Safer and healthier work at any age:

Review of resources for workplaces

European Agency
for Safety and Health
at Work

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Authors: Claire Dupont – Alice Benin - Milieu Belgium

Project management: Sarah Copsey – (EU-OSHA)

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1 Introduction and methodology

Dealing with a workforce that is growing older is a complex issue for employers, particularly in small businesses with limited resources. An older workforce is, in many ways, an asset for a company, with more experienced and mature workers who are more confident in their positions and are able to transfer their knowledge to the younger members of the workforce. However, a number of issues need to be addressed to ensure the well-being of older workers and, ultimately, to retain their full productivity. If implemented correctly, the measures addressing the well-being, health and safety of the older workforce should create the conditions for sustainable employment in the company.

Providing sustainable working conditions for their workers requires employers — and all those at the workplace responsible for workforce management — to think about work sustainability in an integrated manner. This means not only abiding by the numerous occupational health and safety standards, but also thinking about working arrangements, career management, training and upskilling, and the promotion of health at work.

Although the ageing of the working population is not a new phenomenon, thinking about the life of a worker in this integrated manner is a fairly new idea, and many workplace actors have not been trained to approach human resources (HR) management in this way.

Over the past 10 years, an array of policies, strategies and programmes have developed at the EU and Member State levels to address the issues of the ageing workforce and sustainable employment. Along with this blossoming of policy-level initiatives, a number of organisations working in the fields of occupational safety and health (OSH), public health, employment, etc., have developed tools to support employers and workplace actors with managing an ageing workforce.

The present review has compiled a list of resources identified at the EU level, but also in Member States and third countries, that demonstrate innovation. The 91 resources presented in this report have been selected from a long list of more than 200 resources identified and described by our team of core experts (EU and international levels) and our team of national experts (Member State level). The instruments selected deal with a variety of topics, target groups and methods. They are not all directly applicable in the workplace, but all present at least one interesting feature, which makes them potentially useful for workplace actors.

The experts in charge of identifying the resources have been asked to provide information on the objectives of the resource, a brief description of what it entails, how it has been implemented and what dissemination methods have been used. For the final point, our experts have had to rely on information publicly available (with no further contacts with the developers of the instruments). It is therefore possible that certain resources have been more widely disseminated locally than what is described in this review.

In addition to describing the various tools and resources, our team has also carried out a comparative analysis of these resources and an overview of our findings is presented in section 2.

2 Overview of findings

The comparative analysis of the resources covers seven different topics:

1. the contextual information (geographical coverage, language and dates of the resource);
2. the organisation(s) responsible for its development;
3. the topic(s) covered/addressed by the resource;
4. the type of resource;
5. the target group(s);
6. the funding method; and
7. the dissemination channels.

2.1 Contextual information

2.1.1 Geographical representation

Out of 91 resources, 14 have been developed at the EU level and 1 has been developed to cover a specific EU region (Central Europe) (also referred to as cross-country level). All of the other resources have a national or regional focus. They are implemented across 15 Member States (Belgium, Bulgaria, the Czech Republic, Denmark, Germany, Estonia, Spain, France, Cyprus, Lithuania, the Netherlands, Poland, Finland, Sweden, the United Kingdom) and 4 non-EU countries (Australia, Canada, Switzerland, the USA).

Among the Member States there is an over-representation of certain countries. In particular, Finland, France, Spain and the United Kingdom are at the top of the list, with more than eight resources selected in each, followed by Belgium and the Netherlands, each of which has five resources selected. There are several reasons that, combined, can explain this unbalanced representation of the Member States:

- mature systems and policies with regard to OSH in general;
- mature systems and policies with regard to the ageing workforce and sustainable employment;
- an interest of stakeholders in the issue;
- a tradition of developing support for workplaces;
- easily accessible information online.

The examples from third countries illustrate that the issue of promoting health and safety among older workers is not only a European issue but also a global one. Other countries have had to provide resources for their businesses to adapt to this changing demographic situation. For example, Australia and Canada have produced a number of useful guidance documents.

2.1.2 Languages

The languages of the resources reflect, of course, the geographical representation. There is an over-representation of resources in English, explained by the fact that English is the language most commonly used for EU-level resources and reflecting the fact that English-language resources are also found more easily online. The resources developed at the national level are, naturally, in the national language. In addition, some of them have also been translated into English, making their dissemination and use by non-nationals easier. This is particularly common when national resources have already been compiled by an organisation (such as the ESF-Age Network, which has proven to be an extremely useful source of information) and translated into English. Overall, 46 resources are available in English. Out of these, 30 are available in English only and 16 are available in English and at least one other language.

2.1.3 Dates

Not all resources can be dated based on the information that is publicly available. In total, 23 resources have not been dated. Most of these are online tools or websites, with no indication of creation dates.

However, many documents, such as guidance documents or reports, also do not contain any indication of when they were developed.

Out of the 68 resources that are dated, more than 60 % were developed after 2010. The remaining 40 % were developed after 2004 (apart from the Work Ability Index, which was developed at the end of the 1990s), illustrating the relatively recent uptake of the topic. Of course, experts have also been careful in selecting resources that were recent enough to be useful to employers. In particular, when resources relate to the implementation of legal standards, it is crucial that they are fully up to date, considering the constant evolution of the legal framework for employment and working conditions.

2.2 Responsible organisations

The responsible organisation has been identified as the organisation that coordinated the development and dissemination of the resource, and not necessarily the one that financed its development (although this is often the same organisation) or the one that actually created it.

At the EU and cross-country levels, the 15 tools selected were developed by a diversity of actors, including the European institutions (in particular the European Commission and Agencies), European business federations representing specific sectors (e.g. the gas sector, the insurance sector, the electricity sector) and European organisations and networks (such as AGE Platform Europe, the European Network for Workplace Health Promotion, the ESF-Age Network and the Central European (CE) Knowledge Platform for an Ageing Society (CE-Ageing Platform)).

Among the national-level resources:

- 10 resources have been developed by governmental departments, including 5 from regional governments and 5 from national authorities;
- 23 resources have been developed by government-affiliated organisations, such as national or regional institutes specialised in working conditions and health and safety at work (e.g. ANACT in France, FIOH in Finland, SWEA in Sweden, SCHWL in Scotland, NIOSH in the USA [1]) or national/regional institutes working on other topics (e.g. social security, innovation, employment, human rights);
- 14 resources have been developed by national social partners, including 6 from workers' organisations and 8 from employers' organisations;
- the remaining 29 resources have been developed by a variety of organisations including:
  - non-profit organisations;
  - universities and research institutes;
  - municipalities;
  - insurance and pension providers;
  - external preventive services;
  - private consultancies in OSH;
  - training organisations.

In addition, a few resources are the products of wider projects led by coalitions or partnerships of organisations.

2.3 Topics

The resources have first been sorted into three broad groups:

1. Key compilations of tools at the EU/cross-country levels.
2. Resources for specific economic sectors.
3. Resources for workplaces at the national level.

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(1) ANACT, L'Agence Nationale pour L'Amélioration des Conditions de Travail; FIOH, Finnish Institute of Occupational Health; SWEA, Swedish Women's Educational Association International; SCHWL, Scottish Centre for Healthy Working Lives; NIOSH, National Institute for Occupational Safety and Health.

The **compilations** have been designed mostly by EU-level organisations or projects. They usually offer a platform for information on a specific topic and have a section dedicated to resources for workplaces or good practice examples. The compilations selected in this review cover the following topics:

- active ageing/employment;
- age management;
- workplace health promotion;
- facts and figures.

The **resources for specific sectors** have been developed by European or national sectoral social partners, mostly business organisations, with the aim of pulling together the experiences shared by businesses in the sector in relation to demographic change and the ageing workforce. They usually propose a code of good practice to be implemented in their sector of activity.

The **national resources** cover a wider range of topics. The resources selected for this review have been categorised under the following headings:

- *General OSH prevention*. These tools address the topic of OSH in general and not through the lens of the ageing workforce. They have been included in the review because, in their countries, they relate to concepts that are at the core of OSH prevention for all stages of the working life.
- *The OSH and working conditions of older workers*. These tools address specifically the physical and psychosocial risks to which the older workforce is exposed and how these risks can be managed in the workplace. They focus solely on older workers and propose measures ranging from workplace adaptations to more flexible working arrangements, health monitoring and training opportunities.
- *Retaining older people at work/career management*. The tools included under this heading have a specific focus on retention and career management. They have a broader scope than the tools for the OSH of older workers, as they touch upon the area of career and competence development.
- *Age management*. The tools under this heading provide guidance and practical ways of implementing a sound age-management policy in the workplace. Member States that have produced many resources on this topic selected in this review include Finland, Spain and the United Kingdom.
- *Rehabilitation/return to work*. The issue of the return to work of workers who have been injured or sick and have suffered long-term sickness absence is very relevant to the topic of the sustainability of working lives. Therefore, a number of resources have been selected that aim to help employers with the reintegration in the workplace of workers who have been off sick for a long time.
- *Age/disability discrimination*. Age discrimination is one aspect of the particular situation of older workers in the workplace. As disability is more prevalent in older people, it is also interesting to look at the issue of disability discrimination. The tools collected under this heading aim to help employers implement in an efficient manner their legal obligations with regard to age or disability discrimination.
- *Tools for workplace analyses*. Finally, a number of tools have been developed by organisations to carry out assessments and analyses in the workplace. The instruments included under this heading can be quite technical and mostly target a more specialised audience, such as HR managers and medical professionals.

Some of these tools have been developed as supports to legislative change. This is particularly true of the tools on age discrimination, as previously mentioned, but it is also the case for the tools on career management. In France, for instance, following the adoption of the 2009 law on company agreements for the employment of older workers, the working condition agencies developed a number of tools to support employers and social partners in the implementation of the legislation and the development of company agreements.

2.4 Types

As mentioned above, many of the resources selected at the EU/cross-country levels are compilations of tools and, therefore, are difficult to classify into a type of instrument. They offer diverse types of resources, such as reports, guidance documents, web-based tools, communication material.

At the national level, the most common type of resource selected in this review is 'guidance document' (almost 50 % of the national resources fall under this category). This category of course groups a variety of documents, but their common feature is that they are available in the form of a printable document, which can therefore be distributed manually, in addition to electronically. On the one hand, this is an important feature for resources targeting workplace actors. This makes their dissemination easier, in particular in sectors that are not office based or in smaller businesses with no HR managers. On the other hand, it sometimes makes for a long and complicated read and can put off employers or workers.

The second most common type of resource selected for this review is 'tools/toolkits'. This category includes a variety of instruments that can be very different from each other. However, they all aim to propose a number of concrete, practical steps to achieve a result. In most cases, the result is an assessment of the situation in the workplace with regard to age, older workers, work ability, career management, etc. Approximately one-third of these tools are web based, meaning that the person using the tool can follow all the steps and get a result online. The rest of the tools are printable and can be disseminated manually.

Other types of resources include:

- *Reports, with examples of good practice or case studies*. Although these are not necessarily easy to use for workplace actors, they can include interesting information for employers and HR managers showing the types of things that are being implemented in other similar types of businesses.
- *Websites*. These usually include a variety of information and data and sometimes tools for workplace actors to use.
- *Training programmes*. Three of the selected resources propose training programmes for employers, HR managers and workers.

Finally, a number of resources are more focused on communication and awareness raising.

2.5 Target groups

At the EU and cross-country levels, most of the resources identified target policy-makers and intermediaries (such as social partners, research institutions) rather than workplace actors. They are useful in providing links to national-level instruments, but few could be used directly by workplace actors. This is expected because, as per the principle of subsidiarity, EU-level organisations are not best placed to provide tools at the workplace level. However, one of the EU-level project identified aims to provide training to HR managers, in which case it would be directly used at the workplace level.

At the national level, five target groups have been identified: (1) policy-makers, (2) intermediaries, (3) employers, (4) HR managers and (5) workers.

Out of the 77 resources selected at the national level, only 17 do not target employers:

- Two resources have been developed only for policy-makers and intermediaries. They have been included in the review because they present a non-European approach. In the EU Member States, resources that specifically target workplace actors have been favoured.
- Six resources have been developed specifically for HR managers. These resources are typically more technical than resources developed for a broader audience.
- Six resources have been developed specifically for workers and one resource targets safety representatives.
- Finally, two resources have been developed for the health professionals (occupational therapists or clinicians).

All of the other resources (61) target the employer, one way or another. They may have a broader target group also including HR managers, intermediaries and even workers, but they aim to engage at least the employer.

Only eight resources at the national level have a specific small and medium-sized enterprise (SME) or small business focus. This does not mean that other resources cannot be used by small businesses, but it does mean that the particularities of small companies may not have been taken into account when they were developed.

2.6 Funding

Sources of funding for the development of the resources are not always publicly available; therefore, an in-depth analysis on this topic is not possible. However, there are a number of interesting features to note. The first one is that the majority of resources at the national level have been developed and, presumably, funded by non-state actors. In addition, approximately one-fifth of the resources selected have benefited from EU funding:

- At the EU level, four resources have been developed directly by EU institutions, three are outcomes of the European sectoral social dialogue committees and five are products of EU-level projects, organisations or networks.
- At the national level, 11 resources have been developed with funding from the European Social Fund from the past two programming periods (2000–2006 and 2007–2013).

2.7 Dissemination channels

As mentioned in the introduction to this report, dissemination channels for each resource have not been investigated thoroughly enough to draw definite conclusions. However, some remarks can be made on the basis of the information available:

- All of the resources (except one) are available online. The resource that is not available online is a good practice report developed by one of the European sectoral organisations, which in any case does not target workplaces directly but rather policy-makers and intermediaries.
- Most resources are available from several sources, in addition to the website of the responsible organisation(s). In all countries, there is a diversity of actors and organisations interested in the topics of OSH, working conditions, active ageing and demographic change. These organisations often serve as relays for the tools, particularly when they have been developed by state organisations.
- More than 20 resources have been developed as part of a broader project. In these cases, it can be assumed that the resource would be disseminated at any event that is related to the project (such as a workshop or a conference).
- For a number of resources, the responsible organisation has organised an event specifically to discuss the resource with stakeholders.
- In four specific cases, the localisation of the tool online has been difficult and has been possible only because the tool was listed in a pre-existing compilation.

3 Key compilations of tools at the EU/cross-country levels

This section presents key compilations of tools, instruments and resources prepared by EU-level organisations. These compilations cover various topics: active ageing, workplace health promotion, employment of older workers, adaptation to demographic change, return to work.

3.1 Active ageing and employment of older workers

Name/Title of the resource: European Year for Active Ageing

Source/Responsible organisation: European Commission

Objective: The designation of 2012 as the European Year for Active Ageing and Solidarity between the Generations (EYAG) intended to raise awareness of the contribution that older people make to society. It aimed to encourage policy-makers and relevant stakeholders at all levels to take action to create better opportunities for active ageing.

