



102 - General Report of the self-assessment tool

Along IO2 there was developed an online tool that provided access to two self-assessment questionnaires for employers and employees regarding age-friendly and active ageing at the workplace. This tool aimed to identify how prepared organisations/employers are to respond to the needs of their older workers and how they structure their processes for an active ageing in the workplace (either to support longer working lives or to provide guidance in retirement preparation), as well as how aware older workers/employees are to early prepare their later years and the process of ageing. The main objective of the instrument is to understand how managers and professionals see active ageing programmes, career development and retirement preparation plans, making a comparison between what managers have already done or intend to do in these matters and how they are received and evaluated by older workers.

The main **purpose** of the present report is to identify the needs for improvement of the online SILVER self-assessment tool, namely the SILVER self-assessment questionnaire for managers and the SILVER self-assessment questionnaire for 55+ workers. Moreover, the report will serve as a base for the understanding of what types of models, strategies and plans should be developed for the course that would be carried out during IO3 and as a first engagement of potential participants with the piloting of the project and as a pre-test for the evaluation of the project. This document will include the national results obtained by means of the testing phase of the two questionnaires in all **7 partner countries**: Romania, United Kingdom, Denmark, Portugal, Greece, Slovenia and France.

Romania

As a general note, the self-assessment tool was disseminated online on EaSI's social media channels (Facebook and LinkedIn) by means of direct posts and sharing the information in various groups that were dedicated to the targeted audiences. Moreover, emails were sent to various HR professionals and partners that could help with the dissemination of the two questionnaires.

Self-assessment questionnaire for HR professionals and managers

23 responses were gathered for the self-assessment questionnaire dedicated to HR professionals and managers. More than half of the respondents belonged to a large size company (250 or over employees), the other half belonged to medium size and micro-size companies. The **main needs** identified by the respondents regarding active ageing at the workplace were:

- the organization/institution should offer more flexible conditions for senior workers
- there should be a frequent examination of the needs of this category of workers



- there should be a programme that uses the expertise of senior workers on the long term

When asked **what strategies are most often mentioned for facilitating active ageing at the workplace**, most of the respondents agreed that their workplace offers a favourable environment for senior workers and that their organization/institution appreciates the professional expertise of senior workers. Half of the respondents mentioned that they offer training opportunities and peer-to-peer programmes for senior workers, whereas the other half answered that they don't offer such services.

Furthermore, the **main impediment identified by the majority of the respondents regarding active ageing at the workplace** was that they don't have enough budget to implement the suggestions of their senior employees.

Self-assessment questionnaire for 55+ workers

7 responses were gathered for the self-assessment tool dedicated to senior workers. The majority of the respondents belonged to a large size company/institution, one belonging to a medium-sized one and one to a micro-sized one. The **main needs** identified by the respondents regarding active ageing at the workplace were:

- the need of professional development opportunities
- the need of contexts to express their views/needs

When asked **what strategies are most often mentioned for facilitating active ageing at the workplace**, half of the respondents answered that they would like to share their expertise after they are going to retire. Moreover, the senior respondents answered that their suggestions are most often taken into consideration by their company/institution, which is a positive aspect. In addition, they mentioned that there are available general training opportunities for them.

The **main impediment** found by the senior workers regarding active ageing at the workplace correlates to the needs that are not properly met by the employer.

Portugal

As a general note, Aproximar used e-mails addressed to specific entities and persons to disseminate the self-assessment tool. These e-mails targeted Human Resources Managers and older workers aged 55+. The instrument was also spread through contact at a town hall for the same purpose. Moreover, Aproximar used publications on social networks to reach more people.

Self-assessment questionnaire for HR professionals and managers

12 responses were gathered for the self-assessment questionnaire dedicated to HR professionals and managers. The **primary needs** identified by the HR professionals and managers regarding the active ageing of senior workers were:

- the need for the organizations to identify retirement adjustments
- the need for the organizations to adjust the workplace's environment to set up gradual retirement
- a dedicated budget is needed to implement older workers' suggestions
- the need for training HR and managers to deconstruct age stereotypes
- the need for the organizations to offer information sessions on life transition issues
- the need for the organizations to have a database of 'retired/close to retirement' senior workers that can support future retired employees
- the need for organizations to adopt a proactive policy regarding the recruitment of older workers

In general, all the retirement transition measures were negatively evaluated, indicating that they do not exist in the organizations.

