

Rapport de veille n° 87

Vieillesse au travail et prévention de la désinsertion professionnelle

20/03/2026

Objectifs : Veille bibliographique sur le vieillissement des salariés et la prévention de la désinsertion professionnelle

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Veille réglementaire

L'ANI du 14 novembre 2024 sur l'emploi des salariés expérimentés transposé par la loi n° 2025-989 du 24 octobre 2025 : une ambition limitée. ANDREO, Emmanuel, et Gilbert CETTE, janvier 2026, p.42-48 ; n° 1
L'accord national interprofessionnel (ANI) sur l'emploi des salariés expérimentés, signé par les partenaires sociaux le 14 novembre 2024 et qui vient d'être transposé par la loi n° 2025-989 du 24 octobre 2025, ne répond pas aux enjeux importants de l'emploi des seniors dans un pays comme la France. Une première raison est que le texte apporte une première réponse essentiellement procédurale au problème soulevé. une seconde raison est qu'il concerne essentiellement la demande de travail en seniors des entreprises et ne porte pas véritablement sur l'offre de travail des seniors. Cette insuffisance renvoie donc à la question de l'emploi des seniors à la responsabilité des pouvoirs publics.

<https://veille-travail.anact.fr/ark:/20179/KH2181145510022197591>

Décret n° 2025-1348 du 26 décembre 2025 déterminant les informations nécessaires aux négociations sur l'emploi et le travail des salariés expérimentés et abrogeant les articles D. 1242-2 et D. 1242-7 du code du travail – Légifrance

<https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000053176894>.

Ce décret indique que la négociation triennale sur l'emploi, le travail et l'amélioration des conditions de travail des salariés expérimentés est engagée après l'établissement d'un diagnostic sur la situation de ces salariés au regard notamment des domaines mentionnés à l'article L. 2241-14-1. Ce diagnostic est fondé notamment sur les indicateurs de la base de données économiques, sociales et environnementales et le document unique d'évaluation des risques professionnels.

LOI n° 2025-1403 du 30 décembre 2025 de financement de la sécurité sociale pour 2026 (1), 2025-1403 § (2025)

<https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000053226384>

Parlement. Journal officiel du 31 décembre 2025, texte n°1 (www.legifrance.gouv.fr – 54 p.)

Cette loi de financement de la sécurité sociale pour 2026 se décline en trois parties regroupant les dispositions relatives aux :

- recettes et à l'équilibre général de la sécurité sociale pour l'exercice 2025 (première partie) ;
- recettes et à l'équilibre financier de la sécurité sociale pour l'exercice 2026 (deuxième partie) ;
- dépenses pour l'exercice 2026 (troisième partie).

Certaines dispositions concernent la santé et la sécurité au travail :

Dispositions relatives à l'obligation de négocier sur l'emploi des seniors (article 11)

Cette mesure crée un nouvel article L. 241-3-3 au sein du Code de la sécurité sociale. Ce texte impose une sanction aux entreprises d'au moins trois cents salariés qui s'affranchissent de négocier sur l'emploi, le travail et l'amélioration des conditions de travail des seniors ou, à défaut d'accord, d'un plan d'action annuel destiné à favoriser l'emploi de ces derniers. Il s'agit d'une sanction pécuniaire sous forme de malus sur les cotisations patronales d'assurance vieillesse et veuvage. Ce malus sera déterminé par décret et prendra en compte les efforts constatés dans l'entreprise en faveur de l'emploi des seniors ainsi que des motifs de sa défaillance, sur la base de critères clairs.

Généralités

Planning for an Aging Nursing Workforce: Data-Driven Implications for Health Policy and Service Sustainability in Italy. Fimmanò, Luca, Marco Damonte Prioli, Fabrizio Figallo, Giovanni Orengo, Antonio Uccelli, et Michele Messmer. *Frontiers in Health Services* 6 (2 mars 2026).

<https://doi.org/10.3389/frhs.2026.1778755>

Introduction: Nurses are a vital component of healthcare systems, directly influencing the quality and continuity of patient care. Globally, demographic shifts have led to a rising proportion of older nurses. In Italy, this trend presents challenges, given the rapidly aging population and ongoing workforce shortages. With a retirement age of 67, many older nurses remain in physically demanding roles despite medically documented work limitations, raising concerns about workforce sustainability, safety, and long-term planning. Methods: This study analyzed demographic trends among nurses at a major Italian public hospital. Data were extracted from the hospital's human resources system (IRIS WIN) for the period 2010–2024. A total of 2,184 nurses employed as of 31 December 2024 were stratified into four age groups (24–44, 45–54, 55–58, and 59–67 years) and mapped against clinical settings with varying levels of work intensity. Retirement eligibility was projected through 2033. Health-related absenteeism and medically documented work limitations were analyzed by age group and job intensity level. Results: Between 2010 and 2024, the proportion of nurses aged 24–44 declined by 36.6%, while those aged 55–58 and 59–67 increased by 222.3% and 1,914%, respectively. Projections indicate a further 91% increase in the oldest age group by 2033. In 2024, 66% of nurses aged 55–58 and 61% of those over 59 were working in high-or extremely high-intensity clinical areas. Older nurses (>55 years), representing 40% of the workforce, accounted for 54% of all health-related absenteeism, equivalent to 87 full-time nursing positions. The number of nurses with medically documented work limitations in the oldest age group is expected to double in the coming years. Discussion: This study highlights the urgent challenges of an aging nursing workforce which are not unique to Italy's NHS, but are a global issue. A growing proportion of older nurses, many with medically documented work limitations, are working in demanding clinical environments, trends already testing healthcare systems in many countries worldwide with a potential impact on patient safety, quality of care, and workforce resilience. Urgent investment in workforce planning, age-responsive role adaptation, and transitional pathways is essential to ensure sustainable, high-quality care delivery and to safeguard workforce health.

Factors Associated With the Retention of Allied Health Professionals in Regional and Rural Public Health Services in Victoria, Australia: A Survival Analysis. Gallagher, Sarah, Marcus Gardner, et Stephen Barrett. *Australian Journal of Rural Health* 34, n° 1 (2026): e70150. <https://doi.org/10.1111/ajr.70150>

Objective To examine patterns of retention among the allied health workforce in rural and regional Victoria and identify demographic, professional and service-level factors associated with workforce exit. Methods De-identified administrative human resources data were extracted from participating public and community health services. Employment records included profession, age at commencement, employment dates and service characteristics. Individuals were followed from first recorded employment until workforce exit or censoring at 31 December 2024. Retention was analysed using Kaplan-Meier survival analysis. Cox proportional hazards regression was used to estimate adjusted hazard ratios for workforce exit. Design Retrospective cohort study using multi-site administrative employment data, analysed with Kaplan-Meier survival curves and Cox proportional hazards regression. Setting Public health and community health services across the Loddon Mallee region of Victoria, Australia. Participants A total of 1815 allied health professionals and assistants were employed between 2015 and 2022. Main Outcome Measures Time to workforce exit, annual turnover, stability rates, survival probabilities and time points to 25% and 45% attrition. Results One in four staff left within 2 years of employment, and fewer than 55% remained after approximately 4.5 years. Turnover risk was similar across hospital types and sub-regions, indicating that geography exerted only modest influence. Age and profession were the strongest predictors of retention: staff aged under 25 had the highest exit risk, while those aged 25–45 were significantly more likely to remain. Staff aged 55–65 had greater risk of exit, reflecting late-career transitions. Dietitians showed the lowest retention, whereas psychologists, occupational therapists, physiotherapists, speech pathologists and exercise physiologists had higher survival probabilities. Conclusions Retention varied by age and profession but not by service type or region. Early attrition within the first 2 years is a significant workforce challenge. Profession-specific career pathways, early-career supports and late-career succession planning are needed, alongside stronger system-level monitoring of allied health workforce stability.

Early Retirement Schemes in France, 1970–2000: A Disruption of Solidarity. Hatzfeld, Nicolas. *Le Mouvement Social* 292, n° 3 (22 décembre 2025): 143-64. <https://doi.org/10.3917/lms1.292.0143>
Between 1970 and 2000, the transition to retirement in France was marked by the widespread implementation of early retirement schemes. These early exits from working life were made possible by various measures designed to respond to rising joblessness. The considerable scale of early retirement schemes blurred the respective rationales of retirement and the fight against unemployment. Without claiming to exhaustive coverage of this topic, this paper highlights various aspects of these disruptions. Employers treated their older employees ambivalently, public authorities adopted unprecedented positions, while trade unions sought to adapt. The emergence of these measures sparked new debates within companies. Among employees, this early retirement wave blurred the value of seniority in the workplace and disrupted certain forms of solidarity between employees, between generations, between men and women, and between victims of redundancy plans. As early retirement schemes were scaled back, they left deep scars on the French working world.

Jeu de l'ANACT Les Essentielles Age et Travail. Consulté le 12 mars 2026. <https://www.anact.fr/decouvrir-tous-les-jeux-de-lanact#paragraph-159792>

Jeu physique pour construire l'état des lieux sur la prise en compte du vieillissement et du lien entre âge et travail au sein de l'entreprise (jeu mobilisable exclusivement dans le cadre d'une intervention par l'Aract Pays de la Loire)

Research Handbook on Older Workers and Occupational Health and Safety. Edward Elgar Publishing, 2025. <https://www.elgaronline.com/edcollbook/book/9781035330447/9781035330447.xml>
This timely Research Handbook provides a comprehensive overview of how aging affects occupational health and safety. Experts explore global trends and scientific theories on workplace aging to gain deeper insight into underlying issues in the field and identify areas for improvement.

How long do people with rheumatic and musculoskeletal diseases stay healthy and in work across Europe? Analysis of data from SHARE and ELSA. Wilkie, Ross, Oluwasikemi Onamusi, Jessica Potts, et Marty Lynch. *Annals of the Rheumatic Diseases*, 5 mars 2026. <https://doi.org/10.1016/j.ard.2026.02.010>
Objectives This study aims to estimate the extent of the reduction in healthy working life expectancy (HWLE), from age 50, for people with rheumatic and musculoskeletal diseases (RMDs) in 19 countries across Europe and highlight the need to target extending working lives through interventions and policy. Methods Data were from 2 longitudinal studies (Survey of Health, Ageing and Retirement in Europe [2004-2022], English Longitudinal Study of Ageing [2002-2023]) that collect information in people aged 50 years and over. 'Healthy' and 'working' were defined as no limiting long-standing illness and employment/self-employment, respectively. RMDs were identified from self-report of ever having received a doctor diagnosis of arthritis or rheumatism. Age-adjusted discrete time 3-state models were fitted using IMACh software, a maximum likelihood modelling programme using interpolation of Markov Chains, to estimate HWLE from transition probabilities between each healthy and working state based on RMD status (overall, by sex, education, and physical activity), stratified by 19 countries. Results In 6 countries, HWLE in the population with RMDs was around 50% or less than for the population without RMDs. The lowest HWLE for populations with RMDs was in Austria 2.60 (1.49, 3.71) years which was 42.9% of HWLE for the population without RMDs. HWLE was lower in populations with RMDs with lower than upper secondary education in all countries and in populations with RMDs categorised as physically inactive in 16 countries. Conclusions The differences observed in HWLE demonstrate the substantial societal burden associated with RMDs. However, differences by country, sex, education and physical activity indicate that there are opportunities for interventions and policies to increase HWLE.

[PDF] [Conditions for retaining older workers in retail companies in Japan and France](#) Research report
Christophe Baret Professor, Aix-Marseille University LEST – CNRS December 18, 2025
This research questions the recent transformations in Japan and France. In both countries, the acceleration of population ageing poses numerous problems in terms of financing pension systems and labour shortages, which

have led to pension 2 system reforms and stronger incentives to remain in employment since the 2010s (Guillemard, 2010). While France is striving to reduce the cost of pensions by raising the legal retirement age from 60 to 62 and then to 64, Japan has also raised the public retirement age from 60 to 65 and reduced public subsidies for keeping employees over the age of 60 in employment. How are companies and individuals changing their practices and attitudes towards the continued employment of older workers in light of these changes in public policy? First, we present the institutional and demographic context of older worker employment in Japan and France. We then present the methodology, which was based mainly on semi-structured interviews in two retail companies and with a trade union organisation. We present the results and discuss them using the societal analysis grid (Abouaissa, Baret, d'Amours, 2019; Maurice, Sorgue, 1988).

