

# Rapport de veille n° 79

## **Vieillesse, retour au travail et prévention de la désinsertion professionnelle**

09/02/2024

*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

[HTML] [Arrêté du 4 décembre 2023 fixant pour les années 2023 et 2024 la dotation de la branche accidents du travail et maladies professionnelles du régime général au fonds d'investissement dans la prévention de l'usure professionnelle prévu à l'article L. 221-1-5 du Code de la sécurité sociale](#)

Ministère chargé de la Santé. Journal officiel du 21 décembre 2023, texte n° 56, une page

Le fonds d'investissement dans la prévention de l'usure professionnelle (Fipu) créé au sein de la Caisse nationale de l'assurance maladie (Cnam) par la loi n° 2023-270 du 14 avril 2023 reçoit la dotation suivante : - Pour 2023 : 30 millions d'euros ; - Pour 2024 : 200 millions d'euros

## Généralités

[Résumé] [DEVELOPMENT AND VALIDATION OF A U.S. AND GERMAN SHORT VERSION OF THE LATER LIFE WORKPLACE INDEX \(LLWI-S\)](#)

J Deller, J Finsel, A Wöhrmann, E Oliveira... - Innovation in ..., 2023 - ncbi.nlm.nih.gov

Employment of older individuals becomes more important in demographic change. To identify organizational practices that foster the motivation, health, and performance of older employees in particular, an efficient holistic assessment of relevant organizational factors is needed. The 80-item Later Life Workplace Index (LLWI) provides such a measure for organizational practices for older employees by differentiating nine domains. The LLWI has been applied in emerging research in various research contexts and countries. However, it is quite a lengthy measure. Therefore, this paper describes the development and validation of the LLWI-S, a 29-item short measure covering all nine domains in order to achieve a more efficient instrument. The development of the short version was both, judgemental- and statistics-driven. A focus group consisting of the original LLWI-authors and several international scholars, whose research expertise lies in the field of employment and older employees, has developed the LLWI-S. A German- and an English-language version of the LLWI-S have been validated in Germany and the U.S. Reliability and model fit for the U.S. and the German version as well as multigroup CFA for measurement invariance will be presented. Results show that the measures have good internal reliability and model fit. We provide researchers and practitioners with a validated short measure to efficiently assess all nine relevant organizational domains for older employees. Researchers can utilize the LLWI-S to gain a comprehensive understanding of all relevant areas of organizational influences on later life work, while practitioners are able to assess their organizational readiness for an aging workforce.

[Sur abonnement]

Emploi des seniors : Se cantonner à une diminution de la durée d'indemnisation de l'assurance-chômage passerait à côté d'une très grande partie du problème »

Astrid Panosyan-Bouvet, Le Monde, 14 décembre 2023

Si notre assurance-chômage n'incite pas à la reprise d'emploi en fin de carrière, bien d'autres freins sont à l'œuvre – conditions de travail, manque de formation professionnelle, discriminations à l'embauche –, explique, dans une tribune au « Monde », la députée (Renaissance) Astrid Panosyan-Bouvet, qui liste une série de propositions.

[Vidéo] Actes en vidéo de la 8e Journée de l'Institut Santé-Travail Paris-Est (IST-PE) (23 novembre 2023 : Thématique : " Fin de carrière santé et travail", Créteil

<https://www.paris-est-sup.fr/>

Plusieurs thèmes ont été abordés comme l'usure professionnelle, les AT/MP, etc.

Intervention d'Anne Aublet-Cuvelier : Prévention des risques liés à l'âge en milieu professionnel quels outils, quelles actions ?

[Sur abonnement] *L'horizon fuyant de la santé au travail*

Arnaud Mias, *Le Monde* 18/12/2023

Dans le cadre d'un projet de médiation scientifique du Laboratoire interdisciplinaire d'évaluation des politiques publiques (Liepp) de Sciences Po, diffusé en collaboration avec « *Le Monde* », le sociologue Arnaud Mias analyse les raisons de la dégradation de la santé des salariés français.

[PDF] [Panorama des pensions 2023 \(version abrégée\). Les indicateurs de l'OCDE et du G20](#)

OCDE, 13 décembre 2023, 27 pages

Cette version abrégée est la traduction partielle de la version anglaise du *Panorama des pensions de l'OCDE*. Elle contient le résumé de la publication ainsi que l'introduction et les principaux résultats des chapitres 1 et 2. L'édition 2023 du *Panorama des pensions* met en lumière les réformes des retraites engagées par les pays de l'OCDE au cours des deux dernières années. Elle comprend un chapitre spécial sur les dispositions de retraite applicables aux emplois dangereux ou pénibles. Elle décrit les règles existantes, documente les tendances récentes des politiques dans ce domaine et évalue la conception et le fonctionnement des règles de retraite anticipée pour les emplois dangereux ou pénibles compte tenu de l'évolution des conditions de travail et des pressions liées au vieillissement démographique sur les systèmes de retraite. Cette édition met également à jour les informations sur les principales caractéristiques des systèmes de retraite dans les pays de l'OCDE et du G20 et fournit des projections sur les revenus de retraite des travailleurs d'aujourd'hui. Elle propose des indicateurs concernant l'architecture des systèmes de retraite, les droits à la retraite, le contexte démographique et économique dans lequel s'inscrivent les systèmes de retraite, les revenus et la pauvreté chez les personnes âgées, le financement des systèmes de retraite et les pensions privées.

[Résumé] [PARTICIPATION IN AND EXCLUSION FROM EXTENDED LATE WORKING LIFE DURING THE DEMOGRAPHIC, DIGITAL, AND GREEN TRANSITION](#)

[A Motel-Klingebiel](#) - *Innovation in Aging*, 2023 - [academic.oup.com](http://academic.oup.com)

Policies aim to extend working lives by investing in the capacity and employability of older workers, changing the regulatory framework, promoting innovative life-course policies, and advancing lifelong learning, which gains relevance under the impact of increasingly aging populations, digitalisation, and the green transition. However, as some national, branch, and company policies are counterproductive, encouraging early exit and perpetuating ageist training and recruitment practices, working longer may not be equally achievable and beneficial for all workers. This symposium presents research on exclusion and inequality in late working life, providing evidence for policy innovation towards inclusive extended work and sustainable working conditions. It combines comparative multi-level research based on registry and survey data as well as qualitative information. Contributions address the opportunities and limitations of equal and inclusive extended work under the impact of population aging, digitalisation, and the green transition. This includes a conceptual introduction to research and policy on extended late work in Europe during the triple demographic, digital and green transition, an analysis of age discrimination in company and branch policies based on expert interview data, an examination of the perceived significance of lifelong learning for exclusion risks, an analysis of risk experiences associated with extended work, and a commentary discussing the findings in the context of gerontological debates on exclusion and precarity in later life. The (co-)authors represent a mix of early career, mid-career, and senior scholars with interdisciplinary backgrounds from Europe and North America. The audience is invited to discuss concepts, analyses, and conclusions with the presenters.

