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ISTITUTO NAZIONALE PER L'ASSICURAZIONE  
CONTRO GLI INFORTUNI SUL LAVORO

***Wellbeing of workers in the sustainable chain of business value:  
good practices of Age management***

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## **Context**

Changing world of work

Sustainability

## **Age management at workplace**

Dimensions

Benefits

## **Good practices in Italian and European enterprises**

Matching age management dimensions and sustainability standards

Success factors

## **Conclusions**

The holistic approach to age management as a driver in the sustainable chain of business value

# **Contents**

# Changing world of work

## Some health and safety challenges

- Demographic change
- Development of fully automated and interconnected industrial production
- New forms of organization of subordinate work
- New jobs
- New skills
- OSH emerging risks
- Work related diseases (psychosocial risks, MSDs, cancer, etc.)

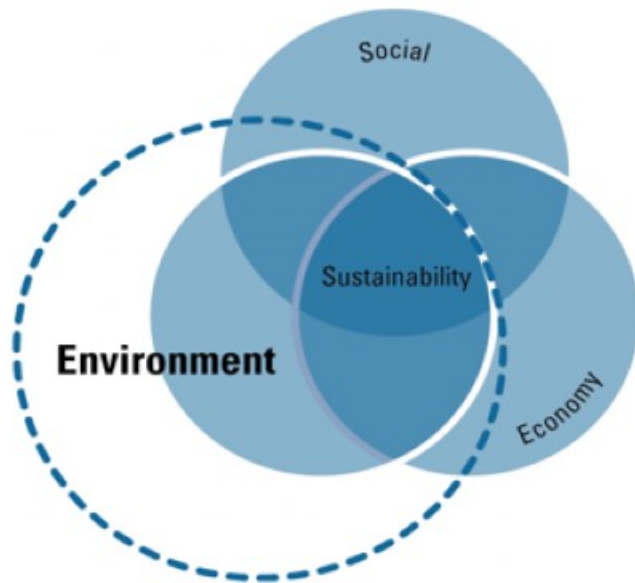


Source POLIMI Milan

# The Sustainability framework

Beyond Corporate social responsibility towards the creation of *shared value*

The *triple bottom line* strategy in the **chain of business value** and the role of OSH



Fonte Osha: *Sustainability in the workplace. A new approach for advancing worker safety and health, 2016*



