

Attitudes of Older Employees towards Work and Their Needs

CONTENTS

Chapter	Page
1. Introduction to the Issue	2 – 20
2. Characteristics of Older Employees	21 – 35
3. Attitudes of Older Employees towards Work	36 - 53
4. Work-Related Needs of Older Employees	54 - 65
5. Conclusion	66 – 67
6. Infographics	68 - 73
7. References	74 – 76

1. Introduction to the Issue

The position of older employees in the labour market has been gaining increasing importance in recent years. The main reasons are the demographic development of society, increasing life expectancy, population ageing and, at the same time, a growing shortage of labour in many professions and sectors. Older employees represent a significant group within the workforce, and their role will continue to grow in the coming decades.

The attitudes of older employees towards work and their needs are therefore becoming an important topic not only for employers, but also for trade unions, state institutions and public policy makers. This group of employees often possesses a high level of professional experience, many years of practice, knowledge of work processes and stable working habits. At the same time, however, they face a number of specific problems and obstacles that may negatively affect their employability and the overall quality of their working life.

The most significant factors include, in particular, the higher physical and mental demands of certain professions, deteriorating health related to age, the need for greater flexibility of working arrangements, and more difficult adaptation to rapid technological change and the digitalisation of the working environment. Older employees may also encounter prejudice and age-based discrimination, which can lead to a weakened position in the labour market, lower job security or limited opportunities for professional development.

The design of working conditions is also an important area. Older employees are often more sensitive to the length of working hours, shift organisation, the ergonomics of the working environment, physical workload or the possibility of regular health breaks. Measures aimed at promoting a healthy working environment and the long-term work sustainability of employees at a higher age are therefore gaining in importance.

Flexibility of working arrangements also plays an important role. Frequently requested forms include, in particular, part-time work, flexible working hours, working from home or the possibility of gradual retirement. These tools can significantly contribute to keeping older people in the workforce for longer, reducing health strain and achieving a better work-life balance.

Access to education and professional development of older employees represents another specific area. Although lifelong learning is becoming increasingly important in the modern economy, older employees may encounter obstacles such as lack of time, financial costs, a limited supply of suitable training programmes or insufficient support from employers. In some cases, stereotypical notions also arise about the lower ability of older workers to acquire new knowledge and technologies.

The aim of this analysis is to map the attitudes of older employees towards work and to identify their main needs and problems in the work process. The analysis focuses in particular on the perception of working conditions, employment flexibility, health aspects of work, opportunities for professional training and the overall position of older employees in the labour market. The report will also assess the broader economic, social and demographic context of employing older people.

The analysis is based on the assumption that effective support for the employment of older workers is an important tool for stabilising the labour market, strengthening social cohesion and ensuring the

long-term sustainability of the economic system. At the same time, it can contribute to improving the quality of life of older people and making better use of their professional and work potential.

Definition of the Term Older Employees

The term "older employees" is not defined uniformly in the professional literature or in practice. Its definition varies according to statistical methodologies, labour law regulations, sociological studies or employers' HR strategies. Most frequently, older employees are considered to be persons aged 50 and over, or alternatively 55 and over. In some cases, this group is further subdivided according to economic activity, health status, attainment of retirement age or the nature of the work performed.

Defining older employees is important for labour market analysis, public policy making, the design of working conditions, occupational health protection, training and employee benefits. The needs and capabilities of workers at a higher age may differ significantly from those of younger age groups, which is why it is appropriate to pay separate attention to this part of the workforce.

At the same time, older employees do not form a homogeneous group. Differences exist between individual age categories, professions, qualification levels, health status and socio-economic position. The situation of employees performing long-term physically demanding professions differs, for example, from that of workers in administrative, professional or managerial positions.

Definition of the 50+ Age Group

In many professional studies, employment strategies and documents of European institutions, older employees are defined as persons over 50 years of age. This age threshold is used primarily with regard to changes in work capacity, health status and the position of employees in the labour market.

Persons aged 50+ more often face the risk of long-term unemployment, greater difficulty in finding a new job or age discrimination. At the same time, some employees begin to experience more pronounced health limitations related to the long-term performance of work, especially in physically demanding professions.

On the other hand, this group usually possesses extensive work experience, professional practice, stable working habits and often also greater loyalty to the employer. From the employers' perspective, it therefore represents an important source of experience and professional know-how.

Definition of the 55+ Age Group

In some labour market statistics and in the field of social policy, the age of 55 is considered the threshold for older employees. This age group is already more closely associated with the pre-retirement period and changes in employees' work perspective.

Among employees aged 55+, questions of long-term work sustainability, the need to adjust working conditions or interest in more flexible working arrangements arise more frequently. At this stage of life, some workers give more consideration to work-life balance, their health status and the future transition to retirement.

The 55+ group is also significant from the perspective of the employment policies of the state and employers, as it represents a numerically growing part of the workforce. Given population ageing and the increasing retirement age, its importance in the labour market can be expected to grow further.

Differences between Pre-Retirement and Retirement Age

Significant differences exist between employees of pre-retirement age and persons who have already reached retirement age and are drawing an old-age pension. The pre-retirement period is generally characterised by continuing economic activity, a higher workload and a growing need for job stability.

Employees of pre-retirement age often deal with issues related to keeping their job, their medical fitness for work or fears of a difficult return to the labour market in the event of job loss. The amount of the future pension also plays an important role, as it may be affected by the length of economic activity and the level of income in the final years of working life.

Persons of retirement age who continue to work are usually motivated by a combination of economic, social and psychological factors. In addition to the need to supplement their income, maintaining social contacts, a sense of usefulness, an active lifestyle or the use of long-acquired experience may also play a significant role.

Work performed by persons of retirement age is more often associated with part-time contracts, more flexible work organisation or positions with lower physical demands. In some cases, however, seniors continue to work full time, especially in professions with a high degree of professional specialisation or a shortage of qualified workers.

Definition of Economically Active Seniors

Economically active seniors can be defined as persons of retirement age who continue to perform gainful activity in the form of employment, self-employment or other economic activity. This group represents an increasingly significant part of the labour market.

The growth in the number of economically active seniors is mainly related to increasing life expectancy, the improving health of part of the older population, economic reasons connected with pension levels, and changes in lifestyle and attitudes towards old age. Many seniors today do not perceive retirement as the definitive end of their working career, but as a transition to a more flexible form of work activity. The demand for experienced workers and employers' efforts to make use of their professional knowledge and many years of experience also play an important role.

Economically active seniors can represent an important stabilising element of the labour market, especially in times of labour shortages. However, their employment requires the adaptation of working conditions, greater flexibility in work organisation and consideration of the health and social needs of this group of the population.

Importance of This Group in the Labour Market

Older employees represent an increasingly important part of the labour market, and their role will continue to grow in the coming years. This development is mainly related to demographic change, increasing life expectancy and population ageing. At the same time, labour shortages persist in many sectors, which increases the importance of keeping older workers economically active.

In the past, the employment of people at a higher age was often perceived primarily as a social issue. Today, it is increasingly evident that older employees also represent a significant economic and stabilising factor of the labour market. Their importance is growing especially where employers face a shortage of qualified workers, high staff turnover or the loss of professional know-how.

Demographic Development of Society

Demographic development in the Czech Republic and other European countries is characterised by population ageing. Life expectancy is increasing while the birth rate is declining, which leads to a growing share of older people in society. This trend has significant impacts on the labour market, the social system and the national economy. The number of economically active persons in younger age categories is gradually decreasing, while the number of inhabitants of pre-retirement and retirement age is growing. Older employees therefore represent an increasingly important part of the workforce. At the same time, population ageing puts pressure on the pension system, healthcare and social services, which increases the importance of measures supporting longer economic activity and the retention of older employees in the labour market.

Labour Shortage

The importance of older employees is also growing in connection with the long-term shortage of labour in many sectors. This problem particularly affects technical professions, industry, healthcare, social services, education and certain skilled trades. Many employers face difficulties in filling vacancies and, at the same time, high staff turnover. Older workers therefore represent an important stabilising element of the labour market. Compared with younger workers, this group tends to be characterised by more stable working habits, greater loyalty to the employer and a lower tendency to change jobs. Employers can thus better maintain the continuity of work processes and prevent the loss of professional experience. The importance of older workers increases especially in periods of economic growth and low unemployment, when the labour shortage is most pronounced.

Extension of the Economic Activity of the Population

In recent decades, the economic activity of the population has been extending. A growing number of people continue to work at a higher age, not only in the pre-retirement period, but often also after reaching old-age pension age.

This trend is related to increasing life expectancy, the improving health of part of the population and changing attitudes towards old age. Many people no longer perceive retirement as the definitive end of their working life.

Economic reasons are also a significant factor. Some seniors continue working in order to supplement their income or maintain their standard of living. In addition to economic motivations, social and psychological factors also play an important role, such as the need for social contacts, a sense of usefulness or the desire to maintain an active lifestyle.

The extension of economic activity has significant impacts on the labour market and public finances. Higher employment of older people contributes to the growth of tax and social contribution revenues and, at the same time, helps to ease the pressure on the pension system.

Growing Importance of Experience and Professional Practice

One of the most significant strengths of older employees is their many years of work experience, professional knowledge and practical skills acquired over long careers. These workers often possess a deep knowledge of work processes, technologies and the specifics of individual professions. In many sectors, they represent an important source of professional know-how and continuity of work processes. Their importance is growing especially in professions where practical experience is difficult to replace with formal education or short-term training. Older workers often play an important role in passing on experience to younger generations of employees. They can act as mentors, trainers or professional guarantors of work teams. Intergenerational cooperation thus represents a significant factor in the stability and efficiency of work teams. Although the importance of digital competences and adaptability is growing, long-term professional experience remains an irreplaceable asset in many professions. In view of demographic developments, the importance of older employees for the stability of the labour market and the economy can be expected to grow further.

Aim and Purpose of the Report

This report focuses on the position of older employees in the labour market and on identifying their main needs, problems and expectations in the work process. It is based on the assumption that the importance of older workers will continue to grow as a result of demographic developments, labour market changes and the extension of economic activity. The aim of the report is to provide an analytical view of the situation of older employees, to assess their position in the labour market and to identify the factors affecting their employability, working conditions and long-term work sustainability. At the same time, it focuses on the broader economic, social and societal context of employing older people, including the impacts on employers, public finances, the social system and labour market stability.

Analysis of the Position of Older Employees in the Labour Market

One of the main aims of the report is to analyse the current position of older employees in the labour market and to identify the factors affecting their employment. The analysis focuses on the employment rate of older people, their employment in individual sectors, employment opportunities at a higher age and the position of employees of pre-retirement and retirement age.

The assessment also includes an analysis of the problems that older employees may encounter, such as greater difficulty in finding a job, a higher risk of long-term unemployment, health limitations, the physical demands of certain professions or manifestations of age discrimination. Attention will also be paid to labour market changes, digitalisation and technological development, which may affect the employability of older workers.

