Improving older workers' employability until their retirement age
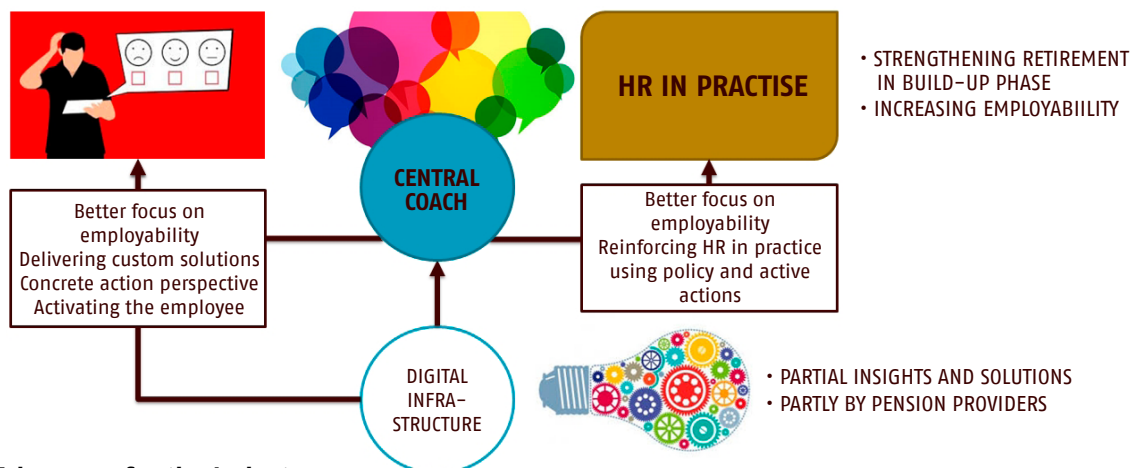
"HR policy aimed at sustainable employability helps ageing people stay in work"

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For many individuals it is challenging to continue to work until their retirement age. If they can no longer rely on income from work, individuals need to draw on social support schemes or their own means to provide for themselves. Longer working lives may improve ageing people's financial position. A combination of personal guidance and a supportive (digital) information infrastructure for both employer and employee may contribute to promoting sustainable employability.

Principal Findings

- This paper provides insight into the effects of ageing on the employability of employees, the impact of digital technology, and support from employers.
- Combining a central (activating) coach for employees and a (digital) infrastructure that brings relevant information together for employee and employer is a promising option to improve employability.
- Factors hindering this option include the reactive approach of employees and the employers lacking knowledge and execution capacity to set up an effective policy.

Key Takeaways for the Industry

- HR policy can strengthen pension accrual by focusing more on promoting and maintaining sustainable employability.
- This requires an integrated approach which focuses on the employee.
- Employers and employees benefit from integrated support from a central coach and a wide-ranging information and product offer within a wider ecosystem of service providers. Pension providers can also play a role in this.

Want to know more? Read the paper

'Improving older workers' employability until their retirement age: Literature review, practical insights and the role of pension providers' (Dutch only)