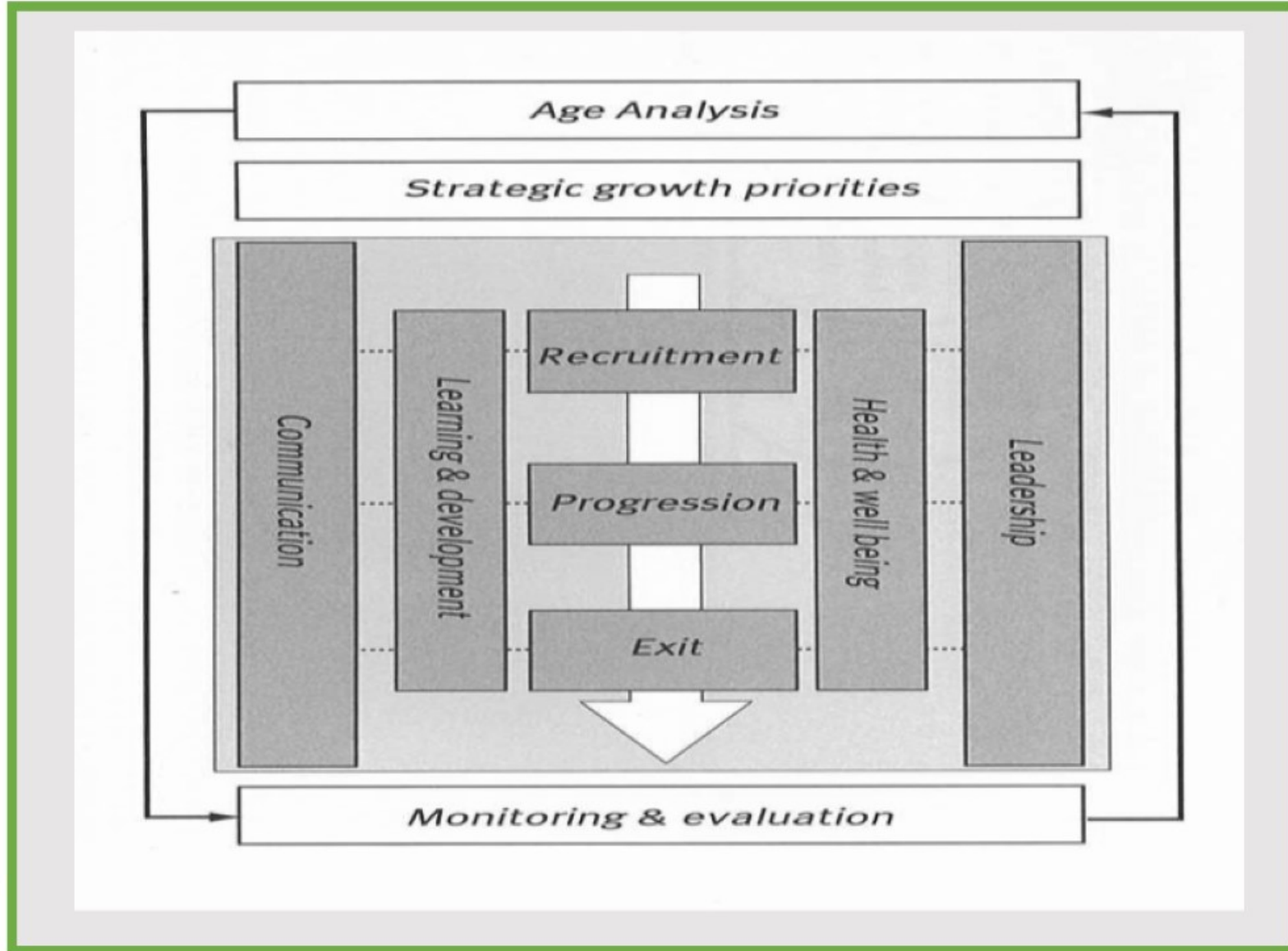
# Ageing of working population: What is the issue?

- **Physical and many cognitive capacities decline**
- **Chronic pathologies**
- **Work ability**
- **Adaptation of workplace**
- **Organizational measures**
- **Training**



Source: Image from «The Age invaders»  
The Economist 26th April 2014

# The Age Management process



## Age management at workplace

"... the various dimensions by which human resources are managed within organizations with an explicit focus on ageing and, also, more generally, to the overall management of the workforce ageing via public policy or collective bargaining."

Alan Walker, 1997, *Combating Age Barriers in Employment - A European Research Report*, European Foundation, Dublin

Source:  
Rolland,  
2004



# European campaign – 2016/2017

## *Healthy workplaces for all ages*



- Promote **sustainable work and healthy ageing** from the beginning of working life
- Highlight the importance of **prevention** throughout working life
- Assist employers and workers (including in SMEs) by providing **information and tools** for managing OSH in the context of an ageing workforce

# Age management : a *win win* situation

## Key elements of successful age management



### Benefits of age management for workers

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

### Benefits for employers

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

Source: EU-OSHA



# Good practices in age management at workplace

Experiences from large and medium enterprises in different sectors in Italy and in Europe



Source : Eu-osh

# General criteria for good practices

## **Efficacy/Effectiveness**

- Ability to produce adequate results with respect to the predetermined objectives and expected effects
- The measures have been successfully implemented in practice

## **Participation**

- Effective participation of workers and their representatives

## **Sustainability**

- Sustainability of the intervention over time

## **Innovativeness**

- Ability to produce new solutions or creatively define solutions that have already been tested at both product (service level) and process

## **Transferability**

- Ability to replicate some aspects of the proposed model in other contexts or apply them to solving other problems

## **Mainstreaming**

- Possibility / potential that the practice will be adopted by other partners - external or internal to the project - and at different institutional levels to integrate existing policies



