



REPUBLIC OF SLOVENIA
MINISTRY OF LABOUR, FAMILY
SOCIAL AFFAIRS AND EQUAL OPPORTUNITIES



Ministry of Labour, Family, Social Affairs and Equal Opportunities
invites you to a webinar

"Ageing Workers in the Digital Age"

Zoom platform

Wednesday and Thursday, 8 and 9 October 2025

No registration fee. Participation is free of charge.

The webinar will be held in Slovenian and English.

Simultaneous interpretation will be provided.

The number of participants is limited. Advance registration is required.

Please register by filling in the [online form](#).

Registrations are invited until Monday, 6 October 2025, or until places are filled.

The Ministry of Labour, Family, Social Affairs and Equal Opportunities will send
confirmation of attendance to participants by e-mail at a later date.



Programme of the webinar

"Ageing Workers in the Digital Age"

Zoom platform
8 and 9 October 2025

Session 1: How to adapt working environment to the ageing workforce?

Wednesday, 8 October 2025, 9.30-13.05 CET

9.30–9.35	Introductory remarks by the moderator <i>Prof Dr Simona ŠAROTAR ŽIŽEK</i> <i>University of Maribor, Faculty of Economics and Business</i>
9.35–9.45	Introductory speech <i>Lidija ŠUBELJ, General-Director of the Labour Relations and Labour Rights Directorate</i> <i>Ministry of Labour, Family, Social Affairs and Equal Opportunities</i>
9.45–10.15	Keeping older workers in the labour force <i>Dr Franz Ferdinand EIFFE, Research Manager</i> <i>European Foundation for the Improvement of Living and Working Conditions (Eurofound)</i>
10.15–10.30	Discussion
10.30–11.00	Health and wellbeing are crucial in prolonging the working life of ageing workforce <i>Prof Dr Metoda DODIČ FIKFAK, MD, Specialist in Occupational, Traffic and Sports</i> <i>Medicine, Director</i> <i>University Medical Centre Ljubljana, Clinical Institute of Occupational, Traffic and Sports</i> <i>Medicine</i>
11.00–11.15	Discussion

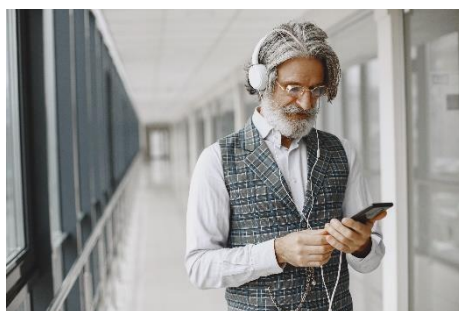
11.15–11.30	Active break: targeted exercises for maintaining health and working capacity <i>Janja RAK, kinesiologist and occupational therapist</i> <i>ZAP FITCORP / Occupational, Transport and Sports Medicine</i>
11.30–12.00	The importance of lifelong learning and training for older employees, particularly in the field of digital technologies <i>Assoc Prof Dr. Matjaž DEBEVC</i> <i>University of Maribor, Faculty of Electrical Engineering and Computer Science</i>
12.00–12.15	Discussion
12.15–12.45	The HR perspective on ageing: managing older workers and promoting intergenerational cooperation in the digital age <i>Prof Dr Simona ŠAROTAR ŽIŽEK</i> <i>University of Maribor, Faculty of Economics and Business</i>
12.45–13.00	Discussion
13.00–13.05	Conclusions <i>Nikolaj PETRIŠIČ, Head of the Safety and Health at Work Department</i> <i>Ministry of Labour, Family, Social Affairs and Equal Opportunities</i>
13.05–13.07	Napo film

Session 2: Managing ageing workforce: from theory to practice

Thursday, 9 October 2025, 9.30-13.00 CET

9.30–9.35	Introductory remarks by the moderator <i>Prof Dr Simona ŠAROTAR ŽIŽEK</i> <i>University of Maribor, Faculty of Economics and Business</i>
9.35–10.05	Safe and healthy work in the digital age <i>Annick STARREN, Senior Research Project Manager</i> <i>European Agency for Safety and Health at Work (EU-OSHA)</i>
10.05–10.20	Discussion

10.20–10.50	AI, aging workers and labour shortage – implications for OSH and policy <i>Dr Mikkel BARSLUND, researcher</i> <i>HIVA – Research Institute for Work and Society</i> <i>KU Leuven</i>
10.50–11.05	Discussion
11.05–11.15	Active break: targeted exercises for maintaining health and working capacity <i>Miha ROJC, kinesiologist and trainer</i> <i>ZAP FITCORP / Occupational, Transport and Sports Medicine</i>
11.15–11.45	Managing an ageing workforce and challenges in occupational safety and health – the Cypriot experience <i>Dr Cleo VARIANOU-MIKELLIDOU, Lecturer in Occupational Safety and Health, Operational Manager of Centre of Excellence in Risk and Decision Science (CeRiDeS)</i> <i>European University Cyprus</i>
11.45–12.00	Discussion
12.00–12.30	How digital tools are changing collaboration and consultation with employees: experience of Impol <i>Željka KUTIJA, Head of Occupational Safety and Health Department</i> <i>Urška KUKOVIČ RAJŠP, Project Manager</i> <i>Kadring, d.o.o, Skupina Impol</i>
12.30–12.45	Discussion
12.45–13.00	Conclusions <i>Nikolaj PETRIŠIČ, Head of the Safety and Health at Work Department</i> <i>Ministry of Labour, Family, Social Affairs and Equal Opportunities</i>
13.00–13.02	Napo film



