



# Lifelong working? To work is therapy!

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WHY LIFELONG WORKING IS TYPICALLY GOOD FOR YOU, FOR BUSINESS AND FOR SOCIETY

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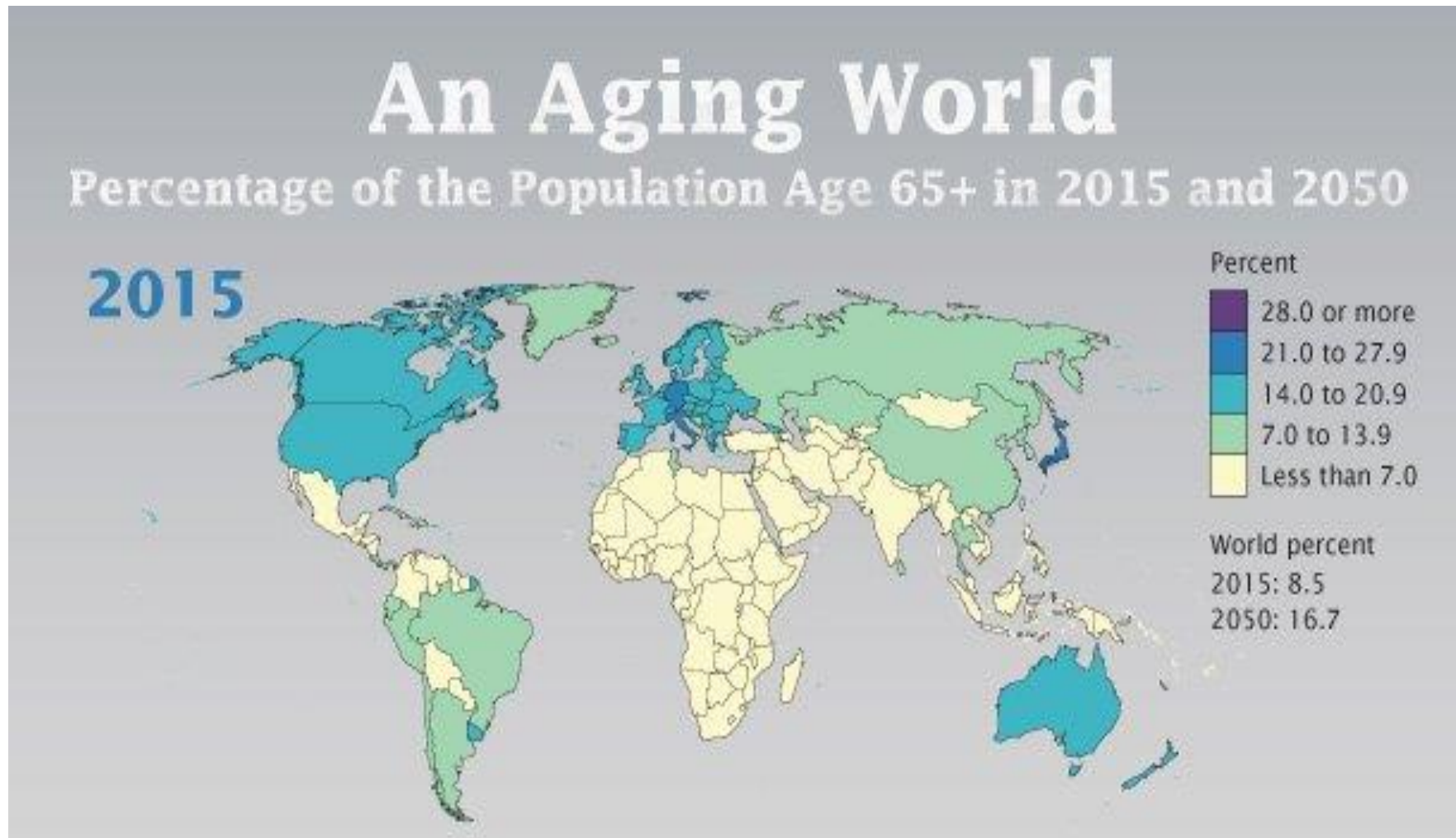
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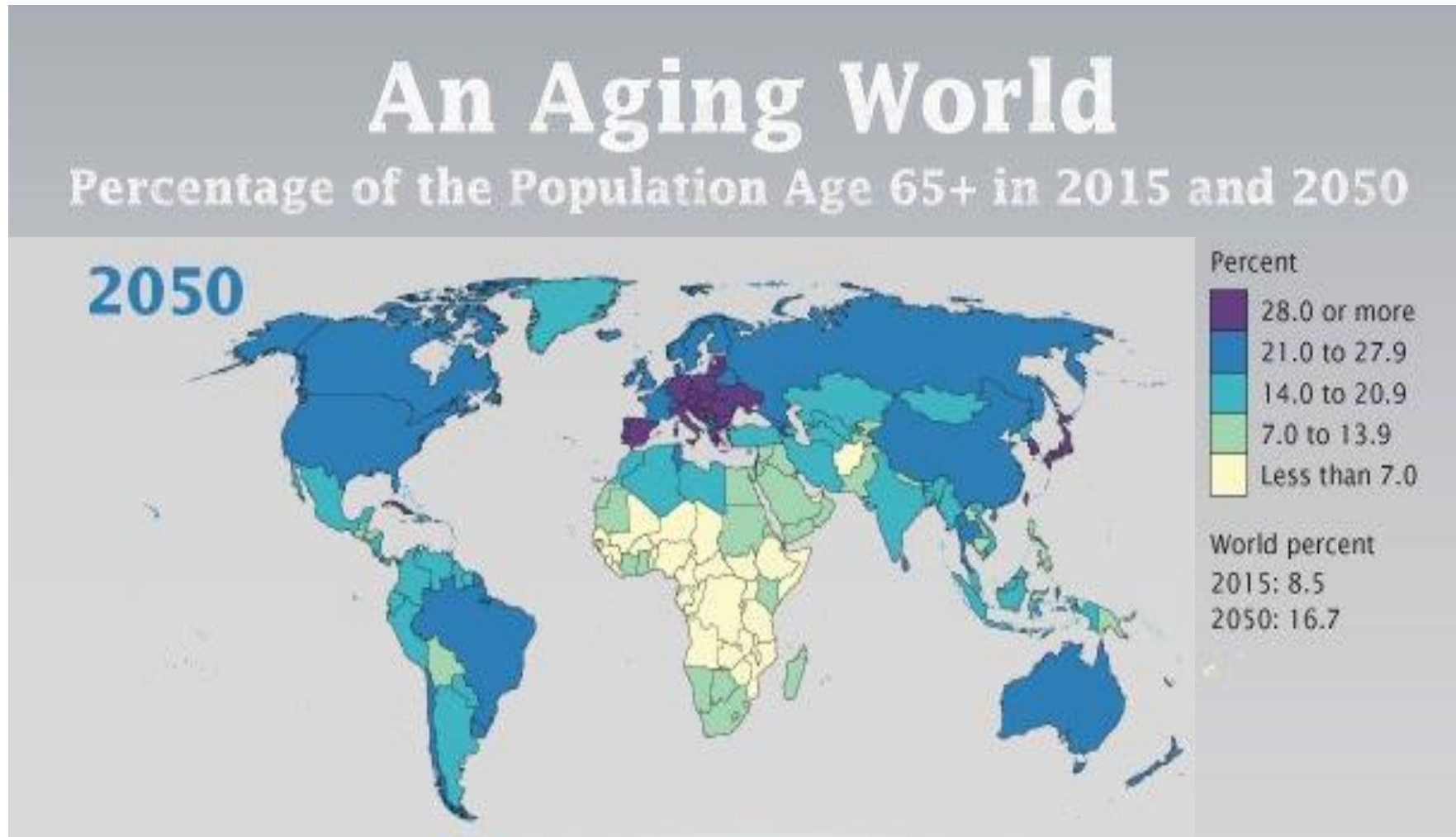
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# 1. In 2015 a fairly young world



Statistics  
from the  
US Census  
Bureau

# 1. ... rapidly ageing by 2050



## 2. Lifelong working

- The **Bologna** process stresses “**Lifelong learning**”.
  - Indeed, **curiosity** and continuously learning are the **spice of life**.
- Still, for **business**, learning is only the input-side, **output (added value, sales, profit) is needed** for businesses to be sustainable.

