

Age management in manufacturing: trade union strategies across Europe and beyond

Date: 22 October 2026, 11:00 – 15:00 CET
Venue: Mundo Madou, Av. des Arts 7/8, 1210 Bruxelles

Demographic ageing is rapidly reshaping labour markets heightening the need for manufacturing industries and trade unions to adapt their strategies, policies and workplace practices to support healthy ageing and older workers. This high-level event brings together key stakeholders from European institutions, social partners, and research organisations to explore how age management can be effectively mainstreamed into EU employment policy and collective bargaining frameworks. Drawing on comparative research across multiple countries from the PROMISE project and the latest findings from the editions 2023 & 2025 of the AGE Barometer on employment, the event is a rare learning opportunity, featuring expert panels on topics ranging from skills development and pension reform to working conditions and sectoral social dialogue. Through a combination of policy debate, good practice sharing, and cross-border exchange, participants will gain concrete insights into what works - and what still needs to change - to ensure that older workers in manufacturing are supported, valued, and empowered across Europe and beyond.

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Agenda

11:00 – 11:30 / Opening session

Moderated by Sarah Loriato, AGE Platform Europe

- Welcome and introduction with a state of play for policy action: key insights from the AGE Barometers on employment
- Presentation of the PROMISE project - *Margherita Roiatti, Fondazione ADAPT*

11:30 – 12:30 / Session 1 – Mainstreaming age into EU employment policies

This session will explore how European policies can better integrate age-related issues into labour, education, occupational health and safety, and social security systems. It will focus on advancing age equality, creating supportive working environments, expanding lifelong learning, and ensuring adequate pensions and flexible retirement pathways.

Project results and recommendations: Insights from the Qualitative Report on the State-of-the-Art and national training sessions (10 min) Diletta Porcheddu*, Fondazione ADAPT*

Panel discussion (40 min) moderated by Margherita Roiatti*, Fondazione ADAPT*

- Michał Wiktorowicz*, DG JUST Non-Discrimination Unit*
- Klara Perenyi*, DG EMPL Skills Agenda Unit*
- Marina Monaco*, European Trade Union Confederation*
- Maciej Lis, *OECD Pensions and Population Ageing Team*
- Franz Eiffe, *Eurofund Working Life Unit*

Discussion (10min)

Q&A with the audience

12:30 – 13:30 / Lunch break

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13:30 – 14:45 / Session 2 – From policy framework to implementation through social dialogue

This session will focus on the major role of collective bargaining in negotiating and translating age-inclusive principles into concrete workplace measures. Through practical examples, it will explore which age management practices can be effectively applied across different industrial contexts and which challenges arise from deeper structural constraints within the sector.

Understanding age-related workforce challenges across countries and career stages. Application of the PROMISE dashboard (10 min) Sem Vandekerckhove*, HIVA-KU Leuven*

Panel discussion (45 min) moderated by Sem Vandekerckhove*, HIVA-KU Leuven*

- Judith Kirton Darling*, IndustriAll European Trade Union*
- Delphine Rudelli, *Ceemet*
- Isabella Mica, *Fim Cisl Monza Brianza Lecco*
- Giorgio Sabba, *Fim Cisl Liguria*
- Dursun Alhan, *Türk Metal Sendikası*

Discussion (15min)

Q&A with the audience

14:45 – 15:00 / Closing

- Conclusion – *Massimiliano Nobis, Fim Cisl Nazionale*

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