

G20 LABOUR AND EMPLOYMENT MINISTERIAL DECLARATION ANKARA, 03-04 SEPTEMBER 2015

Creating quality jobs for all, investing in skills and reducing inequalities to promote inclusive and robust growth

A. Introduction

- 1. We, the Ministers of Labour and Employment from G20 members and invited countries, met in Ankara on 3-4 September 2015 to discuss recent trends on labour markets across the world, progress made on our commitments, and actions we must take to tackle the key challenges we are still facing.
- **2.** Global growth has been modest and uneven since we met last year. Global unemployment continues to increase while global labour force participation and productivity growth rates remain relatively low. Our efforts to create more and better jobs for all, including the most vulnerable in our societies, are essential to achieve strong, sustainable and balanced growth, with a particular focus on inclusiveness and improved standards of living.
- **3.** We, once again, underline the critical importance of an integrated and comprehensive policy approach to foster strong, sustainable and inclusive growth. Our work to tackle inequalities, promote inclusiveness and strengthen the links between employment and growth must be complemented with corresponding efforts in other work streams. In this respect, we welcome the opportunity to meet with G20 Finance Ministers under the Turkish Presidency. We believe that the establishment of the "G20 Employment Working Group" (EWG) will further support these efforts.
- **4.** Based on our discussions in Ankara and the work of the EWG throughout 2015, we have agreed upon the following conclusions, which are aligned with the priorities of the Turkish Presidency, formulated as three "i"s: Inclusiveness, Investment and Implementation.

B. More inclusive labour markets

- **5.** Economic growth in many G20 members has been insufficient to close the jobs gaps triggered by the 2008 global financial crisis. To meet the needs and aspirations of our peoples, we need policies that boost employment growth while strengthening job quality, respecting fundamental principles and rights at work, and effectively tackling inequalities and informality.
- **6.** At G20 and national level, we aim to develop policy principles to promote more equal economies and fair societies, strengthen social cohesion and better integrate vulnerable and disadvantaged groups into the economy and the labour market. We recognize that joblessness and underemployment place downward pressure on wages and contribute to increased inequality. We recommend our Leaders prioritize job-rich growth by addressing the range of factors underlying weak aggregate demand in many of our economies.
- 7. The long-term trend of rising inequalities in many G20 economies has a negative impact on current and potential growth and is inconsistent with our Leaders' goal of strong, sustainable and balanced growth. This trend has often been associated with slow wage growth when compared to productivity gains and a decline or stagnation in the labour income share in some of our countries. Tackling inequalities is therefore important for achieving both stronger economic growth as well as our priority of creating better jobs and having more inclusive societies.
- **8.** In order to address rising inequalities and where necessary declining labour income shares, we agree to undertake a mix of policies appropriate to our national circumstances including improving wage-setting mechanisms, institutions for social dialogue, social protection



systems, employment services and active labour market policies. We endorse the attached policy priorities on inequalities and labour income share (*Annex-1*). We will consider them in further developing our labour and employment policies and look forward to examining progress on their implementation in the coming years.

9. International labour mobility brings both challenges and opportunities. When managed carefully, effectively and in a fair manner, it has the potential to make an important contribution to economic growth. It may also help address current and future labour force imbalances and skills needs. Further work is needed to explore the complexity of these issues, including through sharing good practices.

C. Increasing investment in human resources

- **10.** We acknowledge the importance of investment in human resources as a powerful driver of productivity, economic growth, higher individual earnings and greater social cohesion. Therefore, we commit to increasing our efforts to build skills for work and life and to strengthening the link between education and employment.
- **11.** Limited access to quality education, barriers to a successful school-to-work transition and skills mismatch remain as challenges in many G20 economies. We are committed to developing, strong partnerships with social partners and relevant stakeholders to ensure that all young people learn the basic skills needed to help their transition from school to the labour market. Combining strong basic education with skills development and portability policies including quality apprenticeships, career guidance and counselling and lifelong learning opportunities can yield sizeable returns for individuals and economies and help build more inclusive societies. In this light, we welcome the attached G20 Skills Strategy (*Annex-2*).
- **12.** Promoting better employment outcomes for youth remains a key G20 objective and an integral part of our inclusiveness agenda. Therefore, we renew our commitment to take concrete actions to place young people in education, training or jobs and avoid prolonged periods out of work.
- **13.** We agree that progress on youth employment requires adopting and implementing a comprehensive strategy including policies to facilitate transition from school to work, strengthen quality employment and apprenticeship opportunities as well as action to improve employability, equal opportunities and entrepreneurship.
- 14. We recommend our Leaders consider the adoption of a G20 target on reducing the share of young people who are most at risk of being left permanently behind in the labour market by 15% by 2025. To reach this target, depending on national circumstances, we will focus our efforts on young people with low skills and qualifications; those who are neither in employment, nor in education or training (NEET); or the low-skilled who are NEET or informally employed. To this end, we welcome the policy principles set out in *Annex 3* to improve youth labour market outcomes in our economies.
- **15.** Quality jobs are important as a key driver of greater well-being for individuals and society. We therefore commit to improving job quality along three dimensions, namely promoting the quality of earnings, reducing labour market insecurity, and promoting good working conditions and healthy work places, as outlined in *Annex-4*.
- **16.** We emphasize the important role of employment services in tackling unemployment and promoting employment by providing rapid, innovative, flexible and effective solutions to help people into work; helping to connect jobseekers and employers; and assisting those in work to progress in the labour market. Therefore, aligned to national circumstances, we commit to improve the institutional and professional capacities of our employment services



