



ONLINE

EMPLOYMENT POLICY

DEMOGRAPHIC CHANGE

# GENERATIONS AT WORK: TURNING DEMOGRAPHIC CHANGE INTO EMPLOYMENT OPPORTUNITIES

23 NOVEMBER – 11 DECEMBER 2026

 3 WEEKS, 12 HOURS OF LEARNING

*Information Note*



International  
Labour  
Organization



International Training Centre

# BACKGROUND

Demographic change is reshaping societies and labour markets across the world, creating both challenges and opportunities for employment, economic development and social inclusion. While many advanced economies are experiencing population ageing and shrinking workforces, several emerging and developing countries continue witnessing rapid growth in their youth populations. These contrasting demographic trends have important implications for job creation, labour market participation, productivity, skills development and social protection systems.

Despite their different circumstances, younger and older workers often face common barriers to accessing decent work. Age-related stereotypes, discrimination, skills mismatches and inadequate employment opportunities can limit their participation in the labour market and prevent societies from fully benefiting from the potential of all generations. At the same time, demographic transitions call for employment and labour market policies that respond to the evolving needs of workers and enterprises throughout the life course.

Building inclusive labour markets for all ages requires a comprehensive and coordinated policy response. Employment-friendly macroeconomic and sectoral policies, effective active labour market policies, accessible employment services, lifelong learning opportunities and adequate social protection systems all have a critical role to play. Promoting intergenerational solidarity and combating ageism are equally essential to fostering inclusive workplaces and ensuring that demographic change translates into opportunities rather than inequalities.

Organized by the Employment Policy and Analysis Programme of the ITCILO in collaboration with the Employment, Skills and Sustainable Enterprises Department of the ILO, this course will explore how demographic transformations affect labour markets in different regional and development contexts and how policies can support productive employment and decent work across generations. Drawing on ILO research, international experiences and practical examples, the course will equip participants with the knowledge and tools to design more inclusive, age-responsive employment and labour market policies, while promoting dialogue and knowledge sharing among participants.

## COURSE OBJECTIVES

This course aims to strengthen the capacities of policymakers, social partners and other labour market actors to understand and respond to demographic changes through inclusive employment, skills development and social protection policies that promote decent work opportunities for people of all ages.

Through a combination of expert insights, international experiences, practical examples and peer-to-peer learning, the course will encourage participants to exchange knowledge, reflect on policy responses and identify approaches that can be adapted to their respective national contexts.

By the end of the course, participants will be able to:

- Analyse demographic trends and their labour market implications, using relevant indicators to assess the challenges and opportunities arising from ageing and youthful populations across different economic and development contexts.
- Identify and address age-related stereotypes and discrimination, recognizing the impact of ageism on equal opportunities, labour market participation and inclusion for younger and older workers.
- Explore age-responsive employment and labour market policies, including macroeconomic and sectoral strategies, active labour market policies and employment services, to promote job creation and labour market participation across generations.

- Examine the role of skills development, lifelong learning and social protection systems in facilitating school-to-work transitions, supporting longer and productive working lives, and enabling workers to adapt to changing labour market demands.
- Promote intergenerational solidarity and inclusive labour markets, identifying policy approaches and good practices that foster cooperation, equal opportunities and decent work for all age groups.

## CONTENT

The course consists of four modules:

### **MODULE 1:**

#### **OLD, YOUNG, OR BOTH? UNDERSTANDING THE IMPACT OF DEMOGRAPHIC CHANGE ON LABOUR MARKETS**

This module will identify demographic trends in societies and analyse their different impacts on labour markets in advanced, emerging and developing countries, by addressing the following issues:

- What are the most recent trends linked to demographic changes?
- What are the key indicators that help us analyse demographic changes and their impact on labour markets, and why is it important to measure them?

### **MODULE 2:**

#### **TOO OLD OR TOO YOUNG? HOW TO BREAK AGE BARRIERS**

Existing perceptions regarding younger and older workers are among the challenges that hinder the integration of these age groups into the workforce. Overcoming them is a precondition for successful inclusion. This module will discuss:

- What is ageism?
- Why does ageism hinder integration and equality?
- What forms of ageism exist in the workplace?
- What are the responsibilities of societies, governments, workers and employers in overcoming ageism?

