



# - GREEN PAPER -

## CENTRAL EUROPEAN AGEING STRATEGY

**Central European (CE) Knowledge Platform for an Ageing Society**  
A project co-funded by the ERDF through the CENTRAL EUROPE Programme

### IMPRINT

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Publisher: CE-Ageing Platform, a project implemented through the CENTRAL EUROPE Programme co-financed by the European Regional Development Fund (ERDF)  
[www.ce-ageing.eu](http://www.ce-ageing.eu)

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Vienna, Austria  
February 2013

## Abstract

Over the next decades Central Europe will face unprecedented demographic challenges such as an ageing and shrinking population and 'ageing regions' due to demographic factors such as greater life expectancy and decreased fertility of CE citizens, just to name some. Enhanced migration to CE as well as within CE to more affluent regions next to changes in family structures are likely to occur. Consequently, fast changes in social life are to be expected. In order to minimise the negative effects on the CE economy and society, successful and effective co-operation of public, private and civil society organizations are required.

Based on the CE-Ageing Vision, the CE-Ageing Platform identified existing potentials, established recommendations for policy change and now presents the CE-Ageing Strategy as green paper to the public. The strategy covers a wide range of policy interventions aiming at sustainable economic growth and social cohesion. The recommendations link policies horizontally but also vertically, i.e. local and regional actions should go hand in hand with policy changes at the national and international levels. A set of up to 200 practices are provided out of which the regions shall choose those fitting to their particular requirements. A 'rough' three-folded division of CE into urban conglomerates as well as rural Eastern and rural Western CE enables local and regional public authorities to clearly view aspects relevant to their territory. Still, all stakeholders are in demand in supporting policy change in order to achieve the vision.

Four major areas of concern are in focus in regard to actions to be taken by local and regional public authorities in particular. These comprise:

1. *Employability*: Undisputable, employability is the key for labour force participation and social inclusion. Investment in human capital is regarded as the cornerstone for enhancing employability.
2. *Migration*: Courageous and proactive migration policies both within CE regions as well as to CE together with measures enhancing the integration of migrants are central to responding to the demographic challenges faced.
3. *Family*: Modifications in the field of work and care provision due to changes in the family structures and household communities pose challenges to manage work-life-balance. These policies go hand in hand with 'Employability'
4. *Healthy ageing*: Promotion of healthy active ageing is essential for all CE regions in order to enable for longer, healthier and happier lives of CE citizens.

While the main target course of the Demography Report (2010) was confirmed by the CE-Ageing Platform, the minor role given to human capital was criticised. In respect of CE regions' specificities, the platform remarked that particular attention need to be drawn to the persisting regional differences within CE, partly along the lines of growing rural and urban differences. The platform regards 1) *counterbalancing inequalities*, 2) *the adaptation of CE governance systems to change*, 3) *investments in human capital, i.e. education, training and life-long learning*, next to 4) *making work-life-balance happen* as key for CE's success. The conflict of work for pay versus work for family needs to be solved. A paradigm shift in respect to organising and valuing work and private life is required.

It is our belief that the required policies changes should be implemented in cooperation with stakeholders: a multi-governance matrix is needed in which various perspectives are integrated and efforts as well as responsibilities jointly taken to build a desirable future.

## **Acknowledgements**

The Central European Ageing Strategy has been developed by the project consortium of the Central European Knowledge Platform for an Ageing Society, in short CE-Ageing Platform. The strategy was written based on the work concluded by the Age-Steering Group as decision making body responsible for overall strategy development. Particular thanks go to all CE-Ageing Platform project partners.

Information embedded into the strategy has been collected during an online-survey with the public, analysis of questionnaires and three workshops held together with external experts of research and applied science as well as civil servants from public authorities at the national levels of CE countries. We would like to express our gratitude to the following external experts who comprehensibly contributed to the strategy's content and provided information during all development phases: Dr. Dragana Avramov (Population and Social Policy Consultants), Prof. Dr. Andreas Hoff (Zittau/Görlitz University of Applied Sciences), Dr. Dimiter Philipov (Vienna Institute of Demography), Prof. Dr. Reinhold Sackmann (Martin-Luther-University Halle-Wittenberg) and Dr. Pieter Vanhuysse (European Centre for Social Welfare Policy and Research, Vienna).

Results of the pilot projects, the annual conferences and the peer reviews implemented in the frame of the CE-Ageing Platform fed into the document in hand.

We are very grateful to the comprehensive contributions received!

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## Abbreviations

For abbreviations of countries the EU-categorisation has been followed (see <http://publications.europa.eu/code/pdf/370000en.htm>).

AAI	Active Ageing Index
AK OÖ	Chamber of Labour Upper Austria
ASG	Age-Steering group of the CE-Ageing Platform
BEM	Integrative management in companies (Betriebliches Eingliederungsmanagement)
CE	Central Europe
CEE	Central and Eastern Europe
CEO	Chief Executive Officer
EC	European Commission
EQUAL	Community Initiative within the European Social Fund of the European Union
ERDF	European Regional Development Fund
ESF	European Social Fund
ESF OP	European Social Fund - Operational Programme
EU	European Union
EU 2020	European 2020 Strategy
EU27	All 27 European Member States
ICT	Information and communication technology
IZIP	Web-based personal health record
GDP	Gross domestic product
GNI	Gross national income
GRUNDTVIG	Adult Education Programme under the European Commission's Lifelong Learning Programme
HDI	Human Development Index
HR	Human Resources
HRD	Human Resource Development
LEONARDO	Vocational Education and Training under the European Commission's Lifelong Learning Programme
NGO	Non Governmental Organisation
NPO	Non-profit Organisation
NRP	National Reform Programme
OECD	Organisation for Economic Co-operation and Development
PES	Public Employment Service
PLS	Pilot exchange and Policy Learning Seminar of the CE-Ageing Platform
PPP	Purchasing power parity
PSC	Project Steering Committee of the CE-Ageing Platform
RTC	Regional Training Concepts
SME	Small and Medium sized enterprises
TSB	Total social benefits
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNECE	United Nations Economic Committee for Europe
UNFPA	United Nations Population Fund
WP	Work package

# 1. Introduction: Why a CE-Ageing Strategy?

## The challenges faced in Central Europe

Over the next decades, Central Europe<sup>1</sup> will face unprecedented demographic challenges such as an ageing and shrinking population and 'ageing regions' due to demographic factors such as greater and also healthier<sup>2</sup> life expectancy and decreased fertility of CE-citizens, just to name some. Enhanced migration to CE as well as within CE to more affluent regions next to changes in family structures are likely to occur. Consequently, fast changes in social life are to be expected across CE and beyond. The European Union has itself set five key policy responses to manage demographic change:

1. supporting demographic renewal through better conditions for families and improved reconciliation of working and family life;
2. boosting employment – more jobs and longer working lives of better quality;
3. raising productivity and economic performance through investing in education and research;
4. receiving and integrating migrants into Europe; and
5. ensuring sustainable public finances to guarantee adequate pensions, health care and long-term care.<sup>3</sup>

These targets require successful and effective co-operation of public, private and civil society organizations at the various spatial scales. The CE-Ageing Strategy contributes to developing and finding solutions for major challenges faced by an ageing society through raising awareness, conducting research and implementing activities by stakeholder involved. The strategy has been developed with and for CE regions to establish coordinated actions at the transnational, the national, the regional and the local levels. It serves as joint strategic guideline for regions in order to manage and adequately respond to the challenges in order to minimize negative effects of demographic change.

Based on the CE-Ageing Vision, which reads as follows '*In 2050 we want to live in an integrative society in which human well-being has top priority and equity is a reality*'<sup>4</sup>, the platform identified existing potentials within CE, established recommendations for policy change and now presents the CE-Ageing Strategy as a green paper to the public.

## An answer provided: The CE-Ageing Strategy

The strategy is a core output of the Central European Knowledge Platform for an Ageing Society, in brief CE-Ageing Platform<sup>5</sup>, a project co-funded by the CENTRAL EUROPE Programme as well as by national co-financing contribution of the involved partner's countries.<sup>6</sup> The strategy is developed in a participatory process involving a variety of actors from the private, public and civil society organisations. The target group of the strategy include policy makers and persons responsible for policy actions like governments, ministries, elected governors and mayors, intermediary bodies, public employment services, and local public authorities, next to employees, SME's (especially HRD managers and CEO's), NGOs, training institutions as well as experts of various policy fields.

<sup>1</sup> The countries included are Austria, Czech Republic, Germany, Hungary, Italy, Poland, Slovak Republic and Slovenia.

<sup>2</sup> Healthy life expectancy at birth adds up expectation of life for different health states, adjusted for severity distribution making it sensitive to changes over time or differences between countries in the severity distribution of health states (see definition of WHO, <http://www.who.int/healthinfo/statistics/indhale/en/>)

<sup>3</sup> See EU Policy Paper 2006, <http://ec.europa.eu/social/main.jsp?catId=502&langId=en>

<sup>4</sup> See chapter 4.1. 'The CE-Ageing Vision'

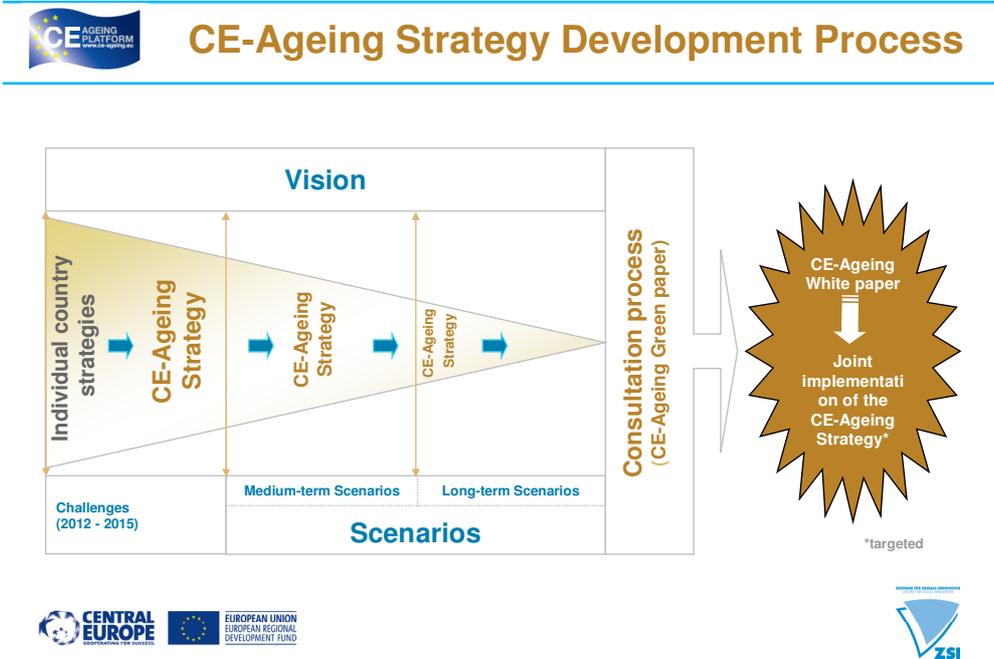
<sup>5</sup> See <http://www.ce-ageing.eu>

<sup>6</sup> The CE-Ageing Platform has been labelled as a project supporting the EU Strategy for the Danube Region (EUSDR), especially in the Priority Area 9 'To Invest in People and Skills.' The EUSDR is a macro-regional strategy developed by the European Commission in cooperation with the Danube Region countries and key stakeholders in order to address common challenges together. The main aim of the EUSDR is to create synergies and coordination between existing policies and initiatives taking place across the Danube Region.

The CE-Ageing Platform comprises 13 partners from eight CE countries (Austria, Czech Republic, Germany, Hungary, Italy, Poland, Slovak Republic and Slovenia), representing public and private institutions operating at the national, the regional and the local level including several ministries, vocational training organisations, counselling and research institutions, regional development agencies and NGOs. The partnership is built by institutions active in the fields of regional economic development, employment, social and educational policy.

The strategy development process covered the establishment of a joint vision for 2050, thereby collecting and merging ideas from all CE regions (see figure 1). NGOs, universities, companies and private persons (older workers, job-seekers) were consulted to complement the vision via online questionnaires. With assistance of high-level experts of research and applied science<sup>7</sup>, trends and scenarios were developed. Actions were collected by taking different policy areas into account such as demography, economy, migration, health, ergonomics, labour market and social policy<sup>8</sup>. Three workshops were concluded together with civil servants to incorporate up-to-date information on policy actions taken in CE.

Figure 1: Schematic view of the CE-Ageing Strategy Development Process



The strategy covers a wide range of policy interventions aiming at sustainable economic growth and social cohesion. Regional recommendations presented in the strategy aim to not only link policies horizontally but require coordinated changes at the transnational, the national, the regional and the local levels. A set of up to 200 practices are provided out of which the regions shall choose those fitting to their respective requirements. A ‘rough’ three-folded division of CE into urban conglomerates as well as rural Eastern and Western CE enables local and regional public authorities to view aspects relevant to their territory. The strategy facilitates the setting-up of bundles of measures on the various spatial scales, all to be adapted to respective territorial conditions.

The development process included the establishment of an Age-Steering Group (ASG) as decision making body responsible for the overall strategy development. The ASG consulted twice a year in 2011 and 2012, identified existing potentials and established

<sup>7</sup> Three questionnaires were completed by the experts during the development process comprising current challenges, trends and scenarios, policy actions and regional recommendations. The experts further contributed during workshops and reviewed the key issues covered by the strategy.  
<sup>8</sup> To a limited degree also environmental issues were considered.

recommendations. Conclusions from annual CE-Ageing conferences and peer reviews held within the project fed into the strategy. The ASG presents the CE-Ageing Strategy as a green paper to the public in order to consult it with a broad audience. Face-to-face consultations will be held during the first half of 2013 and online-consultation offered in order to, finally, integrate consultation results into the strategy and publish a white paper by the end of 2013.

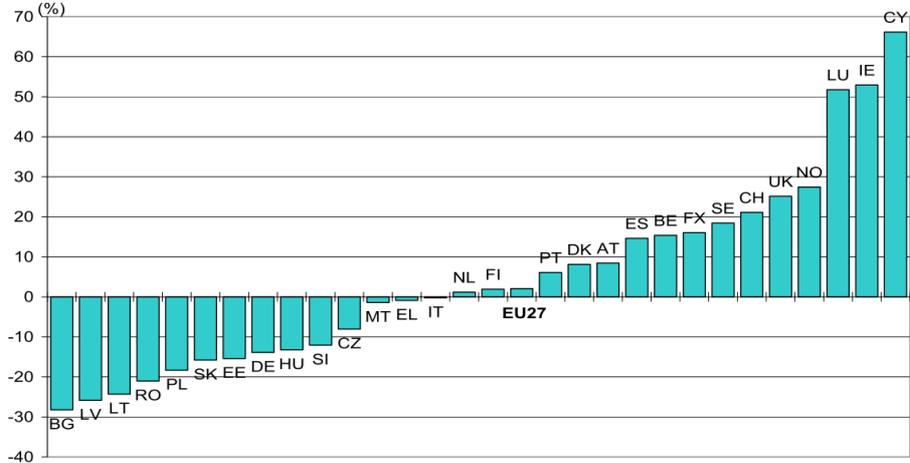
## 2. The Context

This chapter provides an overview on the current demographic situation and demographic trends for upcoming decades in the CE countries.

### 2.1. Demographic change: facts and figures in CE<sup>9</sup>

Ageing societies is one of the grand societal challenges faced in the 21<sup>st</sup> century. Most CE countries are currently facing declining or stagnating fertility. Besides, an increase of life expectancy is recorded in the western CE countries. These phenomena are the main source for the ageing population. In addition, migration has an important impact on the age structure of the population and influences demography. Based on prognoses of Eurostat the majority of the CE countries will have a **smaller population** by 2060 compared to 2008 as figure 2 illustrates. With the exception of Austria<sup>10</sup> all CE countries will face population decline.

Figure 2: Projected total population change of the projection period 2008-2060 (2008=100) for the EU Member States, Norway and Switzerland



Source: Eurostat, EUROPOP2008 convergence scenario<sup>11</sup>

Next to the population decrease CE’s population will become the oldest in Europe. By 2060, the **median age of the population** in the CE countries will be above the EU27 average of 47.2 years as shown in table 1. Decreased fertility and increased life expectancy will be the main cause for the rising median age of the population in EU27 by 2060. Some countries like Poland and the Slovak Republic will face a dramatically rise. Especially the post-communist countries in CE are currently facing an even tremendously faster demographic change

<sup>9</sup> In this chapter data from the eight involved CE-Ageing Platform countries is presented. Although only some parts of Italy and Germany belong to the CE regions, data of the whole country is indicated.

<sup>10</sup> Austria’s population will increase around 9%.

<sup>11</sup> The current scenario was primarily used in the context of the European Commission’s analysis of the impact of ageing populations on public spending in 2008 describing the population projections until 2060.

compared to Western European countries<sup>12</sup> with implications in various policy areas.<sup>13</sup> Hoff (2011) argues that *'(the) course and impact of population ageing in Central Europe and Eastern Europe (CEE) will be more severe due to lack of comprehensive social security, health care/long-term care systems, social services and significant private savings'*.<sup>14</sup> The post-communist countries are still coping with social and economic impacts of the transitions which are influencing population ageing.<sup>15</sup>

Table 1: Median Age of the total population of CE countries and EU27 average for selected years

	Median Age		
	2010	2030	2060
Austria	41.7	45.5	47.7
Czech Republic	39.4	45.8	48.1
Germany	44.2	48.8	50.8
Hungary	39.8	45.7	50.5
Italy	43.1	48.4	50.2
Poland	37.7	45.3	51.2
Slovak Republic	36.9	45.1	50.7
Slovenia	41.4	47.0	48.7
EU27	39.8	44.4	47.2

Source: Own illustration based on Eurostat, EUROPOP2010

By taking a closer look at the **development of the age groups** the substantial demographic change is even more obvious (see table 2 below). The percentage share of the age group 60+ will range between 33% (Hungary) and 39.5% (Germany) by 2050 whilst other age groups (0-14 years and 15-59 years) will decrease in the majority of CE countries until 2050.

Table 2: Percentage distribution of the population in CE countries by age groups, 2009 and 2050

	2009			2050		
	0-14	15-59	60+	0-14	15-59	60+
Austria	14.9	62.2	22.9	14.0	50.2	35.8
Czech Republic	14.1	64.2	21.8	15.4	50.1	34.5
Germany	13.5	60.8	25.7	12.6	47.9	39.5
Hungary	14.8	63.0	22.1	14.8	52.2	33.0
Italy	14.2	59.5	26.4	13.5	47.4	39.1
Poland	15.0	66.2	18.8	12.7	49.2	38.0
Slovak Republic	15.4	67.4	17.3	13.4	50.4	36.2
Slovenia	13.8	64.3	21.9	14.3	48.7	37.0

Source: Own illustration based on data from 'United Nations: World Population Prospects. The 2008 Revision'

<sup>12</sup> In 2030, almost the half of the population in Western Europe will be aged 50+. While the ageing population in Western Europe set in on an earlier stage back in the 1990s, the CE countries were affected on a later stage.

<sup>13</sup> See Hoff, 2011

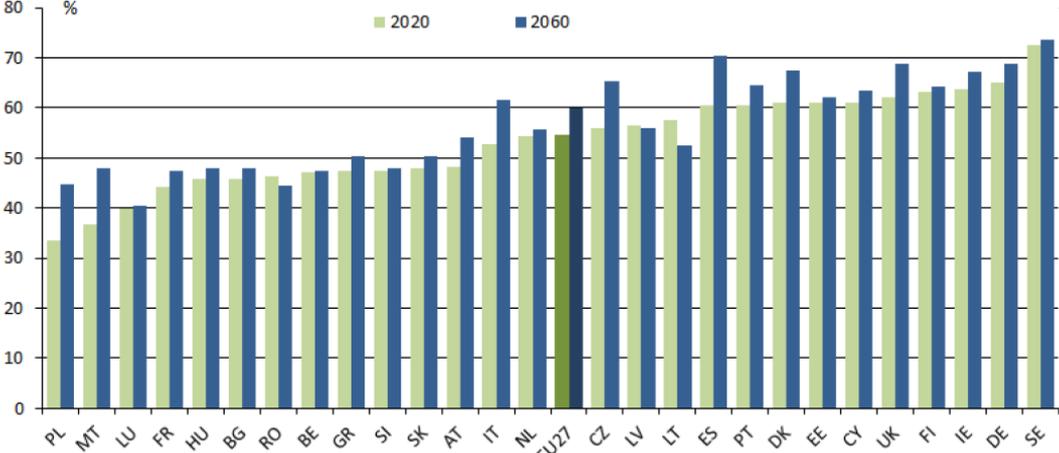
<sup>14</sup> Ibid, p.4

<sup>15</sup> See Hoff, 2008

Low fertility and high life expectancy<sup>16</sup> influences labour force participation<sup>17</sup>. The latter will decrease because of a shrinking number of young people and a growing number of elderly. According to Muenz (2007) the size of the working age population (15-64 years) will decline after 2015 in the CE countries by minus 18% until the year 2050 compared to 2005.<sup>18</sup> Some CE countries are again hit stronger: In Poland, the labour force will tremendously decrease (by 27.3%) until 2050. Germany (minus 25.1%) and Slovak Republic (minus 24.5%) will be characterised by a similar development. The Italian labour force will increase until 2025 and then start to decrease continuously until 2050. In Hungary, the labour force will only start to decrease after 2020. All other CE countries will face a decline before or after 2015.<sup>19</sup>

The employment rate of the particular age group of 55+ has, however, increased over the last decade (2000 – 2010) in EU27 but with differences between the countries: Whilst the highest employment rate within the age group 55-59 was observed in Sweden (80.7%) and Denmark (75.9%) in 2010, the lowest rate was recorded in Poland (45.8%), Slovenia (46.9%) and Malta (49.3%).<sup>20</sup> According to projected employment rates, the target of the European Employment Strategy of at least 50% employment rate amongst people 55-64 will be reached by 2060 in most CE countries, as shown in figure 3. Poland (~ 44%), Hungary (~48%) and Slovenia (~48%), however, will not achieve the goal until 2060.

Figure 3: Employment rate projections by age group 55-64, EU27 (percentage)



Source: European Commission and Committee of the Regions: Active Ageing: local and regional solutions. 2011

Since demographic changes are caused by three main factors, namely fertility, life expectancy and migration, balancing population decrease with **migration** is likely to occur. Migration influences the age structure of populations since the age structure of immigrants differs from the one of the host society. The average age of immigrants is far below the average age of the host society: 'While the median age of the total population of all EU Member States was 40.6 on 31 December 2008, the median age of immigrants in 2008 was 28.4.'<sup>21</sup> Still, positive net migration will not compensate the natural changes (birth and death rate ratio)<sup>22</sup> in CE and in EU27 sufficiently as shown in table 3<sup>23</sup>. As a consequence of the

<sup>16</sup> Life expectancy will rise above the EU27 level in almost all CE countries. Only in Austria, Italy and Germany the life expectancy of male as well as female is below the EU27 projection according to data provided by Dr. Dimiter Philipov based on Eurostat 2008.

<sup>17</sup> Labour force refers to working-age persons in an economy who are i) employed and ii) unemployed but looking for a job. Typically people between the ages of 16-64 are defined as this certain group. People in those age group who are not counted as participating in the labour force are typically students, homemakers, and persons under the age of 64 who are retired.

<sup>18</sup> See Muenz, 2007

<sup>19</sup> For more details about the development of labour force please consult 'The 2012 Ageing Report: Economic and budgetary projections for the 27 EU Member States (2010-2060)' (page 308) at [http://ec.europa.eu/economy\\_finance/publications/european\\_economy/2012/pdf/ee-2012-2\\_en.pdf](http://ec.europa.eu/economy_finance/publications/european_economy/2012/pdf/ee-2012-2_en.pdf)

<sup>20</sup> See Eurostat, 2012b

<sup>21</sup> European Union, 2011b, p.20

<sup>22</sup> According to *EUROPOP2008 convergence scenario* it will start from 2015 the number of annual births will drop below the number of deaths in EU27

<sup>23</sup> With the exception of Austria and Germany where Net Migration will compensate to a high extent

natural change and the net migration (which will also decrease in many CE countries) the total population in EU27 will start decreasing from 2035 onwards.<sup>24</sup>

Table 3: *Natural change and net migration (the difference of immigrants and emigrants) for selected years within CE countries and EU27 (in thousands)*

	Natural growth (births minus deaths)			Net migration (incl. corrections)		
	2009	2030	2050	2009	2030	2050
Austria	-1.0	-11.0	-30.6	21.1	31.2	24.7
Czech Republic	10.9	-47.0	-53.3	28.3	22.9	21.9
Germany	-189.4	-365.8	-508.5	-10.7	187.1	135.7
Hungary	-34.0	-47.5	-49.1	17.3	17.3	17.9
Italy	-22.8	-215.8	-337.6	318.1	248.7	193.4
Poland	32.6	-153.3	-225.7	-1.2	-1.3	26.4
Slovak Republic	8.3	-21.9	-34.3	4.4	3.9	6.1
Slovenia	3.1	-9.1	-12.3	11.5	3.4	3.0
EU27	523.1	-846.1	-1,695.6	877.1	1,093.1	924.3

Source: Own table based on data of the *Demography Report 2010*, Eurostat

The Active Ageing Index (AAI) is a newly developed tool in order to measure and promote active ageing potentials of the 27 EU countries.<sup>25</sup> The countries' implementation of active ageing is evaluated in four domains: employment of older workers, social activity and participation of older people, independent and autonomous living of older persons, and an environment that enables active ageing. The CE countries are ranked as follows<sup>26</sup>: Germany ranks 8, Austria 10, Czech Republic 12, Italy 16, Slovenia 19, Hungary 23, Slovakia 24 and Poland ranks 25. Poland, Slovakia and Hungary thus require greater policy efforts to promote active and healthy ageing.<sup>27</sup> While Germany shows higher outcome in terms of employment rate for the 60-64 age group which reflects the better work incentives in pension systems towards extending working life, Poland has greatest potentials for improvements in the employment domain: Poland fares comparatively worse in all four domains but mainly the low employment rate of older workers 55-64 affects adversely the ranking of this country. In addition, a high correlation of the values of the AAI with per capita GDP has been determined: countries with relatively high living standards and wealth perform better in active ageing.

To sum up, all CE countries will face population ageing to a greater extent than the EU27 average. Population will decline in all CE countries with the exception of Austria by 2060. Consequently, CE countries will be affected by labour force shrinkage during the upcoming decades which will bring diverse economic and social challenges in terms of employment, public expenditure on social protection, pensions, just to name some.

<sup>24</sup> See Giannakouris, 2008

<sup>25</sup> The AAI has been developed by the European Centre for Social Welfare Policy and Research in collaboration with the United Nations Economic Committee for Europe (UNECE) and the European Commission's DG Employment, Social Affairs and Inclusion.

<sup>26</sup> The value can be interpreted as the gap between the achievement of the full active ageing potential and the current situation in a given country. The higher the value the better the active ageing outcome: Germany has a value of 34 (out of 100), Austria has 33, Czech Republic 33, Italy 32, Slovenia 30, Hungary 28, Slovakia 27 and Poland 27.

<sup>27</sup> European Centre for Social Welfare Policy and Research, 2012

## 2.2. Economic and social figures

The chapter provides an overview on economic and additional social figures in the CE countries.

The economic situation in CE is characterised by diversity. The economic crisis, starting in 2008, has manifested in different ways and with various impacts. CE countries mostly experienced rapid economic growth (measured in terms of GDP) before the crises and even in 2008 the CE regions were *'remarkably resilient to the global economic and financial crisis. This is partly due to the fact that the region had no or only negligible exposures to subprime or subprime-related assets. However, part of this resilience can also be explained with standard vulnerability indicators, which at the onset of the crisis indicated in several dimensions a stronger position of the region compared with previous crises.'*<sup>28</sup> Still, there are differences between CE regions observable. While the highest levels of GDP are recorded in touristic regions (e.g. Tyrol) and the national capitals of Germany, Italy and Austria, the lowest GDP levels are registered in Poland and Hungary. Inequalities primarily exist between rural and urban areas. *'A good example of this is Mazowieckie Region in Poland. Mazowieckie has the highest GDP in the country, owing largely to the fact that it includes Poland's capital, Warsaw; however, the same region includes municipalities that are classified as some of the poorest in Poland.'*<sup>29</sup>

Today, most CE countries have already recovered from the economic decrease when viewing the **gross national income** (GNI). The GNI, which is the GDP added up with net income from abroad, provides information about economic capacity of countries. In Germany, Austria, Slovak Republic and Poland the GNI slightly increased between 2009 and 2011. In Hungary, the GNI in 2011 was equal to the one in 2008. Only in Slovenia, in Czech Republic and in Italy the index value is still slightly below. Poland's index did not decrease after the year of crisis in 2008 and has been continuously growing since 2000. Given that the GNI is not providing a comprehensive picture with respect of wealth development of the countries, the **Human Development Index** (HDI) ranking is indicated in the table 4 in addition to the GNI (HDI is used by the United Nations providing information about the human development in a social and economic context; HDI ranks of 187 countries; rank 1 = highest human development, rank 187 = lowest human development).

