



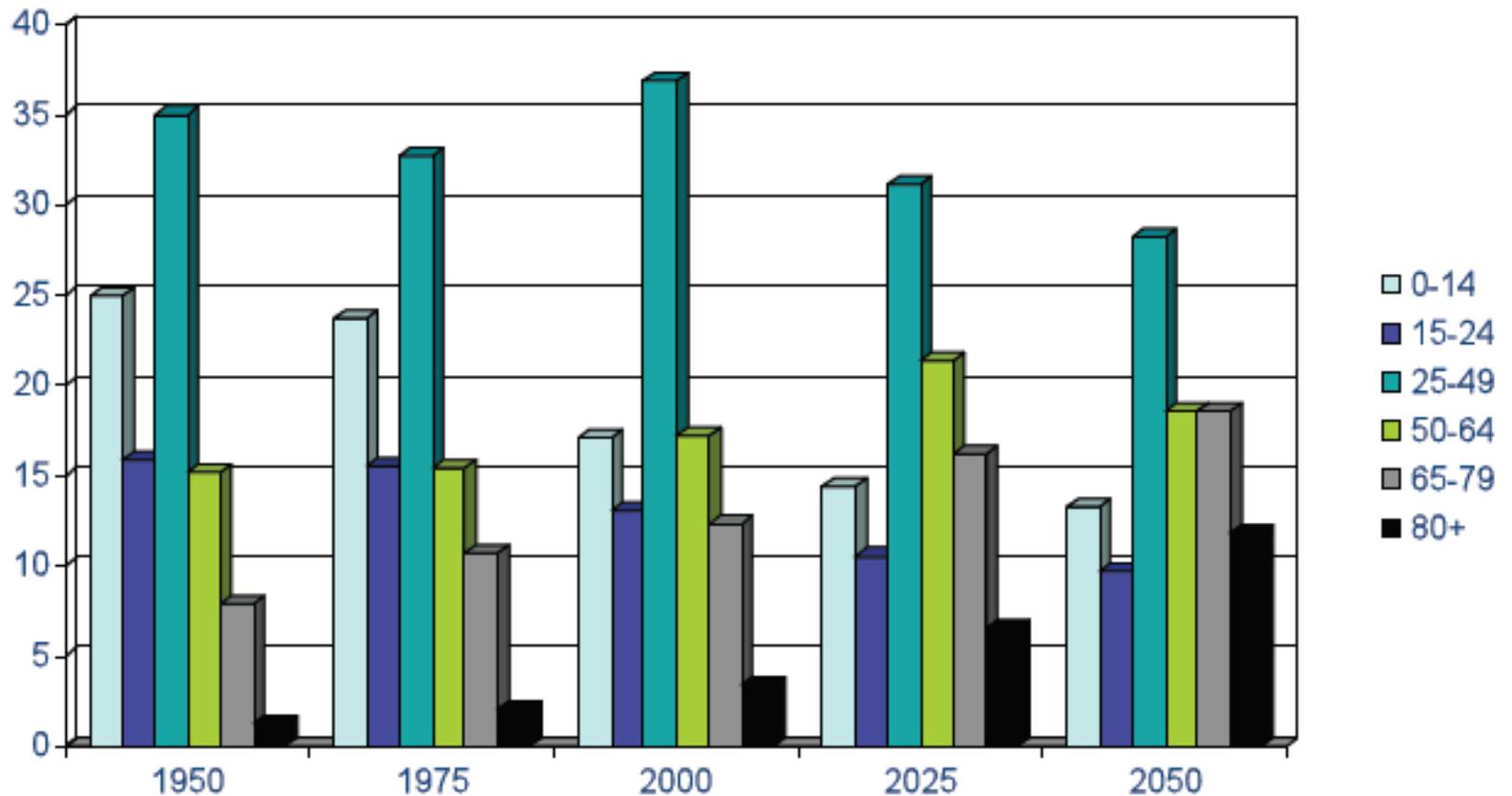
Healthy Work in Healthy Organisations

Holistic approach on WHP and older workers

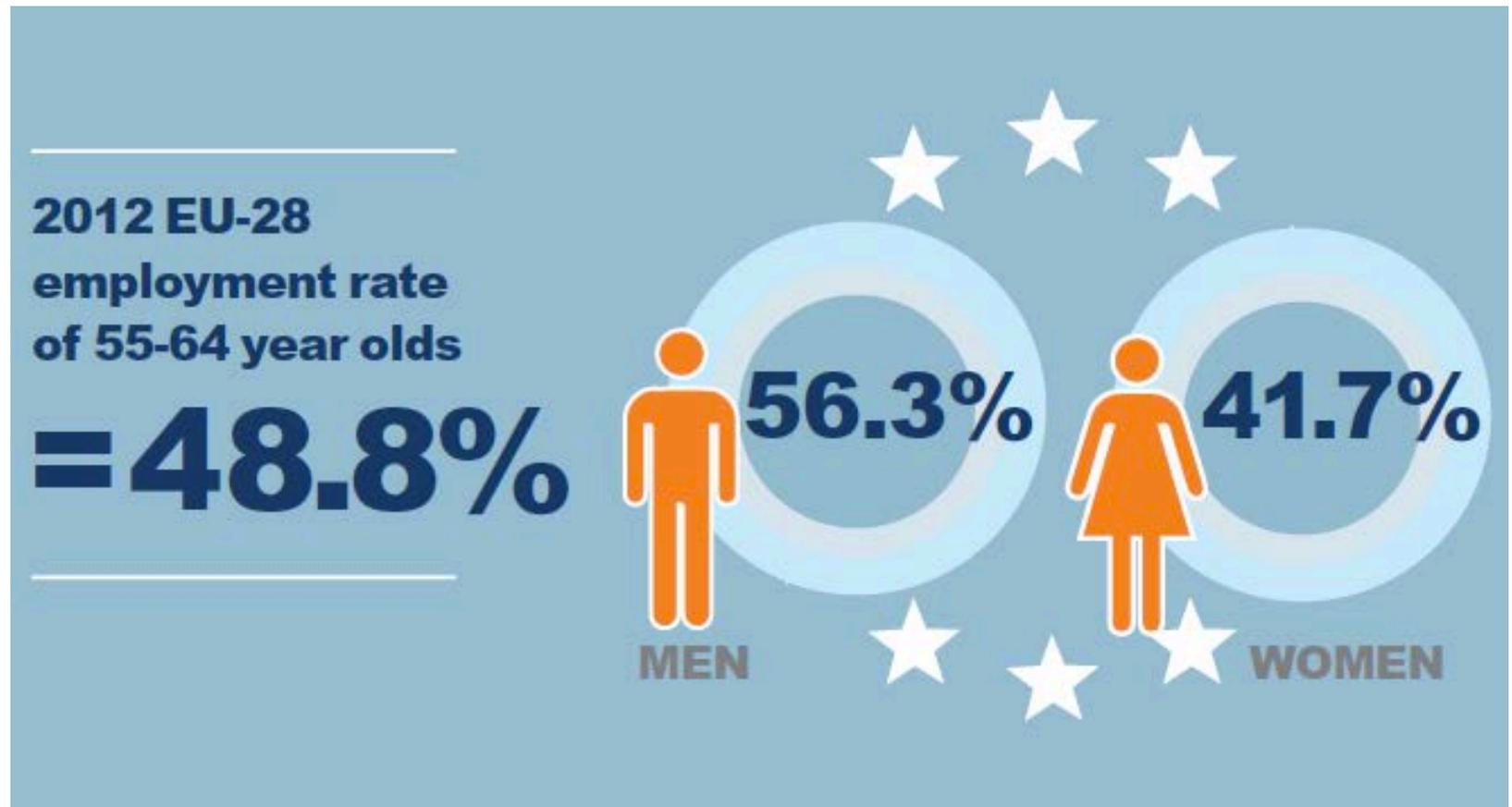
www.enwhp.org

Brussels – 2.12.2013

Ageing population in the EU (Eurostat, 1950-2050)



Older workers across the EU



Extending working life

- Improved individual health and lifestyles
- A healthier work organisation and environment

Workplace Health Promotion (WHP)

- **Combined efforts of employers, employees and society to improve the health and well-being of people at work.**
- This can be achieved through a combination
 - improving the work organisation and the working environment
 - promoting active participation
 - encouraging personal development



European Network for workplace Health Promotion



Healthy work in an ageing Europe

5th Initiative of the European Network for Workplace Health Promotion (ENWHP)

Healthy Work in an Ageing Europe



Vision:

**Healthy Employees
in Healthy Organisations**

To make this vision become reality the European Network for Workplace Health Promotion ENWHP is committed to developing and supporting "good practice" for workplace health, which in turn contributes to a higher level of health protection and ensures sustainable social and economic growth in Europe.