[PDF] *Les seniors et l'emploi en 2023*

[602f-Etude-emploi-senior-2023.pdf \(seniorsavotreservice.com\)](#)

L'étude "Les Seniors et l'Emploi en 2023" permet d'aller plus loin dans la compréhension de ces phénomènes à fort impact humain et complexes à bien des égards. Elle a été réalisée auprès d'un large panel de seniors (plus de 1 500 répondants de plus de 50 ans), tous membres de [seniorsavotreservice.com](http://seniorsavotreservice.com) ou du panel de l'Institut Français des seniors.

À travers cette étude, nous avons voulu croiser les regards dans une approche pluridisciplinaire

(psychologique, économique, sociologique) pour aller en profondeur et comprendre la réalité des vécus et des ressentis, au-delà de la surface des choses.

## Retraite

[HTML] [Predictors of Retirement Voluntariness Using Canadian Longitudinal Study on Aging Data](#)

[MB MacLean, C Wolfson, S Hewko...](#) - *Journal of Aging ...*, 2024 - journals.sagepub.com

*Involuntary exit from the labor force can lead to poor health and well-being outcomes. Therefore, the purpose of this research is to better understand the factors that contribute to perceived retirement voluntariness. Methods: We conducted descriptive and multivariable logistic regression analyses using a sample of recent retirees (n = 2080) from the Canadian Longitudinal Study on Aging (CLSA). Results: More than one-quarter (28%) of older workers perceived their retirement to be involuntary. Among 37 possible predictors, 14 directly predicted retirement voluntariness and many more indirectly predicted retirement voluntariness. Only four direct predictors were common to both women and men, retiring because of organizational restructuring/job elimination; disability, health, or stress; financial possibility; and having wanted to stop working. Discussion: Findings suggest the need for employment support, health promotion, work disability prevention, financial education, and support that is sensitive to the differences between women and men to prevent involuntary retirement.*

## Discrimination, précarité, chômage

[Résumé] [AMBIVALENT AGEISM IN THE WORKPLACE AND ITS IMPACT: EXPLORING PERCEPTIONS OF OLDER WORKERS](#)

[M Lagacé, E Tasyurek et al.](#), *Innovation in Aging*, 2023 - ncbi.nlm.nih.gov

*Several countries are currently facing significant labour shortages in different work sectors. One of the solutions being considered to deal with such shortages is the retention of older workers. However, to do so, ageist attitudes and discrimination in the workplace must be countered as well as their negative impacts on older workers' well-being. While previous studies have focused on assessing the impact of hostile ageism in the workplace, less research has been conducted on ambivalent ageism (i.e., stereotypes of fragility and incompetence) in the workplace. This study examines if and to what extent older workers perceive to be the target of ambivalent ageism and how such perceptions impact their well-being, in terms of psychological disengagement, self-esteem, perceived employability as well as intentions to leave their organization. An online, bilingual (French / English) questionnaire was completed by 951 Canadian older workers aged 50 years or more. Preliminary data analysis suggests that ambivalent ageism is negatively associated with perceived employability and self-esteem and positively associated with psychological disengagement and intentions to leave. Further, stratified data analysis by age group suggests that workers aged 62 or older perceive less ambivalent ageism, are less disengaged and have significantly higher self-esteem than workers of younger age groups. Such findings call for the implementation of workplace policies that are age-based inclusive and that account for differential experiences of ageism in the workplace.*

[Résumé] [Can I work with older workers if I hold stereotypes regarding their competence? The consequences for stereotype holders.](#)

[L Bellotti, S Zaniboni, C Balducci...](#) - *Canadian Journal of ...*, 2023 - psycnet.apa.org

*The ageing workforce and increasing workplace age diversity have directed research attention to the consequences of age-related stereotypes. Prior research has mainly focused on the effects for the target of these stereotypes (e.g., older workers). Using the social identity approach and social capital theories as a framework, we suggest that holding negative age-related stereotypes (i.e., about older workers' competence) is negatively associated with individual (i.e., positive job-related affective well-being), group-related (i.e., work group involvement and group relations), and organizational-related outcomes (i.e., perceived organizational climate) for younger and middle-aged employees. In addition, we expect this relationship to be mediated by ineffective work interactions, which captures a decrease in younger/middle-aged workers' frequency and appreciation of*

*task-oriented interactions with their older coworkers. Our hypotheses were tested with a time-lagged design involving 104 participants between 23 and 49 years old ( $M = 35.62$ ,  $SD = 6.75$ ). The findings supported our hypotheses. We conclude by discussing theoretical implications and practical recommendations.*

[PDF] [Gestion de carrière des seniors : éclairages et pratiques d'entreprise.](#)

POELMAN-BONNEVAY, Florence, MEDIONI, Pierre-Emmanuel.

Working paper - Chaire FIT n°3, 12/2023, 20 pages

*Avec la réforme des retraites 2023, la gestion des fins de carrière, longtemps négligée, devient un enjeu important. Les auteurs, statisticiens-économistes, mènent une étude exploratoire sur les seniors, afin de mieux comprendre leur situation à l'égard du travail et ce que les organisations peuvent mettre en œuvre pour répondre à l'allongement de la vie professionnelle. Ils mettent en évidence la rémanence de stéréotypes négatifs associés aux seniors, même si on leur reconnaît aussi des qualités liées à l'expérience. Parmi les explications de ce biais cognitif, on peut citer l'impact des plans de pré-retraite qui ont laissé des traces profondes dans les représentations. En lien avec cette image des seniors, nombre d'entreprises accordent une importance décroissante avec l'âge à leur développement, qu'il s'agisse de formation, d'opportunités de postes, voire de la tenue d'entretiens de carrière.*

[Résumé] [ILLUSTRATIONS OF EXTENDED WORKING LIVES: WHAT INSIGHTS DO THE CONCEPTS OF EXCLUSION AND PRECARIETY OFFER?](#)

[A Grenier](#) - Innovation in Aging, 2023 - ncbi.nlm.nih.gov

*Amanda Grenier will act as the discussant for the set of papers in this symposia session, bridging insights from European research with North American perspectives. Situated as an attempt to bridge research findings with a larger critical practice of theory-building theory, she will explore what the concepts of exclusion and precarity offer our interpretations of these papers, as well as how the findings of each contribute to the state of knowledge on exclusion and precarity. She will begin with a brief clarification of the definitions and conceptual boundaries of social exclusion and precarity carried out in Europe and North America and situate key findings of the papers as an effort to theorize older workers lives in contemporary conditions. For example, the well-known concept and domains of social exclusion can be considered to offer ways of understanding processes of exclusion at the mezzo level, as exercised through policies, practices, and/or place. Illustrations from the papers will be linked with existing work on exclusion. She will then draw attention to the concept of precarity as a lens of analysis to connect the micro-level vulnerabilities experienced in the working lives of older people with the shifting social and state structures that form the backdrop for older people's lives (and the systems within which European research is carried out). Specific examples will be drawn from the set of papers, and a moderated question and answer period will follow.*

