

Online Supplemental Material for *Development and Validation of the Short Form of the Later Life Workplace Index (LLWI-SF)*:***A Study Across Ten Countries***

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Table S1 (Part 1)*LLWI-SF Items*

Item	English (U.S.)	Flemish (Belgium)	German	Italian
OC Organizational climate				
OC-1	In our organization, regardless of age, all employees have the same opportunities.	In onze organisatie hebben alle werknemers dezelfde kansen, ongeacht hun leeftijd.	In unserer Organisation haben unabhängig vom Alter alle Beschäftigten die gleichen Möglichkeiten.	Nella nostra organizzazione a prescindere dall'età, tutti i dipendenti hanno le stesse opportunità.
OC-2	In our organization, there is a positive attitude towards older employees.	In onze organisatie is er een positieve houding ten opzichte van oudere werknemers.	In unserer Organisation herrscht eine positive Einstellung gegenüber älteren Beschäftigten.	Nella nostra organizzazione c'è un atteggiamento positivo nei confronti dei dipendenti più anziani.
OC-3	In our organization, "aging" is talked about openly.	In onze organisatie wordt er open over "ouder worden" gesproken.	In unserer Organisation wird über das "Altern" offen gesprochen.	Nella nostra organizzazione si parla apertamente dell'invecchiamento.
LE Leadership				
LE-1	Managers of our organization show appreciation both for current work results as well as for the overall performance of their employees.	Managers in onze organisatie tonen waardering voor zowel de huidige werkresultaten als de algemene prestaties van hun werknemers.	Führungskräfte unserer Organisation zeigen Anerkennung sowohl für aktuelle Arbeitsergebnisse als auch für die Gesamtleistung ihrer Beschäftigten.	I manager nella nostra organizzazione mostrano apprezzamento sia per i risultati attuali raggiunti, sia per la prestazione complessiva dei propri dipendenti.
LE-2	Managers of our organization sincerely support their employees in their professional and personal development.	Managers in onze organisatie steunen hun werknemers oprecht in hun professionele en persoonlijke ontwikkeling.	Führungskräfte unserer Organisation unterstützen ihre Beschäftigten aufrichtig darin, sich beruflich und persönlich weiterzuentwickeln.	I manager nella nostra organizzazione supportano concretamente i propri dipendenti nel loro sviluppo professionale e personale.

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LE-3	Managers of our organization are interested in the well-being of their employees.	Managers in onze organisatie zijn geïnteresseerd in het welzijn van hun werknemers.	Führungskräfte unserer Organisation sind an dem Befinden ihrer Beschäftigten interessiert.	I manager nella nostra organizzazione sono interessati al benessere dei propri dipendenti.
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WD Work design

WD-1	Employees of our organization have enough flexibility in their working time organization to appropriately address their personal needs.	Werknemers in onze organisatie hebben voldoende flexibiliteit in hun werktijdorganisatie om tegemoet te komen aan hun persoonlijke behoeften.	Die Beschäftigten unserer Organisation haben ausreichend Flexibilität in der Arbeitszeitgestaltung, um angemessen auf die persönlichen Bedürfnisse reagieren zu können.	I dipendenti nella nostra organizzazione possono adattare gli orari della loro giornata lavorativa in base alle loro necessità.
WD-2	Employees of our organization can choose their place of work to ensure a good balance between their work and private life (work-life balance).	Werknemers in onze organisatie kunnen hun werkplek kiezen voor een goed evenwicht tussen werk en privéleven (work-life balance).	Die Beschäftigten unserer Organisation können ihren Arbeitsort so wählen, dass die Arbeit mit ihrem Privatleben gut zu vereinbaren ist (Work-Life-Balance).	I dipendenti nella nostra organizzazione possono scegliere la propria postazione di lavoro per assicurarsi un buon equilibrio tra la vita lavorativa ed extralavorativa (equilibrio lavoro-vita).
WD-3	In our organization, managers change the tasks of their employees in the foreseeable future (e.g., within half a year) if the tasks no longer correspond to the employee's ability to perform and to withstand stress.	In onze organisatie veranderen managers de taken van hun werknemers binnen afzienbare tijd (bv. binnen een half jaar) als de taken niet meer overeenkomen met iemands capaciteiten om goed te presteren en de stressbestendigheid.	In unserer Organisation verändern Führungskräfte die Tätigkeiten ihrer Beschäftigten in absehbarer Zeit (z.B. innerhalb eines halben Jahres), sofern sie ihrer Leistungsfähigkeit und Belastungsfähigkeit nicht mehr entsprechen.	Nella nostra organizzazione i dirigenti modificano i compiti dei propri dipendenti nel futuro prossimo (ad es. entro sei mesi) se questi non dovessero più essere adatti alle loro capacità di esecuzione e di gestione dello stress.
WD-4	In our organization, workplaces are designed according to ergonomic recommendations.	In onze organisatie worden werkplekken ingericht volgens ergonomische aanbevelingen.	In unserer Organisation werden Arbeitsplätze nach ergonomischen Empfehlungen gestaltet.	Nella nostra organizzazione i luoghi di lavoro sono progettati in linea con suggerimenti di natura ergonomica.

HM Health management

HM-1	Employees of our organization are encouraged to move as much as possible in the workplace (e.g., use the stairs, take a walk during lunch break, exercise during lunch break, use the bicycle to work).	Werknemers in onze organisatie worden aangemoedigd zoveel mogelijk te bewegen op de werkplek (bv. de trap nemen, wandelen tijdens de lunchpauze, sporten tijdens de lunchpauze, fietsen naar het werk).	Die Beschäftigten unserer Organisation werden dazu ermutigt, sich möglichst viel am Arbeitsplatz zu bewegen (z.B. Nutzung der Treppen, Spaziergänge in der Mittagspause, kurzes Sportangebot in der	I dipendenti nella nostra organizzazione sono incoraggiati a muoversi il più possibile sul luogo di lavoro (ad es. usare le scale, fare una camminata o praticare dello sport durante la pausa pranzo, andare al lavoro in bicicletta...).
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HM-2	In our organization, employees receive therapeutic help in the workplace or in the immediate vicinity if required (e.g., physiotherapy in case of great physical stress and strain, stress management trainings).	In onze organisatie krijgen werknemers indien nodig medische hulp op het werk of in de directe omgeving (bv. kinesitherapie bij grote fysieke belasting en overbelasting of stress management training).	Mittagspause, Nutzung des Fahrrads auf dem Arbeitsweg). In unserer Organisation erhalten die Beschäftigten am Arbeitsplatz oder in der direkten Umgebung bei Bedarf therapeutische Hilfe (z.B. Physiotherapie bei körperlicher Überbeanspruchung oder Fehlbelastung, Stressmanagement-Schulungen).	I dipendenti nella nostra organizzazione ricevono aiuto terapeutico sul lavoro o nelle immediate vicinanze, se necessario (ad es. fisioterapia nel caso di elevati stress e sforzi fisici o corsi per la gestione dello stress).
HM-3	In our organization, employees are made aware of health-promoting behavior (e.g., through training, counseling, displays).	In onze organisatie worden werknemers bewust gemaakt van gezondheidsbevorderend gedrag (bv. door opleiding, advies, informatieborden).	In unserer Organisation werden die Beschäftigten für gesundheitsförderliches Verhalten sensibilisiert (z.B. durch Schulungen, Beratungsangebote, Aushänge).	I dipendenti nella nostra organizzazione sono messi al corrente dei comportamenti pro-salute (ad es. attraverso formazione, consulenza, manifestazioni...).

ID Individual development

ID-1	In our organization, individual development prospects and qualification requirements are identified with employees, regardless of age.	In onze organisatie worden individuele ontwikkelingsmogelijkheden en kwalificatievereisten bepaald voor werknemers, ongeacht hun leeftijd.	In unserer Organisation werden mit Beschäftigten jeden Alters individuelle Entwicklungsperspektiven und Qualifizierungsbedarfe identifiziert.	Nella nostra organizzazione prospettive di sviluppo e requisiti di qualifiche vengono individuati con i dipendenti, a prescindere dalla loro età.
ID-2	In our organization, older employees are offered training to learn new competencies and develop their expertise.	In onze organisatie krijgen oudere werknemers opleidingen om nieuwe vaardigheden aan te leren en hun deskundigheid te ontwikkelen.	In unserer Organisation werden auch älteren Beschäftigten Trainings zum Erlernen neuer Kompetenzen und Expertise angeboten.	Nella nostra organizzazione ai dipendenti più anziani viene proposta una formazione per apprendere nuove competenze e sviluppare la propria expertise.
ID-3	In our organization, employees move to a different job or position if it better suits their specific skills and abilities.	In onze organisatie stappen werknemers over naar een andere functie of positie als die beter past bij hun specifieke vaardigheden en capaciteiten.	In unserer Organisation wechseln die Beschäftigten in eine andere Tätigkeit oder Position, wenn diese ihren spezifischen Kompetenzen und Fähigkeiten besser entspricht.	Nella nostra organizzazione i dipendenti passano ad un altro lavoro o posizione lavorativa se questi sono più adatti alle loro specifiche competenze e abilità.

KM Knowledge management

KM-1	In our organization, there are processes/procedures to systematically pass on the knowledge and experience of older employees to their	In onze organisatie zijn er processen/procedures om de kennis en ervaring van oudere werknemers systematisch door te geven aan hun jongere	In unserer Organisation existieren Prozesse/Abläufe, um die Kenntnisse und Erfahrungen älterer Beschäftigter vor ihrem Ausscheiden aus der	Nella nostra organizzazione sono presenti processi e procedure per trasferire la conoscenza ed esperienza dei dipendenti più anziani ai loro colleghi più
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	younger colleagues before they leave the organization.	collega's voordat zij de organisatie verlaten.	Organisation systematisch an jüngere Kollegen weiterzugeben.	giovani prima che lascino l'organizzazione.
KM-2	In our organization, there are regular opportunities for every employee to exchange experiences and knowledge (e.g., in regular meetings).	In onze organisatie zijn er regelmatig gelegenheden voor elke werknemer om ervaringen en kennis uit te wisselen (bv. in periodieke vergaderingen).	In unserer Organisation gibt es für alle Beschäftigten regelmäßig Gelegenheit, Erfahrungen und Kenntnisse auszutauschen (z.B. Erfahrungsaustauschrunden).	Nella nostra organizzazione sono regolarmente previste opportunità per ogni dipendente per scambiare le proprie esperienze e conoscenze (ad es. incontri ad intervalli di tempo regolari).
KM-3	In our organization, older and younger employees are encouraged to share their knowledge and experience.	In onze organisatie worden oudere en jongere werknemers aangemoedigd om hun kennis en ervaring te delen.	In unserer Organisation sind ältere und jüngere Beschäftigte dazu angehalten, ihr Wissen und ihre Erfahrungen untereinander auszutauschen.	Nella nostra organizzazione i dipendenti più anziani e più giovani sono incoraggiati a condividere le loro conoscenze ed esperienze.

