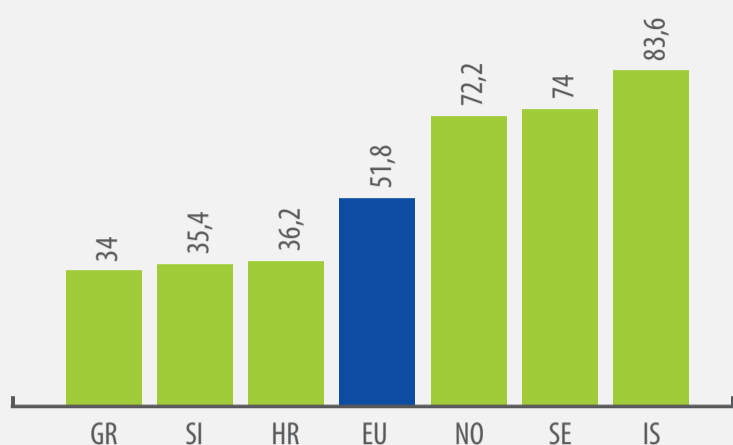
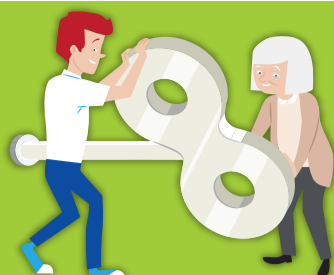


Managing Europe's ageing workforce

Europe's workforce is ageing: by 2030, workers aged 55–64 are expected to make up 30 % or more of the total workforce in many countries.

Across Europe, the official retirement age is increasing, but many workers still leave the labour market well before reaching the pensionable age and in many countries the employment rate of older workers is low.



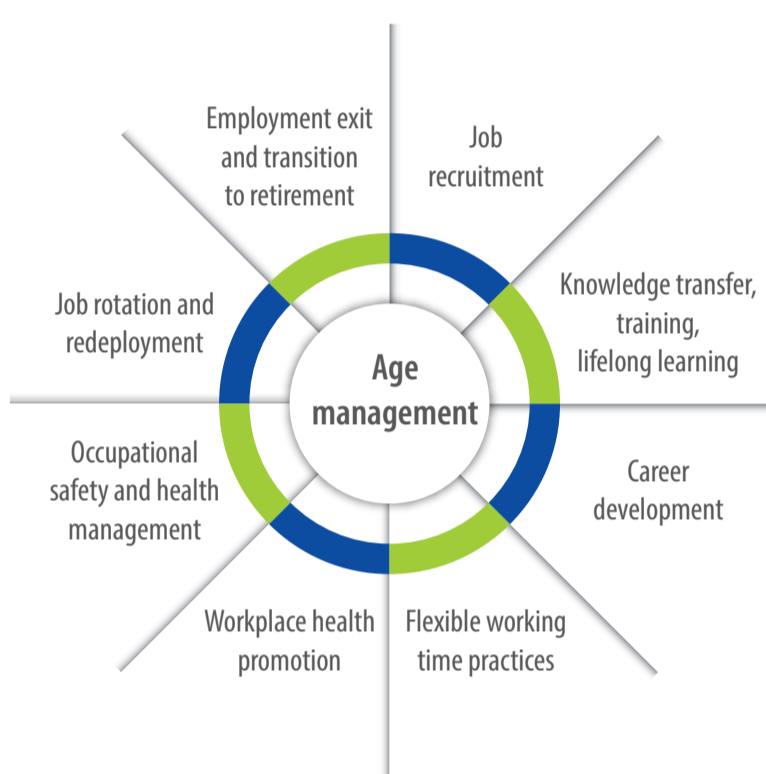
Employment rate 55-64 years by country (YEAR 2014)

BE 42,7	EE 64	CY 46,9	MT 37,8	RO 43,1
BG 50	IE 53	LV 56,4	NL 59,9	SK 44,8
CZ 54	ES 44,3	LT 56,2	AT 45,1	FI 59,1
DK 63,2	FR 47	LU 42,5	PL 42,5	GB 61
DE 65,6	IT 46,2	HU 41,7	PT 47,8	CH 71,6

Poor health is an important reason for leaving the labour market but there are other factors influencing the retirement decision, such as outdated skills, age discrimination, lack of appreciation, or caring responsibilities.

New approaches in Human Resources and Occupational Safety and Health management are needed to enable and motivate people to continue working.

Key elements of successful age management



Benefits of age management for workers

- Better motivation;
- Greater job satisfaction;
- Better work-life balance;
- Maintained work ability and employability throughout the whole career.

