

Rapport de veille n° 84

Vieillesse, retour au travail et prévention de la désinsertion professionnelle

15/04/2025

Objectifs : Veille bibliographique sur le vieillissement des salariés, le retour au travail et la prévention de la désinsertion professionnelle

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La validation des informations fournies (exactitude, fiabilité, pertinence par rapport aux principes de prévention, etc.) est du ressort des auteurs des articles signalés dans la veille. Les informations ne sont pas le reflet de la position de l'INRS. Les éléments issus de cette veille sont fournis sans garantie d'exhaustivité.

Les liens mentionnés dans le bulletin donnent accès aux documents sous réserve d'un abonnement à la ressource.

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Veille réglementaire

[Résumé] *Prévention des risques professionnels et prévention de la désinsertion professionnelle*

N. Félicie, A. Pourchel, J. Shettle

Revue Droit social, n° 1 janvier 2025, pp. 80 à 90

Confronté à la maladie ou à l'accident, le salarié subit souvent une double, voire une triple peine. Aux difficultés personnelles résultant de son état de santé s'ajoutent une fragilisation de son emploi et une perte de ressources engendrant un risque de déclassement social.

Dans ce contexte, la protection de la santé du travailleur et la préservation de son emploi font corps autour de la nécessité d'une démarche proactive autant que rationnelle, pour briser le plus tôt possible le processus qui conduit à la réalisation du risque d'atteinte à la santé ou de perte de l'emploi. Cette démarche de prévention est accompagnée en matière de santé et de sécurité au travail d'un dispositif dont l'essentiel figure dans la quatrième partie du Code du travail. La question qui se pose est celle de savoir si ce dispositif est transposable à la prévention de la désinsertion professionnelle et plus encore si l'obligation de prévention en matière de protection de la santé inclut la prévention de la désinsertion.

Cet article publié dans la revue mensuelle Droit social, aux éditions Dalloz, tente ainsi de clarifier les conditions d'articulation entre la prévention des atteintes à la santé et la prévention de la fragilisation de l'emploi. A cette fin, l'article apporte un éclairage sur le contexte, tant sur le plan sémantique que sur les plans juridique et institutionnel ; Il met ensuite en évidence le fait que l'une et l'autre s'appuient sur une forte exigence d'anticipation et requièrent une véritable philosophie de l'action.

Généralités

[PDF] [BILAN DES CONDITIONS DE TRAVAIL POUR L'ANNÉE 2023](#)

Ministère du Travail, de la Santé, des Solidarités et des Familles – Direction générale du travail (DGT) – Février 2025 – 350 pages.

La Direction générale du travail (DGT) a publié, le 21 février 2025, son bilan des conditions de travail pour l'année 2023. Dans un premier temps, ce bilan décrit l'action des différents acteurs de la prévention des risques professionnels : partenaires sociaux, acteurs de l'entreprise (comité sociale et économique, service de prévention et de santé au travail), État, organismes de sécurité sociale, organismes de prévention et agences d'expertise scientifique. Il revient ensuite, pour l'année écoulée, sur les principales tendances en matière de sinistralité au travail pour le régime général de la sécurité sociale et pour le régime agricole. Le document détaille également les actions de prévention en santé et sécurité au travail menées par le ministère chargé du travail sur la période et notamment : - la mise en œuvre du 4^{ème} plan de santé au travail ; la poursuite de la mise en œuvre de la loi du 2 août 2021 pour renforcer la prévention en santé au travail ; - la prévention de l'usure professionnelle et de la désinsertion professionnelle ; - les avancées européennes en SST. Des focus sont aussi proposés sur les actions de prévention menées sur plusieurs risques professionnels : vagues de chaleur, risques psycho-sociaux, intelligence artificielle, rayonnements ionisants, etc. Enfin, la DGT consacre une partie de son bilan 2023 à l'activité du Conseil d'orientation des conditions de travail (COCT).

[PDF] [L'emploi des jeunes se replie, celui des seniors continue d'augmenter](#)

PENICAUD, Emilie

Insee Première n° 2044, 03/2025, 4 pages

En 2024, en France, 68,8% des personnes âgées de 15 à 64 ans sont en emploi au sens du Bureau international du travail (BIT). En hausse de 0,5 point en moyenne sur l'année, ce taux d'emploi atteint son plus haut niveau depuis que l'Insee le mesure (1975). Après avoir fortement crû au sortir de la crise sanitaire, le taux d'emploi des jeunes se replie. À l'opposé, l'emploi des seniors continue d'augmenter.

La part cumulée des emplois à durée limitée (CDD, intérim) dans l'emploi total recule pour la deuxième année consécutive : à 9,5%, elle s'établit 0,7 point sous son niveau de 2019.

La part de personnes en emploi à temps partiel, qui s'était stabilisée en 2023 après cinq années de baisse,

augmente de 0,2 point en 2024, à 17,6 %. Le sous-emploi se stabilise quant à lui à 4,3 %, son plus bas niveau depuis 1992.

Le taux de chômage au sens du Bureau international du travail (BIT) est quasi stable sur l'année, s'établissant en moyenne à 7,4 % en 2024, 2,9 points en-deçà de son pic de 2015. Le halo autour du chômage des 15-64 ans diminue légèrement, de 0,2 point, à 4,5 %.

En 2024, 18,2% des salariés ont télétravaillé au moins un jour par semaine, une part en légère baisse par rapport à 2023 (-0,6 point). Huit télétravailleurs sur dix sont satisfaits de leur nombre de jours de télétravail.

[HTML] [Enquête Great Insights 2025. Que pensent les salarié\(e\)s françaises ?](#) Great Place To Work, 02/2025, 64 pages

Cette enquête présente la perception de 4000 salariés français concernant leur santé mentale, leur rémunération, la prise en charge des seniors dans leur entreprise, la responsabilité sociétale de l'entreprise, etc. 22% des répondants estiment que leur activité professionnelle a un impact négatif sur leur santé mentale, et seulement 30% des répondants considèrent que leur entreprise met en place des actions concrètes de prévention et de soutien sur le sujet. Les femmes sont plus nombreuses (65%) à considérer leur travail comme une source de stress, par rapport aux hommes (58%), et ce d'autant plus dans la tranche d'âge 45-54 (72% des femmes et 57% des hommes).

55% des salariés s'estiment traités équitablement quel que soit leur âge, cependant l'accompagnement managérial diminue avec l'âge, que ce soit pour féliciter pour le travail accompli, pour aider à progresser dans leurs tâches ou pour identifier les besoins en formation.

Seulement 42% des salariés considèrent que le travail est rémunéré à sa juste valeur dans leur entreprise.

Parmi les aspects les plus importants au travail, les répondants citent l'autonomie (46%), l'équilibre vie personnelle/professionnelle (34%) et la convivialité (33%).

Les collaborateurs français (hors managers) ont des difficultés à savoir comment s'investir dans les sujets RSE. Les DRH ont été moins impliqués dans les démarches de transition écologique en 2024 du fait de la CSRD, plutôt aux mains de la finance.

Seulement 22% des salariés et 25% des DRH estiment avoir un bon niveau de connaissance sur l'IA et ses impacts sur le travail.

Les 3 transformations principales pour les entreprises en 2025 seront : le changement de culture de l'entreprise (45%), l'utilisation de nouveaux outils digitaux et IA (43%), ainsi que le développement des nouvelles compétences managériales (36%).

[Visio] [Evolutions démographiques à l'horizon 2050 : quels enjeux de santé et sécurité au travail ?](#)

INRS, 1er avril 2025

Le 1er avril 2025, l'INRS organisait une matinée de prospective consacrée au vieillissement de la population française à l'horizon 2050 et ses conséquences en matière de santé et sécurité au travail. Cet événement a été l'occasion de présenter les résultats de l'exercice de prospective mené sur ce thème et de les mettre en débat avec les acteurs concernés : partenaires sociaux, pouvoirs publics, services de prévention et de santé au travail, responsables des ressources humaines...