TR Transition to retirement

TR-1	In our organization, managers discuss early with their employees (e.g., from the age of 55) as to how to make the transition to retirement.	In onze organisatie bespreken managers vroegtijdig (bijvoorbeeld vanaf 55 jaar) met hun werknemers hoe zij de overstap naar hun pensioen kunnen aanpakken.	In unserer Organisation besprechen Führungskräfte mit ihren Beschäftigten frühzeitig (z.B. ab einem Alter von 55 Jahren), wie der Übergang in den Ruhestand gestaltet werden soll.	Nella nostra organizzazione i dirigenti discutono preventivamente con i propri dipendenti (ad es. di 55 anni o più) su come effettuare la transizione al pensionamento.
TR-2	In our organization, the transition to retirement is flexibly shaped according to employee needs.	In onze organisatie verloopt de overgang van werken naar pensionering flexibel volgens de behoeften van de werknemer.	In unserer Organisation wird der Übergang in den Ruhestand flexibel nach den Bedürfnissen der Beschäftigten gestaltet.	Nella nostra organizzazione la transizione al pensionamento è modellata con flessibilità, in linea con le esigenze del dipendente.
TR-3	Our organization offers counseling to employees who are about to retire so they can reflect upon their expectations and plans for retirement.	Onze organisatie biedt advies aan werknemers die op het punt staan met pensioen te gaan, zodat zij kunnen nadenken over hun verwachtingen en hun plannen voor hun pensioen.	Unsere Organisation bietet Beschäftigten, die kurz vor dem Eintritt in den Ruhestand stehen, Beratungsangebote, um ihre Erwartungen und Pläne für den Ruhestand zu reflektieren.	L'organizzazione offre consulenza ai dipendenti in via di pensionamento, così da riflettere sui loro piani e aspettative per il pensionamento.
TR-4	Our organization maintains active contact with retired employees (e.g., by an alumni network).	Onze organisatie onderhoudt actief contact met gepensioneerde werknemers (bv. via een alumninetwork).	Unsere Organisation hält zu ehemaligen Beschäftigten im Ruhestand aktiven Kontakt (z.B. in Form eines Alumni Netzwerkes).	L'organizzazione mantiene contatti attivi con dipendenti pensionati (ad es. rete di alumni*).

CE Continued employment

CE-1	In our organization, employment opportunities for people in retirement age are clearly	In onze organisatie zijn de tewerkstellingsmogelijkheden voor mensen in de	In unserer Organisation sind Beschäftigungsmöglichkeiten für Personen im Rentenalter	Nella nostra organizzazione le opportunità di impiego per persone in età di pensionamento
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	defined and structured (e.g., by integration into strategic workforce planning).	pensioenleeftijd duidelijk gedefinieerd en gestructureerd (bv. door integratie in de strategische personeelsplanning).	klar definiert und strukturiert (z.B. durch Integration in die strategische Personalplanung).	sono definite e strutturate con chiarezza (ad es. tramite integrazione nella pianificazione strategica del personale).
CE-2	In our organization, working conditions (time and type of activity) for employees in retirement age are flexibly adapted to their wishes.	In onze organisatie worden de arbeidsvoorwaarden (werkuren en soort activiteit) voor werknemers met de pensioengerechtigde leeftijd flexibel aan hun wensen aangepast.	In unserer Organisation werden die Arbeitsbedingungen (Zeit und Art der Tätigkeit) für Beschäftigte im Rentenalter flexibel an deren Wünsche angepasst.	Nella nostra organizzazione le condizioni di lavoro (tempistiche e tipo di attività) per dipendenti in età da pensionamento sono adattate con flessibilità ai loro desideri.
CE-3	In our organization, older applicants are hired as well.	In onze organisatie worden oudere sollicitanten ook aangeworven.	In unserer Organisation werden auch ältere Bewerber eingestellt.	Nella nostra organizzazione anche i candidati più anziani possono essere assunti come gli altri.
RC Health & retirement coverage				
RC-1	Our organization offers employees comprehensive opportunities to save money for their retirement (e.g., retirement plans offered by employer).	Onze organisatie biedt werknemers uitgebreide mogelijkheden om geld te sparen voor hun pensioen (bv. door de werkgever aangeboden pensioenplannen).	Unsere Organisation bietet ihren Beschäftigten umfassende Möglichkeiten, Gelder für das Rentenalter anzusparen (z.B. betriebliche Altersvorsorge).	L'organizzazione offre ai dipendenti opportunità complete di risparmiare il denaro in vista del loro pensionamento (ad es. sistemi di pensionamento federali o statali, piani di pensionamento proposti dal datore di lavoro, risparmi privati e investimenti, lavoro continuato durante il pensionamento).
RC-2	Our organization offers employees good personal advice on financial security in later life.	Onze organisatie biedt werknemers goed persoonlijk advies over financiële zekerheid op latere leeftijd.	Unsere Organisation bietet den Beschäftigten eine gute persönliche Beratung zu ihrer finanziellen Versorgung im Alter an.	L'organizzazione offre ai dipendenti buoni consigli personalizzati riguardanti la sicurezza economica in età avanzata.
RC-3	Our organization offers employees private supplemental insurance as part of the total remuneration package (e.g., additions to health or long-term care insurance, occupational disability).	Onze organisatie biedt werknemers als onderdeel van het totale loonpakket een aanvullende particuliere verzekering aan (bv. aanvullingen op de ziekteverzekering, op de verzekering voor langdurige zorg of op de arbeidsongeschiktheidsverzekering).	Unsere Organisation bietet den Beschäftigten private Zusatzversicherungen als Teil des Gesamtvergütungspaketes (z.B. Ergänzungen zu Kranken- oder Pflegeversicherung, Berufsunfähigkeit).	L'organizzazione offre ai dipendenti un'assicurazione privata aggiuntiva come parte della remunerazione totale (ad es. aggiunte per la salute o assicurazione per cure a lungo termine, disabilità sul lavoro).

Table S1 (Part 2)

LLWI-SF Items

Item	English (U.S.)	Japanese	Korean	Norwegian
OC Organizational climate				
OC-1	In our organization, regardless of age, all employees have the same opportunities.	私たちの組織では、年齢に関係なく、全ての従業員に同じ機会が与えられている。	우리 회사는 연령에 관계없이 모든 근로자에게 동등한 기회를 제공한다.	I vår virksomhet har alle - uansett alder - like gode muligheter.
OC-2	In our organization, there is a positive attitude towards older employees.	私たちの組織では、高齢（本調査は55歳以上の人を指す）になっても働く従業員に対して肯定的である。	우리 회사는 고령 근로자들에게 대한 긍정적인 태도를 보인다.	I vår virksomhet har vi en positiv holdning til eldre arbeidstakere.
OC-3	In our organization, “aging” is talked about openly.	私たちの組織では、“年をとっていくこと”についてオープンに語っている。	우리 회사에서는 ‘노화’에 대해 거리낌 없이 이야기할 수 있다.	I vår virksomhet er det «greit» å snakke åpent om aldring.
LE Leadership				
LE-1	Managers of our organization show appreciation both for current work results as well as for the overall performance of their employees.	私たちの組織の管理職は、従業員の現在の仕事の成果と全体的なパフォーマンスの両方に評価を示す。	우리 회사의 관리자들은 현재 작업 결과뿐만 아니라 근로자들의 전반적인 성과에 대해 감사를 표시한다.	Ledere i vår virksomhet viser at de verdsetter medarbeidernes arbeidsprestasjoner.
LE-2	Managers of our organization sincerely support their employees in their professional and personal development.	私たちの組織の管理職は、従業員の専門的および個人的な成長を真摯にサポートする。	우리 회사의 관리자들은 근로자들의 전문성과 개인적 발전을 위해 진심으로 지원한다.	Ledere i vår virksomhet støtter aktivt opp om medarbeidernes faglige og personlige utvikling.
LE-3	Managers of our organization are interested in the well-being of their employees.	私たちの組織の管理職は、従業員の幸福（心身ともに健康であること）に関心がある。	우리 회사의 관리자들은 근로자들의 복지에 관심이 있다.	Ledere i vår virksomhet er opptatt av medarbeidernes trivsel og velvære.

