

A black and white photograph showing a large, dense crowd of people walking away from the camera on a city street. The people are mostly seen from the back, and the street is lined with buildings in the background.

# Adecco Institute

Annual Forum for European Responsible  
Investment  
Paris, June 11th 2007

# Demographic Fitness Index (DFX)

## Results

# THE DFX INTERVIEW SAMPLE IS LARGE AND PAN-EUROPEAN

## 4,000 companies across 8 countries

### DFX Company Interview Sample

	Total	Germany	UK	France	Spain	Italy	Belgium	Netherlands	Switzerland
Companies / sectors									
Medium (€10-50 million in sales)	2213	238	226	268	292	252	315	244	378
Large (>€50 million in sales)	1791	262	274	232	212	248	185	256	122
<b>Total</b>	<b>4004</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>504</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
Trade	1384	161	204	128	166	134	205	178	208
Industry	1416	186	148	144	198	226	186	172	156
Services	1204	153	148	228	140	140	109	150	136

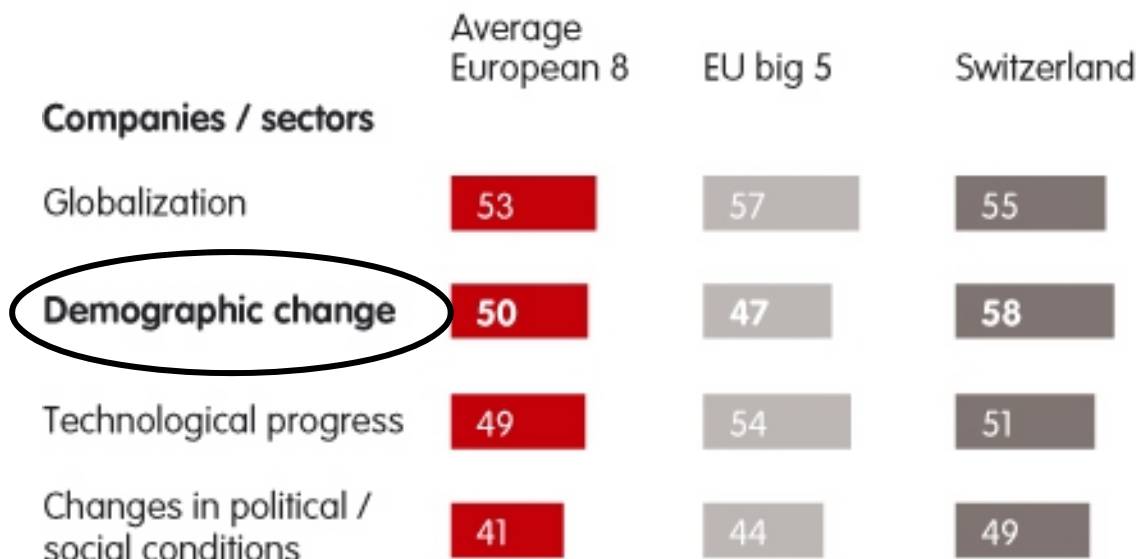
Fieldwork conducted in May 2006 (Germany); September 2006 (UK, France, Spain, Italy); February 2007 (Belgium, Holland, Switzerland)