Identification of the Needs of Older Employees

Another aim of the report is to identify the main needs of older employees in the work process and to evaluate the conditions that can contribute to their longer and better-quality employment.

The report will focus primarily on working conditions, work organisation, flexibility of working arrangements and occupational health protection. The ergonomics of the working environment, the possibility of health breaks and the adaptation of working conditions for employees with reduced work capacity are also important areas. The analysis will include an assessment of the possibilities of part-time work, working from home, flexible working hours and gradual retirement. Attention will also be paid to the training and professional development of older employees, obstacles to lifelong learning, retraining opportunities and support for digital competences.

Evaluation of the Economic and Social Impacts of Employing Older People

The report also focuses on evaluating the economic and social impacts of employing older people. From an economic perspective, it will assess the importance of the employment of older workers for labour market stability, public finances, the state's tax and social contribution revenues and the long-term sustainability of the pension system. The analysis will also focus on the importance of older employees for employers, particularly in terms of the stability of work teams, the transfer of professional experience, the retention of know-how and mitigating the impacts of labour shortages. The assessment will also include the broader societal impacts of employing older people, such as the effect on social cohesion, intergenerational cooperation, the quality of life of seniors or reducing the social exclusion of people at a higher age.

Proposals for Possible Measures and Recommendations

The report will also include proposals for measures and recommendations aimed at supporting the employment of older workers and improving their working conditions. The recommendations will be addressed to employers, state institutions and public policy makers. The aim will be to identify measures that can contribute to keeping older people in the workforce for longer while improving the quality of their working life. The recommendations may include, in particular, measures supporting flexible working arrangements, ergonomic adjustments of the working environment, workplace health promotion, the development of lifelong learning or the employment of people of pre-retirement and retirement age.

The report will also address the promotion of intergenerational cooperation, the use of older workers' experience in training younger employees and measures aimed at reducing age discrimination. An important objective of the recommendations is to support the long-term stability of the labour market, the effective use of the domestic workforce and the strengthening of the economic and social sustainability of employing older people.

1A Employment of Older People

The employment of older people represents an important area of labour market development. As a result of population ageing, the extension of the economic activity of the population and labour shortages, the employment of people at a higher age has been gradually increasing in the Czech Republic and other European countries. The importance of this group is growing not only from an

economic perspective, but also in terms of labour market stability, public finances and the functioning of the pension system. Older workers are increasingly becoming a normal part of work teams even after reaching retirement age. The analysis of the employment of older people makes it possible to monitor long-term trends in the economic activity of the population, labour market changes and the impacts of demographic developments. It also includes a comparison of the position of older employees with other age groups and an international comparison of employment developments.

Employment Statistics for Older People 55+

Persons over 55 years of age represent a significant and numerically growing part of the economically active population. In recent years, their employment has been growing in the Czech Republic and in most European countries. This development has been driven by the increasing retirement age, changes in the demographic structure of the population, the improving health of part of the population and the economic need to remain in the workforce. Labour market developments also play an important role. Many sectors are experiencing labour shortages, which leads employers to make greater use of workers at a higher age. At the same time, the societal view of employing older people is changing, and it is increasingly perceived as a normal part of working life. The employment of persons aged 55+ is influenced by the nature of the work, the health status of employees, their qualifications and the regional labour market situation. Employment tends to be higher among people with higher qualifications and in professions with lower physical demands.

Development of Employment of Persons 55+

The employment of persons over 55 years of age has shown a predominantly upward trend in recent decades. Both the number of economically active persons in this age group and their share of total employment are increasing. This development is mainly driven by the extension of working life, the gradual raising of the retirement age and the economic motivation to continue working at a higher age. At the same time, labour market changes are leading to greater use of flexible forms of employment, particularly part-time contracts, flexible working hours or part-time employment relationships.

However, employment developments are not the same across all professions. Significant differences exist between manual and non-manual occupations. Employees performing physically demanding work often face a higher risk of health limitations and early exit from the labour market.

Year-on-Year Changes in Employment

Year-on-year changes in the employment of older people are influenced by the economic situation of the country, demographic developments and labour market changes. In periods of economic growth, the employment of people at a higher age generally increases, as employers look for new sources of labour and make greater use of experienced employees. Conversely, in periods of economic slowdown, older employees may be more at risk of redundancy or greater difficulty in finding a new job.

Legislative developments are also an important factor, particularly changes to the pension system, the conditions for early retirement and support for flexible forms of employment.

Technological change and the digitalisation of the working environment also have a significant influence, as they can create new opportunities while at the same time increasing the pressure on employees to retrain and adapt.

Comparison with Other Age Groups

Compared with younger age groups, older employees show specific features in their employment.

Younger employees tend to be more flexible when changing jobs, change positions more frequently and are usually more open to geographical mobility. Older workers, on the other hand, often show greater job stability, longer work experience and greater loyalty to the employer. At the same time, they more often face problems in finding a new job in the event of job loss. Higher age can be an obstacle, especially in professions with high demands on physical performance or rapid adaptation to new technologies. The participation of older employees in retraining and education programmes also tends to be lower. Nevertheless, they possess a significant level of professional experience, practical knowledge and working habits, which represent an important asset for employers.

International Comparison

The employment of older people varies considerably from country to country, depending on the economic situation, the pension system, working conditions and attitudes towards ageing and the employment of seniors. Within Europe, the countries with higher employment of older people include, in particular, the Nordic countries, which have long supported flexible working arrangements, lifelong learning and the active ageing of the population. Conversely, in some countries the employment of people at a higher age is lower, for example due to greater use of early retirement, poorer availability of flexible forms of work or the higher physical demands of the labour market.

In recent years, the Czech Republic has ranked among the countries with growing employment of persons aged 55+; nevertheless, problems persist relating to the employability of people of pre-retirement age, regional differences or the limited availability of flexible forms of work.

International experience shows that successful support for the employment of older people requires a combination of economic, social and labour law measures.

Number of Working Pensioners

The number of working pensioners in the Czech Republic has been growing over the long term. Not only the absolute number of economically active seniors is increasing, but also their share of total employment. This development is mainly driven by the demographic ageing of the population, the raising of the retirement age and the increasing length of the economic activity of the population.

The economic situation of seniors is also a significant factor. Some pensioners continue working because they need to supplement their income or maintain their standard of living. Others work voluntarily for reasons of personal fulfilment, social contacts or an interest in continuing their professional activity. The growth in the number of working pensioners is particularly evident in

professions with lower physical demands, a higher degree of professional specialisation or the possibility of flexible working arrangements.

Most Common Types of Job Positions

Employed pensioners work in a wide range of professions and job positions. The nature of their employment is influenced by their health status, previous professional experience, qualifications and the availability of flexible working arrangements. The most common job positions held by seniors include administrative and office work, professional consultancy services, teaching and educational activities, and work in healthcare, social services or retail.

A significant proportion of seniors continue in the professions in which they worked before reaching retirement age, particularly in the case of professionally specialised activities based on long-term practice and experience.

Some working pensioners work part time, under agreements on work activity or in other flexible forms of employment. Conversely, they are less represented in professions with high physical demands, shift work or increased requirements for physical performance.

Motivation to Continue Working after Reaching Retirement Age

Seniors' motivation to continue working after reaching retirement age is generally a combination of economic, social and personal factors. Some seniors continue working primarily for economic reasons, for example because of an insufficient pension or an effort to maintain their current standard of living. For others, the need for an active lifestyle, social contacts or a sense of social usefulness plays a significant role. For many seniors, work represents an important part of their personal identity and life fulfilment. Continuing professional activity can contribute to mental well-being, the maintenance of a daily routine and overall quality of life.

Motivation to work at a higher age is also influenced by the nature of the previous profession, health status, family situation and the availability of flexible working arrangements.

Economic Reasons for Continuing to Work

Economic reasons are among the most common factors influencing seniors' decisions to continue working after reaching retirement age. For some seniors, the old-age pension is an insufficient source of income to maintain their current standard of living. Continuing to work allows them to increase the total household income, cover rising living costs or build up financial reserves.

Differences in pension levels, previous earnings and the individual financial situation of households also play a significant role. The need for economic activity tends to be higher among people with lower incomes or higher living costs.

For many seniors, working after reaching retirement age is therefore not merely a voluntary activity, but an important tool for financial stability and maintaining their standard of living.

Social and Psychological Reasons for Continuing to Work

In addition to economic motives, social and psychological factors also play a significant role. Work enables seniors to maintain regular social contacts, to be part of a work team and to participate

actively in social life. For many people, it represents an important source of self-fulfilment, personal identity and a sense of usefulness. Continuing in employment can have a positive effect on mental well-being, promote an active lifestyle and help maintain the everyday structure of life. Many seniors therefore perceive work not only as a source of income, but also as an important part of their personal and social functioning.

The importance of these factors varies according to health status, family situation, the nature of the work and individual life preferences.

Employees Drawing a Pension

The group of employees drawing an old-age pension represents an increasingly significant part of the workforce. As a result of demographic developments and the extension of economic activity, the number of working pensioners has been rising over the long term. These employees often differ from other workers in their motivation to work, their preferred working arrangements and their expectations of employment. In addition to economic reasons, the need for social contacts, personal fulfilment and the use of professional experience tends to be significant. Working pensioners are more often employed part time or in other flexible forms of work. Their employment depends mainly on their health status, the nature of the profession and the possibilities of adapting working conditions. For employers, they represent an important source of experience, professional knowledge and stability of work teams.

Combining a Pension with Employment

The possibility of combining the drawing of a pension with gainful activity is a significant factor supporting the economic activity of seniors. This model allows for a more gradual transition between full work activity and exit from the labour market. At the same time, it gives seniors the opportunity to retain part of their work activities without the need for a full workload. Combining a pension with employment brings benefits to individuals, employers and public finances alike. It contributes to higher economic activity of the population, better use of seniors' professional experience and the mitigation of the impacts of labour shortages. Its importance is likely to grow further in view of demographic developments.

Part-Time Work

Part-time employment represents one of the most important forms of employing older workers and persons of retirement age. It makes it easier to reconcile work duties with health capabilities, personal life or caring for family members. At the same time, it reduces the workload and supports seniors' longer participation in economic activity. For employers, it is a tool for making use of the professional experience of workers who no longer wish or are no longer able to work full time. The development of part-time work is considered one of the key measures supporting the employment of older people and their gradual transition to retirement.

Flexible Working Arrangements

Flexible working arrangements are among the most important tools for supporting the employment of older workers. They include, in particular, flexible working hours, remote work, part-time contracts or individual organisation of working time. Their importance lies in the possibility of adapting working conditions to the health, family and personal needs of employees at a higher age. Flexibility also makes it easier to combine work with drawing a pension and supports longer work activity. For employers, flexible arrangements represent a way to retain experienced workers, reduce staff turnover and respond more effectively to labour shortages.