When asked **what strategies are most often mentioned for facilitating active ageing at the workplace**, the respondents answered: to provide frequent training assessments for all employees and training opportunities for older workers; openness to review the needs of their more senior employees on an annual basis or whenever they asked.

Addressing the **main impediments** found regarding active ageing at the workplace, the HR and managers 'disagree' that their organizations implements measures to prepare their older workers for retirement. Only 2 HR managers report that their organizations assess employees' preparedness for retirement. Half of the respondents mention that their organization doesn't provide flexible working conditions to older workers nor values the experience of older workers through peer-to-peer or mentoring programmes. Most respondents reported not implementing good practices to encourage hiring older workers. Only 1 HR professional/manager said offering training opportunities; 2 reported having flexibility opportunities, and one reported having competitive salaries. HR managers generally "disagree" that their organization has a proactive policy to recruit older workers.

Self-assessment questionnaire for 55+ workers

21 responses were gathered for the self-assessment tool dedicated to senior workers. Most of the older workers seem to be satisfied with their working environment. They reported having access to flexible working conditions and agree that their organization valorizes their experience. Concerning the training **needs**, 8 respondents stated that their organizations did not assess their training needs and 9 state not having training opportunities available in their



workplace. Almost half of the workers feel fully informed about their rights, while the other approximately half feel only partly informed or not aware.

When asked **what strategies are most often mentioned for facilitating active ageing at the workplace**, there was mentioned the opportunity to meet with their employer to discuss their needs whenever they want. However, 8 said this hadn't happened. Along the same lines, almost half of the respondents refer that their suggestions are taken into consideration, and the same number consider that this only happens sometimes. When retired, 12 respondents consider keeping providing expertise/experience as a full-time worker, a part-time worker, a consultant or a volunteer. Most of the respondents seem to be interested in alternative retirement offers, such as progressive retirement, but did show most interest in being a part of a database of 'retired/close to retirement' senior workers who can support future retired employees.

When asked about the **main impediments**, most of the older workers reported feeling very good/ good about retiring. However, some older workers express some fears about this phase, such as: stop being an active person (going to work gives them a routine); feeling unhelpful and in their life's end; feeling fearful of the retirement process due to penalties and cuts in pensioners' salaries. Beyond this, other impediments found by the senior workers regarding active ageing in the workplace relate to the lack of opportunity to participate in information sessions on life transition issues; only three older workers had participated in information sessions like this. Almost half of the respondents indicated that their managers & HR colleagues don't have training in deconstructing age stereotypes and haven't had access to career development opportunities in their organizations.

Slovenia

As a general note, the promotion of the self-assessment questionnaires for managers and 55+ workers was carried out on CIK's social networks (Facebook and LinkedIn), on their website and by presenting the project and its intellectual outputs at our informal and formal meetings inside and outside the organization. Older employees were encouraged to fill out the tool as part of CIK's training programs for employees aged 50+. Managers and HR experts needed much more animation, encouragement and incentive to complete the questionnaire.

Self-assessment questionnaire for HR professionals and managers

20 responses were gathered for the self-assessment questionnaire dedicated to HR professionals and managers. Almost all responding organizations stated that they provide age-friendly working environments and flexible working conditions to workers 55+, but more than 2/3 of them stated that they don't identify, offer or implement alternatives to senior



employees such as part-time work or gradual retirement. Here we can identify a huge gap between the declarative and the actual situation e.g. the gap between understanding what age-friendly working environment are and actual implementation of the principles of age-friendly work.

When asked **what strategies are most often mentioned for facilitating active ageing at the workplace**, all responding managers and HR stated that their organization values the working experience of workers 55+ and provides training opportunities for them, and moreover, majority of them assess training needs for all workers. Almost all organizations provide good career development opportunities to all employees. More than half of responding managers state that they review the needs of their workers 55+ whenever they want, some of them annually and some state that this has not happened yet. Implementation of the 55+ workers' suggestions is almost in all cases done with no extra budget, some organizations report not implementing suggestions of workers 55+ at all. More than half of responding organizations state that they evaluate workers' readiness to retire (open-door policy, retirement questionnaire...) and discuss about the retirement plans with them, but only few offer information sessions on life transition issues.

