



香港耆康老人福利會  
The Hong Kong Society for the Aged



賽馬會長者計劃新里程  
A Jockey Club Initiative for Seniors

# 流金頌社區計劃： 「友待長者就業」 研究報告

流金頌：賽馬會長者計劃新里程  
研究助理教授  
麥順桂博士

捐助機構  
Funded by:



香港賽馬會慈善信託基金  
The Hong Kong Jockey Club Charities Trust

# Research Report: Identifying the Needs of Older Workers to Remain in the Workforce

## 研究報告： 探討年長員工繼續工作所需要的條件



香港耆康老人福利會  
The Hong Kong Society for the Aged



捐助機構  
Funded by:



香港賽馬會慈善信託基金  
The Hong Kong Jockey Club Charities Trust

# Hong Kong's Ageing Population

## 香港人口老化情況

### ■ Increasing life expectancy: 預期壽命增長

- People with age  $\geq 65$  will increase from 13% in 2009 to 26% in 2036.

65歲或以上的長者所佔本地人口比例將由2009年的13%上升至2036年的26%

### ■ Declining fertility rates: 生育率下跌

- Average no. of children per woman has decreased from 2.7 in 1975 to 1.02 in 2010.

生育率由1975年平均每名婦女生育2.7名小孩下降至2010年的1.02名小孩



# Ageing Workforce 勞動人口老化情況

## ■ Shrinking labour force:

### 勞動人口縮減

- Population in prime working age (25-59) will decline from 56.8% in 2010 to 46.2% in 2036.

主要工作年齡 (25-59歲) 所佔人口比例將由2010年的56.8%下降至2036年的46.2%



香港耆康老人福利會  
The Hong Kong Society for the Aged



捐助機構  
Funded by:



香港賽馬會慈善信託基金  
The Hong Kong Jockey Club Charities Trust

# Need for Retaining Older Workers

## 保留年長員工的需要

- Older workers represent a valuable resource

年長員工是有價值的資源

- People aged 55 – 65 with tertiary education will increase from 10% in 2006 to 40% in 2036.

55至65歲的人口擁有高等教育程度的比例將由2006年的10%上升至2036年的40%



香港耆康老人福利會  
The Hong Kong Society for the Aged



捐助機構  
Funded by:



香港賽馬會慈善信託基金  
The Hong Kong Jockey Club Charities Trust

# Need for Retaining Older Workers

## 保留年長員工的需要

- **Employment for older workers is an important strategy for active ageing and economic and social inclusion.**

長者就業是達致積極晚年及促進經濟與社會共融的重要發展策略

- **Old workers enjoy many benefits from working:**

年長員工可從工作獲得多項益處：

- **Stronger sense of self worth; feeling active; maintaining social connections; generating income etc.**

增強自我價值；保持活力；保持與社會的聯繫；有收入保障等



香港耆康老人福利會  
The Hong Kong Society for the Aged



捐助機構  
Funded by:



香港賽馬會慈善信託基金  
The Hong Kong Jockey Club Charities Trust

# EFEP Research Component

## 「友待長者就業」之研究部份

### ■ Objectives: 目的

- Identify the needs of older workers to remain in the workforce  
了解年長員工繼續工作的需要
- Examine the attitude of employers to an age-diverse workforce and the barriers they may face in retaining older workers  
探討僱主對僱用不同年齡員工的取態，及僱主聘用年長員工所面對的困難
- Develop an age-friendly employment practice framework for private and public companies as well as the government to attract and retain older workers  
為政府、公營機構及私人企業等提供指引，鼓勵聘用年長員工並吸引年長人士繼續就業



# The Present Study 是次研究

- **Objective: 目的**
  - Identify the need of older workers to remain in the workforce  
了解年長員工繼續工作的需要
- **Methodology: 研究方法**
  - A mixture of qualitative and quantitative research methods:  
是次研究分別以質化及量化研究方式進行
    - Focus group study 聚焦小組
    - Questionnaire survey 問卷調查





# Focus Group Study

## 聚焦小組

### ■ Participants:

#### 參加者

- **100 participants aged 50 and over**  
100名 50歲或以上的人士
- **Mean age 59 (54 men and 46 women)**  
參加者平均年齡為59歲  
(男士共54名，女士共46名)
- **16 focus groups (6 – 8 people each)**  
共進行16次聚焦小組討論，每組6至8人



香港耆康老人福利會  
The Hong Kong Society for the Aged



捐助機構  
Funded by:



香港賽馬會慈善信託基金  
The Hong Kong Jockey Club Charities Trust

# Focus Group Study

## 聚焦小組

### Sociodemographic characteristics of the sample

#### 聚焦小組受訪者背景資料

	Total 總計
<b>Age Group (年齡組別):</b>	<b>(n=100)</b>
50-59	47 (47%)
60-69	45 (45%)
70 or above	8 ( 8 %)
<b>Education Level (教育程度):</b>	
Form 5 (中五程度)	15 (15%)
Form 6 to 7 (預科程度)	12 (12%)
Vocational and post-secondary (專上教育程度)	21 (21%)
University (大學程度)	39 (39%)
Professional qualification (其他專業學歷)	13 (13%)



# Focus Group Study

## 聚焦小組

### ■ Procedure: 程序

- Participants were asked to discuss their views on re-employment after retirement.

