not appear to be substantially impaired by ageing (OECD, 1998).

There are many theoretical arguments that suggest that the age-productivity profiles of sectors might differ. The extent and the direction of the differences remain an empirical question, though. According to Malmberg et al. (2008), an accumulation of high proportion of older adults in Swedish manufacturing plants does not negatively impact plant-level productivity. Similarly, the analysis of German data by Göbel & Zwick (2009) produces little evidence of an age-related productivity decline.

Börsch-Supan and Weiss (2013) analysed workers on a Mercedes-Benz production line and uncovered 'striking' findings:

"Due to the very large number of observations and our identification strategy, we are able to estimate rather precise age-productivity profiles at the individual level and at the level of a work team. These profiles do not show a decline in the relevant age range between 25 and 65 years of age. On the individual workers' level, our average productivity measure actually increases monotonically up to age 65."

Measuring for errors, the study concluded that older workers did make a higher number of errors, but the severity of such errors was less than those made by younger workers, ultimately costing the employer less.

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Gordo and Skirbekk (2013) argue that contrary to previous evidence, older workers who have remained in the labour force are very good at learning new technologies and new tasks that require cognitive skills. This casts doubt on the stereotype of older workers as being unable to learn new skills. It is often assumed that worker's knowledge and skills decline with age. Often the older workers are discriminated in terms of skill recognition, denied employment or promotion, or left out of training programs. Beck (2009) highlights that "older workers' productivity is not reduced by their age but by skill obsolescence" (p.10). Aaltio, Salminen, Koponen (2013) also accept that the presumption of existing connection between decline in skills and abilities and increasing age is incorrect.

The major challenge by older workers is age stereotype at their workplace. In a review of the literature on the health and productivity of older workers, by Robertson and Tracy (1998), it was noted that older workers often encountered negative performance appraisals partly due to stereotypes and myths about ageing at work and the older worker (Hertel & Zacher, 2015), "being older" is predominantly associated with negative connotation of performance decrease, physical decline, dependency on others and costs to society (Zacher, 2015). A negative stereotype could be the starting point of discriminatory behaviour at work (Sánchez Palacios, Trianes Torres, & Blanca Mena, 2009). This would have an impact on human relations in the organization towards older workers. At the same time, it creates negative vibes for the older workers themselves. Engaging older workers in training then becomes crucial not only for their employment prospects but for the development of the organisation.

Lallemand & Ryck (2009), using Belgian firm-level survey data, show that older workers (>49) are significantly less productive than

prime-aged workers, particularly in ICT firms. Other studies report on Total Factor Productivity (and not individual labour productivity) in relation to ageing populations.

Two recent papers by IMF highlight that the ageing workforce is holding down productivity growth in both Europe and Japan. The decline in productivity in Japan and Europe manifested itself in what economists call Total Factor Productivity. Total factor productivity measures how efficiently capital and labour are used in the production process and is affected by such things as innovation, institutions and the quality of the workforce. While it is difficult to generalise across occupations, the literature suggests that productivity increases with age at first, peaking sometime in the 40s or 50s, then it diminishes.

Authors Yihan Liu and Niklas Westelius calculated that the ageing workforce could have reduced Japan's annual total factor productivity growth by as much as 0.7- 0.9 percentage points between 1990 and 2005. The decline was largely due to the reduction in the 40 to 49 age group. Starting in 2010, the 40 to 49 group increased somewhat, but after 2025 shifts in the working age population age will again reduce total factor productivity growth (Yihan Liu and Niklas Westelius, 2016).

The story is similar for 28 countries in Europe. Authors Shekhar Aiyar, Christian Ebeke, and Xiabo Shao found that the growing number of workers aged 55 and older on average "lowered total factor productivity growth by about 0.1 percentage points each year over the past two decades." But that varied across countries. In Latvia, Lithuania, Finland, the Netherlands, and Germany, workforce aging shaved about 0.2 percentage points off annual total factor productivity growth (Shekhar Aiyar et.al 2016)

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Aside from the age of the workforce itself, overall age structures might also affect productivity growth. While some of the economic literature on ageing focuses on the potential negative economic effects from reduced labour supply, recent work has focused on the adjustments firms are likely to make in response. For instance, Acemoglu and Restrepo (2016), find that those countries ageing the fastest, are at the forefront of the adoption of new technologies – specifically robots. In this sense, an ageing population could incentivise increased investment in new technologies and innovation as labour becomes increasingly expensive relative to capital.

An important aspect of the loss of productivity is not only the loss of ability to perform tasks, but also the changing nature of the tasks, which speeds up the deterioration of competences (Keyfitz 1984, Autor et al. 2003). The more rapid the technological change, the faster competences become out-of-date. When this is combined with the loss of ability and motivation to gain new competences, accompanied by the shorter expected working time of older persons, then they become more prone to a loss in productivity, employment and earnings.

In the light of the above, it is evident that the notion that older workers are less productive is not a clear-cut one based on strong evidence. There is also a strong case emerging for improving skills utilisation and making sure older workers are in the jobs that most suit their knowledge and experience, as well as developing mechanisms for transferring skills from one generation to the next.

Furthermore, as underlined by Shekhar Aiyar et.al, 2016, some of the effects of total factor productivity erosion from workforce aging might be offset by such policies as:

- Broadening access to medical services to improve the overall population health;
- Improving workforce training;
- Reforming labour markets to make it easier for older workers to change jobs; and
- Promoting technological innovation to improve overall productivity—among other things, through increased spending on research and development. To the extent that such changes (for example, devices that reduce physical labour associated with manufacturing) benefit senior workers, they could mitigate the adverse effects of an aging workforce on total factor productivity growth.

Government and employer representative organisations need to facilitate this process and ensure that employers are aware of the benefits older workers can bring and how best to manage this age cohort. There is a real opportunity to boost productivity across the board, making pursuing this an essential plank of policy on improving competitiveness in the modern global economy.

Case Study OSLO AIRPORT

In Norway, OSLO Airport (OSL) developed a strategy for addressing the issues linked to its ageing workforce. Retaining the valuable skills of older workers for a longer period was a key driver in designing the senior policy. The aim was to do this by implementing the senior OSH programme based on health promotion activities, development of skills/competence, flexible working hours and the development of a human resource management programme focusing on ageing and life-course issues. OSL took a comprehensive approach when creating the following objectives for its senior policy:

- Establish a culture in the company of promoting good health and physical activity.
- Enable employees to better cope with challenges in their jobs.
- Enable seniors to work for as long as possible.

A specific initial target was set to increase the current retirement age by 6 months. Even though some of the initiatives were not limited to older workers, they were expected to provide a strong motivation for these workers to work longer.

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2.7. Active ageing

If ageing is to be a positive experience, longer life must be accompanied by continuing opportunities for health, participation and security. The World Health Organization in the 1990s adopted the term "active ageing" to express the process for achieving this vision.

Active ageing is meant to convey a more inclusive message than "healthy ageing" and to recognize the factors in addition to health care that affect how individuals and populations age (Kalache and Kickbusch, 1997). Active ageing applies to both individuals and population groups. It allows people to realize their potential for physical, social, and mental wellbeing throughout their life course and to participate in society according to their needs, desires and capacities, while providing them with adequate protection, security and care when they require assistance.

In all parts of the world, there is an increasing recognition of the need to support the active and productive contribution that older people can and do make in formal work, informal work, unpaid activities in the home and in voluntary occupations. The word "active" refers to continuing participation in social, economic, cultural, spiritual and civic affairs, not just the ability to be physically active or to participate in the labour force. For example, older people who retire from formal work and those who are ill or live with disabilities can remain active contributors to their families, peers, communities and economies.

2.8. The close link with health

Health has the biggest effect on an older worker's decision remain in or re-enter employment. Ageing is usually accompanied by a deficiency in some of the faculties and the rate of loss of those faculties depends on the lifestyle the person has been adopting (Observatory of Ageing, 2014). Health statistics are consistent in showing that with ageing, there is an accompanying change in the nature of ill-health, with a relative shift away from acute illness towards chronic conditions, multi-morbidities, cognitive impairments and long-term frailty.

Policies and health promotion programmes that prevent chronic diseases and lessen the degree of disability among older citizens enable them to live actively and independently longer, whether in employment or some other form of economic and/or social contribution. Another major factor to consider is the capacity and willingness of families to provide care and support for older family members who may be in ill health. An older member of a family who can remain in some form of employment represents less of a burden on his/her family and this also lessens the risk of intergenerational conflict and resentment.

Indeed, many countries dealing with ageing populations include the health care system as a priority area in helping seniors live full, productive and independent lives in the comfort of their own homes, but also at the workplace. This includes the right to a working environment adapted to the individual needs of older workers, such as ensuring appropriate ergonomics, work-life balance, health checks, on-site wellness activities, health vigilance in physically-demanding work environments, preferential rights for older workers, and age-sensitive risk assessments, amongst others.



Case Study SOLYSTIC

A case study in France is Solystic, a firm specialising in the design, manufacturing, marketing and installation of automatic postal sorting and distribution equipment. Company headquarters are located at Bagneux (Ile-de-France), with a production site at Bourg-les-Valence (Drôme).

Of the 450 staff employed, 58% are aged over 45 and 37% have more than 20 years of experience in the company. Market forces reducing the demand for postal equipment (and, thus, fewer incentives for hiring replacement workers), as well as demographic changes within the company, meant that Solystic needed to retain its older employees.

Solystic aimed to increase career longevity and to maintain the employability of workers as they aged. This was both to retain experience and knowledge within the company, and also to enable older workers to end their career in good health. Clear objectives were set to have 15% of the workforce aged over 55 years by 2010, with a further increase to 18% by 2012. Measures focused on improving working conditions through the reduction of strenuous work, and career planning in later life, using methods such as working time arrangements, vocational training, mentoring programmes, and transition between working life and retirement.

2.9. Learning new tricks

The new paradigm challenges the traditional view that learning is the business of children and youth, that work is the business of midlife and retirement the business of old age. In the context of an ageing workforce, longer careers mean that lifetime learning and training will be essential as a strategy for meeting the requirements of talent and skills as well as attitudes towards innovation and change.

"Mental capital" encompasses cognitive ability, flexibility and efficiency when learning, developing social skills and building resilience. However, those aged 50 and over are less likely to take part in workplace training than their younger colleagues. Ironically, higher levels of mental capital can help mitigate cognitive decline associated with old age. At the workplace in particular, there are attitudinal and cultural barriers, such that people (including older people themselves) have negative perceptions of older people's ability, motivation and interest in gaining new knowledge.

2.10. National policy interventions

2.10.1. Japan

In Japan, the percentage of the older population has been increasing rapidly from year to year. According to the United Nations, Japan's population included 22.5 percent of older persons in 2010, and is forecasted to reach 37.8% by 2050. The issue posed by this rapid increment is that the economy and society will be affected by the withdrawal of experienced and knowledgeable workers from the labour market. Several initiatives have been implemented to overcome this shortage by encouraging continued labour force participation among older Japanese. Firstly, Japan introduced the Stabilisation of Employment of Elderly Persons Act, which has led to the extension of a mandatory retirement age from 65 to 67 by 2017. According to Naoki (2012), labour demand for older workers has increased after the implementation of this Act by a sharp rise in the employment-population ratio of older workers aged 60 – 64 years old.

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Other than that, this Act also promotes the continuity of employment after mandatory retirement age through the implementation of The Silver Human Resource Centres around the nation. The primary objective of these centres - fully subsidised by the national and municipal governments (Williamson & Higo, 2007) - is to provide job opportunities on non-regular employments such as temporary, contract, part-time, or other forms of paid work for healthy older people aged 60 years old and over who desire to work. The job opportunities offered by these centres include clean up, weeding, bicycle parking area management, park management, addressing letters or cards, pruning garden plants, papering shoji or fusuma, welfare and also housekeeping assistance services. Furthermore, older people are given chances to get additional income by providing services such as becoming tour guides for pilgrims, child caregivers, as well as becoming tutors in small schools for both elementary and junior high school students.

2.10.2. Singapore

The rapid growth of the percentage of the older population in Singapore is also well documented. The percentage was forecasted to be 32.6% in 2050, from only 2.4% in 1950 and 7.2% in 2000 (United Nations, 2009). Therefore, this increase challenges Singapore to come up with effective solutions in utilising their older citizens especially in terms of their involvement in the labour market. Older people in Singapore demand to work beyond the retirement age to remain financially independent and to age actively (Ministry of Health Singapore, 2016). The reemployment age in Singapore will be raised from 65 to 67 by 2017 (Toh, 2015) to support long-life employability.

The Action Plan for Successful ageing also has been introduced on 24 February 2016 as a blueprint to enable older people to continue living and developing confidently and to make Singapore into a "nation for all ages". This action plan recommends actions on how to create ageless workplaces and lifelong employability for older citizens and the document lays down ten (10) suggestions:

- Redesign jobs to offer older workers greater flexibility
- Make training accessible and effective for older workers
- Set up dedicated senior-only national job banks
- Promote workplace health and safety
- Review or extend retirement age
- Provide good career guidance and transition programmes a few years ahead of the reemployment age
- Promote mindset change among employers on the value of older workers
- Allow older workers to try out jobs via internships or job trials
- Recognise employers who treat older workers well
- Promote intergenerational workplace harmony

2.10.3. European Union and UK

The European Foundation for the Improvement of Living and Working Conditions identifies good practices in how to recruit, train, develop mature-aged workers, as well as how to set up flexible working practices and transition to retirement.

The CIPD supports the call for United Kingdom employers to hire one million extra workers over 50 years of age, and encourages employers in the UK and beyond to adopt more inclusive recruitment practices to address the challenges of an ageing workforce. In 2016 the CIPD commissioned a policy research and published clear policy frameworks and initiatives in which offer to support older workers in the Czech Republic, Denmark, France, Germany and the UK. Generally, in Europe, keeping older workers healthy and productive is a key goal of European labour policy.

As far back as 1978 in Sweden, national policy gave parents with children of pre-primary age the right to work shorter hours; part-time work is a legal right in Germany for employees of companies with 15 or more workers; In 2001 Japanese law made firms take at least one family friendly measure; and in the UK, the law grants parents with under-age children the right to request flexible working hours.

Statistics Norway has made three alternative national population projections up until 2100, with one alternative associating high national growth with high life expectancy and high immigration and high fertility. The proportion of the Norwegian population aged 65 and over is projected to increase from around 30% of the population aged 20-64 in 2011 to around 60% by 2050. The average effective labour force exit ages for men (64.2) and women (64.3) are above the OECD averages (63.9 and 62.8 years, respectively). Finally, the average level of educational attainment among "seniors" (the usual expression for older workers in Norway) is high compared with the OECD average: 27.3% of the age group 55-64 had tertiary-level education in 2010 compared with 22.9% for the OECD area.

In Europe, Eurofound, the European Foundation for the Improvement of Living and Working Conditions conducts major surveys on the ageing workforce. Eurofound joined three other EU agencies in looking at age-friendly work in Europe, the policy challenges associated with the ageing workforce and innovative solutions. It has a long history of expertise in issues facing the ageing workforce.

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A number of surveys have been ongoing since 2006 in several countries, guiding them into action through workplace initiatives.

In the UK, the University of Newcastle has set up the Institute for Ageing, in a commitment to combine academic excellence with real world impact on the complex issue of ageing, including workforce issues.

Many organisations in these countries have used these research findings and action frameworks to bring about changes in workplace design and health promotion for the benefit of workers and the organisation, as well as commission workplace-based research into the effectiveness and outcomes of initiatives on productivity, commitment and wellbeing.

Case Study

In Canada, as far back as 1998, a national framework on ageing outlined the following pillars for action: health, wellness and security; continuous learning, work and participation in society; and supporting and caring in the community.

Research since the 1990s has focused on labour market participation, job performance, working conditions and work preferences of older workers in the policy context of Europe's changing demographic profile. Work has also centred on public support and company- level initiatives fostering older workers' employment. It has also looked specifically at older women workers, highlighting the increasing employment rates for this group and their increasing proportion of the workforce, especially in the 55–64 age group.

Case Study NATIONAL PENSIONS REFORM AND AGEING WORKFORCE IMPACT

In 2010–11, in line with the recommendations of the OECD, Norway implemented a pension reform establishing flexible retirement between the ages of 62 and 75. The pension benefit is actuarially calculated, with life expectancy adjustment an explicit element. Pension and work income can be combined without any financial restrictions, and employment income for retirees generates additional pension rights.

Use of the life-expectancy adjustment can be seen as a substitute for an increase in the statutory pension age. Nearly 57,000 persons aged 62 – 66 received an old age pension by the end of 2012, and 65% of them combined the old age pension with work.

In 2009, a French law on the funding of social security required companies with more than 50 employees to negotiate a company agreement for the promotion of employment of older workers. Six key priorities were defined by the government (1) (focused on recruitment, career management, working conditions, skills development and transfer of knowledge), each of which was expected to be taken up by organisations within their strategic frameworks.



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3. Chapter 3: The National context of the Ageing Workforce in Mauritius

The term 'ageing' does not have a universal definition. In different countries, ageing is defined differently. The United Nations considers age 60 years as the threshold of old age. In the United States of America, someone aged 65 years and above is called elderly. In Mauritius, the official age of retirement has recently been changed from 60 to 65 years. For statistical and comparative purposes, the elderly is taken to be those aged 60 years and above in this report. For the purpose of clarity, the facts and figures documented refer to the Republic of Mauritius, except where particular differences are highlighted regarding the island of Rodrigues.

3.1. Changing demographic trends

After a decade of almost continuous slowdown, global productivity is beginning to recover according to the latest release of annual productivity growth in 2017 to 4.3 percent in 2018.

3.1.1. Declining fertility and increasing life expectancy

The very rapid population growth of Mauritius during the 1960s which alarmed social scientists of that time (Meade, 1961; Titmuss and Abel-Smith, 1968) who clearly pointed at the disastrous consequences of very fast population growth on a small island without many natural resources, has witnessed unprecedented changes over the last few decades. Mauritius has experienced a most remarkable decline in fertility down to an almost European level (Proceedings of a task force meeting held under the UNFPA sponsored project "Population and Sustainable Development: Mauritius" at IIASA, Laxenburg, Austria, 3-5 September 1990).

The total fertility rate, which is an indication of the average number of babies born to a woman during her childbearing period, has maintained a general decreasing trend after 1992 until 2013. Compared to 1992, the average number of children born to a woman dropped by nearly one child to reach a total fertility rate of 1.4 from 2013 to 2017 (figure 1), which is below the level required for replacement of the population in the long run (around 2.1 births per woman, on average).

Figure 1: Total Fertility Rate, Republic of Mauritius, 1984 – 2017



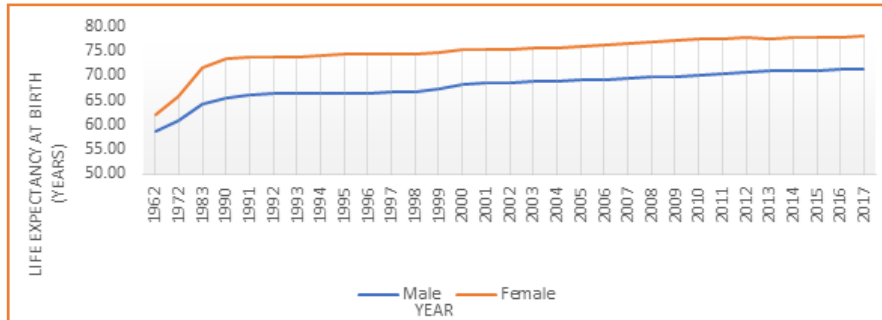
Source: Statistics Mauritius

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Life expectancy at birth which was 59 years for males and 62 years for females in 1962, has reached 71 years and 78 years respectively in 2017 (figure 2).

Figure 2: Life Expectancy at birth, Republic of Mauritius, 1962 – 2017



Source: Statistics Mauritius

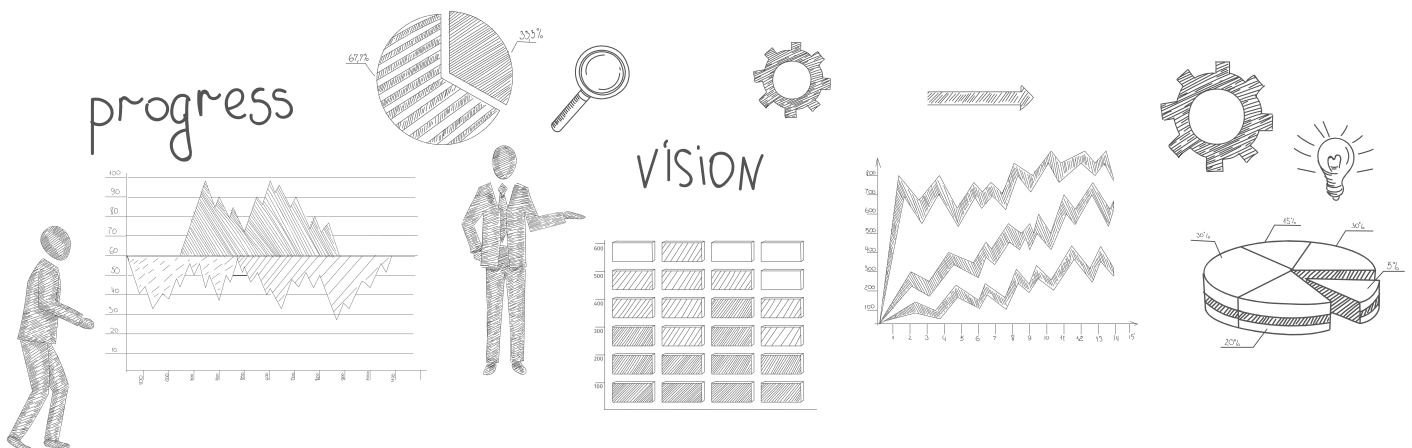
3.1.2. Declining population growth rate

Population growth in Mauritius has stagnated at a low rate of 0.1 percent in recent years (figure 3). According to "The Demographic Yearbook 2016" published by the UN, population growth rate for the Republic of Mauritius during the period 2010 to 2016 was 0.2%, lower than the estimated world's population growth rate of 1.1%. The Republic's growth rate was lower than that of Singapore (1.7), Australia (1.5), South Africa (1.5), United Kingdom (0.7) and China (0.5) but higher than Japan (-0.1).

Figure 3: Growth rate of resident population, Republic of Mauritius, 1974 – 2017



Source: Statistics Mauritius



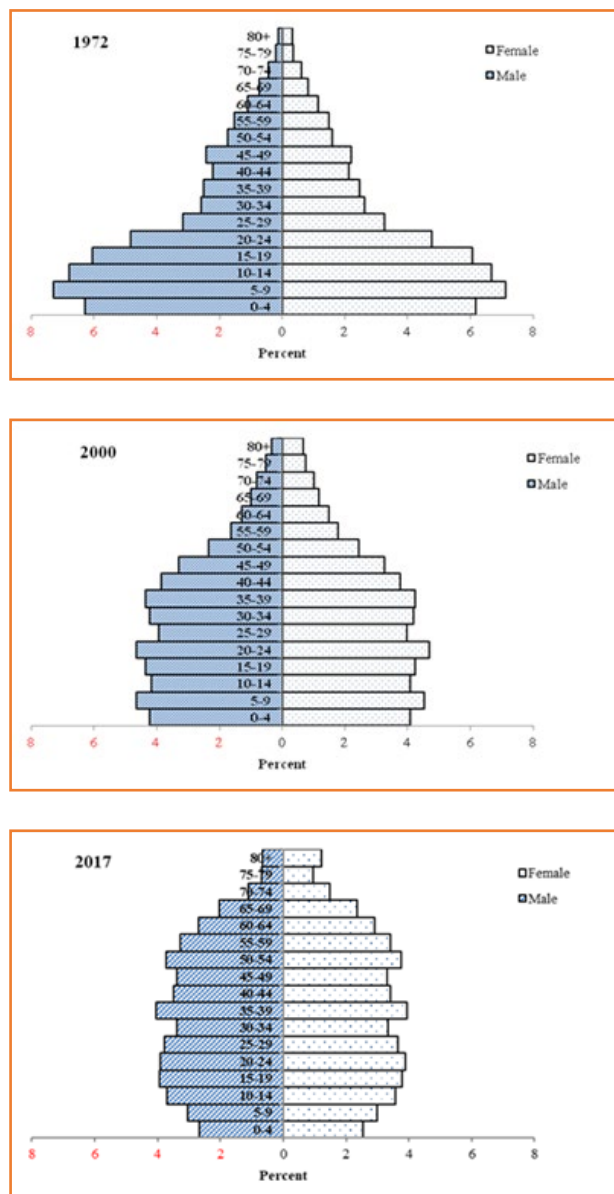
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3.1.3. Ageing population

Mauritius has been one of the countries where the demographic transition had been completed in a very short lapse of time (Population and Economics – A Case Study of Mauritius, E. Hanoomanjee, 2005). Between 1972, 2000 and 2017, the population age structure, depicted by population pyramids (figure 4), has shifted from a wide base to shrinking base and a thickening body in the middle, as a result of lowering fertility and mortality rates and higher life expectancy. This is what results in an "ageing population".

Figure 4: Population pyramids, Republic of Mauritius, 1972, 2000 & 2017



Source: Statistics Mauritius

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3.1.4. Population projection

With population growth in Mauritius stagnating at a low rate of 0.1 percent in recent years, statistical projections show that the population will decrease from 1,263,473 in 2016 to 1,170,049 in 2041 and may reach 1,003,109 in 2056 (table 1).