Brief description: A number of initiatives took place in the framework of the EYAG at the EU and national levels. The initiative database groups all of these initiatives together and categorises them by themes (e.g. employment, independent living, participation in society). The 'employment' theme yields a number of results, but only a few count as potential resources for workplaces. One such resource is the Employers' practices for Active Ageing, developed by the European social partners (see Employers' practices for Active Ageing tool below). Other resources address topics such as lifelong learning and age discrimination.

Implementation steps: The EYAG took place in 2012.

Dissemination used: All the initiatives undertaken for the EYAG are published on the website and categorised by country and themes. Throughout the year, a number of events took place to promote the EYAG at the EU and national levels. A closing conference took place in December 2012 in Cyprus.

Link(s): http://europa.eu/ey2012/ey2012.jsp?langId=en

Name/Title of the resource: How to promote active ageing in Europe — EU support to local and regional actors

Source/Responsible organisation: AGE Platform Europe, Committee of the regions and European Commission

Objective: This brochure aims to provide information and ideas to promote active ageing and solidarity between generations at the local and regional levels across the EU.

Brief description: The brochure first sets out the types of activities that local and regional actors can implement to achieve the objectives of active ageing and solidarity between generations. These are structured around five themes, only one of which is relevant to the project (promotion of active ageing in employment). The second part of the brochure presents an outline of the most relevant funding opportunities available at the EU level — often via national and regional managing authorities — to support new active ageing projects.

Implementation steps: The brochure was published in September 2011.

Dissemination used: The brochure was disseminated as part of the EYAG events and is available on the websites of the responsible organisations.

Link(s):
http://europa.eu/ey2012/ey2012main.jsp?langId=en&catId=970&newsId=1065&furtherNews=yes

Name/Title of the resource: Living longer, working better — active ageing in Europe

Source/Responsible organisation: European Foundation for the Improvement of Living and Working Conditions (Eurofound)

Objective: The objective of this resource is to examine the steps that need to be taken to keep ageing workers in the labour market for longer.

Brief description: This resource pack provides links to factsheets and relevant reports at the EU level that show that Europeans are living longer than ever before, with significant implications for the sustainability of pensions, economic growth and future labour supply. It thus aims to inspire the development of ways to deal with demographic change, of changes that can be made in the workplace to keep older workers at work and of ways to increase workers' interest in contributing after retirement. It also includes a compilation of case studies focusing on workers with care responsibilities for children and adults with disabilities.

Implementation steps: The resources compiled on the web page were published throughout 2011 and 2012.

Dissemination used: Eurofound's website allows for the dissemination of this resource pack. In addition, the information was disseminated at the closing conference of the EYAG in December 2012 in Cyprus.

Link(s): http://www.eurofound.europa.eu/resourcepacks/activeageing.htm

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Name/Title of the resource: Employment initiatives for an ageing workforce

Source/Responsible organisation: European Foundation for the Improvement of Living and Working Conditions (Eurofound)

Objective: The aim was to compile national initiatives related to ageing workers (country reports), a guide to good practice in relation to ageing management and a database of examples of good practice

Brief description: This agenda for action to improve the employment of older workers involves government policies at different levels, the social partners and social dialogue, and of course companies, as well as older workers themselves. Eurofound published a database of good practice examples from the EU-27 countries, which may prove useful at the workplace level. Furthermore, it provides a link to a set of guidelines for good practice in relation to age management, which has been published together with analytical reports on developments in employment initiatives for an ageing workforce in the EU-15 and on age and employment in the new Member States.

Implementation steps: The country reports and the overview reports were produced in 2006–2007.

Dissemination used: Eurofound's website allows for the dissemination of this agenda.

Link(s): http://www.eurofound.europa.eu/research/0296.htm

Name/Title of the resource: Employers' practices for Active Ageing — final synthesis paper of the European employers' organisations project on age management policies in enterprises in Europe

Source/Responsible organisation: European employers' organisations (BusinessEurope, European Association of Craft, Small and Medium-sized Enterprises (UEAPME) and European Centre of Enterprises providing Public Services (CEEP)).

Implementation steps: This paper was prepared as part of a project entitled 'Age management policies in enterprises in Europe' run by the European cross-industry employers' organisations BusinessEurope, UEAPME and CEEP, with financial support of the European Commission.

The project took place within the context of the EYAG (2012) and served to underline the important role played by employers' organisations and individual employers in making active age management in the workplace a reality.

Objective and description: The report compiles the findings from the project, the aims of which were to:

- develop a better understanding of how employers can encourage older workers to remain in the labour market and how flexible retirement processes can be ensured to address the challenges of an ageing population and workforce;
- map promising practices among private and public employers (including SMEs) across all Member States, underpinned with a strong understanding of the policy framework within which they operate;
- develop recommendations on how the issue of active ageing should be addressed at the European level and what further actions might be taken by employers separately, or jointly with trade unions, to better tackle the impact of demographic change on the labour market.

The report therefore presents a number of case studies that demonstrate innovative practices from different Member States. These illustrate the eight themes of the report (business case for active age management; workforce mapping and planning; being age positive; age-positive recruitment; flexible working; maintaining work ability; inter-generational engagement; and succession planning) and make recommendations to policy-makers.

Dissemination used: The synthesis paper is available on UEAPME's website. It is also available from the Commission's website (DG Employment and the website of the EYAG). It was presented at the final conference of the EYAG in December 2012 in Cyprus. It was also accompanied by a press release.

Link(s): http://www.ueapme.com/IMG/pdf/Final_synthesis_report_10_december_2012.pdf; http://europa.eu/ey2012/ey2012main.jsp?catId=975&langId=en&mode=initDetail&initiativeId=222&initLangId=en; http://ec.europa.eu/social/main.jsp?langId=fr&catId=89&newsId=1805&furtherNews=yes

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Name/Title of the resource: The Central European Knowledge Platform for an Ageing Society (CE-Ageing Platform)

Source/Responsible organisation: The CE-Ageing Platform is part of the 'Central Europe' European Commission-funded programme (www.central2013.eu/) and is being coordinated by the Chamber of Labour Upper Austria (AKOÖ).

Objective: The aim of this project is to minimise the negative effects and impacts of demographic change in Central Europe.

Brief description: The idea for this project was derived from cooperation between various partners and their desire to jointly contribute to improved framework conditions in their regions in order to foster economic growth, regional development and social cohesion. The countries covered are the Czech Republic, Germany, Italy, Hungary, Austria, Poland, Slovenia and Slovakia. The CE-Ageing Platform aims to develop a 'CE-Ageing Strategy' enabling partners to adapt to demographic change, thereby integrating the lessons learnt from previous activities, on the one hand, with the results and lessons learnt from innovative actions implemented by the CE-Ageing Platform, on the other. The innovative actions implemented at the regional levels include the development of four 'Regional Age Platforms' with which two 'Regional Ageing Strategies', as well as the setting up of two 'Regional Training Concepts' ('Age-Partnership Actions'). In other CE regions, five additional pilots, the 'Age-SME Interventions', were to be implemented in cooperation with SMEs between 2011 and 2013. The project consists of six 'Work Packages'. It has so far produced a number of deliverables, including communication material (brochure, leaflets, etc.), country reports and catalogues of measures, in the countries covered by the CE-Ageing Platform.

Implementation steps: The CE-Ageing Platform is part of the first phase of Central Europe 2007–2013. A new phase has been launched (2014–2020), but no initiative seems to have been launched on the topic of an ageing society under this new phase.

Dissemination used: The information is disseminated through the websites of Central Europe and CE-Ageing Platform. However, it is difficult to find all the products from the Work Packages on the website (e.g. the results of the pilots of Age-SME Interventions), as they seem to be categorised by country. In addition, a variety of dissemination events, regional demographic workshops and conferences aiming to raise awareness of the ageing society/demographic change were held during the project duration, and more than 1,050 participants were involved in the discussions.

Link(s): http://www.ce-ageing.eu/; http://www.ce-ageing.eu/index.php?option=com_content&view=article&id=64&Itemid=311

3.2 Workplace health promotion

Name/Title of the resource: Healthy work in an ageing Europe

Source/Responsible organisation: European Network for Workplace Health Promotion (ENWHP) (led by Prevent, Belgium)

Objective: The fifth initiative of the ENWHP on Healthy Work in an Ageing Europe aims to improve workplace health and well-being of the ageing workforce.

Brief description: As part of the initiative, two documents in particular were produced, which can be seen as potential resources for workplaces:

- The document 'A European collection of measures for promoting the health of ageing employees at the workplace' provides a collection of 20 national chapters on workplace health promotion for an ageing workforce. Each chapter provides an overview of the measures that are in place in a country for the workplace health promotion of older workers, including the legal basis, the policies and the initiatives of the different players involved, such as companies, private services and scientific institutions. The report covers 17 EU Member States (Belgium, the Czech Republic, Denmark, Germany, Ireland, Spain, France, Italy, Luxembourg, Hungary, the Netherlands, Austria, Poland, Romania, Finland, Sweden and the United Kingdom) and three European Free Trade Association (EFTA) countries (Iceland, Norway and Switzerland). The report was prepared on the basis of information available online, policy papers and independent research.
- The document 'Strategies and instruments for prolonging working life' analyses the results from the first compilation and describes the measures that can be taken to help improve the status of older workers. In addition, it proposes a checklist to help HR managers identify any need for action relating to the age structure of their workforce and focuses on the working and employment conditions within companies. The checklist is a self-assessment tool and can be used as part of a company workshop to conduct a joint strength/weakness analysis. The checklist has eight main topics with five to eight questions on each topic, requiring yes or no answers. The topics are: recruitment of staff; qualifications; work organisation; staff development plans; workplace health promotion and integration; knowledge transfer; organisation of working hours; and corporate culture.

Implementation steps: The fifth initiative took place in 2005–2006.

Dissemination used: In addition to being published on the ENWHP website, the results from the initiative were discussed in June 2006 at the Fifth European Conference in Linz, Austria. The tools are also disseminated on other websites related to the topic (e.g. the ESF-Age Network website).

Link(s): http://www.enwhp.org/enwhp-initiatives/5th-initiative-healthy-work-in-an-ageing-europe.html

Name/Title of the resource: Promoting healthy work for workers with chronic illness: a guide to good practice

Source/Responsible organisation: ENWHP (led by Prevent, Belgium)

Objective: This guide primarily targets employers and managers who are faced with the challenges and opportunities that arise from managing workers with chronic illness and supporting them to stay at work or assisting them in the process of returning to work after a period of absence.

Brief description: This guide discusses the topics of chronic illnesses and return to work in the context of sustainable employment. More specifically, it includes a section on what employers can do to promote healthy work, with a six-step action plan to successfully manage employees with chronic illnesses and with recommendations for employers and managers.

Implementation steps: The guide was produced in the context of the ninth initiative of the ENWHP and its campaign 'Work. Adapted for all. Move Europe', co-funded by the European Commission under the Public Health Programme (2008–2013). The ENWHP Secretariat coordinating this initiative is hosted by Prevent, Institute for Occupational Safety and Health, located in Brussels. The initiative was implemented between 2011 and 2013. The guide was published in 2012.

Dissemination used: A campaign targeting European companies will disseminate the good practice guidelines in order to convince these companies to incorporate the guidelines into their overall health and HR management strategies.

Link(s): http://www.enwhp.org/uploads/media/ENWHP_Guide_PH_Work_final.pdf

3.3 Age management

Name/Title of the resource: ESF-Age Network

Source/Responsible organisation: ESF-Age Network, composed of European Social Fund (ESF) authorities from 16 EU Member States (the Czech Republic, Germany, Estonia, Spain, France, Italy, the Netherlands, Austria, Poland, Sweden) and regions (Andalusia, Belgium/NL, Belgium/FR, England and Gibraltar, Thuringia and Trento)

Objective: The aim of the Network is to incorporate innovative strategies, policies and instruments related to age management into the ESF's programmes. It does so by networking and organising knowledge exchange on all ESF-funded projects, programmes and tools related to age management.

Brief description: The products developed by the Network include:
- A good practice guide with examples of publicly funded programmes aiming to support older people in finding work, improving their employment prospects and helping them to extend their working lives, either directly or by promoting age management policies and practices among employers.
- An inventory of projects, programmes and tools related to age management that is searchable by country or by the following themes: supporting the unemployed to find work; job-to-job transitions; HR management policies; health management; education and training; work–life balance; phased retirement; and self-employment.
- The fast-paced video 'Did You Know?', which underlines the urgent need for action in the EU to tackle issues posed by demographic change.
- A training curriculum providing elements for effective ESF programming in the field of healthy and productive ageing at work.

Implementation steps: The activities of the ESF-Age Network have been funded by the European Commission from 2010 to 2013 under the ESF 2007–2013 Budget Line for Learning for Change Networks.

Dissemination used: Dissemination is done through the Network's website as well as the websites of its partners. In addition, a number of events were organised to disseminate the different products. Flyers have also been produced.

Link(s): http://www.esfage.eu/; http://www.esfage.eu/network-products

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Name/Title of the resource: 'Ageing at work' project

Source/Responsible organisation: Led by Prevent (Belgium) with partners in Greece (Eworx), Ireland (Work Research Centre (WRC)), the Netherlands (Netherlands Organisation for Applied Scientific Research (TNO) and Hogeschool Utrecht) and Poland (Nofer Institute of Occupational Medicine (NIOM))

Objective: This project aims to produce, test and promote a training programme for HR professionals on age management with a particular focus on health (i.e. integrated workplace health management).

Brief description: In the first phase of the project, a questionnaire survey of user needs was undertaken in Belgium, the Netherlands, Ireland and Poland. In addition, a literature review on the topics of concern (older workers and age management, workplace health management) was carried out. Based on the outcomes of the needs analysis and literature review, a training programme was developed in a second phase. This training programme targets HR professionals from all businesses (all branches, public or private), and consists of a face-to-face training course and an integrated e-learning support environment. The training concept was tested in Belgium, the Netherlands and Poland through a pilot training programme. The project was based on the model of Integral Workplace Health Age Management (I-WHAM), which combines age-related physical, psychological and social health issues of employees from a strategic HR perspective.

The project provides a compilation of existing tools to carry out workplace analyses on, for example, musculoskeletal disorders, psychosocial risks, age awareness, age management and age structure. Some of these resources are from EU-level organisations, such as the ENWHP and Eurofound, and are further described in the present compilation.

Implementation steps: 'Ageing at work' was a 2-year project (2008–2009) within the framework of the Leonardo da Vinci Lifelong Learning Programme 2007–2013 of the European Commission.

Dissemination used: The website of this project allows for its dissemination.

