

# THE INTERSECTION OF GOVERNMENTAL POLICIES AND CORPORATE STRATEGIES: POPULATION AGING AND THE SILVER ECONOMY

Michele Galeotti <sup>\*</sup>, Edoardo D'Andrassi <sup>\*\*</sup>,  
Riccardo Savio <sup>\*\*\*</sup>, Francesca Ventimiglia <sup>\*\*</sup>

<sup>\*</sup> Department of Law and Business of Productive Activities, La Sapienza University, Rome, Italy

<sup>\*\*</sup> Department of Business Studies, Roma Tre University, Rome, Italy

<sup>\*\*\*</sup> Corresponding author, Department of Law and Business of Productive Activities, La Sapienza University, Rome, Italy

Contact details: Department of Law and Business of Productive Activities, La Sapienza University, via del Castro Laurenziano, 9, Rome, RM, Italy



## Abstract

**How to cite this paper:** Galeotti, M., D'Andrassi, E., Savio, R., & Ventimiglia, F. (2024). The intersection of governmental policies and corporate strategies: Population aging and the Silver Economy. *Corporate Ownership & Control*, 21(4), 117–128. <https://doi.org/10.22495/cocv21i4art10>

Copyright © 2024 The Authors

This work is licensed under a Creative Commons Attribution 4.0 International License (CC BY 4.0). <https://creativecommons.org/licenses/by/4.0/>

**ISSN Online:** 1810-3057

**ISSN Print:** 1727-9232

**Received:** 13.09.2024

**Accepted:** 23.12.2024

**JEL Classification:** A13, E61, H75, L16, M14, M19, M20, M48, Q01

**DOI:** 10.22495/cocv21i4art10

This study examines the strategies adopted by Eurozone countries to enhance their performance in achieving the Sustainable Development Goals (SDGs) while addressing the challenges of population aging. The findings identify Ireland as the top-performing country by 2030 and Latvia as the fastest-growing, both adopting an integrated approach that leverages the interconnections between SDGs. These insights contribute to the understanding of policy design aligned with the 2030 Agenda for Sustainable Development, emphasizing the critical role of businesses in supporting sustainable population aging. By integrating corporate strategies with governmental policies, companies can drive innovation in the Silver Economy (SE), create age-inclusive products and services, and strengthen their social responsibility efforts. The study provides actionable recommendations for governments and businesses to collaboratively develop strategies that promote economic growth, social inclusion, and long-term sustainability.

**Keywords:** Silver Economy, Active Aging, Inclusion

**Authors' individual contribution:** Conceptualization — E.D. and F.V.; Methodology — R.S.; Formal Analysis — E.D. and R.S.; Writing — E.D., R.S., and F.V.; Resources — F.V.; Supervision — M.G.; Writing — Review & Editing — M.G.

**Declaration of conflicting interests:** The Authors declare that there is no conflict of interest.

**Acknowledgements:** Project ECS 0000024 Rome Technopole, CUP: F83B22000040006, NRP Mission 4 Component 2 Investment 1.5, funded by the European Union — NextGenerationEU.

## 1. INTRODUCTION

In recent years, scholars have been giving more importance to the Silver Economy (SE), defined as the economic activities related to production, consumption, and trade of goods and services relevant for older people (Varnai et al., 2018). This

interest shows, especially for Europe, that the continuing aging of the population is shaping an increasing range of sectors. For instance, the aging of our population is expected to affect the pension system and the number of people of working age that will support more and more older people (Heisler & Bandow, 2018). For this reason,

the dependence ratio of older people (i.e., those aged 65 and over as a proportion of those aged 20–64) will rise from the current figure of 22% to 46% (Organisation for Economic Co-operation and Development [OECD], 2003). Moreover, the aging of the population is continuing to shift consumption more and more on different and new sectors, related to the needs of older people (Gelb, 1982; Stolnitz, 1982). In this context, it is crucial for businesses to adapt to a shrinking customer base and to meet a demand driven by the tastes and needs of older people (Thompson & Thompson, 2009) who in some sectors represent the predominant share of demand, although often not adequately considered (Matsuno & Kohlbacher, 2019).

In addition, the SE also concerns companies with particular reference to issues of ownership and management structures, as these can influence the composition, characteristics, and knowledge of both shareholders and directors.

Furthermore, it is well known that corporate governance of companies varies by nation and its policies, and, in this context, understanding what policies are adopted by nations to support SE, also with reference to the pursuit of the Sustainable Development Goals (SDGs), is particularly relevant.

At the same time, governments are faced with the task of identifying the correct allocation of resources to support the sustainable growth of this segment of the population (Kaye Nijaki & Worrel, 2012), even considering the goals set by the 2030 Agenda.

Although numerous studies have been published on the development of SE (Schewe, 1989) and the degree of implementation of the SDGs (Dello Strologo et al., 2021; Boto-Álvarez & García-Fernández, 2020; Hettich et al., 2017), to the best of the authors' knowledge, no research has used an integrated approach to understand what policies have been adopted by countries about this issue concerning the SDGs in order to identify the changing scenario in which companies operate and the possible impacts in terms of both ownership and corporate governance.

Such analysis, however, seems crucial, as with the increasing aging of the population an increasing share of gross domestic product (GDP) will be generated by the sale of products and services dedicated to this segment of the population, and governments' spending will be focused on policies to support older people (Papapetrou & Tsalaporta, 2020). Businesses cannot passively undergo such substantial changes in the internal and external environment and must find strategies to accommodate and exploit this ongoing change.

Indeed, the implications of SE are not limited to social and economic challenges but directly involve the functioning of enterprises. The growing demand for age-oriented goods and services, changes in the workforce, and the seniority of entrepreneurs and board members make it essential for companies to redefine their strategies. This context requires not only the adoption of age-friendly policies and the promotion of generational diversity on boards and in the wider business environment, but also careful planning of generational transition, especially in family businesses, and the development of public-private partnerships (PPPs) to address emerging challenges and align with the SDGs.

The present study fills this gap by determining, in line with what has been done in previous literature (Firoiu et al., 2019), using a quantitative analysis based on data provided by Eurostat, the state of implementation of the SDGs in favor of sustainable aging to identify the nations that will present the best results by 2030, also in terms of growth. A qualitative analysis (Yin, 2018) was also conducted to study the policies that these countries have implemented to understand which interventions ensure a functional allocation of resources to fulfill the commitments made by signing the 2030 Agenda. The analyses carried out show that the best-performing nations by 2030, including in terms of growth, are Ireland and Latvia. Both countries have adopted an integrated approach that builds on the relationships between the SDGs. Furthermore, it was possible to detect that both countries are allocating resources to preventive activities that appear to be the ones that will maximize, in the medium to long term, the results obtained. It is believed that the study can make numerous contributions to the debate on SE development and the policies adopted by governments in support of sustainable development that considers population aging. The ten-year period (2010–2020) of analysis considered and the understanding in the study of different SDGs allows for assessing the effects of policies adopted by nations and considering the relationships between the goals. It is therefore believed that the results of this study can be relevant for both governments and businesses that, due to their respective competencies, must be enabled to assess the effectiveness of the policies adopted, understand what a correct allocation of resources could be, and take action in areas that appear to be lacking.

The paper is organized as follows. After the introduction, Section 2 presents the literature review, Section 3 shows the methodology adopted while Section 4 shows the results obtained. Finally, Section 5 shows the conclusions, the limitations of the work, and a possible research agenda.

