

Research on the Path of ESG-driven Development of the Silver-haired Economy by Chinese Characteristic Enterprises

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Abstract: With the continuous acceleration of China's aging population process, in the context of global sustainable development, the Chinese characteristic enterprise ESG practices that meet the needs of China's local sustainable development are closely linked to the booming silver-haired economy. This paper deeply studies the correlation between the Chinese characteristic enterprise ESG and the silver-haired economy. It elaborates on the localized characteristics of ESG in China and the development trend of the silver-haired economy, as well as the role that Chinese characteristic enterprise ESG plays in the silver-haired economy. Using the SWOT analysis method and the ESG model, it systematically expounds the proactive promotion path of integrating Chinese characteristic enterprise ESG into the silver-haired economy. Combining the achievements of outstanding ESG silver-haired economy enterprises in China and the feasible paths of advanced silver-haired economy countries abroad. It proposes practical and feasible paths for achieving sustainable development in the silver-haired economy in China.

Keywords: Sustainable development; Silver-haired economy; Chinese characteristic enterprise ESG; Elderly care industry

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1. Introduction

In recent years, starting from the United Nations' formulation of 17 sustainable development goals, to China's top-level policy initiatives such as new quality productive forces, common prosperity, the "Belt and Road Initiative", and rural revitalization, the ESG system has also entered an accelerated development stage in China.

ESG emphasizes the coordinated development of economy, environment, and society, and urges enterprises to shift from solely pursuing economic benefits to maximizing the comprehensive value of economy, society, and environment. This aligns perfectly with the series of important ideas proposed by the 20th National Congress of the Communist Party of China. High-quality development is the primary task for comprehensively building a modern

socialist country, and it is necessary to fully, accurately, and comprehensively implement the new development concepts of innovation, coordination, green development, openness, and sharing. To fully promote the Chinese-style modernization and advance the great rejuvenation of the Chinese nation. This is the new requirement for Chinese modern enterprises and their ESG in the new era, indicating a new direction and conferring new connotations.

With the development of the economy and society and changes in the population structure, a vast silver-haired economy market has emerged. The silver-haired economy covers multiple fields such as elderly care services, elderly products, health care, and financial insurance, and has great potential for development. The rise of the silver-haired economy is mainly driven by the acceleration of China's aging population process.

At this time, when the silver-haired economy is booming, Chinese enterprises practicing ESG concepts will systematically integrate Environment (Environmental), Society (Social), and Corporate Governance (Governance) with the characteristics of China's localization into the business chain of the silver-haired economy, which is conducive to the transformation and upgrading of the elderly care industry. While creating economic benefits, it actively responds to social concerns. It focuses on environmental sustainability, the harmony of social development, and the stability of corporate governance. Achieve the coordinated development of economic and social benefits ^[1].

2. Interpretation of Chinese characteristics of ESG in enterprises and the silver-haired economy

2.1. The connotation of Chinese characteristics of ESG in enterprises

Chinese characteristics of ESG in enterprises are based on the development stage, economic system, and cultural values of China's modernization process. They integrate the ESG concept proposed by the United Nations Principles for Responsible Investment (UNPRI), which focuses on environment (E), society (S), and governance (G), to form a localized social responsibility concept and practice system. ESG emphasizes the coordinated development of the economy, environment, and society, promoting enterprises to shift from solely pursuing economic interests to maximizing comprehensive value in economic, social, and environmental aspects. In terms of corporate (G) governance, it relies on the modern enterprise system led by the Party organization, improves the governance structure, strengthens internal control and risk management, incorporates ESG indicators into company performance evaluations, and enhances the strategic execution of ESG ^[2].

2.2. Characteristics of Chinese characteristics of ESG in enterprises

2.2.1. Harmony in diversity

This theory echoes the traditional Chinese thought of "harmony in diversity." The statement in "The Book of Rites: Music Record" that "music promotes harmony, while rituals emphasize differences. Harmony leads to mutual affection, and differences inspire mutual respect" reveals the dialectical relationship between commonality promoting recognition and differences stimulating respect. Constructing a Chinese characteristics ESG system requires balancing universality and uniqueness.