[Résumé] [Job Insecurity and Its Consequences for Older Workers](#)

[S Bertolini](#), [V Goglio](#)... - ... and Life Courses, 2024 - bristoluniversitypressdigital.com

*This chapter provides a stylized overview of key developments in older workers' employment trends since the 1980s. Following this quantitative overview of the extent of older workers' employment, the following sections take a look at the qualitative aspects of their employment. Subsequently we investigate how far older workers perceive their employment as being (in)secure and how this perception has changed over time. We discuss the future insecurity around income prospects in old age, considering the pension-related perceptions of today's older employees and pensioners, but also considering the long-term pension effects of the spread of atypical employment among younger labour market generations.*

[Résumé] [Labour shortages and employer preferences in retaining and recruiting older workers](#)

[AJ Riekhoff](#), [N Järnefelt](#), [M Laaksonen](#)... - International Journal of ..., 2023 - emerald.com

*This article investigates whether employers are more likely to employ older workers when faced with a shortage of qualified labour. Furthermore, it analyses whether in such cases age stereotypes moderate employers' preferences towards four employment options: (1) supporting workers to continue until the retirement age, (2) encouraging workers to continue beyond the retirement age, (3) recruiting someone older*

than 55 and (4) (re)hiring someone who has retired.

*Design/methodology/approach*

Data were drawn from a survey conducted among Finnish employers in 2021 (response rate = 66%, N = 1,442). Applying factor analysis to questions about older workers' qualities compared to those of average workers, a distinction was made between perceptions of experience-related and adaptability-related qualities. Generalised ordered logistic regression models were estimated to analyse the relations of preferences for each employment option with experiencing recruitment problems, workplace age stereotypes and interactions between these.

*Findings*

Experiencing recruitment problems was positively related to preferences for hiring a retired person. Employers with difficulties in recruitment were more likely to support work until the retirement age and recruit someone over 55, but only if they had above-average positive perceptions of older workers' experience-related qualities. Employers confronted with recruitment difficulties were more likely to encourage workers to continue beyond the retirement age if they had more positive perceptions of older workers' adaptability-related qualities.

*Originality/value*

This study shows that, even when confronted with labour shortages and population ageing, workplace age stereotypes still pose a potential obstacle for employers to make the best use of an older workforce.

[Début] [Legal gaps in laws prohibiting age discrimination at work: An analysis of laws in 193 countries](#)  
[A Raub](#), [P Stek](#), [J Heymann](#) - *Comparative Labor Law & Policy ...*, 2023 - [search.proquest.com](#)

[Résumé] [THE PERSISTENCE OF AGE DISCRIMINATION IN SHAPING LATE WORKING LIVES](#)

[R Crossdale](#), [L Foster](#), [A Walker](#) - *Innovation in Aging*, 2023 - [ncbi.nlm.nih.gov](#)

... The need to target stereotypical attitudes towards older workers was ... older workers, this research suggests that the same stereotypes continue to pervade older workers ...

[Résumé] [PRECARITY AND WORK IN LATER LIFE: EXPERIENCES OF OLDER WORKERS IN UNCERTAIN TIMES](#)

[C Halvorsen](#), [C Matz](#), [J Miller](#) - *Innovation in Aging*, 2023 - [ncbi.nlm.nih.gov](#)

Employees later in their careers often earn the highest income of their lives, enabling them save for retirement while living in relative comfort. Yet many workers do not experience this late-career economic boost and instead face age bias and discrimination, difficulty finding and keeping work, and social and economic inequalities. Using an intersectionality lens, these difficulties often lead to disparities by race, ethnicity, gender, and immigration status, highlighting the varied socioeconomic experiences of older adults. The economic and social effects of the COVID-19 pandemic have often exacerbated these disparities. This symposium will highlight the varied experiences of late-career workers since the advent of the pandemic, with an emphasis on lower income workers and disparities by race and ethnicity. Dr. Choi-Allum will describe the results from a nationally representative survey of 2,000 workers ages 40 and older by AARP, highlighting how perceived age discrimination and the sense of a weak economy is driving uncertainty in finding and keeping paid work. Dr. Carr will identify racial and ethnic disparities in pandemic-related job disruption and its associated financial setbacks using Health and Retirement Study data. Dr. Halvorsen will describe the experiences of older, lower-income, and often immigrant job seekers within the federally funded Senior Community Service Employment Program in Massachusetts. And Dr. Matz will outline research with older adults who live in public housing on how social resources obtained partly through work may buffer financial strain's impact on health. To conclude, Dr. Miller will place the four studies into the broader socioeconomic context. This is an Aging Workforce Interest Group Sponsored Symposium.

[PDF] [Too old to work? A field experiment on age discrimination in the Spanish labor market](#)  
[O Quesada](#), [DM de Lafuente](#) - 2024 - [iseak.eu](#)

With the aging population, policymakers confront demographic pressures to increase the engagement of older workers in the labor market. This paper examines the prevalence of age discrimination in the Spanish labor

market. We design and perform a resume correspondence experiment involving over 1,600 job applications for low- and high-skilled positions. To understand the nature of discrimination, we examine two crucial phases of the hiring process: the inspection of resumes and the likelihood of receiving a job interview. We find that employers exhibit 10% lower willingness to open resumes from older candidates in lower-skilled positions. Moreover, older applicants are around 50% less likely to receive an interview invitation compared to their younger counterparts. Despite additional tests, we cannot confirm whether differential treatment stems from taste-based or statistical discrimination.

[Résumé] [WORK PRECARIETY AND THE AGING WORKFORCE: TRENDS IN HEALTH DISPARITY AMONG OLDER SERVICE SECTOR WORKERS](#)

[R Goldberg, J Dill, J Kim](#) - *Innovation in Aging*, déc 2023(7)(Suppl 1): 727 - [ncbi.nlm.nih.gov](https://ncbi.nlm.nih.gov)

In this study, we measure work precarity among noncollege older workers (55-75 years old) in three large and growing service sector industries in the US: health care, retail, and food service, to assess the impact of work precarity on older low-wage worker's health outcomes, exits from the formal wage labor workforce, and linkages between work precarity and health disability.