## 2. LITERATURE REVIEW

### 2.1. The Silver Economy

Although the relevance of SE in the global economy is growing, there are still many aspects that need to be explored in depth. Research has often treated the SE market as a homogeneous segment (Hettich et al., 2017), and both in practice and in the literature, there is a perception that this consumer segment is irrelevant and of little value that can be ignored (Thompson & Thompson, 2009). It should not be forgotten, however, that according to Zolli (2006) the age of the population, together with other factors such as wealth and geographical location, can shape society, politics, and economy and, in some cases, determine which businesses can remain in the market and which, instead, can fail. Some studies have focused on the influence of population aging on economic growth. Prior scholars argue that the relationship between economic growth and population aging is negative (Lee et al., 2017). Lee and Shin (2019) showed that population aging negatively affects economic growth only when it reaches a certain level, and its negative effects

grow nonlinearly as population aging deepens. However, there are also opposite findings. Prettnner (2013) proved that this relation is reversed. He examined the influence of population aging on long-term endogenous economic growth. His results show that the increase in longevity has a positive impact on GDP per capita output growth. Furthermore, he claims that the positive longevity effect dominates the negative fertility effect, and therefore, population aging fosters long-run growth in the endogenous growth framework. Considering the effect of the aging process on the public sector in Europe, the most frequent areas inspected by academics are pro-family policy, labor supply, intergenerational distribution of consumption and income, sources of increased employment of the elderly, retirement age, population aging in conditions of intensive international migration, and long-term care. Other scholars analyzed population aging in the context of demographic challenges and social policy, and some others addressed the issues of the economic effects of aging, with a particular emphasis on the pension system (Caridà et al., 2022). The aging of the population has been considered a multidimensional process involving several changes, among which biological, social, and psychological changes are particularly important. Therefore, understanding this phenomenon is not straightforward and it is necessary to assess all its facets (Moschis, 2012). One strand of research has shown that there is a disconnect between the chronological and subjective age of consumers (Sudbury-Riley et al., 2015); in the study of Westberg et al. (2021), it was found that all subjects interviewed indicated that they felt ten years younger than their biological age. This phenomenon will be more pronounced if more governments adopt inclusive policies in favor of older people in line with the goals set by the 2030 Agenda. Such policies are also important because, in many cases, the latter still face negative stereotypes linked to a decline in psycho-physical capacities that do not allow for the full development of SE in countries (Makita et al., 2021; Grossman, 2005). In addition to stereotypes, older people face technological barriers (Caspi et al., 2019). Although studies that have addressed the needs and interests of older people have mainly focused on issues such as housing and healthcare (Özsungur, 2020), part of the doctrine has noted that numerous needs of older people involve the use of technology, both in contact with loved ones and to meet their personal and leisure needs (Iancu & Iancu, 2020). Population aging is a global phenomenon that has strong implications for civil society, governments, organizations, public service providers, and, last but not least, businesses (Razin et al., 2002).

In this context, it is crucial that businesses understand that the customer base is shrinking and that they must adapt to meet a demand that will be driven by tastes, but especially the needs of older people. Even today, many businesses fail to be responsive in their strategies when it comes to the aging population, which is one of the great challenges of our time (Matsuno & Kohlbacher, 2019; Stroud & Walker, 2013). Moreover, at the same time, companies must build and maintain a profitable and sustainable business model (Brillinger et al., 2020). The issue of population aging is even more relevant for governments, both central and local. Studies on

this topic have focused on the effects of aging on national economies and especially on the relationship between aging and growth, including the expenditure that governments must incur on health services (Marešová et al., 2015). As the population ages, the costs to governments related to service delivery will change substantially generating a broad impact on central and local governments facing increased public spending (Davies & James, 2016). From this perspective, national governments have identified population aging as one of the main risks to the financial sustainability of many countries, especially at the local level (Kim, 2018). However, the challenges related to aging have been addressed through policies based mainly on subsidies (Darton et al., 2010), cuts in other services (Kiewiet & McCubbins, 2014), and contracting out services to private individuals (Stolt et al., 2011), which have been ineffective in many cases (Andrews & Dollery, 2021). This includes studies that have investigated possible alternative approaches to cope with the negative effects of an aging population (Billings & Leichsenring, 2006). Despite the relevance of the topic, only a few studies have focused on the analysis of effective resource allocations (Andrews & Dollery, 2021), and only in rare cases have the policies of certain countries been analyzed that are giving increasing importance to the phenomenon (Valkama & Oulasvirta, 2021).

Among these, some scholars have highlighted the role of collaboration between governments and agencies which appears to be able to increase the satisfaction of older people's needs (Warner & Zhang, 2021). Furthermore, some studies have found that the negative effects of population aging can be mitigated by adopting policy interventions that support healthy and active aging (Cylus & Al Tayara, 2021). Therefore, the need to use a holistic approach to aging has emerged that can encompass the policies adopted by governments in an integrated way (Davey & Glasgow, 2006). Businesses and governments will therefore have to adapt to an aging market and, although this change is not easy, it seems crucial because SE consumers will be able to support the development and permanence of businesses in the market. It is for this reason that both central and local governments must encourage the development of this sector and pursue a sustainable aging of the population (de Mello, 2021). In this perspective, in line with the 2030 Agenda, there is a need for governments to pay more attention to policies, aimed at fostering and integrating older people and, for research, to analyze which tools can be used by nations to achieve the SDGs necessary to foster the sustainable development of the older population and, consequently, of nations.

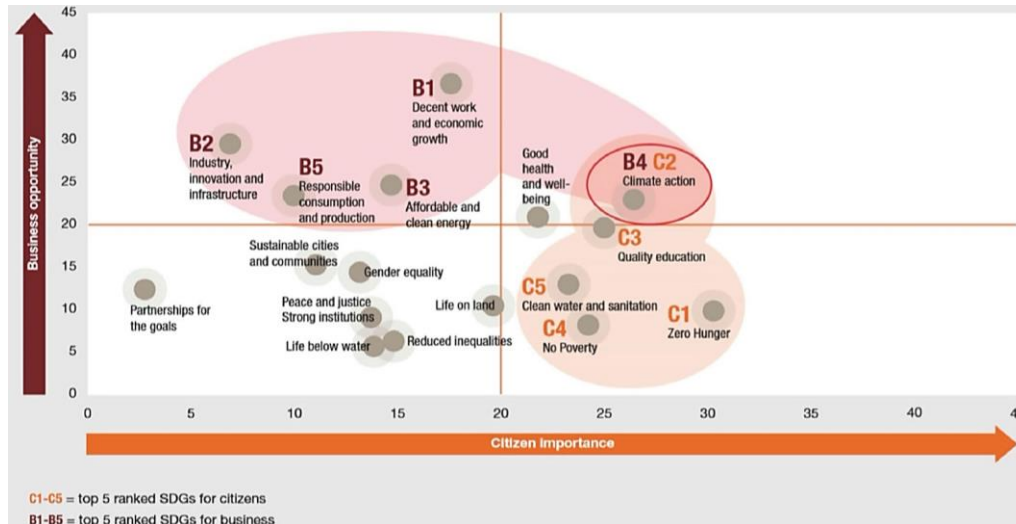
## 2.2. The Sustainable Development Goals

From the above, it is crucial for nations to adopt inclusive and sustainable development policies in favor of an aging population, because the SDGs incorporate parallel efforts to enhance economic growth and make decisions on a range of education, health, social protection, and employment issues. The 17 SDGs are well-known and accepted both academically and politically and recommend action in numerous social and environmental fields. The 17 SDGs consist of 169 targets and more than

500 indicators (Dello Strologo et al., 2021). However, even if the targets are many and are all relevant, companies are selective in SDGs implementation, as shown by the survey by Preston and Scott (2015), through which it has been demonstrated that just 1% of companies have planned to assess their impacts

on all the 17 SDGs and 34% have planned to assess some SDGs that are relevant to their business. In this specific case, only a few of the top-ranked SDGs are in common for citizens and businesses, as visible in Figure 1 below.

Figure 1. Business impact and opportunity in implementing SDGs



Source: Based on Preston and Scott (2015).

The pursuit of sustainability goals has become an increasingly central objective for policymakers, who must therefore seek to make effective use of resources (Kaye Nijaki & Worrel, 2012; McGill, 1994).