It emphasizes that enterprises should find a balance between commonalities and individualities in their strategic positioning — they should gain recognition from the market and stakeholders through similarities while forming competitive advantages through differences, achieving a dialectical unity of "seeking common ground" and "preserving differences", and weighing "differences" and "legitimacy" in strategic decisions. On

one hand, enterprises need to benchmark against international ESG standards to enhance global recognition and discourse capabilities; on the other hand, based on the characteristics of the socialist market economy and Chinese-style modernization, they should incorporate Chinese elements into ESG information disclosure, rating, and management systems. They should follow the international framework of sustainable development while integrating Chinese social responsibility practice features, such as rural revitalization and common prosperity, ultimately building an ESG model that is both globally compatible and locally adaptable, providing theoretical guidance for sustainable development and social responsibility fulfillment of enterprises.

2.2.2. Symbiosis and co-governance

The development of Chinese characteristics of ESG in enterprises is a systematic project involving multiple parties. It requires enterprises, rating agencies, policymakers, regulatory authorities, intermediary institutions, and consumers to build an ESG ecosystem. The interests of all participants are intertwined, and they need to jointly address economic, environmental, and social challenges while balancing rights and responsibilities. This is highly consistent with concepts such as Chinese-style modernization and a community with a shared future for mankind. Members of the Chinese characteristics ESG ecosystem form a close responsibility community, interest community, and value community. Their interactions go beyond traditional embedding and influence, presenting new features such as high-frequency interaction, regular mutual benefit, advanced co-evolution, and coordinated development.

2.3. Development potential and trend of the silver-haired economy

2.3.1. Development potential of the silver-haired economy

At present, the silver-haired economy is showing a booming trend, with a large market scale and rapid growth. The Blue Book of Silver-haired Economy: China's Silver-haired Economy Development Report, released in 2024, shows that China's current silver-haired economy market size is about 7 trillion yuan, accounting for about 6 percent of GDP. It is expected that the market size of the silver-haired economy will grow to 30 trillion yuan by 2035, with a compound annual growth rate of 15.7%.

In 2024, the State Council issued the Opinions on Developing the silver-haired economy and Improving the Well-being of the Elderly, explicitly supporting six areas, including health care, smart pension, culture, tourism, and health care, with targeted support from industrial funds worth 100 billion yuan. The market size of the silver-haired economy is expected to exceed 12 trillion yuan in 2025, with an annual growth rate of more than 15%. The number of people over the age of 60 in China has exceeded 320 million, accounting for 23 percent of the total population, making China the second-oldest in the world.

2.3.2. Development trend of silver-haired economy

In the future, the silver-haired economy will focus on diversified and personalized needs, take intelligent and scientific innovation as the driving core, take the combination of medical care and elderly care as the core service paradigm, and take the cross-border integration of industries as the development path, so as to comprehensively build a high-quality elderly care ecosystem covering product research and development, service supply and industrial coordination.

One is from the supply and demand side. On the demand side, the elderly group's demand for the quality, function, and customization of pension services, supplies for the elderly, and health care products is increasing

day by day, prompting enterprises to continuously increase investment in research and development and launch diversified products such as intelligent equipment for aging, high-end health care services, and personalized care schemes. On the supply side, cutting-edge technologies such as artificial intelligence, Internet of Things, big data and cloud computing are deeply integrated into the field of silver-haired economy, giving rise to innovative formats such as intelligent elderly care monitoring equipment, AI health management system and VR education classes for the elderly, realizing accurate matching and efficient access to services and providing more convenient, efficient and personalized service experience for the elderly.

Second, in terms of service mode, the combination of medical care and elderly care has become the mainstream development direction of elderly care services. Through resource integration and information sharing, medical institutions and elderly care institutions have built a full-cycle service chain integrating disease diagnosis and treatment, postoperative rehabilitation, long-term care, and life care. The government continues to increase policy support, improve the industry norms and standards system, and provide a solid guarantee for the healthy development of the combination of medical care and elderly care industry.

Third, at the level of industrial development, the silver-haired economy has accelerated through the industry boundary and is deeply integrated with tourism, culture, sports, education, and other industries, giving rise to innovative formats such as living and pension, intangible cultural heritage research for the elderly, and silver fitness events. These products and services not only greatly enrich the spiritual and cultural life of the elderly but also activate the huge market potential with innovative business models and promote the silver-haired economy to make steady progress in the direction of specialization, quality, and sustainability^[3]. With the acceleration of population aging and the upgrading of consumer demand, the silver-haired economy is ushering in unprecedented development opportunities.

