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BAROMETER 2025

Older workers and the future of work:
Navigating digitalisation, the green transition,
and labour shortages

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Foreword from Roxana Mînzatu

Executive Vice-President of the European Commission for Social Rights and Skills, Quality Jobs and Preparedness

Europe is in the midst of historic demographic and technological shifts. Skills gaps, labour shortages and a declining working age population mean Europe must tap into all its potential to sustain its economic and social model.

This includes recruiting older workers. Too often, older workers are seen through a deficit lens – as less adaptable or less productive – rather than as experienced professionals who bring mentorship and know-how. This mindset must change.


As this Barometer shows, age discrimination, limited access to training, and inflexible workplaces still prevent many older people from remaining active in the labour market.

Out of the 50 million Europeans outside the labour market, nearly 20 million are people aged 55–64, often leaving the workforce due to caring responsibilities or early retirement. The employment rate for this age group remains around ten percentage points below the overall average.

Labour market policies should support the inclusion of older workers, whose experience and skills are key to Europe's competitiveness and social cohesion.

The European Commission has already laid strong foundations. Initiatives such as the *Toolbox for Action on Demographic Change*, the *Action Plan on Skills and Labour Shortages*, and the *Quality Jobs Roadmap* all recognise that extending healthy and fulfilling working lives is central to our social and economic goals. But we must go further.

We need workplaces that adapt to people – not the other way around. This means investing in ergonomics, flexibility, and lifelong learning, so that older workers can continue to grow and contribute. It means targeted upskilling in digital competences. And it means reinforcing equality legislation and carer support, so that older women – often the backbone of unpaid care – can remain active and valued in paid work too.



Promoting intergenerational cooperation is equally important. When younger and older workers share skills and experiences, organisations become stronger and more innovative. Initiatives such as the upcoming *European Intergenerational Fairness Strategy* can help embed this culture across policies and workplaces, making inclusion not an exception, but the norm.

Creating opportunities for older workers to stay active is an investment in our communities, our economies, and the European social model itself.

This AGE Barometer is both a mirror and a call to action. It reminds us to approach ageing not as a challenge to be managed, but as an opportunity to build a more resilient and inclusive Europe.

Foreword from Heidrun Mollenkopf

President of AGE Platform Europe


In a European context marked by labour shortages, accelerated digitalisation and the green transition, age discrimination in the workplace is on the rise, increasingly marginalising particularly older workers.

Older workers face stereotypes and prejudices that limit their career prospects. Ageism manifests itself in the workplace through discrimination that hinders access to training, career advancement and even job retention. For many, this results in underemployment, long-term unemployment or unwanted early retirement, realities that are even more pronounced for older persons who face intersectional discrimination (the employment rate for older women in Europe is only 40% in some Member States; see [AGE Barometer 2023](#)).

The AGE Barometer 2025 explores evolving labour market trends and their implications for older workers. It looks at demographic changes through the lens of three major trends: digitalisation, the green transition and labour shortages. It emphasises the urgent need to rethink employment policies to ensure that they are inclusive, sustainable and meet the needs of all generations.

Current and anticipated changes offer opportunities for quality, sustainable careers, but only if adequate employment policies are adapted. The valuable experience, resilience, insight and contributions of older workers must be recognised and supported by thoughtful policy design. Ageing well at work and sustainability must be seen as strengths for the labour market. In this sense, this 2025 edition calls for public policies and workplace practices that promote intergenerational collaboration, lifelong learning and healthy working conditions.

Developed through a collaborative effort by members of AGE Platform Europe, the 2025 edition offers a cross-cutting analysis that links labour market trends to the challenges and opportunities of ageing. It presents inspiring practices, concrete recommendations, and a strategic vision for turning ageing into an asset, not only for employment, but also for innovation and social cohesion.



By placing older workers at the heart of the debate on the future of work, the AGE Barometer 2025 calls for collective action to build a fairer, more inclusive and more resilient labour market. It is aimed at European institutions, national governments, social partners, businesses and civil society, with the ambition of transforming the challenges of ageing into levers for progress for all.

Table of contents

| | |
|---|-----------|
| Acknowledgements | 3 |
| Foreword from Roxana Mînzatu | 4 |
| Foreword from Heidrun Mollenkopf | 6 |
| Table of contents | 8 |
| Executive summary | 11 |
| Context and purpose of the Barometer 2025 | 11 |
| Methodology | 12 |
| Key findings | 14 |
| Key recommendations | 16 |
| Expected benefits and impact | 19 |
| Chapter I - Digital transition | 21 |
| The impact of the accelerated digitalisation on the labour market | 21 |
| The digital transformation and workforce inequalities | 21 |
| Digitalisation and regional employment | 24 |
| Digital processes and the ageing workforce | 26 |
| Flexibility and autonomy in teleworking | 26 |
| Automation and inclusion in the digital workplace | 28 |
| Precarity in platform work | 33 |
| Artificial intelligence challenges of an older workforce | 37 |
| Systemic digital challenges facing older workers | 44 |
| Gaps in supporting digital inclusion in the workplace | 44 |
| Psychosocial impact of digitalisation | 47 |
| The digital divide and the lack of digital skills | 50 |
| A digital transition designed for an ageing workforce | 53 |
| Digital tools designed to improve health and safety risks at work | 53 |
| Supporting lifelong learning with digital tools | 55 |
| Digitalisation as a catalyst for intergenerational collaboration | 57 |
| Recommendations | 60 |

| | |
|---|-----------|
| Chapter II - Green transition | 63 |
| Impact of the green transition on the labour market | 63 |
| The green transition as a driver of job creation in Europe | 63 |
| Social, regional and sectorial impacts | 65 |
| Intersection of demographic ageing and green transition | 68 |
| Valuing experience in green jobs | 68 |
| A path to better working conditions | 70 |
| Through social inclusion and intergenerational teams | 74 |
| Challenges for older workers in a greener labour market | 76 |
| Ageism and structural barriers | 76 |
| Limited support to learn new skills | 77 |
| Health and safety at work | 83 |
| A green transition designed for an ageing workforce | 88 |
| A sustainable job must be both green and of high quality | 88 |
| Preventing the exclusion of older workers | 91 |
| Just transition policies facing an ageing workforce | 93 |
| Recommendations | 96 |
| Chapter III - Labour shortages | 98 |
| Demographic ageing and its impact on the labour market | 98 |
| Demographic changes and the ageing workforce | 98 |
| Labour shortages and sectors most affected | 100 |
| Fostering inclusive and accessible labour market for all older adults | 103 |
| Promoting intersectional inclusion of older workers | 103 |
| Supporting older unemployed persons | 107 |
| Policies and initiatives to retain older workers in employment | 111 |
| Retention strategies and career management | 111 |
| Working beyond the statutory retirement age | 116 |
| Social dialogue and collective agreements | 120 |
| Recommendations | 123 |

| | |
|---|------------|
| Annexes – Inspiring practices | 127 |
| Belgium | 127 |
| Cyprus | 127 |
| The Czech Republic | 129 |
| Denmark | 133 |
| Finland | 134 |
| France | 135 |
| Greece | 138 |
| Germany | 138 |
| Hungary | 139 |
| Ireland | 140 |
| Italy | 142 |
| Malta | 143 |
| The Netherlands | 144 |
| Poland | 145 |
| Portugal | 146 |
| Romania | 146 |
| Spain | 147 |
| United Kingdom | 152 |
| Europe | 155 |
| AGE’s work on employment | 162 |
| Questionnaire for assessment at national level | 164 |
| About AGE Platform Europe | 167 |

Executive summary

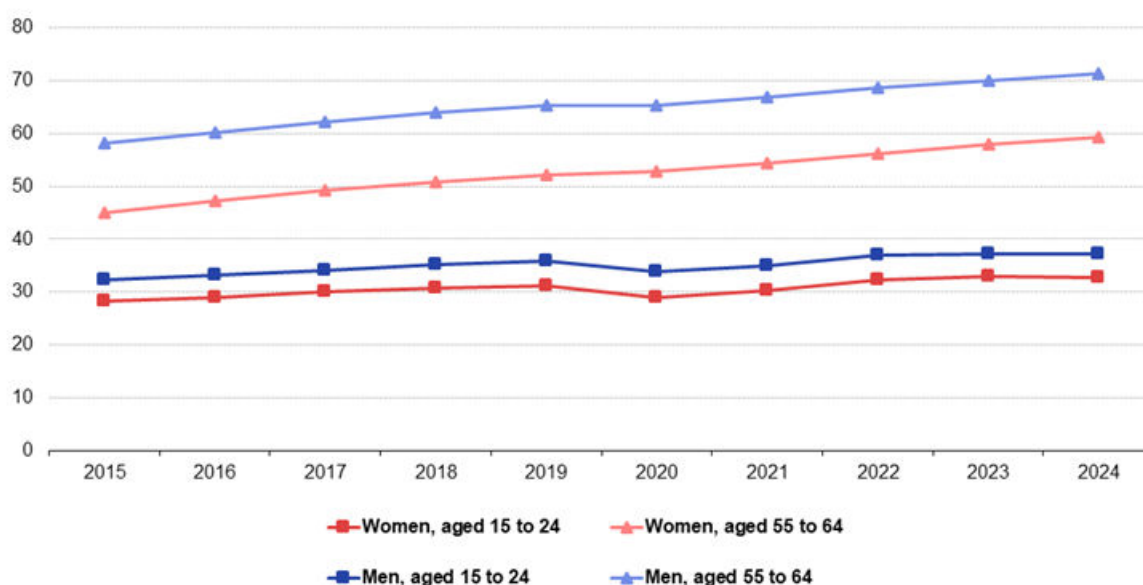
Context and purpose of the Barometer 2025

Europe's labour markets are undergoing transformations. **Labour shortages, the accelerated digitalisation, and the green transition** are reshaping the way people work and the types of jobs available. At the same time, **demographic ageing** is changing the composition of the workforce itself, with older workers representing an increasingly vital share of Europe's human capital. These **overlapping trends** raise urgent questions about the sustainability and quality of working life, as well as about **how inclusive current and future labour market strategies are and will be.**

The AGE Barometer 2025 examine how these shifts are affecting older workers today, and how they may **shape opportunities and challenges** in the years to come.

Employment rate by age group and sex, EU, 2015-2024

(% of people in each category)



Source: Eurostat (dataset code ifsi_emp_a)

eurostat

Figure 2: Employment rate by age group and sex, EU, 2015-2024 Source: Eurostat (ifsi_emp_a)

While the employment rate of people aged 55–64 has grown in recent years, persistent inequalities remain across gender, sectors, and regions, leaving many older workers at risk of exclusion from labour market strategies. Too often, adaptation efforts to address labour shortages and/or linked to the digital and green transitions **overlook this group of persons**, despite their right to work, their experience and their potential to contribute to Europe’s economic and social resilience.

This year’s Barometer therefore seeks to:

- Analyse the current and emerging challenges facing older workers within the broader context of **labour shortages, digital transition and green transition**.
- Observe what experts, social partners, civil society organisations, and EU leaders’ insights and perspectives are.
- Highlight **inspiring practices that promote the inclusion of older workers** in dynamic and inclusive labour markets.
- Provide **concrete recommendations** for age-friendly employment policies that recognise the value of older workers and ensure they are not left behind during these major transformations.

The AGE Barometer 2025 aims not only to **inform policy debates at the European level** but also to serve at **national and local levels**. By linking the three megatrends of digitalisation, green transition, and labour shortages, it offers a cross-cutting analysis of how demographic ageing interacts with these forces. Its central goal is to make ageing an opportunity for employment, for innovation, and for stronger, **more inclusive labour markets across Europe**.

Methodology

This new edition 2025 of the AGE Barometer follows on from previous editions by assessing the **socio-economic situation of older people in Europe** with a human rights-based approach. Since 2023, the Barometer has focused on the employment and place of older persons in the labour market, highlighting their often underestimated potential and proposing several recommendations for the

EU, national and company level. In 2023¹, AGE members mobilised to identify and promote good practices that strengthen the empowerment of older workers, enabling them to lead **sustainable and quality working lives**. Building on the findings of this 2023 edition, the AGE Barometer 2025 takes a cross-cutting approach by examining the impact of the three megatrends mentioned earlier, addressing both the challenges and the opportunities for today's older workers and the ageing workforce.

The development of the AGE Barometer 2025 was guided by a **collaborative and multi-layered approach**, coordinated by the secretariat of AGE Platform Europe. AGE members part of the **Employment and Participation Task Force** convened on several occasions to define the thematic scope and subtopics of this edition. These discussions were informed by the European Union priorities, feedback from the 2023 edition, and insights gathered through ongoing dialogue with EU and national policymakers, social partners, and civil society organisations.



Employment Task Force meeting – March 2025

¹ [AGE Barometer 2023 – Sustainable and Quality Working Lives](#)

Based on this preparatory work, the Task Force designed **a comprehensive questionnaire**, which was disseminated to all AGE members. This instrument enabled the **collection of national-level data and perspectives**, offering a clearer understanding of the specific challenges faced within labour markets. It also provided valuable insights into how governments, employers, and social partners are responding to the pressures of labour shortages and the digital and green transitions.

In parallel, the AGE Secretariat conducted **targeted research** and held **consultations with key experts** to complement the findings. The combined efforts of the Task Force, AGE members, and the secretariat facilitated the identification of promising practices and innovative approaches that support the inclusion and empowerment of older workers.

This methodology has enabled the AGE Barometer 2025 to present a series of inspiring practices, highlight critical challenges, and formulate strategic recommendations. These are directed at public authorities, social partners, and economic stakeholders at all levels, from EU institutions to local companies, with the overarching aim of fostering a more **inclusive and sustainable labour market for all generations**.

Key findings

Demographic ageing is profoundly transforming the labour market. Older workers, who are often marginalised, find themselves at the crossroads of three major dynamics (digitalisation, the green transition, and labour shortages), each of which presents challenges but also opportunities for ensuring an inclusive labour market and sectors, as well as sustainable, high-quality careers:

Reconciling digital transition and an ageing workforce

A transition that exacerbates inequalities

New digital tools and processes exclude older workers due to ageism, a lack of digital skills and appropriate training, leading to a loss of know-how, early departures, increased stress and a more precarious workforce.

Potential to reveal

- Improved working conditions through automation
- Valuing experience through intergenerational mentoring
- Access to flexible employment models (job sharing, teleworking, etc.)
- Distance learning and retraining in accessible digital professions

Challenge: Valuing older workers, better integrating digital tools into a strategy of inclusion and sustainable careers. Integrating older workers into digital transformation strategies through policies of continuing education, digital inclusion and psychosocial risk prevention.

Green transition: unevenly distributed opportunities

Sectors in decline

Due to significant job losses in declining sectors such as automotive and fossil fuels, a large portion of the workforce is finding itself unemployed. It is particularly detrimental to the older workforce, who are more affected by long-term unemployment than any other age group due to ageism, low mobility and the lack of adequate retraining programmes.

Valuing traditional know-how and practical skills

The green transition promotes job creation in sectors where older workers have strong expertise (construction, recycling, maintenance, for instance) and where traditional know-how and practical skills are valued, enabling older workers to pass on their expertise to younger generations and encouraging intergenerational collaboration.

Challenge: Promote professional retraining without age discrimination by adapting training to individual needs and ensuring the inclusion of all ages for a just transition.

Labour shortages: older workers are undervalued

An experienced but marginalised older workforce: the European paradox

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

A resilient labour market that better integrates older workers

Older workers have valuable skills and can ensure the transfer of knowledge, thereby strengthening cohesion and productivity. Several existing models make it possible to extend careers in line with the wishes and needs of older workers, while unemployed older people could be better supported and mobilised to respond to labour market pressures.

Challenge: Implement strategies for job retention, retraining, flexibility and social dialogue to promote quality careers.

Key recommendations

For digitalisation, the green transition and the response to labour shortages to be socially sustainable, it is imperative to:

1. Rethink employment policies by incorporating the specific realities and needs of older workers

To ensure an inclusive approach to ageing in the labour market, employment policies must explicitly incorporate the realities of older workers, particularly older women and those who are unemployed, and face significant barriers to re-entering the labour market.

The **European Employment Strategy**² needs to fully integrate ageing, which is not currently the case. Recently adopted or forthcoming initiatives, such as the **Quality Jobs Roadmap**³ and the new **Action Plan on the European Pillar of**

² [European Employment Strategy \(EES\)](#)

³ [Feedback from AGE Platform Europe on the Quality Jobs Roadmap consultation](#)

Social Rights⁴, are strategic levers for older workers, for example by including age-related indicators and integrating career sustainability.

It is also essential to strengthen the monitoring and review of **the Employment Equality Directive**⁵ to ensure stronger protection against age discrimination in the workplace, thereby enabling older workers to remain active longer if they so wish.

Supporting the **European network of public employment services**⁶ and strengthening the implementation of the **Recommendation on long-term unemployment**⁷ is essential to better meet the needs of older jobseekers, particularly women, through a person-centred approach.

Finally, a revision of the **Work-Life Balance Directive**⁸ should propose increasing the number of days of leave for carers, guaranteeing minimum standards of remuneration and protecting them from dismissal or forced early retirement. These changes can particularly help women of all ages, as they account for 70% of unpaid informal carers⁹.

2. Invest in lifelong learning, targeting digital and green skills

Access to continuing training is essential to enable older workers to adapt to the digital and green transitions. The European Commission **Union of Skills**¹⁰ initiative offers a major opportunity to develop modular, accessible training pathways tailored to the needs of older workers in these areas.

⁴ [AGE Proposal to the new EPSR Action Plan \(2025\)](#)

⁵ [Council Directive 2000/78/EC of 27 November 2000 establishing a general framework for equal treatment in employment and occupation](#)

⁶ [European Network of Public Employment Services - PES Network - European Commission](#)

⁷ [Council recommendation of 15 February 2016 on the integration of the long-term unemployed into the labour market](#)

⁸ [Directive \(EU\) 2019/1158 of the European Parliament and of the Council of 20 June 2019 on work-life balance for parents and carers and repealing Council Directive 2010/18/EU](#)

⁹ [Caregiving impacts on informal carers' health and well-being – a gender perspective – Eurocarers](#)

¹⁰ [Union of skills - European Commission](#)

The implementation of the **Council's recommendations on qualification pathways**¹¹ and **individual training accounts**¹² must also respond to the specific realities and needs of older workers in terms of learning and employment by adopting a person-centred approach. This means ensuring access to paid training leave, removing age limits for training and aligning learning opportunities with the changing requirements of the transitions.

3. Promote intergenerational collaboration in the workplace

Intergenerational collaboration is a key factor in social cohesion and economic performance. It must be promoted by the future **European Intergenerational Fairness Strategy**¹³, which should include concrete measures to encourage mentoring, experience sharing and cooperation between generations in professional environments, highlighting the benefits for businesses and employees.

The adoption of an **Action Plan to Combat Ageism**¹⁴ as part of this strategy is essential to combat age-related stereotypes, raise awareness among employers and ensure fair and inclusive human resources practices.

4. Adapt working environments to extend careers in good conditions

To enable older workers to remain active for longer, it is essential to adopt a systemic approach to career sustainability. This involves systematically integrating the lifecourse approach to occupational health and safety policies, particularly in the context of the current and future **European Occupational Health and Safety Framework**¹⁵.

Member States and companies must be encouraged to implement concrete measures: workplace ergonomics, prevention of psychosocial risks, flexible

¹¹ [Council Recommendation of 19 December 2016 on Upskilling Pathways: New Opportunities for Adults](#)

¹² [Council Recommendation on individual learning accounts](#)

¹³ [Intergenerational Fairness - European Commission](#)

¹⁴ [AGE proposal on EU Action Plan to Combat Ageism](#)

¹⁵ [EU Strategic Framework on Health and Safety at Work 2021-2027 | Safety and health at work EU-OSHA](#)

working hours, gradual retirement and reintegration. These actions must be supported by monitoring and evaluation tools to measure their impact on quality of life at work and career longevity. Sectoral initiatives must be developed and extended to all sectors to adapt workplaces to the needs of older workers.


Expected benefits and impact

Although the digital transition, the green transition and labour shortages are often addressed separately, their interaction with demographic ageing reveals common challenges that require an integrated approach focused on the inclusion of older workers.

The **digital transition**, in particular, represents a powerful lever for transforming work, improving employment conditions and strengthening competitiveness. However, its potential remains largely untapped for older workers. Inclusive digitalisation could help reduce age-related inequalities by facilitating job retention and access to employment, valuing experience and limiting early retirement. It would also provide tools to prevent unemployment and precariousness at the end of a career, through continuing training and the adaptation of workstations. In terms of well-being, digital tools, when designed to be inclusive, can lighten physical tasks, reduce stress and improve work-life balance.

For businesses, an inclusive digital transition is synonymous with resilience. It helps retain key skills, reduce staff turnover and promote a more open, intergenerational and inclusive organisational culture. It also enhances the attractiveness in a context of talent shortages. In terms of public policy, digitisation designed for all ages helps to reduce the territorial and generational digital divide, while supporting responsible, inclusive and human-centred innovation.

The **green transition** has the potential to offer major economic and social opportunities. It could stimulate the creation of sustainable jobs in sectors accessible to older workers, such as energy renovation, recycling and maintenance. It can also correct regional inequalities by supporting vulnerable



areas. On a social level, it promotes the inclusion of older people through tailored training, improved working conditions and local initiatives that strengthen social ties. Lifelong learning and the development of green skills are becoming essential pillars in enabling everyone to contribute to the transition, regardless of their age.

The ecological transition can also improve health at work by reducing physical and psychosocial risks and promoting healthy ageing that encourages community engagement and activity. To do so, it requires more equitable policies that are better targeted at specific groups and regions.

Finally, **labour shortages** highlight a paradox: while many sectors are under pressure, older workers, who are available and experienced, often remain excluded. Valuing them would boost productivity, reduce discrimination and promote social cohesion. Retaining or reintegrating them into the workforce, particularly through targeted policies, would help reduce long-term unemployment and make better use of existing skills. In key sectors such as health, construction and services, mobilising older workers is essential to ensure business continuity and support transitions.

To address these challenges, it is necessary to adopt innovative organisational models, such as job sharing or phased retirement, and to implement governance policies based on specific indicators and systematic evaluations. This would allow policies to be adjusted to the realities on the ground and ensure quantifiable impact from social initiatives.

The inclusion of older workers in these three transitions is not only a matter of social justice, but also an essential economic, organisational and political strategy for building **a sustainable, resilient and inclusive labour market.**

Chapter I - Digital transition

The impact of the accelerated digitalisation on the labour market

The digital transformation and workforce inequalities

The COVID-19 pandemic has profoundly transformed the labour market, by accelerating the digital transition and redefining the way we work. This transition encompasses technologies such as remote working, automation, algorithmic management and artificial intelligence (AI). While it has led to efficiency gains and opened new opportunities in the labour market, it has also created many challenges. Some occupation may entirely disappear, while others will undergo major changes, particularly from a social perspective. Up to **46% of jobs might be disrupted** especially due to AI, with 14% of jobs automated and 32% of occupations transformed¹⁶, which would have a particularly worrying impact on workers with fewer resources, who may not benefit equally from productivity gains, and on adults in low-skilled or precarious jobs who risk being left behind.

Leaving entire groups behind, such as older workers, is one of the most significant threats of the digital transition. The exacerbation of existing **social inequalities** caused by this transition has a particularly significant impact on older workers. The pandemic has already triggered a **'wave of retirements,'** with many older workers leaving the labour market earlier than planned, often due to a lack of organisational support to adapt to new working conditions¹⁷. As a result, the labour market not only lost a substantial portion of its experienced workforce but also suffered a considerable **reduction of institutional knowledge and expertise**. The departure of older workers created a gap that is difficult to fill, particularly in sectors where mentorship, continuity, and accumulated know-how

¹⁶ [Developments and Forecasts of Changing Nature of Work - European Commission](#)

¹⁷ [Eurofound Live - Differential Older Workers' Experience with Technology - Presentation from Pr. Matthew Flynn](#)

are critical. This shift has had lasting implications for workforce planning, productivity, and intergenerational knowledge transfer.

The growing risk of early retirement and the erosion of institutional knowledge remain pressing concerns, especially as **ageist attitudes intensify** with the digital transition. Employers increasingly favour younger candidates, often assuming that older workers struggle to adapt to new technologies, despite evidence that they frequently perform as well as their younger peers. Moreover, **biases embedded in emerging technologies** pose additional threats to older workers, including exclusion from automated recruitment systems and diminished access to opportunities.

The limited exposure to digital tools throughout their careers and unequal **access to resources, including digital tools, training and digital confidence**, implies unique challenges to adapt to the digital landscape. Yet acquiring updated digital skills is essential to cope with the digital transition in workplaces. But older workers often face barriers to accessing training, particularly digital training, which prevents them from remaining competitive. They often experience difficulties, which have negative consequences on their professional and personal lives, unlike younger workers who have benefited from better education and have strong digital skills, who tend to report positive experiences with digital change¹⁸.

The labour market suffers from **the lack of a structured system that guarantees lifelong learning** and the continuous development of digital skills, including in later life. This shortcoming exposes older workers to increased risks: at best, early retirement; at worst, particularly damaging unemployment at the end of their career. The latter can have repercussions not only on the individuals concerned, but also on businesses and the economy, due to the **loss of valuable organisational expertise**. By neglecting the potential of experienced workers and failing to provide them with the means to adapt to technological developments, the labour market is depriving itself of human capital that is essential for an **inclusive and sustainable digital transition**.

¹⁸ [Eurofound Live - Differential Older Workers' Experience with Technology - Presentation from Arianna Poli](#)

INSPIRING PRACTICE FROM IRELAND

Information collected in collaboration with AGE Member

Active Retirement Ireland

Adult Literacy for Life (2021-2030):

A 10-year adult literacy, numeracy and digital literacy strategy

The Department of Further and Higher Education, Research, Innovation and Science has developed an extensive strategy to ensure that everyone has the necessary literacy, numeracy and digital literacy to fully participate in society and realise their potential. By **challenging the misconception that an inability to read, write or digitally communicate is a failure of the person, but rather a failure of society and the State**, the Irish government aims to ensure support is easily and locally accessible to everyone in need.