Link(s): http://www.ageingatwork.eu/?i=ageingatwork.en.about

3.4 Facts and figures

Name/Title of the resource: Sustainable work and the ageing workforce

Source/Responsible organisation: Eurofound - **Type:** Report/informative document

Objective: The aim of this report was to provide comparable data on the working conditions of older workers across Europe.

Brief description: On the basis of the Fifth European Working Conditions Survey, Eurofound produced a specific report looking at sustainable work and the issue of the working conditions of the older workforce. The report is structured around six chapters looking at the characteristics of the older workforce, but also at different working ages, health, well-being and satisfaction and the attitudes towards work after the age of 50.

Implementation steps: This overview report was published in 2012 on the basis of the Fifth European Working Conditions Survey.

Dissemination used: Eurofound's website allows for the dissemination of the report, and the report is also distributed at numerous events.

Link(s): http://www.eurofound.europa.eu/pubdocs/2012/66/en/1/EF1266EN.pdf

4 Resources for specific economic sectors

The following resources have been developed by industry branches to address specific challenges related to an ageing workforce and demographic changes in that industry. Four of the tools have been developed by EU-level organisations, whereas the final three tools in this section have been developed by national-level federations.

Name/Title of the resource: Combating the demographic challenge in the insurance sector — a selection of initiatives in Europe

Source/Responsible organisation: Insurance Sector Social Dialogue Committee (ISSDC) — Insurance Europe, UNI-Europa, Association of Mutual Insurers and Insurance Cooperatives in Europe (AMICE) and The European Federation of Insurance Intermediaries (BIPAR)

Type: Guidance document/guidance

Objective: The aim of this document was to provide examples of measures taken by insurance companies in the EU to address changing demographics and the necessity to prevent against OSH risk factors, in particular stress.

Brief description: This booklet presents a sample of the many examples of good practice that already exist in the insurance industry, and addresses the three issues covered by the Joint Statement adopted by the European insurance social partners in January 2010: work–life balance, lifelong learning, and health and safety at work. The examples of practices that are included have been selected for their innovation, originality and effectiveness in increasing the attractiveness of the insurance sector and the employability of individuals already working in the sector. The practices are displayed in a way that illustrates the diversity of their objectives and origins. Some are specific to one of the three issues (first part of the booklet), and others are examples of combined measures addressing several issues at once (second part). In both cases, they originate at the individual company, group or sectoral level.

Implementation steps: This guidance document was published in 2010.

Dissemination used: The website of Insurance Europe allows for the dissemination of this web-based toolkit.

Link(s): http://www.insuranceeurope.eu/uploads/Modules/Publications/issdc-booklet-final-2.pdf

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Name/Title of the resource: Toolkit — demographic change, age management and competencies in the gas sector in Europe

Source/Responsible organisation: European Gas Sector Social Dialogue Committee — European Union of the Natural Gas Industry (EUROGAS), European Federation of Public Service Unions (EPSU) and European Mine, Chemical and Energy Workers' Federation (EMCEF)

Type: Web-based toolkit/toolkit

Objective: The aim of this toolkit is to identify the challenges that the sector is facing and suggest proposals for overcoming of these challenges.

Brief description: This toolkit demonstrates how companies can benefit from the skills and motivations of different age groups in the workforce and provides guidelines, information and good practice approaches.

The toolkit also contains cases studies and is intended for policy planning. There are several case studies that exemplify joint company–trade union approaches, including in the sector's leading companies. The toolkit underlines the case for the role of social dialogue in the management of demographic change, and will be useful for HR and line managers and trade union officials working in the gas sector who have a responsibility for drawing up policies and procedures and monitoring progress in this area.

Implementation steps: The toolkit was launched in 2009.

Dissemination used: The website of the EPSU allows for the dissemination of this web-based toolkit.

Link(s): http://www.epsu.org/a/6092

Name/Title of the resource: Demographic change in the electricity industry in Europe — toolkit on promoting age diversity and age management strategies

Source/Responsible organisation: European Electricity Sector Social Dialogue Committee — The Union of the Electricity Industry (EURELECTRIC), EPSU and EMCEF

Type: Toolkit

Objective: The aim of this toolkit is to examine the impact of demographic change in Europe on skills and competencies in the electricity industry and to provide age management tools.

Brief description: This toolkit presents examples of best practice in company case studies, which can be used by employees, trade unions and workers' and employer's representatives in the electricity industry to address issues arising from demographic change. The toolkit draws on examples of how electricity companies across Europe have responded to demographic change and of the development of age management programmes. Section 2 of the toolkit provides practical tools and guidance that can be used by electricity companies. The topics covered in this section are the recruitment and retention of older workers, health and well-being, attracting younger workers, flexible working time, exit and retirement policies, and the role of social dialogue between employers and unions.

Implementation steps: This toolkit was published in 2008.

Link(s): http://www.eurelectric.org/Demographic/PDF/2008DemographicChangeEN.pdf

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Name/Title of the resource: Code of good practice for the employment of older people in the banking industry

Source/Responsible organisation: European Federation of Credit Establishment (FECEC)

Type: Toolkit

Objective: The aim of this toolkit is to examine the impact of demographic change in Europe on skills and competencies in the electricity industry and to provide age management tools.

Brief description: The code emphasises the need for developing and implementing HR strategies that address the needs of older workers. It includes different aspects such as flexibility of working hours, the adjustment of working time, training, internal mobility, training methods and healthy workplaces. The code asks national authorities to fight age discrimination and to ease the extension of working life on a voluntary basis with adequate compensation.

Implementation steps: This toolkit was developed in 2010, following a survey among 48,900 bank executives through the FECEC's national affiliated federations. It was presented at a colloquium in Lisbon, Portugal, in September 2010.

Dissemination used: The code is already being referred to in negotiations of some sectorial agreements. In addition, the FECEC committed to disseminate the survey results and code to EU deputies, national politicians and the social partners of the financial sectors. However, it should be noted that it is not possible to access the code from publicly available sources.

Link(s):
http://europa.eu/ey2012/ey2012main.jsp?catId=975&langId=fr&mode=initDetail&initiativeId=59&initLangId=en

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Country: Spain

Name/Title of the resource: Good practices for the prevention of risks associated with shift work in older workers of the chemical industry (*Buenas prácticas para la prevención de los riesgos asociados al trabajo a turnos para los trabajadores mayores en el sector de la industria química*)

Source/Responsible organisation: Institute of Biomechanics of Valencia (IBV)

Type: Written guidance document/guidance

Objective(s): The objective of this document is to give information to employers and workers on good practice in the chemical industry in relation to older workers.

Brief description: This project is a research study focused on older workers who have to deal with shift work in the chemical industry. The output of this project is a guide including examples of good practice identified to prevent occupational risks.

Implementation steps: The report and guide were published in 2010.

Link(s): http://www.ibv.org/es/libreria/catalogo-de-publicaciones/publicacion/show_product/94/296 (in Spanish)

Country: Spain

Name/Title of the resource: Age management in the automotive industry (*La gestión del factor edad en las empresas fabricantes de vehículos*)

Source/Responsible organisation: Metal, Construction and Similar — Workers General Union (MCA-UGT), Observatorio Industrial del Sector de Fabricantes de Vehículos y Camiones (Corporative Observatory of Automotive Industry)

Type: Guidance document

Objective(s): The objective of this guidance document is to raise awareness of the situation of age management in the automotive industry and of the needs of older workers in this sector.

Brief description: The report reflects on how age management has been developed in the automotive industry in the last few years. It includes new recommendations and measures to improve older workers' conditions in this sector.

Implementation steps: The guide was published in December 2011.

Link(s):
http://www.minetur.gob.es/industria/observatorios/SectorAutomoviles/Actividades/2011/MCA-UGT/La_Gestion_del_Factor_Edad_en_las_Empresas_Fabricantes_de_Vehiculos.pdf (in Spanish)

Country: USA

Name/Title of the resource: Age awareness training for miners

Source/Responsible organisation: National Institute for Occupational Safety and Health (NIOSH)

Type: Numerous downloadable information circulars/toolkit

Objective(s): The aim was to create a template for an educational programme for miners to help workers understand certain age-related risks.

Brief description: This programme aims to test as well as train miners on the changes that they are bound to experience with the normal ageing process. Making the best use of the precious resource that is the tremendous wealth of experience, knowledge and insight of the older miners requires both an appreciation of the changes that occur with age and an understanding of methods that can be used to reduce the injury risk that may be the result of ageing. The purpose of this training programme is to provide the information necessary to accomplish these objectives. The training programme provides lessons on the topics of vision, hearing, attention and memory, the musculoskeletal system, the lower back, work capacity, slips and falls, and risky tasks.

Implementation steps: It was ready for download by June 2008.

Dissemination used: The website of the Office of Mine Safety and Health Research allows for the dissemination of this tool.

Link(s): http://www.cdc.gov/niosh/mining/works/coversheet637.html

5 Resources for workplaces at the national level

5.1 General OSH prevention

The following tools do not specifically focus on the health and safety of older workers; they are more general OSH prevention tools. They have been added to this compilation because they are relevant to OSH prevention throughout the working life. In particular, they each address a specific concept of OSH prevention that is promoted at the national level, such as the concept of *pénibilité* (arduousness) of working conditions in France or the concept of sustainability of working conditions in the Netherlands.

Country: Belgium

Name/Title of the resource: Checklist — 'Life is more than just work'

Source/Responsible organisation: ABVV (socialist Belgian Trade Union)

Type: Brochure/tool

Objective(s): The aim of this brochure and checklist is to help people achieve a good work–life balance so that they can work more productively and for longer.

Brief description: Both employers and employees benefit if employees are under less pressure and feel less stressed: as the atmosphere at work improves, productivity increases. This checklist helps employees to think about how they could improve their work situation and to determine the opportunities that exist for career progression. The checklist consists of 45 questions requiring yes or no answers. The questions cover the following five topics: working time, holiday, specific holiday, care credit, time credit and leave of absence.

To fill in the checklist, users need to know their company's working policies, have internet access and have a calculator. Some research is required beforehand so that they can answer the questions correctly. The test gives users a score, which shows how well their company is doing as far as work–life balance is concerned. The higher the score, the better the company is doing. The checklist also provides background information for each question and helps by providing possible improvements and tips.

Implementation steps: The tool, produced by the ABVV, is part of a toolbox developed for the initiative 'De juiste stoel', set up in the framework of the project 'Together for the defence of the 50+' by the Flemish government.

Dissemination used: The tool is accessible from the website of 'De juiste stoel'.

Link(s): http://www.dejuistestoel.be/werkbaar-werk-balans-werk-prive/vind-je-evenwicht-tussen-werk-gezin-en-vrije-tijd-hoe-scoort-mijn-bedrijf-checklist-abvv;
http://www.dejuistestoel.be/sites/default/files/uploads/toolbox/leven%20is%20meer%20dan%20werken%20alleen%20ABVV.pdf (in Dutch)

Country: France

Name/Title of the resource: Better work: health and safety at work (*Travailler mieux: la santé et la sécurité au travail*)

Source/Responsible organisation: Ministry of Labour, Employment, Vocational Training and Social Dialogue

Type: Website/informative document

Objective(s): The aim of this resource is to make existing resources on health and safety at work accessible to a larger audience (HR managers, employees' representatives and workers) and, in particular, to SMEs.

Brief description: The website contains a report on the ardous of work, including factsheets on the factors of hardship as well as diagnosis tools and practical recommendations for preventing these risks. Although there is no specific focus on older workers, the website deals with OSH prevention throughout the working life. It also includes information on rehabilitation and return to work after an accident or illness.

Dissemination used: The website is accessible from the Ministry's website.

Link(s): http://www.travailler-mieux.gouv.fr/ (in French)

Country: France

Name/Title of the resource: Guide of arduous conditions at work (*Guide des pénibilités au travail*)

Source/Responsible organisation: ARACT Alsace — Action pour les Conditions de Travail en Alsace (ACTAL)

Type: Written guidance document

Objective(s): The aim of this document is to assist enterprises in identifying factors of hardship in the company.

Brief description: This guidance document, made specifically for employers, proposes a step-by-step diagnosis of ardous working conditions, with standard documents provided for each (standard questionnaires, evaluation grid). Although there is no specific focus on older workers, the guidance document deals with OSH prevention throughout the working life.

Implementation steps: The guide was published in 2010. On the website, a number of additional documents can be downloaded as part of a package, including templates for the questionnaires and evaluation grid.

Dissemination used: The guide is available on the L'Agence Nationale pour L'Amélioration des Conditions de Travail (ANACT) website.

Link(s):
http://www.anact.fr/portal/page/portal/web/publications/NOTINMENU_affichage_document?p_thingIdToShow=10319535 (in French)

Country: Lithuania

Name/Title of the resource: The training courses programme on ergonomic risk factor assessment

Source/Responsible organisation: Ministry of Health of the Republic of Lithuania and Vilnius Gediminas Technical University

Type: Written guidance document/guidance

Objective(s): The objective of the document is to pass on knowledge about ergonomics and to train the relevant OSH actors on how to carry out ergonomic risk factor assessment in workplaces. The document also aims to fit work system components to the individual worker by means of advanced methods.

Brief description: These courses focus on fitting work system components (work equipment, tools, environment) to the individual, particularly with regard to older workers' abilities, to preserve their employability throughout their working lives.

Implementation steps: The implementation of the programme started at the end of 2006 and is currently in progress.

Dissemination used: Information about the training courses is presented on the websites of Vilnius Gediminas Technical University and the Lithuania Ergonomics Association.

Link(s): http://www.ergon.vgtu.lt/ (in Lithuanian)

Country: Netherlands

Name/Title of the resource: Toolbox sustainable employability (*Toolbox duurzame inzetbaarheid*)

Source/Responsible organisation: Work and Health department of Ministry of Social Affairs and Employment

Type: Toolkit

Objective(s): The aim of this toolkit is to prevent health problems at work.

Brief description: This toolkit is a collection of instruments and tools developed by a wide variety of partner organisations. It aims to help employers and employees analyse primary, secondary and tertiary prevention of health problems at work. The primary interest is (the prevention of) physical and psychosocial burdens or risks.

Link(s): http://www.toolboxduurzameinzetbaarheid.nl/ (in Dutch)

5.2 The OSH and working conditions of older workers

The following tools address, in particular, the issue of the health and safety and working conditions of older workers. To their target groups (employers, HR managers, etc.) they present various tools, guidance, advice, information, etc., to help them assess risks to the older workforce and put in place measures to adapt the workplace to older workers.

Country: Australia

Name/Title of the resource: Understanding the safety and health needs of your workplace — older workers and safety

Source/Responsible organisation: The WorkSafe division in the Department of Commerce of the Government of Western Australia

Type: Guidance document/guidance

Objective(s): The aim of this document is to highlight some of the age-related changes in performance capacity that can affect an individual's ability to work safely.