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WD Work design

WD-1	Employees of our organization have enough flexibility in their working time organization to appropriately address their personal needs.	私たちの組織の従業員は、個人的なニーズに適切に対処するために、柔軟性を持って労働時間を調整することができる。	우리 회사는 근로자들의 필요에 따라 근무시간을 유연하게 적용하는 제도(유연근무제도)를 갖추고 있다.	Medarbejdere i vår virksomhet har muligheter til å tilpasse arbeidstiden i forhold til egne behov.
WD-2	Employees of our organization can choose their place of work to ensure a good balance between their work and private life (work-life balance).	私たちの組織の従業員は、仕事と私生活の間に良いバランス(ワークライフ・バランス)を確保するために、働く場所を選ぶことができる。	우리 회사의 근로자들은 일과 삶의 균형(워라벨)을 위해 근무지를 선택할 수 있다.	Medarbejdere i vår virksomhet kan velge hvor de skal arbeide for å sikre en best mulig balanse mellom arbeid og privatliv.
WD-3	In our organization, managers change the tasks of their employees in the foreseeable future (e.g., within half a year) if the tasks no longer correspond to the employee's ability to perform and to withstand stress.	私たちの組織では、仕事のタスクが従業員の実行能力およびストレスに耐える能力に見合わなくなった場合、管理職は近い将来(半年以内など)にその従業員のタスクを変更する。	우리 회사에서는 근로자의 업무 수행 능력과 스트레스를 고려하여 필요할 경우, 가까운 시일(예, 반년 이내) 내에 직원의 업무를 변경한다.	I vår virksomhet kan ledere innen et halvt år gi medarbeidere nye oppgaver hvis oppgavene de har ikke passer med den enkeltes forutsetninger, og på denne måten forebygge stress og dårlige prestasjoner.
WD-4	In our organization, workplaces are designed according to ergonomic recommendations.	私たちの組織では、仕事場は人間工学が推奨する事項(例えば、快適な職場環境で従業員の健康と安全を守る)に基づいて設計されている。	우리 회사의 근무지(근무환경)는 인체공학적 권장 사항에 따라 설계되어 있다.	I vår virksomhet er arbeidsplassene utformet i tråd med ergonomiske anbefalinger.

HM Health management

HM-1	Employees of our organization are encouraged to move as much as possible in the workplace (e.g., use the stairs, take a walk during lunch break, exercise during lunch break, use the bicycle to work).	私たちの組織の従業員は、仕事場ではできる限り体を動かすことが推奨される(例えば、階段を使う、昼休みに散歩する、昼休みに運動する、自転車で通勤するなど)。	우리 회사는 근로자들이 근무지에서 가능한 한 많이 움직이도록 권장한다(예, 계단 이용, 점심시간에 산책하기, 점심시간에 운동하기, 자전거로 출근하기).	I vår virksomhet blir medarbeiderne oppmuntret til å bevege seg så mye som mulig i løpet av arbeidsdagen (f.eks. ved å bruke trapper, gå en kort tur i lunsjpausen, eller bruke sykkel til og fra arbeidsstedet).
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<p>HM-2 In our organization, employees receive therapeutic help in the workplace or in the immediate vicinity if required (e.g., physiotherapy in case of great physical stress and strain, stress management trainings).</p>	<p>私たちの組織では、従業員は必要に応じて職場またはすぐ近くで治療上の支援を受けている (例えば、身体的ストレスや負担が大きい場合の理学療法、ストレスマネジメント研修など)。</p>	<p>우리 회사는 필요한 경우 근로자들이 근무지(또는 근무지 인근)에서 치료를 받을 수 있도록 지원한다(예, 신체적 스트레스와 부담이 큰 경우 물리치료, 스트레스 관리 훈련).</p>	<p>I vår virksomhet får medarbeidere behandling på arbeidsplassen eller i nærheten ved akutte behov (f.eks. fysioterapi eller for stress og som krisehåndtering).</p>
<p>HM-3 In our organization, employees are made aware of health-promoting behavior (e.g., through training, counseling, displays).</p>	<p>私たちの組織では、健康を増進する行動を従業員に意識させている (例えば、研修、カウンセリング、掲示物など)。</p>	<p>우리 회사는 근로자들이 건강증진 활동(예, 훈련, 상담, 전시 등을 통해)에 대해 인지할 수 있도록 한다.</p>	<p>I vår virksomhet blir medarbeiderne minnet om betydningen av helsefremmende livsstil (f.eks. gjennom rådgivning, trening eller visuelle virkemidler).</p>

ID Individual development

<p>ID-1 In our organization, individual development prospects and qualification requirements are identified with employees, regardless of age.</p>	<p>私たちの組織では、年齢に関係なく、従業員の各々の成長見通しと資格要件が認識されている。</p>	<p>우리 회사는 연령에 관계없이 근로자 개인의 발전 전망과 자격 요건을 파악한다.</p>	<p>I vår virksomhet får den enkelte medarbeider – uavhengig av alder - kartlagt krav til kvalifikasjoner og muligheter for egen utvikling.</p>
<p>ID-2 In our organization, older employees are offered training to learn new competencies and develop their expertise.</p>	<p>私たちの組織では、高齢の従業員に、新たなスキルを取得し専門性を高めるための研修を提供している。</p>	<p>우리 회사는 고령 근로자들이 새로운 역량을 습득하고 전문성을 개발할 수 있는 교육을 제공한다.</p>	<p>I vår virksomhet får eldre medarbeidere muligheter til utvikling av sin kompetanse og sin spesielle ekspertise.</p>
<p>ID-3 In our organization, employees move to a different job or position if it better suits their specific skills and abilities.</p>	<p>私たちの組織では、従業員の特定のスキルや能力により適した仕事や役職がある場合、そこに異動する。</p>	<p>우리 회사의 근로자들은 자신의 기술과 능력에 더 적합한 직무나 직책으로 이동한다.</p>	<p>I vår virksomhet kan medarbeidere få en ny jobb eller nye oppgaver hvis det passer bedre til vedkommendes spesielle evner og ferdigheter.</p>

KM Knowledge management

<p>KM-1 In our organization, there are processes/procedures to systematically pass on the knowledge and experience of older employees to their younger colleagues before they leave the organization.</p>	<p>私たちの組織では、高齢の従業員が組織を離れる前に、その知識と経験を若い同僚に体系的に伝えるプロセス/手順がある。</p>	<p>우리 회사는 고령 근로자의 지식과 경험을 젊은 동료에게 체계적으로 전수하는 프로세스나 절차가 있다.</p>	<p>I vår virksomhet er det ordninger for systematisk overføring av kunnskap og erfaring fra eldre medarbeidere til yngre kolleger før de eldre medarbeiderne forlater virksomheten.</p>
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LATER LIFE WORKPLACE INDEX SHORT FORM

KM-2	In our organization, there are regular opportunities for every employee to exchange experiences and knowledge (e.g., in regular meetings).	私たちの組織では、全ての従業員が経験や知識を交換するための定期的な機会がある(例えば、定期的な会議など)。	우리 회사는 모든 직원이 경험과 지식을 교환할 수 있는 정기적인 기회를 제공한다(예, 정기 회의).	I vår virksomhet har alle medarbeidere muligheter til regelmessig å utveksle erfaringer og kunnskap (f.eks. i møter for erfaringsutveksling).
KM-3	In our organization, older and younger employees are encouraged to share their knowledge and experience.	私たちの組織では、高齢の従業員と若手従業員が知識や経験を共有することを推奨している。	우리 회사는 고령 근로자와 젊은 근로자들이 서로 자신의 지식과 경험을 공유하도록 장려한다.	I vår virksomhet blir eldre og yngre medarbeidere oppmuntret til å dele kunnskap og erfaringer.

TR Transition to retirement

TR-1	In our organization, managers discuss early with their employees (e.g., from the age of 55) as to how to make the transition to retirement.	私たちの組織では、管理職は、定年退職への移行をどうしていきたいか、従業員と早期から(55歳からなど)話し合っている。	우리 회사의 관리자들은 퇴직 과정에 대해 근로자들과 일찍(예, 55세부터) 논의를 시작한다.	I vår virksomhet snakker lederne med de eldre medarbeiderne (f.eks. fra fylte 55 år) om når de planlegger å pensjonere seg.
TR-2	In our organization, the transition to retirement is flexibly shaped according to employee needs.	私たちの組織では、定年退職への移行は、従業員のニーズに応じて柔軟に形成されている。	우리 회사의 퇴직 과정은 근로자의 필요에 따라 유연하게 이루어진다.	I vår virksomhet kan overgangen til pensjonering tilpasses behovene til den enkelte medarbeider.
TR-3	Our organization offers counseling to employees who are about to retire so they can reflect upon their expectations and plans for retirement.	私たちの組織は、定年退職を控えた従業員に、退職後に期待している事や計画をよく考えることができるよう、カウンセリングを提供している。	우리 회사는 퇴직을 앞둔 근로자들을 대상으로 퇴직에 대한 기대와 계획을 생각할 수 있도록 상담을 제공한다.	Vår virksomhet tilbyr rådgiving til medarbeidere før de går av med pensjon for å hjelpe dem med tilpasning til pensjonisttilværelsen.
TR-4	Our organization maintains active contact with retired employees (e.g., by an alumni network).	私たちの組織は、定年退職した従業員と積極的な連絡を維持している(例えば、アルムナイ(退職者)ネットワークなど)。	우리 회사는 은퇴한 근로자들과 활발한 연락을 유지한다(예, 퇴직자 네트워크를 통해).	Vår virksomhet holder aktiv kontakt med pensjonerte medarbeidere (f.eks. gjennom seniornett-verk eller alumni).

CE Continued employment

CE-1	In our organization, employment opportunities for people in retirement age are clearly defined and structured (e.g., by	私たちの組織では、定年年齢の人々の雇用機会が明確に定義され、構造化されている	우리 회사는 정년퇴직 연령대 근로자의 고용기회에 대해 명확한 방침을 세우고	I vår virksomhet er tilbud om jobb etter aldersbetinget avslutning av arbeidsforholdet klart definert og strukturert (f.eks.
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integration into strategic workforce planning).

(例えば、戦略的労働力計画への統合など)。

있다(예, 정년퇴직 예정자 대상의 전략적인 인력 확보 계획 등).

som integrert del av strategiske bemanningsplaner).

CE-2 In our organization, working conditions (time and type of activity) for employees in retirement age are flexibly adapted to their wishes.

私たちの組織では、定年後の従業員の労働条件(時間や活動形態)は、本人の希望に合わせて柔軟に対応している。

우리 회사에서 정년퇴직 연령대 근로자들의 근로조건(시간 및 근무형태)은 본인의 희망에 따라 유연하게 조정된다.

I vår virksomhet er arbeidstid og arbeidets innhold på fleksibelt vis tilpasset ønskene til medarbeidere som nærmer seg pensjonsalder.

CE-3 In our organization, older applicants are hired as well.

私たちの組織では、高齢の応募者も採用されている。

우리 회사에서는 고령자(50세 이상) 대상의 채용이 이루어지고 있다.

I vår virksomhet blir også eldre jobbsøkere ansatt.