Table 4: GNI per capita in PPP (purchasing power parity) terms for the years indicated below starting in 2000 and HDI rank of the countries in 2000 and 2011<sup>30</sup>

HDI Rank 2000 <sup>31</sup>	HDI Rank 2011	Country	2000	2005	2006	2007	2008	2009	2011
14	9	Germany	30,262	31,740	33,133	33,954	34,294	32,709	34,854
16	19	Austria	31,163	33,050	33,996	35,145	35,694	34,310	35,719
29	21	Slovenia	19,726	23,300	24,490	25,780	26,570	24,195	24,914
19	24	Italy	27,510	28,060	28,505	28,591	27,736	26,120	26,484
34	27	Czech Republic	16,499	19,450	20,598	21,264	21,570	20,682	21,405
40	35	Slovakia	12,496	15,500	16,865	18,541	19,894	18,558	19,998
43	38	Hungary	13,017	16,060	16,652	16,610	16,581	15,886	16,581
44	39	Poland	11,694	13,480	14,243	15,061	16,010	16,172	17,451

Source: United Nations Development Programme (2011): Human Development Report 2011. Calculations based on data from World Bank (2011), IMF (2011) and UNSD (2011). Data of 2001, 2002, 2003, 2004 and 2010 not available, <http://hdrstats.undp.org/en/indicators/100106.html>

<sup>28</sup> Gardó and Martin, 2010, p.5

<sup>29</sup> ÖIR - Österreichisches Institut für Raumplanung, 2012, p. 40

<sup>30</sup> Data of 2001, 2002, 2003, 2004 and 2010 not available

<sup>31</sup> See HDI Ranking 2000. In: United Nations Development Programme, 2002

The **Gini coefficient** represents an index for equality/inequality, i.e. is a 'measure of the deviation of the distribution of income (or consumption) among individuals or households within a country from a perfectly equal distribution'.<sup>32</sup> A value of 0 represents absolute equality, a value of 100 absolute inequalities. Out of the CE countries, Italy has the highest Gini coefficient (36.0), where more income is being taken in by a small group of population. Germany records the lowest coefficient (28.3) indicating that income is distributed rather equal.<sup>33</sup>

According to the EU 2020 target, 75% of EU27 population should be employed. Due to the crisis most CE countries recorded stagnating or decreasing **employment rates** in 2008 but recovery was recorded starting in 2010 with the exception of Slovenia (see table 5). As data from Eurostat (2012c) further shows, the current employment rate of the age group 20-64 in CE countries was mostly below the EU27 average of 68.6% in the year 2011. Only in Austria, Czech Republic and Germany the employment rate was above the EU27 average in 2011. However, the regional disparities in terms of employment rate between CE countries are high. In Eastern regions and Italy the rate is below or around 65% while the rates in Western CE regions (Eastern Germany, Austria and Czech Republic) are higher.<sup>34</sup>

Table 5: Total employment rate, age group 20-64

Employment rate	2005	2006	2007	2008	2009	2010	2011	EU 2020 target
<b>EU27</b>	68	69	69.9	70.3	69	68.6	68.6	75
<b>Austria</b>	71.7	73.2	74.4	75.1	74.7	74.9	75.2	77
<b>Czech Republic</b>	70.7	71.2	72.0	72.4	70.9	70.4	70.9	75
<b>Germany</b>	69.4	71.1	72.9	74.0	74.2	74.9	76.3	77
<b>Hungary</b>	62.2	62.6	62.6	61.9	60.5	60.4	60.7	75
<b>Italy</b>	61.6	62.5	62.8	63.0	61.7	61.1	61.2	67
<b>Poland</b>	58.3	60.1	62.7	65.0	64.9	64.6	64.8	71
<b>Slovak Republic</b>	64.5	66.0	67.2	68.8	66.4	64.6	65.1	72
<b>Slovenia</b>	71.1	71.5	72.4	73.0	71.9	70.3	68.4	75

Source: Eurostat (2012c)

[http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&plugin=0&language=en&pcode=t2020\\_10&tableSelection=1](http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&plugin=0&language=en&pcode=t2020_10&tableSelection=1)

Changes in demographic structure are regarded as the key driver for changes in public social spending. Countries with a high proportion of older persons more likely have higher public social spending than countries with a 'younger' population even though the latter have higher costs with regard to education.<sup>35</sup> Table 6 informs on the total expenditure on **social protection benefits** (TSB) in CE countries and EU27 as percentage of GDP.<sup>36</sup> Social protection expenditures are defined as the outlay for all social protection interventions and contributions in the respective country. Those expenditures comprise i) social benefits to households or individuals to support them of burden of a set of risks, ii) administration costs of managing the social protection system, iii) other miscellaneous expenditures of the social

<sup>32</sup> See United Nations Development Programme (2011): Human Development Report 2011 – Human Development Statistical Tables. [http://hdr.undp.org/en/media/HDR\\_2011\\_Statistical\\_Tables.xls](http://hdr.undp.org/en/media/HDR_2011_Statistical_Tables.xls). Download date: 03.01.2013.

<sup>33</sup> See United Nations Development Programme (2011): Human Development Report 2011 – Human Development Statistical Tables. Data to be downloaded on [http://hdr.undp.org/en/media/HDR\\_2011\\_Statistical\\_Tables.xls](http://hdr.undp.org/en/media/HDR_2011_Statistical_Tables.xls) (Gini Coefficient is available in spreadsheet 3 of the table)

<sup>34</sup> See ESPON Factsheet – Central Europe, November 2012

<sup>35</sup> See OECD, 2012

[www.oecd.org/els/socialpoliciesanddata/OECD%282012%29\\_Social%20spending%20after%20the%20crisis\\_8pages.pdf](http://www.oecd.org/els/socialpoliciesanddata/OECD%282012%29_Social%20spending%20after%20the%20crisis_8pages.pdf)

<sup>36</sup> See Golinowska et al., 2009

protection system.<sup>37</sup> The total expenditure on social protection in CE countries was below the EU27 average level of 27.2% of GDP in 2005 in all other countries with the exception of Austria and Germany. The largest single component of social protection expenditures is the social protection benefits, totalling 96%.<sup>38</sup> Those are structured the following way: old age, sickness/health care, family/children, disability, survivors, unemployment and housing and social exclusion. In 2008 the expenditures on benefits for the old age and survivors group (45.4% of TSB) and sickness/health care group (29.7% of TSB) were dominant in the EU27. The proportions of expenditures differ from country to country: in Italy and Poland, for instance, around 60% of the TSB are expenditures on old-age and survivors' benefits with expenditures on family/children amounting to only half of the average of EU27. CE countries also differ in respect to expenditure on housing and social exclusion compared to the EU27 proportions. While within the EU27 3.4% of TSB was allocated to housing and social exclusion, CE countries spend considerably less (with the exception of Hungary which spends 3.8% of TSB on housing and social exclusion).

Table 6: Social protection benefits by function groups as % of total social benefits (TSB) and as % of GDP in 2008 as well as total expenditure on social protection as % of GDP in 2005

	Old-age & survivors		Sickness/health care		Disability		Family/children		Unemployment		Housing & social exclusion		TOTAL Expenditure on social protection (2005) <sup>39</sup> % of GDP
	% of TSB	% of GDP	% of TSB	% of GDP	% of TSB	% of GDP	% of TSB	% of GDP	% of TSB	% of GDP	% of TSB	% of GDP	
EU27	45.4	11.5	29.7	7.5	8.1	2.0	8.3	2.1	5.2	1.3	3.4	0.9	27.2
Austria	49.2	13.4	26.1	7.1	7.8	2.1	10.3	2.8	5.0	1.4	1.6	0.4	28.8
Czech Republic	45.8	8.3	33.3	6.0	8.2	1.5	8.0	1.5	3.5	0.6	1.2	0.2	19.1
Germany	43.0	11.5	30.5	8.1	7.8	2.1	10.6	2.8	5.4	1.4	2.8	0.7	29.4
Hungary	45.4	10.1	25.0	5.6	9.4	2.1	12.7	2.8	3.7	0.8	3.8	0.9	21.9
Italy	60.7	16.1	26.4	7.0	5.9	1.6	4.7	1.3	1.9	0.5	0.3	0.1	26.4
Poland	59.6	10.9	24.4	4.4	8.8	1.6	4.0	0.7	1.9	0.4	1.2	0.2	19.6
Slovak Republic	42.5	6.6	32.5	5.0	9.0	1.4	9.5	1.5	4.0	0.6	2.4	0.4	16.9
Slovenia	45.8	9.6	33.8	7.1	7.8	1.6	8.5	1.8	2.0	0.4	2.1	0.4	23.4

Source: Puglia (2011). In: Eurostat Statistics in Focus, 17/2011

CE countries differ also in regard to expenditure for 'care for the elderly': Social protection expenditure billed to old age care, which includes expenditure to cover care allowances, accommodation and assistance in carrying out daily tasks, amounts to 0.41% of GDP in the EU27 in 2008. With the exception of Austria (1%) and the Czech Republic (0.54%) all CE countries spend less than the EU27 average within this category (Slovak Republic: 0.36%, Hungary: 0.32%, Poland: 0.22%, Germany and Slovenia: 0.15% and Italy: 0.14% of GDP).<sup>40</sup>

In the years 2001 and 2008, social protection expenditures grew continuously in EU27 until 2003. Whilst from 2003 to 2005 the public social spending was stable, a slight decrease followed in 2006 and 2007 (from 27.1% of GDP to 26.7% in 2006 and to 25.7% in 2007). In the 2008, the percentage of expenditure increased again to 26.4% of GDP. In CE, however, a different picture comes forth: while in Italy expenditure constantly grew between 2001 and 2008, in Slovenia and Slovak Republic the figures mainly decreased within the same period.<sup>41</sup>

<sup>37</sup> See Eurostat Glossary

[http://epp.eurostat.ec.europa.eu/statistics\\_explained/index.php/Glossary:Social\\_protection\\_expenditure](http://epp.eurostat.ec.europa.eu/statistics_explained/index.php/Glossary:Social_protection_expenditure)

<sup>38</sup> See Puglia, 2011, In: Eurostat Statistics in Focus, 17/2011

<sup>39</sup> Data of Eurostat collected in 2008. In: Golinowska et al., 2009

<sup>40</sup> See Eurostat, 2012a

<sup>41</sup> See Puglia, 2011

As the table 6 shows expenditure on old-age and survivors, which includes pension expenditures, represent the greatest proportion of TSB. Demographic change will bring challenges for public funds of pension but before taking a closer look on expenditure on pensions, total public **expenditure on education** will be pointed out as an important indicator of public social spending. Again, CE countries differ: According to the Eurostat demography report (2011) total public expenditure on education in EU27 amounted to 5% of the GDP in 2009. Austria's expenditures were the highest in the CE countries and above the EU27 average (5.4%). Slovenia and Hungary spend 5.2% of GDP on education. Total public expenditure on education was below the EU27 in the other CE countries (Czech Republic: 4.2%, Germany: 4.5%, Italy: 4.3%, Poland: 4.9%. Slovakia: 3.6%). Expenditure on education in the Slovak Republic was the lowest in the CE countries and also one of the lowest in EU27.<sup>42</sup>

Public **pension arrangements** are very diverse in the CE countries *'due to both different traditions on how to provide retirement income, and Member States being in different phases of the reform process of pension systems.'*<sup>43</sup> However, the pension systems in CE countries do not differ from the most common ones in the EU: in most CE countries (AT, CZ, HU and SI) a defined benefit system is applied. Germany and the Slovak Republic are implementing the pension point system and Italy and Poland apply the notional defined contribution system.<sup>44</sup> Due to population ageing increasing pension expenditure could be expected (on the long run) in all CE countries but as projections show the expenditure will decrease in four of the eight CE countries, namely in Austria, Germany, Italy and Poland (see table 7). Poland shows the highest deviation in public expenditures compared to other CE countries. Public spending on pensions will reach only 8.8% in 2060 according to the projections of the demography report published by Eurostat.<sup>45</sup>

Table 7: Public expenditure on pensions as % of GDP 2009, 2035 and 2060

Member state	2009	2035	2060
EU27	13.5	11.9	12.6
Austria	15.5	13.9	13.6
Czech Republic	9.8	7.5	11.0
Germany	13.5	11.9	12.8
Hungary	12.2	11.4	13.8
Italy	17.7	15.2	13.6
Poland	12.5	9.3	8.8
Slovak Republic	8.0	7.8	10.2
Slovenia	11.3	14.7	18.6

Source: Own table based on data of the European Union (2011a): Demography Report 2010

In the other CE countries (Czech Republic, Hungary, Slovak Republic and Slovenia) expenditure will increase until 2060 but not continuously. In Czech Republic, Hungary and Slovak Republic expenditure will first decrease until 2035 and then continue to increase until 2060. In contrast, the prognosis show that in Slovenia, for instance, pension expenditure will continuously increase from 11.3% in 2009 up to 18.6% in 2060. In EU27 an overall reduction of public spending on pensions is envisaged according to the Demography Report (2010). Greater reliance on private contribution systems, increasing retirement age and less generous indexation will impact public spending on pensions.

<sup>42</sup> See European Union, 2011a

<sup>43</sup> European Union, 2012, p. 87

<sup>44</sup> According to an OECD publication (Whitehouse, 2010, p.8) the defined benefit system is a constant accrual rate for each year of service paid and it is based on average re-valued earnings during lifetime. The pension point system calculates pension points by dividing earnings by the cost of the pension points. The notional defined contribution multiplies the inflow each year by the contribution rate and the notional capital is increased each year. At retirement, the accumulated notional capital is divided by a notional annuity factor.

<sup>45</sup> See European Union, 2011a

### Envisaged retirement age in CE countries<sup>46</sup>:

- Austria: 65 years for men and women (who were born after 2nd June 1968)
- Czech Republic: 65 years for men and 62-65 years for women depending on the number of children<sup>47</sup>
- Germany: 67 years for men and women (by 2029)
- Hungary: 65 years for men and women
- Italy: 67 years for men and women
- Poland: 67 years for men and women
- Slovak Republic: 62 years for men and women
- Slovenia: 63 years for men and 61 years for women

Since new legislations (pension policy reforms in the CE countries) will start having an impact only from approximately 2030 onwards, all CE countries would be expected to have higher expenditure on pensions during the next 20 years but according to the prospects in the Demography Report public expenditure in all CE countries will decrease between 2009 and 2035. A reason for that might be the increase of and private schemes in total pension provision. *'Participation in second- and third pillar schemes has been encouraged or even made mandatory to decrease the financial burden of ageing populations in public pension schemes. However, the major part of pension income is still accrued in the latter schemes, as privately managed pension schemes are rather young and their contribution to pensions in payment rather low.'*<sup>48</sup> Besides the different pillar schemes which have an impact on the public expenditures on pensions, CE countries focussed on reducing the benefit ratios of pensions. The reduction often refer to recently modified *'pension indexation rules from full wage indexation to partial wage indexation (using the weighted average of prices and wages, known as the Swiss formula and its variations) or, even further, to price indexation.'*<sup>49</sup>

To sum up, CE countries' economic situation has recovered since the crisis started in 2008. Poland, for instance, didn't record a decrease in economic terms at all when viewing the GNI. The labour market also recovered from the crises. In all CE countries, except in Slovenia, employment rates started to increase from 2010 onwards. Still, the share of older workers on the labour market is too low in order to meet the EU 2020 goals. In terms of social expenditure and its forecasted development CE countries mostly lag behind the EU27 average. Investments in health care, child care services, education, etc. contribute to economic growth. An increase of the participation of older workers requires sustainable investments on social services. Without such investments the impact of demographic change could be more intense in CE countries. Adjusting the governance systems to challenges is certainly crucial. Services need to be adapted and structures provided for elderly to keep them in the labour force as long as possible and as healthy as possible.

### 2.3. Relevant country-specific strategies<sup>50</sup>

Recalling the EU 2020 goals in respect to 75% of employment rate of the age group 20-64, the EU countries were advised to develop national strategies on ageing.<sup>51</sup> Without active ageing strategies and policies fostering solidarity and intergenerational justice, the objectives of EU 2020 will hardly be achieved. Reaching the goal of 75 % employment rate requires a *'greater involvement of women, older workers and the better integration of migrants in the work force.'*<sup>52</sup> Furthermore, sustainable economic growth requires the provision of supporting

<sup>46</sup> See Hirose, 2011 and 'Country fiches" on CE-Ageing Platform: [www.ce-ageing.eu/index.php?option=com\\_content&view=article&id=12&Itemid=119](http://www.ce-ageing.eu/index.php?option=com_content&view=article&id=12&Itemid=119)

<sup>47</sup> OECD, 2011, p. 212

<sup>48</sup> European Union, 2012, p. 107

<sup>49</sup> Hirose, 2011, p. 15

<sup>50</sup> See short summary on each CE country in the ANNEX

<sup>51</sup> See European Commission, 2010: Europe 2020 Strategy <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2010:2020:FIN:EN:PDF>

<sup>52</sup> *ibid* p.10

structures and services for elderly in order to enable for active ageing and societal participation. Smart growth as one of the main targets of the EU 2020 strategy as well as sustainable and inclusive growth includes new and flexible working structures maintaining people longer in working processes.<sup>53</sup>

Before giving an overview on several active ageing policies and strategies in CE countries we take a look at the **push and pull factors** influencing the employment rate of elderly. Participation rate in continuous education and training, part time models for older workers and employability, etc. are pull factors contributing to maintain older workers/employees in the labour market as long as possible. Therefore, pull factors are defined as important factors to prevent high rates of early retirement or low effective retirement age. In contrast, push factors support or facilitate an early withdraw from the labour market. Such factors are relative wage costs (seniority wages), incentives for early retirement, high labour costs related to younger employees or missing/insufficient qualifications, etc.<sup>54</sup> In the following, several examples of policies on active ageing in CE countries mainly targeting on increasing the employment rate of elderly will be illustrated.

By viewing national active ageing policies amongst CE countries certain differences are observable. While all National Reform Programmes (NRP) refer to topics like ageing, labour force participation of older people, and lifelong learning at least to a certain extent, only few **country-specific strategies** and programmes on (active) ageing have been developed. The Czech Republic introduced a National Programme of Preparation for Ageing for 2008 – 2012 which sets actions to increase the quality of life of older people.<sup>55</sup> The German government recently introduced a new strategy on demography called ‘Every year counts’ (‘Jedes Alter zählt’).<sup>56</sup> The strategy is managed by federal government in cooperation with provinces, municipalities, social partners and other stakeholders. A cross-policy approach is followed by linking economy to public administration and social systems. In Hungary, a similar approach combining health care, educational, employment and economic dimensions has been implemented. The Hungarian National Ageing Strategy has been introduced with an action plan 2010-2012 on ageing policies in 2009. Several bottom-up initiatives are implemented within the frame of the strategy. The most successful ones will be integrated into the Hungarian national policy documents<sup>57</sup>. In Poland, the government adapted a programme called ‘Solidarity of generations 50+’ in 2008 (‘Solidarność Pokoleń. Działania na rzecz aktywizacji zawodowej osób w wieku 50+’) with considerably results achieved so far (e.g. the average age of retirement was increased from 57 to 59 within two years; the employment rate of people between 55 and 64 increased from 31.6% in 2008 to 34% in 2011).<sup>58</sup>

In Austria and Italy no specific topic-related strategies were developed but several measures were implemented in respect to active ageing. The Austrian Operational Programme for Employment 2007-2013 (ESF OP), for instance, focuses on maintaining and fostering the employability of older workers. In 2011, the Austrian social partners established a working group in order to link together strategically and operationally for working condition improvements in terms of sustainable and continuing working life.<sup>59</sup> In Italy, ageing is focussed within the labour market reform implemented in July 2012. Specific measures for reintegrating 50+ workers into jobs are implemented and income support provided. The reform also enables for giving incentives for enterprises when hiring long-term unemployed aged 50+. A longer duration for job protection measures is envisaged and unemployment benefits for people over 50 years old provided from the year 2016 onwards.<sup>60</sup>

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<sup>53</sup> AGE Platform Europe, Committee of the Regions and European Commission, 2011, p. 8

<sup>54</sup> See Scoppetta et.al, 2007

<sup>55</sup> See ‘Country fiches’ on CE-Ageing Platform: [www.ce-ageing.eu/index.php?option=com\\_content&view=article&id=12&Itemid=119](http://www.ce-ageing.eu/index.php?option=com_content&view=article&id=12&Itemid=119)

<sup>56</sup> See ibid

<sup>57</sup> See ibid

<sup>58</sup> See ibid

<sup>59</sup> See ibid

<sup>60</sup> See ibid

In the Slovak Republic and Slovenia, national programmes are currently under preparation. In the Slovak Republic, a comprehensive strategy for active ageing is expected to be finalised in the end of 2012/beginning of 2013. Next to that, other national strategies and measures focussing on population ageing were developed. Back in 1999, the National Programme for Protection of Elderly People was approved which focused on social and health issues such as care and support services for elderly in order to increase social participation. In Slovenia, ageing is an important aspect within the National Reform Programme 2012<sup>61</sup>. The pensions system was planned to be reformed but has been rejected at a referendum (the draft included flexible working hours for older workers and gradual withdrawal from the labour market). Nevertheless, a new strategy called 'Ageing, Solidarity and Good Intergenerational Relations' is currently under preparation and expected to be adopted in the end of 2012/beginning of 2013.<sup>62</sup>

To achieve the EU 2020 goal of an employment rate of 75% of the age group 20-64 and the targets set within the National Reform Programmes<sup>63</sup> most CE countries have already reformed (or are currently reforming) their pension system which also includes the increase in **retirement ages**. Germany already declared to rise the retirement age up to 67 years for women and men in the year 2029. Italy will gradually increase the retirement age to 66 years by 2018 and will introduce the same statutory retirement age of women and men.<sup>64</sup> A similar reform was set up in Poland. In June 2012, the Polish president signed a law for extending the age for retirement to 67 years equally for women and men in order to counteract social and economic challenges.<sup>65</sup> In the frame of the Slovakian National Reform Programme (NRP) measures were set in order to support employment of older people and increase justice in pensions. The early old-age pension system has been improved and implemented in January 2011 in order to motivate older workers to stay as long as possible in the labour market.<sup>66</sup> Only people without income or compulsory pension insurance can apply for the early old-age pension. Retirement age is also an important part of the Slovenian NRP 2012.

As described above, CE countries' policies and strategies on demographic change are similar in the objectives but show some differences in implementation. It will be crucial not only applying national solutions but also involving regional actors to reach the EU 2020 goals. National structures should support local and regional actors in active ageing which can be an added-value to policy development.<sup>67</sup> Moreover, the European Commission highlighted recommendations to be implemented by the Member States coping with the impact of the economic crises. Maximising employment years and minimising voluntary career breaks will be necessary for ensuring future pensions and long-term sustainability of pensions systems in the EU27. To increase the employment rate (also of elderly) the Member States are advised to adapt labour market also to contribute to the sustainability of social protection system and making work attractive.<sup>68</sup> Those recommendations will be essential also for the CE countries and should be considered when implementing their National Reform Programmes.

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<sup>61</sup> See European Commission (online): National Reform Programme: Slovenia  
[http://ec.europa.eu/europe2020/pdf/nrp/nrp\\_slovenia\\_en.pdf](http://ec.europa.eu/europe2020/pdf/nrp/nrp_slovenia_en.pdf)

<sup>62</sup> See 'Country fiches' on CE-Ageing Platform: [www.ce-ageing.eu/index.php?option=com\\_content&view=article&id=12&Itemid=119](http://www.ce-ageing.eu/index.php?option=com_content&view=article&id=12&Itemid=119)

<sup>63</sup> Czech Republic and Germany show the most ambitious target amongst the CE countries for increasing the employment rate of the age group 55-64 by 2020: 55% (CZ) and 65% (DE)

<sup>64</sup> See European Commission (online): National Reform Programme: Italy  
[http://ec.europa.eu/europe2020/pdf/nrp/nrp\\_italy\\_en.pdf](http://ec.europa.eu/europe2020/pdf/nrp/nrp_italy_en.pdf)

<sup>65</sup> See 'Country fiches' on CE-Ageing Platform [http://www.ce-ageing.eu/index.php?option=com\\_content&view=article&id=12&Itemid=119](http://www.ce-ageing.eu/index.php?option=com_content&view=article&id=12&Itemid=119)

<sup>66</sup> See European Commission (online): National Reform Programme: Slovakia  
[http://ec.europa.eu/europe2020/pdf/nrp/nrp\\_slovakia\\_en.pdf](http://ec.europa.eu/europe2020/pdf/nrp/nrp_slovakia_en.pdf)

<sup>67</sup> See more in chapter 3.6 'How can local and regional actors contribute?'

<sup>68</sup> See Council of European Union, 2011

## 3. The Background

### 3.1. The Guiding Principles

The strategy grounds on the WHO understanding of active ageing: *'Active ageing is the process of optimizing opportunities for health, participation and security in order to enhance quality of life as people age'*.<sup>69</sup> The word 'active' refers to continuing participation in social, economic, cultural, spiritual and civic affairs, not just the ability to be physically active or to participate in the labour force. When talking about ageing, it is essential to distinguish between population or demographic ageing as the process whereby older individuals become a proportionately larger share of the total population and individual ageing, the process of individuals growing older. Similar to the UNFPA report (2012), the strategy's main focus is on population ageing but refers to individual ageing in terms of health and well-being and experiences of later life.<sup>70</sup>

Intergenerational solidarity and social inclusion are the main overall aims for actions promoted by the strategy and regarded as underlining approach. The strategy also builds on the Vienna International Plan of Action on Aging (UN 1982) which states in its preamble that *'the fundamental and inalienable rights enshrined in the Universal Declaration of Human Rights apply fully and undiminishedly to the aging'*.<sup>71</sup> Accordingly, many policy areas as well as all age groups are to be targeted when promoting activities in the field of active ageing. Because of European's demography and the need for change in various policy areas, the Council of the European Union recently adopted the Guiding Principles for Active Ageing and Solidarity between Generations. These principles serve as basis for the strategy in hand and as checklist for national authorities and other stakeholders on what needs to be done to promote active ageing beyond the European Year 2012. The principles encompass the areas of employment, participation in society and independent living.<sup>72</sup>

The CE-Ageing Strategy is subject to the following main guiding principles:

#### Life-cycle approach:

Following the practice used by European institutions,<sup>73</sup> the strategy applies the life-cycle approach: all ages are in the focus since, first of all, 'old' is not a question of specific ages, in particular in respect to the labour market. Second, active ageing starts whenever life starts. Given that also different meanings are apparent within societies, no definition of 'old' is used, i.e. recommended activities target all ages. No specific age limits are applied also when tailor-made measures are in the focus (e.g. 'older' workers).

#### Linking policy fields, stakeholders and territories

It is our belief that the demographic challenges faced cannot be solved by single working institutions on their own. Stakeholders need to be linked horizontally as well as vertically (i.e. local and regional actions must go hand in hand with policy changes at the national and international geographical scales). Multi-level governance is a must in order to tackle the problems. Migration flows, for instance, are evident across CE with effects on all territories, immigration and emigration regions. The challenges faced ask for cross-cutting policy

<sup>69</sup> See [www.who.int/ageing/active\\_ageing/en/index.html](http://www.who.int/ageing/active_ageing/en/index.html), The United Nations (UN) have been active in the field of ageing since many years. The Second World Assembly on Ageing, held in Madrid, Spain in 2002, for instance, produced a bold, rights-based and policy-relevant Political Declaration and Plan of Action on Ageing to manage the challenges of population ageing in the 21st century. The Madrid Plan was preceded by two international documents on ageing: the Vienna International Plan of Action on Ageing and the United Nations Principles for Older Persons.

<sup>70</sup> UNFPA, 2012, p.20

<sup>71</sup> United Nations, 1982, p.5.; The Vienna International Plan of Action on Aging which was adopted by the World Assembly on Aging held in Vienna, Austria from 26 July to 6 August 1982.

<sup>72</sup> See Council of the European Union, 2012

<sup>73</sup> E.g. European Commission (2006): The demographic future of Europe – From challenge to opportunity; COM(2006) 571 final

solutions linking regional development with labour market and educational and health policy: coordinated actions are required between different policy fields, holistic approaches needed and comprehensive views from different policy perspectives and of different stakeholders are to be integrated whenever actions are taken.

#### Human well-being with focussing on the most in need

Being one element of the CE-Ageing Vision, human well-being is placed at the centre of the strategy. All policy fields are regarded as areas which, ultimately, are serving the goal of human well-being. The strategy also draws specific attention to social justice and cohesion, i.e. reducing regional disparities. Less favoured regions and socially disadvantaged such as low-skilled, disabled and other vulnerable as well as persons confronted with multiple disadvantages<sup>74</sup> are placed at the centre of the strategy.

### **3.2. The Aims**

The objectives of the CE-Ageing Strategy are to contribute to:

- to minimise negative effects and impacts of demographic trends on the ageing society and the economy by improving framework conditions such as adapting policies, governance processes and mechanisms to demographic change in the field of regional and urban development, health, education, labour market, migration and social policy
- to strengthen territorial cohesion, reduce regional disparities and spatial segregation of particular target groups by
  - providing a forum for exchanging knowledge and developing joint practices between urban and rural areas and between geographical scales
  - developing joint views and understandings of the challenge faced in CE
- to make better use of the existing endogenous potentials of an increasingly diverse and ageing population by developing ageing strategies, state-of-the-art training concepts and raising awareness on demographic change; thereby
  - initiating regional platforms and new cooperation models and implementing pilots in the area of life-long learning, work-life balance and age / diversity management
  - up-grading skills and knowledge of the target groups to meet the demands of SMEs and to contribute to balancing the incremental relative knowledge loss of (older) workers in the regions
  - promoting cooperation and integration
- to raise the quality of life for CE citizens and enhance the competitiveness by taking coordinated actions, setting up bundles of measures at the various territorial levels and jointly implement the CE-Ageing Strategy (during and after the project end)

### **3.3. The Method**

The method 'green/white paper' is used to facilitate broad consultation of the strategy. The method is applied by various organisations such as the EC, the United Nations and governments to stimulate discussion on specific topics. The EC, for instance, invites relevant parties (bodies or individuals) to participate in a consultation process and debate on the basis of the proposals they put forward frequently.<sup>75</sup> The platform follows this good practice

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<sup>74</sup> i.e. persons living in a less affluent area with little education and of a particular age group (e.g. older persons), with migration background and of a particular disadvantaged sex such as female.