3. Challenges and opportunities faced by the silver-haired economy in the background of ESG for enterprises with Chinese characteristics

While the silver-haired economy industry is booming, it needs to pay attention to many opportunities and challenges existing in the present and future. Opportunities and challenges are also two major elements of SWOT analysis, which is used to show the challenges and opportunities faced by the silver-haired economy in the background of ESG for enterprises with Chinese characteristics.

3.1. Challenge

Maintain green synergy and sustainable development in the context of ESG with Chinese characteristics. However, the development of the silver-haired economy industry still faces multiple challenges and needs continuous innovation and evolution.

3.1.1. The standard system needs to be improved

Up to now, a unified product and service standard system has not been established and improved in China's silver-haired economy field, and enterprises' ESG practices lack clear and standardized guidance. This lack of standards leads to a lack of reference in the process of ESG strategic planning, implementation, and effectiveness evaluation, making it difficult to accurately assess the sustainable development level of enterprises.

The elderly products in the market are uneven in quality control, safety indicators, aging design and other aspects, and the elderly service institutions lack unified standards in service content definition, service quality

control, charging and pricing mechanism and other aspects, which increases the difficulty for consumers to identify high-quality products and services, intensifies the vicious competition in the market, and hinders the benign development of the silver-haired economy industry.

3.1.2. Imbalance between supply and demand of professional talents

Silver-haired economy covers elderly care services, health management, financial planning, and other fields, and there is a strong demand for compound talents proficient in industry business and with ESG professional quality. However, there is a serious shortage of such talents in the current market, which has become a key bottleneck for Chinese enterprises to promote ESG practice. On the one hand, there are few college students training in such majors in colleges and universities, and only students majoring in elderly service and health care have biased employment concepts. Most of the students do not engage in pension and health care after graduation. Pension service employees are generally women majoring in medical nursing and retired and re-employed at older ages, with problems such as insufficient professional skills, weak service awareness, and a lack of systematic pension service skills training and ESG knowledge learning. On the other hand, internal ESG professionals do not have a deep understanding of the characteristics of the silver-haired economy business, so it is difficult to effectively integrate ESG concepts with the silver-haired economy business, thus affecting the quality of ESG practice and the development process of the silver-haired economy industry ^[4].

3.1.3. Insufficient attention of local governments

In the development of a silver-haired economy under the background of ESG, the structural contradictions at the three levels of policy implementation, capital supply, and cross-sector coordination have also become bottlenecks restricting its development. At the policy level, the Opinions on Developing the silver-haired economy and Improving the Well-being of the Elderly issued in 2024 has established the top-level design of improving supporting policies such as social security and fiscal and tax incentives. However, the obstruction of the landing of the “last mile” is still prominent, and the lack of implementation rules tailored to local conditions in some places makes it difficult for the policy dividend to play a full role. There is a lack of overall county planning and an urban-rural coordination mechanism in the field of rural elderly care, and there are blind areas of coverage of special services, such as meal assistance for the rural elderly and care for the left-behind elderly. The long-term care insurance system for the elderly population has been slowly rolled out across the country. The system of government-enterprise coordination and diversified sharing has not been fully established. In the capital security system, local finance has insufficient investment in pension infrastructure, and the accuracy of grassroots allocation is not good. In terms of cross-departmental collaborative governance, the contradiction between the multi-field integration demand of the silver-haired economy and the decentralized management mode has intensified. The rights and responsibilities of medical care, housing construction, civil affairs, and other departments are unclear, and resources are scattered in the transformation for aging, and the trans-regional service connection of living and elderly care is not smooth ^[5].

3.2. Opportunities

With the continuous development of ESG, with the support of government policies, the consensus of society, and the continuous improvement and development of social capital, the development of the silver-haired economy has many favorable opportunities.

3.2.1. Policy support and positive guidance

The national level's strategic attention to the issue of population aging has given rise to a series of precise policy combinations. In 2024, The General Office of the State Council issued the Opinions on Developing the silver-haired economy and Improving the Well-being of the Elderly, focusing on core areas such as innovative research and development of products for the elderly, improvement of the quality of elderly care services, and cultivation of new forms of business, and outlining a clear path for the development of the silver-haired economy. These policies not only build a sound institutional framework but also provide substantive support, such as tax incentives, financial subsidies, and convenient access for enterprises' ESG practices, helping enterprises grasp the opportunity of industrial upgrading while fulfilling their social responsibilities and realizing the coordinated growth of economic and social benefits ^[6-7].