### **MODULE 3:**

#### **JOBS FOR EVERY GENERATION: DESIGNING EMPLOYMENT POLICIES THAT WORK**

This module will focus on the role of policies in responding to and supporting a changing workforce, by examining:

- How can macroeconomic policies ensure age-sensitive job creation?
- How can sectoral policies respond to the needs of ageing or youthful workforces?
- How can active labour market policies contribute to the activation and integration of young and older workers, and what role should employment services play in their implementation?

## MODULE 4:

### SKILLS AND PROTECTION FOR A LIFETIME: RETHINKING LEARNING, CAREERS AND SOCIAL PROTECTION

As populations age, continuous upskilling and reskilling become crucial to ensure that workers of all ages can adapt to changing labour market demands. At the same time, mismatches between people's capacities and labour market requirements need equal attention. This module will explore how social protection and skills policies and systems can support longer working lives, improve school-to-work, work-to-work and work-to-retirement transitions, foster intergenerational solidarity and facilitate career developments across the life-cycle.

- What is lifelong learning and why is it essential in ageing societies?
- How do education and training systems need to adapt to demographic realities?
- What role can governments, enterprises, social partners and labour market institutions (including public employment services) play in promoting reskilling and upskilling across the life course?
- Why are well-functioning social protection systems so important?
- Which relevant policies and good practices exist?

## WHO ATTENDS THIS COURSE?

The course is designed for professionals working in the field of employment and labour market policies, including government officials; representatives of workers' and employers' organizations; international organizations and development agencies; private sector entities; research and higher education institutions; civil society organizations; and individual practitioners and consultants working on the issue.

## FORMAT AND METHODOLOGY

The course will take place fully online from **23 November** to **11 December 2026**, over a period of three weeks, through the ITCILO eCampus platform.

Delivered by ILO experts and other international specialists and practitioners, the course will combine online learning materials, live webinars with experts, interactive activities and peer-to-peer exchanges.

The four modules will be delivered progressively over the three weeks, allowing participants to explore the different dimensions of demographic change and their implications for inclusive labour markets. Participants will be encouraged to engage actively in discussions, share country experiences and reflect on policy approaches relevant to their national contexts.

The course follows a learner-centred approach, combining theoretical insights, practical examples and opportunities for knowledge sharing to foster an interactive and engaging learning experience.

A certificate of participation will be issued to participants who meet the course requirements regarding participation and completion of learning activities.

**LIVE WEBINARS WILL TAKE PLACE ACCORDING TO THE SCHEDULE BELOW, THEY WILL BE 2-HOURS LONG AND START AT 2PM TURIN TIME:**

| Webinar   | Timing                                           | Topic                                                                                       |
|-----------|--------------------------------------------------|---------------------------------------------------------------------------------------------|
| Webinar 1 | Week 1 <b>Wednesday 25<sup>th</sup> November</b> | Old, young, or both? Understanding the impact of demographic change on labour markets       |
| Webinar 2 | Week 2 <b>Wednesday 2<sup>nd</sup> December</b>  | Too old or too young?<br>How to break age barriers                                          |
| Webinar 3 | Week 2 <b>Friday 4<sup>th</sup> December</b>     | Jobs for every generation:<br>designing employment policies that work                       |
| Webinar 4 | Week 3 <b>Wednesday 9<sup>th</sup> December</b>  | Skills and protection for a lifetime:<br>rethinking learning, careers and social protection |

Participants are required to block their agenda accordingly and to actively attend these webinars. A certificate of participation will be issued for participants who complete the required criteria set through participation frequency and activity completion.

\*Kindly note that the date and time of the webinars might still change due to speakers' availability. Any updated information on this will be provided to you in due time ahead of the course start.

## HOW TO APPLY

You can find the application form here: <https://oarf2.itcilo.org/DST/A9719116/en>

Deadline for application is: **18 November, 2026**

Tuition fees : **€1010**

ITCILO has a limited number of fellowships available for developing countries that may cover part of the tuition fees! If eligible, early applicants will be given priority so, if interested in the course, please enquire as soon as possible. You will be able to add your request for an ITCILO fellowship directly in the application form mentioned above.

## INFO

### FOR FURTHER INFORMATION PLEASE CONTACT

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**COURSE CODE: A9719116**