Brief description: It is a guide for employers, workers, safety and health representatives and committees. It provides control measures for dealing with age-related factors, with the aim of providing a safe workplace.

Implementation steps: This guide was published in 2010.

Dissemination used: The website of the Department of Commerce allows for the dissemination of the guide.

Link(s): http://www.commerce.wa.gov.au/WorkSafe/PDF/Guides/Older_Workers_guide_.pdf

Country: Canada

Name/Title of the resource: Safe and healthy — a guide to managing an aging workforce

Source/Responsible organisation: Alberta Human Resources and Employment

Type: Guidance document/guidance

Objective(s): The aim of this document is to provide guidance on managing an ageing workforce.

Brief description: This guidance document is for employers, managers and supervisors who are interested in learning more about health and safety issues in the workplace in relation to older workers. It includes recommendations on how employees and employers should respond to physical changes. It looks at the 'lost-time claim rate' — an indicator of the risk of injury or disease to a worker during a period of 1 year. It helps the user to:

- become aware that the lost-time claim rate of older workers is lower than the average rate of all other workers in Alberta;
- consider simple changes in the work environment that can help to keep ageing workers safe, healthy and productive;
- learn how to reduce the shortage of skilled workers by keeping mature workers employed;
- understand how a safe and healthy work environment benefits workers of all ages; and
- access further resources and obtain additional information.

The guide debunks the myths concerning older workers. It identifies hazards at the workplace, makes suggestions for their elimination and control and includes tips for creating a safe and healthy working environment.

Implementation steps: This document was published in 2006.

Dissemination used: The Alberta Learning Information Service (ALIS) website allows for the dissemination of this publication via www.alis.gov.ab.ca/careershop

Link(s): http://alis.alberta.ca/pdf/cshop/safehealthy.pdf

Country: Canada

Name/Title of the resource: Age-friendly workplaces: promoting older worker participation

Source/Responsible organisation: Federal/Provincial/Territorial Ministers Responsible for Seniors

Type: Guidance document/guidance

Objective(s): The aim of this document is to provide guidance on older worker participation.

Brief description: The guidance document provides employers with information on flexible hours, teleworking, phased retirement, mentorship programmes, wellness programmes, etc.

Implementation steps: This guidance document was published in 2012.

Dissemination used: The website of the Employment and Social Development Canada allows for the dissemination of the guidance document via http://www12.hrsdc.gc.ca/h.4m.2@-eng.jsp;jsessionid=BFD6DAE7D6F24222D849848D030C754F.pmps

The document is also available on request in multiple formats (large print, Braille, audio cassette, audio CD, e-text diskette, e-text CD or DAISY).

Link(s): http://www.seniors.gov.on.ca/en/resources/fpt/AFW%20Booklet_EN.pdf

Country: Germany

Name/Title of the resource: Guidelines for workplace monitoring '55 plus' — review of age-critical working conditions

Source/Responsible organisation: Instituts für Sozialforschung und Sozialwirtschaft (ISO — Institute for Social Research and Social Economy)

Type: Guidelines/questionnaire

Objective(s): The aim of this tool is to help industry practitioners and those involved in work design (e.g. HR managers) to determine age-critical working conditions for older employees. The tool helps determine the current need for action in relation to today's older employees.

Brief description: The questionnaire covers six topics: the physical requirements of the job, working time, workplace stress, ergonomic workplace equipment, labour organisation and performance requirements. It sets out 27 statements relating to these topics, and the user is required to select one of four coloured fields (red, yellow, green or white) to indicate how closely the statement applies to him or her. The results provide evidence of whether or not, and if so in which areas, an appropriate policy is needed to support older workers. The objectives of workplace monitoring are the following:
- to obtain information for performing a critical assessment of working conditions for older workers;
- to raise stakeholder awareness as a starting point for the development of age-appropriate work design.

Implementation steps: The tool was developed as part of the project LagO (Länger arbeiten in gesunden Organisationen — working longer in healthy organisations), led by ISO, which took place between 2006 and 2009. In the same project, other interesting instruments were developed, such as a guidance document on 'Working longer in healthy organisations', a questionnaire on the career perspectives of older employees (see the tool 'Guide — discussion on career prospects with older employees' below) and instructions for an age-structure analysis.

Dissemination used: The tools are available on the LagO website and the website of the ESF-Age Network.

Link(s): http://www.lago-projekt.de/medien/instrumente/Leitfaden_Arbeitsplatzbeobachtung.pdf (in German);
http://www.esfage.eu/sites/esfage/files/resources/Germany_Mat_Tool_8_EN%20updated.pdf (in English)

Country: France

Name/Title of the resource: Growing old well at work (*Bien vieillir au travail*)

Source/Responsible organisation: Institut national de recherche et de sécurité (INRS), Caisse nationale de l'assurance maladie des travailleurs salariés (CNAMTS) and La Caisse d'Assurance Retraite et de la Santé au Travail (CARSAT)

Type: Written guidance document/guidance (related to the implementation of legislation)

Objective(s): The aim of this document is to help enterprises to take action on working conditions to enable employees to work until retirement in safe conditions.

Brief description: The brochure presents an evaluation grid of the different factors that accelerate the ageing of workers. It provides guidance to employers on implementing the French legal requirements on the employment of older workers correctly.

Implementation steps: The brochure was published in 2011.

Dissemination used: The brochure can be downloaded on the website of INRS.

Link(s):
http://www.inrs.fr/accueil/produits/mediatheque/doc/publications.html?refINRS=ED%206097   (in French)

Country: Spain

Name/Title of the resource: Code of good practices for prevention: older workers (*Código de buenas prácticas preventivas: los trabajadores mayores*)

Source/Responsible organisation: Umivale, Mutua de Accidentes de Trabajo and Enfermedades Profesionales colaboradora de la Seguridad Social

Type: Written guidance document of good practices/guidance

Objective(s): The objective of the document is to provide recommendations, information and orientation to improve the OSH of older workers.

Brief description: The report provides a description of the policies and programmes related to older workers in Spain and includes a guide of good practices to improve the OSH of older workers.

Implementation steps: The report was published in 2014.

Link(s):
http://www.umivale.es/portal/export/sites/umivale/trabajador/tu_salud_laboral/biblioteca/coleccion_codigos_buenas_practicas/por_tareas_o_colectivos/14.Codigo_trabajadores_mayores.pdf   (in Spanish)

Country: Spain

Name/Title of the resource: Workplace adaptation for older workers: guide of good practices (*Adaptación de puestos de trabajo para trabajadores mayores: guía de buenas prácticas*)

Responsible organisation: IBV

Type: Written guidance document/guidance

Objective(s): The guide aims to provide employers with support in relation to the changes needed at the workplace for older workers in terms of ergonomics.

Brief description: This guide lists and describes a wide range of adaptations that can be made for older workers in workplaces, which take account of their special features and needs.

Implementation steps: The guide was published in 2011. Further guidance will be produced by IBV to help employers to improve their employees' productivity.

Link(s):   http://www.ibv.org/es/libreria/catalogo-de-publicaciones/publicacion/show_product/94/300 (in Spanish)

Country: Spain

Name/Title of the resource: Guide for prevention of occupational risks in disadvantaged workers (*Guía práctica de prevención de riesgos laborales para colectivos de trabajadores sensibles*)

Source/Responsible organisation: Provincial Confederation of Entrepreneurs of Santa Cruz de Tenerife (CEOE-Tenerife)

Type: Written guidance document/guidance

Objective(s): The aim of the guide is to provide information about the potential occupational risks that exist for disadvantaged groups in order to encourage employers to improve prevention measures.

Brief description: The guide includes recommendations for the prevention of occupational risks that exist for disadvantaged groups, including older workers and workers with disabilities.

Link(s): http://ceoe-tenerife.com/documentos/GUIA%20COLECT%20SENSIBLES%20PRL.pdf (in Spanish)

Country: Sweden

Name/Title of the resource: Sight and lighting for older workers in the workplace

Source/Responsible organisation: The Swedish Work Environment Authority

Type: Written guidance document/report/informative document

Objective(s): The aim of this report is to inform employers about the importance of proper lighting in the workplace for older workers.

Brief description: The report provides an overview of the anatomy of the eye, the ageing of the eye and its consequences on sight, the problems with sight that older workers might face and the importance of proper lighting for older workers. It also includes sections about specific groups of workers, such as taxi drivers and people who work at a computer.

Implementation steps: The report was published in 2012.

Dissemination used: The report is available on the website of the Swedish Work Environment Authority.

Link(s): http://www.av.se/dokument/aktuellt/kunskapsoversikt/RAP2012_16.pdf

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Country: Switzerland

Name/Title of the resource: Healthy working conditions for older workers (*Gesundheitsförderliche Arbeitsbedingungen für ältere Arbeitnehmerinnen und Arbeitnehmer*)

Source/Responsible organisation: The Federation of Trade Unions of Switzerland

Type: Guidance document/guidance

Objective(s): The aim of this document is to report on the working conditions of older workers.

Brief description: This report provides information on the demographic development and employment of older employees, on the health of older workers, on the advantages and disadvantages of employing older workers and more.

Implementation steps: The report was published in 2008.

Link(s):
http://www.seco.admin.ch/themen/00385/02023/03454/index.html?lang=de&download=NHzLpZeg7t,lnp6I0NTU042l2Z6ln1acy4Zn4Z2qZpnO2Yuq2Z6gpJCFdX96gmym162epYbg2c_JjKbNoKSn6A
(in German)

Country: Switzerland

Name/Title of the resource: Guide for employers — work and senior people (*Guide pour les employeurs — travail et seniors*)

Source/Responsible organisation: Employers' Association of Switzerland

Type: Guidance document/guidance

Objective(s): The aim of this document is to give guidance to employers about older employees.

Brief description: This guidance document is based on the concept of *Altersstrategie* (age strategies), specifically with regard to older workers. It provides employers with relevant information on work and older workers, actual case studies and 10 recommendations on this topic, as well as useful contact information.

Implementation steps: This guidance document was published in 2006.

Dissemination used: The report is available on the website of the Employers' Association of Switzerland.

Link(s): http://www.arbeitgeber.ch/files/Publikationen/guidesen.pdf

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Country: United Kingdom

Name/Title of the resource: Healthy & productive workers

Source/Responsible organisation: Age Action Alliance

Type: Leaflet/guidance

Objective(s): The aim of this leaflet is to provide employers in SMEs with practical solutions for managing a healthy and productive ageing workforce, which, in turn, will increase business performance and significantly reduce costs in their company.

Brief description: The leaflet provides information on reasons to support older workers in a country that foresees that, by 2024, half of its adult population and one-third of its workforce will be over 50. It also gives information on measures that could be taken to deal with this reality and on ways to measure the progress (or otherwise) of the measures put in place.

Implementation steps: This leaflet was created in 2013 and, ever since, has been widely promoted to employers nationally and locally, as well as in various business sectors.

Dissemination used: The website of Age Action Alliance allows for the dissemination of the leaflet via http://ageactionalliance.org/theme/healthy-workplaces/

Link(s): http://ageactionalliance.org/wordpress/wp-content/uploads/2013/04/AAA-Healthy-Workplaces-leaflet-final-2013-05-01.pdf

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Country: United Kingdom

Name/Title of the resource: Managing the health & productivity of an ageing workforce: solutions to employer questions

Source/Responsible organisation: Age Action Alliance

Type: Web-based toolkit/toolkit

Objective(s): The aim of this toolkit is to provide any employer or manager with simple tools and checklists and sources of expert advice so that they can effectively address the health and productive contribution of an ageing workforce.

Brief description: This web-based toolkit brings together employer tools from business expert organisations such as Acas, the Health and Safety Executive (HSE) and the Chartered Institute of Personnel and Development (CIPD). These tools increase employer and manager confidence in discussing health and caring issues with their employees and in tackling these issues for the good of the business and the workforce.

The toolkit provides immediate practical solutions to help employers get on top of the impact of age, health and caring on their business and to help them understand how to enhance employee well-being to improve skills retention, performance and productivity. The toolkit is divided into different categories, with each providing solutions to various issues.

Implementation steps: This online employer toolkit was created in 2013.

Dissemination used: The website of Age Action Alliance allows for the dissemination of this online employer toolkit.

Link(s): http://ageactionalliance.org/wordpress/wp-content/uploads/2013/11/Employers-Toolkit2.pdf

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Country: United Kingdom

Name/Title of the resource: The health and safety of older workers — a guide for workplace representatives

Source/Responsible organisation: Trade Union Confederation (TUC)

Type: Guidance document

Objective(s): The aim of this document is to provide safety representatives with background information and a checklist to ensure that the OSH of older workers is addressed.

Brief description: This short guidance document gives a summary of the main issues with regard to the OSH of older workers (with a specific section on older women). In addition, at the end of the document, there is a checklist of nine questions to be used by safety representatives to ensure that the OSH of older workers is taken into account in the everyday management of the business.

Implementation steps: This document was published in April 2014.

Dissemination used: It is disseminated through the TUC website, but it is also published on the websites of age-related organisations and trade unions in the United Kingdom, as well as on the website of the European Agency for Safety and Health at Work (EU-OSHA).

Link(s): http://www.tuc.org.uk/sites/default/files/Older%20workers%20april%202014%20pdf.pdf

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Country: USA

Name/Title of the resource: Aging workforce news

Source/Responsible organisation: Independent blog

Type: Web resource/toolkit

Objective(s): This resource was set up in 2005 after the publisher wrote a few stories on the coming demographic changes in the workforce and found a growing amount of information on this topic without anyone collecting it and making it accessible to those who would find it most useful.

Brief description: This resource is an enhanced news site with blog tracking developments, tools and resources for managing older workers and 'boomers' in the workplace.

Implementation steps: This is a publicly available internet resource that was created in 2005.

Dissemination used: It is a website.

Link(s): http://www.agingworkforcenews.com/

Country: USA

Name/Title of the resource: The graying of workplace safety: reducing injuries in an aging U.S. workforce

Source/Responsible organisation: businessinsurance.com

Type: Online tool

Objective(s): The aim of this tool is to provide information and advice to businesses about demographic change and the needs of the workplaces.

Brief description: This website provides information on new and emerging risks, case studies of successful programmes, market intelligence and other information for business executives regarding risk and its impacts on business. In particular, the web page on the 'graying workforce' contains multiple online articles discussing how health and safety programmes that consider older workers can reduce injury losses, improve productivity and help employers retain valuable skills.

Implementation steps: This is a publicly available internet resource.

Dissemination used: It is a website.

Link(s): http://www.businessinsurance.com/section/NEWS080103

5.3 Retaining older people at work/career management

The following tools have a broader scope than the ones listed in section 5.2. They address the career management of older workers and the measures that need to be taken to retain older workers at work and to make staying at work more beneficial than choosing early retirement. The measures can relate to working arrangements (e.g. working time), financial incentives, competences and working conditions.