With the growing share of older employees, the importance of these forms of work organisation can be expected to increase further.

Legislative Framework for Employing Pensioners

The employment of persons drawing an old-age pension is governed by the labour law and social security regulations of the Czech Republic. Current legislation allows old-age pensioners to work while drawing a pension. They may be employed in an employment relationship, on the basis of agreements on work performed outside an employment relationship, or be self-employed. The legal framework sets out the conditions for social and health insurance, tax obligations, and protects employees against age discrimination. At the same time, expert discussions point to the need for further support for flexible forms of employing seniors and for creating conditions for longer economic activity of the population.

1B The Role of the State

The role of the state in the employment of older people is growing as a result of population ageing, labour shortages and pressure on public finances. The state influences the position of older employees through labour legislation, the pension system, employment policies, education and social policy. At the same time, it creates conditions for longer economic activity and labour market stability. Support for the employment of older people has both economic and social significance and contributes to social stability, intergenerational cooperation and the cohesion of society.

The Role of the State in Creating Conditions for the Work of Older Employees 50+ and 65+

The state creates conditions for the employment of older people through legislative, economic and social instruments. Key areas include protection against age discrimination, support for flexible forms of work, lifelong learning, retraining and safe working conditions.

The design of the pension system and employment policies, which can support longer economic activity of people at a higher age, also plays a significant role.

Supporting the employment of persons aged 50+ and 65+ contributes to labour market stability and the effective use of the domestic workforce.

Integration of Older People into the Work Process

One of the tasks of the state is to support the integration of older people into the work process and to create conditions for their long-term employment. Older employees may face a higher risk of unemployment, greater difficulty in returning to the labour market or a lower willingness of employers to hire workers at a higher age. The state therefore supports their employment through active employment policy. Retraining, lifelong learning, job search counselling and support for employers who employ people at a higher age play an important role. Support also includes the prevention of age discrimination and the promotion of equal access to employment.

Maintaining the Economic Activity of the Population

Maintaining the economic activity of the population is one of the main reasons for supporting the employment of older people. With population ageing and increasing life expectancy, longer work activity is becoming increasingly important for the stability of the labour market and public finances. Higher employment of people at a higher age increases tax and social contribution revenues and, at the same time, reduces the pressure on the social and pension systems. The state therefore supports measures enabling longer work activity, such as flexible working arrangements, part-time work and the employment of people drawing a pension. Support for a healthy working environment and the prevention of work-related health problems also play an important role.

Promoting Intergenerational Cooperation

Promoting intergenerational cooperation is an important part of modern employment policy and work organisation. Older employees possess experience, professional practice and knowledge of work processes that can benefit younger generations of workers. The state can support conditions for cooperation between different age groups, for example through mentoring, the transfer of experience and the development of teamwork. Intergenerational cooperation contributes to reducing stereotypes, greater stability of work teams and more effective use of employees' professional potential.

Social Cohesion

The employment of older people has a significant impact on social cohesion and social stability. The opportunity to remain in the work process at a higher age supports the social inclusion of seniors, reduces the risk of social isolation and contributes to maintaining an active lifestyle. For many older people, work represents not only a source of income, but also an important part of their social life, social contacts and personal identity.

Supporting the employment of older people also contributes to strengthening intergenerational relations, greater respect for older generations and the prevention of social exclusion. The active involvement of seniors in working and public life can help reduce social tension, limit the feeling of generational exclusion and strengthen solidarity between individual age groups of the population.

Economic Benefit of the Employment of Older People for the State

The employment of older people represents a significant benefit for public finances and the economy. Economically active people at a higher age continue to pay taxes and insurance contributions, thereby contributing to the financing of public budgets and the social system. Higher employment also helps mitigate the effects of population ageing and reduces the pressure on the pension system.

The use of the professional experience and work potential of older employees also represents significant value. Retaining experienced workers in the labour market contributes to the stability of work teams, labour productivity and the functioning of many sectors. Positive impacts are also reflected in lower unemployment, higher economic activity of the population and a reduction in the social costs associated with long-term economic inactivity.

From a macroeconomic perspective, higher employment of people at a higher age represents an important stabilising factor of the economy. In times of labour shortages, older employees help keep key sectors functioning, such as healthcare, education, industry or public administration. Longer economic activity also supports the revenues of the social security system and contributes to its long-term sustainability.

In view of ongoing demographic developments, the importance of supporting the employment of older people in the state's economic and social policy can be expected to grow further.

1C Migration

Migration is a significant factor influencing the labour market, the structure of employment and the availability of job opportunities. In recent decades, labour migration has become an important part of the economic and social policy of European countries, including the Czech Republic. The inflow of foreign workers can bring economic benefits, especially in periods of labour shortages, but at the same time it affects the position of domestic employees in the labour market, including people at a higher age.

The impacts of migration on the employment of older workers are varied and depend on the region, the professional and qualification structure and the current economic situation. The nature of job positions, wage levels and labour market flexibility also play a significant role.

Impact of Immigration on the Employment Opportunities of Persons Aged 50–65+

Immigration can affect the employment of persons aged 50–65 in various ways. In some sectors, it helps address labour shortages and stabilise the labour market, but at the same time it may increase competitive pressure on some domestic employees. Persons aged 50–65 are among the groups for whom returning to the labour market after job loss is often more difficult, for example due to age discrimination, health limitations or lower flexibility in changing profession.

In some professions, a greater supply of foreign labour may put pressure on wages, working conditions and the availability of jobs, especially in low- and medium-skilled occupations. On the

other hand, foreign workers in many sectors complement the domestic workforce in situations of long-term staff shortages and contribute to maintaining economic performance.

Workers' qualifications also play a significant role. Older employees with professional qualifications, many years of practice and specialised experience tend to be more resilient to competitive pressure. At the same time, the impacts of migration vary by region and the situation in the local labour market.

At the same time, it is important to create conditions for the effective use of the domestic workforce, including older employees, in particular through retraining, lifelong learning, flexible working arrangements and support for the employability of people at a higher age.

Impact of Immigration on the Employment Opportunities of Pensioners

Immigration can also affect the job opportunities of persons of retirement age who remain economically active. Working pensioners often work part time or perform administrative, auxiliary or advisory activities. In some segments of the labour market, foreign workers may represent competition, especially in less skilled professions. However, pensioners often possess extensive experience, many years of practice and professional knowledge, which represent a significant competitive advantage. Employers particularly value their stability, responsibility and experience, thanks to which they remain a sought-after workforce in many professions.

The impacts of migration on the employment of pensioners therefore differ according to profession, region and the overall situation in the labour market. In periods of staff shortages, the demand for experienced employees tends to be higher and the employment of seniors more stable.

It is important to create conditions that support the employment of seniors, for example through flexible working arrangements, part-time work or ergonomic adjustments of the working environment. At the same time, it is necessary to seek a balance between the use of foreign labour and the effective use of domestic work potential, including economically active seniors.

1D Specific Features

The position of older employees in the labour market is not uniform and differs according to the nature of the work, health status, gender, age and the social situation of individual workers.

The needs and capabilities of employees at a higher age are influenced by a number of factors that affect their employability, health strain, work performance and long-term work sustainability. Differences between manual and non-manual professions, the different positions of women and men, and the specific situation of persons with disabilities play a particularly significant role.

At the same time, the character of the older population in the labour market is changing. New generations of seniors often possess higher qualifications, better digital skills and different work expectations than previous generations.

Manual Work – Non-Manual Work

There are significant differences between the position of older employees in manual and non-manual professions.

Manual work tends to be associated with a higher physical workload, a greater risk of health problems and faster wear and tear on work capacity. Employees performing long-term physically demanding professions therefore more often face health limitations already at pre-retirement age. Higher age may mean lower physical performance, slower recovery and a higher risk of occupational injuries, which can make it more difficult to remain in employment until retirement age.

Non-manual professions, on the other hand, tend to be associated with a lower physical workload and often allow for longer employment. Professional knowledge, experience, organisational skills and mental work are more important here. At the same time, however, they may be associated with a higher mental workload, stress or demands for adaptation to technological change.

The differences between manual and non-manual professions affect the possibilities of continuing to work after reaching retirement age, working conditions and the need for flexible working arrangements.

Specific Features of the Work of Older Women and Men before Retirement

The position of older women and men in the labour market may differ as a result of different career paths, health status, family responsibilities and the structure of employment.

Women at a higher age more often work in healthcare, social services, administration or education, while men are more represented in industry, technical fields and physically demanding professions. For some women, the workload is combined with caring for family members, which can increase both physical and mental strain.

Men performing long-term physically demanding work more often face health problems, a higher risk of occupational injuries and a limited ability to continue working to a higher age.

Differences in income and pension entitlements also play a significant role. Career interruptions due to family care may affect the future pension level and the economic situation in old age for some women.

Specific Features of the Work of Older Women and Men in Retirement

Differences in the employment of women and men may also exist at retirement age.

Women more often continue working part time or in professions with lower physical demands, whether for economic reasons, to maintain social contacts or to continue their professional activity. Men tend to be more represented in professional technical occupations, consultancy and specialised positions based on many years of practice.

Motivation to continue working varies according to individual circumstances. In addition to economic reasons, the need for activity, personal fulfilment and social contacts also plays a significant role.

The employment of seniors is influenced primarily by health status, family situation and the availability of flexible working arrangements that allow the workload to be adapted to their capabilities.

Original Older Employees and New Older Employees

The character of older employees has been gradually changing in recent decades. New generations of seniors differ from their predecessors mainly in their higher level of education and qualifications and their ability to adapt to changes in the working environment.

The level of digital competences and the ability to use modern technologies are also increasing, which makes it easier to find employment in a digitalised working environment. Nevertheless, significant differences persist between individual professions.

Attitudes towards old age and work activity are also changing. While in the past retirement was often perceived as the end of working life, today's seniors more often continue working even after reaching retirement age.

New generations of older employees are also more active in the areas of education, retraining and the use of flexible forms of work.

Employees with Disabilities

Persons with disabilities or long-term health limitations represent a specific group of older employees whose employment is significantly influenced by their health status, the nature of the work and the availability of support measures.

a) Employees of Pre-Retirement Age

Employees with disabilities of pre-retirement age may face a combination of health limitations and a weakened position in the labour market. With increasing age, work capacity may decline, which complicates continued employment.

The adjustment of working conditions, ergonomic measures, flexible working hours, the possibility of transfer to a less demanding position and support for retraining, which help maintain the employability of persons with health limitations, therefore play an important role.

b) Employees of Retirement Age

Persons of retirement age with disabilities may also be interested in remaining economically active. Their employment opportunities depend primarily on the availability of flexible working arrangements, an appropriate workload and the adaptation of the working environment to individual needs.

For seniors with disabilities, work has not only economic but also social and psychological significance. It supports social inclusion, mental stability and the maintenance of a sense of social usefulness. The attitude of employers and the existence of support measures enabling the employment of persons with health limitations even at a higher age also play a significant role.