[HTML] [Kit d'animation " Comment intégrer la prévention de la désinsertion et de l'usure professionnelle dans le dialogue social "](#)

PRST Occitanie, ARACT Occitanie, mars 2025

Ce kit a été réalisé dans le cadre du PRST Occitanie et vous propose des outils pour vous aider à organiser et animer des sessions de sensibilisation sur la problématique de la prévention de désinsertion et de l'usure professionnelle (PDUP) à destination des acteurs du dialogue social.

[Résumé non copiable] [Later Career: Opportunities and Challenges Faced by Older Workers](#)

G Freedman - The Holistic Career Coaching Handbook, 2025 - taylorfrancis.com

il y a 28 jours - ... older workers were underrepresented in their organisation. Of those who thought older workers ... not proactively trying to recruit older workers to diversify their workforce or ...

[HTML] [La négociation interprofessionnelle en 2025 : une inversion de tendance ?](#)

FREYSSINET, Jacques

Eclairages. Ires n° 31, 01/2025, 7 pages

Trois accords nationaux interprofessionnels ont été signés fin 2024 par les organisations syndicales et patronales : l'un porte sur l'assurance chômage, le deuxième sur l'emploi des seniors, le dernier sur l'évolution du dialogue social.

Ces accords marquent une rupture avec la période précédente (hiver 2023-printemps 2024), lors de laquelle les négociations sur l'assurance chômage et l'emploi des seniors avaient échoué.

Quels sont les facteurs de ce renversement de situation ? Quelles sont les conditions d'une capacité de régulation autonome des acteurs sociaux, notamment en période de forte instabilité politique ?

[HTML] [Rapidly Increasing Retirement Ages: Changing Employment Practices for Older Workers](#)

[PH Jensen](#) - Rapidly Increasing Retirement Ages, 2024 - elgaronline.com

This is an open access title available under the terms of a [CC BY-NC-ND 4.0] License. It is free to read, download and share on Elgaronline. This prescient book provides a theoretical and empirical analysis of retirement practices in Denmark, Germany and the UK. Per H. Jensen interrogates the factors behind rapidly increasing retirement ages in these countries between 2000 and 2018.

[HTML] [RAPPORT HCFiPS](#) : renforcer la dimension préventive de la politique de santé et de sécurité au travail. IN « Mieux concilier production et redistribution »

Haut Conseil du financement de la protection sociale (HCFiPS) – Rapport publié le 6 février 2025 - 306 p.

Le Haut Conseil du financement de la protection sociale (HCFiPS) a publié, le 6 février 2025, son rapport « Mieux concilier production et redistribution » dans lequel un chapitre est consacré à la nécessité de renforcer la dimension préventive des politiques sociales, tout particulièrement dans le domaine de la sécurité, de la santé et de la qualité de vie au travail (Chapitre 5). Sur les 57 recommandations, 23 concernent ces thématiques. Parmi elles, notamment : - généraliser la protection AT-MP dans une seule branche pour tous les travailleurs, incluant les travailleurs indépendants et les agents du secteur public (recommandation n° 21) ; - renforcer le rôle de la branche AT-MP comme acteur du pilotage du risque, en la requalifiant de branche « prévention et santé au travail » (recommandation n° 22) ; - assurer une approche globale du risque professionnel assurant une continuité entre prévention de la sinistralité, organisation et management (recommandation n°30) qui pourrait impliquer également de repenser la formation et le métier des préventeurs CARSAT avec une approche globale de l'entreprise tout en les spécialisant par secteur (recommandation n°31) ; - inclure plus systématiquement les risques psycho-sociaux (RPS) dans l'approche de prévention (recommandation n° 34) et appuyer la démarche de Premiers secours en santé mentale au sein des entreprises (recommandation n° 35) ; - évaluer l'impact de la mise en œuvre des mesures visant à lutter contre la désinsertion professionnelle (recommandation n° 42).

[PDF] [Les seniors et l'entreprise](#) (enquête)

ALAPETITE, Mathieu. Fondation Jean Jaurès, 03/2025, 61 pages

Communiqué : <https://www.jean-jaures.org/publication/les-seniors-et-lentreprise/>

Dans le cadre de ce baromètre, 1000 salariés de 50+ ans et 300 cadres dirigeants ont été interrogés concernant la place des seniors dans l'entreprise. 50% des répondants seniors considèrent que le travail "est devenu moins intéressant", 55% que "le travail et son rythme sont devenus plus pénibles" et 61% des seniors pensent qu'il y a moins de rapports collectifs qu'avant entre les salariés. Environ 3/4 des répondants seniors considèrent les jeunes plus distants dans leur rapport au travail, plus exigeants et moins engagés. 55% des salariés seniors estiment que les seniors sont plutôt dévalorisés dans le monde du travail. Ils voient d'ailleurs dans le vocable « sénior » une connotation plus négative (38%) que positive (19%), même si le terme paraît neutre à près de la moitié d'entre eux (43%).

72% des cadres dirigeants considèrent que les seniors sont faciles à encadrer, cependant 36% d'entre eux estiment que la résistance au changement des seniors est ce qui peut rendre difficile leur prise en compte dans

le monde du travail.

Selon Alapetite, à l'avenir "on peut s'attendre à une amplification des attentes des employés, notamment en matière de soutien aux aidants (qui va devenir un phénomène sociétal) ou en matière de santé et de prévention (et plus seulement de santé au travail : alimentation équilibrée, activité physique adaptée, stress...), qui constitue un des meilleurs leviers pour améliorer l'espérance de vie en bonne santé, et donc une retraite dans les meilleures conditions".

[PDF] [Les seniors et l'entreprise](#) (étude)

ALAPETITE, Mathieu

Fondation Jean Jaurès, 03/2025

L'auteur analyse les résultats d'une enquête, menée auprès de 1 003 salariés de 50 ans et plus sur leur rapport à l'entreprise, leurs attentes professionnelles, leurs aspirations personnelles et leur perception de l'avenir dans un contexte d'incertitudes économiques et sociales. 300 cadres dirigeants ont également été interrogés dans le cadre de cette étude afin d'exprimer l'image qu'ils ont des salariés arrivant dans la dernière partie de leur carrière. Interrogés sur les évolutions du travail les plus marquantes, une très grande majorité des répondants seniors (78%) déclarent que les jeunes sont moins engagés dans l'entreprise, qu'ils sont plus exigeants (77%), que leur fidélité à l'entreprise est moins forte (76%) ou encore que le rapport des jeunes au travail est plus distant (74%). Il constate également que les deux générations, que beaucoup de choses semblent séparer, ont finalement des aspirations bien similaires et que les attentes exprimées sont convergentes, voire alignées. Concernant les leviers pour améliorer la place des seniors dans l'entreprise, les salariés seniors comme les dirigeants répondent majoritairement que le meilleur serait de leur confier un rôle de transmission (57%). Les dirigeants envisagent ensuite la formation ou d'élargir leur périmètre, ce qui n'est pas partagé par les salariés de plus de 50 ans qui semblent plutôt prendre une posture de "fin de carrière". La question des aidants est aussi abordée par l'étude.

[Résumé] [Work and Retirement](#). In: Byles, J. (eds) What Matters for Healthy Ageing. Topics in Geriatric Care. O'Loughlin, K., Loh, V., Mackey, M.

