

AmCham Working Group Document – Champions 50+

Why Now?

Slovenia is experiencing significant demographic changes. OECD and United Nations projections indicate that by 2050 the share of residents aged 65+ will exceed 34 percent, placing Slovenia among the oldest countries in the world. The average age of employees already exceeds 43, and the share of the workforce aged 50+ is increasing rapidly.

Despite these trends, participation of older employees in lifelong learning remains low, reducing their competitiveness and adaptability in the labor market. Without targeted action, companies face loss of knowledge, lower productivity, and increasing challenges in securing a skilled workforce. If we aim to maintain productivity and knowledge capital within organizations, the time to act is now.^[1]

Key Challenges to Address:

1. COMPETENCIES AND INCLUSION:

- Low participation of older employees in lifelong learning and digital skills development, essential for the future of work.
- A labor market that often (unconsciously) discriminates against 50+ profiles, offering limited opportunities for visibility, personal brand positioning, and career development.

2. ORGANIZATIONAL AND CULTURAL CHALLENGES:

- Stereotypes regarding lower efficiency, flexibility, or motivation among older workers and lack of structured strategies to address these issues.
- Knowledge loss when experienced employees retire.
- Limited intergenerational collaboration; missed opportunities for reverse mentoring.
- Preference in some organizations to hire external consultants rather than experienced older workers with proven expertise.
- Public sector challenges in becoming more attractive for younger talent, while simultaneously providing structured development paths for older employees. Career planning should be seen as an opportunity, not an obligation.

3. WORK CONDITIONS AND FLEXIBILITY:

- Lack of flexible working arrangements, ergonomic adjustments, and incentives to stay in employment during the transition toward retirement.
- Weak integration of aging workforce themes in ESG strategies, particularly the S (Social) component, including the health and wellbeing of older employees (e.g., menopause support, accommodations for older employees with disabilities).
- Insufficient focus on health and wellbeing of older employees in HR policies.

^[1] Sources: OECD – Pension Review: Slovenia (2022) , United Nations – World Population Prospects (2022 Revision), SURS – Delovno aktivno prebivalstvo (2024), SURS – Anketa o izobraževanju odraslih (AIO), Andragoški center Slovenije – ReNPIO 2022–2030.

4. SYSTEMIC AND LEGISLATIVE BARRIERS:

- Insufficiently defined regulatory framework (pension policies, healthcare, employment of foreign nationals, tax policies).
- Limited incentives for companies investing in development of older employees.

Why Action Matters:

- Investing in older employees is not only a social responsibility but also a business opportunity. OECD reports show that older workers are often equally or even more productive than younger colleagues; they show loyalty, have strong learning potential, lower turnover and contribute strategic knowledge and stability.
- The labor market is transforming: multi-phase careers and longer working lives are the new reality. This requires renewed HR strategies and more inclusive environments.
- A balanced age structure enhances knowledge transfer, resilience, innovation, and productivity, preparing companies to successfully navigate demographic shifts.

Goals of the Champions 50+ Working Group:

- **Analyze the current situation** within companies and the legislative framework.
- **Gather good practices** from Slovenia and abroad (inclusive HR, mentoring, reskilling programs).
- **Propose legislative improvements** (retirement, hiring foreign workers, tax incentives).
- **Implement awareness and advocacy activities** to break stereotypes and promote positive change.
- **Provide guidance for organizations** to develop strategies for meaningful inclusion of 50+ talent in the future of work.

Thematic Areas:

1. **Personal Brand:** How 50+ talent builds visibility and value.
2. **Stereotypes and Solutions:** Identifying and overcoming bias.
3. **Case Library:** Collection of effective corporate practices (Slovenia & global).

1. Personal Brand: How 50+ talent builds visibility and value

In the mature phase of one's career, personal brand becomes essential for maintaining relevance, trust, and influence within an organization. Experience, expertise, and relationships represent a competitive advantage, but they must be articulated clearly and confidently.

The guidelines below support 50+ professionals in shaping a strong professional identity and positioning themselves for new opportunities.

1.1 Personal brand after 50 – Defining your values, talents, and areas of expertise

Reflect on what sets you apart as a professional: long-term experience, specialized knowledge, industry visibility, leadership or a mentoring approach. Communicate your key experiences or qualities confidently in conversations, presentations, and your CV.