# 3. To work is therapy

- Work creates a **second social circle with colleagues**, suppliers or customers, plus an extra school for **gaining knowledge and experience**.
- If **work is in balance** with the private life, it adds to a **happy long life**.
  - **Companies want a resilient workforce**, where employees do not fall out with the first Autumn breeze.
  - **Employees want balance**, well-being, happiness.
  - Both want **sustainable work**.

# 4. The 3 pension pillars

- Pension pillar 1: Statutory (or state) pension
- **Pension pillar 2: Company organized pension**
- Pension pillar 3: Fiscally facilitated private pension
- **For Belgium** in general, please check out [www.socialsecurity.be](http://www.socialsecurity.be), or:
  - Social Security Treaty Belgium – Japan (2006): [www.international.socialsecurity.be](http://www.international.socialsecurity.be)
  - Double Taxation Treaty Belgium – Japan (2016): [www.finance.belgium.be](http://www.finance.belgium.be): Private Individuals, International, International agreements, minfin.fgov.be
- On top of the above mentioned 3 pension pillars, there can be private personal savings and investments or real estate.

## 5. Struggle with pillar 1 (statutory) pension obligations

- Many countries are struggling with their pillar 1 (statutory) pension obligations.
  - People are continuously **living longer** on average.
  - **Medical support** is becoming ever more sophisticated and often **more expensive**, particularly at later age.
- Countries like **Belgium**, who do not have pension reserves, **pay the statutory pension out of their current account**. The projections for the future look bleak.
- The **increase of the retirement age to 67** for most people in Belgium (retirement as from 1-2-2030) has taken away the pressure a bit, for now.



# 6. Discouragements to work longer

- In many EU **countries salaries still tend to keep on increasing with age**. This is a disincentive for the older employees to work less, change job, or start their own business.
- Though “Defined contribution” pension schemes are on the rise, there is still an important part of companies with “**Defined benefit” second pillar (company) pension schemes**. The latter may lead to older workers (trying to) overstay their usefulness at the company. That may lead to **burn-in** or **burn-out**.
- The result is that you have 2 brakes on a smooth transition of the older workforce to a more adapted work scheme.

# 7. Incentives to work longer

- In order to keep more people at work at later age, there are **incentives** (example of Belgium):
  - The possibility to start **working part-time (time credit), or even part-time as a self-employed person in secondary occupation on top of your other (part-time) job as an employee.**
  - **Financial or tax incentives** to keep on working after retirement.

# 8. Company perception / bias

- Employers are very focused on **finding young employees, rather than also considering older (self-employed) workers.**
- **An “eager to work” older (self-employed) person, with competence and experience, may stay longer, and have more added value,** than a rising star young employee who builds up knowledge in your company, whilst contributing, but leaves after a few years.
- **Self-employed workers are not more expensive than employees,** if you do a full (costing) comparison:
  - No need for company pension, medical insurance, 13th month pay, holiday pay, company car, ...
  - Contracts for a defined period. Stop the contract easily and with little or no cost.

