

Brussels, 12 May 2023

COST

DECISION

Subject: Memorandum of Understanding for the implementation of the COST Action “A European Network to Leverage the Multi-Age Workforce” (LeverAge) CA22120

The COST Member Countries will find attached the Memorandum of Understanding for the COST Action A European Network to Leverage the Multi-Age Workforce approved by the Committee of Senior Officials through written procedure on 12 May 2023.

MEMORANDUM OF UNDERSTANDING

For the implementation of a COST Action designated as

COST Action CA22120
A EUROPEAN NETWORK TO LEVERAGE THE MULTI-AGE WORKFORCE (LeverAge)

The COST Members through the present Memorandum of Understanding (MoU) wish to undertake joint activities of mutual interest and declare their common intention to participate in the COST Action, referred to above and described in the Technical Annex of this MoU.

The Action will be carried out in accordance with the set of COST Implementation Rules approved by the Committee of Senior Officials (CSO), or any document amending or replacing them.

The main aim and objective of the Action is to build a pan-European and multi-stakeholder network focused on psychological/management aspects of work and aging that will advance, share, and promote knowledge and implementation of evidence-based practices to fully leverage the aging and multi-age workforce and enhance the well-being, productivity, and prosperity of individuals, organizations, and societies. This will be achieved through the specific objectives detailed in the Technical Annex.

The present MoU enters into force on the date of the approval of the COST Action by the CSO.

OVERVIEW

Summary

Europe faces one of the greatest challenges of the 21st century – an aging, age-diverse workforce. In response many projects, including several other COST Actions, addressed aspects of work and/or aging. However, so far no Action has yet tackled the essential psychological and managerial aspect of work and aging. LeverAge will thus bring together the largest network worldwide of work and aging scientists and practitioners focused on Work, Organizational, and Personnel psychology and Human Resource Management (WOP/HRM).

The Action will expand science and practice on work and organizational practices for an age-diverse workforce, successful aging at work for workers of different demographics, knowledge transfer between generations, the integration of age-diverse workers at work, aging and technology at work, and late-careers and retirement.

The LeverAge COST Action will build a pan-European and global network of scientists and practitioners focused on WOP/HRM that will advance, share, and promote knowledge and implementation of evidence-based practices to fully leverage the multi-age workforce and enhance the well-being, productivity and prosperity of individuals, organizations, and societies facing profound demographic and technological change.

The Action will establish five Working Groups focusing on key topics: Work and organizational practices for an age-diverse workforce; Successful aging at work; Integration of age-diverse workers and knowledge transfer; Aging and technology at work; Career development in later life and retirement.

<p>Areas of Expertise Relevant for the Action</p> <ul style="list-style-type: none"> ● Psychology: Social psychology ● Economics and business: Human resource management ● Psychology: Developmental psychology 	<p>Keywords</p> <ul style="list-style-type: none"> ● Age diversity at work ● Organizational practices for the multi-age workforce ● Successful aging at work ● Late-career and retirement ● Aging and technology at work
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Specific Objectives

To achieve the main objective described in this MoU, the following specific objectives shall be accomplished:

Research Coordination

- A1. To systematically identify and refine the core concepts and practice-driven research questions relevant to the role of age in the workplace, with an eye towards achieving a better understanding of work and aging issues across national and societal/cultural contexts (e.g., ITC vs. non-ITC).
- A2. To identify gaps in existing knowledge on mechanisms and moderating factors through cross-talk between multiple disciplines and stakeholders and stimulate research to address these gaps.
- A3. To initiate peer-network driven and scientist-practitioner co-created large-scale, cross-sectional, longitudinal, and/or intervention studies on workplace aging using the multiplicative effect of the network.
- S1. To create and disseminate consensus documents on the core concepts, mechanisms, contextual

moderators, effective research methods, measures, and/or ethnographic/statistical approaches to best study the role of age in the workplace in each of five key topic areas that correspond to the Working Groups.

- S2. To establish priorities for the next generation of research on work and aging.
- S3. To stimulate innovative ideas and the establishment of consortia to compete for competitive funding for work and aging from a WOP/HRM lens.
- P1. To promote knowledge and implementation of science-based best practices for stakeholders regarding age-inclusive organizational cultures, worker well-being, and employee management strategies for inter-generational knowledge transfer, career development, and successful aging at work.
- P2. To provide tools for organizational, career, and/or occupational health management that are evidence-based and scalable and that can be adjusted to various organizational, country, and/or social contexts.
- P3. To promote tools and strategies aligned with the United Nations Sustainable Development Goals, adjusting the new emerging situation at work for people of different ages.

Capacity Building

- A4. To develop an integrative scientific network, with strong involvement of ITC participants, binding active work and aging researchers across Europe and the world at large, to foster inter-disciplinary knowledge exchange and collaboration.
- A5. To bring together academics from ITC countries and across multiple disciplines within the field of WOP/HRM, along with stakeholders, to become research partners in identifying knowledge gaps and co-creating solutions for the multi-age workforce.
- S4. To offer opportunities for interdisciplinary exchange and cooperation between research groups and with stakeholders.
- S5. To design and implement an online platform to register and disseminate ongoing research initiatives and outputs at multiple levels (science, business, policy).
- S6. To develop a scientist-practitioner online database consisting of best practice guidelines, tools and methodologies, and, with informed consent, profiles of scholars/practitioners in the science of work and aging, thereby enabling most effective translation of science to practice in the service of societal and scientific excellence.
- P4. To develop the skills of young researchers and professionals to foster effective science-practice dialogue, translating practice to science, and research to practical and evidence-based applications.
- P5. To promote and develop the next generation of researchers from relevant disciplines to study work and aging through Training Schools, conferences, and Short-Term Scientific Missions.
- P6. To develop sustainable ways of translating and disseminating scientific knowledge for practitioners and citizens by developing a social media dissemination strategy and a continually updated online library of research and policy briefs, educational videos, and practitioner toolboxes.

TECHNICAL ANNEX

1. S&T EXCELLENCE

1.1. SOUNDNESS OF THE CHALLENGE

1.1.1. DESCRIPTION OF THE STATE OF THE ART

Europe faces one of the greatest challenges of the 21st century – an aging, multi-age workforce. Scholars have estimated that, driven by low birth rates and increased life expectancies, the proportion of people aged 65+ in Europe will rise from 20% in 2020 to 30% in 2050 and that the old-age-dependency ratio will rise from 32% to 52% across European countries. European countries can no longer afford current retirement practices but need to extend working lives. In response, governments have increased mandatory retirement ages, and new forms of late-life workforce participation such as bridge employment have emerged. Because people aged 55+ now account for a fifth of the workforce, organizations have begun to address issues such as fostering knowledge transfer and effective cooperation in multi-age teams and supporting employees over their careers and in retirement transitions. At the same time, employers fear rising labour costs and declining productivity given workforce aging, which are happening in a changing global work context. Technological developments and societal changes are reshaping work procedures, and employees must cope with changing work and skill requirements. Thus, managing the aging and multi-age workforce well is essential.