Table 1: Projections of the resident population by sex - Republic of Mauritius, 2016 ,2041 and 2056

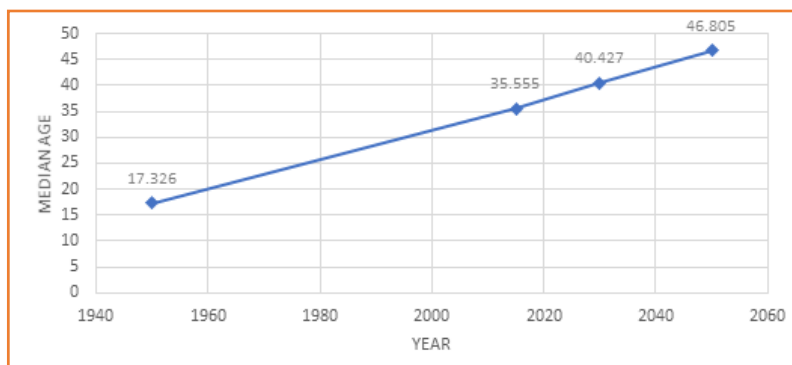
Age	2016			2041			2056		
	Male	Female	Both sexes	Male	Female	Both sexes	Male	Female	Both sexes
0-4	34388	33098	67486	23287	22549	45836	17881	17315	35196
5-9	39671	38815	78486	26311	25483	51794	19157	18562	37719
10-14	47895	46380	94275	29206	28290	57496	20821	20179	41000
15-19	49953	48270	98223	30383	29253	59636	22596	21750	44346
20-24	50014	49402	99416	29991	28433	58424	24392	23239	47631
25-29	45922	44677	90599	30269	28103	58372	25783	24253	50036
30-34	44580	44035	88615	34567	32203	66770	26982	24788	51770
35-39	50986	49478	100464	42359	39371	81730	28032	25375	53407
40-44	43122	42106	85228	44910	41993	86903	29949	26688	56637
45-49	43836	43009	86845	46158	44937	91095	34626	32046	66672
50-54	47863	48432	96295	43263	42203	85466	41538	38892	80430
55-59	40647	42079	82726	41344	42271	83615	42751	40996	83747
60-64	32860	35716	68576	44282	45932	90214	42104	42689	84793
65-69	23985	28163	52148	34043	37062	71105	36646	38142	74788
70-74	13170	17462	30632	29393	34021	63414	30571	34988	65559
75-79	8376	12096	20472	24593	32218	56811	26022	32741	58763
80+	7938	15049	22987	23042	38326	61368	26517	44098	70615
All ages	625206	638267	1263473	577401	592648	1170049	496368	506741	1003109

Source: Statistics Mauritius

Based on current projections:

- The proportion of the population aged over 60 years could rise from around 15 per cent in 2016 to 35 per cent by 2056;
- The proportion of the population aged between 0 and 14 years is expected to decline from around 19 per cent in 2016 to 11 per cent by 2056
- In the Island of Rodrigues, it is predicted that approximately 25 per cent of the population will be 60 and over by 2056
- The median age¹ of the population is expected to rise from 35.6 years in 2015 to 40.4 in 2030 and 46.8 in 2050 (figure 5).

Figure 5: Median age of population (years)- Mauritius



Source: Profile of Ageing 2017, UN Department of Economic and Social Affairs, Population Division

¹ The median age of a population is the age that divides a population into two groups of the same size, such that half the total population is younger than this age, and the other half older.

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According to Coulmas (2007), three different types of society based on the proportion of elderly, can be identified: (i) an ageing society, in which 7-14 percent of the population are 65 years or older; (ii) an aged society: in which 14-21 percent of the population are 65 years or older and (iii) a hyper-aged society (such as Japan currently, the "oldest country in the world"), in which 21 percent or more of the population are 65 years or older. According to this classification it is estimated that Mauritius will be a hyper-aged society over the next couple of decades (Observatory of the Ageing, 2014).

Faced with an ageing population, the productivity and economic success of Mauritius will be increasingly tied to that of older workers. Promoting employment opportunities for an ageing workforce requires new thinking at organizational, sectoral and national levels. The aim behind achieving the Second Economic Miracle and Vision 2030 is to put Mauritius into the league of high-income economies. Therefore, any future medium or long-term strategy with regard to the management of the Mauritian labour force will have to consider the pertinent issues of ageing as well as the trends in the Mauritian population (HRDC, 2012).

3.1.5. Increasing dependency ratio

A popular statistic used to draw attention to the economic burden represented by the elderly is the total dependency ratio. The total dependency ratio is defined as the ratio of the number of children and young people under age 20 plus the number of persons aged 65 years or over, to the number of persons aged 20 to 64 years, which is the age range commonly identified as the traditional working ages. The ratio provides an indication of how many dependents need to be supported by each person of working age, on average.

The dependency ratio (table 2) has increased from 9.9 in 1980 to 11.5 in 2015 and expected to rise to 25.2 in 2050 (an increase of approximately 120 %).

Official estimates highlight that in 2011, there were 5 persons of working age (15-59 years) for each old person (aged 60 years and over). This pensioner-support ratio will fall gradually to 3 in 2031 and 2 in 2051. Such a declining ratio will put a heavier economic load on a relatively smaller base of people of working age (2011 Housing and Population Census, Statistics Mauritius).

Table 2: Dependency ratios (dependents per 100 non-dependents)

	1980	2015	2030	2050
Child + old-age (ages 0-19 and 65+ / ages 20-64)	102.5	58.4	62.9	75.6
Old-age (ages 65+ / ages 20-64)	7.4	15.8	29.0	41.8
Prospective old-age (ages X+ / ages 20-X, where X = the age at which remaining life expectancy is 15 years)	9.9	11.5	18.9	25.2

Source: Profile of Ageing 2017, UN Department of Economic and Social Affairs, Population Division

3.2. Ageing and the Mauritian workforce

While population figures are a useful way to have a view of the shifts in the population structure, a somewhat more detailed analysis is needed to bring into focus the issues that our economy and society will face in the decades ahead and to identify appropriate countermeasures. Nickell (1984) notes that industrial employment has proven notoriously difficult to model as it is related to numerous factors such as rapid technological development, consumers patterns, difficulties faced by employers to forecast growth, industrial structure, changes in the level of economic activity, government programmes and policies etc. As such, the phenomenon of ageing in the workforce is not something that lends itself easily to interpretation via a few graphs and charts. Nevertheless, it is necessary at least to illuminate certain accessible facts and bring these together to form an integrated and holistic picture that maps as closely as possible the contours of such a complex phenomenon.

For this we will use the tables and figures below, a compilation of key demographic indicators, both past, present and future, drawn from statistics available at Statistics Mauritius, Ministry of Health and the Ministry of Labour. From these data we can identify some key trends, which in turn indicate where new paradigms and actions are required.

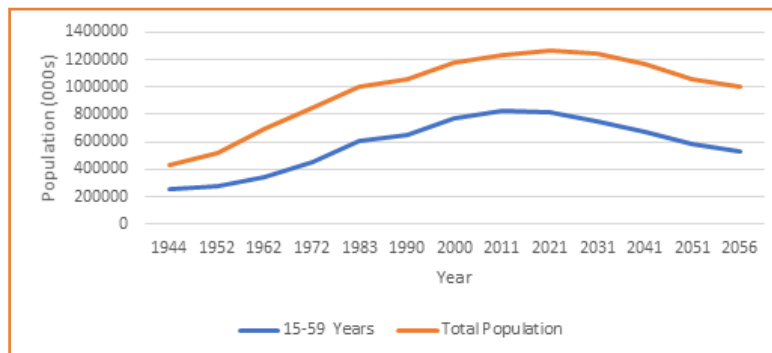
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3.2.1. The working age population size

The size of the population between 15 and 59 years^[2] of age at a given time gives the maximum theoretical size of the labour force. Figure 6 shows the growth of the working age population in comparison to the total population of Mauritius during the period 1944 to 2056^[3]. Both show fairly similar trends. The decrease in the population and the working age population as from year 2021 is evident in the graph. This decrease has important implications for the size of the working age population.

Figure 6: Trends in Mauritius's total population and population between 15 and 59 years of age, 1944- 2056



Source: Statistics Mauritius

3.2.2. The Economically Active Population

The economically active population or the labour force is made up of those people who are available for work. The labour force includes individuals who are employed as well as those that are unemployed and looking for a job. Unemployed persons who are not searching for a job, students and retirees are not considered to be part of the economically active population.

Table 3: Mauritian Labour force by sex; 2000- 2015

Year	Mauritian	Male	Female
2000	514.4	341.3	173.1
2005	528.6	340	188.6
2010	551.9	344.1	207.8
2015	584.6	353.3	231.3

Source: Statistics Mauritius

Table 3 presents the size of the Mauritius' labour force by sex. The table indicates that the labour force size has been growing, something consistent with the increasing size of the working population. The economically active males outnumber the economically active females, although the share of females in the total labour force shows an increasing trend.

Table 4: Labour force by age group; 2000

Age group	Male	Female	Both sexes
15- 24	67,288	37,890	105,178
25-39	142,310	73,111	215,421
40-59	121,816	58,196	180,012
60+	8,144	3,375	11,519

Source: Statistics Mauritius, Census 2000

The age structure of the labour force is presented in table 4 and 5 respectively for 2000, 2005, 2010 and 2015. Considering the figures of labour force participation in different age groups over time, it is clear that organisations will have to manage a greater pool of workers aged between 45 and 59, as well as prepare for post-retirement workers, aged sixty and above, but in what way this challenge will be taken up now deserves priority attention at all levels.

² The minimum legal age for working is 16 years in Mauritius (THE LABOUR (AMENDMENT) ACT 2006).

³ Projected figures are used for the year 2021- 2056 based on Statistics Mauritius estimates

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Table 5: Labour force by age group ;2005,2010 and 2015

Age group	2005			2010			2015		
	Male	Female	Both sexes	Male	Female	Both sexes	Male	Female	Both sexes
16-24	50,300	32,600	82,900	41,600	31,100	72,700	45,900	34,600	80,500
25-39	134,100	81,600	215,700	128,700	84,000	212,700	122,900	90,700	213,600
40-59	145,500	70,300	215,800	157,900	85,100	243,000	159,200	94,200	253,400
60+	10,100	4,100	14,200	15,900	7,600	23,500	25,300	11,800	37,100

Source: Statistics Mauritius, Census 2000

3.2.3. Inactive population

It is also of interest and policy value to examine the makeup of Mauritius's inactive population⁴ as this represents an untapped workforce reserve. Table 6 and 7 present a break-down for the period 2011-2016, of the male and female inactive population by principal reasons of inactivity. Not surprisingly, inactive women greatly outnumber inactive men in Mauritius. Amongst males, the top reason for economic inactivity was studies- over 61 percent of the inactive males were students in 2016. The second most frequent reason, accounting for 24 percent of the male inactive population in 2016 was sickness or disability.

The overwhelming majority- almost 63 percent – of the economically inactive women in Mauritius in 2016 were homemakers. As compared to the figures for men, significantly smaller shares of women were inactive for reasons of sickness or disability.

Table 6: Population over 16 years not economically active by reasons of inactivity ;2011-2016 (%)

Reasons of inactivity	2011	2012	2013	2014	2015	2016
Homemakers	45.6	45.2	43.7	46.7	45.6	46.5
Retired/Elderly	2.3	1.7	1.4	1	1.4	1
Students	31.5	32.3	33.5	33.3	34.5	32.8
Sick/Disabled	11.3	12	12.5	11.2	12.1	12.2
Other	9.3	8.8	8.9	7.8	6.4	7.5
Total	100	100	100	100	100	100

Source: Statistics Mauritius, Continuous Multi-Purpose Household survey (CMPHS)

Table 7: Population over 16 years not economically active by reasons of inactivity and sex ;2011-2016 (%)

Reasons of inactivity	2011		2012		2013		2014		2015		2016	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Homemakers	0.3	61	0.6	60.5	0.6	58.8	0.6	62.9	0.5	61.9	0.5	62.8
Retired/Elderly	4.8	1.5	3.1	1.2	2.2	1.1	2.7	0.4	2.7	0.9	1.5	0.9
Students	61.6	21.2	61.2	22.4	62.1	23.5	61	23.6	62.4	24.4	61.6	22.5
Sick/Disabled	21	8	23.5	8.1	24.4	8.3	24.2	6.7	24.4	7.7	24.1	8
Other	12.3	8.3	11.6	7.8	10.7	8.3	11.5	6.4	10	5.1	12.3	5.8
Total	100	100	100	100	100	100	100	100	100	100	100	100

Source: Statistics Mauritius, Continuous Multi-Purpose Household survey (CMPHS)

⁴ Inactive population includes all Mauritians aged 16+, not forming part of the labour force for reasons such as attendance at educational institutions, engagement in household duties, retirement, old age and infirmity/disablement

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3.2.4. Unemployment

Besides the inactive population, the number of unemployed persons is an important aspect which should be considered since it also represents untapped workforce. The unemployment rate has decreased from 8.5 percent in 2007 to 7.1 percent in 2017 (table 8). Although the rate of female unemployment declined over the decade 2007- 2017, yet female unemployment remains much higher than male unemployment in Mauritius.

Table 8: Unemployment rate by sex (%);2007-2017

Year	Unemployment rate (%)		
	Male	Female	Both sexes
2007	5.2	14.4	8.5
2008	4	12.6	7.2
2009	4.3	12.3	7.3
2010	4.5	12.9	7.6
2011	5	12.4	7.8
2012	5.2	12.7	8
2013	5.3	12.2	8
2014	5.5	11.4	7.8
2015	5.5	11.6	7.9
2016	4.8	11.2	7.3
2017	4.8	10.7	7.1

Source: Statistics Mauritius

Table 9: Unemployment rate (%) by sex and age group

Age (years)	Male			Female			Both sexes		
	2005	2015	2017	2005	2015	2017	2005	2015	2017
16 – 24	20.7	21.6	19.5	34.4	32.7	31.9	26.1	26.3	24.9
25 – 29	8.2	8.6	8.8	18	16.3	12.5	11.9	12.1	10.4
30 – 39	2.5	3.5	3.6	16.3	10.4	10.3	7.7	6.3	6.4
40 – 49	2	1.8	1.5	10.3	5.8	5.4	4.8	3.4	3
50 & over	1.8	1.9	0.9	4.5	2.5	1.2	2.6	2.1	1

Source: Statistics Mauritius

Unemployment is most prominent among the youth aged 16 to 24 followed by the age group 25 to 29 (table 9). In both groups of young people, unemployment is higher among women.

Table 10: Composition of Total Mauritian Labour Force by educational attainment, 2011-2016 (%)

	2011	2012	2013	2014	2015	2016
Educational attainment						
Primary	33.2	32.8	32.4	30.3	28.7	27.8
Below CPE	21.4	22.1	21.5	20.4	19.5	19
Passed CPE	11.8	10.7	10.9	9.9	9.2	8.8
Secondary	49.7	50.3	48.9	49.9	50.7	50.8
Form I - V but not passed SC	25.2	26.5	25.8	26.4	26.3	26.9
Passed SC	16.1	15.5	15	14.6	15.3	15.2
Passed HSC	8.4	8.2	8.2	8.9	9.2	8.7
Tertiary	17.1	16.9	18.7	19.8	20.6	21.4

Source: Statistics Mauritius

3.2.5. Educational levels

Besides the quantity of available labour, its quality and education level are an important aspect of labour supply. Table 10 shows the break-down of Mauritius labour force for the period 2011- 2016. As much as 27.8 percent of the labour force had not been educated beyond the primary level in 2016. About 50.8 percent had completed secondary education in 2016, out of which 26.9 percent had not passed the School Certificate examination.

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An important component which should also be considered while examining the quality of the labour supply is the identification of educated population groups that make up the untapped labour potential. Currently, Mauritius possesses a large pool of educated women who currently do not participate in the labour market 2015 (IMF Article IV Consultation—Press Release; Staff Report; and Statement by the Executive Director for Mauritius, 2015).

3.2.6. Employment over 60 years

The number of persons who are still in employment after age 60 has increased from 11,232 in 2000 to 21,661 in 2011 according to official estimates. Irrespective of sex, the majority of those still working after age 60 are in the 60- 64 age group; 48 % in 2000 and 65% in 2011. It is interesting to note that the number of self-employed above the age of 60 has improved from 5,431 in 2000 to 8,237 in 2011 (table 11). Policies aimed only at increasing employment in formal establishments may be restrictive and fail to tap into a productivity capacity and reserve.

Table 11: Employed population 60 years of age and over by employment status and sex

Census Year	Country, Island, Age (in years) and Sex	Total	Employment status							
			Self-employed		Employee			Unpaid family worker	Member of producers' co-op	Other & not stated
			With employees	Without employees	Paid by the month	Paid by day, week, fortnight, job	Apprentice			
2000	Both sexes	11 232	1625	3716	4051	1458	3	286	14	79
	Male	7947	1419	3104	2493	775	2	111	10	33
	Female	3285	206	612	1558	683	1	175	4	46
2011	Both sexes	21 661	2188	6049	10261	2482	7	550	17	107
	Male	15277	1824	4617	7315	1296	3	149	10	63
	Female	6384	364	1432	2946	1186	4	401	7	44

Source: Statistics Mauritius

3.3. Preparedness for the future

The bulk of the labour force will, in less than ten years, be in retirement or phasing into retirement. Given the decline in fertility rates in the last 15 years, it may be advanced that the economic development of Mauritius is going to depend on an older, rather than young, population, at least over the next few decades. If the experience of industrialised countries is anything to go by, even policies to improve fertility rates over the long term do not erase the fact of large numbers of ageing or aged individuals in the population, whether they are active or inactive, dependent or dependable are a social and economic reality.

As has been seen in reports, population ageing has occurred in different times in different countries, with some already facing significant demographic shifts and others, like Mauritius, only beginning to feel the necessity for a smooth and effective transition. It may be of use to watch some countries confront the issues and to examine some policy measures in the process of identifying the policy issues we in Mauritius and Rodrigues will face as our workforce grows more and more old.

In countries such as France, Canada, Germany, Australia and the UK (for Mauritius, effective retirement age figures were not available) there has been a trend over the past forty years toward early retirement, despite increased longevity (Anderson & Sotir Hussey, 2000). Clearly, if retirement age trends could be reversed, with fewer people exiting professional life, the effects of an ageing workforce might be reduced. As already explained in earlier sections of this report, fewer potential workers is a characteristic of an ageing workforce, a trend that will continue for all these countries over the next sixty years, due to low fertility rates. One way to alleviate this decreasing pool of labour is, precisely, to increase it by improving the labour force participation of the elderly as well as other groups considered as having similar potential, such as women.

Several factors indicate that population ageing and workforce ageing related issues could be manageable from a public policy perspective. Expanding the range and quality of employment opportunities available to older workers has been seen to be an important policy theme, as has been experienced by countries such as Japan and the USA.

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Government's ultimate aim is to shape a second socio-economic miracle in the interest of all citizens by including social integration, democracy strengthening and the independent functioning of institutions. For this to happen within the reality of an ageing population, relevant and appropriate policy decisions will have to take on board the very real fact that the country will very soon have an increasing number of older people to help make this miracle happen, irrespective of any other reforms in other areas. In short, the country is, and will continue to face a profound change in population structure itself. The question is, can our economic vision be realized with this type of population structure?

3.4. Structural changes in the economy and the workforce

The structural changes in the economy whereby a significant number of "new" sectors are now appearing to support the Vision 2030 may also point to specific challenges when addressing the barriers to working longer.

The economic growth and success of Mauritius is currently hinged on the development of an increasingly diversified economy, with several new sectors presently depending on "young", flexible, technologically-comfortable adults and significantly owned by foreign capital with predominantly Western managerial approaches and work cultures. To take but one example of the sector which is expected to expand and to be staffed by technologically-oriented, "young" persons, the HRDC reports that current ICT sector workforce can be qualified basically as a highly skilled knowledge-intensive workforce (HRDC, 2012)

Economic sectors which are set to be the pillars of our economy over this very same period must therefore take into serious consideration the type of workforce they will require, the strategies they will have to put in place to develop and train the required workforce, and the type that they will have to contend with. The ageing of the workforce touches all sectors, traditional and of the future. Employment in the secondary and tertiary sector represent the bulk of jobs in the Mauritian economy (table 12).

Table 12: Total Employment by sex and sector, 2000- 2017

Year		Primary	Secondary	Tertiary	Total
2000					
	Male	42.9	117.1	162.5	322.5
	Female	17.3	69.9	75.2	162.4
	Both Sexes	60.2	187.0	237.7	484.9
2005					
	Male	35.2	113.3	181.1	329.6
	Female	12.2	53.4	99.5	165.1
	Both Sexes	47.4	166.7	280.6	494.7
2010					
	Male	30.6	102.5	208.7	341.8
	Female	12.3	48.3	129.3	189.9
	Both Sexes	42.9	150.8	338.0	531.7
2015					
	Male	29.6	96.1	226.7	352.4
	Female	14.1	50.6	149.5	214.2
	Both Sexes	43.7	146.7	376.2	566.6
2017					
	Male	30.0	95.3	234.1	359.4
	Female	13.4	47.9	152.8	214.1
	Both Sexes	43.4	143.2	386.9	573.5

Source: Statistics Mauritius

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In spite of the national vision to increase investment in the services sectors, representing a shift in talent and skill profile, it would appear that the current employment profile in large establishments has remained stable over the last five or six years (see table 13 below), whereas employment in the newer sectors is growing.

Table 13: Employment in large establishments by major industrial group and sex, 2012 – 2017

	2012	2013	2014	2015	2016	2017
Agriculture, forestry and fishing	13,534	12,667	12,273	11,295	10,735	10,629
<i>Of which Sugarcane</i>	7,388	7,104	6,744	6,599	6,356	6,274
Mining and quarrying	975	1,020	1,046	1,035	1,043	1,006
Manufacturing	73,909	74,253	74,390	73,378	71,473	70,620
<i>Of which Sugar</i>	1,306	1,323	1,263	1,202	1,100	1,085
<i>Food (excluding sugar)</i>	9,754	9,990	10,304	10,598	10,375	10,406
<i>Textiles and wearing apparel</i>	41,816	42,276	42,561	41,900	41,051	40,026
Electricity, gas, steam and air conditioning supply	2,373	2,384	2,323	2,275	2,331	2,469
Water supply, sewerage, waste management and remediation activities	1,920	1,916	1,904	1,966	1,903	2,073
Construction	17,215	17,194	15,348	15,257	15,038	13,992
Wholesale and retail trade; repair of motor vehicles and motorcycles	26,456	27,115	27,904	28,095	27,630	27,616
<i>Of which Wholesale and retail trade</i>	26,211	26,859	27,617	27,809	27,353	27,323
Transportation and storage	15,499	15,483	15,671	15,819	15,612	15,581
Accommodation and food service activities	25,725	26,007	26,383	26,506	27,614	27,778
Information and communication	9,824	9,902	10,165	10,671	10,621	10,568
Financial and insurance activities	11,693	12,080	12,354	12,482	12,780	12,772
<i>Of which Monetary Intermediation</i>	7,334	7,616	7,809	7,934	8,075	8,095
<i>Financial leasing and other credit granting</i>	941	916	878	838	907	890
<i>Insurance, reinsurance and pension funding</i>	2,447	2,506	2,618	2,597	2,621	2,597
Real estate activities	774	897	979	1,044	1,063	864
Professional, scientific and technical activities	7,726	8,143	8,270	8,928	9,364	9,697
Administrative and support service activities	17,290	17,716	18,295	18,230	18,571	18,220
Public administration and defence; compulsory social security	39,276	40,224	41,154	41,064	41,026	43,068
Education	25,777	25,981	26,045	26,719	26,872	26,687
Human health and social work activities	15,854	15,603	15,617	16,251	16,644	17,679
Arts, entertainment and recreation	3,915	4,082	4,164	4,163	4,080	4,101
Other service activities	1,458	1,399	1,437	1,496	1,507	1,547
Total	311,193	314,066	315,722	316,674	315,907	316,967

Source: Statistics Mauritius

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With the ageing of the workforce, the challenge is to maintain productivity as well as improve innovation levels in the older sectors, and to find and retain skills and talents in the new sectors in order to grow and maintain or achieve competitiveness. With regard to new and emerging sectors, typically technological oriented and requiring less manual or physical competencies, the challenge will be to create and develop knowledge-based employment, and technologically-centred skills, all of which will have to be strategically thought out and implemented in the context of a shrinking "young" workforce.

Table 14: Foreign workers employed in large establishments by industrial group and sex, 2015-2017

Industry	2015			2016			2017		
	Male	Female	Both sexes	Male	Female	Both sexes	Male	Female	Both sexes
Agriculture, forestry and fishing	129	2	131	48	3	51	49	3	52
Manufacturing	14,988	9,305	24,293	15,474	8,548	24,022	15,759	7,810	23,569
<i>of which food</i>	808	1,357	2,165	783	1,242	2,025	805	1,242	2,047
<i>textiles</i>	13,110	7,916	21,026	13,656	7,272	20,928	13,809	6,527	20,336
Electricity, gas, steam and air conditioning supply	3	-	3	3	-	3	3	-	3
Water Supply, sewerage, waste management and remediation activities	16	-	16	21	-	21	21	-	21
Construction	3,032	11	3,043	2,970	15	2,985	2,517	9	2,526
Wholesale and retail trade; repair of motor vehicles and motorcycles	295	43	338	268	36	304	345	44	389
Transportation and storage	130	6	136	121	4	125	111	5	116
Accommodation and food service activities	289	137	426	290	117	407	285	83	368
Information and communication	276	78	354	318	86	404	313	87	400
Financial and insurance activities	129	24	153	134	19	153	133	26	159
Real estate activities	12	5	17	11	3	14	13	2	15
Professional, scientific and technical activities	151	47	198	145	39	184	131	43	174
Administrative and support service activities	82	35	117	85	35	120	104	71	175
Public administration and defence; compulsory social security	4	-	4	27	-	27	11	1	12
Education	74	87	161	65	102	167	64	95	159
Human health and social work activities	113	91	204	107	80	187	117	88	205
Arts, entertainment and recreation	13	11	24	13	4	17	13	8	21
Other services	89	7	96	75	10	85	68	11	79
Total	19,825	9,889	29,714	20,175	9,101	29,276	20,057	8,386	28,443

Source: Statistics Mauritius

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In addition, to be globally competitive, the new skills of the future need to be nurtured, such as soft skills, more particularly in all the service sectors and the new emerging sectors. This might have implications for determining the right mix of skills and experience in an organisation's workforce, and might signal the value-added of having older workers on board for mentoring younger workers and for the transmission of certain skills such as customer service, communication, values-based working, and others.