<sup>75</sup> Examples of topics discussed include green papers on entrepreneurship in Europe (2003), on demographic change and a new solidarity between the generations (2005) or, more recently, on the European strategy for sustainable, competitive and secure energy (2006). Please see [http://europa.eu/legislation\\_summaries/glossary/green\\_paper\\_en.htm](http://europa.eu/legislation_summaries/glossary/green_paper_en.htm)

and ensures that the general principles and minimum standards for consultation of interested parties set by the EC are met.<sup>76</sup>

The development of the strategy, now is presented in the form of a ‘green paper’, comprises three phases:

- **Phase 1:** At start (December 2011 - March 2012), a joint vision for 2050 was created, thereby collecting and merging ideas from all CE regions involved in the project. NGOs, universities, companies, private persons (older workers, job-seekers) and other stakeholders contributed to complement the vision via online-questionnaires. With assistance of high-level experts of research and applied science, trends and scenarios were developed and recommendations drawn taking into account different policy areas.
- **Phase 2:** The strategy was published as green paper (in February 2013) providing links between most central policies relevant for active ageing and recommending actions and practices for enabling regions to manage and adapt to demographic change.
- **Phase 3:** After consultation with relevant stakeholders across spatial scales and economic sectors (March 2013 - July 2013; online and via face-to-face consultations), it is aimed to publish the strategy as white paper by the end of 2013.

### 3.4. The Partners

The CE-Ageing Platform was approved under the Central Europe Programme (3rd Call for Proposal 2010) with the implementation period January 2011 to December 2013. The idea derived from cooperation between various partners, of which in particular the Austrian Territorial Employment Pacts have to be mentioned<sup>77</sup>, and their desire to jointly contribute to improved framework conditions in order to foster economic growth, regional development and social cohesion. The platform is built on the belief that challenges faced in regard to the cross-cutting issue of ageing can only be solved by working together. The implementation of a variety of activities is divided into six work packages, lead by the project partners and coordinated by the lead partner, the Chamber of Labour Upper Austria (AK OÖ).

The project aims are followed by the partnership consisting of 13 partners from eight CE countries (Austria, Czech Republic, Germany, Hungary, Italy, Poland, Slovak Republic and Slovenia), representing public, private and civil society organisations operating at the national, the regional as well as the local levels within CE and tackling a variety of policies such as labour market, social, regional and economic development. The partnership includes several ministries, training and counselling institutions, regional development agencies, NGOs and research institutions. The following institutions are the **core partners** of the platform (in alphabetic order per country):

Table 8: Core partners of the CE-Ageing Platform

Country	Name of institution involved	Partnership body	Major scope
Austria	Chamber of Labour Upper Austria (AKOÖ)	public equivalent body	regional
	Centre for Social Innovation (ZSI)	private institution	international
	BAB Management Consulting Ltd	private institution	regional
Czech Republic	Bridge to Education o.s.	private institution	regional
	Regional Advisory and Information Centre (RPIC-ViP Ltd.)	private institution	regional
Germany	Ministry of Labour and Social Affairs Saxony-Anhalt	public authority	regional
Hungary	Central-Transdanubian Regional and Economic Development Non-profit Company	public equivalent body	regional

<sup>76</sup> European Commission (2002): General principles and minimum standards for consultation of interested parties by the Commission' COM(2002)704; see [http://ec.europa.eu/transparency/civil\\_society/consultation\\_standards/index\\_en.htm](http://ec.europa.eu/transparency/civil_society/consultation_standards/index_en.htm)

<sup>77</sup> The Austrian Territorial Employment Pacts published a green paper on active ageing in 2005-2007. See [http://www.pakte.at/index.html?\\_lang=en](http://www.pakte.at/index.html?_lang=en) as well as <http://www.elderly.at/en/about/index.html>

Country	Name of institution involved	Partnership body	Major scope
Italy	Institute for the Development of Vocational Training for Workers (ISFOL)	public equivalent body	national
Poland	Central Mining Institute (GIG)	public equivalent body	national
Slovak Republic	Regional Development Agency Senec-Pezinok	public equivalent body	regional
	Central Office of Labour, Social Affairs and Family (UPSVAR)	public authority	national
Slovenia	Economic Institute Maribor (EIM)/ Human Resource Development Centre (HRDC)	public equivalent body	regional
	Ministry of Labour, Family and Social Affairs	public authority	national

Partners were intensively engaged in the development of the strategy. The unique project partnership links CE regions at different geographical scales and experts of different backgrounds. The implementation of the platform is reinforced by numerous **strategic partners** who contributed at Age-Steering Group meetings and the annual CE-Ageing conferences and provided information to websites and newsletters (see table 9).

Table 9: Strategic Partners of the CE-Ageing Platform

Geographical coverage	Name of institution involved
International network	European Age Management Network (EAMN)
	Age Platform Europe
Austria	Federal Chancellery (BKA)
	Federal Ministry of Labour, Social Affairs and Consumer Protection (BMASK)
Belgium/Flanders	ESF Agency Flanders
Czech Republic	Ministry of Labour and Social Affairs (MoLSA)
Hungary	Ministry for National Economy
	University of Debrecen, Faculty of Health, Medical and Health Science Centre

Five **experts of research and applied science** contributed to the development of the strategy as listed below (in alphabetic order):

- Dr. Dragana Avramov (Population and Social Policy Consultants)
- Prof. Dr. Andreas Hoff (Zittau/Görlitz University of Applied Sciences)
- Dr. Dimiter Philipov (Vienna Institute of Demography)
- Prof. Dr. Reinhold Sackmann (Martin-Luther-University Halle-Wittenberg)
- Dr. Pieter Vanhuysse (European Centre for Social Welfare Policy & Research)

Moreover, an expert group under the lead of Prof. Dr. Jürgen Wolf (h2/Hochschule Magdeburg Stendal) provided information during the last development stage of the paper.

A wide range of actors were involved in the project horizontally and vertically. These comprise citizens, policy makers, representatives of public authorities at the various geographical levels (e.g. governments, ministries, intermediary bodies, public employment services, local public authorities such as municipalities of cities, towns and villages), social partners, social welfare providers, directors and HRD managers of SME's and big companies, managers of area-based partnerships, local initiatives, agencies and NGOs, gender mainstreaming experts, research institutions as well as coordinators of national and international networks.

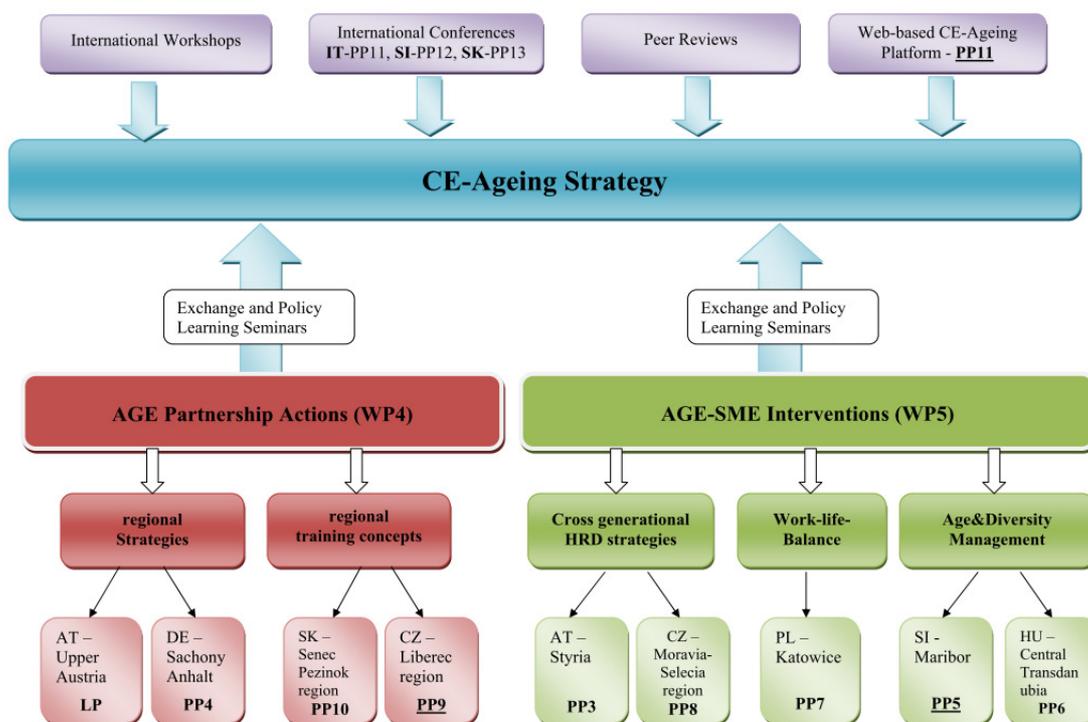
### 3.5. The activities implemented within the project

Within six work packages, the platform generates several core outputs, implements pilots and uses tailored-made workshops and conference tools (see Figure 4), namely:

- The joint transnational CE-Ageing Strategy
- The web-based 'CE-Platform on Ageing' including document database

- Three thematic workshops, four peer reviews and three international CE-Ageing conferences
- Nine pilot actions implemented at regional levels including the development of:
  - two regional ageing strategies (Upper Austria/Austria, Saxony-Anhalt/Germany) and two training concepts (Liberec region/Czech Republic, all Slovakian regions/Slovak Republic)
  - five regional pilots executed in direct cooperation with SMEs: cross-generational HRD strategies (Styria/Austria, Moravian-Silesian region/Czech Republic); work-life balance (Katowice region/Poland); age/diversity management (Podravje region/Slovenia, Central Transdanubian region/Hungary)
- Six 'pilot exchange and policy learning seminars
- One project as well as one pilot evaluation

Figure 4: Activities implemented by the platform



The web-based 'CE-Platform on Ageing' ([www.ce-ageing.eu](http://www.ce-ageing.eu)) comprises a document database on active ageing practices, regional pilots and general information on CE countries in respect to ageing strategies, action plans and government resolutions. Eight country fiches inform about the present situation on ageing, list national programmes and active ageing strategies and introduce specific policy actions taken in order to (re-)integrate older persons into the labour market and keep them employed. All project products such as developed training curricula, manuals, catalogue of measures, checklists and methodologies, concepts, analysis and surveys are made available on the website.

Three thematic workshops<sup>78</sup> played a key role in the strategy development and provided valuable inputs on policy frames, programme designs and specific pilot actions implemented. Project partners, civil servants of ministries and selected experts of research and applied

<sup>78</sup> The first thematic workshop 'Current challenges, trends and scenarios' was held in Berlin on 17 April 2012; the second workshop 'CE-Ageing Strategy and Actions' in Linz on 13 June 2012 and the third was organised in Vienna on 17 September 2012 with a focus on 'Regional Activities and Recommendations'.

science discussed findings achieved. Peer reviews<sup>79</sup> were concluded in order to gain specific knowledge in selected countries. The so-called 'critical friend' review model was used with which visiting partners work together with their hosts as equals in a reciprocal relationship that promotes continuous learning.<sup>80</sup> Each peer review included a series of presentations carefully selected by the host with an opportunity for in-depth discussion. Key lessons emerging were drawn and brief peer review reports published. The CE-Ageing Annual conferences<sup>81</sup> are important in regard to mutual learning and dissemination activities.

The conferences gathered key stakeholders such as policy makers, public administration, representatives of SMEs, training institutions and social partners and aim to:

- raise awareness of an ageing society and demographic changes
- promote innovative actions for adapting policies to the needs of older people
- discuss framework conditions for knowledge development in the regions
- develop transnational cooperation and networks between training and labour market institutions and economic drivers (SMEs, clusters, etc.)

Nine pilots are implemented by project partners concerning<sup>82</sup>:

- The development of regional ageing strategies. Two ageing strategies were developed in rural areas (in Saxony-Anhalt/Germany and in Upper Austria/Austria) which encompass ageing-relevant policy areas and aim at strengthening capacities of SMEs, large companies and regional authorities to better manage demographic change.
- The creation of two platforms establishing and implementing regional training concepts in the Liberec region (Czech Republic) and in the Slovak Republic. Both platforms seek to foster cooperation between SME's, training institutions and regional policy makers in order to survey, establish and implement training concepts targeting older persons. The training pilots demonstrate the necessity of setting up comprehensive training arrangements for older people. It is aimed to transfer successful training concepts to other regions in the Czech and the Slovak Republic.
- The cooperation with SME's to implement activities targeting their individual needs (five pilots). Objectives are to improve employability of older workers by establishing cross-generational HRD strategies, contributing to enhanced work-life balance as well as implementing age and diversity management. Two pilots are approached by two regions each (Styria/AT and Moravia-Silesia/CZ; Podravje/SI and Central Transdanubia/HU) except one topic (work-life balance) which is covered by one region (Katowice/PL) only.

Intensive knowledge exchange between partners is assured by 'pilot exchange and policy learning seminars'. Twice a year, participants discuss lessons learnt and share practical expertise from projects, studies and measures implemented in their regions.

Project and pilot evaluation is concluded to examine partnership's overall performance and activities with a specific focus on sustainability of project results. SWOT analysis, participatory assessment workshops, interviews and online questionnaires are used during the evaluation process. Findings will be summarized in two evaluation reports.

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<sup>79</sup> The peer reviews took place in the Slovak Republic (20 – 21 March 2012), Austria (18 September 2012), Slovenia (6 November 2012) and Poland (23 January 2012).

<sup>80</sup> Stott and Scoppetta (2011)

<sup>81</sup> The CE-Ageing Annual conferences were organized in the Slovak Republic (22 – 23 March 2012), Slovenia (5 November 2012) and another one is scheduled for Italy (late autumn 2013).

<sup>82</sup> Detailed information on pilots including achieved results and outcomes until October 2012 are presented in the Annex II.

### 3.6. How can local and regional actors contribute?

Although awareness of demographic change and its effects on social life nowadays is mostly given, much still has to be done. Specific attention is drawn to the demand perspective of public authorities within the strategy. The strategy should assist public authorities in CE in screening their main challenges, draw attention to actions to be taken and providing practices easily to be implemented within the regions.

This chapter briefly lists preference for local and regional authorities, respectively, on *how to address demographic change by making best use of the actions and practices recommended* in the next chapter. These are:

- Building up partnerships between the private, the public and the civil society in order to integrate varying views and perspectives of stakeholders;
- Discussing national strategies and options for funding within the territory in order to set actions and ensure a sustainable implementation of activities;
- Thoroughly analysing the background, stakeholders, former activities as well as their successes and failures;
- Carefully selecting actions and practices recommended by the CE-Ageing Strategy and consulting with relevant stakeholders at the various spatial scales;
- Adapting the measures to the local and regional needs and conceive new solutions in cooperation with other stakeholders;
- Allocating/securing adequate resources for implementing innovative ideas/solutions to the challenges of demographic change when drawing new strategic plans, programmes, acts etc.; and avoiding a single funding base;
- Implementing actions fitting to the local and regional demand in collaboration with others by taking holistic views (integrate different stakeholders' perspectives, different needs of the society, make use of potentials to bundle measures, integrate different policy fields, etc.);
- Supporting an fruitful environment via fostering dialogue/cooperation with other institutions/organisations; communicating openly horizontally as well as vertically on different aspects e.g. decision-making, finances and monitoring and evaluation and polarising different views/ideas (bottom-up and top-down involvement);
- Assuring the acceptance of actions and practices by society (raise awareness, positive and target orientated promotion) and scaling up;
- Monitoring, evaluating (e.g. external evaluation or self-assessment; ex-post/ex-ante) and adapting measures continuously.

## 4. The Strategy

### 4.1. The CE-Ageing Vision

The CE-Ageing Vision 2050 in brief reads as follows:

*'In 2050 we want to live in an integrative society  
in which **human well-being** has top priority and **equity** is a reality'*

■ Ad) Equity:

*In 2050, we live in an integrative society characterized by equal chances and equal opportunities independent from gender, age, nationality and ethnicity, social background, mental and physical capability, sexual orientation, religion, political views, etc. Equal access to education, to social standards as well as to the labour market is assured. An 'all-age-friendly' labour market with appropriate work-places is established. Work-life balance has high priority in Central Europe. The society values the differences of its people by following the principle 'Everyone has a talent'. A life-long learning culture is established and a transparent and sustainable social security system in place.*

■ Ad) Human well-being:

*In 2050, well-being has top priority; the society has a healthy population living in a healthy environment. Intergenerational solidarity, cooperation and mutual learning between generations are vital in Central Europe. A good health care system and healthy work places are established and new professions developed (e.g. in the field of health, care and mobility). Developed ICT solutions assist the population, in particular the specific needs of the very old, such as adequate technical-based and communicative services for the elderly. A stable, sustainable and productive economy is established based on an entrepreneurial culture with self-responsibility taken by citizens ('Growth for Green').*

The vision was developed during workshops conducted with project partners and experts<sup>83</sup> and includes findings from the online survey on 'Demographic Ageing - Vision 2050 in CE'. The survey was accessible to the public in the period January to February 2012. Survey results further confirmed the vision: respondents expect a paradigm change and voted for idealistic conceptions of the society in 2050, as presented in the following summary:

CE's society shall be characterised by intergenerational cooperation and exchange as well as diversity and multiculturalism. Respondents expressed their desire for a change of the relationship between the rich and the poor. Interventions by the state in form of re-distribution and flexible approaches of retirement next to enhanced lifelong learning are considered necessary.

*'The status of rich and poor and who is regarded 'successful' will be changed in relation who really makes a contribution to society: the broker or the single mum?'  
(Female, aged 41-65)*

Survey respondents primarily linked social injustice to gender inequalities in employment and economy and not to territorial differences. To reduce social injustice, equal opportunities in regard to education and employment shall be provided. Improving the situation of disadvantaged territories in CE will require new policy instruments and structures.

*'Less developed areas should be supported by bonuses (less taxes, fees) provided to institutions who wish to establish business in the area.'*  
(Male, aged 26-40)

<sup>83</sup> ASG working session in Linz (Austria) on 16 December 2011, thematic workshops in Berlin (Germany) on 17 April 2012 and Linz (Austria) on 13 June 2012.

Lifelong learning was identified as the key to enhance labour force participation. Respondents stated that a higher rate of labour force participation of older workers and employees of all ages can be achieved by flexible working environments. Models such as part-time work and possibilities for an individual voluntary prolongation of years in employment shall characterise the system in 2050.

*'Older workers could become a labour market active force with a reinvented role, cooperating with younger and sharing their knowledge.'*  
(Female, aged 41-65)

In terms of social and health care systems many respondents stated that improved coordination of social systems and more economic efficiency of social security systems shall be in place in 2050. Survey respondents desire an increasing level of self-responsibility which will be necessary due to foreseen cuts in public funding of the social and health care systems.

## 4.2. Current challenges and needs for action

Future development of CE regions will undisputedly be influenced by global trends such as globalisation, ICT-solutions and climate change, just to name some. Population ageing will be a challenge across CE with substantial regional specificities. Since the strategy aims to facilitate an easy planning of actions, a 'rough' three-folded division in CE urban as well as rural Eastern and Western CE regions (more affluent/less affluent areas) is used.

The CE-Ageing Platform identified five top ranked **current challenges** faced by all regions. These refer to the low labour force participation of particular age groups, the need for modifications with regard to governance systems, in particular the pension, social and health and care systems, changes in family structures as well as the need for a better integration of migrants. The platform, in addition, observes growing inequality across CE as well as within CE regions.

All challenges are to be regarded as cutting across different policy fields: Labour force participation, for instance, cannot be observed only from the single point of the labour market policy. The economy, education and health policies are substantial policy fields strongly interconnected with the labour market. Since active ageing is a cross-cutting topic links to different policy fields are made within the strategy.

When viewing the main trends (until 2030), the platform together with involved experts of research and applied science stress needs for action, which comprise:

- Firstly, proactive **employment, active ageing and life-long learning policies** need to be undertaken: Economies in ageing societies have to rely on an ageing workforce and older consumers for generating wealth, i.e. companies have to be proactive to attract and keep older workers. Encouraging employment, especially of particular groups of the society such as women and older persons, is required. Working conditions need to be adapted to workers needs (e.g. enhance possibilities for combining care-giving and learning with employment), life-long learning and healthy work-life balance promoted and multiple careers supported.
- Secondly, the need for the adaptation of CE **governance systems** to change, in particular the pension policy system: Flexible models (e.g. innovative part-time transition models -'Altersteilzeit') should be promoted which support persons willing to work to stay in the work force as long as possible. Policy change is also needed

with respect to smooth transition from work to retirement when reaching the retirement age. Thus, reinforcing sustainable integration of elderly into the labour market should diminish the risk of long-term unemployment representing at the same time a pre-stage to retirement/early retirement. Investments in staying healthy throughout life is regarded the basis. Support also needs to be provided for persons not able to work. Efforts need to be made to overcome negative stereotypes about particular age groups of the society (older workers in relation to productivity and health problems for instance) and to combat ageing discrimination.

- Thirdly, addressing the challenges of **immigration** proactively: more investment in active participation of migrants in the labour market and actions against discrimination, xenophobia and racism are necessary.
- Fourthly, setting up **intergenerational programmes** such as supporting new forms of interaction between generations: The programmes should foster solidarity and justice (e.g. intergenerational homes, home visit services, intergenerational learning and interaction within enterprises). The potential of ICT based care technology (tele-care, tele-health, tele-medicine, smart-home technologies<sup>84</sup>) should be exploited.

To put it briefly, active ageing and life-long learning is regarded the key for overcoming obstacles faced in CE with regard to demographic change.

### 4.3. Scenarios 2030 and 2050

Under the auspices of the CE-Ageing Platform four scenarios were developed for 2050, which are (ranked from 'supporting the CE vision' to 'not supportive'):

1. The 'Open European Society'
2. The 'Solidarity Scenario'
3. The 'Pro-elderly Bias Scenario'
4. The 'Business as usual Scenario'

#### Ad 1) The 'Open European Society'

This scenario is characterized by long-term economic and ecological sustainability and an 'open' European society driven by clear counter-ageing<sup>85</sup> policy targets. Governments have adequately dealt with demographic challenges faced by 2050.

Active involvement of the population and a self-ownership of health are envisaged within the scenario. During the past active immigration policies have been in place. Necessary structural reforms have been completed so that, by 2050, a regulatory system adapted to population ageing, is implemented. Experience and work place performance is valued by society. Compared to today, an improved quality of public finances is recorded and a greater portion of older workers is in the workforce. ICT solutions are in place, immigration is regulatory and the family situation changed towards four-generation-families.

This scenario derives from the 'CE region's social model' expected in 2030. The development of the scenario depends on the willingness and ability of governments to adequately address the challenges.

#### Ad 2) The 'Solidarity Scenario'

The 'Solidarity Scenario' is characterized by a stable CE population (with immigration compensating for declining population) and smooth adaptation to economic cycles. The society lives in a wealth system with a financially sustainable education and health system in

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<sup>84</sup> See glossary

<sup>85</sup> 'Counter-ageing populations are populations in which - due to the longer life-span - the older generations are clearly 'younger' than they have been in the past.

place. The pension system is turned to a self-regulatory system, with decreasing need of public assistance and still based on an inter-generational contract.

The scenario derives from a scenario in 2030 which is characterised by internationalisation, openness (intergenerational justice) and coordinated migration. Changes in pension policy made higher employment of older persons possible. Reforms of health and nursing care insurance provide affordable medical care. A good education system is established (e.g. an individualised lump sum is provided to each citizen for investments in education), good employment opportunities are in place and second careers usual.

This scenario differs from the 'Open European Society' especially in terms of the economic situation and in regard to the extent of reforms undertaken: whilst within the 'Solidarity Scenario' institutional reforms are carried out, the 'Open European Society' is characterised by systemic change (with structural reforms implemented in many policy areas).

#### Ad 3) The 'Pro-elderly Bias Scenario'

The 'Pro-elderly Bias Scenario' describes conditions in which Eastern CE is confronted with rapid and large-scale demographic ageing. The scenario is characterised by growing competition within CE but also globally. Demographic ageing was followed by care drains (care givers migrated from Ukraine, Moldavia, etc. to Eastern CE countries and those from CE countries to Western and Northern EU countries due to the poorly developed long term care systems in Eastern CE). Decentralisation within urban conglomerates and an integration of previously rural areas took place. A 'slowing down' of social life (fewer interactions between citizens) and four-generation-families are expected.

This setting derives from the scenario 'Set of Ageing Societies' in 2030 which has the following main characteristics: a rapid speed of demographic change with demands to adjust pension, health and long-term care systems. Old age poverty is spread across CE in 2030 (older people have to work longer to better their position and companies rely on them). Even tough employment and family care is combined, intergenerational interaction is limited due to outmigration of the parent generation (geographical distances between generations will increase). Childlessness continues to rise. Opportunities for the older generation are offered in parallel to old ways of service provision such as the use of new technologies (the digital divide still needs to be solved)

#### Ad 4) The 'Business as usual Scenario'

This scenario illustrates a situation in which CE faced a loss of people and economic and political power. CE has shrinking local markets, the employers do not adapt to an older workforce and inequality between east and west as well as between the poor and the rich are apparent. Conservative, traditional views are prevailing, upholding the glories of the past.

The scenario in 2030 is characterized by intergenerational injustice, inequality between generations, the return to nationalistic policies and the fall of European competitiveness. CE institutions cope with effects of demographic change in an inflexible way. Only 'safe' investments are made and infrastructure is adapted post-factum and pro-cyclical. The legitimacy of social policy is eroding.

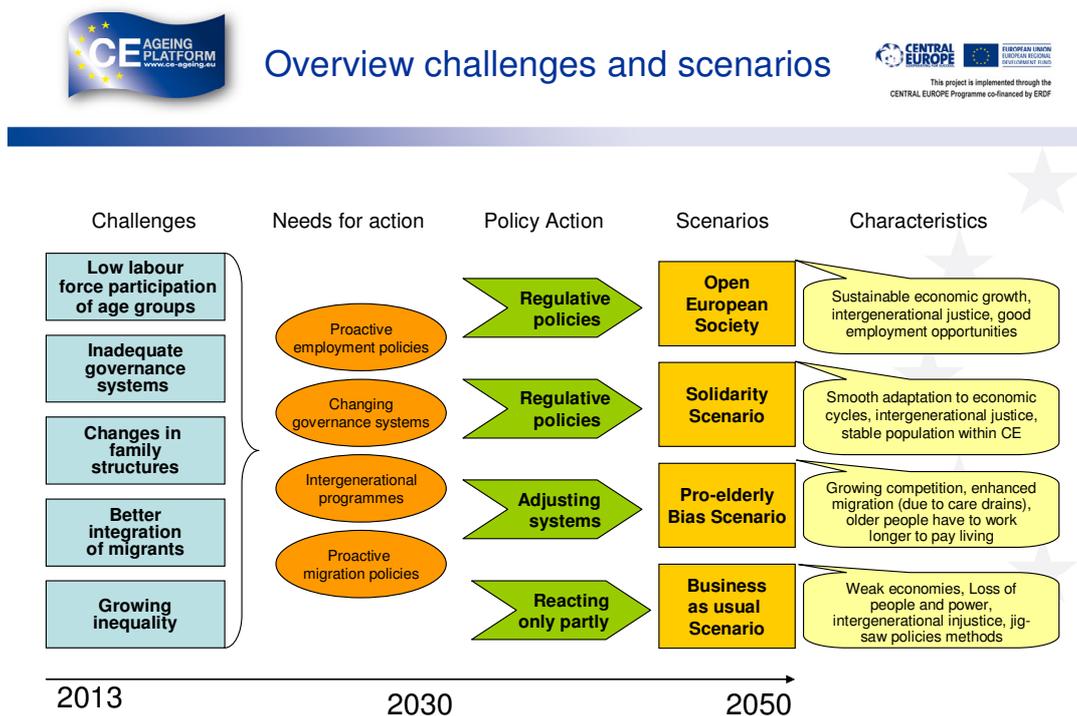
This scenario will arrive when nothing is done to respond to demographic trends (business as usual).

Main characteristics of the four scenarios are presented in the table 10, followed by an illustration about the current challenges, trends and scenarios on a time axis (figure 5).

Table 10: *The scenarios and their main characteristics*

<b>Relation to the CE Vision</b>	<i>Supporting the vision</i>	←—————→		<i>Not supportive</i>
<b>Scenarios</b>	<b>Open European Society</b>	<b>Solidarity Scenario</b>	<b>Pro-elderly Bias Scenario</b>	<b>Business as usual Scenario</b>
<b>Characteristics</b>				
<b>Policies</b>	counter-ageing policies, regulatory immigration policies, regulatory system	wealth system, self-regulatory pension system, financially stable education and health systems, coordinated migration	adjust pension, health and long-term care systems	eroding legitimacy of social policy, inflexible policies, post-factum and pro-cyclical adaptation of infrastructure
<b>Role of the State</b>	active, regulatory	active, , regulatory	passive (adjustments are made)	passive (responding only in need)
<b>Reform agenda fulfilled</b>	systemic change (with structural reforms)	institutional reforms	adjusting the systems	adjusting the systems only partially
<b>Economy</b>	sustainable economy (green growth)	smooth adaptation to economic cycles	growing competition within CE (and globally)	weak economy (loss of economic power), shrinking local markets in CE, fall of European competitiveness
<b>CE population</b>	stable (i.e. sustainable) population		enhanced migration (due to care drains)	loss of people
<b>Employment</b>	good employment opportunities, experience and work place performance are valued	higher employment rates of older persons	older people have to work longer to pay living	
<b>Intergenerational situation</b>	intergenerational justice		limited intergenerational interaction	intergenerational injustice, inequality between generations
<b>Other characteristics</b>	strengthened democracy and participation, self-ownership of health	second careers usual, decreased need for public assistance, lump sums on education	outmigration of the parent generation, rising childlessness	loss of political power, only 'safe' investments are made, nationalistic policies, inequality between west and east and between the poor and the rich

Figure 5: Overview on challenges and scenarios



Population ageing is a challenge across CE as illustrated in the above listed scenarios. Immense policy changes are required in the up-coming decades with proactive roles and responsibilities taken by various actors. Within the scenarios the key actors will have to take over specific roles. Their main tasks comprise:

- *steering the processes of policy change*: the public (the CE-states, regional public authorities, municipalities, the EU, etc.);
- *adapting to demographic change within the enterprises*: the private (enterprises, private agencies, industry, private business lobbying organisations, etc.); and
- *assisting for change, accompanying (and driving ?) the change process*: the civil society (Non-for-profit, NGOs, social service associations, volunteers, citizens, etc.)