Springer, Singapore, 2024, 160 p., pp. 33-52

Healthy ageing is shaped by experiences and outcomes related to working life and transition to and life in retirement. This chapter first provides an overview of older workers' participation in paid work and considers their key strengths and contributions, reasons for remaining employed, and work-related barriers frequently faced such as age discrimination, injury/illness, and carer responsibilities. A work ability framework is useful for understanding influences on older workers' continued workforce participation as it considers overall health and well-being (physical, psychological) and functional capacity and is included to gain an understanding of possible push/pull factors shaping decision-making around retirement. As discussed here, retirement is a major life transition and increasingly viewed as a process rather than one-off event. Pathways to retirement are identified such as moving to part-time or bridge employment, as well as the benefits of retirement planning and impact of voluntary versus involuntary retirement. The relationship of health status to retirement is considered with reference to differential occupational exposures, an increasingly casualised workforce and issues around work-life balance including differences in outcomes for men and women. Acknowledging the various factors influencing older workers' experiences, the chapter concludes with discussion of lifestyles in retirement that may be shaped by one's health status, age, gender, and level of financial security.

Discrimination, précarité, chômage

[Résumé] [Age dynamics and workplace violence in the US service industry](#)

J Haymore, JL Chretien - Development and Learning in ..., 2025 - emerald.com

This study examines the growing trend of age-related workplace violence (WPV), focusing on its employee and organizational impacts, while highlighting the role of HR practices in addressing generational tensions. It aims to raise awareness of the issue and provide practical recommendations for fostering a safer, more inclusive

work environment.

Design/methodology/approach

Through a review of recent research and government reports, the study presents a conceptual framework surrounding the growing presence of older workers in the United States, examining how this shift amplifies risks of generational tensions contributing to WPV.

Findings

Findings show that age intimidation and WPV are significant issues. HR interventions such as training, team building, diversity awareness, and conflict management can help address violence and build a more resilient and cohesive workforce.

Research limitations/implications

More research and a deeper examination of WPV is warranted. Research on human resource practices could assess their long-term impact on reducing WPV. Further exploration of generational dynamics and their role in workplace conflicts could provide valuable insights.

Practical implications

Organizations can better support employees coping with WPV by taking a proactive approach, ensuring strong leadership, and giving employees a safe place to voice their concerns.

Social implications

Intimidation is not only present in our society but also manifest as a form of workplace violence. As a society, we must find ways to not only live together but also work together more harmoniously.

Originality/value

The study adds to our understanding of age intimidation, provides a deeper examination of the underlying dynamics of WPV, and outlines the role of HR in addressing such issues

[PDF] [Ageing and Innovation](#)

[S Ruel](#) - 2025 - cbu.scholaris.ca

Beyond concerns for 'older' individuals as users of innovation, a focus on age, ageing and innovation within the field of management and organisation studies (MOS) creates avenues of inquiry on how 'older' workers or entrepreneurs can contribute to innovative products and processes. To date, much of Western based knowledge (re)produces grand narratives which essentialise and universalise the 'older' worker/entrepreneur into a stereotype that positions these 'older' individuals as incapable of being innovative or contributing to innovative processes. Similarly, 'older' workers are often compared to 'younger' workers, (re)creating an age-dependent individual as the norm against which innovation possibilities are measured. This entry considers what we know about age and ageing in organisations as these concepts and contexts relate to innovation as work/entrepreneurship responsibilities. In the process, this entry raises chronological, time-dependent assumptions to the reader's attention, inviting them to deconstruct such notions while opening avenues of inquiry within MOS.

[HTML] [Ambivalent Bias at work: managers' perceptions of older workers across organizational contexts](#)

[H Axelrad](#), [A Kalev](#)... - Work, employment and ..., 2024 - journals.sagepub.com

Managerial bias is a major source of workplace inequality and a central target of employer diversity efforts, yet we know little about the content of stereotypes and where they prevail. Stereotypes can be ambivalent, mixing negative and positive dimensions. Ambivalent stereotypes can rationalize discriminatory decision-making but they may also be more amenable to change. This article examines the prevalence of wholly negative and ambivalent age-based stereotypes across organizational contexts. Data on 551 managers reveals, first, that the modal manager holds ambivalent stereotypes about older workers, with positive perceptions of their personal attributes and negative perceptions regarding their employability. Second, both negative and ambivalent stereotypes are common in the presence of a labour union. Their prevalence declines, however, in different contexts: ambivalent stereotypes decline with increased intergroup contact and negative stereotypes decline when accountability triggers are implemented. Implications for research on work, organizations, older workers, and diversity management are discussed.

[PDF] [The Labor Market Decisions of Older Workers in Ageing Economies: Evidence from Spain and the UK](#)
 R Barrela, P Deb, G Li, C Pizzinelli - 2025 - imf.org

Faced with fiscal pressures and labor shortages from ageing populations, Advanced Economies need to ease obstacles to longer working lives. In this paper, we discuss recent developments in employment and activity of workers aged 55 and above in Spain and the UK—two countries that differ widely on historical and recent employment rate patterns as well as institutional settings. We then explore themes related to their labor market decisions, including flows into and out of the labor force, health, working arrangements, and unemployment benefits systems. The differences and commonalities between the two countries highlight the diversity of obstacles to longer working lives and the need for policies to act upon all of them. Policy priorities include addressing worsening health, improving accessibility for older workers with physical limitations, providing incentives to return to employment for the long-term unemployed, and greater flexibility in hours and working arrangements for those who have family caring duties or want to gradually transition out of work.

[PDF] [The Psychology and Effects of Workplace Ageism](#)

A Shridhar - in Curieux Academic Journal, 2025 - papers.ssrn.com

Workplace ageism is a major issue in the workplace that affects people of all ages and is mostly unrecognized in its effect on different workplace factors. This research examined how ageism impacts workplace culture, productivity, and intergenerational perceptions. A 29-question survey was conducted with 31 respondents aged between 31-60+ from California-based companies and LinkedIn networks to understand their experiences with ageism and work environment preferences. The statistical methodologies employed, encompassing Chi-square tests and sentiment analysis alongside Google Forms data, indicated that 16% of participants encountered ageism within their work environments, and 26% acknowledged its effect on allocating tasks among team members, thereby influencing overall productivity. Negative perceptions were further shown by stereotypes regarding the technological competencies of older employees; younger workers assessed their older counterparts as less efficient, although a significant number showed strong interest in gaining knowledge from them. Although more neutral to learning from younger colleagues, older workers also showed interest. Concerns regarding ageism also varied across age groups; 70% felt comfortable voicing their concerns, but those aged 41-50 demonstrated greater uncertainty, while the 6% who were uncomfortable were in the younger age range of less than 50 years. Experiences of ageism were associated with mixed preferences for hybrid versus in-person work arrangements. Notably, 93% of respondents felt that the workplace was open to all ages, and there was less certainty about whether ageism affected prospects for promotion, showing that some workplace culture factors may not be as influenced by age discrimination. Although the hypothesis that ageism negatively impacts perceptions and workplace interactions was only partially validated, the results indicate that it affects the allocation of tasks and relationships between different generations. Limitations included a small sample size, which points out the need for further study with a larger population.

Employabilité, maintien dans l'emploi des travailleurs vieillissants

[HTML] [Accommodation requests among older workers: The role of disability acceptance and other psychosocial factors](#)

S Dong, K Zhou, J Wu - WORK, 2024 - journals.sagepub.com

With an aging workforce becoming increasingly prevalent in the United States, the intersection of older age and disability presents significant challenges for employment, particularly in the context of workplace accommodations.

Objective

This study aimed to elucidate the psychosocial factors influencing older workers' requests and receipts of job accommodations, focusing on the pivotal role of disability acceptance.

Methods

Employing a quantitative approach, we included 217 older workers (50 years and older) across various employment sectors, analyzing their experiences with accommodation requests, workplace support, knowledge

of the Americans with Disabilities Act (ADA), and levels of disability acceptance.

Results

Logistic regression models revealed that perceived workplace support significantly predicted the likelihood of requesting and receiving accommodations, whereas disability acceptance, despite its hypothesized importance, did not emerge as a significant predictor in our models. Results highlight the critical role of workplace support in facilitating accommodation processes for older workers and suggest that interventions to increase ADA awareness and foster supportive work environments may enhance accommodation outcomes.