When discussing **the main impediments**, half of the respondents are stating that their organization doesn't have or implement a pro-active policy regarding the recruitment of senior workers. Only few stated that pro-active policy includes competitive wage and trainings, most of the employers' state flexibility in working time as the main pro-active measurement. Less than half managers state that loyalty of workers 55+ is brought to the organization and more than 2/3 of the respondents state that expertise & experience & broader perspective are valued. More than ¾ of the respondents are stating that their organization don't provide training for managers & HR professionals to deconstruct age stereotypes. All managers and HR think that all employees are fully or partially aware of their rights according to EU and national legislations. Only 1/4 of respondents has a database of 'retired/close to retirement' senior workers that can support future retired employees.

Self-assessment questionnaire for 55+ workers

20 responses were gathered for the self-assessment tool dedicated to senior workers. Most of the older workers seem to be satisfied with their working environment. Concerning the needs, more than ¾ workers 55+ report being satisfied with the age-friendly environment of their workplace, being satisfied with the pro-active policy regarding the recruitment of senior workers in the organization and more than half of the correspondents are considering providing their expertise after reaching retirement age—although everyone is looking forward to becoming a retiree. Only one stated the concern about the pension amount. Only 1/5 of the respondents is willing to be part of a database of 'retired/close to retirement' senior workers who can support future retired employees.



When asked **what strategies are most often mentioned for facilitating active ageing at the workplace**, almost all respondents reported that they have access to flexible working conditions, that their experience is valued by the company, they are interested in alternative retirement offers such as part-timework or gradual retirement and that the organization is identifying their needs correctly. Everyone reported that their suggestions are sometimes or often taken into consideration, but never that their suggestions are rejected.

Whereas for **the main impediments**, every fourth to fifth respondent reports that their workplace doesn't regularly assesses training needs, that they don't have training opportunities available and don't have good access to career development opportunities in the organization. Almost half of the respondents report that they have the formal possibility to meet the employer in order to discuss their needs for staying longer in the company, but it hasn't happened yet. 1/3 of the respondents don't know what they bring to the organization. 2/3 of the respondents are partially aware that their rights are protected by law, 2 are stating that they are not at all informed. ¼ of workers 55+ report that their managers & HR are not well trained regarding the deconstruction of age stereotypes. 1/3 of the respondents report not attending in information sessions on life transition issues, but more than 4/5 think they are well prepared around their retirement and have discussed about retirement plans with relatives (family, friends, employer...).

Denmark

As a general note, the dissemination of the self-assessment tool was done through direct contact with managers and HR professionals from the personal and work networks. Additionally, the questionnaire was promoted to a nonprofit network organization for senior workers 55+ with about 100 members.

Self-assessment questionnaire for HR professionals and managers

13 responses were gathered for the self-assessment questionnaire dedicated to HR professionals and managers. There is consistent agreement among managers and HR managers that their workplaces value the experience and know-how of 55+ people, that they offer flexible working conditions and training opportunities for 55+ people, and that it can be done within the budget. Even so, there is a **great need** to offer managers and HR managers courses in breaking down age stereotypes and promoting a pro-active policy with regard to the recruitment of 55+ people, just as the majority do not offer information or courses regarding the difficult transition from the job or, for that matter, databases of retired people who can be mentors for future retirees.



When asked **what strategies are most often mentioned for facilitating active ageing at the workplace**, the majority expressed that their workplace adapts the working environment so that it enables a smooth retirement or part-time employment for a few extra years. Good career opportunities are offered to all employees-including those 55+.

Addressing the **main impediments**, the fact that managers and HR managers are not offered courses in breaking down age stereotypes is indicated as one of the biggest obstacles to active ageing at the workplaces. Only half believe they have an active recruitment policy in relation to the 55+, and a corresponding absence of information meetings about challenges in connection with transitions in life.

Self-assessment questionnaire for 55+ workers

20 responses were gathered for the self-assessment tool dedicated to senior workers.

The results identified by this questionnaire show that it is important for the majority that the senior employees: have easy access to flexible working conditions-that their know-how and experience is appreciated; that their need for continuing and further education is regularly assessed-that employees' suggestions and ideas are listened to and accommodated; that there are good opportunities for career development and training.