Country: Australia

Name/Title of the resource: Supporting carers in the workplace — a toolkit

Source/Responsible organisation: Australian Human Rights Commission

Type: Toolkit

Objective(s): The toolkit aims to assist managers and staff in the workplace to find sustainable solutions that support unpaid carers to remain engaged and productive at work.

Brief description: The toolkit provides practical suggestions and examples of different kinds of workplace mechanisms to support carers in organisations and workplaces of all sizes and types. These examples have been drawn from current practice both within Australia and overseas (24 countries overall). Some of the suggested workplace mechanisms will suit small organisations, while others will be more suitable for large organisations.

Implementation steps: The toolkit is a product of a research project carried out by the Australian Human Rights Commission, 'Valuing unpaid caring work in Australia', which investigated the nature of unpaid caring work in Australia. It was produced in 2013.

Dissemination used: The toolkit (and the research report) are published on the website of the Australian Human Rights Commission. It is also disseminated on the website somethingincommon.gov.au, which is sponsored by the Australian Human Rights Commission.

Link(s): https://www.humanrights.gov.au/publications/investing-care-recognising-and-valuing-those-who-care; http://somethingincommon.gov.au/dig-deeper/respect/valuing-carers/

Country: Australia

Name/Title of the resource: Adapting your business to the ageing workforce

Source/Responsible organisation: Queensland Government, Industrial Relations

Type: Strategy proposal/guidance

Objective(s): The aim of this document is to propose a number of strategies that employers should consider in relation to recruitment and retention of older workers.

Brief description: This strategy proposal offers guidance to employers on how they can adopt several strategies relevant to the recruitment and retention of older workers. It proposes the adoption of flexible work arrangements; ensuring a healthy and safe workplace for all employees, visitors and customers; the implementation of redundancy policies that do not discriminate; the introduction of an age-balanced skills development programme; and the introduction of a recruitment strategy so that the widest possible talent pool across all age groups can be drawn from.

Implementation steps: The guidance document was last reviewed on 31 May 2010 and was last updated on 9 March 2012.

Dissemination used: The website of the Queensland Government allows for the dissemination of the guidance document via http://www.justice.qld.gov.au/fair-and-safe-work/industrial-relations/mature-aged-employment

Link(s): http://www.justice.qld.gov.au/fair-and-safe-work/industrial-relations/mature-aged-employment/adapting-your-business-to-the-ageing-workforce

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Country: Belgium

Name/Title of the resource: Good reasons to keep working longer (*Goede redenen om lanGer aan het werk te blijven*)/Career discussions with older employees (*Het loopbaangesprek met uw oudere werknemer*)

Source/Responsible organisation: UNIZO (the union of independent workers)

Type: Tools/questionnaires

Objective(s): The questionnaire aims to help employees to prepare for career discussions with HR managers and to help HR managers and employers (in particular in SMEs) to establish age management policies. UNIZO has also prepared a similar tool for employers/HR managers to help them carry out the career discussions.

Brief description: The tool for employees is a questionnaire covering 13 topics with four different questions to answer under each topic. If employees answer the questions honestly, they will find the responses helpful when having career discussions with their HR managers. This is a useful tool for both employers and employees because it can lead to greater productivity, job satisfaction and resilience. The 13 topics covered are independence; job enrichment and expansion; work and time pressure; good working atmosphere; job security; fixed hours and travel distance to work; training and development opportunities; compensation; working conditions; employee's financial situation; need to work longer; employee's family/personal environment; employee's health.

The tool for employers and HR managers provides advice, tips and steps on how to plan, hold and evaluate a career discussion with an employee over the age of 50. It helps to prevent surprises and makes difficult subjects negotiable. The employee will then have a clearer view of their future, leading to greater enthusiasm and productivity. It has four main steps: before (how should employers prepare the discussions), preparation, discussion and follow-up.

Dissemination used: The tools are both available on the website of UNIZO, on the website of the ESF-Age Network and on the website of the initiative of the Flemish government 'De Juiste Stoel'.

Link(s): http://www.unizo.be/download.jsp?resname=res447191_0.pdf&filename=45_motivatie_LR.pdf

(tool for employees, in Dutch);

http://www.dejuistestoel.be/sites/default/files/uploads/toolbox/loopbaangesprek.pdf (tool for employers/HR managers, in Dutch)

Country: Denmark

Name/Title of the resource: Senior starter kit

Source/Responsible organisation: Fund for Better Working Environment and Labour Retention

Type: Toolkit

Brief description: The Fund for Better Working Environment and Labour Retention launched a series of 'packages' to improve the working environments of Danish companies. One of these, the senior package, focuses specifically on older workers. The primary aim is to increase retirement age by helping companies to hold on to senior workers for longer. The intention is to provide senior packages to SMEs that need extra help in solving the retention challenge. The senior packages will contain step-by-step tools that describe how management and the senior employer can in collaboration determine what is needed to keep the employee at work. With the senior package, the enterprises receive help to focus on the senior employees' work environment, health, skills and competencies. The enterprise will also receive help in taking account of the senior worker's specific requirements and wishes regarding the organisation of work.

Implementation steps: The Danish Government has allocated about EUR 17.4 million to the senior packages series. To ensure that the senior packages are implemented successfully within companies, it is important that the trade unions, social partners and other stakeholders take an active role in the senior packages. The senior starter kit was launched in June 2013.

Link(s): www.forebyggelsesfonden.dk (in Danish)

Country: Denmark

Name/Title of the resource: Socialtengagement.dk

Source/Responsible organisation: Cabi (an information centre focused on an inclusive labour market), with the support of the Danish Agency for Labour Retention and International Recruitment

Type: Toolbox

Brief description: The toolbox helps companies to be socially engaged, i.e. to work on recruitment, well-being and the retention of disadvantaged workers, including older workers. A section of the web-based toolbox, called 'seniors', is dedicated to older workers. Under this topic, ideas are provided on how companies can retain their older workers and the benefits of doing so are highlighted (i.e. keeping knowledge, avoiding early deterioration of employees' health, etc.).

Implementation steps: The toolbox was published online in September 2013.

Link(s): http://socialtengagement.dk/fasthold-medarbejdere/seniorer (in Danish)

Country: Estonia

Name/Title of the resource: A guide on the employment of older women workers in Estonia

Source/Responsible organisation: Gender Promotion Programme, International Labour Office (ILO)

Type: Guidelines/questionnaire

Objective(s): This guide aims to raise awareness of the issues of ageing and the specific discriminatory situations that older workers, particularly women, face.

Brief description: To combat such discrimination, the guide draws attention to various tested methods used by different types of organisations, such as governmental bodies, employers and community and non-governmental organisations.

The aim of the guide is to encourage the organisation of workshops for training and to raise awareness about recruiting and managing older women workers. It includes a quiz, 'Facts-on-Ageing', which is a useful self-assessment tool for HR managers and employers. It covers three topics: the mental and physical processes of ageing; the phenomenon of population ageing in Estonia; and global and EU ageing issues of relevance to Estonia.

Implementation steps: The idea for the guide arose out of analytical work undertaken by the Gender Promotion Programme (GENPROM) of the ILO, which earlier published a document entitled 'Realizing decent work for older women workers'. The research undertaken and practical project activities in Estonia highlighted the double discrimination faced by older women workers in terms of age and gender. The guide was developed in the context of Estonia, but it can also be adapted to other countries facing similar problems. It was published in 2004.

Dissemination used: The guide is available from the websites of ILO and the ESF-Age Network.

Link(s): http://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/instructionalmaterial/wcms_116278.pdf (in English); http://www.ilo.org/employment/Whatwedo/Instructionmaterials/WCMS_116278/lang--en/index.htm (in Estonian)

Country: France

Name/Title of the resource: *Maintien et retour en activité professionnelle des seniors. Guide pour l'action -* Retaining older workers in employment. A guide for action'?

Source/Responsible organisation: ANACT

Type: Written guidance document/guidance (related to the implementation of legislation)

Objective(s): The aim of this document is to assist enterprises in the negotiation of company agreements on the employment of older workers.

Brief description: The document is composed of a series of 10 action sheets developed in relation to three main themes: protecting health, developing skills and maintaining older workers in employment. The action sheets help the various actors in the company to put in place a policy for the hiring and retention of older workers. Good practices implemented by other companies are also described.

Implementation steps: The guide was developed on the basis of a study carried out by ANACT on good practices in companies in relation to retaining older workers in work (*La gestion des âges, pouvoir vieillir en travaillant*, 2005). The date when the guide was published is not publicly available.

Dissemination used: The document can be downloaded from the ANACT website.

Link(s):
http://www.anact.fr/web/publications/NOTINMENU_affichage_document?p_thingIdToShow=7057411 (in French)

Country: France

Name/Title of the resource: Fifti

Source/Responsible organisation: OPCALIA (a training institution)

Type: Website

Objective(s): The aim of Fifti is to help employees and employers to understand and anticipate the issue of age management in their companies. Fifti promotes dialogue between parties and helps to dismiss concerns and preconceptions regarding age management.

Brief description: The website includes seven different sections addressing the following themes: competence needs, motivation, dialogue between employers and employees, training, prevention, health and retirement. The interactive website targets both employers (and HR managers) and employees. It recommends a number of services to employers and employees and provides links to a number of tools and information videos on various topics (such as stress, musculoskeletal disorders).

Implementation steps: The website is a follow-up product from the ESF-funded project *Equallité Parcours d'Avenir*.

Link(s): http://www.fifti-opcalia.com/ (in French)

Country: France

Name/Title of the resource: QUATtro

Source/Responsible organisation: ARACT Franche-Comté amélioration des conditions de travail (FACT)

Type: E-learning tool/toolkit (related to the implementation of legislation)

Objective(s): The aim of this tool is to assist enterprises in the negotiation of company agreements on the employment of older workers and to relate them to other issues such as the ardous work, gender equality and integration of workers with disabilities. It is mainly addressed to managers and union representatives.

Brief description: This very interactive web-based toolkit includes questionnaires to test users' knowledge on their legal obligations and to help users' identify the strengths and weaknesses of their company agreement or identify specific issues regarding older workers in their company. Guidance is provided on setting up company agreements.

Dissemination used: The toolkit is available on the ANACT website.

Link(s): http://www.fact.aract.fr/quattro/FORMATION/ (in French)

Country: France

Name/Title of the resource: Guide conseil séniors Guide on advice for oder workers

Source/Responsible organisation: Union des Industries et Métiers de la Métallurgie (UIMM — trade union)

Type: Written guidance document/guidance

Objective(s): The aim of this guide is to assist companies in recruiting older workers and retaining them in employment.

Brief description: It is made up of three guidance documents: a general one on the main issues regarding the employment of older workers, a practical guide for recruiting older workers and a guidance document on conducting an interview to prepare the employee for their second career phase.

Implementation steps: The three guides were developed in February and March 2011.

Dissemination used: All three guides are available on the UIMM website.

Link(s): http://uimm.fr/publication/employer-des-seniors-atouts-et-opportunites; http://uimm.fr/publication/le-guide-du-recrutement-seniors; http://uimm.fr/publication/lentretien-professionnel-de-2e-partie-de-carriere (all in French)

Country: Germany

Name/Title of the resource: Guide — discussion on career prospects with older employees

Source/Responsible organisation: ISO

Type: Tool/questionnaire

Objective(s): The aim of this tool is to help employers to carry out conversations with their older employees about their careers. The conversation can create concrete proposals for change or can lead to the improvement of the employee's work situation, workplace, working environment and professional development.

Brief description: Conversations between employers and employees who reach the age of 50 or 55 are important for discussing perspectives, career prospects, opportunities and healthier or better working conditions up to retirement. This conversation also provides an opportunity to acknowledge the employee's achievements. These discussions should clearly be distinguished from performance appraisals. The conversations are designed to encourage dialogue and set in motion an open debate on the issues raised.

The following topics are addressed by the tool: review of the employee's work history within the company, assessment of current work situation, future career plans and health promotion. The tool is split into two parts: the actual guide for the interview, which should be completed by the HR manager, and an attached agreement to be reached by consensus.

Implementation steps: The tool was developed as part of the project LagO, led by ISO, which took place between 2006 and 2009. In the same project, other interesting instruments were developed, such as a guidance document on 'Working longer in healthy organisations', a review of age-critical working conditions (see the tool 'Guidelines for workplace monitoring '55 plus' — review of age-critical working conditions' above) and instructions for an age-structure analysis.

Dissemination used: The tools are available on the LagO website and on the website of the ESF-Age Network.

Link(s): http://www.lago-projekt.de/medien/instrumente/LF_Perspektivengespraech.pdf (in German);
http://www.esfage.eu/sites/esfage/files/resources/Germany_Mat_Tool_9_EN%20updated.pdf (in English)

Country: Netherlands

Name/Title of the resource: Towards a crown plan: route map for a successful third career stage

Source/Responsible organisation: Servicepunt Arbeidsmarkt mkb (StAZ — Service point Labour market mkb)

Type: Route map/action plan

Objective(s): The objective of the 'Kroonplan' (or crown plan) is to encourage employees in SMEs to treat their 'third' (or subsequent) life phase in a positive way. The plan involves employers and employees and aims to make the working phase leading up to (pre)retirement as enjoyable and productive as possible.

Brief description: The route map requires active reflection on the part of the employee, enabling him or her to review his or her contributions to the company. However, the approach should not be used solely in relation to older employees or by applying an age limit (e.g. 5 years before the employee's planned retirement age). It can also be used to help prevent employees getting stuck in a particular job or role. The action plan is made up of five steps:

1. Mapping the current and future situation.
2. Conclusions: what needs to be changed?
3. Planning and preparation of dialogue.

4. Dialogue and decisions.
5. Development, execution and monitoring of the plan.

In the route map, employers and employees can work out how to reach agreements with one another by means of (one or more) 'Kroon conversations', which serve to ensure that the scheduled route will be followed. There is a version for employees and a version for employers.

Implementation steps: The route map was created by StAZ as part of a toolkit on the topic of sustainable employment, which also looks at the issue of work–life balance.

Dissemination used: The route map is published on the StAZ website and on the website of the ESF-Age Network.

Link(s): http://www.staz.nl/duurzame_inzetbaarheid/toolkit/meer_weten.shtml (toolkit sustainability, in Dutch); http://www.staz.nl/downloads/duurzame_inzetbaarheid/toolkit/DL23.pdf (version for employers, in Dutch); https://www.fnvbondgenoten.nl/site/dossiers/316842/316854/downloads_lpb/Kroonplan_werknemer .pdf (version for employees, in Dutch); http://www.esfage.eu/sites/esfage/files/resources/Netherlands_Mat_Tool_7%20EN%20updated.pdf (version for employees, in English)

Country: Poland

Name/Title of the resource: With age, with advantages — workshops for employers

Source/Responsible organisation: Polish Agency for Enterprise Development, in collaboration with the University of Warsaw (with financial support of the EU)

Type: Workshops/good practice guide

Objective(s): The aim of this project is to raise awareness and improve practical knowledge among employers and HR staff on retaining 45- to 50-year-olds in employment.