參加者被邀請討論及發表有關退休後再就業的意見

- What needed to be offered to older workers in order to encourage them to continue working.

參加者被問及甚麼條件或因素能鼓勵他們繼續工作

### ■ Results: 研究結果

- 11 themes were identified.

從16次小組討論中，共歸納出11項意見



# Focus Group Study

## 聚焦小組

### ■ Working Conditions: 工作條件

#### 1. Flexible work schedule (靈活的工作模式)

“我哋可以做啲自僱形式嘅，咁可以控制到幾時做、係邊度做、點樣去做，咁比較有彈性啲做嘢，我哋就唔駛再受時間呀各方面嘅嘢影響到。”

#### 2. Can work part-time (可兼職工作)

“唔好日日返啦，即係一個禮拜返三日呀，一、三、五呀咁，最好就weekend唔好返。”

“一日唔好做八個鐘咁多，一日返四個鐘頭就啱喇。”



# Focus Group Study

## 聚焦小組

### 3. Being respected (受尊重)

“我哋已經做咗好多年嘢呢，如果俾人當面鬧或者俾人面斥個啲呢，真係乜嘢面都無晒，好難接受呢。”

### 4. Age-friendly working environment (適合長者工作的環境)

“我諗無乜特別設施需要啦，除咗放大鏡，電腦嘅 amplifier program 之外都有咩要提供啦。”



# Focus Group Study

## 聚焦小組

### 5. Reasonable salary (合理的薪酬待遇)

“我唔係需要咁多人工，做嘢主要都係打發吓時間，有啲存在價值咁啫。”

“我對間公司有感情...想幫吓間公司。我半薪出糧，三分一乜都好，但起碼你要有一個報酬。”

### 6. Health care benefits (醫療福利)

“同老闆要求話俾少啲人工你，其餘就擺嚟買重啲保險...同樣嘅職位如果佢去做就收1萬蚊個月，我去做就收5千，咁另外個5千咪幫我買保險囉。”



# Focus Group Study

## 聚焦小組

### 7. On-the-job training (在職培訓)

“要配合番社會嘅進步，有啲新嘅科技呀，或者某個行業裏面而家需要冇啲乜嘢特別嘢呀，稍為要培訓呢啲輔助嘅知識幫補吓。”

### 8. Able to learn new things (能學習新知識)

“做咗一世嗰行，咁我就唔想再做嗰行喇...想試吓啲未接觸過嘅嘢。我以前做社工嘅，但我而家唔想做，反而想做吓啲低層次嘅嘢。種花呀、做花王呀、修理汽車呀咁，都無問題，反而仲俾我人生一啲新嘅exposure、新嘅人生經驗、新嘅學習機會去識啲新嘢...”



# Focus Group Study

## 聚焦小組

### 9. Chance to use skills (有發揮自己的機會)

“做番同以前個行業有相關嘅，即係以前啲專業知識涵蓋到啦，咁可以有信心，唔駛點學習。我亦都可以利用自己啲專業知識去貢獻社會。”

### 10. Knowledge transfer (能傳授自己的經驗及知識)

“你有幾十年工作經驗，你有嘅就係寶貴知識同經驗，咁你退休落嚟返去就可以將呢樣嘢傳俾下面。唔一定話要傳授俾下一代，但大家起碼可以分享吓、交流吓。”





# Focus Group Study

## 聚焦小組

### 11. Flexibility to balance work and personal life

(工作與個人生活能取得平衡)

“唔好咁大壓力喇，即係一個禮拜返五日呢就差唔多喇，因為我要去教會，要有family day，同埋啲細路出去outing呀咁。”

“都係返part-time好，唔駛咁辛苦，要享受吓人生吓嘛。”