More than five years after their introduction, the SDGs have been widely investigated by scholars who are analyzing their evolution and diffusion (Ionescu et al., 2020), also regarding specific SDGs (Dello Strologo et al., 2022; Firoiu et al., 2021; Hegre et al., 2020). Several studies have focused on the degree of implementation of individual states' policies in the pursuit of sustainability (Kaye Nijaki & Worrel, 2012) and, in particular, in fulfillment of the 2030 Agenda (Dello Strologo et al., 2021; Firoiu et al., 2019), whereas others have analyzed the relationships between SDGs (Hegre et al., 2020). In this regard, it has been noted that to achieve the 2030 Agenda's goal of leaving no one behind, it appears relevant to understand the relationships between the SDGs and in particular the synergies or trade-offs (Weber, 2017; Nilsson et al., 2016). It has therefore been noted that it is important for governments to be aware of the synergies between SDGs and to be able to exploit them (Pradhan et al., 2017).

Governments and cities are the key players in the development and implementation of the SDGs (Matos et al., 2023).

The level achieved by countries for the SDGs is indeed a permanent concern for policymakers, but also businesses (Firoiu et al., 2021). Thus, it can be said that the implementation of the SDGs has been and is a challenge for all countries (Ionescu et al., 2020).

In this context, measuring the effectiveness of public resource allocation in pursuit of sustainability goals allows governments to verify the creation of value for citizens (Matos et al., 2023), which is the goal of all organizations (Matos et al., 2023; Try & Radnor, 2007).

Even if SDGs have been widely investigated by academics and are a permanent concern for policymakers, to the best of the authors' knowledge there are no studies specifically focused on the implementation of the SDGs in favor of older people, despite the continuous growth of this category of people that will affect our world in the next years. Particularly relevant for the analysis of SDGs in the interest of older people is the report of the HelpAge Global Network (Rudge, 2020), a global network advocating for the rights of older people, which has identified which SDGs appear to be relevant for the inclusion of the older population and which policies should be adopted (Table 1). SDGs will therefore be analyzed in this study.

Table 1. Aging and the SDGs

SDG	Recommendation for governments
1	Adopt pension schemes that provide income security for all people as they get older.
3	Increase spending on health and care services to meet the needs of an aging population.
4	Ensuring access to learning opportunities for older adults.
5	Combat gender inequality and adopt policies and programs in support of the rights of older women.
8	Combat discrimination against people as they age and allow older workers to work if they want to.
10	Enable older adults to participate fully in society through universal social protection and health policies that reduce inequalities.
11	To increase intergenerational engagement, invest in safe, cheap, and accessible housing and public transit.

Source: Authors' elaboration.

### 2.3. The Silver Economy and business: Threats and opportunities

The aging population presents significant economic and social challenges, extending their impact to businesses and governments alike. The increasing dependency ratio and declining support ratio (SR) — the ratio of active workers to the non-active population — highlight growing pressures on economic and productive resources. In Europe, the current producer-to-consumer ratio of 1.12 (84 producers per 100 consumers) is projected to decline to 1.44 by 2050, placing an even greater burden on the active labor force (Harper, 2016). These demographic shifts necessitate urgent reforms in workforce policies and a strategic reevaluation of business practices to address these evolving challenges (Lee, 2015; Lee & Mason, 2017).

Businesses, as key actors within the economic system, play a vital role in addressing these transformations and supporting governments in meeting the SDGs (Ortar et al., 2024; Attah-Boakye et al., 2024). Magnus (2009) emphasizes that companies must adopt proactive measures to adapt to demographic realities, including implementing age-friendly workplace policies and tackling ageism. Many industries have already embraced innovative approaches to accommodate older workers. For instance, automotive giants such as BMW and Daimler AG have implemented programs to leverage the value of an aging workforce and enhance workplace sustainability through tailored solutions (Anderson, 2013; Streb & Voelpel, 2009). Similarly, Ferrero has pioneered initiatives to recognize and harness the potential of older employees, beginning as early as 2013.

Corporate participation extends beyond internal workforce policies, as businesses can serve as critical partners for governments in achieving the SDGs. By investing in innovation and social responsibility, companies can complement public policies to address demographic challenges. For example, businesses can develop age-inclusive products and services, enhance healthcare technologies, and promote social inclusion through targeted initiatives. Such collaborative efforts can amplify the impact of governmental policies and accelerate progress toward the 2030 Agenda.

Demographic aging also influences corporate governance, prompting companies to reassess the composition of their boards of directors (BoDs). Generational diversity on BoDs presents opportunities for inclusive decision-making and innovative policy development to address the needs of aging populations. However, managing age diversity requires specific strategies, such as succession planning for leadership roles and implementing robust anti-discrimination measures. Research indicates that senior representation on BoDs can foster social innovation and deepen corporate commitments to the SDGs (Post et al., 2011; Xu et al., 2018).

A sector particularly affected by demographic aging is family-owned businesses, where generational transitions are critical. Succession planning in these enterprises not only ensures continuity but also requires rethinking governance structures to sustain long-term business success. For instance, in Italy, more than half of family

business owners are over 60 years old, yet only 30% of businesses successfully transition to the second generation (Corbetta, 2010). Strategic management of these transitions is essential to prevent crises and discontinuity while presenting opportunities for business renewal and responsiveness to changing market dynamics (Ward, 2011).

Public-private partnerships (PPPs) provide a strategic avenue for aligning corporate strategies with governmental policies to address the challenges of the SE and achieve the SDGs. Collaborations between the public and private sectors can drive innovation in areas such as healthcare, eldercare, and social services, while also addressing infrastructural gaps. These partnerships can enhance project governance, foster resource sharing, and create integrated solutions that meet the needs of aging populations. Moreover, they can accelerate the achievement of SDGs by promoting sustainable practices, social responsibility, and inclusivity in business operations. Ultimately, PPPs strengthen the social role of businesses and highlight their importance as essential collaborators in global development efforts (Mayer & Fiorella, 2021; Gartenberg et al., 2019).

### 3. RESEARCH METHODOLOGY

To achieve the objective of this study, a mixed quantitative-qualitative method was used, which is widely used in the literature on the degree of implementation of the SDGs (Dello Strologo et al., 2022; Boto-Álvarez & García-Fernández, 2020; Firoiu et al., 2019). Through the quantitative analysis, it was possible to determine the countries for which it is reasonable to believe that they will obtain the results that will allow greater development of the SE. Qualitative analysis, on the other hand, allows for the identification and analysis of the policies used by the nations identified through quantitative analysis. The use of a qualitative methodology allowed the authors to gain a greater understanding of the context that supports the pursuit of the SDGs set for the inclusion of older people and, consequently, the development of SE. Eurozone countries were analyzed as their relative commitment to adopting policies in line with the 2030 Agenda (Salaris et al., 2020; Dello Strologo et al., 2021) and they appear to be those for which there is a higher rate of population aging (Varnai et al., 2018).

To carry out the quantitative analysis, the authors used the data provided by Eurostat extracted on January 15, 2022 (Eurostat, n.d.). Data from 2010 were used for the analysis. The authors considered a period of ten years to assess the effects of policies adopted because governments implemented policies in favor of sustainable development even when the Millennium Development Goals were in force (Sachs, 2012). In order to determine the value that the individual indicators will obtain in 2030, according to the previous literature on the degree of implementation of the SDGs, the authors used the FORECAST.ETS function of the Excel software (Boto-Álvarez & García-Fernández, 2020; Firoiu et al., 2019). This function identifies, based on a set of historical data, the value that a variable will assume in the future by

assigning decreasing weights to the older results in time (Hyndman & Athanasopoulos, 2018). This methodology, therefore, appears to be the most suitable to achieve the objectives of the present study (Canela et al., 2019). In addition, the authors wanted to determine the trend in the results of individual countries to understand whether the policies adopted will lead to an increase or decrease in the results of individual indicators. Therefore, the dynamic index (DI) was used, whereby the values assumed by a variable are compared over time according to the following formula (Firoiu et al., 2019):

$$I_{(n/1)} = Y_n/Y_1 \times 100 \quad (1)$$

where  $Y_n$  and  $Y_1$  represent the value of the same indicator in the two different periods considered.