Healthy work in an ageing Europe

- Focus on strategies that enable employees to remain longer in gainful employment
- Objectives
 - To **increase awareness** of all stakeholders to recognise the needs of an ageing workforce
 - To develop a **toolbox** for promoting workplace health and well-being for ageing workers
 - To identify, analyse, document and disseminate **models of good practice**

Healthy Work in
an Ageing Europe



Change of company attitude

- Although physical abilities diminish with age, **older workers possess a wide range of skills and abilities** that are all key to today's economy.
- Many skills and abilities, and especially communication, organisational and social skills, only mature in the latter half of life.
- **People tend to vary more in their aspirations, talents and potential as they age.** It is essential that employers understand the various reasons why people want to put off retirement or work flexibly as they get older, as well as what motivates them and how ageing affects people's health and well-being.

Addressing the myths

- It is essential to make sure that **stereotypical age-based assumptions** do not stop the good management of people and their full participation at work



A guide for employers
March 2012

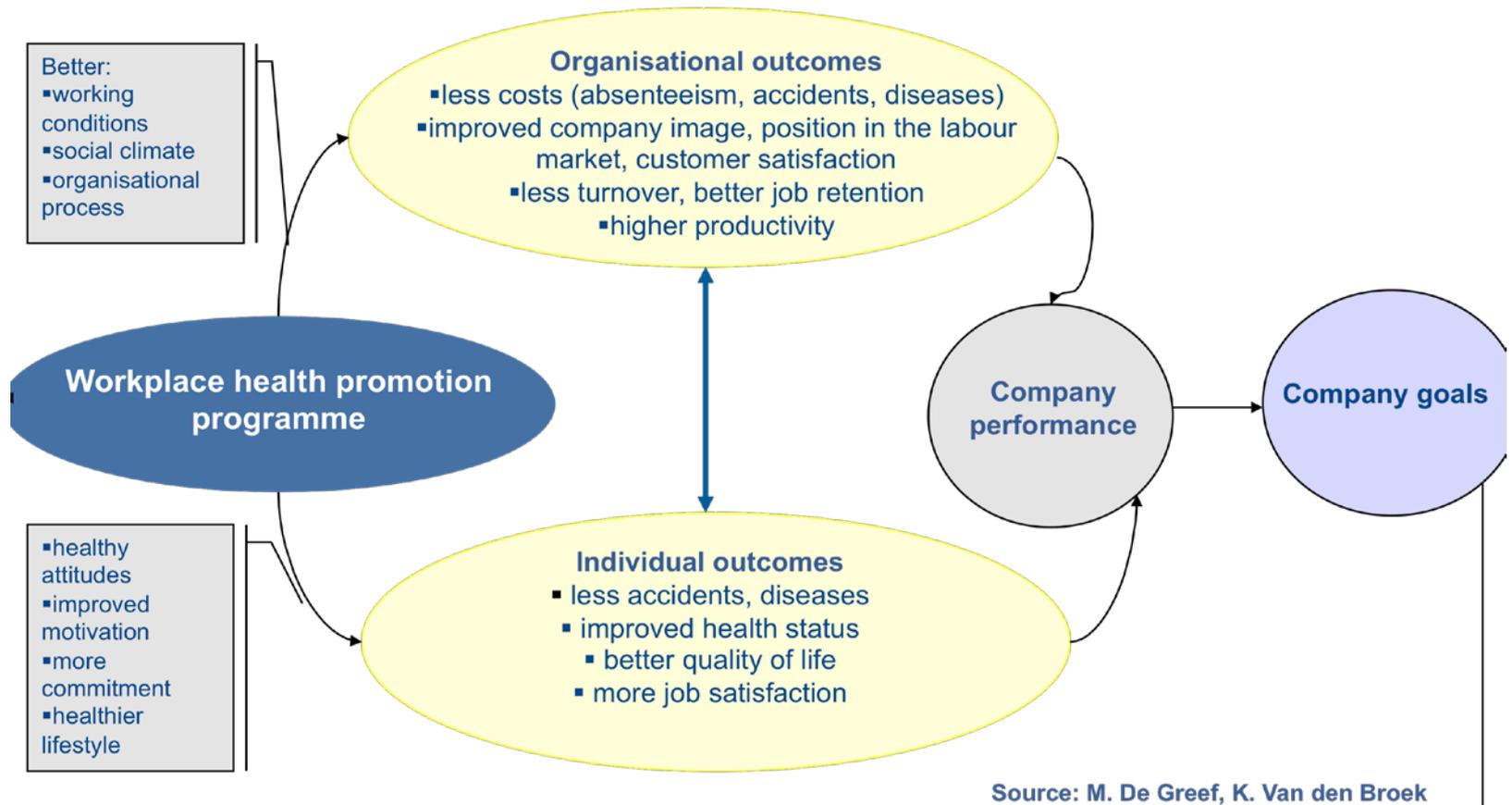


Myth	Facts
Older workers can't wait to retire.	Evidence shows increasingly people over 50 who are in work would be willing to continue working past 'normal' retirement age (whatever that may be). However, they often want to phase gradually into retirement, taking up new interests and coping with new responsibilities (such as caring for elderly relatives). By enabling workers to retire gradually, employers can benefit from retaining knowledge, networks and experience, and from having a more flexible workforce (McNair et al 2004, Loretto et al 2005).
Older workers are more expensive than young ones.	Where older workers are paid more than younger colleagues this has sometimes been used to justify compulsory retirement ages to save money. This is discriminatory and no longer legal. Furthermore, the law prohibits pay scales longer than five years.
Most employees retire at state pension age anyway.	Most people retire at a date which suits them and their employers. The average retirement ages of men and women are converging, and rising, and most women already retire after their state pension age. The state pension age is also changing on a phased basis for women.

Making the case for WHP

- Set out **important background information**, including 'essential facts' about:
 - the ageing of the labour market and the war for talent
 - the business advantages of employing older people
 - the legal background about age discrimination
- Summarise the **expected future skills needs and changes** facing the business