Conclusion

This study contributes to a nuanced understanding of the dynamics surrounding accommodation requests among the aging workforce, emphasizing the need for inclusive workplace practices and policies.

[Résumé non copiable] [Ageism in disguise: How lifelong learning demands may marginalize older workers](#)
Y Griep, WM Knol, H Zacher - Industrial and Organizational ..., 2025 - cambridge.org

[HTML] [Are older workers capable of working longer?](#)

LD Quinby, G Wettstein - Journal of Pension Economics & Finance, 2024 - cambridge.org

Disability-free life expectancy had been rising continuously in the United States until 2010, suggesting working longer as a solution for those financially unprepared for retirement. However, recent developments suggest improvements in working life expectancy have stalled, especially for minorities and those with less education. This paper uses data from the National Vital Statistics System, the American Community Survey, and the National Health Interview Survey to assess how recent trends, up to 2018, in institutionalization, physical impediments to work, and mortality have affected working life expectancy for men and women age 50, by race and education.

[HTML] [Can exoskeletons make older workers more confident? Investigating the impact of exoskeletons on aging workers' self-efficacy and perceived work ability](#)

S Khanpour, Y Valentin... - Proceedings of the Human ..., 2024 - journals.sagepub.com

Exoskeletons have the potential to help older workers with physical declines regain their functional capabilities and successfully meet task demands in physically demanding workplaces. This study investigated if the introduction of exoskeletons affected occupational self-efficacy and perceived work ability among manual labor workers aged 55 or older. An online survey measured changes in occupational self efficacy and perceived work ability after respondents learned about the innovative exoskeleton technology. Although it was not statistically significant, the trend showed that aging manual labor workers anticipated increased self-efficacy if exoskeletons were introduced to their workplaces. This finding suggests that exoskeletons not only help reduce injury risks and improve productivity of older workers but could also enhance their confidence at work, potentially extending their time in the workforce and improving their overall quality of life.

[HTML] [Correlations Between Gender, Age, and Occupational Factors on the Work Ability Index Among Healthcare Professionals](#)

V Paneni, C Gambelunghe, L Tomassini, G Buresti... - Healthcare, 2025 - mdpi.com

The Work Ability Index (WAI) measures how well employees' abilities match their job demands. This study assessed the WAI among health workers and explored how age, gender, and job roles affected it. The research was conducted in a central Italian hospital, with a focus on health workers undergoing health surveillance between September 2020 and April 2021. Methods: Data were collected using validated questionnaires that assessed the WAI and risk factors for metabolic syndrome among participants. Demographic information, including age, gender, and occupation, was also obtained. The study involved 1847 health workers, with an average age of 43 years, predominantly women (67.6%). Occupational categories included administrative staff, nurses/healthcare workers (HCWs)/midwives, physicians, and healthcare technicians. Statistical analyses, such as t-tests, ANOVA, and chi-squared tests, were performed to explore the relationships between WAI scores and demographic/occupational variables. Results: The study suggested a relationship between WAI scores and gender, age, and occupation. Men workers exhibited higher mean WAI scores than women workers, while older

workers (>55 years) had lower WAI scores compared with their younger counterparts. WAI scores varied by job role, with physicians scoring the highest. Conclusions: The findings suggested that demographic and occupational factors were associated with variations in work ability among health workers. These findings can help improve workforce management, occupational health, and research on aging workers. However, it is important to acknowledge the limitations of this study. Given its cross-sectional design, causal inferences cannot be established, and further longitudinal research is needed to confirm these findings and explore potential causal relationships.

[HTML] [Chapter 6: From low towards high \(or higher\) levels of work ability](#)

From [Rapidly Increasing Retirement Ages: Changing Employment Practices for Older Workers](#)

[PH Jensen](#) - Rapidly Increasing Retirement Ages, 2024 - [elgaronline.com](#)

This is an open access title available under the terms of a [CC BY-NC-ND 4.0] License. It is free to read, download and share on Elgaronline. This prescient book provides a theoretical and empirical analysis of retirement practices in Denmark, Germany and the UK. Per H. Jensen interrogates the factors behind rapidly increasing retirement ages in these countries between 2000 and 2018.

[PDF] [The Interplay of Perceived Safety, Age, and Job Demands on Work Ability in Older Workers](#)

[G Bacci](#), [S Viotti](#), [G Guidetti](#), [I Sottimano](#)... - ... Ability in Older Workers - [papers.ssrn.com](#)

This study examines the relationship between perceived safety, age and job demands in shaping older workers' work ability, a critical issue in the context of the global ageing workforce. Using the Job Demands-Resources (JDR) model as a theoretical foundation, it examines how cognitive and physical demands moderate the relationship between risk perception and work ability. Data were collected through a survey of 340 employees in a manufacturing company in northern Italy. The analysis revealed a significant three-way interaction between perceived safety, age and cognitive demands. Older workers with lower cognitive demands were more dependent on high safety perceptions to maintain their work ability, while cognitive demands were more influential for individuals with average or above average cognitive abilities. Conversely, no similar interaction was observed for physical demands, which independently had a negative impact on work ability, regardless of safety perceptions or age. These findings highlight the complex interplay between psychosocial and cognitive factors in determining work ability in older workers. They underline the need for tailored, multidimensional interventions that integrate improved safety perceptions, cognitive support and ergonomic adaptations to address age-related challenges. Such strategies can help to maintain labour force participation and mitigate the decline in work ability of ageing workers. This research provides valuable insights into age-related work issues and practical guidance for the design of inclusive occupational health policies. Further research is encouraged to better understand how individual and environmental factors interact to influence work outcomes and to inform sustainable employment practices.

[HTML et PDF] [Kit d'animation "Comment intégrer la prévention de la désinsertion et de l'usure professionnelle dans le dialogue social"](#)

Plan régional santé travail Occitanie, mars 2025

Ce kit a été réalisé dans le cadre du PRST Occitanie et propose aux entreprises des outils pour vous aider à organiser et animer des sessions de sensibilisation sur la problématique de la prévention de désinsertion et de l'usure professionnelle (PDUP) à destination des acteurs du dialogue social.

[PDF] [Midlife Predictors of Old Age Functioning](#)

[S KYRÖNLAHTI](#) - [trepo.tuni.fi](#)

Addressing the challenges posed by aging populations is a primary focus of public health efforts worldwide. Central to this effort is the enhancement of functional ability among older adults, as good functional ability promotes maintaining independence, autonomy, and a high quality of life. Moreover, supporting healthy aging not only benefits individuals and communities but also carries profound implications for the demands placed on social and healthcare systems. The process of developing and maintaining functional ability throughout older age is influenced by various factors experienced across one's lifetime. This study seeks to contribute to the

understanding of these factors. Through the adoption of a life course perspective, the aim is to investigate the effects of mid-life predictors, including education level, occupational physical activity, and the presence of low back pain on functioning in old age. Instead of a single-point assessment, this study incorporates the developmental trajectories of low back pain and occupational physical activity from mid-working life to retirement, providing a broader history of exposure to these factors. Furthermore, the mechanisms through which educational attainment influences functioning are investigated (...).

In summary, the results of the study showed that all the investigated mid-life predictors - educational level, occupational physical activity, and presence of low back pain, were significantly associated with old age functioning, thus highlighting their importance for healthy aging. This study pinpointed several modifiable risk factors acting during a sensitive period spanning from mid-working life to old age that profoundly impact functioning beyond retirement. The research underscores the importance of mitigating physical work demands, in particular among less educated individuals, and managing mid-life low back pain to enhance functional ability and ensure quality of life in old age. These insights contribute to understanding the sensitive period in late working life as pivotal for interventions aimed at supporting sustained functional independence among the aging population.