To put it briefly, all stakeholders need to be proactive in order to achieve the vision; the process cannot be completed successfully without collaboration. Since the strategy is written for and in collaboration with public authorities, the following chapter will focus on actions to be taken by public authorities at the local and regional geographical scale, in particular.

#### 4.4. The CE-Ageing Strategy Cube

This chapter aims to assist especially local and regional public authorities within CE regions to collect major challenges faced in the form of an overview, get familiar with key recommendations drawn by the CE-Ageing Platform and to pick already implemented examples in order to set actions straightforwardly. To facilitate an easy usage matrixes are used, which are built by

- a three-fold division of CE regions (lines); and
- the four major areas of concern (columns).

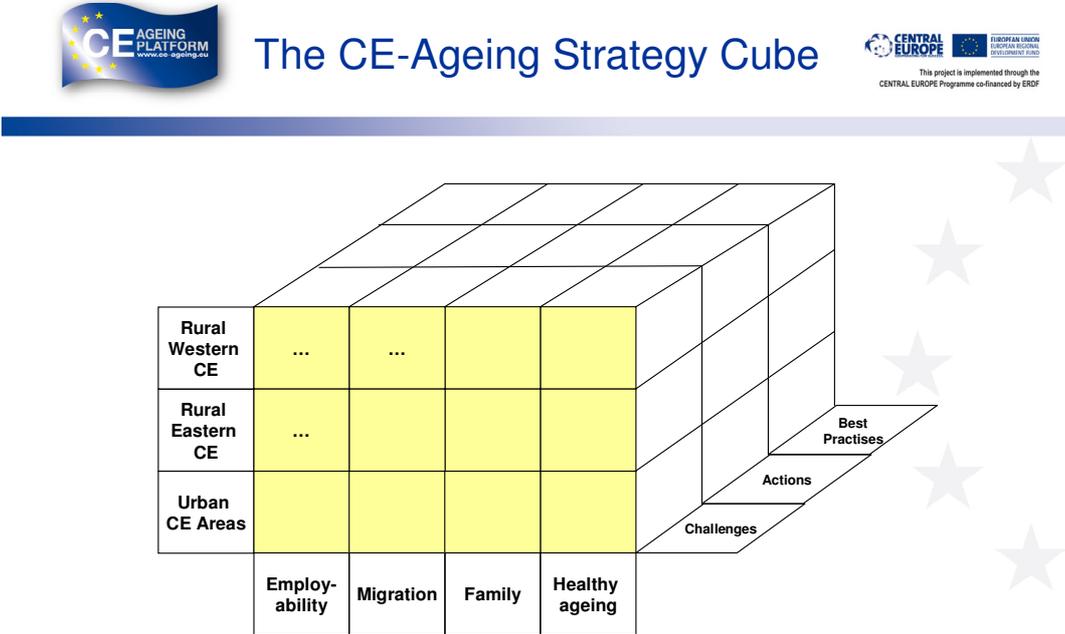
With the very rough splitting up of CE into urban, eastern and western territories, only an overview can be provided (regional specificities go a large amount beyond). For this reason, local and regional know-how should be incorporated whenever actions are planned.

Three matrixes are presented summarising project results in relation to:

- Major current challenges faced within the CE territories (**The Challenge Matrix**);
- Actions recommended (**The Action Matrix**; this matrix facilitates the planning of actions for meeting current challenges in the four areas of concern and within the specific CE regions); and
- Practices already implemented within CE and abroad (**The Practise Matrix**; this matrix presents successful examples).

By linking the matrixes to each other a three dimensional ‘CE-Ageing Strategy Cube’ is built (see figure 6).

Figure 6: *The CE-Ageing Strategy Cube*



As stated, the cube should facilitate local and regional public authorities to gain an easy overview of major current challenges faced within their territory, actions recommended and practices already implemented within CE and elsewhere. The practices serve as guidance and can easily be adapted to other CE territories and circumstances. Current challenges, actions and practices recommended appear on the z-axis of the cube. The ‘rough’ three-folded division of CE into urban conglomerates as well as rural Eastern and rural Western CE (provided on the y-axis) enables local and regional public authorities to clearly view aspects relevant to their territory. Finally, four major areas of concern (i.e. policy fields or interfaces between policy fields) are presented on the x-axis.

Four major areas of concern derive from the vision, trends and scenarios developed and recommendations drawn. The four major areas of concern comprise:

1. **Employability:** Undisputable, employability is the key for labour force participation and social inclusion. Investment in human capital is regarded as the cornerstone for enhancing employability.

2. **Migration:** Courageous and proactive migration policies both within CE regions as well as to CE together with measures enhancing the integration of migrants are central to responding to the challenges faced in respect of demographic ageing.
3. **Family:** Modifications in the field of work and care provision due to changes in the family structures and household communities pose challenges to manage work-life-balance. These policies go hand in hand with ‘employability’
4. **Healthy ageing:** Promotion of healthy active ageing is essential for all CE regions in order to enable for longer, healthier and happier lives of CE citizens.

A distinction is made between challenges faced and respective actions and practices recommended for the local and regional spatial scale and general policy recommendations. Recommendations in regard to pension and social security systems, for instance, are primarily incorporated in the general policy recommendation as the influence of the local and regional level to these policies is rather limited (i.e. legislation of the policy fields is mainly drawn at the national (Member State) level. Exceptions are made for all issues related social inclusion. Information in regard to the general policy recommendations are provided in chapter the 4.5. The general policy recommendations target at all spatial levels with emphasis given to national public authorities

The challenges faced are described in the chapter 4.4.1. The target groups include local and regional public authorities in particular but also civil society organisations and interest-groups as well as the private sector. The actions are presented in chapter 4.4.2. Finally, the examples of initiatives, projects, programme and networks successfully tackling the challenges of demographic change are presented in the chapter 4.4.3.

#### 4.4.1. The Challenge Matrix

Main challenges faced by less affluent regions (rural and urban areas) in CE are:

- Lack of attractiveness and capacities of territories with often poor infrastructure and few investments next to the lack of attractive (high-quality) jobs with low demand for labour especially in remote rural regions resulting also in low labour force participation of particular societal groups (youth, women, older workers);
- Out-migration to more affluent regions and few immigration;
- Lack of age- and family-friendly social structures (for elderly, community, etc.);
- Inadequate health structures and lack of awareness for healthy ageing and of the importance of healthy life course behaviours.

Please find the challenges faced in regard to the four areas of concern provided by the three-folded division of the CE regions below (the ordering of the challenges follows a prioritisation of the authors):

## The Challenge Matrix

Table 11: The Challenge Matrix

Areas of concern	Employability	Migration	Family	Healthy Ageing
CE regions				
<b>Rural areas in Eastern CE</b>	<p>Lack of attractiveness and capacities of (less affluent) regions in transition economies with often poor infrastructure and few investments</p> <p>Lack of attractive jobs (low demand for labour esp. in remote regions and often poor working conditions) resulting in low labour force participation of particular societal groups (youth, women, older workers)</p> <p>Lack of ICT access</p> <p>Need for increase of human capital (education, life-long learning, training)</p> <p>Gender segregation</p>	<p>Out-migration to more affluent regions (need for attracting immigrants, returning migrants, prevent younger generation from migrating and balanced work migration)</p> <p>Insufficient facilities supporting cultural life and sports</p> <p>Low demand for labour and low supply of services as push factor (see employability)</p> <p>Growing segmentation of regions (well-off and poor regions)</p>	<p>Lack of social structures for the elderly (long-term care provision, social exclusion of lonely elderly) and of support to keep young families in regions</p> <p>Commuting families, isolation of older people without family support, in particular widows and lack of assistance/community care (e.g. for single mothers, young families)</p> <p>Infrastructural challenges (service centres are allocated at a distance, few educational infrastructure for youth and early childhood (schools, pre-school) and care investments</p>	<p>Lack of awareness for healthy ageing and of the importance of healthy life course behaviours (persistent unhealthy life styles, e.g. healthy diet is rare, alcohol and smoking widely spread, life expectancy esp. of males is very low)</p> <p>Inadequate health structures (e.g. lack in health care provision service)</p> <p>Lack of focus on preventative medicine and little support for complementary medicine (preventive, homeopathic medicine)</p> <p>Reduced number of health facilities and lack of outpatient treatment by mobile services</p>
<b>Rural areas in Western CE</b>	<p>Need for increasing productivity</p> <p>Provision of well-paid job opportunities (e.g. good career prospects for young generation)</p> <p>Lack of and development of skilled workers and training opportunities (e.g. for the use of ICT based services)</p> <p>For less affluent areas see 'rural areas in Eastern CE'</p>	<p>Lack of attractiveness of less affluent regions</p> <p>Lack of job opportunities and skilled workers</p> <p>Out-migration of particular groups of the society (young people, skilled workers)</p> <p>Need for immigrants</p>	<p>See 'rural areas in Eastern CE'</p>	<p>Persistent unhealthy life styles and insufficient awareness of the importance of healthy life course behaviours</p> <p>Health inequalities (e.g. health care provision near cities can become available due to mostly good infrastructure)</p> <p>Reduced number of health facilities</p>
<b>Urban CE areas</b>	<p>Polarisation of jobs and mismatch between education and jobs</p> <p>Lack of high-skilled workers due to the lack of high-quality and accessibility of schooling as well as of (insufficient) entrepreneurial education (missing talent identification)</p> <p>Need to attract new investors, ensure sufficient numbers of workers at all qualification levels as well as research and innovations experts</p> <p>Lack of knowledge transfer programmes (e.g. from experienced workers to youth, to less skilled, etc.)</p> <p>Gender segregation</p>	<p>Need for attracting sufficient number of migrant workers at all qualification levels</p> <p>Lack of integration as well as work segregation of female immigrants in particular</p> <p>Insufficient educational integration of descendents of immigrants</p> <p>Integration conflicts due to an insufficient integration of immigrants</p>	<p>Lack of age and family-friendly infrastructure for all generations (e.g. insufficient childcare facilities and old-age care centres), care investments and early childhood education</p> <p>Lack of age and family-friendly working conditions and work organisation (reconciliation of employment and care for children/older people)</p> <p>Need for work-life balance management</p> <p>Lack of awareness of the implications of change in family structure (e.g. isolation of older people without family support, in particular widows)</p>	<p>Persistent unhealthy life styles and insufficient awareness of the importance of healthy life course behaviours</p> <p>Low quality of food consumption and lack of physical activity</p> <p>Unhealthy ageing of particular workers (among blue-collar workers)</p> <p>Expected lack of old age care facilities in the near future</p>

#### 4.4.2. The Action Matrix

Main actions to be set in less affluent regions (rural and urban areas) in CE concern:

- Active regional development in accordance with the green growth agenda<sup>86</sup> by focussing on strengths and competitive advantages of regions (e.g. touristic attractiveness, regional branding, strengthening local markets, conducting needs analysis and marketability on products and services, establishing 'innovation clubs' for citizens, taking stock of local knowledge through networks and partnerships) and by investing in infrastructure (e.g. age and family-friendly infrastructure, road maintenance, high-speed broadband internet, alternative energy production);
- Setting active labour market measures (training and employment) and promoting age- and family-friendly work places and working conditions (e.g. company kindergarten, part-time work, flexible working hours);
- Improving framework conditions to prevent young people from leaving the region, establishing a immigration strategy and encouraging return migration;
- Promote healthy and independent ageing and support healthy life styles (there is an essential East versus West CE dichotomy recorded.<sup>87</sup> Access to and good design of urban and rural infrastructure foster healthy ageing).

Please also see the 'ten priority actions to maximize the opportunity of ageing populations' summarized in the document of UNFPA (2012).<sup>88</sup>

It is noted by the platform that the responsibility for employability as well as for healthy ageing must jointly be taken by employers, employees and stakeholders, i.e. a holistic approach should be applied.

The actions to be set in regard to the four areas of concern provided by the three-folded division of the CE regions are listed below (the ordering of the challenges follows a prioritisation of the authors; the actions are allocated to the regional specificities by order of prioritisation, i.e. actions recommended in other lines than the one of interest can also be of importance):

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<sup>86</sup> Green growth agenda as part of the EU 2020 priority "sustainable growth". See more information on [http://ec.europa.eu/europe2020/index\\_en.htm](http://ec.europa.eu/europe2020/index_en.htm)

<sup>87</sup> See Vanhuyse and Goerres, 2012, p.8

<sup>88</sup> See UNFPA, 2012, p.15

## The Action Matrix: Rural Areas in Eastern CE

Table 12: The Action Matrix

Areas of concern CE regions	Employability	Migration	Family	Healthy Ageing
<p><b>Rural areas in Eastern CE</b></p>	<p>Regional development in accordance with the green growth agenda by focussing on strengths and competitive advantages of regions (e.g. touristic attractiveness, regional branding, strengthening local markets, conducting needs analysis and marketability on products and services, establishing 'innovation clubs' for citizens, taking stock of local knowledge through networks and partnerships)</p> <p>Investments in infrastructure (e.g. road maintenance, high-speed broadband internet, alternative energy production)</p> <p>Promoting one-person firms and family firms (subsidies for SMEs via small-size credits, direct money transfer, tax rebates and tax credits)</p> <p>Providing (target-group specific) active labour market training, life-long learning and qualification programs as well as effective career guidance</p> <p>Promoting intergenerational learning and improving education (increase quality of teaching in primary schools, adapt secondary schooling curricula to the needs of the modern knowledge economy, focussing on general skills such as languages)</p> <p>Establishing municipal agency assisting during job changes (e.g. job entrance assistance for older people)</p>	<p>Improving framework conditions and providing job opportunities and infrastructure attractive for younger generation to prevent them from leaving</p> <p>Establishing a strategy for and encourage return migration</p> <p>Developing immigration strategy (e.g. via listing and informing on professions on demand, seasonal work) and attracting immigration to fill gaps left by emigrants via incentives (tax exemptions, provide housing, etc.)</p> <p>Establishing a 'welcome culture strategy' and integration networks and providing intercultural (culture sensitive) services</p> <p>Improving the legal framework to address needs for third country nationals</p> <p>Adapting rural areas faced by outmigration proactively (planning of the change process)</p>	<p>Supporting age and family-friendly infrastructure and promoting age- and family friendly work places and working conditions (e.g. company kindergarten, part-time work, deinstitutionalisation of social services)</p> <p>Supporting family cohesion via travel subsidies and providing regular public transport (e.g. for older people with special needs)</p> <p>Providing public support for family and informal carers (financial transfers e.g. incentives for parental care, caring credits) and supporting formal and informal life-long learning on care provisions</p> <p>Establishing visiting services to provide older people with information and promote usage of ICT for the elderly (provision of affordable computers by local communities and teaching on new media)</p> <p>Promoting gender mainstreaming</p>	<p>Promoting healthy and independent ageing and healthy life styles via e.g. (target-specific) educational campaigns, promoting healthy lifestyle in school/kindergarten, boosting the provision of early childhood education and care programs</p> <p>Promoting healthy work places for all ages and healthy living from age zero (sport clubs free of charge for kids, supporting healthy diet and physical exercising) and promoting preventative medicine</p> <p>Expanding long-term care homes and home care arrangements and assisting long-term care and health care providers with establishing visiting services</p> <p>Establishing strategies for barrier-free housing and accessibility of institutions ('Design for all')</p> <p>Providing affordable transport services from/to medical services</p> <p>Promoting e-medicine and mixed profession approaches and establishing mobile medical teams</p>

**The Action Matrix: Rural Areas in Western CE**

Areas of concern CE regions	Employability	Migration	Family	Healthy Ageing
<p><b>Rural areas in Western CE</b></p>	<p>Regional development, promoting one-person firms and family firms and investing in infrastructure (see above)</p> <p>Creating of technological hubs via vocational schools on usage of ICT</p> <p>Promoting intergenerational learning, providing training for life-long learning and qualification programs (maximizing enrolment levels in early childhood education and care programs to near-universal, increasing relative wages of teachers in early childhood and primary schooling, starting with teaching of European languages earlier, boosting and technologically modernizing vocational training, providing active labour market training as well as effective career guidance, recognising certificates/diplomas awarded through lifelong learning and further qualification programmes)</p> <p>Establishing municipal agency assisting during job changes (see above)</p>	<p>Improving framework conditions to make people stay in the region and encouraging re-immigration</p> <p>Establishing immigration promotion programmes (encouragement via provision of interest-free credits for acquiring a house or land or a small-medium production unit)</p> <p>Establishing 'sponsorship system' for immigrants in need, providing personalized mentor- and sponsorship systems by local families and social networks for each newly arrived immigrant, establishing a 'welcome culture strategy' and integration networks and providing intercultural (culture sensitive) services</p> <p>Aligning schooling to the needs of children of immigrants (languages courses, local culture and folklore)</p> <p>Adapting rural areas faced by out-migration proactively (planning of the change process)</p>	<p>See 'rural areas in Eastern CE' plus:</p> <p>Organising social cultural events for the elderly, extending voluntary support in neighbourhoods and promoting inter-generational justice and the inter-generational use of infrastructure and public services</p>	<p>See 'rural areas in Eastern CE' plus:</p> <p>Assisting in the integration of frail/old people into the community to meet their social needs</p> <p>Providing physical exercising to older people by the community and/or volunteers</p> <p>Promoting affordable ICT based cognitive training to slow down the onset and progression of degenerative diseases</p>

**The Action Matrix: Urban Areas in CE**

Areas of concern CE regions	Employability	Migration	Family	Healthy Ageing
Urban CE areas	<p>Implementing 50+ to 30- programmes (old/young aged persons) in key sectors (technology knowledge transfer), promoting 50+ start ups, developing services for HRD management and elaborating age-friendly working places</p> <p>Promoting intergenerational learning and improving education and training (addressing early school leaving, creating lifelong learning culture and infrastructure, valorising non-formal and informal learning, promoting entrepreneurial thinking, improving quality and accessibility of kindergartens and early schooling, integrating soft skills to the education system)</p> <p>Attracting large-scale enterprises and investing in public transport in modern industrial zones (e.g. high tech hubs) next to green spaces and modern social and cultural offers to attract and retain human talent and provide easy commuting transport from suburbs</p> <p>Implementing local measures for empowering those without life-long learning skills to acquire these and for long-term unemployed to return to work and providing affordable housing and infrastructure for workers in need and their families</p> <p>Establishing municipal agency assisting during job changes (see above)</p>	<p>Improving framework conditions to make people stay in the region, encouraging re-immigration and establishing immigration promotion programmes (see above)</p> <p>Providing effective social inclusion measures targeting immigrants, establishing a 'welcome culture strategy' and integration networks and providing early assistance for the newly arriving immigrants</p> <p>Providing specific educational and training programmes for less integrated youth with immigrant background</p> <p>Adjusting health care and elderly care services to the needs of migrants</p> <p>Organising multicultural festivals/events, providing intercultural (culture sensitive) services and develop community oriented services, and promoting intercultural organisations</p>	<p>Creating more child-friendly urban environments and age-friendly cities (e.g. childcare facilities, playgrounds, family-friendly infrastructure and opening hours)</p> <p>Creating age- and family-friendly work places and working conditions (e.g. company kindergarten, possibility of part-time work, providing services to enterprises to improve management policies (work-life balance policies),</p> <p>Supporting intergenerational cohesion and implementing social inclusion measures aiming at isolated older people</p> <p>Providing family incentives (tax cuts, public support for family and informal carers, incentives to encourage old-age parents to live with their families) and providing affordable high-quality, long hour and flexible childcare and long-term care facilities</p> <p>Promoting gender mainstreaming</p>	<p>Promoting healthy and independent ageing and supporting healthy life styles (see above)</p> <p>Promoting healthy work places for all ages (e.g. actions to prevent 'burn out', healthy life style workshops at the work place)</p> <p>Providing adequate conditions for learning and information about healthy diets, physical training and decreased consumption of drugs (e.g. promoting affordable ICT based cognitive training to slow down the onset and progression of degenerative diseases like dementia, Alzheimer's, etc.)</p> <p>Providing free of charge meeting places for civil society, providing assistance to the elderly and integration measures for frail/old people into the community to meet their social needs</p> <p>Promoting Ambient Assisted Living AAL (e.g. 'intelligent homes') and the concept of design for all</p> <p>Providing national and regional platforms for the promotion of e-medicine and mixed profession approach</p>

#### 4.4.3. The Practise Matrix

This chapter presents examples of initiatives, projects, programmes and networks successfully tackling the challenges of demographic change. The presented practices<sup>89</sup> include primarily European initiatives recently implemented. Some non-European practises from e.g. Australia, United States of America, and New Zealand are introduced in addition.

The majority of EU practices are depending on public funding, i.e. are mainly co-funded by the Structural Funds.<sup>90</sup> Others have been supported by special federal or regional programmes.<sup>91</sup> Active ageing instruments used in SMEs and big companies are also covered by own financial means or other financial instruments. Next to the source of funding, the implementation periods as well as the sustainability of the practices differ significantly from practice to practice. Based on the practice's prosperity and the added value offered a mainstreaming process is likely to occur. For example, the Austrian 'Fit2 work' practice started in the provinces of Lower and Upper Austria, Salzburg, Styria, Tyrol and Vienna and will be implemented in other provinces from 2013 onwards. A similar mainstreaming process was recorded for the 'Family Audit Standard' practice accomplished in the Province of Trento/Italy.<sup>92</sup>

The active ageing initiatives implemented within municipalities, SMEs and bigger companies assuring **employability** include:

mentoring programmes (older workers acting as mentors to newcomers); job-rotation and job sharing; cross-generational work teams; intergenerational management; tele-work; talent management; flexicurity; coaching for older workers; part-time work; time-credits; pilots fostering entrepreneurial culture of 50+; sabbaticals in enterprises; transitional employment concepts and their specific alignment for older workers; modular training models for expressing individual creativity & IT skills and other soft skills.

In the area of **healthy ageing and family**, the following initiatives are presented:

homeshare; family-friendly measures; pHealth (personalised health); visiting doctors/nurses; mobile cash points and mobile shopping delivery offered by municipalities, volunteering initiatives; tele-health; tele-medicine; tele-care and smart-home technologies. There are several support community centres targeting especially older workers, local social/family networks and care provision networks organised across the EU. Tailored-made info-campaigns on the 'grandparents' effect' and intergenerational solidarity, events for seniors, research publications, statistical forecasts of demographic development or newsletters dedicated exclusively to demographic change (e.g. in case of Saxony-Anhalt) are organised.

Next to several initiatives in the area of **migration** (e.g. migrant care workers, regional action plans for increased immigration), activities significantly increasing the **educational activities** of older workers (e.g. organisation of third-age universities, special training programmes for 50+) are presented. There are several projects carried out in CE countries which only slightly differ from each other such as 'integrative management in companies' (BEM) in Germany and Austria or the 'web-based personal health record' (IZIP) in the Czech Republic, Austria and Germany. The initiative 'Homeshare' was born in the United Kingdom and nowadays is present in many urban areas.<sup>93</sup> The idea of homesharing is simple: a householder (usually elderly) offers accommodation to a homesharer (students, people in need) in exchange for an agreed level of support (help with the household tasks, a financial support or a combination of both).

Please find the practices recommended in relation to the four main areas of concern in the 'Practice Matrix' which follows. The practices are listed in alphabetical order according to the initiative's title in English. Further information on the practices such as a short description and links are provided in the Annex.

<sup>89</sup> The practice matrix consists of examples provided by i) selected experts of research and applied science; ii) project partners using an 'active ageing best practice' template; iii) implemented pilot activities under the CE-Ageing Platform. A brief desktop research completed the cases presented.

<sup>90</sup> A number of practices have been concluded under ERDF-, ESF-, EQUAL-, LEONARDO- or GRUNDTVIG programmes.

<sup>91</sup> E.g. the 'Perspective 50 Plus' programme of the German Federal Ministry of Labour and Social Affairs

<sup>92</sup> In 2011, a pilot started under the auspices of public authorities followed by a mainstreaming process in 2012 involving about 50 organizations (municipalities, companies, public bodies) in different Italian regions.

<sup>93</sup> Urban areas in Austria, Belgium, France, Germany, Ireland, Spain, the Netherlands, USA, Australia and New Zealand.

## The Practise Matrix

Table 13: The Practice Matrix

Areas of concern	Employability	Migration	Family	Healthy Ageing
CE Regions				
<b>Rural areas in Eastern CE</b>	Active after 50, SI; Alternative, CZ; Club TI Women, CZ; Collector of Working Force - Specific Personal Agency, SK; Connecting Knowledge, SI; Free internet access in capitals (e.g. Bratislava, SK); Mentorship programme and the job-rotation of career starters, HU; Mentoring programmes, CZ; Mentorships systems, mixed working teams, SI; PC courses for elderly, CZ; Perspective50plus, DE; Responsible Entrepreneurship, SK; Specialized programme for employees 50+ improving staff skills, CZ; Universities of the Third Age, SK; With Krakonoš at computer, CZ	GEMMA - Enhancing Evidence Based Policy-Making in Gender and Migration (UK, AT, HU, FR, IT); GUIDE! - Cross-cultural training material for guidance practitioners (HU, IT, ES, IE, DE, FI); Re-Turn (DE, AT, IT, PL, CZ, SI, HU)	Elderly for higher quality of living at home – Elderly for elderly, SI; Libraries alive, SK Improving Qualifications for Elderly Assistants (IT, PL, RO); Seniors' Telephone Crisis Helpline/LIFE 90, CZ	Dance group Orchidea, SK; Elderly people self-help groups, SI; Senior Sport Games, SK; Train Nutrition Seriously (HU, DE, AT, IT)
<b>Rural areas in Western CE</b>	Age.Knowledge.Value, AT; Age Work Balance (AT, DE, ES, UK, FI, IE); Awards for enterprises, AT; Awareness and Activation for the Problems of Older Employees in the Region, DE; Regional Demographic Management, AT; Exchange of talents, AT Fit for the future, AT; Fit to work, AT; Integrative management in companies (DE, AT); Mature@EQF - European Qualification in age-diverse Recruiting, transnational; Mentoring programmes, AT; PEER – online social platform for the elderly, transnational Portal for skilled workers, DE; Re-employment actions for unemployed managers 50+, IT; Senior Age Management (IT, ES, DE, HU, FR, UK); STEP by STEP Clearing, AT; STEP by STEP Employment, AT; TEP EQUAL Elderly, AT; Transfer of Innovation, IT; Vision instead of pension, AT; Winning Age-Getting future!, AT	Intercultural women mentoring, AT; MigrAlp - Center on Migration for Services, Integration and Information (IT, AT)	Building the bridge between old and young, AT; Living for assistance – a solidarity project between generations, AT Living in flux (DE, NL); Local partnerships for family, DE; Volunteer agencies Saxony-Anhalt, DE	Adaptation strategy of the municipality Hohe Börde to demographic change, DE; New images of Age(ing), DE; New E-services for a dietary approach to the elderly, IT; New living, DE; Project 3 e. V., DE; Sport events for elderly (DE, PL, CZ); Supporting General Practitioners With Qualified Medical Practice Personnel (Sister AGnES), DE
<b>Urban CE areas</b>	Ageing Workers Awareness to Recuperate Employability, IT; Age Management: a Virtual Marketplace for mutual learning in the service sector, IT; Age on plus, PL; Alliance for work, PL; Benefit from maturity, PL; Busdriving - a job for a lifetime, AT; Competencies for Labour Market, CZ; Contrapunkt, AT; Demography toolkit, DE; Designing Work and Careers to Manage Limited Working Lives in the Context of Intergenerational Exchange, DE; Desire for work, not waiting in frustration, AT; Diversity Charter, IT; Dynamic Job Design for Younger and Older Innovators, DE; eGovernment (e.g. in CZ, PL); Experience counts!, AT; Fair Play for older workers, HU; Fifty plus/minus, HU; Friendly practices to employees 50+, PL; Forum 50+, PL; GeneDiversity, ES; Genial - Generations at the workplace, AT; Impulse, AT; Intergenerational Personnel Policy, DE; Innovative Growth for all Age Groups, DE; Labour pool, CZ; Life-Project, AT; Mondragon Corporation, ES; Network Labour and Age, AT; Repair and Service Centre, AT; Socio-economic enterprises, AT; Social Experimentation for Active Ageing (CZ, SI, UK); Support for people without work and home, AT; Tacitus, IT; Talent aged (IT, ES, FR, DE); Third career, CZ; Use us! 45 employees in your company, PL; Welfare to work, IT; Winning Age- Getting future!, AT; Work and age working group, AT; Working Age Laboratory, IT; Work Ability Index Coaching, AT	Flat exchange, AT; LECIM - Learning cities for Migrant Inclusion (HU, ES, DE, IT, AT, FR); MISTRA - Migrant Inclusion Strategies in European Cities (HU, BG, CZ, DE, AT, IE, IT); Pact of Diversity, AT Senior fest, SK	Active senior in the net, PL; Age friendly cities, SK; Arms of Salvation, SK; Family audit, IT; Flexible hours for elderly/mentoring, HU; Homeshare (AT, BE, FR, DE, IE, USA, NL, ES, UK); Housing for Help, AT; Housing and Home-care for the Elderly and vulnerable people and Local Partnership Strategies in Central Europe – HEPLS (AT, CZ, DE, HU, IT, PL, SI, SK); Senior friendly municipality services, DE; Silver Age Centre Butterfly, SI; Silver living, IT; Supergrandma and Supergrandpa, PL; Transfer of value, IT	Active 50+, PL; Elderly people self-help groups, SI; eScouts - Intergenerational Learning Circle for Community Service (BG, ES, DE, IT, PL, UK); Generation management, AT; G&G Updates (IT, BE, EE, SK, SI, ES, EL, PL, FI) Heath promotion, AT; From trainee to retiree, AT; Improving Qualifications for Elderly Assistant, IT; Lifestyle Coach Senior Platform, IT; National Information System on non autonomous persons, IT; Prevention in old age, DE Senior fest, SK; Seniors in Europe learn in Networks – SEELERNETZ (AT, BG, DE, EL, RO); Services supporting family assistants, IT; Silver Steps, IT; Ujbuda 60+ card, HU; Urban Barrier Map, PL; Web-based personal health record (CZ, AT, DE)

Several practices and networks have a broad scope and overlap the areas of concern (employability, migration, family, healthy ageing). These are:

- The WHO Global Network of Age-friendly Cities and Communities (GNAFCC)<sup>94</sup> is a global platform for information exchange, mutual learning between cities and communities worldwide. The World Health Organisation (WHO) provides guidance and promotes the age-friendly urban environments and the integration of an ageing perspective in urban planning.
- The HelpAge International<sup>95</sup> work with and for older people suffering from the effects of conflicts and natural disasters. This international organisation supports older people to claim their rights, challenge discrimination and overcome poverty.
- The European Innovation Partnership on Active and Healthy Ageing<sup>96</sup> gathers stakeholders from public and private sectors across different policy areas, who work on shared interests, activities and projects promoting successful social, process, technological and organisational innovation in active and healthy ageing. The overarching target of this pilot partnership, created by the European Commission, is to increase the average healthy lifespan by two years by 2020.
- The European Map of Intergenerational Learning (EMIL)<sup>97</sup>, operating since 2009, is a collaborative network of members working together to support intergenerational learning taking place across Europe (collecting, exchanging and distributing ideas and resources).
- The EU project entitled 'Welfare innovations at the local level in favour of cohesion' (WILCO)<sup>98</sup> examines through cross-national comparative research how local welfare systems favour social cohesion. Special attention is paid on the missing link between innovations at the local level and their successful transfer and implementation to other settings.
- The 'Demographic Alliance Saxony-Anhalt' and the 'Demographic Council Saxony-Anhalt' act as advisory boards of experts and supports the regional government of Saxony-Anhalt in respect of demographic change in different fields of the society.
- In Germany, an approved national strategy on demography 'Every age counts' is implemented in collaboration with provinces and municipalities, social partners, other stakeholders and the federal government.
- The project 'Young and Old in School', accomplished in Harsewinkel/Northrhine-Westfalia region in Germany, serves to assist in solving challenges (e.g. active ageing activity aiming at older men to the benefit of young people with low educational skills, 'mentoring' – preparing adolescents for careers).
- The 'Rural Transport Initiative' from Ireland was recommended to be further implemented in rural areas in Eastern as well as Western Europe. Within this initiative, the local communities are arranging buses for the elderly in cut off areas, therefore reducing their isolation.
- The 'Regional Action Plan for the Elderly Population' represents an integrated tool implemented in Italian region of Emilia Romagna in order to support regional planning of various policies targeting the elderly.
- The 'Council of Seniors', operating in the Slovak Republic, supports seniors in general terms, provides statistical data, gives input on lifelong learning and age-management strategies. Additionally, the Council promotes social engagement of seniors and publishes materials focusing on ageing.
- The 'Seniors Forum', acting as NGO in the Slovak Republic, cooperates with public and private institutions and supports seniors as well as people before retirement age.
- Voluntary organizations 'National Association for Pensioners' and 'Anton Trstenjak Institute' support self-help focus groups preventing social deprivation in older age are active in Slovenia.
- The initiative 'Visiting Services for the Elderly' originates from Amsterdam/Holland and is currently tested in other big cities (in Denmark, Germany and Slovenia). The initiative prevents social isolation of older people, where volunteers are visiting older people at least once a year (providing information about services, support).