3.4.1. Employment of foreign workers

Since 1980s, Mauritius has seen an evolution in the number of foreign workers. This trend is expected to continue in future. Foreign workers, who are also included in the total employment figure, numbered around 28,443 (20,057 males and 8,386 females) in March 2017, compared to around 29,276 (20,175 males and 9,101 females) in March 2016. These workers were mainly engaged in the manufacturing and construction sector (table 14). However, it is not clear whether increasing the portion of such employees is a sustainable solution.

Table 15 : Employment in large establishments as at March - Island of Rodrigues, 2012 – 2016

Industrial group NSIC ¹	2012	2013	2014	2015	2016
All sectors	4,527	4,264	4,047	4,089	4,193
Manufacturing	62	68	75	71	75
Construction	128	87	73	134	183
Wholesale and retail trade; repair of motor vehicles and motorcycles	104	105	104	102	110
Accommodation and food service activities	370	353	306	300	310
Public administration and defence, compulsory social security (Rodrigues Regional Assembly)	2,727	2,542	2,432	2,434	2,427
Education	407	412	403	415	441

Source: Statistics Mauritius

3.5. Rodrigues- Employment profile

The situation in Rodrigues is as follows (table 15), showing the prevalence of employment in the public sector.

3.6. Small and medium enterprises

Small and Medium Enterprises (SMEs) accounted for around 48% of total employment in 2013 compared to 46% in 2007. Out of the 264,900 persons employed in SMEs, 82 percent were in "micro" and "small" enterprise activities, spread across a number of economic sectors, displayed in table 16 below:

Table 16: Employment by size of enterprises, 2013

Industry group	Micro	Small	Medium	Total SMEs
Agriculture, forestry and fishing		26200	5400	31600
Mining and quarrying		1000	240	1240
Manufacturing	13200	10400	10655	34255
Construction	12310	15790	2940	31040
Wholesale and retail trade; repair of motor vehicles and motorcycles	51400	10300	10440	72140
Transportation and storage	16090	2910	860	19860
Accommodation and food service activities	8900	3900	2975	15775
Information and communication	2570	3330	1030	6930
Financial and insurance activities	160	340	525	1025
Real estate activities	340	260	220	820
Professional, scientific and technical activities	2200	2300	2295	6795
Administrative and support service activities	4740	4560	3030	12330
Education	2800	1300	6160	10260
Human health and social work activities	1070	1430	1050	3550
Arts, entertainment and recreation	5680	1020	750	7450
Other service activities of which household employees	7970	1430	450	9850
Total	129430	86470	49020	264920

Source: Statistics Mauritius

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Table 17: Number of persons engaged in small production units by Industry group - Island of Rodrigues, 2013

Industrial Activity	Employer	Own account worker	Employee	Contributing family worker
Total	1299	1614	2712	485
Manufacturing	332	909	393	169
Construction	342	68	1093	-
Wholesale and retail trade; repair of motor vehicles and motorcycles	203	373	392	154
Transportation and storage	137	102	297	42
Accommodation and food service activities	137	63	324	94
Professional, scientific and technical activities	10	6	36	3
Administrative and support service activities	40	23	30	10
Education	13	3	63	-
Human health and social work activities	-	-	-	-
Arts, entertainment and recreation	4	5	2	6
Other services	81	62	82	7

Source: Statistics Mauritius

We know there is a strong presence of older persons (value added at 2013) in the small and micro business sector. This would suggest areas of economic activity that would benefit from a boost in order not only to increase employment but also their contribution to the national economy. The situation is even more glaring in Rodrigues, with, aside from the public service, a very large number of individuals are engaged in informal economic activities (table 17).

Where is growth to come from, and will an ageing workforce be ready, willing and adequately skilled to meet the objectives of these growth sectors (ICT and BPO; Hospitality; Financial Services; Property Development; Agriculture; Seafood & Marine; Knowledge /Higher Education; Biomedical & Health; Logistics & Distribution; Fashion, and Light Manufacturing)? Fortunately, there is a clear acknowledgement that an overarching strategy on innovation and governance is to be worked out towards enhancing total factor productivity within the economy (Vision 2030), as well as a on developing a strategic approach to ensure shared prosperity, such as the creation of home-based employment opportunities for women and the ageing population by offering, for instance, information technology-enabled services (ITES) such as knowledge process outsourcing within the ICT sector.

Although implementation is quite a different matter, the stated commitment of Government to ensure Mauritians have access to affordable and quality healthcare and housing, and avenues to pursue their interest in arts, culture and sports, also work in this direction. This commitment represents a real opportunity for initiatives and investments to occur such that older people come centre-stage in the Republic's agenda for the future. These are important public-policy choices, to be sure. But companies too can play an important role, by creating environments where seniors continue to work and developing more products and services that increase the quality of everyone's lives and engagement with the world. Through a strategy for lifelong learning and vocational rehabilitation, irrespective of age, the workforce of Mauritius will in effect transition to a highly talented, knowledgeable and

productive one. In addition, by implementing mentoring and cross-generational programmes, the entire organisation benefits from improved communications and a positive organizational culture and climate. Workplace-based healthcare and health promotion programmes raise awareness and improve level of health and functional capacity of everyone, ultimately also benefitting the public healthcare system.

3.7. Health conditions

Linked to the above is a necessary consideration of the health condition of citizens of Mauritius. Health is a key determinant of workforce participation of older persons. As explained in the previous chapter, no discussion of, or action about, the ageing workforce may be possible without facing the healthcare (and generally, Care) environment. Prevention of chronic diseases and disability among older citizens is a long-term investment with returns in the form of active living, productive employment well into old age, and independent lifestyles. It also helps society benefit from inter-generational harmony, micro and small business expansion, and enhanced social and voluntary activity.

Considering the state of health of citizens in the Republic (see Table 18), the extremely high proportion of persons with chronic and other diseases as from ages 40 in both sexes augur little good in terms of potential for great productive and functional activity in later life, suggesting that a large proportion of the population over sixty will have little chance of participating adequately in the workforce due to their poor health condition.

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Table 18: Principal causes of death (2017); Ministry of Health

	Under 1 year	1 - 4 years	5 - 12 years	13 - 19 years	20 - 39 years	40 - 59 years	60 years & over	Under 1 year	1 - 4 years	5 - 12 years	13 - 19 years	20 - 39 years	40 - 59 years	60 years & over	Total
Certain infectious & parasitic diseases		1	1		38	79	41		3			16	19	41	239
Neoplasms		1	3	4	19	164	464	1	1		2	34	214	464	1371
Diseases of the blood	1	1			3	8	17	3		1	3	3	6	14	71
Endocrine, nutritional & metabolic diseases	1	1	1		15	312	886					18	178	954	2366
Mental & behavioral disorders			4	4	23	40	21					2	3	2	95
Diseases of the nervous system		3	1	3	18	28	29	1	1	2	1	11	8	31	137
Diseases of the circulatory system			1		64	437	1212			1		35	176	1280	3206
Diseases of the respiratory system	2	5	1	1	25	98	470	3	4	1	2	10	33	377	1032
Diseases of the digestive system	1				19	98	114					4	23	91	350
Diseases of the skin & subcutaneous tissue					1	2	26						3	28	60
Diseases of the musculoskeletal system			1		1	2	1					3	6	9	23
Diseases of the genitourinary system						17	73					1	13	54	158
Pregnancy, childbirth & the puerperium											1	8	1		10
Certain conditions originating in the perinatal period	57							36							93
Congenital malformations etc	24		1	1	1	1		14	1	1		1		1	44
Symptoms, signs & abnormal clinical & laboratory findings, not elsewhere classified	1			1	6	12	44				1	2	3	58	128
Injury, poisoning & certain other consequences of external causes	2	5	1	27	134	137	89	1	1	3	11	36	29	55	531
Total	89	17	11	41	366	1435	3487	59	11	9	21	184	715	3469	9914

Source: Statistics Mauritius



**CHAPTER 4
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4. Chapter 4: Findings from consultations and surveys

Within the modest goals of this study, the conjecture of interest is that a number of issues of pertinence to the ageing workforce phenomenon have been brought to light under the roof of one study. The evidence from all our sources are taken together with international evidences, to produce a holistic, unified description of the situation, in an insightful, interesting and useful fashion.

The study revealed a fair amount of data, part of which was quantified and is presented in charts or tables. Data collected through focus groups with key stakeholder groups was qualitative in nature and was analysed using the indexing method, which yielded a number of key themes or categories. These stakeholder groups were: human resource managers; trade unions; youth organisations; and NGOs involved with elder issues. The focus groups were highly instrumental in tracing the parameters of the research question and in establishing a clear focus for the data collection proper.

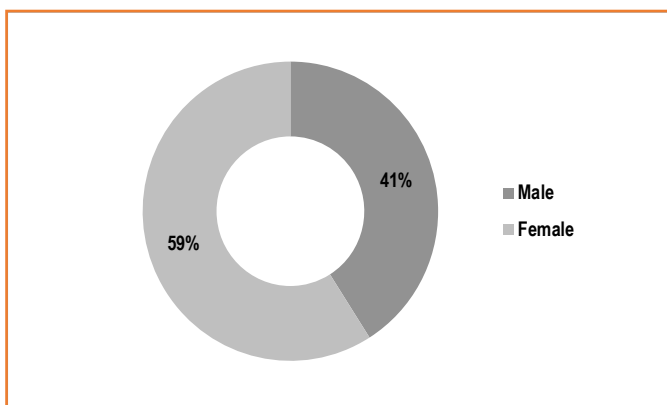
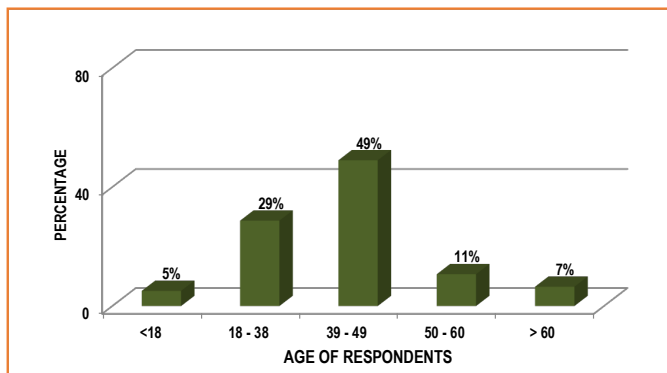
A survey was also carried out specifically with human resource managers, and the data was predominantly quantitative.

Data was also collected from 1000 lay citizens from the following collection points in Mauritius (43 percent from urban areas and 57 percent from rural areas), listed below.

- Albion
- Bambous
- Belle-Rose
- Camp-Levieux
- Cassis
- Chamouny
- Coin de Mire
- Curepipe
- Ebene
- Flic en Flac
- Fond du Sac
- Goodlands
- Grand Baie
- Grand Gaube
- Hermitage
- L'Avenir
- La Tour Koenig
- Mahebourg
- Phoenix
- Plaine-Verte
- Pointe-aux-Cannoniers
- Pointe-aux-Sables
- Port Louis
- Port-Mathurin (Rodrigues)
- Poudre D'or
- Quatre-Bornes
- Reduit
- Roche Brunes
- Rose Belle
- Rose Hill
- SSR Airport
- Stanley
- Trou aux Biches
- Vacoas

After organising and sifting the qualitative responses from the various consultations held, the following themes emerged. Some of the data echoed that from the survey, which some did not.

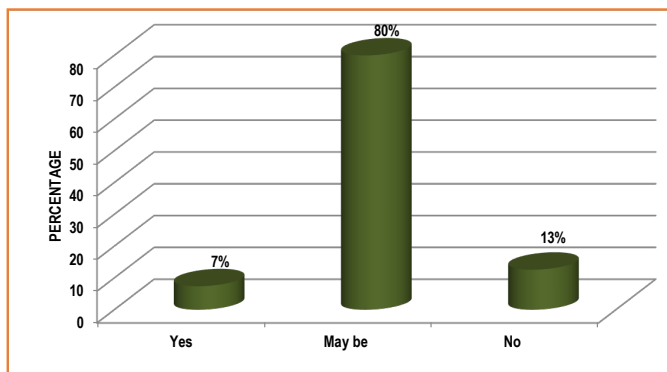
Figure 7: Demographic profile of respondents (survey)



Source: Survey Results with Citizens

4.1. Theme 1: The desired outcome within an ageing workforce

Figure 8: Desired outcome of an ageing workforce



Source: Survey Results with Citizens

4.1.1. Mentors, guides, advisors

Participants in the focus groups expressed a unanimous vision of the older worker group as being a valuable resource in terms of transferring their wisdom, values and knowledge in roles such as mentors, guides, advisors, and consultants, even as part-time staff

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or senior interns. Some participants mentioned that with such a role in place across industries and in the public sector, the country would be able to retain key knowledge and valuable adding-value perspectives.

Some verbatim comments from survey with citizens:

- *Greatest asset of the elderly people is that they bring experience; youth can learn from them*
- *These people promote the growth of the company in terms of the experience they have undergone as well as their knowledge*
- *They can act as mentors to share their experience and skills*
- *In some companies the elderly can share their experience/ skills to the new fresh blood*
- *In terms of experience and they can train the youngsters in decision making*
- *They can act as guides for the young generation*
- *The experience acquired by the elderly people is in itself a valuable and productive resource.*
- *We cannot deny the input of the elderly in our economy. They have the experience, knowledge and removing them from the system means their expertise would be lost*
- *We should use the experience of elderly persons and tap on technologies to bring development*
- *They can provide training and experience for the young professionals*
- *Ils travaillent durs, sont responsables, ponctuels contrairement à la jeune génération qui ont plus de mal à suivre les règles. Ils peuvent former la nouvelle génération*
- *They have experience and knowledge dealing with difficult situations*
- *They can act as trainer or coach. They are the role models*
- *Some are the pillars within a company*
- *The elderly person is more experienced than the youngsters; with this, their ability to create and innovate are more powerful than the youngsters.*
- *They can provide mentoring to younger employees*
- *Many elderly workers are farmers and still have the energy and passion to work*
- *The elderly person is more responsible than the youngsters and their experience is an advantage for the company and the country*
- *They are well qualified: have degrees, masters and even PHDs; so why not.*
- *The competitive edge of elderly workers is their experience and they should know how to market it*
- *I know some companies who continue to employ their retired staff on a contract basis as consultants/ trainers to tap on their experience/ knowledge.*

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4.1.2. Useful in situations of labour shortage

Another shared view was that they represented a pool of labour that could be tapped if there was a need, for instance in some sectors of the economy facing labour shortage, and so it would be advisable to know if older persons were willing to remain in or come back to the productive workforce. What was also envisioned was a situation where older workers accepted to work shorter hours, and also therefore less remuneration, which could represent an economic benefit to employers. Several participants mentioned this as a key opportunity arising from the ageing workforce situation, provided the system was regulated to prevent exploitation of older workers.

Also, on the subject of opportunity arising out of the challenge was the idea that this was an opportune moment to rethink all of the talent management approaches and practices. Indeed, it was felt widely that concentrating only on "solving" the ageing workforce issue was a limited way of thinking, and that a more strategic perspective was now needed to address the entire question of skills and competencies that will be needed in the imminent and inevitable knowledge and technology-based working environment.



Some verbatim comments from survey with citizens:

- *Some companies hire elder workers where skills are scarce*
- *It depends on the work. Some companies want to maximise profits and will always look for short-cuts. Elderly people are short-cuts as they already know what is good and wrong and can do the job.*
- *More and more companies are employing elderly people as they are a source of cheap labour, willing to work at a lower salary than the youth*
- *Companies like security agencies or cleaning companies will be ready to employ elderly workers as the youth will not want to do those work*
- *Some companies tend to employ older persons for their experience and know-how about dealing with customers*
- *Employment on contract in certain fields*
- *For peak seasons/ seasonal work*
- *In diplomatic fields, their personality helps*
- *We have graduates with no experience in certain fields, employing the elderly workforce can be a good advantage*
- *Someone who has 20 years of experience in a specific field will be better than someone who's got an MBA with only 2 years of experience.*

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4.1.3. Adapted work and working environment

There was consensus on the idea that, in order to encourage or entice older workers to retire later or to return after retirement, the working environment, work culture and type of job would be characterised by a compassionate, caring and adapted human resource management:

- Flexible schedules, work from home, short hours
- Regular health assessment, and even health facilities at the workplace itself and a healthy-food cafeteria.
- Health and keep
- fit programme for all
- Job tasks with reduced muscular demands
- Proper ergonomics at the workstation
- Stress management, sports and leisure activities, avoiding overwork
- Continuous training and occupational rehabilitation when necessary



Some verbatim comments from survey with citizens:

- *Flexibility with which companies enable old workers to continue working at the same time putting in place support for employers*
- *Can make them work on call from home itself*
- *Flexible working time to better suit work preferences among elderly*
- *Give them part time jobs and measures to retain pensions*
- *Promote more flexible work organisations*
- *Part time jobs associated with good security*
- *Flexibility in job design to be a norm*
- *Shorter working hours*
- *No overtime*
- *We could reduce their working hours so that young people can fill the missing hours*
- *No risky jobs*
- *Work less; only during week-days*
- *Flexitime; work from home*
- *No shift work for elderly workers*
- *Better facilities to support the elderly persons*
- *Ensure positive surroundings*
- *Create a good working and supportive environment*
- *Make work arrangement for them in terms of flexibility due to their age*
- *Half day on Fridays for older workers*

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This question was also considered to represent an opportunity for talent management, human resource management and the development of a strategic approach toward workplace and job designs that would be considered attractive to all workers, be they millennials, older workers, those with family responsibilities, and so on.

Some verbatim comments from survey with citizens:

- Relaxing space for workers
- A positive approach towards the elderly people and not underestimate them
- Improving health insurance
- Design age -friendly workplace
- Safety and health protection policies
- Health facilities; regular medical check-up
- Continuous training to match the new technology and change
- Learning programme to keep them up to date with global changes
- Des lois pour ceux qui pratiquent des travaux physiques e.g ceux qui travaillent sur les chantiers
- Facilities to those doing physical job e.g construction site
- Free healthy food
- Nutritionist follow up
- Elders should be trained in stress management since stress can affect their overall health.
- More breaks and shorter working hours
- Regular talks on security at work
- New regulations: Ageing Employees Act
- Provide proper tools and equipment for safety of elders
- Review equipment by considering capabilities of an ageing workforce
- Provide machines and new facilities in connection with modern way of work
- Changing workplace ergonomics

4.1.4. Intergenerational solidarity and understanding

- Proper tone and language in communication and respectful attitude amongst all staff.
- The right example to be given by the leaders.
- Training to be provided to the young leaders in dealing appropriately with a multi-generational workforce.

Some verbatim comments from survey with citizens:

- Develop a happy atmosphere with good values and culture between the young and old employees
- Education on human values so that youngsters can respect them

4.2. Theme 2: The challenges and constraints posed by an ageing workforce

Figure 9: Is the ageing workforce a problem?

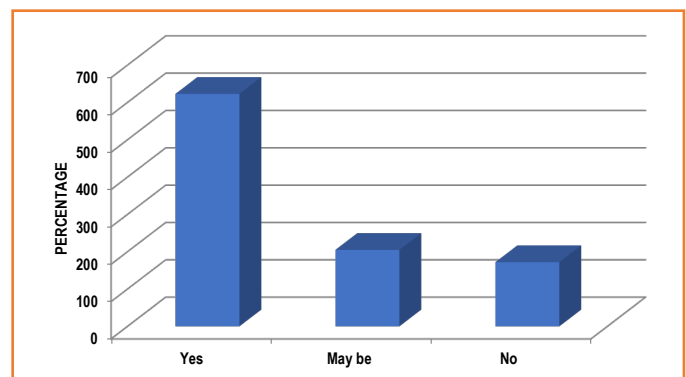
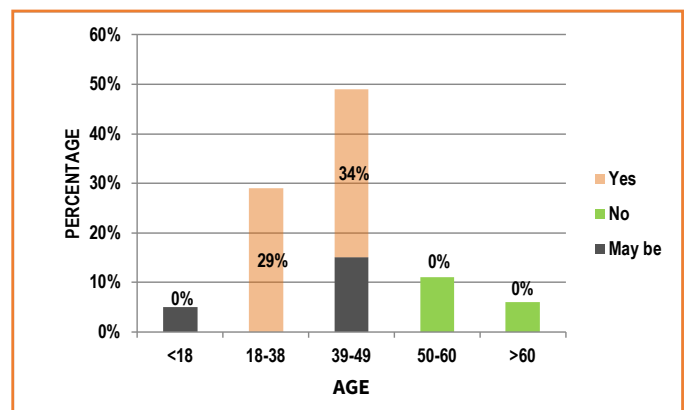


Figure 10: Is the ageing workforce a problem? (by age group)



Source: Survey Results with Citizens

As can be seen from the quantitative survey data presented above, there was quite some variation of responses, with somewhat differing perspectives coming into focus.

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4.2.1. Rising costs and decreasing productivity

Most of the youth group, for instance, expressed the view that an ageing workforce represents an increase in health and pension costs; blocked job opportunities for young persons if older people stayed on longer, and that older persons meant declining ability and productivity, with likely high absenteeism due to health problems.



Some verbatim comments from survey with citizens:

- *Young graduates are not offered adequate jobs as these jobs are most occupied by senior ones*
- *Elderly people are obstacles for the new generation in terms of employment*
- *There must be an age limit where people should retire and youngsters should be given a chance to prove themselves*
- *They are more likely to have work-related injury*
- *They are resistant to change*
- *Older workers may have physical or mental changes that put them at increased risk for injuries*
- *Experience and expertise may be obsolete and inappropriate in new modern industries*
- *Elderly workers might not be in good physical condition to perform heavy duties*
- *They are more expensive due to experience and their life span within the company may be relatively short*
- *Elderly experienced workers are too costly*
- *They don't have that patience*
- *Elders get tired easily*
- *They are slow workers*
- *We must give youngsters, school leavers and university leavers to get a chance to work. If seniors continue to work, the younger and unemployed will stay jobless*
- *If elderly people stay longer, youngsters who are more dynamic, yet lack experience would enter the workforce later. So, I don't think the elderly people should stay longer*
- *I won't get a job later*
- *Generally speaking, fluid intelligence declines with age*
- *Elderly people might find it hard to adapt to the ever-changing working environment*

For a few respondents of other groups, the issue of prolonged employment after retirement was one that affected the public sector mostly, as it was perceived as a senior public official's bonus to "laze around" and continue earning a big salary. A large number of respondents brought up the issue of the burden on the pensions system as being the most pressing challenge, but several also pointed to the necessity to de-mystify the whole issue and take it as an opportunity to rethink our developmental paradigm. This point was raised by several participants, with some noting that the

real challenges were elsewhere, such as on the energy front, and on the industrial development front.

4.2.2. We don't know what we are talking about

The older population may not be fit for working, either physically or mentally, but we have to find out if the older persons are even willing to work longer; We have no studies to show whether they will resist change (e.g. in technology). There is no framework that establishes the needs for trainers, mentors, guides, etc. There are hasty reactions, such as pension reforms, fertility rate increase

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policies, etc., so that addressing the ageing phenomenon through increasing fertility rate is not to be encouraged. Others, who did believe the longer-term solution was to renew the population and the workforce, said that strong incentives (including fiscal) were going to be necessary to encourage higher fertility, especially amongst the young, who had lifestyle choices that were very different from their parents.



Some verbatim comments from survey with citizens:

- *Encourage couples to have more children; but more time should be given in terms of maternity leave. Part-time jobs should be increasingly available for working mothers so that they can have enough time for their kids.*
- *The younger generation should be encouraged to have children*
- *Stop providing free transport and invest this money in better medical services for the elderly persons who are bed ridden*
- *Review maternity policy to encourage women to bear more kids and more facilities offered to them*
- *Youth and university leavers should have access to jobs thus generating funds for the elderly pension*
- *Create better employment opportunities to attract and retain young workers in the country*
- *More elderly persons in the population is because nowadays with the busy schedule, new generation is not willing to give birth. Maybe if companies can implement kindergartens in the office, this may encourage women having a baby*
- *Government should provide more incentives to encourage people to having more children*
- *Give fertility treatment free in hospitals*
- *Try to welcome adults from other countries in the workforce*
- *Employ people from abroad*
- *Encourage people who can afford to have more children to do so*
- *Import foreign labour*
- *Training given to the younger workforce- give them incentives to encourage brain-gain and keep them in the country instead of exposing them to all sorts of push factor*
- *The retirement policy itself is a constraint; no preparation or transition, no career discussion.*
- *Public transport was often cited a barrier to older people moving around, and in one case the Port Louis regeneration plan was offered up as a model that could be replicated, given that it included mobility solutions.*

4.2.3. Economic realities

Many respondents felt that working when old was a decision dictated by economic necessity, since many members of our society were far from a debt-free retirement.