**From objectives to actions (1)**

Actions in Italian companies	Actions in European companies	Age management dimensions	Topic specific GRI Standards Social GRI Standards
<p>-Lifelong learning (active and experimental methods for age groups)</p> <p>-Interventions for cross-competence development</p>	<p>-Training of mixed age work groups</p> <p>-Training programs for the development of a <b>solidary and inclusive leadership</b></p> <p>-Behavioral based education</p> <p>-Knowledge exchange projects (young and old workers)</p> <p>- Peer support for on-the-job training (young and old workers groups)</p> <p>- Training on <b>management of stress and conflicts in groups of different age</b></p>	<p><b>Training</b></p>	<p>Disclosure 403-5 <b>Worker training on occupational health and safety</b></p> <p>Disclosure 404-2 <b>Programs for upgrading employee skills and Transition assistance programs</b></p> <p>Disclosure 404-1 <b>Average hours of training per year per employee</b></p>



(2)

Actions in Italian companies	Actions in European companies	Age dimensions	management	Topic specific GRI Standards Social GRI Standards
-Mentoring and coaching programs	-Mentoring and coaching programs	<b>Career development (enhance the experience of over 50)</b>		<b>Disclosure 404-3 Percentage of employees receiving regular performance and career development</b>
-Company welfare and benefits (medical insurance; supplementary pension schemes)	-Health insurance program	<b>Welfare</b>		<b>Disclosure 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees</b>
-Telework -Paid permits for personal reasons and for medical visits	-Time credit and care leave	<b>Flexible working time</b>		<b>Disclosure 102-41 Collective bargaining agreements</b>

(3)

Actions in Italian companies	Actions in European companies	Age management dimensions	Topic specific GRI Standards Social GRI Standards
<p>-WHP programs (eating, fitness, smoking, addictions, wellbeing) -Active listening</p>	<p>-Health and fitness centers -Medical services -Health monitoring programme (including stress at work) -Subsidising programme for promoting cycling to work -Biofeedback trackers -Health competitions -Bi-monthly newsletter (containing recipes, fitness tips) - Health Day (sports, and medical screening)</p>	<p>WHP</p>	<p>Disclosure 403-6 <b>Promotion of worker health</b></p>

(4)

Actions in Italian companies	Actions in European companies	Age management dimensions	Topic specific GRI Standards Social GRI Standards
<ul style="list-style-type: none"><li>-PPE adaptation of workplace</li><li>-Participatory ergonomics</li><li>-Health protocol modifications</li><li>-Site visits</li><li>-Work ability assessment</li><li>-Focus group with company managers on age management</li></ul>	<ul style="list-style-type: none"><li>-Mixed-age teams</li><li>-Ergonomics teams (exposure Database)</li><li>-<i>Prevention in design</i></li><li>-Age-sensitive risk assessment</li><li>- Work ability assessment</li><li>-Analysis of accidents</li><li>-“Health and Age” Department</li><li>-Safety-App</li></ul>	<p>OSH management</p>	<p>Disclosure 403-1 <b>Occupational health and safety management system</b></p> <p>Disclosure 403-2 <b>Hazard identification, risk assessment, and incident investigation</b></p>



(5)