## Employabilité, maintien dans l'emploi des travailleurs vieillissants

[Résumé] [ESTIMATION OF WORKING LIFE EXPECTANCY: APPLICATION OF A MULTISTATE MARKOV MODEL](#) [Etude en Suède]

[HS Chungkham](#) - *Innovation in Aging*, 2023 - [ncbi.nlm.nih.gov](https://ncbi.nlm.nih.gov)

Longer life expectancy in Western countries has led to concerns about sustainable workforces amid the rising costs of securing aging populations. Retirement age is no more a good indicator of the end of the working life, because many older workers move in-and-out of workforce. A more useful measure is working life expectancy (WLE), which is the expected number of remaining years from a given age that a person will work. This measure considers transitions across different employment states. The method adopted for estimation of WLE is along the same line to estimate health expectancy (HE) based on cross-sectional data without considering transitions in different states of work over time. A better approach is based on multi-state survival models considering transitions among states over time using longitudinal data. These models assume a Markov Process to estimate transition probabilities. WLE is the weighted sum of duration of stay in a state weighted by the transition probabilities. The method adopted in IDEAR consortium is a multistate survival model assuming a first-order Markov process in continuous time to estimate transition probabilities. Transition probabilities are estimated by the *msm* package. This model takes care of interval censoring where the exact dates of transitions from one state to another is not known. WLEs are estimated by using the package *elect* (van den Hout, 2019) incorporating age as a time dependent variable by using a Gompertz model instead of the exponential model. The method is demonstrated to estimate WLE using Swedish Longitudinal Occupational Survey of Health (SLOSH).

[HTML] [Factors associated with work ability among employees of an Italian university hospital](#)

[L Casolari, Y Curzi](#)... - *BMC Health ...*, 2024 - [bmchealthservres.biomedcentral](https://bmchealthservres.biomedcentral) ...

A growing body of evidence clearly documents the benefits of integrated systems approaches to protecting and promoting the safety, health and well-being of workers. The purpose of this study is to provide a holistic view of the work ability of employees of an Italian University Hospital measuring their resources in relation to job demands. In particular, it examines socio-demographics, family and organizational antecedents of health professionals' work ability.

### Methods

A survey was conducted to assess the work ability of healthcare professionals, including physicians, nurses and administrative staff, working at the University Hospital of Modena (Italy). The data collection allows us to get a sample of 443 workers, who correspond to 11% of the target population. The data were analyzed using preliminary statistics on the main characteristics of the sample in terms of work ability, socio-demographic

variables, family and organizational characteristics. In addition, logit models of the likelihood of having high work ability were estimated using SPSS version 25.

#### Results

Work ability decreases with increasing age, comorbidity, high body mass index, having at least one child under 5 and/or a dependent adult, having a poor work-life balance, and doing more than 20 h of housework. Specific job resources can significantly promote work ability, including relationship-oriented leadership, autonomy in decision making and individuals' skill match. The nursing profession is associated with a low work ability. Finally, a significant gender gap has been documented. Women find it more difficult to reconcile life and work, especially when they have children of preschool age and work in professions with greater responsibilities, as in the case of women doctors, who experience lower work capacity.

#### Conclusions

Our results suggest that it is necessary to consider other factors, in addition to age, that are equally relevant in influencing work ability. Consequently, organisational interventions could be implemented to improve the work ability of all workers. In addition, we propose targeted interventions for groups at risk of reduced work capacity, in particular older workers (45 years and over), nurses, women with children of preschool age and in the position of physician.

#### [\[HTML\] Individual, family, job, and organizational factors associated with retirement intentions among older long-term care workers: A systematic review](#)

N Carolina, B Gunnar, T Pia, Ö Peter - Geriatric Nursing, 2024 - Elsevier

This systematic review synthesized prior quantitative research on individual, family, job, and organizational factors associated with retirement intentions (RI) among older long-term care (LTC) workers. Seven databases were searched for peer-reviewed studies. RI were defined as early (<65 years) or late (>65 years). To assess the methodological quality, we used JBI's checklists. The PRISMA statement guided this review. After duplicates were removed, 4 489 records were identified. A final sample of six articles was selected as eligible for inclusion. Current findings show weak social support, high physical job demands, and type of LTC occupation as important determinants for early RI. Strong social support and good job resources are important determinants for late RI. In contrast to earlier research on other groups of older workers, this review shows no statistically associations between health nor emotional job demands and early RI for LTC workers. The results are discussed using the JD-R theory.

#### [\[PDF\] Keeping older workers engaged : policies, practices and mechanisms](#) (Maintenir l'engagement des travailleurs âgés : politiques, pratiques et mécanismes).

Eurofound, 53 p., 2024

Ce rapport d'Eurofound propose de nouvelles solutions en matière de conditions de travail et de parcours de carrière permettant aux travailleurs de conserver leur santé physique et mentale. Les auteurs se penchent surtout sur la notion de « travail soutenable » : il s'agit de prolonger la vie professionnelle et de s'adapter aux nouveaux risques (en termes de protection sociale), tout en maintenant un équilibre entre les mesures politiques au niveau macroéconomique, les environnements de travail favorables au bien-être et à la productivité et l'amélioration de la qualité de l'emploi.

#### [\[PDF\] Préfiguration du fonds en faveur de la prévention de l'usure professionnelle, du maintien dans l'emploi et de l'accompagnement des transitions professionnelles dans la fonction publique territoriale](#)

Le projet de création d'un fonds de prévention de l'usure professionnelle, du maintien dans l'emploi et de l'accompagnement des transitions professionnelles dans la fonction publique territoriale (FPT) fait l'objet d'un large consensus auprès des nombreux interlocuteurs rencontrés par la mission. Cela s'explique par les caractéristiques de la FPT : 75 % d'agents de catégorie C, 43 % d'agents de 50 ans et plus, de nombreux métiers de 1<sup>re</sup> ligne comme les auxiliaires de puériculture, les ATSEM, les éboueurs, les agents techniques... Ces métiers contribuent à améliorer la vie quotidienne et sont exposés à des risques d'usure professionnelle qui pourraient s'amplifier avec l'allongement des carrières induit par la réforme des retraites.

Le rapport répond à quatre questions : un fonds pour quels bénéficiaires ? Pour financer quels types



d'actions ? Quelle gouvernance et structure de gestion ? Quel financement ?

## Conditions de travail et d'emploi des femmes (50 ans et +)

### [Résumé] [WOMEN AND WORK AT MID LIFE AND BEYOND: STUMBLING, STRIVING, NAVIGATING TRANSITIONS](#)

J Miller - *Innovation in Aging*, 2023 - [ncbi.nlm.nih.gov](https://ncbi.nlm.nih.gov)

Women at midlife and beyond are making significant and increasing contributions to The Global Longevity Economy, driving increases in Gross Domestic Product (GDP), job creation, and income generation. Indeed, advances in women's life expectancies, statuses, and roles establish women aged 50-plus as a high-powered engine driving economic opportunity. As much as we can and must celebrate the economic contributions of older women, we cannot do so without acknowledging the forces holding them back from contributing even more. Despite the progress women at midlife and beyond have made in the United States relative to many of those who came before them, they still are challenged to reach their ultimate economic potential. This session will explore some of the factors that propel and inhibit women aged 50-plus from reaching their full economic potential, each of which is related in some capacity to paid work. The first presentation in this symposium spotlights a mixed methods study into the economic lives of working women at midlife and beyond across the United States who face one or more barriers, in addition to gender, to building their economic security. The second presentation will focus on financial challenges and experiences of women entrepreneurs aged 40-plus during the Covid-19 pandemic. The final presentation will explore financial and professional impacts of menopause transitions for women. Taken together, implications across all studies point to broad areas of intervention, innovation, and additional areas for scholarship – all as they relate to financial wellbeing and work for women at midlife and beyond.