[HTML] [Participation in and use of skills development for work ability and expected retirement age: a cross-sectional study among senior workers](#)

KG V Seeberg, [SV Skovlund](#), [E Sundstrup](#)... - Frontiers in Public ..., 2025 - frontiersin.org

Europe's aging population calls for ways to prolong working life. Skills development initiatives could potentially improve work ability and extend working lives and may thus be key to address this challenge. However, the role of skills development in relation to work ability and retirement age is still not fully understood.

Aim: This study aims to investigate the association of skills development with work ability and expected retirement age among senior workers.

Methods: In 2022, all State employees in Denmark aged 55 years or above ($n = 53,673$) received a web-based questionnaire, of which 42% were included in the analyses ($n = 22,544$). The questionnaire included questions about participation in skills development initiatives over the past 2 years, lifestyle and work environment, including work ability and expected retirement age. We employed Generalized Linear Models (GLMs), weighted for Union, sex and age, with multivariate adjustment to examine associations of participation in (1) courses, (2) formal education, and (3) other forms of skills development on work ability and expected retirement age.

Results: Formal education showed associations with expected retirement age with a between-group difference of 0.68 years Confidence Interval (CI) (0.54 to 0.82). Conversely, other forms of skills development (peer-to-peer training or self-study) were most positively associated with work ability in specific models with a between-group difference of 0.20 years CI (0.16 to 0.24).

Conclusion: Our findings suggest that participation in skills development is positively associated with work ability and expected retirement age. These findings underscore the need for targeted skills development programs, which may enhance workforce sustainability and help workers prolong their working life.

[PDF] [Slow walking speed and health-related exit from employment among older workers over 5 years of follow-up: evidence from the Health and Employment After Fifty ...](#)

HE Syddall, G Ntani, [G Bevilacqua](#), E Zaballa... - BMJ open, 2024 - bmjopen.bmj.com

With demographic changes, there is increasing demand for individuals and governments to lengthen working lives. Jobs that are very physically demanding are likely to be more difficult to sustain at older ages. If workers at risk of mismatch of demand and capability could be identified early, there would be opportunities for intervention for health or lifestyle and/or re-training or redeployment.

Objective To investigate whether self-reported walking speed (a good measure of function in elderly people) predicted health-related job loss (HRJL) longitudinally over 5 years of follow-up among middle-aged workers. **Design** Data came from the Health and Employment After Fifty (HEAF) prospective cohort study of middle-aged people (aged 50–64 years) in UK.

Setting General population survey (sampling frame was 24 General Practice registers).

Participants The cohort included 8134 people recruited in 2013–2014. For the current analyses, 5217 people who ever worked and completed at least one follow-up questionnaire were eligible.

Primary outcome Exit from employment mainly or partly for health reasons (HRJL).

Results At baseline, very slow walking speed was associated with: obesity, physical inactivity, smoking (men), financial hardship, lower educational attainment and not being in professional occupations. In total, 527 people (10%) reported at least one HRJL during follow-up. After adjustment, the HR for HRJL among men with very slow walking-speed was 4.32, 95% CI 2.72 to 6.87 and among women was 4.47, 95% CI 3.04 to 6.57.

After further adjustment for 'difficulty coping with physical demands at work', hazards remained doubled in men and women.

Conclusions Self-reported walking speed could help identify older workers who are at increased risk of HRJL. This could provide opportunities for intervention through optimising health and lifestyle, restricting physical workload, retraining or redeployment. Early appropriate intervention could enable longer working lives and promote healthier, more equal ageing.

[HTML] [What do you do when your career script runs out? How older workers decide whether and how to sustain their careers](#)

[H Hallpike, BIJM Van der Heijden...](#) - Work, Aging and ..., 2025 - academic.oup.com

This article explores executive career decision-making at the later career stages, against a background of precarious employment and increasing longevity, and the consequent need, and difficulty, for older workers to sustain their careers for longer. We address a gap in the literature on the careers of later stage workers by exploring older executives' career options and demonstrating how a decision-making unit (DMU) of stakeholders actively participate in choosing between options, and which factors influence their choices. We furthermore highlight the key factors that can determine whether a career is sustainable, and the strategies that can optimize a career that is becoming unsustainable. We interviewed later stage executives and analyzed our interview data from the perspective of distributed decision-making for sustainable careers. We identified a range of decision-makers who contributed to the DMU at different levels for each decision, from proactively to reactively. Furthermore, we identified interacting strategies which could optimize the sustainability of a later stage career: personal, when individuals re-engaged actively with their careers; and contextual, when careers were reinvented by individuals and organizations. We synthesized these findings in a career sustainability matrix, designed to enable later stage workers to identify whether a career is sustainable, and how to extend career sustainability.

GRH et vieillissement

[PDF] [Etat du dialogue social en France. Le regard des représentants des salariés, des directions et des salariés. 6e baromètre Syndex-Ifop](#) (voir le dernier chapitre sur les seniors)

Cabinet Syndex, janvier 2024, 44 p.

Parmi les 8 enseignements, on note peu de mesures prises pour les seniors, même si elles sont discutées en CSE
Autres enseignements :

- Regain de motivation dans un contexte d'élections professionnelles, en fin de cycle de renouvellement des CSE
- Un écart toujours criant entre directions et représentants des salariés dans leur évaluation de la qualité du dialogue social
- Un écart également important sur la définition d'un bon dialogue social
- Des freins à l'engagement des CSE qui inquiètent
- Sur les salaires, un écart important entre ce que RP et salariés souhaitent, ce qu'ils pensent obtenir et ce que les directions envisagent, toujours en dessous de l'inflation.
- Les prérogatives environnementales sont encore difficiles à maîtriser sur un sujet considéré comme technique, faute

- Concernant la qualité et les conditions de vie au travail, les RP sont plus critiques que les salariés vis-à-vis de leur direction
- Peu de mesures pour les seniors sont prises, même si elles sont discutées en CSE

[HTML] [Impact of workforce characteristics and monetary incentives on uptake of health and wellbeing initiatives in the United Kingdom](#)

A Edet, [L Kudrna](#), L Quinn - PLOS Global Public Health, 2025 - journals.plos.org

There are economic and social benefits associated with promoting the health and wellbeing (HWB) of workers. The workplace is an important setting for HWB promotion, however, small and medium size enterprises (SMEs) are less likely to offer these programmes. Uptake is also uneven across demographic groups, contributing to inequalities outcomes. This study investigates if uptake of HWB promotion programmes in SMEs differs by employee demographics and if these factors interact with the effectiveness of organisational-level monetary incentives to improve uptake. In a secondary analysis of quantitative data from a cluster-randomised controlled trial, multilevel logistic regression models were fitted to examine the relationship between the outcome (uptake of HWB initiatives) and employee demographics (age, gender, ethnicity, education level). Models included interactions between the trial arm (monetary incentive or control) and employee demographics. Results showed that employees in the incentive arm had similar uptake of HWB initiatives compared to the control (adjusted OR 1.11, CI 0.72, 1.70, $p = 0.64$). In tests of the demographic factors, employees 55+ years had 56% lower odds of uptake (CI 0.25, 0.76, $p = 0.003$) compared to employees aged 17 to 24 years and these results were robust to treating age as a continuous variable. There were no statistically significant interactions between the incentive and the other employee demographic groups for the uptake of HWB initiatives. Organisational-level monetary incentives do not appear to differ in their effectiveness according to employee demographics, although some sub-groups appeared under-represented in the trial including ethnic minorities and those with education below degree-level. Older workers in SMEs may be less likely to engage in workplace HWB initiatives and could be targeted in terms of workplace HWB implementation, policy, and research.

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

[HTML] [Investigating the risk and protective factors of ageing at work: A reflexive thematic analysis.](#)

Bacci G, Viotti S, Guidetti G, Sottimano I, Converso D, Edge C. Work. 2025 Jan 21:10519815241300411.