As basic digital literacy will be required for almost every type of employment in the future, even those who are currently employed may have difficulty adapting to technological change and will **require periodic upskilling in digital and other key areas**. Employers and employer representatives have a key role to play in facilitating literacy upskilling among workforces. There is now a range of **industry-led networks to support workers lifelong learning, including Skillnet Business Network**, a cluster of private sector businesses that collaborate based on their sector or region, to address skills needs and provide upskilling and reskilling programmes. **Regional Skills Fora**, also provides help for employers and the training system to work together and meet the emerging skills needs of their regions.

Digitalisation and regional employment

Challenges and opportunities due to the digitalisation of the world of work are not evenly distributed across Europe and its Member States. From automation and AI to remote work and platform-based employment, digital tools are reshaping how, where, and when people work. These developments are exacerbating existing **regional disparities** but also **the rural and urban divide**, amplifying existing disparities in infrastructure, investment, and training, while highlighting the need for targeted policies to ensure a fair and inclusive digital transition.

Capital regions across Europe have emerged as the primary beneficiaries of digital growth. Their resilience during the pandemic can be partly attributed to a **higher concentration of jobs that can be performed remotely**. Capital regions and urban centres recorded the highest rates of telework, driven by occupational structures that favour remote jobs¹⁹. In contrast, rural regions have experienced a decline in employment share, widening the gap between urban and rural labour markets. Italy illustrates this trend, where the difference between the highest and lowest regional employment rates reaches 33%²⁰.

Internet connectivity also remains a key factor in digital work, not only for remote working but also for training, skills development and finding and applying for jobs. Although connectivity has improved across Europe since 2019²¹, a persistent digital divide continues to separate urban and rural communities. This disparity limits the potential for digital work and participation among workers and job seekers in less connected regions.

The adoption of AI tools is accelerating across Europe, but here too, regional disparities remain significant, with northern and continental regions leading the way, while others lag behind. These disparities are also reflected between large and small businesses. By 2024, around 40% of large companies had adopted AI, compared with less than 10% of small companies²². This disparity risks creating a two-speed digital economy, undermining the competitiveness of small and

¹⁹ [Regional employment change and the geography of telework in Europe | Eurofound](#)

²⁰ [Regional employment change and the geography of telework in Europe | Eurofound](#)

²¹ [Regional employment change and the geography of telework in Europe | Eurofound](#)

²² [Use of artificial intelligence in enterprises - Statistics Explained - Eurostat](#)

medium-sized enterprises (SMEs), which form the backbone of the European economic model.

This uneven distribution has direct consequences for **older workers, who are overrepresented in sectors and areas slower to digitalise** but at the same time more at risk of being left behind when transitions accelerate. In regions lagging behind, older workers may face a double disadvantage, both age-related skill barriers and structural deficits in digital infrastructure.

INSPIRING PRACTICE FROM **THE DANUBE MACRO-REGION**

Information collected in collaboration with AGE Member

[Profesni Krizovatky](#)

The eDigiStars project:

Building a competitive digital workforce in the Danube region

The eDigiStars project, run from 2020 to 2022, gathered 19 partners from 8 countries (Austria, Bosnia and Hercegovina, Bulgaria, the Czech Republic, Hungary, Romania, Slovenia, Ukraine) to tackle **three common issues faced by the Danube macro-region:**

- Lack of skilled workforce in digital fields
- Ageing population and employability difficulties
- Lower competitiveness

The project is based on real professional cooperation of labour offices, training organisations, local government and NGOs to **create functional tools and trainings with certification for unemployed people aged 50+:**

- **POWERYOU tool** is a capacity building resource designed to support labour offices and NGOs engage, motivate and support older people, guiding them to learn and scale up their digital career.

- **CAMPUS tool** guides training organisations on how to adapt their courses to the specific needs of older persons, ensuring they are practice-oriented and aligned with participants' prior IT knowledge.
- **LABEL tool** is a recognised certificate for older persons designed to highlight their competences and build trust and confidence in their expertise.



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Digital processes and the ageing workforce

Flexibility and autonomy in teleworking

Teleworking has significantly expanded the possibilities for spatial and temporal flexibility. Its widespread adoption has given workers greater freedom in choosing where and, to some extent, when they perform their tasks.

Teleworking has helped to improve **work-life integration**²³, enabling individuals to better reconcile their professional responsibilities with their personal and family commitments. By allowing flexible working arrangements, teleworking offers older workers who are also carers (of grandchildren and/or older relatives for instance) the opportunity to easily adapt their work to their caring responsibilities, without having to switch to part-time work or leave the labour market prematurely, an option often chosen at the end of a career due to a lack of flexibility. This flexibility is particularly important for women, who, according to the World Health Organisation, account for 70% of unpaid informal carers²⁴. Reduced working hours or withdrawal from the labour market due to family responsibilities have immediate and long-term consequences on women's incomes and the distribution of family responsibilities, exacerbating gender inequalities in employment and retirement. This is also particularly relevant as demographic trends increasingly favour home-based care, and the number of older workers juggling employment and caregiving is expected to rise.

Remote working can also **undermine autonomy and intensify professional demands**. One of the most pressing concerns is the 'autonomy paradox'²⁵: while digital tools promise greater flexibility, they often create an expectation of constant availability. Constant connectivity can make workers feel like they need to be connected all the time, reducing their actual control over their working hours and contributing to stress. Additionally, the cognitive demands of managing multiple digital channels can lead to **information overload, fatigue, and a loss of control**. This could be exacerbated for people who have difficulty coping with digital change, including a large proportion of older workers.

²³ [AGE Policy Paper - Work Life Integration](#)

²⁴ [Caregiving impacts on informal carers' health and well-being - a gender perspective - Eurocarers](#)

²⁵ [The social and health implications of digital work intensification. Associations between exposure to information and communication technologies, health and work ability in different socio-economic strata](#)

Automation and inclusion in the digital workplace

Automation plays a central role in the digital transformation of the world of work and can become a real lever for **the sustainable employment of workers**. By integrating smart technologies into professional environments, it **improves working conditions**, protects employees' health and extends their working lives in better conditions²⁶.

By **reducing physical strain**, automation helps to lighten the most demanding, repetitive or dangerous tasks. Robots can, for example, lift heavy loads, perform cleaning tasks or work in hazardous environments, protecting workers from musculoskeletal disorders and accidents. This allows older employees to preserve their health and continue working without compromising their well-being.

Automation also **frees workers from certain routine tasks**, allowing them to refocus on more rewarding, creative or strategic tasks. This change in the content of work can increase motivation, job satisfaction and recognition of skills, particularly for experienced workers whose expertise remains essential.

By facilitating the adaptation of workstations, automated technologies also make it possible to **better meet needs specific of older people and/or people with disability**. They offer personalised solutions to compensate for certain functional limitations, while promoting better ergonomics and a more inclusive work organisation.

INSPIRING PRACTICE FROM THE **2023-2025 EU-OSHA CAMPAIGN**

Collaborative robots (cobots):

Balancing innovation and safety in task automation

A manufacturer of plastic products in Sweden has introduced a dual-arm **collaborative robot (cobot)** to help prepare medical test samples, a task

²⁶ [Benefit from the opportunities of task automation while considering the risks | Healthy Workplaces - Safe and healthy work in the digital age 2023-2025](#)

that used to involve many repetitive and precise hand movements. The *cobot* now takes care of transferring samples, mixing them with solvents, sealing tubes, adding labels, and preparing them for storage, but workers still supervise the process and check the quality. This change **makes the work faster, more accurate, and reduces the chance of mistakes or contamination.**

The key benefit for workers is better health and safety. By reducing repetitive strain on arms and wrists, **the *cobot* lowers the risk of long-term injuries and makes the job less tiring.** At the same time, it **allows workers to focus on more meaningful tasks rather than monotonous ones.** The company also made sure the *cobot* was safe to use, with training, clear instructions, and **health and safety checks from specialists.** Overall, this example shows how robots can be introduced in a way that improves both productivity and workers' well-being, offering a good model for other companies to follow.

The practice was underlined by the **European Agency for Safety and Health at Work (EU-OSHA) as part of its [2023-2025 Europe-wide Healthy Workplaces Campaign \(HWC\)](#)**, of which AGE Platform Europe is a partner. According to their findings, companies reported that **prioritising worker safety and health with a human-centred design** of the technology and establishing clear communication channels make the process smoother and reduces challenges along the way.

While automation offers many opportunities to improve working conditions, it can also have negative effects, particularly when it is introduced without human support or consideration of its social impacts.

Over-reliance on automated systems is another challenge. As machines take over certain functions, the associated human skills are at risk of being eroded. This gradual loss of know-how can make workers vulnerable, particularly older workers, who often have valuable expertise that is not widely recognised or passed on. They

may fear that their experience will become obsolete and that automation will be used as a pretext to replace them at a lower cost.

This feeling is all the stronger as older workers are often the most exposed to the **risk of professional exclusion**. If they lose their jobs, they find it more difficult to re-enter the labour market. Automation, perceived as a direct threat to their stability, can thus lead to a **loss of confidence in the system**, a **fear of downgrading** and a **withdrawal into oneself**, hindering their commitment to training or adaptation initiatives.

However, automation can only bear full fruit if it is based on **human know-how**, particularly that of experienced workers. The latter have a detailed knowledge of processes, professional practices, working contexts and human relations that machines, however intelligent they may be, cannot replicate. Their expertise is essential for **guiding, supervising and correcting** automated systems, but also for **passing on skills** to new generations of employees.

The experience of older workers is a major asset in supervising automated systems, detecting anomalies, passing on best practices and ensuring continuity of knowledge.

From this perspective, older workers should not be seen as profiles to be replaced, but as **key players in the digital transition**. Keeping them in employment is not only a matter of social justice, but also a prerequisite for truly effective, ethical and sustainable automation. By incorporating their experience into the design, implementation and evaluation of technologies, companies can avoid costly mistakes, enhance the reliability of systems and promote wider adoption of digital tools.

It is therefore crucial to put in place appropriate training policies that enable older workers to familiarise themselves with new technologies while valuing their role as mentors. This recognition of their contribution strengthens their sense of usefulness, motivation and confidence, while ensuring **complementarity between human intelligence and digital intelligence**.

INSPIRING PRACTICE FROM **CYPRUS**

Information provided by AGE Member

Cyprus Third Age Observatory

Cyprus Productivity Centre (KEPA):

Digital skills training programmes for people aged 55 and over

The Cyprus Productivity Centre (KEPA) offers **free digital skills training programmes** to enhance digital literacy among all Cypriot citizens. Funded by the EU Recovery and Resilience Mechanism under the **Cyprus Recovery and Resilience Plan**, the project is running from March 2022 to December 2025.

The **Digital Skills for the General Public** programme is open to all age groups, providing 18-hour courses on topics such as artificial intelligence, online shop and website management, and eGovernment services. For older participants, these skills can **improve efficiency, support the use of modern tools at work, and help them adapt to new digital processes**. The **Digital Skills with ICDL Certification** programme offers a **recognised credential** that validates digital competence and strengthens career prospects.

The **Digital Skills for Individuals Aged 55 and Over** are programmes tailored for older adults, with 30-hour courses on computers, office software, safe online transactions, eGovernment services, and more. These skills **help older participants integrate digital tools into their work, boost productivity, remain competitive, and navigate everyday digital services with confidence**.

Sector-specific challenges

The manufacturing sector and automation of tasks

Task automation in the manufacturing sector opens new opportunities, particularly thanks to its ability to support workers performing repetitive or dangerous tasks. Faced with the dual challenge of a growing skills shortage and an ageing workforce, automation and digitisation are strategic solutions for the manufacturing sector. These innovations are an essential lever for **preserving health and promoting longer and safer careers**, and so better support ageing at work. While for today's older employees, who are might be more exposed to physical constraints, it supports them to continue to play **an active and valued role** in a sector that is physically demanding.

For example, **collaborative robots** (cobots) can take on strenuous tasks such as heavy lifting or repetitive assembly, while working alongside operators and remaining easily programmable by anyone, regardless of age.

In addition, technologies such as **predictive maintenance** offer employees the ability to monitor machine performance remotely and intervene proactively. These approaches place greater emphasis on strategic supervision than on physical intervention and are ideally suited to experienced workers who wish to move towards less demanding tasks.

The rise of **augmented reality and wearable devices** also provides practical support. By projecting instructions or technical diagrams directly into the field of vision, these tools reduce cognitive load and improve accuracy. They also facilitate remote assistance, allowing older experts to guide their younger colleagues without having to travel.

In short, when properly introduced to workers and tailored to their needs, automation and digital tools can help to better support ageing and older workers. By rethinking roles, improving safety and promoting continuous learning, these technologies offer manufacturing companies the opportunity to **preserve valuable expertise while building an inclusive and sustainable future**.



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Precarity in platform work

Platform work is prevalent in the EU economy as around 6% of workers (11.5 million of people in the EU) earn part or most of their income through digital platforms²⁷. It relies on online platforms that connect workers and clients for the performance of specific services or tasks in exchange for payment.

Although platform work offers opportunities for **flexibility, additional income and access to employment**, particularly for people facing discrimination in traditional markets, these benefits are often limited by algorithmic management and evaluation of work. Used to allocate tasks, monitor and evaluate workers' performance and behaviour, algorithmic management ideally used and accompanied by adequate safeguards, algorithmic management could serve to **tailor tasks and schedules to workers' skills and characteristics**, which would

²⁷ [Digital platform work: Facts and figures | Healthy Workplaces - Safe and healthy work in the digital age 2023-2025](#)

be particularly beneficial for groups with specific needs, such as older workers or those recovering from health issues.

However, **many of these jobs fall outside traditional social protection and employment systems**. Working conditions are often poor, with no legislation on health and safety at work, and work managed by algorithms, which often leads to heavy workloads and job and income insecurity, contributing to precariousness, economic instability, discrimination and lack of professional development. Many women engage in platform work to earn additional income and for the flexibility it offers in balancing work and family responsibilities²⁸. This carries risks of career fragmentation and challenges in terms of professional development, **reproducing existing gender inequalities**, which ultimately impacts women's access to decent income and social protection, putting them at an increased risk of poverty at the end of their careers and when they retire.

Older workers in general are among the groups of people the most affected by platform work, as they are generally less well equipped/trained to adapt to these changes than other age groups and are often subject to **prejudice in hiring**. Ageist stereotypes about the ability of older workers to adopt modern technologies are particularly prevalent in these occupations, although platform work can be suitable for older people, including retired people who would like to continue working. When this is not the case, **the absence of occupational health and safety legislation**, social protection and difficult working conditions make platform work complicated for older people, while these conditions compromise healthy ageing at work for younger people.

The **Platform Work Directive**²⁹, adopted in 2024, is a major step forward in regulating the conditions of platform workers. By recognising certain platform workers as employees rather than self-employed, the directive grants **access to essential rights such as minimum wage, social protection, and collective bargaining**. The directive also introduces important safeguards around algorithmic management. Platforms are now required to **ensure transparency in**

²⁸ [Eurofound - Gender differences in motivation to engage in platform work](#)

²⁹ [Directive \(EU\) 2024/2831 of the European Parliament and of the Council of 23 October 2024 on improving working conditions in platform work](#)

their automated systems, including explanations of how decisions are made, what data is used, and the criteria applied. Workers must be notified of any changes to these systems, and regular assessments are mandated to prevent discriminatory outcomes. **The use of sensitive personal data in automated decision-making is prohibited**, and workers are guaranteed the right to human intervention, especially in cases of dismissal. These protections are crucial for older workers, who may be disproportionately affected by algorithms that favour younger profiles or penalise slower adaptation to digital workflows.

However, while the directive represents progress, it does not fully address the broader challenges of digital fairness and inclusion for older workers. Several European initiatives and regulatory frameworks aim to promote ethical use of digital tools, but they often fall short in supporting healthy ageing at work. For example, they **rarely include mechanisms to assess** how digital systems impact older workers differently, nor do they mandate age-sensitive design in algorithmic tools. Moreover, the **implementation of these frameworks is uneven across Member States**, and enforcement mechanisms remain limited.

INSPIRING PRACTICE FROM GERMANY

The Granny Angels platform: Fostering professional inclusion of older adults with digital platforms

The Granny Angels platform is an original initiative that **connects families looking for childcare with older citizens who want to remain active**. The idea is based on the **principle of Leihomas or Leihopas ('grandparents at heart')** who help children with occasional or regular tasks, such as after-school care, accompanying them to activities or simply providing a caring presence at home.

This approach illustrates how a **digital platform, when well-structured and supported, can be a lever for professional inclusion for older**

workers. Thanks to a clear framework that includes profile verification, administrative support and secure networking, the platform offers older people the opportunity to continue working in suitable conditions. This allows them to generate an income and remain socially and professionally active, making the most of their availability and life experience.

This approach also has a **strong intergenerational dimension.** It shows how the platform economy can go beyond a purely transactional logic to become a tool for social cohesion. By promoting solidarity between generations, it **helps to address the challenges of childcare and enables older people to remain active if they wish to.**

Sector specific challenges

The cleaning sector and algorithmic management

Algorithmic worker management systems are increasingly being used in the cleaning sector, particularly in professional cleaning³⁰. Their use aims to create a more fluid organisation, **better distribution of workloads** and increased productivity. In some cases, they can also help to **improve health and safety at work** by anticipating physical constraints or adapting the planning of tasks, which is beneficial for healthy ageing at work and older workers.

However, these advantages conceal well-known risks, already mentioned above: loss of autonomy, intensification of work, increased pressure on performance, massive collection of personal data, and social isolation. All these factors can undermine quality of life at work and lead to stress, exhaustion and even a loss of meaning. They are even more pronounced for workers aged 50 and over, who are increasingly represented in low-wage, physically demanding sectors, including cleaning. Many workers over 65 continue to work in these roles, often out of financial necessity, due to

³⁰ [Worker management through AI: Opportunities and risks for occupational safety and health | Healthy Workplaces - Safe and healthy work in the digital age 2023-2025](#)

inadequate pension income and limited alternative employment opportunities³¹. Often exposed to forms of job insecurity and ageism, they can face a double risk. On the one hand, digital systems require digital skills that are not always mastered by older people, increasing the risk of exclusion and stigmatisation. On the other hand, the intensification of the pace of work and the lack of breaks can have particularly harmful effects on their physical health, increasing the likelihood of accidents and musculoskeletal disorders. In a sector already marked by precarious contracts, involuntary part-time work and low social recognition, the introduction of **poorly regulated algorithmic management can therefore accentuate the marginalisation of these workers** and make it even more difficult for them to remain in employment.

Artificial intelligence challenges of an older workforce

The integration of artificial intelligence into workplace processes goes from recruitment to performance evaluation. AI systems used in workers management often rely on large datasets to make decisions. However, the quality and representativeness of these datasets are critical. When training data reflects historical inequalities or lacks diversity, AI systems can replicate and even **amplify existing biases**. This is especially worrying in recruitment, where algorithmic tools may favour younger candidates or those from majority groups, sidelining older workers and minorities.

Age-related bias in AI is a growing but under-researched issue. Employers often assume older workers are less adaptable to new technologies, leading to discriminatory hiring practices. For example, in Europe, candidates under 35 have an 86% probability of being hired for roles involving AI tools, compared to just 33% for those over 60³². Older workers also face **barriers to AI training**. Only 38% of workers over 45 participate in AI training, compared to over 50% of younger workers³³.

³¹ [Ageing workforce | European Foundation for the Improvement of Living and Working Conditions](#)

³² [Enabling an intergenerational workforce to benefit from AI - Generations](#)

³³ [Enabling an intergenerational workforce to benefit from AI - Generations](#)

INSPIRING PRACTICE FROM **GERMANY**

"Algorithmic Fairness in Ageing Societies" (AGEAI): Ensuring the ethical development of AI

AGEAI is an interdisciplinary initiative overseen by the Wissenschaftszentrum Berlin (WZB Berlin Social Science Center), aligned with World Health Organisation concerns that **unregulated AI can reinforce ageism and weaken health and social care for older people**. Its goal is to assess how ageism appears in AI systems, products, and services, focusing on "high risk" sectors under the European AI Act, such as employment and recruitment. AGEAI addresses algorithmic bias to **ensure AI remains trustworthy, human-centred, and fair**, as outdated or biased data can exclude older workers from jobs, distort health assessments, or limit access to digital services.

Through awareness and education, AGEAI promotes resilience, empowering older adults, while informing AI developers and policymakers about age bias. Workshops, hackathons, art exhibitions, and socio-political events are organised in Berlin and Brussels, fostering dialogue, challenging stereotypes, and producing inclusive policy recommendations. In May 2025, for instance, the WZB collaborated with AGE on the **multi-stakeholder event "Harnessing Artificial Intelligence for All Ages: Addressing Ageism"**.

Digital inequalities are also linked to **gender and disability**. Women, especially older women, are less likely to use AI at work. Men aged 25 to 34 are almost twice as likely to use AI tools as women aged 55 to 64³⁴. This gap reflects broader structural inequalities in access to digital skills and opportunities. People with

³⁴ [#EurofoundLive: How is AI changing the world of work in Europe?](#)

disabilities face even greater challenges. More limited access to the internet (64.3% compared to 87.9% for people without disabilities³⁵) and inaccessible digital platforms contribute to indirect discrimination in the workplace. AI systems often require high cognitive abilities, creating barriers for individuals with intellectual disabilities and, by extension, some older workers.

There is a high risk of using **AI to identify employees deemed 'less productive'** based on quantitative indicators that are often disconnected from human reality. This approach can lead to detrimental decisions for workers: staff replacement, increased pressure, constant surveillance... All these practices risk dehumanising work, target older workers or workers with a disability and weakening teams.

AI should be used to promote a more inclusive and caring vision of work. For example, it could be used to identify obstacles to performance – mental overload, inadequate tools, lack of training – and to propose solutions tailored to each individual. It could also promote a better distribution of tasks, personalised support, and recognition of each individual's unique qualities.

AI should not become a mere instrument of performance, but a lever for improving working conditions. By placing people at the heart of its deployment, we can make it **a real driver of social progress**. But for this vision to become a reality, AI must be properly regulated. In addition to the need for **transparency** regarding the data collected and its use and **fairness** in algorithms, to avoid bias and discrimination, there is a strong need for **participation** of employees in decisions related to AI. **Human-centred AI systems** can mask age and other characteristics that are used to discriminate in recruitment, thereby reducing bias. Chatbots and **assistive technologies** also have the potential to help older workers who lack the digital skills needed to navigate digital environments more easily. It is essential to involve older workers, people with disabilities and their representative organisations in the design and implementation of AI tools to ensure that they are user-friendly.

³⁵ [Accommodation and Technological Assistance for Employment - EDF](#)



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INSPIRING PRACTICE FROM **BELGIUM**

Information collected in collaboration with AGE Member

Vlaamse Ouderenraad

National Convergence Plan for Artificial Intelligence (2022): Becoming an inclusive AI Smart Nation

The national convergence plan to **make Belgium a #SmartAINation** sets out nine objectives which the federal government, in collaboration with its partners, intends to focus on over the coming years. Its first priority is **“Promoting trustworthy AI”**, emphasising that AI can support human rights, democracy, and the rule of law if it is developed ethically and responsibly, **guided by principles of transparency, non-discrimination, diversity, data governance, privacy protection, social and environmental well-being, and technical robustness.**

Addressing **algorithmic bias is central**: datasets must be representative of women, ethnocultural minorities, older people, and other groups to avoid discrimination and strengthen trust. This includes **preventing age-based discrimination in areas such as employment opportunities**, ensuring that older workers are fairly considered for jobs and career advancement. The plan also underlines the importance of **reducing the digital divide**, which disproportionately affects low-income groups, older adults, and people with disabilities, affecting their employment perspectives as a result.

Sector-specific challenges

Ageing in the healthcare sector: Ethical integration of artificial intelligence

The digitisation of healthcare is transforming the way care is delivered, managed and experienced, bringing both opportunities and challenges, particularly for ageing populations and older professionals. Technologies such as artificial intelligence, telemedicine and digital health records are increasingly being integrated into healthcare systems, offering the **potential to improve efficiency, quality of care and working conditions**. However, without careful monitoring and inclusive strategies, these innovations risk reinforcing existing inequalities, including ageism.

The COVID-19 pandemic has accelerated the adoption of AI in healthcare, driven by urgent needs and the availability of large data sets. **AI now automates up to 30% of administrative tasks**, allowing healthcare professionals to focus more on patient care³⁶. This development can improve job satisfaction and reduce burnout, particularly in high-pressure environments.

In addition, a meta-analysis of 16 prospective cohort studies supports the view that there is a positive dose–effect relationship between night-shift

³⁶ [Artificial Intelligence and the Health Workforce - OECD](#)

work and morbidity of breast cancer³⁷, demonstrating the impact of work on the health and healthy ageing of workers. For nurses and other healthcare professionals, who are particularly prone to working at night, this recognition can pave the way for better protection and compensation. In this context, algorithmic management systems could be a powerful tool to support the **health, safety and therefore healthy ageing of workers**. By intelligently redistributing night shifts and monitoring cumulative exposure, AI-based schedule planning could help maintain safe limits for night work, thereby reducing health risks while ensuring continuity of care. These systems can also consider individual health profiles and recovery needs, offering more humane and adaptive shift planning that balances operational requirements and worker well-being. However, to be effective and equitable, these tools must be transparent, inclusive and designed in consultation with healthcare staff.

The World Health Organisation has raised concerns that unregulated AI technologies could perpetuate **ageist biases**, to the detriment of both the caregiver and the patient³⁸. Many care workers report anxiety about technological change, fear of obsolescence, and limited access to training. A **lack of digital and health literacy** is a major barrier to the adoption of AI tools. Increased training is essential to prepare doctors and other professionals to use AI effectively. This includes not only technical skills, but **also an understanding of the ethical and legal implications of AI in clinical practice**, to better involve healthcare staff at every stage of AI development, from design to deployment, to ensure that technologies meet real needs and **complement human expertise** rather than replace it.