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<sup>94</sup> See [www.who.int/ageing/age\\_friendly\\_cities\\_network/en/](http://www.who.int/ageing/age_friendly_cities_network/en/)

<sup>95</sup> See [www.helpage.org](http://www.helpage.org)

<sup>96</sup> See [http://ec.europa.eu/research/innovation-union/index\\_en.cfm?section=active-healthy-ageing&pg=about](http://ec.europa.eu/research/innovation-union/index_en.cfm?section=active-healthy-ageing&pg=about)

<sup>97</sup> See [www.emil-network.eu/about/overview](http://www.emil-network.eu/about/overview)

<sup>98</sup> See [www.wilcoproject.eu/](http://www.wilcoproject.eu/)

## 4.5. General policy recommendations

Most of the policy recommendations highlighted in this chapter are targeted at public authorities at the CE national levels but should be addressed in cooperation with the local and regional geographical scale as well as with civil society and the private sector. All recommendations assist in achieving the joint vision and are elaborated on a meta-level, i.e. lying 'above' the main four areas of concern (employability, integration, family and healthy ageing).

Even though the main target course of the Demography Report 2010 (i.e. better support for families, promotion of employment, raising productivity and economic performance, better support for immigration and the integration of migrants, and sustainable public finances), was confirmed by the CE-Ageing Platform, the minor role given to human capital, was criticised. With respect of CE regions' specificities, the platform remarked that particular attention needs to be drawn to the persisting regional differences within CE, partly along the lines of growing rural/urban differences. Many rural areas are faced by outmigration whilst mega-cities face challenges in the integration of people into social life.

The number of isolated and socially excluded people at risk of or living in poverty is alarming: The EU as one of the richest economies in the world records 116 million people who are at risk of poverty or social exclusion. Overall, children are at greater risk of poverty or social exclusion than the rest of the population.<sup>99</sup> Also homelessness recently increased due to the social impact of the financial and economic crisis and rising unemployment.<sup>100</sup> Enormous efforts have to be taken by all actors in order to reach the goal set by the EU 2020 Strategy in reducing the number of people in or at risk of poverty by at least 20 million.

Demographically based challenges are, however, faced across regional specificities: ageing population, decreasing population next to the trends supporting outmigration of less affluent territories requires urgent actions. And the loss of people cannot be balanced by migration alone.

Consequently, general policy recommendations for CE provided by the CE-Ageing Platform concern:

1. COUNTERBALANCING INEQUALITIES
2. ADAPTATION OF GOVERNANCE SYSTEMS TO CHANGE
3. INVESTMENT IN HUMAN CAPITAL
4. MAKING WORK-LIFE-BALANCE HAPPEN

### Ad) Counterbalancing inequalities (main target groups: the public, civil society)

Counterbalancing inequalities is regarded as 'the' big challenge in CE which has to be addressed by the public. The overall policy framework in CE should concern all issues related to reducing inequalities between groups of the society but also between territories, in particular in respect of pension, health, social security as well as care and long term care system/s. The public has to draw specific attention to CE's regional disparities:

- Rural areas in Eastern CE are most affected as knowledge and human resources next to infrastructure (e.g. health infrastructure) and capital are concentrated in big cities and wealthy rural areas.
- In rural areas in Western CE, inadequate policies concerning, for instance, the position of women in the work force are present and social support for families (e.g. early childcare facilities, better work-life conditions, etc.) is needed.

<sup>99</sup> 27 % against 23 % for the total population, see [http://europa.eu/rapid/press-release\\_IP-12-1141\\_en.htm](http://europa.eu/rapid/press-release_IP-12-1141_en.htm)

<sup>100</sup> Estimates indicate that there were 4.1 million homeless people in Europe in 2009/2010, see [http://europa.eu/rapid/press-release\\_IP-12-1141\\_en.htm](http://europa.eu/rapid/press-release_IP-12-1141_en.htm)

- In wealthy urban conglomerates in CE the integration of a large number of citizens of migrant origin needs to be accelerated and the 'care crisis' (formal and informal care) solved.

The growing number of persons living in poverty and at-risk-of poverty draws an important picture of an unequal distribution of wealth within CE. Building age- and family-friendly and barrier-free structures and environments<sup>101</sup> and guaranteeing accessibility of the environment and the inclusion of vulnerable people into social life will enhance social and economic participation in all areas. In respect to social inequality 'active ageing across all ages' is recommended including intergenerational solidarity and intergenerational justice of public policy regimes (remove general pro-elderly bias of the welfare states as temporary measure) as well as the better activation of human capital. Fostering social innovation may assist in resolving societal challenges and, in addition, can help to overcome inequalities.

#### Ad) Adaptation of CE governance systems to change (main target group: the public)

The adaptation of CE's governance systems to change is not only a recommendation for demographic challenges faced but an overall requirement. It may go hand in hand with the public's main task in counterbalancing inequalities. The governance systems need to be adapted not only to framework conditions such as the financial crisis but also to economic and societal changes. Courageous democratisation processes and participatory decision-making, hence, need to be enforced and sustainable social security system/s build.

#### Ad) Investment in human capital (main target group: the public)

The need for rising investments in human capital, i.e. all forms of education and learning, and, in particular, for high-quality (publicly subsidized) early childhood education and care service for the age group 1-6 years old was stressed throughout the development process of the strategy.<sup>102</sup> A base for inclusion and participation in our knowledge and information society is seen in developing life-long learning skills so that everyone learns the skills required for acquiring new knowledge and new skills throughout the life course. The urgency of rethinking and making major investments in human capital was discussed together with the necessity for a progressive reduction of the current pro-elderly bias of social spending patterns of CE welfare states.

#### Ad) Making work-life-balance happen (main target groups: the private and the public)

Next to organizing permanent education and training the adaption of the work environment to the capabilities and aspirations of workers including facilities for flexibility and variation in work schedules is recommended. Making work-life-balance happen includes solving the conflict of work for pay versus work for family as well as the expansion of work and improvement of health over the life span. Making work-life-balance happen is not only addressed to the public. Employers will need to be more flexible about how and where people work and how they are rewarded. To this end, solutions have to be offered in order to combine work with family and care. A paradigm shift with respect to organising and valuing work and private life is required.

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<sup>101</sup> E.g. based on the 'design for all'-concept

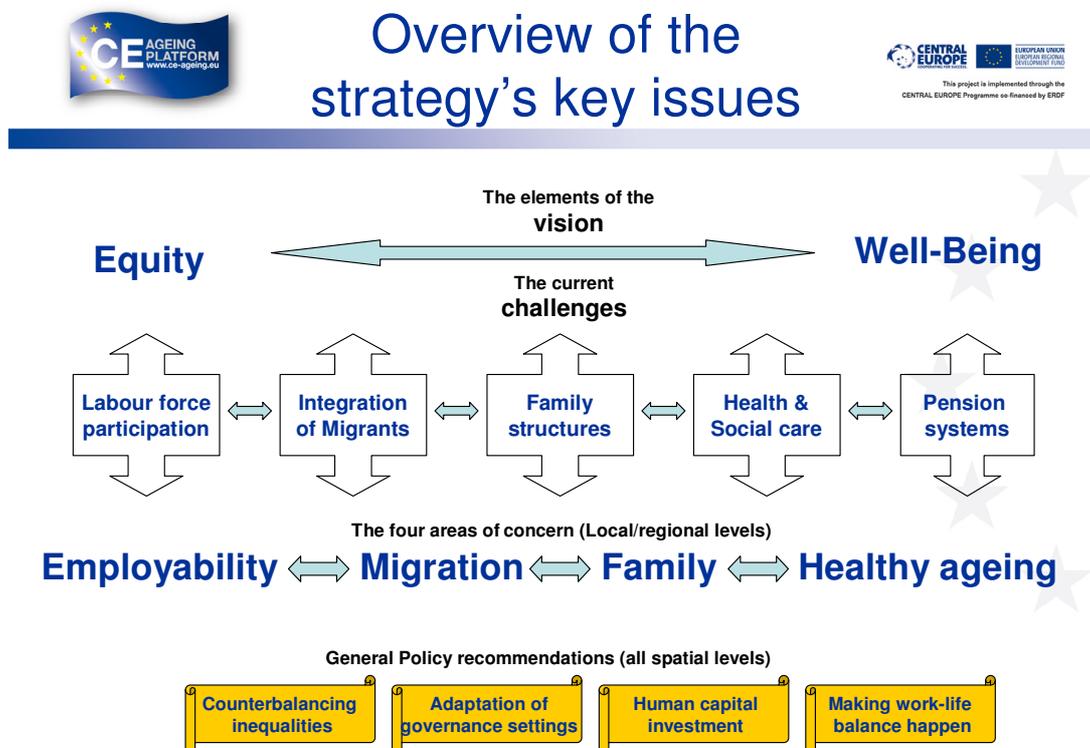
<sup>102</sup> Investments in human capital were recommended in all development phases, i.e. as current challenge, as need for actions in respect of the trends and scenarios as well as during the phase of elaborating recommendations for specific CE regions.

## 4.6. Summary

The CE-Ageing Strategy defines a vision, informs on current challenges, actions and practice recommendations targeted primarily at local and regional public authorities, and, finally, draws general policy recommendations for CE.

An schematic illustration of the key issues of the strategy comprising the two elements of the vision ('equity' and 'well-being'), the current challenges ('labour force participation', 'integration of migrants', 'changes in family structures', 'health and social care' as well as 'pension systems'), the four areas of concern ('employability', 'migration', 'family' and 'healthy ageing') and the general policy recommendations ('counterbalancing inequalities', 'adaptation of governance systems to change', 'investment in human capital' and 'making work-life-balance happen') is provided in figure 7 below.

Figure 7: Overview of the strategy's key issues



It is our belief that the required policies changes should be implemented in cooperation with stakeholders: a multi-governance matrix is needed in which various perspectives are integrated and efforts as well as responsibilities jointly taken in order to build a desirable future. A sustainable socio-economic setting for CE and its various regions can be build by setting up bundles of measure at the local and regional levels, aligning regional and local actions with policies to taken at the national and international levels and, thus, together contributing to minimising negative effects of demographic change.

Based on the CE-Ageing Vision, the CE-Ageing Platform identified existing potentials within CE, established recommendations for policy change and now presents the CE-Ageing Strategy as a green paper to the public. Various viewpoints of the broad audience will be integrated in the paper after consultation in order to, finally, publish the white paper by the end of 2013.

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## Demography and Ageing - Vision 2050 in CE Summary of the online survey

The document provides results of the online survey on 'Demography and Ageing - Vision 2050 in Central Europe (CE)'. Results of the survey were incorporated in the **joint vision for 2050** that was created by collecting and merging ideas from all CE countries/regions involved in the project. The joint vision for 2050 built the first phase of the development of the CE-Ageing Strategy.

The online survey was made available to the public in the period January – February 2012. It was accessible via the CE-Ageing project website and the CE project partners were invited to participate and further disseminate the link to other relevant stakeholders within their networks. In total, 26 surveys were valid and used for analysis. Most of the survey participants (16) were between 41 and 65 years old. Ten participants were between the ages 26-40. Sixteen respondents were female and 10 were male. The institutional backgrounds of the survey respondents were primarily: ministries, NGOs, universities, private scientific/research institutes and companies.

### ■ Significance of demographic change

Most survey respondents attest a **high significance** to demographic change and consider it as an important or one of the most important challenges of current societies. Demographic change **affects all areas of a society**: economic, social and health systems. The challenges were mostly related to **low fertility rates and an ageing population**. Supporting families and create better conditions for young families in order to **increase natality** were frequently stated by the interviewees in order to cope with an ageing population. Moreover, employment, sustainable workability and active ageing for all generations are central in dealing with demographic change. For instance, unemployed older people are seen as too expensive for social systems and therefore finding adequate measures and adapting legislative structures is described as essential. Migration is also a topic of interest and is seen as a chance to overcome future challenges.

### ■ Idealistic conceptions of the society in 2050

The idealistic conceptions of the society in the year 2050 are mostly related to **inter-generational cooperation and exchange** as well as **mutual learning**. Based on the feedback from the online survey, older people will be perceived as a valuable resource for knowledge and experience while young people should contribute with their approaches to new information and communication technologies. According to the concepts indicated in the survey, inter-generational solidarity will increase by 2050 and can be reached if all societal systems work together – state, public administration, civil associations, religious institutions, employers, labour unions, etc.

The labour market environment is identified as more active where individuals are more engaged. *'This can be done not only by providing a delayed and gradual exit of the elderly from the labour market, but also reducing the delay with which young people enter the labour market. It should therefore invest heavily on young people so that the transition between education and labour market takes place without the current delays.'* (female, 41-65 years). The labour market will be characterised by an **increased age of entering retirement** (67 and more). Simultaneously young people should be encouraged to enter the labour market as early as possible. This requires certain incentives and policy frameworks.

Better access to social and health service will be enabled by economical prices and it will also deliver high quality services for older people inclusive medication. Concerning the development of home caring for elderly, mostly it cannot be provided by family members but adequate policy frameworks can at least slightly enhance home caring done by own family members.

Some survey participants predict a **paradigm change** from *'neo-liberal to social ecological economic'* (female, 41-65 years). Furthermore, **diversity and multiculturalism** are connoted positively in 2050 and will be seen as added value. The positive perception of diversity led to an *'age-friendly European Union'*, where everyone can actively contribute to the society with equal rights and opportunities.

Although survey participants were asked for their idealistic conceptions, some negative and critical conceptions were stated. Individual responsibilities will be increasing due to the cut of public services and funds. The concept of **social welfare states will be displaced** because of economic pressure. The social security systems will be also under pressure and the pension will cover only an existence minimum for retired people. But the increasing individualism and restrictions of public funding support is also a chance for new strategies such as 'Entrepreneurial Europe'. *'...more and more people will prefer to be entrepreneurs, either self-employed or owners of the small and medium firms. Big problems and substantial changes in the social system will bring back to the public attention the idea of self responsibility for success in life and a need to work until 70 years and more. G4G - Greying for Growing, Entrepreneurial skills to schools and other initiatives will be a reflection of this movement in the society.'* (male, 41-65 years).

### ■ Values of individuals, social groups and societies

The main terms stated in connection to values determining the relationship between people in 2050 are **inter-generation solidarity, mutual understanding, social cohesion, tolerance, family, respect and cooperation**. When it comes to elderly, the perception should be changed from current perceived aspects like being a burden for the social system to a more optimistic perception e.g. age as factor for wisdom and experiences which are valuable resources.

The role of social groups and participation was highlighted by a survey participant as following quotation shows: *'Active participation in voluntary activities can help reduce the isolation of older people as well as help develop intergenerational solidarities. More social participation of older people through community activities will generate social capital and greater social support.'* (female, 26-40 years).

### ■ Relationship between the rich and the poor

The visions on the relationship between rich and poor people for 2050 in Central Europe vary significantly. Some survey participants predict still a gap between those groups which goes hand in hand with a continuous **reduction of the so called 'middle class'** and an **increasing differentiation of rich and poor**. Therefore some survey participants assume that the state has to be strongly involved in order to invest in poor people. Such an investment could be measures to integrated poor people into the labour market and keep them as long as possible. **Flexible approaches of retirement and effective lifelong learning measures** could eradicate or minimise poverty. Improving education and employment policies were suggested to reduce this gap. Besides educational and employment measures, the social policies were also of interest. Without social services a strong role of the state income and wealth gaps will remain or even increase as following quotation underlines: *'Income support by the state is needed'* (female, 26-40 years). When it comes up to **redistribution**, an active role of and **regulation by the state** is demanded. The state should be responsible creating effective measures in order to redistribute wealth among all citizens.

Moreover, synergies between public and private sector could create urgently required jobs in 2050 as well as social entrepreneurship will play a dominate role.

Another assumption is that the terms 'rich' and 'poor' will not be any longer related to economic indicators. The status of individuals within a society in 2050 will be measured and defined by its contribution to the society. For instance, non-monetary work like voluntary work, reproduction work within households would gain more appreciation and prestige (this is also a gender issue).

Some negative visions between rich and poor for 2050 were predicted by the respondents too. The gap will still exist and a redistribution of wealth and efforts of higher taxing rich people will not be successful. Therefore it is the responsibility of every individual to be more active in order to improve its own economic and social situation.

### ■ Social injustice - conception of disadvantaged groups and territories

According to most of the survey participants, the social injustice is primarily linked to gender inequalities in employment and economic system. Therefore, setting **equal educational and development opportunities** (e.g. increase female employment) as well as **mandatory female proportion** within specific fields and positions (e.g. in management positions) were demanded. Specific and quantified targets as stated in the Strategy EU 2020 and policies will be required to achieve such equalities.

A change in the structure of the labour market was also predicted and favoured. The current concepts of a dualistic labour market (primary and secondary labour market) will be obsolete because in 2050 *'The labour market will be more inclusive, it will support part-time jobs, balance between work and life. All obstacles (such as high protection of workers in primary sector) will be removed.'* (male, 26-40 years).

In order to improve the situation for disadvantaged regions and **territories** in Central Europe and to enhance their economic competitive character, specific **benefit systems** should be introduced. *'Less developed areas should be supported by bonuses (fewer taxes for institutions wishing to establish a business in the area.'* (male, 26-40 years). To sum up, it will be necessary to perform **social-economic reforms** and be more creative *'to move forward to a new model combining economic policy with social protection.'* (female, 41-65 years).

### ■ Labour force participation

The key word for labour force participation for 2050 in CE is **lifelong learning and training**. Further education and continuous learning in order to enhance skills of older workers and other disadvantaged groups is essential in order to increase the labour force participation. This also implicates skills gained through informal forms of education (through daily interactions and shared relationships among members of society).

Besides lifelong learning, a **flexible labour market, flexible working hour's model and a life-work balance** were stated frequently when thinking about how to reach a higher participation of labour force. The current model of a high amount of working hours while entering into retirement earlier will be shifted to more flexible models where older workers can work part-time instead and have more decision power on prolonging their years of employment.

Following quotation combines both visions of lifelong learning and more flexible labour environments: *‘they [the older workers; remark of author] could become a labour market active force with a reinvented role, cooperating with younger and sharing their knowledge. In order to avoid a reduction of job opportunities for younger as a consequence of late retirement, solutions such as part-time work, should be seriously contemplated.’* (female, 41-65 years).

#### ■ Social systems

The visions on the social systems are very diverse. There are several optimistic as well as pragmatic visions concerning a more focused support of social security and health care. Primary **prevention** will become more important within health care systems. This requires an **improved coordination of social systems** *‘overcoming the present situation characterized by low levels of social protection and health assistance.’* (female, 26-40 years) and a more **economic efficiency** of social security systems. Due to the financial problems of social systems they have to provide **more focussed support** in order to sustain.

Moreover, a shifting from public financed social systems to an increased individual co-financed system was predicted (**public-private owned funds**). Furthermore a mandatory personal financial contribution was forecasted by a survey participant in order to deal with the high expenses in 2050 due to demographic change. **Self responsibility** seems to be essential in future because of the minor involvement and strict regulations of the state, which will cover minimal needs on social and health issues only. The public restriction of funds by the state can be compensated by a greater involvement of the *‘social partners and bilateral bodies (organization level welfare). In this respect a steering role of the European Union can be considered of central relevance.’* (male, 41-65 years). Additionally to social partners the **local communities and NGOs** will become more important in order to cope with the shortened state-operated systems and funds.

#### ■ Concepts of learning (training and education)

The survey participants agree and overlap in their aspirations of learning concepts for 2050. **Lifelong learning** and continuous training in order to fulfil the high and complex requirements of the labour market is seen as very important and essential. Learning concepts must be *flexible, continuous, uncommitted, mutual, intergenerational and endless*. However, the concept of lifelong learning goes beyond traditional knowledge-based learning or formal education. **Soft skills** *‘shaping a personal attitude to oneself as well as to societal and natural environment the one lives in’* (male, 41-65 years) will become even more important in 2050.

In 2050, lifelong learning and further training will be accepted and supported by employers. Employers will perceive further trained employees as essential and will make financial contributions as well as provide flexible working time for employees.

#### ■ The role of the states versus that of the market and that of the civil society

According to some visions of participants, the three societal pillars will **cooperate and collaborate** in a more efficient way in 2050. The state will mainly be responsible for setting frameworks and establishment of rules and regulations in cooperation with the market. **Civil society** will increase their influence and will **check and monitor** the state and market practices and activities. A more important role will be attributed to **NGOs** in 2050. NGOs will be more involved in a **delivery of social services** tailored for target groups at regional and local level. Funds for NGOs will be provided by the state in order to provide and administer the social services. Furthermore the state should establish structures by 2050, assuring an increase of the **civil participation** in decision making and foster **democracy**.

Some respondents predict a **decreasing influence of the state** and even of the civil society due to economic pressure and the power of markets in 2050.

#### ■ Legal framework

The answers on the desired legal framework for the society in 2050 differ broadly. While some concrete measure were stated projects (e.g. a board of elderly in every country, national documents for elderly care, law for further education for 50+, etc.) other survey participants do not see it as a problem of legal framework. Some of the CE countries have already adopted policies to promote active ageing according to the Lisbon strategy. *‘So legally, the possibility is given to older workers to conduct an active life and to work for longer but the chances are still poor that everybody can seize this possibility.’* (female, 26-40 years).

## Actions/Strategies implemented in the CE countries

### ■ Austria

Although there is no country-wide active ageing strategy developed, several measures are implemented in Austria in order to enhance labour force participation and improving conditions for retaining in employment. The Austrian Operational Programme on Employment 2007-2013 (ESF OP) refers to the elderly, for instance by focussing on maintaining and fostering the employability of older workers. Furthermore, the Austrian social partners established a working group in 2011 in order to link together strategically and operationally for working condition improvements in terms of sustainable and continuing working life.<sup>103</sup>

The national programme “Productive Ageing” is implemented by the Austrian Public Employment Service with several measures implemented countrywide. A strong focus is set on the support and assistance of SMEs enhancing further training and improving personnel and HRD management within companies.

Employment targets of the National Reform Programme (NRP)<sup>104</sup> Austria are to increase the rate up to 78% for women and men in the age group of 20 to 64 years. Achieving this target requires a significantly higher employment rate among older employees.

Besides improving the quality of the jobs, increasing women employment rates is also a big concern of the NRP which also enhances the participation of older people in the labour market. Therefore, provisions for occupational protection will be created, respectively strengthened and the retirement age of a working group falling under the ‘Hacklerregelung’ (a special window of retirement for a specific working group) will be raised from 60 to 62 as from 2014.<sup>105</sup>

### ■ Czech Republic

Compared to the situation in Austria the Czech Republic showed a higher employment rate of the age group 55-64 years (46.5%) in 2010 according to the National Reform Programme (NRP). It is slightly below the target of the Lisbon Strategy, which was set by 50% in 2010<sup>106</sup>. Nevertheless, the Czech national employment targets for 2020 in the NRP are to increase the employment rate of employees between 55-64 years up to 55%.<sup>107</sup> Another national target is to promote lifelong learning and education strategies for older people. The national employment targets 2020 also include improving the health care provision system and services in Czech Republic.

The Czech Republic introduced the National Programme of Preparation for Ageing for 2008 – 2012 which sets government policy actions to increase the quality of life of older people. The strategy includes a ‘life course approach’ related to health issues. The government focuses its efforts to apply this approach to other areas such as education, employability, housing, etc.<sup>108</sup>

Specific policy actions taken on the reintegration of older people into the labour market refer to lifelong learning offers for older workers. Measures were also developed to provide conditions for gradual retirement as well as for employment of pensioners. Career counselling programmes and special training offers for older people are promoted by the employment programmes.<sup>109</sup> The introduced monitor system for long term sickness and disabilities for people 50+ should bring insights on how to retain older workers as long as possible in the labour market.

### ■ Germany

The German government recently introduced a new strategy on demography called ‘Every year counts’ (‘Jedes Alter zählt’) with several priorities.<sup>110</sup> The strategy will be managed by federal government in cooperation with provinces, municipalities, social partners and other stakeholders. Enhance active ageing is one of the main objectives of the strategy. Adapting framework conditions for longer working periods is an additional goal of the

<sup>103</sup> See ‘Country fiches’ on CE-Ageing Platform [http://www.ce-ageing.eu/index.php?option=com\\_content&view=article&id=12&Itemid=119](http://www.ce-ageing.eu/index.php?option=com_content&view=article&id=12&Itemid=119)

<sup>104</sup> National Reform Programmes are the main national contributions of all Member States to the EU 2020 strategy and is adapted every year.