Source: Freepik (<https://www.freepik.com/>)

BACKGROUND¹



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Today, people in the EU and Slovenia are **living longer than ever before**. The age structure of society is changing rapidly, as the number of people over the age of 50 is constantly growing. According to data from the Statistical Office of the Republic of Slovenia, on January 1, 2025, the average age of the population of Slovenia was 44.4 years, an increase of 1.7 years since 2016. The highest average age is in the Pomurje statistical region, where the average age of the population is 47.1 years, while the "youngest" are the inhabitants of the Central Slovenia region, who are on average 42.7 years old.

Population aging is not a new phenomenon. This megatrend has long been affecting European economies and is expected to continue in the coming decades. It will cause significant **imbalances in labour markets** and contribute to **labour shortages**. According to Eurostat estimates, by 2100, people aged 65 and over will account for one third of the total population in the EU, representing an increase of more than 10 percentage points compared to 2023.

These figures pose a **major challenge for policymakers** in the areas of employment, working conditions, **including health and safety at work**, living standards, and social protection. They raise concerns about the **sustainability of pension systems** and **labour shortages**. European decision-makers are therefore encouraging people to extend their working lives.

The European Commission emphasizes that **there is potential for further increases in the employment rate of older people**, despite the significant increase in this rate over the last decade. In the EU, the employment rate for people aged 55 to 64 was 63.8% in the second quarter of 2023, compared to 70.5% for people aged 15 to 64.

However, **retaining older workers in the labour market is a challenging task**. Employers often have stereotypical perceptions of older workers, particularly with regard to their ability to adapt to technological and organizational changes or their productivity. Studies show that recruitment practices are often discriminatory towards older people.

Extending working life therefore requires more than just changes in legislation. Effective approaches to integrating older people into the labour market need to be explored, ways of enabling and motivating them to remain in the labour market need to be identified, and it

¹ Partially based on Eurofound's research report "Keeping older workers in the labor force" and the document "Keeping older workers engaged: Policies, practices and mechanisms," both published on the website: <https://www.eurofound.europa.eu/>

needs to be determined who should be involved in providing a working environment appropriate to their age. Employers should be encouraged to retain older workers, and working conditions should be improved to enable older workers to continue working successfully.

Older workers bring a wealth of experience, knowledge, and reliability, but they often face greater health burdens, declining physical capacity, and sometimes prejudice from employers. Promoting employment opportunities for an ageing workforce therefore requires a **new way of thinking at company, regional, sectoral, national and EU level**. For pension reforms to be successful, **working conditions must be improved** and **solutions introduced that help workers maintain their physical and mental health**, as well as their skills, motivation, and productivity **throughout their working lives**.

Good working conditions are therefore important not only in old age, but throughout a person's working life, as they have a major impact on workers' health in old age. If employers want to retain older workers in their companies, they must **prioritize the health of their employees and take action while they are still young**. Particular attention should be paid to the prevention of musculoskeletal disorders and psychosocial risk factors in the workplace. **Prevention of occupational diseases** and **health education** are key to extending the working life of older workers and promoting active aging. Healthy and active aging benefits the labour market, employment, social security systems, and ultimately the growth and productivity of the economy.

The European Foundation for the Improvement of Living and Working Conditions (Eurofound) defines “**sustainable work**” as a balance between working and living conditions that “supports people to engage and remain in work throughout an extended life” (Eurofound, 2015).

Factors such as job requirements, learning and development opportunities, autonomy at work, recognition and respect, mentoring opportunities, a supportive organizational environment, and social support have a significant impact on older workers' decisions to remain in or leave the labour market. The experience of Member States shows that retaining older workers in the labour market requires action in a number of areas: **strengthening digital skills, promoting hybrid and remote work, introducing appropriate human resources practices, ensuring healthy workplaces, strengthening occupational safety and health**, etc.

The seminar will present **findings of the Eurofound's research on maintaining the employment of older workers**, with a focus on factors that influence their participation in the labour market. The main priorities of the European Healthy Workplaces Campaign 2023-25: Safe and healthy work in the digital age, which ends this December, will be presented, as well as **the EU-OSHA study on the impact of labour shortages in Europe on occupational safety and health** will be presented.



Source: Freepik
(<https://www.freepik.com/>)

The discussion will focus on **health at work** as an important factor influencing work ability and readiness to continue working in old age, as well as on the need to tackle **age discrimination in the workplace**. Organizations that want to retain older workers must have **appropriate human resources policies** and prevent age discrimination. **Access to training**, particularly **in the field of digital technologies**, will also be discussed, as this is one of the key variables affecting the employment opportunities of older workers. Artificial intelligence provides support for employee management, but it must not replace human supervision, decision-making, communication, and **consultation with employees and their representatives**. Companies must use **approaches that are focused on people**. The experiences of **Cyprus and Slovenia** will be presented.

**The webinar is part of the European campaign Healthy Workplaces 2023-25:
Safe and healthy work in the digital age.**



The webinar is co-financed by