In the last decade European scholars and practitioners have addressed this challenge via 15 COST Actions focused on old age and aging, with three Actions specifically focused on work and aging (see Section 2.1.1). These Actions have holistically covered societal contexts on work and aging: institutions, households/families, and organizations. However, they have taken broad sociological and/or economic perspectives on work and aging or focused narrowly on occupational health or medicine in terms of micro-level, individual biology. These Actions have not examined the **psychological elements of aging at work**, including the fields of Work, Organizational, and Personnel Psychology (**WOP**) and Human Resource Management (**HRM**). WOP examines age-related changes in cognition, motivation, skills, and competencies across the lifespan that may affect work behaviour, well-being, and the ability of people to age successfully at work. HRM examines organizational practices such as diversity management and leadership to address adult aging in the context of radical workplace changes. Strikingly, this essential WOP/HRM element of old age and aging is wholly missing from previous COST Actions.

The proposed network, **LeverAge**, fills this gap. It is the first COST Action that advances scientific excellence on work and aging from a psychological WOP/HRM perspective. Its strategy is to LeverAge the aging and multi-age workforce and enhance the resilience and prosperity of individuals, organizations, and societies in the face of profound demographic and societal change. In concert with a team of scientists and practitioners that are highly interdisciplinary within the field of WOP/HRM, LeverAge is the most comprehensive network in the EU focused on WOP/HRM aspects of work and aging.

1.1.2. DESCRIPTION OF THE CHALLENGE (MAIN AIM)

Despite recent scientific advances in workforce aging and best practices for managing a multi-age workforce, there are still many unmet gaps. These include:

Limited or inadequate understanding of age-related issues by key **stakeholders** (henceforth, “**stakeholders**” are defined as both scientists and non-scientists who may have an interest in the Action’s outputs, including but not limited to business managers and consultants, public and private policy makers, representatives of unions and/or professional associations, and the public), such as:

- Lack of WOP/HRM approaches targeting successful aging at work, including the psychological and social well-being of workers;
- Lack of knowledge on how aging at work differentially affects different (demographic or functional) subgroups and how WOP/HRM-based interventions can be tailored to address the needs of these different groups (e.g., male and female workers; workers with chronic health conditions);
- Limited understanding of technological innovations (e.g., recruitment using AI) and societal changes (e.g., changes in retirement patterns) in the context of the digital divide, age discrimination legislation, and acute labour shortages;
- The design of inclusive HR practices and interventions for an aging and multi-age workforce.

Limited integration of researchers across WOP/HRM disciplines and with stakeholders, such as:

- Fragmentation of expertise within subdisciplines of WOP/HRM and within research labs globally and lack of integration of concepts and datasets to address global questions and contextual variations;
- Lack of large-scale longitudinal data collections and intervention studies that are co-created among practitioners and academics from multiple disciplines within WOP/HRM;
- Limited contextualized research on emerging practical issues around global workplace trends, such as older workers' interaction with technology, remote working, career adaptability in an increasingly volatile and globalized setting, and innovation and knowledge exchange in multi-age teams;
- Limited engagement of organizational stakeholders as research partners;
- Limited translation of scientific findings into practice and limited dissemination to stakeholders such as employees, human resource (HR) practitioners, management, unions, and policymakers.

Therefore, the main aim of the COST Action LeverAge is:

To build a pan-European and multi-stakeholder network focused on psychological/management aspects of work and aging that will advance, share, and promote knowledge and implementation of evidence-based practices to fully leverage the aging and multi-age workforce and enhance the well-being, productivity, and prosperity of individuals, organizations, and societies.

This will be achieved by:

- **Advancing (A)** knowledge of the role of different types of age (e.g., chronological, psychological, functional) in the workplace by (a) facilitating multi-stakeholder discussions across WOP/HRM, including scientists from multiple fields and different geographical regions, junior researchers, policy officers, and organizational practitioners, and (b) initiating peer-network driven and co-created (i.e., between academics and practitioners) cross-sectional, longitudinal, and intervention studies on five key topic areas (see below) to pave the way for more extensive research collaborations that may be supported by future EU programs;
- **Sharing (S)** knowledge and resources by (a) organizing meetings, workshops, Training Schools, and Short-Term Scientific Missions to foster science on work and aging from an WOP/HRM lens including among others work, organizational, and personnel psychologists, organizational and human resource management scholars, social psychologists, and occupational or developmental psychologists, (b) establishing an online platform to register ongoing research projects across a worldwide network of scientist-practitioners, (c) establishing a database of scholars and stakeholders to promote joint research and future funding proposals, and (d) developing a social media and web-based communication strategy to foster collaboration between scientists and practitioners on work and aging;
- **Promoting (P)** (a) age-inclusive organizational and societal cultures that focus on workers' contributions and psychological, health and social well-being, facilitating longer and healthier work lives and (b) translation of psychological and management research on work and aging to practice by co-creating evidence-based tools for organizational, career, and occupational health management that are sensitive to different contexts.

1.2. PROGRESS BEYOND THE STATE-OF-THE-ART

1.2.1. APPROACH TO THE CHALLENGE AND PROGRESS BEYOND THE STATE OF THE ART

The Action approaches the challenge by identifying **five key topic areas** that need to be addressed to fully leverage the multi-age workforce (see Figure1). These five topic areas were derived by systematically mapping *the most active research topics in WOP/HRM globally* and by taking into consideration *emerging practical issues* around global workplace trends. The areas cover both short-term (e.g., how to best manage the multi-age workforce) and long-term foci (e.g., how to enable successful aging for future generations of older workers). Below are the state of knowledge and the big unresolved questions in each of the five research areas to progress beyond the current state-of-the-art. Specific directions in each area will be **co-developed with the Action's stakeholder network to**

maximize translational relevance and impact. By **systematically and comprehensively covering these five key themes** and **working closely with key stakeholders** to develop them, the Action advances science and practice on WOP/HRM aspects of work and aging.