RC Health & retirement coverage

RC-1 Our organization offers employees comprehensive opportunities to save money for their retirement (e.g., retirement plans offered by employer).

私たちの組織は従業員に、定年退職に備えて貯蓄する機会を幅広く提供している(例えば、雇用主が提供する退職金制度など)。

우리 회사는 근로자들의 은퇴 비용을 절감할 수 있는 포괄적인 기회를 제공한다.

Vår virksomhet tilbyr medarbeiderne gode muligheter for sparing frem mot pensjonsalder.

RC-2 Our organization offers employees good personal advice on financial security in later life.

私たちの組織は従業員に、老後生活における経済的安定性について、個々にあった良いアドバイスを提供している。

우리 회사는 근로자들의 노후 재정적 안정을 위한 상담과 조언을 제공하고 있다.

Vår virksomhet tilbyr personlig økonomisk rådgivning mot slutten av arbeidskarrieren.

RC-3 Our organization offers employees private supplemental insurance as part of the total remuneration package (e.g., additions to health or long-term care insurance, occupational disability).

私たちの組織は、総報酬(給与・福利厚生)の一部として、従業員に民間の補完的な保険を提供している(例えば、健康保険または介護保険への追加、就業不能保険など)。

우리 회사는 근로자들에게 총 보수의 일부로 추가적인 민간 보험을 제공한다(예, 건강 또는 장기 요양 보험, 직업 장애에 따른 보험 등).

Vår virksomhet tilbyr medarbeiderne private forsikringsordninger som del av lønssystemet (f.eks. tillegg til helse- og ulykkesforsikringer).

Table S1 (Part 3)

LLWI-SF Items

Item	English (U.S.)	Polish	Portuguese	Dutch (The Netherlands)
OC Organizational climate				
OC-1	In our organization, regardless of age, all employees have the same opportunities.	W naszej organizacji wszyscy pracownicy bez względu na wiek mają takie same możliwości.	Na nossa organização, independentemente da idade, todos os trabalhadores têm as mesmas oportunidades.	In onze organisatie hebben alle werknemers, ongeacht hun leeftijd, dezelfde kansen.
OC-2	In our organization, there is a positive attitude towards older employees.	W naszej organizacji panuje pozytywne nastawienie względem starszych pracowników.	Na nossa organização há uma atitude positiva em relação aos trabalhadores mais velhos.	In onze organisatie is er een positieve houding ten opzichte van oudere werknemers.
OC-3	In our organization, "aging" is talked about openly.	W naszej organizacji o zjawisku starzenia się mówi się otwarcie.	Na nossa organização fala-se abertamente sobre "envelhecimento".	In onze organisatie wordt er openlijk over "ouder worden" gesproken.
LE Leadership				
LE-1	Managers of our organization show appreciation both for current work results as well as for the overall performance of their employees.	Kierownicy naszej organizacji okazują uznanie zarówno za bieżące wyniki pracy, jak i za całokształt osiągnięć swoich pracowników.	Os gestores da nossa organização reconhecem quer os resultados do trabalho atual, quer da performance global dos seus trabalhadores.	Managers van onze organisatie tonen waardering voor zowel de huidige werkresultaten als voor de algemene prestaties van hun werknemers.
LE-2	Managers of our organization sincerely support their employees in their professional and personal development.	Kierownicy naszej organizacji szczerze wspierają swoich pracowników w ich rozwoju zawodowym i osobistym.	Os gestores da nossa organização dão apoio sincero aos seus trabalhadores no seu desenvolvimento profissional e pessoal.	Managers van onze organisatie ondersteunen hun medewerkers oprecht in hun professionele en persoonlijke ontwikkeling.
LE-3	Managers of our organization are interested in the well-being of their employees.	Kierownicy naszej organizacji są zainteresowani dobrostanem swoich pracowników.	Os gestores da nossa organização interessam-se pelo bem-estar dos seus trabalhadores.	Managers van onze organisatie zijn geïnteresseerd in het welzijn van hun medewerkers.
WD Work design				
WD-1	Employees of our organization have enough flexibility in their working time organization to appropriately address their personal needs.	Pracownicy naszej organizacji mają wystarczającą elastyczność w organizacji czasu pracy, aby odpowiednio realizować swoje potrzeby osobiste.	Os trabalhadores da nossa organização têm flexibilidade suficiente na organização do seu tempo de trabalho para o gerir de forma adequada às suas necessidades pessoais.	Medewerkers van onze organisatie hebben voldoende flexibiliteit in hun werktijd organisatie om op passende wijze tegemoet te komen aan hun persoonlijke behoeften.

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WD-2	Employees of our organization can choose their place of work to ensure a good balance between their work and private life (work-life balance).	Pracownicy naszej organizacji mogą wybrać swoje miejsce pracy, aby zapewnić dobrą równowagę między życiem zawodowym i prywatnym (równowaga praca-życie prywatne).	Os trabalhadores da nossa organização podem escolher o local de trabalho para assegurar o balanço entre a vida profissional e a vida privada (conciliação trabalho-família).	Medewerkers van onze organisatie kunnen hun werkplek kiezen voor een goed evenwicht tussen hun werk en privéleven (werk-privé balans).
WD-3	In our organization, managers change the tasks of their employees in the foreseeable future (e.g., within half a year) if the tasks no longer correspond to the employee's ability to perform and to withstand stress.	W naszej organizacji menedżerowie zmieniają zadania swoich pracowników w przewidywalnej przyszłości (np. w ciągu pół roku), jeśli zadania te nie odpowiadają już zdolności pracownika do wykonywania pracy i odporności na stres.	Na nossa organização os gestores alteram as tarefas atribuídas aos seus trabalhadores no curto prazo (ex., no espaço de meio ano) caso o trabalhador já não tenha capacidade para a sua execução ou para lidar com o stress.	In onze organisatie veranderen managers de taken van hun werknemers binnen afzienbare tijd (bijvoorbeeld. binnen een half jaar) als de taken niet meer overeenkomen met de prestatie- en stressbestendigheid van de werknemer.
WD-4	In our organization, workplaces are designed according to ergonomic recommendations.	W naszej organizacji miejsca pracy są projektowane zgodnie z ergonomicznymi zaleceniami.	Na nossa organização os locais de trabalho são adaptados de acordo com recomendações ergonómicas.	In onze organisatie werkplekken worden ontworpen volgens ergonomische aanbevelingen.

HM Health management

HM-1	Employees of our organization are encouraged to move as much as possible in the workplace (e.g., use the stairs, take a walk during lunch break, exercise during lunch break, use the bicycle to work).	Pracownicy naszej organizacji są zachęceni do jak największej ilości ruchu w miejscu pracy (np. korzystania ze schodów, spaceru podczas przerwy na lunch, ćwiczeń podczas przerwy na lunch, korzystania z roweru w ramach dojazdu do pracy).	Os trabalhadores da nossa organização são encorajados a movimentarem-se o máximo possível no contexto de trabalho (ex., usar as escadas, fazer uma caminhada durante a pausa para almoço, praticar desporto durante a pausa para almoço, ir de bicicleta para o trabalho).	Medewerkers van onze organisatie worden aangemoedigd om zoveel mogelijk te bewegen op de werkplek (bijvoorbeeld. de trap gebruiken, een wandeling maken tijdens de lunchpauze, sporten tijdens de lunchpauze, de fiets naar het werk gebruiken).
HM-2	In our organization, employees receive therapeutic help in the workplace or in the immediate vicinity if required (e.g., physiotherapy in case of great physical stress and strain, stress management trainings).	W naszej organizacji w razie potrzeby pracownicy otrzymują pomoc terapeutyczną w miejscu pracy lub w najbliższym otoczeniu (np. fizjoterapia w przypadku dużego obciążenia fizycznego lub treningi radzenia sobie ze stresem).	Na nossa organização os trabalhadores recebem apoio terapêutico no local de trabalho ou nas imediações se solicitado (ex., fisioterapia em caso de intenso esforço e stress físico ou gestão de stress em caso de stress).	In onze organisatie krijgen werknemers indien nodig therapeutische hulp op de werkplek of in de directe omgeving (bijvoorbeeld fysiotherapie bij grote fysieke belasting en stress of stress management trainingen).
HM-3	In our organization, employees are made aware of health-promoting behavior (e.g.,	W naszej organizacji pracownicy są uświadamiani o zachowaniach prozdrowotnych (np. poprzez szkolenia, doradztwo, pokazy).	Na nossa organização os trabalhadores são alertados para comportamentos que promovem	In onze organisatie worden werknemers bewust gemaakt van gezondheidsbevorderend

through training, counseling, displays).

a saúde (ex., através de formação, consultoria, mostras).

gedrag (bijvoorbeeld door training, counseling, displays).

ID Individual development

ID-1	In our organization, individual development prospects and qualification requirements are identified with employees, regardless of age.	W naszej organizacji z pracownikami, niezależnie od wieku, ustala się indywidualne perspektywy rozwoju i wymagania kwalifikacyjne.	Na nossa organização são identificadas perspectivas de desenvolvimento individual e requisitos de qualificação para os trabalhadores com os próprios trabalhadores, independentemente da sua idade.	In onze organisatie worden individuele ontwikkelingsperspectieven en kwalificatie-eisen vastgesteld met medewerkers, ongeacht hun leeftijd.
ID-2	In our organization, older employees are offered training to learn new competencies and develop their expertise.	W naszej organizacji starszym pracownikom oferuje się szkolenia, aby mogli nabyć nowe kompetencje i rozwijać swoją wiedzę fachową.	Na nossa organização é proporcionada formação aos trabalhadores mais velhos para aprenderem novas competências e desenvolverem a sua especialidade.	In onze organisatie worden oudere werknemers opleidingen aangeboden om nieuwe competenties te leren en hun expertise te ontwikkelen.
ID-3	In our organization, employees move to a different job or position if it better suits their specific skills and abilities.	W naszej organizacji pracownicy przechodzą do innej pracy lub na inne stanowisko, jeśli lepiej odpowiada ono ich specyficznym umiejętnościom i zdolnościom.	Na nossa organização os trabalhadores mudam para um trabalho ou um cargo diferente caso seja mais ajustado às suas competências e capacidades específicas.	In onze organisatie stappen werknemers over naar een andere baan of functie als die beter past bij hun specifieke vaardigheden en capaciteiten.