³⁷ [Night-shift work increases morbidity of breast cancer and all-cause mortality: a meta-analysis of 16 prospective cohort studies](#)

³⁸ [Ageism in artificial intelligence for health - WHO](#)



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INSPIRING PRACTICE FROM **THE NETHERLANDS**

Information collected in collaboration with AGE Member

Older Women's Network Netherlands

"Digital Skills in Healthcare and Welfare":

Supporting vulnerable employees in developing digital skills

Led by the NGO Mediawijs, this initiative addresses **the widespread gap in digital skills among employees in care and welfare organisations** while promoting policies that foster digital inclusion and media literacy within these sectors. It focuses on organisations and staff supporting vulnerable populations, including older adults, providing employees with the skills needed to navigate digital transformation and deliver high-quality services to all.

Three objectives are at the core of this project:

- Informing the healthcare and welfare sectors about the importance of digital skills among employees through [a webpage full of information and tools](#).
- Providing guidance on how to incorporate digital inclusion and media literacy into the organisation's policies. This coaching is based on the policy tool ["Digital Inclusion and Media Literacy in Welfare Services"](#).
- Training employees who want to become **digital helpers** and strengthen their colleagues' digital skills.

Systemic digital challenges facing older workers

Gaps in supporting digital inclusion in the workplace

In every sector, older workers face growing challenges due to the rapid digitalisation of work environments. These challenges are not confined to one industry, digital process or profession. They are systemic and require coordinated responses at both workplace and policy levels.

Employers have a key role to play in reducing digital inequalities, but many are unaware of their responsibilities or lack the resources to take effective action. One of the most pressing issues is **the lack of awareness and preparedness among employers**. A large majority of them (81%) do not have policies in place to provide assistive technologies, and 75% are unaware of whether their employees already use such tools³⁹. Without clear policies and proactive engagement of their company, older workers risk being left behind and struggling to adapt to digital processes and maintain their productivity.

While guidance instruments and frameworks exist, including the **Directive on transparent and predictable working conditions (EU 2019/1152)**⁴⁰ at EU level, they are often insufficient alone. This directive requires workers to be informed about key aspects of their job, including algorithmic decision-making. In Italy,

³⁹ [Accommodation and Technological Assistance for Employment - EDF](#)

⁴⁰ [Directive \(EU\) 2019/1152 of the European Parliament and of the Council of 20 June 2019 on transparent and predictable working conditions in the European Union](#)

national legislation transposing the directive obliges employers to disclose the use of algorithmic management systems and the data that informs them, promoting transparency and accountability. Complementing binding legislation, the **Framework agreement on digitalisation**⁴¹, endorsed by cross-sectoral social partners, provides guidance on collaborative digital transformation. It highlights the importance of digital skills, the right to disconnect and the principle of “human control” in artificial intelligence systems. It also calls for clear rules on data processing and monitoring to protect human dignity. Although not legally binding, the agreement reflects a shared commitment to ensuring that digitalisation benefits all workers and does not exacerbate existing inequalities.

Despite the existence of these tools to support businesses in becoming more inclusive, **practical and financial barriers remain significant**. Only a quarter of employers make use of existing support schemes, and many consider the financial assistance to be insufficient⁴². Assistive devices can indeed be costly, and public subsidies are often underutilised due to complex procedures and low awareness.

The organisation culture also plays a decisive role in shaping digital inclusion. Without fostering a culture of **empathy, collaboration, and openness to feedback**, workplaces will become or remain environments where older workers feel unsafe and unsupported in asking for help with digital tools or in engaging in continuous learning. **The lack of clear guidelines** on the use of digital tools within the company can have adverse consequences. Employees use them according to their own practices, without a defined framework, which can harm the organisation itself or hinder the development of their skills.

Privacy should also be at the core of the organisation culture to better support training programmes, digital tool adoption, and workplace monitoring policies in ways that protect personal data while enabling older workers to participate confidently in digitalised processes. It is crucial to ensure privacy is respected in the adoption of another essential but often missing tool **to monitor digital inclusion**, such as regular staff surveys, tracking the uptake of assistive

⁴¹ [Framework agreement on digitalisation | Safety and health at work EU-OSHA](#)

⁴² [Accommodation and Technological Assistance for Employment - EDF](#)

technologies, and measuring participation in digital skills training. These indicators can help identify gaps, guide targeted interventions, and ensure that older workers are not left behind in the digital shift.

INSPIRING PRACTICE FROM **SPAIN**

Information collected in collaboration with AGE Members

[Confederación Española de Organizaciones de Mayores](#) & [Plataforma 50](#) & [Plataforma de Mayores Pensionistas](#)

Strategic plan of the Spanish Data Protection Agency (2025-2030): Responsible innovation and defence of dignity in the digital era

The mission of the Spanish Data Protection Agency (*Agencia Española de Protección de Datos*, AEPD) is to safeguard the fundamental right to personal data protection, with particular attention given to groups in vulnerable situation in the labour market, such as older people. By focusing on **privacy by design and by default as a guiding principle for digital innovation**, it helps employers to implement **digital tools and AI systems that respect the dignity and rights of older workers**, reducing the risk of discrimination or undue monitoring.

Within its **2025-2030 strategic plan**, the agency will develop a cross-cutting intervention strategy to protect groups of people in vulnerable situation in the digital environment, with a special focus on the risks linked to AI. This includes creating adapted materials, updating practical guides, and establishing partnerships with universities, specialised organisations, and the third sector. The plan also seeks to strengthen collaboration with professionals to **promote regulatory compliance and foster a culture of privacy** across professional and economic spheres.



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Psychosocial impact of digitalisation

The digital transformation has also introduced a whole range of psychological and mental health challenges that affect workers in all sectors and of all ages. Older workers face significant psychosocial risks for very specific reasons that require urgent attention from employers, policymakers and occupational health experts.

The rise of algorithmic management and AI can lead to increased **stress, anxiety and fear of losing one's job**. Workers often feel reduced to data points, without really understanding how decisions are made or how to challenge them. This lack of transparency undermines trust and contributes to a sense of powerlessness, which can be particularly pronounced among older employees who may already feel vulnerable in digital environments.

Work intensification is another major issue mentioned. Digital tools often increase the pace and volume of tasks, leading to cognitive overload and burnout. While automation can reduce physical fatigue, it often leads to a decrease in autonomy and increased standardisation, which can undermine job satisfaction. A study conducted in Sweden found that workers' satisfaction with technological

changes was unevenly distributed, with younger, more educated and more digitally skilled people reporting more positive experiences than older workers⁴³. Older employees may struggle to adapt to the pace of change and fear becoming obsolete, which can lead to resistance, frustration and psychological distress.

The replacement of human managers with algorithms and the rise of remote working can **erode interpersonal relationships and solidarity**. For older workers, who are accustomed to face-to-face interaction and mentoring, this change can lead to feelings of isolation and a loss of meaning. This lack of dialogue exacerbates psychosocial risks and compromises the secure integration of new technologies.

These challenges are compounded by societal attitudes and corporate cultures that **fail to recognise the value and specific needs of older workers**. Stereotypes that older workers are resistant to change or less able to use technology persist. These influences hiring decisions and workplace dynamics. These preconceptions can lead to older employees being treated as 'special cases', which fosters a sense of isolation or infantilisation, further damaging mental well-being.

INSPIRING PRACTICE FROM **PORTUGAL**

*Information collected in collaboration with AGE Member
[Associação de Aposentados, Pensionistas e Reformados](#)*

The Impact of the Digital Transition on Psychological Health and Well-Being (2024): Recommendations for employers and employees

The Portuguese Psychologists Association (*Ordem dos Psicólogos Portugueses*, OPP) has produced a set of recommendations on how the digital transition can be managed in ways that support well-being, skills development, and productivity in the workplace. The document **emphasises**

⁴³ [EIWO webinar 11: Older Workers and Technological Change Challenges and Opportunities](#)

a people-centred approach to digitalisation, underlining the importance of empathetic leadership, psychological safety, and flexible working practices, including hybrid work models.

The report highlights that **the digital divide reinforces existing inequalities and disproportionately affects certain groups, among them older adults**. Workers with lower digital skills face greater risks of precarious employment and limited career opportunities, which can cause mental stress. Therefore, **targeted support for older workers is needed** to ensure they are equipped with digital skills, protected from exclusion, and supported in maintaining both their professional opportunities and their psychological well-being. Workers are also encouraged to **set clear boundaries between work and personal life** and seek support when needed to manage stress.

Sector-specific challenges

Older workers' mental health in a digitalised construction sector

The construction sector is one of the most physically and mentally demanding in Europe. Characterised by high workloads, tight deadlines and high accident risks, this sector is also characterised by a culture that often minimises mental health concerns⁴⁴.

Older workers in the construction sector are exposed to specific psychosocial risks. Age-related physiological changes can increase vulnerability to accidents at work, while repetitive or monotonous tasks can lead to disengagement and stress. In addition, older workers are more at risk of climate-related stress, such as extreme heat or cold, which can trigger anxiety and depression.

As described earlier, digitalisation brings sector-wide challenges that we very much see in the construction sector, such as **work intensification, loss of**

⁴⁴ [Mental health in the construction sector - Publications Office of the EU](#)

autonomy, heightened surveillance and fears around automation. For older workers in particular, this can amplify **stress, skill obsolescence and feelings of isolation.**

However, digitalisation could also offer promising opportunities to support older workers and improve their mental health. Integrating AI and automation into construction processes can significantly **reduce physical fatigue and exposure to hazardous environments.** For example, AI-powered systems can automate heavy machinery such as excavators, detect obstacles and ensure worker safety⁴⁵. Smart monitoring tools, such as those designed to prevent hand-arm vibration syndrome (HAVS), help **preserve workers' ability to perform precision tasks**, thereby extending their careers and improving their quality of life⁴⁶ and mental health.

AI-based worker management systems can also **tailor workloads and schedules to individual capabilities**, which is particularly beneficial for older workers or those recovering from health issues. By aligning tasks with individual strengths and limitations, these systems promote well-being and accessibility.

The digital divide and the lack of digital skills

As digital tools become integrated into work processes, **the lack of skills and access to digital tools** is becoming a major obstacle to inclusion and equal opportunities. Older people are particularly vulnerable to this risk. Only 8% of 65–74-year-olds, have digital skills above the basic level⁴⁷, which can greatly limit opportunities to remain in or return to the labour market beyond retirement age. Even fewer older women use online services, which limits their opportunities to remain in or return to the labour market⁴⁸. **The lack of continuing education** exacerbates this situation. In the European Union, people aged 55–65 have much

⁴⁵ [Balancing innovation and safety in task automation: insights from case studies | Healthy Workplaces - Safe and healthy work in the digital age 2023-2025](#)

⁴⁶ [Preventing hand-arm vibration syndrome \(HAVS\): smart digital systems for improving workers' safety and health | Healthy Workplaces - Safe and healthy work in the digital age 2023-2025](#)

⁴⁷ [AGE Policy Paper - Growing old in a digital world](#)

⁴⁸ [The complex gender face of digital exclusion in old age - AGE Platform Europe](#)

less access to training than younger people, even though experience shows that with the right support, older workers can catch up⁴⁹.

In this context of accelerated digitalisation, older workers risk being excluded from both essential services and professional opportunities. Closing this gap requires combating stereotypes, strengthening targeted training and adapting work environments. The European Union has launched several initiatives, including **the Union of skills**⁵⁰, one of whose objectives is to ensure the acquisition of digital skills throughout life, through **the Pact for skills and European academies**. **The AI Act**⁵¹ also introduces an obligation to raise awareness of AI, which will have to consider the specific needs of older workers and people with disabilities.



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But the digital divide is not just about skills. It also affects **accessibility**. Older workers living in rural areas that have poor internet coverage and limited equipment, might struggle to use the tools or adapt to digital processes. They may also find it difficult to **afford the necessary subscriptions or equipment**. To date, there is no binding European legislation guaranteeing the reimbursement of

⁴⁹ [Mind the skills gap: Older workers falling behind in training | Euronews](#)

⁵⁰ [Union of skills - European Commission](#)

⁵¹ [Regulation \(EU\) 2024/1689 of the European Parliament and of the Council of 13 June 2024 laying down harmonised rules on artificial intelligence](#)

teleworking costs, which reinforces inequalities. While the EU aims for universal access to online public services and digital identity⁵², these ambitions cannot be achieved without full, affordable and inclusive accessibility. Failing this, digitalisation risks exacerbating the marginalisation of older workers instead of offering them new opportunities.

INSPIRING PRACTICE FROM **GREECE**

Information provided by AGE Member [50+ Hellas](#)

Digital empowerment plan for older people and people with disabilities:

Building digital skills through dedicated hubs

In 2025, the Greek government announced a **€6.8 million pilot initiative to digitally empower 3,600 individuals over the age of 65** and 2,800 people with disabilities, supporting older adults who wish to remain in or return to the workforce. The programme is part of the national **'Greece 2.0' National Recovery and Resilience Plan**, funded by the EU's **Recovery and Resilience Facility (RRF)**. Its objective is to **familiarise older citizens and people with disabilities with new technologies**, helping to reduce digital exclusion and promote independent living. Planned support measures include digital literacy training, psychological support, and counselling to address technophobia and enhance social participation.

Implementation is expected to take place through **120 digital empowerment hubs in municipalities for older persons** and 80 hubs within organisations serving people with disabilities. Selected participants will attend in-person courses lasting 70 hours for older persons and 80 hours for people with disabilities. Once the courses are completed, educational materials will be made available online as e-learning resources, ensuring wider public access.

⁵² [Europe's digital decade: 2030 targets | European Commission](#)

A digital transition designed for an ageing workforce

Digital tools designed to improve health and safety risks at work

With an ageing population and workforce, the digital transition offers significant benefits for better ageing at work and for older workers. As seen before, the **automation of tasks** can ease physical strain, enhance mental well-being, and foster inclusion, helping older workers remain active longer.

In addition to task automation, other digital tools are designed to improve health and safety at work are developing rapidly and finding applications in many sectors. Their main purpose is **to monitor, alert, assist and train workers**, rather than replace human functions. Smart personal protective equipment and wearable devices are prime examples of this evolution. These systems, equipped with sensors and software, enable real-time monitoring of employees' exposure to various hazards⁵³ such as gases, toxins, noise, extreme temperatures or hand and arm vibrations. Smart watches or insoles can monitor posture, heart rate, blood pressure, falls or loss of upright position, and send audible or vibrating alerts to prevent accidents⁵⁴. Some more advanced technologies incorporate **proximity warnings** for vehicles, create exclusion zones, track lone workers, and assess movement and activity levels to reduce risks⁵⁵.

Other devices, such as drones or fixed and mobile surveillance systems, can **monitor hazardous areas** in environments such as construction, limiting workers' direct exposure to potential dangers⁵⁶. These technologies can even be equipped with artificial intelligence to inspect work sites or detect anomalies, further improving accident prevention. Monitoring software and digital applications complement these devices by providing accurate data on working conditions, enabling the identification and assessment of occupational health and

⁵³ [Digitalisation and workers wellbeing: The impact of digital technologies on work-related psychosocial risks - OSHA](#)

⁵⁴ [Smart digital systems for better safety and health at work](#)

⁵⁵ [Preventing hand-arm vibration syndrome \(HAVS\): smart digital systems for improving workers' safety and health | Healthy Workplaces - Safe and healthy work in the digital age 2023-2025](#)

⁵⁶ [Smart digital systems for better safety and health at work](#)

safety risks. Some applications also encourage workers to adopt safer and healthier behaviour, while facilitating emergency response.

Finally, **virtual reality and augmented reality** play a crucial role in occupational safe and security training. They offer employees the opportunity to practise in safe, simulated environments, promoting the learning of safe procedures and preparation for critical situations.

These digital tools have direct benefits for the healthy ageing of the workforce by reducing physical fatigue, accidents and prolonged exposure to hazardous conditions, helping to preserve the long-term health and independence of workers. For older workers who wish to continue working, these technologies offer **additional support**, enabling them to remain active and productive for longer, while minimising age-related risks and promoting a safe, adapted and inclusive work experience. These measures have the potential to create safer, more preventive and more sustainable work environments, while putting technology at the service of the health, safety and well-being of all workers. However, targeted efforts are essential to integrate these innovations into **age-friendly work practices** that respect **workers' privacy** and put workers at the centre of the decision-making process.

INSPIRING PRACTICE FROM THE **2023-2025 EU-OSHA CAMPAIGN**

Amarsul: Leading worker safety with digital monitoring

Amarsul, a Portuguese urban waste management company, introduced a **digital monitoring system to enhance safety in high-risk environments**. The initiative combines wearable devices and automated conveyor belt controls to prevent accidents and provide rapid emergency responses. Developed for conditions where employees often work alone or in noisy facilities, it **ensures quick detection of incidents and immediate intervention**.

The system has reduced accident severity, improved communication between teams and security staff, and **cut sick leave by 230 days**. Workers benefit from constant digital connection to support teams, which boosts confidence and mental wellbeing. **Active employee involvement in testing, training, and feedback** made the system effective and widely accepted. Its **cost-effectiveness and adaptability** mean it can be applied to other sectors where isolated or hazardous work is common, highlighting the role of technology in safeguarding workers.


The practice was underlined by the **European Agency for Safety and Health at Work (EU-OSHA)** as part of its **[2023-2025 Europe-wide Healthy Workplaces Campaign \(HWC\)](#)**, of which AGE Platform Europe is a partner. Other interesting case studies can be found in this **Barometer's annex**.

Supporting lifelong learning with digital tools

The digital transition can only be beneficial for workers if they are trained to use digital tools and gain digital skills. This is particularly true for older workers, who often have limited access to training due to persistent age-related discrimination, even more so when it comes to digital training. However, it is also true for younger people, who will face technological and digital changes throughout their careers and therefore require continuous and lifelong training. Research shows that while 61% of workers believe they need new skills to adapt only to AI, while 15% are currently receiving appropriate training⁵⁷. There is therefore an urgent need for **accessible learning programmes tailored to the worker's needs**.

Digital skills assessment tools play a key role in transforming vocational training practices. They enable the precise identification of gaps in employees' skills, whether technical, digital or soft skills. Through personalised diagnostics, these tools guide workers towards training pathways tailored to their actual needs and the evolution of their job. This type of solution is particularly beneficial for older

⁵⁷ [#EurofoundLive: How is AI changing the world of work in Europe?](#)



workers, who are often less familiar with technology, have limited access to continuing education, or face age-related stereotypes. By identifying missing digital skills and offering targeted training, these tools help strengthen their employability, facilitate their adaptation to digital environments, and extend their active participation in the labour market.

Similarly, **learning analytics** complements this approach by providing HR managers and trainers with accurate data on learning behaviours, progress made, and difficulties encountered. By analysing this information, it becomes possible to adjust content, personalise learning paths and anticipate training needs. This makes it possible to quickly identify specific gaps, particularly in digital skills, and offer targeted solutions.

Finally, **virtual assistants and educational chatbots** might complement proper training, by offering personalised support that is accessible at any time and directly integrated into work or training environments. They allow employees to ask questions, receive instant explanations and be directed to resources tailored to their level and objectives. For older workers, these tools are a valuable aid: they reduce barriers to using technology, promote autonomy in learning and allow them to progress at their own pace, without pressure.

Provided that these tools are **used effectively by employers**, they benefit both the company and workers of all ages by enabling proactive talent management, better adaptation to technological changes and overall performance improvement. By integrating these measures into their HR policies, companies can not only improve overall performance but also foster an inclusive learning culture where every employee, regardless of age or skill level, can grow and learn throughout their career. Targeted strategies for skills upgrading and renewal are essential.

INSPIRING PRACTICE FROM **ROMANIA**

*Information collected in collaboration with AGE Member
Federația Națională Omenia a Caselor de Ajutor Reciproc ale
Pensionarilor din România*

National Strategy for Continuing Education for Adults (2024-2030): Supporting lifelong learning for the digital and green transitions

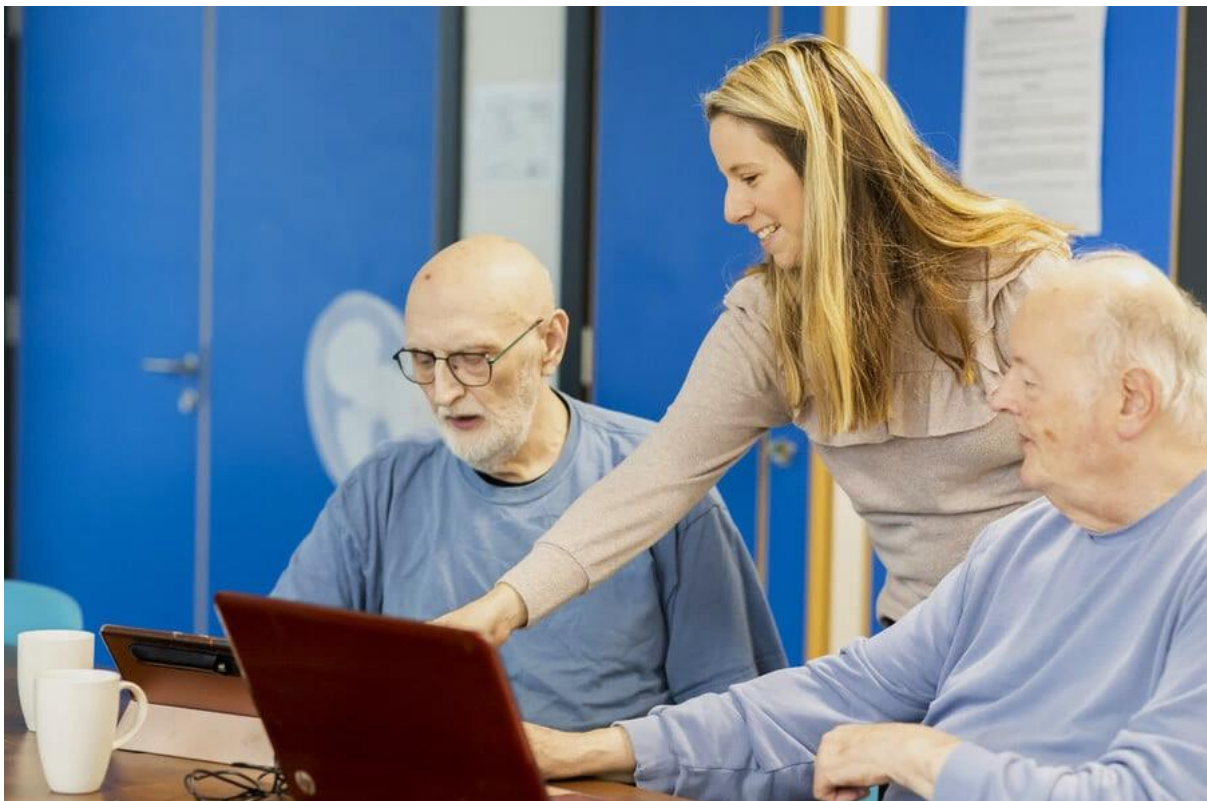
This strategy seeks to **foster a culture of lifelong learning that is accessible to everyone, regardless of age, culture, or background**. It provides a national framework to support adults in their personal and social development, while ensuring their lasting integration into the labour market. A key focus is on **building essential and transversal skills, including digital and green skills**, that are vital in an era defined by rapid technological change and the global shift towards greener practices.

Implementation is expected to bring several improvements: strengthening the national regulatory framework, enhancing the collection of data on adult education, and expanding access to learning opportunities through **more community lifelong learning centres** and better promotion of existing programmes. The strategy also emphasises improving skills assessment and recognition of prior learning, both formal and informal, by increasing the number of **dedicated assessment centres**.

Digitalisation as a catalyst for intergenerational collaboration

The digital transition is also redefining how generations interact and learn from each other. At a time when AI and smart technologies are becoming central to workplace operations, fostering intergenerational collaboration is essential to building resilient, inclusive and innovative teams.


Mentoring programmes remain a cornerstone of knowledge exchange between younger and older employees. These initiatives allow experienced professionals to pass on their institutional knowledge, while younger workers share their digital expertise and fresh perspectives. Digitalisation reinforces this dynamic by creating new roles and workflows that encourage collaboration between age groups. For example, in healthcare and other sectors, older professionals can contribute their expertise to the development and implementation of frontline AI solutions, working alongside younger colleagues and technology specialists.



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Digital tools also **improve communication**, which is essential for effective teamwork. In **masking age-related biases**, chatbots and other digital interfaces enable the formation of complementary intergenerational teams and allowing older workers to participate in decision-making. These tools promote more equitable interactions and help dismantle stereotypes that can hinder cooperation.

Finally, by investing in inclusive digital strategies and promoting **intergenerational learning**, organisations can ensure that the digital transition



strengthens their workforce. When older and younger employees work together, supported by technology and guided by mutual respect, they create environments where innovation thrives, and everyone has a role to play in shaping the future of work.