<sup>105</sup> See European Commission (online): National Reform Programme: Austria [http://ec.europa.eu/europe2020/pdf/nrp/nrp\\_austria\\_en.pdf](http://ec.europa.eu/europe2020/pdf/nrp/nrp_austria_en.pdf)

<sup>106</sup> See European Commission, 2010a, [http://ec.europa.eu/archives/growthandjobs\\_2009/pdf/lisbon\\_strategy\\_evaluation\\_en.pdf](http://ec.europa.eu/archives/growthandjobs_2009/pdf/lisbon_strategy_evaluation_en.pdf)

<sup>107</sup> See European Commission (online): National Reform Programme: Czech Republic [http://ec.europa.eu/europe2020/pdf/nrp/nrp\\_czech\\_en.pdf](http://ec.europa.eu/europe2020/pdf/nrp/nrp_czech_en.pdf)

<sup>108</sup> See ‘Country fiches’ on CE-Ageing Platform [http://www.ce-ageing.eu/index.php?option=com\\_content&view=article&id=12&Itemid=119](http://www.ce-ageing.eu/index.php?option=com_content&view=article&id=12&Itemid=119)

<sup>109</sup> See Ministry of Labour and Social Affairs of the Czech Republic, 2008 [http://www.mpsv.cz/files/clanky/5606/starnuti\\_en\\_web.pdf](http://www.mpsv.cz/files/clanky/5606/starnuti_en_web.pdf)

<sup>110</sup> See ‘Country fiches’ on CE-Ageing Platform [http://www.ce-ageing.eu/index.php?option=com\\_content&view=article&id=12&Itemid=119](http://www.ce-ageing.eu/index.php?option=com_content&view=article&id=12&Itemid=119)

strategy. Within this focus initiatives and dialogues for age-friendly working environment is promoted. Besides the national strategy, federal states for example Saxony-Anhalt developed regional strategies for elderly that focus on work, health and care system, lifelong learning, etc.<sup>111</sup>

The NRP of Germany considers different aspects of ageing such as the prevention of poverty of elderly, the enhancement of labour market inclusion of older people and the increase of the employment rate of people between 55-64 years up to 60% by 2020. According to OECD statistics the employment rate of this age group in 2010 was 57.7%.<sup>112</sup> Even though Germany is close to reaching this main NRP target efforts still need to be taken to maintain or even further raise the employment rate during upcoming years.

The retirement age will be raised from 65 to 67 years by 2029.<sup>113</sup> Several approaches and measures for flexible working conditions for elderly are currently reviewed by the German government. The German government also passed a national regulation on family care provisions with the aim to improve the conditions of employees who require some time off for taking care of family members.

Multi-policy approaches are promoted by the German government. A cross-departmental research agenda ('Das Alter hat Zukunft') was set up targeting on new ideas, solutions and services for improving the living conditions and minimising the social exclusion of the elderly. Next to that an action programme focussing on cross-generational relationships was established in the framework of the NRP. The 'More-generation-houses' ('Mehrgenerationenhäuser') are financed and managed by the federal German government. This programme promotes multi-generational households with the aim to facilitate working and family life as well as care services.

### ■ Hungary

Though there is no specific Active Ageing programme in Hungary, a National Ageing Strategy had been developed and approved in 2009 by the Hungarian Parliament. For the implementation of an ageing policy, an additional action plan 2010-2012 was established targeting on active ageing and maintenance of life quality. One of the four priorities of the Hungarian National Ageing Strategy focuses on the promotion of active ageing and optimising the opportunities for health. Thus, the national strategy is a multi-policy approach not only combining health care and employment policies for elderly but also characterised by educational and economic dimensions. The administration in Hungary is basically much centralised. Therefore, the strategy primarily deals on national level. Nevertheless, there are several local bottom-up initiatives dealing with ageing population. Successful local approaches and initiatives have the possibility to be integrated into the national policy documents.<sup>114</sup>

In Hungary there are significant high numbers of large companies which do not have specific problems in attracting high skilled and qualified workers but small and medium size companies are often affected with this phenomenon. However, there is no specific national or regional programme dealing with this issue rather often one can find individual solutions of SMEs.<sup>115</sup>

The Hungarian National Reform Programme targets on measures improving employability and workability of elderly such as supporting longer working lives, providing access to life-long learning, developing employment opportunities for older workers, promoting business creation and self-employment and further developing sectors with the highest employment potential. Enhancing and improving well-being and equal opportunities of vulnerable groups including elderly is the main target of the social land programme - an active socio-political instrument operating in less favoured areas and settlements. Another measure under the NRP was developed aiming at the integration of the most disadvantaged (including elderly) on the labour market and improving their access to public services were developed. *'Within the framework of this measure a modern information communication system, support service and system and advisory network have been implemented that significantly improve the work opportunities of the disadvantaged in 60 settlements in Hungary.'*<sup>116</sup>

### ■ Italy

Specific national active ageing strategies do not exist but the National Reform Programme recently stressed that the employment rates of older workers in Italy is below the EU average and the participation of older people in training and lifelong learning measures are lower than in other EU countries. Therefore, positive development could be achieved by the labour market reform implemented in July 2012. Specific measures for reintegrating 50+ workers into jobs and income support will be provided. Additionally the reform provides incentives for enterprises

<sup>111</sup> Country fiche Germany, 2012, p.2, [http://www.ce-ageing.eu/images/documents/products/DE\\_Country%20Fiche\\_actualisation%202012.pdf](http://www.ce-ageing.eu/images/documents/products/DE_Country%20Fiche_actualisation%202012.pdf)

<sup>112</sup> See OECD Library 2012: Employment and Labour Markets, 2012 [http://www.oecd-ilibrary.org/employment/employment-rate-of-older-workers\\_20752342-table6](http://www.oecd-ilibrary.org/employment/employment-rate-of-older-workers_20752342-table6)

<sup>113</sup> See European Commission (online): National Reform Programmes: Germany [http://ec.europa.eu/europe2020/pdf/nrp/nrp\\_germany\\_en.pdf](http://ec.europa.eu/europe2020/pdf/nrp/nrp_germany_en.pdf)

<sup>114</sup> See 'Country fiches' on CE-Ageing Platform [http://www.ce-ageing.eu/index.php?option=com\\_content&view=article&id=12&Itemid=119](http://www.ce-ageing.eu/index.php?option=com_content&view=article&id=12&Itemid=119)

<sup>115</sup> ibid

<sup>116</sup> European Commission (online): National Reform Programmes: Hungary, April 2012, p. 145: [http://ec.europa.eu/europe2020/pdf/nd/nrp2012\\_hungary\\_en.pdf](http://ec.europa.eu/europe2020/pdf/nd/nrp2012_hungary_en.pdf)

when hiring long term unemployed 50+ people as well as longer duration for job protection measures and unemployment benefits for people over 50 years old will be implemented by 2016.<sup>117</sup>

Currently the retirement age is 65 for men and 60 for women as described above in chapter '2.2. Economic, social and governance settings'. However, the Italian statutory retirement age in Italy will be gradually increased to 66 years by 2018 and an equal statutory retirement age of women and men will be also introduced. In 2009 a key provision was developed fully combining income from work and pension by reform efforts under the National Reform Programme.<sup>118</sup> In order to limit early retirements, incentives for employers hiring older people 55+ were also recently established.

In regard to family and household structures the Italian Government recently launched a National Plan for the Family prioritising new household patterns beyond the traditional nuclear family structures. Larger households with few children, with people with disabilities, non-autonomous elderly, etc. will be supported and empowered through several services and interventions. Those interventions can strengthen the inter-generational relationship and foster societal inclusion of elderly.

Furthermore the Government set efforts in a multi-policy approach in the field of public health system. Overcoming the hospital-centric approach and shifting health services to a new health related socio-economic vision targeting on improved home care services in order to maintain elderly and care recipients as long as possible within their familiar environment.

### ■ Poland

In June 2012 the Polish president signed a law for extending the age for retirement to 67 years equally for women and men in order to counteract the current and future social and economic challenges. Besides this policy action in order to cope future trends, the Polish Government has already adapted a programme in 2008 called 'Solidarity of generations 50+' (Solidarność Pokoleń. Działania na rzecz aktywizacji zawodowej osób w wieku 50+). This programme brought considerably results within a short period. E.g. the average age of retirement was increased from 57 to 59 within two years and the employment rate of people between 55 and 64 increased from 31.6% (in 2008) to 34% in 2011. Additionally the rate of older workers in training who improved their skills and qualification increased. The overall objective of this specific programme is to achieve 50% employment rate amongst people between 55-64 years by 2020. The programme is monitored and updated on regular basis.<sup>119</sup>

One of the main objectives of the Operational Programme Human Capital 2007-2013 was to promote entrepreneurship and self-employment where an important target group are people over the age of 50. This strategy targets on improved access to information and promotion of entrepreneurship and providing incentives. Concrete measures for older workers (and low-skilled workers) under the National Reform Programme (NRP) for reaching the EU 2020 goal are to implement lifelong learning strategies, enhancing apprenticeships and vocational training and education programmes.<sup>120</sup> Additionally, the National Action Plan for Employment 2009-2011 focuses on strengthening the social position of people over 50 by certain measures such as increase the adaptability of companies which hire people over 50 and also promotion of lifelong learning (LLL) strategies and stimulate and attract more elderly for labour force participation as well as for LLL strategies.

### ■ Slovak Republic

A comprehensive strategy for active ageing is currently under preparation and is expected to be finalised in the second half of 2012. Nevertheless there are several national strategies and partial measure focussing on population ageing of Slovak Republic. Back in 1999 the National Programme for Protection of Elderly People was approved. Primarily the programme was focussing on social and health issues such as care and support services for elderly in order to increase social participation. The national project 'Strategy for Active Ageing' was prepared in 2009 by the Slovak Ministry of Labour, Social Affairs and Family aiming to increase the work force participation of older people as well as maintain older workers as long as possible in the Slovak labour market.<sup>121</sup>

Moreover, within the National Reform Programme of the Slovak Republic 2012 several measures on employment, social and health policies will be implemented. Those measures include: awareness raising of general public and professional groups on the value of elderly to the economic and social system; foster lifelong learning strategies and especially increase the participation of elderly in the University of Third Age which is an innovative and successful concept in Slovak Republic. Increase the employment rate of women and men between 20-64 years

<sup>117</sup> See 'Country fiches' on CE-Ageing Platform [http://www.ce-ageing.eu/index.php?option=com\\_content&view=article&id=12&Itemid=119](http://www.ce-ageing.eu/index.php?option=com_content&view=article&id=12&Itemid=119)

<sup>118</sup> See European Commission (online): National Reform Programmes: Italy [http://ec.europa.eu/europe2020/pdf/nrp/nrp\\_italy\\_en.pdf](http://ec.europa.eu/europe2020/pdf/nrp/nrp_italy_en.pdf)

<sup>119</sup> See 'Country fiches' on CE-Ageing Platform [http://www.ce-ageing.eu/index.php?option=com\\_content&view=article&id=12&Itemid=119](http://www.ce-ageing.eu/index.php?option=com_content&view=article&id=12&Itemid=119)

<sup>120</sup> See European Commission (online): National Reform Programmes: Poland [http://ec.europa.eu/europe2020/pdf/nrp/nrp\\_poland\\_en.pdf](http://ec.europa.eu/europe2020/pdf/nrp/nrp_poland_en.pdf)

<sup>121</sup> See 'Country fiches' on CE-Ageing Platform [http://www.ce-ageing.eu/index.php?option=com\\_content&view=article&id=12&Itemid=119](http://www.ce-ageing.eu/index.php?option=com_content&view=article&id=12&Itemid=119)

up to 72% by 2020 is one of the main goals of the National Reform Programme due to the fact that the employment rate is below the EU 27 average and currently around 64%. In order to increase the rate a special priority will be given to increase the participation of elderly in the Slovak labour market.

The Slovak Republic made some efforts on linking different policy fields in the context of solutions for ageing population. In 2008 the Government Council for Seniors was established as an advisory and coordinative body of the Slovak Government linking different policies in the field of health, social, education and economy in order to enhance equal opportunities and welfare for senior citizens.

Under the National Reform Programme (NRP) concrete measures were set in order to supporting employment of elderly people and more justice in pensions. The early old-age pension system has been improved and implemented in January 2011. According to that only people who have no income or who do not have compulsory pension insurance policy can apply for the early old-age pension. Elderly workers are going to be more motivated to stay as long as possible in the labour market but the government also adopted measures for elderly beyond the labour market in order to improve well-being of elderly. The old-age pensioners Christmas bonus was increased for low-income pensioners. The assessment basis of the bonus was the level of the income of the pensioners. Therefore the gap between low- and highest-income pensioners was reduced.<sup>122</sup>

### ■ Slovenia

Measures promoting active ageing in Slovenia were adopted in 2010 by the government and include among others active labour market measures for older workers and improving Public Employment Services (PES). Further on the provision of education and training especially for older employed as well as unemployed older people is one of the main targets in order to raise their competences and skills. The average of elderly involved in lifelong learning and training measures was only around 5.4% in 2008 and compared to other EU 27 countries far too low. Besides these measures, a comprehensive campaign for public awareness raising in order to deconstruct negative stereotypes of older people has also been implemented in 2008.<sup>123</sup>

Ageing issues are also an important part of the Slovenian National Reform Programme 2012 and within this framework the pensions system should be reformed. The first proposition included flexible working hours for older workers and gradual withdrawal from the labour market but has been rejected at a referendum. Additionally to the National Reform Programme a new national strategy 'Ageing, Solidarity and Good Intergenerational Relations' is currently prepared and expected to be adopted within 2012. In terms of intergenerational/cross-generational approaches, the new Act on Labour Market Management published a lifelong learning career guidance fostering mentorships for efficient exchanges of skills, knowledge and experiences of elderly with young people entering the labour market. Furthermore, actions for enhancing employability of elderly such as promoting new employment for unemployed or hard to employ elderly or government subsidies and reimbursement for social contributions to employers who employ older workers, have recently been introduced.

The recently introduced 'mentorship scheme' under the National Reform Programme targets on knowledge and skills exchange and preservation in terms of passing working experience from older workers who will soon leave the regular labour market on the one hand to young unemployed people, and on the other hand to new employees perfectly introduce them into the working process.

Furthermore funds will be increased for providing further education and training, especially informal learning, for older workers and low-skilled persons in order to guarantee a higher inclusion of this specific group into lifelong learning qualifications.<sup>124</sup>

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<sup>122</sup> See European Commission (online): National Reform Programmes: Slovakia [http://ec.europa.eu/europe2020/pdf/nrp/nrp\\_slovakia\\_en.pdf](http://ec.europa.eu/europe2020/pdf/nrp/nrp_slovakia_en.pdf)

<sup>123</sup> See 'Country fiches' on CE-Ageing Platform [http://www.ce-ageing.eu/index.php?option=com\\_content&view=article&id=12&Itemid=119](http://www.ce-ageing.eu/index.php?option=com_content&view=article&id=12&Itemid=119)

<sup>124</sup> See European Commission (online): National Reform Programmes: Slovenia [http://ec.europa.eu/europe2020/pdf/nrp/nrp\\_slovenia\\_en.pdf](http://ec.europa.eu/europe2020/pdf/nrp/nrp_slovenia_en.pdf)

## CE-Ageing Platforms' regional pilots

This chapter informs on the latest development within the pilots implemented under **WP4 'Age-Partnership Actions'** and **WP5 'Age-SME Interventions'** with the 'cutting' date of 15 October 2012.

Next to the pilots described below, a wide range of dissemination events, regional demographic workshops and conferences aiming at awareness raising of ageing society/demographic changes as well as of the role of human capital, promoting innovative actions for adapting cities/regions to the needs of older people and discussing framework conditions for knowledge development in the regions are currently being organized by the project partners in their regions. Field surveys (questionnaires on e.g. management of age diverse workforce, good practices on knowhow transfer between young and older workers) among SMEs and regional labour offices, in-depth interviews as well as intensive individual consulting in the companies are conducted under WP4 'Age-Partnership Actions' and WP5 'Age-SME Interventions'.

All findings and results from the regional pilots and other events organised within the project (thematic/expert workshops, exchange and policy learning seminars; peer reviews; annual international CE-Ageing conferences) and actions (country fiches, project e-newsletters, document database, related media work with press conferences) are integrated in the final output of the project - in the joint transnational CE-Ageing Strategy.

**WP4 'Age-Partnership Actions'** is divided into two actions.

The action 1 comprises the development and realisation of two regional ageing strategies aiming to improve regional framework conditions for the ageing society; to better use of existing endogenous potentials of an increasingly diverse and ageing workforce; and to raise awareness on demographic change. The topics covered by regional ageing strategies developed in the rural area of Saxony-Anhalt region (Germany) and in Upper Austria (Austria) include all relevant policy areas and aim to help to strengthen SMEs, big companies as well as regional authorities to better handle the effects of demographic change in the regions of Saxony-Anhalt and Upper Austria. The action 2 is related to the creation of two platforms establishing and implementing regional training concepts (RTC) in the Liberec region (Czech Republic) and in the Slovak Republic. Both platforms seek to foster cooperation between SME's, training institutions and regional policy makers in order to survey, establish and finally to implement the regional training concepts targeting older workers (employed, unemployed 45+). Those innovative pilots demonstrate the necessity and main benefits of setting up complex/consistent regional training systems for older workers 50+ and should be validated by regional authorities. The idea is to transfer the tested training concepts also to other regions in the Czech and the Slovak Republic.



Oberösterreich

### **Regional Ageing Strategy Upper Austria (by the Chamber of Labour Upper Austria, Linz, Austria)**

The pilot aims to develop the regional ageing strategy for Upper Austria, which will include tailored-made 'guidelines for companies' and the 'catalogue of measures and offers' promoting good and productive ageing in Upper Austrian companies. Offers/measures for e.g. working conditions, values, motivation, attitude, qualification, health will be included in the catalogue. The development of the regional ageing strategy is based on effective operation of an existing network structure, synergies of the network 'Winning age. Getting future!' and know-how of involved regional and international partners. The whole process of the development is accompanied by Michaela Erkl-Zoffmann and follows the concept of the 'house of work ability' by Juhani Ilmarinen.

The pilot duration is 30 months (January 2011 - June 2013). The target group includes regional SMEs, big companies, HRD managers, regional / local key players and stakeholders as well as people at working age (45+). The Age Strategic Group consisting of 19 regional key players/stakeholders (including the representative of the Territorial Employment Pact Upper Austria) has been established and two strategic meetings of the group already organised. Five out of six foreseen age strategy workshops took place and the last one will be held in first half of 2013. Established Learning Partnership, consisting of 40 companies and other regional institutions, discussed their experiences towards work ability at three partnership workshops in 2012. One of two planned regional conferences, titled 'Images of Ageing and Ethics in times of demographic change' was organised in Linz, Austria on 9 May 2012 in order to present the results of the workshops to broader audience (65 participants in total). The development of the 'Catalogue of Measures and Offers' is in its finalisation phase and the 'Guidelines' are currently under the preparation.

Several promotional materials (e.g. folder for companies, roll-up, DVD 'Images of Ageing', opener 'the cracked jar') and the awareness raising campaign 'Well Ageing' (financed by regional network partners) were already produced.



### **Regional Ageing Strategy Saxony-Anhalt (by the Ministry of Labour and Social Affairs Saxony-Anhalt, Magdeburg, Germany)**

Within this pilot, implemented by the Ministry of Labour and Social Affairs Saxony-Anhalt in the period April 2011 - June 2013, a regional ageing strategy for Saxony-Anhalt is under the preparation. The strategy will address respective socio-economic changes and aim to improve the regional framework conditions, bringing in how rural areas can cope with demographic changes via a broad network. Additionally, the strategy seeks to raise the awareness of regional and local decision makers and to improve regional framework conditions for the ageing society.

Public administrations and authorities at regional/local level, universities, public associations and companies operating in the region Saxony-Anhalt will valueate from the strategy and planned action plan, which will be based on the existing concept ('Seniorenpolitisches Program' of the federal government of Saxony-Anhalt).

So far, two demographic workshops ('Strategies how to handle the demographic change in the field of youth work in rural districts' on 17 May 2011; and 'The demographic change and ageing in the region of the Börde district – different political and practical approaches how to deal with it' on 6 December 2011) were held in Haldensleben, Germany, targeting more than 140 participants in total. The next demography workshop, titled 'Living and housing in older age' is scheduled in Magdeburg on 21 November 2012 and topics such as new ways of living and housing for ageing people will be discussed. In total, five workshops are planned in all counties of Saxony-Anhalt in order to assure learning process between regional stakeholders and to identify and promote best practices. The remaining two workshops with policy makers are planned in the period February – April 2013.

An action plan, putting the developed Regional Ageing Strategy Saxony-Anhalt into action, is under the preparation with selected partner university (Magdeburg-Stendal University of Applied Sciences, Department of Social and Health Studies) and consists of analysis of the state of art, existing concepts and best-practice examples, identification of relevant, helpful and missing statistical researches, identification of relevant and affected aspects (framework conditions) and the establishment of regional networks and dialogues. The manual 'How to create an age friendly environment' as well as the thematic guideline and the checklist for elderly-friendly municipalities on active ageing is available in draft version and will be finally included in the Regional Ageing Strategy Saxony-Anhalt.



### **Regional Training Concept in the Slovak Republic (by the Regional Development Agency Senec-Pezinok, Bratislava, Slovak Republic)**

The Slovakian pilot, implemented in the period May 2011 – December 2012, aims to establish a common platform on ageing in the country in order to strengthen the links between business sector, training and research institutions, decision makers and other actors as well as provide links between services provided by labour market institutions. Developed regional training concept targeting unemployed jobseekers 50+ (the pilot's target group) will lead to improved services for the target group and better quality of established training offers; up-graded skills and knowledge of the target group according to the needs of the SMEs; and to new services and state-of-the-art vocational training offers for the region/ target group.

In the period May 2011 – January 2012, a concise analysis on training needs including intensive communication and research was done in cooperation with 46 Regional Offices of Labour, Social Affairs and Family across the Slovak Republic. The evaluation of the questionnaire survey (34 regional labour offices contributed to the survey, 73,9% participation) was elaborated in January 2012 with detailed recommendations for the regional training concept. Additionally to this survey, a series of consultative meetings organised at NUTS III level with the representatives of the regional labour offices and self-governing regions were held.

Furthermore, the Slovakian Training Platform, composed of relevant representatives from the ministries, self-governing regions, research institutions, social partners, NGOs and universities, has been established as well as the structure of the regional training concept based on skills forecasts and labour market/SME needs was proposed in April 2012. In upcoming months (October - December 2012), a number of proposals from establishing internal norms and legislative changes will be discussed with selected policy makers and other stakeholders at the three roundtables (a selection) and then included in the regional training concept:

- Separate dealing with target group 50+ in the labour offices services (a proposal for internal norm implemented by the Regional Offices of Labour, Social Affairs and Family, ROLSAFs);
- Facilitation of employers to be aware of advantages/bonuses in employment of 50+ (a creation of bonuses system and negotiation with employers);
- Compulsory training through lifelong learning of employees in all professions (negotiation with social partners, which should result in respective legislative proposal);
- Individual carrier guidance for target group with suitability of training module (a tailored training of ROLSAFs staff);
- Recognition of informal learning and non-formal training and practice (a legislative proposal);
- Increasing of ROLSAFs independent competences – tailor made trainings;
- Obtaining other financial sources for ROLSAFs activities: training of ROLSAFs staff, etc.

**Regional Training Concept in Liberec region (by the Bridge to Education, o.s., Benecko, Czech Republic)**

The pilot action, implemented in the rural area of North West Bohemia for 24 months (February 2011 – December 2012), develops and tests the impact of innovative training concept in selected SMEs in the Liberec region with a focus on life-long learning and benefits of high-educated staff for companies and prepares a methodology on how to effectively create networks of SMEs and training providers in the region. Finally, training courses will be conducted partially in companies and partially in villages in order to remove barriers for the target group, such as missing transportation means in rural areas.

Own training concept development is based on the successful implementation of the life-long learning modular system realised in Euroregion NISA, titled 'With Krakonoš at SME's', aiming at elimination of uneven status in the access to life-long education.

In 2011, two questionnaires targeting HR professionals/management of SME's and older workers 50+ were developed and analysed in order to assess the strengths and weaknesses of the target group's work; incorporate views of management and HR specialists of SME's on the target group 50+; and to determine weaknesses of the target group 50+. Following the analysis of the questionnaires (based on the feedback from 92 SME's representing in total 2814 employees, out of which 1027 employees belong to group 50+), the development of the training concept took place and the selection of appropriate persons for training, relevant SMEs and municipalities was executed. The proposed training concept for the target group includes 10 accredited training courses at the place of residence provided by the employer, including training modules improving basic IT skills and internet skills (enhanced ability to work with information) as well as improving communication skills and increasing self-confidence of the target group. In total, 100 persons belonging to group of 50+ should be trained in the tailored-made courses.

In October 2012, the tender procedure for realisation of the training courses was concluded and first 6 courses (out of 10) started in two villages and two SMEs. The evaluation of the training and the impact on the target group is carried out ongoing and will be concluded by the end of 2012.

**WP5 'Age-SME Interventions'** is divided into five pilots organised in direct cooperation with SME's and aims to implement measures/services individually targeting the needs of SME's. The objectives of the actions are to improve the employability of older workers by establishing cross-generational HRD strategies, by contributing to enhanced work-life balance as well as by implementing age/diversity management. The three topics covered are recognised by project partners as the most relevant in adapting to economic and social change. Two of the topics are approached by two regions each (Styria/AT and Moravia-Silesia region/CZ; and Podravje region/SI and Central Transdanubia/HU), whilst the action dedicated to work-life-balance is covered by one region (Katowice/PL).



**Cross-Generational Competence Management in Styria (by BAB Management Consulting Ltd., Graz, Austria)**

The cross-generational competence management (CM) pilot, implemented in two Styrian sub-regions, is using two approaches to master the challenges of demographic change in the region effectively: i) Tailor-made consulting for implementing cross-generational competence management via supporting selected CEO and HRD-managers in developing long-term cross-generational HRD-strategies; and ii) Establishing a HRD-Age-network for SMEs (especially for HRD managers/CEOs) in order to exchange information about existing HRD strategies and programmes, CM and best practices.

In the acquisition process, approximately 100 companies were contacted via mail and/or phone and 25 on-site appointments and in-depth interviews were held. As a result of this intensive communication process, 17 companies (68% of all visited companies) are finally involved in the pilot activities, executed in the period May 2011 - December 2012. Selected companies with various sizes (5 – 250 employees) represent the following industrial fields: 4 companies are active in the healthcare sector; 6 companies in tourism; and 7 in metal processing and production. Individual consulting is based on the needs and wishes of chosen SMEs and its duration depends on the size and requirements (in average 3 to 8 days of individual consulting). The consulting process primarily includes 'age structure analysis' as a starting position for consulting process; mentoring; introduction of (cross-generational) mentoring programmes and work ability coaching as a standardised tool to examine personal work ability. Currently, the process optimisation is planned to be elaborated in 7 companies, cross-generational collaboration including empowerment of cross-generational teamwork, age-appropriate leadership and processes and structures among departments with respect to age structure will be further developed in 3 companies. Additionally, the improvement of collaboration and cross-generational knowledge transfer and knowledge management will be consulted in another 3 companies.

Within the HRD-AGE network, intensive discussions on existing HRD strategies programmes are held, individual competence management developed and cross-company, cross-regional and cross-border exchange of information established. The network aims to develop a joint programme (a guideline) 'Competence Management for HRD-professionals' based on the outcomes from the individual consulting in SMEs.

Meetings with regional players, e.g. social partners and EU regional management are organised on regular basis in order to disseminate the CE-Ageing Platform and raise awareness of the effects of demographic change in industry and companies.



### **Cross-generational HRD Strategy in Moravia-Silesia (by RPIC-ViP Ltd., Ostrava, Czech Republic)**

The main aim of the pilot, implemented in the region of Moravia-Silesia, is to develop a cross-generational HRD Strategy in order to improve the employability of older workers in the SMEs by individual co-operation with SMEs (finally developing 15 tailored-made cross-generation HRD strategies for SMEs) and by providing soft competencies trainings in the companies developing their cross-generational understanding and respect. All innovative activities, targeting not only older workers 50+ in the companies, but also SMEs managers and younger colleagues (under 30 years old), are carried out in the period April 2011 – March 2013.

A methodology of surveying SMEs and their employees with regard to cross-generational human resource development has been already developed with an aim to gather information on SMEs managers' opinions on employability of people 50+ in their companies on one hand and to investigate the future working prospects of 50+ employees in SMEs on the other hand. An e-mail invitation to participate in online survey was delivered to 1106 SMEs (sized 10 to 249 employees). Additionally, intensive telephone contacts were maintained with SMEs in order to increase low response rate. The pilot promoter gathered 199 responses from contacted SMEs by the end of December 2011 and 8 SMEs presented their interest in the HRD ageing strategy and/or cross-generational team building, which are offered within the pilot. During the whole year 2012, indoor and outdoor cross-generational trainings (team buildings) and consulting workshops in finally 15 selected SMEs from the region are organized in order to develop the soft skills of the target group (50+ employees, younger colleagues under 30, SMEs managers), such as cooperation, communication, exploring and orientation in information, flexibility and problem-solving. The team buildings last 2 days each and will be organized until the end of February 2013.

The training experiences from the point of age versus personal characteristics will feed into the customized HRD cross-generational strategies for SMEs. All recommendations for better use of 50+ workers potential will be included in the HRD cross-generational strategy and finally a 'best practice' publication on the pilot results will be published in March 2013.



GLÓWNY  
INSTYTUT  
GÓRNICZWA

### **Work-life Balance in Katowice region (by Central Mining Institute, Katowice, Poland)**

The 'work-life-balance' pilot aims to diagnose the situation of workers 50+ on the labour market in terms of their employability as well as joblessness aspects. Further the barriers limiting the employment of persons 50+ and the manners of limitations will be indicated. The pilot, implemented from March 2011 till June 2013, is divided into 2 parts: a) a conduction of interdisciplinary research concerning literature review, statistical data survey, questionnaire investigation and in-depth interviews; and b) a provision of educational and promotional advisory activities. The target group of the pilot includes primarily SMEs/ HRD managers, training institutions, employees 50+, unemployed 50+ and local public authorities.

The status-quo of older workers 50+ at the labour market was examined via questionnaire surveys (in total 525 respondents from SME, employees 50+ and unemployed 50+) and concluded in July 2012. A comprehensive document 'Information concerning situation of people 50+ on the Polish labour market in terms of demographic change (state in 2011 with forecast till 2060)' was issued in October 2011 and the pilot website (<http://ageingplatform.gig.eu/>) informing about the most recent developments (in Polish) was announced in November 2011.