KM Knowledge management

KM-1	In our organization, there are processes/procedures to systematically pass on the knowledge and experience of older employees to their younger colleagues before they leave the organization.	W naszej organizacji istnieją procesy/procedury pozwalające na systematyczne przekazywanie wiedzy i doświadczenia starszych pracowników ich młodszym kolegom zanim odejdą oni z organizacji.	Na nossa organização há processos / procedimentos para a passagem sistemática de conhecimento e experiência de trabalhadores mais velhos para colegas mais novos, antes que os primeiros saiam da organização.	In onze organisatie zijn er processen / procedures om de kennis en ervaring van oudere werknemers systematisch door te geven aan hun jongere collega's voordat zij de organisatie verlaten.
KM-2	In our organization, there are regular opportunities for every employee to exchange experiences and knowledge (e.g., in regular meetings).	W naszej organizacji istnieją regularne możliwości dla każdego pracownika do wymiany doświadczeń i wiedzy (np. podczas regularnych spotkań).	Na nossa organização há regularmente oportunidades para que qualquer trabalhador partilhe experiências e conhecimento (ex., em reuniões periódicas).	In onze organisatie zijn er voor iedere werknemer regelmatig mogelijkheden om ervaringen en kennis uit te wisselen (bijvoorbeeld in regelmatige bijeenkomsten).
KM-3	In our organization, older and younger employees are encouraged to share their knowledge and experience.	W naszej organizacji starsi i młodzi pracownicy są zachęceni do dzielenia się swoją wiedzą i doświadczeniem.	Na nossa organização trabalhadores mais velhos e mais novos são incentivados a partilhar conhecimento e experiência.	In onze organisatie oudere en jongere werknemers worden aangemoedigd om hun kennis en ervaring te delen.

TR Transition to retirement

TR-1	In our organization, managers discuss early with their employees (e.g., from the age of 55) as to how to make the transition to retirement.	W naszej organizacji menedżerowie wcześniej rozmawiają ze swoimi pracownikami (np. od 55 roku życia) o tym, jak przejść na emeryturę.	Na nossa organização os gestores analisam atempadamente com os trabalhadores (ex., a partir dos 55 anos) o processo de transição para a reforma.	In onze organisatie bespreken managers vroegtijdig met hun werknemers (bijvoorbeeld vanaf 55 jaar) hoe de overgang naar het pensioen moet verlopen.
TR-2	In our organization, the transition to retirement is flexibly shaped according to employee needs.	W naszej organizacji przejście na emeryturę jest elastycznie kształtowane zgodnie z potrzebami pracowników.	Na nossa organização a transição para a reforma é moldada de acordo com as necessidades do trabalhador.	In onze organisatie wordt de overgang naar pensioen flexibel vormgegeven op basis van de behoeften van de werknemers.
TR-3	Our organization offers counseling to employees who are about to retire so they can reflect upon their expectations and plans for retirement.	Nasza organizacja oferuje doradztwo pracownikom, którzy mają zamiar przejść na emeryturę, aby mogli oni zastanowić się nad swoimi oczekiwaniami i planami dotyczącymi przejścia na emeryturę.	A nossa organização oferece aconselhamento aos trabalhadores que estão prestes a reformar-se para que possam refletir sobre as suas expectativas e os seus planos para a reforma.	Onze organisatie biedt advies aan werknemers die op het punt staan met pensioen te gaan zodat zij kunnen nadenken over hun verwachtingen en pensioenplannen.
TR-4	Our organization maintains active contact with retired employees (e.g., by an alumni network).	Nasza organizacja utrzymuje aktywny kontakt z emerytowanymi pracownikami (np. poprzez sieć absolwentów).	A nossa organização mantém ativos os contactos com trabalhadores reformados (ex., através de uma rede de antigos trabalhadores).	Onze organisatie onderhoudt actief contact met gepensioneerde medewerkers (bijvoorbeeld door een alumninetwork).

CE Continued employment

CE-1	In our organization, employment opportunities for people in retirement age are clearly defined and structured (e.g., by integration into strategic workforce planning).	W naszej organizacji możliwości zatrudnienia osób w wieku emerytalnym są jasno określone i ustrukturyzowane (np. poprzez włączenie do strategicznego planowania siły roboczej).	Na nossa organização as oportunidades de emprego para pessoas em idade de reforma são claramente definidas e estruturadas (ex., através da integração na planificação estratégica de recursos humanos).	In onze organisatie zijn arbeidsmogelijkheden voor mensen na hun pensionering duidelijk gedefinieerd en gestructureerd (bijvoorbeeld door integratie in strategische personeelsplanning).
CE-2	In our organization, working conditions (time and type of activity) for employees in retirement age are flexibly adapted to their wishes.	W naszej organizacji warunki pracy (czas i rodzaj zajęć) dla pracowników w wieku emerytalnym są elastycznie dostosowane do ich życzeń.	Na nossa organização as condições de trabalho (horário e tipo de atividade) para trabalhadores em idade de reforma são adaptáveis aos seus desejos.	In onze organisatie worden de arbeidsvoorwaarden (werkuren en type activiteit) voor werknemers na hun pensionering flexibel aangepast aan hun wensen.
CE-3	In our organization, older applicants are hired as well.	W naszej organizacji zatrudniani są również starsi kandydaci.	Na nossa organização candidatos mais velhos são selecionados na mesma.	In onze organisatie ook oudere sollicitanten worden aangenomen.

RC Health & retirement coverage

RC-1	Our organization offers employees comprehensive opportunities to save money for their retirement (e.g., retirement plans offered by employer).	Nasza organizacja oferuje pracownikom wszechstronne możliwości oszczędzania na emeryturę (np. plany emerytalne oferowane przez pracodawcę).	A nossa organização oferece diversas possibilidades de poupar dinheiro para a reforma (ex., planos de reforma oferecidos pelo empregador).	Onze organisatie biedt werknemers uitgebreide mogelijkheden om geld te sparen voor hun pensioen (bijvoorbeeld pensioenplannen aangeboden door werkgever).
RC-2	Our organization offers employees good personal advice on financial security in later life.	Nasza organizacja oferuje pracownikom dobre osobiste doradztwo w zakresie zabezpieczenia finansowego w późniejszym okresie życia.	A nossa organização proporciona aos trabalhadores conselhos pessoais muito válidos em matéria de segurança financeira para o período de reforma.	Onze organisatie biedt werknemers goed persoonlijk advies over financiële zekerheid op latere leeftijd.
RC-3	Our organization offers employees private supplemental insurance as part of the total remuneration package (e.g., additions to health or long-term care insurance, occupational disability).	Nasza organizacja oferuje pracownikom prywatne, dodatkowe ubezpieczenia jako część całościowego pakietu wynagrodzeń (np. dodatki do ubezpieczenia zdrowotnego lub długoterminowej opieki, renty).	A nossa organização oferece aos trabalhadores um seguro suplementar privado como parte integrante do pacote remuneratório (ex., acréscimos a seguros de saúde ou de assistência prolongada, incapacidade para o trabalho).	Onze organisatie biedt werknemers aanvullende particuliere verzekeringen als onderdeel van het totale beloningspakket (bijvoorbeeld aanvullingen op ziektekosten- of langdurige zorgverzekering, arbeidsongeschiktheid).