Retraite

Est-on plus heureux à la retraite? Martinez, Alex, et Mathieu Perona. Notes de l'Observatoire Du Bien-Être, Notes de l'Observatoire du bien-être, mars 2026. <https://ideas.repec.org/p/cpm/notobe/2606.html>
A l'instigation de l'École nationale supérieure de sécurité sociale, nous nous penchons à nouveau sur les évolutions du bien-être à l'âge de la retraite. En effet, si comme le montrent nos travaux précédents, le passage à la retraite est en moyenne neutre en termes de satisfaction dans la vie, comment expliquer la force de l'opposition à un recul de l'âge de départ ? Une comparaison du bien-être des retraités et des personnes en emploi à âge équivalent confirme portant nos constats antérieurs : les écarts sont minimes, et le passage à la retraite ne constitue pas une rupture forte dans le bien-être, à part pour les personnes passant du chômage à la retraite. Nous suggérons deux facteurs pour expliquer l'attrait pour la retraite dans ce contexte. D'une part, les premières années de la retraite ne sont certes pas une période dorée, mais elles constituent un plateau, une pause dans une trajectoire qui va généralement vers un moindre bien-être. Les facteurs de détérioration étant liés aux limitations induites par le vieillissement, le report de l'âge de la retraite signifie une réduction de la durée de ce répit. D'autre part, il ne faut pas négliger l'effet répulsif d'un monde du travail français peu propice au bien-être et à l'épanouissement, et où les seniors peinent à conserver une place. Les deux termes de la question initiale apparaissent ainsi moins contradictoires qu'à première vue. L'attrait pour la retraite serait ainsi moins l'anticipation d'une période idéale que la perspective de quitter une situation professionnelle qui pèse de plus en plus sur la santé et le bien-être.

Discrimination, précarité, chômage

Contrats courts et longues carrières. Penser les transformations de l'emploi dans la dynamique des parcours. Demonteil, Marion, et Marion Mauchaussée. In *La médiation culturelle en questions : formation, emploi et dynamiques professionnelles*. Paris, France: CERLIS and DEPS, 2026. <https://hal.science/hal-05475912>

Les professions culturelles et touristiques connaissent des évolutions dans les caractéristiques de leurs emplois : contrats courts et travail sous régime de l'indépendance gagnent en importance, interrogeant, ici comme dans d'autres secteurs, la norme de l'emploi salarié stable. Véritables défis à l'objectivation statistique, ces transformations interrogent de front les modalités de vieillissement et de maintien dans l'activité tout au long de la vie professionnelle. Deux perspectives croisées éclairent les apports d'une analyse de la discontinuité de l'emploi dans les termes du parcours d'emploi ou de la carrière : d'un côté, la manière dont les organisations employeuses intègrent les questions de continuité dans leurs politiques de l'emploi, de l'autre la façon dont les situations d'emploi font l'objet d'agencements et d'usages sociaux évolutifs au fil de la carrière.

Introduction to "Mental and Occupational Difficulties of the Vulnerable Groups in the Labour Force: Women, Young and Older Workers, Demographic and Sexual Minorities, and the Disabled". Devinatz, Victor G. *Employee Responsibilities and Rights Journal*, 16 décembre 2025. <https://doi.org/10.1007/s10672-025-09569-x>.

Vulnerable groups in the labor force include women workers, immigrant workers, workers of color, young workers, older workers, disabled workers, and those workers who are from demographic and sexual minority groups. Compared with other workers, these groups face more obstacles in the workplace and are more likely to experience precarious employment as well as the loss of their jobs during periods of economic downturn or recessions (...) Older workers can suffer discrimination in the labor market with employers believing that such workers lack the necessary technological skills to perform certain tasks while often thinking that they will be unable to learn and acquire the skills needed to do the job.

In this “Perspectives” Section article, Dr. Agata Żółtaszek, Assistant Professor in the Department of Spatial Econometrics, Institute of Spatial Economics, Faculty of Economics and Sociology, University of Lodz (Lodz, Poland) examines the mental and occupational obstacles that confront vulnerable groups of workers in the labor force, examining the psychosocial difficulties facing women, young and older workers, demographic and sexual minorities, and the disabled. Żółtaszek points out that such a topic has been insufficiently studied and that the costs to these workers, the economy, and society have been underestimated. She contends that such obstacles can be eliminated once an understanding has been attained regarding the relationship between work and mental health and through companies and the government implementing targeted multidimensional policies.

Digitalisation of jobs and gender-age segregation in digital tasks: Cross-country evidence based on ESJS2 data (publication). Consulté le 13 mars 2026. <https://wiiw.ac.at/p-7469.html>

This paper addresses the disproportional effects of digitalisation across age by investigating: (i) within-job age segregation in tasks by digital...

Ambivalent Inclusion: Older Workers, Diversity Agendas and the Persistence of the Ideal Worker. Hamilton, Myra, Marian Baird, Angela Kintominas, et Alison Williams. *Work, Employment and Society*, 30 janvier 2026, 09500170251386564. <https://doi.org/10.1177/09500170251386564>

This article explores how older workers experience inclusion and exclusion in two large Australian public sector organisations with strong diversity and inclusion (D&I) agendas. Applying detailed qualitative analysis and drawing on the concepts of the ideal worker and structured ambivalence, it examines how older employees navigate workplaces that promote inclusion while marginalising ageing workers. Participants benefited from certain policies but also encountered persistent age-based stereotypes that framed them as less capable and productive, based on chrononormative expectations and assumptions about older workers’ cognitive and physical capacities. These contradictions produced structured ambivalence – simultaneous experiences of inclusion and exclusion shaped by conflicting institutional norms. Consequently, the ideal worker norm, while more flexible for some groups, such as mothers of young children, remains stubborn for older workers, who may conceal their age or downplay their needs to maintain a viable worker identity. The findings call for age-inclusive D&I frameworks.

Countering Age Bias in the Workplace: The Impact of Counter-Stereotypical Employer Communication. Heijkant, Linda van den, et Martine van Selm. *Research on Aging*, 16 décembre 2025, 01640275251405840. <https://doi.org/10.1177/01640275251405840>

This study examines how counter-stereotypical employer communication can reduce prejudice against older workers. In an experiment with Dutch employers and hiring decision-makers (n = 444), participants viewed a video message in which two employers shared positive experiences with workers aged 50 and above. Two message styles and a media literacy instruction were tested to assess how different ways of framing counter-stereotypical information influence perceptions of older workers. Results show that the employer-as-ambassador message, particularly when combined with the instructional element, most effectively improved perceptions of older workers’ employability among employers. The employer-as-educator message was least effective, even when compared to the control condition. This study demonstrates the potential of stereotype-reversing employer communication to challenge and reduce age bias in the workplace, addressing a key gap by evaluating the employer’s role in shaping perceptions of older workers. The study leverages our collaboration with societal partners to communicate these insights to practice.

Workplace wellbeing for older workers: applying design as a strategic tool. Lu, Fei.

ResearchSpace@Auckland, 2026. <https://hdl.handle.net/2292/74348>

Age diversity has become a key feature of the current workforce. Many older workers now actively choose to remain in the workforce after the usual retirement age. It provides opportunities for collaboration, knowledge sharing, and mutual growth across generations. In New Zealand, this shift is visible as workforce demographics change. However, some older workers experience challenges in the workplace, such as digital exclusion, age-related stereotypes and limited opportunities. This research explores how can design strategies support the experience of older adults in the workplace. The key goal is to improve engagement and interpersonal collaboration by developing and implementing multi-component tools. The project sets out to design a digital educational module, named WorkBridge, that supports intergenerational mentoring, communication, and knowledge sharing to foster an age-diversity workplace. The strategy begins with identifying the specific challenges that older workers face and then focuses on intergenerational mentoring as the focal point of this integrated module. As a result, this study seeks to offer conceptual insights and a practical module for creating more age-inclusive workplaces. Also, this program aims to contribute to long-term efforts to build a more supportive and age-friendly workplace environment.

Low social capital at work is associated with increased risk of perceived age discrimination: results from a prospective cohort study. Meng, Annette, Karen Albertsen, Thomas Clausen, Emil Sundstrup, et Lars Louis Andersen.

European Journal of Ageing, 10 mars 2026. <https://doi.org/10.1007/s10433-026-00917-w>

Age discrimination at work is negatively associated with older workers' labour market attachment. High levels of social capital between colleagues (horizontal social capital) and between employees and management (vertical social capital) may prevent age discrimination. Methods: We examined the prospective association between social capital at work and perceived age discrimination among 7640 workers aged 50 years or older participating in two waves of the Danish SeniorWorkingLife cohort study. Results: Low levels of vertical (risk ratio 3.51 (95% CI: 2.66–4.62)) and horizontal (risk ratio 2.70 (95% CI: 2.04–3.56)) social capital at baseline increased the risk of reporting age discrimination in the labour market at follow-up compared to high levels of social capital. Conclusion: The study contributes knowledge that low levels of social capital is associated with increased risk of experiencing age discrimination in the labour market. The results indicate that measures to enhance the social capital in the workplace may help prevent age discrimination and thereby contribute to prolonging working lives of older workers.

Age and ageing in the contemporary workplace: an opportunity for sociological understanding and analysis.

Reed, Cara, et Katrina Pritchard. In Handbook on the Sociology of Work, 167-80. Edward Elgar Publishing, 2025. <https://www.elgaronline.com/edcollchap/book/9781035302376/chapter12.xml>

While many employers are realising that there will be a greater age diversity in their workplaces, sociological research on age and work is only just starting to examine the connections between these two phenomena. We review the importance of considering the relationship between age and work and then explore three key themes that have emerged from studies so far on the topic: ageing at work, successful ageing, and considering cohorts. Each theme demonstrates that work is in fact infused with understandings of age that impact both employees and employers with positive and negative effects. Therefore, to conclude we consider the future agenda for studying age and work, incorporating more intersectional, youth-focused research and ultimately more complex appreciations of how age and work inter-relate.

Bridging the Perception Gap: Analysing Discrepancies in Organisational Climate and Intergenerational Collaboration Between Managers and Older Workers. Silberg, Slavka, Zdenko Metzker, Michal Silberg, Luděk Stehlik, et NULL.

Business Ethics and Leadership 9, n° 4 (31 décembre 2025): 14-31

<https://armgpublishing.com/journals/bel/volume-9-issue-4/article-2/>

An ageing workforce, intergenerational teamwork, collaboration, and diversity present challenges in every workplace, making these issues particularly relevant. This article aims to analyse potential discrepancies in perceptions of organisational climate, growth opportunities, intergenerational collaboration, and practices

between managers and older workers, as these can lead to lower work engagement, job dissatisfaction, and reduced employee performance. Using the Czech adaptation of the Later Life Workplace Index, this cross-sectional quantitative study collected data online via Qualtrics from 303 participants aged 40, sampled in the Czech Republic in April 2024. To compare the scores, Welch's *t*-test and Cohen's *d* were applied, and key differences were identified. Notably, effect sizes reached Cohen's $d=0.53$, 95% CI for intergenerational collaboration and $d=0.43$, 95% CI for institutional knowledge transfer, indicating moderate discrepancies between managers' and employees' perceptions. The data shows that employees scored lower than managers on each item. This study highlights the need to address perception gaps between generations (managers and older workers) to foster an inclusive and effective organisational climate. Recognising and bridging these differences can promote mutual understanding, improve communication and create a more cohesive working environment. The study contributes to theoretical frameworks on age-inclusive Human Resource Management by emphasising perception congruence as a predictor of engagement and retention. It reveals how misaligned views can stifle knowledge exchange and organisational adaptability, especially in age-diverse settings. The results confirm earlier findings and have practical implications for Human Resource Management and Work and Organisational Psychology. Practical implications include the need for evidence-based interventions, such as targeted mentoring schemes, structured feedback loops, and revised transition planning models.

Fair at Any Age? A Cross-Country Descriptive Study on Ageism in the European Workplace. Stecker, Lucie, Alfredo Salomão Filho, Tanja Tillmanns, Theofilos Pouliopoulos, et Tiago Marques. *Merits* 6, n° 1 (23 décembre 2025). <https://doi.org/10.3390/merits6010001>

Ageism remains a pervasive yet under-addressed form of workplace discrimination, affecting employees across age groups. This study, conducted within t...

From bystanders to allies: a narrative review of witnessing age discrimination in age-diverse workplaces.