1E Growth in the Number of Working Older Employees

In recent decades, the number of economically active people at a higher age has been growing in the Czech Republic and other European countries. This trend is mainly related to population ageing, increasing life expectancy, changes to the pension system and the longer economic activity of the population.

The growth in the number of working older employees represents a significant change in the structure of the labour market. Persons aged 60+ and 65+ are increasingly becoming part of work teams and in some sectors represent an important part of the workforce.

Economic factors also play a significant role, particularly the rise in living costs, the need to supplement income and the effort to maintain the standard of living after reaching retirement age.

At the same time, the societal view of employing seniors is changing. Continuing to work at a higher age is increasingly perceived as part of an active lifestyle, not merely as an economic necessity.

Year-on-Year Growth in Workers 60+

The number of economically active persons aged 60+ has been growing steadily in recent years, mainly as a result of population ageing and the raising of the retirement age.

The growing representation of this age group is evident in a number of professions, particularly in administrative, professional, technical and advisory activities. Employment is influenced primarily by health status, level of education and the nature of the work, and tends to be higher in professions with lower physical demands and a higher degree of professional specialisation.

Flexible working arrangements, such as part-time work, flexible working hours or working from home, which allow older workers to remain in employment longer, also play a significant role.

The year-on-year growth in the number of working persons aged 60+ contributes to the stability of the labour market, especially in periods of labour shortages, when employers increasingly draw on the experience and professional practice of older employees.

Year-on-Year Growth in Workers 65+

Significant growth is also evident among persons aged 65+ who remain economically active after reaching old-age pension age.

The growth in employment of this group is driven by economic reasons, the improving health of part of the senior population, higher levels of education and changes in lifestyle. Many seniors no longer perceive retirement as the definitive end of their working career, but as a transition to a more flexible form of work activity.

Working persons aged 65+ are often employed part time, under agreements on work activity or in professions allowing flexible work organisation. In many sectors, thanks to their experience and many years of practice, they represent a significant source of professional know-how.

At the same time, their employment requires greater emphasis on the adaptation of working conditions, the ergonomics of the working environment and workplace health promotion.

The growth in the number of working seniors represents a significant demographic and economic trend that is likely to continue and to influence the labour market, the pension system and the organisation of work in individual sectors.

1G Wage Developments

The wage development of older employees is an important part of their position in the labour market. The level of income affects the economic situation of employees before retirement as well as their motivation to remain in work after reaching retirement age.

Wage development is influenced mainly by qualifications, the nature of the work, the length of professional experience, the regional labour market situation and the economic development of individual sectors.

Differences between manual and non-manual professions also play a significant role. While in professional and specialised fields many years of practice can represent a competitive advantage, in physically demanding professions higher age may negatively affect both employability and income levels.

Wage Developments of Older Employees 60+

The wage development of employees aged 60+ varies according to professional focus, qualifications and the situation in the labour market.

In professional occupations, older employees can achieve above-average incomes thanks to many years of practice, experience and specialisation. This applies, for example, to technical professions, healthcare, consultancy, management or highly qualified administrative positions. Conversely, in physically demanding professions, incomes may decrease as a result of reduced work capacity, transfer to less demanding positions or part-time work.

Wage development is also influenced by the length of working life and changes in the labour market. Some older workers may face wage stagnation or a lower willingness of employers to invest in their further professional development. At the same time, however, many employers increasingly value the experience, stability and professional practice of older employees, especially in times of shortage of qualified workers.

The level of income of persons aged 60+ is also important with regard to future pension entitlements, as income earned towards the end of the working career may affect the level of old-age security.

Wage Developments of Older Employees 65+ (Retired)

Among persons drawing an old-age pension while continuing to work, there are also significant differences in income levels and the nature of their employment.

Some seniors work part time or perform less time-consuming activities, which is generally reflected in lower earnings. However, the combination of a wage and a pension can significantly improve their economic situation.

The type of work performed plays a significant role. Seniors working in professional or advisory occupations may achieve relatively high incomes even after reaching retirement age, thanks to their specialised knowledge and many years of practice. Conversely, in less qualified professions, earnings tend to be lower and work often serves as a supplementary source of finances.

The income development of working pensioners is also influenced by the economic situation, the rise in living costs and the purchasing power of pensions. Higher costs of housing, energy and basic needs may increase seniors' motivation to continue working even after reaching retirement age.

In addition to economic reasons, however, work activity also tends to be associated with the need for social contacts, mental activity and personal fulfilment.

The income development of older employees will continue to be influenced by population ageing, changes to the pension system and labour market developments, and its importance will therefore continue to grow.

2. Characteristics of Older Employees

The characteristics of older employees form an important part of the analysis of the labour market and the demographic development of society. The position of people at a higher age is influenced not only by economic and labour law conditions, but also by long-term changes in the population structure. In the Czech Republic and other European countries, the population is gradually ageing, which has significant impacts on the labour market, the pension system, healthcare and social services. The growing number of people at a higher age is at the same time increasing the importance of employing older workers and creating conditions for their long-term economic activity.

Demographic Context (Population Ageing)

Population ageing represents one of the most significant demographic trends of contemporary society. This development is influenced mainly by increasing life expectancy, declining birth rates and changes in the age structure of the population.

In the Czech Republic, the number of seniors has been growing over the long term, while the share of younger age groups in the population is decreasing. According to demographic forecasts, this trend will continue in the coming decades. A particularly significant change will be the marked increase in the number of people at a very advanced age. According to long-term demographic forecasts, the number of persons over 75 years of age will approximately double by 2050. At the same time, a significant increase in the number of seniors aged 65+ is expected. While approximately 2.3 million people over 65 currently live in the Czech Republic, their number could rise to approximately 3.3 million by 2050.

This development will have a fundamental impact on the labour market, the social system and public finances. The growing share of seniors also means a decline in the number of people of working age, which may deepen labour shortages in some sectors. The demographic ageing of the population increases the importance of supporting the employment of older people and creating conditions for the longer economic activity of the population. The development of healthcare, the prevention of health problems, support for lifelong learning and the creation of flexible working conditions enabling the employment of people at a higher age will also play a significant role. Population ageing also affects the structure of the labour market. In the future, the importance of professions focused on healthcare, social services or services for seniors can be expected to grow. Demographic development therefore represents not only an economic and social challenge, but also a factor that will significantly shape the future form of the labour market and the position of older employees in society.

2A Main Groups

Older employees do not represent a single homogeneous group. Their work position, needs, employment opportunities and work motivation may differ significantly according to age, health status, the nature of the work performed, educational attainment or social situation.

For the purposes of the analysis, it is therefore appropriate to distinguish individual groups of older employees according to basic demographic, work-related and social characteristics.

Dividing older employees into individual groups makes it possible to better identify their specific needs and risks, as well as the possibilities for supporting their employment.

Three Main Groups: 50+, Pre-Retirement and Retirement Age

One of the basic ways of categorising older employees is by age and their relationship to the pension system.

The 50+ Group

The group of employees over 50 years of age represents the first distinct category of workers at a higher age. These employees are generally still fully economically active, but at the same time may already begin to face certain problems associated with higher age.

These include, for example, a higher risk of age discrimination, greater difficulty in changing jobs, gradual health limitations or the need for greater stability of working conditions.

At the same time, however, this group often possesses extensive professional experience, high job stability and many years of practice.

Pre-Retirement Age

A specific group is represented by employees of pre-retirement age, who are in the period immediately preceding retirement. For this group, the questions of long-term work sustainability, health status and job stability tend to be particularly significant. Losing a job at pre-retirement age can represent a serious social and economic problem, as returning to the labour market is often more difficult than for younger age groups. The level of the future pension also plays a significant role here, as it may be affected by the length of economic activity and the level of income in the final years of working life.

Retirement Age

Another significant group consists of persons who have already reached retirement age and continue to be economically active. Working seniors of retirement age often make use of more flexible working arrangements, part-time contracts or less physically demanding positions. Their motivation to continue working is varied and includes economic, social and psychological factors. The importance of this group has been gradually growing in recent years in connection with increasing life expectancy, the improving health of part of the senior population and changing attitudes towards old age and work activity.

Further Categorisation

In addition to the basic age-based categorisation, older employees can also be divided according to other characteristics that significantly affect their working conditions, employment opportunities and position in the labour market.

Men – Women

The position of older men and women in the labour market may show significant differences.

Women are more often employed in healthcare, social services, education or administration, while men are more represented in industry, technical professions or physically demanding jobs.

Career paths, income levels and pension entitlements may also differ. For some women, their career may be interrupted by caring for children or family members, which can affect their economic situation at a higher age.

Manual – Non-Manual Work

Significant differences also exist between employees performing manual and non-manual professions.

Manual work tends to be associated with a higher physical workload, health risks and a limited ability to continue working to a higher age.

Non-manual professions, on the other hand, often allow for longer work activity and greater use of professional experience even after reaching retirement age.

Lower – Higher Education

The level of education significantly affects the work position of older employees.

Persons with higher education generally have greater employment opportunities, higher adaptability to labour market changes and better access to lifelong learning.

Conversely, employees with lower qualifications may more often face problems associated with automation, changing work requirements or higher competitive pressure in the labour market.

Managers – Subordinate Workers

Differences also exist between managerial and subordinate employees.

Managers often possess a higher level of work experience, professional authority and the possibility of continuing in advisory or managerial activities even at a higher age.

Subordinate employees, on the other hand, may be more vulnerable to organisational changes, the physical demands of work or a higher risk of job loss.

Long-Term Employees – Newly Hired Employees

Significant differences may also exist between long-term employees and newly hired workers at a higher age.

Long-term employees often possess a deep knowledge of the working environment, company processes and work teams.

Newly hired older employees, on the other hand, may face greater difficulty adapting to a new working environment or a higher risk of employment insecurity.

At the same time, however, they can bring new experience, professional knowledge and a broader work perspective gained in previous jobs.

2B Strengths vs Limitations

Older employees represent an important part of the labour market and possess a wealth of experience, professional knowledge and working habits that can be a significant asset for employers and work teams.

At the same time, however, they may face certain limitations related to health status, physical workload, technological change or the transformation of the working environment.

When assessing the position of older employees, it is therefore important to consider not only their possible limitations, but also their strengths and their contributions to organisations and the labour market.

Work Experience and Professional Know-How

One of the most significant strengths of older employees is their many years of work experience and professional know-how.

Older workers often possess extensive professional knowledge, practical experience and a deep understanding of work processes acquired over long professional careers.

The ability to solve more complex work situations on the basis of previous experience, the ability to anticipate problems or to respond effectively to crisis situations also represents significant value.

At the same time, older employees can play an important role in passing on experience to younger workers, training new employees or maintaining the professional continuity of the organisation.

In some professions, long-term professional practice represents a key factor of professional qualification and authority.