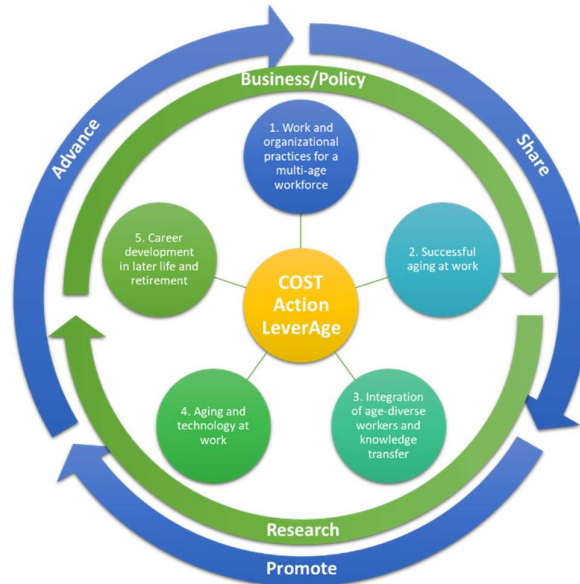


Figure 1 Concept and key topic areas of the COST Action LeverAge

Topic area 1. Work and organizational practices for a multi-age workforce

Aging at work involves many age-related changes in physical, cognitive, and emotional capacities and skills as well as in perceptions and social roles. These changes affect attitudes, motives, and performance across the lifespan. Work and organizational practices such as work design and training address these issues to sustain healthy and active participation in the workforce in early, middle, and later work life. These practices leverage people's strengths over their lifespan, preventing loss of human capital and reducing organizational costs, and creating human capital as workers advance through their careers and roles across their lives.

Despite progress in understanding work design for different ages, HR practices for older workers, and interventions supporting an aging workforce, Europe lacks comprehensive knowledge on supportive work and organizational practices for a multi-age workforce and their translation into interventions. Existing research does not account for the diversity among older workers based on constellations of worker characteristics and job types. Organizations and managers have little guidance on how to enable healthy and productive aging at work. The Action will address the following questions:

- How can work and training be better designed to ensure fit between organizational and employee needs at different life stages to promote performance and well-being of all age groups?
- What underlying psychological, social, and organizational mechanisms explain the effects of HR management policies on performance and well-being of a multi-age workforce?
- How should HR policies, practices and interventions be personalized to accommodate individual differences among aging workers, and what is the participatory role of workers as potential co-creators of HR practices and their implementation?

Topic area 2. Successful aging at work

Successful aging at work refers to the proactive maintenance of, or adaptive recovery to maintain, high levels of ability and motivation to continue working throughout the lifespan. While Topic Area 1 focuses on the leveraging of current multi-age groups by organizations, Topic Area 2 takes a broader, life-course perspective, focusing on early-career and mid-life factors and behaviours that help optimize workers' aging. Age-related changes in physiology and health can also affect the ability to function at work. This may require people to take an active role in adapting to these changes. At the organizational level, age-inclusive practices may prepare employees to successfully navigate a longer working life. At the societal level, collectivistic (group-oriented) and tight (rule-oriented) cultures may create age discrimination.

Despite recent scientific advances in understanding successful aging at work across micro, meso, and macro levels of analyses, and despite an emerging consensus about what it means to age successfully at work, the field lacks an integrative approach to sustainable workforce aging that bridges different WOP/HRM disciplines. There is a lack of longitudinal evidence cutting across these disciplines and levels on the early-career predictors and long-term consequences of successful aging at work for individuals, groups, and society. As such, the Action will address the following essential questions:

- Which psychological mechanisms explain the long-term trajectory of indicators of successful aging at work (e.g., performance, well-being, work ability, bridge employment) to inform interventions and practices?
- How do developmental changes within individuals interact with characteristics of the leader, team, or organization to impact upon and enable successful aging at work?
- Can we identify long-term individual and organizational strategies that predict successfully/unsuccessfully aging workers to develop tailored interventions?

Topic area 3. Integration of age-diverse workers and knowledge transfer

Increasing age diversity at work is both an opportunity and a challenge. Workers of different ages bring complementary competencies to the workplace, increasing creativity and innovation. However, age diversity also entails the risk of age-based subgrouping processes, leading to frictions, mutual stereotyping, and discrimination. Research on effects of age diversity on team/organizational performance is inconclusive and needs further study.

Knowledge transfer between employees from different age groups is particularly important to sustain the (tacit) knowledge of the baby boom generation, which is retiring. Research shows that knowledge transfer in dyadic age relationships does not always function properly, but that employee motivation and specific organizational practices and cultural climates increase knowledge transfer success. Despite this progress, significant gaps remain, as addressed below:

- When does discrimination occur, which processes lead from stereotypes to discrimination, and which specific outcomes are affected (e.g., hiring, microaggressions, well-being)?
- Which individual strategies and leadership-, team-, or organizational-level factors ensure the successful integration of, and knowledge transfer between, age-diverse individuals in teams?
- How can interventions help enhance integration of age-diverse workers and knowledge transfer, for example, by changing the cultural narrative of aging and mitigating the effects of age stereotypes?

Topic area 4. Aging and technology at work

Work in the 21st century is marked by profound changes driven by the technological revolution, digitalization, and the emergence of artificial intelligence (AI). These changes have benefits and costs for the aging workforce. On the positive side, they can prevent physical deterioration by reducing job demands and allowing workers to continue working. AI also holds promise to match older job-seekers' unique knowledge/skills with open positions that benefit organizations.

However, technological changes come with new challenges. Old jobs are disappearing or being restructured, and new jobs are emerging. These changes affect some groups more than others, such as blue-collar and less educated workers, and are also blurring the boundaries between work and private life. This can diminish recovery and work-life balance, and in the long-run, lead to ill-health and premature retirement. Older workers are especially challenged by these changes due to cognitive and motivational changes. Therefore, the Action will address the following essential questions:

- What are the effects of new technology use and remote work arrangements on older worker attitudes and performance (e.g., technostress, enhanced temporal-spatial flexibility)?
- Which training initiatives or workplace practices allow people to best adapt to technological change, and how can we design training that addresses the unique needs of older workers?
- What are the HRM and work design implications of AI for the multi-age workforce and how can AI be designed to create supportive, inclusive organizations for a multi-age workforce?

Topic area 5. Career development in later life and retirement

As the population ages, retirement transition/adjustment and retirees' well-being have become topics of great concern for governments and organizations. Around 25% of retirees experience a drop in well-

being and health after leaving the workforce, and scholars have recommended that retirement preparation should start early because this can affect adjustment in later life. Moreover, because pension system reforms in developed countries have included delays to mandatory retirement, the design of more sustainable and flexible careers for the older workforce can prolong the working life, support a healthy transition to retirement, and slow increases in old-age dependency ratios.