Yasmin, Samina, et Lata Dyaram. *Equality, Diversity and Inclusion: An International Journal*, 30 décembre 2025, 1-17. <https://doi.org/10.1108/EDI-05-2025-0344>

This paper aims to explore how witnessed ageism influences observer responses, focusing on the development of age group allegiance. Using social cognitive and social identity theories, we position negative affect as the link between witnessed ageism and age-group allegiance, moderated by age diversity climate. This model explains how discrimination spreads through social observation in organizations. We conducted a narrative literature review synthesizing 63 peer-reviewed studies on workplace ageism, bystander responses and identity processes. This approach enables conceptual model development for an emerging research area where heterogeneous methodologies preclude systematic review protocols. Our conceptual model proposes that witnessed ageism relates positively to age group allegiance, mediated by negative affect and moderated by age diversity climate. Different forms of ageism – competence-, adaptability-, socio-emotional- and resource-based – trigger distinct social categorization processes. The model primarily examines younger employees observing ageism against older workers. Future research should examine bidirectional ageism, additional mediators and cross-cultural differences. The study supports further research on the social transmission of workplace discrimination. To the best of the authors' knowledge, this is one of the first conceptual papers to introduce a witness-centered perspective that moves beyond traditional victim-perpetrator models. By integrating cognitive, emotional, and identity-based perspectives through an uncertainty-reduction lens, it offers novel insights into how observed ageism reinforces organizational age divisions through in-group belonging rather than out-group hostility (Brewer, 1999) – explaining why discrimination persists even among empathetic observers.

Investigating the Impact of Age-Differentiated Leadership on Retention and Performance-Related Outcomes: A Moderated Dual Pathway Model. Zellman, Eva, Daniela Andrei, Jane Chong, et Sharon Parker. *Work, Aging and Retirement*, 13 décembre 2025, waaf022. <https://doi.org/10.1093/workar/waaf022>

Although research indicates that age-differentiated leadership (ADL) is positively associated with wellbeing outcomes for both younger and older workers, the ways in which it relates to performance and retention-related outcomes, and the mechanisms through which these effects occur, remain an important focus for further

examination. Based on the Categorization-Elaboration Model (CEM, van Knippenberg et al., 2004), this study proposes and tests a dual pathway model suggesting that ADL is associated with retention-related outcomes via reduction in age bias, while self-rated performance-related outcomes are enhanced via information exchange. It is expected that these pathways will be stronger for older workers, compared to younger workers, based on lifespan developmental theories (Baltes & Baltes, 1990; Carstensen et al., 1999). Using a sample of 416 workers in Australia, the results showed that ADL predicted retention-related outcomes via age bias, and self-reported performance-related outcomes via information exchange. Age only moderated the strength of the performance pathway and not the retention pathway. This study offers empirical support for the theorized social categorization and information elaboration pathways in the CEM through which ADL positively impacts retention and performance-related outcomes, and expands the range of outcomes considered by previous research.

Employabilité, maintien dans l'emploi des travailleurs vieillissants

Enhancing manufacturing performance and working conditions: AgErgoVSM – Innovative integration of lean and ergonomics for an ageing workforce. Alves, Joel, Tânia M. Lima, et Pedro D. Gaspar. *Technology in Society* 86 (1 juin 2026): 103265. <https://doi.org/10.1016/j.techsoc.2026.103265>

The sociodemographic challenge, more precisely the ageing workforce, brings several consequences for industrial systems, particularly in terms of productivity and work performance. The age-productivity relationship has different effects on productivity and system performance, since industrial productivity tends to decrease with ageing, but becomes more balanced when operators gather experience and know-how. In addition, ageing operators tend to show a reduction in their physical capacity, which is why it is necessary to adopt strategies for prolonging their active, safe, and healthy life. So, this study introduces a case study on the application of a novel integrative Lean tool, AgErgoVSM, which incorporates ergonomic considerations for different age demographics within the metalworking industry, with a focus on manual polishing tasks. To address the challenges and opportunities posed by workforce age diversity, with a specific emphasis on workers from different age clusters, the methodology involved a systematic approach that began with mapping the current state of work tasks, including assessments of physical ergonomics, mental demands, and control/influence at work. The findings revealed varied implications for workers of different ages, such as high physical demands for older workers and high mental demands for younger workers, along with limited communication at work. Thus, this research underscores the need for tailored physical and cognitive ergonomic interventions to enhance working conditions across different age clusters. It emphasises the importance of integrating ergonomic principles into the workplace environment to boost productivity while ensuring the health and well-being of operators in more efficient work environments that accommodate the diverse needs of the workforce.

AI and Older Workers: Implications and Strategies for Preparing Older Adults for AI in the Workplace.

Briggs, Amanda, Barbara Butrica, et Hailey D'Elia. Urban Institute, 18 décembre 2025.

<https://www.urban.org/research/publication/ai-and-older-workers>

This brief describes how artificial intelligence (AI) is changing the workplace for older workers, the skills and training older workers will need to be succ...

Capacités ou incapacités au travail au fil des parcours. Connaître, reconnaître, accompagner. Séminaire « Âges et travail » du CREAPT. Paris, 26-27 mai 2025 - Article - INRS. Consulté le 9 mars 2026.

<https://www.inrs.fr/media.html?refINRS=TD%20331>

Sont abordées lors de ce séminaire les modes d'évaluation des capacités ou des incapacités des travailleurs et les conséquences de ces évaluations, ou de leur absence, sur les parcours professionnels.

Guide pratique - Agir pour les salariés expérimentés dans l'ESS. Text. Consulté le 17 mars 2026.

<https://www.udes.fr/outilsguides/guide-pratique-agir-pour-salaries-experimentes-dans-less>

Ce guide s'adresse indistinctement à tous les employeurs de l'ESS quel que soit le type de leur entreprise, leur taille ou leur secteur d'activité. Son objectif est de les accompagner dans la mise en œuvre de pratiques concrètes et adaptées afin d'anticiper et de gérer les transitions démographiques, valoriser l'expérience des salariés seniors et favoriser leur maintien en emploi dans des conditions durables et inclusives.

A Lifespan Perspective on Intrinsic Motivation and Workplace Democracy. Holmberg, Robert, et Kerstin Nilsson. In *Workplace Democracy: Past, Present and Potential Futures*, édité par Chris Mathieu, 67-81. Cham: Springer Nature Switzerland, 2026. https://doi.org/10.1007/978-3-032-02774-0_3

In this paper we argue that too little attention has been directed to age-related psychological and relational conditions for creating viable forms of democracy in the workplace. Working life is complex and there are many factors throughout the working life journey that affect individuals and how they feel, can, want, have the energy, are heard, motivated and cope with their working life. Currently, retirement age and pensions are being postponed in most countries and more and more people will work to an older age in the future. Ageing in working life and the situation of older employees in the workplace is therefore very relevant. Age could and needs to be defined variously in relation to different areas of work-life participation and employability. Chronological, biological, cognitive and social age and ageing during an increasingly longer working life affect in different ways individuals' opportunity for motivation, power and workplace democracy. A systematic approach to facilitate working life for all ages, and a lifespan perspective on intrinsic motivation and workplace democracy is needed.

Santé et travail en 2040 : anticiper les changements à venir en santé et sécurité des travailleurs. JETHA A., GIGNAC M., LAY M., CARNIDE N., et ET COLL., 2026, ill., bibliogr., 55 p.

https://www.iwh.on.ca/sites/iwh/files/iwh/reports/iwh_report_work_health_2040_foresight_2026_FR.pdf

D'ici 2040, des transformations rapides dans les domaines de la technologie, du climat, de l'économie, de la politique et de la société remodeler le paysage de la santé au travail verront le jour. Pour les intervenants et les décideurs qui promeuvent la santé, la sécurité et le bien-être de la population active, ce paysage en évolution présentera à la fois des problèmes urgents à résoudre et des occasions déterminantes à saisir. Dans ce rapport, des méthodes de prospective stratégique sont mises en place pour explorer plusieurs scénarios plausibles et leurs implications possibles pour les travailleurs et les milieux dans lesquels ils seront appelés à évoluer. Ce rapport a pour but de donner des clés pour anticiper les enjeux à venir, remettre en question des idées préconçues et concevoir des stratégies plus adaptatives, plus équitables et plus résilientes pour promouvoir la santé, la sécurité et le bien-être des travailleurs. Les sept tendances étudiées sont l'érosion de la confiance institutionnelle, l'accroissement de la longévité et des différences générationnelles, l'intensification des impacts climatiques, les changements algorithmiques, la hausse de l'isolement, la perspective d'une montée de l'hostilité et l'augmentation de la précarité.

Transformation des organisations du travail et évolutions de la profession IST. 15es journées nationales d'études et de formation du GIT. Strasbourg, 11-13 juin 2025. JUILLARD B., ODE S., et OUGIER-WALLIANG J. IC RST - Suivi pour vous, *Références en santé au travail*, n° 184 (2025): 79-86, 8 p.

<https://www.inrs.fr/media.html?refINRS=TD%20332>

Les 15es journées d'études et de formation du Groupement des infirmiers du travail (GIT), organisées à Strasbourg du 11 au 13 juin 2025, ont constitué un temps fort de réflexion collective autour des évolutions contemporaines de la santé au travail. Dans un contexte marqué par la transformation des organisations, la pénurie de médecins du travail, l'essor de nouveaux risques professionnels et l'évolution des attentes sociétales, ces journées ont permis de recentrer le débat sur la place et le rôle des infirmiers en santé au travail (IST) dans les dispositifs de prévention.

Multiple work demands and early retirement intention in Germany: A cross-sectional and longitudinal analysis. Kaboth, Arthur, et Sophie-Charlotte Meyer. *European Journal of Ageing*, 8 mars 2026.

<https://doi.org/10.1007/s10433-026-00915-y>

The present study examines the association between (multiple) physical and psychosocial work demands and the preference for early retirement among older German employees. The analyses are based on data from five waves (2015–2023) of the BAuA-Working Time Survey, including 32,686 person-year observations. The dependent variable is a binary indicator reflecting preference for early retirement versus statutory or later retirement. Cross-sectional analyses apply linear probability models (LPM) per wave, while longitudinal effects are assessed using pooled OLS (POLS), random-effects (RE), and fixed-effects (FE) estimators. Robustness checks include controls for health and job satisfaction.

Emploi des 50 ans et plus : entre satisfaction au travail et défis de l'activité prolongée. Lanchy, Gaetan de, décembre 2025, 5 p.

<https://liser.elsevierpure.com/en/publications/emploi-des-50-ans-et-plus-entre-satisfaction-au-travail-et-d%C3%A9fis-/>

Face aux enjeux liés au vieillissement de la population, notamment pour le financement des retraites, le Luxembourg explore différentes pistes pour préserver l'équilibre économique et social. Parmi les leviers disponibles, le maintien en emploi des seniors (50 ans et plus) pourrait être encouragé. Ce policy brief, basé sur les données des enquêtes SHARE et EWCS, explore trois volets essentiels à leur maintien en emploi : la satisfaction professionnelle, l'état de santé perçue et les facteurs influençant le bien-être des seniors actifs. Pour favoriser l'emploi prolongé des seniors, il est nécessaire d'améliorer leurs conditions de travail, de renforcer les politiques de soutien (flexibilité, lutte contre la discrimination) et de mieux comprendre les attentes des entreprises pour éviter des mesures contre-productives.

332 - FLEXIBLE WORK ARRANGEMENTS AND QUALITY OF LIFE IN OLDER WORKERS: A MULTILEVEL ANALYSIS ACROSS EUROPE. Maia, S., E. Grill, J. Amaro, et T. Leão. *Gaceta Sanitaria*, XLIII Reunión anual de la Sociedad Española de Epidemiología (SEE) y XX Congreso da Associação Portuguesa de Epidemiologia (APE), 39 (1 septembre 2025): 106892. [https://doi.org/10.1016/S0213-9111\(25\)00631-4](https://doi.org/10.1016/S0213-9111(25)00631-4).

Flexible work arrangements (FWAs) constitute an evolving set of workplace practices aimed at enhancing employees' ability to reconcile work demands with personal obligations. Despite their growing implementation, evidence of their health effects on older workers, particularly considering those with caregiving responsibilities, remains limited. This study analyzed the association between FWAs and quality of life and well-being among European workers aged 50 and above.

Methods: A multilevel analysis was conducted using data from the European Union Labor Force Survey for country-level use of FWAs and the Survey of Health, Ageing, and Retirement in Europe for individual-level quality of life and well-being. The sample included 14,185 employed individuals from 27 European countries. FWAs, both flexibility in working hours and workplace, were analyzed as independent variables, while quality of life and well-being were assessed using the Control, Autonomy, Self-realization and Pleasure 12-item scale. Ordinal logistic regression models were used, with adjustments for sociodemographics, health, occupation, and caregiving responsibilities.