and will consider the policy principles set out in *Annex-5* when implementing these reforms. We recognize the importance of international cooperation among public employment services such as the World Association of Public Employment Services (WAPES) and welcome the planned efforts to enhance communication and contact between these services in our countries.

17. We are aware of the challenges and opportunities brought into the labour markets by the ageing of our populations. We recognize the potential of a flourishing silver economy to create new jobs and will explore the demographic challenges facing G20 labour markets further. We acknowledge the attached policy principles (*Annex-6*) which provide valuable guidance on approaches to manage the economic consequences of population ageing.

D. Implementation through effective monitoring

- **18.** In line with the commitment assumed last year, we have started monitoring the implementation of our Employment Plans through newly established reporting templates. We will update our policy commitments where needed. We welcome the EWG's establishment of a multi-year agenda to ensure continued focus on key labour and employment priorities related to women, youth, inequalities, and safe workplaces.
- **19.** In this regard, we reiterate our strong determination to improve occupational safety and health (OSH) in our countries and throughout the world. As we implement the commitments we made under the Australian presidency, we welcome the establishment of a G20 OSH Experts Network and the ILO's new "OSH Global Action for Prevention Program". We will maintain our efforts to foster safer workplaces also within sustainable global supply chains and acknowledge other initiatives in this regard.
- **20.** We are also implementing reforms to achieve our Leaders' commitment to reduce the gender gap in participation rates by 25 per cent by 2025, taking into account national circumstances. We will closely monitor our progress in achieving this goal over the coming years, and we reiterate the importance of improving the quality of women's employment.

E. The way forward

- **21.** We will present this Declaration to the G20 Antalya Summit for our Leaders' consideration as they strive to develop an integrated and comprehensive public policy approach towards inclusive, strong, balanced and sustainable growth.
- **22.** We acknowledge the essential role of social dialogue between employers and workers during the Turkish Presidency of the G20. We strongly welcome the efforts of B20 and L20 on producing a joint statement on jobs, growth and decent work. We also appreciate the constructive roles of the B20, L20, T20, C20 and Y20 in the G20 process. We look forward to further cooperation with social partners, engagement groups and the newly established Women20 (W20) in implementing our shared commitments.
- **23.** We also appreciate the expertise provided by the ILO, OECD, World Bank Group and IMF for the EWG and our meeting. We take note of their reports (*Annex-7*) on key issues and are determined to continue this fruitful cooperation with them.
- **24.** We thank the Turkish Presidency for its leadership and look forward to our next meeting in 2016 under the Presidency of the People's Republic of China.



ANNEXES:

Annex-I:	G20 Policy Priorities on Labour Income Share and Inequalities
Annex-II:	G20 Skills Strategy
Annex-III:	G20 Policy Principles for Promoting Better Youth Employment Outcomes
Annex-IV:	G20 Framework on Promoting Quality Jobs
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ANNEX I:

G20 Policy Priorities on Labour Income Share and Inequalities

- 1. The importance of robust, sustainable and long-lasting inclusive economic growth is a central matter for our economies and societies. Tackling rising inequalities contributes to achieving this objective and will also complement our Leaders' commitment to take action in order to increase G20 GDP by more than 2% by 2018. This is a fundamental element of the Turkish presidency's focus on Inclusiveness, Implementation, and Investment for Growth.
- **2.** Inequalities have increased over the last two decades in a majority of our countries and have become a source of growing concern. In some emerging countries, inequality has decreased significantly, but still remains at a high level. In most cases, increasing inequalities are associated with a sustained downward trend in the labour income share.
- **3.** Widening inequalities and declining labour income shares not only pose challenges for social and political cohesion, but also have significant economic costs in terms of both the level and sustainability of economic growth. This is confirmed by recent analysis by the International Organizations. Hence, these issues should be tackled by a comprehensive set of economic, financial, labour and social policies coordinated between national ministries and at the G20 level.
- **4.** Inequality has many dimensions. We therefore agree to undertake a combination of interrelated and complementary policy actions, appropriate to national circumstances, and where necessary in cooperation with other governmental authorities to address rising inequalities and the falling labour income share namely by:
 - a) Strengthening labour market institutions (social dialogue, collective bargaining, wage setting mechanisms, labour legislation) based on respect for the Fundamental Principles and Rights at Work;
 - b) Reducing wage inequality, through policy tools such as minimum wages and the promotion and coverage of collective agreements, ensuring fair wage scales and that work pays;
 - c) Improving employment outcomes for women, youth, older workers, persons with disabilities, migrants and other vulnerable groups in the labour market, by strengthening access to effective active labour market policies;
 - d) Improving job quality by:
 - *i*) fostering the transition of workers from the informal to the formal economy; and
 - *ii)* tackling labour market segmentation.
 - e) Ensuring equality of opportunities to participate in quality education, training and lifelong learning (including apprenticeships), especially for those with low to middle incomes, in order to obtain and adapt the skills needed in the labour market and to reduce intergenerational transmission of inequality; and



- f) Promoting universal social protection, taking into account the countercyclical role of social policies, and providing support to the unemployed and underemployed in order to assure an effective transition to quality employment.
- **5.** In line with the joint statement that we agreed upon in the Meeting with Finance Ministers in Moscow in 2013, we note the importance of further dialogue on the following policies and coherent and concerted action with the involvement of other related actors:
 - a) Fostering job creation, through sound and job-friendly macroeconomic policies to strengthen aggregate demand, and establish an environment favourable to enterprise development, entrepreneurship, innovation, investment and enhanced productivity and wages;
 - b) Ensuring tax and benefits systems are fair and better at supporting a productive and inclusive economy by
 - *i)* developing adequate taxation systems;
 - *ii)* ensuring better coherence with benefits systems to maximize their redistributive impact while preserving incentives to innovate and perform; and
 - *iii)* tackling tax avoidance and evasion.
- **6.** We affirm the need for regular and effective monitoring of the evolution of the labour income share and inequalities, and their effect on the strength and sustainability of economic growth.





Skills are crucial to promote strong and inclusive growth

- 1. Investing in skills must be a key element of the G20 commitment to take action to *"support development and Inclusive Growth, and help to reduce inequality and poverty"* in the context of lifting G20 GDP (Brisbane Summit) and promoting inclusive growth. Skills are a key driver of innovation, whilst the adoption of new technologies and higher productivity can combine to make an important contribution to generating strong and inclusive growth. Building adequate skills and adapting them over working lives boosts the earnings of individuals and enhances opportunities. Effective skills systems underpin thriving communities and societies.
- 2. Improvements in the relevance and quality of skills have accounted for a substantial proportion of economic growth over the past four decades in advanced and emerging economies. It is estimated that further improvements in foundation skills such as literacy and numeracy could provide an additional strong boost to long-run growth in all G20 countries, resulting in substantial cumulative increases in employment outcomes and living standards. In developing and emerging G20 economies with relatively young populations, skills are also crucial to capitalise on the demographic dividend to growth. In other G20 economies facing rapid population ageing, further gains in GDP per capita will become more dependent on skills adaptation and utilisation as well as on productivity gains driven by innovation and knowledge-based capital.

Development and better use of relevant skills are urgently needed

3. Capitalising on the potential of skill development policies to promote inclusive growth requires concerted efforts to ensure that people at all ages and stages in their lives are able to develop and upgrade their skills, activate those skills in the labour market, and utilise them effectively in the workplace across economies and societies. Despite major progress in the past decades in improving access to, and the quality of, education and training, further efforts are required in all G20 countries to fully equip their populations with the skills that are needed in increasingly dynamic and inter-dependent economies. Moreover, it is also essential to ensure that skills are used effectively in the labour market by improving the link between training and labour market demands, promoting participation of underrepresented groups, improving the recognition and matching of skills and encouraging employers and workers to invest in the acquisition of new skills.