Recommendations

Combat ageism and bias in AI

- **Promote human-centred AI design** that avoids age-related bias and prevents age-based discrimination
- **Guarantee the right to algorithmic transparency** to ensure AI systems are understandable, accountable, and inclusive for all
- **Include older workers** and their representative organisations in the development and deployment of AI systems
- **Reinforce legal and regulatory frameworks** to tackle age-related bias in AI, ensuring transparency, fairness, and inclusion
- **Guarantee transparency and human oversight** in AI tools used for recruitment, performance evaluation, and task allocation

Promote lifelong learning and digital upskilling

- Leverage the **European Commission's Union of Skills** initiative to create tailored and accessible digital training pathways for older workers
- Implement the **Council's recommendations on qualification pathways** and **individual training accounts** in Member States, adopting a person-centred approach with access to paid training leave, removing age limits for training and aligning learning opportunities with the digital transition
- **Develop inclusive digital training programmes** targeting older workers
- **Promote lifelong learning systems** that include digital skills to ensure continuous skills development

Support inclusive workplaces

- **Foster workplace cultures** of empathy, privacy, and openness to feedback where ageist stereotypes are tackled
- **Ensure equal access** to digital tools in the workplace
- **Guarantee workers consultation and involvement** from the design phase of digital technologies

- **Foster the ‘humans in control’ principle**, ensuring humans must always have ultimate responsibility for decisions, particularly in critical areas such as healthcare
- **Ensure social protection and fair working conditions** in all sectors, including the most vulnerable occupation such as platform work
- **Use staff surveys and digital inclusion** indicators to monitor progress

Improve working conditions through technology

- **Design and implement technological tools aimed at ensuring sustainable careers** by improving working conditions, guaranteeing workers' health and safety, supporting ageing in the workplace and giving older workers more opportunities for career development
- **Recognise and integrate older workers’ expertise** in supervising digital systems
- **Address mental health risks** linked to digitalisation and provide mental health resources
- **Encourage flexible work arrangements for older workers and caregivers**, with a specific attention to women and gender equality in the revision of Work-Life Balance Directive⁵⁸

Strengthen legal and policy frameworks

- **Enforce transparency in algorithmic management** (e.g., EU Directive 2019/1152)
- Expand protections under the **Platform Work Directive** and **AI Act** to include age-sensitive design
- **Establish a comprehensive EU legal framework for remote work** that safeguards worker autonomy by setting clear boundaries for digital availability and ensures fair treatment through binding legislation on telework cost reimbursement, including financial support measures aligned with existing EU directives

⁵⁸ [AGE Policy Paper - Work-Life Integration](#)

Address regional and sectoral gaps

- **Invest in digital infrastructure** in rural areas and develop tailored regional policies to address local digitalisation gaps
- **Support SMEs** through subsidies and training

Foster intergenerational collaboration

- **Foster intergenerational collaboration** in digital workplaces, through experience sharing for instance
- **Promote mentoring programmes** on digitalisation between older and younger workers
- **Encourage intergenerational learning strategies** in digital workplaces

Chapter II - Green transition

Impact of the green transition on the labour market

The green transition as a driver of job creation in Europe

Driven by ambitious and social policies, the transition to a circular, low-carbon economy represents a major opportunity for the labour market by acting **as a lever for economic growth and job creation**. Projections indicate a net increase in employment of 0.2 to 0.3% by 2030, representing around 700,000 additional jobs in the most positive scenario for the circular economy⁵⁹.

Among the most promising sectors, **recycling, repair and waste management** are expected to experience rapid growth. The waste sector alone could generate up to 660,000 net jobs, thanks to the rise of material reuse and recovery practices⁶⁰. The **construction sector** will also benefit from this transition, particularly through investment in energy-efficient building renovation and improved environmental performance.

Many jobs are and will be created by the green transition. It is crucial to ensure the **quality of these jobs from the outset**. Too often, jobs created by the green transition are exposed to high physical risks or precarious working conditions. For this transition to be truly inclusive and sustainable, it must be accompanied by ambitious policies on training, retraining and improving working conditions. This means ensuring that new jobs are **accessible to all groups of workers**, including older workers.

With the right **support**, the job creation can also encourage **older workers** to remain or return on the labour market, particularly those who have been unemployed for a long time. When older workers lose their jobs, they are **significantly more likely to remain unemployed for a long time**⁶¹. New jobs generated by the circular economy, particularly in the recycling, repair and energy

⁵⁹ [European Commission - Impacts of circular economy policies on the labour market](#)

⁶⁰ [European Commission - Impacts of circular economy policies on the labour market](#)

⁶¹ [Persons in long-term unemployment \(12 months or more\) by citizenship](#)

renovation sectors, can offer real opportunities for these groups, provided that **targeted retraining policies**, hiring incentives and inclusive working environments are put in place.



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INSPIRING PRACTICE FROM **FRANCE**

Information collected in collaboration with AGE Members

Union Française des Retraités & Fédération Nationale des Associations des Retraités (FNAR) & Union des Anciens du Groupe BP & Fédération des particuliers employeurs de France

The Shift Project: Train workers for the green transition

The Shift Project is a **think tank focused on promoting a low-carbon, post-fossil fuel economy** through research, advocacy, and policy recommendations. As the restructuring of the economic fabric is accompanied by a strong demand for labour in certain sectors and a

contraction in other areas of activity, it highlights that **“Without continuing education, there can be no ecological transition”**.

Continuing education can respond more rapidly than initial training to urgent skills needs. It supports the **retraining of workers seeking career paths that better align with their values** or those at risk of job loss. Professions related to the transition also offer **opportunities to integrate people who are distant from the job market, such as older workers**. Beyond individual benefits, **training can foster cultural change within companies and public institutions**, generating a collective momentum that facilitates the implementation of transition strategies.

For the think tank, effective training should **prioritise collective formats**, active teaching methods, and practical preparation for participants to act. Experts should be involved in the design process to ensure high-quality content. Training provides participants with a broader understanding of their environment and **concrete tools to become active contributors**. To support this, The Shift Project has developed **targeted “action sheets”** for training organisations, skills operators, local authorities, and businesses.

Social, regional and sectorial impacts

Although the green transition will generate job growth across Europe, it will also bring **deep changes** in some sectors and regions. It could indeed lead to the **loss or transformation of existing jobs**, with significant social consequences.

Among the sectors most at risk are **manufacturing**, particularly the manufacture of metal, chemical and non-metallic mineral products, and the **automotive industry**⁶². These sectors could suffer job losses due to higher production costs or changes in transport policies. Extractive industries and **carbon-intensive** industries, such as fossil fuel production, are also in decline⁶³. Similarly, the

⁶² [Eurofound - Fit for 55 climate package: Impact on EU employment by 2030](#)

⁶³ [European Commission - Impacts of circular economy policies on the labour market](#)

manufacture of new products could be affected by the rise of reuse and circularity, reducing demand for durable goods.

These changes are not evenly distributed across Europe. **Regions heavily dependent on fossil fuels**, such as parts of Poland and Romania, are particularly vulnerable⁶⁴. The closure of coal mines, for example, is leading to massive job losses in already fragile communities, where unemployment rates are high and opportunities for retraining or mobility are limited. Conversely, countries such as Spain, Italy, France, Germany and Denmark, which supply equipment and services for the energy transition, should benefit from this dynamic.

On a social level, although the green transition may create jobs in certain sectors, in others it may lead to significant job losses, mainly affecting well-paid positions in the mining and extractive industries. Ultimately, these changes may expose workers to lower wages in declining sectors. The retraining of miners, for example, who earn high wages, may reduce their willingness to accept new jobs⁶⁵. **Older workers** are also less likely to access new green jobs and more likely to remain in carbon-intensive jobs or leave the labour market.

Finally, the **fast and important changes** associated with the transition may affect the **well-being and mental health** of workers, particularly those facing job insecurity or forced retraining. For this transition to be “just”, it must be accompanied by **territorial support plans, inclusive retraining policies** and **enhanced social dialogue**.

⁶⁴ [Eurofound - Fit for 55 climate package: Impact on EU employment by 2030](#)

⁶⁵ [World Bank - Case study - Options to support workers through a transition away from coal in Eastern Wielkopolska](#)

INSPIRING PRACTICE FROM **THE CZECH REPUBLIC**

Information collected in collaboration with AGE Member

Profesni Krizovatky

Operational Programme Just Transition (OPJT): **Enabling green transformation in coal-dependent areas**

The OPJT is a strategic initiative supporting the country's shift towards a climate-neutral economy, **focusing on regions heavily dependent on coal and energy-intensive industries**. As part of the **EU Just Transition Mechanism**, it aims to reduce the socio-economic impacts of the green transition on vulnerable areas: **Karlovy Vary, Ústí nad Labem, and Moravian-Silesian regions**. The programme helps all workers transition from coal-related sectors, revitalising local economies through clean energy, innovation, and infrastructure, and addressing the environmental legacy of coal mining. It is particularly valuable for older workers, offering opportunities to reskill and remain active in the labour market despite structural changes.

For the 2021–2027 period, the OPJT is allocated approximately **€1.6 billion**. It supports initiatives such as **retraining and upskilling workers**, aiding SMEs, promoting research, advancing digitalisation and clean energy projects, reclaiming former mining sites, and encouraging the circular economy. By **combining large-scale strategic projects with smaller initiatives**, the programme fosters economic diversification, social cohesion, and sustainable growth in affected regions, with eligible expenditures extending until 2029.

Intersection of demographic ageing and green transition

Valuing experience in green jobs

The green transition is gradually transforming the professional landscape, highlighting jobs related to energy efficiency, sustainable project management and sustainable agriculture. Although innovative, these jobs often rely on cross-functional skills and expertise acquired over time, assets of many **experienced workers**.

Older workers play a key role in this dynamic, acting as **mentors and knowledge transfer agents**. For example, in the organic farming sector, experienced farmers pass on their knowledge of crop rotation, natural fertilisers and composting techniques to young farmers. Similarly, in construction, older workers train new generations in the energy renovation of old buildings, combining traditional know-how with modern environmental standards. Maintenance, repair and remanufacturing are key sectors that require detailed knowledge of both old and new materials and products. In the automotive industry, experienced technicians can repair or recondition parts for older vehicles, while integrating newer, more environmentally friendly components. Their knowledge of traditional mechanical systems is essential for extending the life of equipment and reducing waste.

In the circular economy, jobs require few new skills but rather **cross-cutting skills** such as problem solving, communication and adaptability. For example, a former site manager can become an energy renovation consultant, drawing on his skills in team management, planning and coordination, while training in new environmental standards.

Valuing experience in green jobs is a real strategic lever for a successful ecological transition. By fully integrating older, more experienced workers, businesses and regions can **draw on solid expertise** while promoting an **intergenerational and inclusive approach** to sustainable development.



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Sector-specific challenges

The maintenance sector

At the heart of the transition to a circular economy, the repair, installation and maintenance sector stands out as a strategic area, both for product sustainability and local employment. These skills, which include refurbishment and remanufacturing, extend the life of equipment, reduce resource consumption and limit waste. They fully embody the principles of the **3Rs**: Reduce, Reuse, Recycle⁶⁶.

By 2030, the machine repair and installation sector could create **up to 64,000 jobs** in the EU⁶⁷. More broadly, **75% of jobs in Europe** are concentrated in the maintenance sector⁶⁸. These figures reflect a strong dynamic, where professional experience is becoming a strategic asset.

⁶⁶ [Policy Research Center - Employment impact of the transition to a circular economy](#)

⁶⁷ [European Commission - Impacts of circular economy policies on the labour market](#)

⁶⁸ [Policy Research Center - Employment impact of the transition to a circular economy](#)

Older professionals who have technical expertise, in-depth knowledge of materials and older products, and a valuable industrial culture can support the shift towards more sustainable practices.

In the refurbishment of electronic equipment for instance, experienced technicians can diagnose, repair and recondition complex devices, drawing on skills acquired over many years. Their knowledge of electronic diagrams printed circuits and specific materials is essential to guarantee the quality and safety of their work.

Maintenance jobs are not limited to technical tasks. They also require **cross-functional skills** such as interprofessional coordination, customer relationship management, problem solving and adaptation to company policies. These skills, often developed over the course of a career, are particularly prevalent among older workers, who can thus play a key role in upskilling teams and transferring knowledge.

A path to better working conditions

The green transition is offering opportunities to improve **job quality and working conditions**. These new green jobs have environmental benefits, but also social and professional impacts that are essential for a **fair and inclusive transition**.

Green jobs often contribute to **making workplaces cleaner and safer**. By focusing on activities that reduce pollution and restore ecosystems, they help improve air quality and reduce exposure to harmful substances. For example, jobs in renewable energy, sustainable agriculture and green construction are generally less associated with toxic materials. Environmentally friendly workplace design can **benefit workers' long-term health and well-being**. Such as with the introduction of natural ventilation systems or energy-efficient buildings, which can improve indoor air quality and thermal comfort, for instance.

Many emerging green professions involve **lower physical demands** and **reduced exposure to hazardous conditions**. Innovations such as **modular construction**, an innovative construction method that involves manufacturing building components in a factory and then assembling them at the final site, that

allows much of the work to be done in advance, in a controlled environment, making work less physically demanding and accessible to a wider range of workers.

For **older workers**, these improvements are particularly valuable. As physical resilience can decline with age, less physically demanding and more favourable green jobs can help **extend healthy working lives**, thereby contributing to active ageing and social inclusion.

The development of green jobs allows the **integration of safety and health standards from the outset**, rather than implementing them at a later stage. Green jobs therefore have the potential to offer a **better balance between job requirements and available resources**. All these factors contribute to **greater job satisfaction** and a **lower risk of burnout**.

Green jobs represent a real opportunity to improve working conditions **in all sectors**. By promoting healthier environments, safer tasks and better job design, the green transition can support a labour market that is sustainable. To fully exploit this potential, policies must ensure that **job quality** is a central pillar of the green economy, benefiting workers of all ages.



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INSPIRING PRACTICE FROM IRELAND

Information collected in collaboration with AGE Member

Active Retirement Ireland

Green Skills 2030: Building a sustainable construction workforce

The Green Skills 2030 Strategy is Ireland's first **national framework to embed sustainability across the Further Education and Training (FET) sector**. It focuses on integrating green skills into apprenticeships and training programmes, promoting climate literacy, and aligning education with emerging green job markets. This initiative can be valuable for older workers, giving them pathways to reskill in green construction and sustainability, while helping companies retain their expertise.

In the construction sector, the strategy targets energy-efficient building, modern construction methods, and retrofitting. **Nearly Zero Energy Building (NZEB) courses** develop skills for efficient construction, **Modern Methods of Construction (MMC) training** covers Building Information Modeling (BIM), AutoCAD, and offsite techniques, and **retrofit training** equips workers to upgrade existing buildings and reduce carbon emissions. Training **emphasises health and safety**, climate awareness, and practical experience, delivered through **Education and Training Boards (ETBs)** and **Ireland's national online learning service (eCollege)**, with targeted promotion to construction workers.

Sector-specific challenges

The construction sector

The green transition and the ageing workforce are two major dynamics that are profoundly transforming the construction sector in the European Union.

This sector accounts for around **6% of European GDP** and employs more than **13.5 million people**⁶⁹.

The green transition, driven by initiatives such as the European Green Deal⁷⁰, places buildings at the heart of the EU's climate strategy, with the objective to make it more sustainable, more energy-efficient and more resilient.

This transformation opens significant economic opportunities. On the one hand, **jobs could be created** through investments in energy renovation, the construction of sustainable buildings, and the installation of green technologies such as solar panels. These activities are very labour-intensive and would require an overall **3.8% increase in employment**⁷¹ in the sector if the Green Deal is fully implemented.

On the other hand, **some traditional jobs may disappear** or be transformed. For example, the introduction of more productive techniques such as modular construction allows for faster construction with fewer personnel, which could lead to a **reduction in employment of around 1%**⁷². Similarly, the circular economy, which aims to reduce waste and reuse materials, can streamline certain processes and thus slightly reduce labour requirements in certain functions.

This **highlights the crucial importance of training and retraining** so that workers can benefit from new opportunities rather than being excluded by technological and ecological developments. The transformation of professions requires a massive effort in terms of upskilling and retraining, supported by European programmes such as **BUILD UP Skills**, which aim to prepare professionals for the demands of sustainable construction.

This transformation is coming up against another reality: an ageing workforce. The sector is facing a wave of retirements that threatens its ability to meet growing demand. To adapt to the new requirements of the sector, but also to working conditions that are and will continue to be impacted by

⁶⁹ [The greening of the EU construction sector | CEDEFOP](#)

⁷⁰ [The European Green Deal - European Commission](#)

⁷¹ [The greening of the EU construction sector | CEDEFOP](#)

⁷² [The greening of the EU construction sector | CEDEFOP](#)

climate change, the sector must **invest in both training and working conditions**.

Lifelong learning and vocational training for older workers, as well as improved working conditions and flexibility, will be essential to ensuring the quality of employment for older workers and keeping them in work, in order to achieve a successful transformation that reconciles environmental sustainability and social justice.

Through social inclusion and intergenerational teams

The green transition is not only an environmental imperative, but also a social opportunity. As Europe moves towards climate neutrality, the development of green jobs offers a unique opportunity to **promote social inclusion** and **strengthen intergenerational cooperation** in the workplace and in communities.

Green jobs cover a wide range of sectors with roles requiring and benefiting from a mix of technical skills, knowledge and collaborative approaches, which make them ideal for **diverse, inclusive and intergenerational teams**. Jobs structured around community initiatives, such as shared gardens, repair cafés and local cooperatives, naturally encourage **intergenerational participation**, allowing young and old workers to work side by side, exchanging knowledge, skills and perspectives while contributing to environmental goals.

When combined with the skills and experience of older workers, the skills of younger workers, who are likely to be more familiar with new practices and technologies due to their more recent initial training, can greatly benefit the company. Indeed, such intergenerational teams enable **greater productivity and innovation**, which are necessary for the green transition that is taking place in the labour market.

For older workers, green jobs can offer **attractive opportunities to remain active**, both professionally and socially. Many roles in the green economy are less physically demanding and more collaborative, making them well suited to workers seeking to **age better at work**. Whether mentoring younger colleagues,

participating in local sustainability projects or accessing new roles through lifelong learning, older adults can play a vital role in building a greener future.

Recognising the value of intergenerational teams in an undeniable asset for the company but also for **social cohesion** and **community resilience** as it tackles age-related stereotypes and exclusion. The green transition is more than a change in energy or production. It is an opportunity to **rethink how we work together**. By promoting inclusive and intergenerational green jobs, Europe can ensure that the transition is not only environmentally sustainable, but also **socially just**, offering everyone, including older workers, the opportunity to thrive and contribute.

INSPIRING PRACTICE FROM **THE UNITED KINGDOM**

Information collected in collaboration with AGE Member

[International Longevity Centre UK](#)

The Green Jobs Taskforce:

Ensuring diverse employment through the green transition

The Green Jobs Taskforce was established by the UK government in 2020 to provide independent advice on **creating high-quality, sustainable employment** as part of the transition to a net zero economy. It brings together representatives from government, industry, trade unions, and the skills sector to coordinate workforce planning, skills development, and supply chain readiness in emerging green sectors, **ensuring that the transition is fair, inclusive, and sustainable for all**. This includes support and training for older workers, helping them adapt their skills to meet evolving market demands, while safeguarding their fundamental rights as valued and independent members of society.

In its 2021 report, the taskforce recommended that the government use **net zero policies and funding** to promote good green jobs, enhance workforce

skills, and develop competitive local supply chains. All applicants for net zero-related funding must **demonstrate best practices in equality and inclusion, and report transparently on workforce diversity**. The report also calls for high-carbon industries receiving decarbonisation funding to **establish Just Transition agreements in consultation with workers or unions**, and for the government to adopt a principle that consistently supports green jobs, skills, and inclusive practices across all major net zero investments.

Challenges for older workers in a greener labour market

Ageism and structural barriers

Older workers face age discrimination and a lack of recognition that hinder their full participation in this transformation. Data shows that older workers (aged 55-64) are around 25% more likely to remain in carbon-intensive jobs than younger workers (aged 18-34)⁷³, particularly in regions dependent on fossil fuels.

The core factor contributing to the difficulties faced by older workers is **ageism**. In the world of work, this manifests itself in a persistent tendency to view older people as less capable of acquiring new skills, less productive or less adaptable to change. These stereotypes not only undermine older workers' confidence in their own ability to transition but also influence employers' decisions. **Training programmes** are rarely tailored to the specific needs of older people, and **employers are often reluctant to invest in their development**, believing that it is not cost-effective in the short term. This dynamic becomes particularly problematic in the context of the green transition, which requires rapid adaptation to new technologies, practices and roles. Ageism contributes to **reinforcing inequalities** by excluding a significant portion of the workforce from green job opportunities.

⁷³ [Workers and the Green-Energy Transition: Evidence from 300 million job transitions](#)

Older workers are thus less likely to be employed in emerging sectors of the green economy, not because of a lack of potential, but because of systemic biases that limit their access.

The already high **risk of long-term unemployment among older workers** is further increased. Ageism not only limits their current employment prospects, but also their future opportunities, particularly in industries undergoing transformation. In addition, certain measures such as early retirement, if not well designed, can push experienced workers out of the labour market prematurely. These cumulative barriers reinforce inequalities in the face of the green transition and risk permanently excluding certain profiles from the green job market.

Low geographical mobility is another significant barrier faced by older workers, particularly in regions undergoing economic and environmental transitions. This limited mobility is often due to strong family ties, financial constraints or inadequate transport infrastructure, all of which limit the ability of older individuals to relocate or commute to areas where green jobs are emerging. As a result, employment opportunities remain geographically concentrated and inaccessible to those who cannot easily relocate or travel.

The lack of appropriate institutional support only exacerbates this problem. Many older workers do not receive individualised guidance or targeted assistance that could help them navigate the complexities of retraining and career change. Generic programmes often fail to address the specific challenges faced by this demographic group, such as low digital literacy, health-related limitations or the psychological impact of long-term unemployment. In the absence of **tailored support mechanisms**, such as career guidance, older workers are less likely to engage in reskilling initiatives.

Limited support to learn new skills

Many emerging green jobs call for specialised technical abilities, known as **green skills**, that are essential for adapting to new technologies and sustainable practices across key sectors like renewable energy, building renovation, waste management, and sustainable agriculture. The transformation of sectors is not only creating new green jobs but also changing the content of existing jobs. Nearly

40% of workers in the EU will see their tasks change significantly⁷⁴. Medium-skilled occupations, such as technicians, are expected to grow strongly, but will require targeted retraining.

While the transition to a green economy offers many opportunities, **it does not benefit all worker groups equally**, particularly those with medium skill levels, older individuals, and other population groups in vulnerable situation. Older workers are especially at risk of facing a **mismatch between the emerging demand for digital and green skills and their limited access to training opportunities**, exacerbated by age-related biases as explain before.

To support these changes, the European Commission developed **the GreenComp**⁷⁵, **the European Sustainability Competence Framework**, as part of the European Green Deal. The GreenComp serves as a lifelong learning tool, helping individuals cultivate the knowledge, skills, and attitudes necessary to live, work, and act sustainably. It is designed to be inclusive, catering to learners of all ages, educational backgrounds, and learning environments and offers guidance for educators and institutions to integrate sustainability competences into their curricula and training programmes.

Although the GreenComp provides a valuable foundation for lifelong learning, it is **not yet widely integrated into workplace training systems**. Moreover, there is a noticeable gap in reskilling initiatives that align the GreenComp's competences with the practical realities faced by older workers in sectors such as manufacturing and agriculture. Its universal design, while inclusive in intent, can sometimes fall short in addressing the specific learning needs and contexts of older adults. This situation is exacerbated by a **shortage of skilled workers and educators**, particularly in sectors such as healthcare, where climate and health challenges require rapid upskilling. Training systems must therefore evolve to anticipate skills needs, particularly in areas such as the circular economy, eco-design, repair and maintenance.

⁷⁴ [Eurofound - Job quality side of climate change](#)

⁷⁵ [GreenComp: the European sustainability competence framework - European Commission](#)

Finally, the green transition is a great opportunity for groups such as low-skilled workers, older people, the long-term unemployed and people with disabilities, who are over-represented among job seekers, to reintegrate the labour market. However, their integration into new jobs depends heavily on **the adaptation of training systems and support for retraining.**

SPIRING PRACTICE FROM MALTA

Information collected in collaboration with AGE Member

[National Association of Pensioners](#)

Jobsplus: Building skills for a sustainable and digital future

Jobsplus is **Malta's public employment service**, connecting labour supply and demand while promoting vocational training and workforce integration. **Jobseekers can register for personalised guidance**, where advisors assess skills, set career goals, and direct them to training. The agency offers a **job vacancy database, work placements, and targeted programmes for vulnerable groups**, helping older workers in search of new opportunities.

For employers, Jobsplus acts as a recruitment partner by identifying candidates, while providing financial incentives, guidance on labour regulations, and initiatives to promote diversity and inclusion. The **Mature Workers Scheme** is designed for employers seeking to leverage the skills of individuals aged between 45 and 65. It **provides incentives for hiring mature workers, facilitating the transfer of valuable experience** and knowledge to younger generations.

Jobsplus also prepares the workforce for future labour market needs by **developing green and digital skills**. It supports the ecological transition through training in sustainability, environmental management, and sustainable building practices. Notably, **"Green Skills: The Four Challenges Experience"** immerses participants resource management, emission

reduction, circular economy, and green innovation. At the same time, Jobsplus strengthens digital adaptability through programmes like **“Investing in Skills”**. These trainings can help older workers remain competitive in a changing labour market.



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Sector-specific challenges

The healthcare sector

Healthcare professionals and the healthcare sector are at the heart of the ecological transition, facing a dual challenge: adapting healthcare systems to the growing impacts of climate change while reducing their own carbon footprint, the healthcare sector itself contributes to around **5% of global greenhouse gas emissions**⁷⁶. Climate change is recognised as one of the

⁷⁶ [European Observatory on Health Systems and Policies – Green skills for a sustainable future: building a climate smart health and care workforce](#)

greatest threats to public health and the development of green skills is becoming a strategic priority.

Green skills in the healthcare sector cover a range of knowledge and practices that are essential for responding to current environmental challenges. They include **climate literacy in healthcare**, which enables professionals to understand the links between climate change and human health, assess risks, communicate effectively on these issues and advocate for sustainable public policies. They also encompass **sustainable clinical practices** aimed at reducing medical waste, optimising resource use and integrating eco-friendly approaches into everyday care. **Public health leadership** is another essential component, involving climate risk management, planning for health system resilience and coordination between different actors in the sector. Finally, these competencies **draw on the cognitive, interpersonal, intrapersonal and technological skills** needed to mitigate greenhouse gas emissions and adapt to the impacts of climate change on population health.

Despite the urgency, **a gap remains in the education and training of health professionals on climate issues**. A lack of awareness, tailored programmes and continuous professional development is hindering the integration of these skills. This deficit is exacerbated by **staff shortages** (more than 1.2 million in Europe⁷⁷), precarious working conditions and limited resources, which make it difficult to adopt a long-term vision. Green skills are often seen as an additional burden rather than an opportunity for transformation.

The European Commission recognises the acquisition of green skills in the health sector as a strategic lever⁷⁸. It encourages decision-makers to co-construct climate-health policies with healthcare professionals and social workers and invest in innovative training schemes and promote interprofessional collaboration. The European Commission clearly identifies

⁷⁷ [European Observatory on Health Systems and Policies - Green skills for a sustainable future: building a climate smart health and care workforce](#)

⁷⁸ [European Observatory on Health Systems and Policies - Green skills for a sustainable future: building a climate smart health and care workforce](#)

the acquisition of green skills in the health **sector** as a strategic lever for addressing the challenges of climate change. It encourages decision-makers to co-develop climate-health policies with health professionals and social workers, to invest in innovative training programmes, and to promote interprofessional collaboration.