There is a need to better understand the boundary conditions and psychological processes involved in career transitions and bridge employment (e.g., late-life entrepreneurship) as later careers become more diverse and unpredictable. Older workers are at greater risk of discrimination than younger workers when transitioning into careers that may not match their existing job experience. The specific psychological mechanisms behind these phenomena are not yet well understood, and there remain many unresolved questions regarding late career and retirement transition processes. As such, essential questions that the Action will address are as follows:

- What are the contextual factors and psychological processes that affect bridge employment, late-life entrepreneurship, and other career transitions in later life?
- What strategies and interventions may be developed to best promote sustainable and flexible career paths, before and after retirement, for the 21st century workforce?
- How may retirement transition schemes be designed to best accommodate the needs of different stakeholders to create a sustainably aging workforce in the context of extended working life?

As detailed above, the Action focuses on the psychological and management aspects of work and aging yet is highly interdisciplinary within fields related to WOP/HRM:

WG Interdisciplinarity				
WG 1: WORK AND ORGANIZATIONAL PRACTICES FOR A MULTI-AGE WORKFORCE	WG 2: SUCCESSFUL AGING AT WORK	WG 3: INTEGRATION OF AGE- DIVERSE WORKERS AND KNOWLEDGE TRANSFER	WG 4: AGING AND TECHNOLOGY AT WORK	WG 5: CAREER DEVELOPMENT IN LATER LIFE AND RETIREMENT
Work, Organizational and Personnel Psychology	Work, Organizational and Personnel Psychology	Work, Organizational and Personnel Psychology	Work, Organizational, and Personnel Psychology	Work, Organizational, and Personnel Psychology
Human Resource Management	Human Resource Management	Human Resource Management	Human Resource Management	Human Resource Management
Organizational Behaviour	Social Psychology	Organizational Behaviour	Cognitive Psychology	Developmental Psychology
Social Psychology	Developmental Psychology	Social Psychology	Neuropsychology	Sociology
Occupational Health Psychology	Occupational Health Psychology	Sociology	Human Factors	Economics

1.2.2. OBJECTIVES

1.2.2.1. Research Coordination Objectives

Research coordination objectives of this COST Action are to (1) **connect** researchers from **multiple disciplines within WOP/HRM and stakeholders** to promote mutual **knowledge transfer** and **co-creation**, (2) **coordinate** European research on work and aging in collaboration with **international and national partners**, (3) **register and enable** research across multiple WOP/HRM-related disciplines, countries (with a special focus on ITCs), and sectors (academic, business, policy), and (4) **build a network of researchers and stakeholders** to enable grant applications for (inter)nationally-funded research projects. This COST Action will thus establish a multinational, scientist-practitioner WOP/HRM network focused on multifaceted psychological aspects of work and aging that is yet interdisciplinary

within the larger area of psychology and management that will:

Advance

A1. To systematically identify and refine the core concepts and practice-driven research questions relevant to the role of age in the workplace, with an eye towards achieving a better understanding of work and aging issues across national and societal/cultural contexts (e.g., ITC vs. non-ITC).

A2. To identify gaps in existing knowledge on mechanisms and moderating factors through cross-talk between multiple disciplines and stakeholders and stimulate research to address these gaps.

A3. To initiate peer-network driven and scientist-practitioner co-created large-scale, cross-sectional, longitudinal, and/or intervention studies on workplace aging using the multiplicative effect of the network.

Share

S1. To create and disseminate consensus documents on the core concepts, mechanisms, contextual moderators, effective research methods, measures, and/or ethnographic/statistical approaches to best study the role of age in the workplace in each of five key topic areas that correspond to the Working Groups.

S2. To establish priorities for the next generation of research on work and aging.

S3. To stimulate innovative ideas and the establishment of consortia to compete for competitive funding for work and aging from a WOP/HRM lens.

Promote

P1. To promote knowledge and implementation of science-based best practices for stakeholders regarding age-inclusive organizational cultures, worker well-being, and employee management strategies for inter-generational knowledge transfer, career development, and successful aging at work.

P2. To provide tools for organizational, career, and/or occupational health management that are evidence-based and scalable and that can be adjusted to various organizational, country, and/or social contexts.

P3. To promote tools and strategies aligned with the United Nations Sustainable Development Goals, adjusting the new emerging situation at work for people of different ages.

1.2.2.2. *Capacity-building Objectives*

Capacity-building objectives of the LeverAge COST Action are to ensure the research coordination objectives described above. The activities aim to (1) **build the personnel and know-how** to address the identified unmet needs and challenges of the multi-age workforce, (2) **facilitate consensus** on work and aging-related issues, concepts, and models as well as a common language across fields of study within WOP/HRM science to **enable interdisciplinary work**, and to (3) **ensure a systematic and inclusive approach by actively reaching out to underrepresented European countries, disciplines, researchers (ITC, Young Researchers and Innovators, YRI), and practice partners (businesses, NGOs)**. Meeting these objectives will establish a basis to continue the (net)work beyond the current funding period:

Advance

A4. To develop an integrative scientific network, with strong involvement of ITC participants, binding active work and aging researchers across Europe and the world at large, to foster inter-disciplinary knowledge exchange and collaboration.

A5. To bring together academics from ITC countries and across multiple disciplines within the field of WOP/HRM, along with stakeholders, to become research partners in identifying knowledge gaps and co-creating solutions for the multi-age workforce.

Share

S4. To offer opportunities for interdisciplinary exchange and cooperation between research groups and with stakeholders.

S5. To design and implement an online platform to register and disseminate ongoing research initiatives and outputs at multiple levels (science, business, policy).

S6. To develop a scientist-practitioner online database consisting of best practice guidelines, tools and methodologies, and, with informed consent, profiles of scholars/practitioners in the science of work and aging, thereby enabling most effective translation of science to practice in the service of societal and scientific excellence.

Promote

P4. To develop the skills of young researchers and professionals to foster effective science-practice dialogue, translating practice to science, and research to practical and evidence-based applications.

P5. To promote and develop the next generation of researchers from relevant disciplines to study work and aging through Training Schools, conferences, and Short-Term Scientific Missions.

P6. To develop sustainable ways of translating and disseminating scientific knowledge for practitioners and citizens by developing a social media dissemination strategy and a continually updated online library of research and policy briefs, educational videos, and practitioner toolboxes.