For each indicator, the data to be obtained in 2030 were compared with the 2015 data provided by Eurostat. Through this process, it is possible to determine whether the SDGs data recorded at the time of their introduction will improve or deteriorate at the end of the 2030 Agenda because of the policies adopted by the countries. In order to determine which nations had the best policies to support SE for each SDG, the analyzed indicator was assigned a value to each nation. The best-performing nation has been assigned a value of 1 and then values were assigned in ascending order. The sum of the values assigned to each country determined the one with the lowest scores and therefore the best. The two countries with policies in favor of SE development were then the subject of the qualitative analysis. It should be noted that by making this classification, indicators that were not collected by Eurostat over time (SDGs 2.1, 5.1, 8.2, 8.2a) and countries, for which it was not possible to determine the forecast value to 2030 or the DI value, were excluded. The procedure adopted resulted in

a sample of countries listed in Table 2. In order to conduct the quantitative analysis, the technique of case studies was used, which is widely used in the literature to investigate contemporary phenomena in their context and obtain an in-depth description of a phenomenon (Yin, 2018; Blaikie, 2000). For the analyzed nations, the data and information underlying the qualitative analysis were sourced utilizing researching institutional documents, i.e., those produced by institutions or individuals in the institutional context of their lives, and official statistics, which provide very credible data and information. Indeed, this documentary source is particularly suitable for policy analysis, as institutional records provide a reliable empirical basis. Moreover, institutional records have an advantage over other data acquisition methodologies in that they represent information material that exists independently of the researcher's action and, therefore, is not affected by the researcher-study interaction (Corbetta, 2014). To maximize the reliability of the results obtained and the validity of the process adopted, triangulation between evaluators was used by the authors (Patton, 2015). Two authors carried out an independent search and drew up their classification of the materials found for one of the two countries analyzed. Subsequently, the authors carried out the same activity about the other countries, and the results obtained were compared: no conflict emerged in the results of the classifications.

#### 4. RESULTS

The findings are listed in Table 2, which shows each country's ranking in the 2030 projection and the DIs.

**Table 2.** Rankings for SDG

Country	Score 2030	Score DI	Ranking 2030	Ranking DI
Czechia	1.303	1.617	8	14
Denmark	1.256	1.413	5	10
Germany	1.281	1.355	6	9
Ireland	888	1.214	1	3
Spain	1.431	1.577	12	11
Croatia	1.365	1.237	10	4
Cyprus	1.370	1.321	11	7
Latvia	1.492	1.132	13	1
Lithuania	1.290	1.593	7	13
Luxembourg	1.324	1.305	9	6
Austria	1.078	1.189	2	2
Portugal	1.198	1.351	4	8
Romania	1.650	1.258	14	5
Finland	1.175	1.578	3	12

Source: Authors' elaboration.

Since the best-performing nations are Ireland and Latvia as they ranked as first in the ranking compiled based on the indicators used as shown in

Table 2, Table 3 shows the main policies adopted for each SDG analyzed.

Table 3. Main policies adopted

SDG	Ireland	Latvia
1	Poverty reduction goals have been outlined since 1997, with a social protection system that supports citizens at all stages of life. A National Action Plan for Social Inclusion was adopted, allowing for greater coordination among departments at the local and national levels (Government of Ireland, 2020).	In the medium term, priority has been given to reducing the poverty rate for employed persons and families, while continuing to improve conditions for the elderly. A social safety net has been activated, with the provision of a guaranteed minimum income, and the employment rate has increased thanks to employability support, especially for young people and the over-50s. An important role is played by local governments that provide numerous additional supports (Cross-Sectoral Coordination Centre [CSCC], 2018).
3	Healthy Ireland (2013–2025), a national framework that focuses on prevention, has been adopted (Healthy Ireland & Department of Health, 2019). Policy direction on health issues is set by several specific plans such as the National Maternity Strategy 2016–2026 or Tobacco Free Ireland. The Sláintecare report outlined a high-level vision and strategy for comprehensive health system reform to be implemented over ten years (Government of Ireland, 2022).	The main health goal is to increase the average number of years of healthy life through the reduction of premature mortality from cardiovascular disease and cancer. A plan to limit the spread of sexually transmitted diseases was approved in 2017 (Centre for Disease Prevention and Control of Latvia [CDPC], 2017). The National Healthy Local Government Network brings together 112 of the 119 local governments that implement health promotion and prevention activities.
4	Since 2018, all children have been entitled to two years of free preschool education. The Education Action Plan provides students with the necessary skills in science, technology, engineering, and math (STEM) (Government of Ireland, 2020). The 2017–2023 Irish Aid Development Education Strategy has been established that provides a framework for education even for adults, and for disadvantaged groups (Irish Aid, 2016).	The National Development Plan (NDP 2021) aims to reduce the number of low-skilled youth and increase the share of students with STEM skills. NDP 2021 seeks to increase the quality of higher education, develop adult education systems, and increase participation. The coherence of the education system with the needs of the labor market has been increased (CSCC, 2021).
5	In 2012, the Electoral Act introduced gender quotas in politics, at least 30% of candidates of each gender, under penalty of losing 50% of state funding. The National Strategy for Women and Girls 2017–2020 was issued, and its vision is to achieve gender equality. This goal was carried out through 139 actions (Department of Justice and Equality, 2017). In 2018 the Domestic Violence Act improved legal protections (Women's Aid, 2018). In 2019, the Gender Pay Gap Information Bill was passed, requiring employers to disclose and justify any pay differences between employees of different genders (Visser, 2019).	Since the Concept Paper on Gender Equality in 2001, policy planning documents have been drafted to minimize gender stereotypes, promote healthy and environmentally friendly lifestyles of women and men, and economic independence and equal opportunities for men and women in the labor market (The United Nations Educational, Scientific and Cultural Organization [UNESCO], 2016). Local governments, non-governmental organizations, state police, and other institutions are cooperating to prevent domestic violence against women (CSCC, 2018).
8	Measures have been taken to ensure that SMEs have access to the financing they need. To attract foreign investment the tax rate is at 12.5% (Becker et al., 2012). In 2011, the Jobs Action Plan was enacted, which helped develop disruptive reforms such as creating incentives for companies to hire the long-term unemployed and launching a single patent portal. Special attention was given to waste management (Department of the Environment, Climate and Communications, 2012), and the tourism sector (Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media, 2019).	The government has gradually increased the minimum wage, and the tax reform implemented since 2018 is designed to reduce labor taxes and increase income for low-income workers. In addition, the tax system incentivizes investment, and the corporate income tax rate of 20% is only paid when dividends are distributed. The national financial institution dedicated to development has been established to provide financial support for start-ups and new product development (CSCC, 2012).
10	The Employment Equality Acts 1998–2011 prohibits discrimination in employment. The protection and promotion of human rights and equality are carried out by the Irish Human Rights and Equality Commission. The Gender Recognition Act 2015 allows all individuals to self-declare their gender identity (Department of the Environment, Climate, and Communications, 2018).	The government has placed reducing inequality as one of the three main medium-term macro-objectives and has implemented policies to increase the employment rate. To increase social inclusion, institutions are facilitating the transition from institutional care to community-based services (CSCC, 2018).
11	Rebuilding Ireland, the Housing and Homelessness Action Plan was launched in 2016. Public transport accessibility is addressed through Ireland's "Access to Transport for All" sector plan in which the Rural Transport Program plays a relevant role (Department of the Environment, Climate, and Communications, 2018).	A development model based on nine municipalities and 21 cities has been adopted, in which cooperation between small and medium-sized cities and towns is essential to develop infrastructure and new types of public service provision (CSCC, 2018).

Source: Authors' elaboration.