Analyses were stratified by gender.

Results: Regional differences in FWAs use were observed, with higher levels in Northern and Central European countries compared to Southern and Eastern Europe. Male employees reported more flexibility than women, except in some Southern European countries. Greater flexibility in working hours was significantly associated with better quality of life and well-being, particularly among women after adjusting for caregiving responsibilities. For each percentage point increase in flexibility, the odds of improved well-being increased by 8% for women (OR = 1.08; 95%CI: 1.03-1.14) and 3% for men (OR = 1.03; 95%CI: 1.00-1.07). In contrast, workplace flexibility showed no significant association after controlling for confounders.

Conclusions/Recommendations: The findings underscore the potential benefits of flexible working hours in improving older workers' well-being, especially women balancing work and caregiving roles. To maximize these benefits, policymakers should ensure gender-equitable access to

FWAs and integrate them into active ageing strategies. At the organizational level, employers must foster supportive workplace cultures that normalize the uptake of FWAs without stigma. Future research should explore the long-term effectiveness of FWAs in promoting quality of life throughout extended working lives.

The Effect of Job Quality on Health of Older Workers in Europe. Matalone, Silvia, Michele Belloni, Ludovico Carrino, et Elena Meschi. SSRN Scholarly Paper. Rochester, NY: Social Science Research Network, 21 janvier 2026. <https://doi.org/10.2139/ssrn.6106826>

This paper estimates the causal effect of job quality on the physical and mental health of older European workers. We combine longitudinal data from the Survey of Health, Ageing and Retirement in Europe (SHARE) with occupation- and country-level job quality measures from the European Working Conditions Survey (EWCS) for 14 European countries. To address endogenous occupational sorting, we focus on workers who remain within the same 3-digit ISCO occupation across waves, and estimate individual fixed-effects models that exploit exogenous within-occupation changes in working conditions over time. We find that deteriorations in job quality significantly worsen health outcomes. In particular, higher work intensity, poorer working time quality, and weaker job prospects reduce mental health and selected physical health outcomes. Pronounced gender heterogeneity emerges: women's mental health is more sensitive to changes in work intensity and working time quality, while men's health is more consistently affected by job discretion, including cardiovascular risk. Institutional context further moderates these effects, with smaller health penalties in countries with stronger healthcare capacity, stricter employment protection, and more comprehensive occupational health and safety regulation. Overall, the findings highlight the role of labour market conditions as causal determinants of health and the importance of integrated policy responses in ageing societies.

Mise en place des cellules de prévention de la désinsertion professionnelle dans les SPSTI : une étude régionale.

M. Grun, S. Guyot, B. Paty, A. Aublet-Cuvelier, *Références en santé au travail*, n° 184, décembre 2025, 13 p., TF 330. <https://www.inrs.fr/media.html?refINRS=TF%20330>

Cette étude explore les modalités de mise en œuvre des cellules de prévention de la désinsertion professionnelle (PDP), leurs évolutions, leurs freins et leurs leviers d'action.

Favorable changes in health- and work-related factors and subsequent work ability in midlife and older social and health care employees.

Poutanen, Joonas, Mikko Härmä, Tea Lallukka, Matti Joensuu, Eija Haukka, Aki Koskinen, Jenni Ervasti, et Rahman Shiri. *International Archives of Occupational and Environmental Health* 99, n° 2 (11 février 2026): 14. <https://doi.org/10.1007/s00420-025-02200-4>

This quasi-experimental study aimed to examine whether favorable changes in health- and work-related factors improve work ability of midlife and older workers.

Interventions to improve work ability and reduce early exit from the labor market: a systematic review and meta-analysis among midlife and older workers. Poutanen, Joonas, Tea Lallukka, Matti Joensuu, Eija Haukka, Jenni Ervasti, Mikko Härmä, et Rahman Shiri. *Scandinavian Journal of Public Health*, 11 mars 2026, 14034948261422934. <https://doi.org/10.1177/14034948261422934>

But: Identifier les interventions efficaces visant à améliorer la capacité de travail et à réduire le départ prématuré du marché du travail des travailleurs d'âge moyen et des travailleurs âgés. Méthode: Des recherches ont été menées dans PubMed, la Bibliothèque Cochrane, Scopus, Web of Science et PsycInfo jusqu'au 17 février 2025, portant sur les études visant à améliorer la capacité de travail et les conditions qui y sont associées (productivité, engagement, performance et capacité de travail) et à réduire le départ précoce du marché du travail chez les participants âgés de 40 ans et plus. Deux évaluateurs ont examiné la qualité des études. L'efficacité des interventions a été évaluée par méta-analyse et, lorsque cela s'avérait impossible, par synthèse qualitative. Résultats: Sur 17 505 publications, 41 études ont été incluses, dont 14 essais contrôlés randomisés (ECR, n = 4 123) et 27 études non randomisées (n = 4 616 452). La méta-analyse des ECR a montré que les exercices d'aérobic ou de renforcement musculaire amélioreraient légèrement la capacité de

travail (différence moyenne standardisée groupée : 0,26 ; IC à 95 % : 0,08–0,44). La synthèse qualitative a indiqué que la thérapie cognitivo-comportementale (TCC) réduisait les pertes de productivité chez les travailleurs souffrant de maladies chroniques. Une méta-analyse d'études non randomisées a montré que les réformes politiques relevant l'âge de la retraite ont augmenté l'emploi de 12 points de pourcentage (IC à 95 % : 7-17) et diminué le nombre de départs à la retraite de 29 points de pourcentage (IC à 95 % : 8-50), mais ont accru les prestations d'invalidité de 6 points de pourcentage (IC à 95 % : 1-11), le chômage de 7 points de pourcentage (IC à 95 % : 2-12) et l'inactivité économique de 6 points de pourcentage (IC à 95 % : 5-8). Les réformes politiques durcissant les conditions d'obtention des allocations chômage ont augmenté l'emploi et réduit le chômage, mais ont accru les prestations d'invalidité. Conclusions : L'exercice physique a amélioré la capacité de travail et la thérapie cognitivo-comportementale a réduit les pertes de productivité. Les mesures réglementaires relatives à l'âge de la retraite et aux allocations chômage ont été associées à une participation accrue au marché du travail.

IRDP : point d'étape. Presanse. Consulté le 18 mars 2026. <https://www.presanse.fr/actualites/irdp-point-detape/>

La dernière mission IGAS relative à « l'élaboration d'un indice de repérage des salariés en désinsertion professionnelle et à l'amélioration de la coordination des acteurs chargés de leur maintien en emploi » a retenu l'intérêt majeur de la mise en place d'un IRDP au niveau national pour favoriser la coordination des acteurs de la PDP, pour outiller le suivi individuel du salarié, pour piloter les services et pour disposer de données comparables au niveau national (IM n°147 Décembre 2025). Dans le cadre de l'IRDP-M, soit la phase multicentrique de la construction d'un IRDP harmonisé, des conventions ont été signées avec plus d'une vingtaine de Services et le CHU d'Angers, montrant ainsi l'intérêt et l'implication des SPSTI du réseau pour cette question. Ce projet a été approuvé par le comité d'éthique du CHU d'Angers et un atelier « extraction des données » est organisé le 19 février pour toutes les personnes susceptibles de travailler sur l'extraction des données au sein des Services. L'objectif de cet atelier est de clarifier les potentielles difficultés d'extraction des variables, extraction qui aura lieu à partir du mois d'avril 2026. Une réunion de lancement est programmée le jeudi 12 mars 2026 afin de faire le point sur le projet avant son lancement officiel. Un rappel sur la nécessaire information de cette étude au salarié sera notamment abordé (...).

Prévention de la désinsertion professionnelle : détecter le risque, coordonner les acteurs | Igas, 8 décembre 2025. <https://www.igas.gouv.fr/prevention-de-la-desinsertion-professionnelle-detecter-le-risque-coordonner-les-acteurs-0>

Hervé Léost et François Schechter (Igas)

Le rapport de l'inspection générale des affaires sociales dresse un état des lieux de la coordination entre les nombreux acteurs de la prévention de la désinsertion professionnelle (services de l'Etat, Assurance maladie, services de prévention et de santé au travail, Cap emploi...). Il analyse les avancées de la loi de 2021 et identifie les leviers pour améliorer la prévention : coopération renforcée et investissements numériques pour détecter le plus tôt possible les signaux de risques (...).

Bien vieillir au travail : comprendre tôt pour agir juste. Rolland, Philippe. France Forum 423, n° 1 (12 mars 2026): 70-71. <https://doi.org/10.3917/ffo.423.0070>.

Le taux d'activité atteint 70,5 % chez les 50-64 ans, selon l'étude « Emploi, chômage, revenus du travail » publiée en 2024 par l'Insee. D'ici 2030 un actif sur trois aura plus de 50 ans en France. La population des 60-64 ans en emploi a doublé en vingt ans. Cette transition démographique transforme profondément les entreprises : elles doivent apprendre à intégrer le vieillissement comme une donnée structurelle de la vie au travail.

« Préparer le vieillissement actif, c'est considérer la prévention comme un investissement humain et stratégique. »

A cet égard, la communication du Dr Claudine Berr (Inserm Montpellier) aux dernières Journées Santé Travail de Présance, l'organisme représentatif des services de prévention et de santé au travail interentreprises (SPSTI) en France, qui célébraient leur 60^e édition avec pour thème la contribution des SPSTI aux enjeux de société, s'est révélée particulièrement éclairante. Ses travaux consacrés au vieillissement cognitif et fonctionnel fondent la légitimité de l'action des SPSTI pour favoriser l'allongement de la vie professionnelle. Les thèmes abordés sont : vieillir, un processus cumulatif et modulable ; la prévention de la désinsertion et de l'usure professionnelle, le cœur de métier des SPSTI ; une responsabilité collective, vers une prévention comme investissement humain.

Séminaire régional Hauts-de-France prévention de la désinsertion professionnelle. Consulté le 10 mars 2026. <https://www.istnf.fr/actu-254>

L'Institut de Santé au travail du Nord de la France (ISTNF) met en ligne sur son site la synthèse du séminaire régional Hauts-de-France organisé fin 2025 sur la prévention de la désinsertion professionnelle (PDP). L'ISTNF anime en effet le réseau régional PDP santé travail (représentants des SPSTI), afin de mutualiser les outils et améliorer la coopération entre les différents acteurs régionaux. Ce séminaire a été notamment l'occasion de faire le point sur le rôle et l'organisation des différents acteurs (service social Carsat, service médical, cellules PDP des SPSTI) et leur articulation.

A meta-analysis of risk factors for disability retirement in middle-aged workers. Shiri, Rahman, Eija Haukka, Mikko Härmä, et Joonas Poutanen. *Scandinavian Journal of Public Health*, 17 décembre 2025, 14034948251398695. <https://doi.org/10.1177/14034948251398695>

Aims: This systematic review and meta-analysis aimed to identify sociodemographic, lifestyle, and occupational risk factors for disability retirement among middle-aged workers. **Methods:** Searches were conducted in PubMed, Web of Science, PsychInfo, Scopus, and Google Scholar from their inception until February 2025. Observational longitudinal studies involving workers aged 40–64 years were included. Two reviewers independently assessed the methodological quality of the studies. A random-effects meta-analysis was performed, with heterogeneity and publication bias evaluated. **Results:** From 13,899 reports, 71 reports from 39 longitudinal studies (N=7,309,799 participants) were included. The meta-analysis found that older workers, women, those with 12 years or less education, and workers in intermediate or low occupational class are at increased risk of all-cause disability retirement. Other high-risk groups include past (hazard ratio (HR) 1.08, 95% confidence interval (CI) 1.01–1.15) and current (HR 1.29, 95% CI 1.17–1.41) smokers, individuals who are underweight (HR 1.49, 95% CI 1.00–2.23) or obese (HR 1.54, 95% CI 1.31–1.81), individuals lacking physical activity (HR 1.46, 95% CI 1.04–2.06), and those who consume excessive amounts of alcoholic drinks (HR 1.43, 95% CI 1.18–1.73). Additionally, high workload (HR 1.38, 95% CI 1.23–1.56) and low job control (HR 1.47, 95% CI 1.32–1.63) also contribute to the increased risk. **Conclusions:** This meta-analysis highlights the significant impact of being vulnerable groups, lifestyle risk factors, and physical and psychosocial work factors on the risk of disability retirement among middle-aged workers. Targeted interventions to create a supportive work environment and encourage healthy lifestyles are crucial to mitigating the risk of disability retirement.