2. NETWORKING EXCELLENCE

2.1. ADDED VALUE OF NETWORKING IN S&T EXCELLENCE

2.1.1. ADDED VALUE IN RELATION TO EXISTING EFFORTS AT EUROPEAN AND/OR INTERNATIONAL LEVEL

There has been a total of 15 EU COST Actions focused on older adults and/or aging in the last decade:

Name	Start Year	Disciplinary Focus	Work-focus?	Topic of study
INTERFASOL	2013	Sociology & Psychology	No	Intergenerational family solidarity
Mouse-AGE	2014	Medicine & Biology	No	Age-related disease treatment
IS1409	2014	Sociology & Health	No	Gender & health among older adults
IS1402	2014	Sociology +Health, Law, Media, & Psychology	Yes	Ageism multidisciplinary perspective
ROSE-Net	2015	Sociology	No	Reducing ageism against older adults
MITOEOAGLE	2016	Medicine & Biology	No	Mitochondrial mapping
NutRedOx	2016	Chemistry & Health	No	Nutrition and age-related disease
SHELD-ON	2017	Engineering & Health	No	Healthy living for the elderly
OMEGA-NET	2017	Health	Yes	Promoting occupational health
VascAgeNet	2019	Medicine	No	Vascular aging
DE-PASS	2020	Health	No	Physical activity across the lifespan
NET4AGE-FRIENDLY	2020	Health & Engineering	No	Creating age-friendly living environments
PhysAgeNet	2021	Health & Medicine	No	Physical activity and aging
PROGRAMMING	2022	Medicine & Education	No	Promoting geriatric medicine
DIGI-Net	2022	Sociology & Poli Sci	Yes	Work inequalities in later life

As shown above, there have been a total of three EU COST actions focused on work and aging in the last decade, one that focused on health and two that were primarily focused on sociology. Notably, there have been no **COST Actions on work and aging focused on WOP/HRM or even psychology in general.**

Globally, a dedicated but nascent network of scientists-practitioners focused on the psychological/HRM aspects of work and aging has been established by the proposers of the current Action. This group of researchers, luminaries in WOP/HRM science on work and aging, emerged spontaneously following a 2011 small group meeting of the European Association of Work and Organizational Psychology (EAWOP) on Age in the Workplace (AWM). Since 2011, the group has held five biennial meetings (the bi-annual AWM) and is now over double its original size. Members of this group have a significant history of successful cross-disciplinary collaborations with additional disciplines (e.g. sociology, health sciences) and business and policy partners. Members successfully collaborate on high-quality research on

workplace aging, initiating joint projects and grant applications, and established connections to EU companies and policymakers. The group has its own journal, *Work, Aging and Retirement*.

This Action leverages this existing network of scholars as a springboard to establish a truly pan-European and even global network of WOP/HRM scholars on work and aging, enhancing pre-existing research and academic collaborations and, moreover, growing the science of work and aging in countries on Europe's periphery where no such systematic scholarship yet exists. The goal for the Action, thus, is to develop into a network with a shared vision and strategy, aimed at building a holistic and deeply impactful WOP/HRM science of work and aging, and systematically adding members from currently underrepresented ITC countries, adding YRIs, and building connections to co-create with stakeholders (i.e., scientists and non-scientists such as business managers and consultants, public and private policy makers, representatives of unions and/or professional associations, and the public).

The Action will incorporate additional members from underrepresented regions, regularly meet offline and online, have topic-focused smaller meetings, workshops, and trainings, and an online platform to enable sharing with organizations and policymakers the developed activities and tools (e.g., Later Life Workplace Index). The Action will thereby significantly increase Action members' opportunities to exchange knowledge and data from different research projects at the European and international levels (including ITCs), to get access to various business and policy partners, to educate the next generation of researchers on age, work, and retirement issues, and to jointly develop new initiatives and dissemination activities. In short, the Action will lead to the flowering of the science of work and aging in Europe and beyond.

2.2. ADDED VALUE OF NETWORKING IN IMPACT

2.2.1. SECURING THE CRITICAL MASS, EXPERTISE AND GEOGRAPHICAL BALANCE WITHIN THE COST MEMBERS AND BEYOND

The multi-age workforce comes with complex issues and the need for global, sustainable, and contextualized solutions, which can only be addressed and developed through a cogent and concerted focus on WOP/HRM science and discourse, in co-creation with knowledge users. The Action will bring together basic and applied researchers and stakeholders in business and policy to achieve its mission of better leveraging the multi-age workforce in the face of global workplace trends and societal events.

Many of the initial network participants are **scholars with broad and comprehensive research agendas**, covering a range of topics such as age discrimination, intergenerational knowledge transfer, redesigning work to help older workers stay in their jobs, retirement and bridge employment, intersectionality of different demographics aspects (e.g., age and gender), work motivation, and workplace interventions to support successful aging. The Action will springboard off this considerable talent base, **enhancing existing pan-European and global collaborations** between leading scholars in the science of work and aging, and **systematically identifying and reaching out to researchers from less well-represented geographies** (e.g., ITCs) to grow research on the psychology of work and aging in places where such systematic scholarship is yet lacking. Toward this end, the initial network participants involved representatives from several COST ITC and, more globally, from **no less than 8 world regions**. The Action is committed to encouraging ITC participants to take leadership roles in the Action. Further outreach to yet more ITCs and the "global South" more generally will be facilitated by holding network meetings in ITCs and apportioning funds for Training Schools and Short-Term Scientific Missions for ITC participants.

The initial network included many senior researchers who have driven research on workplace aging for several years and who will ensure the critical expertise to achieve the Action's aims. The Action's management strategy is directed at **systematically supporting YRIs and a healthy gender balance** to increase research activities and impact beyond the current funding period (e.g., by mentoring programs and training schools). Toward this end, the members of the initial network of Action proposers are themselves **34% YRIs and 66% female**.

Members of the initial network of proposers have a history of collaboration with scholars from North America, South America, Asia, Australia, and the Middle East. These partnerships position the Action to bring together leading researchers and stakeholders worldwide to address the challenges of the multi-age workforce and to tap into funding resources, outreach activities, and connections with stakeholders. The LeverAge Action will **bind together such existing partnerships and intensify knowledge exchanges in meetings, joint Training Schools, and Short-Term Scientific Missions** (for incoming international researchers to work with European scholars and for outgoing European researchers to work with the Action's international partners). As such, the Action will ensure that researchers operate

at the frontiers of knowledge and maximize their impact. A boost is expected for scholars from ITCs and for YRIs and females.

2.2.2. INVOLVEMENT OF STAKEHOLDERS

The LeverAge Action will synergize and advance existing collaborations (e.g., HR think tanks members, business advisors, and diversity charters) by co-creating with **policymakers, HR professionals, unions, workers, and the public, particularly in ITC countries**. The Action received expressions of interest from stakeholders to engage in the Action already during the formation of the initial network of proposers. Further stakeholders will be added during the Action lifetime as opportunities arise. These partners will be actively involved in network activities and will be invited as research partners in contributing to projects and funding proposals. In addition to business and policy partners, workers and the public will participate in the Action via its educational and dissemination activities (e.g., educational video library, social media campaign, From- Science-to-Practice Online Week, see 4.1.2).

