

# LABOUR SHORTAGES

## Untapped potential of older workers

Ageing reduces the working population, exacerbating shortages in key sectors, such as health, construction, and care. Older workers are available but often excluded by discriminatory practices, unsuitable working conditions or inadequate reintegration policies.



### Potential of the older workforce

- ✓ Responds to labour market pressures by supporting unemployed older persons and adapting work environments to older workers
- ✓ Retains the valuable expertise of older workers and promote intergenerational knowledge transfer
- ✓ Strengthens economic and social resilience

## Key Recommendations

- **Recognise and value the contribution of older workers** in employment policies, highlighting their experience, expertise and role in skills transfer.
- **Adopt inclusive labour market strategies** with a person-centred approach that acknowledges diverse backgrounds and situations among older workers, while training managers to recognise and tackle ageism.
- **Support unemployed older persons** through comprehensive reintegration pathways that combine training, coaching, and targeted job search assistance.
- **Promote career development in quality conditions** by introducing mid-career reviews and flexible career paths, adapting workstations, and developing sector-specific retraining to anticipate large-scale retirements.
- **Extend the coverage of collective agreements** and include specific provisions for older workers, while integrating monitoring tools to assess the impact of employment policies, training measures and worker satisfaction.