Who is motivated to request i-deals? expectancy theory-based analysis in the context of older workers. Sykes-Bridge, Imogen, Prashant Bordia, Rajiv K. Amarnani, Patrick Raymund James M. Garcia, et Luyang Liu. *Journal of Occupational and Organizational Psychology* 99, n° 1 (2026): e70082. <https://doi.org/10.1111/joop.70082>

I-deals provide flexibility and play an important role in sustaining workforce participation among older workers (a growing segment of the workforce). Employee decisions to request i-deals are likely shaped by various cognitions, including perceived benefits of i-deals and expectancies of successful negotiation with their employer. However, what shapes these cognitions has been overlooked in i-deals research. Unfavourable perceptions of value or expectancy of i-deals can serve as significant barriers and curtail access to i-deals. We apply expectancy theory of motivation and examine factors that influence i-deal-related beliefs and i-deal request behaviour. We tested our predictions using two different i-deals: workload reduction and development

i-deals. Data ($N = 715$) were collected in three waves, with antecedents at T1, expectancy beliefs and intention to seek *i-deals* a month later at T2, and *i-deal* request behaviours six months later at T3. We found that career ambition influenced valence of development *i-deals* while work–life conflict influenced valence of workload reduction *i-deals*. Generalized self-efficacy predicted expectancy beliefs, and perceptions of *i-deal* availability predicted instrumentality beliefs (for both *i-deal* types). Valence, expectancy and instrumentality beliefs were related to intention to seek *i-deals*, which in turn predicted actual *i-deal* requests in the following 6 months.

The role of active labour market programmes in supporting the over 50s: UK and international evidence. A report prepared for Standard Life Centre for the Future of Retirement. Taylor, Philip, Beate Baldauf, et Eamonn Davern, décembre 2025. https://www.researchgate.net/profile/Philip-Taylor-2/publication/398771810_The_role_of_active_labour_market_programmes_in_supporting_the_over_50s_UK_and_international_evidence_A_report_prepared_for_Standard_Life_Centre_for_the_Future_of_Retirement/links/69426a569aa6b4649dc1569f/The-role-of-active-labour-market-programmes-in-supporting-the-over-50s-UK-and-international-evidence-A-report-prepared-for-Standard-Life-Centre-for-the-Future-of-Retirement.pdf

This report has explored the complex and evolving landscape of active labour market policy/employment support for older people, specifically those from disadvantaged backgrounds. It has highlighted the growing urgency of addressing these issues in the context of demographic ageing, labour market shortages, and widening social inequalities. The evidence presented underscores that while many older adults wish or need to remain in work, the pathways available to them are often limited, fragmented, or poorly aligned with their needs.

Work Ability in the Digital Age: The Role of Work Engagement, Job Resources and Traditional and Emerging Job Demands Among Older White-Collar Workers. Tecco, Cristina Di, Ivan Marzocchi, Simone Russo, Anna Comotti, Alice Fattori, Marco Laurino, Pasquale Bufano, Catalina Ciocan, Luca Ferrari, et Matteo Bonzini. *Behavioral Sciences* 16, n° 2 (29 janvier 2026). <https://doi.org/10.3390/bs16020191>
Aging may lead to a gradual decline in work ability, but other factors, such as worker motivation, also play a crucial role. This study, based on the ...

Working-from-home experiences and well-being of older workers in the public sector: an agency theory perspective. Weeratunga, Vindhya, Fiona Buick, Deborah Blackman, Sue Williamson, Helen Dickinson, Miriam Glennie, et Massimiliano Tani. *International Journal of Public Sector Management*, 6 février 2026, 1-17. <https://doi.org/10.1108/IJPSM-12-2024-0406>

Explore working-from-home experiences and well-being of older workers in the public sector using an agency theory lens. Qualitative research design involving semi-structured group interviews with 40 older workers (aged 50+) in the Australian public sector. Data was collected between December 2021 and June 2022, during the post-emergency phase of the COVID-19 pandemic. Older workers' working-from-home experiences differ in three salient domains: exercising discretion over time and place to achieve work-life balance and manage health conditions; enhanced choice to remain active in the workforce beyond conventional retirement age; and constrained agency regarding location, leading to loneliness and diminished relationship quality. Agency was the differentiating factor between positive and negative experiences, mediating impacts on both hedonic (daily happiness and satisfaction) and eudaimonic (sense of purpose and meaningful relationships) well-being. Multi-level contextual conditions at macro, meso and micro levels determine older workers' ability to exercise agency when working-from-home. Offering older workers work-from-home flexibility alone is insufficient for enhancing well-being; it requires the cultivation of a sense of agency, and the opportunity to leverage that agency to determine work arrangements that fit their individual circumstances. Among the first qualitative studies within a public sector context examining the intersection of working-from-home, older workers and well-being through an agency theory lens. We offer a more nuanced understanding of multi-level (macro, meso, micro) conditions shaping older workers' agency and consequent well-being outcomes.

GRH et vieillissement

Career Transitions for the Ageing Workforce, 2025

Joanna Butler, Colin Lindsay et al.

<https://pureportal.strath.ac.uk/en/publications/career-transitions-for-the-ageing-workforce/>

Scotland's labour market is changing, with older workers already comprising a substantial portion of the workforce and becoming ever more significant. According to analysis by CIPD, older workers, defined as those aged 50 and above, account for roughly one third of Scotland's workforce, with more than 90,000 individuals aged 65 or over still employed (CIPD, 2022). Moreover, as of September 2025, data from HM Revenue & Customs (PAYE Real-Time Information) indicate that of Scotland's 2.45 million payrolled employees, 28.6 per cent are aged 50–64, while the 65+ cohort saw the largest relative percentage increase over the prior year (Scottish Government, 2025). This shift presents both structural challenges and strategic opportunities. As the proportion of older workers rises, labour-force shrinkage among younger cohorts may lead to shortages and downward pressure on economic growth if older workers are under-utilised. Indeed, research suggests that without effective policy and workplace adaptation, ageing of the workforce could depress productivity growth by around 0.2 percentage points per annum over coming decades (International Monetary Fund, 2016). As the workforce ages, organisations face both a challenge and an opportunity, ensuring that the experience, knowledge, and skills of older employees are fully leveraged while supporting their continued engagement and productivity. Many older workers experience under-utilisation of their skills, limited access to development opportunities, and job roles that may not align with evolving capacities. As people age, managing their health is often more of a priority, and the right kind of workplace accommodations and changes to job design can help people to age healthily in the workplace. Unemployment in later life is also associated with negative life satisfaction, with the process of finding or keeping work a key challenge (Voss et al., 2017). Yet, many older workers report being denied even minor changes that would improve their wellbeing and productivity. Against this backdrop, investing in a bespoke tool for ageing-workforce support becomes essential. We propose developing a dedicated tool designed for use by both individuals and organisations. For employees, it will identify skill gaps, highlight training opportunities, and provide personalised guidance on career development and job adaptation. For organisations, it will offer insights into workforce capability, inform job redesign, and support strategic deployment of talent, maximising retention of experience and expertise.

Hindering and Facilitating Factors for Developing and Implementing HR Measures for Older Workers.

Finsel, Julia, Anne Marit Wöhrmann, et Jürgen Deller. *German Journal of Human Resource Management*, 27 février 2026. <https://fis.leuphana.de/en/publications/hindering-and-facilitating-factors-for-developing-and-implementin/>

In the context of demographic change, creating a supportive work environment adapted to the abilities and needs of an age-diverse and aging workforce becomes increasingly important. However, implementing HR measures for older workers comes with certain challenges and often fails. Theoretical models and frameworks that depict the hindrances and triggers of implementing HR measures often fail to adequately capture the specific context of aging workforces. Therefore, we aim to identify hindering and facilitating internal and external factors regarding the implementation of HR measures for older workers in particular. Using a reflexive thematic analysis approach, we qualitatively analyzed interview data of organizational stakeholders from 23 different organizations in Germany. We identified various internal organizational factors that can hinder or facilitate the development and implementation of HR measures (e.g., organizational structures, stakeholder support, and resources). Likewise, several external factors were identified that can – depending on their nature and organizational characteristics like size and industry type – influence the development and implementation (e.g., implications of events like the COVID-19 pandemic or social change, legal standards, and external organizations). This study contributes to research and practice on HR measures for older workers by increasing the understanding of diverse hindering and facilitating factors for their implementation, thereby contributing to fostering positive organizational change.

Age-supportive human resource management practices across nations: the important role of institutional

and cultural factors. Jaakson, Krista, Sonja A. Sackmann, Oleksandr Dorokhov, et Liudmyla Dorokhova. In *Handbook of Cross-Cultural Management*, 279-304. Edward Elgar Publishing, 2026.

<https://www.elgaronline.com/edcollchap/book/9781035331048/chapter15.xml>

Attracting and retaining older employees, including those who have already retired, may necessitate the use of special human resource management (HRM) policies and practices. In this chapter, we consider these age-supportive practices. Using data from over 6,000 organizations in 38 countries from the CRANET survey collected in 2021–2022, we address this specific question: To what extent do these countries differ regarding their age-supportive HRM practices? The data reveal that, except for the UK, organizations invest little in recruitment and training programs for older employees compared to age-related benefit schemes and flexible working arrangements. The variation across countries can be explained by institutional and cultural factors, whereas resource related factors like demographics, rate of unemployment, or share of immigrants are insignificant. Various strategies and examples for company managers and policymakers are discussed that increase the willingness and ability of older employees to be recruited in the first place and then help them to be high-performing and competitive in the labor market.

Ageing workforce and life-long learning in procurement: Challenges and opportunities for teaching Silver Workers to prepare for Industry 4.0. Karttunen, Elina, Jakub Sieber, Michal Tkáč, Jukka Hallikas, Vincent Delke, Matthias Braun, et Florian Paffrath. In *IPSERA 2025 “Room for Talent”*: Rotterdam, the Netherlands, March 30 - April 2: Book of Abstracts, 113-113. International Purchasing and Supply Education and Research Association (IPSERA), 2025. <https://research.utwente.nl/en/publications/ageing-workforce-and-life-long-learning-in-procurement-challenges/>

This paper discusses the impact of an aging workforce on businesses in the European Union. It emphasizes the importance of lifelong learning and digital literacy for older employees in purchasing and supply management. Organizations should recognize the contributions of older employees and implement flexible working arrangements, health programs, and ongoing training to support their evolving needs. We conducted a quantitative survey of procurement professionals of all ages to compare silver workers and other age groups in terms of their competences. Despite the focus on traditional competencies, there might be a significant gap in training programs addressing digital and IT expertise for older workers, particularly in the context of Industry 4.0.

Adapting to demographic shifts in procurement: Reviewing training practices for “silver workers” in Industry 4.0. Sieber, Jakub, Michal Tkáč, Vincent Delke, Florian Niklas Paffrath, et Matthias Braun. *Journal of Purchasing and Supply Management*, 8 décembre 2025, 101104.

<https://doi.org/10.1016/j.pursup.2025.101104>

An aging workforce and rapid digitalization pose a dual challenge for purchasing and supply management (PSM): organizations must retain legacy supplier knowledge while building Industry 4.0 capabilities. This paper examines how “silver workers”, defined as employees typically aged 50 and above, are positioned in that transition and how their skills are developed. We conduct a systematic literature review of 86 peer-reviewed studies across PSM, supply chain management, human resource management, and adult education. Guided by three conceptual lenses (PSM and Industry 4.0 competencies, older workers’ training needs, and age-sensitive work design), we use sentence-level qualitative content analysis and a deductive–inductive coding scheme grounded in established competency frameworks and adult-learning taxonomies. The review shows that silver workers are rarely examined in PSM-specific contexts and are mostly treated as a generic “older employee” group. Training programs predominantly emphasize soft skills, leadership, and basic digital literacy, whereas advanced analytics, e-procurement, and supplier-innovation skills are seldom targeted at older staff. We identify seven main training modalities, yet few interventions are explicitly age-sensitive and access to training often declines with age. Synthesizing these insights, we propose an age-inclusive PSM training ecosystem built around three pillars: data-driven analytical proficiency, relational leadership grounded in experience, and an age-inclusive learning climate. The study positions silver workers as a strategic resource for PSM capability renewal and offers actionable guidance for CPOs designing intergenerational, Industry 4.0 ready training strategies.