1.2 Trust in your experience – Acknowledge the value of your knowledge and expertise

Instead of focusing on years, highlight what you have learned throughout your career. Write down your key achievements and challenges, and how you overcame them. This helps you confidently articulate your value and contribution.

1.3 Clarity about the future – Create a clear vision of where you want to go in the coming years

Reflect on what still motivates you and what you want to achieve: continuing your career, consulting, mentoring, coaching, or transitioning to a new role. Create possible scenarios for your development and identify steps toward your desired direction.

1.4 Career plan and identifying new opportunities – Plan your next step based on your competencies

Review which knowledge and skills are currently in demand in your industry and beyond. Make a simple plan: what you want to upgrade, which skills to refresh, and which areas you may want to explore for future career opportunities. Conduct a SWOT analysis of your personal career and possibilities (projects, consulting, role transitions).

1.5 Using a recruitment agency – Leverage experts during career transitions

Find agencies that understand the market and value 50+ profiles. Prepare a clear description of your competencies and experience, and explain what you are seeking. Don't forget your CV. Highlight how your knowledge and maturity create added value.

1.6 Networking – Activate your network and stay visible on LinkedIn

Reconnect with former colleagues, business partners, and acquaintances. Share what you are working on, in person or on LinkedIn, and stay engaged in developments in your field. Remember professional associations and visibility at events such as conferences (especially as a guest or speaker).

1.7 Mentorship – Use your experience and offer your knowledge to younger generations

As a mentor, you can make a significant contribution to the growth of others. Offer your availability for mentoring within your company, industry groups, or local initiatives. This builds your recognition and personal satisfaction. Experienced leaders and employees have a broader perspective and long-term thinking abilities. It is important to recognize this and actively understand your value: reading people, managing complexity, and creating stability during crises. Consciously become a support for younger colleagues. Consider how you can transfer your experience: through mentoring, leading strategic projects, or engaging in coaching and training activities.

1.8 Digital presence and LinkedIn profile – Let your online image reflect credibility and experience

Update your LinkedIn profile with a clear description of your competencies, experience, and career goals. Add a professional photo and be active: share content, comment, and build your online presence as an expert. Be authentic and active in a way that suits you.

1.9 Confidence and personal energy – Maintain inner strength and vitality

Take care of your physical and mental wellbeing and set realistic yet motivating goals. Reflect on moments in your career when you felt most energized and successful, and identify how to reactivate that state. Your experience is valuable. By recognizing your worth and taking small steps daily, you maintain confidence and a positive outlook.

1.10 Mental readiness for change – Stay open to new opportunities and alternative paths

Change brings opportunities for growth. Instead of fearing the unknown, cultivate a mindset that sees possibilities and seeks opportunities (not only challenges). Recall moments when you successfully navigated change in the past and trust that you can do so again. Strengthening psychological resilience and awareness of your strengths is highly beneficial.

1.11 Reflection on meaning and impact

In a mature career stage, meaning and personal impact become increasingly important. Answers to these questions foster authenticity and satisfaction. We can ask ourselves: What do I want to be known for? How can I contribute to the development of people, the organization, or society in a way that fulfills me?

1.12 Readiness for “behind-the-scenes” roles

After 50, we often accumulate extensive leadership experience, which does not necessarily mean moving into a higher position. It may mean a strategic advisory role, mediator, mentor, board member, or coach. It is important to consider whether you prefer working with less visibility but greater depth and expertise, and start shaping such a role for yourself.

1.13 New chapters

In the later phase of a career, multiple new paths often emerge beyond traditional employment. These may include entrepreneurship, independent consulting, or a portfolio career combining multiple smaller projects and roles. Other possibilities include board membership, teaching, mentoring, volunteering, or project-based work in organizations. The key is to reflect on where you want to contribute, what motivates you, and how to turn your knowledge and experience into an authentic narrative that connects you with new opportunities.

