

Science Communication Plan of the COST Action LeverAge, CA22120



LeverAge

VERSIONS AND HISTORY OF CHANGES

Version	Date of adoption by MC	Notes (e.g. changes from previous versions)	Lead author(s)
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1. SUMMARY

COST Action CA22120 – A European network to leverage the multi-age workforce (LeverAge) aims to build a pan-European and multi-stakeholder network focused on psychological/management aspects of work and ageing that will advance, share, and promote knowledge and implementation of evidence-based practices to fully leverage the ageing and multi-age workforce and enhance the well-being, productivity, and prosperity of individuals, organisations, and societies.

This Action addresses the challenge to expand science and practice on (1) work and organisational practices for an age-diverse workforce, (2) successful ageing at work, (3) knowledge transfer between age-diverse workers, (4) ageing and technology at work, and (5) late-careers and retirement. Considering these, a science communication plan will help ensure that key stakeholders are informed, engaged, and equipped with the knowledge and resources needed to address the complex challenges and opportunities associated with the multi-age workforce.

In this regard, one of the goals of the LeverAge network decided in the first Management Committee (MC) meeting was to create a task force for science communication, the so-called Science Communication Team (SCT). This team, composed of five members with coordination roles within the Action, together with the Core Group (CG) proposes the current plan for the communication, dissemination, and valorisation of the Action results. Considering the size of the network, the diversity of topics to be discussed in the five Working Groups (WGs) and the responsibility to communicate with different stakeholders, the SCT and the CG suggested a new role that could be taken on by any member of the network – the ambassadors for science communication.

The main goals of the science communication strategy are:

- Raise awareness about the challenges and opportunities associated with the multi-age workforce, including the need for developing strategies and implementing evidence-based practices;
- Prevent disinformation about the characteristics, attitudes, and behaviours of different age groups, mitigating the effects of age stereotypes in the workplace;
- Provide information about the design of inclusive HR practices and interventions for an ageing and multi-age workforce;
- Create connections between the researchers in the network, motivating the Young Researchers and Innovators (YRIs) from relevant disciplines to study work and ageing and helping the field to grow;
- Engage the network in science communication, by opening the role of ambassador to all those interested and inviting all members of the network to participate in the communication activities;
- Increase the visibility of the active research going on about the multi-age workforce and identify new research avenues;
- Establish consortia to apply for competitive funding for work and ageing from a WOP/HRM lens;
- Include the topic in the discussion of policymakers, fostering changes in legislation on issues such as the transition to retirement or the training of specific age groups;
- Bridge the gap between science and society, making science more friendly and interesting for lay people.

To accomplish these goals, the current plan is proposed. This plan will be updated yearly in Y2-Y4 to reflect ongoing scientific and societal development, fostering increased engagement with colleagues and different stakeholders. The thorough revision of this document will require three to four meetings of the SCT each year, as well as one to two meetings with the CG.

The following sections describe the activities of science communication, dissemination, and valorisation that will be implemented during the Action to accomplish these goals.

2. GENERAL AIM AND TARGET AUDIENCES

Communicating science effectively requires a collaborative effort among research teams, institutions, and audiences. This Action is committed to creating and transferring knowledge, maximising its impact on different audiences, from researchers to society. This requires bringing together the largest network worldwide of work and ageing scientists and practitioners focused on Work, Organisational, and Personnel Psychology and Human Resource Management (WOP/HRM), along with other stakeholders, to co-create solutions for leveraging the multi-age workforce.

The key messages of the CA22120 defined in the Memorandum of Understanding (MoU) are the following:

- promote knowledge and implementation of science-based strategies for stakeholders regarding age-inclusive practices to promote workers' well-being and successful ageing at work;
- provide tools that can be adjusted to various organisational, country, and/or social contexts for leveraging the multi-age workforce;
- systematically identify and refine the core concepts and practice-driven research questions relevant to the role of age in the workplace, aiming to better understand work and ageing issues across national and societal/cultural contexts;
- co-create large-scale, cross-sectional, longitudinal, and/or intervention studies on workplace ageing using the multiplicative effect of the network.