Conditions de travail / organisation du travail + santé des travailleurs vieillissants

[PDF] [Not Just a Weak Link: Rethinking Aging, Cognition, and Cybersecurity in AI-Powered Workplaces. Research-in-progress](#)

Andrea Brignone, Naomi Woods and Ruilin Zhu

Proceedings of the 11th International Workshop on Socio-Technical Perspectives in Information Systems (STPIS 2025). Hybrid workshop at the Institute for Sociological, Political and Juridical Research, Ss. Cyril and Methodius University in Skopje, North Macedonia, 11 september 2025.

As artificial intelligence (AI) becomes increasingly important to organizational operations, cybersecurity risks are evolving. Aging employees, accounting for a growing percentage in the workforce, remain underrepresented in cybersecurity research despite their central role in organizational knowledge and continuity. This study investigates how age-related cognitive changes, digital self-efficacy, and socioemotional factors shape older workers' engagement with cybersecurity in AI-enabled workplaces. Drawing on interdisciplinary literature, we challenge the common portrayal of older workers as a monolithic, at-risk group and highlight the heterogeneity in their cybersecurity behaviors. Using a mixed-methods approach by combining cognitive assessments and interviews, this research aims to develop a conceptual framework that supports inclusive cybersecurity strategies. By foregrounding the human dimensions of digital transformation, the study contributes to both information systems theory and practical efforts to build secure, age-inclusive AI-empowered digital infrastructures.

Changes in Health and Their Relationship to Paid Work Across Older Cohorts in England. Glaser, Karen. *Innovation in Aging* 9, n° Supplement_2 (1 décembre 2025): igaf122.1344.

<https://doi.org/10.1093/geroni/igaf122.1344>

This paper investigates the role of mental distress and other forms of ill-health/disability as drivers of increases in economic inactivity among older workers. Economic inactivity among 50–64-year-olds has risen since the pandemic (2019–2022) and has yet to recover to pre-pandemic levels (ONS 2023). This rise is not seen in any other high-income country and reverses the rise of UK employment in this age group since the mid-1990s. It has been suggested that this rise in economic activity is due to increased levels of poor health; however, such findings are based on responses to questions about the 'main reasons' for economic inactivity rather than health-related questions. Thus, we know little about whether changes in mental distress and other forms of ill-health (if any) are driving economic inactivity levels among older adults and for which groups (e.g., low-income households). Employing data from the English Longitudinal Study of Ageing, we investigate changes across cohorts in: (1) mental distress and other forms of ill-health/disability (drawing on work and health-related measures) and their relationship with paid work; (2) the nature of long-term sickness (and individual and family circumstances), and implications for paid work; and (3) how people respond to ill-health/disability through multiple types of work transitions (e.g., exiting employment, reducing work hours, changing jobs) and depending on working conditions.

Rewarding Work and Memory Perceptions: Evidence Among Older Workers in the Health and Retirement Study. Guardiano, Megan, Johannes Siegrist, et Jian Li. *Safety and Health at Work*, 5 janvier 2026.

<https://doi.org/10.1016/j.shaw.2025.12.004>

Background The projected expansion of an aging United States (US) workforce prompts further evaluation of the potential impact of work on cognitive health. This study aimed to investigate longitudinal associations of reward and effort at work with subjective memory among US older workers. Methods Data were obtained from the population-based Health and Retirement Study. At the 2006–2008 baseline, effort and reward were measured using hypotheses based on the effort-reward imbalance (ERI) model. A subjective memory summary score that was composed of two items, in which higher scores indicated better subjective memory, was assessed biennially between the baseline and 2018. Generalized estimating equations analyzed longitudinal associations of effort and reward categories with changes in subjective memory between the baseline and follow-ups. Demographic, socioeconomic, lifestyle, health, and work covariates were adjusted for in linear regression

models. Supplementary analyses explored the associations of ERI components with each of the two items that formed the subjective memory summary score. Results Among 3,497 workers aged 50 years and older, after covariate adjustments, high reward was significantly associated with better subjective memory (regression coefficient: 0.15 [95% confidence interval: 0.07, 0.23], $p < 0.001$). Compared to the combination of “low effort and low reward,” other effort-reward combinations were also associated with increased subjective memory ($p < 0.05$). Supplementary analyses demonstrated significant positive associations with independent high reward and ERI combinations. High effort was positively related to subjective memory, although the association was not significant after adjustments. Conclusion Work-related reward, independently and in combination with effort, may contribute to improved subjective memory among US older workers.

Effects of job lock and work arrangements on the incidence of occupational injuries to older workers in the Health and Retirement Study, 2010-2022. McFalls, Matthew, Andrew Ryan, Beth A. Virnig, Hyun Kim, Bruce H. Alexander, et Marizen R. Ramirez. *American Journal of Preventive Medicine*, 28 janvier 2026, 108290. <https://doi.org/10.1016/j.amepre.2026.108290>

Introduction Job lock, when older workers cannot retire due to financial or health insurance needs, is potentially an occupational safety issue. This study explored the longitudinal effect of job lock on work-related injuries to older workers, hypothesizing that job lock increases their injury rates. It then examined how this relationship varies across work arrangements. *Methods* Analysis using 2010-2022 Health and Retirement Study (HRS) data for workers aged 55-64 years and 65 years and older compared work exposures in each wave to injuries reported in the next wave. Repeated measures negative binomial regression estimated longitudinal effects of job lock (financial, health insurance, or both) on work-related injuries, exploring effect modification by work arrangements (full-time, part-time, partly retired, self-employed). Analysis was conducted in 2025. *Results* Workers aged 55-64 years overall had 51.8 work-related injuries per 1000 person-years, compared to 44.3 work-related injuries per 1000 person-years for workers aged 65 years and older. Among those aged 55-64 years, these rates were 48% higher with job lock for financial reasons (IRR=1.48, [95% CI 1.04-2.13]), and similarly for health insurance reasons. Potentially stronger effects were observed for workers in full-time (IRR=1.57 [1.15-2.16]) and possibly part-time roles (IRR=1.72 [0.86-3.46]). After age 65 years, this data suggests that workers had a 29% higher injury rate from financial job lock (IRR=1.29 [0.66-2.51]). *Conclusions* Job lock was associated with higher work-related injury rates, particularly for those in full or part-time roles before age 65 years. For self-employed, partly retired, or workers over age 65 years, job lock presented less clear injury risk, possibly from differences in job tasks or selection into safer roles. Further research should address mechanisms of job lock to elevate injury risks. Improving access to retirement resources earlier in workers' careers may help to address work-related injuries and economic challenges of aging.

Interrupting sedentary behaviour when working from home: a qualitative exploration of older desk-based employees. Mott, Lily, Amelia Parchment, Annemarie Money, Sheena Johnson, et Chris Todd. *BMC Public Health* 26 (19 février 2026): 796. <https://doi.org/10.1186/s12889-026-26719-4>

Desk-based employees sit for large amounts of their day, exposing them to the health risks associated with sedentary behaviour (SB). The number of older workers (≥ 50) is increasing, making it important to promote healthy ageing in the workplace. With more workplaces offering home-working, it is important to explore how this environment influences SB. This study uses the Theoretical Domains Framework (TDF) alongside the Capability, Opportunity, Motivation-Behaviour (COM-B) model. Twenty-two interviews were conducted and inductive reflexive thematic analysis is used to develop six themes before deductively mapping these to the TDF and COM-B model: (1) Ambiguous knowledge of sedentary behaviour (2) Nature and demand of professional role in conflict with behaviour change (3) Lack of conscious action in relation to sedentary behaviour (4) Health as potential motivator for older employees (5) There is hope for targeting workplace sitting at home and (6) Interrupting sedentary behaviour not actively embedded in homeworking culture. SB is influenced by numerous complex factors. The blend of conducting work tasks at home plays an important role in SB and future work should consider how interventions can be implemented across homeworking environments. The experience and needs of older employees should be considered and used to target motivation.

The effect of preference and actual days spent working from home on stress and musculoskeletal pain in older workers. OAKMAN J., LAMBERT K.A., WEALE V.P., STUCKEY R., et ET COLL. *International Archives of Occupational and Environmental Health* 96, n° 8 (octobre 2023): 1113-21, ill.bibliogr.

Le but de cette étude australienne était d'examiner, chez des travailleurs âgés, la relation entre le nombre de jours de travail à domicile souhaité et le nombre réel de jours effectués à domicile, ainsi que leurs effets sur les douleurs musculosquelettiques et le stress, dans le contexte du recours massif au télétravail durant la pandémie de COVID-19. L'étude repose sur trois vagues de données issues de l'étude « Employees Working from Home », collectées en mai 2021 (451 participants), en novembre 2021 (358 participants) et en mai 2022 (320 participants). Un modèle statistique mixte généralisé a été utilisé pour analyser les relations entre les préférences de télétravail, le nombre réel de jours travaillés à domicile, le stress et les douleurs musculosquelettiques. Une analyse de médiation exploratoire a également été réalisée afin de mieux comprendre les liens observés. Les résultats de cette étude montrent que, chez les travailleurs âgés, une augmentation du nombre réel de jours travaillés à domicile était associée à une augmentation du niveau de stress. Le stress était également plus élevé lorsque le nombre de jours de télétravail dépassait les préférences des participants. Cette relation était en partie expliquée par une diminution du sentiment d'appartenance à une communauté. Concernant les douleurs musculosquelettiques, les résultats étaient variables, mais travailler à domicile au-delà du nombre de jours souhaité était associé à une probabilité plus élevée de déclarer ces douleurs chez les travailleurs âgés. En conclusion, ces résultats soulignent l'importance de politiques de télétravail flexibles, tenant compte des préférences individuelles. Pour les travailleurs âgés, le maintien d'un fort sentiment d'appartenance à une communauté apparaît essentiel pour préserver la santé et favoriser un emploi durable.

The Effects of Occupational and Leisure Time Physical Activity on Health-Related Quality of Life: A Repeated-Measures Longitudinal Study. Prince, Stephanie A., Tyler Thomas, et Aviroop Biswas. *Sports Medicine*, 10 janvier 2026. <https://doi.org/10.1007/s40279-025-02382-4>

High leisure time physical activity (LTPA) is consistently linked to health benefits, whereas high occupational physical activity (OPA) has been associated with adverse health outcomes, a phenomenon known as the "physical activity health paradox." This study examined how OPA and LTPA interact to influence health-related quality of life (HRQL), a measure of physical and mental well-being.

Synergistic Effects of Occupational Noise and Aging on Hearing Loss: A Nationwide Industry-Based Analysis. Qin, Yifang. *MedScien* 1, n° 1 (19 décembre 2025). <https://doi.org/10.61173/h83ash27>

Due to the underestimation of the combined effects of aging and occupational noise exposure, hearing loss is a significant global public health problem. This study looked at how age and noise exposure from the workplace affected hearing loss in American workers. The pure-tone average (0.5–4 kHz) across twelve industry categories categorized by the North American Industry Classification System (NAICS) was used to define hearing thresholds using more than 1.1 million de-identified audiometric records (2000–2008) from the National Institute for Occupational Safety and Health (NIOSH). Industry×age interactions, betweenindustry differences, and within-industry age effects were evaluated using logistic regression models. Age-related hearing deterioration is made worse by occupational noise, according to a substantial interaction between age and industry that suggests a synergistic rather than additive connection. These results demonstrate the increased risk among older workers in high-exposure jobs and offer extensive evidence of varying vulnerability to hearing loss across industries. To reduce cumulative auditory impairment in the aging workforce, it may be crucial to integrate wearable or mobile health devices and strengthen targeted hearing conservation initiatives.