Despite this ambition, concrete initiatives remain limited. Projects such as the **BeWell project**, which aim to develop a European strategy for green and digital skills for healthcare professionals, are still in the pilot phase and only cover part of Europe. The integration of these skills into vocational training systems remains marginal, and European funding is often difficult for local structures to access.

These limitations are **even more pronounced for older workers** in the healthcare sector, even if they represent a significant proportion of the workforce. These professionals often face a double obstacle. On the one hand, a **growing gap between their current skills and the new requirements** associated with the ecological and digital transition. On the other hand, **limited access to training opportunities** due to time constraints, workload, and **age discrimination** in training policies.

On the side of national governments, efforts remain fragmented. Green skills are rarely integrated into initial or continuing training, and healthcare institutions **lack the resources to offer programmes adapted to all profiles**, particularly older ones. In the absence of a clear regulatory framework and concrete incentives, training on environmental issues remains largely optional.

For the healthcare sector to play its full role in the ecological transition, it is essential to develop **accessible and contextualised training, value the experience of older workers**, and **strengthen partnerships between healthcare institutions, training organisations and public decision-makers**.

INSPIRING PRACTICE IMPLEMENTED IN SPAIN

Information collected in collaboration with AGE Members

[Confederación Española de Organizaciones de Mayores](#) & [Plataforma 50](#) & [Plataforma de Mayores Pensionistas](#)

The FLOWER Project (2022-2024):

Fostering nature related competences with older people

The FLOWER Project, funded by Erasmus+, was created to **strengthen the connection between older people, their caregivers, and nature**. Its main objective is to **enhance “green skills” and nature-related competences**, enabling caregivers to design meaningful activities that foster **well-being through contact with nature**. The project collected and analysed good practices across partner countries and developed practical training materials to support caregivers integrating nature into daily care. By doing so, it contributes to a broader vision of **active and sustainable ageing in Europe**.

In Spain, the NGO for older people **CEOMA**, organised two co-creation workshops in a dementia care centre in Pantoja. The first workshop, **Plant Allergens Bingo**, aimed to raise awareness of plant allergens and the benefits of plants through an educational game. The second, **Earth Heroes Challenge**, encouraged intergenerational teams to take ecological actions, such as creating crafts from recycled materials. These initiatives highlight the importance of **interdisciplinary work between environmental education and social care**, showing how **nature can be a resource for health, connection, and dignity in later life**.

Health and safety at work

While green jobs are often presented as a symbol of sustainability and environmental responsibility, they do not automatically guarantee safe and

healthy working conditions. The transition to a greener economy introduces a range of **physical and psychosocial risks** which, if not addressed, can compromise workers' well-being and prevent certain groups from fully benefiting new opportunities.

One of the most pressing concerns is the physical strain associated with many green occupations. Jobs in sectors such as sustainable agriculture or energy-efficient building renovation often involve **heavy manual labour, repetitive tasks, awkward postures and prolonged exposure to the outdoors**. These demands can be particularly difficult for older workers or those with chronic health conditions, raising questions about healthy ageing in the workplace and the need to ensure that the green transition is inclusive. At the same time, the introduction of new technologies creates new risks. Workers who handle innovative “green” materials may be exposed to **chemical or mechanical risks** that are not yet fully understood and need to be studied from the perspective of workers' health and safety. Without appropriate training, supervision and preventive measures, these risks are amplified, particularly for inexperienced or physically vulnerable workers.



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INSPIRING PRACTICE FROM ITALY

Information collected in collaboration with AGE Member [Associazione nazionale pensionati Cia Agricoltori Italiani](#) & [SPI CGIL](#) & [Associazione Lavoro over 40](#) & [Associazione Nazionale Anziani e Pensionati \(ANAP\)](#)

National Recovery and Resilience Plan (PNRR) (2021): **Advancing sustainable and mechanized agriculture**

The PNRR is Italy's national instrument under the [NextGenerationEU](#) programme. It provides investments and reforms to revive the economy after the COVID-19 crisis, emphasising the need to **transition the current economic model towards greater environmental and social sustainability**.

Mission 2 – Green Revolution and Ecological Transition allocates €5.27 billion to promoting circular economy and sustainable agriculture. It aims to advance precision and resilient farming, support agro-ecological practices, and improve environmental monitoring. Investments target innovation and mechanisation through modern machinery, precision techniques, Agriculture 4.0 technologies, and cleaner vehicles. Training for technicians, managers, agronomists, and workers ensures their effective adoption. These measures can **support older farmers by easing physical strain, providing accessible training, and improving working conditions**, helping them remain active in the sector.

However, the risks of the green transition are not only physical. **Psychosocial pressures** also weigh heavily on workers. Rapid industry restructuring, increasing job insecurity and the need to adapt quickly to new skills and technologies can generate anxiety and uncertainty, particularly among older workers who face many of the structural barriers outlined above. In some sectors, such as healthcare, the additional workload associated with climate challenges and

environmental sustainability adds to already high levels of stress and fatigue. These psychosocial risks can erode motivation, mental health and job satisfaction. Older workers are among the groups disproportionately represented in the most dangerous and unsafe jobs, while having limited access to reliable information, adequate training or effective social protection mechanisms.

To ensure an inclusive and just green transition, it is not enough to promote environmentally friendly jobs. Green jobs must also be designed with occupational health and safety as a fundamental principle, so that they remain **accessible and sustainable for workers of all ages and backgrounds**. This involves not only reducing physical risks through preventive measures, protective equipment and ergonomic design, but also creating new forms of employment that allow for participation without excessive physical strain, such as advisory, training, monitoring or coordination roles. It also requires robust occupational health strategies, **targeted support for groups in vulnerable situation** and greater integration of workers' voices into decision-making processes.

INSPIRING PRACTICE FROM **SPAIN**

Information collected in collaboration with AGE Members

[Confederación Española de Organizaciones de Mayores](#) & [Plataforma 50](#) & [Plataforma de Mayores Pensionistas](#)

Strategic Projects for Economic Recovery and Transformation (PERTE): **Building a greener, safer, and more inclusive construction sector**

In Spain, PERTE are **large-scale strategic project supported by public funding from the [NextGenerationEU recovery plan](#)**. Their goal is to modernise key sectors of the economy, accelerate digital and ecological transitions, and strengthen competitiveness. This specific PERTE aims to transform the construction and housing sector by **introducing more industrialised, technology-driven processes**. It seeks to achieve

environmental sustainability by reducing waste, improving energy efficiency, and lowering the ecological footprint of housing.

A key dimension is the **improvement of working conditions**, since shifting part of the construction process into controlled factory environments helps reduce risks of accidents, provides more stable employment, and **makes the industry more attractive, especially for women** who are traditionally underrepresented in construction. These changes are also **beneficial for older workers, who may find heavy physical tasks and exposure to outdoor risks more challenging**.

Sector-specific challenges

Waste management sector

The waste management sector exposes workers to a range of risks that can compromise their health, safety and ability to age well at work. These risks are of particular concern for the healthy ageing of employees, but also for older workers, whose physical and physiological vulnerability may be exacerbated by demanding working conditions throughout their careers.

The physical risks are many and varied. Workers are regularly exposed to **hazardous substances** such as chemicals, infectious materials, fumes and dust. Noise, vibrations from the use of hand tools, repetitive movements, awkward postures and extreme temperatures are all **factors that place intense strain on the body**, with cumulative effects that are more pronounced in older people. The use of specific machinery and vehicles adds a layer of complexity and danger, particularly in terms of handling and traffic. The risks associated with the materials handled are often invisible but equally worrying. Workers may be exposed to **toxic substances** such as asbestos, heavy metals or dioxins released during waste treatment. This exposure, which can be prolonged and repeated, can have serious health consequences.

The sector also has a high rate of accidents at work⁷⁹, particularly in transport and collection activities. Road accidents, falls and injuries related to the handling of heavy loads or the use of poorly secured equipment are common and can have lasting consequences on workers' health. Finally, **psychosocial risks** should not be overlooked.

These factors, combined with a fragmented workforce and unequal working conditions, make the sector particularly difficult for those who wish to age healthily while remaining active in the sector.

A green transition designed for an ageing workforce

A sustainable job must be both green and of high quality

A sustainable job must be both environmentally friendly and of high quality to ensure **the empowerment of the workforce**. Indeed, the transition to a carbon-neutral economy will only be fair and sustainable if it considers the realities of an ageing workforce and ensures that workers can remain active in the labour market throughout their careers, and even beyond retirement age according to the worker's desire.

To achieve this, the green transition must generate not only jobs, but also **sustainable careers**. Successful ageing at work depends above all on the **quality of employment**: jobs must be secure, predictable and compatible with the physical and cognitive abilities of older workers. This requires the implementation of rigorous health and safety standards, but also a broader vision of quality of work. The organisation of work must respect life rhythms, allow for recovery time and balance productivity and well-being. Access to stable contracts, fair wages, social protection and career progression opportunities is just as important as reducing exposure to risks. Without these conditions, workers are likely to experience premature burnout, early exit from the labour market or increased vulnerability in old age.

⁷⁹ [EPSU - Waste management in Europe. Good jobs in the circular economy?](#)

It is essential to **rigorously assess the quality of jobs** created as part of the green transition rather than assuming that they are automatically “better” because they are green. Precarious, overly demanding or dead-end jobs cannot be considered sustainable, even if they contribute to environmental goals. A just transition involves designing green jobs in a way that **enhances employability throughout life**, providing workers not only with immediate income but also with long-term security and dignity at work.

Skills development and **lifelong learning** are another essential pillar of sustainable careers. The transformations associated with the green transition require **continuous upskilling and reskilling**, particularly for older workers who may find it more difficult to adapt to new technologies or methods. Education and vocational training systems must therefore offer **flexible, accessible and financially supported pathways tailored to adults**. This includes modular and short-term training programmes, e-learning or blended learning formats, flexible schedules and personalised support. It is important that sustainability issues are integrated into existing qualifications, certifications and professional standards, so that green skills become part of the normal career path rather than an exception.

In sectors heavily affected by decarbonisation, targeted action plans are needed to ensure the transition of workers to new sustainable roles. For self-employed workers, such as farmers, **innovative training and counselling programmes** must be put in place to ensure their active participation. Public support is essential in this regard. **Active labour market policies** can provide essential services such as retraining, guidance and job placement assistance, ensuring that no worker is left behind.

INSPIRING PRACTICE FROM MALTA

Information collected in collaboration with AGE Member

National Association of Pensioners

Malta Sustainable Development Strategy for 2025: **Workforce development and fair labour practices**

Malta' strategy for 2050 is a long-term national plan aimed at building a greener, fairer and more competitive society, balancing economic growth, social inclusion and environmental protection. A key focus of the strategy is workforce development, ensuring that Malta's population is equipped with **high-quality, accessible education and training** that aligns with labour market needs, including green and digital competencies. Emphasis is also put on **re-skilling, up-skilling and work-based learning opportunities** with the aim of enhancing individuals' and enterprises' development.

The strategy places **strong emphasis on fair, safe and inclusive working conditions**, particularly for vulnerable and disadvantaged groups. Gender equality is promoted through **training programmes for women re-entering the labour market or seeking career advancement**. Family-friendly policies include paid parental leave, extended compensated paternity leave, and carers' leave for those with ill relatives. **Flexible working arrangements and the right to disconnect are safeguarded**, while employee well-being is promoted through policies enhancing physical, mental and occupational health. This approach is beneficial for older workers as it guarantees their continued participation as equal members of society and **helps reduce the gender gap that often widens with age** by supporting a better work-life balance.



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Preventing the exclusion of older workers

Preventing the exclusion of older workers requires **a person-centred approach** that recognises the diversity of their needs, experiences and aspirations. Not all workers are ready, able or even willing to take on technical positions in renewable energy, and it is essential that the green transition does not become a new source of inequality.

Older workers are not a homogeneous group. They all have different career paths, needs and aspirations, and **individualised support** plays a decisive role in this regard. Guidance services must consider the personal circumstances of older workers, recognising their constraints as well as their ambitions. For some, continued employment in emerging green sectors may be desirable, but for others, local or socially oriented initiatives may be more appropriate.

If we take a closer look at the **situation of older women**, they face specific challenges that differ from those of older men. The European Economic and Social Committee⁸⁰ highlights one major risk in particular: without inclusive policies, the green transition and digital transformation could exacerbate **gender**

⁸⁰ [Women still underrepresented in green and digital sectors | EESC](#)

inequalities. Women remain **under-represented** in these strategic sectors concerned by the green transition. In the energy sector, for example, the workforce remains largely male, and even in renewable energy, which is more open to diverse profiles, women make up only about 35% of the workforce on average. These figures apply to women of all ages. It is therefore reasonable to assume that age and ageism, combined and intersecting with gender discrimination, call for vigilance to ensure that the green transition does not exacerbate the gender divide in the labour market.

Policies should open multiple pathways such as the **redeployment to support roles** in renewable energy projects, participation in social cooperatives or community initiatives such as recycling centres, repair cafés, shared gardens or sustainable housing projects. These opportunities allow older workers to remain active and valued, while contributing to the resilience of their communities. These initiatives also highlight the broader contribution that older workers can make **beyond traditional employment.** Cooperatives, local workshops and collective projects create environments where the experience and expertise of older workers complement the innovation and energy of younger generations. This **intergenerational exchange** strengthens the social fabric, promotes mutual learning, and ensures that knowledge accumulated over decades is not lost in the transition. By **creating spaces where older workers can pass on their skills,** mentor younger colleagues, or participate in green activities within the community, societies can transform potential exclusion into a source of added value.

At the same time, support for older workers in the green transition must go beyond employment measures alone. **Access to healthcare, psychological counselling and social services** is essential to maintaining resilience in the face of change, not only for workers themselves but also for their families. The stress of economic restructuring, particularly in municipalities affected by mass redundancies, can undermine confidence and increase vulnerability. **Transparent and tailored communication at the local level** about available opportunities is therefore essential to avoid inequalities in access to information and to maintain confidence in the transition process. Finally, to avoid the exclusion of older workers, they must

be seen not as a marginalised group, but as **active participants** in building a greener society. This way, older workers are not left behind but recognised as essential contributors to a **just and person-centred transition**.

Just transition policies facing an ageing workforce

The green transition in Europe is based on a set of policies and instruments designed to ensure that it is fair and inclusive. While these measures provide a solid foundation, their ability to meet the specific needs of older workers remains uneven.

The European Green Deal⁸¹ and the principle of a just transition have been a major turning point. They affirm the ambition to **leave no one behind** and explicitly target groups in vulnerable situations, including older workers. They also promote social dialogue, which is essential for adapting policies to local realities. However, the approach often remains too general: older people are recognised as a group in vulnerable situation on the labour market but rarely benefit from measures specifically designed for them. The training courses, which are sometimes long, demanding or highly digital, may therefore discourage those who need them most.

The Mechanism and Fund for a Just Transition (MTJ/FTJ)⁸² reinforce this approach of “leaving no one behind” by mobilising funds over the period 2021-2027. These instruments finance concrete projects for retraining, skills development, employment support and economic diversification, with a **participatory approach** through the **Territorial Just Transition Plans**. However, two limitations remain. On the one hand, the Fund explicitly **excludes early retirement and severance pay**, whereas for some older workers, support for a gradual exit from employment would sometimes be more realistic, answering also to their aspirations, than retraining. On the other hand, the success of these funds depends heavily on the administrative capacity of the territories, which creates **inequalities in implementation**.

Active labour market policies represent another pillar. They have proven effective in several countries, transforming existing skills to adapt them to the

⁸¹ [The European Green Deal - European Commission](#)

⁸² [The Just Transition Mechanism - European Commission](#)

needs of the transition. They prevent exclusion by prioritising retraining over withdrawal from the labour market. However, as mentioned before, older workers often face barriers to access that are not taken into account, such as difficulties with digital technology, lack of appropriate teaching methods, or support about returning to training. The risk is therefore that these schemes will mainly benefit young people or the most skilled, leaving older people behind.

INSPIRING PRACTICE IMPLEMENTED IN FRANCE

Social Economy for Older People's Care (SONYA): Strengthening social economy care in rural Europe

The SONYA project is a **Horizon Europe initiative (2024-2028)** led by Rennes School of Business from France. It **strengthens Social Economy Organisations (SEOs) to deliver high-quality, community-based elder care**, particularly in rural areas where services are scarce. SONYA tackles legal and policy barriers, improves working conditions for care workers and promotes inclusive employment, sustainability and innovation within the care sector.

Through living labs, training, digital inclusion and capacity-building activities, **SONYA supports up to 60 SEOs** and engages extensive community networks. It develops scalable tools and policy recommendations to **revitalise rural care ecosystems, attract and retain care workers, and ensure older people can access dignified social care services**. The project is beneficial for older workers, who can find new employment opportunities in the care sector adapted to their skills and experience, while benefiting from improved working conditions and flexible arrangements that make it easier to stay active in the labour market. By sharing its findings across Europe, SONYA also **aims to inspire other regions to adopt similar models** for sustainable and community-driven elder care.

Alongside these measures, **income support schemes** play an essential role in absorbing the social shocks associated with restructuring. They prevent sudden losses of income and provide valuable time to consider a change of direction, whether in terms of training, entrepreneurial projects or social activities. However, if poorly coordinated with active policies, these benefits **can encourage early withdrawal from the labour market**, even when it's contrary to older workers' aspirations, and reinforce the systematic exclusion of older people, rather than supporting their continued or return to work.

Finally, **the dynamics of local development and the Social and Solidarity Economy (SSE)**⁸³ open interesting prospects for older people. Cooperatives, recycling centres, shared gardens and energy renovation initiatives supporting people to remain active while strengthening social and intergenerational ties. These projects are based on principles of solidarity, which are more inclusive for older workers. However, their main limitation lies in their scale. Often experimental, they struggle to become widespread, and risk being marginalised in comparison with large industrial projects supported by European funds.



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⁸³ [How the Social and Solidarity Economy Can Drive the 2030 Agenda | EU Proximity and Social Economy Platform](#)

Recommendations

Enhance policy coordination

- **Strengthen coherence** between climate, social and employment policies to ensure a fair and inclusive transition that considers ageing and the specific needs of older workers
- **Integrate flexible and tailored pathways** into just transition mechanisms, offering older workers realistic options for adaptation and retraining

Design inclusive green jobs

- **Ensure that green jobs are safe, accessible and of high quality**, incorporating robust standards for working conditions from the outset
- **Encourage the hiring of older workers** through incentives such as subsidies, quotas or dedicated programmes
- **Design inclusive work environments** with adapted facilities and flexible career paths for older workers
- **Promote alternative roles** such as advising, supervising, mentoring, that allow older workers to pass on their expertise
- **Strengthen occupational health and safety strategies**, particularly in exposed sectors such as waste management
- **Develop personalised support for older workers** to facilitate their integration and retention in green sectors
- **Promote access for older workers** to opportunities offered by the social and solidarity economy
- **Strengthen coordination with social and health services** to support the resilience and well-being of older workers engaged in the green transition

Tailor training for older adults

- **Recognise and promote the expertise and experience** of older workers as assets in the green job market

- **Develop continuing education programmes** specifically tailored to older workers through the **European Commission's Union of Skills**, ensuring their accessibility and dissemination
- **Simplify the recognition of acquired skills** to facilitate the validation of experience
- **Design age-inclusive training courses**, with practical and concrete approaches
- **Deploy targeted training in high-growth sectors** such as recycling, repair and energy renovation
- **Promote intergenerational programmes** in key areas such as agriculture, construction and maintenance to encourage the transfer of knowledge.

Ensure inclusive community resilience and just transition for older workers

- **Strengthen social and solidarity economy** by supporting models such as cooperatives, which are drivers of intergenerational cooperation and local resilience
- **Fully recognise older workers as active contributors** to community dynamics and inclusive transition
- **Develop regional conversion plans** in regions dependent on fossil fuels, with support tailored to older workers
- **Anticipate job losses** due to the green transition through enhanced sectoral social dialogue and direct retraining towards growth sectors
- **Develop mobility and relocation schemes** for affected workers, considering the specific constraints of older people
- **Encourage companies to promote generational diversity** in teams and promote this approach through labels or certifications
- **Adapt European funding** to include measures for a gradual transition to retirement, while simplifying access to funds for territories with low administrative capacity

Chapter III - Labour shortages

Demographic ageing and its impact on the labour market

Demographic changes and the ageing workforce

Demographic change is one of the major current trends transforming the European society and economy. The Union is particularly affected by this dynamic with **a proportion of people aged 65 or over increasing rapidly**. In 2019, one in five EU citizens was over 65, representing around 90.5 million people. According to projections, this share will reach almost one third of the total population by 2050, peaking at 129.8 million older citizens⁸⁴. At the same time, **the proportion of the population below retirement age is decreasing** and it will continue to do so until the end of the century, falling from 64% in 2022 to around 54% in 2100⁸⁵.

The impact on the labour market and social systems is and will be significant in the coming years. The composition of the workforce is changing, with an increasing proportion of older workers, and urgent consideration must be given to the challenges associated with physical health by adapting working conditions and preventing psychosocial risks. At the same time, sustainability of pension, health and long-term care systems is questioned, and growing inequalities and precariousness for certain vulnerable groups call for more ambitious redistribution and inclusion policies.

Demographic change is also part of a broader context in which the European Union's competitiveness is already being tested. In this context, ageing is often described an aggravating factor, exacerbating skills shortages, increasing social security costs and undermining the foundations of the European prosperity. However, **this transformation should be seen as an opportunity**. The ageing of the working population can become a source of social and organisational

⁸⁴ [Eurostat - Ageing Europe](#)

⁸⁵ [European Commission - FTJ - Centring older people in regional transformations](#)

innovation, by valuing the skills of experienced workers, developing intergenerational mentoring and stimulating new services related to well-being and health for instance. The European Union **must invest more in social policies that support older workers** but also guarantee quality careers from the moment people enter the labour market, in order to ensure the sustainability of the workforce.

INSPIRING PRACTICE FROM ITALY

Think Care Project:

Supporting age diversity and well-being in the Veneto region

The Think Care project, led by Kairosforma Srl, is part of the regional initiative “Generations in comparison”, which funds actions to **raise awareness around age diversity management** in the Veneto region. Its objective is to help organisations **embrace an ageing workforce and ensure healthy, inclusive, and sustainable working environments**. The project aims to **provide tools, methodologies, and models to guide organisations** through the complexities of demographic change and digital transformation, especially for the care sector in Padua and Venice.

Kairosforma also delivers **diverse training programmes**, including courses on enhancing older workers’ digital skills (**“Digital Resilience”**), managing diversity (**“How to be Different”**) and fostering intergenerational communication (**“Generation After Generation”**), helping organisations promote inclusion and cultivate an innovative workplace culture. These opportunities can help older people remain confident, skilled, and actively engaged in the modern workplace.

Labour shortages and sectors most affected

The decrease of the working population's rate is putting a strain on the economy by exacerbating labour shortages. For nearly a decade, businesses have been reporting increasing recruitment difficulties, which are impeding productivity and limiting growth prospects⁸⁶. Small and medium-sized enterprises are particularly affected, with nearly four out of five reporting obstacles to finding qualified staff⁸⁷.

The tensions are particularly important **in strategic sectors such as health, long-term care and construction**, where labour demand far exceeds supply. In many Member States, more than one in six job vacancies is in long-term care⁸⁸. The sector suffers from a significantly ageing workforce, which exacerbates recruitment difficulties for professions as diverse as doctors, nurses and care assistants. Other sectors such as construction are also facing obstacles. Jobs in these sectors are often physically demanding, prompting many workers to anticipate early retirement.



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⁸⁶ [Eurofound - Company practices to tackle labour shortages](#)

⁸⁷ [EU report - Une boussole de la compétitivité pour l'UE](#)

⁸⁸ [European Commission - FTJ - Centring older people in regional transformations](#)

In this context, the European Union must above all promote and recognise the value of older workers' contributions and consider long-term employment policies through a **career-long approach**. Several strategies must be implemented to this end. Legal reforms on the retirement age cannot be the solution for keeping older workers in employment, particularly in sectors where physical and psychosocial risks or working conditions do not allow people to work longer. However, it is crucial to consider improving working conditions and adapting working environments in all sectors to meet labour needs.

Sector-specific challenges

The construction sector

The construction sector in Europe is facing severe labour shortages, both **widespread and structural**. While there are several contributing factors, such as difficult working conditions and a lack of training, the **ageing of the workforce** appears to be one of the most significant elements.

In this sector, the proportion of older workers is above average: in 2021, **32% of construction workers were aged between 50 and 64**, compared with 28% for all occupations⁸⁹. These figures question the future of the workforce, as the sector will have to simultaneously replace a large generation of workers retiring, creating a **replacement deficit**, and meet growing demand for projects in line with the ecological transition and energy efficiency in buildings. According to Cedefop, **between 3 and 4 million additional workers will be needed in this sector by 2030** to meet the targets for decarbonisation and energy renovation of buildings⁹⁰.

The demanding working conditions in construction have a particular impact on the well-being of workers over their career but also today's older workers. Physically demanding tasks, exposure to the elements and the risk of accidents accumulate over time, further undermining **the sustainability of employment in this sector**. The lack of career prospects for older workers

⁸⁹ [Mental health in the construction sector: preventing and managing psychosocial risks in the workplace - OSHA](#)

⁹⁰ [Eurofound - Measures to tackle labour shortages: Lessons for future policy](#)

often leads to early retirement, whether voluntary or not, even though older workers possess unique and contextualised skills that are essential for complex construction projects.