2. Stereotypes and solutions: recognizing stereotypes and strategies to overcome them

2.1. List of stereotypes about older employees (50+) commonly present in the Slovenian workplace

- **Older workers learn new skills more slowly**
 - Older workers are capable of learning new skills, although they may sometimes require more time and an adjusted approach.^[2]

^[2] Sources: Arhiv: Projekt POLET: Stereotipi o starejših zaposlenih; <https://si.bloombergdria.com/politika/splosno/63588/kaksno-zascito-imagjo-delavci-po-55-in-58-letu-starosti/news>; Poročilo OECD – Ravnanje s starejšimi zaposlenimi in talenti v evropskih javnih upravah, Oktober 2021; <https://www.varuh-rs.si/sl/sporocila-za-javnost/novica/polozej-starejsih-oseb-na-trgu-delovne-sile/>

- **Older workers avoid new technologies**
 - Many older employees are open to adopting new technologies, especially when they are relevant to their work and supported by learning assistance.^[3]
- **Older workers are less productive**
 - Research shows that older workers can be equally or even more productive than younger colleagues, particularly due to their experience and focus. Productivity is individual and not necessarily tied to age. Older employees often compensate for potential physical or cognitive decline with experience and knowledge.^[4]
- **Older workers have poorer memory**
 - Long-term memory often improves with age, while short-term memory may only start declining after the age of 65.^[5]
- **Older workers are less adaptable**
 - Flexibility is not inherently tied to age; it depends on the individual. Many older workers have successfully adapted to numerous changes throughout their careers.^[6]
- **Older workers are not motivated to work**
 - Motivation among older workers is often high, especially when they see meaning and value in their work. Motivation is individual. Many older employees are highly dedicated and want to contribute to the organization's success.^[7]
- **Older workers are frequently ill and absent**
 - Statistics do not support this stereotype. Many older employees have stable health and low rates of sick leave. Data shows that older workers often have lower absenteeism than younger employees.^[8]
- **Older workers are not interested in promotion or further learning; older workers cannot or do not want to learn new skills**
 - Many older workers want further education and development, especially when programs are tailored to their needs. Age does not directly affect learning ability. Older employees may need more time to acquire new knowledge, but they are often very motivated when learning brings value and meaning.^[9]

^[3] Source: Arhiv: Projekt POLET: Stereotipi o starejših zaposlenih

^[4] Sources: <https://www.24ur.com/novice/fokus/bi-zamenjali-sluzbo-pri-55-letih>; https://www.gzs.si/posavska_gzk/Novice/ArticleId/83719/projekt-polet-stereotipi-o-starejsih-zaposlenih; https://staranje.si/sites/www.staranje.si/files/upload/images/promotion_of_older_workers_slo-končna_verzija_k.pdf; <https://www.delo.si/novice/slovenija/med-brezposelnimi-je-najvec-starejsih-od-55-let>

^[5] Sources: Arhiv: Projekt POLET: Stereotipi o starejših zaposlenih; <https://www.24ur.com/novice/fokus/bi-zamenjali-sluzbo-pri-55-letih.html>; <https://podprimostarejse.si/dusevno-zdravje/soocanje-s-tezkimi-zivljenjskimi-situacijami-starizem/>; <https://www.revija-socialnodelo.si/mma/Zaposlovanje-2019-1.pdf/2019053014571277/>; <https://psihologijadela.com/2021/08/09/bom-po-50-letu-se-zmeraj-zaposljiv-a-ucinki-implicitnih-starostnih-stereotipov-na-zaposljivost-starejsih/>

^[6] Source: https://staranje.si/sites/www.staranje.si/files/upload/images/promotion_of_older_workers_slo-končna_verzija_k.pdf

^[7] Sources: <https://psihologijadela.com/2021/08/09/bom-po-50-letu-se-zmeraj-zaposljiv-a-ucinki-implicitnih-starostnih-stereotipov-na-zaposljivost-starejsih/>; Arhiv: Projekt POLET: Stereotipi o starejših zaposlenih

^[8] Sources: Arhiv: Projekt POLET: Stereotipi o starejših zaposlenih; <https://www.delo.si/novice/slovenija/med-brezposelnimi-je-najvec-starejsih-od-55-let>

^[9] Sources: https://www.evzd.si/wp-content/uploads/2020/11/Clanek-1_8.izobr_.Stereotipi-o-starejsih_F.docx; Arhiv: Projekt POLET: Stereotipi o starejših zaposlenih

- **Older workers are too expensive for the company**
 - While older employees may have higher salaries due to experience, they also bring stability, reliability, and lower turnover, which can reduce long-term costs for companies.^[10]
- **Older workers are not creative or innovative**
 - Creativity is not limited by age. Experience can contribute to innovative solutions and different perspectives on challenges.
- **Older workers want to retire as soon as possible**
 - Many older workers want to remain active and contribute to the workplace, especially when they feel valued and included.
- **Self-stereotypes**
 - Stereotypes about older employees do not only come from the environment; they are often internalized. Thoughts such as “I am too old for new technologies” or “younger people are more creative” reduce self-confidence and willingness to learn. Recognizing these self-stereotypes and gradually overcoming them through learning, experience, and positive examples is essential for employability and wellbeing at work.