- Highlight the **importance of the growing 'grey market'** for services and products
- Consider ways in which reforming work and retirement practices might help the organisation meet **corporate social responsibility goals**

Making the case for WHP



What can companies do?

- **Analysing the starting position**

1. How will the company age structure probably develop in the next few years?
2. What problems are already arising today among the older employees, what problems can be expected in the future?
3. How can the work ability and employability of older employees and their employment possibilities be maintained and promoted?

- **Range of action plans and tools**

Instruments for healthy and active ageing

1. An **age structure analysis** shows the actual age structure of the workforce and its expected development in the future. It can provide a good launch pad to determine and discuss possible HR problems
2. A **check list to identify the need for action** regarding the age structure focuses on the working and employment conditions in the company. The question is raised as to what risks this policy involves for an ageing workforce

Check list to identify the need for action in companies in terms of the age structure

Notes on using this check list

After you have completed the check list, take a closer look at the answers you have marked:

- The answers **on yellow fields** refer on the one hand to risks. On the other hand, they indicate possible approaches to cope with the change in the age structure which have so far not been put into practice in the company. Here we advise you to examine the question in more detail to see whether it is expedient and feasible to pursue the action and strategies in your company in future.
- The answers **on blue fields** simply refer to approaches which are already being pursued at the company. Here we advise you to ensure that these strategies are continued to be pursued in the future or, where necessary, are even strengthened.

Recruitment of staff	
We are increasingly finding fewer young specialists.	<input type="checkbox"/> yes <input type="checkbox"/> no
It must be assumed that the demographic change on our regional labour market will in future result in difficulties in recruiting staff.	<input type="checkbox"/> yes <input type="checkbox"/> no
When we recruit staff at our company, we pay attention to certain age limits.	<input type="checkbox"/> yes <input type="checkbox"/> no
We also recruit older applicants at our company.	<input type="checkbox"/> yes <input type="checkbox"/> no
We formulate vacancy advertisements so that older skilled workers are also targeted.	<input type="checkbox"/> yes <input type="checkbox"/> no

Quick Check for a future-oriented HR policy

Your age structure consists of equal proportions of young, middle-aged and older employee.