The professional know-how of older employees can be a significant asset, particularly in technical professions, healthcare, education, public administration, skilled trades or professional consultancy.

Strengths (Loyalty, Stability, Expertise)

Greater job stability and loyalty to the employer are often listed among the significant strengths of older employees.

Older workers generally change jobs less frequently and tend to be more oriented towards long-term working relationships. This can contribute to the stability of work teams and to reducing staff turnover.

A high level of expertise and work experience also tends to be a significant strength. Older employees often possess a deeper knowledge of their field, practical experience and the ability to solve work problems effectively.

Some older workers also show a higher level of responsibility, stronger working habits or a greater capacity for independent decision-making.

Greater work discipline, stability of work performance or the ability to handle workplace conflicts on the basis of long-term experience can also play a significant role.

At the same time, older employees can positively influence the working environment through mentoring, the transfer of experience and support for intergenerational cooperation.

In times of shortage of qualified workers, the experience and expertise of older employees represent a significant factor in the stability and competitiveness of organisations.

Possible Limitations (Health, Pace of Change, Digitalisation)

In addition to their strengths, older employees may also face certain limitations related to higher age and changes in the working environment.

One of the most significant factors is health status and physical workload. With increasing age, physical performance may decline, the body may recover more slowly, and chronic health problems may occur more frequently.

These limitations may be more pronounced particularly in professions with high physical demands, shift work or long-term one-sided strain on the body.

Another challenge may be the pace of technological and organisational change in the labour market. The modern working environment is increasingly influenced by digitalisation, automation and the rapid development of new technologies.

Some older employees may find it more difficult to adapt to new digital systems, software tools or changes in work procedures. The level of digital competences, access to education and support from employers play a significant role here.

At the same time, however, it is important to avoid simplistic stereotypes. The ability to adapt to technological change can vary considerably between individual workers and is not determined by age alone.

The working environment and employers' approach to supporting lifelong learning and the professional development of older employees also play a significant role.

The limitations of older workers should therefore be assessed individually, taking into account health status, the nature of the work, work experience and the specific abilities of individual employees.

Creating suitable working conditions, ergonomic measures, flexible working arrangements and support for education can significantly contribute to the longer and better-quality employment of older people.

2C Other Strengths

In addition to professional experience and work know-how, older employees also possess a number of other personal and social strengths that can represent a significant asset for work teams and employers.

These strengths are often associated with long-term life and work experience, a more stable approach to work duties and the ability to handle work situations with greater perspective.

The importance of these qualities may continue to grow in the modern working environment, especially in periods of organisational change, a fast pace of work or a shortage of experienced workers.

Personal Maturity, Stress Resilience, Perspective and Emotional Stability

Older employees often possess a higher level of personal maturity and life experience, which can positively influence both their work performance and the functioning of work teams.

Long-term professional practice and experience gained in a variety of work situations can contribute to a better ability to cope with stressful situations, workplace conflicts or periods of crisis.

Some older workers show a higher level of mental stability, the ability to remain calm in demanding situations or greater resilience to short-term fluctuations in the working environment.

Greater life perspective and the ability to assess work problems in a broader context can also play a significant role.

These qualities can be a significant asset, particularly in professions requiring communication with clients, teamwork, decision-making under pressure or long-term responsibility.

Network of Contacts, Transfer of Experience (Mentoring)

Older employees often possess an extensive network of professional contacts and working relationships built up over many years.

These contacts can be a significant asset for organisations, for example in the areas of business relations, professional cooperation, communication with clients or dealing with specific work situations.

The ability to pass on experience to younger employees also plays a significant role.

Older workers can act as mentors, trainers or professional guarantors of work processes. The transfer of practical experience and working habits can contribute to the faster training of new workers and the preservation of the professional continuity of the organisation.

Mentoring and intergenerational cooperation can also support the stability of work teams and reduce the risk of losing professional know-how when experienced employees leave.

The importance of these activities may be particularly high in professions based on long-term practice, professional experience or specific work procedures.

Better Judgement and Logic, Ability to Analyse Problems in a Broader Context, Lower Staff Turnover

Many years of work and life experience can contribute to a more developed capacity for logical reasoning and comprehensive assessment of work problems among older employees.

Older workers are often able to analyse situations in a broader context and to draw on experience gained over long professional careers when making decisions.

In some professions, this ability can be a significant factor in effective decision-making, risk prevention or handling more complex work situations.

Lower staff turnover also tends to be a significant strength. Older employees generally change jobs less frequently and are more oriented towards stable working relationships.

Lower turnover can bring employers a number of benefits, such as greater stability of work teams, lower costs of recruiting and training new employees or better continuity of work processes.

The stability of older employees can be particularly important in professions requiring long-term professional experience, responsibility or knowledge of specific work procedures.

Older Employees as an Asset for Companies Focused on Seniors

Older employees can also be a significant asset for companies and organisations focused on manufacturing products or providing services intended for seniors.

Thanks to their own life experience and better understanding of the needs of older people, they can contribute to the more effective development of products, customer services or communication strategies aimed at the senior population.

They can play a significant role, for example, in healthcare, social services, financial services, tourism, senior housing or the development of products supporting active ageing.

At the same time, older employees can help better identify the needs and expectations of customers at a higher age and contribute to improving the quality of services aimed at the senior population.

With the continuing ageing of the population, the importance of the so-called senior market can be expected to grow further. Companies able to make effective use of the experience and perspective of older employees may gain a significant competitive advantage in the future.

2D Mixed Teams

Mixed work teams composed of younger and older employees represent an important element of modern work organisation. Combining different generations of workers can bring a number of benefits both to employers and to the employees themselves. In generationally diverse work teams, different experiences, working approaches, professional knowledge and ways of solving work situations come together.

The importance of intergenerational cooperation is growing further in connection with population ageing, labour shortages and the need for the effective transfer of professional experience.

Benefits of Mixed Work Teams of Younger and Older Employees

"Intergenerational interventions are an effective tool for reducing ageism against older people. Their aim is to promote contact and cooperation between different generations." World Health Organization / PAHO (Global Report on Ageism)

One of the main benefits of mixed work teams is the possibility for individual generations of workers to complement each other's experience and abilities. Younger employees often bring greater flexibility, faster adaptation to new technologies, higher digital competences or openness to innovation. Older employees, on the other hand, possess extensive professional practice, deeper knowledge of work processes, stability of work performance and the ability to solve problems on the basis of long-term experience.

The combination of these qualities can positively influence the efficiency of work teams, the quality of decision-making and the stability of the working environment. The transfer of experience between individual generations of workers also plays a significant role. Older employees can pass on professional knowledge, working habits or practical experience gained over long professional careers to younger colleagues. At the same time, younger workers can help older colleagues, for example, in adapting to new technologies, digital tools or modern work procedures. Intergenerational cooperation can also contribute to improving the working climate and strengthening mutual respect between individual age groups.

Well-designed mixed teams can also reduce the risk of generational stereotypes and promote better understanding between younger and older employees. Greater stability of work teams can also be a significant advantage. Older employees often contribute to greater continuity of work processes, while younger workers can bring new impulses and innovative approaches.

Mixed teams can be particularly beneficial in professions requiring a combination of professional experience, teamwork and the ability to respond to technological or organisational changes.

At the same time, however, it is important to create a working environment that supports effective intergenerational communication and cooperation. Organisational culture, leadership style and employers' approach to supporting the diversity of work teams play a significant role here.

Given the continuing ageing of the population, the importance of generationally diverse work teams can be expected to grow further in the future.

2E Social and Economic Pressures

Social and economic pressures represent one of the most important factors influencing the attitudes of older employees towards work, their motivation to remain in employment and their needs in the work process. For persons aged 50+, of pre-retirement age and those drawing an old-age pension, work-related decisions increasingly take place at the intersection of several areas: economic security, health status, social relationships, personal identity and the uncertainty associated with the future development of the pension system.

Older employees are not motivated to remain in work by a single reason. For some of them, the voluntary need for activity, social contacts or maintaining a sense of usefulness predominates. For others, the main motive is economic, particularly a low pension, rising living costs, the need to repay obligations or the need to support their family financially. Very often, however, these motives are intertwined.

The importance of this issue is further increased by the fact that the Czech Republic is undergoing significant demographic change. The number of people at a higher age is growing, life expectancy is increasing and, at the same time, pressure on the sustainability of public finances and the pension system is rising. In this situation, working at a higher age is becoming not only an individual decision, but also an important social and economic issue.

According to data from the Czech Statistical Office, at the end of 2025 there were approximately 2.346 million persons drawing an old-age pension in the Czech Republic, and the average full old-age pension reached approximately CZK 21,175. However, this figure is an average that conceals considerable differences between individual groups of pensioners, particularly according to their previous career, gender, income levels during their working life and the length of insurance.

In terms of broader living conditions, it is also significant that, according to the CZSO survey Living Conditions of Households, the at-risk-of-income-poverty rate in the population as a whole reached 9.6% in 2025, and 5.8% of households were materially and socially deprived. Seniors are among the groups particularly sensitive to developments in living costs, especially if they live alone, have a lower pension or higher costs of housing, energy and healthcare.

At the same time, the employment of older people in the Czech Republic has been growing in recent years. According to Eurostat, the employment rate of persons aged 55–64 in the Czech Republic reached approximately 77% in 2024. This shows that older workers are an increasingly important part of the labour market and that their economic activity is no longer a marginal phenomenon.

Social and economic pressures cannot therefore be understood merely as a problem of individuals. They have a broader impact on employers, trade unions, the state and the overall stability of the labour market. They affect employees' willingness to remain in work, their requirements regarding working conditions, and their need for flexibility, education, health protection and dignified treatment.

Reasons for Remaining in Employment at Retirement Age

The reasons why people continue to work after reaching retirement age are varied. In practice, it is usually not a single isolated motivation, but a combination of economic, social, psychological and personal factors.

For some seniors, continuing to work is an expression of free choice. These people still feel healthy, active and able to work. For them, work is a natural part of life, and they do not perceive retirement as a sharp dividing line between the active and inactive periods of life.

For another group of seniors, however, continuing in employment is the result of economic necessity. The old-age pension may not be sufficient to cover all living costs, especially if a person lives alone, pays high housing costs, is repaying obligations or provides financial help to family members.

Fear of the future is also a significant factor. Older people may fear further price increases, deteriorating health, rising care costs or the loss of the ability to pay for their needs independently. Work then serves not only to supplement current income, but also as a form of prevention against future economic insecurity.

Another reason is the maintenance of social contacts. For many seniors, the working environment is an important source of interpersonal relationships, a regular daily routine and a sense of belonging. After retirement, some people may experience a significant reduction in contacts, especially if they live alone or lack an extensive family and community network.

Working at a higher age can also support mental stability. It keeps a person active, provides structure to the day, allows them to use their abilities and maintain a sense of self-worth. From this perspective, employment at a higher age has not only economic, but also preventive social and psychological significance.