3.2.2. Increased social attention to ESG

Social attention to the protection of the rights and interests of the elderly continues to rise, and consumers pay more and more attention to corporate image and social responsibility when choosing products and services. Enterprises that actively practice the ESG concept can not only win the trust of elderly customers by implementing a green operation mode, improving the employee care system, and improving the service refinement level in elderly care services, but also build a brand image with both temperature and responsibility by virtue of media communication and word-of-mouth effect. The display of this brand image will transform into a strong market appeal, attract more partners and resources, and promote the long-term development of enterprises.

3.2.3. Diversified development of social investment environment

In the process of promoting the development of the silver-haired economy, the participation of social capital has become a key driving force, and diversified capital participation is reshaping the development pattern of the elderly care industry. Public funds, private funds, and other market-oriented capital subjects, with flexible and diversified investment strategies and innovative models, deeply activate the driving force of industrial development and continue to provide stable and long-term "patient funds" for the pension industry. Private equity funds have a deep layout through "equity + industrial coordination". For example, China Life 10 Billion Fund explores the closed loop of "insurance + pension", and insurance capital turns to the combination mode of "direct investment + fund" and light assets. Although public funds are still in the exploratory stage, innovative products such as pension industry ETFs and REITs are gradually expanding the investment field. The diversified development of the social investment environment has injected continuous fresh blood into the high-quality development of the silver-haired economy.

4. The way for enterprises with Chinese characteristics to integrate ESG into the development of the silver-haired economy

4.1. Environment (E) dimension: Promote the development of the elderly care industry towards the direction of green ecology

With the continuous vigorous development of the silver-haired economy, it must be inseparable from the positive traction of green, low-carbon, and sustainable. Finally, the new model of resource-saving, environment-friendly and green, and low-carbon silver-haired economy will be realized. Promote the integration of elderly care facilities and health, vigorously realize a sustainable industrial chain of elderly products, and open up a new direction of

green and low-carbon medical care and circular economy. It is the top priority to promote the development of a silver-haired economy in the environmental dimension under the ESG of enterprises with Chinese characteristics.

4.1.1. Construction of elderly care facilities: Promote the integration of elderly care facilities and health

Elderly care facilities are an important part of the silver-haired economy, and it is crucial to integrate green concepts into the construction process. When investing in the construction of facilities such as elderly care communities and apartments for the elderly, the Enterprise strictly follows the green building standards and adheres to the basic concept of saving land, energy, and materials.

The pension communities built by China Life Insurance Company in many places can be regarded as a model of green pension facility construction. In its construction, a large number of environmental protection and energy-saving materials are used, and new thermal insulation materials are used in the external wall to effectively reduce indoor and outdoor heat transfer and reduce the energy consumption of air conditioning, heating, and other equipment. The Windows are made of double-insulated glass for sound insulation and thermal insulation. The community is widely equipped with solar panels to convert solar energy into electricity, which is used to supply lighting and hot water in some public areas of the community, realizing partial self-sufficiency in energy, greatly reducing dependence on traditional fossil energy, and reducing carbon emissions. Scientific planning of community greening, planting local suitable plants, beautifying the environment while adjusting the climate and purifying the air, and creating a comfortable, healthy, and low-carbon living environment for the elderly ^[8].

4.1.2. Production of articles for the elderly: Promote the sustainability of articles for the elderly

The market size of geriatric products is huge, and promoting their sustainable production is of great significance to environmental protection. The purchase demand of the elderly is still inseparable from the imprint of the era of hard work — the consumption concept of “getting by” still exists. The vast majority of the elderly in the purchase of articles for the elderly, will be in the commodity at the same time choose durable, simple, simple process, reusable items ^[9].

4.2. Social (S) dimension: Provide a guarantee for the steady and long-term development of the silver-haired economy and industry

With the ever-changing demographic structure and the ever-clear social division of labor, children who work away from home every year are most concerned about their parents at home. The elderly in a family are increasingly the top priority of the family.

From the perspective of the social dimension, the biggest task of the silver-haired economy is to provide a strong guarantee for the silver-haired economy industry. The social dimension provides a guarantee for the silver-haired economy to meet the diversified needs of the elderly and promote the care of professional talents for the elderly group, which also provides a prerequisite guarantee for every small family to enjoy their home and everything.