The work activities are designed so that employees can perform them up to the age of 65.

The employees are actively involved in the design of their working conditions.

The company readily succeeds in training or recruiting enough young skilled workers.

All employees – also older ones – are given the opportunity to obtain qualifications and expand their competencies.

The exchange of knowledge between older, experienced employees and young workers is systematically promoted.

The prospect of career development is offered to all employees.

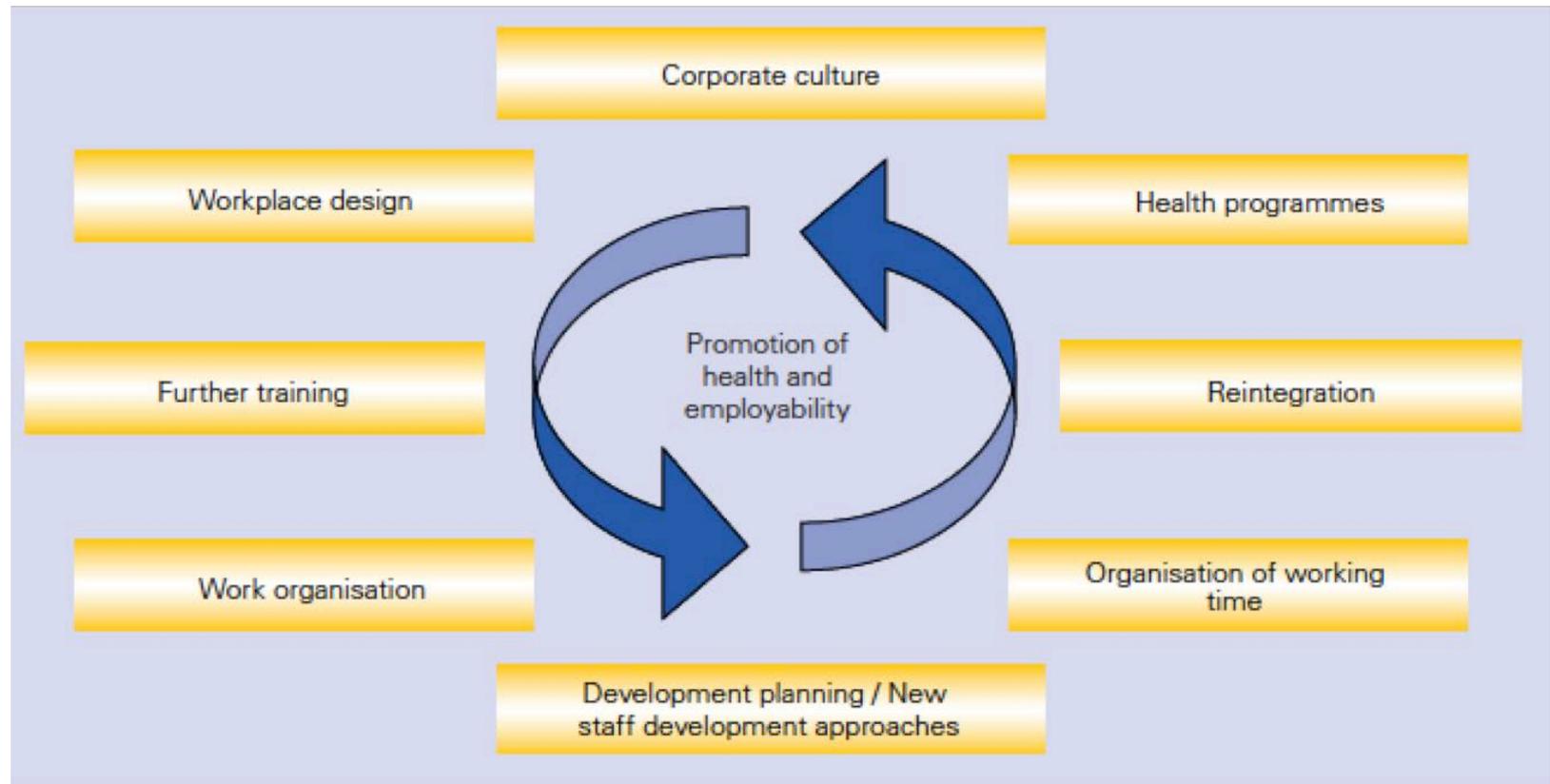
Tends to apply

Tends not to apply

Instruments for healthy and active ageing

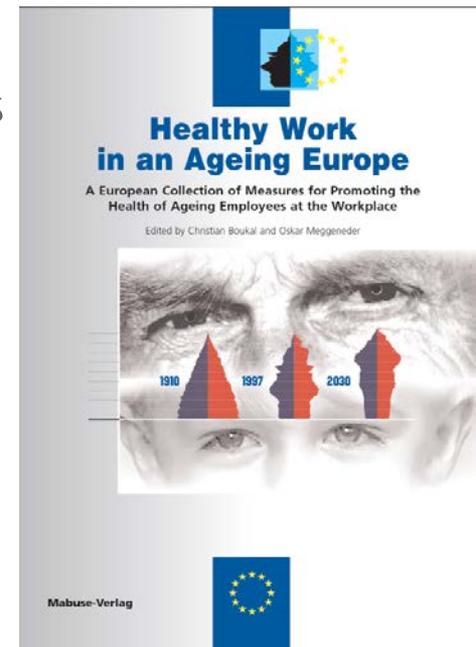
1. The **Work Ability Index** focuses its sights on the workers and their work ability assessed by themselves
2. The **workshop concept “Quality of Work – Healthy into Retirement”** involves the sensitisation and sharing of experience in a group. The topics explored include the reasons why there are difficulties of “working in old-age” in the company and what action can be taken to solve these problems

Models and action plans



Good practices

- The legal basis, Political aims
- Proposals from: public services, social insurance institutes, representatives of interest groups, human resource consultants, research organisations
- National projects, National health promotion policies
- Proposals from: companies, private services (business consultants etc.), educational institutions, scientific institutions, workplace health promotion organisations
- MOGP in each country



Health as key factor in working longer