Brief description: The project was divided into three modules, each of which had separate aims and contained different tasks for the participants:

- Module I: Age management — the strategy of a successful company.
- Module II: From successful employment to professional redundancy.
- Module III: Employees' development — competency management.

The project also resulted in the implementation of model systems of age management in the chosen companies (these systems also concerned mentoring and inter-mentoring).

Implementation steps: Workshops for employers were conducted. Methods used during the workshops include brainstorming sessions, panel discussion, case studies, exercises, interactive games and tests.

Dissemination used: Besides the organisation of workshops, the project was mainly disseminated online, via the publication of 'Initial standards for age management at the workplace (2010)' and various other information material on, for example, elastic forms of employment, protection and promotion of health at the workplace, exit policies and retirement, and benefits of employing older workers.

Link(s): http://www.parp.gov.pl/files/74/150/226/10730.pdf; https://www.parp.gov.pl/index/more/9616 (in Polish)

5.4 Age management

The following tools focus on the concept of 'age management' and offer advice, guidance, tips and practical questionnaires for various target groups (in particular HR managers) on how to implement successful age management policies in companies.

Country: Australia

Name/Title of the resource: Investing in experience

Source/Responsible organisation: Australian Government's Consultative Forum on Mature Age Participation, in partnership with Australian Industry Group

Type: Guidance document/guidance

Objective(s): The aim of this document is to guide businesses towards positive age management practices in workplaces across Australia.

Brief description: The 'investing in experience' programme is designed to recognise the existing skills of older workers and provide them with targeted gap training so that they can be awarded nationally recognised qualifications. This programme is beneficial to older workers, sole traders and small business owners over the age of 50, and employers of older workers. It is a practical guide that targets owners and operators of SMEs, as well as staff from businesses from any size who are responsible for developing and implementing HR policies and practices in relation to positive age management.

Implementation steps: This work was published in 2011.

Link(s):
http://www.rcsa.com.au/documents/bsc/Resource/Australian%20Government%20investing%20in%20experience.pdf

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Country: Belgium

Name/Title of the resource: Communicate with all your employees about your age-conscious personnel policy

Source/Responsible organisation: UNIZO (the union of independent workers)

Type: Tool/checklist

Objective(s): This tool aims to help HR managers with the integration of age management within their organisation through open and transparent communication.

Brief description: A successful age management policy involves a clear vision, the implementation of certain measures, career planning and multiple career development opportunities for employees. Before completing the checklist, HR managers should take full advantage of the proper internal communication channels that exist within their company, drawing up an appropriate communication strategy to motivate and engage their employees. To do this, they must focus on the following questions: What is the message I want to convey and to whom am I communicating this? How will I communicate and what channels will I use? The tool consists of steps and tips for the preparatory phase, the creation of a vision and the measures to implement. By going through the different steps and reviewing the tips, the user can achieve a clearer view of the application of age management within his or her organisation and of the changes that are needed and that could be implemented to make improvements.

Link(s): http://www.esfage.eu/sites/esfage/files/resources/Belgium_Mat_Tool_25.pdf (in Dutch)

Country: Czech Republic

Name/Title of the resource: Age management to work with workers aged 50+ — methodological guide (*Age management pro práci s cílovou skupinou 50+ — metodická příručka*)

Source/Responsible organisation: Association of Adult Education Institutions in the Czech Republic

Type: Guidance document/guidance

Objective(s): The aim of this guidance document is to assist in the practical implementation of age management.

Brief description: It includes an overview of the situation of older workers in the Czech Republic, a discussion of the risks and possibilities (also in relation to health) that have to be taken into account with respect to age and work ability/working conditions, and examples of best practice. The guidance document targets labour office counsellors and HR personnel, in particular, and contains practical educational activities.

Implementation steps: The guidance document was produced as part as a project on 'Age management strategies in the Czech Republic' funded by the ESF. It was issued in 2012.

Link(s): http://www.aivd.cz/sites/default/files/metodicka_prirucka_-_web.pdf (in Czech)

Country: Czech Republic

Name/Title of the resource: The worker and age or age management in the workplace (*Zaměstnanec a věk aneb age management na pracovišti*)

Source/Responsible organisation: Czech-Moravian Confederation of Trade Unions

Type: Guidance document/guidance

Brief description: This guidance document summarises the basic principles of age management and ways that employers can implement them. It discusses legislation concerning older workers in the Czech Republic and the potential specific needs of older workers (e.g. with respect to working conditions or the maintenance of work ability). It also provides a guide to good practices on age management and examples of good practices.

Implementation steps: The document was issued in 2012.

Link(s): http://www.cmkos.cz/data/articles/down_3531.pdf (in Czech)

Country: Finland

Name/Title of the resource: Towards longer careers — a guide to preparing an age programme for workplaces (*Työkaarimallilla kohti pidempiä työuria*)

Source/Responsible organisation: Representatives from the labour market confederations

Type: Written guidance document/guidance

Objective(s): The objective of the guide is to help companies to draft age management programmes.

Brief description: The guide provides a description of different elements that can be included in whole or in part in a workplace age management programme. Preparing a workplace age management programme is not mandatory, but workplaces are increasingly encouraged to take up such a programme in order to be able to better define and manage the varying needs of employees of different ages. The main elements described in the guidance include the following: (1) age management, (2) career planning, (3) training and qualifications, (4) working time, (5) work design, (6) health surveillance and (7) promoting healthy lifestyles and overall life management. It is suggested that these elements be considered in the context of the specific conditions in a particular

workplace and, where possible, incorporated into existing programmes such as mandatory health and safety action plans, mandatory occupational health care action plans, equality programmes, training programmes. The guidance document includes examples of workplace age management programmes that have been implemented in both the private sector (Nordkalk, Abloy, Berner, Saarioinen, Oras) and the public sector (City of Helsinki).

Implementation steps: The guide was published in May 2013.

Dissemination used: The guide is available online.

Link(s): http://www.ttk.fi/files/3269/Tyokaarimallilla_kohti_pidempia_tyouria_d8eb.pdf (in Finnish)

Country: Finland

Name/Title of the resource: Taking the power of age to work (*Ikävoimaa työhön*) — a training programme for developing better age management in workplaces

Source/Responsible organisation: Finnish Institute of Occupational Health (FIOH)

Type: Training programme

Objective(s): The objective of the training programme is to help companies to prepare a good age management programme.

Brief description: *Ikävoimaa työhön* is a training programme developed by FIOH for developing better age management in workplaces. The programme is designed to be tailored to individual companies and their needs. The aim is to support companies in maximising the resources and potential of all older workers by enabling companies to work towards keeping everyone motivated and happy at work. The training programme involves developing an understanding of age-related challenges and opportunities in workplaces and of different practical approaches.

Implementation steps: FIOH sells the training programme as a modular course.

Dissemination used: The training programmes are publicised on the FIOH website.

Link(s): http://www.ttl.fi/fi/asiantuntijapalvelut/tyoura/ikavoimaa_tyohon/sivut/default.aspx (in Finnish)

Country: Finland

Name/Title of the resource: Age-key (*IKÄ-avain*) — an initial assessment for developing age management in workplaces

Source/Responsible organisation: FIOH

Type: Tool (questionnaire)/analysis tool

Objective(s): The aim of the tool is to help companies to understand employees' views on age management.

Brief description: *IKÄ-avain* is a questionnaire that can be presented to staff for feedback. The aim of the tool is to gain an understanding of how employees view age management and its implementation in the workplace; to identify methods that could be developed in the workplace to improve age management; and to collect ideas from employees on how best to utilise the resources of workers of different ages. The assessment provides a baseline on which to make recommendations for new strategies and actions and involves all of the interested parties.

Implementation steps: FIOH sells the assessment as a service package to be completed with an FIOH expert.

Dissemination used: The tool is available on the website and in a workshop.

Link(s):http://www.ttl.fi/fi/asiantuntijapalvelut/tyoura/ikaavain/Documents/TTL_AR_IKA_avain_0920 12.pdf (in Finnish)

Country: Finland

Name/Title of the resource: Sykettätyöhön.fi — a free-of-charge web forum for information exchange on good practices in relation to well-being and age management in companies, as well as a web-based project management tool

Source/Responsible organisation: Centre for Occupational Safety (TKK — Työturvallisuuskeskus)

Type: Web-based forum and toolkit/toolkit

Objective(s): The aim of this toolkit is to provide companies with help in managing projects related to improving workplace well-being or implementing an age management programme.

Brief description: Sykettätyöhön.fi is a website that provides a forum for the exchange of information and best practice between all sectors in society. The forum was established and is administered by the Centre for Occupational Safety. The website also includes a personalised tool to help manage projects in workplaces. Registered users have access to the tool and a wealth of further information to promote better age management and general well-being at work. A company that is prominently spreading their good practice example on the website is Abloy Oy. Others that have provided good practice examples of good age management include Nakkila Goup, Saarioinen Oy, Sampo Pankki Oyj, Pensions company Varma and the city of Naantali.

Implementation steps: Use of the project management tool requires online registration. Use of the tool and access to the forum is free of charge.

Dissemination used: The tool is available online.

Link(s): http://sykettatyohon.fi/fi (in Finnish)

Country: Finland

Name/Title of the resource: A good age (*Hyvä ikä*) — guidance document on how to create and implement an age management programme in workplaces

Source/Responsible organisation: Varma pensions provider

Type: Written guidance document/guidance

Objective(s): The objective of this document is to help companies to prepare and implement an age management programme.

Brief description: 'A good age' is a guidance document on how to create and implement an age management programme in workplaces. The guidance document introduces the different methods available to develop such a programme and the elements that need to be considered in making it successful. The guidance document also introduces the rehabilitation programmes that are offered by Varma to support occupational health care providers.

Implementation steps: The guidance document was published in 2006.

Dissemination used: Information is available online.

Link(s):
https://www.varma.fi/fi/PdfDocuments/Anonymous/Julkaisut/tyohyvinvointi/HyvaIkaOpas.pdf (in Finnish)

Country: Finland

Name/Title of the resource: Työkyvyntuki.fi — a web-based handbook for improving well-being and retention of work ability in small companies

Source/Responsible organisation: Rehabilitation Foundation, Tampere University, the research and training centre Synergos and the Kiipula Foundation, as well as numerous occupational health care providers

Type: Web-based toolkit/toolkit

Objective(s): This toolkit aims to help companies prepare a tailor-made handbook for use internally to assess employees' state of health and work ability.

Brief description: Työkyvyntuki.fi is a web-based tool that allows registered users to tailor a handbook for their own company to support work and intended to improve and retain employees' work ability.

Implementation steps: The tool was developed under the 'Punk' program (2009–2012), which was funded by the Ministry of Social Affairs and Health and the ESF. The use of the handbook requires registration.

Dissemination used: The toolkit is available online.

Link(s): https://www.tyokyvyntuki.fi/ (in Finnish)

Country: France

Name/Title of the resource: Iliade

Source/Responsible organisation: ANACT

Type: Web-based toolkit/toolkit

Objective(s): The aim of this toolkit is to raise awareness about age management in companies.

Brief description: Iliade presents a questionnaire on age management. The answers to this questionnaire lead to action sheets with links to specific documentation on the topic. Users are invited to classify action sheets as 'action to consider' or 'actions to undertake' and to prioritise them.

Dissemination used: The tool can be accessed from the web platform of the ANACT on age management.

Link(s): http://91.121.3.209/cartoanact/ATTLASenLIGNE-NpdC/accueil-iliade-texte.html (in French)

Country: Netherlands

Name/Title of the resource: Towards age-conscious personnel management: a guide for local councils

Source/Responsible organisation: A+O fonds Gemeenten (A+O funds municipalities)

Type: Guidance document

Objective(s): This practical guide aims to help users (mostly HR managers) to start using age-related HR management and aims to tackle the challenges that local councils face, such as collaboration, customer focus and digitalisation of services.

Brief description: The tool comprises information on age management, a test and a guide covering four main topics: measuring is knowing, gaining support and building momentum, action plans, and assurance. The test includes questions about staffing and planning (five questions), development and perspective (five questions), competence, motivation and health (three questions) and personnel and organisational management (three questions). If users have answered 'yes' to all of the questions in

the test, good age-conscious HR management is indicated. If the user has answered 'no', they need to go to a specific section in the guide, which provides more information, tips, advice and measures to address the topic. The appendices offer some additional tools: an organisational scan with quantitative HR indicators; a tool to analyse the organisational scan; an organisational scan with qualitative HR indicators; an overview of issues and action items; a scan relating to sustainable employability; additional information on measuring is knowing; and information on how to gain support.

Implementation steps: The guidance document was developed in 2009.

Dissemination used: The tool is available from the ESF-Age Network website but is not easily found on the websites of the responsible organisations.

Link(s): http://www.esfage.eu/sites/esfage/files/resources/Netherlands_Mat_Tool_29.pdf (in Dutch)

Country: Spain

Name/Title of the resource: Information booklet: to promote age management within organisations (*Guía informativa: la gestión de la edad en las organizaciones*)

Source/Responsible organisation: Basque Government, Basque Association of Agencies for Local Development

Type: Written guidance document/guidance

Objective(s): The objective of the guide is to raise awareness in companies about the importance of age management.

Brief description: The guide focuses on the new reality of ageing of the working population and aims to give advice about age management in organisations. It provides key issues to keep in mind and strategies to improve age management in the organisation.

Implementation steps: The development of the guide was subsidised by the Focusing Age Strategies in Policy Making (FAST) programme of the ESF. The document was developed in 2008.

Link(s): http://www.vitoria-gasteiz.org/wb021/http/contenidosEstaticos/adjuntos/es/62/68/6268.pdf (in Spanish)

Country: Spain

Name/Title of the resource: Checklist to evaluate an organisation's performance on age management

Source/Responsible organisation: Basque Government

Type: Web-based checklist/analysis tool

Objective(s): The objective of the tool is to allow any organisation to make an age management assessment.

Brief description: This checklist is divided into five sections. The first aims to discover if the organisation has gathered and processed information that can be used in considering if and how to introduce an age management system. The other four parts deal with four different areas to be taken into consideration within a preventive age management system: career path, ongoing training, knowledge management and workplace adaptations associated with health and safety at work. At the end of the checklist, based on the answers that are given, basic recommendations are provided.

Implementation steps: The development of the tool was subsidised by the FAST programme of the ESF. It was developed in 2008.