L'intelligence artificielle et l'employabilité des travailleurs seniors (employés administratifs). Stéphane, JEANPIERRE. Mémoire. Université de Louvain, 2025. <https://thesis.dial.uclouvain.be/bitstreams/dcd30b0a-6a1a-4a54-a7f9-cb8951fdb140/download>

Ce mémoire interroge les enjeux et les perspectives de l'employabilité des travailleurs seniors face aux changements profonds du monde du travail induits par l'intelligence artificielle (IA). Dans un contexte d'allongement de la durée de carrière, de vieillissement démographique et de transformation numérique

accélérée, la capacité des seniors à rester actifs et compétitifs sur le marché de l'emploi devient un impératif économique, social et organisationnel. Il met en lumière un double constat : d'une part, les travailleurs seniors sont exposés à des risques accrus d'exclusion professionnelle, alimentés par l'obsolescence des compétences, les discriminations liées à l'âge, et un accès limité à la formation continue ; d'autre part, l'IA, loin de n'être qu'une menace, peut constituer un levier stratégique pour renforcer leur employabilité, à condition d'être intégrée dans une approche globale et inclusive. L'analyse théorique révèle que l'employabilité des seniors repose sur l'interaction de trois facteurs clés : individuels (compétences, motivation, gestion de carrière), organisationnels (culture d'entreprise, politiques RH, pratiques de formation) et sociétaux (législation, politiques publiques, dynamique du marché du travail). Dans ce cadre, l'IA offre des opportunités concrètes : automatisation des tâches répétitives, libération du temps pour des missions à plus forte valeur ajoutée, accompagnement personnalisé par des outils intelligents, et atténuation potentielle de certains biais de recrutement. Cependant, ces opportunités ne se concrétisent qu'à la condition de lever les obstacles structurels et culturels qui freinent l'accès des seniors à ces dispositifs. Ce mémoire formule ainsi trois recommandations principales : promouvoir l'accès des travailleurs seniors à la formation continue, développer des politiques organisationnelles favorisant la diversité générationnelle et l'adaptation technologique, et renforcer l'action publique en matière de soutien à l'emploi des seniors dans l'économie numérique. En définitive, ce travail souligne que l'employabilité des travailleurs seniors à l'ère de l'IA ne peut se réduire à une responsabilité individuelle : elle constitue un enjeu collectif, nécessitant une mobilisation conjointe des individus, des organisations et des institutions, pour bâtir un marché du travail plus inclusif, durable et résilient.

Exploring Workplace Loneliness and Digitalization Among Older Professionals (50+): A Scoping Review Protocol. Țânculescu-Popa, Lavinia, Maria Brandão, Şeymus Aksoy, Aysegul Ilgaz, Rogerio Hirata, Mihajlo Jakovljevic, et Cristina Tofan, 13 mai 2025. <https://osf.io/6p4ak>

As workplaces increasingly adopt digital technologies, senior professionals—those aged 50 and above—may face specific challenges in adapting to these new environments. While digital tools bring efficiency and flexibility, they can also unintentionally contribute to experiences of isolation or exclusion for older employees, especially in remote or hybrid settings. This phenomenon is particularly concerning given senior workers' central role in knowledge transfer, mentoring, and organizational continuity. Ensuring that they remain engaged and socially integrated is essential, especially as many have more than a decade of active professional life ahead. This research project addresses the growing concern of workplace loneliness among older professionals in the context of digital transformation. Defined as the perceived absence of meaningful workplace relationships, loneliness can lead to reduced well-being, job satisfaction, and performance. Although traditionally regarded as an individual issue, emerging literature suggests that organizational factors—including communication culture, leadership style, and the use of digital tools—can significantly influence experiences of loneliness at work. The project involves a scoping review aimed at mapping existing knowledge on how digitalization influences workplace loneliness among professionals aged 50 and above. It seeks to understand whether digital tools act as barriers or facilitators of connection, and what interventions have been effective in mitigating loneliness for this demographic.

Redefining social support: a scoping review of the effects of digital technologies on the social support of older workers. Tofan, Cristina Maria, Anna Ševčíková, Nilufer Korkmaz Yaylagul, Gunilla Kulla, Günay Yıldız, Murat Anil Mercan, Hande Barlı, et al. BMC Public Health 26, n° 1 (14 janvier 2026): 542.

<https://doi.org/10.1186/s12889-025-26155-w>

The rapid digitalisation of workplaces presents both challenges and opportunities for older workers. This scoping review examines how digital technologies impact social support for older workers, focusing on emotional, informational, and instrumental support within professional environments. While social support is critical for well-being and productivity in ageing workforces, the effects of digitalisation on social support dynamics remain insufficiently understood.

Working hours and depression in the HEAF cohort. Tomic, D, S D'Angelo, et K Walker-Bone. Occupational Medicine 75, n° 9 (1 décembre 2025): 623-29. <https://doi.org/10.1093/occmed/kqaf100>

Long working hours and unemployment adversely affect mental health. Modern policies aim to keep adults working to older ages. To explore the bidirectional association between working hours and depression among older workers. We used data from the Health and Employment After Fifty (HEAF) longitudinal study of adults aged 50–64 years recruited from English general practices. Participants completed baseline (2013–14) and annual (until 2019) questionnaires, including questions about working hours (<20, 20 to <35, 35–40, >40 h/week) and the Centre for Epidemiologic Studies Depression Scale (scores ≥ 16 used to define depression). The association between working hours and incident depression, and the reverse association between baseline depression and reducing working hours, were explored using Poisson regression. Of 3866 HEAF participants in paid work without baseline depression, 32% developed incident depression. Those who were financially comfortable and working <20 h (incidence rate ratio (IRR) 1.47, 95% CI 1.11–1.95) and those of intermediate financial status working 20–35 h (IRR 1.26, 95% CI 1.05–1.52) were at increased risk of depression. Among participants with depression at baseline, only men of intermediate financial status were more likely to decrease working hours (IRR 1.19, 95% CI 1.06–1.33) or stop working altogether. Incident depression was common in this older worker cohort and the risk varied by working hours and financial status. It is important to know more about reasons for leaving work in relation to depression to inform targeted strategies for supporting older adults to remain in work.

Digital Work and Aging: An Empirical Study on Age-Dependent Effects of Work-from-Home, Gender, and Work-Life Balance on Self-Reported Mental Well-Being. Varone, Alberto, et Francesco Bolici. In *Building Innovation in Ageing and Health Policy: Interdisciplinary Management Mechanisms and Strategies*, édité par Alessandra Ricciardelli et Lorenzo Mercurio, 211–26. Cham: Springer Nature Switzerland, 2026.

https://doi.org/10.1007/978-3-032-09163-5_12

Leveraging technologies in organizations promotes the adoption of new ways of working. Distributed work models like Work-From-Home (WFH) are instances of this phenomenon. This study empirically investigates the age-dependent effects of WFH frequency, gender, and work-life balance on workers' self-reported mental well-being. Using age-stratified regression analyses on EWCTS (European Working Conditions Telephone Survey) 2021 data from 46,426 European workers in ICT-teleworkable roles, we found that high-frequency WFH correlates with lower self-reported mental well-being, an effect that was strongest in younger/mid-career cohorts but attenuated in older workers. Females consistently reported lower well-being. Crucially, good work-life balance strongly predicted higher well-being across all ages. These findings highlight age-specific vulnerabilities and resiliencies, offering evidence for developing age-inclusive, equitable digital work policies that support well-being across the life course in the evolving future of work.

Parcours professionnel + capacités fonctionnelles, santé perçue

La mauvaise santé des agriculteurs en fin de carrière. Démasquer les effets différés d'un travail pénible.

MOCQUIN A. *Connaissance de l'emploi*, n° 215 (2025): ill., bibliogr., 4 p.

<https://ceet.cnam.fr/publications/connaissance-de-l-emploi/la-mauvaise-sante-des-agriculteurs-en-fin-de-carriere-demasquer-les-effets-differes-d-un-travail-penible-1586504.kjsp?RH=1507626697168>

Au sein de la population en emploi, les agriculteurs et les agricultrices déclarent une meilleure santé que les salariés (hors cadres). Ce constat peut surprendre compte tenu de leur surexposition aux pénibilités du travail. Cet article propose une analyse attentive aux effets différés du travail sur la santé et révèle, au contraire, la prévalence des troubles physiques et psychiques qui affectent la profession en fin de carrière. Il mesure l'ampleur de ces pathologies à partir des données de l'enquête Conditions de travail (Dares) et en dévoile les causes à partir d'entretiens rétrospectifs auprès d'agriculteurs âgés de 50 ans ou plus.

Usure professionnelle, usure précoce

An Exploration of the Lived Experience of Carpet Installers. Domeracki, Sandra Jo. UCSF, 2025.

<https://escholarship.org/uc/item/3qs778rh>

Background: Work-related musculoskeletal disorders are a significant occupational health concern for construction workers worldwide, contributing to high rates of non-fatal injuries. In the United States, the construction industry had the sixth-highest rate of work-related musculoskeletal disorders (19.4 per 10,000 full-time equivalents) from 2021 to 2022, ranking fifth in median days away from work (15 days). Lost workdays due to work-related musculoskeletal disorders in construction have steadily increased since 1993. Knee injuries are among the top three work-related musculoskeletal disorders for construction workers, with carpet installers particularly at risk due to repetitive kneeling and use of the knee kicker device. While newer tools have been developed to mitigate these risks, there is limited research on the work experiences of carpet installers and the impact of these devices. *Purpose:* The three aims of this dissertation were to 1) identify and summarize specific construction job types and personal characteristics associated with knee or lower extremity pain among construction workers in the United States, 2) gain an understanding of the role of impairment and disability in relation to being a carpet installer, and 3) explore self-reported injuries that occur during a wall-to-wall carpet installation and how the carpet installer manages such incidents. *Methods:* For Aim 1, a scoping review was conducted to synthesize the existing literature related to knee or lower extremity pain among construction workers. For Aims 2 and 3, an interpretive phenomenological approach was used to conduct semi-structured interviews and job observations. Aim 3 also involved conducting semi-structured interviews with key informants, such as carpet shop managers, union representatives, and prospective carpet installers. *Results:* A scoping review yielded 23 articles for inclusion, five of which were solely focused on the knee or lower extremity. The review showed that older construction workers and those with longer tenure were more at risk of knee or lower extremity work-related musculoskeletal disorders than their younger counterparts. Payment for medical care related to work injuries shifted to the older workers' personal health insurance, whereas younger workers utilized the workers' compensation system. Few personal characteristics and no job types were identified in the five studies that focused solely on the knee/lower extremity. The interpretive phenomenological studies provided important insights into how carpet installers manage work-related injuries, and disability or impairment as possible outcomes. In addition to disability and impairment, major themes included personal protective equipment, self-reported injuries, mechanisms of injury, access to health care, workplace support, and resulting outcomes. More types of injuries were found than anticipated, with various, although similar mechanisms of injury, and support in reporting such incidents, all within the guise of the intersectionality of pressures impacting one's physical and psychosocial health. *Conclusions:* Overall, the findings of this dissertation present strong evidence of significant changes in the experiences of carpet installers since last studied, including the psychosocial underpinnings and outcomes associated with sustaining on-the-job injuries. They also provide key insights to facilitate the implementation of health and safety measures within the carpet installation profession, offering direction for future research, clinical practice, and policy changes.

Usure professionnelle de salariés suivis par un service de prévention et de santé au travail inter-entreprises en 2024. Mora, V., H. Attali, R. Codron, P. Y. Montéléon, I. Mouchetrou Njoya, M. Noyé, O. Semoun, C. Wargon, et C. Zind. *Archives des Maladies Professionnelles et de l'Environnement* 86, n° 6 (1 novembre 2025): 102971. <https://doi.org/10.1016/j.admp.2025.102971>

Objectifs La prévention de l'usure professionnelle est au cœur des plans nationaux santé-travail. L'objectif de notre étude est de recueillir la perception par les salariés de leur usure. *Méthodes* Étude sur 4 mois par auto-questionnaire, proposé aux salariés, tous âges, métiers et motifs de visites confondus. Saisie sur LimeSurvey® et analyses par SPSS®. Les éléments recueillis portaient, notamment, sur le vécu de situations usantes (SU) au travail sur les plans physique, psychique et relationnel, l'état de santé physique, psychique et ses liens avec le travail ainsi que les difficultés à tenir physiquement ou psychiquement le travail dans la durée. *Résultats* Au total, 2121 questionnaires, âge moyen 40 ans, 52 % de femmes. Parmi les résultats ($p < 0,001$), les 56 ans et plus, les ouvriers et employés indiquent davantage de SU sur le plan physique ; davantage de SU au niveau

psychique chez les agents de maîtrise, les cadres, les femmes. Les salariés exposés à la fois à des SU physiques et psychiques jugent leur état de santé physique et psychique plus mauvais, en lien avec le travail. Les salariés exposés à des SU physiques, psychiques ou relationnelles n'arrivent pas à concilier vie professionnelle et personnelle, ont des répercussions négatives sur leur vie personnelle, ont des difficultés à tenir physiquement ou psychologiquement leur travail. Tout âge confondu, ceux qui pensent ne pas pouvoir exercer leur activité professionnelle plus de 5 ans n'ont pas d'aide des collègues ou de la hiérarchie, ont développé des astuces personnelles pour faire leur travail, sont exposés à des SU physiques ou psychiques ou relationnelles. Conclusions Cette étude dresse un état des lieux de l'usure professionnelle ressentie et de ses déterminants. Les SU sont ressenties dès les premières années de la vie professionnelle et ne font qu'augmenter. La perception d'un mauvais état de santé, des difficultés à tenir physiquement ou psychologiquement le travail et l'impossibilité de se maintenir à son poste plus de 5 ans semblent être en lien avec le vécu des SU, ressenties assez précocement dans la population interrogée. Le suivi individuel de l'état de santé, la recherche précoce de ces indicateurs de risque d'usure et la connaissance du milieu de travail par les équipes pluridisciplinaires des SPSTI contribuent à cibler au mieux les actions de prévention primaire, en co-construction avec les employeurs, salariés, partenaires sociaux et autres acteurs de prévention.