These key messages need to be communicated to different audiences, which we identify as the main stakeholders of this Action: workers, HR practitioners, consultants, managers, employers and employers' associations, unions, professionals' associations, and policymakers at the local, regional, national, and European levels. Also, the scientific community is an important stakeholder in the dissemination of this Action's activities on work, ageing and retirement.

The goals of the science communication strategy are aligned with the tasks and deliverables defined in the MoU. The first task of the MC related to science communication was to set up this Science Communication Plan (Deliverable 1 on e-COST) at the end of month 6 (M6), which will be updated yearly around months 18, 30 and 40.

2.1 Website

Second, the MoU defined as a priority to create and maintain the Action website (Deliverable 3 on e-COST) aiming to raise awareness about the topic from different groups. After a careful analysis of the nine quotes received and two online meetings with representatives from the two most competitive providers, the Science Communication Coordinator (SCC)

and the Chair suggested Boutik (<https://boutik.pt/>) as the provider that best fits the Action needs and goals. This choice was approved by the CG in M4. The website is expected to be launched in M7 or M8, fulfilling Milestone (MS) 3 before the set deadline (M10).

In the first MC meeting, several members highlighted the importance of a strong and well-defined visual identity of the Action to convey consistency and help all the stakeholders and researchers to recognise and familiarise themselves with the network. Therefore, the SCT and the CG gave special importance to the development of the concept, logo, banners, and templates (e.g., Word, PowerPoint) and waited for its development to create the social media channels.

To assist the development of the website and the visual identity of the Action, the CG, supported by the Grant Holder Manager, Ms Noura Al Mursi, supported keywords, and buzzwords, and approved a domain for CA22120. These were presented to Boutik in March 2024.

The 10 most important keywords were: a) age diversity at work; b) successful ageing at work; c) ageing workforce; d) ageing and technology at work; e) older adults and workers; f) work and organisational practices for the multi-age workforce; g) career development in later life and retirement; h) intergenerational knowledge transfer; i) ageism, age stereotyping and age discrimination; j) age-inclusive human resource management and practices.

The top 5 buzzwords were:

- LeverAge Workforce Dynamics: Bridging Generations for Prosperity;
- LeverAge Workforce Harmony: Uniting Generations for Organisational Success;
- LeverAge Workforce Initiative: Maximising Potential Across Ages;
- LeverAge Workforce Integration: Empowering Age-Diverse Environments;
- LeverAge Workforce Synergy: Optimising Performance Across Lifespans.

The domain chosen and registered was: www.leverage-workforce.eu.

2.2 Social media

Still regarding Deliverable 3, the social media strategy is important to increase awareness about the Action, foster a dialogue between the network and stakeholders and among stakeholders, and drive people's attention to the website. It involves five steps:

- 1) identify the target audience and the platforms where these audiences are most active;
- 2) create a content calendar and the content with the key messages to be shared;
- 3) promote interaction and participation,
- 4) collaborate with partner institutions to amplify the reach of key messages;
- 5) analyse data to assess the effectiveness of different content types and messaging strategies. The implementation of this strategy will be the responsibility of the Social Media Manager of the SCT.

Different audiences are present on different social media platforms and, simultaneously, there are not enough resources for the Action to be present on all platforms. We thus have defined that the LeverAge network will be on LinkedIn, Facebook, Instagram and Twitter/X. Workers of different ages and industries, HR practitioners, employers, unions and policymakers are on LinkedIn, so this channel becomes very important in communication. While Facebook could be important for reaching middle-aged to older people and groups of professionals, Instagram will be appropriate to engage younger people and companies.

Twitter/X is especially important for dissemination purposes and the involvement of researchers and policymakers.