Analyses have shown that introducing policies in favor of the aging population requires a long-term governmental commitment (Sachs et al., 2019), which must be understood and embraced by companies in order to seize the opportunities associated with this transformation process. The countries analyzed, following their respective peculiarities, are pursuing the SDGs utilizing different instruments that present common lines. From the analyses carried out, the policies adopted are mainly concentrated in three areas: education, employment, and prevention. Regarding education,

it is noted that it is important both to ensure lifelong learning in employment and to overcome technological barriers that do not allow full inclusion of older people (Iancu & Iancu, 2020). In this context, companies play a fundamental role, as they can both support government policies adopted in this regard through continuous training programs and benefit from interventions aimed at increasing the knowledge of employees who could be redeployed in companies. Employment policies are aimed at decreasing the number of people at risk of poverty, which has a direct impact on people's

ability to actively participate as consumers in the market. In this perspective, particularly relevant appear to be policies in support of SDG 5 on gender equity, which has been indicated as the SDG to which nations should give priority, as it has the most positive relationships with the other SDGs (Dello Strologo et al., 2022) and which must be enhanced within the business (Dello Strologo et al., 2024). From this perspective, particularly relevant appears to be the adoption by Ireland of the Gender Pay Gap Information Bill which is aimed at eliminating any wage gap between men and women (Visser, 2019). Prevention activities are more about people's health and reducing public health expenditure related to reducing premature deaths and the onset of chronic or difficult-to-treat diseases. In this area, the involvement of different actors and institutions at all levels, from central to local, is crucial. These preventive activities appear to be those that maximize the results obtained in the medium to long term (Cylus & Al Tayara, 2021). These areas of intervention, therefore, appear to be the priority areas for countries wishing to adopt policies to support the elderly population and to understand to which interventions to allocate their resources. It is important to note that both countries, which have a well-coordinated implementation system, not only pursue the SDGs but also constantly monitor the policies adopted and implement policy reviews to align results with expectations. In this perspective, the voluntary reviews carried out (Department of the Environment, Climate, and Communications, 2018; CCCC, 2018), which enable the SDGs to be integrated with the problems of individual states, should be considered. The coordination adopted allows for both more accurate monitoring and the provision of more services to citizens (Warner & Zhang, 2021). The monitoring of the implementation of the 2030 Agenda is of paramount importance to these nations and it is providing an important stimulus in adopting policies to fulfill it in a holistic approach (Davey & Glasgow, 2006). In both nations, there are also significant differences in the pursuit of the SDGs within the nation and the next challenge is to standardize the achievement of good results across the country (Dello Strologo et al., 2021). It seems possible to state that both countries seem to have adopted policies in line with the indications provided by the HelpAge Global Network (Rudge, 2020). In this context, it is precisely the role played by companies and their ownership and corporate governance systems that enable the transfer of knowledge and the establishment of policies to support the pursuit of the SDGs, also within the SE.

Indeed, the current demographic context requires companies to adopt an integrated approach to meet the challenges posed by an aging population. Aligning corporate policies and strategies with those adopted by governments in pursuit of sustainability could enable companies to maximize benefits, also in the long term. One of the most relevant aspects concerns the promotion of generational diversity in boards of directors, which not only improves decision-making but also strengthens corporate commitment to the SDGs (Attah-Boakye et al., 2024). However, the implementation of such strategies requires clear policies, such as succession planning in management

roles and continuous monitoring of corporate policies to prevent age discrimination (Post et al., 2011; Xu et al., 2018).

Family businesses, in particular, are an emblematic case of the challenges posed by generational transition. Failure to plan for this process can threaten the survival of the business itself. However, when properly managed, the generational transition can become an opportunity for business renewal and to better respond to market dynamics (Corbetta, 2010; Ward, 2011).

Finally, PPPs emerge as a strategic solution to facilitate the development of innovative solutions, particularly in the health and social care sectors. The integration of public policies and corporate strategies through PPPs can accelerate the achievement of the SDGs by strengthening the social role of business (Mayer & Fiorella, 2021; Gartenberg et al., 2019).

## 5. CONCLUSION

The article presents a mixed quantitative-qualitative analysis aimed at understanding policies that foster SE development in line with the SDGs. The knowledge of the implementation processes of policies, aligned with the goals of the 2030 Agenda, makes it easy to plan legislative interventions and identify areas that require integrative actions (Dello Strologo et al., 2022).

Moreover, measuring the effectiveness of public resource allocation based on indicators provides governments with the data to analyze the effectiveness of policies adopted over time. This could ensure the best use of public resources and, consequently, create value for the lives of citizens and businesses operating in the territory (Matos et al., 2023). This goal, as has been noted, represents the purpose of all organizations (Try & Radnor, 2007).

Among the policies adopted by governments in favor of the 2030 Agenda, those supporting SE appear particularly relevant. Given the aging of many world nations, this field is becoming increasingly important with implications in many areas, from political-institutional and social security (Grossman, 2005), to business economics (Zolli, 2006) and marketing (Thompson & Thompson, 2009). The issue of well-being and inclusion of the components of the SE is increasingly topical and governments must adopt policies to promote their well-being and development. The analyses carried out have highlighted which policies can lead to good outcomes in the SDGs that promote SE development. The authors believe that the academic community, practitioners, and policymakers will be interested in the authors' findings, as they provide practical tools in favor of implementing policies in favor of the SDGs. Indeed, the results of this study could provide governments with useful tools to understand the factors, motivations, as well as effectiveness, of policies adopted in pursuit of the SDGs analyzed. These SDGs are particularly relevant because population aging is an actual problem and an issue that directly affects many nations and they must be able to adopt policies that can both improve the lives of the people involved and use this market sector to foster sustainable growth (Razin et al., 2002). In addition, the results of



the study enable governments to understand where to allocate resources to maximize outcomes in support of the development of sustainable SE growth. The period analyzed allows us to detect the effect of the policies adopted by individual states and identify those that were able to implement the policies that were found to be the most in line with the 2030 Agenda. By enriching the existing literature (Dello Strologo et al., 2022; Dello Strologo et al., 2021; Firoiu et al., 2019; Boto-Álvarez & García-Fernández, 2020), the study contributes to the development of policies that contribute to the pursuit of the SDGs. Incorporating policies aligned with the SDGs requires deep, long-term changes, and nations must be able to implement policies in a short timeframe to achieve the intended outcomes by 2030 (Sachs et al., 2019). Analyses have shown that the states examined have placed a focus on policies aimed at fostering the health, inclusion, and well-being of the older population, with an emphasis on preventive activities, as investing public finances in prevention is less costly than fighting the consequences of harmful behaviors (CSCC, 2018).

In promoting such policies, a crucial role is played by businesses, which can support the process of change adopted by governments by reinforcing the planned initiatives and following them up. Indeed, the challenges posed by demographic aging require integrated responses involving both public policies and corporate strategies. Businesses must adapt not only through innovation in products and services aimed at the elderly population but also by implementing governance policies that promote generational diversity and address the risks associated with generational transition. In particular, family businesses need to strategically plan

the transfer of ownership and management to ensure long-term sustainability. Moreover, PPPs represent an essential lever to develop innovative solutions, strengthening the social role of companies and contributing to the achievement of the SDGs. These joint actions can not only mitigate the effects of an ageing population but also turn a challenge into an opportunity for economic and social progress. Another relevant element concerns the evaluation of these policies at an integrated level; the evaluation of several SDGs allowed us to find that the policies adopted in favor of the elderly led to excellent results in many of the SDGs, confirming the synergies between indicators (Weber, 2017; Nilsson et al., 2016). Although the present study helps to explore in-depth the policies adopted by nations that are performing well in terms of SE-related SDGs, it presents some limitations. First, only two nations and only a few indicators were analyzed. Given the synergies between indicators, other SDGs could influence nations' performance in terms of sustainability for older adults. Future studies could conduct analyses of additional indicators to obtain a greater spectrum of information. In addition, the study relied on public statistics provided by Eurostat. Scholars could deepen the analysis by using national statistics, which can provide more information, and complete the analysis by conducting interviews to understand the perceptions of the people for whom these policies are adopted. A further limitation concerns the availability of data; in fact, only 14 nations from the Eurozone have been analyzed. If in the future nations implement their own statistical offices, it will be possible to carry out comparative analyses considering a greater number of countries.