# Questionnaire Survey

## 問卷調查

- **Objective: 目的**
  - **Verify if the 11 working conditions are significant among older people in general**  
驗證該11項工作條件對年長人士考慮繼續工作的重要性
- **Questionnaire: 問卷內容**
  - **Respondents were asked to indicate if they viewed each of the 11 working conditions as important in their consideration of returning to work after retirement.**  
受訪者被問及於退休後選擇繼續工作時，是否認為各項工作條件是重要的考慮因素。



# Questionnaire Survey

## 問卷調查

### ■ Participants:

#### 參加者

- **1,661 questionnaires were sent to people aged 50 and over.**

先後派發1,661份問卷予50歲或以上人士

- **755 were returned.**

成功收回755份問卷



香港耆康老人福利會  
The Hong Kong Society for the Aged



捐助機構  
Funded by:



香港賽馬會慈善信託基金  
The Hong Kong Jockey Club Charities Trust

# Questionnaire Survey

## 問卷調查

### Sociodemographic characteristics of the sample

#### 問卷調查受訪者背景資料

	Female (女性)	Male (男性)	Total (總計)
<b>Age Group (年齡組別):</b>	(n=454)	(n=284)	(n=738)
50-54	88 (19.4%)	39 (13.7%)	127 (17.2%)
55-59	115 (25.3%)	56 (19.7%)	171 (23.2%)
60-64	122 (26.9%)	90 (31.7%)	212 (28.7%)
65-69	70 (15.4%)	52 (18.3%)	122 (16.5%)
70 or above	59 (13.0%)	47 (16.5%)	106 (14.4%)
<b>Education Level (教育程度):</b>	(n=455)	(n=284)	(n=739)
From 5 (中五程度)	256 (56.3%)	126 (44.4%)	382 (51.7%)
From 6 to 7 (預科程度)	59 (13.0%)	37 (13.0%)	96 (13.0%)
Vocational and post-secondary (專上教育程度)	51 (11.2%)	45 (15.8%)	96 (13.0%)
University (大學程度)	68 (14.9%)	66 (23.2%)	134 (18.1%)
Professional qualification (其他專業學歷)	21 (4.6%)	10 (3.5%)	31 (4.2%)



香港耆康老人福利會  
The Hong Kong Society for the Aged



捐助機構  
Funded by:



香港賽馬會慈善信託基金  
The Hong Kong Jockey Club Charities Trust

# Questionnaire Survey: Results

## 問卷調查: 結果

### Percentages of affirmative responses to the 11 working conditions

受訪者對11項工作條件的同意百分比

Working Conditions: 工作條件	% of Affirmative Responses 同意百分比	One sample t-test Sig. (1-tailed)
(1) Flexible work schedule (靈活的工作模式)	66.80%	.000*
(2) Chance to use skills (有發揮自己的機會)	66.10%	.000*
(3) Being respected (受尊重)	60.90%	.000*
(4) Able to learn new things (能學習新知識)	55.80%	.001*
(5) Can work part-time (可兼職工作)	55.50%	.001*
(6) Flexibility to balance work and personal life (工作與個人生活能取得平衡)	55.10%	.005*
(7) Reasonable salary (合理的薪酬待遇)	54.70%	.005*
(8) Knowledge transfer (能傳授自己的經驗及知識)	50.30%	.428
(9) Health care benefits (醫療福利)	50.10%	.486
(10) Age-friendly working environment (適合長者工作的環境)	44.80%	-
(11) On-the-job training (在職培訓)	40.80%	-



香港耆康老人福利會  
The Hong Kong Society for the Aged



賽馬會長者計劃新里程  
A Jockey Club Initiative for Seniors

捐助機構  
Funded by:



香港賽馬會慈善信託基金  
The Hong Kong Jockey Club Charities Trust

# Discussion

## 討論

- To attract and retain older workers, we need to create a working environment that meets their needs:

要吸引年長員工繼續工作，必須建立一個可照顧他們需要的工作環境：

### 1. Provide flexible working arrangement

提供彈性工作安排

- Flexible work schedule; can work part-time; flexibility to balance work and personal life

靈活的工作模式；可兼職工作；工作與個人生活能取得平衡



# Discussion 討論

2. **Value older workers' knowledge, experiences & skills**  
重視年長員工的知識、經驗和技能
  - **Chance to use skills; being respected; reasonable salary**  
有發揮自己的機會；受尊重；有合理的薪酬待遇
3. **Provide training & retraining for older workers**  
給予年長員工培訓及再培訓的機會
  - **Able to learn new things**  
能學習新知識



# Elder-Friendly Employment Practice

## 「友待長者就業」

# Thank You!

# 謝謝!



香港耆康老人福利會  
The Hong Kong Society for the Aged



捐助機構  
Funded by:



香港賽馬會慈善信託基金  
The Hong Kong Jockey Club Charities Trust