Following the creation of the Action's profile on these social media platforms, it is important to create a calendar for posts and to define the frequency and periodicity of publications, outlining the topics, key messages, and type of content to be shared in social media. Information about events, training schools, grants and publications, as well as interviews with experts, and testimonials among others will be covered on the four channels. These can be infographics, posts with images or photographs taken by the members, videos, quotes from the papers, etc. Moreover, international and national days related to age, ageing, diversity and the workforce will be marked with celebratory posts (e.g., International Day of Older Persons, International Youth Day, International Workers' Day). Several hashtags will also be created and used.

Social media facilitates the interaction between the Action and its followers, by answering promptly to comments and private messages to foster a sense of community and dialogue. Conducting polls, posing thought-provoking questions, and tagging individuals and organisations (e.g., universities, companies) in posts can also be used to encourage followers' participation and expand reach.

This last point depends on establishing partnerships with organisations, industry associations, and unions, among others to co-promote the Action and its key messages in their media platforms and increase its discoverability. For example, during face-to-face WGs meetings, host institutions can be identified as partners, boosting publicity for the post.

This plan does not define KPIs to measure the reach of publications in social media since it was not planned in the MoU. However, we consider it important to analyse the metrics (e.g., follower growth, engagement rate and reach) to assess the effectiveness of different content types and messaging strategies. Based on these metrics, it will be possible to optimise the social media efforts and increase its impact.

By following this social media strategy, the Action can effectively leverage social media channels to build a community of stakeholders interested in the dynamics of the multi-age workforce. The D4 is completed when the media campaign is launched, predictably in M8.

Together, the website, the visual identity and the social media can maximise the relevance and impact of the scientific discoveries of the Action, building the network's credibility in society.

2.3 Newsletter

The next task in the MoU was to distribute the newsletter. Newsletters are considered an important tool to boost the visibility of research projects and outputs among the members of the Action, leading to increased collaboration opportunities and creating a more open and accessible science for all. The first newsletter was sent by email by the Chair at the end of M3 to all the members, anticipating what was initially defined in the MoU (Deliverable 4 on e-COST) due to the need to inform the members of the Action about its growth and members' profile, WGs meetings, success stories and general information about grants and COST procedures. This plan proposes that the newsletter is updated every three months during the Action lifetime, considering the rapid and rich development of research on age at work. The next newsletters, however, will be launched through the website, using the tool Mailchimp.

2.4 Platform/database to share ongoing research

Next, the MoU proposed the establishment of an online platform or database to share ongoing research projects and publications (Deliverable 7 on e-COST), which can facilitate the dissemination of the project among the academic community, and a scientist-practitioner database that will allow translating research into action. The aim is for this database to be publicised on the Action website by M28.

2.5 Educational video library

The fifth task of the MC related to science communication is to collate an educational video library covering the five key topic areas: Work and organisational practices for an age-diverse workforce; Successful ageing at work; Integration of age-diverse workers and knowledge transfer; Ageing and technology at work; Career development in later life and retirement. This task seeks, in the first place, to collect existing videos that can be used and accessible through free licensing schemes, and if needed, to produce new videos on missing topics. This task will begin in Y3, during M26, and will be finalised by M44 by making this library available on the network's website (Deliverable 8 on e-COST). In addition, other multimedia resources such as podcasts will be included in this library.

2.6 Online Practitioner Toolbox

The following task proposed in the MoU is for the MC to coordinate the creation of an online practitioner toolbox together with the five WGs. The practitioner toolbox aims to be a repository of measures, tools and evidence-based interventions and practices about work, ageing and retirement issues. These resources can be used by practitioners to analyse problems, develop solutions, and accomplish their tasks efficiently. This task will initiate in Y2, around M14, and the practitioner toolbox (Deliverable 9 on e-COST) will be published in M45. This toolbox will also be part of the Action website. The concretisation of these two tasks – the video library and the practitioner toolbox – correspond to MS6.