INSPIRING PRACTICE FROM **France**

Information collected in collaboration with AGE Members

Union Française des Retraités & Fédération Nationale des Associations des Retraités (FNAR) & Union des Anciens du Groupe BP & Fédération des particuliers employeurs de France

Platform IPERIA:

Training and career development for home employment workers

In France, one in two employees in the home employment sector is aged 50 or older. For many of these workers, maintaining employability, adapting to new tools, and sustaining good working conditions are key challenges. Meanwhile, **nearly 800,000 new positions must be filled by 2030.** Yet the sector is marked by demanding schedules, physically and emotionally taxing work, and limited recognition in terms of status and pay, which reduce its attractiveness. Strengthening training and career development is therefore essential, both to keep older workers engaged and valued, and to attract new entrants into the profession.

Mandated by the domestic employment sector and the private employers' branch, IPERIA serves as **the national platform for the professional development of domestic workers.** Each year, employees can access up to **58 hours of training**, including a five-module digital skills programme offered online or in person to adapt to workers' convenience. In 2023, IPERIA also launched the **Sectoral Career Guidance and Development Council (COEPS)**, a **free advisory service run by specialists** for employees considering a career change or seeking to progress within their profession.

Together, these initiatives give older domestic workers the chance to update their skills and manage their careers more freely, while gaining recognition for their work.

Fostering inclusive and accessible labour market for all older adults

Promoting intersectional inclusion of older workers

Groups in vulnerable situations in the labour market continue to be marginalised. Job insecurity, precariousness and low wages disproportionately affect populations, among which older workers. The first mistake being made is to **consider older workers as a homogeneous group** and to develop policies and programmes for them that only meet the needs of a few. On the contrary, the group of older workers is characterised by diverse social, economic and cultural realities that expose its members to specific forms of discrimination. This is highlighted by the concept of intersectionality: age, combined with other factors such as gender, disability, health or immigrant background, are **multiple, cumulative and intersectional factors** that hinder access to and retention in employment.

Ageism remains a common form of discrimination in the workplace. Too often tolerated, it reduces employment opportunities, blocks career progression and fuels stereotypes that hinder intergenerational exchanges and collaboration. But age-related prejudices are often combined with other types of discrimination. **Older women**, for example, often face the 'double penalty' of fragmented careers due to family or care responsibilities, and are further hampered by a lack of accessible services that would enable a genuine work-life balance. **Older workers with disabilities or chronic illnesses** are also more likely to leave the labour market early due to a lack of appropriate accommodations or sufficient support. **Older migrants and refugees** are another group of people concerned, as they face difficulties in getting their qualifications recognised and accessing health and training services.



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At company level, **combating ageism and promoting diversity** should be a priority. Considering the needs of each individual and adopting **a person-centred approach** is crucial to meeting the needs of the workforce as a whole. It is essential to review recruitment practices to ensure they are neutral and to make managers aware of their biases.

INSPIRING PRACTICE FROM **THE UNITED KINGDOM**

Information collected in collaboration with AGE Member

[International Longevity Centre UK](#)

Veolia: Building an age-inclusive workforce

Veolia is a global leader in water, waste, and energy management, employing over 200,000 people worldwide. **Nearly 44% of its workforce is aged 50 or over**, higher than the UK average of 38%, making the expertise of older

employees critical. Facing skills shortages, Veolia aimed to **prevent a “massive exodus” of experienced talent** while ensuring younger employees could learn from this knowledgeable group.

Veolia shows its engagement with older workers through multiple actions:

- Veolia’s **50-plus campaign** ensures older employees have clear development opportunities. Practical toolkits **help managers and staff plan careers beyond 50**, while a reciprocal **mentoring scheme** enables younger employees to share digital skills and learn technical expertise from older colleagues.
- Through a **myth-busting video campaign and age-bias training for managers**, Veolia actively challenges negative perceptions of older workers. These initiatives demonstrate that employees over 50 are adaptable, digitally capable, and eager to learn, helping to create a culture where age diversity is recognised as a strength.
- Recognising the physical nature of many roles, Veolia also introduced **creative flexible options such as flexible hours, job sharing, remote working, phased retirement, part-time, and time out leave**. These arrangements enable an inclusive and person-centred approach. Depending on the individual and their needs, the diversity and flexibility arrangements allow everyone, in all their diversity, to continue working.

Inclusion must require **profound cultural and institutional change**. It is not limited to company policies and requires **structural measures** supported by public authorities and social partners. Investment in quality childcare and care services provides better support to women, who then might have a better chance of staying in the labour market when they are older, for example. Also, personal assistance programmes facilitate the integration of people with disabilities. For older migrants, individualised pathways combining language training, psychosocial support and skills recognition are key to integration. Finally, **the role of public employment services** is central to improving career guidance, strengthening multi-agency support mechanisms and promoting mobility, which are essential levers.

Building a truly inclusive society requires more **rigorous evaluation of policies**, sustained commitment from institutions, and joint mobilisation of businesses, public services, and civil society organisations. Promoting equality and inclusion for older workers in their diversity is above all an ethical imperative based on **human rights**, but it is also an economic and social strategy that is long overdue. It means recognising that every individual, regardless of age, background or circumstances, has potential that deserves to be supported and valued.

INSPIRING PRACTICE FROM DENMARK

Best over 60 award:

Celebrating experienced professionals and their lasting impact

The **Best over 60 award** is an initiative by Djøf, a Danish trade union and professional organisation, that recognises and celebrates experienced workers aged 60 and older. The idea is to **pay tribute to their long and valuable contributions at work**, shining a spotlight on individuals who continue to make a difference well beyond the traditional retirement age.

Each year, **60 people over the age of 60 are honoured** for their achievements, dedication, and continued impact at work. The selection often spans a wide range of professions, from business and public administration to academia and non-profit sectors, showcasing the diversity of older talent.

The award also highlights Djøf's **broader goal of creating a more inclusive and supportive labour market** for older professionals. By sharing the stories of these honourees, Djøf emphasises that their diversity, their knowledge, leadership, and experience are critical assets for businesses, younger colleagues, and society as a whole, and it encourages employers to actively value and integrate older professionals into their workplaces.

Supporting older unemployed persons

Older unemployed workers are overlooked by European employment policies. This is a major challenge that Member States and Europe are failing to address. Despite their efforts to extend working life and improve the inclusion of older people in the labour market, this category of inactive people is often neglected, left without many prospects for reintegration.

One of the main shortcomings is the **lack of specific legal provisions to prevent age-related dismissals**. At European level, the Employment Equality directive⁹¹ prevents from the discrimination of people based on age, including dismissal. However, although proving age discrimination remains difficult, the directive “allows the possibility to justify direct age discrimination, as long as there is a legitimate aim”⁹², allowing Member States to apply a wide range of exceptions in their legislation discriminating against part of the population based on their age. In addition, in many Member States, protection against dismissal weakens after a certain age, particularly beyond the legal retirement age. **In France**, for example, employers cannot force employees to retire without their written consent before the age of 70. When an employee reaches the age of 70, the employer can automatically retire them, even without their consent. There is no legal prohibition on continuing to work, but in practice, employees are dependent on their employer, who can force them to retire if they wish. In the public sector, the age limit is even lower. **In Sweden**, the maximum age for remaining in a job protected by law is 69, and it is possible to continue working beyond this age. However, there is no longer any protection against dismissal beyond this age. This situation paves the way for **ageism**, sometimes disguised as workforce management or restructuring measures. Older workers thus become more vulnerable to forced departures, without this being recognised as discrimination.

⁹¹ [Council Directive 2000/78/EC of 27 November 2000 establishing a general framework for equal treatment in employment and occupation](#)

⁹² Article 6

INSPIRING PRACTICE FROM FRANCE

Force Femmes: Empowering women over 45 back to work

Force Femmes is a French association that **helps unemployed women over 45 in their efforts to return to work or start their own business**. It values women's experience and transforms obstacles related to age or career breaks into opportunities, guided by principles of solidarity, listening, and confidence. With its help, **nearly 2,000 women each year start or advance their projects**, completely free of charge.

The association **offers personalised support**, including workshops on job searching, CV writing, interview preparation, and digital skills development. It also provides individual coaching with volunteers or professional mentors to create tailored career plans. In addition, Force Femmes informs and **raises awareness among companies about recruiting women over 45** and works proactively with public authorities to promote gender diversity and intergenerational inclusion.

Once out of the labour market, **older people find it very difficult to find new employment**. Recruiters are reluctant to hire people close to or beyond retirement age, due to ageism, stereotypes related to productivity, adaptability or wage costs. Support mechanisms for reintegration are often unsuited to their needs, and access to training remains limited.

The **COVID-19 crisis** has exacerbated this trend. Many older workers have been pushed into **early retirement**, sometimes under economic or health pressure, without support or alternatives. This wave of early departures has contributed to a **silent exclusion** of older people from the labour market, exacerbating their precariousness and weakening their right to a full pension. In the absence of targeted policies, inactive older workers find themselves in a **grey area**, neither

fully active nor recognised as retired, and often excluded from support mechanisms.

To address this challenge, there is an urgent need to develop an integrated approach that combines several complementary levers, which must include specific support **for professional reintegration**, with targeted programmes for inactive older workers, incorporating guidance, coaching and job search support. A call for projects inspired by the French programme **Territoires Zéro Chômeur de Longue Durée (TZCLD)** has been taken up at European level, notably by the European Commission, DG EMPL (Directorate-General for Employment, Social Affairs and Inclusion). This pilot project was launched as part of the European Social Fund Plus (ESF+) programme, with the aim of **testing territorial active inclusion measures**. It aims to create full employment zones in micro-territories by mobilising local actors to offer jobs suited to the skills of people who are distant from the labour market. One of its objectives is to offer an **employment contract to anyone who is long-term unemployed, a situation that largely affects older workers**.

Finally, **intergenerational and flexibility initiatives** are also interesting practices that enable the retention or re-employment of older workers, while encouraging cooperation between generations and adapting working conditions to specific needs.

INSPIRING PRACTICE FROM **POLAND**

Information collected in collaboration with AGE Members

[BONUM VITAE Foundation](#) & [Alzheimer Polska](#)

Act on the Labour Market and Employment Services:
Better opportunities for older workers through financial incentives

The **Act on the Labour Market and Employment Services, which came into effect in June 2025**, modernizes Poland's labour policies and emphasizes an inclusive approach that values older workers.

A core aim of the Act is **encouraging employers to hire and retain older workers in better jobs**. Employers hiring older people (women aged 60 or older and men aged 65 or older) can **receive a subsidy of up to 50% of the minimum monthly wage for the first 24 months**. After this period ends, they are required to keep the older people employed for another 12 months, ensuring stability and long-term engagement. By doing so, it prevents skills loss, supports knowledge transfer, and **ensures that older workers have the opportunity to remain in the labour market despite age-related barriers and discrimination**.

The Act also indirectly helps pensioners by **expanding childcare availability**, reducing grandparents' daily caregiving responsibilities and enabling them to take up work if they choose. Through these measures, the Act promotes inclusivity, offers practical support for older workers, and makes fuller use of Poland's experienced labour force.



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Policies and initiatives to retain older workers in employment

Retention strategies and career management

Retaining older workers and managing their careers are strategic challenges for businesses and labour markets. These policies require **an integrated approach** that combines organisational innovation, inclusive human resources practices and appropriate measures to keep people in employment.

Flexibility is one of the most common measures in retention strategies. It not only allows carers to look after a loved one in need, which is common for older workers who support an older parent, but also to balance work and personal life to stay in employment longer. It can also prepare for a gradual retirement, such as combining employment with retirement, allowing for a smooth transition. This is possible thanks to flexible working hours, teleworking when the job allows it, or the use of additional leave days linked to age, for example.

INSPIRING PRACTICE FROM **FINLAND**

Information collected in collaboration with AGE Members [The Union for Senior Services \(VALLI\)](#) & [Finnish Pensioners' Federation](#)

"Towards Successful Seniority" group method: Empowering older workers through career coaching

This group coaching method was developed by the Finnish Institute of Occupational Health to support people in the later phases of their careers. Its goal is to help older workers maintain motivation, well-being, and employability by **strengthening personal resources, career management skills, and adaptability to change.**

The method uses a **Trainer's Manual** and a **Participant's Workbook**. Trained facilitators guide participants through **structured sessions that move**

from identifying strengths and career goals, to handling workplace challenges and stress, and to drafting personal action plans for improvement. The group format encourages peer learning and mutual support, helping participants exchange experiences. This method is known to **improve career adaptability and help reduce prolonged absence,** offering clear benefits both for individuals and for organisations.

Among the several models of intergenerational collaboration emerging, the **employee sharing**, is an interesting initiative that allows flexibility and continued employment, particularly for older workers who no longer wish to work full-time. This model offers them the opportunity to adjust their working hours without leaving the job market completely. It allows networks of employers to pool human resources and offer experienced workers flexible and diverse forms of employment that meet both the needs of businesses and the aspirations of employees. More specifically, in this configuration, an employee is not employed by a single company, but by a group of employers or a network of partner companies, which call on the employee according to specific and planned needs, while maintaining a stable and secure employment contract for the employee. Job sharing can take two forms. The first one is related to the skills where an employee, often experienced or highly qualified, puts their expertise into the service of several companies that could not individually finance a full-time position. The second one is more related to the share of labour, where several employers join forces to recruit staff, whom they then distribute according to their seasonal, cyclical or partial needs. Both can be particularly beneficial when applied to teams composed of young and older workers. It allows the experience of older workers to be valued, as they bring their technical expertise, know-how and knowledge of processes to several companies, often complementing younger employees' competences and knowledge. This practice also facilitates the transfer of skills. By engaging in diverse organisational contexts, older workers act as transfer of best practices. They share their experience, fostering a mutually beneficial exchange with the younger generation.

Adapting workstations and introducing specific schemes appear to be another essential lever. Spaces must be designed according to the principles of ergonomics, neuro-ergonomics and human factors, to create environments suitable for all stages of working life. As we have seen previously, new technologies have a real role to play in ensuring and developing this aspect. Simple adjustments, such as optimising lighting, reducing noise, adapting postures or reducing physical loads, have a direct impact on health and productivity. Reorganising tasks, rotating positions, automating certain operations and preventing musculoskeletal disorders are also effective solutions. At the same time, taking psychosocial risks into account is essential. Preventing burnout, regulating workloads and creating psychologically safe environments must be at the heart of retention policies.

In addition, Human Resources policies must include **career management measures** that need to be thought on an individualised basis through a person-centred approach. The linear, upward trajectory of careers is gradually giving way to flexible career paths. Mid-career interviews, followed by regular reviews from mid-career, make it possible to assess skills, through skills assessment and development. It also allows to better address aspirations while anticipating career changes. Expert, project management and technical specialisation pathways must complement traditional management paths to meet a diverse range of expectations, value the competences of older workers.

INSPIRING PRACTICE FROM **HUNGARY**

Information collected in collaboration with AGE Member

[Gerontology Science Coordination Center](#)

Hungary's Individual Learning Account (ILA):
Accessible and personalised paths to career development

The Hungarian Individual Learning Account (ILA) is part of the **EU Council Recommendation**⁹³ on individual learning accounts adopted in June 2022, which recommends that Member States consider introducing individual learning accounts for adults of working age, whether employed or not, to improve employability and continuing education. Hungary has an **ILA scheme** currently under development, with assistance from the European Commission's technical support instrument. It aims at **addressing skills gaps and increasing adult participation in learning**. The project is set for a nationwide rollout by 2030, but a roadmap has already been drafted to outline key principles and timelines for the ILA scheme.

ILA features a **single digital portal** where individuals can browse training programmes and track their progress, with **assistance available to support users** who may face difficulties to navigate on the platform, such as older adults. A **registry of accredited courses and providers** ensures quality and recognition of skills by employers. The system also includes **skill assessments** to identify strengths and areas for improvement, alongside **career guidance and counselling** to support informed training and career decisions.

Special attention is given to older workers and other high-need groups who are facing significant barriers to learning. Through dedicated ILA schemes, the project aims to ensure that all can benefit from lifelong learning opportunities and enhance their skills and employability.

However, the lack of **systematic policy evaluations** makes it difficult to identify best practices and establish a hierarchy of effective policies. The implementation of measurement and evaluation systems is another important lever. **Monitoring key disaggregated data** such as in employment, training, internal mobility and

⁹³ [Council recommendation on individual learning accounts to boost training of working-age adults - Consilium](#)

engagement rates for employees over 50 enables specific objectives to be set and policies to be adjusted accordingly.

Finally, **support for reintegration after illness or prolonged absence** is another key element of these policies. Rehabilitation programmes, designed in coordination with health and social security services, aim to maintain or restore employability and prevent people from leaving the labour market permanently.

INSPIRING PRACTICE FROM BELGIUM

Interregional Service for Economic and Social Welfare (IDEWE): Supporting employee reintegration through ability management training

IDEWE is a leading external service in Belgium specialising in workplace prevention and protection. It offers **a wide range of training programmes to enhance the health, safety, and well-being of workers of all ages.**

Some of their courses focus on **training employers to effectively guide workers who have been on long-term sick leave back to work.** These programmes are designed to help prevent long-term absenteeism, speed up an employee's recovery, and ensure their return to work is sustainable. This is particularly **beneficial for older workers, who may require specific accommodations to return to their jobs after an illness or injury,** ensuring their valuable experience is retained.

IDEWE's programmes can also support workers through age-related challenges. For example, IDEWE **provides training on creating menopause-friendly workplaces,** directly addressing a common health concern for many older female employees.



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Working beyond the statutory retirement age

With the double objective of ensuring the sustainability of pension systems and maintaining a dynamic labour market, public policies have opted for the extended participation of older workers, sometimes neglecting criteria that are necessary and essential for the successful inclusion of older workers.

One of the major trends observed in recent years **is the gradual increase in the statutory retirement age**. This change aims to extend working life and bring the actual retirement age closer to the statutory age. It is accompanied by intense debates, revealing tensions between financial imperatives, the willingness to sustain social systems, the reality of older workers in different sectors, and the social acceptability of reforms. Raising the retirement age has two possible implications for occupational risk prevention and work sustainability. Firstly, many occupational diseases and the effects of strenuous work develop over time due to cumulative exposure. Therefore, extending the number of years worked may **prolong exposure to hazards and increase the risk of developing occupational diseases** or having one's physical capacity affected by strenuous work. Secondly, the working capacity of people over the age of 65 and their **ability**

to continue working in physically or mentally strenuous conditions must be considered. For both of these implications of longer working lives, the importance of reducing exposure to risks and making work easier for all workers is clear. Finally, as careers are currently conceived, without the possibility of adjustments, breaks or adaptations to ensure a work-life balance, an increase in the number of years worked is often perceived as impossible and unthinkable by a sizable proportion of the working population.

INSPIRING PRACTICE FROM **PORTUGAL (EUROPE)**

The Four-Day Workweek:

Evidence of well-being and productivity gains in Europe

The four-day workweek involves reducing the number of working days, typically from five to four, while ideally maintaining the same salary for fewer working hours. For the career sustainability and for today's older workers, this arrangement is particularly beneficial: it **reduces physical and mental fatigue, supports work-life balance, and can help extend healthy careers** by providing more time for rest and personal care.

Many European countries have implemented such initiatives at different levels and in different ways. **Portugal**, for instance, tested **the "100-80-100" model** in 2023, in which **employees receive 100% of their pay, work 80% of their usual hours, and are expected to maintain 100% of their productivity**. This pilot involved 39 companies and delivered very positive results: within three months, **negative mental health symptoms decreased significantly**, with anxiety falling by 21%, fatigue dropping by 23%, and sleep problems reducing by 19%. The share of workers struggling to balance work and personal life also fell from 50% to 16%. Moreover, 93% of workers expressed a desire to continue with the model, and most companies evaluated the experience positively, with 80 % of managers judging the financial impact as neutral or positive.

Maintaining 100% productivity is not easy. Some tasks cannot be reduced proportionally, such as interdependent work, coordination between teams, customer service, etc. There is also a **risk that reducing hours will lead to overload or stress if the remaining work is compressed without any margin**. These parameters must be considered at the local level when such an initiative is undertaken.

Other schemes of reduced workload initiatives have been developed in other member states. They can be found in this **Barometer's annex**. Together, they give an overview of how shorter workweeks can improve employee well-being and life satisfaction while maintaining, or even enhancing, productivity in diverse contexts.

Many Member States, including Austria, Croatia, Denmark, Estonia, Finland, Malta, Spain and Sweden, are implementing various policies and practices such as offering **additional pension benefits** to those who work beyond the legal retirement age. Among them, **financial incentives** can play an important role. Working beyond retirement age is sometimes discouraged by the full taxation of additional income or the obligation to pay full social security contributions. Some Member States have begun to remove these obstacles or introduce thresholds below which additional income does not affect pension payments. Similarly, the possibility of obtaining a higher pension in the event of deferred retirement, the abolition of certain social security contributions for active pensioners and the restriction of early retirement conditions are important levers for encouraging people to continue working. These measures not only enhance the financial security of older workers but also ease the pressure on public finances.

At the same time, Member States are encouraging the development of **progressive retirement schemes**. These schemes offer a smoother transition between work and retirement, allowing workers to reduce their working hours while retaining their acquired rights. By adjusting employment conditions, introducing greater flexibility and removing administrative or tax obstacles to

combining work and retirement, policies aim to adapt working life to the needs of an ageing workforce.

Even after retirement, many professionals remain motivated to stay active on the labour market through forms of **volunteering that make use of their expertise**. This type of engagement not only allows valuable knowledge to be passed on to younger generations and working professionals but also provides a practical response to labour shortages in key areas such as health, education and skilled trades. By offering retirees the opportunity to remain active, recognised and useful, these schemes **strengthen intergenerational cohesion** and contribute to more sustainable human resource management. They demonstrate that the experience accumulated over a career can continue to benefit the economy and society, even outside the formal framework of employment.

INSPIRING PRACTICE FROM **GERMANY**

Information collected in collaboration with AGE member

[Bundesarbeitsgemeinschaft der Seniorenorganisationen \(BAGSO\)](#)

The Senior Expert Service (SES):

Mobilising experienced professionals for skill transfers

The SES initiative **mobilises retired or on-leave experts and managers for voluntary assignments in all sectors of activity**. SES has been contributing since 1983 to the transfer of knowledge and the strengthening of skills, both in Germany and internationally. In Germany, the focus is on supporting young people in schools and vocational training, particularly through **the nationwide mentoring programme VerAplus**.

This initiative offers a concrete response to the challenges associated with labour shortages by **enabling companies to temporarily benefit from the expertise of experienced professionals**. It also promotes the **intergenerational transfer of knowledge** by valuing the experience of

older people while supporting young people in their professional careers. Finally, it helps to **keep older people active and engaged in society**.

Social dialogue and collective agreements

Social dialogue and collective agreements are essential levers for promoting the continued employment of older workers. By going beyond the minimum legal standards, these instruments offer **additional guarantees to older employees** and make it possible to adapt working conditions to their specific needs.

Collective agreements improve the rights of older workers in several ways. They can provide enhanced protection against dismissal, additional annual leave and age-related benefits. In some sectors, they establish specific schemes to extend working life, such as reduced working hours, gradual transitions to retirement, or partial continued employment combined with pension payments. These schemes offer valuable flexibility, particularly for employees in physically demanding occupations.

Social partners play a central role in this process. The **Autonomous Framework Agreement on Active Ageing and an Intergenerational Approach (AFA-AAIA)**⁹⁴, signed in 2017, illustrates this desire to anticipate demographic challenges. It encourages the creation of healthy and productive working environments, the intergenerational transfer of skills and the adaptation of organisations to enable older persons to remain active in good conditions.

Beyond European framework agreements, several sectoral initiatives demonstrate the social partners' capacity for innovation. Some countries have set up **demographic funds** that are either public or managed jointly by trade unions and employers' organisations. These funds support older workers and help companies fill vacant positions. This type of initiative contributes both to the well-

⁹⁴ [Framework Agreement on Active Ageing and an Inter-generational approach | Safety and health at work EU-OSHA](#)

being of older employees and to the competitiveness of companies, which are better able to manage the renewal of their workforce.

INSPIRING PRACTICE FROM **BELGIUM**

Impulsion 55+:

Financial incentives to encourage older workers' retention

The Walloon Region offers the Impulsion 55+ scheme to encourage companies to hire or retain workers aged 55 and over. **Employers benefit from reduced social security contributions, which lowers labour costs and makes experienced employees more attractive.** The amount of the reduction depends on the worker's age: the older the employee, the greater the benefit for the employer. For older workers, this increases their chances of finding a job. They can therefore make the most of their experience, remain active on the job market, and enjoy more stability as they approach retirement.

Collective agreements also play a **protective role in case of corporate restructuring**. In several countries, they give older employees priority in redeployment schemes or provide for specific compensation in the event of collective redundancies.

Ultimately, social dialogue and collective agreements are dynamic tools that enable the challenges to be met through concerted solutions tailored to sectoral and national contexts. They facilitate the retention, protection and development of older workers' skills, contributing to the sustainability of employment in the European Union. Strengthening social dialogue on the employment of older workers is a major challenge for cohesion and collective performance. Social partners have a responsibility to tackle this issue, as the sustainability of older people's employment cannot be guaranteed by national legislation alone. The

ageing of the working population and labour shortages in several sectors require **concerted and ambitious strategies**. It is therefore necessary to **extend the coverage of collective agreements and demographic funds** so that all categories of older workers can benefit from appropriate measures.

At the same time, the practical implementation of progressive retirement schemes, reduced working hours and job adjustments must be strengthened, with managers being made more aware of the importance of these measures. Social partners must also develop continuing training programmes for older workers, incorporating digital, technical and environmental skills in particular, in order to maintain their right to work, their employability and promote internal mobility, specifically targeting older workers. Beyond the technical aspect, it is essential to **promote a genuine intergenerational corporate culture**, where the experience of older workers is valued, particularly through mentoring and knowledge transfer. Finally, for these measures to be truly effective, it is essential to **create monitoring tools and indicators** to measure the employment, training, mobility and satisfaction of older employees, to continuously adapt the policies and strategies put in place.



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INSPIRING PRACTICE FROM **THE NETHERLANDS**

Information collected in collaboration with AGE member

Older Women's Network Netherlands

The Healthcare and Social Welfare Forecasting Model (PMZW): **A strategic workforce planning tool**

PMZW (*Prognosemodel Zorg en Welzijn*) is a **strategic forecasting model** designed to help policymakers and organisations in the health and welfare sector monitor trends and adjust strategies proactively. It provides **detailed projections up to 2034**, helping policymakers **anticipate challenges such as an ageing workforce and labour shortages**.