## GRH et vieillissement

### [Résumé] [AGE DIFFERENCES IN EMOTION-RELATED OUTCOMES OF COGNITIVE ENGAGEMENT AND MEANINGFULNESS AT WORK](#)

M Johnson, C Growney, L Chu, [L Carstensen](#) - *Innovation in Aging*, 2023 - [ncbi.nlm.nih.gov](https://ncbi.nlm.nih.gov)

Research suggests that there are few age differences in the enjoyment of cognitive engagement, but the importance of engagement in emotionally meaningful goals increases with age. In the present study we examined the interplay between cognitive engagement, meaningfulness at work, and related emotional states in older and younger workers. We used a five-day modified day reconstruction method in which 203 employees (aged 25–76) described their work, emotions, and cognitive engagement during the beginning, middle, and end of their workdays. A three-way interaction revealed that older employees who were more cognitively engaged at work reported higher levels of negative emotions than younger employees, and the association was reduced among those who perceived their work as meaningful ( $b=-0.006$ ,  $SE=0.003$ ,  $p<.05$ ). Interestingly, perceived meaningfulness was a stronger predictor of pride at work among younger employees than older employees ( $b = -0.015$ ,  $SE = 0.006$ ,  $p = .018$ ). Cognitive engagement at work was predictive of feeling pride among older employees, and not younger employees ( $b=0.02$ ,  $SE=0.01$ ,  $p<.01$ ). Age also moderated the relationship between cognitive engagement and time-savoring, such that higher levels of cognitive engagement predicted more time-savoring at work among older employees, but not younger employees ( $b=0.011$ ,  $SE=0.005$ ,  $p< .05$ ). Results suggest that the emotional benefits of perceiving one's work as meaningful may be different for younger and older workers. Furthermore, associations between cognitively engaging work and emotional outcomes such as time-savoring and pride may be especially relevant for older employees.

### [PDF] [Are older workers good for business?](#)

LD Quinby, [G Wettstein](#), J Giles - 2023 - [crr.bc.edu](https://crr.bc.edu)

The U.S. workforce is aging, which has raised concerns about the implications of older workers for businesses and the economy. However, little research has been conducted on the quantitative value of older workers in

recent years. This paper attempts to fill that gap by linking employee and employer data from the U.S. Census Bureau's Longitudinal Employer-Household Dynamics, Longitudinal Business Database, and Business Register. The analysis finds that in general, older workers are as productive as younger workers, however they do earn higher wages. Furthermore, the relationship between the share of older workers, productivity, and profitability varies substantially by industry.

[Résumé] [THE IMPORTANCE OF LIFELONG LEARNING FOR AVOIDING EXCLUSION—POLICY FRAMEWORKS AND EXPERIENCES OF OLDER WORKERS](#)

N Penning, R Crossdale, M Reichert - *Innovation in Aging*, 2023 - [ncbi.nlm.nih.gov](https://ncbi.nlm.nih.gov)

Qualification requirements in the labour market in Europe have increased across the board. Increasing provision and accessibility of lifelong learning is central to promoting employability among older workers. However, older workers are more likely to lack formal and to hold out of date qualifications. Sweden, Poland, Germany and the UK, despite differences in regime and political approach to lifelong learning, have unequal distribution of access and opportunity. This paper examines how older workers in the four countries assess the role of lifelong learning throughout working life as well as what links to national policies can be identified. The analysis is based on 100 semi-structured and problem-centred interviews in the four countries with older workers (age 55 and older) of different backgrounds (gender, educational level, sector of employment, ethnicity). Content analysis according to Kuckartz (2018) was used as method of analysis. The interview data shows that lifelong learning plays an important role for older workers in the prevention and/or management of exclusion risks throughout working life. However, the potential of lifelong learning for EWL is limited by barriers at the company and regulative level and differences between the public and private sector are noticeable. In late working life, in particular financial constraints as well as ageism lead to inequalities in relation to lifelong learning opportunities. In all four nations a higher priority need to be given to an integral support of lifelong learning throughout the life-course as well as age stereotypes need to be dismantled for a successful EWL agenda.

[HTML] [The moderating role of psychological climate in relationships between age and work role performance](#)

B Evans - 2023 - [irep.ntu.ac.uk](https://irep.ntu.ac.uk)

(...) this thesis investigates the interplay between dimensions of psychological climate and age conceptualisations in predicting proficient, adaptive, and proactive performance behaviours. Using data obtained from two samples, this thesis tested for the moderating role of psychological climate in relationships between age and performance and examined the differential effects of age on performance ratings in employee-supervisor dyads. Data gathered from a sample of 393 employees working in the United Kingdom were used to test relations in a series of structural equation models and latent interaction models. The direct effects of age and moderating role of psychological climate dimensions were tested in 9 models, each representing an individual dimension of work performance. Data obtained from a sample of 56 employees and 6 supervisors from organisations in the United Kingdom were used to test the differential effects of age on work performance in employee-supervisor dyads using a series of one-way repeated measures ANOVA tests and hierarchical linear models (...)

[PDF] [Quels sont les moyens et outils utilisés par les jeunes manager/leader pour développer le potentiel intergénérationnel des collaborateurs en maison de repos ...](#)

E Dufrasne, F Thys - [dial.uclouvain.be](https://dial.uclouvain.be)

De nos jours, plusieurs générations sont amenées à travailler ensemble et à cohabiter dans les maisons de repos et de soins. Ce phénomène s'explique notamment par l'allongement de la durée des carrières professionnelles et le report progressif de l'âge légal de la retraite à 67 ans d'ici 2030 en Belgique. La pyramide des âges se modifie également avec l'augmentation de l'espérance de vie et le vieillissement démographique de la population. Ainsi, des baby-boomers, nés entre 1945 et 1965, côtoient désormais la génération X (née entre 1965 et 1979) et la génération Y (née entre 1980 et 1994) voire la génération Z (née après 1995) sur leur lieu de travail. Cette diversité générationnelle au sein des équipes de soins est appelée à

s'accentuer dans les années à venir. Actuellement, les institutions font ainsi face à des équipes de plus en plus intergénérationnelles, aux valeurs et attentes différentes. C'est un défi pour les managers, surtout pour les plus jeunes. Ils doivent s'adapter au style de leadership de chaque génération, motiver tous les âges, gérer les conflits et permettre un transfert des connaissances et une cohabitation positive. L'objectif de ce mémoire est de comprendre comment ces jeunes manager/leader, en maison de repos et de soins (MR/MRS), développent le potentiel intergénérationnel des équipes. Il vise à mettre en lumière les défis rencontrés et les stratégies utilisées. (...).