These stereotypes are often unfounded and can lead to workplace discrimination. It is important that employers recognize the value and potential of older employees and create an inclusive work environment that promotes diversity and leverages the strengths of all age groups. Encouraging diversity and inclusion of older employees brings many benefits to organizations, including increased stability, experience, and mentorship for younger generations.^[11]

2.2. Research on stereotypes and perceptions of older employees

In Slovenia, there are several concrete studies that provide insight into the perceptions and challenges older workers face in the labor market. These studies are essential for understanding and eliminating bias and for shaping effective HR strategies.

- **STAR-VITAL: Attitudes and stereotypes about older workers^[12]**

The STAR-VITAL project analyzed common stereotypes about older employees, such as:

- Older workers have the same needs.
- Creativity and innovation are characteristics of younger workers.
- The experience of older employees is less relevant in the modern era.
- Older workers do not perform well in modern workplaces.
- All older workers are eagerly waiting for retirement.

The findings emphasize that differences in work performance and abilities are smaller between age groups than within them, meaning individual differences are key and stereotypes are often inaccurate.

^[10] Source: [Arhiv: Projekt POLET: Stereotipi o starejših zaposlenih](#)

^[11] Sources: <https://www.hrm-revija.si/starejsi-zaposleni-o-svojih-mocnih-in-sibkih-lastnostih>; Poročilo OECD – Ravnanje s starejšimi zaposlenimi in talenti v evropskih javnih upravah, Oktober 2021

^[12] Source: <https://www.star-vital.si/clanki/stalisca-in-stereotipi-o-starejsih-delavcih-5e2058c3c43cdb3eb10c8fd6>

- **Stereotypes of older employees compared to younger employees in Slovenian companies^[13]**

This study compared stereotypes between employees younger than 50 and those older than 50. It found significant differences in how stereotypes are perceived between the two groups, highlighting the need for greater awareness and adjustment of HR policies to promote age diversity.

- **Employer beliefs about older employees^[14]**

A master's thesis explored employer beliefs about older employees and found that older workers are often perceived as reliable, diligent, and loyal. However, negative perceptions also exist, such as lower adaptability and lower motivation to learn new technologies. The research stresses that these beliefs can hinder the hiring of older workers despite their many advantages.

- **Ageism in Slovenia: Assessing Differences between 2008 and 2022^[15]**

This study compares the prevalence of ageism in Slovenia between 2008 and 2022 based on data from the European Social Survey. It shows that perceptions of age discrimination have changed over time, indicating the need for continuous monitoring and action to reduce ageism.

Key international studies on stereotypes about older employees

- **AARP Workplace Discrimination Study (USA, 2020)^[16]**

The study showed that 78% of workers aged 45 to 65 have experienced or witnessed age discrimination in the workplace. In addition, 61% of respondents expressed concern that they could lose their job because of their age.

- **Cogito Study (2010)^[17]**

The international Cogito study compared cognitive abilities between younger adults (ages 20–31) and older adults (ages 65–80) over a period of 100 days. It found that older adults performed equally well in problem-solving as younger adults, challenging the stereotype that cognitive abilities decline significantly with age.

- **Study on Perceptions of Stereotypes Among Employees (USA, 2022)^[18]**

The study showed that younger workers more frequently attribute negative characteristics to older colleagues, such as lower adaptability and lower productivity. These stereotypes can influence workplace relationships and hiring decisions.

- **Age Discrimination in Hiring Study (United Kingdom, 2024)^[19]**

The research showed that nearly half of recruiters believe candidates aged 57 or older are too old to be hired. This highlights the widespread presence of age discrimination in recruitment, despite a shortage of skilled labor.