Table S2*Item Means, Standard Deviations, Skewness, and Kurtosis per Country*

Item	Belgium				Germany				Italy				Japan				Korea			
	<i>M</i>	<i>SD</i>	Skewness	Kurtosis	<i>M</i>	<i>SD</i>	Skewness	Kurtosis	<i>M</i>	<i>SD</i>	Skewness	Kurtosis	<i>M</i>	<i>SD</i>	Skewness	Kurtosis	<i>M</i>	<i>SD</i>	Skewness	Kurtosis
OC-1	5.04	1.59	-0.82	-0.17	5.28	1.43	-0.67	-0.07	4.48	1.88	-0.33	-1.14	4.09	1.68	-0.20	-1.03	5.03	1.39	-0.54	-0.09
OC-2	4.97	1.45	-0.68	-0.12	5.53	1.37	-0.81	0.12	4.35	1.65	-0.33	-0.64	4.77	1.58	-0.67	-0.21	4.88	1.39	-0.43	-0.11
OC-3	4.60	1.63	-0.46	-0.62	4.94	1.66	-0.53	-0.61	4.53	1.70	-0.44	-0.66	4.80	1.42	-0.60	-0.11	4.84	1.43	-0.47	-0.08
LE-1	4.84	1.40	-0.78	-0.04	5.05	1.53	-0.64	-0.12	4.58	1.70	-0.67	-0.49	4.45	1.46	-0.50	-0.28	4.83	1.37	-0.39	-0.15
LE-2	4.75	1.47	-0.67	-0.19	4.90	1.58	-0.58	-0.24	4.20	1.75	-0.37	-0.92	4.32	1.48	-0.44	-0.35	4.75	1.44	-0.35	-0.27
LE-3	4.65	1.54	-0.62	-0.24	4.90	1.63	-0.54	-0.44	4.09	1.77	-0.26	-0.98	4.36	1.48	-0.33	-0.36	4.70	1.46	-0.40	-0.24
WD-1	4.84	1.51	-0.73	-0.08	4.81	1.64	-0.58	-0.40	3.57	1.94	0.10	-1.34	4.30	1.55	-0.55	-0.42	4.50	1.69	-0.33	-0.77
WD-2	4.24	1.79	-0.29	-1.01	4.07	1.90	-0.17	-1.08	3.11	1.79	0.38	-1.04	3.86	1.72	-0.16	-0.97	3.96	1.80	-0.13	-0.93
WD-3	3.40	1.44	0.09	-0.73	3.65	1.56	0.19	-0.51	3.45	1.64	0.06	-0.95	4.21	1.37	-0.31	-0.15	4.16	1.61	-0.13	-0.70
WD-4	4.32	1.70	-0.34	-0.82	4.61	1.66	-0.43	-0.58	3.78	1.82	-0.06	-1.15	3.80	1.46	-0.25	-0.61	3.97	1.60	-0.10	-0.52
HM-1	4.19	1.72	-0.28	-0.79	3.97	1.88	-0.05	-1.09	3.09	1.82	0.49	-0.89	3.51	1.60	0.14	-0.82	4.50	1.48	-0.36	-0.28
HM-2	2.89	1.72	0.67	-0.57	3.08	1.88	0.46	-0.98	2.22	1.57	1.35	0.96	3.83	1.61	-0.26	-0.81	4.40	1.54	-0.31	-0.40
HM-3	4.09	1.69	-0.37	-0.87	3.83	1.95	-0.02	-1.14	3.72	1.93	-0.03	-1.29	4.13	1.55	-0.58	-0.55	4.51	1.53	-0.36	-0.20
ID-1	4.49	1.56	-0.54	-0.37	4.18	1.79	-0.30	-0.86	3.78	1.83	-0.09	-1.16	4.16	1.49	-0.37	-0.50	4.55	1.47	-0.39	-0.11
ID-2	3.92	1.71	-0.10	-1.04	4.65	1.87	-0.53	-0.73	3.55	1.90	0.02	-1.31	3.75	1.58	-0.16	-0.87	4.31	1.62	-0.26	-0.54
ID-3	3.82	1.53	-0.14	-0.87	4.08	1.70	-0.23	-0.71	3.57	1.84	0.05	-1.20	3.93	1.44	-0.29	-0.53	4.43	1.52	-0.35	-0.36
KM-1	3.46	1.60	0.08	-0.96	4.13	1.87	-0.11	-1.00	3.83	1.91	-0.11	-1.31	3.57	1.52	0.08	-0.72	4.19	1.55	-0.35	-0.45
KM-2	4.13	1.65	-0.25	-0.92	4.35	1.86	-0.33	-0.88	3.59	1.89	0.08	-1.32	3.73	1.62	-0.10	-1.01	4.38	1.55	-0.38	-0.35
KM-3	4.25	1.60	-0.35	-0.58	4.68	1.82	-0.46	-0.71	3.94	1.90	-0.16	-1.22	4.04	1.58	-0.34	-0.73	4.56	1.52	-0.34	-0.39
TR-1	2.49	1.58	0.86	-0.24	3.12	1.98	0.52	-0.96	2.80	1.72	0.57	-0.95	3.48	1.73	0.11	-0.96	4.04	1.69	-0.08	-0.77
TR-2	3.34	1.69	0.15	-0.96	3.66	1.93	0.12	-1.14	2.92	1.80	0.45	-1.07	3.86	1.59	-0.30	-0.81	4.49	1.59	-0.40	-0.45
TR-3	3.16	1.83	0.43	-0.93	3.36	2.01	0.31	-1.17	2.81	1.78	0.53	-1.10	3.38	1.64	0.14	-1.03	4.00	1.73	-0.13	-0.95
TR-4	2.95	1.75	0.51	-0.85	3.29	1.99	0.32	-1.23	2.48	1.72	0.91	-0.36	3.09	1.57	0.27	-0.86	3.84	1.72	-0.03	-0.77
CE-1	2.89	1.61	0.49	-0.65	3.47	2.00	0.24	-1.17	2.98	1.73	0.42	-1.00	3.61	1.58	-0.10	-0.90	4.03	1.67	-0.20	-0.74
CE-2	3.11	1.71	0.31	-0.99	3.74	1.93	0.08	-1.14	2.98	1.68	0.55	-0.72	4.07	1.54	-0.40	-0.62	4.00	1.69	-0.16	-0.80
CE-3	4.62	1.59	-0.54	-0.32	4.58	1.69	-0.38	-0.60	3.84	1.92	-0.08	-1.23	3.83	1.74	-0.17	-1.04	4.50	1.78	-0.43	-0.67
RC-1	3.80	2.30	0.04	-1.59	4.93	2.01	-0.70	-0.70	3.15	1.89	0.34	-1.18	4.02	1.67	-0.26	-0.95	4.05	1.62	-0.13	-0.62
RC-2	2.59	1.66	0.75	-0.54	3.63	2.01	0.14	-1.22	2.59	1.70	0.76	-0.57	3.40	1.61	0.02	-1.10	3.93	1.77	-0.05	-0.86
RC-3	4.02	2.26	-0.12	-1.53	3.63	2.07	0.15	-1.29	3.31	2.11	0.23	-1.49	4.03	1.64	-0.28	-0.80	4.17	1.82	-0.27	-0.88

Table S2 (Continued)*Item Means, Standard Deviations, Skewness, and Kurtosis per Country*

Item	Norway				Poland				Portugal				The Netherlands				The U.S.			
	<i>M</i>	<i>SD</i>	Skewness	Kurtosis	<i>M</i>	<i>SD</i>	Skewness	Kurtosis	<i>M</i>	<i>SD</i>	Skewness	Kurtosis	<i>M</i>	<i>SD</i>	Skewness	Kurtosis	<i>M</i>	<i>SD</i>	Skewness	Kurtosis
OC-1	5.04	1.54	-0.67	-0.53	4.76	1.70	-0.61	-0.63	4.06	1.81	-0.13	-1.14	4.97	1.57	-0.76	-0.20	5.40	1.56	-1.21	0.74
OC-2	5.56	1.31	-0.94	0.15	5.27	1.46	-0.98	0.54	4.17	1.70	-0.19	-0.92	5.18	1.35	-1.01	0.95	5.27	1.41	-0.83	0.18
OC-3	5.69	1.08	-0.80	0.21	4.88	1.66	-0.69	-0.33	4.38	1.71	-0.33	-0.86	4.28	1.73	-0.32	-0.91	4.13	1.80	-0.13	-1.10
LE-1	5.44	1.35	-1.39	1.65	5.03	1.49	-0.66	-0.30	4.03	1.62	-0.16	-0.94	4.89	1.47	-0.79	0.13	5.42	1.48	-1.20	1.04
LE-2	5.19	1.37	-0.99	0.56	4.74	1.53	-0.54	-0.41	3.94	1.69	-0.17	-1.00	4.79	1.55	-0.70	-0.17	5.37	1.48	-1.07	0.65
LE-3	5.29	1.41	-0.91	0.35	4.57	1.60	-0.51	-0.50	3.91	1.70	-0.20	-1.03	5.01	1.50	-0.73	-0.06	5.44	1.45	-1.07	0.75
WD-1	4.80	1.79	-0.68	-0.59	4.39	1.77	-0.33	-1.11	4.46	1.59	-0.52	-0.55	4.79	1.50	-0.61	-0.30	5.28	1.51	-0.95	0.08
WD-2	4.04	1.80	-0.15	-1.11	3.63	1.84	0.21	-1.27	3.12	1.68	0.33	-0.93	4.09	1.75	-0.14	-0.97	4.33	1.87	-0.30	-1.08
WD-3	3.98	1.59	-0.27	-0.93	3.86	1.75	-0.01	-1.14	3.35	1.63	0.14	-0.96	3.74	1.47	0.02	-0.67	4.30	1.56	-0.27	-0.59
WD-4	4.60	1.64	-0.54	-0.80	4.24	1.65	-0.23	-0.79	3.58	1.72	0.04	-1.03	4.56	1.70	-0.49	-0.78	4.44	1.61	-0.38	-0.63
HM-1	4.26	1.62	-0.32	-0.87	3.42	1.72	0.40	-0.84	3.16	1.68	0.30	-0.95	4.08	1.71	-0.07	-0.95	4.47	1.76	-0.33	-0.81
HM-2	3.58	2.04	0.14	-1.42	3.00	1.71	0.61	-0.70	2.58	1.78	0.88	-0.43	4.03	1.96	-0.05	-1.33	3.38	1.90	0.34	-1.07
HM-3	3.65	1.74	-0.04	-1.21	3.96	1.90	-0.11	-1.18	3.61	1.90	0.01	-1.32	4.21	1.70	-0.28	-0.95	4.66	1.78	-0.62	-0.67
ID-1	4.12	1.63	-0.27	-1.00	4.05	1.75	-0.17	-1.13	3.86	1.62	-0.17	-0.84	4.87	1.52	-0.82	0.13	5.30	1.39	-0.96	0.64
ID-2	4.45	1.56	-0.58	-0.53	4.19	1.79	-0.27	-1.18	4.22	1.70	-0.39	-0.81	4.33	1.75	-0.35	-0.90	4.80	1.78	-0.66	-0.56
ID-3	4.24	1.62	-0.36	-0.87	4.11	1.76	-0.25	-1.15	3.76	1.61	-0.05	-0.87	4.47	1.39	-0.40	-0.35	4.96	1.54	-0.77	0.10
KM-1	3.71	1.61	-0.20	-1.08	4.54	1.69	-0.48	-0.68	3.99	1.73	-0.18	-0.91	4.08	1.65	-0.25	-0.87	4.43	1.72	-0.41	-0.76
KM-2	4.63	1.53	-0.83	-0.18	4.45	1.73	-0.43	-0.78	3.83	1.74	-0.26	-1.08	4.70	1.61	-0.55	-0.47	5.00	1.66	-0.81	-0.17
KM-3	4.71	1.51	-0.85	0.19	4.89	1.54	-0.72	-0.09	4.23	1.70	-0.43	-0.72	5.25	1.41	-0.84	0.23	5.27	1.50	-1.03	0.65
TR-1	3.46	1.62	0.03	-1.08	3.44	1.77	0.25	-1.11	2.54	1.70	0.79	-0.54	3.19	1.68	0.47	-0.89	3.44	1.87	0.27	-1.10
TR-2	4.28	1.61	-0.40	-0.75	4.37	1.70	-0.46	-0.84	2.72	1.75	0.63	-0.84	4.15	1.63	-0.33	-0.71	4.21	1.82	-0.35	-0.99
TR-3	4.23	1.95	-0.31	-1.19	3.40	1.72	0.24	-1.00	2.53	1.58	0.66	-0.72	4.23	1.75	-0.27	-1.05	3.75	1.95	0.03	-1.28
TR-4	3.25	1.83	0.28	-1.28	3.40	1.83	0.39	-0.98	2.91	1.78	0.50	-0.90	3.25	1.70	0.40	-0.91	3.52	1.93	0.18	-1.20
CE-1	3.13	1.54	0.16	-1.13	4.10	1.74	-0.21	-1.11	2.79	1.57	0.41	-0.89	3.64	1.72	0.02	-1.13	3.88	1.81	-0.07	-1.10
CE-2	3.58	1.68	0.00	-1.29	3.75	1.63	0.04	-1.06	2.67	1.64	0.66	-0.61	4.11	1.74	-0.34	-0.93	4.29	1.84	-0.28	-1.07
CE-3	4.47	1.62	-0.44	-0.78	4.37	1.63	-0.35	-0.88	4.02	1.66	-0.17	-0.76	5.24	1.28	-0.89	0.39	5.47	1.38	-1.27	1.41
RC-1	3.74	1.91	0.03	-1.37	4.02	1.77	-0.22	-1.17	2.01	1.53	1.45	1.10	4.21	1.78	-0.28	-1.08	5.55	1.57	-1.46	1.55
RC-2	3.02	1.85	0.55	-0.99	3.43	1.68	0.18	-1.03	2.02	1.48	1.36	0.75	3.70	1.76	0.13	-1.08	4.35	1.82	-0.36	-0.91
RC-3	3.67	2.17	0.12	-1.54	3.94	1.87	-0.18	-1.27	2.58	2.04	0.94	-0.58	3.57	1.89	0.20	-1.21	4.87	1.91	-0.79	-0.61