Four thematic trainings (out of 5 planned) were conducted in the region with a focus on labour market policy in EU/Poland for older workers 50+, qualifications and professional competences, factors modernizing regional labour market and social cooperatives. In total 80 representatives from labour market and research institutions, local authorities, students, entrepreneurs, employed and unemployed 50+ took an active part in free moderated discussions. The last thematic training, covering the topic of flexible forms of work and employment, will be organized in Katowice on 30 November 2012. Finally, the outcomes of the trainings will be analyzed and will contribute to the development of diagnosis with prognosis elements for older persons on the regional labour market.

Currently, 50 in-depth interviews with selected stakeholders (representative of labour market institutions, science, local authorities, and entrepreneurs, employed and unemployed 50+) are under the procedure and will be accomplished in November 2012. The results from the online interviews as well as an analysis of research findings from the survey will be published in June 2013. Two regional conferences are foreseen in order to assure the promotion and the pilot's results dissemination in the country. The first conference is planned in Katowice on 19 October 2012 with a strong political support by the member of European Parliament (MEP), Ms. Malgorzata Handzlik. In June 2013, the second regional conference will be held in order to present the final products of the

pilot: a) a monograph describing the results of the research, trainings and counselling (with English abstract as CD-Rom), and b) a declaration of key stakeholders confirming their will to contribute jointly to minimalisation of negative effects of demographic change in the Katowice region.



**Age&Diversity Management in Podravje region (by Economic Institute Maribor, Human Resource Development Centre, Slovenia)**

The pilot entitled 'Power of Age Diversity' (April 2011 – April 2013) aims to develop training activities for SME/HRD managers from the Podravje region (northern part of Slovenia) to change attitude toward age diverse workforce and to promote its potential. Furthermore, the pilot seeks to raise the awareness for employability of ageing population in order to make better use of existing potentials of diverse and ageing society in the CE-regions and to reduce regional disparities and spatial segregation of the target group.

In order to get an overview about the training needs in the region, a questionnaire with set of questions on management of age diverse workforce was prepared and distributed to 430 SMEs covering different sectors (industry, third sector) by the end of 2011. Due to very low response rate (14 completed questionnaires), additional research on concepts and good practices on intergenerational cooperation in companies had to be executed. A 'Regional Age and Diversity Management Report' was published in January 2012 including primary and secondary data collected via questionnaires and interviews.

A draft of the curriculum for training programme on active ageing practice in companies was prepared and the programme should be tested at SMEs managers and HRD responsible persons at the beginning of 2013. Currently, an eProgramme (online) adapted to the needs of the senior population promoting their employment, more positive attitude towards senior population on the labour market and raising awareness on benefits of age diversity is being elaborated.



**Közép-Pannon  
Nonprofit Kft.**

**Age&Diversity Management in Central Transdanubian region (by Central-Transdanubian Regional and Economic Development Non-profit Company, Szekesfehervar, Hungary)**

The pilot 'Knowledge transfer through cross-generation co-employment in SMEs in the Central Transdanubian region' targets primarily older employees (45+) of local SMEs, SMEs/HRD managers and training institutions. Within a cross-generational mentoring programme developed in the period February 2011 - February 2013, 25 older workers facing retirement from 10 SMEs become a personal mentor - a young trainee in order to share professional knowledge and work experience. Following the principle 'young meet old' and dividing the working hours, the older employees have less workload for the same salary and the young trainees gather professional experience and moderate payment provided by the Regional Employment Centres (a subsidy programme for trainees).

A preparatory meeting with regional stakeholders, establishing a regional advisory group, was organised on 27 October 2011. The advisory group is responsible for the revision of the professional outputs of the pilot and further dissemination of the results. In total, three seminars for different regional stakeholders were organised in order to collect ideas and to learn how to deal with ageing topic at the workplace. A short questionnaire, aiming to investigate existing good practices and the companies' demands, was distributed to 37 participants/employers at the seminar on 15 February 2012. Under the title 'Active ageing in the region', existing policies and good practices were discussed with 13 community leaders, activists and NGOs on 11 April 2012. Finally, the series of seminars mapping the best practices was concluded on 15 June 2012 by a meeting with local policy makers. Results of the seminars as well as findings from the survey will feed in the regional cross-generational HRD strategy prepared in cooperation with SMEs.

The procedure of selecting relevant SMEs participating in the cross-generational mentoring programme was concluded and 25 employees and young trainees chosen. The currently realised training programme in the 10 SMEs (covered sectors: education 3; assembling, engineering 3; consultancy 4 and 1 agriculture – fishery) is combined with a special block dedicated to effective mentoring (how to transfer knowledge effectively to the trainee), intergenerational cooperation at workplace, developing interpersonal skills at workplace and problem solving at workplace. Additionally, customised training for directors and HR managers focusing at the age-friendly workplaces and developing corporate health plans is under the procedure.

**Best practice examples  
(in alphabetical order per name in English language)**

The majority of links provided do inform on the practices in the language in the land of origin.

**A**

- Active after 50 - Career orientation and employment programme for unemployed** (Slovenia; [www.eim-mb.si/en/index.html](http://www.eim-mb.si/en/index.html)): A pilot training programme activating the target group of 50+ potentials such as mental, motivation, communication, innovation, problem solving capacity, new situation adaptation, work organizing and planning; enabling employment and active integration of 50+ to the labour market.
- Active senior in the net** (Aktywny senior w sieci; Warsaw, Mazovia/Poland; [www.utw24.pl](http://www.utw24.pl)): IT training courses for persons 55+; supporting social engagement of elderly.
- Active 50+** (Aktywni 50+; Katowice/Poland; [www.aktywni50.pl](http://www.aktywni50.pl)): Support of older workers aged 50+ in the SMEs in order to prevent them from the discrimination on the labour market and to brake the stereotype thinking about older workers.
- Adaptation strategy of the municipality 'Hohe Börde' to demographic change** (Anpassungsstrategie der Gemeinde Hohe Börde an den demografischen Wandel; Saxony-Anhalt/Germany; [www.hoheboerde.de/upload/dokumente/demografischer\\_wandel/Anpassungsstrategie\\_HoheBoerde\\_Endfassung.pdf](http://www.hoheboerde.de/upload/dokumente/demografischer_wandel/Anpassungsstrategie_HoheBoerde_Endfassung.pdf)): An adaptation strategy of the city of Hohe Börde on how the municipality with its 14 villages can react to the demographic change and ageing; a strategic concept how the intergenerational life and demography can be handled and organized (first priority, interdisciplinary and practical implementation).
- Ageing Workers Awareness to Recuperate Employability – AWARE** (Province of Trento/Italy; [www.esfage.eu/network-products/italy/education-and-training/projects/ageing-workers-awareness-recuperate](http://www.esfage.eu/network-products/italy/education-and-training/projects/ageing-workers-awareness-recuperate)): Improving employability and career options of older workers (2004-2007); supporting the match between labour supply and demand; social partners and local stakeholders' involvement.
- Age Management and the follow-up Age Management: a Virtual Marketplace for mutual learning in the service sector** (Age Management: un Virtual Market Place per il mutuo apprendimento nei servizi; Veneto region: Venezia, Vicenza, Verona, Treviso, Belluno, Padova/Italy; [www.agemanagement.it](http://www.agemanagement.it)): Guidance; training and employment services for employees 45+ and job seekers; job matching; age management business services in SMEs; age management help desk; corporate social responsibility; promotion of social engagement in 'age management culture'.
- Age on plus** (Z wiekiem na plus; Warsaw, Mazovia/ Poland; [www.zarządzaniemwiekiem.pl](http://www.zarządzaniemwiekiem.pl)): Development of age management strategies including a catalogue of activities for recruiting older workers; a special focus dedicated to opportunities of older workers on the actual labour market.
- Alliance for work** (Sojusz dla pracy; Łódź/Poland; [www.sojuszdlapracy.pl](http://www.sojuszdlapracy.pl)): Created integrated system of vocational trainings and psychological workshops under the EQUAL project; retraining; life-long learning for employed 50+; changing social attitude particularly of working people 50+; creating new employment prospects in institutions or NGOs and strengthening of cooperation in the Łódź region.
- Alternative** (Alternativa; Czech Republic; [www.projekt-alternativa.cz](http://www.projekt-alternativa.cz)): Assuring qualified and flexible working force for companies with flexible working contracts; consulting services for disadvantaged groups including older workers/unemployed 50+; targeted jobs portal; age-management.
- Arms of Salvation** (Náruč záchrany; Bratislava-Dúbravka, Solčany/Slovak Republic; [www.sancaoz.sk/content/naruc-zachrany](http://www.sancaoz.sk/content/naruc-zachrany)): Centres of social services for seniors and juniors with temporary housing possibilities for mothers, kids and seniors - bridging three generations; social inclusion and social engagement.
- Awareness and Activation for the Problems of Older Employees in the Region** (Sensibilisierung und Aktivierung für die Probleme älterer Erwerbspersonen in der Region; Germany; [www.inifes.de](http://www.inifes.de); [www.soestra.de](http://www.soestra.de)): Informing, sensitizing and activating the regional public and stakeholders regarding the problems of older workers in the form of events, publications and initiatives for people threatened with unemployment,

**B**

- Benefit from maturity** (Zysk z dojrzałości; Poland; [www.zysk50plus.pl](http://www.zysk50plus.pl)): Actions for improving work activation of persons 50+; age management strategies; 50+ employment promotion rising the employability level of persons 50+ in Poland; changing stereotypes concerning old persons hiring, best practices dissemination, transfer of activation 50+ methods.
- Brighter Futures – Supporting Later Life** (Scotland/United Kingdom; [www.mentalhealth.org.uk/our-work/training/brighter-futures/](http://www.mentalhealth.org.uk/our-work/training/brighter-futures/)): A pilot peer mentoring service for isolated older people run by the Mental Health Foundation; improving the quality of life of isolated older people; enhancing their social networks and improving their mental health; volunteering.
- Building the bridge between old and young** (Ein Brückenschlag zwischen Alt und Jung; Styria/Austria; [www.verwaltung.steiermark.at/cms/beitrag/11725055/74837506](http://www.verwaltung.steiermark.at/cms/beitrag/11725055/74837506)): This initiative, coordinated by Volkshilfe Bruck an der Mur, allows contact between young and older people to learn from both generations to create a new connection and understanding.
- Busdriving - a job for a lifetime** (Busfahren - ein Lebensberuf; [www.sabtours.at](http://www.sabtours.at) (contact via Netzwerk 'Älter werden. Zukunft haben!'; email: [projektbuero@akooe.at](mailto:projektbuero@akooe.at)); Wels/Upper Austria): An initiative implemented in the SAB Tours Touristik GmbH; assuring healthy working conditions for bus drivers; life-long learning – training and development for employees (seminars, coaching).

**C**

- Club TI Women** (Klub žen TI Automotive; Liberec region/Czech Republic; [www.tiautomotive.com/](http://www.tiautomotive.com/)): Targeted seminars/thematic trainings organised for employees/women 50+ in the TI Automotive AC company; intergenerational dialogue; social empowerment; work-life-balance.

**Collector of Working Force-Specific Personal Agency** (Kolektor pracovnej sily – špeciálna personálna agentúra; Bratislava and Lučenec/ Slovak Republic; [www.rrasenec-pezinok.sk](http://www.rrasenec-pezinok.sk); [www.rra-lc.sk](http://www.rra-lc.sk)): Promoting social inclusion; education of unemployed job seekers in the Labour Force Collector with focus on disadvantaged groups on the labour market 50+; employment of other marginalised group of unemployed persons; active employment policy promotion; career counselling; active labour market measures.

**Cooperation with retired experts** (Slovenia; <http://web.paloma.si>): Workshops with employees organised at the PALOMA d.d. discussing meaning of knowledge management, transfer and intensive cooperation with older innovators resulting in the development of new production line.

**Connecting Knowledge** (Povežimo znanje; Slovenia; [www.center-rcv.org/index.php?id=1690](http://www.center-rcv.org/index.php?id=1690)): Researching concepts and good practices of intergenerational cooperation in working environment (mentoring, mixed working teams, generational management, job rotation, talent management, flexicurity); dissemination activities, seminars for employers and counsellors at the employment service and broad public.

**Connecting younger second language learners and older bilinguals: Intergenerational, intercultural encounters and second language development** (Australia; [www.arts.monash.edu.au/intergenerational/](http://www.arts.monash.edu.au/intergenerational/)): Bringing together upper secondary school learners of Chinese, German and Spanish with older speakers of the language, promoting mutually beneficial intercultural, intergenerational encounters; greater social engagement resulting in an enhanced sense of empowerment, wellbeing and self-esteem.

**Cont@ct.top 'Vision instead of pension'** (Cont@ct.top - Förderprogramm für Arbeitsuchende Aktivierung zukünftiger Arbeitgeber; Carinthia/Austria; [www.contact-us.at/contact-top.html](http://www.contact-us.at/contact-top.html)): Tailor-made qualification and trainings including health supporting activities of the target group of experienced 45+, offered by the Institute for social sciences intervention (Institut Sozialwissenschaftliche Intervention); mentoring, re-integration of older workers.

**Council of Seniors** (Rada seniorov; Bratislava, Levice, Nitra, Martin, Topoľčany, Košice, Petržalka, Banská Bystrica, Liptovský Mikuláš/Slovak Republic; [information\\_to\\_be\\_gathered\\_via\\_senior@bratislava.sk](mailto:information_to_be_gathered_via_senior@bratislava.sk)): Supporting and protecting seniors, providing centrally based information and inputs on lifelong learning, age-management strategies, supporting social engagement and monitoring of EU policies and materials on ageing.

## D

**Dance group Orchidea** (Tanečná skupina Orchidea; Bratislava/Slovak Republic; [www.ksh.sk](http://www.ksh.sk)): Intergenerational cooperation; promotion of active ageing.

**Desire for work, not waiting in frustration** (Arbeitslust statt Wartefrust; Carinthia/Austria; [www.4everyoung.at](http://www.4everyoung.at)): Offering opportunities to unemployed people to find a job in order to earn own money and additional pension entitlements.

**Diversity Charter** (Carta per le pari opportunita' e l'ugualianza sul lavoro; Italy; [www.cartapariopportunita.it](http://www.cartapariopportunita.it)): Equal opportunities; diversity management and no-age discrimination realised in multinational enterprises/large companies in the north and south of Italy (ABB, Accenture, Altran Italy, Autogrill, Banca Popolare di Milano, Bracco, Edenred, Gam Edit, Poste Italiane Group, Gucci, Henkel, Holcim, IBM, Indesit Company, Italy L'Oreal, Nestle, Novartis, Pirelli, Randstad, Reale Mutua Assicurazioni, Roche Diagnostics, Sandvik, Sodexo, Sofidel, STMicroelectronics, Telecom Italia).

**Demography alliance Saxony-Anhalt, Demography Council Saxony-Anhalt** (Demografie Allianz Sachsen-Anhalt; Demografie-Beirat Sachsen-Anhalt; Saxony-Anhalt/Germany; [www.sachsen-anhalt.de/index.php?id=55729](http://www.sachsen-anhalt.de/index.php?id=55729)): Advisory boards of experts managed by the Ministry of Regional Development and Transport Saxony-Anhalt; support of the government in handling the demographic change in the different fields of the society; creating age management strategies and political strategies.

**Demography toolkit** (Demografiewerkzeugkasten; Germany; [www.demowerkzeuge.de/index.php](http://www.demowerkzeuge.de/index.php)): A comprehensive toolkit supporting and promoting companies with several measures for age sensitive human resource development such as guidance and manuals for demographic analysis for HRD management; education and lifelong learning strategies; information on healthy workplaces, supervised transfer from job to retirement, etc.

**Demography Strategy 'Every age counts'** (Demografiestrategie 'Jedes Alter zählt'; Germany; [www.bundesregierung.de/Webs/Breg/DE/Themen/Demografiestrategie/\\_node.htm](http://www.bundesregierung.de/Webs/Breg/DE/Themen/Demografiestrategie/_node.htm)): The approved national strategy on demography includes following priorities: Family strengthening as a community; Motivated, qualified and healthy working; Independent living in old age; Quality of life in rural areas and integrated urban policy. The implementation of the strategy involves provinces and municipalities, social partners and other stakeholders and the federal government initiates a broad dialogue process and create specific working groups.

**Designing Work and Careers to Manage Limited Working Lives in the Context of Intergenerational Exchange** (Arbeits- und Laufbahngestaltung zur Bewältigung begrenzter Tätigkeitsdauer im Generationenaustausch; Germany): Concept developments for the extension of productive occupational duration in the industrial (chemical and assembly) and service sectors.

**Dynamic Job Design for Younger and Older Innovators** (Dynamische Arbeitsgestaltung für jüngere und ältere Innovierer; Germany): Consultancy concept for dynamic design of jobs for innovators in response to the shortfall in engineers and in order to secure the creative potential of older engineers.

## E

**18th European Veterans Athletics Championships-Stadia held in the tri-border region of Germany, Poland and the Czech Republic** (18. Europäischen Senioren Leichtathletik-Meisterschaften im Dreiländereck Deutschland, Polen und Tschechien; Zittau/Germany, Hrádek nad Nisou/Czech Republic, Bogatynia and Zgorzelec/Poland; [www.evacs2012.com/en/START/](http://www.evacs2012.com/en/START/)): Active ageing Europe's largest track and field sporting event in the tri-border region.

**Elderly for higher quality of living at home – Elderly for elderly** (Starejši za višjo kakovost življenja doma – starejši za starejše; Slovenia; [www.zdus-zveza.si/index.php/projekti/stareji-za-stareje](http://www.zdus-zveza.si/index.php/projekti/stareji-za-stareje)): Self-organisation, independent living and better access to volunteer work in rural areas since 2004; regional visits and assistance for those who are in help; volunteering.

**Elderly people self-help groups** (Skupine starih ljudi za samopomoč; Slovenia; [www.skupine.si/programi/skupine\\_za\\_samopomoc](http://www.skupine.si/programi/skupine_za_samopomoc)): The self-help groups, organised by the Association of Societies for Social Gerontology of the Republic of Slovenia, providing independent living, health and prevention, interpersonal relations and intergenerational integration.

**eScouts - Intergenerational Learning Circle for Community Service** (Bulgaria, Germany, Italy, Poland, Spain, United Kingdom; <http://escouts.eu>): developing an innovative intergenerational between elderly and youth volunteers, centred on the development of the digital competences of the eldest and on the guidance to the youngest to better face their upcoming adult life challenges.

**Exchange of talents** (Talente tauschen - meisterlich bleiben - meisterlich werden; Burgenland/Austria; [www.tep-burgenland.at/index.php?id=487](http://www.tep-burgenland.at/index.php?id=487)): Mentorship programme where older people with professional experience serve as mentors for young people (under 24); development of social skills and professional competences to improve the labour market integration of young people; recognition of elderly people as valuable part of the society.

**Experience counts!** (Erfahrung zählt!; City of Graz/Austria; [www.erfahrungzaehlt.at](http://www.erfahrungzaehlt.at)): An emplacement foundation facilitating the transition to a new occupation for people 45+; enabling better access to these groups of people for companies with personnel requirements.

## F

**Fair Play for older workers** (Fair Play az idiskorú munkavállalókért; Hungary) Self-organisation of the older workers on the labour market; promoting retention and their re-integration; independent living; age-management strategies; developing self-assessment toolkits for employers and older workers ('Age driver'; 'Age a Briefcase'; 'Skills Assessment Tool'; 'Age Champion Standard award', etc.)

**Family Audit Standard** (Italy; [www.familyaudit.org/?q=node/3](http://www.familyaudit.org/?q=node/3)): Work-life balance; reconciling work and family care; involving approximately 50 organizations (municipalities, companies, public bodies) in different Italian regions.

**50plussanté** (Switzerland; [www.50plussante.ch](http://www.50plussante.ch)): a regional initiative supported by the Health Promotion Switzerland; 12 projects seeking to improve the health and wellbeing of the 50+ and improve their employability; focusing on disadvantaged groups and those with lower socio-economic status.

**50 Plus/Minus** (Hungary; [www.hblf.org/hungarian/milestones-2.html](http://www.hblf.org/hungarian/milestones-2.html)): Training programmes for people 50+ helping them to be competitive on the labour market. Three pillars approach: 1st pillar: trainings-updating the language and computer skills; 2nd pillar: competency development-communication and teamwork trainings; 3rd pillar: individual consultancy

**Fit for the future** (Fit für die Zukunft: Arbeitsfähigkeit erhalten, Personalförderprogramm in Zeiten des demografischen Wandels; Austria; [www.strabag.at](http://www.strabag.at), [www.wai-netzwerk.at](http://www.wai-netzwerk.at) (contact via Netzwerk 'Älter werden. Zukunft haben!', email: [projektbuero@akooe.at](mailto:projektbuero@akooe.at)): An individual programme assuring healthy working conditions for construction workers and employees in 20 Austrian organisations (representing 13.000 employees); promoting and maintaining work ability in the company; age appropriate/sensitive leadership.

**Fit to construct - Maintaining working ability** (Austria; [www.strabag.at](http://www.strabag.at)): Training of 'Fit to construct' promoters within the Strabag AG; age-appropriate leadership on construction sites; providing drying plants on the construction sites; focused cooperation with work council and doctor; supporting and offering health awareness activities and measures in the company and private life.

**Fit2Work – A consulting service for secondary prevention of occupational diseases** (Lower and Upper Austria, Salzburg, Styria, Tyrol, Vienna/Austria; [www.fit2work.at](http://www.fit2work.at)): Free advisory services focusing on the secondary prevention of occupational diseases; preserving and improving the capacity for work and employability of employees; preventing employees from retiring prematurely for health reasons.

**Flat Exchange** (Wohndrehscheibe; Vienna/Austria; [www.volkshilfe-wien.at](http://www.volkshilfe-wien.at)): Improving access to the housing market for refugees and migrants on low income by empowering them through information; counselling and social care; flat hunting in several languages.

**Flex – Seniority** (Denmark; [www.seniorstyrken.dk](http://www.seniorstyrken.dk); [www.seniorforce.dk](http://www.seniorforce.dk)): A campaign on age-friendly practices within the workplace; improving older workers health habits; pre-retirement courses.

**Forum 50+** (Forum 50+ Seniorzy XXI wieku; Warsaw, Mazovia/Poland; [www.forum50.org](http://www.forum50.org)): A platform providing advice for people 50+ who wants to be active on the labour market; supporting social engagement of 50+ people and improving the quality of life of senior citizens.

**Friendly practices for employees 50+** (Praktyki przyjazne pracownikom 50+ wg Formac Polonia; Cracow/Poland; [www.formacpolonia.pl](http://www.formacpolonia.pl)): Friendly practices and employment services for employees 50+ in the 'Formac Polonia'; targeted life-long learning programmes offered.

**Friendly practices for employees 50+** (Praktyki przyjazne pracownikom 50+ wg IKEA Polska; Warsaw, Mazovia/Poland; [www.ikea.com](http://www.ikea.com)): Special measures supporting employees 50+ of 'IKEA Polska', age-management strategies; age-friendly environments; no-age discrimination activities.

**Friendly practices for employees 50+** (Praktyki przyjazne pracownikom 50+ wg Filter Service; Łódź/Poland; [www.filter-service.eu](http://www.filter-service.eu)): Employment services for older workers 50+ in the 'Filter Service'; no-age discrimination measures; additional training courses for 50+ (up-skilling, re-skilling).

**From trainee to retiree – generation-spanning management** (Wels/Upper Austria; [www.eww.at](http://www.eww.at) (contact via Netzwerk 'Älter werden. Zukunft haben!', email: [projektbuero@akooe.at](mailto:projektbuero@akooe.at)): Targeted generation management in the company E-Werk Wels AG towards knowledge and experience exchange; investment in qualification for skilled workers; organisation of age appropriate shift work; implementation of consultant model in order to prevent loss of knowledge; boosting knowledge transfer between younger and elderly employees; age-mixed teams and disburdening age-structure in the shift work; supporting and offering health awareness activities and measures in the company and in private life.

## G

**GEMMA - Enhancing Evidence Based Policy-Making in Gender and Migration** (United Kingdom, Austria, Hungary, France, Italy; [www.gemmaproject.eu](http://www.gemmaproject.eu)): Improving coordination between researchers, policy-makers and civil society organizations in the field of gender and migration.

**GeneDiversity** (Spain; [www.novartis.com/index.shtml](http://www.novartis.com/index.shtml)): Organisation of targeted seminars; mentoring and reciprocal learning between generational groups in the Novartis Spain; encouraging intergenerational solidarity at the workplace; an action plan for the initiative is being developed in order to promote a positive and generationally diverse workplace.

**GENIAL - Generations at the workplace** (GENIAL – Generationen im Arbeitsleben; Carinthia/Austria; [www.genial.or.at](http://www.genial.or.at)): Assisting employees in developing the work-life balance in order to maintain their health and promotes individual responsibility for lifelong learning until a high age; specific ageing analyses, work ability indices specific support for putting concrete activities in place; awareness raising; networking; support for companies.

**GUIDE! Cross-cultural training material for guidance practitioners** (Hungary, Italy, Spain, Ireland, Germany, Finland; [www.zsi.at/en/object/project/2058](http://www.zsi.at/en/object/project/2058)): Identification and development of skills needed from guidance practitioners to handle a target group with a great distance from the labour market under the Leonardo Da Vinci project; developing training methods to be adopted to the different guidance practitioner roles and cultural/national settings.

**G&G UPDATES – grandparents and grandchildren** (Friuli Venezia Giulia Region/Italy, Belgium, Estonia, Slovak Republic, Slovenia, Spain, Greece, Poland, Finland; [www.geengee.eu/geengee](http://www.geengee.eu/geengee)): Fostering a process of local stakeholders involvement in low cost training activities aimed to develop the adult's digital literacy levels thus allowing over 55 people to gain full

citizenship in the digital society. The example of intergenerational cooperation - the youngsters train the elderly in the IT basics (e.g. using internet, e-mail).

## H

**Housing for help - An intergenerational solidarity project** (Wohnen für Hilfe - Ein Solidaritätsprojekt der Generationen; Styria/Austria; [www.wohnenfuerhilfe-oehtg.az](http://www.wohnenfuerhilfe-oehtg.az)): Organising flat or house sharing between the students and elderly including support in the house and/or garden work, shopping, taking care of dogs, etc.

**Homeshare** (Austria, Belgium, France, Germany, Ireland, the Netherlands, Spain, United Kingdom, USA, Australia & New Zealand; <http://homeshare.org/welcome/>): A householder offers accommodation to a homesharer in exchange for an agreed level of support. The support needed may be help with the household tasks, or it may be financial support, or a combination of both.

**Housing and Home-care for the Elderly and vulnerable people and Local Partnership Strategies in Central Europe – HEPLS** (Austria, Czech Republic, Germany, Hungary, Italy, Poland, Slovenia, Slovak Republic; [www.helps-project.eu](http://www.helps-project.eu)): Development of innovative housing and homecare for the elderly and vulnerable groups in urban areas of Central Europe.

## I

**Improving Qualifications for Elderly Assistants - IQEA Evolution** (Italy, Romania, Poland; [www.iqea.eu](http://www.iqea.eu)): Developing and testing an European Credit System for Vocational Education and Training (ECVET) agreement among training agencies from Italy, Romania and Poland for the professional profile of the elderly care assistant, providing assistance either at home or in nursing facilities.

**Impulse – Training on the job** (Impulse – Zweirad; Carinthia/Austria; [www.impulse.co.at](http://www.impulse.co.at)): Transitional employment of long-term unemployed and older people in bicycle repair, maintenance and bicycle renting; graduated pathways to integration; personal support in finding jobs.

**Innovative Growth for all Age Groups** (Wachsende Innovativität mit allen Altersgruppen - Beratung von KMU; Germany; [www.unique-berlin.de/](http://www.unique-berlin.de/)): Consultancy services for small and medium-sized enterprises with aged- centered workforce structures; analysis of innovation potential and inhibiting factors designed to support the design of innovation-friendly work settings.

**Intergenerational Personnel Policy** (Generationenübergreifende Personalpolitik; Germany; <http://gfah.de/>; [www.intergenerative-personalpolitik.de](http://www.intergenerative-personalpolitik.de)): Orientation of company human resources strategies towards long-term objectives through age-mixed workforce structures and (age)balanced personnel policy; guidelines for the early recognition of present and future age-structural problems with direct reference to optional solution catalogues and analysis strategies.

## L

**Labour Pool** (Ostrava/Czech Republic; [www.rpic-vip.cz](http://www.rpic-vip.cz)): An active labour market approach implemented in the Czech Republic, where one organisation combines the function of a training institute, employer, temporary work agency and job counsellor.

**Learning Cities for Migrant Inclusion – LECIM** (Hungary, Spain, Germany, Italy, Austria, France; <http://lecim.ciofs-fp.org/>): Improving the capacities of Local Development Partnerships to identify and implement a 'vocational training and adult education action plans' addressed to people with migrant background in mid-size European cities, integrated with the other policy areas and public programmes aimed at the social and economic inclusion of immigrants (housing, employment, entrepreneurship, intercultural issues).

**Libraries alive** (Živá knižnica; Slovak Republic; [www.iuventa.sk/sk/Projekty/Ludske-prava/Ziva-kniznica.alej](http://www.iuventa.sk/sk/Projekty/Ludske-prava/Ziva-kniznica.alej)): Bridging generations and closing the gap towards marginalised/socially excluded groups; social exclusion elimination.

**Life-phases oriented work-organisation** (Lebensphasenorientierte Arbeitsgestaltung; Upper Austria/Austria; [www.gespag.at](http://www.gespag.at); contact via Netzwerk 'Älter werden. Zukunft haben!', email: [projektbuero@akooe.at](mailto:projektbuero@akooe.at)): Along the employees' stages of life following areas are focused in Gesundheits- und Spitals AG: Attractivity of the employer, leadership, health promotion, working conditions, organisational culture, human resource development.