Benefits for employers

- Secured labour supply and early awareness of skills/talent shortage;
- No expensive loss of skills and experiences;
- Reduction in staff turnover and reduced costs for recruitment;
- Positive succession management when individuals do retire;
- Better performance within all age groups;
- Better use of strengths and talents within different age groups, including tapping into the networks, expertise and experiences of mature workers.

Work ability: balance between personal resources and work-related factors

Work ability house

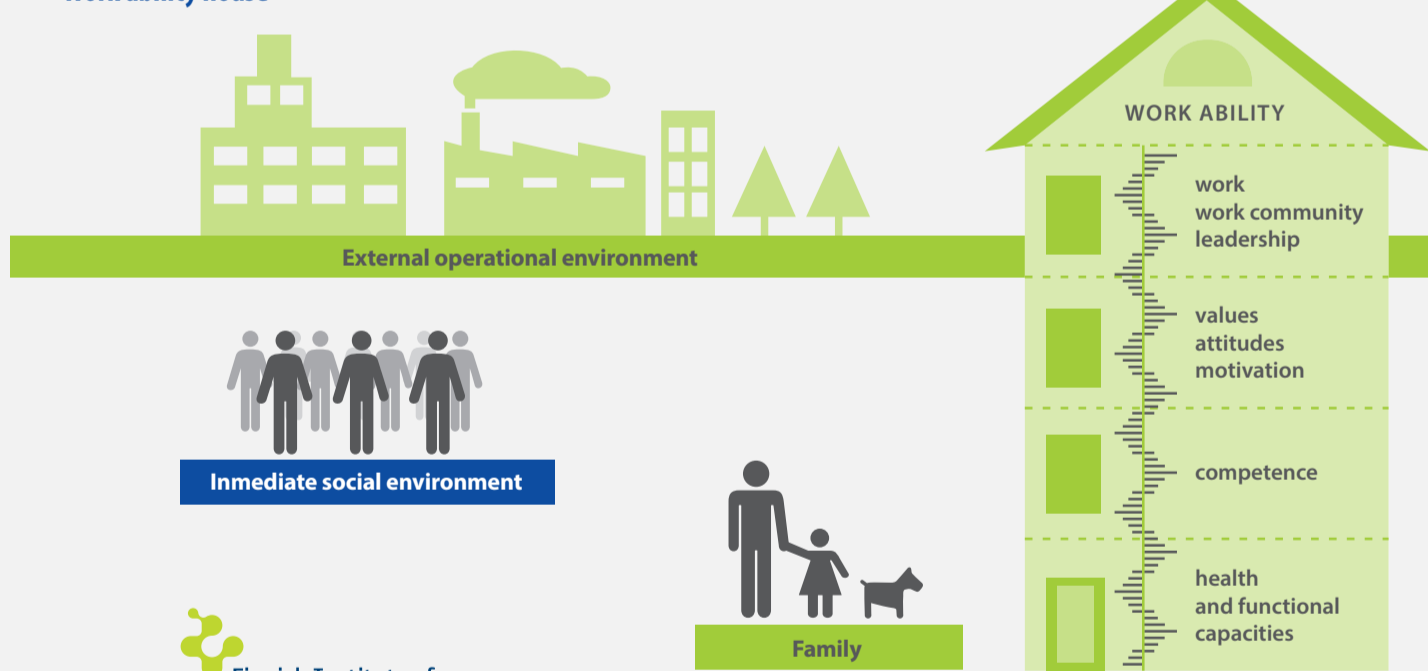


Image has been adapted from the Work Ability house image from the Finnish Institute of Occupational Health ©

Promoting work ability requires good leadership and cooperation between employers, managers, supervisors and workers.

Risk assessment

The work environment needs to be adjusted to the changing capacities and this should be done based on risk assessment. Age is one aspect of diversity to be considered in risk assessment. There are some risk factors that need specific attention in case of older workers:

Physical risks

- Ergonomic hazards (repetitive movements, manual handling, awkward, uncomfortable postures, static postures);
- Shift work;
- Hot, cold or noisy work environments, vibration;
- Working at height.



Psychosocial risks

- Obsolete skills, lack of training and career development;
- Age discrimination;
- Poor work-life balance, e.g. due to caring responsibilities.



However, older workers are not a homogenous group, assumptions should not be made purely on the basis of age.

Healthy Workplaces for All Ages Campaign 2016-17

EU-OSHA's 2016-17 Healthy Workplaces for All Ages campaign aims to promote sustainable working lives and healthy ageing, focusing on prevention throughout the whole working life.

To find out more about the campaign and how you could get involved, visit www.healthy-workplaces.eu and try out our e-guide at <http://eguides.osha.europa.eu>.