A set of concrete actionable principles to boost skills and their use

4. The set of concrete, actionable principles listed below builds on the OECD Skills Strategy (2012), the ILO Recommendation No. 195 on Human Resources Development, and the Conclusions of the 2008 International Labour Conference on Skills for Improved Productivity, Employment and Development, as well as on the



G20 Training Strategy (2010) developed for, and adopted by, the G20 Development Working Group, and the framework for the World Indicators of Skills for Employment (WISE) also prepared for the G20 Development Working Group. The purpose of these principles in line with the document prepared by OECD entitled "G20 skills strategy policies for developing and using skills for the 21st century" is to:

- Reaffirm the importance of a well-functioning and well-resourced education and skills system for promoting strong and inclusive growth;
- Underscore the importance of policy coherence through a whole-of-government approach with full stakeholder engagement; and
- Identify actions that countries could take to improve the contribution of skills to stronger and more inclusive growth.



The G20 Skills Strategy: Policy Principles

A. Building and updating skills for work and inclusive growth

- 1. Strengthen access to quality education
- 2. Build strong foundation skills
- 3. Provide young people with the knowledge and skills needed to facilitate a smooth transition from school to work
- 4. Actively promote quality work-based learning
- 5. Foster stronger engagement of social partners in skills policies
- 6. Provide support and incentives to job seekers at risk of long-term unemployment to participate in training to update their skills or acquire new skills
- 7. Provide support and incentives to keep workers' skills up to date with industry needs to facilitate their mobility from declining sectors and firms to expanding ones

B. Encouraging firms to invest in skills

- 8. Foster employers' investment in quality training, including through social dialogue, and with a focus on SMEs
- 9. Encourage investment in skills through shared public-private financing, especially for low-skilled workers
- 10. Improve training opportunities for all, including workers in the informal sector to facilitate their transition to the formal sector
- 11. Promote access to work-based training also for those in precarious jobs
- 12. Encourage firms to move up the value-added chain and increase their demand for skilled workers

C. Ensuring that skills are fully used

- 13. Activate unused skills of people not working by improving work incentives and jobsearch help, and by removing employment barriers
- 14. Systematically anticipate, assess and respond to changing skill needs
- 15. Encourage managers, particularly in SMEs, to make better use of available skills
- 16. Ensure that labour market settings reduce skills mismatch
- 17. Increase recognition of and portability of skills



ANNEX III:

G20 Policy Principles for Promoting Better Youth Employment Outcomes

Improving employment outcomes for young people is crucial to achieve the G2O's objective of stronger and more inclusive growth. Young people risk being permanently scarred by prolonged periods of unemployment or employment in poor-quality jobs. This undermines future growth prospects, lowers well-being and weakens social cohesion. However, despite the priority given by the G2O to improve employment prospects for young people, the number of them who are unemployed or inactive or trapped in poor quality jobs remains unacceptably high. Moreover, in many G2O countries, young people are facing a big challenge in terms of transition from school to work.

Reducing the share of young people who are most at risk of being left permanently behind in the labour market by 15% by 2025 would result in substantial benefits both for the wellbeing of young people but also for promoting stronger and more inclusive growth, by focusing our efforts on young people with low skills and qualifications; those who are neither in employment, nor in education or training (NEET); or the low-skilled who are NEET or informally employed.

Achieving this target will require a comprehensive set of employment, education and social policies to both increase skills of young people and provide them with better access to quality jobs. Therefore, we agree on the following policy principles, to be implemented according to national circumstances:

Improving education and skills of youth

- **1.** Ensuring basic skills for all
- 2. Ensuring school completion
- 3. Providing greater choice in educational pathways
- 4. Promoting access to higher education
- 5. Bringing closer together the worlds of education and work

Improving youth employment

- 6. Strengthening job opportunities
- 7. Tackling unemployment
- 8. Avoiding prolonged periods out of work
- 9. Improving job quality

We ask the ILO and the OECD to assist us in monitoring progress in achieving these policy objectives.



ANNEX IV: G20 Framework on Promoting Quality Jobs

The quality of jobs that people hold is an essential element of their quality of life, since most people spend a substantial part of their time at work and work for a significant part of their life. At the same time, job quality can be an important driver of increased labour force participation and commitment, thus enhancing productivity and improve aggregate economic performance. As a result, creating more jobs and improving the quality of employment can be complementary and mutually reinforcing.