Link(s):

http://www.debegesa.com/es/empresas/fast-gestion-de-la-edad/cuestionario/cuestionario/cuestionario.html (in Basque, Spanish and English)

Country: Spain

Name/Title of the resource: Good practice in age management: age management implementation in the company (*La buena práctica en la gestión de la edad: aplicación de la Gestión de la Edad en la empresa*)

Responsible organisation: Federación Empresarial Metalúrgica Valenciana (FEMEVAL; Metalworking Corporative Federation of Valencia)

Type: Written guidance document/guidance

Objective: The objective of the document is to provide a list examples of good practice in age management for companies.

Brief description: This document identifies good practices in age management from different metalworking companies. It aims to be a useful guide for any company that wants to develop measures focused on age management. It includes sections on the promotion of age management; auto-diagnosis in age management for the company; implementation of a mentor figure in the organisation; and training for older workers to transfer knowledge.

Implementation steps: The development of the guide is part of a broader project funded by the ESF (Article 6: Innovative Measures) to implement age management strategies in companies in Spain.

Link(s):
http://www.femeval.es/proyectos/ProyectosAnteriores/Sinnovaciontecnologia/Documents/identificacionbuenaspracticas.pdf (in Spanish)

Country: Spain

Name/Title of the resource: Guide for age management in organisations of Euskadi

Source/Responsible organisation: Innobasque (Basque Innovation Agency), organisations, public administrations

Type: Guidance document

Objective(s): The aim of this guide is to raise awareness about the special needs of older workers in Basque organisations and to promote initiatives and strategies focused on this group.

Brief description: The guide includes examples of good practices of age management in different companies around the world, explains the features and importance of older workers and provides recommendations for taking account of older workers' needs in terms of policies, workplace, etc.

Implementation steps: The guide was published in 2013.

Link(s): http://www.innobasque.com/Modulos/DocumentosVisor.aspx?docId=798;
http://www.innobasque.com/home.aspx?tabid=20&idNoticia=951&mostrar=P (both in Spanish)

Country: United Kingdom

Name/Title of the resource: 'Employing older workers — an employer's guide to today's multi-generational workforce' and 'Employer case studies — employing older workers for an effective multi-generational workforce'

Source/Responsible organisation: Department for Work & Pensions (DWP)

Type: Guidance documents

Objective(s): The aim of these guidance documents is to provide answers to employers' questions about effectively managing an ageing multi-generational workforce and to offer non-bureaucratic solutions that have been tried and tested by employers of various sectors and sizes.

Brief description: The employer's guide concentrates on the process of employing older workers and it addresses misconceptions about employing older workers concerning productivity, up-skilling, health and 'blocking' opportunities for younger workers. It highlights the need for workplace adjustments, but does not go into the practicalities in any detail. The case studies document provides 32 case studies from a wide range of industry sectors (including case studies of McDonalds and South Wales Forgemasters). The cases are all relatively new (from 2011 onwards) and form a substantial resource of actual experience of managing older workers.

Implementation: The creation of the two guides is part of the DWP 'Age Positive' campaign, which aims to increase the awareness of employers about health and safety issues related to age and aims to provide them with guidance and support regarding the type of measures and actions that can be put in place to retain older workers. The two guides were published by DWP in February 2013.

Dissemination used: The guides are available on the DWP website and are disseminated as part of DWP's Age Positive campaign.

Link(s):
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/142751/employing-older-workers.pdf;
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/142752/employing-older-workers-case-studies.pdf

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Country: United Kingdom

Name/Title of the resource: Managing age

Source/Responsible organisation: CIPD and TUC

Type: Guidance document

Objective(s): The aim of this document is to provide guidance on good age management practices.

Brief description: It is a revised guide from the CIPD and the TUC that takes into account good practice developments since 2006 and the phasing out of the default retirement age from 6 April 2011. It supports Acas guidance on managing without a retirement age and reflects the business case for extending working life and employing people of all ages. It gives guidance on good age management practices to support and sustain business success, stating that providing employers and employees with more freedom of choice about how long people work for makes good business sense. It includes a specific section on health and safety (section 6) and emphasises the importance of taking a more long-term view of the ageing workforce by introducing changes to support older workers before they reach that stage. It also explains the advantages of following the Finnish Work Ability Index model.

Implementation steps: This guide was first produced in 2006 and was revised in 2011.

Dissemination used: The websites of the CIPD and TUC allow for the dissemination of the guide. The websites of age-related and OSH-related organisations also disseminate the guide.

Link(s): http://www.cipd.co.uk/hr-resources/guides/managing-age-new-edition-2011.aspx;
http://www.tuc.org.uk/equality-issues/age-equality/managing-age-%E2%80%93-new-edition-2011

Country: United Kingdom

Name/Title of the resource: Managing a healthy ageing workforce — national business imperative

Source/Responsible organisation: Scottish Centre for Healthy Working Lives (SCHWL) and CIPD

Type: Guidance document/guidance

Objective(s): The aim of this document is to provide guidance to follow the agenda of October 2011 regarding the phasing out of the default retirement age.

Brief description: This guide is designed to trigger action by anyone responsible for employing people, including HR and occupational health professionals, board members, line managers, trade union representatives and older workers themselves. It provides practical and simple guidance to help slow starters catch up and for those already engaged with the agenda to improve the way they respond to it.

Implementation steps: This guide was published in March 2012.

Link(s): http://www.cipd.co.uk/binaries/5754ManagingageingworkforceWEB.pdf

5.5 Rehabilitation/return to work

The following tools focus on rehabilitation, which includes both supporting people with disabilities in entering or returning to the labour market and supporting workers with health problems in returning to work after a period of sickness absence. The latter situation is the one most addressed by these tools. These tools can either be general or cover a specific type of health problem, such as mental health or chronic disease.

Country: Bulgaria

Name/Title of the resource: Collection of good practices in the field of occupational rehabilitation, guidance, training and employment for people with disabilities in Bulgaria and Belgium

Source/Responsible organisation: National federation of employers of enterprises employing disabled persons (Bulgaria, Knowledge Centre Social Europe; Belgium, Association 'Horizons')

Type: Guidance document

Objective(s): The main objective of this publication is to encourage social and labour market inclusion of people with disabilities through partnership between non-governmental organisations, municipalities, private businesses and employment offices and to disseminate information on best practice examples that currently exist in Bulgaria and Belgium.

Brief description: The presented best practice examples demonstrate improvement of the labour market situation and social inclusion of people with disabilities (many of whom are older persons) through rehabilitation, training and ensuring an appropriate working environment adapted to their needs.

Implementation steps: This document was prepared in 2012 under the project of the National federation of employers of disabled persons 'Innovative measures in the field of occupational rehabilitation, guidance, training and employment for people with disabilities' funded by the ESF (Operational Programme 'Human Resources Development').

Dissemination used: The document is disseminated through publications and workshops.

Link(s): http://nfri.bg/documents/Sbornik-s-dobri-praktiki-BG-01-14.pdf (in Bulgarian)

Country: Canada

Name/Title of the resource: Best practices for return-to-work/stay-at-work interventions for workers with mental health conditions

Source/Responsible organisation: Occupational Health and Safety Agency for Healthcare in British Columbia (OHSAH)

Type: Guidance document/guidance

Objective(s): The aim of this document was to report best practices concerning return-to-work/stay-at-work interventions for workers with mental health conditions.

Brief description: The best practices are based on a systematic literature review; they incorporate stakeholder input and seek to answer three main questions:

1. Are workplace-based interventions effective in improving return-to-work or stay-at-work outcomes for workers with mental health conditions?
2. What are the key elements of effective interventions?
3. Are any interventions specific to the health care sector?

Implementation steps: 'Best practices for return-to-work/stay-at-work interventions for workers with mental health conditions' is a joint initiative by the OHSAH Disability Prevention Team and participating stakeholders from the British Columbia health care sector, including unions, employers, health care providers and workers' representatives. The final report was published in 2010.

Link(s): http://www.ccohs.ca/products/webinars/best_practices_rtw.pdf

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Country: Denmark

Name/Title of the resource: Vocational rehabilitation web page (*Arbejdsrehabiliterin*)

Source/Responsible organisation: The Association of Occupational Therapy

Type: Web-based tools

Brief description: This website proposes a number of tools to assist occupational therapists in helping people get back to work. It provides links to tools such as the Work Ability Index, the Worker Role Interview and the Readiness for Return to Work. It includes videos showing the multidisciplinary work of occupational therapists. Finally, it also includes a booklet explaining what occupational therapists can do to help people to return to work ('Vocational rehabilitation — Back to work. Prevention, retention and inclusion on the labour marked using occupational therapy' (*Erhvervsrettet rehabilitering — Forebyggelse, fastholdelse og inklusion på arbejdsmarkedet med ergoterapeutisk intervention*)).

Implementation step: The booklet was developed in 2010 and the website is continually updated.

Link(s): http://www.etf.dk/redskaber-arbejdsrehabilitering (in Danish)

Country: Finland

Name/Title of the resource: Kuntoutusportti.fi — a website for information relating to rehabilitation

Source/Responsible organisation: Rehabilitation Foundation

Type: Website for information/informative tool

Objective(s): The portal can help companies to identify organisations that provide rehabilitation services.

Brief description: Kuntoutusportti.fi is a web-based portal with information collected on the history of rehabilitation programmes in Finland, a database of related research projects, potential future research topics, current events, educational opportunities and a list of organisations conducting or administering rehabilitation programmes at both the national and the international levels.

Dissemination used: The tool is available online.

Link(s): http://www.kuntoutusportti.fi/portal/fi (in Finnish)

Country: France

Name/Title of the resource: Website — *Maladies chroniques évolutives: le parcours du maintien dans le travail*

Source/Responsible organisation: ARACT Aquitaine

Type: Website/toolkit

Objective(s): The aim of this tool is to assist enterprises in taking care of employees with chronic diseases in their companies.

Brief description: The website *Maladies chroniques évolutives: le parcours du maintien dans le travail* (Evolving chronic diseases: the return-to-work process) provides methods and tools to employers, HR managers and health and safety representatives to address chronic diseases in their companies. It contains three modules to identify chronic diseases, to understand their impact on work ability and their consequences on work organisation and productivity, and to address these issues through HR and health and safety policies.

Implementation steps: This toolkit was prepared in 2009 in the framework of a project funded by the ESF.

Dissemination used: The guide is available on the ANACT website.

Link(s): http://www.maladie-chronique-travail.eu/ (in French)

5.6 Age/disability discrimination

The following resources look at the issue of age or disability discrimination and aim to either support employers with their legal obligations or inform workers about their rights in this regard. Anti-discrimination legislation can be very complex for employers to understand and implement correctly. These various tools aim to provide employers with concrete, practical advice on how to avoid the pitfalls that can occur if age- or disability-related issues are not managed correctly.

Country: Cyprus

Name/Title of the resource: Non-discrimination on the grounds of age in the field of employment and occupation — a brief guide

Source/Responsible organisation: Department of Labour Cyprus

Type: Brief guide*/*guidance

Objective(s): This guide has been prepared to give information, advice and practical guidance on matters of age discrimination in the field of employment and occupation to all parties concerned and, in particular, to employers and employees.

Brief description: The guide informs users on the relevant legislation of the Republic of Cyprus, it gives guidelines on how to avoid discrimination incidents on the grounds of age in employment and it clarifies in what cases and under what conditions different treatment on the grounds of age must not be regarded as discriminatory.

Implementation steps: The guide was published in September 2010.

Link(s):
http://www.mlsi.gov.cy/mlsi/dl/dl.nsf/0/79F179BCC37D879FC225762E002B20FA/$file/Age%20non%20discrimination..pdf

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Country: Czech Republic

Name/Title of the resource: Employment of persons with disabilities (*Zaměstnávání osob se zdravotním postižením*)

Source/Responsible organisation: Business for Society

Type: Practical guide/guidance

Brief description: This is a practical guide for employers and HR departments that summarises basic information concerning the employment of people with disabilities.

Implementation steps: The guide was published in 2012.

Link(s): http://www.lmc.eu/fileadmin/user_upload/PR/Prezentace/brozura_zamestnavani-osob-se-zdravotnim-postizenim.pdf (in Czech)

Country: United Kingdom

Name/Title of the resource: Employers guidance documents

Source/Responsible organisation: Equality and Human Rights Commission (EHRC)

Type: Guidance documents

Objective(s): The aim of these documents is to provide guidance to employers on their duties and rights under the Equality Act 2010.

Brief description: This set of guidance documents is part of a series written by the EHRC to explain employers' and employees' rights under equality law. These guides support the Equality Act 2010, with the final guide bringing together lots of different equality laws. The guides cover several relevant areas of guidance, including how to deal with workers that say they have been discriminated against, as well as good practice tips for avoiding and sorting out claims about discrimination at work.

Implementation steps: The guidance documents were published in July 2011.

Dissemination used: The website of the EHRC allows for the dissemination of this web-based toolkit.

Link(s): http://www.equalityhumanrights.com/publications/guidance

Country: United Kingdom

Name/Title of the resource: Age and the workplace — putting the Equality Act 2010 and the removal of the default retirement age (DRA) 2011 into practice

Source/Responsible organisation: Acas

Type: Guidance document

Objective(s): The aim of this document is to provide guidance to employers on their obligations under the Equality Act 2010 with regard to age discrimination.

Brief description: This guidance document translates into everyday language the obligations of employers under the Equality Act 2010 with regard to age discrimination. Although this is quite a legally focused management guide, it emphasises many of the practical organisational changes that can be made to help older people stay in work, and alerts employers to the pitfalls that can occur if age-related issues are not managed in a holistic manner. In its first part, it provides definitions of the key terms (e.g. lawful discrimination), with concrete examples to illustrate them. In its second part, it provides tips to managers on a number of topics (e.g. recruitment, retaining staff, dismissal, workplace discussions). It also includes a section for the individual worker.

Dissemination used: The website of Acas allows for the dissemination of this web-based toolkit. It is also published on the websites of various age-related organisations (e.g. Age inclusive) and on the website of the TUC.

Link(s): http://www.acas.org.uk/media/pdf/e/4/Age-and-the-workplace-guide.pdf

5.7 Tools for workplace analyses

This section presents a number of very practical tools and methods that can be used by employers, HR managers, safety representatives and employees to undertake specific workplace analyses.

Number:

Country: Belgium

Name/Title of the resource: Age scan (*Leeftijdsscan*)

Source/Responsible organisation: OK consulting (OKc)

Type: Online tool

Objective(s): The tool enables HR managers to obtain measurable insights into their workforce and the age demographics of their employees, as well as into how the age profile of their workforce will evolve over the coming years. The motto of the tool is 'Measuring is knowing'. This tool also allows companies to benchmark their data against those of other organisations within the same sector.