# COMPANIES NOW SEE DEMOGRAPHIC CHANGE AS ONE OF THEIR BIG CHALLENGES ...

## Biggest business challenges for European firms

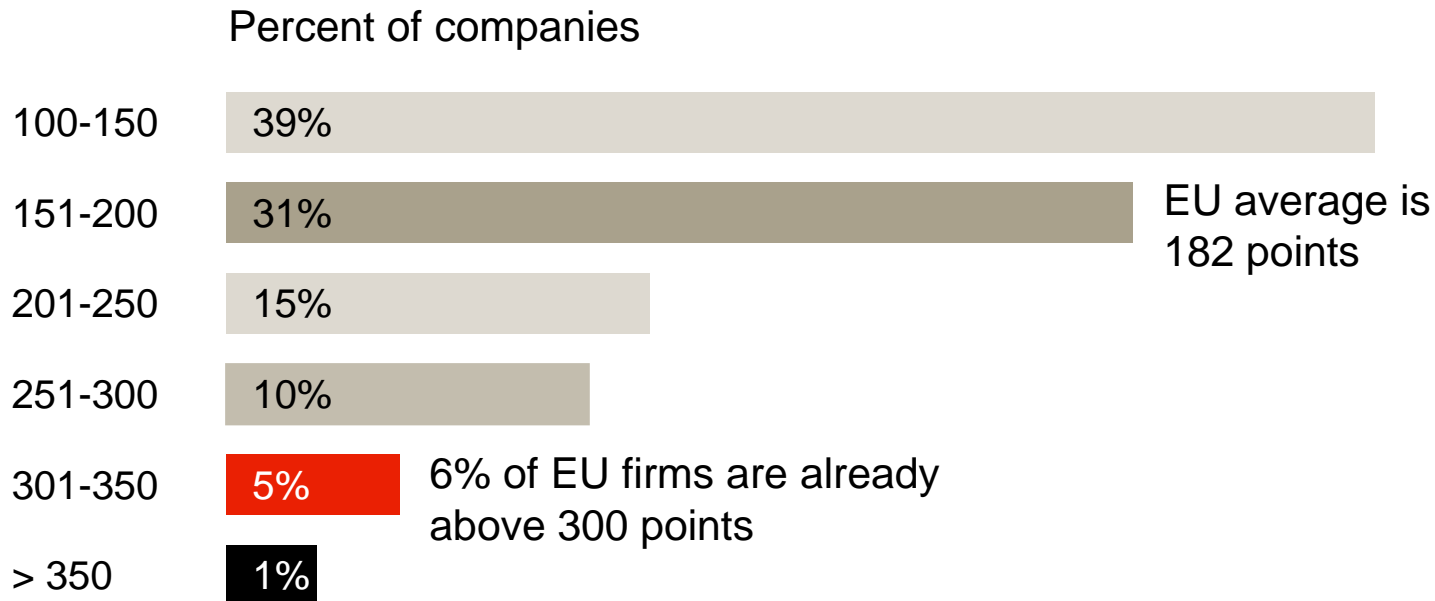
Share in %

Top two on a scale of 1 to 6, where 1 = major challenge and 6 = no challenge at all



Question: "In your opinion, in which of these areas do companies in your country face major challenges?"

# BUT THE AVERAGE DFX IS 182 INDEX POINTS FROM 400, WITH 70% OF FIRMS AT 200 POINTS OR LESS



Index points on scale of 100 to 400

# AND INDEED EUROPE'S FIRMS ARE NOT READY FOR AN AGEING WORKFORCE

- Most companies have not properly analyzed their employee age structure
- Most firms still see personnel planning as a (really) short term event
- While firms will increasingly need to attract and retain older workers, most are not placed to do so, in terms of their policies and infrastructure for:
  - Career management
  - Healthcare management
  - Lifelong learning
  - Knowledge management
  - Age diversity management

# THE DFX HIGHLIGHTS A BIG OPPORTUNITY TO IMPROVE

## Career management

Few firms provide a broad range of tools and few employees use even of those available, especially workers aged 45+ years

## Lifelong learning

Training is overwhelmingly workplace-based qualifications training rather than individualized programs, softer skills.

## Knowledge management

Firms often have basic KM tools, and understand the technical expertise needed, but most do not know who their experts are

## Health management

Few firms go beyond basic programs (e.g. check ups) to offer longer-term tools like stress reduction, lifestyle and dietary advice.

## Diversity management

Companies by and large respect the legal requirements and formally treat all age groups equally, BUT do little to promote a dynamic culture of mutual esteem, mentorship, skill transfers.