## REFERENCES

- Anderson, L. B. (2013). How frames present BMW as embracing an aging workforce. *Public Relations Review*, 39(5), 484-490. <https://doi.org/10.1016/j.pubrev.2013.02.003>
- Andrews, R., & Dollery, B. (2021). Guest editors' introduction: The impact of ageing and demographic change on local government. *Local Government Studies*, 47(3), 355-363. <https://doi.org/10.1080/03003930.2021.1906231>
- Attah-Boakye, R., Adams, K., Yu, H., Mali, D., & Lim, H. (2024). Growing old, but paying back: Understanding how age influences corporate social innovation depth and breadth of multinationals in weak institutional contexts. *Management International Review*, 64, 419-458. <https://doi.org/10.1007/s11575-024-00543-7>
- Becker, J., Fuest, C., & Riedel, N. (2012). Corporate tax effects on the quality and quantity of FDI. *European Economic Review*, 56(8), 1495-1511. <https://doi.org/10.1016/j.eurocorev.2012.07.001>
- Billings, J. R., & Leichsenring, K. (2006). *Integrating health and social care services for older persons. Evidence from nine European countries*. Ashgate.
- Blaikie, N. (2000). *Designing social research: The logic of anticipation*. Polity Press.
- Boto-Álvarez, A., & García-Fernández, R. (2020). Implementation of the 2030 Agenda Sustainable Development Goals in Spain. *Sustainability*, 12(6), Article 2546. <https://doi.org/10.3390/su12062546>
- Brillinger, A.-S., Els, C., Schäfer, B., & Bender, B. (2020). Business model risk and uncertainty factors: Toward building and maintaining profitable and sustainable business models. *Business Horizons*, 63(1), 121-130. <https://doi.org/10.1016/j.bushor.2019.09.009>
- Canela, M. Á., Alegre, I., & Ibarra, A. (Eds.). (2019). *Holt-winters forecasting*. In *Quantitative methods for management: A practical approach* (pp. 121-128). Springer. [https://doi.org/10.1007/978-3-030-17554-2\\_13](https://doi.org/10.1007/978-3-030-17554-2_13)
- Caridà, A., Varrone, N., Altimari, A., & Melia, M. (2022). The transformative power of technology to turn the Silver Economy into a gold society: A systematic literature review. *Sinergie*, 40(3), 19-48. <https://doi.org/10.7433/s119.2022.02>
- Caspi, A., Daniel, M., & Kavé, G. (2019). Technology makes older adults feel older. *Aging & Mental Health*, 23(8), 1025-1030. <https://doi.org/10.1080/13607863.2018.1479834>
- Centre for Disease Prevention and Control of Latvia (CDPC). (2017). *Country progress report: Latvia*. [https://www.unaids.org/sites/default/files/country/documents/LVA\\_2017\\_countryreport.pdf](https://www.unaids.org/sites/default/files/country/documents/LVA_2017_countryreport.pdf)
- Corbetta, G. (2010). *Le aziende familiari, strategie per il lungo periodo* [Family businesses, strategies for the long run]. Egea.
- Corbetta, P. G. (2014). *Metodologia e tecniche della ricerca sociale* [Methodology and techniques of social research]. Il Mulino.
- Cross-Sectoral Coordination Centre (CSCC). (2012). *National development plan of Latvia for 2014-2020*. <https://faolex.fao.org/docs/pdf/lat174236.pdf>

- Cross-Sectoral Coordination Centre (CSCC). (2018). *Voluntary national review: Sustainable Development Goals progress report at the high-level political forum*. <https://digitallibrary.un.org/record/3866717>
- Cross-Sectoral Coordination Centre (CSCC). (2021). *National development plan of Latvia for 2021–2027*. <https://www.mk.gov.lv/lv/media/15165/download?attachment>
- Cylus, J., & Al Tayara, L. (2021). Health, an ageing labour force, and the economy: Does health moderate the relationship between population age-structure and economic growth? *Social Science & Medicine*, 287, Article 114353. <https://doi.org/10.1016/j.socscimed.2021.114353>
- Darton, R., Forder, J., Netten, A., Bebbington, A., Holder, J., & Towers, A. M. (2010). Slicing up the pie: Allocation of central government funding of care of older people. *Social Policy & Administration*, 44(5), 529–553. <https://doi.org/10.1111/j.1467-9515.2010.00728.x>
- Davey, J., & Glasgow, K. (2006). Positive ageing — A critical analysis. *Policy Quarterly*, 2(4), 21–27. <https://doi.org/10.26686/pq.v2i4.4209>
- Davies, A., & James, A. (2016). *Geographies of ageing: Social processes and the spatial unevenness of population ageing*. Routledge. <https://doi.org/10.4324/9781315584362>
- de Mello, L. (2021). Population ageing and local governments: Does engagement with the local community change over the lifecycle? *Local Government Studies*, 47(3), 364–385. <https://doi.org/10.1080/03003930.2020.1802253>
- Dello Strologo, A., D'Andrassi, E., & Ventimiglia, F. (2023). The prioritization of the SDGs: Analysis of European policies in favor of gender equality. In P. Paoloni & R. Lombardi (Eds.), *When the crisis becomes an opportunity: The role of women in the post-COVID organization* (pp. 243–254). Springer. [https://doi.org/10.1007/978-3-031-21932-0\\_16](https://doi.org/10.1007/978-3-031-21932-0_16)
- Dello Strologo, A., D'Andrassi, E., & Ventimiglia, F. (2024). The credibility of fashion and luxury companies' sustainability reports and the role of gender equality. In P. Paoloni (Ed.), *Gender issues in the sustainable development era: Emerging evidence and future agenda* (pp. 297–311). Springer. [https://doi.org/10.1007/978-3-031-57193-0\\_17](https://doi.org/10.1007/978-3-031-57193-0_17)
- Dello Strologo, A., D'Andrassi, E., Paoloni, N., & Mattei, G. (2021). Italy versus other European countries: Sustainable Development Goals, policies and future hypothetical results. *Sustainability*, 13(6), Article 3417. <https://doi.org/10.3390/su13063417>
- Dello Strologo, A., Paoloni, N., & D'Andrassi, E. (2022). Recognizing progress on SDG 5 of the 2030 Agenda in Europe: Guidelines for development in support of gender equality. In P. Paoloni & R. Lombardi (Eds.), *Organizational resilience and female entrepreneurship during crises* (pp. 95–110). Springer. [https://doi.org/10.1007/978-3-030-89412-2\\_8](https://doi.org/10.1007/978-3-030-89412-2_8)
- Department of Education. (2021). *Action plan for education*. <https://tinyurl.com/n4d7s44h>
- Department of Justice and Equality. (2017). *National strategy for women and girls 2017–2020*. <https://assets.gov.ie/6427/88cc57e206a34e94aeff2310f2b100d5.pdf>
- Department of the Environment, Climate and Communications. (2012). *A resource opportunity — Waste management policy in Ireland*. <https://www.gov.ie/en/publication/a9d98-a-resource-opportunity-waste-management-policy-in-ireland/>
- Department of the Environment, Climate and Communications. (2018). *Sustainable Development Goals: Voluntary national review 2018*. <https://tinyurl.com/2s3745hd>
- Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media. (2019). *People, place and policy — Growing tourism to 2025*. <https://www.gov.ie/en/publication/7e58d7-people-place-and-policy-growing-tourism-to-2025/>
- Eurostat. (n.d). *Sustainable Development Goals database*. <https://ec.europa.eu/eurostat/web/sdi/database>
- Firoiu, D., Ionescu, G. H., Băndoi, A., Florea, N. M., & Jianu, E. (2019). Achieving Sustainable Development Goals (SDG): Implementation of the 2030 Agenda in Romania. *Sustainability*, 11(7), Article 2156. <https://doi.org/10.3390/su11072156>
- Firoiu, D., Ionescu, G. H., Pîrvu, R., Cismaş, L. M., Tudor, S., & Patrichi, I. C. (2021). Dynamics of implementation of SDG 7 targets in EU Member States 5 years after the adoption of the Paris Agreement. *Sustainability*, 13(15), Article 8284. <https://doi.org/10.3390/su13158284>
- Gartenberg, C., Prat, A., & Serafeim, G. (2019). Corporate purpose and financial performance. *Organization Science*, 30(1), 1–18. <https://doi.org/10.1287/orsc.2018.1230>
- Gelb, B. D. (1982). Discovering the 65+ consumer. *Business Horizons*, 25(3), 42–46. [https://doi.org/10.1016/0007-6813\(82\)90127-6](https://doi.org/10.1016/0007-6813(82)90127-6)
- Government of Ireland. (2020). *Roadmap for social inclusion 2020–2025: Ambition, goals, commitments*. [bit.ly/3YyE5Bs](https://bit.ly/3YyE5Bs)
- Government of Ireland. (2022). *Sláintecare progress report 2022: Right care, right place, right time*. <https://assets.gov.ie/251348/50049595-9b2d-48d2-95ee-b00b53c7f47e.pdf>
- Groepel-Klein, A., Helfgen, J., Spilski, A., & Schreiber, L. (2017). The impact of age stereotypes on elderly consumers' self-efficacy and cognitive performance. *Journal of Strategic Marketing*, 25(3), 211–225. <https://doi.org/10.1080/0965254X.2017.1299787>
- Grossman, R. J. (2005). The under-reported impact of age discrimination and its threat to business vitality. *Business Horizons*, 48(1), 71–78. <https://doi.org/10.1016/j.bushor.2004.10.007>
- Harper, S. (2016). *How population change will transform our world*. Oxford University Press.
- Healthy Ireland, & Department of Health. (2019). *Healthy Ireland*. <https://www.gov.ie/en/campaigns/healthy-ireland/>
- Hegre, H., Petrova, K., & von Uexkull, N. (2020). Synergies and trade-offs in reaching the Sustainable Development Goals. *Sustainability*, 12(20), Article 8729. <https://doi.org/10.3390/su12208729>
- Heisler, W., & Bandow, D. (2018). Retaining and engaging older workers: A solution to worker shortages in the U.S. *Business Horizons*, 61(3), 421–430. <https://doi.org/10.1016/j.bushor.2018.01.008>
- Hettich, D., Hattula, S., & Bornemann, T. (2017). Consumer decision-making of older people: A 45-year review. *The Gerontologist*, 58(6), 349–368. <https://doi.org/10.1093/geront/gnx007>
- Hyndman, R. J., & Athanasopoulos, G. (2018). *Forecasting: Principles and practice* (2nd ed.). OTexts.
- Iancu, I., & Iancu, B. (2020). Designing mobile technology for elderly. A theoretical overview. *Technological Forecasting and Social Change*, 155, Article 119977. <https://doi.org/10.1016/j.techfore.2020.119977>
- Ionescu, G. H., Firoiu, D., Tănăsie, A., Tudor, S., Pîrvu, R., & Manta, A. (2020). Assessing the achievement of the SDG targets for health and well-being at EU level by 2030. *Sustainability*, 12(14), Article 5829. <https://doi.org/10.3390/su12145829>