Brief description: The online test provides new insights into the current and future challenges a company faces in relation to age management. It helps an organisation to consider its own position and what actions it needs to take. Users need to register to use the tool (and provide details of their organisation).

The tool consists of:

1. A questionnaire that can be completed online, including:

   ▪ employee statistics (i.e. age, sex);

- ▪ 12 questions about 'ageing at work' with multiple-choice answers.
2. An automatically generated and downloadable report with tables, graphs and projections.
3. Benchmark data in each report:
   - ▪ for all types of organisation (profit, non-profit, public sector);
   - ▪ for every individual question (in relation to the same type of organisation as their own).

A final report is generated that provides HR managers with:

- ▪ an age pyramid of their current workforce (male/female);
- ▪ a 5- and 10-year forecasts based on the current situation, with tables and graphs;
- ▪ a check of the current climate and policy relating to age and work within the organisation;
- ▪ all the items above benchmarked against other organisations within the sector.

Implementation steps: This tool has been developed with the support of ESF funding.

Dissemination used: The tool is available from the websites of the 'DeJuisteStoel.be' initiative (of the Flemish Government) and of the ESF-Age Network.

Link(s): https://www.leeftijdsscan.be/default.aspx (in Dutch and in English);
http://www.dejuistestoel.be/de-leeftijdsscan (in Dutch)

Country: Finland

Name/Title of the resource: Work Ability Index

Source/Responsible organisation: FIOH

Type: Tool/questionnaire

Objective(s): The Work Ability Index is a validated instrument to assess the individual work ability of an employee. It measures an individual's capacity and helps to detect possible work-related health risks. This means that appropriate action can be taken and the risks of declining capacity can be counteracted to prevent early retirement.

Brief description: The Work Ability Index is a product of research meant for practical use in occupational health care as an aid to helping maintain work ability. It depicts the worker's own assessment of his or her work ability. The Work Ability Index is meant to support the worker. It can be used at an early stage to help ensure that the correct measures are taken to maintain work ability. The Work Ability Index helps to determine which workers need the support of occupational health care. In this manner, optimal conditions can be established to prevent a premature decrease in work ability. The Work Ability Index questionnaire covers the following seven dimensions of individuals:

- ▪ their current work ability compared with their lifetime best;
- ▪ their work ability in relation to the demands of the job;
- ▪ the number of diagnosed illnesses or limiting conditions from which they suffer;
- ▪ their estimated impairment due to diseases/illnesses or limiting conditions;
- ▪ the amount of sick leave they have taken during the last year;
- ▪ their own prognosis of their work ability in 2 years' time;
- ▪ an estimate of their mental resources.

Each answer has a different score. At the end, users need to calculate their total points to determine their final score. The minimum is 7, the maximum is 49. The four categories of scores and the objectives of the measures to be taken are as follows:

- ▪ 7–27 points (bad) — restore work ability;
- ▪ 28–36 points (moderate) — improve work ability;
- ▪ 37–43 points (good) — support work ability;

- 44–49 points (very good) — support work ability.

The results can easily be interpreted thanks to a grid, which also gives appropriate recommendations for action.

Implementation steps: This tool was developed in 1998 by a working group consisting of members of the FIOH and The Finnish Post Ltd, led by Professor Juhani Ilmarinen, departmental director of FIOH at the time.

Dissemination used: The tool is available from a number of websites and has largely been used and disseminated by OSH institutes from all over Europe over the past 15 years. It has been translated into 24 languages. However, it is not easy to find a simple, user-friendly format for this tool.

Link(s): http://www.ttl.fi/en/health/wai/pages/default.aspx; http://fr.scribd.com/doc/52853348/Work-Abilty-Indeks-Book-Moch-Ahlan-Munajat-Fakultas-Teknik-dan-Ilmu-Komputer-Teknik-Industri-Universitas-Komputer-Indonesia; http://www.ageingatwork.eu/resources/health-work-in-an-ageing-europe-enwhp-3.pdf (page 34); http://www.arbeitsfaehigkeit.uni-wuppertal.de/index.php?wai-online-en

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Country: Germany

Name/Title of the resource: Self-assessment tool for small and medium-sized enterprises (SMEs)

Source/Responsible organisation: Institut der Wirtschaft Thüringens GmbH (IWT; Economy Institute Thuringen)

Type: Analysis tool (Microsoft Excel file)

Objective(s): The tool enables SMEs to analyse demographic issues in relation to their business quickly and easily. It is aimed at businesses with up to 250 employees.

Brief description: It is an Excel-based tool that produces attractive graphical representations, reports on the case numbers and statistics for all subgroups of an organisation's workforce. The following are created based on the input of data on employees (birth date, employment start date, gender and group characteristics):

- overall view of statistics, including:
  - the average age of the total workforce by gender and group characteristics;
  - three predicted average age scenarios in 5- or 10-years' time;
  - the number of retirements predicted in 2025 by group membership;
- age profile of the total workforce;
- age profile by gender;
- age profile by group characteristics;
- proportion of age groups (in 5-year increments) in the defined groups;
- retirement forecasts;
- age profile for future planning.

Users can determine the group characteristics themselves (by analysing samples for individual business units, specific qualifications or professional groups). In this version of the tool, users can define a maximum of six groups.

Implementation steps: This tool has been developed with the support of ESF funding.

Dissemination used: The tool is available from the website of the ESF-Age Network, but is difficult to find on other websites, including the websites of the responsible organisations.

Link(s): http://www.esfage.eu/sites/esfage/files/resources/Germany_Mat_Tool_3.xls (in German); http://www.esfage.eu/sites/esfage/files/resources/Copy%20of%20Copy%20of%20Germany_Mat_Tool_3_EN-2%20updated%202.xls (in English)

Country: Netherlands

Name/Title of the resource: Age Meter (*Leeftijdmeter*)

Source/Responsible organisation: FCB

Type: Analysis tool

Objective(s): The Age Meter targets the welfare and social services industry sector and aims to give an overall picture and understanding of what the situation is in a company with regard to age management and to enable the user to identify what needs to be improved.

Brief description: The Age Meter provides the user with an understanding of the key aspects of an organisation's staff. It asks questions such as: What does the age profile of your workforce look like? How is the mobility within your organisation? Is training available for employees of all ages? Where possible, statistics relating to other companies in the same sector are provided. The tool can also provide the results for branch organisations for comparison. The tool has nine areas for assessment that are required to obtain a clear picture of the workforce: staff composition by age and gender, employee situation, duration of employment, mobility, flow, training participation by age, absence (excluding maternity leave), use of holiday entitlement, and departure of employees.

Dissemination used: The tool is available from the website of the ESF-Age Network, but it is difficult to find it on other websites, including the websites of the responsible organisations.

Link(s): http://www.esfage.eu/sites/esfage/files/resources/Netherlands_Mat_Tool_18.pdf (in Dutch); http://www.esfage.eu/sites/esfage/files/resources/Netherlands_Mat_Tool_18_def%20updated_0.pdf (in English)

Country: Netherlands

Name/Title of the resource: Age Mirror (*Leeftijdsspiegel*)

Source/Responsible organisation: Advies, informatie, netwerk voor werkgevers (AWVN) and Service point Labour Market SME (for Ministry of Social Affairs and Employment)

Type: Analysis tool

Objective(s): The Age Mirror aims to provide both employers and employees with relevant questions to consider to determine where the organisation stands in relation to the issue of age. The Age Mirror helps the user to form a clear and concrete image about the organisation. It offers points of departure for (further) action.

Brief description: The Age Mirror invites employers to look into the mirror and to determine the opportunities that ageing offers and the impact it has on the organisation. It contains the following steps:

1. determining whether or not the organisation has issues that it needs to resolve in relation to 'ageing';
2. discussing the problem with relevant people on behalf of the employer or employee;
3. developing a vision, devising strategies and executing action;
4. learning from experiences.

The tool provides an overview of the company in relation to age management and asks the user to reflect on the issues. After completing these steps, the user can, for example, determine that there is no problem or that the problem is easy to deal with. The Age Mirror can be a useful tool when making periodical readjustments in company management or during the annual evaluation round of the employees' council.

Implementation steps: The tool was developed in 2005.

Dissemination used: The tool is available from the website of the ESF-Age Network. It is, however, difficult to find on the websites of the AWVN and of Service point Labour Market.

Link(s): http://www.esfage.eu/sites/esfage/files/resources/Netherlands_Mat_Tool_12.pdf (in Dutch); http://www.esfage.eu/sites/esfage/files/resources/Netherlands_Mat_Tool_12_ENG_def%20updated.pdf (in English)

Country: Poland

Name/Title of the resource: Methods for the reduction of work-related stress among older workers

Source/Responsible organisation: Central Institute of Labour Protection — National Research Institute

Type: Academic article (can serve as basic guidance for employers)/informative document

Objective(s): The aim of this document is to raise awareness and to provide advice to employers.

Brief description: This article, written by Ms M. Widerszal- Bazyl, PhD, provides information on the ways stress can be managed in the workplace.

Dissemination used: This article is disseminated online, via the website of the Central Institute of Labour Protection — National Research Institute, as well as in print in the 'Safety at work' journal (7–8, 2008)

Link(s): http://www.ciop.pl/28633 (in Polish)

Country: Switzerland

Name/Title of the resource: Demografix

Source/Responsible organisation: Fairness at work, in collaboration with the Federal Office of Public Health, Health Promotion Switzerland and the Swiss State Secretariat for Economic Affairs

Type: Online analysis tool/analysis tool

Objective(s): The objective of the tool is to help employers to analyse the effects of demographic change on their company.

Brief description: This tool provides employers and HR managers with a way to analyse the demographic situation in their company, while showing the possibilities of age management actions. The user must fill in the age structure of the company and answer questions related to three different areas: working conditions, HR management and leadership. The analysis tool then identifies the problems in the company, while providing recommendations on how to deal with them.

Dissemination used: The website of Demografix allows for the dissemination of the tool. The user has to register to use this tool.

Link(s): http://www.demografix.ch/public/; http://www.demografix.ch/upload/file/anleitung_demografix.pdf (instruction) (both in German)

Country: United Kingdom

Name/Title of the resource: The Work Instability Scale for Rheumatoid Arthritis (RA-WIS): does it work in osteoarthritis?

Source/Responsible organisation: University of Leeds

Type: Journal article/analysis tool

Objective(s): This tool is a questionnaire that allows clinicians and others to screen for and monitor work instability related to rheumatoid arthritis.

Brief description: The article develops a work productivity and activity impairment (WPAI) questionnaire. The WPAI is a valid questionnaire for assessing impairments in paid work and activities in patients with rheumatoid arthritis and for measuring the relative differences between patients with rheumatoid arthritis with different health statuses.

Implementation steps: The journal article was published in *Quality of Life Research* in September 2010, Volume 19, Issue 7, pp. 1057–1068.

Dissemination used: The website of Reilly Associates allows for the dissemination of the questionnaire, on virtually every language, via http://www.reillyassociates.net/WPAI_Translations-2.html

Link(s): http://link.springer.com/article/10.1007/s11136-010-9656-y#

Country: United Kingdom

Name/Title of the resource: Workforce Assessment Tool

Source/Responsible organisation: AARP and The Age and Employment Network (TAEN)

Type: Online tool/questionnaire

Objective(s): The Workforce Assessment Tool is a resource for HR managers to assess how their organisation will be affected by retiring workers; to address skills shortage challenges due to staff attrition; to create a work environment that attracts qualified workers of all ages; and to manage a multi-generational workforce.

Brief description: The online questionnaire, which takes about 30 minutes to complete, covers the following topics: employee age demographics; potential skills shortages; knowledge retention; flexible working options; training and development opportunities; financial and health benefits; the physical work environment; good working environment; and recruitment policies and practices. Each user receives a confidential and customised report suggesting measures they could be taken to create an age-friendly workplace.

Implementation steps: The tool is based on a model produced by AARP in the USA, which has already been used by 2,000 employers there since its launch in 2008. It was developed for the United Kingdom in 2010.

Dissemination used: The tool is accessible with a direct link and is publicised on other OSH-related websites.

Link(s): http://www.aarpworkforceassessment.org/uk/;http://taen.org.uk/uploads/resources/116-TAE-AARPLeaflet_03_web.pdf

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Country: United Kingdom

Name/Title of the resource: Skills assessment — a self-assessment tool for older workers

Source/Responsible organisation: Fair Play for Older Workers

Type: Online tool/questionnaire

Objective(s): The tool aims to help older workers to identify transferable skills that they have developed throughout their lives, both in work and in a non-work context. It focuses particularly on soft skills and competences.

Brief description: The tool enables individuals to identify their various skills and helps them to identify the evidence that supports how and when they have used a skill. One of its positive effects is that it enhances the confidence of users. The tool asks the user to try to answer the following questions:

1. What do I want to do next in my life?
2. What skills have I got to offer?
3. Who can I offer these to?
4. Where are the opportunities?
5. What do I need to show my employers?
6. Am I ready for paid voluntary work?
7. How do I apply for a job?
8. How do I put together a CV?
9. What will they ask me at a job interview?
10. How do I need to prepare for this?
11. Where can I get help and advice?

The tool also gives users some ideas of what they could do themselves and information on agencies that could provide further help and advice. It also provides information on the skills and experience that are required in certain jobs.

The tool has eight sections: knowing yourself; identifying the skills you have developed; summary; identifying the roles you do and wish to do; putting together your personal action plan; CV writing; competency-based interviews; and further development resources. Each section consists of information and some self-assessment tests.

Implementation steps: This tool was developed in 2005 as part of the Fair Play for Older Workers project, with funding from the European Commission under 'Article 6: Innovative Measures' of the ESF. The tool is based on a model developed by DJI, VanDoorneHuiskes and the Fair Play Consortium. It is said that the tool continues to be used and has proved to be very popular. One large national employment services provider has adopted and implemented the use of the tool in their provision.

Dissemination used: The tool is accessible from the ESF-Age Network website and the TAEN website, as well as from other age-related or OSH-related websites. The website of the ESF-funded project is no longer accessible.

Link(s): http://taen.org.uk/uploads/resources/Skills_Assessment_Toolkit_for_Older_Workers1.pdf

The European Agency for Safety and Health at Work (EU-OSHA) contributes to making Europe a safer, healthier and more productive place to work. The Agency researches, develops, and distributes reliable, balanced, and impartial safety and health information and organises pan-European awareness raising campaigns. Set up by the European Union in 1994 and based in Bilbao, Spain, the Agency brings together representatives from the European Commission, Member State governments, employers' and workers' organisations, as well as leading experts in each of the EU Member States and beyond.

European Agency for Safety and Health at Work

Santiago de Compostela 12, 5th floor
48003 Bilbao, Spain
Tel. +34 944794360
Fax +34 944794383
E-mail: information@osha.europa.eu

http://osha.europa.eu

Publications Office