Voluntarily Remaining in Work, Loneliness and a Feeling of Uselessness

Voluntarily remaining in employment at retirement age is often linked to the need to maintain an active lifestyle and a sense of purpose. Many seniors do not want to leave the working environment entirely after reaching retirement age, because their profession has long been part of their identity.

For people who have worked for most of their adult lives, the sudden end of work activity can mean a significant life change. The daily routine, the work role, social recognition and regular contact with colleagues are lost. This can lead to feelings of emptiness, uselessness or social isolation.

Loneliness is a significant social risk at a higher age. It particularly affects people who live alone, have been widowed, have limited family contacts or face health limitations. In these cases, work may be one of the few regular sources of social contact.

A feeling of uselessness can be a very powerful psychological factor for seniors. Work provides confirmation that a person is still useful, has something to offer and that their experience has value. This is important not only for the mental well-being of the individual, but also for their overall social inclusion.

Employers can harness this motivation in a positive way if they offer older workers suitable roles corresponding to their experience, health status and work capacity. These may include, for example,

mentoring, consultancy, training younger colleagues, quality control, professional support or part-time involvement.

However, it is important to distinguish voluntary work activity from a situation where a senior works only because they cannot afford to stop working for financial reasons. Both situations may look similar from the outside, but they have different implications in terms of social policy and working conditions.

Low Pension and Other Financial Reasons

Economic reasons are among the most significant factors leading some seniors to continue working after reaching retirement age.

Although the average old-age pension has been rising in recent years, the average figure may not reflect the real situation of a large proportion of pensioners. Pension levels vary according to previous income, the length of insurance, the type of career, gender and other factors.

Groups of people with low lifetime earnings, interrupted careers, long-term unemployment, part-time work or lower qualifications may be particularly vulnerable. For women, the pension level may also be affected by caring for children or other family members, which may have interrupted their career or reduced their lifetime earnings. A low pension can create pressure to continue working even at a higher age. For some seniors, earnings from work are an essential supplement to their pension, without which they would find it difficult to cover ordinary living costs. The main financial reasons for continuing to work include, in particular, the costs of housing, energy, food, medicines, medical aids, transport or supporting family members. In times of inflation and rising prices, the importance of these factors increases further.

Financial pressure can vary considerably by region and household type. Seniors living alone tend to be more economically vulnerable than those living in a shared household with a partner. A single-person household bears the fixed costs of housing and energy alone, which can significantly reduce disposable income.

Working at retirement age can thus fulfil several economic functions. It can make it possible to maintain the standard of living, build up reserves for future health and social expenses, reduce the risk of indebtedness or maintain financial independence. At the same time, however, there is a risk that some seniors will be forced to work even when their health does not allow it or when working conditions are not appropriate to their age and abilities. This creates the need for more consistent occupational health protection and support for flexible forms of employment.

Social Reasons and Personal Reasons

Social and personal reasons for continuing to work are often just as significant as economic ones.

The working environment provides seniors with social contacts, a regular routine, a sense of involvement and the opportunity to be part of a team. For many people, work is an important part of everyday identity, and the transition to retirement can be psychologically demanding. Personal motivation may also include an interest in the profession, the need to continue an activity that fulfils a person, or the effort to maintain professional standing and social status.

Some seniors continue working because they wish to pass on their experience to younger colleagues. In such cases, work also has intergenerational significance and can benefit the entire organisation.

Social reasons are particularly important for people who would face the risk of isolation after leaving work. Employment can maintain regular contact with people and contribute to mental well-being.

Personal reasons may also be linked to the need for independence. A working senior can maintain a sense of autonomy, personal competence and control over their life for longer.

From the employers' perspective, it is important to recognise these motivations and to create working conditions that allow seniors to continue working with dignity, safely and with regard to their individual capabilities.

Problems in Finding a New Job at Age 50+

Persons over 50 years of age are among the groups that may face specific barriers when looking for a new job. Although many of these workers possess extensive experience, professional practice and stable working habits, their position in the labour market may be weakened in the event of job loss.

One of the main problems is age discrimination. It can manifest itself both openly and covertly. Employers may have concerns about the lower adaptability of older applicants, higher wage expectations, poorer health or lower digital competences. However, these concerns are often based on stereotypes and may not correspond to the actual abilities of individual workers.

Research in the European and international context has long shown that older applicants may be at a disadvantage in recruitment compared with younger candidates with comparable abilities. The problem is not only age itself, but also employers' assumptions about the expected length of future employment, expected wages or the ability to learn new things.

The duration of unemployment can be another barrier. For persons aged 50+, job loss can more easily lead to long-term unemployment, as returning to the labour market tends to be more complicated. The longer a person remains out of employment, the more their economic situation, mental stability and employability may deteriorate.

A mismatch between qualifications and current labour market requirements is also a significant problem. Some workers aged 50+ obtained their qualifications at a time when the labour market functioned differently, and may need support in supplementing their digital skills, language competences or new professional knowledge.

The situation may be particularly difficult for people with lower education, for employees from physically demanding professions or for workers whose original profession is disappearing or changing significantly as a result of technological development.

Problems in finding work may also have a regional dimension. In regions with a lower supply of jobs, poorer transport accessibility or a one-sided economic structure, the employment opportunities of older applicants may be significantly more limited.

Health status is also a significant factor. Some older applicants can no longer perform physically demanding work, but at the same time lack sufficient qualifications or support to move into less demanding professions.

The state, employers and trade unions should therefore pay special attention to persons aged 50+. Support for retraining, career counselling, digital education, the prevention of discrimination and the creation of jobs suitable for older workers is particularly important.

Increased Pressure to Secure the Financial Future in View of Approaching Retirement

Employees aged 50+ and of pre-retirement age often feel increased pressure to secure their financial future.

Approaching retirement changes the way people perceive work, income and economic security. While younger employees may have a longer time horizon for changing jobs, supplementing their qualifications or making up for financial losses, this scope is significantly more limited for people of pre-retirement age.

Losing a job shortly before retirement can have serious consequences. It can reduce income in a decisive period of life, impair the ability to save, affect the level of the future pension and increase psychological stress.

Pressure to secure the financial future can manifest itself in several ways. Employees may have a stronger motivation to remain in their current job even in the case of deteriorating working conditions, a higher workload or lower satisfaction.

At the same time, they may be less willing to risk changing jobs, because a possible failure in the labour market could have more significant economic consequences than for younger workers.

Uncertainty about the future level of the pension, changes to the pension system and rising living costs is also a significant factor. This uncertainty can increase the need for financial reserves and strengthen the motivation for longer economic activity.

For some employees, the pressure of financial security may lead to a willingness to work longer, accept overtime or postpone retirement. For others, on the other hand, it may cause stress, fatigue or a feeling of insecurity.

From the employers' perspective, it is important to understand that employees of pre-retirement age may have specific needs related to financial security, job stability and planning the transition to retirement.

Suitable tools may include, for example, the possibility of gradually reducing working hours, retirement transition counselling, flexible working arrangements or the use of older employees' experience in less physically demanding roles.

Summary of Social and Economic Pressures

Social and economic pressures significantly influence the attitudes of older employees towards work and their decisions on remaining in employment. For persons of retirement age, economic reasons, the need for social contacts, the effort to remain active and a sense of usefulness are intertwined.

For persons aged 50+ and of pre-retirement age, the fear of job loss, greater difficulty in returning to the labour market and the pressure to secure their financial future play a particularly significant role. This issue has significant impacts on the labour market, the social system and the quality of life of older people. It therefore requires a combination of measures at the level of the state, employers and trade unions. The key is to create working conditions that allow older employees to continue working voluntarily, with dignity and safely, rather than merely out of economic necessity or under the pressure of insufficient social security.

2G Education

"The specific needs of older workers are not sufficiently addressed in the context of lifelong learning. The purpose of the publication is to bring together two closely related topics: older workers and lifelong learning." Cedefop / Tikkanen, Nyhan (Promoting Lifelong Learning for Older Workers)

The education of older employees is an important condition for the long-term sustainability of the labour market. With the development of technology, digitalisation, automation and the transformation of occupations, the importance of lifelong learning and the continuous development of work competences is growing.

Nevertheless, the education of older workers is often underestimated in practice. Some employers may assume a lower return on investment in the education of people at a higher age or a lower ability to acquire new knowledge and technologies.

However, these assumptions do not always correspond to the current situation. New generations of older employees tend to be better educated, more active and better prepared to adapt to changes in the working environment than previous generations.

Moreover, the importance of education is growing in connection with population ageing and labour shortages. Maintaining the employability of older people is therefore becoming an important economic and social issue.

The Value of Further Education for Older Employees

The question of the economic benefits of educating older employees is often underestimated. In practice, however, investing in the education of workers at a higher age can be very effective. Older employees often possess extensive experience and professional know-how, which they can use effectively in practice once supplemented with new knowledge, for example in the field of digital technologies or modern work procedures.

The benefits of education are reflected not only in increased individual performance, but also in the preservation of professional know-how, greater stability of work teams and the more efficient functioning of organisations. At the same time, education can extend employees' economic activity and reduce the risk of early exit from the labour market.

From a macroeconomic perspective, supporting the education of older workers contributes to mitigating labour shortages, higher employment and better use of the domestic workforce. Digital education is of particular importance, as the ability to work with modern technologies is becoming an important condition for employability. Experience shows that, with appropriately designed support, older employees are able to acquire new competences successfully.

Effective education should correspond to the needs of older workers, use practical forms of teaching, clearly structured information and the possibility of immediately applying the acquired knowledge. The benefits are subsequently reflected not only in labour productivity, but also in higher motivation, better adaptation to change and a reduction in fears of technological development.

For employers, developing existing experienced workers may be more economically advantageous than recruiting and training new employees. The greater stability of older workers and lower staff turnover are also advantages. Nevertheless, barriers persist in the form of prejudices about a lower return on investment, a lack of suitable training programmes, the time demands of training or the psychological concerns of some employees.

Support for lifelong learning, intergenerational cooperation and a corporate culture supporting professional development therefore play a significant role. With the continuing ageing of the population, digitalisation and the transformation of the labour market, the importance of educating older employees will continue to grow. It is not merely a social measure, but a strategic investment in the stability of the labour market, the competitiveness of the economy and long-term employment.

3. Attitudes of Older Employees towards Work

The attitudes of older employees towards work form an important part of the current changes in the labour market and demographic developments. With the growing share of people at a higher age, their work motivation, expectations and needs are gaining in importance, affecting not only employers but also the stability of the labour market and the social system.

Older employees do not form a uniform group. Their attitudes are influenced by health status, economic situation, the nature of the work, family background, education and previous work experience. While some workers perceive work as a means of maintaining an active lifestyle, social contacts and a sense of usefulness, others continue working primarily for economic reasons.