This was often mentioned as an area that required research, as we did not even know at exactly what age people retired, for which reason, and what kinds of other jobs they were taking up

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after retirement. Many participants recommended a strong public policy regarding an improvement of the living conditions of the elderly, and research that would shed light on the exact realities of issues such as was anecdotally reported (pensions and lump sums not being enjoyed by pensioners themselves, abuse, and others).

4.2.4. Technology vs. Old Age

In most focus groups, and especially amongst the youth, it was felt that older persons would be of limited value, given the types of technologically-oriented jobs that would be needed more and more in Mauritius. However, many respondents raised the question of this actually representing an opportunity for the development of a massive IT-focused development plan for all sectors and all people, given that we are already facing a "digital divide" and that knowledge and skills in information technology are going to be the single most critical determinant of the success and growth of our economy in the future.

Some verbatim comments from survey with citizens:

- They are slow learners when it comes to adopting new technology; this puts them at a disadvantage
- Elderly employees are less dynamic and absorb technology very slowly
- Elderly workers are not at ease with technology. This mostly hinders companies from employing them.
- They are stuck in their ways- waiting for retirement and will not try to learn new things



Figure 11: Are employers ready to start employing older workers (by age)

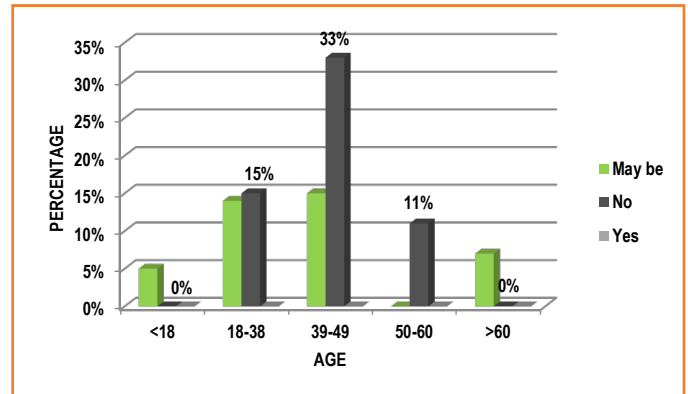
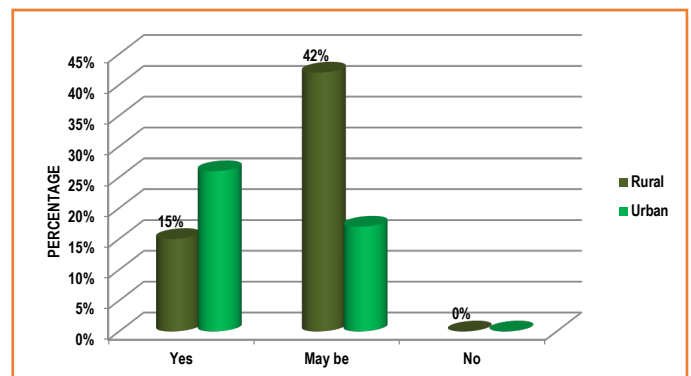


Figure 12: Are employers ready to start employing older workers (by region)



Source: Survey Results with Citizens

- Companies were not ready to start hiring older workers.
- Employers were seen to lack the necessary long-term vision and commitment to plan ahead.
- Hiring practices: where cheaper, not better, was the recruitment logic, private firms would hire anyone who was cheaper, which meant either young people, or older people who accepted low wages (which, it was added, could represent a shift in labour market dynamics towards increased exploitation of the older workers). However, in some private companies that valued experience and results, older, experienced individuals might be hired willingly on contract.
- There are institutionalised age limits for recruitment, and implicit age limits for training.
- Human resource is not seen to be fulfilling its planning role.
- There is an absence of workforce mapping, so how will companies know what to do.
- Poor knowledge management capability in Mauritian firms, so how will they capture the knowledge and experience of seniors.
- There are hardly any facilities such as proper canteen, fitness programme, etc. for any workforce, let alone an ageing one.
- The mindset should be about the will, the talent, and the competence of the person, and not about other considerations such as age.

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Some verbatim comments from survey with citizens:

- *Companies need to change their paradigm*
- *Companies research young dynamic workers to deliver creativity to the company*
- *Companies are ready to hire only creative people with innovative ideas and good at decision making. Elderly people are good decision makers but not innovative*
- *Most companies have a similar objective, that is to become a profit-making business. Therefore, companies are more likely to hire young workers who will be more energetic and hardworking*
- *Companies may want to employ elders for their experience however others may hesitate because they may have health problems or problems to adapt to new technologies*
- *Newly started companies often search for youngsters for more creativity*
- *Elderly experienced workers are too costly*

4.3. Other themes emerging

Societal paradigms regarding retirement and active ageing needs to change:

- Elders should not only contribute to the economy and society, but they should do so differently. A passive retirement should be a thing of the past. Anyone capable and willing to, should work. Additionally, it was necessary to promote other fulfilling roles, such as voluntary and social activity, and grand-parenting.
- There is age bias and prejudice about older persons at work, and this begins in the family, and is reflected in the workplace.
- Attitude is a problem: the term "old" and "ageing" should be replaced by "seniors."

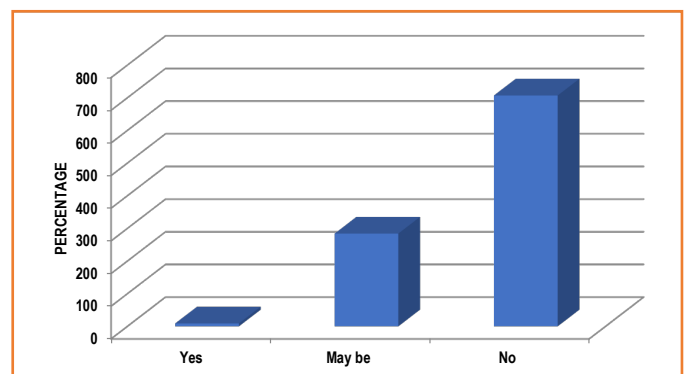
4.4. Theme 3: addressing the issue of the ageing workforce

Many very pertinent and insightful responses were received on the subject of measures and strategies to address the issues of the ageing workforce. Several responses cut across the various questions and reinforced the points made. How could the future workforce scenario map out, and what would determine an effective management of an ageing workforce? The views are categorised into the following sub-themes:

4.4.1. Incentives for older persons to stay longer in work (failing which, they would prefer to retire)

Whereas the quantitative data indicate a marked tendency to not encourage older workers to stay on, some of the comments went in the opposite direction. Notice that the younger the age group, the less inclined the respondent to say that older workers ought to work longer..

Figure 13: Incentives to stay longer at work



Source: Survey Results with Citizens

Many responses were reflective of the view that older people simply did not even want to go on working, that they deserved their rest, or to travel the world. Many participants stressed on the de-fusing of the "psychosis" about the ageing workforce and recommended instead an emphasis on the creation of new sectors, new jobs, and giving older people the right to retire (even early) and take on other roles for the betterment of society, which was as important as economic issues. Generally, focus group participants seemed inclined toward the provision of encouragements to entice older people away from retirement by:

- Providing incentives such as medical insurance and private contributive pension scheme
- Providing adequate remuneration and rewards, otherwise they will prefer to retire.
- Providing a respectful leadership and working environment, which was also characterised by Intergenerational understanding and co-operation.
- Part time, flexible work and work-from-home will be of interest to them.

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Some verbatim comments from survey with citizens:

- *Provide fitness opportunities and sports at the workplace*
- *Ensure flexible family- leave opportunities and these should be provided by the government*
- *Increase salary*
- *Flexible part-time job*
- *Health facilities*
- *A good working environment with not much pressure. Pension contribution and medical scheme should be provided to them by the employers*
- *Definitely! Pensions paid by the company depending on the 'anciennete'. Plus, more time/ experience in the company, more benefits should be provided. Not only NPS contribution.*
- *Better training to use technology*
- *Promotions and rewards- more responsibility*
- *Tax incentives for older workers*

4.4.2. The role of the organisation

- Create a "positive" working environment, a culture of zero tolerance for age discrimination and prejudice
- Recognise and value experience
- Encourage all workers to stay fit and healthy
- Adapt workforce mapping to find out who is doing what kind of work and at what age they would need or like to change.
- Plan ahead to ensure there are staff backups to cater for the constraints faced by an older worker (such as health appointments).
- Provide incentives for early retirement for those who want it
- Provide welfare and a balanced life to all employees
 - Nursery at work
 - Work life balance
 - Fitness, Sports, Family day, leisure
 - Promote balanced nutrition, for example at the cafeteria
 - Ongoing medical and fitness check-ups and assessments, and a Carnet de Santé
 - Power naps

- Implement a flexible schedule system
- Have proper succession planning and phased retirement in place
- Start a senior programme to assess specific needs of their ageing workers.
- Ensure workers of all ages are provided with ongoing training to keep them updated, especially with technological advances.
- Ensure all work and tasks are ergonomically sound and age-adapted; employers need to understand special needs of older workers – e.g. typing speed, lighting, seating, rest periods, pace of work, etc.
- Provide the opportunity/incentives to shift to another department, or a system of job rotation
- Ensure supervisors and managers are trained to respect and value older staff



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Some verbatim comments from survey with citizens:

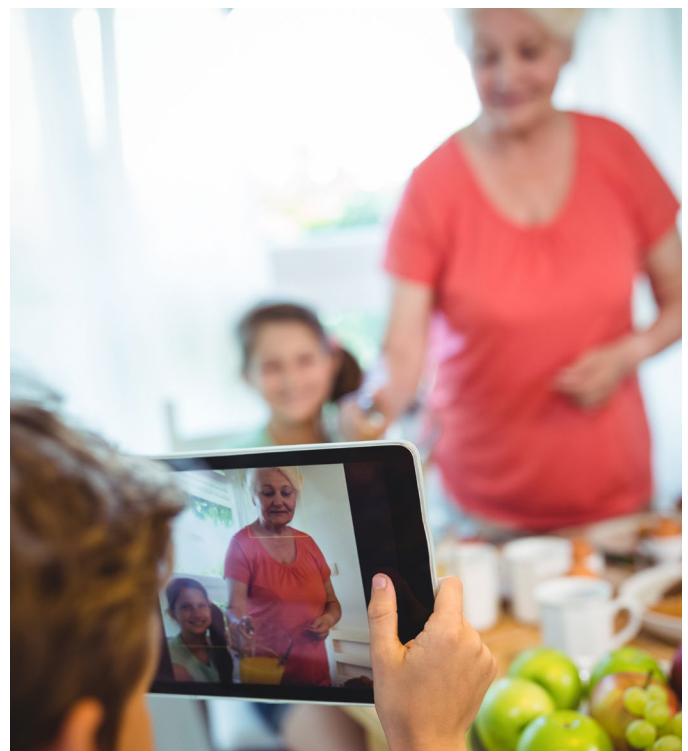
- *Better facilities to support the elderly persons*
- *Good retirement plan*
- *Facilitate more targeted support including access to finance to help old workers*
- *Ensure positive surroundings*
- *Helping the employees to feel more secured, comfortable, happy as well as healthy*
- *Safety and health protection policies*
- *Remove obstacles to part time work and must include measures to retain pension rights*
- *Make work arrangement for them in terms of flexibility due to their age*
- *In house medical check, up*
- *Succession planning*
- *Training facilities to keep them updated with the changing working environment and technologies*
- *A better working environment should be provided, less stress at workplace. Once in a week, the company should allow their employees to take an hour of so that they can relax.*
- *Introducing 'age conscious' personnel policies*
- *A change in mentality to accommodate the ageing workforce*

4.4.3. The wider issues

- Developing a national policy of quality of life and happiness
- Monitoring and evaluation of appropriate legislation and institutions
- Industry leaders and clusters should play a more national role, getting together to help find long-term solutions for the country.
- Mobility planning for all to be addressed, especially in key places such as hospitals, bus stations, and services for the elderly; user-friendly and adapted transportation, pavements; bus running hours; safety at bus stops and bus stations, etc.
- Workplace proximity from home.
- Inter-generational understanding and communication, and mutual respect to be promoted country-wide.
- A stable, supportive, caring and understanding family
- Increase and improve the dialogue between employer and employee
- Improve the quality of management and of governance

4.4.4. Encourage retirement

- Increase pension benefits
- Place more value on family than on work
- Create new jobs for the young
- Older people can help/support/do social work/act as mentors
- An institutional framework set up to focus on issues of the elderly
- Provide facilities for working women to encourage them to have children



CHAPTER 5
SPECIFIC VIEWS FROM RODRIGUES



CHAPTER 5

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5. Chapter 5: SPECIFIC VIEWS FROM RODRIGUES

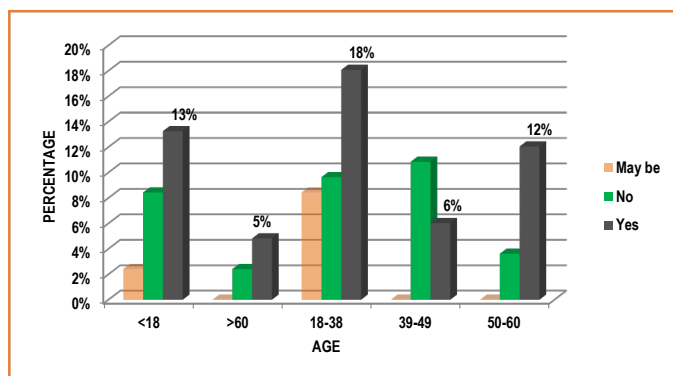
The profile of respondents in Rodrigues was as follows: 49 percent of respondents were female and 51 percent male.

“Rodrigues is not Mauritius and Mauritius is not Rodrigues” is what sums up much of the spirit of consultations on the island of Rodrigues.

The matter of ageing population and ageing workforce did not receive uniformity or unanimity in Rodrigues. Was it a problem? A concern? A reality? Was it an idea from Mauritius but not applicable to Rodrigues? The charts below provide some light on the matter, followed by an analytical narrative of qualitative data from focus groups and observations made during consultations with key informants.

As can be seen, amongst all age groups, a certain number of persons held perceptions about ageing being a problem. This is even predominantly held in the 18 to 38 age group, who may be considered to be the most active in the labour force and perhaps most affected by limited employment opportunities on the island.

Figure 14: Ageing as a problem by age group



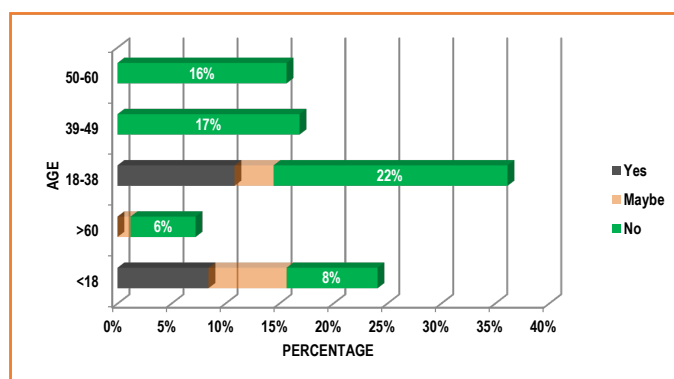
Source: Survey Results with Citizens (Rodrigues)

Most stakeholders in Rodrigues expressed the view that the high unemployment rate on the island being the most pressing problem, the ageing of the workforce has not been of direct relevance on the agenda for public debate. Even though Rodrigues is on a similar demographic trend with a decreasing fertility rate, increasing life expectancy and declining population growth, ageing was not a preoccupation of the moment. The national attitude toward “employment” being that “real work” meant a job in the public services, it was a real quandary to lure young persons into productive employment in other sectors. And, given that these other sectors were of the traditional, artisanal, type occupied predominantly by the older folk, the ageing of the population was not being visibly felt. Trade unions, for their part,

felt that local government in Rodrigues ought to be making more efforts to absorb the youth within the public service as a matter of priority on the employment front.

For young people, it was felt to be not valorisant for them to hear about the necessity for keeping older persons in employment. There is already a youth unemployment problem and a mismatch of skills issue, so why not focus on creating jobs and good, professional jobs instead, they say. “They must not work”, is an emphatic statement that many of youth interviewed made regarding the extension of working life of the older people, while many also said “but they should receive more care”. The following chart shows the result of perceptions about older people being a valuable resource:

Figure 15: Ageing as a valuable resource by age group



Source: Survey Results with Citizens (Rodrigues)

It was suggested that those who moved out of active employment could profitably be “used” as trainers and consultants, and to mentor new hires. Another suggestion was to emulate the practice in the Police Force to allow ageing officers to shift to lighter, less physically demanding tasks, all the while allowing the organisation to benefit from their experience.



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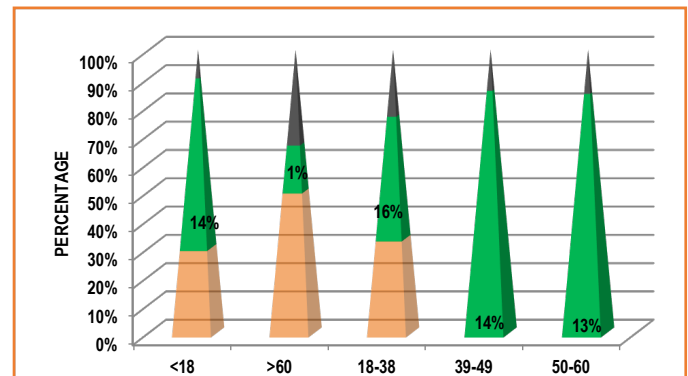
Some verbatim comments from survey with citizens (Rodrigues):

- *Zot banne dimoune ki donne beaucoup conseil*
- *Les vieilles personnes ont plus de connaissance qu'un jeune et ils ont aussi plus de savoir faire*
- *Zot capave forme banne zen dans le future*
- *Ils ont beaucoup plus de connaissance qu'un jeune*
- *Enan dimoune pas in alle lekol mai zot ine gagne formation dan travail. Zot kapav forme banne jeunes dans le future lors culture et zistoire*
- *They help us to understand a lot and know about our country*
- *They can share their ideas and experience with younger generations which are valuable for the development of the country*
- *Servi zot comment enn bon guide pou développement*
- *Zen bizin gagne la chance*
- *Vié bizin aller pou zen travail*
- *Bizin enan la releve*
- *Parceque chomage augmenté et les jeunes n'ont pas de travail*
- *Grand dimoune bizin repose*
- *Surtout fonctionnaires non*

It was also felt that the over-50s were not "delivering the goods" in terms of commitment, productivity and performance, and that it was a contradiction in terms to be talking about encouraging older persons to work longer when they ought to be more productively replaced by the young who were qualified, willing, and available for work. Many responses tended towards a rather alarming picture of the future, with many seeing "an economic crisis", a chaotic situation, arising from a failure to ensure that skills and knowledge were passed on.

The chart below also reveals views regarding whether older people had much of a chance of being employed or re-employed after retirement:

Figure 16: Readiness of employers by age group



Source: Survey Results with Citizens (Rodrigues)

Some verbatim comments from survey with citizens (Rodrigues):

- *They are slow and they reduce the productivity of Rodrigues. But they can be more qualified*
- *Zot tro faible pou travail*
- *Due to inability to perform work, they are less motivated*
- *Some don't have the capacity to work*
- *Some companies will hesitate as older people require much time to do work*
- *Ils doivent prendre leur retraite a un certain âge pour que les jeunes puissent les remplacer. Les vieilles personnes ont des difficultés a entendre et voir*
- *Zot pas pou reussi donne le meilleur dans travail*
- *Ranment pas pou pareil*
- *Akoze vieux pena capacite physique pou travail*
- *Dimoune pena courage travail*
- *Li affecter productivité*
- *Vieux dimoune penan la vitesse travail*

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Several views were expressed about the physical demands of many types of jobs. The variations in physical ability amongst the senior group was also often mentioned. It was a general agreement that a large proportion of elders simply had no notion of properly retiring, as they had either always been active in the informal sector and continued to be so, or else had retired formally and simply went about their informal activities of tending to crops and animals. However, it was also pointed out that physical fatigue came early to many Rodriguans and that even before reaching the age of sixty, they would be too worn out to do much. Long hours and hard physical labour made workers in Rodrigues age even faster, it was said.

One finding which emerged frequently was the idea that old people were "stressed" because they were isolated, often sick, and were not cared for. Even though not yet in the Rodriguan culture, the necessity for adequate day care for the elderly was cited as urgent. Many respondents adopted a respectful attitude towards the issue and stated that older people "are just like us", that they are important to society, and that they have "much more knowledge" than the young. Many responses were centred around the idea that ageing was a natural and simple thing, that everyone had their place. Many also said "where would we have been without their hard work all these years". From the youth group, several acknowledged that they learnt much from their elders, and thanks to the knowledge passed on, combined with their own studies, they (the young) were able to carry the business (such as farming) into the future.

Many suggestions clustered around the prompting and encouragement for retirement as early as possible to "make room" for the young, and move on to social and voluntary activities instead.

Others said that the seniors ought to set the right example of hard work and commitment, because too many young persons who were recruited demonstrated poor work ethics and low levels of performance.

There was a general outcry for the development of skills of Rodriguans themselves, (instead of relying on technicians and professionals from Mauritius). Members of the RRA, for their part, stated the imminent development of an employment strategy. The arrival of the optic fibre and extension of the airport were considered widely as a very motivating element for the young persons. Many respondents felt that it was time for Rodrigues to have her own experts and professionals in areas of ecological management, waste management, consumer protection and environmental preservation.

Traditional sectors such as fishing and agriculture seem not to be sustainable in their present form. Fishing is getting less and less lucrative and the methods not attractive to the younger generation, so the difficulty lies in rendering it sufficiently attractive to all concerned. Government explained a number of schemes being put in place to upgrade the agricultural and fishing sectors through new skills and technology.

Should older people even be encouraged to go on working after retirement? In Rodrigues, the ageing of the population was stated as a natural course of things, given that fewer and fewer children were being born. Young persons, it was said, were not like their parents or grandparents, who needed to have many children to tend to crops or animals. In addition, the workforce was shrinking because so many of the youth preferred to seek employment in Mauritius and even further away. Some respondents raised the issue of practicality. Even if older people could or wished to work longer, there was the question of the "functioning of Rodrigues" in terms of access to different buildings, lack of elevators, and somewhat inappropriate transport conditions and road network. In addition, there was the question of "old and poor", especially applicable to women, from the point of view that the old-age pension (well below the minimum wage) was simply not enough to live decently, and contradicted Government's own decision that to live decently, a minimum wage was necessary. To this effect, a social audit was recommended.

A proper manpower assessment and planning was demanded, such as the way local authorities in Mauritius undertook it, and some respondents recommended a lowering of the retirement age to below 60.



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Some verbatim comments from survey with citizens (Rodrigues):

- *They are slow and they reduce the productivity of Rodrigues. But they can be more qualified*
- *Zot tro faible pou travail*
- *Due to inability to perform work, they are less motivated*
- *Some don't have the capacity to work*
- *Some companies will hesitate as older people require much time to do work*
- *Ils doivent prendre leur retraite a un certain âge pour que les jeunes puissent les remplacer. Les vieilles personnes ont des difficultés a entendre et voir*
- *Zot pas pou reussi donne le meilleur dans travail*
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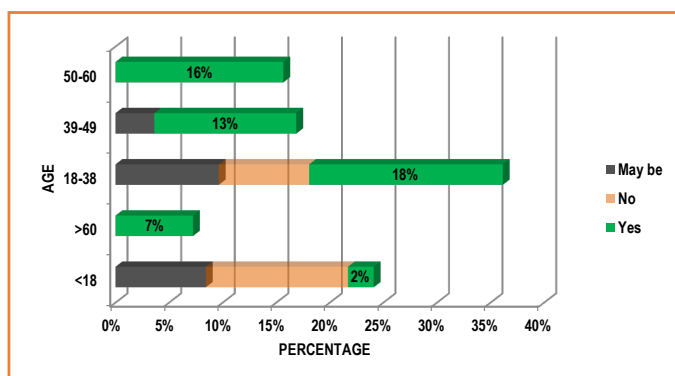
5.1. Preserving the Rodriguan soul

In Rodrigues, the national vision includes a strengthening of the traditional art and craft, which implies that specifically-Rodriguan culture and traditional talents and skills are valued highly. This is referred to as the preservation of the "Rodriguan soul". The informal craft industry would benefit from the know-how of elders, be it by keeping them working productively or by ensuring that they mentor younger people and pass on their know-how and skills. This is the challenge at present: how to ensure the replacement rate in this sector and how to train or re-train the over-50s. In fact, the question is how to convert the entrepreneurial sector into a proper industrial set of activities, all the while preserving what is unique to Rodrigues: its traditional spirit. Many respondents referred to the loss of values as the elders retired and died, leaving the young deprived of such good values as appreciating the traditional culture and uniqueness of Rodrigues. The young, it seemed, thought little of the 'métiers' (crafts) and there was no longer any interest for the écoles ménagères that taught valuable home skills to young girls. Instead, many young persons with only certificates and no experience were not finding jobs, but still did not want to learn from elders' experience.

The discussion around ageing could present some opportunities, such as upskilling, planning, technology introduction, and coaching and mentoring, improved mindset about human resources, heightened awareness among the general population, as well as improving such behavioural factors as: politeness and etiquette amongst the young. It was even mentioned that it is a good thing for society to have more older people than young persons. Many foreign consultants come to Rodrigues to learn from seniors, it was added pointedly.

Suggestions about expanding the economy and creating employment were: to stop importing vegetables from Mauritius, so as to encourage the agricultural sector to develop, and to incite more companies to set up in Rodrigues, to create more jobs for Rodriguans.