The Action will also install an **Advisory Board of business representatives and policymakers** who will review the Action activities, advise on the five topic areas to increase the Action's practical impact and help to disseminate and exploit the network results. Specifically, the advisory board will help in defining guidelines and strategies to increase the impact of the Action, helping in reaching a bigger audience, such as policy makers at multiple levels, and in multiple countries. The advisory board will consist of professionals, managers, union representatives, and policymakers in the areas of consultancy, HR, and labour relations. A representative of the Advisory Board will be invited to the yearly meetings of the Action Management Committee (MC) for feedback on how the network can improve its societal impact. The Action MC will periodically follow up with individual Advisory Board members for feedback on implementation of advice from Advisory Board meetings. The Advisory Board members will act as ambassadors to disseminate and utilize results for most effective science-to-practice translation.

Overall, the Action's networking plans are geared toward maximizing the quality, scope, and impact of research on the multi-age workforce. So far, no cooperation exists in Europe that would be similar or equivalent to this COST Action in terms of (1) **binding together active WOP/HRM-focused work and aging researchers across Europe and the world at large**, (2) **actively engaging stakeholders in the identification of multi-age workforce issues and solutions**, (3) and **systematically addressing the most pressing research needs, as per the five topic areas**. These features will enable the most up-to-date, evidence-based consideration of work and aging issues in the area of WOP/HRM in Europe.

3. IMPACT

3.1. IMPACT TO SCIENCE, SOCIETY AND COMPETITIVENESS, AND POTENTIAL FOR INNOVATION/BREAK-THROUGHS

3.1.1. SCIENTIFIC, TECHNOLOGICAL, AND/OR SOCIOECONOMIC IMPACTS (INCLUDING POTENTIAL INNOVATIONS AND/OR BREAKTHROUGHS)

Impact on science

- Interactions among WGs and stakeholders (e.g., scientists, business managers and consultants, public and private policy makers, union representatives and the public) will enhance **current knowledge and theory in the field of WOP/HRM** as well as **collaborations on future grant applications**.
- International network collaborations will lead to the development of **new research programs and scientific contributions** such as publications, grants, and methodological guidelines **also in countries such as ITCs where the science of work and aging is nascent or even non-existent**.
- The network will support scientific developments and breakthroughs by identifying points of integration in the WOP/HRM literature on work and aging. These include **advancing theories** that explain work and aging in the five topic areas; **new technologies** to support successful aging at work; and **new organizational strategies and interventions** for leveraging a multi-age workforce.
- The network will disseminate knowledge to academic audiences via teaching/training and publication activities. This will lead to the **development** of emerging and senior scholars in work and aging, and the **development of curricula** and education activities. It will also support the **development of integrative, international masters & PhD programs** focused on work and aging.

- The network will identify and **support the next generation of researchers** through opportunities for mentorship, financial support, and leadership of YRIs in the Working Groups.

Impact on workers, organizations, and industry

- The development of a **multi-stakeholder scientist-practitioner WOP/HRM network** will translate knowledge in the workplace, leading to **data-driven and age-sensitive models, strategies, and interventions** (e.g., Later Life Workplace Index, age diversity trainings).
- **Head-to-head comparisons between different techniques and tools will identify best practices tailored to the needs of different workers, organizations, industries, and countries** (e.g., workability techniques and tools, different workplace redesigns such as scheduling flexibility or phased retirement practices, different retirement planning instruments, age-inclusive IT tools).
- Collaborative, grassroots interactions with practitioners including (small and large) business organizations, labour unions, and NGOs to effect **successful translation of scientific knowledge into actionable organizational policies/practices for a multi-age workforce**. This will include co-creation of projects and information flow from science to practice, and vice-versa to start a knowledge circle that will contribute to maximize the impact on workers, organizations, and industry.
- **Creation and dissemination of network outputs:** web tools, videos, toolboxes, podcasts, mobile applications and metrics/measures **to stakeholders** such as employers, HR practitioners, labour unions, workers, and government policymakers through a dedicated **website and social media-based apps to strengthen European industry in a sustainable manner**.
- These network outputs will help workers, organizations, and governments more successfully deal with issues related to work and aging, which will be visible in enhanced job satisfaction across the worker age spectrum, reduced absenteeism and disability rates, reduced employer concerns regarding productivity loss of an aging workforce, and longer average working lives.

Impact on policymakers and societies

- This COST Action will **improve the long-term workability, well-being, and employability of an aging and demographically diverse workforce** through network-driven studies, interventions, and metrics that compare the effects of different techniques and tools.
- **Research and policy briefs** will be developed to disseminate the network's findings to organizational practitioners and policymakers.
- Increased cross-talk among researchers/practitioners/policymakers will guide knowledge creation on age in the workplace and lead to **data-driven, age-sensitive decisions in the development of policies and regulations** (e.g., age-diverse employability, lifelong training, career opportunities after retirement, old age income) across various societal contexts (e.g., ITC vs. non-ITC countries).
- Through enhanced cooperation and the promotion of proven concepts, methodologies, metrics, and practices on work and aging, **societies will improve the long-term sustainability of their economies, decreasing pressure on social, healthcare, and retirement systems**.

3.2. MEASURES TO MAXIMISE IMPACT

3.2.1. KNOWLEDGE CREATION, TRANSFER OF KNOWLEDGE AND CAREER DEVELOPMENT

The **creation of knowledge** on the multi-age workforce from a psychological and management perspective will be the central goal of the working groups (WG), built around the five topic areas (see Figure 1 and Section 4.1.1). WOP/HRM focused researchers across countries, career stages, and genders will collaborate on projects within these WGs and share expertise and resources. The WGs will publish **scientific reports, proceedings, and peer-reviewed articles**, and **exchange knowledge with each other through meetings and newsletters**. Via these activities, the Action will consolidate and integrate ideas and evidence to generate new directions and collaborations for research and practice.

To **transfer knowledge**, and hence maximize impact on business and policy, public policy officials, non-academic (e.g., HR) professionals, union leaders, and older workers will be invited for WG activities to co-create knowledge with short- or long-term societal impact for the multi-age workforce. Science-to-practice meetings will be organized together with our Advisory Board to reach a wider network of business and policy professionals. Each WG will organize interactive activities to disseminate new research findings and discuss practice needs that require evidence-based solutions. Knowledge transfer will also happen through our network website via research and policy briefs, diagnostic and intervention

tools, and training videos (see also Section 3.2.2). Measurable output for knowledge transfer to stakeholders are delineated in Table 4.1.4 and will be systematically tracked by the WG leaders.