When asked **what strategies are most often mentioned for facilitating active ageing at the workplace**, there is a large majority in favor of the organization offering a good and flexible working environment and that there is a great understanding of the employees' needs. It is also important for active ageing that senior employees feel well prepared for the transition from working life, e.g. via information meetings and meetings with the day-to-day manager.

As for the **main impediments**, senior employees 55+ estimate that only half of their managers and HR staff are well trained to break down age stereotypes. At the same time, a better recruitment policy is called for in relation to employees 55+.

United Kingdom

As a general note, for disseminating the senior workers questionnaire MEH utilized both professional and personal networks. They have a number of projects supporting senior workers who have recently retired and who are looking to continue in employment—and therefore well placed to comment on their recent experience. On the personal network front, they asked staff to engage with people they knew socially (e.g. through a local church) who were either recently retired or approaching retirement. Furthermore, for promoting the HR and managers questionnaire MEH utilized links with employers through our employment projects and specifically targeted employers that were due to be involved in the Jobs Fair that



took place in June at The Big Onion, Bootle. The process in both cases was to use the personal approach and to call contacts to explain the IO activity and request their involvement.

Self-assessment questionnaire for HR professionals and managers

13 responses were gathered for the self-assessment questionnaire dedicated to HR professionals and managers. The **main needs** identified by HR and other professionals regarding the active ageing of senior workers are the following:

- to improve the reality and perception of an age-friendly environment within the organization and Senior Workers
- to extend the range of flexible working opportunities for Senior Workers
- to put in place ways of better identifying the value of experience of Senior Workers (this was highly variable in responses)
- to improve the opportunities for consultancy (either paid or voluntary) for Senior Workers to consider post-retirement
- there was a 50:50 split in terms of how HR and other professionals considered their organization actively recruited Senior Workers
- need for senior workers need to be more informed about their rights

Overall, HR and other professionals did see the value of retaining and recruiting senior workers, especially for their expertise and experience, but this seems to be more 'in principle' than 'in practice'.

When asked **what strategies are most often mentioned for facilitating active ageing at the workplace**, there were mentioned: an open-door policy by HR and other professionals who offer interviews to senior workers whenever they need to, or at least annually; frequent training sessions for employers were in place in 75% of responses, but the training focused on the retirement, rather than retirement alongside other options – e.g. the training was based on the assumption that people would retire and leave the organization rather than thinking more broadly / creatively about opportunities to remain and continue contributing.

The largest **impediment** picks up on the point above – arrangements to enable senior workers to provide consultancy support, mentoring of younger employees and wider volunteering where very spasmodic—with 33% of respondents reporting they had no formal programme at all to engage senior workers in these ways. There was a 50:50 split in how HR and other professionals assessed dialogue with senior workers regarding career development from 55+ and generally reviewing individual needs of senior workers. There was a similar split in the level of training to combat age-related stereotypes (both from public and private sector respondents). In summary: there may be plenty of activity happening in relation to the retirement process, but not enough consideration of non-retirement options. Result being that senior talent, experience and perspective is being lost to organizations.



Self-assessment questionnaire for 55+ workers

8 responses were gathered for the self-assessment tool dedicated to senior workers. Overall, there was a high (60%+) positive response to questions around active ageing, but the following questions scored lower indicating areas of need: Flexible working conditions as employees needed to change the demand or scope of their work; Access to career development opportunities (68% reported a disagreement that such opportunities existed within their organization); utilization of their experience in mentoring programmes and the ability to share this for the benefit of peer development; Ability to discuss staying with the organization (50:50 split on results); Preparation for the retirement transition (again, 50:50 split) with the same result on the organization effectively identifying their individual needs. Finally, 75% of respondents indicated that they would like to be / like to have been involved in a database to come back and support future retired employees—indicating that this wasn't currently in place in their organizations and they would see the benefit.

When discussing **what strategies are most often mentioned for facilitating active ageing at the workplace**, 87% of current respondents stated that training materials were available—which we believe are mainly online resources. Many of these resources are 'external'— e.g. Govt. Websites rather than be spoke and in-house. 75% agreed that they have regular training-need assessment, but our question is whether these are more about day-to-day performance review and needs connected to current role, rather than looking at needs related to active ageing and therefore looking to the future. 75% agreed that their workplace was an age-friendly environment, although we would caveat this with our belief that 'age-friendly workplaces' means different things to different people. 75% agreed that their suggestions were taken into consideration. 87% were keen to provide their experience post-retirement. This figure is striking. It indicates that there is a potentially massive resource that organizations need to be considering how to best mobilize. Finally, a strong 87% agreed that they were aware of their legal rights, which indicates that this is a strong strategy.