Figure 17: Incentives to elderly by age group



Source: Survey Results with Citizens (Rodrigues)



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SPECIFIC VIEWS FROM RODRIGUES

Many suggestions were made about adapting the workplace for individuals who were beginning to feel the effects of ageing:

- Easing older persons into retirement;
- Reducing hours of work;
- Valuing their experience by beginning a mentoring and succession planning programme while they have a few years left to work;
- Engage in an inter-generational transfer of knowledge both ways;
- Inter-generational communication activities;
- Increase age limits for training and development to allow persons of all ages to benefit from training;
- Work-life balance;
- Better ergonomics at the place of work;
- Remove factors that can cause them stress;
- Categorise jobs and implement a job-share policy;
- Flexible hours of work;
- Groupes de rencontre for elders to stay connected.

The economic model and paradigm of Rodrigues is at a crossroads: the huge generational shift separates the population into the old, traditional type accustomed to the entrepreneurial way of life within a few sectors such as fishing and agriculture, and the younger generation who have new skills and aspirations for a different model and "professional" style of working. In Rodrigues, the ageing of the workforce is not seen as a problem, but as a challenge: how to love your smartphone, stay connected and love the land as well.



Some verbatim comments from survey with citizens (Rodrigues):

- *Give an option to work from home for people who are capable*
- *Training discrimination: below 50 years being given preference*
- *Prend compte la façon consommer: l'alcool, cigarette etc.*
- *Ena ban ajustement ki capav faire pou garde grand dimoune*
- *Donne facilite dans banne condition travail, par exemple, trolley*
- *Donne zot VRS ou pension ; zot capave fer enn projet avec sa*
- *Faire travail pli leger. Shift from one department to another*
- *Met machine a nou disposition, par exemple dans l'agriculture*
- *Arrive enn certaine l'age, faire travail pli leger*
- *Additional training to gain more competencies*
- *Facilities: new technologies*
 - *Work from home*
 - *Technical equipment that help people and decrease manual work*





CHAPTER 6
SPECIFIC VIEWS FROM HUMAN
RESOURCE MANAGERS

CHAPTER 6 SPECIFIC VIEWS FROM HUMAN RESOURCE MANAGERS

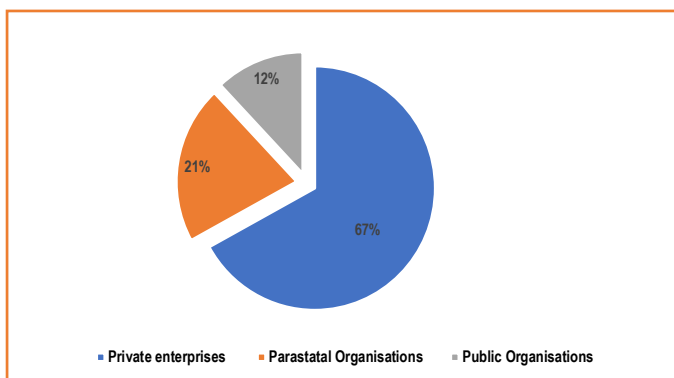
This chapter describes the analysis of findings from the survey of human resource managers' views on the subject of the ageing workforce. The literature review presented earlier in this report speaks widely of the key role played by employers in crafting human resource policies and a corporate culture that enables the organisation to not only face the challenges of an increasingly ageing workforce but also to capitalize on ageing workers as significant and valuable assets.

6. Chapter 6: Specific views from human resource managers

6.1. Respondent information

An online survey yielding 211 responses to a questionnaire (in Appendix) designed with variables selected from the review of the international literature showed the following respondent profile:

Figure 18: Sectoral profile of organisations

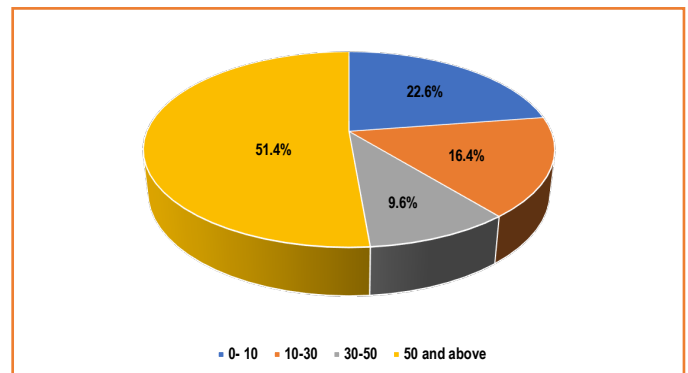


Source: Survey Results with Citizens

The various sectors of activity were adequately represented in the response set, as is shown below.

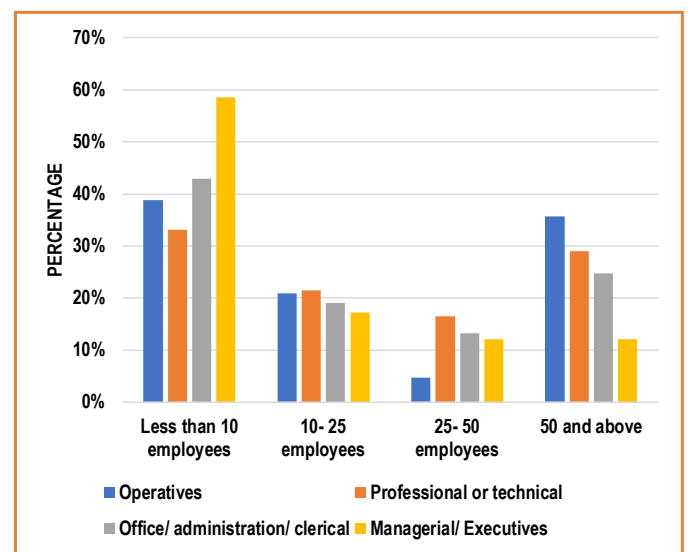
- Administration/Auditing/Consulting/Human resources/Certification
- Agriculture/Agri Business
- Logistics/Facilities/Transport
- Audio visual
- Automotive/Automobile
- Banking/Finance/Financial Services/Insurance
- BPO/ICT
- Conglomerate
- Construction/Engineering
- Real Estate
- Retail & Distribution
- Education/Training
- Energy
- Law/Enforcement/Fire & Rescue
- Gaming
- Manufacturing/Textiles
- Health
- Government
- Media

Figure 19: Size of participating organisations (by size of workforce) by segment



Source: Survey Results with Citizens

Figure 20: Number of Employees by Category

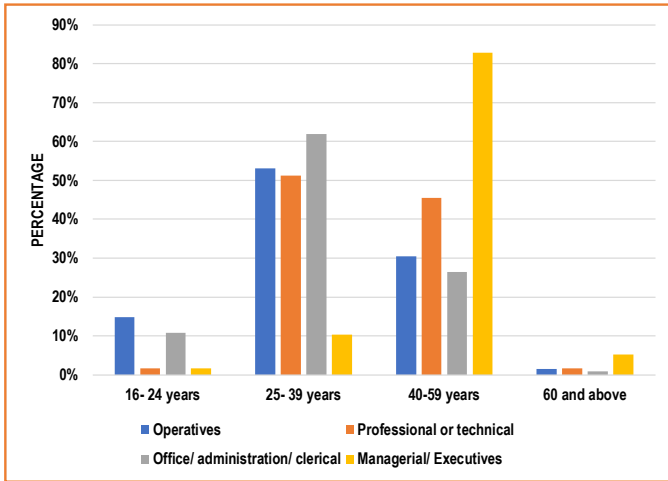


Source: Survey Results with Citizens

We also wanted to have an idea of the type of workforce that was being reported on in the responses. For instance, whether the issues surrounding an ageing workforce were even relevant to these organisations, in terms of working conditions and nature of work itself. As the figure above shows, all the categories (operatives, professional/technical, office administration/clerical and managerial/executive) were found in the organisations, and so the issues were indeed relevant.

CHAPTER 6 SPECIFIC VIEWS FROM HUMAN RESOURCE MANAGERS

Figure 21: Age of Employees by Category



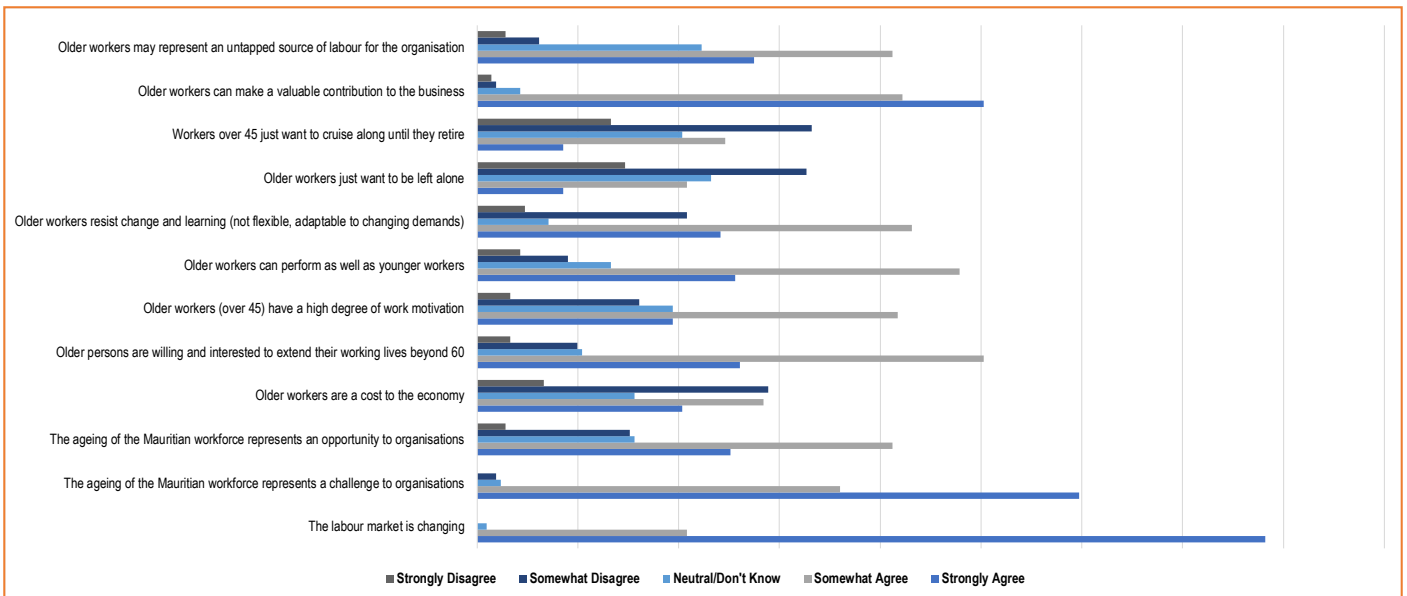
Source: Survey Results with Citizens

The age of employees being an obvious demographic characteristic that would be deemed relevant for a study on ageing workforce, we asked respondents to provide the age profile of their employees by category (operatives, professional/technical, office administration/clerical and managerial/executive).

6.2. Views about the ageing workforce

Respondents shared their views regarding the ageing workforce in general, the economic impacts of an ageing workforce, and their impact on the organisation (in terms of being assets or liabilities). The following self-explanatory figure shows the responses as collected by human resource managers. Looking closely, we find the following salient findings: The labour market is clearly changing, the ageing of the workforce indeed represents a challenge, but ageing workers are also a valuable resource. Do HR managers feel that older people represent a cost to the economy? 20.38 percent were strongly of this opinion, and 28.44 % "somewhat" of this opinion.

Figure 22: Views about the Ageing Workforce

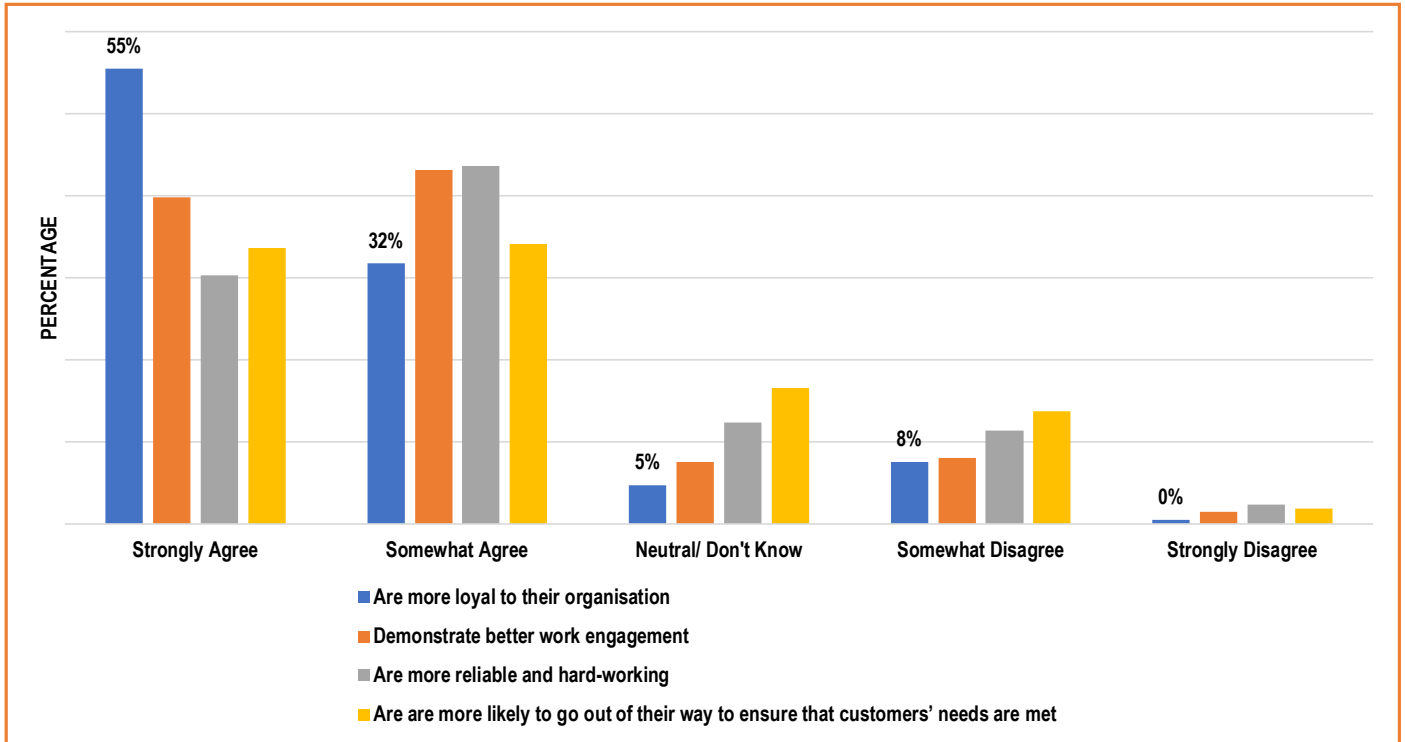


Source: Survey Results with Citizens

To gauge the potential for HR managers to develop policies encouraging individuals to go back to work after retirement or to encourage employees to stay on at work even after 60 years, we asked these questions: Are older workers considered an asset (therefore worthy of investment or expenditure)?

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Figure 23: Are older workers considered as an asset by HR managers?



Source: Survey Results with Citizens

In addition, on the specific matter of efficiency as affected by age, HR managers participating in the survey were of the opinion that older workers' efficiency was affected by their health issues (87% agreeing), by stress (72% agreeing) and by a lack of motivation (55% agreeing), even though many disagreed that health was an issue (7%), that stress affected efficiency of older workers (17%) and that older workers lacked motivation (28%).

Table 19: Factors affecting the efficiency of older workers

	Strongly Agree	Somewhat Agree	Neutral/ Don't Know	Somewhat Disagree	Strongly Disagree
Health issues	36.97%	49.76%	6.16%	6.16%	0.95%
Stress	29.38%	42.65%	11.37%	13.74%	2.84%
Lack of motivation	20.38%	34.12%	17.54%	22.75%	5.21%

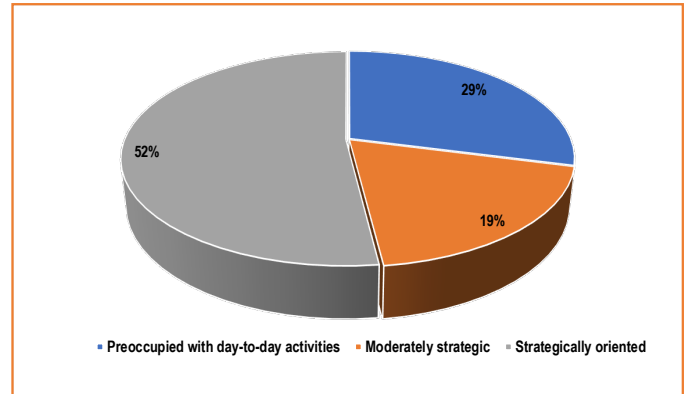
Source: Survey Results with Citizens

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6.3. Strategic Orientation

Because an ageing workforce represents a serious challenge to organisations who have failed to plan adequately for their talent needs, it was deemed important to gauge the level of strategic planning in place that would indicate the extent to which these organisations were taking the issue to the strategy table, and the degree to which they would be facing difficulties in securing the talent needed over time and in a smooth and consistent fashion.

Figure 24: Strategic Orientation of the Organisation



Source: Survey Results with Citizens

6.4. Promoting a happy and healthy workforce

It was necessary to find out whether organisations in Mauritius stood in good position to make the most of all their employees' talents and competencies by investing in their wellbeing. This is a matter not solely related to ageing workers, but to the entire workforce, as it is well-established that healthy workers may be expected to be more productive. What was being done by organisations with respect to promoting a healthy and happy workforce? The following table shows the various policies that could be expected by organisations promoting the health and wellbeing of their employees, and the responses from HR managers.

We find that, while a number of laudable policies exist to care for the general workforce, there appears to be scant attention paid to attend to the specific needs of an ageing workforce ("pro-ageing policies").

Ageing in itself may not be linked to a fall in productivity. Organisations may be losing sight of the picture related to productivity by assuming that older workers will be less productive. We wanted to know whether, and in what ways, HR managers were tackling productivity at firm level.

Low productivity may be tackled through better designed work so as to get the best out of people. HR managers were asked to explain what they were doing about designing/redesigning work to address productivity issues. We also wished to know what section of the workforce was the target of such policies.



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Table 20: Level of agreement to the following statements as they apply to respondents' organisation:

	Yes/To a large extent	To some extent	No/ Not at all
You have a talent acquisition (recruitment) and retention plan in place that spans over the next ten years	21.05%	51.05%	27.89%
You have a knowledge-transfer programme in place	22.63%	56.84%	20.53%
Skills training or any form of learning and development is provided to workers over the age of 45	36.32%	46.84%	16.84%
You engage in succession planning	31.05%	49.47%	19.47%
You have plans in place to support the engagement, wellbeing and productivity of employees of all ages and abilities	37.37%	50.00%	12.63%
You have an occupational health and safety professional working full-time or part-time	46.32%	27.89%	25.79%
Your occupational health and safety policy include health-promotion for employees of all ages	43.68%	34.74%	21.58%
A union (or more than one) represents your employees	42.11%	18.95%	38.95%
The union is on board in policy-decisions regarding health, wellness, engagement and productivity of your workforce	16.32%	32.63%	51.05%
You undertake health promotion programmes including regular health and ergonomics assessments	31.05%	37.89%	31.05%
You have an in-house policy regarding age discrimination	21.05%	33.16%	45.79%
If employees over 50 years wish to retire progressively and continue working part-time or reduced hours, their request is considered seriously by the organisation	24.74%	32.11%	43.16%
You /other managers engage in open and regular talks with employees about retirement, options for alternative forms of working, and age-related working conditions	25.26%	42.63%	32.11%
You collect metrics on the age profile of different groups of your employees and use them to keep track of patterns of illness, accidents, recruitments, grievances, turnover, engagement, participation in training, for each group of employees	19.47%	36.32%	44.21%

Source: Survey Results with Citizens

Although not likely to be a popular policy area, succession planning was said to be practiced to some extent (31 percent agreeing and 49.5 percent stating that they only somewhat agreed). Succession planning ensures that the knowledge and skills base did not suffer from the departure of experienced workers. However, a significant percentage (20 percent) did not appear to paying much attention to the importance of succession planning within the reality of an ageing workforce.

This type of issue relates to the long-term orientation of an organisation, and more particularly, to long-term human resource planning. We asked some questions about this and a large number of qualitative responses were received. The table below shows the responses relating to positive measures.

A few of responses not listed here also show that no measures were being taken. One such verbatim statement is "Outdated techniques are maintained mostly and the organizations has been

put at risk due to shortage of competencies in latest technology reticence to invest in aging employees is flagrant but on the other hand corruption is placing the wrong aged persons at the wrong place. This is creating an increasing unemployment problem and turning a blind eye to the damage done to the country."

HR managers reported that measures were effectively being taken to adapt to changes and thus ensure that skills and competencies were up-to-date. So as to avoid repetition, the practices are assembled in logical categories and shown below. A few comments nevertheless were made which show that all is not rosy. It was reported that "only the young officers are being given the opportunity; older workers are kept apart for reason that the organisation is preparing the younger generation to take the lead". Others explained that the small size of their organisation did not permit them to consider adaptations, as these were deemed too costly.

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6.5. Measures being taken to adapt to changes

Table 21 Measures being taken to adapt to changes and ensure work is up to date and responsive to the modern economy.

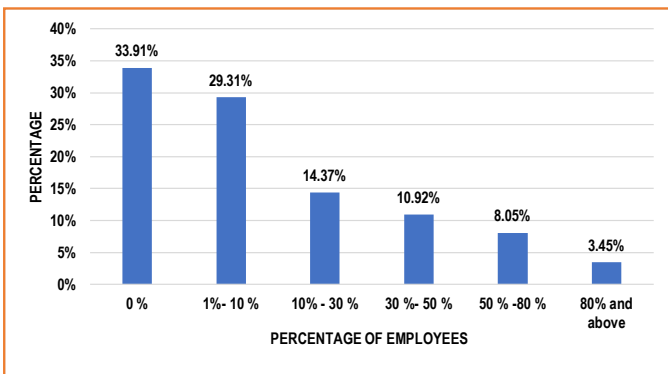
- *Keep a balance between old and young workers.*
- *We have a learning culture, in-house training sessions, deadlines*
- *A lot of training, both internal and external, to motivate employees to go along with changes and market trends.*
- *Adaptation to Digital Transformation is an important part of our company culture and training and events are organised regularly.*
- *Always upgrading our hardware and software and moving along with technological changes*
- *Appropriate equipment is provided along with training*
- *As and when required robotisation is being implemented*
- *Constant attention to new technology.*
- *Automation and digitalization*
- *Awareness, Training and Development*
- *By investing in new software*
- *By providing, learning opportunities, workshops etc.*
- *By trying to keep up with worldwide trends*
- *Constant reminders and meetings about technology*
- *Constantly reviewing work methods, training, testing new techniques*
- *Succession planning*
- *Creation of an artificial intelligence department*
- *Engagement in digital transformation, staff development programme, organisational restructuring, growth, diversification, mechanization*
- *Computer literacy and functional courses*
- *Gradually, all processes and systems used are being automated to increase time efficiency and ensure protection of data in digital way.*
- *Implementation of CAD, BIM etc., to ease tasks and providing easy to use communication technology*
- *Implementation of HRIS, Digitalisation Project, Online Application, Online Data Capture*
- *By importing qualified and skilled labour*
- *In the company people are encouraged to work as team rather than being independent and on their own. We work in a greenfield where we all contribute in one way or the other in the progress of the company and we do not have to stick to only our knowledge of expertise*
- *IT infrastructure for all*
- *It's a constant battle, old is experience and young are good with technology, the transfer of skills is a challenge*
- *Job positions are being revised and constant training & development are being given to employees to prepare themselves for future business challenges.*
- *Many sections are being computerised; additional Analyst Programmers have been recruited to ensure that all services are modernised. Use of robotics for recording training sessions and clickers for rapid evaluation in classrooms.*
- *Mechanisation whereby the use of intensive labour use is being minimised where possible*
- *Most of the processes are computerized and a paperless organisation is encouraged. Training is provided on a regular basis to every employee in IT and use of modern equipment.*
- *Participating in seminars, attending regular courses, upgrading working station, team works, combating stress through outdoor activities, appraisal*
- *Recruiting from abroad*
- *Recruiting new blood into the organization*
- *Redeployment of productive staff to other revenue generating functions,*
- *Knowledge management tools*
- *Recruitment of Qualified personnel*
- *Regular training is provided, but the average age group is relatively young and conversant with IT*
- *Setting up of Document Management Systems & HR Plans*
- *Training Needs Analysis*
- *Training in innovation*
- *Maintaining a good line of communication between management the staff.*
- *Trying to implement new ways of working and sensitising staff*
- *Upskilling and Change Management and People Engagement Programs*
- *Use of Information Technology such as HRM Information System, E-procurement, Fleet Management System, Emergency Management System, Fire Safety and Fire Prevention Information Management System, Training and Development Management System*
- *We always ensure that new changes are implemented only when everybody has been able to understand its importance. Training is given to make each and every employee comfortable in conducting the tasks allocated.*
- *We are also promoting multi-disciplinary teams.*
- *We are ourselves doing a lot of robotics and automation. While these bring operational efficiency, we then shifting the focus of our colleagues to be customer-centric, thus improving customer satisfaction. It's all about redefining roles to make them more meaningful.*
- *We are training our personnel to multi-tasking and we are also outsourcing specialised activities such as marketing and administration*
- *We as a private company, we have a quite ageing population, and making them adapt with the new technologies, proper training is being dispensed for smooth running of operations. Proper communication is being provided and any fear to adapt to the new changes must be cleared out before implementation.*
- *A project plan is being set to ensure smooth implementation and to have a proper follow up. Regular check point is done to ensure that there are no blocking points.*
- *We do training, we hire consultants, we communicate.*
- *We have a digital roadmap*
- *We set an innovation leadership group to enhance Managerial level people to think out of the box.*

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6.6. Workforce Mapping

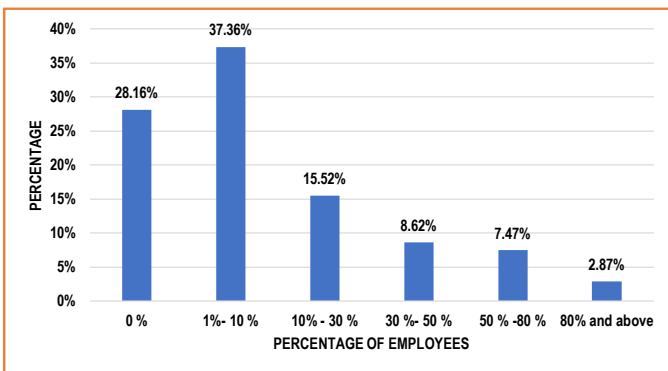
Still, the data shows that a number of organisations have not made efforts to specifically map out the factors which cause declining productivity and performance, such as ergonomical issues. The following chart shows the percentage of HR managers who have collected/ are collecting such data:

Figure 25: How many workers are working in difficult or strenuous positions?