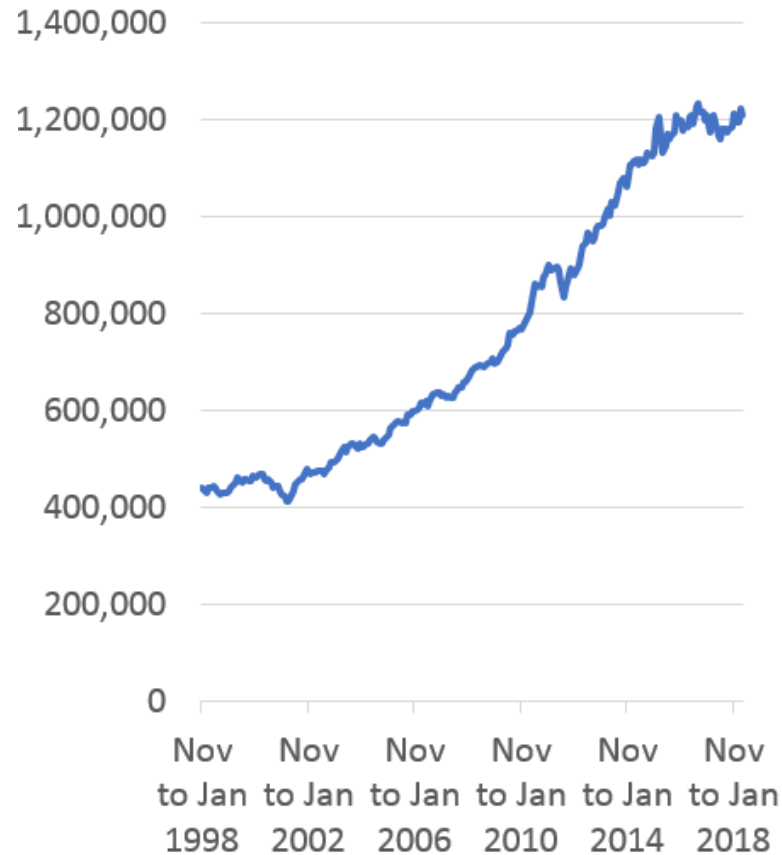
# 9. Conclusion and successful example

- Be DEI compliant.
  - **Age diversity is as important**, and useful, as any other form of diversity.
- It may be very useful to have in your **teams** many bright youngsters **complimented by experienced elders**.
- Older workers are **not necessarily more expensive**.
- **Governments** can play an even better facilitating role to have more suitable work for the older workforce, at the right cost for the company, keeping them longer at work.
- **Lifelong working** leads to **healthier (older) people, more profitable businesses** and **less cost/more income for society**. Win Win Win

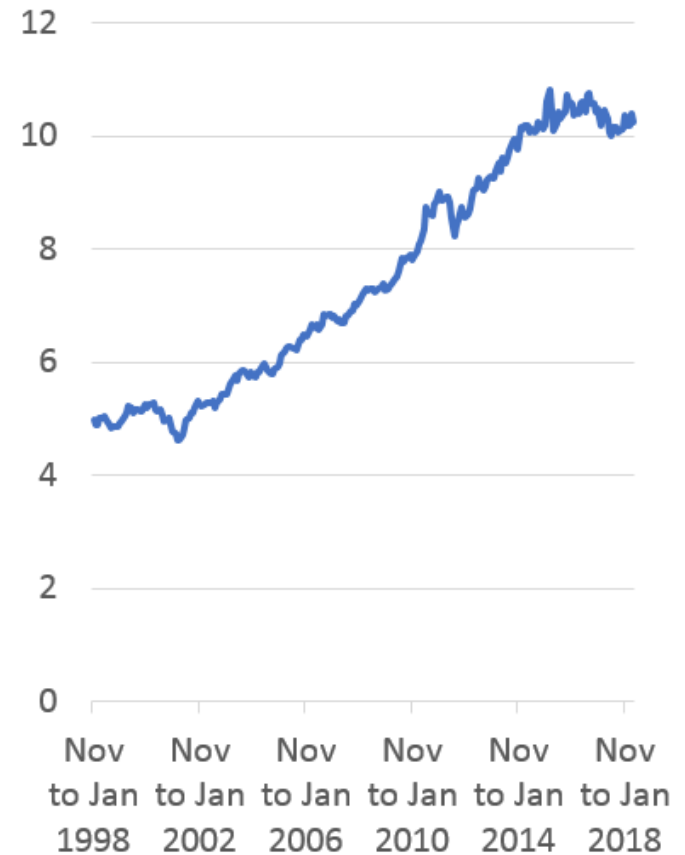
# 9. Successful example

Statistics from the  
UK Government

Number of adults aged 65+ in  
employment, 1998 to 2018



Employment rate (%) of adults aged  
65+, 1998 to 2018





# Questions & Answers

Thank you!

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