2.7 Training schools

Regarding the dissemination tasks, the implementation of four training schools (Deliverable 5 on e-COST, Deliverable 8 in the MoU) can offer opportunities for interdisciplinary exchange and cooperation between academics from multiple countries, contributing to the development of the next generation of researchers to study work and ageing. These training schools will be held toward the end of each grant period (GP) from GP 2 – GP 4, and result in reports (D8.1 – D8.4 in the MoU) that will be disseminated on the website. Also, Short-Term Scientific Missions (STSM) will be organised, and Dissemination and ITC grants will be awarded to support the career development of researchers, especially YRIs. For GP 1, the MC approved funding for maximally 8 STSMs (2000-4000 Euros each), maximally 3 ITC grants at an average level of 1500 Euros each, and a maximum of 2 Dissemination Conference grants at an average level of 1250 Euros each. This level of funding is expected to be increased in future GPs as it is projected that the Action budgets for GP 2 – GP 4 will be significantly higher than for GP 1. Given the level of flexibility they afford, the Action MC will prioritise the funding of STSMs over other types of grants, with an eye toward geographic diversity, gender balance, and the career development of YRI and ITC scholars.

2.8 Scientific publications

As stated in the MoU, scientific publications are expected to be developed since the start of the Action and based upon the exchange of ideas, transfer of knowledge, and research activities of all the members of the network. The deliverable (D10 on e-COST, D9 in the MoU) is split into four moments: the target is to have two scientific publications by M12 (D9.1), six by M24 (D9.2), 14 by M36 (D9.3), and 30 by M48 (9.4), in a cumulative manner.

2.9 Meetings

The WGs meetings – both online and physical – can contribute considerably to strengthening the cooperation among the researchers, enabling the participation of people worldwide, fostering a more diverse and inclusive network and reducing logistical barriers. These meetings can facilitate spontaneous discussions, meeting new collaborators and establishing professional relationships, as well as providing opportunities for sharing findings and insights from research and receiving feedback.

Finally, the bi-annual LeverAge conference, conducted in the fourth quarters of Y2 (MS4) and Y4 (MS7), will be an exceptional platform for engaging with stakeholders and the academic community, especially the second conference where an impact workshop will be organised. To support cross-fertilisation and collaboration between WGs, a plenary session will be held during these events, where each WG will keep the others informed about their ongoing work. These events can be a valuable opportunity to share research outcomes and promote dialogue and collaboration between scientists and non-scientists, thereby amplifying the impact of this Action within the community.

An important partner for the success of the communication, dissemination and valorisation plan is the COST Association, especially the Policy and Communications Unit, whose support will be crucial to reach other people potentially interested in the topic of work, ageing and retirement.

3. PLAN FOR THE COMMUNICATION OF ACTION RESULTS

In an increasingly complex world, translating research into action plays a crucial role in bridging the gap between research findings and real-world applications. As stated in the MoU, one of the specific objectives of the LeverAge COST Action is to promote knowledge and implementation of science-based best practices for stakeholders regarding age-inclusive organisational cultures, worker well-being, and employee management strategies for inter-generational knowledge transfer, career development, and successful ageing at work. Members of the LeverAge network are thus called to interact with stakeholders such as workers, HR practitioners and consultants, employers, employers' associations and managers, chambers of commerce, unions, professionals' associations, and policymakers and government bodies at the local, regional, national, and European levels. Here, the Impact/translational Coordinator will have a relevant role in establishing a close relationship with stakeholders for two-way tailored communication, identifying the main needs and interests of different groups, and fostering trust in the Action's outcomes.

To raise awareness about the topic, prevent disinformation, provide clear explanations, and bridge the gap between science and society, the development of the Action's website, visual identity, newsletter, and social media were identified as a priority during the life of the Action.

3.1 Audiences and Website

As seen in the previous section, the Action website will be a very important tool for communicating complex scientific findings to diverse audiences and it will include a menu for the communication of Action results, divided into the following sections:

4. Workers, unions' representatives, and professionals' associations;
5. HR practitioners and consultants;
6. Employers and employers' associations;
7. Policymakers;
8. Researchers (to be developed in the following section).