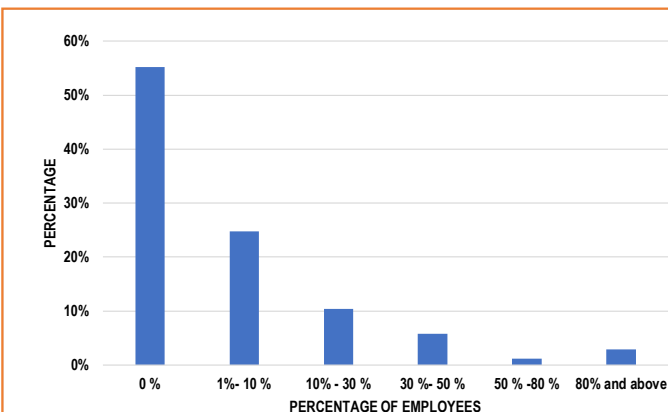
Source: Survey Results with Citizens

Figure 26: How many workers are working long hours?



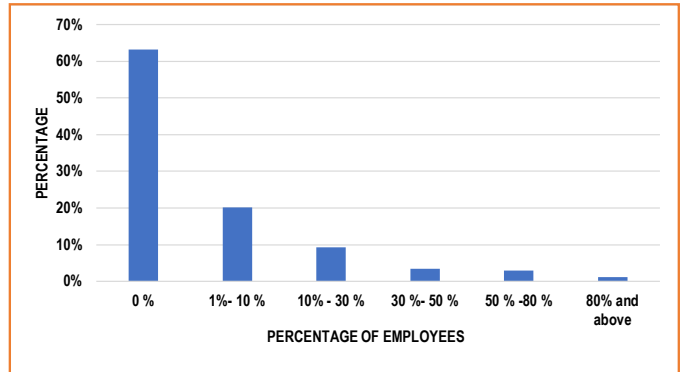
Source: Survey Results with Citizens

Figure 27: How many workers work on shift system?



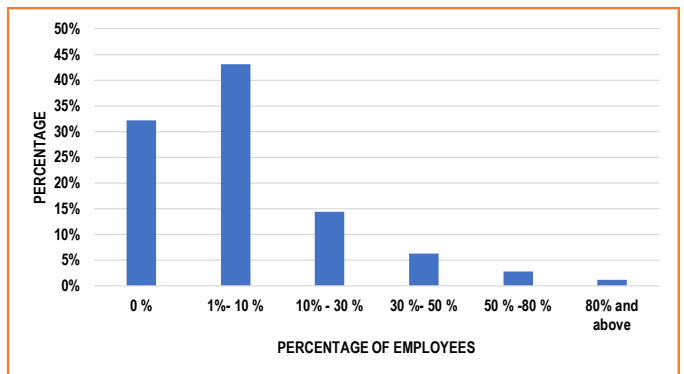
Source: Survey Results with Citizens

Figure 28: How many workers work on night shift?



Source: Survey Results with Citizens

Figure 29: How many employees travel long distances or abroad frequently for work purposes?



Source: Survey Results with Citizens



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Several qualitative responses were received in relation to the above issues. Many human resource managers stated that they were attending to different workers' conditions, and many also explained that they were not. The two lists that follow show some verbatim comments, respectively for measures being taken, followed by "other" comments.

- *Proper work design and planning*
- *Additional manpower redeployed, overtime and appropriate allowances are paid to staff who have to work extended hours. Air ticket, accommodation and stipend are provided to staff who have to work abroad*
- *Welfare activities are conducted to help have good morale at work*
- *Issues are addressed through performance appraisal exercise*
- *Awareness sessions are held.*
- *Health screening*
- *Long term leave and career breaks*
- *Increase in the number of annual leave per year*
- *Flexible working contracts*
- *Job rotation is entertained so that the same employee is not constantly in strenuous position*
- *Ten days compassionate leave*
- *Having an ergonomical environment*
- *Having relevant policies and procedures in place*
- *Making plans to improve the conditions of work*
- *Providing the appropriate equipment*
- *Establishing a close relation between efficiency and well-being of employees*
- *Employee Happiness programs*
- *Employees are provided more ergonomics chairs*
- *Sessions to encourage health and safety measures*
- *The shifts are negotiated in advance with the resources to ensure work-life balance*
- *Employees working in difficult/strenuous postures are provided appropriate training to minimise unfavourable health impacts and more so, they are provided with all recommended personal protective equipment. Those working long hours and on night shifts are authorised to avail of regular breaks. Employees handling customers have been trained accordingly, with refresher courses being carried out as and when required.*
- *Ensuring work life balance*
- *Giving facilities to attend appointments flexibly.*
- *The Health and Safety policy caters for such issues. There is regular training.*
- *Sensitisation, involvement of seniors, payment of shift allowances*
- *Health and safety of all employees are ensured by an insurance policy prior to start of work.*
- *Improving the working conditions by identifying employees' difficulties and needs.*
- *Open communication channels between Management and employees*
- *Making sure each and every employee is given the most appropriate work conditions, irrespective of their job title.*
- *It is dealt on a one to one basis. Therefore, easy to resolve such problems.*
- *Yes, the health and safety policy consider these factors.*
- *We listen to them*
- *Matters are discussed in the Health and Safety committees*
- *Medical surveillance program is in place*
- *Most of our work is done standing and the work is done manually, we ensure that breaks and rest time is taken accordingly. We provide good quality nutritional supplements, like Vitamin C and Spirulina which is very effective*
- *No more shift system in place and in some others, we are reducing long hours. We ensure that all employees follow the Health and Safety measures and adopt the right postures at work.*
- *No overtime and night shift. Every employee in our organisation is trained how to take reasonable care for the safety and health of himself and of other persons who may be affected by his acts. Working areas are kept clean, free of used oil, grease and other materials. Only qualified and authorised electricians are allowed to service and repair electrical appliances, tools and equipment at work.*
- *Officers in difficulty may request for change in posting which are entertained where there is possibility to do so.*
- *Workers are required to undergo health surveillance every 6 months*
- *Officers working late are compensated by time off*
- *Our policy makes provision of regular medical checks*
- *Our objective is to offer an improved work life balance.*
- *Our part-time health and safety officer often share his knowledge on ergonomics.*
- *The nature of the business requires employees to work extra hours taking into consideration work-life balance*
- *Proper work management*
- *Provide day off to those who return back after mission abroad*
- *Provide safe and conducive work environment*
- *Provision of welfare facilities, health promotion programmes like vaccination at workplace*
- *Regular training and coaching. Fortnight management meeting to take stock of actual work situation and probable solutions*
- *Regular visits to the doctor*
- *Review of posting of officers and changing hours of work.*
- *Safety and Health awareness campaign*
- *Setting up of committee in order to easily respond to employee need*
- *Task work, days off, appropriate rest time is observed, medical screening, provision of medical facilities through State hospitals, training, risk management. Health and Safety policy caters for regular joint consultation between management and representatives of employees, top management commitment in furthering health and welfare of its employees.*

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- *The company engages in different welfare activities and provides support to its employees so that their well-being is catered for.*
- *The company is committed in providing maximum measures for Health and Safety and well-being of its employees. There is regular review of the workers' conditions and concerns are addressed as early as possible*
- *The conditions of services allow staff to benefit from break/leave to recuperate.*
- *When workstations or benchwork is being designed, the safety and health officer is involved to ensure nothing is being missed out.*
- *The work is shared equally*
- *There are remuneration packages for night shift*
- *There is a roster system put in place so that no officer is permanently at risk of any hazard.*
- *There is always a solution to all problem. This is at the discretion of the Management.*
- *There is an Employee Assistance Programme in place to help needy employees. Also, health and safety are a vital element in our organisational structure and there are proper policies and procedures in place to ensure that employees are working in a conducive work environment.*
- *Through communication*
- *Try to provide correct tools and equipment*
- *We always make it a must to understand their concerns and find all means to address same.*
- *We deal with handling of bulky/heavy items; safety induction and training is provided for minimizing risks of injury*
- *We have a company doctor who comes in one day per week*
- *We do not allow the same employee to do a strenuous activity alone and all the time. We tend to adopt job rotation*
- *We give lumber belts to those lifting heavy stuff, like 30kg pails or moving 200lt drums*
- *We make sure that we abide to legal requirements and ensure that workers working abroad are provided with comfortable work places and good working conditions*
- *We organise Safety and Health week and encourage our employees to take care of their physical and mental well being*
- *We organise welfare activities through the Public Officers Welfare Council*
- *We hold meeting frequently so as the employees can express themself*
- *We provide and maintain a safe place of work, a safe system or work and healthy working environment in conformity with the OSHA 2005 and other relevant legislation in force in Mauritius*
- *Wellness before everything*
- *Work life balance and Saturday is off*
- *Working conditions are fairly good. No need for any particular Health and Safety policy in that respect.*
- *Working long hours is not encouraged, but happens once in a while. This is compensated by time-off. Colleagues on shift are remunerated appropriately, so they know their effort is recognised and appreciated. Customer-facing colleagues are provided extensive training on these skills, including stress-management, dealing with difficult customers, etc.*
- *Yes, we cater for time off to ensure employees do not burn out*
- *We have an integrated H&S unit regularly addressing and assessing such issues and their impacts*
- *Yes, by allowing employees more space and a complaints corner to discuss their issues and report it to the person concerned.*

Nevertheless, many HR managers explained that it was very difficult for a small enterprise to accommodate all such concerns. Yet others simply said that that did not have any such policies, nor even a simple health policy. From one public service human resource manager, we received a glib "we have PRB reports and Human Resource Management Manual regarding conditions of service."

If it was meant to convey the opinion that there was no point in addressing the needs of older workers, one respondent said that the measure being taken by her/his organisation was to "recruit a new force".

6.7. Measures to design /redesign work for addressing productivity issues

Because of the perception that advancing age and productivity at work may be inversely proportional, we wanted to find out whether, in a general fashion, organisations were addressing productivity issues, so that some indications may be gleaned regarding (a) their attitudes towards the ageing-productivity link, if any, and (b) their potential or capacity to address productivity, irrespective of demographics. Following are some verbatim statements demonstrating efforts being made in this direction. Repetitions have been removed and only the items are presented here.

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- *A Performance Management System exists to address productivity and performance of employees*
- *A consultant was appointed to work out the organisational restructuring with a view to redesigning jobs.*
- *Issues are addressed as they arise*
- *All employees are given a detailed role profile which outlines their main tasks and what is expected from them.*
- *All our job positions are reviewed periodically and work is redesigned to suit the ensuing changes*
- *We apply bonus schemes, work leave analysis, and we promote the best workers*
- *Link productivity and performance to better prospects, better rewards, re-assigning of duties*
- *Improve the working environment*
- *By setting the good manufacturing practices.*
- *Capacity building initiatives*
- *Change in posting is being resorted to, to increase productivity*
- *Communication, Training and Regular Assessments*
- *Computerisation of tasks*
- *Give consideration to movements between department*
- *Constant communication with employees*
- *Continuing training and adopting new techniques*
- *Creating more personality to job fit so that employees feel valued and in return feel motivated.*
- *Digital transformation in key processes*
- *Digitisation of all curriculum materials for better transfer of knowledge and understanding; modern classrooms with latest state of the art technology, WIFI on campus. Staff being sponsored for training, processes being reviewed for better results. Safety & Health issues being addressed immediately*
- *Motivational benefits*
- *Early morning planning of daily activities, options and their cost effectiveness.*
- *Clear career planning and succession planning*
- *Employees are as far as possible posted nearest their place of residence.*
- *Enabling workers with latest technology*
- *Ergonomic furniture*
- *Flexible working options*
- *Follow the market trends*
- *Good planning, organising and leadership always bring us to get the best out of people.*
- *Being proactive and giving the extra effort to get the work done.*
- *Higher management sometimes delegate tasks to resources which weren't mentioned in their job specification. This helps the resources to feel trusted and empowered.*
- *Implementation of workflows, checklist, task list and time-sheet*
- *Implementing new working tools and methods for better productivity*
- *By importing skilled labour*
- *In my opinion work plan should be carried out by categorising the work as well as with the age group.*
- *In the public sector we have performance management system which in a way is a watchdog for productivity issues*
- *Include staff in decisions of the company*
- *Information should be shared with workers openly*
- *Implementation of ISO Standards*
- *NPCC training*
- *Kaizen*
- *Job redesign based on Lean Six Sigma approach*
- *Investing in new equipment, and training in view of enhancing productivity. Doing away with non-productive tasks, time management, breakdown of complex tasks into simpler ones, and adapting machines to men*
- *Job descriptions promoting multi-skilled workforce; use of technological tools*
- *Job enlargement and Job enrichment*
- *Job evaluation*
- *Job rotation allows them to have more experience, get into a new job with new challenges and also help them to perform at their highest level.*
- *Coaching and mentoring on an individual basis is carried out.*
- *Cross-training into other teams*
- *Online training platform available for self-learning*
- *Moving towards end-to-end service rather than specialising in small parts of processes. Processes are made leaner to boost productivity.*
- *Processes are streamlined to ensure better efficiency and faster response*
- *Promoting lean management activities (PIP, Lean Management etc)*
- *Time and motion study analysis*
- *Motivation and provide incentives*
- *Organisational restructuring privileging polyvalence & multi skilling, job rotation and job enlargement, encouraging personal growth and internal mobility and recognition of performance and promotional opportunities*
- *Our upscale domain and our know-how do not allow us this kind of situation. The technology helps us to follow the quality, and the craft / time part and taken into consideration. This question and more for the industrialists*
- *Performance Bonus, Performance Related Pay, Incentives*
- *Weekly plan and daily plan*
- *Regular meetings at Departmental level are held for review and plan for better productivity.*
- *quality control*
- *Re-assessment and restructuring*
- *Re-engineering methods*
- *Replacement of old equipment/tools,*
- *Setting up of workfare committee.*

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- *Restructuration of some traditional services*
- *Review of hours of work; Changing pattern of work and enhancement of working conditions*
- *Review of job profile in line with the current organisational structure to meet the business exigencies.*
- *Appropriate psychometric tests are being used to assess and match the profile of the employee with his/her job position and identify gaps. These gaps are addressed through continuous learning, training and development.*
- *Review processes,*
- *Automation*
- *Use artificial intelligence*
- *Review work methods, reallocating resources and staff*
- *Reviewing schedule of duties according to experience and qualification.*
- *Revise job content*
- *Schemes of service are being reviewed*
- *Simplification of control procedures; empowering decisions at lower levels*
- *Specialisation of duties*
- *Specialised Units have been created, training in specific areas are provided and staff is provided with specialised equipment*
- *Technology, reduce time wasting*
- *The different processes are reviewed on a regular basis. This is also a requirement of ISO to always try to improve. Training are being provided at all level and the computer system in place has also been upgraded. Collaborations with Ministry/Dept such as the Ministry of Social Security and the Civil Status Office have also been solicited.*
- *There is no specific programme as such but we do take into consideration work processes and design to improve productivity whenever we see that there is room for improvement*
- *Re-organising the work program, using their strengths and minimizing their weaknesses.*
- *Up-skilling Programme*
- *We are already working in different areas with a view to improving productivity ranging from procurement through production to marketing. We are also following through some of the initiatives started by NPCC*
- *We are constantly redesigning work*
- *We are introducing a Human Resource Management System*
- *We are looking to restructuring those departments.*
- *We ensure that employees are comfortable in their work environment. They are given all the tools required to conduct their tasks properly. We ensure that a waste walk is done regularly to make better use of our time and resources.*
- *We have a Improve Efficiency Department and we invest massively in technology.*
- **We have also engagement surveys that are used for the designing /redesigning of on-job activities.*
- *We have an Operational Excellence team tacking for design and redesign. Our Engineers do participate in such endeavours*
- *We have implemented a performance improvement plan for those lagging behind and follow with them to ensure the best is being given to increase productivity.*
- *We have regular interactions with employees to brainstorm and find solutions to productivity related issues*
- *We have set up a committee to review all processes within the organisation*
- *We review certain areas regularly to improve time saving and increasing productivity. Regular time checks are done and new products sourced to reduce excessive stress on Labour,*
- *Outsourcing of work*
- *We try to move the low-productivity officer to tasks where his skills would be most needed and matched with the job.*
- *Work from home policy, long term leave and return to work programmes,*
- *Technology to support work (e.g. smart phones)*
- *Work redesigning is done especially in our workshops where old people are assigned more specialist or mentor roles*

Nevertheless, approximately half of all the comments in this section expressed a very different set of facts. A large number of respondents said that nothing was being done towards improving productivity and efficiency. Many agreed with the statements in the questionnaire but admitted that "this kind of thing" was not done.

A few did say that they had been "thinking about" introducing productivity improvement initiatives, whereas others "just implement procedures" and even that they were operating by "trial and error" without any concrete plans or proactive measures.

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6.8. Pro-Ageing actions

On the very specific issue of addressing the ageing of the workforce, human resource managers were asked to say whether measures were already present today, in preparation, under consideration, or not present and not being considered.

Table 22: Policies and Preparedness to deal with the ageing of the workforce

	Already present	In preparation	Under consideration	Not present and Not being considered
A human resource management programme focusing on ageing and life-course issues	18.52%	20.99%	25.93%	34.57%
Career management for all workers	33.95%	20.99%	22.84%	22.22%
Succession planning	32.72%	24.07%	22.22%	20.99%
Phased retirement	25.31%	19.14%	19.75%	35.80%
Developed a business case and presented to senior management/board to obtain buy-in for a strategic plan to address workforce ageing	11.73%	21.60%	20.99%	45.68%
A structured programme so that, some months before retirement, older employees work alongside colleagues so as to document and transmit their business-critical tacit knowledge	30.25%	17.28%	20.37%	32.10%
Working with other stakeholders/social partners to analyse wider issues such as transport, public health, safety, housing, which could affect older worker employment decisions	14.81%	12.96%	21.60%	50.62%
A "senior policy" (separate from a Health & Safety policy)	8.64%	14.20%	20.37%	56.79%
Keep-fit programme	23.46%	18.52%	25.31%	32.72%
Time off for health-related appointments	35.19%	17.28%	16.05%	31.48%
Subsidised and nutritious food at site of work	14.20%	13.58%	17.28%	54.94%
Stress management initiatives (please name them)	15.43%	16.05%	25.93%	42.59%
Work-Life balance initiatives (state which)	23.46%	20.99%	20.99%	34.57%
Mapping of ergonomics at the workplace and at all workstations, categorising jobs into heavy, medium and light	24.69%	20.37%	23.46%	31.48%
Distributing tasks among employees according to their physical capacities	37.04%	14.20%	19.75%	29.01%
A programme to help move people from physically challenging to less challenging tasks as they age	27.78%	15.43%	18.52%	38.27%
Rotating staff between workstations so that workers do not spend too long hours performing a strenuous job	25.93%	18.52%	19.75%	35.80%
A culture developed in the organisation of promoting good health and physical activity for ALL employees	31.48%	18.52%	24.07%	25.93%
Medical insurance for all workers	51.85%	14.81%	12.96%	20.37%
Human resource policy to improve working conditions and the prevention of strenuous and/or stressful working conditions	32.10%	20.99%	24.07%	22.84%
Identifying which employees are doing strenuous work	29.63%	17.90%	20.99%	31.48%
Investigating if older workers are experiencing difficulties in performing their tasks	30.25%	16.05%	20.99%	32.72%
An apprenticeship programme with no age barrier	23.46%	18.52%	17.28%	40.74%
A specific training course on mentoring skills targeted at older workers	17.90%	18.52%	19.14%	44.44%
Promotion of inter-generational understanding and solidarity	19.75%	16.67%	17.28%	46.30%
Ways of working that support task discretion, autonomy, some measure of empowerment	30.25%	17.90%	22.22%	29.63%
Involving employees in securing improvements at work	46.30%	24.07%	14.81%	14.81%
Developing a work culture of respect throughout the organisation	56.79%	21.60%	12.35%	9.26%
Developing leadership qualities of trust-building	53.09%	18.52%	14.81%	13.58%

Source: Survey Results with Citizens

CHAPTER 6 SPECIFIC VIEWS FROM HUMAN RESOURCE MANAGERS

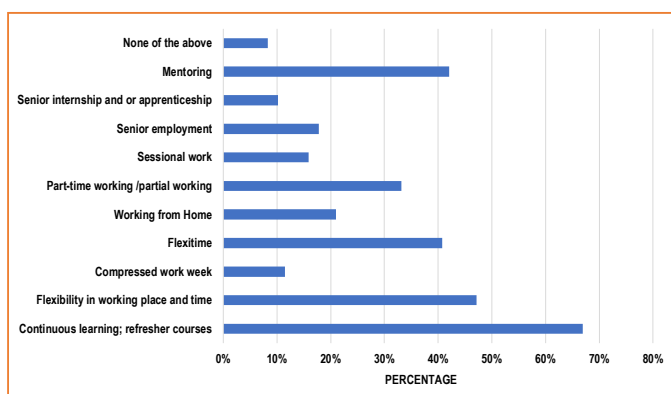
6.9. Flexibility and the New Labour Pool

An organisation which is keeping an eye on trends, including labour market trends and demographic changes, will be aware that both the older portion of the workforce as well as the Gen-Yers (and soon the Gen-Zers) are less inclined to be happy and productive in old, rigid organisational structures and work schedules. We wanted to know from HR managers whether they had in place any contracts of employment which offered schedules and sites to suit all individuals irrespective of age, length of service or caring responsibilities. (This was formed on the basis of the accumulated knowledge now available regarding the Generation Y and Generation Z individuals. Indeed, Gen-Yers, or Millenials, also known as digital natives, are those born between 1982 and 1994 and technology is part of their everyday lives: all their activities are mediated by a screen. Generation Z or the post-millennial generation will take the lead in a few decades. Also labelled as centennials, for having been born into the world at the turn of the century).

Approximately half of all responses stated fixed-term employment contracts as being the norm, and a fair number related to casual work contracts, part-time contracts, and the use of consultants. Responses were mostly broad without hardly any mention of adapting or adjusting to the needs of a diverse workforce, such as older workers returning after retirement, or younger workers requiring flexible work schedules and sites.

Associated with this adaptive capacity, we asked human resource managers whether any of the following policies were present with respect to adapting to the new labour pool, opening up work to people with different needs and priorities and at different stages of life.

Figure 30: Adapting to Workers with Different Needs and Priorities



Source: Survey Results with Citizens

Respondents who said that such measures were not either partly or fully taken, explained as follows:

- The nature of work does not allow other proposals.
- Government must first take action
- Under consideration for later
- It is not applicable
- No senior management commitment or involvement for any of the listed issues
- No genuineness in intention
- No strategic planning at senior management level
- Simply not given it a thought
- The organisation is too small to introduce the above.
- There concepts are for an ideal work environment but the Mauritian mindset and culture is too limited to englobe it.
- A lack of big mindedness is dominant as political influence dictates any move.
- There is no proper mind set and political will
- It is time consuming
- We have normal working hours
- We operate on a 24/7 shift system therefore we cannot afford to provide flexibility in the workplace

6.10. General comments and Looking into the Future

Finally, we received some general comments from some respondents regarding the young workforce, as follows:

- I think that government need to put emphasis on education of young persons to be able to obtain a better quality of labour force in the future.
- It would have been interesting to have questions like where are the young people out of school. How can you motivate young people to work? How can we stop young people moving overseas? How can young people be motivated to move in to the Argo section?
- Our education system should be redesigned to promote a work culture placing emphasis on teamwork, respect, discipline and productivity
- Political nominees mostly sub- mediocre are doing a lot of harm to organisations along with glorified clerks in ministries
- The new labour force is not properly trained before entering the market.

Turning towards the future, the survey also attempted to gauge the interest or potential of organisations for acting in a positive direction towards addressing the challenges of the ageing workforce in the future. We asked respondents if they would be interested to get involved in the following, and their extent of enthusiasm is shown below.