Table S3a*Correlations for the Belgian Sample*

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Organizational climate	(.81)															
2. Leadership	.71***	(.93)														
3. Work design	.43***	.51***	(.76)													
4. Health management	.40***	.46***	.61***	(.78)												
5. Individual development	.52***	.56***	.61***	.65***	(.77)											
6. Knowledge management	.60***	.63***	.52***	.59***	.67***	(.84)										
7. Transition to retirement	.45***	.48***	.52***	.59***	.59***	.59***	(.85)									
8. Continued employment	.54***	.51***	.52***	.49***	.55***	.59***	.68***	(.68)								
9. Health and retirement coverage	.18***	.21***	.42***	.48***	.34***	.23***	.43***	.30***	(.82)							
10. Age-inclusive HR practices	.64***	.62***	.53***	.52***	.67***	.66***	.57***	.66***	.28***	(.84)						
11. Positive affect	.24***	.23***	.09	.16***	.20***	.25***	.15**	.27***	.06	.22***	(.74)					
12. Negative affect	-.27***	-.23***	-.22***	-.19***	-.21***	-.22***	-.16***	-.19***	-.15**	-.23***	-.37***	(.75)				
13. Work engagement	.40***	.44***	.25***	.28***	.37***	.38***	.31***	.37***	.09	.40***	.57***	-.38***	(.88)			
14. Perceived health	.32***	.30***	.27***	.26***	.22***	.26***	.26***	.26***	.21***	.26***	.36***	-.36***	.36***	(.89)		
15. Post-retirement work intention	.21***	.22***	.25***	.20***	.24***	.19***	.26***	.27***	.10*	.24***	.29***	-.18***	.40***	.21***	(.89)	
16. In-role behavior	.12*	.13**	.06	.01	.06	.06	-.01	.05	-.01	.10*	.40***	-.26***	.34***	.23***	.09*	(.88)

Note. $N = 444$. Cronbach's alphas are reported in parentheses on the diagonal.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table S3b*Correlations for the German Sample*

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Organizational climate	(.77)															
2. Leadership	.66***	(.93)														
3. Work design	.39***	.64***	(.77)													
4. Health management	.34***	.53***	.67***	(.84)												
5. Individual development	.49***	.69***	.71***	.73***	(.84)											
6. Knowledge management	.50***	.68***	.64***	.63***	.76***	(.88)										
7. Transition to retirement	.41***	.64***	.65***	.70***	.70***	.72***	(.92)									
8. Continued employment	.48***	.64***	.59***	.57***	.64***	.68***	.77***	(.78)								
9. Health and retirement coverage	.37***	.55***	.55***	.62***	.63***	.61***	.66***	.56***	(.80)							
10. Age-inclusive HR practices	.61***	.71***	.55***	.57***	.68***	.72***	.65***	.69***	.56***	(.89)						
11. Positive affect	.30***	.37***	.26***	.20***	.33***	.31***	.32***	.28***	.26***	.30***	(.78)					
12. Negative affect	-.25***	-.27***	-.23***	-.15***	-.26***	-.23***	-.19***	-.25***	-.14***	-.24***	-.37***	(.77)				
13. Work engagement	.44***	.55***	.41***	.33***	.47***	.45***	.46***	.50***	.40***	.52***	.59***	-.43***	(.93)			
14. Perceived health	.34***	.25***	.30***	.28***	.35***	.36***	.33***	.31***	.23***	.37***	.31***	-.38***	.37***	(.87)		
15. Post-retirement work intention	.21***	.32***	.28***	.23***	.25***	.31***	.33***	.45***	.24***	.34***	.30***	-.17***	.42***	.26***	(.89)	
16. In-role behavior	.28***	.19***	.07	.02	.12*	.13*	.04	.17**	.15**	.20***	.37***	-.26***	.30***	.26***	.14**	(.90)

Note. $N = 387$. Cronbach's alphas are reported in parentheses on the diagonal.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table S3c*Correlations for the Italian Sample*

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Organizational climate	(.68)															
2. Leadership	.68***	(.93)														
3. Work design	.44***	.58***	(.76)													
4. Health management	.45***	.55***	.59***	(.78)												
5. Individual development	.58***	.74***	.62***	.64***	(.83)											
6. Knowledge management	.56***	.70***	.54***	.63***	.76***	(.89)										
7. Transition to retirement	.46***	.60***	.62***	.66***	.68***	.68***	(.90)									
8. Continued employment	.61***	.61***	.62***	.65***	.70***	.67***	.76***	(.71)								
9. Health and retirement coverage	.38***	.51***	.56***	.62***	.58***	.52***	.65***	.56***	(.80)							
10. Age-inclusive HR practices	.57***	.59***	.45***	.57***	.62***	.58***	.57***	.69***	.49***	(.87)						
11. Positive affect	.29***	.36***	.17***	.26***	.30***	.30***	.25***	.26***	.17***	.29***	(.80)					
12. Negative affect	-.34***	-.40***	-.33***	-.23***	-.30***	-.32***	-.26***	-.30***	-.25***	-.30***	-.36***	(.74)				
13. Work engagement	.44***	.51***	.28***	.36***	.43***	.42***	.30***	.37***	.29***	.40***	.51***	-.42***	(.78)			
14. Perceived health	.29***	.29***	.23***	.17***	.26***	.27***	.20***	.25***	.21***	.23***	.35***	-.36***	.32***	(.87)		
15. Post-retirement work intention	.22***	.25***	.21***	.21***	.18***	.16**	.25***	.21***	.20***	.26***	.16**	-.11*	.27***	.14**	(.92)	
16. In-role behavior	.21***	.15***	.04	.06	.12*	.12*	.03	.09	-.02	.14**	.33***	-.15**	.36***	.26***	.13**	(.81)

Note. $N = 408$. Cronbach's alphas are reported in parentheses on the diagonal.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table S3d*Correlations for the Japanese Sample*

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Organizational climate	(.79)															
2. Leadership	.73***	(.90)														
3. Work design	.48***	.68***	(.82)													
4. Health management	.41***	.60***	.64***	(.76)												
5. Individual development	.57***	.74***	.67***	.66***	(.86)											
6. Knowledge management	.51***	.68***	.65***	.68***	.78***	(.89)										
7. Transition to retirement	.48***	.62***	.65***	.69***	.72***	.77***	(.90)									
8. Continued employment	.52***	.60***	.55***	.59***	.63***	.69***	.74***	(.71)								
9. Health and retirement coverage	.42***	.59***	.62***	.67***	.62***	.68***	.73***	.64***	(.83)							
10. Age-inclusive HR practices	.54***	.67***	.59***	.54***	.69***	.66***	.64***	.67***	.54***	(.89)						
11. Positive affect	.30***	.35***	.26***	.25***	.35***	.34***	.26***	.28***	.28***	.28***	(.78)					
12. Negative affect	-.18***	-.23***	-.19***	-.11*	-.09	-.11*	-.08	-.01	-.12*	-.11*	-.04	(.81)				
13. Work engagement	.42***	.52***	.47***	.36***	.48***	.47***	.39***	.38***	.39***	.42***	.64***	-.21***	(.89)			
14. Perceived health	.24***	.24***	.23***	.11*	.16**	.22***	.17**	.23***	.14**	.19***	.33***	-.28***	.36***	(.82)		
15. Post-retirement work intention	.42***	.52***	.43***	.34***	.43***	.40***	.40***	.44***	.39***	.39***	.25***	-.16**	.40***	.23***	(.95)	
16. In-role behavior	.27***	.27***	.24***	.21***	.23***	.24***	.18***	.18***	.26***	.15**	.37***	-.28***	.48***	.31***	.22***	(.91)

Note. $N = 349$. Cronbach's alphas are reported in parentheses on the diagonal.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table S3e*Correlations for the Korean Sample*

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Organizational climate	(.82)												
2. Leadership	.67***	(.88)											
3. Work design	.58***	.70***	(.86)										
4. Health management	.54***	.69***	.77***	(.85)									
5. Individual development	.61***	.76***	.78***	.80***	(.87)								
6. Knowledge management	.59***	.70***	.73***	.73***	.84***	(.90)							
7. Transition to retirement	.58***	.68***	.79***	.73***	.82***	.82***	(.87)						
8. Continued employment	.56***	.58***	.67***	.64***	.73***	.73***	.81***	(.76)					
9. Health and retirement coverage	.50***	.65***	.75***	.76***	.79***	.76***	.86***	.80***	(.86)				
10. Age-inclusive HR practices	.64***	.65***	.68***	.68***	.79***	.78***	.80***	.77***	.76***	(.89)			
11. Positive affect	.17**	.26***	.27***	.24***	.27***	.27***	.29***	.19***	.27***	.23***	(.64)		
12. Negative affect	-.21***	-.19***	.01	-.06	-.10	-.06	-.01	-.03	-.02	-.03	.06	(.89)	
13. Work engagement	.38***	.47***	.35***	.36***	.45***	.39***	.38***	.30***	.34***	.36***	.46***	-.17**	(.84)