[Résumé] [Search for Meaning in the Professional Projects of Seniors at the End of Their Careers: an Interpretative Phenomenological Study](#)

B Bataouche, LC Belanger, A Egado, LTD Mai - 2023 - europepmc.org

This article explores the search for meaning in life and work, particularly among senior citizens at the end of their careers. It examines the impact of advancing age and career cycle on seniors' needs and priorities, highlighting how this prompts them to seek new goals. The study focuses on individuals aged 50 and over, analyzing how their life experience influences the construction of meaning in their work and personal lives. The research uses a qualitative approach with semi-structured interviews conducted using Interpretative Phenomenological Analysis (IPA). Participants shared their stories, revealing periods of intense questioning and reflection on their past and present. Several themes emerged from the analysis, including personal and professional mid-life changes, job dissatisfaction and loss of meaning, and the realization of new professional projects. The study revealed that the realization of new professional projects contributes significantly to the meaning of work and life for seniors, and that these projects are often motivated by a quest for meaning. It also underlines the importance for seniors of pursuing goals and designing projects in line with this phase of their career, contributing to their well-being and resilience in the face of changes in the professional world and ageism. The results of the study suggest that older workers are capable of engaging in demanding projects, and challenge stereotypes about age and learning. The study highlights the importance for employers and society of creating a supportive environment that enables senior workers to find continued meaning in their work.

[Résumé] [... + Workers Means More 50+ Policy—Until it Doesn't. The Non-Linear Relation Between Proportion of Older Workers and Implementation of Policies for Older Workers](#)

J Lössbroek, G Hulsegge - Journal of Applied Gerontology, 2023 - journals.sagepub.com

Personnel policies specifically for older workers can benefit both the older workers and their organization. It is often assumed that a higher percentage of older workers in an organization is associated with more policies for older workers. We hypothesize that policies accommodating older workers, such as extra leave or a reduced workload, become unfeasible if the proportion of older workers is high. We pooled data from five datasets to study eleven older-worker policies in 7330 Dutch establishments. The results show that the number of implemented personnel policies for older workers is highest in establishments where 30-50% of the workers are 50 years and older. The number of implemented policies is lower in establishments with more older than younger workers. This pattern is found for most phasing out policies.

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

[PDF] Skovlund, S. V., Vinstrup, J., Sundstrup, E. et Andersen, L. L. (2023).

Work-limiting musculoskeletal pain and its association with loss of paid employment among senior workers: prospective cohort study with register follow-up. *European Journal of Public Health*, 33(4), 606-611.

<http://doi.org/10.1093/eurpub/ckad090>

Physically demanding work can be challenging, especially for senior workers. Establishing determinants of labor market participation could guide policy development and preventive efforts at the workplaces aiming at keeping senior workers longer in the labor market.

We used data from SeniorWorkingLife, a comprehensive questionnaire survey among a representative sample of Danish +50-year workers, and investigated the prospective association between self-reported work

limitations due to musculoskeletal pain ('work-limiting pain') in 2018 and register-based loss of paid employment before state pension age at 2-year follow-up among +50-year Danish workers with physically demanding work ( $n = 3050$ ).

Results showed that work-limiting pain increased the risk of loss of paid employment before the state pension age in a progressive manner, i.e. the higher degree of work-limiting pain, the higher risk of loss of paid employment ( $P < 0.001$ ). Experiencing a low degree of work-limiting pain was associated with an 18% increased risk of loss of paid employment [risk ratio (RR): 1.18, 95% confidence interval (CI): 1.14–1.21], whereas experiencing a very high degree of work-limiting pain increased the risk of loss of paid employment by 155% (RR: 2.55, 95% CI: 2.43–2.69) compared to no work-limiting pain.

In conclusion, work-limiting pain constitutes an important risk factor for loss of paid employment among senior workers with physically demanding work, and effective preventive efforts at both policy and workplace levels should be documented and implemented.

## Parcours professionnel + capacités fonctionnelles, santé perçue, usure précoce

[HTML] [Are trajectories of self-rated health and physical working capacity during the retirement transition predicted by work-related factors and social class?](#)

[HS Eyjólfssdóttir, P Peristera, N Agahi... - Work, Aging and ..., 2024 - academic.oup.com](#)

We aimed to identify short and long-term trajectories of self-rated health (SRH) and physical working capacity during the retirement transition, and investigate whether work-related factors and social class predict belonging to these trajectories. We used the representative, biennial Swedish Longitudinal Occupational Survey of Health (SLOSH) 2006–2018. We applied group-based trajectory modeling with B-spline smoothers to model trajectories of SRH ( $n = 2,183$ ) and physical working capacity ( $n = 2,152$ ) during the retirement transition. Multinomial logistic regression analyses were conducted to investigate trajectory belonging by work-related factors and social class. There was a small "honeymoon effect" in SRH for the total sample. We found four trajectories of SRH and five of physical working capacity. The large majority sustained excellent or good SRH and physical working capacity throughout the study period. Almost 6% had Fairly poor SRH and physical working capacity starting from years before retirement, which remained throughout the study period. High job demands, low job control, adverse physical working conditions, and being in manual occupation increased the likelihood of belonging to the trajectory groups Deteriorating or Fairly poor when compared with the Excellent trajectory group for both SRH and physical working capacity. Our findings suggest that for most people health status is already established some years' preretirement and maintained for years after retirement, except a short improvement in SRH in accordance with a honeymoon effect. In order to improve health and employability, interventions focusing on working environment should be aimed at younger and midlife employees as well as older workers.

[PDF] Barnay, T. et Defebvre, É. (2023). Working conditions and disabilities in French workers: a career-long retrospective study (n° 14-2021). <https://erudite.univ-paris-est.fr/fileadmin/public/ERUDITE/erudwp/ERU-14-21-tb-ed.pdf>

This study aims to estimate the causal impact of detrimental working conditions on disabilities in France. Using a rebuilt retrospective lifelong panel and defining indicators for physical and psychosocial strains, we implement a mixed econometric strategy relying on difference-in-differences and matching methods to take into account for selection biases as well as unobserved heterogeneity. For men and women, deleterious effects of both types of working conditions on disability after exposure are found, with varying patterns of impacts according to the nature and magnitude of the strains. These results provide insights into the debate on legal retirement age postponement and justify not only policies being enacted early in individuals' careers in order to prevent subsequent mid-career health repercussions, but also schemes that are more focused on psychosocial risk factors.