To **sustain the creation and transfer of scientific knowledge**, the Action will nurture the next generation of researchers and practitioners within the WGs, including those from ITC countries. To this end, the Action will offer regular **workshops and training schools** for young researchers, established Action researchers, and practitioners. The focus of these workshops will be to (1) support and guide systematic reviews to summarize research on work and aging; apply advanced research methods in the study of aging at work, (2) support submissions to high-impact journals (including successful navigation of the review process), (3) develop workshops on specific themes for practitioners, (4) deliver social media training to generate societal impact, and (5) coordinate the development of research/policy briefs. These workshops, in-person or online, will allow for small group interactions, and will be organized prior to the biannual general meetings and small-scale conferences of the 5 WGs. The Action will also offer **networking support and funding for research exchanges** for YRIs (with a focus on ITC and female researchers), who will spend up to 6 months in European or international research groups to develop their careers. **YRIs will be involved in management positions**, based on a 2-year rotation, to further their professional development.

3.2.2. PLAN FOR DISSEMINATION AND/OR EXPLOITATION AND DIALOGUE WITH THE GENERAL PUBLIC OR POLICY

Communication and dissemination of co-created research ideas and findings to the target groups/end users will take place along the three overarching activities “Advance-Share-Promote”:

Advance

- **Organize annual WG meetings** for each of the five WGs. Ensuring financial efficiency and scientific excellence, the WG meetings will be co-located with Training Schools, bringing together scholars with similar research aims and serving as “think-tank” events that foster interdisciplinary science, grow cross-border scientific collaborations, and create scientific output. In the best interests of geographical spread and inclusiveness, the WG meetings will be held in as many different locations as feasible within the Action network member countries.
- **Organize two Action conferences** in the lifetime of the Action, in Y2 and Y4. These Action conferences will be co-organized and co-located with relevant events and conferences such as the **bi-annual AWM conference**. In doing so, the Action will facilitate the most high-quality, open, and inclusive development of collaborative research networks, consensus on core issues and concepts, scientific advances in the five key topic areas, and increased awareness of the field to scientists and practitioners, enabling and deepening the scientific and practical impact of the Action to extend far beyond the network member countries and to the broader and global scientific community on work and aging. They will be open to researchers from all subfields of knowledge related to WOP/HRM, with emphasis on attendance from ITCs. To support cross-fertilization and collaboration between WGs, a plenary session will be held during this event. WGs will keep each other informed on an ongoing basis.
- **Organize Training Schools** focused on bettering the scientific excellence of YRIs and scientists from ITCs, with Trainers from leading institutions from non-ITC, ITC, and IPC Action network members, and spanning 3 days each, with 1 Training School yearly for each of the five WGs. To ensure financial efficiency and best advance scientific excellence, these will be co-located with WG meetings. The goal will be to create scientific output and transfer of knowledge and best practices.
- **Organize Short-Term Scientific Missions** to established European and international research hubs on work and aging for YRIs and researchers from ITCs to further their career development.
- **Develop research and public policy agendas** and disseminate them in the website and on social media. To bridge the science-practitioner gap, the Action will make work together researchers, practitioners, union leaders, and policymakers in identifying key action programs for research and for policy.

Share

- **Create and launch an Action website.** The Action will be the scientific “place to be” for WOP/HRM research and practice on work and aging. The website will stimulate the exchange of ideas, empirical data, and collaborative research findings, serving as a virtual knowledge hub for evidence-based interventions, best practices, and methods. It will have content for different target groups/end users, include research tools such as measures, consensus papers, and policy briefs, and include white

papers and “toolboxes” of practical tools and evidence-based interventions. Training materials will be made available for online learning via the website. The website will enhance communication among Action Members and share content with the public to disseminate knowledge broadly. To improve the visibility of the website, all the Action Members will share it within their network. To best reach the public, the website will be shared through social media.

- **Publish** open access scientific articles in top scientific outlets (Scimago Q1 – Q3 ranks) that are based upon the exchange of ideas, transfer of knowledge, and research activities, and thereby advancing scientific excellence and the state-of-the-art. Given the considerable time lag between research conceptualization and publication in the social sciences, the target is to publish minimally two such publications by the end of Y1, six by the end of Y2, 14 by the end of Y3, 30 by the end of Y4, and 50 by 2 years post-Action end (numbers are cumulative).
- **Create a database repository** of (1) measures and tools for the assessment of aging at work as well as for (2) evidence-based interventions and best practices (e.g., practitioner toolboxes). This database will be part of the Action website and provide the means for researchers and practitioners from multiple disciplines and national backgrounds to develop a common language, facilitate comparative (intervention) research, and disseminate interventions and best practices to policymakers and practitioners.

Promote

- **Translation from science to practice meetings** involving and cooperating with stakeholders such as policymakers, unions, HR associations, chambers of commerce, occupational physicians, national governments and their bodies, EU bodies (e.g., Eurofound), practitioners, and employees to implement changes in work, organizations, and societies. These meetings will be co-located with relevant external events and conferences such as the bi-annual AWM conferences.
- **Present ‘state-of-the-art’ knowledge** at academic meetings through ITC conference grants and Dissemination conference grants, as well as by organising local workshops or industry meetings with relevant stakeholders. This will enhance the broader scientific and business/policy exposure of the network and strengthen communication among relevant stakeholders at the local level.
- **Social media campaigns for the public** to disseminate findings, news, whitepapers, position papers, tools, podcasts and tips at the local, European, and international levels to bring work and aging research to the public sphere. Action plans and campaigns on social media (e.g., local TV, Facebook, Twitter) will be developed to stimulate social awareness about work and aging.

4. IMPLEMENTATION

4.1. COHERENCE AND EFFECTIVENESS OF THE WORK PLAN

4.1.1. DESCRIPTION OF WORKING GROUPS, TASKS AND ACTIVITIES

At the start of the Action, the **Action MC** will set up a suitable knowledge management system to ensure smooth collaboration work. The system will hold all relevant content organized by groups, and allow for discussions, task lists and results, and administration. Working Group (WG) and Management Committee (MC) meetings are scheduled twice a year hybrid or online.