- Perceived poor health is most important predictor of exit from the labour market among EU workers 50-64 years.
- Nearly half of older workers (45+) experience health problems caused by ageing.
- Companies need to focus more sharply on **sustainable employability strategies**.
- In developing these strategies the potential of workers with disabilities and chronic illness should be emphasised.
- Company policy is not only directed towards *preventing risks* (absenteeism, unemployment, disability benefits), but also towards ***promoting opportunities and skills***.

Move Europe

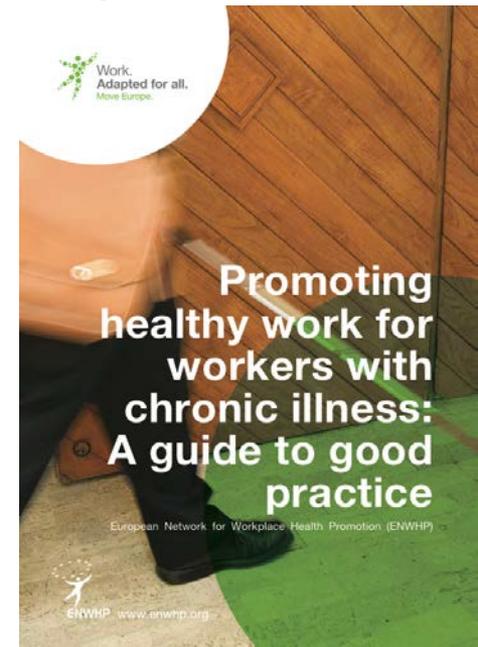


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Work.
Adapted for all.
Move Europe.

- Objective: to promote healthy work for employees with chronic illness.
- 17 partners from public health and workplace health
- Activities and output:
 - A research report on national return-to-work policies
 - 34 models of good practice across Europe
 - A guide to good practice for employers including a six-step action plan
 - A set of recommendations for national and European policy.
 - Conference www.workadaptedforall.eu



Move Europe



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Work.
Adapted for all.
Move Europe.

- **Facilitating factors:**

- Chronic diseases as major area of interest
- Campaigns at national level ensured dissemination

- **Strategic relevance:**

- Link between public health and private sector
- Strengthen case for investing in workplace health



Recommendations
from ENWHP's ninth
initiative

Promoting Healthy Work for Employees with
Chronic Illness – Public Health and Work

Thank you!