- Irish Aid. (2016). *Irish Aid Development Education Strategy 2017–2023*. <https://www.ireland.ie/en/irish-aid/news-and-publications/publications/publication-index/irish-aid-development-education-strategy-2017-2023/>
- Kaye Nijaki, L., & Worrel, G. (2012). Procurement for sustainable local economic development. *International Journal of Public Sector Management*, 25(2), 133–153. <https://doi.org/10.1108/09513551211223785>
- Kiewiet, D. R., & McCubbins, M. D. (2014). State and local government finance: The new fiscal ice age. *Annual Review of Political Science*, 17, 105–122. <https://doi.org/10.1146/annurev-polisci-100711-135250>
- Kim, J. (2018). Collaborative leadership and financial sustainability in local government. *Local Government Studies*, 44(6), 874–893. <https://doi.org/10.1080/03003930.2018.1512490>
- Lee, H.-H., & Shin, K. (2019). Nonlinear effects of population aging on economic growth. *Japan and the World Economy*, 51, Article 100963. <https://doi.org/10.1016/j.japwor.2019.100963>
- Lee, H.-H., Shin, K., & Park, D. (2017). Population aging and its impact on economic growth — Implications for Korea. *Economic Analysis*, 196, 159–178. [https://www.esri.cao.go.jp/jp/esri/archive/bun/bun196/bun196h\\_1.pdf](https://www.esri.cao.go.jp/jp/esri/archive/bun/bun196/bun196h_1.pdf)
- Lee, R. (2015). Population aging and the changing economic life cycle: A global perspective. In C. Torp (Ed.), *Challenges of aging* (pp. 31–46). Palgrave Macmillan. [https://doi.org/10.1057/9781137283177\\_3](https://doi.org/10.1057/9781137283177_3)
- Lee, R. D., & Mason, A. (2011). *Population aging and the generational economy: A global perspective*. Edward Elgar. <https://doi.org/10.4337/9780857930583>
- Magnus, G. (2009). *The age of aging: How demographics are changing the global economy and our world*. Wiley.
- Makita, M., Mas-Bleda, A., Stuart, E., & Thelwall, M. (2021). Ageing, old age and older adults: A social media analysis of dominant topics and discourses. *Ageing & Society*, 41(2), 247–272. <https://doi.org/10.1017/S0144686X19001016>
- Marešová, P., Mohelská, H., & Kuča, K. (2015). Economics aspects of ageing population. *Procedia Economics and Finance*, 23, 534–538. [https://doi.org/10.1016/S2212-5671\(15\)00492-X](https://doi.org/10.1016/S2212-5671(15)00492-X)
- Matos, S., Jorge, S., & Moura e Sá, P. (2023). Measuring local public expenditure effectiveness using sustainable development goals. *International Journal of Public Sector Management*, 36(4/5), 440–462. <https://doi.org/10.1108/IJPSM-01-2023-0003>
- Matsuno, K., & Kohlbacher, F. (2019). Firms' (non) responses: The role of ambivalence in the case of population aging in Japan. *Long Range Planning*, 52(2), 236–254. <https://doi.org/10.1016/j.lrp.2018.02.006>
- Mayer, R. E., & Fiorella, L. (Eds.). (2021). Introduction to multimedia learning. In *Multimedia learning* (3rd ed.) (pp. 3–16). Cambridge University Press. <https://doi.org/10.1017/9781108894333.003>
- McGill, R. (1994). Institution development and the notion of sustainability. *International Journal of Public Sector Management*, 7(6), 26–40. <https://doi.org/10.1108/09513559410070560>
- Moschis, G. P. (2012). Consumer behavior in later life: Current knowledge, issues, and new directions for research. *Psychology and Marketing*, 29(2), 57–75. <https://doi.org/10.1002/mar.20504>
- Nilsson, M., Griggs, D., & Visbeck, M. (2016). Policy: Map the interactions between sustainable development goals. *Nature*, 534, 320–322. <https://doi.org/10.1038/534320a>
- Organisation for Economic Co-operation and Development (OECD). (2003). *Ageing societies and the looming pension crisis — OECD reading material*. OECD Publishing. <https://www.europeansources.info/record/ageing-societies-and-the-looming-pension-crisis-oecd-reading-material-2/>
- Ortar, L., Doron, I. I., & Lurie, Y. (2024). Time for corporate gerontology: A systematic literature review. *Ageing International*, 49(1), 197–218. <https://doi.org/10.1007/s12126-023-09537-6>
- Özsungur, F. (2020). Gerontechnological factors affecting successful aging of elderly. *The Aging Male*, 23(5), 520–532. <https://doi.org/10.1080/13685538.2018.1539963>
- Papapetrou, E., & Tsalaporta, P. (2020). The impact of population aging in rich countries: What's the future? *Journal of Policy Modeling*, 42(1), 77–95. <https://doi.org/10.1016/j.jpmod.2019.12.002>
- Patton, M. Q. (2015). *Qualitative research and evaluation methods* (4th ed.). Sage Publications.
- Post, C., Rahman, N., & Rubow, E. (2011). Green governance: Board of directors' composition and environmental corporate social responsibility. *Business & Society*, 50(1), 189–223. <https://doi.org/10.1177/0007650310394642>
- Pradhan, P., Costa, L., Rybski, D., Lucht, W., & Kropp, J. P. (2017). A systematic study of Sustainable Development Goal (SDG) interactions. *Earth's Future*, 5(11), 1169–1179. <https://doi.org/10.1002/2017EF000632>
- Preston, M., & Scott, L. (2015). *Make it your business: Engaging with the Sustainable Development Goals*. PwC. [https://www.pwc.com/gx/en/sustainability/SDG/SDG%20Research\\_FINAL.pdf](https://www.pwc.com/gx/en/sustainability/SDG/SDG%20Research_FINAL.pdf)
- Prettner, K. (2013). Population aging and endogenous economic growth. *Journal of Population Economics*, 26, 811–834. <https://doi.org/10.1007/s00148-012-0441-9>
- Razin, A., Sadka, E., & Swagel, P. (2002). The aging population and the size of the welfare state. *Journal of Political Economy*, 110(4), 900–918. <https://doi.org/10.1086/340780>
- Rudge, M. (2020). *Ageing and the SDGs: Six steps to older people's inclusion*. HelpAge International. [https://action4sd.org/wp-content/uploads/2020/02/Ageing-and-the-SDGs\\_six-steps-to-older-peoples-inclusion\\_Jan-2020.pdf](https://action4sd.org/wp-content/uploads/2020/02/Ageing-and-the-SDGs_six-steps-to-older-peoples-inclusion_Jan-2020.pdf)
- Sachs, J. D. (2012). From millennium development goals to sustainable development goals. *The Lancet*, 379(9832), 2206–2211. [https://doi.org/10.1016/S0140-6736\(12\)60685-0](https://doi.org/10.1016/S0140-6736(12)60685-0)
- Sachs, J. D., Schmidt-Traub, G., Mazzucato, M., Messner, D., Nakicenovic, N., Rockström, J. (2019). Six transformations to achieve the sustainable development goals. *Nature Sustainability*, 2, 805–814. <https://doi.org/10.1038/s41893-019-0352-9>
- Salaris, S., Pereira, E. T., & Marinò, L. (2020). Do gender quotas lead to gender equality? In P. Paoloni & R. Lombardi (Eds.), *Gender studies, entrepreneurship and human capital* (pp. 155–183). Springer. [https://doi.org/10.1007/978-3-030-46874-3\\_10](https://doi.org/10.1007/978-3-030-46874-3_10)
- Schewe, C. D. (1989). Effective communication with our aging population. *Business Horizons*, 32(1), 19–25. [https://doi.org/10.1016/0007-6813\(89\)90019-0](https://doi.org/10.1016/0007-6813(89)90019-0)
- Stolnitz, G. J. (1982). Our main population patterns: radical shifts, cloudy prospects. *Business Horizons*, 25(4), 91–99. [https://doi.org/10.1016/0007-6813\(82\)90032-5](https://doi.org/10.1016/0007-6813(82)90032-5)
- Stolt, R., Blomqvist, P., & Winblad, U. (2011). Privatization of social services: Quality differences in Swedish elderly care. *Social Science & Medicine*, 72(4), 560–567. <https://doi.org/10.1016/j.socscimed.2010.11.012>
- Streb, C. K., & Voelpel, S. C. (2009). Analyzing the effectiveness of contemporary aging workforce management: The case of Daimler AG. *Organizational Dynamics*, 38(4), 305–311. <https://doi.org/10.1016/j.orgdyn.2009.07.006>