^[13] Source: <https://dogj.org/article/7c1c0f6cc22f4877b223a64b9f132cfb>

^[14] Source: <https://psihologijadela.com/wp-content/uploads/2019/03/magistrsko-delo-r.-c5bdalodec-1.pdf>

^[15] Source: https://www.researchgate.net/publication/381303141_Ageism_in_Slovenia_Assessing_Differences_between_2008_and_2022

^[16] Source: <https://pmc.ncbi.nlm.nih.gov/articles/PMC9344552/>

^[17] Source: <https://vantageaging.org/blog/myths-about-older-workers/>

^[18] Source: <https://www.tandfonline.com/doi/full/10.1080/01634372.2022.2161685>

^[19] Source: <https://www.thetimes.com/business-money/entrepreneurs/article/almost-half-of-recruiters-think-57-is-too-old-for-a-job-gxpn6nsfj>



Based on the above studies and articles, the following stereotypes about older employees often appear:

- **Inflexibility:** The belief that older workers find it harder to adapt to changes and new technologies.
- **Lower productivity:** The assumption that older workers are not as efficient as younger ones.
- **Lack of motivation:** The opinion that older employees are no longer motivated to work or progress.
- **Reduced cognitive abilities:** The belief that aging brings significant decline in cognitive functions such as memory and learning ability.
- **Higher employment costs:** The belief that older workers are more expensive due to higher salaries and healthcare costs.

2.3 Impact of stereotypes on older workers

Stereotypes about older employees can lead to:

- **Reduced self-confidence:** Internalizing negative stereotypes can affect self-image and work performance.
- **Hiring discrimination:** Older candidates may face rejection due to age-based prejudice.
- **Limited opportunities for advancement:** Employers may not offer older employees opportunities for promotion or further training.
- **Health issues:** Stress caused by discrimination can negatively affect physical and mental health.

2.4 Stereotypes about older employees with disabilities

- **They are no longer capable of effective work**
 - The combination of age and disability often leads to the assumption that a person can no longer perform work at a high-quality level.^[20]
- **They will frequently be on sick leave or absent from work**
 - Employers often expect higher absenteeism due to health, although research shows that many employees with disabilities are very reliable.^[21]
- **They will not be able to keep up with technological development**
 - There is a stereotype that older employees with disabilities struggle more with new tools and digital technologies.^[22]
- **They are too slow for today's work environment**
 - They are associated with lower productivity due to perceived reduced speed and efficiency.^[23]
- **They cannot work full-time or under normal conditions**
 - Many employers assume that older workers with disabilities require too many accommodations.^[24]
- **They are too set in their ways**
 - It is often believed that older employees with disabilities are not willing to change or adopt new ways of working.^[25]

^[20] Source: European Commission, 2012: "Active Ageing and Solidarity Between Generations"

^[21] Source: WHO/ILO Joint Report (2021)

^[22] Source: OECD (2020) – "Promoting an Age-Inclusive Workforce"

^[23] Source: Journal of Vocational Rehabilitation, 2015

^[24] Source: Disability and Work in Europe Report, 2021

^[25] Source: European Agency for Safety and Health at Work (EU-OSHA)



- **They will not last until retirement**
 - Especially in cases of functional limitations, employers may assume they will not be able to remain employed until retirement age.^[26]
- **They are a burden to the team**
 - They are often seen as a burden requiring additional assistance or adjustments, instead of being recognized as a source of knowledge and experience.^[27]
- **They are not suitable for demanding or responsible roles**
 - There is a stereotype that older employees with disabilities cannot lead, mentor, or take on greater responsibilities.^[28]
- **They are too close to retirement to invest in**
 - Employers often exclude them from training programs, believing that it is “not worth investing” in them.^[29]

2.5. Findings of the study on multigenerational work environments in Slovenia, with a focus on older employees (2025)

- The study included 43 Slovenian companies from both the public and private sectors, of various sizes.
- 51% of companies allow employees to continue working after retirement age.
- 33% of companies implement ergonomic adjustments for older employees.
- The results show that more than half of companies use formal mentoring and knowledge-sharing programs (53%), and even more promote intergenerational collaboration through projects or working groups (60%). This confirms that most organizations recognize the importance of structured and practical intergenerational cooperation in daily work.
- **Measures for Generation X:** The most frequently offered initiatives are programs for developing digital skills (65%) and additional educational benefits (60%), indicating that companies are striving to maintain the competitiveness of this age group amid rapid technological change.
- Approximately half of organizations provide coaching and soft-skills development (51%) as well as additional pension insurance (53%), combining both personal development and long-term financial security for employees. Training for transition into leadership roles is offered by 47% of companies, confirming that Generation X is widely seen as a key talent pool for future leadership positions.
- Among social and health-related benefits, supplemental health insurance stands out (37%), although given the age structure of employees, this share could be higher, as it would contribute to greater support for health and work ability.
- It is important to note that 21% of organizations do not offer any dedicated support to this generation, which may pose a risk to long-term engagement and effectiveness, especially at a stage when employees often face greater personal burdens (caring for parents and children) and the need to adapt to new technologies.