BACKGROUND: The ageing of the working population and the sustainability of work throughout the life cycle represent a significant challenge for many European countries, particularly in relation to the implementation of legislation raising the retirement age. **OBJECTIVE:** The objective of this study was to examine the physical, psychological and social risk and protective factors that influence the sustainability of work during the ageing process. **METHODS:** Twenty-five interviews were conducted, followed by a reflexive thematic analysis, with the aim of gathering the perspectives of a company's employees regarding factors related to ageing in the workplace. **RESULTS:** Two key themes emerged from the analysis, encapsulating the participants' different perceptions of risk and protective factors. Among the physical risk factors were those related to stress caused by job characteristics, which affect physical health. In addition, the study identified continuous shift work as a significant risk factor, which affects both physical health and the ability to reconcile work and family life. In addition, the responsibility of caring for dependent elderly family members and childcare responsibilities were highlighted as social factors that may affect employees' well-being. **CONCLUSIONS:** The study provides a useful basis for the implementation of company interventions to improve the work sustainability of older employees, with possible applications in other similar companies.

[PDF] [Long working hours and depression: Gender and age effect?](#)

Descatha A, Sembajwe G, Fadel M. Maturitas. 2025 Feb;193:108194.

In 2021, the World Health Organization (WHO) and the International Labor Organization (ILO) officially declared: "With working long hours now known to be responsible for about one-third of the total estimated work-related burden of disease, it is established as the risk factor with the largest occupational disease

burden.” However, these data were extrapolated only for cardiovascular pathologies (myocardial infarction and stroke), because the data on alcohol consumption and depressive states were not sufficiently homogeneous for definitive levels of proof.

In conclusion, Baek SU, Lee YM, Won JU and Yoon JH [1] have published a seminal piece on long working hours and health effects among older workers and women. Their piece sparks a broader discussion, highlighting the need for a lifestyle and workforce exposome approach in research and prevention, where practitioners from different fields work together to improve public health outcomes.

[Résumé] [Understanding the mechanistic interlink between circadian misalignment and heart disease in night shift workers: Therapeutic role of behavioral interventions](#)

J Bou Serhal, M Fayyad-Kazan, [CS Kabrita](#) - Sleep and Breathing, 2025 - Springer

Rotating and night shift work, especially in older workers, is a growing health concern of modern societies due to the associated high morbidity and mortality rates from cardiovascular disease (CVD). The resulting circadian misalignment disrupts neuroendocrine pathways that regulate cardiovascular physiology, risking myocardial tissue damage and heart dysfunction.

Aims

Considering the gaps in the literature as to how atypical work behaviors may disrupt the temporal link between the central and myocardial oscillators at the level of the proteome and transcriptome, the primary goal of this review is to assess the molecular mechanisms linking disrupted biological rhythms to heart health, with a focus on core clock genes like BMAL1 and cardiac troponin I (cTnI) as a myocardial biomarker.

Major Findings

Circadian misalignment can lead to cognitive decline, metabolic dysfunction, and immune disruption, all of which elevate CVD risk. BMAL1 has a key role in maintaining cardiovascular integrity, with its dysfunction associated with hypertension, arrhythmias, and myocardial injury. Additionally, disrupted sleep patterns influence the expression of clock genes, potentially leading to altered heart function and elevated levels of cardiac biomarkers like troponin.

Conclusion

Circadian misalignment poses significant CVD risks, particularly for older workers. Future research should investigate how the expression of central and peripheral clock genes, as well as cardiac biomarkers is affected by shift work, especially in older individuals. Behavioral interventions such as chronotherapy, light therapy, and scheduled evening sleep may help mitigate these risks, but more studies are needed to assess their long-term effectiveness.

Parcours professionnel et capacités fonctionnelles

[PDF] [Memory function and early exit from paid employment through different pathways among ageing European workers](#)

R Ciliacus, RW Hijdra, [SJW Robroek](#), [AK Leist](#)... - Scandinavian Journal of ..., 2025 - sjweh.fi

Understanding memory function’s role in early workforce exit is key in supporting sustainable employment among ageing workers. This study examined the impact of memory function on early exit from paid employment, analyzed changes in memory function before, during and after such transitions, and assessed memory function trajectories in relation to the presence or absence of effort-reward imbalance at work.

Methods This study included 16 339 respondents from the Survey of Health, Ageing, and Retirement in Europe (SHARE) between age 50 and the country-specific retirement age. The effects of objective and subjective memory functioning on early exit were assessed using Cox proportional hazards with Fine-Gray sub distribution models. Changes in memory function before and after a transition to non-employment were assessed using generalized linear mixed-effects models. These changes were described and compared based on exposure to job effort–reward imbalance.

Results Workers with poor subjective memory were 2.3 times more likely to exit employment prematurely due to disability ([sub-distribution hazard ratio (SHR) 2.30, 95% confidence interval (CI) 1.77–3.00] and 1.3 times

more likely to exit through unemployment (SHR 1.29, 95% CI 1.06–1.55). Workers with low objective memory were 1.6 times more likely to exit through unemployment (SHR 1.56, 95% CI 1.30–1.87). Subjective memory generally declined prior to, and during early exit from paid employment. While subjective memory generally improved post-exit, objective memory function declined after exiting. An accelerated decline in objective memory functioning was noted among early retirees who had been exposed to effort–reward imbalance at work (β -0.45, standard error 0.16).

Conclusion Workers with poor memory function are at higher risk of early involuntary exit from paid employment. Promoting memory function and balancing job efforts and rewards may help mitigate the risk of a premature exit.

[PDF] [Trajectories of work ability and associated work unit characteristics from pre-COVID to post-COVID pandemic period](#)

Kausto J, Airaksinen J, Oksanen T, et al.

We examine their associations with prepandemic work unit characteristics and pandemic-related changes at workplaces.

Results We identified three trajectories of work ability: (1) suboptimal work ability decreasing over time (12%); (2) relatively consistent good work ability (73%) and (3) consistent optimal work ability (15%). The strongest associations with belonging to the suboptimal work ability trajectory were found for employees in work units characterised by high job strain (OR 2.29, 95% CI 1.82 to 2.88), poor team climate (OR 0.74, 95% CI 0.64 to 0.86) and low organisational justice (OR 0.64, 95% CI 0.57 to 0.72) when compared with the most optimal trajectory. The least favourable work ability trajectory was also associated with team reorganisation (OR 1.22, 95% CI 1.04 to 1.44) and a low share of those working from home (OR 0.86, 95% CI 0.78 to 0.94) during the pandemic.

Conclusion Prepandemic psychosocial risk factors and pandemic-induced changes at work were associated with poor and declining work ability during the COVID-19 pandemic. Employers and occupational health services should better identify and support vulnerable employees to enhance their work participation.

Usure professionnelle, usure précoce

[HTML] [Analyse des données dans un contexte de salariés vieillissants - exemple d'un entrepôt logistique](#)

Atout'âge et ARACT Hauts-de-France, pas de date

L'entreprise logistique X est confrontée à des problématiques liées à l'âge et à la santé de ses collaborateurs. Il apparaît en effet qu'elle rencontre à la fois une problématique d'absentéisme en parallèle de laquelle l'entreprise s'interroge sur la gestion des âges et l'ancienneté (moyenne d'âge et d'ancienneté élevée / personnel intérimaire).

Pour faire face à ces tendances, l'entreprise logistique X a sollicité un accompagnement de [l'ARACT Hauts-de-France](#).

[HTML] [Corps cassés : le regard d'un médecin du travail](#)

Dr X, ., Propos recueillis par Chappart, P.