Five working groups will be established, each focusing on one of the key topics identified to advance knowledge on the multi-age workforce beyond the state-of-the-art (See Figure 1 and Section 1.2.1):

Working Group 1: Work and organizational practices for a multi-age workforce

Working Group 2: Successful aging at work

Working Group 3: Integration of age-diverse workers and knowledge transfer

Working Group 4: Aging and technology at work

Working Group 5: Career development in later life and retirement

In addition to the standard mandatory leadership roles of a COST Action (i.e., Action Chair, Vice-Chair, Grant Holder Scientific Representative, WG Leaders, Grant Awarding Coordinator and Science Communication Coordinator), to be elected at the 1st MC Meeting (MC1), the Action will have the following additional leadership roles:

- **WG Vice Leaders (5 WG Vice Leaders).**
- **Grant Evaluation Committee (selected from the above-listed other leadership roles).**
- **Exchange Coordinator:** engaging with stakeholders for research partnerships, building within-WG

collaborations, monitor WG composition, elicit suggestions for complementary partners, introduce researchers with practice/policy partners, and send regular updates to WG members.

- **Impact/translational Coordinator:** initiating co-creation and impact activities such as focus groups and workshops, development of practical tools, issue briefs, and translational videos for management and career development, and social media strategy for the public.
- **Young Researchers Coordinator:** ensures the participation and development of YRI in the network.
- **ITC Coordinator:** ensures full engagement by researchers from these countries.

In addition, each WG will appoint **two or three business/policy advisors**. These will be recruited from the Action's practice and policy partners (see 2.2.2), through the Action's members' networks and the Action's international partners. These advisors will participate in the WG meetings and help the exchange officer in building collaborations between researchers and other stakeholders to co-create in the WG. Together, these advisors form the **LeverAge Advisory Board**.

4.1.2. DESCRIPTION OF DELIVERABLES AND TIMEFRAME

Deliverables (D) and related Tasks (T) for the Action Management Committee include (see Section 4.1.4 for projected timing of specific deliverables).

- T1** Set-up a Science Communication Plan that extends the initial communication, dissemination, and exploitation plan described in the Memorandum of Understanding, connecting to the aims and objectives of the Action, and involving all relevant stakeholders (**D1** Science Communication Plan; plan updated yearly in Y2-Y4 to reflect ongoing scientific and societal development).
- T2** Develop an Action Inclusiveness Plan (**D2** white paper on Action Inclusiveness Plan).
- T3** Distribute a newsletter (**D3** first newsletter sent by the end of Y1; newsletter update every six months during the Action lifetime).
- T4** Create and maintain the Action website and social media strategy (**D4** Website created and social media campaign launched).
- T5** Establish an online platform to share ongoing research projects and publications and a scientist-practitioner database (**D5** Platform/database created).
- T6** Collate an educational video library covering the five key topic areas (i.e., collect existing videos and/or stimulate production of videos on missing topics; **D6** Video library published).
- T7** Coordinate the creation of an online practitioner toolbox together with the five WGs (**D7** Practitioner toolbox published).

Tasks (T) and deliverables (D) for each of the five Working Groups include (see Section 4.1.4 for projected timing of specific deliverables):

- T8** Coordinate, organize, and implement annual YRI/ITC focused Training Schools that are co-located and coincide with the annual WG meetings (**D8.1 – 8.4** annual Training School reports).
- T9** Creation of scientific publications in top scientific outlets (Scimago Q1 – Q3; **D9.1 - 9.4** scientific publications)
- T10** Facilitate, initiate, and coordinate peer-network driven cross-sectional, longitudinal, and intervention studies and/or Horizon and other national/international grant proposals on the five topic areas (**D10.1-10.2** Report on created scientific collaborations, including details on submitted grant proposals on the five topic areas. D10.1 by M24, D10.2 (updated report) by M48).

Over its four-year lifetime (see **Section 4.1.4**), the following milestones (MS) will signal the progress of network activities: **MS1** Action started (begin Year 1), **MS2** WGs formed and active on tasks/deliverables (end Q1, Year 1), **MS3** Website running and Business and Policy Advisory Board installed (Q4, Year 1), **MS4** First bi-annual LeverAge conference conducted (Q4 of Year 2), **MS5** Consensus statements of each WG published on website and disseminated through social media (Q2, Year 3), **MS6** Practitioner toolbox and video library published (Q4 of Year 4), **MS7** Second bi-annual LeverAge conference conducted (Q4, Year 4), **MS8** Final reports finished (end Year 4).

4.1.3. RISK ANALYSIS AND CONTINGENCY PLANS

Risk	Chance	Impact	Mitigation measure
Low involvement of a wider audience in Action activities	Medium	High	<ol style="list-style-type: none"> 1. Action members are involved in numerous research projects, grants, public activities, and research networks that will help raise wider audience interest. 2. Action members will invite people in their own networks to join the meetings and/or other Action activities.
Fragmentation and overlap between WGs	Medium	Medium	<ol style="list-style-type: none"> 1. WG leaders will share plans and activities with each other during the MC meetings. 2. Publications and other research outputs will involve participants from multiple WGs.
Lack of financial resources reducing Action achievement	Low	High	<ol style="list-style-type: none"> 1. The Action MC will review, prioritise and adapt the plans. An effort to implement Action activities in a cost-efficient manner will be followed throughout the Action lifetime.
Potential delay in the deliverables of the Action	Low	Medium	<ol style="list-style-type: none"> 1. Individual WG leaders will have clear and shared responsibilities for specific deliverables. 2. Regular meetings of Action leaders will be held.

4.1.4. GANTT DIAGRAM

The GANTT diagram displays the general planning of Action activities, deliverables, and milestones. The specific timing will be fine-tuned in coordination with Action Members, International Partners' activities, and relevant conferences. Activities will be online, physical, or hybrid.

	Year 1				Year 2				Year 3				Year 4			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
MC Tasks (T) & Related Deliverables (D)																
T1 Create/update Science Communication plan	D1															
T2 Create/update Action Inclusiveness Plan													D2			
T3 Set up/update Action newsletter													D3			
T4 Set up/update Action website													D4			
T5 Establish online platform and database									D5							
T6 Collate educational video library																
T7 Coordinate practitioner toolbox													D6			
MC Tasks (T) & Related Deliverables (D)																
T8 Training Schools													D8.1			
T9 Scientific Publications													D8.2			
T10 Cross-border Collaborations & Grant Proposals													D8.3			
Meetings																
MC meeting	X		X		X		X		X		X		X		X	
WG meeting (once or twice, in Q2-Q4, WG decides)		X	X	X		X	X	X		X	X	X		X	X	X
LeverAge/AWM co-located & co-organized conference					X								X			
Training School (1/year in Q2-Q4 as a WG decides)		X	X	X		X	X	X		X	X	X		X	X	X
Impact workshop (coincides with LeverAge conf.)					X								X			
Milestones	MS1,2								MS3							
									MS4				MS5			
													MS6,7,8			

For explanation of deliverables (D) and milestones (MS), see Section 4.1.2.