4.2.1. Inclusive elderly care services and financial support: To meet the diversified needs of the elderly group

The core of the social responsibility of the silver-haired economy is to protect the basic rights and interests of the elderly and improve their quality of life. The government needs to promote inclusive elderly care services

through policy guidance, such as expanding assisted meal services for the elderly, developing embedded elderly care facilities in communities, and encouraging financial institutions to develop financial products suitable for aging. The banking industry can learn from the experience of the “three horizontal and three vertical” pension financial system, optimize service scenarios (such as online purchasing agents and family doctors) through digital technology, and reduce the service threshold. It is also necessary to strengthen the supply of rural elderly care services, explore the mode of “company + farmer” to develop rural living elderly care, and narrow the service gap between urban and rural areas. Financial institutions need to include inclusive financial indicators in ESG assessment. For example, Zijin Rural Commercial Bank supports the rural elderly group through “Jinling Benefiting Farmers Small Loan”, and inclusive small and micro loans account for 36% in 2024 ^[10].

4.2.2. Protection of employees’ rights and interests and talent cultivation: Consolidate the foundation of industrial development

The sustainable development of the silver-haired economy depends on a professional talent reserve and employee rights and interests protection. Enterprises need to establish a management system for aging employees. For example, in the 2024 progressive retirement reform policy, it is pointed out to provide a flexible retirement system for elderly workers and strengthen skills training for product development teams suitable for the elderly. The education side needs to promote the integration of industries, universities, and research institutes, support universities to set up more majors in gerontology and health services, and build training bases jointly with enterprises ^[11].

Social dimension Through the coordinated promotion of deepening inclusive services, co-construction of community ecology, and improvement of talent system, the silver-haired economy can achieve the three-dimensional development goal of “service fairness—industry resilience—intergenerational inclusiveness” in the social dimension.

4.3. Corporate governance (G) dimension: Promote the steady and long-term development of the silver-haired economy

4.3.1. Improve ESG report: Open up information disclosure and communication channels

Enterprises can systematically improve the transparency and synergy of sustainable development in the field of silver-haired economy by improving ESG report disclosure and deepening stakeholder communication. In terms of report disclosure, it regularly releases detailed reports covering the three dimensions of environment, society and governance, accurately quantifies environmental indicators such as energy consumption and waste discharge, comprehensively presents social achievements such as service satisfaction for the elderly and protection of employees’ rights and interests, deeply analyzes the governance achievements such as ESG management system construction and decision-making mechanism operation, and truthfully clarifies the achievement of goals and existing challenges. Improve the openness of ESG practices with standardized information disclosure.

Actively build diversified communication mechanisms, actively listen to the demands and suggestions of investors, consumers, government departments, social organizations and other stakeholders through forums, online interactive platforms and other channels, timely make professional responses and strategic adjustments to the concerns of all parties, build consensus through two-way interaction, and continuously strengthen the trust and support of all sectors of society for the ESG practice of silver-haired economy of enterprises. Inject lasting momentum into the sustainable development of the industry ^[9].

4.3.2. Risk optimization: Solve domestic and foreign problems

The silver-haired economy involves diversified fields such as medical care, finance, and real estate, and enterprises need to build a risk management system covering the whole life cycle. On the one hand, it is necessary to strengthen the supervision of the compliance of services for the elderly group, such as preventing improper sales in pension financial services and ensuring product transparency and suitability. Zijin Rural Commercial Bank optimized its risk identification ability through customer portraits and an intelligent post-loan system, and organized case prevention and warning education conferences to enhance employees' compliance awareness. On the other hand, environmental and social risks should be dealt with, such as the assessment of ecological carrying capacity in the development of health care communities. China Merchants Bank incorporated climate risks into the credit review process, explored transforming loans to support the decarbonization of traditional enterprises, and diversified risks through instruments such as green bonds and carbon-neutral pension plans^[12].

5. Analysis of typical cases of ESG in the development of the silver-haired economy abroad: A brief analysis of the development of Japan's silver-haired economy under the ESG background

Japan's silver-haired economy has always been at the forefront of the world. Compared with China, Japan is a country with a severe aging population. By 2024, the proportion of people aged 65 and above in Japan's total population will be 29.3%, while in China it will be 15.6%. Such a large proportion of the aging population naturally makes the development of the silver-haired economy a pillar industry in Japan's economic construction. Learning from the advantages and feasibility of Japan's silver-haired economy development under the ESG international background has positive significance for China's silver-haired economy under the ESG background. The following is an ESG (environment, society, corporate governance) analysis of Japan's silver-haired economy.