Therefore, to achieve these twin goals of more and better jobs it is critical for policy action to focus not only on how many jobs an economy generates, but also on how good those jobs are. We are committed to enhancing job quality in our own economies and around the world. In this regard, we acknowledge the importance of having a comprehensive and actionable framework for job quality, which offers flexibility and adaptability to our different country circumstances.

In order to facilitate policy efforts to improve job quality in G20 economies, we endorse the *G20 job quality framework*, which identifies three key dimensions of job quality: *earnings, labour market security* and *working environment*. This framework is consistent with applicable international labour standards and will contribute to the UN overall post-2015 development agenda, notably in terms of its contribution to foster inclusive growth and decent work.

While recognizing the specific geographic, macroeconomic and institutional environments faced by our economies, we are determined to take action to improve job quality along these three dimensions, as follows:

- 1. Promote the quality of earnings: taking into account the average level of earnings and their distribution, we will consider minimum wage policies and wage setting policies in the context of our collective agreement institutions and will engage in dialogue with our social partners. We are also committed to equality of opportunity, including through investment in skills to improve earning capacity of all, by improving access to and quality of education, training and apprenticeship systems.
- 2. Reduce labour market insecurity: Aware of the importance of making workers' trajectories more secure in the labour market, either in mitigating their risk of unemployment, underemployment or their risk of extreme low pay, we are determined to enhance support through unemployment benefits schemes or other adequate social protection/assistance programmes, according to national circumstances. We reiterate our commitment to provide effective support to job-seekers via active labour market policies. Depending on national circumstances, we are also committed to support the transition to the formal economy through tailored policies that help overcome the specific local and sectoral drivers of informality.





3. Promote good working conditions and healthy work places. We are committed to promote measures that improve the quality and security of the working environment, such as improvements in occupational safety and health and working time regulations, as well as improving their enforcement. In this regard, we refer to our statement on promoting safer and healthier workplaces as part of our Declaration in Melbourne last September.

We recognize the importance of making further progress to better characterize labour market performances and acknowledge the need for more consistent statistical information on job quality across socio-economic groups, countries and over time.

This framework for job quality was originally developed by the OECD in collaboration with the ILO and we look forward to their support in our review of progress and identification of good practices.





ANNEX V: G20 Principles for Effective Public Employment Services

Employment services are increasingly valuable in government efforts to tackle unemployment, to provide information on the labour market, improve employability and labour market integration, assist those in work to progress in the labour market and boost overall labour market performance. To strengthen their contribution to this agenda, employment services require well-functioning organisation, effective labour market instruments, strong capacity and resources to support job seekers, and build connections with relevant stakeholders and local partners.

The primary function of employment services is to connect people with jobs. This is becoming a more complicated task given the structural and cyclical challenges facing G20 labour markets, the changing nature of work and globalising factors such as new technologies. At the same time, there are rich opportunities for employment services to help achieve more inclusive growth.

G20 members agree to a new agenda to improve the effectiveness of public employment services, tailored to national circumstances, with a focus on the following design and delivery priorities:

- **1.** A basic level of employment services should be **accessible** to all job seekers, with additional services focussed on people who are at-risk or vulnerable to long-term unemployment.
- **2.** Employment services should be available as part of a network providing national **coverage**, with capacity to address local, regional and sectoral labour market needs consistent with national policy goals.
- **3.** Employment services should be encouraged to meet employer needs through various means including **adaptability**, **innovation and dialogue**. Employment services should help to fill permanent vacancies but also be forward looking, engaging with employers to address future workforce needs and supporting self-employment opportunities for job seekers.
- **4.** Employment services should improve the capacity of jobseekers to find and sustain suitable, productive and sufficient work in the formal economy. Support should come in a variety of forms and be able to be **customised** to jobseekers to enhance their connections with the labour market, their transition from informal to formal economy, and to improve their employability, adaptability and mobility over their working life. Consideration should also be given to early and personalised interventions and strategies to engage people not participating in the labour force.
- **5.** Employment services should promote **labour activation** through vocational training, internship, apprenticeship, on-the-job training and entrepreneurship programmes; while combining work incentives, support and conditionality in return for support from government. Employment services should be responsive to changing economic circumstances.