Information to be displayed will be tailored to the interests, preferences and needs of the target group, using simple and appropriate language. Given the contextual/national specificities of some topics (e.g., legislation about employment, retirement) and to make it easier for non-specialists to understand, some materials will be translated into other languages, as needed, and using open-source AI-based translation tools as available. Also, the type of materials (e.g., infographics, short videos or animations, educational materials) to produce for each target group will depend on the main message to be communicated.

The first target group can access, for example, some digital leaflets with brief explanations on subjects of interest. For example, it might be useful for individuals to find out more about the retirement transition process in different countries so that they can better prepare themselves, which will make it easier for them to adjust to this new role. In the case of workers and their representatives, it will be important to diversify the platforms for disseminating information, going beyond the website and social media, and also considering paper leaflets that can be distributed in local institutions such as parish councils or health centres.

The second and third groups can especially benefit from the library of education videos and the practitioner toolbox, and from open-access scientific publications that will be shared via the website as well, as a bridge from science to practice. Furthermore, position papers, published in national and international practitioners' journals, will inform readers and offer solutions to problems and challenges, which can be especially meaningful to educate HR managers, consultants, leaders, and employers to fully leverage the multi-age workforce. Thus, position papers published in practitioner journals, such as the Harvard Business Review and the HRMagazine, will also be available on the website.

Storytelling can also be a powerful tool for science communication, by using compelling narratives, framed by scientific work, that resonate with audiences. This can be realised through videos or texts. An example can be a video telling the story of one organisation that created a supportive and inclusive work environment for people of all ages, showing examples of culture and practices (e.g., mentoring programmes, cross-generational teams).

One important objective of the science communication strategy is to develop research and public policy agendas to look at issues on work, ageing and retirement. These agendas will also be disseminated on the website and social media, in identifying key action programs for research and policy. For policymakers, the Action will also prepare policy briefs, that is, documents with the main findings of recent studies and practical recommendations on the development of public policies and regulations. Roundtable papers, describing country-

specific perspectives on work and ageing topics, are also under consideration by the SCT for publication in social policy journals.

3.2 Events

In addition to making the material available on the website and social media, it is also important to organise and take part in events aimed at these different targets such as local workshops, industry meetings and national governments and their bodies encounters. The meetings organised by the Action will be co-located with relevant external events and conferences such as the bi-annual conferences. These science-to-practice meetings will enhance the broader scientific and business/policy exposure of the network and strengthen communication among relevant stakeholders at the local level, ensuring that research outcomes are relevant and responsive to community needs. Whenever possible, according to the planned events during the Action, the LeverAge members will try to take part in European side events focused on work/employment and ageing, which are usually great opportunities for learning, networking, and collaboration in interactive formats.

Information about events organised by the network or not, such as date, local, type of event (e.g., workshop, conference, seminar) and rules for registration (e.g., free, mandatory, etc.) will be available in a specific menu on the website. Events organised by the LeverAge network will also be sent to COST for publication in the newsletter and website.

3.3 Social media for stakeholders

Social media channels for the LeverAge network will be in LinkedIn, Facebook, Instagram and Twitter/X, with the latter targeting especially researchers and policymakers. Social media campaigns will first bring work and ageing research to the public sphere, sharing findings of research about measures, tools, practices, and interventions. A link to the open-access publication can be provided, but the information should be summarised and presented simply for different audiences using, for example, short videos (about 1 minute) with the main goal and main findings.

Furthermore, it would be important to give visibility to the work of the stakeholders who are already part of the LeverAge network, so we propose a monthly rubric in which they are invited to share their views on different topics in a commentary-type text. These posts will be shared on different social media platforms.

As a way of drawing attention to the issue of ageing at work, national and European statistics will be shared as such updates arise. As mentioned earlier, celebration days will also be marked on social media with research results or stakeholder testimonials.

Social media platforms can also encourage audiences to engage with the network through the sharing of content or polls. Polls, for example, can be used on LinkedIn to ask questions such as “At what age do you plan to retire?”, “Have you experienced age-related discrimination in the workplace?”, “Have you participated in any programs or initiatives aimed at promoting healthy ageing in the workplace?”.