Note. $N = 350$. Cronbach's alphas are reported in parentheses on the diagonal.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table S3f*Correlations for the Norwegian Sample*

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Organizational climate	(.78)															
2. Leadership	.57***	(.90)														
3. Work design	.33***	.53***	(.83)													
4. Health management	.31***	.39***	.61***	(.81)												
5. Individual development	.46***	.56***	.66***	.67***	(.86)											
6. Knowledge management	.42***	.57***	.53***	.64***	.75***	(.84)										
7. Transition to retirement	.39***	.49***	.49***	.63***	.64***	.63***	(.79)									
8. Continued employment	.54***	.51***	.55***	.56***	.63***	.52***	.61***	(.78)								
9. Health and retirement coverage	.24***	.32***	.28**	.40***	.39***	.38***	.48***	.43***	(.74)							
10. Age-inclusive HR practices	.61***	.62***	.47***	.45***	.66***	.60***	.51***	.70***	.35***	(.81)						
11. Positive affect	.14	.23**	.18*	.10	.17*	.13	.14	.04	.10	.13	(.60)					
12. Negative affect	-.12	-.14	-.16	.08	-.05	-.05	-.01	-.01	.07	.00	.02	(.78)				
13. Work engagement	.36***	.44***	.35***	.28***	.36***	.42***	.33***	.28**	.08	.33***	.26**	-.23**	(.83)			
14. Perceived health	.22**	.06	.28***	.16	.21*	.14	.03	.11	-.03	.15	.07	-.25**	.21*	(.86)		
15. Post-retirement work intention	.17*	.18*	.13	.27**	.18*	.23**	.19*	.15	.13	.07	-.02	-.14	.34***	.14	(.89)	
16. In-role behavior	.08	-.05	-.09	-.15	-.12	-.09	-.08	-.15	-.11	-.10	.20*	-.24**	.03	.11	.09	(.81)

Note. $N = 140$. Cronbach's alphas are reported in parentheses on the diagonal.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table S3g*Correlations for the Polish Sample*

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Organizational climate	(.73)															
2. Leadership	.47***	(.88)														
3. Work design	.25***	.47***	(.75)													
4. Health management	.19***	.36***	.44***	(.76)												
5. Individual development	.22***	.48***	.50***	.57***	(.77)											
6. Knowledge management	.32***	.50***	.42***	.43***	.57***	(.86)										
7. Transition to retirement	.20***	.38***	.28***	.42***	.52***	.47***	(.84)									
8. Continued employment	.26***	.29***	.36***	.36***	.44***	.39***	.48***	(.73)								
9. Health and retirement coverage	.07	.21***	.25***	.38***	.45***	.32***	.54***	.52***	(.85)							
10. Age-inclusive HR practices	.33***	.44***	.39***	.42***	.55***	.45***	.44***	.46***	.38***	(.84)						
11. Positive affect	.21***	.19***	.11*	.13*	.16**	.22**	.16**	.06	.10	.17**	(.57)					
12. Negative affect	-.19***	-.22***	-.16**	-.09	-.07	-.15**	-.09	-.07	-.11*	-.10	-.10	(.66)				
13. Work engagement	.25***	.46***	.32***	.24***	.27***	.32***	.26***	.24***	.20***	.32***	.33***	-.24***	(.84)			
14. Perceived health	.32***	.37***	.31***	.22***	.21***	.23***	.21***	.23***	.14*	.26***	.22***	-.32***	.35***	(.81)		
15. Post-retirement work intention	.07	.32***	.29***	.18***	.26***	.23***	.19***	.19***	.15***	.22***	.01	-.15***	.39***	.23***	(.92)	
16. In-role behavior	.23***	.22***	.03	.00	.07	.14*	.10	.13*	-.01	.11*	.24***	-.05	.32***	.21***	.19***	(.88)

Note. $N = 353$. Cronbach's alphas are reported in parentheses on the diagonal.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table S3h

Correlations for the Portuguese Sample

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Organizational climate	(.77)															
2. Leadership	.66***	(.91)														
3. Work design	.47***	.56***	(.73)													
4. Health management	.33***	.46***	.63***	(.74)												
5. Individual development	.56***	.71***	.58***	.52***	(.83)											
6. Knowledge management	.53***	.62***	.54***	.56***	.73***	(.85)										
7. Transition to retirement	.36***	.52***	.54***	.55***	.56***	.58***	(.86)									
8. Continued employment	.42***	.57***	.53***	.48***	.63***	.59***	.71***	(.66)								
9. Health and retirement coverage	.29***	.43***	.48***	.50***	.42***	.45***	.63***	.54***	(.80)							
10. Age-inclusive HR practices	.51***	.56***	.36***	.46***	.63***	.56***	.46***	.56***	.43***	(.84)						
11. Positive affect	.25***	.27***	.19***	.17**	.27***	.24***	.14*	.19**	.12*	.26***	(.85)					
12. Negative affect	-.04	-.12*	-.10	-.09	-.17**	-.09	-.08	-.06	-.01	-.18**	-.32***	(.82)				
13. Work engagement	.35***	.44***	.26***	.24***	.44***	.37***	.23***	.33***	.19**	.43***	.56***	-.30***	(.83)			
14. Perceived health	.25***	.27***	.28***	.19***	.26***	.15**	.11	.16**	.07	.22***	.31***	-.39***	.34***	(.83)		
15. Post-retirement work intention	.14*	.27***	.27***	.23***	.22***	.14*	.26***	.26***	.27***	.19**	.18**	.00	.25***	.13*	(.86)	
16. In-role behavior	.06	.04	-.05	-.07	.07	.04	-.15*	-.04	-.16**	.06	.30***	-.21***	.30***	.16**	.02	(.87)

Note. N = 306. Cronbach's alphas are reported in parentheses on the diagonal.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table S3i*Correlations for the Dutch Sample*

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Organizational climate	(.71)															
2. Leadership	.66***	(.90)														
3. Work design	.51***	.59***	(.72)													
4. Health management	.49***	.55***	.59***	(.78)												
5. Individual development	.55***	.59***	.55***	.55***	(.63)											
6. Knowledge management	.56***	.65***	.54***	.51***	.64***	(.74)										
7. Transition to retirement	.58***	.51***	.57***	.58***	.48***	.57***	(.80)									
8. Continued employment	.64***	.50***	.48***	.42***	.51***	.51***	.64***	(.62)								
9. Health and retirement coverage	.49***	.48***	.54***	.61***	.48***	.47***	.57***	.43***	(.83)							
10. Age-inclusive HR practices	.60***	.60***	.51***	.47***	.59***	.53***	.45***	.54***	.48***	(.86)						
11. Positive affect	.06	.05	.03	.08	.00	.04	.01	.01	-.03	.06	(.65)					
12. Negative affect	-.13*	-.12*	-.05	-.03	.00	-.08	-.06	-.08	-.03	-.12*	-.20***	(.80)				
13. Work engagement	.33***	.34***	.19***	.21***	.20***	.25***	.11*	.24***	.16**	.35***	.43***	-.21***	(.85)			
14. Perceived health	.27***	.29***	.16**	.09	.10	.15**	.17**	.13*	.12*	.12*	.17**	-.34***	.36***	(.87)		
15. Post-retirement work intention	.17**	.15**	.21***	.17**	.16**	.14*	.15*	.14*	.28***	.17**	.16**	-.03	.23***	.15**	(.84)	
16. In-role behavior	.09	.04	-.01	.04	.01	-.01	-.08	.04	-.07	.11	.29***	-.23***	.43***	.17**	.05	(.87)

Note. $N = 317$. Cronbach's alphas are reported in parentheses on the diagonal.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table S3j*Correlations for the U.S. Sample*

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Organizational climate	(.75)															
2. Leadership	.66***	(.92)														
3. Work design	.48***	.59***	(.75)													
4. Health management	.36***	.47***	.63***	(.79)												
5. Individual development	.55***	.63***	.60***	.60***	(.78)											
6. Knowledge management	.54***	.67***	.65***	.60***	.73***	(.83)										
7. Transition to retirement	.42***	.50***	.61***	.67***	.60***	.67***	(.91)									
8. Continued employment	.52***	.57***	.67***	.55***	.65***	.64***	.70***	(.74)								
9. Health and retirement coverage	.34***	.45***	.51***	.55***	.59***	.50***	.58***	.50***	(.81)							
10. Age-inclusive HR practices	.57***	.61***	.58***	.53***	.65***	.64***	.63***	.65***	.53***	(.92)						
11. Positive affect	.23***	.25***	.26***	.24***	.23***	.22***	.22***	.24***	.14***	.26***	(.76)					
12. Negative affect	-.09	-.15**	-.10	-.06	-.15**	-.12*	-.01	-.08	-.06	-.09	-.24***	(.82)				
13. Work engagement	.50***	.58***	.44***	.35***	.49***	.50***	.42***	.44***	.36***	.48***	.47***	-.22***	(.81)			
14. Perceived health	.15**	.22***	.15**	.09	.13*	.18***	.10	.12*	.16**	.18***	.36***	-.26***	.27***	(.82)		
15. Post-retirement work intention	.36***	.40***	.34***	.38***	.36***	.31***	.34***	.31***	.17**	.34***	.24***	-.06	.47***	.20***	(.88)	
16. In-role behavior	.20***	.24***	.04	.01	.10	.09	-.01	.06	.06	.17**	.21***	-.17**	.20***	.21***	.04	(.83)

Note. $N = 370$. Cronbach's alphas are reported in parentheses on the diagonal.

* $p < .05$. ** $p < .01$. *** $p < .001$.