Changes in the working environment also play a significant role. Digitalisation, technological development, an increasing pace of work and new forms of work organisation can affect job satisfaction and the willingness to remain in employment. At the same time, the older population itself is changing, being generally better educated, more active and having different expectations than previous generations of seniors.

The attitudes of older employees are shaped by life experience, work history and personal values. For many of them, work represents not only a source of income, but also part of their personal identity, social standing and sense of purpose in life. Generational experience also influences their attitude to work responsibility, job stability and expectations of employers.

The modern labour market is characterised by greater flexibility, a faster pace of change and a different approach to careers. The attitudes of older employees may therefore differ from those of younger generations, reflecting primarily different life experiences and value priorities.

The following chapters will focus on the work motivation of older employees, their attitude to working conditions, work flexibility, education, intergenerational cooperation and the future of working life.

Attitude to Work Performance and Responsibility

Older employees are often associated with a higher level of work responsibility, stability and an emphasis on quality work performance. Many years of work experience can lead to a stronger perception of work duties, greater responsibility towards the employer and a better ability to organise work activities. Many older workers perceive work as a commitment to be performed conscientiously and responsibly, and place emphasis on reliability, compliance with rules and stable work performance. The experience gained during their careers often enables them to better estimate the consequences of work decisions, to deal with crisis situations more effectively and to cope with the workload with greater perspective. At the same time, however, it must be taken into account that attitudes to work performance can vary considerably between individual professions and individuals and are influenced by health status, the working environment, the quality of management and overall job satisfaction.

Old Habits of Responsible Work

Many of today's older employees gained their work experience at a time when job stability, discipline and loyalty to the employer were considered important values. These generational experiences still influence their working habits and approach to employment today. Older workers are often accustomed to a regular work routine, personal responsibility, longer-term working relationships and the consistent fulfilment of work duties. These qualities can be a significant asset, particularly in professions requiring reliability, experience and stable performance. On the other hand, some older employees may find it more difficult to adapt to rapid organisational changes or more flexible work models. Intergenerational cooperation and mutual respect between different age groups of employees therefore play a significant role.

Not Just a "Job", but Also a Purpose in Life

For many older employees, work represents more than just a source of income. It tends to be linked to personal identity, social standing, a daily routine and a sense of one's own usefulness. Particularly for people who have practised their profession for most of their lives, work activity can be a significant part of their sense of purpose in life. Leaving the work process may therefore mean not only an economic change, but also a change of social role, daily routine and personal identity.

Continuing to work at a higher age can help maintain mental activity, social contacts, a sense of being needed and active involvement in society. The importance of work as part of the meaning of life tends to be evident particularly in professions based on expertise, responsibility or a long-term personal relationship to the activity performed. At the same time, however, it is important to distinguish between voluntary work activity and a situation where a person is forced to work for economic reasons. It is therefore important to create conditions enabling older employees to continue working with dignity, voluntarily and with regard to their individual needs and capabilities.

3A Motivation and Attitudes

The motivation of older employees to work is a complex area that cannot be reduced merely to the economic need to remain in employment. It is influenced by life experience, career development, health status, social situation, personal values and changes in society.

At a higher age, the relationship to career, performance and life priorities often changes. For many older employees, career advancement ceases to be the main goal, and stability, dignified working conditions, interpersonal relationships, health, mental well-being and the meaningfulness of work come to the fore.

At the same time, it is important to emphasise that older employees do not represent a uniform group. Their motivation can vary considerably according to profession, economic situation, health status, personal experience and family background. Some perceive work as a natural part of an active life and want to remain professionally active for as long as possible, while others may perceive continuing to work more as a necessity.

Generational experience also plays a significant role. The current generations of older employees grew up in an environment where work was associated with duty, stability and personal responsibility. However, the modern labour market is more dynamic, more oriented towards flexibility, technological change and the individualisation of careers. These changes affect work motivation, the attitude to innovation and ideas about further professional development.

Motivation to Remain in Employment

The motivation of older employees to continue working is generally a combination of economic, social and personal factors. Rising living costs, uncertainty about the future financial situation or the expected level of the pension play a significant role. However, economic motivation is not the only, nor always the main, reason for remaining in employment. For many older workers, work is an important part of everyday life, a source of social contacts, mental activity and a sense of self-worth. It provides structure to the day, a regular routine and the opportunity to be part of a team, which can help prevent social isolation.

The effort to remain active and independent also tends to be a significant motivation. Some older employees do not want to abandon an active lifestyle entirely after reaching retirement age and strive to maintain their professional and social involvement. Continuing to work may also be linked to a strong personal relationship to the profession, particularly in professional, creative or socially significant activities. Motivation tends to be higher in jobs allowing greater autonomy, meaningful work, the use of experience and flexible working arrangements. Conversely, it may be lower among workers performing long-term physically demanding or mentally taxing work. The working environment and workplace relationships also play an important role, as employees who feel respected and valued tend to be more motivated to remain in the work process.

Attitude to Change and Innovation

The attitude of older employees to change and innovation is often burdened by stereotypical notions. Public debate sometimes assumes that older workers are less open to new technologies or organisational changes, but the reality is considerably more complex. The ability to adapt depends not only on age, but also on the working environment, the type of profession, the level of education, previous experience and the employer's approach. Many older employees can successfully cope with technological and organisational changes if they have enough time, support and appropriately designed training.

At the same time, however, the rapid pace of technological change can be psychologically demanding for some workers. Digitalisation, automation and frequent changes in work procedures can cause uncertainty or fears of losing competences. The way changes are introduced therefore plays a significant role. If employees are involved in the process and have the necessary information and support at their disposal, adaptation tends to be considerably more successful. Moreover, older workers often approach changes pragmatically and point out possible risks or practical impacts of proposed measures. This approach does not necessarily mean resistance to change, but can represent an important stabilising element of work teams. A corporate culture supporting intergenerational cooperation, education and respect for different working styles also plays a significant role.

Perception of Career Growth in the Later Phase of Life

In the later phase of working life, employees' views of professional growth and work ambitions often change. While at a younger age career advancement, increasing income or building a professional position tend to be significant motivations, at a higher age stability comes to the fore for many workers, job security, a good working environment, the opportunity to use acquired experience and the maintenance of a work-life balance.

However, this does not mean a loss of professional ambition. Older employees may be interested in other forms of professional involvement, such as mentoring, professional consultancy, specialised roles or the transfer of experience. For many, professional recognition, meaningful work and the opportunity to contribute to the functioning of the organisation are more important than formal career advancement itself. Employees approaching retirement age often realistically perceive the more limited scope for long-term career changes; at the same time, however, it cannot be assumed that they have lost interest in further development or new work challenges. Such an assumption could lead to underestimating the potential of experienced workers and limiting their work opportunities.

Balancing Work and Personal Life

With increasing age, the relationship between work and personal life changes for many employees. At a higher age, there is often a stronger need for stability, mental well-being, health and a good-quality personal life. Many older employees no longer want to subordinate their entire lives to their careers and are more aware of the importance of time spent with family, personal interests, rest and taking care of their own health. This shift is also related to life experience gained during periods of heavy workload, career building or long-term work stress.

The change in priorities affects attitudes to working hours, overtime, work flexibility and the willingness to take on highly stressful positions. For some employees, it is also related to caring for family members. Older workers therefore often place greater value on employers who respect the need for flexibility, an appropriate workload and dignified working conditions.

Declining Need for Career Growth and Growing Interest in a Good Working Environment, Flexibility and Health

One of the pronounced trends of higher age is the transformation of work priorities. For many older employees, the importance of career growth, competitiveness and long-term work overload declines, while the importance of a good working environment, good interpersonal relationships, job stability and health protection grows. Employees at a higher age often place greater value on respectful communication, predictable working conditions and the opportunity to perform their work without excessive stress.

Work flexibility also plays a significant role. The possibility of part-time work, flexible working hours, working from home or a gradual transition to retirement can significantly affect the willingness to remain in employment. At the same time, flexible working arrangements make it easier to reconcile work duties with health status, family situation and employees' individual needs.

With increasing age, the importance of health, the ergonomics of the working environment, an appropriate workload and mental well-being also grows. The quality of the working environment, dignified treatment and a sense of respect can significantly influence work motivation. Employers who can offer good working conditions, flexibility, health support and a respectful approach tend to be more successful in retaining experienced workers. With the continuing ageing of the population, the importance of these factors will grow further.

3B The Attitude of Working Pensioners to Work

Working pensioners represent a specific group of employees whose attitude to work differs in many respects from that of people of working or pre-retirement age. After reaching retirement age, work priorities, life expectations and the motivation to remain in employment often change. For many seniors, work is no longer primarily a means of building a career, but rather an opportunity to maintain an active lifestyle, social contacts, mental activity and a certain degree of financial independence.

At the same time, however, working pensioners cannot be regarded as a uniform group. Their motivation, work attitudes and expectations of employers can vary considerably according to health status, economic situation, the nature of the work and personal experience. Generational experience, which often associates work with responsibility, stability and a person's own value, also plays a significant role. Work can thus represent for seniors not only a source of income, but also a means of social inclusion, the maintenance of mental stability and a sense of usefulness. At the same time, however, there are cases where continuing to work is motivated primarily by a low pension or fear of future financial insecurity.

The Attitude of Working Pensioners to Work in General

The attitude of working pensioners to work tends to be strongly influenced by life experience and the transformation of work priorities at a higher age. Many seniors perceive work positively and voluntarily continue to be economically active even after reaching retirement age. For them, work is a way of maintaining activity, a regular routine, social contacts, mental fitness and a sense of usefulness. Professional identity also plays a significant role, as people who have practised their profession for most of their lives often consider it a natural part of their personality and life direction. Some therefore continue to work even when it is not economically necessary.

For working pensioners, a gradual reduction of the workload and a preference for part-time contracts, advisory activities or less physically demanding roles are typical. Passing on experience to younger colleagues and maintaining professional contacts may also be a motivation. At a higher age, career growth is often no longer the main priority; rather, it is the meaningfulness of work, a good working environment and good interpersonal relationships. The working atmosphere, respectful communication and recognition of many years of experience therefore play a significant role. If seniors feel valued, their motivation to work tends to be higher. Conversely, age discrimination, the

underestimation of experience or excessive work stress can lead to a faster exit from the labour market.

The Attitude of Working Pensioners to Work in Relation to Their Financial and Social Reasons

In addition to voluntary work activity, economic and social reasons for remaining in employment also play a significant role for some working pensioners. The level of the old-age pension may not always correspond to seniors' living costs, especially in periods of rising prices of housing, energy, healthcare and basic needs. For some seniors, earnings from work therefore represent an important supplement to their pension, a means of maintaining a dignified standard of living and economic independence. Fear of future financial expenses related to health status or long-term care also plays a significant role.

In addition to economic factors, social reasons are also important. For many seniors, the working environment provides regular contact with people, a daily routine and a sense of social inclusion. Continuing to work can thus help maintain social ties, mental activity and a sense of purpose. Financial and social motivations are often interconnected, and many seniors continue to work for both reasons at once. At the same time, however, situations may arise where a person is forced to work despite health problems purely out of economic necessity, which highlights the importance of dignified pension security and good working conditions.