Posts in social media will be mainly in English, but shared in other languages whenever it makes sense, such as for use by local administrators who may be more cognisant in their local languages. To facilitate translation, the Action will use open-source AI-based translation tools as available. For example, if changes to legislation in a country are reported, the original news item can be shared in the language of the country.

3.4 Traditional media

Although engaging with traditional media outlets is not a priority in this plan, collaborating with journalists and local, regional and/or national newspapers, magazines or TV programmes can give visibility to the Action. Writing press releases, giving interviews, or writing opinion columns are different ways of collaborating with traditional means of communication, especially when there are research findings to share with several groups of stakeholders. The SCT and the members of the network will be attentive to possible opportunities for collaboration with these media, taking the initiative to contact journalists and being receptive to possible contacts.

By translating complex scientific jargon into accessible language and highlighting the practical implications of research, the LeverAge network can facilitate the uptake of findings by all stakeholders, from workers to policymakers.

4. PLAN FOR THE DISSEMINATION OF ACTION RESULTS

Effective dissemination of research is essential for maximising the impact, relevance, and societal benefit of research activities, ensuring that knowledge is accessible, actionable, and contributes to addressing the challenges of a multi-age workforce. At the same time, one of the long-term objectives of this Action would be to maintain collaboration between some of the network's members after it has ended, which requires fostering constant cooperation between members in different dissemination activities. In this sense, the YRI Coordinator and the ITC Coordinator have an important role to play in ensuring that these activities contribute to the development of YRIs and researchers from ITCs.

The dissemination strategy of the LeverAge Action results involves the development of various products to amplify the reach and impact of the Action results and outputs, including publication in scientific journals, presentation of oral communications and/or posters in conferences (also through ITC and Dissemination conference grants), organisation of bi-annual conferences, organisation of Training Schools and STSM, organisation of online and in-person meetings in each WG, development of curricula and education activities in international masters and PhD programs, and elaboration of grant proposals to apply for competitive funding.

4.1 Scientific publications

Publication of articles in top peer-reviewed academic journals is one of the priorities of the science communication strategy during the life of the Action and can also be seen in the MoU and e-COST. The Deliverable 10 on e-COST establishes the publication of 30 articles in top scientific outlets (Scimago Q1 – Q3 ranks) by the end of the Action and 20 more 2 years post-Action. The proposed timeline for these publications is the following: two scientific publications by M12 (D9.1), six by M24 (D9.2), 14 by M36 (D9.3), 30 by M48 (9.4), and 50 by 2 years post-Action end.

To achieve these figures, all members of the five WGs will collaborate on the development of research papers and planning of special issues for scientific journals, according to their specific interests and expertise. The timeline for submission and publication of these papers

will be coordinated within each WG by the leaders and vice-leaders and the coordination of the Chair and Vice-Chair.

Open access publication and the diversity of article types are a priority in this plan so that contributions are not only made through the publication of empirical studies, but also position papers, systematic reviews, and validation of measures. From the perspective of this network, publication in open access is essential for removing barriers to accessing knowledge by researchers and stakeholders worldwide, promoting transparency, accountability, and public trust in the scientific process, as well as facilitating informed decision-making. Thus, to make Action results a common good, the LeverAge network is planning to create a Collection in Open Research Europe (ORE).

4.2 Participation in conferences

Attending and presenting at conferences is essential for this network as it gives visibility and recognition to the research conducted within the Action, provides an opportunity to receive feedback from peers and allows members to stay informed about cutting-edge research in work, ageing and retirement. Relevant conferences, symposiums, and other academic meetings will serve as platforms for disseminating the Action's results to the wider scientific community, where participants will present oral communications and/or posters. Identified conferences include the EAWOP Congresses, the EAOHP Conferences, the SIOP Annual Conference, and the Annual Meeting of the Academy of Management. Abstract submissions and presentation preparations will be coordinated by the leaders of each WG, with participation from all relevant stakeholders.