In the environmental (E) dimension, green buildings and sustainable design are respected. Japan widely adopts low-carbon technologies and sustainable materials in the construction of elderly care facilities. On the one hand, Mitsui Fudosan's high-end elderly care project, PARK WELLSTATE, uses a wooden building structure, which not only meets the seismic requirements but also promotes the goal of a zero-carbon society through the carbon fixation properties of wood. Moreover, this project integrates solar panels and rainwater recycling systems, reducing energy consumption by more than 30% compared to traditional buildings. In addition, the Japanese government provides research and development subsidies for smart elderly care equipment (such as energy-saving nursing beds and intelligent temperature control systems), encouraging enterprises to adopt environmentally friendly technologies. On the other hand, Japan focuses on resource recycling and waste management. Through a circular economy model, it improves the resource utilization efficiency of the elderly care industry. Elderly care institutions generally introduce biodegradable packaging materials and cooperate with communities to establish a recycling system for elderly care products. A nursing institution in Nakano Ward, Tokyo, has reduced the energy consumption of its day care center by 15% by optimizing the energy management system and reducing waste generation through recycling and reuse.

In the social (S) dimension, Japan attaches importance to promoting employment and labor force diversity. Japan encourages the employment of the elderly through policies to alleviate the shortage of labor. In 2022, the number of employed people aged 65 and above in Japan reached 9 million, accounting for 25.2% of the total employed population, with the employment rate of the 65–69 age group exceeding 50%. The government delays the age for receiving pensions (up to 75 years old) and provides re-employment training to encourage the elderly to

participate in industries such as retail and medical care. In addition, the employment rate of international students majoring in nursing is as high as 98%, filling the gap in nursing staff. In the field of elderly care institutions, Japan promotes the “cohabitation of the elderly and the young” model to facilitate intergenerational communication. For example, a composite elderly care institution in Osaka is adjacent to a kindergarten, allowing the elderly to participate in children’s activities and reducing their sense of loneliness. Moreover, the Japanese government encourages community residents to provide companionship services to the elderly through volunteer projects such as “time banks”, and the accumulated service time can be exchanged for future elderly care services.

In the corporate governance (G) dimension, Japan adheres to compliance management and transparency. The Japanese government plans to implement IFRS-based sustainable development reporting standards from 2025, requiring enterprises to disclose ESG information, including supply chain carbon footprints and employee diversity data. Elderly care enterprises need to regularly publish comprehensive reports, disclosing governance information such as care quality and employee training. For example, the Eurogroup in Japan’s elderly care institutions ensures the accuracy of data through third-party verification and discloses ESG performance to investors. In terms of pension funds, the Government Pension Investment Fund of Japan is a core driver of ESG investment. More than 90% of its managed assets of 162 trillion yen incorporate ESG factors. The Government Pension Investment Fund of Japan promotes the improvement of ESG performance of enterprises by passively tracking ESG-themed indices such as the FTSE Blossom Japan Index. Its ESG-related investment scale reached 3.5 trillion yen in 2022, driving the ESG disclosure rate of Japanese enterprises to 74.8% ^[13].

The ESG practices of Japan’s silver-haired economy are characterized by policy-driven, technology-enabled, and investment-synergized approaches. Through green buildings, inclusive employment, transparent governance, and long-term investment, the elderly care industry is promoted to develop in a sustainable direction.

6. Conclusion

The integration of ESG in Chinese enterprises with the silver-haired economy is an inevitable requirement of the times and holds significant strategic importance and broad prospects for development. By integrating the ESG concept with China’s development reality and the process of modernization, the silver-haired economy can not only meet the increasingly diverse needs of the elderly population, promote the sustainable development of the elderly care industry, but also enhance the happiness and sense of gain of the elderly, play an active role in addressing the issue of an aging society, and achieve a win-win situation in economic and social benefits.

In the future, with the continuous advancement of technology and the continuous transformation of social concepts, the integration of ESG in Chinese enterprises with the silver-haired economy will continue to deepen. New technologies such as artificial intelligence, big data, and the Internet of Things will bring more innovation opportunities to the silver-haired economy. Silver enterprises will also create more products and services that meet the needs of the elderly under the guidance of the ESG concept, integrating environmental, social, and corporate dimensions. The ESG practice experience of Chinese enterprises in the silver-haired economy field is expected to provide Chinese solutions and wisdom for the global response to the aging population issue.

Disclosure statement

The authors declare no conflict of interest.

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