^[26] Source: European Foundation for the Improvement of Living and Working Conditions, Eurofound, 2020

^[27] Source: Disability Studies Quarterly, 2017

^[28] Source: ILO – Inclusion of Persons with Disabilities in the Workplace

^[29] Source: European Commission – “Ageing Workforce and Lifelong Learning”

- **Measures for employees aged 60+:** 42% of companies do not implement specific programs to support competitiveness and work motivation among employees over 60. This means that almost half of organizations do not address this group with dedicated initiatives.
- The most widespread measure is intergenerational mentoring (47%), where older employees transfer knowledge to younger colleagues.
- Companies that currently do not have older employees do consider future support, but this is mostly limited to formal retirement benefits or inclusion in social events. There are fewer cases of systematic planning for active aging and prolonging work activity, such as targeted training, work adjustments, or health-maintenance programs before employees reach 60.
- The most frequently implemented measures (on a scale from 1 to 5) are health and wellbeing programs (3.86), flexible working hours (3.67), digital training (3.67), and intergenerational cooperation (3.63). The lowest-rated measures are financial incentives to continue working after age 60 (1.72) and individual career planning after age 55 (1.77).

3. Case database: collection of concrete examples of companies and practices (domestic and international)

3.1 Catalogue of measures for inclusion and support of older employees

- **Knowledge transfer and retention**
 - Mentoring programs: Encouraging older employees to mentor younger colleagues
 - Involving older colleagues in strategic decisions or training initiatives, especially where their long-term perspective and expertise are invaluable
 - Creating formal knowledge-transfer programs, which can provide older employees with a sense of purpose and contribution
- **Communication and respect**
 - Avoiding age-related stereotypes: focusing on individual capabilities rather than assumptions based on age
 - Ensuring that all communication styles (written, verbal, digital) are clear and accessible to all employees
 - Encouraging participation and proactivity of older colleagues in meetings and work planning, and actively involving them in key projects or strategic decisions
 - Public recognition of long-term work and experience
 - Individual conversations with managers and HR
- **Providing flexible work arrangements**
 - Flexible, individually adjusted working hours or part-time work
 - Gradual, phased retirement and encouragement of continued work even after retirement eligibility, with gradual reduction of workload
 - Opportunities for remote or hybrid work
 - Options for seasonal or project-based work
- **Education and development**
 - Continuous learning, promoting lifelong learning: training on new technologies, tools, or industry trends, without assuming lower learning capability
 - Technical support: providing patient and respectful technical assistance

- **Health promotion and protection, ergonomic work environment**
 - Workplace adjustments: ensuring ergonomic optimization of desks, chairs, and screens
 - Adapting tasks based on capabilities (especially for physically demanding roles), clearer icons and larger fonts, parking space, appropriate noise levels, good lighting
 - Optimal organization of shift work
 - Job rotation and redistribution of tasks
 - Wellbeing programs: introducing programs that support healthy ageing, such as vision/hearing checks, wellbeing workshops, workplace exercise, education on healthy lifestyle and ways to manage everyday challenges in later years
 - Organizing sports activities throughout the year
 - More frequent short breaks
 - Access to specialists, experts and counselling, individual physiotherapy, adjusted time for preventive healthcare obligations
 - Providing beverages and fruit
- **Career path and growth**
 - Respecting ambitions: not all older employees slow down – many still strive for promotions or new challenges
 - Tailored development plans
 - Creating and offering opportunities for career transitions (e.g., roles that are less physically demanding or more strategic)
 - Adjusted performance-evaluation models for older employees
- **Ethical aspects**
 - Avoiding age discrimination: ensuring that hiring, promotion, and dismissal decisions are based on merit, not age
 - Training leaders to shift attitudes toward older employees
- **Encouraging intergenerational cooperation**
 - Ensuring mixed-age teams collaborate on projects; generational complementarity
 - A culture of mutual learning: creating an environment where both older and younger employees exchange knowledge and learn from each other
 - Experience-exchange initiatives
 - Promoting intergenerational solidarity
 - Highlighting the role and value of each generation
 - Knowledge mapping
 - Education on generational characteristics and potential synergies
- **Financial incentives**
 - Bonuses for continuing work after retirement eligibility is reached
 - Options for additional pension savings or special allowances for older employees
- **Balancing purpose, security, and belonging**
 - Older employees often value meaning in work more than title progression – focus on social contribution, team spirit, and personal fulfilment
 - “Grandma and grandpa at work” initiatives