Concerning the **main impediments**, 62% of senior workers disagreed with the statement that they have access to career development opportunities—again the theme from earlier that investment in senior workers could be improved. Another impediment is the lack of opportunity to mentor other workers—75% disagreed that they could share their experience in such activity. 62% of respondents disagreed that they had participated in information sessions on transition. This needs to be considered alongside the 87% that reported being able to access training materials and again suggests that the focus in organizations is quite narrow and doesn't cover the breadth of 'transition' that senior workers might value. The overall profile of results showed something of a central theme: senior workers felt that their information needs in relation to the practicalities and 'mechanics' of retirement were quite adequately met and seem to be positive about how these activities are arranged and delivered. Yet what appears to be more 'conspicuous by absence' is meaningful consultation and dialogue about their contribution 55 and post-retirement age. Looking at the results



there is a sense of senior workers not even being aware of such conversations being possible, but indications (e.g. the strong response to 'providing experience post retirement') that such conversations would be highly valued and hugely beneficial to both senior workers and their organizations.

France

As a general note, the self-assessment questionnaire were disseminated through emails sent by two professionals responsible for the life quality at work as well as two responsible for human resources in Afeji. They targeted the managers on one side and the workers aged 55+ on the other side. Moreover, the two professionals responsible for the life quality at work disseminated the self-assessment tool to senior workers participating to a group information on retirement.

Self-assessment questionnaire for HR professionals and managers

22 responses were gathered for the self-assessment questionnaire dedicated to HR professionals and managers. The **main needs** identified by the HR professionals and managers regarding the active ageing of senior workers are the following:

- need of pro-active approach in terms of recruitment for 55+
- need of training for HR and managers to deconstruct age stereotypes
- need of preparing senior workers to retirement
- need of more budget to implement mentoring programs
- need of more flexible options for senior workers (progressive retirement)
- need for senior workers need to be more informed about their rights

Overall, managers recognize the added value of senior workers, especially for their expertise and experience.

The **strategies** most often mentioned by the HR professionals and managers for facilitating active ageing at the workplace are the following: the open-door policy by managers who offer interviews to senior workers whenever they need to, or at least once a year; the frequent training assessment for all employees (at least once a year) and the training opportunities for senior workers.

Concerning the **main impediments**, scores were very low, close to 0, in the sections recruiting & hiring and transition towards retirements. Most of respondents (17 out of 22) consider that their organization is not an age-friendly workplace. Main impediments are budget and outdated perceptions towards senior workers from managers. Most respondents (17 out of 22) consider that their organization do not valorize senior workers experience through

mentoring programs for instance. There is also some internal misinformation as many managers were not informed that retirement information group sessions were already organised in Afeji.

Self-assessment questionnaire for 55+ workers

15 responses were gathered for the self-assessment tool dedicated to senior workers. Most of senior workers (10 out of 15) seem to be satisfied with their working environment as they have flexible working conditions (7 out of 15) and that they perceive that their organization valorize their experience (9 out of 15). Their organization assesses their training **needs** (10 out of 15) and offers training opportunities (9 out of 15). They feel fully informed about their rights (only two did not agree). However, there is a huge need of mentoring and peer-to-peer programs (10 out of 15) to be implemented. Moreover, they would like their organization to give them more career opportunities.

The **strategies** most often mentioned by senior workers for creating age-friendly working places were: the implementation of frequent interviews with their managers; their managers take into consideration their points of view. Once reaching the retirement age, most of them (10 out of 15) would like to work part time or on a voluntary basis to offer their experience to younger colleagues. Half of the respondents are interested by alternative retirement offers such as progressive retirement and would like to be on a data base of 'retired/close to retirement' senior workers who can support future retired employees.

Regarding the **main impediments**, 4 out of 15 senior workers do not feel confident about retiring as they have several fears: less money, boring life, feels useless for the society. Those are also the ones who declare that they are not prepared for retirement and that they did not discuss it with their close ones: communication and preparation are key! Only 5 senior workers participated to information sessions on retirement even though these sessions are already put in place in Afeji! We should target more people in our communication strategies to invite all professionals at one point or another in their career.