To support the participation of the members in these conferences and other relevant ones, ITC conference grants and Dissemination conference grants will be awarded annually, as delineated above. Participation in conferences can offer valuable opportunities to network with professionals, researchers, and experts and build connections, which can facilitate communication activities with other stakeholders and attract more YRIs to the Action.

4.3 Organisation of conferences, training schools and meetings

The network will organise two Action conferences in the lifetime of the Action, in Y2 and Y4. These LeverAge conferences (MS4 and MS7) will be co-organised and co-located with relevant events and conferences such as the bi-annual Age in the Workplace Meeting conference. The 8th Age in the Workplace Meeting will be held in Istanbul, Turkey in M24 (Y2). These events will offer a platform for the exchange of ideas, research findings in the five key topic areas, and increased awareness of the field to scientists and practitioners. Also, through these conferences, the Action can facilitate opportunities for collaboration beyond the network member countries, funding, and career advancement of researchers from all subfields of knowledge related to WOP/HRM.

The Action will also organise workshops and 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. Training schools will be held every year for each of the five WGs for 3 days. This is defined in Deliverable 5 on e-COST and D8 in the MoU (D8.1 – 8.4 annual Training School reports).

Workshops will focus on supporting and guiding young researchers in systematic reviews to summarise research on work and ageing and apply advanced research methods in the study of ageing at work, as well as support submissions to high-impact journals. These workshops, in-person or online, will allow for small-group interactions. Moreover, STSM will be organised

aiming to establish European and international research hubs on work and ageing for YRIs and researchers from ITCs to further their career development.

Next, the Action will organise annual in-person WG meetings for each of the five WGs. Bringing together scholars with similar research aims and serving as “think-tank” events that grow cross-border scientific collaborations and generate scientific outputs. 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. During GP 1, the annual in-person WG meetings will be held on the following dates and locations:

- WG1: Tirana, Albania 16/05/2024 – 17/05/2024
- WG2: Nicosia, Cyprus 29/05/2024 – 30/05/2024
- WG3: Riga, Latvia 9/05/2024 – 10/05/2024
- WG4: Vilnius, Lithuania 18/06/2024 – 19/06/2024
- WG5: Bologna, Italy 19/09/2024 – 20/09/2024

In addition to the in-person meetings, each WG will organise at least two online meetings every year to continue the work started at previous meetings and generate new ideas and opportunities for collaboration, as well as welcome new members to the group.

4.4 Educational outreach

This plan also proposes an educational outreach for the Action by disseminating research findings through educational materials and workshops and including these in the curricula of international masters and PhD programs focused on work and ageing. Furthermore, students can be integrated into ongoing research projects for their master’s and doctoral theses, and members of the network may collaborate in the supervision of these students (in a co-supervision regime).

4.5 Grant proposals

Dissemination activities involve also facilitating, initiating, and coordinating research studies and grant proposals, with an emphasis on collaboration within the networks, using various study designs (cross-sectional, longitudinal, and intervention), and seeking funding from different sources such as Horizon Europe program or other national/international grant providers. These cross-border collaborations will result in submissions of grant proposals that will be reported in Deliverable 6 on e-COST and Deliverable 10 in the MoU (D10.1 by M24 and D10.2 by M48).

4.6 Website and social media for dissemination

To enhance the visibility and accessibility of the products of the Action, the website and social media channels will be also used in the dissemination strategy. The website will include information about the members of the LeverAge network, with their name, institution of affiliation and country, e-mail address, and a short bio. Data will be disclosed on the website after consent has been given to share this information. Members completed an online form sent by the Chair, registering their consent (based on article 6.1.a of the General Data Protection Regulation (GDPR) – EU Regulation 2016/679) to publish their contact details and take and make use of images/videos taken during meetings or events from 18/10/2023 to 17/10/2027. All newly added members will also complete this form on an ongoing basis and as they join the Action.

All members of the Action are encouraged to actively contribute to these platforms by sharing updates, insights, and relevant resources. The website will have a menu for researchers, where publications will be available, and a private area where each member of the network can log in and have access to a) announcements about Action's grants, conferences, symposiums, ongoing research projects and opportunities for cooperation, b) calls for papers in special issues or for chapters in books, c) datasets in open access. Members can read and post about these topics like a forum. Thus, the website will enhance communication among Action members.