Plein droit, 2024, n° 141(2), 14-17

La Docteure X suit près de 2500 salarié(e)s du secteur du nettoyage, mais aussi de l'hôtellerie. Elle observe, quotidiennement, les conséquences dramatiques, tant médicales que sociales, de l'externalisation du travail dans ces domaines d'activité. D'année en année, les cadences infernales brisent un peu plus les corps de ces travailleuses et travailleurs. Et, comme elle l'observait en aparté, on ne les nomme pas « les invisibles » par hasard.

[PDF] [Mediating effect of working conditions on the association between education and early labour market exit: a cohort study of Swedish men](#)

Carlsson E, Hemmingsson T, Almroth M, et al

Occupational and Environmental Medicine 2024;81:547-555.

Objectives It is not fully known what explains educational inequalities in early labour market exits. This study aims to examine the mediating effect of exposure to unfavourable working conditions, measured by low job control and high physical workload, on the association between education and early labour market exit among men.

Methods This register-based study included all men born 1951–1953, who underwent Swedish military conscription in late adolescence and had a registered educational level in 2005 ($n=115\,998$). These men were followed from ages 53–55 to 64 regarding early labour market exit (disability pension, long-term sickness absence, long-term unemployment, early old-age retirement with and without income). Mediation analysis was used to examine the role of job control and physical workload in explaining the educational differences in early exit. Factors measured in childhood and late adolescence were included as confounders.

Results The proportion mediated by job control was around 17% and for physical workload around 22% for the least educated men for exit through disability pension, long-term sickness absence and long-term unemployment. For early old-age retirement with and without income, working conditions were not mediating factors, except for job control mediating up to 18% for exit through early old-age retirement with income.

Conclusions Job control and physical workload seem to be important factors explaining the educational differences in most early exit routes, also after accounting for early life factors. These results indicate the importance of improving working conditions to decrease inequalities in early labour market exit and prolong working life.

[HTML] [Prévention de l'usure professionnelle et parcours : des pistes pour agir dans l'aide à domicile](#)

Aract Auvergne-Rhône-Alpes, 10/2024, 36 pages

Ce guide a été réalisé par l'Aract Auvergne-Rhône-Alpes dans le cadre d'une action engagée pour le plan régional santé au travail (PRST) sur la prévention de l'usure professionnelle et les parcours. Il a vocation à donner des repères sur ce sujet en s'appuyant sur des exemples d'actions réalisées par des structures d'aide à domicile de la région ainsi que sur des données et travaux qui concernent la prévention de l'usure professionnelle.

[PDF] [Le reclassement, vers une nouvelle culture ?](#)

GROLLEAU, Jérôme, CRISTOL, Denis

Cahier - Observatoire MNT social & territorial n° 32, 11/2024, 212 pages

Synthèse : synthèse : [https://mnt-prod.cdn.prismic.io/mnt-](https://mnt-prod.cdn.prismic.io/mnt-prod/Zz4P7a8jQArT1Fir_2411_ObservatoireMNT_32_RECLAS_Synthese_vdef.pdf)

[prod/Zz4P7a8jQArT1Fir_2411_ObservatoireMNT_32_RECLAS_Synthese_vdef.pdf](https://mnt-prod.cdn.prismic.io/mnt-prod/Zz4P7a8jQArT1Fir_2411_ObservatoireMNT_32_RECLAS_Synthese_vdef.pdf)

Les dispositifs actuels de reclassement, certes en progrès, restent inachevés, complexes et perçus comme un parcours d'obstacles. 48% des agents déclarés inaptes retrouvent un poste au terme de leur recherche de reclassement. L'enjeu est de construire une nouvelle culture du maintien dans l'emploi. Certains métiers clairement identifiés sont propices à l'accélération de l'usure physique professionnelle. L'anticipation passe par la prévention, la reconversion en amont, et le maintien dans l'activité ajusté et bien accompagné. Cette étude consiste à explorer de manière approfondie quelques parcours et vécus d'agents de catégorie C, sous couvert d'anonymat, ayant effectué un reclassement mené à terme, anticipé ou évité, c'est-à-dire que les agents concernés ont été recrutés sur un nouveau poste et que la nouvelle activité semble s'inscrire dans la durée ou encore des reclassements évités. L'auteur analyse ensuite les mécanismes à l'œuvre pour favoriser la réussite du processus de reclassement et rend compte des effets des dispositifs d'accompagnement afin d'identifier les ressorts d'un reclassement "réussi". La dernière partie sera consacrée à des recommandations visant à améliorer le dispositif actuel pour amoindrir les effets négatifs du parcours menant au reclassement comme de conforter les potentialités positives de la période de préparation au reclassement (PPR).

[Résumé] [SURVEY OF FUNCTIONAL LIMITATIONS ASSOCIATED WITH LONG STANDING WORKING HOURS AND FOOTWEAR AMONG FEMALES](#) [Etude au Pakistan]

MW Younas, I Tayyab, E Arooj, [Z Ali](#)... - Insights-Journal of Health ..., 2024 - insightsjhr.com

Prolonged standing hours, footwear and BMI has a positive impact on functional limitations. Prolonged standing occupations are defined by the time in which employees spend more than 50% of their working shift in

standing position. Up to 58% of women encounter musculoskeletal disorders associated with their occupation. Moreover, women face a 42% higher risk compared to men. Footwear acts as a crucial link between workers and their surroundings, impacting posture, movement patterns, and the distribution of forces across the body. Objective: To find the prevalence of functional limitations associated with prolonged standing working hours and footwear among female workers.

Methodology: This cross-sectional survey study was conducted in pharmaceutical companies in Faisalabad over a period of 4 months. The study involved 278 female workers with standing jobs, selected using non-probability purposive sampling. Participants were aged 25-40, with at least one year of standing job experience, and spent over three hours daily standing. Exclusions included recent trauma, fractures, surgeries, congenital foot disorders, and pregnancy. Data was collected using the Foot and Ankle Disability Index (FADI) and analysed with SPSS version 20. Informed consent was obtained from all participants.

Result: In total 278 female participants were selected. The majority of participants (54.3%) were between 25-30 years old, with 42.1% having 4-6 years of working experience, and 61.5% standing for 7-8 hours a day. Most participants (37.1%) had a normal weight BMI, and 76.3% experienced foot and ankle pain.

Conclusion: This study shows high prevalence of functional limitations and has significant association with BMI, prolonged standing hours and footwear. In conclusion, the study found that foot and ankle pain is prevalent (76.3%). High heels, long standing hours, and high BMI increased the possibility of foot and ankle pain.

[HTML] [Le travail que nous voulons](#) [Un chapitre sur l'usure professionnelle]

CFDT, 01/2025, 48 pages

Ce document a pour ambition de favoriser la diffusion, au sein de la CFDT, d'une vision partagée du « travail que nous voulons » qui répond à ces enjeux mais aussi de faire connaître plus largement ce que revêt le travail pour la CFDT. Il vient ainsi compléter et actualiser le manifeste de la CFDT pour le travail (2017), la résolution du congrès de Lyon (2022) ainsi que les propositions portées dans le cadre des Assises du Travail (2023). Il synthétise ce que porte la CFDT sur le travail autour de sept axes :

1. redonner du sens au travail
2. Renforcer le pouvoir d'agir
3. Mobiliser les travailleurs et les travailleuses pour conduire les transformations
4. Promouvoir un management et des organisations plus justes
5. Faire du travail un facteur de santé
6. Articuler les temps de la vie
7. Faire du travail un espace d'égalité et d'inclusion

Pour compléter ce document, et concrétiser la vision CFDT du travail, des annexes précisent le corpus revendicatif et les modalités de sa mise en œuvre liés aux différentes thématiques abordées.

- Les pratiques managériales
- Le dialogue professionnel
- Les transformations du travail
- La santé au travail
- L'usure et la pénibilité
- L'articulation des temps de la vie
- L'égalité professionnelle
- Le handicap
- La lutte contre les discriminations au travail
- Le travail et le dialogue social

Ces travaux s'inscrivent également dans un ambitieux « projet Travail » qui structurera l'action de la Confédération à court, moyen et long termes.