## Travailleurs jeunes / âgés, relations intergénérationnelles

[HTML] [Country report for EU-COST Action CA21107 "Work inequalities in later life redefined by digitalization" \(DIGI-net\) Employer policies and practices concerning older workers and the use of digital technology in Norway](#)

DS Olsen - 2023 - [nifu.brage.unit.no](http://nifu.brage.unit.no)

*This working paper is part of a compendium of country reports to be published by the EU-COST action CA21107 Work inequalities in later life redefined by digitalization (... ) Cf p. 9 : A Norwegian firm worked with researchers to develop a best practice model called The Golden Link (Hilsen & Ennals 2009). The idea was to use digital technology to share knowledge between older and younger employees. The aim of this project was to ensure that all the knowledge and years of experience of senior employees did not get lost when they retired.*

## Lu dans la presse

[HTML]

[6 idées reçues sur les seniors et leur rapport au travail - HelloWorkplace](#)

23 janvier 2024

*Le baromètre Ifop-Landoy, présenté jeudi 18 janvier dans le cadre d'une journée-débat, tord le cou à un certain nombre de clichés sur les seniors au travail.*

[HTML] [L'accélération des départs à la retraite va peser sur les collectivités](#) - Maire-info

22 janvier 2024

*Une étude Inet/Banque Postale pointe la menace que fait peser le vieillissement de la pyramide des âges au sein de la fonction publique territoriale. Avec un agent sur quatre âgé de plus de 55 ans, la perspective de départs à la retraite massifs et une attractivité en berne, les collectivités doivent repenser leur stratégie RH.*

[HTML] [Emploi et âge: Les seniors sont un atout en entreprise | Tribune de Genève \(tdg.ch\)](#)

Tribune de Genève, 1<sup>er</sup> février 2024

Résultats d'une enquête en Suisse

[Sur abonnement] [Emploi des agents seniors \(1/4\) : avec la réforme des retraites, l'enjeu des fins de carrière s'invite chez les employeurs publics](#)

AEF Info, décembre 2023

*Le recul de deux ans de l'âge de départ à la retraite prévu par la LFRSS pour 2023, y compris pour les catégories actives, va pousser les administrations à se pencher davantage sur la problématique du maintien dans l'emploi de leurs agents seniors. L'enjeu est de taille, en particulier pour les collectivités locales, qui emploient 75 % ...*

[Sur abonnement] [Maintien dans l'emploi des agents seniors \(2/4\) : au conseil départemental du Calvados, une réflexion globale est lancée](#)

AEF Info, décembre 2023

*Le recul de deux ans de l'âge de départ à la retraite, y compris pour les catégories actives, va pousser les administrations à se pencher davantage sur la problématique du maintien dans l'emploi de leurs agents seniors. Du 4 au 7 décembre 2023, AEF info fait le point et met en lumière trois initiatives locales. Deuxième volet ce 5 décembre 2023, avec le Calvados qui, face au constat d'une "montée des inaptitudes" et au vieillissement des populations, mène des actions intergénérationnelles et mise sur des parcours de transition professionnelle. La question du maintien dans l'emploi des seniors pose des enjeux sous-jacents à celui de l'employabilité, notamment pour les métiers marqués par la pénibilité (notamment les métiers de l'entretien des routes et le travail dans les collèges) ; le problème des RPS qui "monte en puissance", "l'engagement et la motivation" des agents, le "transfert des savoirs et des compétences", analyse Marc Baisnée, DGA RH du*

département

[Sur abonnement] [Emploi des agents seniors \(3/4\) : le CDG du Nord cherche à prévenir... - AEF info](#)  
AEF info, décembre 2023

Le recul de deux ans de l'âge de départ à la retraite, y compris pour les catégories actives, va pousser les administrations à se pencher davantage sur la problématique du maintien dans l'emploi de leurs agents seniors. Du 4 au 7 décembre 2023, AEF info fait le point et met en lumière trois initiatives locales. Troisième volet ce 6 décembre 2023, avec le centre de gestion du Nord dont le pôle prévention santé travail mène une recherche-action dans des crèches et des écoles maternelles depuis mars 2023 pour prévenir l'usure professionnelle dans les métiers de la petite enfance. "L'enjeu pour les employeurs est de passer d'une politique résignée à une politique volontariste", affirme Christine Furon, médecin coordonnatrice de l'équipe pluridisciplinaire de santé au travail, lors d'un webinaire fin novembre. La méthode des "espaces de discussion" permet de partir du quotidien des agents.

[Sur abonnement] [Emploi des agents seniors \(4/4\) : comment Orléans Métropole accompagne... - AEF info](#)  
AEF info, décembre 2023

Le recul de deux ans de l'âge de départ à la retraite, y compris pour les catégories actives, va pousser les administrations à se pencher davantage sur la problématique du maintien dans l'emploi de leurs agents seniors. Du 4 au 7 décembre 2023, AEF info fait le point et met en lumière trois initiatives locales. Quatrième et dernier volet ce jeudi 7 décembre avec Orléans Métropole, qui observe que l'usure professionnelle ne touche pas que les métiers techniques. Une cellule de "facilitation du quotidien" permet à des agents de rebondir dans d'autres services en accomplissant des missions ponctuelles auprès des services de la collectivité, telle une "agence d'intérim interne", résume Aurélia de Portzamparc, DRH d'Orléans Métropole. Cette dernière estime qu'il en va de la responsabilité de l'employeur public d'accompagner tous les agents jusqu'à la fin de leur carrière.

[HTML] [Emploi des seniors... Et si on faisait un petit état des lieux ? | Éditions Tissot](#)  
Editions Tissot, 20 décembre 2023

Leur taux d'emploi progresse-t-il ? Quelle est leur place dans l'entreprise ? Quel est leur rapport au travail ?  
État des lieux.

[HTML] [Emploi des seniors : le nouveau contrat à temps partiel proposé par Bruno Le Maire serait-il efficace ?](#)

Capital, 4/12/2023

En 2021, un senior sur six n'était ni en emploi ni à la retraite. Face au phénomène alarmant du taux de chômage des seniors, Bruno Le Maire a évoqué plusieurs pistes pour favoriser l'emploi de ces salariés. Un possible levier d'action serait de créer un contrat à temps partiel pour les plus de 55 ans.

[HTML] [Emploi des seniors et usure professionnelle : les pistes de la CFE-CGC](#)  
CFE-CGC, 5 février

La CFE-CGC formule un ensemble de propositions concrètes pour :

- [Favoriser l'emploi des seniors](#)
- [Développer les modes de transitions emploi-retraite](#)
- [Prévenir l'usure professionnelle](#)

[HTML] [Les entreprises font-elles de la discrimination en fonction de l'âge ? Voici les résultats](#)  
L'Observatoire de l'Europe, 20 décembre 2023

Quelle est la position de l'Europe à l'égard des personnes âgées sur le marché du travail ? L'Observatoire de l'Europe Business revient sur les conclusions d'une étude récente.