Table 23: Would you be interested to:

	Certainly	Not sure	No thanks
Prepare a plan to introduce some attractive conditions for recruiting and retaining older workers	62.34%	31.17%	6.49%
Learn from examples of employers benefiting from age diversity policies	75.32%	18.18%	6.49%
Collaborate with national bodies in establishing the long-term skills needs of your organisation/industry	82.47%	14.29%	3.25%
Collaborate with national bodies to set up a health promotion programme for all your employees	77.92%	17.53%	4.55%
Contribute to research on how to establish the business case for employing older workers	61.04%	31.82%	7.14%
Get trained on how to undertake a workforce mapping / work ability assessment exercise	74.03%	22.73%	3.25%
Enlist your organisation as a Pilot organisation for the development of a programme focused on managing the ageing workforce of your organisation	42.86%	41.56%	15.58%
Negotiate an agreement with the union(s) to promote the employment of older workers	35.71%	36.36%	27.92%



CHAPTER 7
RECOMMENDATIONS FOR
STRATEGIC ORIENTATIONS

7. Recommendations for strategic orientations

As already spelt out many years before in the National Ageing Policy report (2001), ageing is a multi-dimensional phenomenon warranting an inter-disciplinary and inter-sectoral approach. Following on from the data collection exercise, an Action Planning workshop was held, bringing together a cross-section of all the stakeholder groups. Combined with suggestions emanating from the action planning workshop with consultations and data throughout the project, as well as insights and inputs from the Validation of Findings and Recommendations Workshop, a number of strategic orientations may be presented at this point.

It is clear that for an effective strategy, the most critical player is Government. Policy decisions, implementation and control mechanisms as well as setting the tone, will come from public policy. Still, the new workplace culture will be determined at enterprise level, and so each must play his role in the immediate, medium and long term, as the social and economic stakes are high for all concerned. As we search for our own solutions, we may begin to consider some leads in terms of orientations. This chapter lays down the synthesis of recommendations, inputs and insights arising from the study and reflects the agreement that any strategies and action plans in greater detail may only be feasible following a holistic, national-level policy framework and vision for the ageing issue as a whole, incorporating in its breast the issues relating to the ageing of the workforce.

7.1. For Mauritius Island

1. **The setting up of a peak body, umbrella organisation or dedicated Ministry** to act not only as think tank but also to initiate and champion policies and strategies focused on addressing all issues related to the ageing of the population and the workforce, in effect creating a pro-ageing culture and creating a barrier against any risk of ageism in society. Such an entity would craft sub-strategies to ensure the inter-connectedness of actions relating to the ageing population. Although there have been a few initiatives to promote a pro-ageing mentality, there is at present no strategic direction or vision nor is there a shared understanding of the inter-connected issues. The only moment when "ageing" is seen as an issue is when the National Budget is discussed, with the question of how much will pensions cost and who will "bear the burden". The common citizen does not grasp the concept nor the implications, nor is there a national culture of respect and sensitivity to ageing as a natural phenomenon, with large numbers of ageing persons living in poor health and often undignified conditions because of being out of work, socially isolated, and/or undervalued and disrespected. As such, this national entity would be expected to:

- **Conduct research**, learning from, and benchmarking on other countries having set up their own policies and strategies for workforce ageing, as well as conducting local research

for local solutions; as well, looking into options regarding pensions and retirement mechanisms.

- **Create broad awareness** about the issues related to changing population structure, and specifically to creating ageing-friendly perspective, develop programmes to promote welfare of ageing individuals, and address the significant challenge of establishing inter-generational solidarity.
- **Develop a policy on active ageing**
- **Revisit the strategy for the development of skills and competencies** of ageing individuals (as from their forties) and as a lifelong activity; part of this programme might include dusting off the University of 3rd Age project.
- **Identifying new products and services required in an ageing population;**

2. **The development of a framework of guidelines for human resource managers** to prepare and cater for older/ageing workers in such areas as:

- new practices such as life-course manpower mapping;
- Improved policies and practices regarding manpower planning and succession planning;
- ergonomics and appropriate working environment;
- flexible and part-time working for workers who are willing or in need;
- leisure, health and nutrition promotion;
- an organisational culture promoting diversity and inter-generational solidarity;
- valuing of older workers' knowledge and skills;
- continuous training, learning and development for ALL workers;
- expand the terms of reference of Health and Safety Committees to incorporate the holistic wellness orientation and to promote focused, pro-ageing procedures and practices;
- a programme to prepare 40-plus workers for smooth transition into retirement. Such a new HR orientation would also cater for workers to feel comfortable to either slow down or retire progressively through work that is adapted to age, capacity and motivation, and
- a framework for mandatory health screening and health promotion at work.

3. **The setting up of a one-stop national agency to offer job and placement opportunities**, offer pre-retirement advice and financial planning and professional/vocational rehabilitation, and hold a database of skills both of older persons and skills required by organisations.

4. **The setting up of a national mentoring policy** and programme, and include the formalisation of mentoring as a skilled job.

CHAPTER 7

RECOMMENDATIONS FOR STRATEGIC ORIENTATIONS

5. **The promoting and valuing of voluntary and social activities** which older persons could be involved in to keep them active, valued and involved in the community; to allow the community to benefit from their experience and wisdom.

6. **Devising** a national policy regarding post-retirement employment, including an appropriate legal and institutional framework.

7. **Identifying** both needs and opportunities for the future job and talent market, and especially for those sectors that are already experiencing difficulties to recruit.

8. **The designing of a well-regulated policy and legal framework for flexible work schedules and part-time work.**

9. **Further promoting decent work practices.**

10. **The further promotion of the small, medium and micro enterprise sector,** social entrepreneurship and the informal sector to encourage active ageing.

11. **The initiation of a national population renewal strategy,** including incentives to raise the fertility rate; workplace changes for flexibility, work life balance, and family friendliness.

12. **The initiation of a focused strategy on innovation, productivity, and economic transformation** and sector-based re-engineering, and a fresh perspective on global competitive strategy. All factors impacting on productivity and innovation must be given adequate attention in research and policy, both at national and enterprise levels. These would include increasing workforce participation (of females, youth and older persons willing and able to work) as well as addressing workplace arrangements such as healthy and balanced work schedules and places, ergonomic working stations, promotion of healthy lifestyles, and lifelong training in new technologies and tools, irrespective of age.

In addition, foreign workers must be encouraged/required to pass on their knowledge and skills to locals.

The local talent pool must be encouraged to stay in the country through the adoption of the concept of Employer of Choice.

7.2. For Rodrigues Island

1. Setting up an inter-commission and multi-stakeholder task force to take stock of relevant reports, data, conduct more research if necessary, into the implications of the demographic changes happening on the island.

2. Identifying and studying the sectors, both formal and informal, where changing demographics point to an erosion of valuable knowledge and skills in specific sectors and age groups:

- Design and implement strategies for knowledge and skills transfers.
- Set up of a national mentoring policy and programme and include the formalisation of mentoring as a skilled job.

3. Further strengthening and accelerating the implementation of schemes for upgrading the agricultural and fishing sectors through new skills and technology.

4. Identifying opportunities for a new job and talent market; new products and services required in a context of shifting demographics.

5. Developing a framework of guidelines for human resource managers to prepare and cater for older/ageing workers in such areas as ergonomics and flexible and part-time working, leisure and health, working environment and organisational culture, and continuous training and development.

6. Promoting and valuing voluntary and social activities which older persons could be involved in, to keep them active and involved in the community; to allow the community to benefit from their experience and wisdom.







CONCLUSION

CONCLUSION

What is clear from the views gathered in this project is that the full implications of the change in age structure of the population are not fully understood by the concerned stakeholders.

There are two sides to the ageing workforce coin: on one hand, given the low uptake on research and innovation in Mauritius (and Rodrigues), an ageing workforce can be problematic because fewer people or working age and many workers with "old" skills will not be able to drive the economy into a prosperous future. On the other side, an ageing workforce can represent an opportunity to rethink visions and strategies for productivity and performance, bring in new technology, provide space for cross-cutting policy making, as well as ignite a new social dynamic through an effective intergenerational solidarity and support culture.

Writing more than half a century ago, demographer Frank W. Notestein (1947; 1967) did not view ageing as a problem. He considered ageing of populations as the result of control over unwanted births and early mortality, a great triumph of civilization and no matter to be pessimistic about. Much of the opinions in our surveys similarly voiced out this type of view. Taking stock of a shifting population structure provides the opportunity to plan and to do it carefully and strategically, especially if Mauritius and Rodrigues learn from the experience of others. Indeed, the ageing of populations and their labour forces is a phenomenon that has been continuously commented on, reported about and analysed since over two decades now.

Kofi Annan, Secretary General of the United Nations, at the launching of the International Year of Older Persons on 1 October 1998, raised this point when he referred to ageing as a silent revolution that extends well beyond demographics, with major economic, social, cultural, psychological and spiritual implications.

Economic and social progress are intertwined. An ageing programme should be part of wider efforts to build an inclusive, sustainable growth model for the country. To achieve this, we need to improve our global position and make the country a country of choice not only for investment and tourism but also a preferred place to live in and to foster social cohesion.

Faced with an imminent shortage of labour, both in numbers and in skills and talent, we need to be looking at a long-term strategy to address shifting labour market dynamics.

Within such a strategy, the most important tasks are (1) boosting the labour force participation rate and reducing the proportion of inactive labour (2) increasing productivity and innovation (3) improving conditions and environments at work (4) integrating an ageing workforce policy into reforms in healthcare, care, and other policy areas, and (5) attending urgently to educational, vocational and capacity gaps in the up-and-coming workforce of the future.

To work longer, an individual must be in good health, be receptive to the idea of working longer and have the opportunity to do so. The working conditions, health, safety, training and learning, schedule and work design throughout the life course all play a vital role in this respect. From this study, only partial information is available to gauge (a) the level of interest in working longer, (b) the state of health and fitness permitting productive employment at an older age, and (c) the state of workplace policies and practices with regard to the employment of older workers.

We also learnt that experienced older people act as volunteers in schools, communities, religious institutions, small businesses and health and political organisations, but we do not know the extent of this involvement, nor their realities in practice. This is an area requiring attention, as the literature has shown that "work" of a voluntary nature benefits older people by increasing social contacts and psychological well-being while making a significant contribution to the communities and the country.

We also found that a large number of respondents did not feel that organisations were adequately ready or willing to employ older workers or to attend specifically to their capacities and needs. Much emphasis was laid on the need for adequate human resource management and human resource planning. Many interesting propositions were made both in Mauritius and Rodrigues regarding the types of workplace changes that would be necessary. The necessity to adapt work to the changing needs, preferences and capacities of workers, the elimination of age discrimination, as well as gradual or flexible retirement options, were named amongst many others.

When it comes to increasing labour force participation, the key lies with women, the young unemployed or under-employed and those persons aged 60 and older, all underutilised resources. In Rodrigues in particular, but also applicable to Mauritius island, the necessity to create jobs and new sectors, and to boost the economy were recommended. However, what also came out clearly from the number of "it depends" comments and responses is that the diversity across sectors and industries in terms of labour market dynamics and global competitiveness demands a sector-wise and industry-specific analysis.

Additionally, that part of the inactive workforce, women, ought to be encouraged and enticed to enter or re-enter the labour force in much greater numbers. Unanimously, respondents recommended improved provisions for day care, flexible work, working from the home, and more options for a career and work within a balanced lifestyle. Similarly, more focus is required to ensure that the youth entering the job market find jobs that they are suited for and which are suitable for them.

CONCLUSION



Finally, we come full circle in this report and remind readers of the dangers of standardisations in defining chronological age characteristics. As such, being or feeling old has no specific date or time. Enacting broad social and/or economic policies based on chronological age alone can therefore be discriminatory and counterproductive to wellbeing in older age. This has implications for the management of human resources which must ensure a holistic, non-ageist, approach enacting continuous improvements in welfare, wellbeing, productivity and efficiency for all employees as and when the dynamic environment demanded these.

In addition, too-simple assumptions about the direct correlation between the statistical ageing of the population and the ageing of workforces across industries and sectors may be misleading. Many ageing persons in Mauritius and Rodrigues were perceived to be frail and/or isolated well before sixty, and much of this may be due to conditions of living and circumstances in economic, social and health terms, leading to inability or demotivation with regard to remaining employed. Many respondents pointed out that even 60 was too old to retire. Many ageing persons may also still be in some form of employment or other merely out of economic necessity. And yet others remain active in the informal economy, unaccounted for and often in undignified and even unsafe conditions. Some sectors will continue to employ older workers in jobs which require their skills, while others will face dire skills mismatches. More research using economic models could be carried out to analyse the labour market effects (financial or otherwise) of ageing, and consequences on earnings and employment.

Similarly, factors specific to Mauritius and others specific to Rodrigues that may disadvantage older workers and even lead to age discrimination and worse still, to isolation, must be carefully studied. Clearly, a national effort is now required, through cultural and structural responses. As such, certain existing reports will need to be dusted off, such as any on work-life balance and on the conditions of the elderly, and may provide valuable social, economic and other insights for action. Worthwhile institutional set ups such as the University of the Third Age could be reviewed and given a new lease with modern terms of reference. Models will have to be developed to see how worker health may be improved through a combination of services and programmes at the workplace in partnership with unions, and across relevant Ministries and NGOs.

Additionally, because productivity needs to be continuously improved, swift measures must be taken to devise new ways of working, of designing work and operations, and capitalising on technological developments to ensure that the best and most valuable is drawn out of all our human capital, taking a life-course approach that pays attention to the capacities, health, motivation and lifestyle needs of all workers of all generations in the workforce.

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ANNEX 1

Focus Group Ageing Workforce: Challenges and Opportunities for the Republic of Mauritius - 22 February 2018 (HR managers)			
SN	Name	Position	Organisation
1	Yamini Sibartie	Business Development	ACCA Association - Mauritius
2	Mr Kavish Seedam	People Advisor	Accenture Mauritius Ltd
3	Mrs Aarti Rajkomar	Human Resource Manager	Airports of Mauritius
4	Mr Vijay Gopeechand	Human Resource Manager	Central Electricity Board
5	Mrs Cindy Rey	Human Resource Director	Ceridian Mauritius Ltd
6	Mrs Guness	Head - Human Resources	Financial Services Commission
7	Mr Arnachellum Satchuda	Senior HR Executive	Ministry of Agro Industry & Food Security
8	Mr. Bhundun Vijaye P.	Human Resource Manager	Ministry of Civil Service and Administrative Reforms
9	Mr Ramkhelawon Premajit	HR Assistant Manager	Ministry of Education & Human Resources, Tertiary Education and Scientific Research
10	Mr Phoolchand Tarasingh	Human Resource Manager	Ministry of Social Security, National Solidarity and Reform Institutions
11	Mr. Koochanah - HR manager	The Permanent Secretary	Ministry of Tourism
12	Mrs Medha Devi Gokhul	Administrative Officer (HR)	Open University
13	Sharon Gaya		State Bank of Mauritius
14	Mr Vishnoo Luximan	Group Human Resources	Swan Group
15	Mr. Gungah Shailendra Singh	Director Human Resources	University of Mauritius
16	Mr Abraham Bertrand	Chief Human Resources Officer	Velogic Ltd
17	Mr Christopher Park	Group HR Manger	Terra

ANNEX 2

Focus Group Ageing Workforce: Challenges and Opportunities for the Republic of Mauritius - 23 February 2018 (Senior Citizens and NGOs)

SN	Title	Surname	Other Name	Address
1	Mr	Balgobin	Indurdeo	Quatre Cocos
2	Mrs	Bignoux	Sylvain	Plaine Magnien
3	Mr	Bissessur	Yamunaprasad	Camp de Masque
4	Mr	Chengan	Paramasiva	L'escalier
5	Dr	Cunnusamy	Antoine Jacques	Terre Rouge
6	Mr	Gungadin	Premchand	Sebastopol
7	Mr	Ramkissoon	Rameshwar	Terre Rouge
8	Mr	Ravindranath	Gopaul	Central Flacq
9	Mr	Guirdharry	Juggessur	Union Park
10	Mr	Surrawon	Veeruppa	St Hubert
11	Mr	Gooroocharan	Dookhit	B. Bassin
12	Mr	Mootosamy	P.	Rose Hill
13	Mr	Gokool	Chandr	Triolet
14	Mr	Bodma	Roopchand	Terre Rouge
15	Mrs	Abassmamode	Saberah	Port Louis
16	Mr	Naby Curmoula	Goolam	Guibies
17	Mr	Rungasamy	Vengrasamy	Souillac
18	Mrs	Jawaheer	Oormeela	Phoenix
19	Mr	Jeawon	Bharutlall	Vacoas
20	Mr	Caunhye	Asraf Ali	-
21	Mr	Ramdoss	Sonal	-
22	Ms	Boodhoo	Barathi	-
23	Mr	Kissoondoyal	Vijay	-
24	Mr	Jaddoo	Ramduth	-
25	Mrs	Bundhoo	Nedha	-
26	Mr	Khemraz	Gunesh	-
27	Mr	Bissoon	Persand	-
28	Ms	Nadine	Marlene	-
29	Mr	Semboo	B	-
30	Mr	L	Kishto	-
31	Mr	Beejai	Sham	-
32	Mr	S	Philppe	-
33	Mr	G. N.	Curmouh	-

ANNEX 3

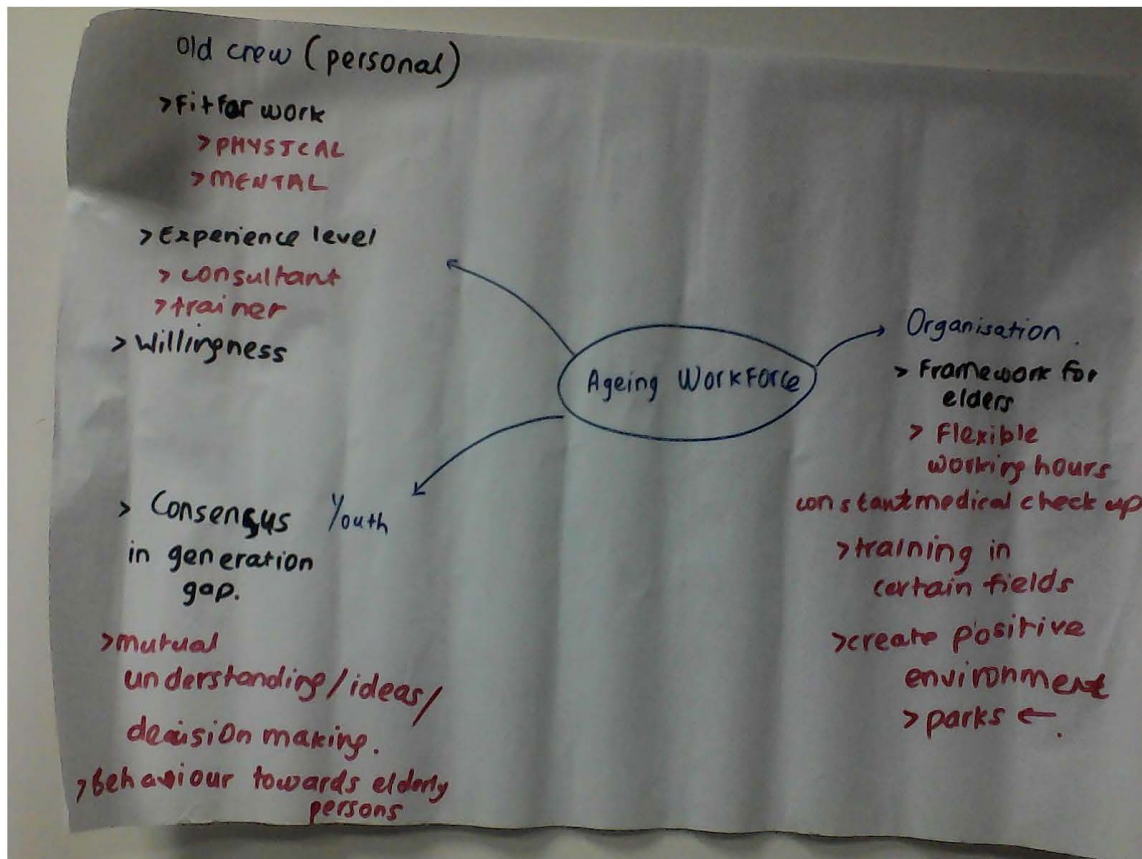
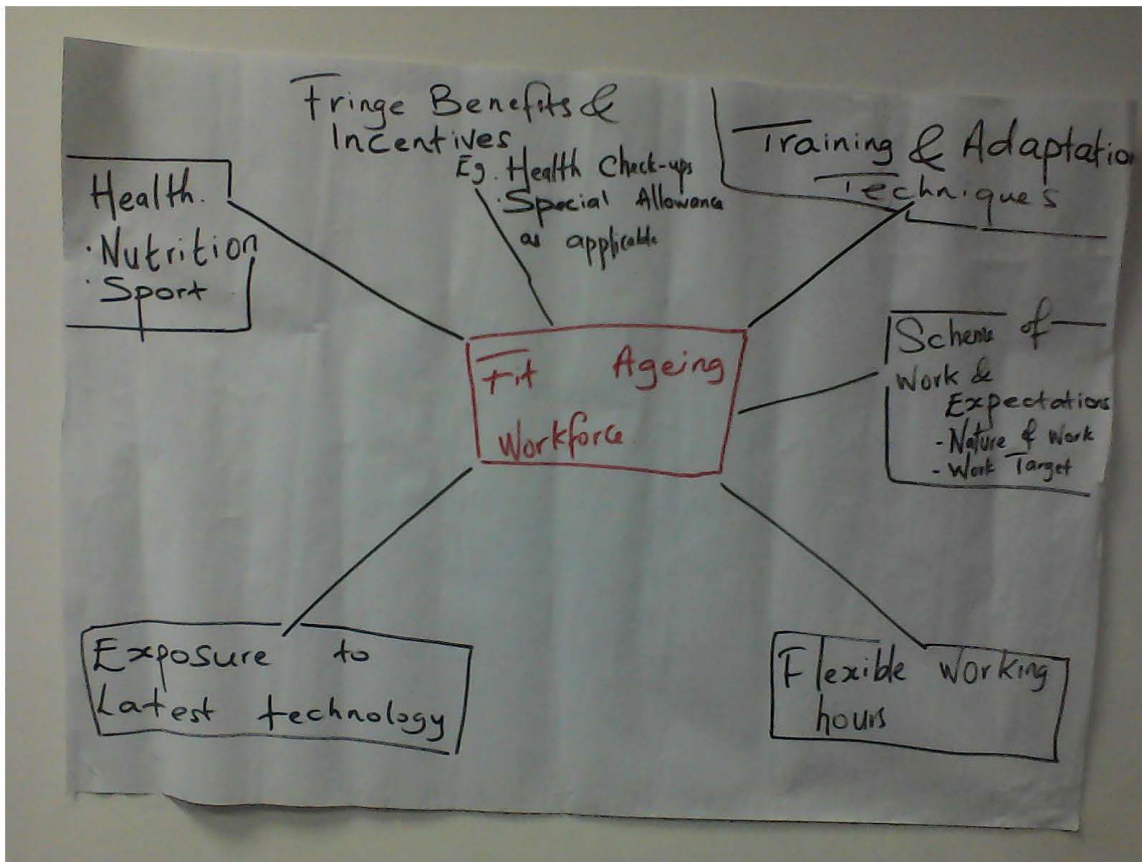
Focus Group Ageing Workforce: Challenges and Opportunities for the Republic of Mauritius - 07 March 2018 (Trade Unions)			
SN	Name	Designation	Organisation
1	Boijonauth Nowraj		Airport of Mauritius Ltd Employees Union
2	Shavindra Sunassee		Airport of Mauritius Ltd Employees Union
3	Mr. Veerapin Alaghen		Airport of Mauritius Ltd Employees Union
4	Artee Choytoaa	Assistant Secretary	All Civil Service Employees & Other Unions Federation
5	Jean Bruneau Dorasami	Treasurer	All Civil Service Employees & Other Unions Federation
6	Jayen Chellum		Association des Consommateurs de l'île Maurice
7	M. Salim Peerbakus	Senior Court Usher	Federation of Civil Service and Other Union
8	Vidianand Naugloo	Vice-President	Federation of Civil Service and Other Union
9	Vedina Soogumbur	Member	Federation of Civil Service and Other Union
10	Tirth Purryag	President	Maritime Transport and Port Employees Union (MTPEU)
11	M. Mehdi H. Manally	Rector	Ministry of Education
12	Brigitte Estella Caussy	Assistant Treasurer	Nursing Association