Greece

As a general note, for dissemination KMOP used their network and made several promotion activities. They sent the questionnaire to their network of stakeholders (e.g. employers, HR managers etc.) and older adults, beneficiaries of their services. KMOP wrote an article on their website about the self-assessment tools, and they did posts on social media (Facebook and LinkedIn) to disseminate them.



Self-assessment questionnaire for HR professionals and managers

10 responses were gathered for the self-assessment questionnaire dedicated to HR professionals and managers. From the professionals' responses, it was noticed that the majority of them do not discuss the retirement plan with their employees and they do not offer informative session on matters related to life transitions. In addition, just two of them implement adjustments e.g. in the working hours of the staff that will be retired.

When discussing **what strategies are most often mentioned for facilitating active ageing at the workplace**, many responders shared that they offer good opportunities for career development. Half of the responders said that they provide educational opportunities to workers 55+.

Concerning the identified **impediments**, many professionals responded that they could not implement the suggestions of the workers 55+ due to budget limitations. However, some of them said that they are already doing that. The responders' majority said that they do not implement peer-support or guidance programmes by older workers.

Self-assessment questionnaire for 55+ workers

10 responses were gathered for the self-assessment tool dedicated to senior workers. When addressing the needs, the majority of the older workers were not satisfied by the level of age-friendly practices that exist in their workplaces. Many responders mentioned that they are interested in flexible work opportunities or alternative offers such as part time work or gradual retirement.

The flexible working conditions were mentioned as a **good strategy** for smooth transition and half of the responders mentioned that they are interested to alternative work offers. The majority of them shared that they believe that their workplace values their experience and this is important for the facilitation of active ageing in the workplace.

Concerning the **impediments**, the majority of older workers shared that their workplace does not assess frequently their educational needs. Their organizations/companies are not doing good adjustments at their workplace environment. The majority of the responders have not participated in educational events related to retirement such as life transitions. Therefore, from their responses it is shown that the workplaces are not taking many initiatives for active ageing or smooth transition to retirement.



General Conclusions

Considering the above data, there were some answers that repeated and that can serve as a starting point for the training course targeting managers and HR professionals developed within IO3. The next section of the report will address the most mentioned responses according to each category.

Self-assessment questionnaire for HR professionals and managers

The gathered responses showed that the **central needs** identified by the respondents regarding active ageing at the workplace are:

- a dedicated budget for implementing senior workers' suggestions
- courses dedicated to all staff in order to combat age stereotypes
- gradual retirement plans/ part-time opportunities
- programmes that use the expertise of senior workers on the long term
- frequent examinations of the needs of senior workers

Moreover, the most mentioned **strategies** that facilitate active ageing at the workplace are:

- training opportunities
- peer-to-peer programmes for senior workers
- open-door policy conducted by managers

The main **impediments** identified by managers and HR regarding active ageing at the workplace are:

- not having a dedicated budget for implementing the suggestions of their senior employees
- not having a pro-active policy regarding the recruitment of senior workers
- the outdated perceptions regarding senior workers

Self-assessment questionnaire for 55+ workers

The gathered responses showed that the **central needs** identified by the senior respondents regarding active ageing at the workplace are:

- the need of contexts to express their opinions/suggestions
- the need to have various training opportunities
- the need for flexible work opportunities

Moreover, the most often mentioned **strategies** that facilitate active ageing at the workplace are:

- alternative work hours
- alternative retirement offers
- performance review and frequent assessment of needs

- training assessment and training opportunities

The main **impediments** identified by senior workers regarding active ageing at the workplace are:

- their needs are not properly met by the employer
- lack of opportunities
- the training needs are not regularly assessed
- feeling of fear attached to the retiring process
- lack of informing sessions with the staff regarding active ageing strategies

According to the results of the two questionnaires, the consortium found suitable to address the following topics in the course addresses exclusively to HR professionals and managers:

- Module 1 – Senior employees’ characteristics and specifics
- Module 2 – What is needed to create an age friendly workplace
- Module 3 – What is needed to design a smooth transition to retirement

By tackling the above-mentioned topics, the SILVER project aims to address the needs identified by means of the two questionnaires.

Project Partners



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