Une étude récente a révélé des attitudes concernant les pratiques d'embauche parmi les employés plus âgés sur le marché du travail.

*Dans l'enquête menée par le spécialiste de la retraite Just Group, parmi 1 000 retraités et semi-retraités âgés de 55 ans et plus, plus de la moitié (55 %) ont exprimé la conviction que les employeurs sont moins enclins à embaucher des travailleurs plus âgés, tandis que seulement 17 % ne sont pas d'accord.*

*[Sur abonnement] Faire de l'âge, une richesse, enjeu pour les entreprises  
Florence Bourgeois, L'assurance en mouvement, 9 janvier 2024*

*[Sur abonnement] Lynx RH, un recruteur qui prend soin des seniors  
Marie Salerno (CLP), Le Journal de Saône et Loire, 12 décembre 2023*

*[Sur abonnement] Mal-emploi des seniors dans les fonctions publiques : il faut passer à l'acte !  
Acteurs Publics, 31 janvier 2024*

*[HTML] [Négo "Pacte de la vie au travail" : une première séance de diagnostic consacrée à l'emploi ...](#)  
Syndicalisme Hebdo, 18 janvier 2024*

*Les partenaires sociaux ont inauguré une séquence de trois réunions, le 16 janvier, pour établir un diagnostic concernant les thèmes de la négociation "Pacte de la vie au travail". Cette première séance était consacrée à l'emploi des seniors.*

*[HTML] [Négociation emploi des seniors : les positions de FO - Force Ouvrière](#)  
Force Ouvrière, 21 décembre 2023*

*Alors que va s'ouvrir la négociation entre syndicats et patronat sur l'emploi des seniors, FO réaffirme ses positions.*

*Pour la négociation nationale interprofessionnelle sur l'emploi des seniors, la progression des carrières, les possibilités de reconversions professionnelles et le compte épargne-temps universel, le Gouvernement fixe des objectifs en termes d'emploi des seniors, à savoir atteindre un taux d'emploi de 65% des 60-64 ans à l'horizon 2030 et recommande pour y parvenir de :*

- renforcer la négociation collective de branche et d'entreprise sur la gestion des âges en entreprises ;*
- aménager les fins de carrières et favoriser les transitions entre l'activité et la retraite ;*
- mieux protéger les secondes parties de carrières en renforçant l'accès des seniors à la formation professionnelle et aux dispositifs de transition et de reconversion et en améliorant les conditions de travail tout au long de carrière ;*
- mieux lutter contre les stéréotypes et discriminations liés à l'âge et assurer la transparence sur les pratiques, via par exemple la création d'outils d'auto-diagnostic*

*En réponse, FO souhaite partager son constat sur l'emploi des seniors ainsi que ses revendications en termes de maintien en emploi et d'embauche des travailleurs seniors.*

*[Sur abonnement] Pacte de la vie au travail : ce que prévoit le mandat de la CGT qui ne veut pas "négocier à l'aveugle", 6 février 2024, AEF Info*

*Avec le décalage de l'âge de la retraite, des plans de licenciements et des annonces gouvernementales ciblant particulièrement les seniors, la CGT compte sur l'actuelle négociation interprofessionnelle sur le "pacte de la vie au travail" pour améliorer la situation des travailleurs expérimentés. À l'occasion d'une conférence de presse de présentation du mandat de négociation, Sophie Binet demande à l'exécutif de clarifier sa position vis-à-vis de ces discussions paritaires.*

*[Sur abonnement] [Pourquoi la ville de Parthenay refuse de limiter la prévention de l'usure professionnelle aux agents seniors](#)*

*AEF Info, 14/12/2023*

*Le recul du départ en retraite pousse des collectivités à se préoccuper de l'usure professionnelle de leurs agents (lire sur AEF info). La ville de Parthenay, qui a intégré en 2016 un programme Aract-Carsat sur ce thème n'en fait pourtant pas un sujet de prévention lié à l'âge. D'une démarche ciblant l'usure physique, la*

*municipalité de 10 000*

*[Sur abonnement] Quelle place pour les seniors en entreprise  
GPO Mag, 23 janvier 2024*

*[Sur abonnement] Redorer l'image des têtes grises  
Céline Tridon, Be a Boss, INSPIRATION Prospective, jeudi 7 décembre 2023 1966 mots, p. 20,21,22,23  
Dans un contexte de réforme des retraites et de vieillissement de la population, se pose la question de  
l'employabilité des salariés dits "seniors". Pourtant, leur présence dans l'entreprise peut devenir un véritable  
atout.*

*[HTML] [Réforme des retraites : les enjeux pour les CSE et les syndicats \(focus Groupe Alpha\)](#)  
Par [Agnès Redon](#) / Le lundi 4 décembre 2023 | Prérrogatives  
Progressivement, la réforme des retraites va prolonger l'activité des seniors en entreprise. Lors d'un webinaire  
organisé le 30 novembre 2023, Astrid Clergeau, consultante de Secafi, et Antoine Rémond, directeur adjoint du  
Centre Études & Prospective du Groupe Alpha, ont analysé les enjeux pour les [CSE](#) et les syndicats.*

*[Sur abonnement] Retour sur 2023 : un nouveau regard porté sur les salariés seniors  
Mind RH/Planet Labo, 8 janvier 2024*

*[Sur abonnement] Seniors Force Plus aide les entreprises à maximiser l'employabilité des seniors  
L'Agefi.fr, 9 janvier 2024*

*[Sur abonnement] UE : QVT, développement et valorisation des compétences, clés du maintien en emploi des  
seniors  
Mind RH/Planet Labo, 26 janvier 2024*

*[HTML] [Vieillissement des agents : le service public local est-il en danger ?](#)  
La Gazette des Communes, 21 décembre 2023  
La Banque postale, partenaire bancaire des collectivités locales, s'inquiète : face au nombre croissant de  
départs à la retraite de leurs agents et aux tensions sur le marché de l'emploi, celles-ci vont-elles pouvoir  
préserver la continuité et la qualité de leurs services au public ? L'établissement a confié la question à des  
étudiants de l'Inet. Leur rapport d'étude est préoccupant. Mais, heureusement, des solutions y sont proposées.*

*[Sur abonnement] « [Le vieillissement dans le travail pose la question de la valorisation de l'expérience des  
anciens](#) »  
Le Monde, 5 février 2024  
TRIBUNE. Pour améliorer l'emploi des seniors, l'ergonome Catherine Delgoulet et la sociologue du travail  
Laurence Théry estiment, dans une tribune, que les pouvoirs publics devraient se concentrer sur le sens et les  
contraintes des métiers et des fonctions, s'ils veulent obtenir des progrès substantiels des taux d'emploi des 55-  
64 ans.*