[HTML] [L'usure professionnelle : comment l'anticiper ?](#)

Atout'âge, pas de date

Prévenir l'usure professionnelle est un défi pour les entreprises. Elle représente des enjeux stratégiques,

économiques et sociaux. Découvrez à travers cet article les bonnes pratiques pour la prévenir.

[PDF] [*"We want to get out"—A qualitative study on reasons for nurses' early retirement intentions*](#)

[AM Kaihlanen](#), E Aktas, M Sadauskas... - European Journal of ..., 2024 - academic.oup.com

Nurses, the largest workforce in healthcare, play a central role in health systems. There is a severe global shortage of nurses, which is expected to worsen as a significant portion approaches retirement age. Early retirements can harm care quality and healthcare access, thus significantly impacting public health. Identifying reasons is crucial to prevent this trend. This study examined factors behind nurses' early retirement intentions. Methods: A descriptive qualitative study was conducted in an Irish hospital (July to September 2023) including individual interviews with 10 nurses aged 55 and over. A thematic analysis was conducted collaboratively by three researchers to identify key factors influencing nurses' intentions to retire early (...).

Conclusions: Developing support systems for ageing nurses, encompassing strategies to ease workload strain, enhancing career opportunities, and promoting intergenerational collaboration are critical for reducing early retirement trends and sustaining a resilient healthcare workforce. By implementing tailored approaches, such as flexible scheduling and mentorship programs for ageing nurses, healthcare organisations can promote workforce longevity and enhance public health outcomes through improved care delivery.

Travailleurs jeunes / âgés, relations intergénérationnelles

[Pour information] [*Transmettre les savoirs professionnels : quels enjeux pour les entreprises et les salariés aujourd'hui ?*](#)

ANACT, webinaire ayant eu lieu le 20 mars 2025

Dans un contexte de changements rapides et évolutifs, la transmission des savoirs professionnels comporte des enjeux importants en matière de performance et de conditions de travail. Or, si les entreprises sont familières des savoirs académiques, de leurs modes d'acquisition et de transmission, elles sont souvent moins bien équipées pour la prise en charge des savoirs d'expérience acquis dans et par le travail.

Pour être efficace, la transmission des savoirs professionnels doit s'organiser sur le lieu de travail même. Elle nécessite d'engager différents acteurs, apprenant et formateur notamment. Les situations « réelles » de travail en sont le socle. Il s'agit ensuite d'engager un véritable partage entre les acteurs concernés autour de ce qui constitue les « métiers » de l'entreprise.

Dès lors, comment organiser et faciliter cette transmission ? Comment notamment agir sur l'organisation du travail ? Comment également mettre en place des dispositifs de formation spécifique ? Comment, enfin, prendre en charge les savoir-faire de prudence ?

Pour apporter des éléments de réponse à ces questions, le webmagazine Anact réunira en direct le jeudi 20 mars 2025 à 14h15 :

- Sylvie Morin-Lagrange, Chargée de mission à l'Aract Bourgogne Franche-Comté
- Jeanne Thébaud, Chercheuse à l'Université de Lille, PsySEF, Lab PSITEC - ULR 4072
- Gilles Groperrin, Directeur de l'ESAT/EA ETP Synergie à Dole (39)

Un débat animé par Thierry Rousseau, Rédacteur en chef de la Revue des conditions de travail.

Lu dans la presse

[Résumé] *Au-delà des stéréotypes d'âge*

François Desnoyers, Le Monde, 13 mars 2025

On trouverait dans les rangs de la jeune génération nombre de fainéants et d'impatients. Les seniors seraient de leur côté caractérisés par leur rigidité et leur lenteur à la tâche, tout en apparaissant dépassés face aux innovations informatiques...

Les stéréotypes d'âge sont légion en entreprise. Et s'ils sont nombreux, ils sont aussi néfastes à la bonne marche des organisations, préviennent Elodie Gentina, professeure associée à l'Iéseg School of Management,

et Jérémy Lamri, entrepreneur et cofondateur du Lab RH, dans leur ouvrage, *Le Défi du management intergénérationnel* (Dunod, 192 pages, 25 euros). Des idées reçues qui limitent la compréhension des équipes et de leurs attentes mais aussi la fluidité des rapports au sein des collectifs de travail.

Il y a donc, pour les auteurs, urgence à s'en détacher, et à adopter une vision plus fine et moins cloisonnée des générations en entreprise – sans pour autant nier certaines de leurs singularités, au premier rang desquelles les « différences de rapport à l'autorité ».

[Résumé] [« Le Défi du management intergénérationnel » : valoriser l'intelligence collective en entreprise](#)

Le Monde, vers le 13 mars 2025

Dans leur ouvrage, Elodie Gentina et Jérémy Lamri jugent primordial, pour les entreprises, de développer un management intergénérationnel. Il implique notamment une dynamique de partage des connaissances au sein des équipes.

Par [François Desnoyers](#)

[Résumé] [Faute d'une gestion appropriée des fins de carrière, 7 % à 8 % de la population active pourraient devenir inaptes au travail, selon une étude de l'INRS](#)

Le Monde, 1^{er} avril 2025

[HTML] [Offre de services de l'ANACT sur la prévention de l'usure professionnelle : web-ateliers, ateliers, formations](#)

ANACT

27 mai à St Brieuc (présentiel) et 18 septembre, un web-atelier

[Résumé] [Retraites : la CPME plaide pour une meilleure prise en charge de l'usure professionnelle](#)

La Tribune, 9 janvier 2025

Le président de la CPME François Asselin s'est dit mardi prêt à discuter avec les autres partenaires sociaux d'une amélioration de la réforme des retraites, suggérant de la cibler sur les métiers créant de l'usure professionnelle.

[Résumé] Retraites : les partenaires sociaux abordent la question de la pénibilité. [La CFDT dénonce l'inertie patronale face à la prévention de l'usure professionnelle](#)

Bertrand Bissuel, Le Monde, 25 mars 2025

La négociation sur les retraites, entre partenaires sociaux, ne se résume pas à des portes qui claquent. Si les défections de Force ouvrière (FO), puis de l'Union des entreprises de proximité (U2P) et de la CGT ont bousculé le processus engagé le 27 février, elles n'empêchent pas – complètement – les cinq organisations encore autour de la table d'aborder le fond des sujets. Démonstration vient d'en être apportée avec la quatrième séance de discussions, le 20 mars, durant laquelle la CFDT affirme avoir critiqué le manque d'élan chez les patrons pour améliorer le sort des salariés exerçant des métiers pénibles. « L'usure professionnelle n'est pas une préoccupation du côté des chefs d'entreprise, a fustigé Yvan Ricordeau, le numéro deux de la centrale cédétiste, à l'issue de la rencontre. Il faut inverser la donne. » (...).

[HTML] [RH, comment valoriser les profils expérimentés en entreprise ?](#)

Focus RH, 21/01/2025

En 2030, un actif sur trois aura plus de 50 ans. Pour autant, les profils seniors souffrent encore de nombreux préjugés et de discrimination liée à l'âge, au moment du recrutement et après. Comment les professionnels RH peuvent-ils transformer ces collaborateurs expérimentés en moteurs d'innovation, tout en répondant aux défis démographiques et organisationnels ?

[HTML] [Seniors au travail : "Il faut communiquer, agir avec bienveillance et respect", insiste Sybille Le Maire, fondatrice du club Landoy](#)

Invité éco, 12 mars 2025

Alors que l'allongement de la vie et la faible employabilité des seniors soulèvent des questions importantes, Sybille Le Maire, fondatrice du club Landoy et directrice déléguée du groupe Bayard, plaide pour des actions concrètes dans les entreprises afin de mieux intégrer les seniors.