- **6.** Greater **coordination** should be encouraged **among services** that assist job seekers and employers, including private employment agencies; especially with the education and training system and other services that can help to address non-work barriers to participation. Particular priorities are to improve the employment situation of young people and female participation in the workforce, consistent with broader G20 objectives.
- **7. Partnership and collaboration** between multiple stakeholders can strengthen employment development nationally, regionally, locally and on a sectoral basis, by improving skills development and utilisation in areas of economic potential. Employment services should partner with key government and non-government bodies and social actors to offer programs and supports that help jobseekers find decent work.
- **8.** New developments in **technology and delivery innovations** should be taken advantage of. The use of technology and multiple platforms can enhance access, coverage and customisation of information and services; improve connectivity and the efficiency of matching people with jobs on a broader scale.
- **9.** Well-functioning local and national **labour market information systems** are key, as data and a strong evidence base can improve the effectiveness of employment services and transparency of labour markets. Monitoring of the labour market situation by employment services can significantly contribute to labour and employment policy making.
- **10.** Attention should be drawn to the need for **cost-effective employment services**, with measurable outcomes and performance management arrangements. Publicly-funded employment services should be an investment in reducing the long-term costs of unemployment and boosting employment opportunities.

We agree to address these priorities according to our national circumstances and to report on progress through the G20 Employment Plans. This agenda complements the G20 Skills Strategy and G20 Framework on Creating Quality Jobs; and is an important part of the strategy for achieving inclusive growth.





ANNEX VI: G20 Principles on Silver Economy and Active Ageing

The global number of older persons (aged 60 years or over) is expected to more than double, from 841 million people in 2013 to more than 2 billion in 2050. This rapid process of ageing will challenge our labour markets and the sustainability of welfare systems for future generations; but, at the same time, will offer new opportunities for economic growth and job creation.

Responding to the challenges posed by the accelerating ageing of our societies and making the most of the opportunities of the silver economy are increasingly relevant to the G20 agenda of achieving strong, sustainable and balanced growth.

In this context, and to ensure that the perspectives of both young and senior citizens are taken into account, various policy principles – relevant to both governments, the social partners and civil society – were discussed at the "Workshop on Silver Economy and Active Ageing" which was held in Rome in June 24, 2015. Among these we take note of the following principles:

- **1.** Mainstreaming national policies and strategies for the inclusion of older persons into the society at all times.
- **2.** Ensuring better access to a healthy, safe and active life for ageing population, preventing old age poverty and promoting a healthy lifestyle among all age cohorts of the population.
- **3.** Improving the working environment and enhancing older workers' productivity with a view to ensuring better access to employment opportunities for older people and preventing the early loss of skills.
- **4.** Fighting against age discrimination and negative stereotypes of older people, especially in hiring and firing of workers.
- **5.** Promoting inter-generational solidarity through sustainable pension systems and integrating older people in all spheres of social life, allowing them to make a greater contribution to the economic social and cultural development of our societies in line with their experience and potentials.
- **6.** Taking advantage of the opportunities of the "Silver Economy" and its potential in terms of sustainable and inclusive growth, in particular for SMEs and better integrating "Silver Economy" into corporate as well as political agendas at the local, regional, national and international level.
- **7.** Fostering investment in infrastructure and innovative technologies, especially in the fields of healthcare, home assistance, transportation, internet of things, domotics and robotics, to satisfy -among others- the needs of autonomy and high quality life for the elderly people.



- **8.** Taking action against the digital divide and developing new policies involving seniors as a source of innovation and developing age-neutral products and services that offer value to elderly people while also attracting younger customers.
- **9.** Encouraging innovation in facilitating access to financial services for seniors and addressing the new needs of senior customers, including in the financial sector.
- **10.** Promoting the lifelong learning starting with the development of adequate competencies among the future workforce, to better meet "Silver Economy" related skills; providing tailored vocational education and training devoted to assist and support increasing needs of ageing society; and developing the "Silver Economy" focused labour-market and employment services specifically targeting job opportunities for the youth.
- **11.** Improving the quality of a prolonged active life of both urbanized and rural seniors and fostering a building and urban environment designed, organized and connected through Information and Communication Technology (ICT) that contributes to including and not secluding the older people.
- **12.** Including emerging and developing countries in the development of products and services devoted to the ageing society, including medical treatments, healthcare and long-term care.
- **13.** Facilitating the transmission of knowledge in traditional professions and local handcrafts from older to younger workers through specific programs.
- **14.** Ensuring effective participation of all relevant actors including public and private actors, civil society and charity organizations, community-based centres and representatives of senior citizens while developing policies on population ageing.
- **15.** Enhancing coordination between studies on health, macro- and labour- economics, and innovation carried out by relevant international organizations and institutions, as well as cooperation between the research and the business sector to better inform policy design.