3.2 Examples of good practices in Slovenia and abroad

For effective HR management of older employees, concrete measures implemented by companies in practice are essential. These measures demonstrate that with thoughtful strategies it is possible to increase engagement, reduce absenteeism, and extend the working activity of older employees. Below are examples of companies from Slovenia and abroad that have developed innovative approaches to knowledge transfer, health, flexible work arrangements, and intergenerational cooperation.

- **Petrol**
 - Petrol has developed a comprehensive strategy for managing older employees, which includes:
 - personal and professional development plans,
 - soft-skills training,
 - workshops on managing change and stress,
 - promotion of a healthy lifestyle, and
 - mentoring and knowledge transfer
 - These measures have increased engagement and productivity among older employees and extended their work activity.
- **Domel**
 - At Domel, they introduced job rotation, where employees change tasks every two hours according to their capabilities. This approach reduces monotony, improves communication and relationships among employees, and increases productivity.
- **STAR-VITAL Project**^[30]
 - Within the STAR-VITAL project, small and medium-sized companies in western Slovenia introduced measures to:
 - promote physical activity and healthy eating
 - manage stress
 - improve interpersonal relationships
 - enhance intergenerational cooperation
 - The result was reduced sick leave and greater willingness among older employees to remain active in the workforce longer.
- **Ferrero SpA (Italy)**^[31]
 - Ferrero provided older employees with 24-hour access to healthcare services at the workplace and training to prepare for the end of their careers and transition to retirement.
- **Daimler AG – Mercedes-Benz (Germany)**^[32]
 - Daimler introduced joint training sessions for younger and older employees to encourage knowledge and experience transfer and strengthen intergenerational collaboration.
- **MOL (Hungary)**^[33]
 - The oil and gas company MOL implemented programs to improve the health and wellbeing of older employees and adjusted workplaces to meet their needs.

^[30] Source: <https://evropskasredstva.si/projekti/dobre-zgodbe/podaljsevanje-delovne-aktivnosti-in-zmanjsevanje-odsotnosti-z-dela-v-krzs-star-vital-zdruzeni-ukrepi-za-vitalnost-starejsih-delavcev/>

^[31] Source: <https://mladi podjetnik.si/novice-in-dogodki/novice/dobre-prakse-ravnanja-s-starejsimi-zaposlenimi-v-tujih-podjetjih>

^[32] Source: Ibid.

^[33] Source: Ibid.

Project ASI – Comprehensive support for companies for active ageing of the workforce

In Slovenia, the ASI project was active between 2017 and 2022, providing companies with financial incentives for developing strategies and competencies of older employees, as well as free workshops and training programs. As part of the project, a Catalogue of measures for effective management of older employees^[34] was also created, collecting numerous practical examples from the business sector. Among the most notable are the following:

- **Bosch – Preserving key knowledge in the organization**
 - Bosch faced the challenge of losing critical knowledge when older employees retired. Therefore, they developed a program in which older workers, before retirement, complete a form listing the knowledge and skills they have acquired. This information is stored in a database accessible to project managers worldwide. When complex projects arise, managers can check whether any retired expert matches the project's needs. This approach successfully preserved key knowledge within the organization and enabled continued involvement of older experts even after retirement.
- **Adria Mobil – Intergenerational cooperation**
 - Adria Mobil promotes intergenerational collaboration, where older employees transfer knowledge to younger colleagues and vice versa. New skills and experiences are regularly exchanged through internal training sessions. The company places special emphasis on employee health, workplace ergonomics, sports activities, and active involvement of retired employees. Intergenerational cooperation leads to successful integration of new employees and preservation of valuable organizational knowledge.
- **Gorenje – Active ageing**
 - Gorenje encourages active ageing through workplace measures (ergonomics, first aid, health analysis, guided exercise during working hours, breakfast provided at the company) and through healthy-lifestyle activities outside working hours (sports activities, health lectures). These activities are intended for both current employees and retirees. Active ageing programs contribute to greater motivation and improved work performance.

^[34] Source: <https://www.srips-rs.si/storage/app/media/RAZVOJ%20KADROV/ASI/Katalog%202022/katalog/index.html>