The model considers factors like the ageing of professionals (nearly 25% are 55 or older), retirements, and demographic changes affecting care demand. This allows **identification of occupations under pressure, regions at risk of shortages, and guidance for recruitment and retention policies**, particularly for older employees. It also tracks training and mobility, informing strategies for continuing education and enabling older workers to shift into less physical or mentoring roles.

In addition, the PMZW's interactive interface **allows users to create custom scenarios by adjusting variables**, such as retirement rates and training levels, which strengthens the ability of institutions to test the impact of different policies and make decisions based on reliable and up-to-date data.

Recommendations

Recognise the value and needs of older workers in employment policies

- **Recognise and value the contribution of older workers** in employment policies, highlighting their experience, expertise and role in skills transfer
- **Develop proactive social policies** from the moment workers enter the labour market, to promote sustainable, qualitative and inclusive career paths for workers throughout their lives
- Fully integrate the ageing dimension into the **European Employment Strategy** and in recent or forthcoming initiatives such as the **Quality Jobs Roadmap** and the **new Action Plan on the European Pillar of Social Rights**
- Strengthen the monitoring and revision of the **Employment Equality Directive** to ensure stronger protection against age discrimination in the workplace, thereby enabling older workers to remain active longer if they wish so

Inclusive labour market strategies

- **Adopt a person-centred approach** that recognise the diversity of backgrounds and situations among older workers, considering gender, disability, origin and migration status
- **Train managers** to recognise and tackle ageism and value the richness of generational diversity within teams
- **Revise the Work-Life Balance Directive** to expand the rights of carers (more days off, minimum pay standards, protection against dismissal or forced early retirement), particularly for older women who often take on these responsibilities
- **Create age-friendly work environments** through ergonomics, psychosocial risk prevention and more sustainable career management practices
- **Adapt working conditions** in sectors under pressure, such as health, construction and long-term care to make them more attractive and support the retention of experienced workers

Support for older unemployed

- **Develop integrated reintegration programmes** combining training, personalised support, coaching and job search assistance
- Strengthen the role of the **European network of public employment services** and improve the implementation of **the Recommendation on long-term unemployment** to respond more effectively to the needs of unemployed older people, with a targeted support for older women
- **Create stronger legal mechanisms** to better protect workers against age-related dismissals
- **Develop financial incentives** for hiring older workers, inspired by national examples, while ensuring the sustainability and stability of employment beyond temporary aid
- **Set up vocational rehabilitation programmes** with health services to support a return to work after a period of inactivity due to health reasons
- **Train employers to effectively support a return to work** after illness or accident by adapting jobs and conditions for returning to work

Retention and career development

- **Introduce mid-career reviews and flexible career paths** to anticipate transitions, highlight acquired skills and provide new professional opportunities
- **Promote intergenerational mentoring** and innovative models such as job sharing or skills exchange between generations, to value and build on the experience of older workers and strengthen knowledge transfer
- **Adapt workstations** and improve the prevention of physical and psychosocial risks, with a focus on quality of life at work
- **Develop sector-specific retraining** and skills management schemes to anticipate mass retirements, particularly in sectors under pressure
- **Encourage appropriate forms of flexibility** (voluntary part-time work, teleworking, phased retirement) to facilitate end-of-career arrangements and a smooth transition to retirement

- **Remove financial disincentives** to working beyond the legal age and introduce tax and social incentives to support voluntary continued employment
- **Promote the involvement of pensioners** through forms of professional or volunteering activities in key sectors such as health, education and crafts

Strengthen social dialogue

- **Extend the coverage of collective agreements** to more sectors and include specific provisions for older workers (voluntary part-time work, protection against dismissal, adapted working conditions)
- **Promote the creation of demographic funds and sectoral initiatives** to support training, job adaptation and the continued employment of older workers
- **Develop monitoring tools integrated into collective agreements** to assess the impact of measures on employment, continuing training and satisfaction among the over-55s

Annexes – Inspiring practices

Belgium

Information collected in collaboration with AGE Member [Vlaamse Ouderenraad](#)

Other inspiring practices available in *Chapter 1 – Digital transition* & *Chapter 3 – Labour Shortages*

Skill Centres in Wallonia: Opportunities for professionals over 50

In Wallonia, there are currently **22 Skill Centres**, which offer specialised training in **13 strategic fields of activity** such as IT, mechanics, energy, and healthcare, closely aligned with the needs of local businesses. These centres focus on practical, hands-on skills, making them particularly useful for individuals over 50 who wish to update their expertise, learn new technologies, or transition to a different profession.

Cyprus

Information collected in collaboration with AGE Member [Cyprus Third Age Observatory](#)

Other inspiring practices available in *Chapter 1 – Digital Transition*

Cyprus Human Resources Development Authority (HRDA): Labour market insights and tailored skills

The Cyprus Human Resources Development Authority (HRDA) is a semi-government organisation that has been operating for over 20 years in **addressing unemployment issues and reducing skill gaps** between job seekers and the needs of the labour market.

The HRDA provides **free, targeted training programs for all age groups**, including courses in digital and green skills as part of the [**Cyprus Recovery and Resilience Plan \(2021-2026\)**](#), as well as specific programs for unemployed individuals. It also **conducts detailed labour market forecasts**, broken down by both sectors of economic activity and occupational categories, covering 309 occupations. These insights, along with analytical data, employment trends, and occupational indexes, are published on the HRDA website to facilitate the quick identification of job opportunities.

Adult Education Centres in Cyprus: Lifelong learning for all

In Cyprus, Adult Education Centres are public institutions managed by the Ministry of Education, Sport, and Youth, **offering a wide range of lifelong learning opportunities for adults**. These centres aim to **promote social inclusion, active citizenship, personal development, and professional skills**. They provide courses in foreign languages, IT and computer skills, general culture, practical skills such as gardening and arts, and personal development areas like sign language or Braille.

Classes are organised flexibly, taking place in primary and secondary schools or other suitable venues, and are offered at different times of the day to accommodate participants' schedules. The initiative is open to anyone over 15 years old, with **affordable fees and exemptions for older adults** or individuals with significant disabilities. By providing accessible, structured, and diverse educational opportunities, **Adult Education Centres contribute to lifelong learning and empower citizens to develop both personally and professionally**.

The Czech Republic

Information collected in collaboration with AGE Member [Profesni Krizovatky](#)

Other inspiring practices available in *Chapter 1 – Digital Transition* & *Chapter 2 – Green Transition*

Czech Requalification and Skills Development Portal: Digital and green competencies for the workforce

The Czech Labour Office's webpage (*Nabídka rekvalifikačních a vzdělávacích kurzů*) is an **official portal offering a catalogue of retraining and educational programmes** under the state requalification system. It serves jobseekers, employees, and anyone wishing to improve their skills or change professions by providing access to accredited training, making skill development accessible and responsive to labour market needs.

The portal **emphasises digitalisation training**, covering areas such as basic and advanced IT skills, digital business tools, data analysis, online marketing, ERP (enterprise resource planning) systems, and digital process management. These courses help participants remain competitive in a technology-driven economy.

It also provides **training in green competencies**, supporting the ecological transition and addressing growing demand for sustainability skills. Topics include environmental management, sustainable production, ESG (environmental, social, governance) certification, and green building practices, preparing the workforce for emerging green jobs and industries.

Participants may receive financial support for course fees and, in some cases, additional costs such as transportation or study materials. Registered jobseekers typically continue receiving unemployment benefits while attending approved courses. This combination of accessible training, digital and green skills, and financial support makes the portal a valuable tool for

older workers as it gives them the means to be fully included socially and professionally.

Working Conditions and Sustainable Work (2025): **Keeping older workers engaged**

The Labour Office has **launched multiple projects that support people over 50 years old.**

- The **“Age is not a barrier” project** (*Věk není překážkou*, VNP) supports people aged 55 and over in staying active in the labour market. Its goal is to increase employment, strengthen resilience to labour market changes, and promote active aging and professional mobility in the later stages of careers. The project **focuses on helping older adults adapt to new roles, continue their careers, and overcome barriers to employment.** Participants receive **individual and group counselling**, including career guidance and motivational activities, tailored to their skills and needs. The project also offers **retraining and professional qualification programmes** to improve employability and supports **job placement** through various tools like subsidised jobs, shared work, and self-employment initiatives. Accompanying measures, such as travel reimbursement, childcare support, or commuting allowances, help participants fully engage in the programme and maintain employment.
- Through the European Social Fund (ESF), the Labour Office **implemented projects at the regional level**, the aim of which is to comprehensively address the situation of job seekers aged 50+ and to maximise their active participation in the labour market through education. **Examples of such projects are Chances for 50+ in the Pilsen Region, 50 PLUS in the South Moravian Region, or We are starting after 50 in the Central Bohemian Region.** These projects usually combined consultancy,

training, retraining courses and often also a contribution to the employer when hiring employees from this age group.

- Until September 2025, the Employment Office organises a programme **Digi for a company aiming at improving digital abilities of participating employees and self-employed**. The programme provides courses for digital education and requalification courses to support the competitiveness and adaptability of the labour force. This is a general programme that doesn't only target older employees.
- **Project Jsem v kurzu** by the Employment Office **provides subsidies to support requalification of employees**. Employees, entrepreneurs, unemployed or students can look and apply for requalification courses. The courses cover several areas including accounting, HR, management, and marketing.
- **Project POVEZ II**, co-financed by the ESF, sought to increase the adaptability of the workforce to the situation in the market, increase its flexibility by matching the skills and qualifications demanded and offered, and tried to motivate employers to invest in employee education. As part of the project, employers received a contribution to the education of their employees and reimbursement of their wages for the duration of the training with advantages for employees aged over 54. The project ran until December 2023.

55+ Friendly Employer competition: **Celebrating inclusive workplace environments**

The 55+ Friendly Employer competition (*Společnost přátelská k zaměstnávání osob 55+*) is an annual initiative by the **Hradec Králové Region's Employment Pact**. It **recognises organisations that actively support the employment and well-being of workers aged 55 and older**.

By **showcasing age-friendly practices**, it promotes inclusive labour markets, encourages others to follow suit, and aligns with European and Czech efforts to keep experienced workers engaged and reduce age discrimination.

Participation is open to private companies, public institutions, and non-profits operating in the Hradec Králové Region. Categories for small, medium, and large companies ensure fair comparison among peers. Evaluation focuses on **two criteria: human resources strategy** (30 percent), such as age-management policies or leadership training, **and benefits for employees over 55** (70 percent), including flexible work, reskilling opportunities, task adaptation, and intergenerational cooperation. Employers who accommodate caregiving duties or provide clear paths for older workers to stay active also receive special recognition.

Operational Programme Employment Plus (2021-2027):

Building an age-inclusive labour market

With this programme, the Czech Republic is developing an integrated approach to addressing demographic challenges. It **recognises that older people can help the labour market cope with workforce decline**. It highlights the need to **promote a healthy working environment adapted to older people and new work organisation practices**. This includes training for older workers, support for age management, and flexible forms of employment which do not lead to the precariousness of work.

The response to demographic ageing is **reflected in full accordance with the Strategic Framework for Preparing for an Ageing Society 2020-2025, which aims to enhance lifelong learning to support competencies needed for future employment of older adults**. It specifies that measures should be developed to support older workers amidst the evolving industrial

landscape, including legislative changes and new tools aimed at retaining them in the workforce.

Denmark

Information collected in collaboration with AGE Member [DaneAge](#)

Other inspiring practices available in *Chapter 3 - Labour Shortages*

Adult and Continuing Education programme: Publicly funded adult lifelong learning

The Adult and Continuing Education (*Voksen- og EfterUddannelse*, VEU) is a **key part of the Denmark's lifelong learning strategy**, helping adults update their skills, gain qualifications, or retrain for new jobs. The system serves labour market needs while offering personal and professional growth. Older adults are fully included, often **using VEU to stay active in the workforce or shift careers**, and they **benefit from flexible options and recognition of prior experience**, which can shorten study time.

VEU has several components, including **Labour Market Training Programmes** (*ArbejdsMarkedsUddannelser*, AMU) offering vocational training focused on practical, job-related skills and **Basic Vocational Adult Education** (*Grundlæggende VoksenUddannelse*, GVU) for adults with work experience but no formal vocational certificate, to obtain recognised qualifications. **Funding for these courses is primarily provided by the Danish state**, keeping costs low, and employers may also receive grants or wage reimbursement when supporting employees, making VEU attractive for workforce development.

Finland

Information collected in collaboration with AGE Member [The Union for Senior Services \(VALLI\)](#) & [Finnish Pensioners' Federation](#)

Other inspiring practices available in *Chapter 3 - Labour Shortages*

Government Report on the Implementation of the UN 2030 Agenda for Sustainable Development: Targeted solutions for an ageing population

The Finnish's report is a comprehensive national review that **evaluates the country's progress towards the 17 Sustainable Development Goals**. It not only outlines achievements and remaining challenges but also key policies, programmes, and stakeholder engagement that drive sustainable development. The report presents future plans and commitments to accelerate progress, serving as a transparent and accountable tool for sharing best practices.

A central focus is demographic change. An ageing population is driving higher care, pension, and health costs, while a shrinking workforce reduces the tax base. To respond, **the government aims to improve wellbeing at work, raise productivity, attract skilled immigrants, and strengthen the functional capacity of older people.** Special measures target groups facing disadvantages, including immigrants, low-skilled workers, older employees, and people with impaired work capacity. Support for the bottom 40 percent of income earners is reinforced through employment policies that make work more rewarding. Finally, **new quality recommendations** (2024–2027) will improve dignity and services for older people.

France

Information collected in collaboration with AGE Members [Union Française des Retraités](#) & [Fédération Nationale des Associations des Retraités \(FNAR\)](#) & [Union des Anciens du Groupe BP](#) & [Fédération des particuliers employeurs de France](#)

Other inspiring practices available in *Chapter 2 – Green Transition* & *Chapter 3 – Labour Shortages*

The National Service for Occupational Health and Prevention (SPSTN): **Dedicated support for domestic workers**

The National Service for Occupational Health and Prevention (*Service de Prévention et de Santé au Travail National*, SPSTN) was **created to cover employees in the home-employment sector**. Since January 2025, it has been **the reference body for the sector**. The system is financed by a new Health at Work Contribution, paid by private employers and set at 2.7% of gross salary, capped at five euros per payslip each month.

The SPSTN's main role is to **provide health monitoring** through required medical visits, including initial check-ups, follow-ups after illness or injury, and regular preventive appointments. This helps detect health problems early, supports reintegration into work, and maintains employees' capacity to stay active. It also works to **prevent risks specific to domestic work**, such as physical strain, chemical exposure, or stress. Telehealth consultations and simplified procedures make access easier for workers with multiple employers or dispersed workplaces. The service also **helps prevent professional exclusion and ensures equal coverage across France**. For older workers, it plays a key role by monitoring age-related health issues, promoting safe conditions, and supporting them to stay active and employed longer.

France Emploi Domicile:
A comprehensive portal for home employment

France Emploi Domicile, launched in 2023, is an **online portal** developed by the Federation of Private Employers of France (*Fédération des Particuliers Employeurs de France*, FEPEM) and the trade unions representing the home employment sector. This joint initiative highlights the value of a sector offering strong career prospects and opportunities for professional development, **providing private employers, employees, and the public, reliable and transparent information, as well as simplified access to their rights and services.**

The platform offers:

- **Educational content** explaining how home-based employment works, the necessary administrative steps, and updates on legal and tax matters.
- **Practical tools** such as cost simulators, contract generators, document templates, job descriptions, thematic guides, and a collective agreement available in five languages.
- **Dedicated services** including legal consultations, information on access to professional training, retirement, insurance, and discounted leisure offers for employees.

In addition, **more than 400 contact points across the country provide local information** to all citizens. This territorial network continues to grow, strengthened by partnerships between FEPEM, the sector, and numerous organisations hosting the **France Services** (a government initiative making it easier for citizens to access a wide range of administrative and public services).

“Engaging Your Company to Employ Workers over 50”:
A practical guide from the French Ministry of Labour and Employment

This practical guide is designed to **help business leaders from all sectors develop an effective and sustainable human resources strategy for employees aged 50 and older**. Its purpose is to encourage companies to recognise the value of experienced workers and to adapt their practices so that they remain fully integrated, motivated, and supported throughout their careers. The guide provides **practical recommendations and tools** for managers, HR teams, and business owners who want to strengthen their workforce while promoting fairness and diversity.

Key areas covered in the guide include:

- Helping companies challenge age-related stereotypes and providing strategies for hiring experienced workers.
- Supporting skills development and career transitions of older workers.
- Adapting work conditions to the specific needs of older workers to protect their health and improve their quality of life.
- Encouraging older employees to mentor experienced job seekers or colleagues.

Agirc-Arrco:
Preparing for retirement with complementary pension training

Agirc-Arrco is the **mandatory complementary pension fund for private-sector employees in France**. It converts the contributions paid by employers and employees into points, which are then turned into a pension that supplements the basic state retirement.

To help employees prepare for this stage of life, Agirc-Arrco **offers training programmes aimed at people approaching retirement**, usually two to

three years beforehand. These sessions clarify the administrative steps to take, the financial implications, and the lifestyle changes to expect, while also covering personal aspects such as health, free time, personal projects, and social relationships. Two formats are available: a one-day course covering the essentials, and a two-day course for more in-depth preparation. These programmes can be delivered in person or online, within a single company or among several companies, with no prerequisites, **enabling participants to better understand their rights and approach retirement with confidence.**

Greece

Information collected in collaboration with AGE Member [50+ Hellas](#)

Other inspiring practices available in *Chapter 1 – Digital Transition*

Germany

Information collected in collaboration with AGE Member [Bundesarbeitsgemeinschaft der Seniorenorganisationen \(BAGSO\)](#)

Other inspiring practices available in *Chapter 1 – Digital Transition & Chapter 3 – Labour Shortages*

Hungary

Information collected in collaboration with AGE Member [Gerontology Science Coordination Center](#)

Other inspiring practices available in *Chapter 3 – Labour Shortages*

Senior University programme at John von Neumann University: Lifelong learning through intergenerational courses

Since September 2022, the Senior University programme at John von Neumann University has welcomed older adults into the academic community. **Selected courses designed for individuals over 50 are offered free of charge.** The programme covers a wide range of subjects, including European Union studies, philosophy, economic history, and natural resources. This initiative promotes cultural engagement, social interaction, and stronger connections between generations on campus. **By contributing their insights and life experiences, older participants enrich discussions and foster dynamic, multi-generational dialogue.**

This initiative aligns John von Neumann University with the [Age-Friendly University Global Network](#), which promotes inclusive education for **older learners worldwide**. By participating in the network, the university joins a global effort to make higher education a space where all ages can learn and grow together.

Ireland

Information collected in collaboration with AGE Member [Active Retirement Ireland](#)

Other inspiring practices available in *Chapter 1 – Digital Transition* & *Chapter 2 – Green Transition*

Skillnet Ireland:

Driving workforce development, digital skills, and green tech innovation

Skillnet Ireland is a **government-funded agency supporting workforce learning and development across Ireland**. It operates through networks of businesses, industry groups, and professional bodies, allowing companies to pool resources and access training tailored to their sector's needs. This collaborative approach **drives innovation, productivity, and lifelong learning, helping employees stay competitive throughout their careers**. Older workers, in particular, benefit from upskilling opportunities that keep their skills current and relevant in a rapidly changing labour market.

Skillnet Ireland works across a wide range of industries, including IT, manufacturing, healthcare, and the creative sector. Employers help shape practical, relevant training, often delivered in partnership with higher education institutions and accredited providers. The organisation places strong **emphasis on digital skills**, offering programmes in data analytics, cybersecurity, cloud computing, AI, software development, and digital marketing, helping employees adopt new technologies and modernise operations.

One notable network is **Green Tech Skillnet, which focuses on renewable energy and green technologies**. It provides specialised training in wind and solar energy, sustainable construction, energy efficiency, and environmental compliance, equipping professionals for Ireland's transition to a low-carbon economy and supporting sustainable growth.

Digital Skills for Citizens Programme:

Building digital confidence for all

The Department of Communications, Climate Action & Environment (DCCA) is committed to **helping people get online and take full advantage of the opportunities the internet offers**. In a connected society, digital skills are essential to unlocking social and economic potential. Through the Digital Skills for Citizens Programme, the Minister for DCCA **allocated €2.2 million in 2019 to 12 organisations**. Participants receive **10 hours of free classroom training** and classes are available across multiple locations in all four provinces, making training accessible to everyone. The programme covers essential digital skills and is flexible to meet the needs of trainees. For example, it **can help jobseekers respond effectively to employment opportunities or assist employees in using new technologies confidently in the workplace**.

National Just Transition Fund (JTF):

Driving regional transition in the Irish Midlands

The National Just Transition Fund (JTF), launched in 2020, is a key part of the Government's plan to **help the Midlands region move towards a low-carbon economy**. It focused on the Midlands because the area was hardest hit by the planned end of peat harvesting and the closure of peat-fired power stations. The fund's priority is to retrain workers and create sustainable jobs in green enterprise.

In total, **56 projects** from businesses, local authorities and community groups were selected, representing ambitious efforts to make the region a greener and more attractive place to live and work. With **€22.1 million in grants**, these projects are **expected to leverage €15 million in additional**

investment and create around 178 direct and 999 indirect jobs. By **complementing [EU Just Transition Fund](#) resources**, the national JTF helps ensure that regional projects are embedded in the broader European framework for a fair and sustainable transition.

Italy

Information collected in collaboration with AGE Members [Associazione nazionale pensionati](#) [Cia Agricoltori Italiani](#) & [SPI CGIL](#) & [Associazione Lavoro over 40](#) & [Associazione Nazionale Anziani e Pensionati \(ANAP\)](#).

Other inspiring practices available in *Chapter 2 – Green Transition* & *Chapter 3 – Labour Shortages*

New Skills Fund:

Driving Italy's workforce for a green and digital future

The New Skills Fund (*Fondo Nuove Competenze*, FNC) is an Italian public fund. **The third edition (FNC 3)**, launched in early 2025, **focuses on supporting companies' digital and green transitions**, fostering new employment opportunities, and promoting collaboration among businesses. With a **total allocation of €1.049 billion, it reimburses employers for up to 60% of salary costs (100% for unemployed or seasonal workers)**, plus social security contributions, when employees' working hours are redirected to certified training. FNC 3 programmes cover energy efficiency, sustainable production, circular economy practices, environmental management systems, and digital technologies that support these areas.

Malta

Information collected in collaboration with AGE Member [National Association of Pensioners](#)

Other inspiring practices available in *Chapter 2 – Green Transition*

Strategy for the Education Policy of the Czech Republic up to 2030+: **Advancing education for all ages**

The strategy outlines **measures to modernise the Czech education system** and equip citizens with skills, knowledge and competencies for personal, social and professional success. It **promotes lifelong learning as a core principle, advocating independent learning** through formal, non-formal and informal education to help individuals adapt to social, technological and environmental changes.

The strategy calls for continuing education for adults and stable support for organisations providing learning opportunities, including funding, staff training, and volunteering initiatives. It also **encourages recognising skills acquired outside formal schooling** through portfolios, digital badges, online courses, and extracurricular programmes, aiming to use resources efficiently, reduce administrative burdens, and help individuals develop their full potential in a supportive and motivating environment.

The strategy **emphasises developing environmental and digital competences**, equipping individuals to address environmental challenges, contribute to sustainable development, apply green skills, and use digital tools responsibly. Key areas include climate awareness, resource management, sustainable practices, digital literacy, computational thinking, online safety, content creation, communication, collaboration, and problem-solving, while supporting educators in integrating these competences into their teaching.

National Employment Policy 2021–2030:
Strategies for an inclusive and age-responsive workforce

Malta's strategic framework **aims at enhancing the quality and inclusivity of the labour market**. The country is actively addressing the challenges of an ageing population through **policies designed to retain older workers**. Key measures include promoting lifelong learning and vocational training, particularly in IT and language skills. Policies also focus on improving workplace conditions, occupational health, and adapting employment services to meet the needs of older workers. Malta's retired population is also viewed as a valuable resource for mentoring and training younger workers.

The Netherlands

Information collected in collaboration with AGE Member [Older Women's Network Netherlands](#)

Other inspiring practices available in *Chapter 1 – Digital Transition & Chapter 3 – Labour Shortages*

Green Deal on Sustainable Healthcare 3.0:
Building a climate-smart healthcare workforce

The Green Deal on Sustainable Healthcare 3.0, launched in 2022, places a strong focus on improving knowledge and awareness of sustainability and climate change within the healthcare sector. A key effort of this programme is the **integration of planetary health, the connection between human health and the environment, into university medical curricula**. By doing so, future doctors and nurses are trained to consider the environmental impact of their decisions and to promote sustainable practices in their professional work. The programme also extends these principles to primary

care practices, ensuring that **sustainability becomes part of everyday healthcare delivery.**

This initiative is part of the broader **goal of “green skills for a sustainable future”**. In this context, it aims to build a climate-smart health and care workforce: professionals who understand environmental issues, can reduce healthcare’s ecological footprint, and are prepared to respond effectively to climate-related health challenges.