Fréquences d'exposition aux principaux facteurs de risque biomécaniques d'usure professionnelle chez les femmes et les hommes dans la cohorte CONSTANCES. Morvan, Gwladys, Julie Bodin, Marie-Eve Major, Natacha Fouquet, Laetitia Bénézet, Hanifa Bouziri, Maris Zins, Marcel Goldberg, et Yves Roquelaure. *Santé Publique* 37, n° 4 (9 décembre 2025): 35-46. <https://doi.org/10.3917/spub.254.0035>

Introduction : Dans le cadre de la réforme des retraites de 2023 en France, un fonds pour la prévention de l'usure professionnelle (FIPU) a été créé pour limiter les expositions à trois critères : les manutentions manuelles de charges, les postures pénibles et les vibrations mécaniques. Cette étude vise à identifier les familles professionnelles les plus exposées aux trois critères du FIPU ainsi qu'à l'ajout d'un facteur de risque biomécanique supplémentaire (répétitivité). Méthode : Les analyses sont basées sur des données transversales de la cohorte CONSTANCES (Consultants des centres d'exams de santé). Les expositions aux trois critères du FIPU et à la répétitivité ont été décrites selon les familles professionnelles (FAP). Résultats : Les FAP les plus exposées à au moins un des trois critères du FIPU, chez les hommes, sont les ouvriers qualifiés du bâtiment (gros et second œuvre : 95,8 % et 88,1 %) et du formage de métal (86,0 %). Chez les femmes, les FAP les plus touchées sont les aides à domicile/aides ménagères (80,3 %), les aides-soignantes (79,2 %) et les assistances maternelles (77,1 %). L'ajout du facteur répétitivité augmente la proportion d'exposés, notamment chez les femmes, et fait ressortir de nouveaux métiers comparativement à ceux obtenus avec les critères du FIPU. Discussion : Cette étude apporte un enrichissement en fournissant des données quantitatives précises sur l'exposition aux facteurs de risque biomécaniques en France, avec une différenciation selon le sexe. En ce sens, elle permet de mieux orienter les facteurs à considérer pour la prévention de l'usure professionnelle.

Increased risk of lower limb osteoarthritis among former professional soccer (football) players. RUSSELL E.R., SPENCER S.J., ATHERTON C.M., LYALL D.M., et ET COLL. *Occupational Medicine* 73, n° 9 (décembre 2023): 547-53, ill.bibliogr.

<https://doi.org/10.1093/occmed/kqad132>

Le but de cette étude était d'évaluer le risque d'arthrose chez d'anciens footballeurs professionnels comparativement à des témoins issus de la population générale appariés, puis d'examiner les troubles musculosquelettiques associés pouvant contribuer à l'arthrose ou en résulter, en particulier les lésions méniscales et les prothèses articulaires. Les résultats de l'étude montrent que, dans cette cohorte rétrospective incluant 7 676 anciens footballeurs professionnels âgés de 40 ans ou plus et 23 028 témoins appariés (année de naissance, sexe et statut socio-économique), les anciens joueurs de football présentaient un risque significativement plus élevé d'hospitalisation pour arthrose. Ce risque accru semblait dépendant de l'âge, se normalisant après 80 ans, et concernait principalement l'arthrose des membres inférieurs. De plus, les anciens footballeurs avaient un risque plus élevé d'hospitalisation pour lésion méniscale et pour arthroplastie. En conclusion, les anciens footballeurs professionnels présentent un risque accru d'arthrose des membres inférieurs par rapport à des témoins appariés issus de la population générale. Ces résultats soutiennent

l'hypothèse selon laquelle l'arthrose des membres inférieurs chez les anciens joueurs pourrait être considérée comme une potentielle pathologie d'origine professionnelle.

Shift work is associated with selective brain volume loss: a longitudinal study. Welton, Thomas, Thomas Wei Jun Teo, Seyed Ehsan Saffari, Ling-Ling Chan, et Eng King Tan. *NeuroImage* 324 (15 décembre 2025): 121619. <https://doi.org/10.1016/j.neuroimage.2025.121619>

Introduction Global work patterns are changing, with more individuals engaged in shift work and remaining in the workforce later in life. Shift work is linked to disrupted sleep, impaired cognition, and greater risk of metabolic and neurodegenerative disease; effects that are amplified by aging. However, the neural correlates of shift work remain poorly characterized, leaving a critical gap in understanding how occupational schedules may shape the aging brain. *Objectives* We aimed to determine the relationship between shift work on brain structure in healthy adults, and how brain structure changes over time in older-aged shift workers. *Methods* We analysed data from a population-based longitudinal cohort study. We included data for employed individuals with no serious medical conditions. Participants completed self-report questionnaires on health, sleep, cognition and employment, and brain MRI. We used linear regression to compare shift workers and non-shift workers on 153 structural brain parameters, controlling for age, sex, chronotype, intracranial volume, smoking history, MRI head motion, hypertensive status and socioeconomic status. *Results* We included $n = 14,198$ individuals (aged median 47 [IQR=7] years) comprising non-shift workers ($n = 12,076$) and shift workers ($n = 2122$). In shift workers, we detected a symmetrical pattern of volume loss in the right thalamus (Cohen's $d = -0.10$, adjusted $p = 0.026$) and left amygdala (Cohen's $d = -0.11$, adjusted $p = 0.010$). In subjects who ceased shift work after the baseline, we observed a halting of shift work-related volume loss within 2.4 years. *Secondary analyses* revealed microstructural degradation in the corticospinal tract, cerebral peduncle and right sagittal stratum, and negative correlation of volume loss with cognitive performance. *Conclusion* Shift workers have selective volume loss of the thalamus and amygdala, which is halted within 2.4 years of stopping shift work. Monitoring, counselling and interventional measures, including adjustment of work schedules, could minimise brain volume loss in shift workers.

Travailleurs jeunes / âgés, relations intergénérationnelles

A Lifespan Perspective on Mentoring: An Examination of Age-Related Antecedents and Differences in Work Outcomes of Mentoring. Doerwald-Leicher, Friederike. [Groningen]: University of Groningen, 2026. <https://doi.org/10.33612/diss.1492314784>

Considering the aging workforce, organizations are increasingly seeking human resources practices that leverage older workers' skills and knowledge while keeping them engaged at work. Mentoring, defined as a developmental relationship in which a more experienced person supports the professional and personal development of a less experienced person, is widely regarded as a promising HR practice in this context. However, age-based assumptions about mentoring have remained largely unexamined, and both theoretical and empirical research have rarely explored how age-related changes influence mentoring processes and outcomes. This dissertation introduces a lifespan model of workplace mentoring, proposing that older workers may be particularly effective mentors due to well-developed emotional competencies and higher levels of generativity (the motive and behavior to support and guide the next generation). It further suggests that providing mentoring may be especially engaging for older workers because of age-related shifts toward prioritizing emotionally meaningful goals, such as generativity. Paths of the proposed model were tested using different research designs, including a systematic literature review, a meta-analysis, and a dyadic study of supervisors and employees. Overall, the findings provided only limited support for the model. A systematic review indicated that older workers may have well-developed emotional competencies, although effect sizes were generally small. The meta-analysis showed a small positive association between age and generativity. Finally, a study with 154 supervisor–employee dyads revealed no age differences in the associations between mentoring and work engagement, suggesting that both mentors and protégés may benefit from mentoring, independent of age.

The driving mechanisms of older workers' knowledge seeking from younger coworkers. Hongdan, Zhao, et M. A. Yunshuo. *Advances in Psychological Science* 34, n° 4 (15 avril 2026): 742.

<https://journal.psych.ac.cn/xlkxjz/EN/10.3724/SP.J.1042.2026.0742>

As population aging intensifies and younger labor becomes increasingly scarce, how to fully develop and utilize the resources represented by older workers has become a pressing issue that organizations urgently need to address. Older workers' knowledge seeking from younger coworkers, as an important means through which older workers achieve successful aging at work, has gradually attracted scholarly attention. However, the literature on older workers' knowledge seeking from younger coworkers remains unclear, and systematic examination and deep explication of its antecedents and driving mechanisms are still relatively insufficient. To address these gaps, this study, based on a review of the concept and antecedents of older workers' knowledge seeking from younger coworkers, proposes an integrative theoretical framework.

Firstly, based on a review of the existing literature, this study conceptualizes older workers' knowledge seeking from younger coworkers. Older workers' knowledge seeking from younger coworkers is a key link in intergenerational knowledge transfer, emphasizing generational differences and individual voluntariness (...)

Lu dans la presse

[Début de l'article ; Voir document *Europresse*] **PRÉVENIR PLUTÔT QUE GUÉRIR**

SOPHIE MASSIEU, *L'Usine Nouvelle*, 13 février 2026, no. 3751 p. 86-87

Limiter les pénibilités préserve de l'usure professionnelle et aide à conserver ses salariés, seniors ou non. Des exosquelettes pour éviter aux magasiniers de porter des charges de 20 à 30 kg ou destinés aux techniciens qui interviennent sur les poteaux électriques et doivent manipuler, bras en l'air et épaules tendues, des perches de 6 mètres de longueur. C'est ce qu'Enedis a choisi d'expérimenter pour atténuer la pénibilité des tâches de certains de ses salariés, très exposés à des risques de troubles musculosquelettiques (TMS). L'entreprise assure aussi des formations à la conduite de ses camions pour limiter les risques d'accident, ou encore des sensibilisations aux étirements et échauffements en amont de certains gestes professionnels. «Investir dans ces matériels et ces formations prévient l'absentéisme et permet aux opérateurs d'occuper leur poste plus longtemps. C'est précieux chez nous, puisque nombre de nos salariés mènent des carrières longues, décrypte Olivier Terral, le directeur prévention, santé et sécurité du gestionnaire du réseau électrique. La sécurité a un coût, mais pas de prix ! Nous investissons dans la performance.» (...)

Aurions-nous peur de manager les seniors ? Par Frédéric Fougerat. *Focus RH*, 27 octobre 2025.

<https://www.focusrh.com/tribunes/aurions-nous-peur-de-manager-les-seniors-par-frederic-fougerat-36082.html>

On parle beaucoup des seniors, de leur difficulté à retrouver un poste, notamment passé 50 ans, et de la filiosité, vraie ou supposée, des entreprises à les recruter. Mais si on creuse un peu, la vraie question n'est peut-être pas « pourquoi ne les recrute-t-on pas ? », mais plutôt : « aurions-nous peur de les manager ? » Et c'est possiblement là que le bât blesse.

Boomers, X, Y et Z : comment faire prospérer des équipes intergénérationnelles ? Par Maria José

Valenzuela. *Focus RH*, 9 mars 2026. <https://www.focusrh.com/tribunes/boomers-x-y-et-z-comment-faire-prosperer-des-equipes-intergenerationnelles-par-maria-jose-valenzuela-36243.html>

Les entreprises se sentent désormais à l'aise pour parler de transformation numérique, mais la véritable révolution silencieuse se déroule au cœur même des équipes. Pour la première fois, plusieurs générations aux parcours, attentes et styles de travail très différents collaborent au quotidien.

Seniors : les entreprises reconnaissent leur valeur mais freinent leur embauche. *Focus RH*, 26 février 2026.

<https://www.focusrh.com/strategie-rh/seniors-les-entreprises-reconnaissent-leur-valeur-mais-freinent-leur-embauche-36232.html>

Alors que l'allongement de la vie professionnelle s'impose comme une nécessité, l'emploi des salariés de 45

ans et plus reste marqué par de fortes contradictions. À peine quatre mois après l'adoption du CDI senior, une étude menée par Indeed en partenariat avec OpinionWay met en lumière un paradoxe : les entreprises reconnaissent la valeur des profils expérimentés mais une majorité de recruteurs continue d'y voir davantage de contraintes que d'opportunités.