- Stroud, D., & Walker, K. (2013). *Marketing to the ageing consumer: The secrets to building an age-friendly business*. Palgrave Macmillan.
- Sudbury-Riley, L., Kohlbacher, F., & Hofmeister, A. (2015). Baby boomers of different nations: Identifying horizontal international segments based on self-perceived age. *International Marketing Review*, 32(3/4), 245–278. <https://doi.org/10.1108/IMR-09-2013-0221>
- The United Nations Educational, Scientific and Cultural Organization (UNESCO). (2016). *Gender equality policy in Latvia*. <https://www.unesco.org/creativity/en/policy-monitoring-platform/gender-equality-policy-latvia>
- Thompson, N. J., & Thompson, K. E. (2009). Can marketing practice keep up with Europe's ageing population? *European Journal of Marketing*, 43(11/12), 1281–1288. <https://doi.org/10.1108/03090560910989885>
- Try, D., & Radnor, Z. (2007). Developing an understanding of results-based management through public value theory. *International Journal of Public Sector Management*, 20(7), 655–673. <https://doi.org/10.1108/09513550710823542>
- Valkama, P., & Oulasvirta, L. (2021). How Finland copes with an ageing population: Adjusting structures and qualizing the financial capabilities of local governments. *Local Government Studies*, 47(3), 429–452. <https://doi.org/10.1080/03003930.2021.1877664>
- Varnai, P., Simmonds, P., Farla, K., & Worthington, H. (2018). *The Silver Economy: Final report*. European Union. <https://data.europa.eu/doi/10.2759/685036>
- Visser, A. (2019). *Bill Digest: Gender Pay Gap Information Bill No. 30 of 2019*. Oireachtas Library & Research Service, Houses of the Oireachtas. <https://data.oireachtas.ie/ie/oireachtas/bill/2019/30/eng/digest/bill-digest-gender-pay-gap-information-bill-2019-115232.pdf>
- Ward, J. L. (2011). *Keeping the family business healthy: How to plan for continuing growth, profitability, and family leadership*. Palgrave Macmillan. <https://doi.org/10.1057/9780230116122>
- Warn, M. E., & Zhang, X. (2021). Serving an ageing population: collaboration is key. *Local Government Studies*, 47(3), 498–517. <https://doi.org/10.1080/03003930.2020.1787166>
- Weber, H. (2017). Politics of 'leaving no one behind': Contesting the 2030 Sustainable Development Goals Agenda. *Globalizations*, 14(3), 399–414. <https://doi.org/10.1080/14747731.2016.1275404>
- Westberg, K., Reid, M., & Kopanidis, F. (2021). Age identity, stereotypes and older consumers' service experiences. *Journal of Services Marketing*, 35(1), 54–64. <https://doi.org/10.1108/JSM-10-2019-0386>
- Women's Aid. (2018). *Guide on the new Domestic Violence Act 2018*. [https://havenhorizons.com/wp-content/uploads/2019/02/Womens\\_Aid\\_Guide\\_To\\_The\\_Domestic\\_Violence\\_Act\\_2018.docx](https://havenhorizons.com/wp-content/uploads/2019/02/Womens_Aid_Guide_To_The_Domestic_Violence_Act_2018.docx)
- Xu, Y., Zhang, L., & Chen, H. (2018). Board age and corporate financial fraud: An interactionist view. *Long Range Planning*, 51(6), 815–830. <https://doi.org/10.1016/j.lrp.2017.08.001>
- Yin, R. K. (2018). *Case study research and applications* (6th ed.). Sage Publications.
- Zolli, A. (2006, January 3). *Demographics: The population hourglass*. Fast Company. <https://www.fastcompany.com/56218/demographics-population-hourglass>