**Lifestyle Coach Senior Platform** (Italy; <http://3eta.accmed.org>): A platform developed by the National Academy of Medicine in collaboration with the Municipality of Genoa under the Q-Ageing project; designed for elderly, caregivers, families and voluntary associations in order to provide updated information on animation services, prevention, support and assistance regarding active ageing.

**Living in flux** (Wohnen im Wandel; Germany, Netherland; [www.wohnen-im-wandel.de/projekt](http://www.wohnen-im-wandel.de/projekt)): A cross-boarder cooperation project; supporting SMEs in developing new products and services especially for the increasing number of older people; age-appropriate and barrier-free housing needs.

## M

**Meeting Places for Everyone** (Sweden; [www.makalosa.org](http://www.makalosa.org)): Promoting intergenerational solidarity by creating a medium through which single-parent families can meet and form friendships with people who are 60 years or older; a methodology booklet on how solidarity and cooperation can be developed between generations prepared by the Remarkable Single Parents (Sveriges Makalösa Föräldrar).

**Mentoring/Intergenerational team work** (Slovenia; [www.infotehna.com](http://www.infotehna.com)): Mentors (employees with experiences, usually longer time in INFOTEHNA Group LLC, consequently older worker) and mentees work together on the tasks/projects. Constant training for mentors focused on soft skills (communication, conflicts solving, team work, etc.) and motivation; promotion of health and well-being in the company (in-house training; stretching exercises, etc).

**Mentoring programme of SKODA AUTO a.s.** (Czech Republic; <http://new.skoda-auto.com/cs/homepage>): Transfer of knowhow between older and younger employees in the top management positions.

**Mentorship programme and the job-rotation of career starters** (Székesfehérvár/Hungary; [www.macher.hu](http://www.macher.hu)): Cooperation between generations and knowhow transfer in MACHER Engineering and Electronics Ltd, where employees bring a young family member in the company in 'peak' seasons – and becoming a personal mentor. Many of the young workers remain at the company. Additionally a principle of a 'rotation' of career starters is used (3 months at each working unit with the help of elderly employee).

**MigrAlp - Center on Migration for Services, Integration and Information** (Italy, Austria; [www.eurac.edu/en/research/projects/ProjectDetails.html?pmode=4&textId=2725&pid=6355](http://www.eurac.edu/en/research/projects/ProjectDetails.html?pmode=4&textId=2725&pid=6355)): Highlighting the dynamics existing within different ethnic communities to facilitate integration into the local community and the labour market through

extensive exchange of information between North- and South Tyrol and a study of the selected ethnic communities and their social and economic networks.

**Migrant Inclusion Strategies in European Cities – MiStra** (Hungary, Bulgaria, Czech Republic, Germany, Austria, Ireland, Italy; [www.zsi.at/de/object/project/2296](http://www.zsi.at/de/object/project/2296)): Exploiting education and vocational training measures; facilitating further exchanges between local welfare systems; mainstreaming issues linked to integration, social inclusion and VET quality in cities' political agendas; sharing and disseminating knowledge and competences on migrant and minorities' social inclusion; preventing and contrasting racism and marginalisation phenomena at different levels.

**Mondragon Corporation** (Basque country/Spain; [www.mondragon-corporation.com](http://www.mondragon-corporation.com)): Use of democratic methods in business organisation; the creation of jobs, the human and professional development of its (older) workers and a pledge to development with its social environment (bottom-up approach).

## N

**National E-Health Transition Authority** (Australia, [www.ehealthinfo.gov.au](http://www.ehealthinfo.gov.au)): Combined use of electronic communication and IT in the health sector; addressing needs of patients, promoting healthy life style and ensuring sustainability of health care systems; Initiative 'eHealth'. The programme implemented regionally, involving e.g. 'Aboriginal run health services', etc.

**National information system on non-autonomous persons** (SINA – Sistema Informativo per la Non Autosufficienza; Province of Trento, Liguria, Veneto, Piemonte, Valle d'Aosta, Friuli Venezia Giulia, Toscana, Molise, Marche, Abruzzo, Campania, Puglia; in 2010: Calabria, Basilicata, Emilia Romagna, Lazio, Sardegna, Sicilia, Umbria/Italy): The enhanced home care integrated services; community-based care; planning and monitoring of services for non autonomous persons.

**Nestor GOLD - Award for institutions promoting age-compliant developments** (NestorGOLD - Prämierung für alter(n)sgerechte Unternehmen und Organisationen; Austria; [www.nestor.at](http://www.nestor.at)): An award indicating the quality of public and private organisations supporting older employees regarding their potential and needs. The award is given by the Minister of the Federal Ministry of Labour, Social Affairs and Consumer Protection on yearly basis.

**Network Labour and Age** (Netzwerk Arbeit und Alter; Austria; [www.arbeitundalter.at](http://www.arbeitundalter.at)): Information provision for entrepreneurs and HR managers, etc. on topics related to age and work (intergenerational management); collection of good practices.

**Network "Winning Age. Getting Future"!** (Netzwerk "Älter werden. Zukunft haben!"); [www.wage.at](http://www.wage.at)): An Upper Austrian platform of social partners, institutes, organizations, and SMEs as well as big companies for exchange of information, knowledge and experiences in the field of generation management.

**New E-services for a dietary approach to the elderly** (RISTOMED; [www.ristomed.eu](http://www.ristomed.eu)): An integrated and multidisciplinary approach targeting the 'successful ageing' managing (healthy) food intake of the elderly people, controlling and balancing nutrients and nutraceutical compounds to increase the quality of life and prevent diseases related to the ageing process.

**New images of Age(ing)** (Neue Bilder vom Alter(n); Germany; [www.altern-in-deutschland.de/foto/en/index.html](http://www.altern-in-deutschland.de/foto/en/index.html); [www.bmfsfj.de/BMFSFJ/Aeltere-Menschen/neue-bilder-vom-alter.html](http://www.bmfsfj.de/BMFSFJ/Aeltere-Menschen/neue-bilder-vom-alter.html)): A photo and video contest and exhibition organised by the Federal Ministry of Family Affairs, Senior Citizen, Women and Youth with an aim to change the image of seniority. Additionally, discussion fora dealing with the theme 'Images of ageing in all areas of life' are offered.

**New living** (Neues wohnen; Halberstadt/Germany; [www.hawoge.de/vermietung/seniorenwohnen.html](http://www.hawoge.de/vermietung/seniorenwohnen.html)): Provision of intergenerational, mainly barrier free, flats suitable especially for seniors; nursing services available 24 hours a day; social activities; active garden; workshops/social groups for seniors. Common activity of the HaWoGe – Halberstädter Wohnungsgesellschaft mbH and the Diakonie Halberstadt.

## P

**Perspective 50plus – Employment pacts for older workers in the regions** (Perspektive 50plus – Beschäftigungspakte für Ältere in den Regionen; Germany; [www.perspektive50plus.de/perspektive\\_50plus](http://www.perspektive50plus.de/perspektive_50plus)): A federal programme of the Federal Ministry of Labour and Social Affairs (BMAS) addressing the activation and integration of older long-term unemployed persons by means of regional employment partnerships.

**Portal for Interested and Flexible Specialists Saxony-Anhalt** (PFIFF - Portal für interessierte und flexible Fachkräfte Sachsen-Anhalt; Germany; [www.piff-sachsen-anhalt.de](http://www.piff-sachsen-anhalt.de)): A portal for interested and flexible professionals securing skilled (older) workers for the region by creating attractive working conditions (corporate culture, flexible organisation working time, qualification-linked wages); employee retention and recruiting; resource orientated handling with existing professionals potentials (personnel development); and elicit future demands of professionals at an early stage (provident personnel planning).

**Programme for Healthy Retired** (Hungary; [www.szekesfehervar.hu](http://www.szekesfehervar.hu)): Health preservation and active ageing organised by the Municipality of Szekesfehervar together with elderly organizations and other civil umbrella organizations on monthly basis. Active involvement of elderly in communal programmes, activities (Open gym programme, physical trainings etc.) and support of voluntary work.

**Project 3 e. V.** (Projekt 3 e. V.; Germany; [www.projekt-3.de](http://www.projekt-3.de)): Housing possibilities for older people, people with intellectual disability as well as with addictive disorders in Adenau, Kottenheim, Beyernaumburg, Sangerhausen, Hainrode, Stolberg; mobile social services; care and case management; individual support of clients.

## R

**Re-employment actions for unemployed managers 50+** (Azioni di rempiego di Manager over 50 disoccupati; Italy; <http://manager.servizilavoro.it>): Development of integrated employment or re-employment services for people 50+ (primarily unemployed managers) at regional level; active and passive policies for employment; training and employability of managers; managers' mobility.

**Regional Action Plan for the Elderly Population** (Par Emilia Romagna – Piano D'Azione Regional per la Popolazione Anziana; Emilia Romagna region/Italy; [www.regione.emilia-romagna.it/wcm/par/index.htm](http://www.regione.emilia-romagna.it/wcm/par/index.htm)): An integrated tool supporting regional planning of various policies targeting the elderly population (culture; training and adult education; housing and services; urban quality; new technologies; social and health policies; tourism, etc.).

**Regional Demographic Management** (Regionales Demografie-Management Obersteiermark; Eastern Upper Styria/Austria; [www.stebep.at](http://www.stebep.at)): Analysis of the demographic structure of the region; development of a self-check tool for SMEs, recommendations.

**Repair and Service Centre** (Reperatur- und Service-Zentrum R.U.S.Z; Vienna/Austria; [www.rusz.at](http://www.rusz.at)): Re-integration from the 2nd labour market into the 1st labour market, training and provision of jobs for older and/or long-term unemployed persons in the area of repair of electronic devices.

**Responsible Entrepreneurship** (Zodpovedné podnikanie; Slovak Republic; [www.nadaciapontis.sk](http://www.nadaciapontis.sk)): Developing new products and services for ageing population in SMEs and bigger companies, organised within the Business Leaders Forum; companies' solidarity with their retired employees; responsible entrepreneurship within supply chain.

**Re-Turn: Regions benefitting from returning migrants** (Germany, Austria, Italy, Poland, Czech Republic, Slovenia, Hungary; [www.re-migrants.eu](http://www.re-migrants.eu)): Creating framework conditions for retaining human capital and to counter brain drain; pushing the topic of return migration on the political agenda in CE regions.

**Rural Transport Initiative** (Ireland; [www.transport.ie/viewitem.asp?id=7903&lang=ENG&loc=845](http://www.transport.ie/viewitem.asp?id=7903&lang=ENG&loc=845)): An example of the rural transport scheme, where bus transportation is provided by municipalities, targeting mainly older people in particularly isolated areas; social inclusion; combating loneliness improving accessibility of services.

## S

**Senior Age Management** (Veneto region/Italy): Age-management in SMEs in the Veneto region including organizational analysis and age 'risk' assessment.

**Senior fest** (Bratislava-Petržalka/Slovak Republic; [www.kzp.sk](http://www.kzp.sk)): A festival organised in October on yearly basis with events about and for seniors (theatre and dance performances, vernissage, sports contests, lectures on health or other relevant topics etc.).

**Senior friendly municipality services** (Seniorenfreundliche Kommunalverwaltung – SefKOV; Magdeburg/Germany; [www.hs-magdeburg.de/fachbereiche/f-sgw/Forschung/sefkov](http://www.hs-magdeburg.de/fachbereiche/f-sgw/Forschung/sefkov)): Establishment of an age friendly city administration.

**Senior sport games** (Sportove hry pre seniorov; Liptovské Sliache, Zvolen/Slovak Republic): Senior sport games ensuring social engagement and active ageing/health promotion.

**Seniors in Europe learn in Networks – SEELERNETZ** (Austria, Bulgaria, Germany, Greece, Romania; [www.seelernetz.eu](http://www.seelernetz.eu)): supporting life-long learning of older people through social networks; assuring active participation of seniors in society; promoting intergenerational solidarity; increasing older people's well-being.

**Seniors' Telephone Crisis Helpline/LIFE 90** (Senior telefon ŽIVOTA 90 - telefonická krizová pomoc; Czech Republic; [www.zivot90.cz](http://www.zivot90.cz)): A toll-free nonstop crisis and consultancy telephone line for seniors and persons taking care of seniors in the Czech Republic.

**Services supporting family assistants 'ASPASIA' and its follow-up 'ASPASIA PLUS'** (Servizi e formazione per l'assistenza familiare; Emilia Romagna region, Sicilia and Puglia regions; Province of Reggio Emilia, Municipalities of Ferrara, Cento, Codigoro and Copparo, Province of Ferrara/Italy; [www.anzianienonsolo.it/?page\\_id=428](http://www.anzianienonsolo.it/?page_id=428), [www.aspasiaplus.it](http://www.aspasiaplus.it)): Vulnerable elderly assistance; active health care; training and employment services for family carers; regular employment in the field of home assistance; family services; training and vocational qualification of elderly assistants.

**Silver Age Centre Butterfly** (Municipality of Slovenska Bistrica/ Slovenia; [www.slovenska-bistrica.si](http://www.slovenska-bistrica.si)): A joint initiative of the Municipality of Slovenska Bistrica, social care organizations and older citizens to provide space and opportunity for active ageing in local community with the emphasis on lifelong learning.

**Silver living** (Vivere Senza barriere; Province of Vicenza, Veneto region/Italy; [www.confartigianatovicenza.it/sala-stampa/comunicati-confartigianato-vicenza/128-2012/1924-confartigianato-vicenza-rappresenta-italia-progetto-europeo-silver-living](http://www.confartigianatovicenza.it/sala-stampa/comunicati-confartigianato-vicenza/128-2012/1924-confartigianato-vicenza-rappresenta-italia-progetto-europeo-silver-living)): Adapted housings with removed architectural barriers and special services for elderly.

**Silver Steps** (PASSI D'ARGENTO; Emilia Romagna, Liguria, Trentino Alto Adige, Lombardia, Valle d'Aosta, Piemonte Toscana, Lazio, Marche, Umbria, Campania, Calabria, Sicilia/Italy; [www.regione.emilia-romagna.it/wcm/par/pagine/progetto.htm](http://www.regione.emilia-romagna.it/wcm/par/pagine/progetto.htm)): Implemented in 13 Italian regions; supporting health care for elderly people; improving planning services, integration of social and health care services; perception of quality of life, health and services provision by elderly people.

**Simbioz@** (Slovenia; <http://simbioza.eu>): A volunteer project encouraging senior digital literacy, where younger generation teaches the elderly computer and mobile phone skills.

**Specialised programme for employees 50+** (Liberec region/Czech Republic; [www.strojirnyzb.cz](http://www.strojirnyzb.cz)): Improving ICT skills, teamwork and enhances knowhow of employees 50+ in Železnobrodské strojírny s.r.o. via tailored made trainings focusing on new metal finishing equipment.

**STEP by STEP Clearing** (Voralberg/Austria; [www.fab.at](http://www.fab.at)): A process for unemployed persons to assess their work ability and identify supportive measures.

**STEP by STEP Employment** (STEP by STEP Beschäftigung; Voralberg/Austria; [www.fab.at](http://www.fab.at)): Developing skills and competences by on the job training (employment projects or private company) combined with further training offers such as language courses and training on materials.

**Supergrandma and Supergrandpa** (Superbabcia i Superdziadka; Warsaw and Lublin/Poland; [www.superbabcia.org.pl](http://www.superbabcia.org.pl)): Age-friendly environments for grandparents and youngsters; tailored-made trainings using workshop method; active engagement of children in intergenerational dialogue.

**Support for people without work and home** (Hilfe für Menschen ohne Arbeit und Wohnung 'AWOL'; Carinthia/Austria; [www.awol.at](http://www.awol.at)): A socio-economic enterprise specialised in construction works; providing supported employment and vocational training for marginalized groups and housing opportunities for socially excluded.

**Supporting General Practitioners With Qualified Medical Practice Personnel - Sister AGnES** (AGnES: Hausarztunterstützung durch qualifizierte Praxismitarbeiter; Rügen, Lübbenau/Germany; [www.aerzteblatt.de/archiv/62886](http://www.aerzteblatt.de/archiv/62886)): Mobile services for older people, where specially educated nurses act instead of doctors and/or assist doctors in thinly populated areas; community-centred initiative; e-health assisted.

## T

**Tacitus** (Veneto region/Italy; [www.leonardotacitus.net](http://www.leonardotacitus.net)): Intergenerational cooperation in SMEs; knowledge transfer, mentorship and continuous training in the companies supported under the LEONARDO project in 2003 – 2005.

**Talent aged** (TALENTAGED; Veneto region/Italy, Spain, France, Germany; [www.venetolavoro.it](http://www.venetolavoro.it)): Developing and testing a new integrated training methodology able to support 'aged' workers, men and women, during the choices related to the labour market permanence and change; competences empowerment methodology for aged workers; corporate social responsibility, vocational and training methodologies.

**TEP EQUAL Elderly** (Austria; [www.elderly.at](http://www.elderly.at)): Development of 'elderly plans' to facilitate and enhance the required changes based on the needs of individuals, enterprises and different actors in labour market policy; identification of adequate instruments and methods for older workers.

**The person in the middle** (Der Mensch im Mittelpunkt; Ried im Innkreis/Upper Austria; [www.team7.at](http://www.team7.at); *contact via Netzwerk 'Älter werden. Zukunft haben!*, email: [projektbuero@akooe.at](mailto:projektbuero@akooe.at)): Healthy working places in the TEAM 7 natural wood furniture

company, opportunity to gain qualification and status of a skilled worker based on continuation education being offered by the company, generation management in the company towards knowledge and experience exchange.

**Third career** (Podpora celoživotního učení a rovných příležitostí na trhu práce pro pracující nad 50 let; Central Bohemian region/Czech Republic): Improvement of conditions at the labour market for 50+ and development of special programmes for HR managers and older workers on how to better use the potential of elderly at the labour market; supported under Community Initiative EQUAL.

**Transfer of Innovation** (Au Delà De La Salle; City of Padua, Veneto region/Italy; [www.adam-europe.eu/adam/project/view.htm?prj=4414&page=1](http://www.adam-europe.eu/adam/project/view.htm?prj=4414&page=1)): Life-long learning; continuous and initial training; certification of skills; vocational guidance in SMEs; intergenerational transfer of skills; mentorship; teaching methodology.

**Transfer of Value. Business transfer and tools for enterprise continuity** (Passaggio di valore. Successioni ereditarie e strumenti di continuità di impresa Iniziative coordinata nell'ambito del progetto regionale 'Attività e servizi a favore della continuità di impresa'; Province of Vicenza, Veneto region/Italy; [www.eurosporetloveneto.it/ASCI.asp](http://www.eurosporetloveneto.it/ASCI.asp)): Intergenerational cooperation between SMEs in the target region; business transfer.

## U

**Újbuda 60+ Card** (Újbuda, Budapest/Hungary; [www.ujbuda.hu/60plusz](http://www.ujbuda.hu/60plusz)): A special local discount card: a free of charge card for local 60+ people offered by the municipality of Újbuda, represents a good basis and framework for an elderly friendly programme on local level (improving social security and avoiding isolation).

**University of Third Age** (Univerzita tretieho veku; Bratislava, Trnava, Trenčín, Žilina, Košice, Zvolen, Banská Bystrica, Prešov, Liptovský Mikuláš, Nitra, Ružomberok/Slovak Republic; [www.uniba.sk/asociaciavt](http://www.uniba.sk/asociaciavt)): A three-year programme offered to older people via the Association of Universities of the Third Age (ASUTV) of Slovakia.

**Urban Barrier Map** (Municipality of Sopot/ Poland; [www.seniorzy.sopot.pl](http://www.seniorzy.sopot.pl)): A strategic approach mapping urban barriers and taking them into consideration when developing the infrastructure in the future which is closer to elderly' needs. The Urban Barrier Map is a digital/dynamic database, consisting information about the architecture barriers of the city (or one specific area).

**Use us! 45 employees in your company** (Pomeranian region/Poland; [www.pte.pl](http://www.pte.pl)): A broad-based information and promotional campaign aimed at SMEs building knowledge about how to better exploit the potential of employees 45+ in terms of ageing and shrinking workforce; age management strategies in companies; preventing age discrimination.

## V

**Visiting Services for the Elderly** (Amsterdam/Holland, Denmark, Germany, Slovenia; [www.a-o-v.nl](http://www.a-o-v.nl)): Volunteers visiting elderly (mostly once a year) and providing information about services for elderly. If volunteers find a problem, mainly linked with loneliness of elderly, a contact with other professionals within the organization is arranged. A similar programme is provided also in Netherland addressing the needs of older migrants.

## W

**Welfare to Work** (Azione di Sistema Welfare to Work per le politiche di reimpiego; Autonomous Province of Bolzano; Abruzzo, Basilicata, Campania, Calabria, Puglia, Sicily and Sardinia, Lazio, Marche, Emilia Romagna, Friuli Venezia Giulia, Lombardia, Liguria, Molise, Piemonte, Veneto, Tuscany, Umbria/Italy; [www.lavoro.gov.it/Lavoro/md/AreaLavoro/AmmortizzatoriSociali/Incentivazione\\_Reinserimento/Welfare+to+Work.htm](http://www.lavoro.gov.it/Lavoro/md/AreaLavoro/AmmortizzatoriSociali/Incentivazione_Reinserimento/Welfare+to+Work.htm)): Development of integrated employment services; employment services for 50+ people; active and passive policies for employment, governance of employment services implemented in 18 regions and 1 autonomous province. The pilot phase has begun in 2009, currently new programme running for the period 2012-2014.

**With Krakonos at computer** (S Krakonošem u počítače; Liberec region/Czech Republic; [www.krakonos.com](http://www.krakonos.com)): A lifelong learning modular system implemented in rural areas of Euroregion NISA; offered trainings for disadvantage groups including elderly: foreign languages; ICT; enterprising and professional skills.

**Work and family audit** (Munka és Család Audit; Hungary; [www.prolabora.hu](http://www.prolabora.hu)): Increasing corporate responsibility towards work-life balance and promoting family-friendly policies in companies by comprehensive audit (investigating employees' satisfaction and the actual policies and procedures in the company; defining major areas of development in order to promote work-life balance; etc.). After successful re-audit, held 1 year after the first intervention, the company receives the Work and Family Audit Certificate of the National Employment Service.

**Working age laboratory** (Laboratorio Working Age; Italy; [www.sodalitas.it/working\\_age](http://www.sodalitas.it/working_age)): Diversity management and inter-generational dialogue implemented in 18 regions and 1 autonomous province (under the specific area of Welfare to Work Programme).

## Y

**Young and Old in School** (Jung und Alt im Unterricht; Harsewinkel/Northrhine-Westfalia/Germany; <http://august-claas-schule-harsewinkel.de>): Supporting active ageing activities aiming at older men benefiting from young people with low educational skills. E.g. 'mentoring' - preparing adolescents for careers in mechanic industry jobs, building and construction work, carpentry, agriculture, etc.

<b>Glossary</b>
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Active Ageing	Active Ageing enables people to realize their potential for physical, social, and mental well-being throughout the life course and to participate in society. It includes the provision of adequate protection, security and care. Active Ageing can be understood as a process of optimizing opportunities for health, participation and security in order to enhance quality of life as people age. <sup>125</sup>
Austrian Territorial Employment Pacts	Territorial Employment Pacts are contracted regional partnerships to better link employment policy with other policies with the objective to improve the employment situation on regional and local level. In Austria Territorial Employment Pacts exist in all nine Bundesländer (in some cases as well on sub-regional level) and are co-financed by the ESF. <sup>126</sup>
CE-Ageing Platform	Central European Knowledge Platform for an Ageing Society
Critical friend review	The critical friend review is a peer review method which is based on the assumption that feedback by a trusted person is essential for positive learning outcomes. This trusted person/ critical friend asks proactive questions, nurtures learning through a supportive and non-threatening process and thus provokes improvement and/or change. <sup>127</sup>
Design for All	Design for All has the objective to enable people to equally participate in every aspect of society. Therefore our environment must be accessible and convenient for everyone in society. <sup>128</sup> The involvement of end users in the designing process is seen as essential.
Green paper	Document published to stimulate discussions on certain topics at European level. The method is applied by various organisations such as the EC, the United Nations and governments. It invites relevant actors to debate on the basis of the proposals made in the paper. <sup>129</sup>
EU 2020 Strategy	European Union's growth strategy for the ten-year period 2010-2020 with the aim to promote smart, sustainable and inclusive growth. The targets cover employment, research and development, climate change and energy sustainability, education and fighting poverty and social exclusion. <sup>130</sup>
Gini Coefficient	Gini Coefficient is a measure of statistical dispersion. It measures the deviation of the distribution of income (or consumption) among individuals or households within a country from a perfectly equal distribution (value 0 represents absolute equality, value 100 absolute inequality). <sup>131</sup>
Gross Domestic Product	GDP is the sum of value added by all resident producers in the economy plus any product taxes (fewer subsidies) not included in the valuation of output. Value added describes the net output of an industry after adding up all outputs and subtracting intermediate inputs. <sup>132</sup>
Gross National Income	Gross National Income (GNI) is the aggregate income of an economy generated by its production and its ownership of factors of production, less the incomes paid for the use of factors of production owned by the rest of the world. <sup>133</sup>
Human Development Index	The Human Development Index measures human development by combining indicators of life expectancy, educational attainment and income. <sup>134</sup>

<sup>125</sup> See World Health Organization, [http://www.who.int/ageing/active\\_ageing/en/](http://www.who.int/ageing/active_ageing/en/)

<sup>126</sup> See Co-ordination Unit of Austrian Employment Pacts, [www.pakte.at](http://www.pakte.at)

<sup>127</sup> See Stott and Scoppetta, 2011.

<sup>128</sup> See European Institute for Design and Disability, 2004.

<sup>129</sup> For the approach used within the EU please, [http://europa.eu/legislation\\_summaries/glossary/green\\_paper\\_en.htm](http://europa.eu/legislation_summaries/glossary/green_paper_en.htm)

<sup>130</sup> See European Commission, [http://ec.europa.eu/europe2020/index\\_en.htm](http://ec.europa.eu/europe2020/index_en.htm)

<sup>131</sup> See UNDP, <http://hdrstats.undp.org/en/indicators/67106.html>

<sup>132</sup> See UNDP, <http://hdrstats.undp.org/en/indicators/20206.html>

<sup>133</sup> See UNDP, <http://hdrstats.undp.org/en/indicators/100106.html>

<sup>134</sup> See UNDP, <http://hdr.undp.org/en/statistics/>

Labour force participation rate	Labour force participation rate is defined as the ratio of the labour force to the working age population (expressed in percentages). <sup>135</sup>
Median age	Median age means that half of the population of a certain territory is older, while half of the population of this territory is younger than the median age at a defined date. <sup>136</sup>
Net migration	Net migration is the difference between immigration to and emigration from a given area during the year. Net migration is positive when there are more immigrants than emigrants and negative when there are more emigrants than immigrants. <sup>137</sup>
Natural change	Natural change describes the ratio of live births minus deaths to the average population within one year and is expressed per 1000 inhabitants. <sup>138</sup>
Tele-care	Tele-care refers to intelligent distance care which is supported by new technologies and aims to enable people (e.g. elderly persons) to live independently in their homes as long as possible. <sup>139</sup> The concept is broader than tele-medicine as it does not refer exclusively to health care services.
Tele-medicine, tele-health, e-medicine	WHO describes tele-medicine as the delivery of health care services, where distance is a critical factor, by using ICT for the exchange of valid information for diagnosis, treatment and prevention of disease and injuries, research and evaluation, and for the continuing education of health care providers. <sup>140</sup> Often the terms 'tele-health' and 'e-medicine' are used synonymously.
Smart-home technologies	Smart-home technologies facilitate automatic or user-initiated communication and involve a range of devices. Communication between these devices serves to empower people (e.g. elderly people) and improve their quality of life. <sup>141</sup>
Peer review	Peer review is an assessment and evaluation method that uses individuals or groups of similar standing to review a piece of work, its development and/or results. The method fosters consensus-building and learning through cooperation. It is widely used within the Open Method of Coordination introduced by the European Council in 2000 which aims to help Member States to identify and promote most effective social protection and inclusion policies. <sup>142</sup>
White paper	Documents published containing proposals for community actions in a specific area. If a white paper is published by EU institutions and favourably received by the European Council, it can lead to an EU action programme in the area concerned. <sup>143</sup>
Work-life balance	Work-life balance is a concept which describes the relationship between work life and private life. 'Work' refers to paid labour/ employment while 'Life' refers to family, friends, social and cultural engagement, health and recreation, etc. <sup>144</sup>

<sup>135</sup> See OECD, <http://stats.oecd.org/glossary/>

<sup>136</sup> See Eurostat, [http://epp.eurostat.ec.europa.eu/statistics\\_explained/index.php/Population\\_structure\\_and\\_ageing](http://epp.eurostat.ec.europa.eu/statistics_explained/index.php/Population_structure_and_ageing)

<sup>137</sup> See Eurostat, 2011.

<sup>138</sup> See Eurostat, <http://epp.eurostat.ec.europa.eu/tgm/web/table/description.jsp>

<sup>139</sup> See Institut für Rehabilitationswissenschaften, Humboldt- Universität zu Berlin, <http://www2.hu-berlin.de/reha/telecare/definition.htm>

<sup>140</sup> See WHO, 2010.

<sup>141</sup> See Fisk, 2001.

<sup>142</sup> See Stott and Scoppetta, 2011.

<sup>143</sup> See European Union, [http://europa.eu/legislation\\_summaries/glossary/white\\_paper\\_en.htm](http://europa.eu/legislation_summaries/glossary/white_paper_en.htm)

<sup>144</sup> See Wiese, 2007.