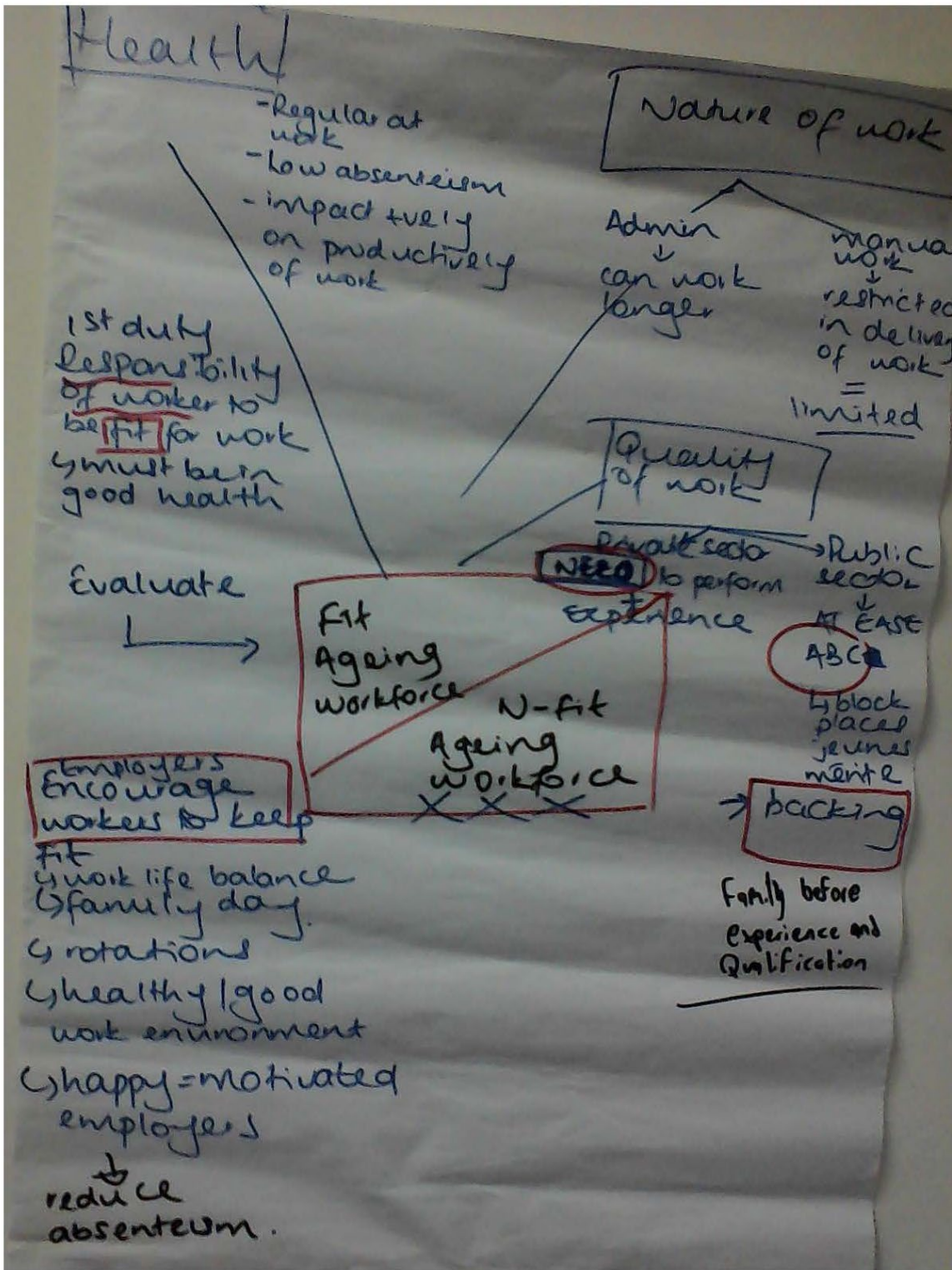
ANNEX 4

Focus Group Ageing Workforce: Challenges and Opportunities for the Republic of Mauritius - 24 March 2018 (Youth)			
SN	Name	Tel	Email
1	Vivek Urjoon	59378964	-
2	Pritee Auckloo		priteeauckloo@gmail.com
3	Pooteeram Yashvind	5 744 52 16	yashvind@live.com
4	Jeetun Rishiraj	58046658	
5	Teelokee Rima	58046658	
6	Mellino Bégué		
7	Cotobally M. Zubeir	58100466	
8	Mohamad Ali Akil	57044468	
9	Sweta Nemchand		
10	Ruben Mootosamy	-	
11	Urmila Devi Motah	58247505	
12	Bhava Naiko		

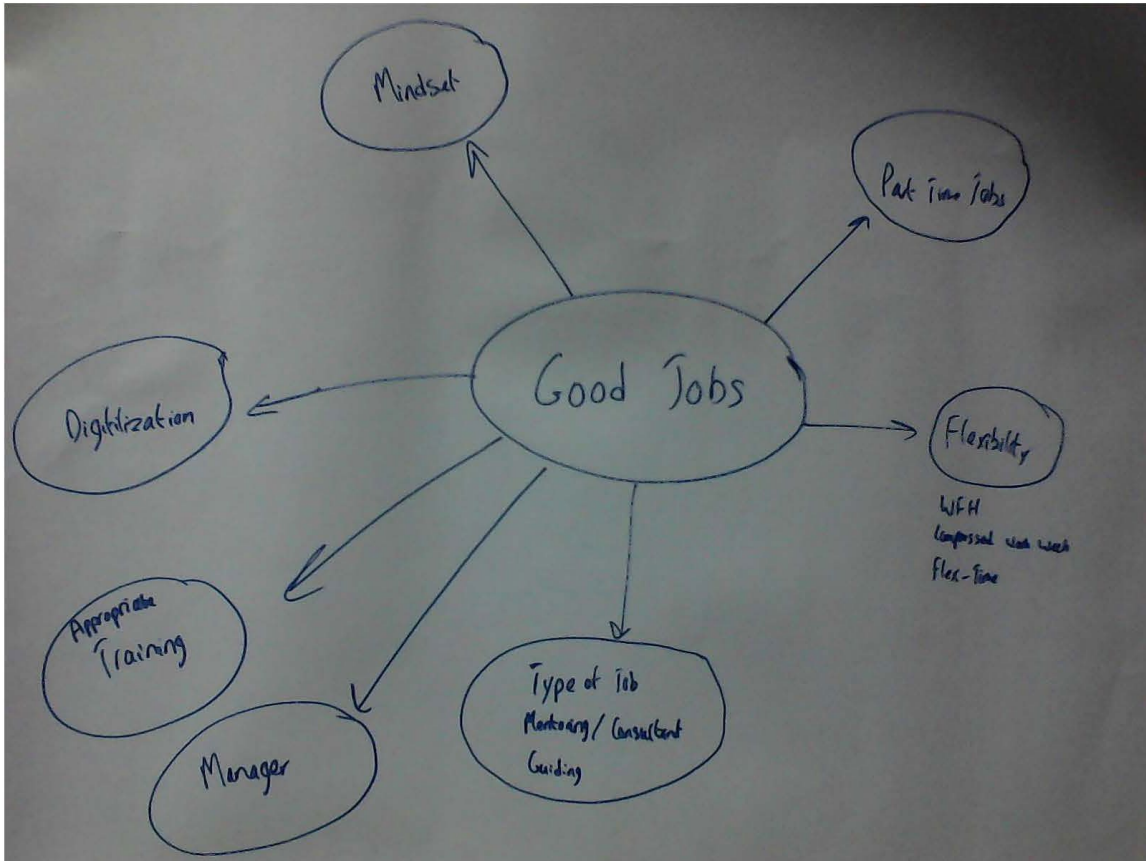
APPENDIX

ANNEX 5: Screenshots mind mapping exercises in focus groups





APPENDIX



ANNEX 6: Questionnaire for Street Survey

CONFIDENTIAL

ENUMERATOR CODE

SN

THE NATIONAL PRODUCTIVITY COMPETITIVENESS COUNCIL



**SURVEY AGEING WORKFORCE – CHALLENGES AND SOLUTIONS
FOR THE REPUBLIC OF MAURITIUS**

In line with its Strategic Plan 2016- 2019, and its role as a think tank and synergiser the National Productivity and Competitiveness Council (NPCC) is conducting a research on the topic “The Ageing Workforce-Challenges and Opportunities for Mauritius.” The impetus for the research is based on the fact that an ageing population is threatening future growth in Mauritius. The overall objective of the research is to engage relevant stakeholders in the design and implementation of a strategic action plan to address the issue of an ageing workforce in the short, medium and long term.

In this context, we would be very grateful to have 15 minutes of your time to answer a few questions on the subject under consideration. Please note that all your responses will be treated with upmost confidentiality.

AGE	GENDER	
< 18 years old <input type="checkbox"/>	Male <input type="checkbox"/>	Female <input type="checkbox"/>
18 – 38 years old <input type="checkbox"/>	REGION	
39 – 49 years old <input type="checkbox"/>	Urban <input type="checkbox"/>	Rural <input type="checkbox"/>
50 – 60 years old <input type="checkbox"/>		
> 60 years old <input type="checkbox"/>		

1. Do you think that the fact of having more elderly persons in the population is a problem? How so?

Yes May be No

2. What can be done to cope with the problem of an ageing workforce?

Yes May be No

4. Do you think companies are ready to start employing elderly workers? Please explain.

Yes May be No

5. Do you think that elderly people should be given clear incentives to stay longer in the workforce? If so what kind of incentives could you suggest? Who should provide them?

Yes May be No

6. What kind of policies with regard to working conditions should organisations put in place to support active ageing?

7. What can be done to promote wellbeing and quality of work life generally?

THANK YOU FOR YOUR TIME!

ANNEX 7: List of Enumerators

SN	Name	Code	Qualifications	Employment status	Region surveyed
1	Akshay GOGI	E001	Bsc (Hons) Tourism and Hospitality Management	Working in Hotel at Coin de Mire (North)	Grand Bay
2	Kewin Yeldy CESAR	E002	Bsc (Hons) Travel and Tourism and MBA	Working full time	Mahebourg
3	Chamlesh Kisoondhary	E003	Bsc(Hons) Psychology and Sociology	Have free time	Highlands
4	Ruksaar Ganga	E004	Bsc (Hons) Tourism and Hospitality Management	Have free time	Lavenir
5	Boyonauth Louvesh	E005	Beng (Hons) Mechatronics Engineering	Have free time	Vacoas
6	Akshay Luchmun	E006	Beng (Hons) Mechatronics Engineering level 2 full time	Have free time	curepipe
7	Esther Christina LAM WAI SHUN	E007	Bcom in Management and Marketing	Student - have free time	Rose Hill
8	Bhavna Mohono-Naiko	E008	Bsc (Hons) Tourism and Hospitality Management		Port-Louis
9	Weddy Sooriah	E009	BSc (hons) Applied social science	Have free time	Chemin-Grenier
10	Leenisha Dabydoyal	E010			Vacoas

ANNEX 8: List of consultations in Mauritius

SN	Other Names	Surname	Position Held	Organisation
1	Beas	Cheekhooree	Chairman	Mauritius Exports Association
2	Pradeep	Dursun	NPCC Council Member	Business Mauritius
3	Dheemun Devi	Manraj		36 Avenue Jacarandas
4	Soodesh Satkam	Callichurn	Minister	Minister of Labour, Industrial Relations, Employment & Training
5	Raju	Jadoo	Secretary General	Mauritius Chamber of Commerce & Industry
6	Roubina	Jadoo-Jaunbocus	Minister	Ministry of Gender Equality, Child Development & Family Welfare
7	Paramasivum	Pillay Vyapoory	Ag. President of the Republic of Mauritius	Office of the President
8	Raj	Aukloo	Director	Human Resource Development Council
9	H	Boonomally	Assistant Commissioner (Social Security, Welfare and Elderly Persons' Protection)	Ministry of Social Security & National Solidarity and Reform Institutions
11	Radakrishna	Sadien	Trade Unionist	Government Servant Employees Association
12	Jamad	Mownah	Lead Analyst	Ministry of Finance and Economic Development

ANNEX 9: List of consultations in Rodrigues

1. Mr. Louis Daniel BAPTISTE, Commissioner, Social Security, Employment, Labour and Industrial Relations, Consumer Protection and Trade, Commerce and Licensing.
2. Mrs. Rose Marie Franchette GASPARD-PIERRE LOUIS, Deputy Chief Commissioner.
3. Mr. Jacques Davis Po Hoo Tung HEE HONG WYE, Island Chief Executive.
4. Mr. Maxwell - President Rodrigues Government Services Employees Association (RGSEA).
5. Mr. Stevenson Clair - President Rodrigues Public Service Workers Union (RPSWU).
6. Mrs. Meunier and Mr. Mariano - Rodrigues Government Employees Association (RGEA).

ANNEX 10

Focus Group - Rodrigues: Challenges and Opportunities for the Republic of Mauritius – 19 April 2018 (HR Manager)

SN	SURNAME	NAME	DESIGNATION	ORGANISATION
1	Agathe	Marie Françoise	Assistant	Cotton Bay Resort & Spa
2	Begue	Marie Josianna	Ag. Human Resource Officer	Commission For Youth & Others
3	Prudence	Louis Max Kellar	Human Resource Officer	Central Electricity Board
4	Evenor	Jean Noel	Manager	REDCO Ltd
5	Lobind	Nityanand	Departmental Head	Commission for Social Security & Others
6	Pasnin - Anthony	Marie Michele	Higher Executive Officer	Commission for Social Security & Others
7	Castel	Marc Rodney	Acting, Assistant Manager	MITD, Le Chou
8	Tolbise	Michel Rosario	Chief Technician	Mauritius Telecom
9	Fabienne	Nussery	-	CCO Education
10	Jelina	Liselle	-	Commission for Child Development
11	Sergine	Roussety	-	Commission for Child Development
12	Christelle	Meunier	-	Commission for Child Development
13	Etienne	Louisemay	-	Family Protection Unit (Police)
14	Marie Noella	Begue	-	Commission for Agriculture
15	Auguste	Arlando	-	Commission for Education
16	Marie	Sibiana Clair	-	Family Protection Unit (Police)

ANNEX 11

Focus Group - Rodrigues: Challenges and Opportunities for the Republic of Mauritius – 20 April 2018 (Senior Citizens/NGOs)

SN	SURNAME	NAME	DESIGNATION	ORGANISATION
1	Raboude	Joseph Christian	Director	Centre CarreFour
2	Perrine	Marie Charlene	Permanente JOC	Jeunesse Ouvriere Chretienne
3	Begue	Maite	President	Sea Pearl of Rodrigues Multipurpose Cooperative Society
4	Perrine	Ashna	Member	
5	Momus	Ellena	Secretary	Nature First Cooperative Society Ltd
6	Jacqueline	La gaulette		Club Poisson D'or
7	Prosper	Jacqueline		Club Poisson D'or
8	John	Milazar		Club Poisson D'or
9	Bozelle	Marlainza		EFOI Espace Rodrigues
10	Pierre	Louis Lucie		Rodrigues Regional Committee
11	Marie	Sylvanie Baptiste		Rodrigues Lime Juice Cooperative
12	Marie	Daniella Castel		Rodrigues Lime Juice Cooperative
13	Agustin	Marline		Rodrigues Regional Committee (Women)

ANNEX 12

Focus Group Rodrigues : Challenges and Opportunities for the Republic of Mauritius – 20 April 2018 (Youth)

SN	SURNAME	NAME	DESIGNATION	ORGANISATION
1	Momus	M Stephanie		Commission for Youth
2	Colin	J Brenda	Student	La Ferme College
3	Denis	Claude Perrine	Student	La Ferme College
4	Raboude	Ornella	Student	La Ferme College
5	Edouard	Marrie Anne Louise	Student	Marechal College
6	Clair	Jean Michele	Student	Marechal College
7	Begue	Marie Claire	President	Rodrigues Regional Youth Council

APPENDIX

ANNEX 13

Action Planning Workshop – 08 MAY 2018					
SN	Title	Name	Other name	Position	Organisation
1	Mrs	Dheemun Devi	Manraj		
2	Mr	Imrith	Rashid		All Employees Confederation
3	Mr	Dalliah	Vikash	HR manager	Central Electricity Board
4	Mrs	Soogumbur	Vedina	Public Relations Officer	Federation of Civil Service and Other Unions
5	Mr	Mattan	Pritan Singh	Manager Corporate	Human Resource Development Council
6	Mr	Bissessur	Yamana		MACOSS
7	Dr	Peedoly	Aveeraj		Mauritius Research Council
8	Mrs	Cindy	Martial	Statistician	Statistics Mauritius
9	Mr	Bertrand	Abraham	Chief Human Resources Officer	Velogic Ltd
10	Mr	Ruhee	Nunkeswar		Eau Coulee Curepipe
11	Mr	Sunnarain			GTU
12	Mr	Mootosamy	Ruben	Public Relation Officer	Savanne RYC
13	Mr	Bissessur	Y	Member	Senior Citizen Association
14	Mr	N	Seurut	Eary Day Care	
15	Miss	Soomungull	Ashna		Confederation Des Travailleurs Des Secteurs Publique et Prive
16	Mr	Boonomally			Ministry of Social Security & National Solidarity
17	Mr	Ramah			Ministry of Social Security & National Solidarity
18	Mr	Bhunnoo	Raaniyah	office managemnt ass	Ministry of Financial Services and Good Governance
19	Mr	Surat	Surujdev Mohun	Chief Employment Officer	Ministry of Labour Industrial Relations, Employment & Training

ANNEX 14 : Online Survey Questionnaire – HR Managers

Survey on Ageing Workforce: Challenges and Opportunities for the Republic of Mauritius

Dear Respondent,

The National Productivity and Competitiveness Council (NPCC), a parastatal body under the aegis of the Ministry of Financial Services and Good Governance, is conducting a nation-wide survey on people management in Mauritius with a very specific focus on the ageing workforce. In the next ten years, the “war” for talent will intensify as the population and workforce of Mauritius ages. Already, the “skills mismatch” is being experienced in many sectors and industries. Organisations that ignore the ageing of the workforce risk failing to attract, retain and engage the people they need to survive, and with the ageing of the workforce predicted to last for at least another four decades, we are interested to hear from you about how your organisation is responding or planning to respond to this inexorable trend.

Please be assured that your answers will be treated with utmost confidentiality

APPENDIX

SECTION A: VIEWS ABOUT AGEING WORKFORCE					
<i>*In this survey, ageing workforce means above 45 years old .</i>					
* 1. Views about Ageing Workforce (Please tick as appropriate)					
	Strongly Agree	Somewhat Agree	Neutral/Don't Know	Somewhat Disagree	Strongly Disagree
The labour market is changing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The ageing of the Mauritian workforce represents a challenge to organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The ageing of the Mauritian workforce represents an opportunity to organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Older workers are a cost to the economy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Older persons are willing and interested to extend their working lives beyond 60	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Older workers (over 45) have a high degree of work motivation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Older workers can perform as well as younger workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Older workers resist change and learning (not flexible, adaptable to changing demands)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Older workers just want to be left alone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workers over 45 just want to cruise along until they retire	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Older workers can make a valuable contribution to the business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Older workers may represent an untapped source of labour for the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 2. As compared to younger workers, older workers (tick as appropriate)

	Strongly Agree	Somewhat Agree	Neutral/ Don't Know	Somewhat Disagree	Strongly Disagree
Are more loyal to their organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrate better work engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are more reliable and hard-working	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are are more likely to go out of their way to ensure that customers' needs are met	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 3. The following factors affect the efficiency of older workers
(Tick as appropriate)

	Strongly Agree	Somewhat Agree	Neutral/ Don't Know	Somewhat Disagree	Strongly Disagree
Health issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stress	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of motivation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Remarks (add other factors if any)

SECTION B: SECURING COMPETITIVE ADVANTAGE THROUGH STRATEGIC PLANNING OF AGEING WORKFORCE

* 4. What are the measures being taken within your organisation to adapt to the changes such as digitalization, automation, robotisation, etc. How are you ensuring that work is up to date and responsive to the new modern economy, and particularly to changes in technology?

* 5. Indicate your level of agreement to the following statements as they apply to your organisation:

	Yes/To a large extent	To some extent	No/ Not at all
You have a talent acquisition (recruitment) and retention plan in place that spans over the next ten years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You have a knowledge-transfer programme in place	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skills training or any form of learning and development is provided to workers over the age of 45	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You engage in succession planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You have plans in place to support the engagement, wellbeing and productivity of employees of all ages and abilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You have an occupational health and safety professional working full-time or part-time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your occupational health and safety policy includes health-promotion for employees of all ages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A union (or more than one) represents your employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

APPENDIX

	Yes/To a large extent	To some extent	No/ Not at all
The union is on board in policy-decisions regarding health, wellness, engagement and productivity of your workforce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You undertake health promotion programmes including regular health and ergonomics assessments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You have an in-house policy regarding age discrimination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If employees over 50 years wish to retire progressively and continue working part-time or reduced hours, their request is considered seriously by the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You /other managers engage in open and regular talks with employees about retirement, options for alternative forms of working, and age-related working conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You collect metrics on the age profile of different groups of your employees and use them to keep track of patterns of illness, accidents, recruitments, grievances, turnover, engagement, participation in training, for each group of employee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION C: WORK DESIGN AND WORKING ENVIRONMENT

* 6. Low productivity may be tackled through better work design so as to get the best out of people. Please explain what you are doing about designing/redesigning work to address productivity issues.

* 7. Indicate the percentage of your workforce working under the following conditions.

	0 %	1%- 10 %	10% - 30 %	30 %- 50 %	50 % -80 %	80% and above
Employees working in difficult / strenuous postures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees working long hours (more than 8 hours)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees working on shifts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees working night shifts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees travelling long distances or abroad frequently for work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees having to deal with customer-related stress	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 8. Explain in what ways your organisation is handling the different workers' conditions identified in question 7. Does your health and safety policy integrate such issues? Please explain.

* 9. In your honest opinion, is your organisation giving serious consideration to long-term, strategic issues, or is it mostly pre-occupied in day-to-day issues?

Most pre-occupied with day-to-day Strategically oriented

APPENDIX

SECTION D: THE DETERMINANTS OF ADAPTATION

* 10. Please indicate which of the following are either already present, in preparation, under consideration, or are not being considered at present. Please add any additional comment(s).

	Already present	In preparation	Under consideration	Not present and Not being considered
A human resource management programme focusing on ageing and life-course issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			
Career management for all workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			
Succession planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			
Phased retirement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			
Developed a business case and presented to senior management/board to obtain buy-in for a strategic plan to address workforce ageing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			
A structured programme so that, some months before retirement, older employees work alongside colleagues so as to document and transmit their business-critical tacit knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			

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	Already present	In preparation	Under consideration	Not present and Not being considered
Working with other stakeholders/social partners to analyse wider issues such as transport, public health, safety, housing, which could affect older worker employment decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			
A "senior policy" (separate from a Health & Safety policy)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			
Keep-fit programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			
Time off for health-related appointments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			
Subsidised and nutritious food at site of work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			
Stress management initiatives (please name them)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			
Work-Life balance initiatives (state which)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			
Mapping of ergonomics at the workplace and at all workstations, categorising jobs into heavy, medium and light	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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	Already present	In preparation	Under consideration	Not present and Not being considered
Comments (if any)				
<input type="text"/>				
Distributing tasks among employees according to their physical capacities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)				
<input type="text"/>				
A programme to help move people from physically challenging to less challenging tasks as they age	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)				
<input type="text"/>				
Rotating staff between workstations so that workers do not spend too long hours performing a strenuous job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)				
<input type="text"/>				
A culture developed in the organisation of promoting good health and physical activity for ALL employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)				
<input type="text"/>				
Medical insurance for all workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)				
<input type="text"/>				
Human resource policy to improve working conditions and the prevention of strenuous and/or stressful working conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)				
<input type="text"/>				
Identifying which employees are doing strenuous work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)				
<input type="text"/>				

APPENDIX

	Already present	In preparation	Under consideration	Not present and Not being considered
Investigating if older workers are experiencing difficulties in performing their tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			
Continuous training and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			
Access to vocational re-training or occupational rehabilitation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			
A specific training course on mentoring skills targeted at older workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			
An apprenticeship programme with no age barrier	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			
Promotion of inter-generational understanding and solidarity (explain this briefly)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			
Ways of working that support task discretion, autonomy, some measure of empowerment (explain briefly)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			
Involving employees in securing improvements at work (explain how)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

APPENDIX

	Already present	In preparation	Under consideration	Not present and Not being considered
Comments (if any)	<input type="text"/>			
Developing a work culture of respect throughout the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			
Developing leadership qualities of trust-building	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments (if any)	<input type="text"/>			

SECTION E: FLEXIBILITY AND THE NEW LABOUR POOL

* 11. What types of contracts of employment do you provide to suit all individuals irrespective of age, length of service or caring responsibilities?

* 12. Are any of the following present in your organisation with respect to adapting to the new labour pool, opening up work to people with different needs and priorities and at different stages of life? (Tick any that apply)

- Continuous learning; refresher courses
- Flexibility in working place and time
- Compressed work week
- Flexitime
- Working from Home
- Part-time working /partial working
- Sessional work
- Senior employment
- Senior internship and or apprenticeship
- Mentoring
- None of the above

13. If you specified '*None of the above*' for question 12 please specify why (example flexitime too expensive and time consuming to manage/government must take action first etc)

SECTION F: LOOKING INTO THE FUTURE			
* 14. Would you be interested to :			
	Certainly	Not sure	No thanks
Prepare a plan to introduce some attractive conditions for recruiting and retaining older workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learn from examples of employers benefiting from age diversity policies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collaborate with national bodies in establishing the long-term skills needs of your organisation/industry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collaborate with national bodies to set up a health promotion programme for all your employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contribute to research on how to establish the business case for employing older workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Get trained on how to undertake a workforce mapping / work ability assessment exercise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enlist your organisation as a Pilot organisation for the development of a programme focused on managing the ageing workforce of your organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Negotiate an agreement with the union(s) to promote the employment of older workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ORGANISATION PROFILE

Please complete the section below regarding your organisation's profile

* 15. Name of organisation

16. Name of officer completing survey (optional)

* 17. Sector of activity (example agriculture, construction etc)

* 18. Year of establishment

* 19. Number of employees

0- 10
 10-30
 30-50
 50 and above

* 20. Profile of employees(Category/ Average Age/ Number)

	Average age	Number of employees
Operatives	<input type="text"/>	<input type="text"/>
Professional or technical	<input type="text"/>	<input type="text"/>
Office/ administration/ clerical	<input type="text"/>	<input type="text"/>
Managerial/ Executives	<input type="text"/>	<input type="text"/>

21. If there is anything that you wish to add that has not been covered by the questions above, please provide your feedback in textbox below.

Thank you for taking the time to complete this survey. We truly value the information you have provided. Your responses will contribute to our research on the Ageing Workforce: Challenges and Opportunities for the Republic of Mauritius. If you have any comments on the survey or the project, please contact us on 467-7700 or knowledgecentre@npccmauritius.com.

Many thanks,
Project Team, NPCC



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