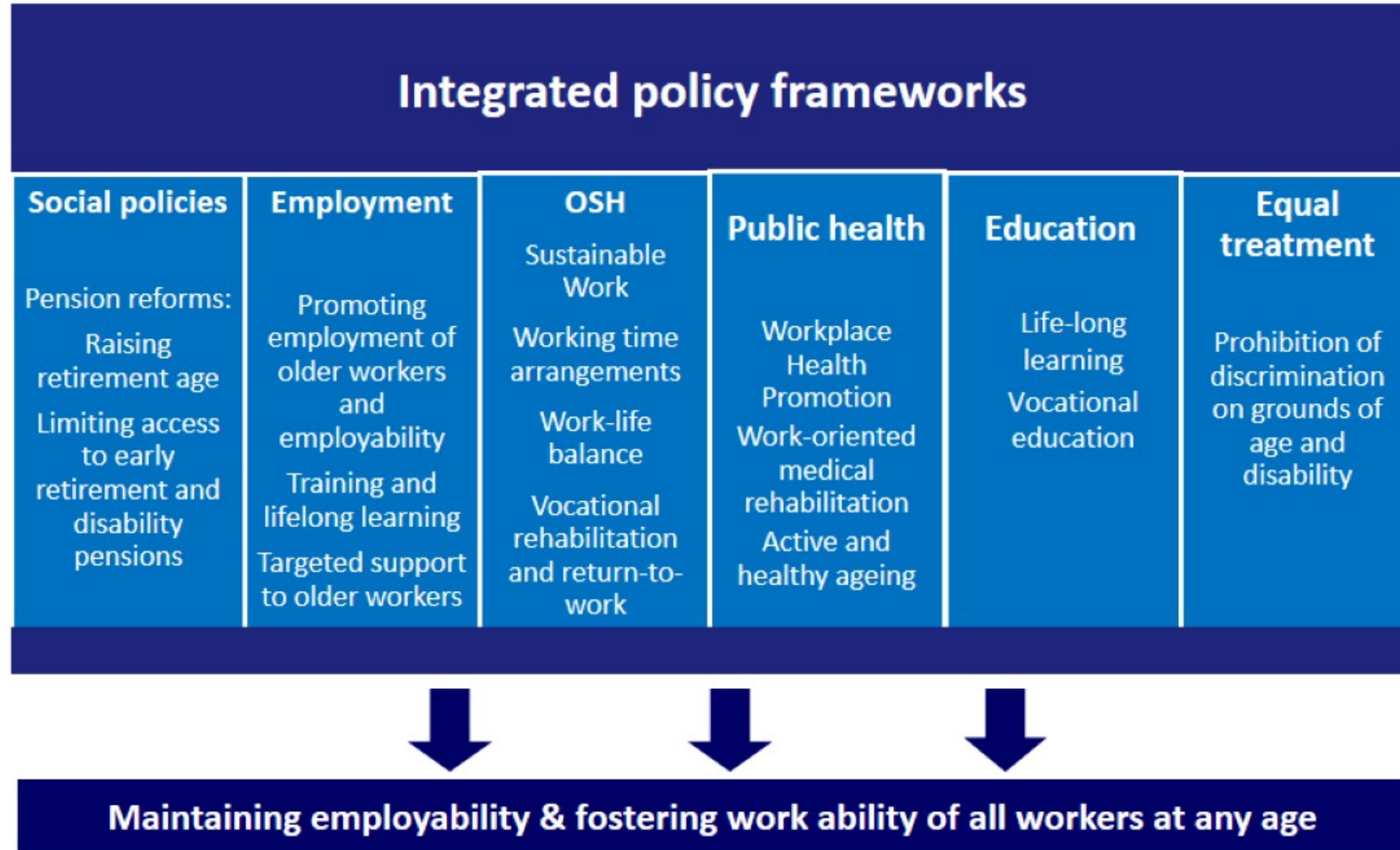
Actions in Italian companies	Actions in European companies	Age management dimensions	Topic specific GRI Standards Social GRI Standards
-Programs to orientate the change of tasks	-Job rotation -Professional retraining	Job rotation and redeployment	Disclosure 404-3 Percentage of employees receiving regular performance and career development reviews
-Organizational health promotion network (support to transition to retirement)	-Return to work program	Employment exit and transition to retirement	Disclosure 404-2 Programs for upgrading employee skills and transition assistance programs

# Success factors at company level

- **Life course approach**, addressing different needs of young and old workers, intergenerational interaction
- **Holistic approach**, taking into account factors beyond OSH that have an impact on OSH (e.g. based on work ability concept)
- **Workplace Health Promotion**
- **Age/diversity sensitive risk assessment, gender issues**
- **HR policies supporting OSH management** (working time, training)
- **Leadership**
- **Social dialogue / workers participation**

# Conclusions

## *Elements of a successful policy for sustainable workplaces*



Source: EU-OSHA 2016



***If everyone is aware of the changes,  
if everyone is included and works  
together to find solutions, there is a  
brighter future to our world of work.***

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Ilo  
*Work for a brighter future 2019*