Poland

Information collected in collaboration with AGE Members [BONUM VITAE Foundation](#) & [Alzheimer Polska](#)

Other inspiring practices available in *Chapter 3 - Labour Shortages*

The “Intergenerational School” digital project: Fostering intergenerational learning for digital literacy

Launched in November 2024, the Intergenerational School is a nationwide competition open to primary and secondary schools connected to the National Education Network. The initiative encourages schools to **engage students in organising digital literacy workshops for older people**. These workshops aim to support older people in navigating technology while fostering dialogue and solidarity between generations. Beyond teaching digital skills, the programme seeks to reduce loneliness among older people and strengthen community ties. This could also be **a way for older people to improve their professional competencies.**

Each participating school designs and delivers workshops covering topics such as internet safety, online scams, entertainment, and the use of technology in daily life. Teachers receive support through webinars and lesson plans prepared by experts, while students act as facilitators and

mentors. Schools earn points for workshop implementation, engagement, and reporting, with the top four schools from each region awarded mobile computer labs and educational gift cards. In this way, the Intergenerational School turns classrooms into spaces of integration where knowledge is shared both ways and **digital inclusion becomes a bridge between generations.**

Portugal

Information collected in collaboration with AGE Member [Associação de Aposentados, Pensionistas e Reformados](#)

Other inspiring practices available in *Chapter 1 – Digital Transition & Chapter 3 – Labour Shortages*

Romania

Information collected in collaboration with AGE Member [Federația Națională Omenia a Caselor de Ajutor Reciproc ale Pensionarilor din România](#)

Other inspiring practices available in *Chapter 1 – Digital Transition*

National Strategy for Adult Education 2024–2027: Advancing lifelong learning and inclusive workforce participation

Romania's strategy **frames lifelong learning as vital for economic resilience, social cohesion and personal growth.** It promotes flexible, inclusive options, such as modular courses, micro-credentials, transferable credits and individual learning accounts, so adults can upskill, reskill or change careers throughout their lives. Public campaigns and partnerships between government, employers, providers and communities are encouraged to align training with labour market needs and support green and digital transitions.

By 2027, Romania aims to more than double adult participation in lifelong learning, which needs the participation of older people. The strategy **calls for active ageing measures for older workers**, retraining opportunities, adult apprenticeships and workplace learning cultures that value prior experience. **Incentives for employers and flexible formats** such as part-time or online learning are recommended to make participation easier, especially for those balancing work and family duties.

Spain

Information collected in collaboration with AGE Members [Confederación Española de Organizaciones de Mayores](#) & [Plataforma 50](#) & [Plataforma de Mayores Pensionistas](#)

Other inspiring practices available in *Chapter 1 – Digital Transition* & *Chapter 2 – Green Transition*

EmancipaTIC: Free digital training and legal assistance

EmancipaTIC is an NGO dedicated to **bridging the digital divide and fostering technological autonomy** among older adults and groups at risk of exclusion. Its mission is to **recognise and value the contributions of older people, including those who wants to remain or re-enter the labour market**. The organisation promotes the use of today's digital tools, prepare for tomorrow's digital challenges, and make informed choices about how they wish to live this stage of life.

To achieve these goals, EmancipaTIC provides accessible digital training that enhances quality of life, opens new opportunities, and encourages participation in society. Training programmes include **customised technology courses designed for both public and private organisations** that support older adults. In addition, the NGO offers **free legal advice** on a wide range of topics related to law, older people's rights, and new

technologies, fields in which the organisation has developed strong expertise.

CEOMA Friendly Company: Promoting age-friendly workplaces

The Spanish Confederation of Older People's Organisation (CEOMA) is **dedicated to defending the rights and well-being of older adults in Spain**. It works to promote active and healthy ageing, social inclusion, and the recognition of older people as an integral part of society.

The CEOMA Friendly Company (*Empresa Amigable*) initiative **recognizes companies promoting inclusion, respect, and appreciation of older people after a specialised evaluation**. The project guides companies in identifying strengths and areas for improvement in strategies for older customers and employees, including generational diversity, job adaptation, training, work-life balance, and participation. This **benefits older workers by fostering supportive workplaces** that accommodate their needs, value their experience, and offer opportunities for growth and engagement. **Companies that pass the assessment receive accreditation as age-friendly businesses**, a seal of quality and social responsibility that enhances their image, reputation, and competitiveness. Accredited companies also join a network committed to active and healthy ageing, gaining access to resources, guidance, and best practices.

CEOMA training programmes:

Free opportunities for the professional development of older people

The Spanish Confederation of Older People's Organisation (CEOMA) is **dedicated to defending the rights and well-being of older adults in Spain**. It works to promote active and healthy ageing, social inclusion, and

the recognition of older people as an integral part of society. In 2025, with support from the Institute for the Elderly and Social Services (IMSERSO), CEOMA is offering **free training programmes for older people, helping them enhance both personal and professional skills**. They provide sessions in multiple Spanish cities with flexible online options for better accommodation.

- The **Entrepreneurship Programme** (*Programa Emprende Con CEOMA*) encourages older people to use their life experience to explore entrepreneurship or mentoring opportunities. Targeted at people aged 50 and over, it **provides practical tools for starting projects, consulting, or mentoring others**, enabling participants to apply skills in real-world professional contexts.
- The **CEOMA Network Programme** (Programa Red CEOMA) **promotes collaboration and community building among older adults**. Aimed at participants aged 65 and over, it offers face-to-face workshops on social networks and digital tools, plus online courses and workshops. That way, older people can expand professional connections, collaborate on projects, and explore career opportunities.
- The **CEOMA Digital Programme** (Programa CEOMA Digital) **helps older people navigate the digital world confidently**, promoting the use of modern technologies and social networks. Aimed at people aged 65 and older, it includes courses in basic digital competence, cybersecurity awareness, and social media use.

The Age-Friendly Toolkit: **Promoting inclusive ageing and active engagement**

The Age-Friendly Toolkit project **promotes the exchange of knowledge between age-friendly cities, older people's organisations, and training experts**. Its main goal was to define the professional profile of **"Reference Professional for Inclusive Ageing in Age-Friendly Cities"**, which formed the basis for developing open educational resources on ageing strategies within participating countries.

As a result, **the Age Friendly Toolkit Web-App was created to enhance professionals' skills**. The app features five modules with theoretical, practical, and multimedia content aligned with the World Health Organisation's key indicators, covering areas such as social participation and inclusion, civic participation and employment, communication and information, and health and community support services. **Module 4: Employment and Civic Engagement emphasises that retirement does not mark the end of active involvement in the labour market**. Learners completing this module acquire skills to identify the benefits of active engagement and manage resources to support older people's employment.

Plataforma50: Training companies for the silver economy

Plataforma50 is a social consultancy in the Basque Country specialising in the silver economy. It **helps companies and public organisations turn demographic aging into opportunities** by offering age management, territorial development, and professional training. Its services guide clients to adapt strategies, products, and services to meet the expectations of an active and economically influential older population.

Plataforma50 **offers age management strategies for companies, improving conditions for older workers** through workplace adaptations, continuous training, flexible schedules, remote work, and job rotation. These efforts promote inclusion, protect health, and value experience. For instance, the **Senior Talent Training** **focuses on aligning multigenerational talent with organisational goals**, optimising older people's engagement, and addressing disengagement and knowledge transfer responsibly.

Prometeo Senior Steam:

Supporting career development of older professionals

Prometeo Senior Steam is a professional development initiative designed in conjunction with the **Official Association of Industrial Engineers of Bizkaia (COIIB)** and supported by the Provincial Council of Bizkaia and the Basque Government. It **supports individuals and organisations in adapting to changing career and workforce dynamics**, and provides guidance, tools, and resources to enhance professional growth, promote lifelong learning, and address the challenges of an aging workforce.

Prometeo **assists professionals over 45 in leading their own career development** by encouraging reflection on their interests, abilities, and opportunities, helping them make informed decisions about their future. It innovates in job training by offering **territorialised information and support** throughout the second cycle of working life. For companies, Prometeo assists in talent management, turning demographic challenges into opportunities through analysis, identification of barriers, and transitional strategies. Additionally, it **explores new models to highlight the role of older workers**, promoting sustainable employment, entrepreneurship, and meaningful engagement for experienced professionals.

The InterGenic project:
Intergenerational training exchange to combat ageism

The InterGenic project is an innovative initiative led by the Cuatroochenta Chair in Spain, **aimed at fostering intergenerational learning to address social, digital, and ecological challenges**. Its core purpose is to create a structured framework where younger and older generations can exchange knowledge and skills, promoting mutual understanding and collaboration.

A key element of InterGenic is its **mentorship model**, where both youth and older participants take on the roles of mentors and learners. **Young participants are trained to teach digital competencies**, helping older generations improve their technological skills. Conversely, **older participants share their expertise in traditional and sustainable practices**, allowing younger participants to learn from real-world experience. This reciprocal approach ensures that knowledge flows in both directions, maximising the benefits for all involved.

United Kingdom

Information collected in collaboration with AGE Member [International Longevity Centre UK](#)

Other inspiring practices available in *Chapter 2 – Green Transition* & *Chapter 3 – Labour Shortages*

The UK government website:
A starting point to find work at 50 plus

A dedicated section on the country's official website exists to support adults over 50 who are looking to re-enter the workforce or explore a career

change. It **offers a range of practical resources**, including pages to **help users understand their career options**, **improve their CV** and **interview skills**, and **take a Midlife MOT** to assess their work, wealth, and wellbeing. The section also provides **tailored guidance for those balancing work with caring responsibilities**, as well as **advice and support related to menopause in the workplace**.

There are also **several initiatives** aiming to make it easier for workers to access training, reskilling, and job opportunities, while helping employers address skills shortages:

- **Apprenticeships**, open for all ages, offer on-the-job training, enabling individuals to gain practical skills while earning a wage.
- **Skills Bootcamps** are free, flexible courses lasting up to 16 weeks, designed with employers to teach in-demand skills in areas such as digital technology, construction, engineering, and green industries.
- **Sector-based work academy programme (SWAPS)** combine work experience, skills training, and employability support to help jobseekers build confidence, improve CVs, and increase their chances of securing a role in sectors like care, construction, or warehousing.

The Digital Champion Programme: Bridging the digital divide for older people

The Digital Champion Programme, supported by **Age UK** and **Age Cymru**, **aims to tackle digital exclusion by recruiting and training Digital Champion volunteers who will support older people to improve their digital skills**, as well as providing loan technology to those without access. The programme will be **delivered across 2 cohorts, each lasting 18 months between 2022 and 2026**. By 2026, the Digital Champion Programme will have recruited and trained 480 volunteer Digital Champions, delivered awareness-raising activities to 96,000 older people to inspire and

motivate them to get online, loaned technology to approximately 3,000 older people, and **assisted 12,000 older persons through digital skills sessions** to improve their digital confidence and develop new digital skills.

Report on Lifelong learning in the reskilling era (2025):

From luxury to necessity

The Chartered Institute of Personnel and Development (CIPD), a leading professional body for human resource management and people development, highlights in its latest report that **continuous learning has become essential as rapid technological advances and the shift towards a low-carbon economy transform the world of work.** Automation, AI, and green innovation are driving demand for both technical expertise and human-centred capabilities, making lifelong learning a cornerstone of future employability.

The report emphasises that **demographic trends, skills forecasts, and persistent learning gaps call for stronger support to help older workers reskill and upskill.** Despite projections showing that UK employment will grow by 7.4% by 2035, many workers, and particularly those who are older, lower-income, or less qualified, remain less likely to participate in learning due to time constraints, financial barriers, and limited access to support. To address these challenges, **the CIPD advocates for tailored, inclusive learning opportunities that ensure all individuals can adapt to evolving job requirements.** Supporting older workers to remain employable, productive, and engaged will be key to sustaining a resilient and inclusive labour market in the reskilling era.

Europe

The Four-Day Workweek:

Evidence of well-being and productivity gains in Europe

The four-day workweek involves **reducing the number of working days, typically from five to four, while ideally maintaining the same salary for fewer working hours**. For older workers, this arrangement is particularly beneficial: it **reduces physical and mental fatigue, supports work-life balance, and can help extend healthy careers** by providing more time for rest and personal care.

While this kind of initiative has been detailed in *Chapter 3 – Labour Shortages*, **many other European countries have implemented such initiatives** at different levels and in different ways:

- **In Spain**, the city of Valencia conducted an experiment from April 10 to May 7, 2023. The outcomes were highly encouraging: stress levels were reduced by 35 %, sleep quality improved for 64 % of participants, 72 % reported spending more time with friends, traffic decreased by 9.5 %, and nitrogen dioxide levels dropped by 58 %.
- **In Iceland**, between 2015 and 2019, a programme reduced working hours for 2,500 public sector employees. The results showed that productivity remained stable or even increased, while employee well-being significantly improved, demonstrating that shorter workweeks can be successfully implemented without harming performance.
- **In the United Kingdom**, a six-month trial conducted in 2022 involved 61 companies and 3,300 employees. At the end of the trial, 92 % of participating companies decided to maintain the four-day workweek, reporting improvements in employee well-being and productivity.

EU OSHA Campaign 2023-2025:
Safe and healthy work in the digital age

On its website, the EU OSHA provides a **booklet showcasing the awarded and commended examples of the 16th Healthy Workplaces Good Practice Awards competition**, which recognises successful prevention and management of risks linked to digitalisation in the workplace. These practices can be particularly beneficial for older workers engaged in physical or demanding tasks, helping to ensure safer and more supportive working conditions. In addition, the examples presented could help any organisation by tailoring aspects of the interventions described to their individual characteristics and needs. **Here are some examples of inspiring practices from the booklet:**

- **The Netherlands:** Volandis is a Dutch non-profit organisation that has developed the Prevention Care Portal, a one-stop shop for access to the medical records of workers in the construction and infrastructure sector. As a result, doctors, OSH services and workers themselves can easily access, transfer and build on workers' personal medical files in a uniform way.
- **Ireland:** Manually unloading of stacked 60 kg barrels from containers put operators at Midleton Distillery in Ireland at high risk of musculoskeletal injury. With workers' health and safety as top priority, the company invested in a tailored autonomous mobile robot with AI vision to minimise manual handling while keeping a human-in-command approach. As a result, the barrel unloading process has seen a 100 % reduction in accidents.
- **Czech Republic:** Police staff at the Czech Ministry of the Interior who perform computer-based services 24 hours a day are prone to work-related vision issues, stress and musculoskeletal disorders. As such, the

Ministry assigned a Special Methodology Unit in its Service Facility to develop a holistic healthcare programme for its staff. The resulting VISIO project covers neuro-visual training, stress management, nutritional counselling and physical exercise.

The BeWell project:

Enhancing skills and well-being in the European health workforce

The BeWell project is a collaborative initiative running from July 2022 to June 2026. Its primary objective is to **develop a comprehensive strategy for the upskilling and reskilling of the European health and care workforce, focusing on digital and green competencies**. This endeavour aims to equip healthcare professionals with the necessary skills to navigate the evolving demands of modern healthcare systems. The project is developing **a dedicated learning platform** offering training courses tailored to digital and green skills.

The strategy is structured around six strategic objectives:

1. Assessing and addressing skills mismatches within the health workforce.
2. Enhancing digital literacy and competencies among healthcare professionals.
3. Promoting green literacy and competencies to support sustainable healthcare practices.
4. Strengthening the development of soft skills essential for effective patient care.
5. Fostering the physical and mental well-being of the health and care workforce.
6. Advancing training and curricula opportunities that support lifelong learning and continuous professional development.

Redefining Lifelong Learning (2023): Lessons from around the globe

This report by the **International Longevity Centre UK** explores how **different countries support lifelong learning**, especially for older adults, while highlighting global challenges such as low participation rates, ageism, and financial barriers. The report emphasises the importance of cultural shifts, cross-sector collaboration, financial support, and personalised learning to make lifelong education more accessible and effective. **Examples from the report include the following:**

- **The Netherlands:** The **Silver Starters programme**, which is provided by the Leyden Academy of Vitality and Aging, aims to empower older persons to become entrepreneurs. The 12-week course gives participants the foundational skills for converting their idea into a business. The curriculum can adapt to people's prior life and work experience.
- **Germany:** With its tool guides, **ProfilPASS** allows individuals to assess and document their skills to help them find work or training opportunities. More specific ProfilPASSes are tailored for older workers, women, and refugees or migrants.
- **The United Kingdom:** **Brave Starts** is a UK-based programme that helps people over 45 learn and find meaningful employment. It includes guest speakers from the industries targeted by their learners, allowing them to better understand what they should do to enter their chosen career and how to network with industry stakeholders.

The Skills Development Coordination System (OSKA): Strategic forecasting of skills and labour market needs

The Skills Development Coordination System (*Oskuste Arendamise Koordinatsioonisüsteem*, OSKA) is a national forecasting model, established in 2015 by the Estonian Qualifications Authority. It aims to **anticipate changes in the job market and adjust education and training policies to meet the future demands of the Estonian economy**. OSKA achieves this by combining quantitative analyses from administrative records, such as national statistics and tax data, with qualitative studies by sectoral expert panels.

Based on its 2022-2031 report, Estonia will face a labour shortage as demand exceeds the number of new graduates. Jobs will grow in services, technologies, finance, healthcare, and technical fields, while agriculture, transportation, and retail will decline. Annual needs would be 9,500 higher-education and 5,700 vocational graduates, with shortages in education, technologies, healthcare, industry, and construction. Thus, **meeting demand will rely on migration, retraining, and adapting to trends like digitalisation, automation, and the green transition**. Older people can play a key role in these transitions if they are given opportunities for retraining and proper integration.

At European level, the European Skills, Competences, Qualifications and Occupations (ESCO) is a multilingual classification developed by the European Commission that **identifies and categorises skills, competences, qualifications, and occupations relevant for the EU labour market and education**. It aims to facilitate the matching of skills with job opportunities across Europe. ESCO serves as a valuable tool for job seekers, employers, and educational institutions to understand the skills and qualifications needed in various occupations.

BUILD UP Skills:

Empowering Europe's construction workforce for a green transition


BUILD UP Skills is a **European initiative launched in 2011 to strengthen the skills of building professionals and support the decarbonisation of the construction sector**. Fully aligned with the European Green Deal and the EU 2030 climate targets, it contributes to achieving carbon neutrality by 2050. **The programme develops national training strategies, qualification platforms, and tailored training modules** covering areas such as energy-efficient renovations, renewable energy integration, Nearly Zero-Energy Buildings (nZEB), and circular economy practices.

Funded by the EU LIFE Programme, BUILD UP Skills **helps close skills gaps, improve training quality, and facilitate recognition of qualifications across Europe**. It plays a key role in creating a future-ready workforce, while also offering strong opportunities for older workers. By **promoting lifelong learning, modular upskilling, and recognition of prior experience**, the initiative enables experienced professionals to adapt to new technologies and sustainability standards without leaving the labour market, thus extending their employability and contribution to a greener built environment.

Care4Skills:

Strengthening competencies and digital skills in long-term care

Care4Skills is a European initiative, running from 2024 to 2028, that **aims to strengthen the competencies of professionals in the long-term care sector**. It focuses on developing digital skills to address critical skill shortages and on designing and implementing new, modular **Vocational Education and Training (VET) curricula** tailored to identified skill gaps and



emerging occupational profiles within the sector. The project also benefits older care workers by helping them build confidence with new technologies and adapt to modern care practices. Through research, certification, and collaboration among training institutions, employers, and policymakers, *Care4Skills* seeks to **establish a sustainable European skills strategy** that enhances the quality, efficiency, and resilience of long-term care services.

AGE's work on employment

On 1 October 2025, AGE launched its Proposal for an [EU Action Plan to Combat Ageism](#). Grounded in human rights, equality and solidarity between generations, the Proposal for an EU Action Plan to Combat Ageism provides the backbone for a future EU Strategy on Intergenerational Fairness. It aims to help build a fairer, more dynamic, inclusive, and resilient Union – socially, economically, and democratically. This action plan consists of nine flagship initiatives, one of which addresses issues related to employment and skills, with a view to developing a comprehensive set of age-friendly labour market measures to increase employment rates among older workers, remove structural barriers, promote lifelong learning and combat ageism in the workplace. A one-pager of the Action Plan with the flagship initiatives can be found here: [EU Action Plan to Combat Ageism – One-Pager](#).

The [previous edition of the Barometer](#) on *Quality and Sustainable Working Lives* addressed three major areas in the field of employment: support for older workers, age discrimination in the labour market, and age-friendly workplaces. These findings and recommendations served as the basis for the development of the 2025 edition.

Latest publications

- AGE Policy Paper on Work-Life Integration: [Work-Life Integration - AGE Policy Paper](#)
- AGE 2023 Annual Conference on a European model for sustainable working lives: [A European model for sustainable and quality working lives: What is at stake?](#)
- AGE feedback on the consultation for the upcoming European Commission *Quality Jobs Roadmap*: [Feedback from: AGE Platform Europe](#)

- AGE Policy Paper on lifelong learning to be accessible at all ages asking for the [Council's recommendation on the individual learning](#) accounts to explicitly encourage education opportunities in older age
- AGE proposal to the new European Pillar of Social Rights Action Plan (2025): [AGE proposal to the new European Pillar of Social Rights Action Plan](#)
- AGE Policy Paper on the right to work: [The right to work in old age - AGE Policy Paper](#)
- AGE contribution to the European Intergenerational Fairness Strategy: [AGE Platform Europe's Contribution to the Intergenerational Fairness Strategy](#)
- AGE two-pager on Gender Inequality in Old Age: [Gender Inequality in Old Age - Two-Pagers](#)
- AGE replied to two European Commission calls for evidence on [digital education](#) and [digital skills](#) to address the digital gap, remind the need to deliver accessible and inclusive digital education and training and consider the intersectional perspective into the policy responses
- AGE's answer to [the call of the Chair of the Open-Ended Working Group on Ageing \(OEWG\) to NGOs - 12th Session \(2022\)](#), emphasising the need to improve access to training and education in the workplace but also beyond retirement age
- AGE's answer to [the call of the Chair of the Open-Ended Working Group on Ageing \(OEWG\) to NGOs - 13th Session \(2023\)](#), which included calls for equal participation of older persons in employment and education.

Questionnaire for assessment at national level

Digital Transition

The **digital transition** is the shift to technologies like automation, Artificial Intelligence, and remote work. It creates new job opportunities, could boost productivity, and offers more flexibility. However, it also causes job losses, widens skill gaps, and increases insecurity for some workers. With this questionnaire, we would like to understand how the digital transition in the labour market is addressed in your Member States to ensure everyone's benefits.

1. Has digitalisation led to **the creation, the disappearance of jobs or the redefinition of competencies** in your Member State? In which sectors? Are new jobs accessible to older workers?
2. What policies or programmes exist in your country to **improve digital skills throughout life** or specifically for older workers?
3. What programmes and initiatives does your country have **to promote intergenerational exchange** of digital skills?
4. What initiatives using digital tools have **improved working conditions** throughout working life and the accessibility of older workers?
5. How have your government and companies addressed **the impact of digitisation on mental health** (e.g. work intensification, stress, surveillance)?
6. What are the national **guidelines on ethics** and responsibility in the use of digital tools and artificial intelligence at work?
7. How do the **social partners** (trade unions and employers), **learning institute and government** approach digital transformation? Are there any negotiations between partners?
8. Are you aware of any initiatives in the **care, construction, or waste management sectors** that specifically support ageing in the workplace using digital technology?

Green Transition

*The **green transition** is the shift towards an environmentally sustainable economy. It creates jobs in green sectors while reducing jobs in high-polluting industries and requiring workers to acquire new skills, such as green skills (knowledge and abilities that support environmental sustainability). Regional effects vary, and job losses occur, necessitating support for affected workers. We would like to know how your country ensures the balance between environmental progress and fair, inclusive employment for all ages.*

9. Have specific sectors in your country experienced **significant changes** due to the green transition? If so, which ones?
10. What initiatives are being taken by the government or industry to **develop green skills and competencies** for workers of all ages?
11. Which **national environmental regulations** have a specific impact on older workers in the labour market? In what way?
12. How is your government **supporting sectors** affected by the green transition, such as the construction sector or the waste management sector?
13. How are **social partners** (trade unions and employers) **and government** addressing the challenges and opportunities of the green transition on the labour market? Especially for older workers?
14. What are the **national awareness campaigns** on green job creation or the circular economy? Do they target workers of all ages?

Labour Shortages

***Labour shortages** occur when there aren't enough qualified workers to fill available jobs, a challenge seen across many sectors today. Addressing shortages requires investment in training, better working conditions, and attracting underrepresented groups into the workforce. We would like to know if and how older workers are targeted in your country, in these times of labour shortages.*

15. What **retention strategies** are being developed at national or company level to address labour shortages?
16. What are the programmes and initiatives in your country that **facilitate career transitions**? Do they target older workers, and how?
17. What **lifelong learning incentives and initiatives** in your country target older people so that they can retrain or become trainers?
18. What are the national regulations or company policies that improve occupational safety and health (OSH) in high-risk sectors, such as:
 19. **Care sector:** Addressing physical and emotional risks for instance
 20. **Construction sector:** Injury prevention or ergonomic support for instance
 21. **Waste management sector:** Safety measures for hazardous substances and chemical exposure for instance
22. **Other sectors?**
23. Do you have any national data on **the career aspirations of older employees approaching retirement**, such as the desire to take retirement, continue working with flexible working hours, or become mentor, etc.?
24. What measures have been taken by the government, companies, and learning institutes to specifically support older workers in **the care, construction, or waste management sectors**?
25. Do the pension regulations in your country discourage older workers from **staying in or returning to work**, or, conversely, are there policies in place to encourage a longer working life?

About AGE Platform Europe

AGE Platform Europe is an empowered coalition of older people's organisations. Its members include, for the most part, older persons who are still employed or retired and actively engaged as volunteers, as well as younger professionals working in services for older individuals. Together, we demonstrate how several generations can collaborate to shape a more inclusive society and ensure that older people have a voice at the European level.

In times of pandemic more than ever, AGE celebrates longevity as one of the greatest achievements of humanity. Guided by values of equality and participation, we seek to combat ageism, promote human rights throughout the life-course, and create equal opportunities to live full and dignified life.

Older persons are the experts of their own lives. Our community is hugely diverse. But our difference is our strength when we speak together. As self-advocates, we have the potential to bring know-how and experience – not to mention countless hours of caring and volunteer work that help society function.

A healthy society provides support at times of vulnerability, while providing space for all its members to contribute. Let's bridge the generation gap to build an age equal society. Our vision is to create the connections necessary for a more inclusive society:

Connecting institutions and constituents

AGE amplifies older people's voices to the European and global levels

Connecting organisations

Our powerful coalition enables older people to exchange experiences and learnings

Connecting countries

AGE is a truly European network, drawing strength from our members' diversity

Connecting people

AGE strengthens communities, empowering older people to contribute actively to Society

TOWARDS A SOCIETY FOR ALL AGES



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