Finally, one interesting activity to disseminate the Action results is to establish contact and partnerships with other ongoing Actions that address some of the topics, methodologies or challenges of the LeverAge action. This can be especially important in the social media strategy where it is possible to follow or connect with other profiles, as well as share the publications of other Actions. Therefore, the SCC of this Action is in contact with the SCC of other Actions such as CA22167 – Participatory Approaches with Older Adults (PAAR-net), CA22127 – Collaboratively Developed culturally Appropriate and inclusive Assessment tool for Palliative Care Education, and CA21107 – Work inequalities in later life redefined by digitalisation.

5. PLAN FOR THE VALORISATION OF ACTION RESULTS

The objective of this plan is to maximise the impact and utilisation of concrete research results generated by this Action, ensuring that they envisage scientific and socio-economic impacts. This section presents some results that can be considered a success for this Action.

Engaging in knowledge exchange activities is a priority for the Action, collaborating with all relevant stakeholders to ensure that their needs are identified, the research carried out by the network responds to concrete problems and research outcomes can be used or applied to different realities (organisations, countries, etc.). Currently, the main end users of the Action results are researchers, workers, unions' representatives, and professionals' associations; HR practitioners and consultants; employers and employers' associations; and policymakers.

Still, the identification of potential end users and stakeholders of this Action will require continuous work throughout the lifetime of the Action, via constant communication with these groups and meetings organised by the network (as mentioned in the previous sections). Establishing partnerships with these stakeholders will also facilitate feedback about the effectiveness of valorisation strategies and the adoption of research outcomes delivered by the Action.

Capacity building and training are the surplus value of this Action, and it will be translated into transferring knowledge to society by developing workshops, and seminars and delivering videos to equip stakeholders with the knowledge, skills, and tools necessary to implement evidence-based practices in their contexts. This aligns with Deliverable 8 on e-COST (Video library published).

These initiatives will be mostly online and tailored to the needs of different stakeholder groups. The Action also focuses its activity on training multipliers to ensure the sustainability of knowledge transfer. Training materials will be made available for online learning via the website.

Furthermore, the Action is committed to developing documents with recommendations for practitioners and preparing position papers, toolboxes and repositories based on the

Action's findings. This is aligned with Deliverable 9 on e-COST (Practitioner toolbox published) in M45.

By producing policy briefs and position papers and participating in public hearings, the network will present evidence-based recommendations and advocate for the integration of research findings into policy development.

Creating synergies with organisations, policymakers, and other relevant stakeholders and developing joint projects and grant proposals can also contribute to exploiting the Action results. This aligns with Deliverable 6 on e-COST (Report on created scientific collaborations, including details on submitted grant proposals).

Students and professors also represent an important target group for valorisation. The Action intends to include the topics of work, ageing and retirement in the curriculum of master and PhD courses like WOP/HRM.

Knowledge transfer is also important for the scientific community, with workshops and Training Schools implemented to develop the skills of researchers in the network, potentiate the opportunities for collaboration and advance their careers. This is aligned with Deliverable 5 on e-COST (Annual Training School reports).

Finally, in order to emphasise the role of science communication in this Action, we plan to publish a paper on how the LeverAge network communicated research findings about the five key topics to stakeholders – Science communication about the multi-age workforce.

Throughout the Action, all the research carried out will comply with the ethical principles of research defined in the Declaration of Helsinki and the data protection regulation established in the GDPR. All members involved in the Action must comply with the COST Code of Conduct, which includes provisions on confidentiality and intellectual property. If relevant during the lifetime of the Action, the network will identify and classify intellectual property assets within the Action, implement measures to protect intellectual property from infringement and determine licensing arrangements for intellectual property usage.

By implementing this plan for the valorisation of Action outcomes, we aim to maximise the benefits of this Action, fostering innovation, promoting knowledge exchange, and driving positive change in organisations and communities.