With the continuing ageing of the population, a further increase in the number of working pensioners and in the importance of this group in the labour market can be expected. An important task for employers and the state therefore remains to create conditions enabling seniors to continue working voluntarily, safely and with regard to their health status and individual needs.

3C Concerns

In addition to motivation, experience and a positive attitude to work, older employees often also struggle with various forms of insecurity and psychological pressure. These concerns are often underestimated in public debate and HR practice, yet they can significantly affect job satisfaction, mental well-being, the willingness to remain in employment and the ability to adapt to changes in the working environment.

Older employees find themselves in a specific situation. On the one hand, they possess extensive experience and professional practice; on the other hand, they may perceive the growing pressure of technological change, digitalisation and the transformation of the labour market. Some of them may feel that their experience is losing value or that their position in the labour market is gradually weakening. These feelings tend to be stronger in environments lacking respectful communication, support for intergenerational cooperation and a sensitive approach to the needs of older workers.

The concerns of older employees are not merely an individual psychological problem. They can affect work performance, motivation, the willingness to learn and the stability of work teams. From the

employers' perspective, it is therefore important to create a working environment based on respect, dignified treatment and support for adaptation to change.

Concerns about the Ever-Increasing Use of Digital Technologies

One of the most striking changes in the current labour market is the rapid development of digital technologies and the automation of work processes. Digitalisation is affecting an ever-wider range of professions and changing the way of communication, work organisation and the requirements for work competences. For some older employees, this development may represent a significant source of insecurity and psychological pressure. It is not only about the use of the technologies themselves, but also about the speed of change.

New software systems, electronic communication, online tools, automated processes or constant updates of work procedures can create the feeling that the working environment is changing faster than a person is able to cope with in the long term. Some older employees may fear that they will not be able to keep pace with technological development, that they will make a mistake or that they will appear less competent compared with younger colleagues.

These concerns may be particularly strong among workers who spent most of their professional careers in an environment with a lower degree of digitalisation. The way technologies are introduced also plays a significant role here.

If changes are introduced quickly, without sufficient training, individual support or patient communication, some older employees may experience increased stress, insecurity and a sense of threat. Some workers may begin to doubt their value to the employer or fear that they will be replaced in the future by younger workers with higher digital competences.

At the same time, however, it is important to emphasise that the ability to learn new technologies is not determined by age alone. Many older employees are able to master new systems successfully if they have enough time, support and appropriately designed training. The psychological safety of the working environment plays a major role here. If an employee knows that they can make a mistake without ridicule or humiliation, their willingness to learn new things tends to be considerably higher.

Fear of Ridicule and Humiliation / The Need for Respect

The need for respect and dignified treatment is an extremely important issue for older employees. At a higher age, sensitivity to the manner of communication, the working atmosphere and interpersonal relationships is often more pronounced than at a younger age. Some older workers may fear being perceived in the working environment as slower, less capable or technologically behind. These fears can be reinforced by inappropriate remarks, generational stereotypes or informal mockery. Even seemingly "innocent" remarks about age, slower work with technology or different working habits can have a significant psychological impact. Older employees may gradually come to feel that their experience is not valued or that they are perceived as less valuable within the work team.

Humiliation or ridicule can take various forms. It may involve open inappropriate remarks, irony, questioning the abilities of older workers, ignoring their opinions or creating an environment in which an employee is afraid to show uncertainty or ask a question. These situations can significantly reduce work confidence and the willingness to engage actively in change or education. The need for

respect does not mean a demand for special treatment. Older employees mostly expect dignified communication, recognition of their work experience and a fair approach free of simplistic stereotypes.

Corporate culture plays a significant role here. Organisations that promote intergenerational respect, cooperation and open communication tend to be more successful in retaining experienced workers and in managing workplace changes. Conversely, a working environment based on constant pressure, irony or generational prejudice can lead to mental exhaustion, loss of motivation or the premature exit of older employees from the labour market.

Fear of Having to Accept a Lower Salary

Some older employees may fear that at a higher age they will be forced to accept worse working conditions or lower financial remuneration. This fear tends to be particularly strong among people who have lost their jobs at pre-retirement age or have experience of a long search for a new job.

Older job applicants may feel that their bargaining position in the labour market is weaker than that of younger workers. In some cases, employers may assume that an older worker will be willing to accept a lower wage in exchange for job security or the opportunity to remain in employment. This situation can be psychologically very demanding.

An employee who has worked for decades, gained professional experience and built a career may perceive pressure to reduce their wage as a questioning of their value and work dignity. At the same time, fear of financial insecurity may increase the willingness to tolerate worse working conditions, higher work stress or a less respectful working environment.

The approaching retirement age plays a significant role here. Losing a job shortly before retirement can represent a serious economic problem, as the scope for a long-term professional restart tends to be more limited than for younger workers. Some older employees may therefore accept less qualified work or a lower salary purely out of fear that they will not find another job opportunity. This problem highlights the importance of protecting older workers against discrimination and the importance of dignified working conditions even at a higher age.

Older Employees' Fear of Change and of Being Ridiculed for Accepting It Slowly

The rapid pace of change in today's working environment can be a source of long-term psychological tension for some older employees. It is not only about the changes themselves, but also about the way changes are communicated and how the work team reacts to them.

Some older workers may need more time to master new work procedures, technologies or organisational changes. However, this need for slower adaptation does not necessarily mean lower intelligence or work ability. It is often related rather to long-established working habits, greater caution or an effort to understand new processes thoroughly. A problem arises when slower adaptation is associated with mockery, impatience or the questioning of older workers' abilities. Some employees may be afraid to ask a question, ask for help or admit uncertainty because they fear being ridiculed in front of colleagues. This fear can significantly impair the ability to learn new things while increasing work stress. Psychological safety is therefore an extremely important factor.

A working environment in which an employee can openly admit uncertainty or a mistake without the risk of humiliation supports considerably better adaptation to change. Conversely, an environment based on irony, public belittling or generational comparisons can lead to older workers withdrawing, a decline in self-confidence and a loss of motivation. Leadership style plays a significant role here. Managers who can explain changes patiently, respectfully and with regard to the different pace of adaptation of individual employees can significantly reduce the psychological pressure associated with change.

At the same time, it is important to promote intergenerational cooperation instead of generational rivalry. Younger workers can help older colleagues adapt to new technologies, while older employees can pass on experience, practical knowledge and a broader work perspective.

If the working environment is based on mutual respect, the process of change can be considerably calmer and more effective.

Older employees' fear of change and ridicule cannot therefore be viewed as an individual weakness. It is an important social and psychological factor of the working environment that can significantly affect work performance, job satisfaction and the ability of organisations to manage technological and organisational change. Given the ongoing digitalisation and transformation of the labour market, the importance of these topics can be expected to grow further in the future.

3D Specific Attitudes to Work of Individual Groups

The attitudes of older employees towards work are not uniform and can vary considerably according to social status, the type of work performed, educational attainment, work experience and life situation. These differences generally develop over the long term during professional life and are influenced by the nature of the career, the working environment, the economic situation and health status.

While some older employees perceive work primarily as a source of stability, social contacts and meaningful activity, others at a higher age place greater emphasis on the need for health protection, peace at work or economic security. Different work experiences also influence attitudes to change, work motivation, trust in the employer and expectations of the working environment. Understanding these differences is important for employers, HR management, social policy and the promotion of intergenerational cooperation.

Women – Men

The attitudes of older women and men towards work may be influenced by different work experience, family roles and the structure of employment.

Women are more often employed in professions focused on care, administration, healthcare, education or social services. These professions may be associated with a high mental workload, lower financial remuneration or long-term emotional demands. At the same time, women at a higher age

may more often combine work duties with caring for family members, such as a partner, parents or grandchildren. This can affect their attitudes to working hours, work flexibility or the need for a stable working environment. Some women may show greater sensitivity to the quality of interpersonal relationships, the working atmosphere and respectful communication.

Men are more often employed in technical, industrial or physically demanding professions. At a higher age, they may therefore be more concerned with the question of physical workload, health limitations or the ability to continue demanding work until retirement age. For some men, work may be more strongly linked to a sense of social standing, professional identity or economic responsibility. Losing a job or being forced out of the labour market may therefore be perceived very sensitively by some men.

At the same time, however, it is important to emphasise that differences between women and men cannot be generalised. Attitudes to work are also influenced by personality, the social environment, the type of profession and individual life experience.

Manual – Non-Manual Employees

Significant differences also exist between older employees performing manual and non-manual work.

Manual workers are more often exposed to long-term physical strain, wear and tear on the body, shift work or one-sided physical stress. At a higher age, they may therefore place greater emphasis on the need for health protection, physically appropriate working conditions and job security. For some manual workers, continuing in employment may also be linked to concerns about whether they will be physically able to perform their profession until retirement age. Economic insecurity may also play a significant role, especially if the worker does not have the possibility of an easy professional transition to less physically demanding work.

Non-manual employees, on the other hand, are more often oriented towards professional specialisation, working with information, communication or organisational activities. At a higher age, they may place greater emphasis on the need for mental well-being, meaningful work, flexibility or respect for professional experience. Non-manual workers also often have a greater opportunity to continue working even after reaching retirement age, for example through consultancy, mentoring or part-time work.

The different nature of the work therefore significantly affects not only working conditions, but also the very attitudes of older employees towards work, health and the future of working life.

Lower – Higher Education

Educational attainment can significantly affect the work attitudes of older employees and their ability to adapt to labour market changes. Persons with higher education generally have greater employment opportunities, broader access to lifelong learning and more often work in professions with a lower physical workload. At a higher age, they may therefore place greater emphasis on the meaningfulness of work, professional autonomy, flexible working arrangements or opportunities for professional development. Some university-educated workers may perceive their profession as an

important part of their personal identity, and continuing to work may have a strong psychological significance for them.

Employees with lower education, on the other hand, may more often face economic insecurity, a higher physical workload or more difficult retraining options. Some of these workers may have more pronounced fears of losing their jobs, of technological change or of the necessity of acquiring new digital competences. Differences may also be evident in the approach to further education. Higher education is often associated with greater experience of studying and greater confidence in the ability to learn new things.

Conversely, some workers with lower education may have a greater psychological barrier to education, especially if they have negative experiences from the school environment or a fear of failure.

Managers – Subordinate Workers

Attitudes to work can also be significantly influenced by the employee's position at work.

Managers tend to be more oriented towards responsibility, decision-making, organisational stability and the long-term functioning of work teams. At a higher age, they may place greater emphasis on the need for a stable working environment, good interpersonal relationships and respect for experience. At the same time, however, they may be exposed to a high mental workload, responsibility and the pressure associated with leading people or organisational changes. Some older managers may fear a loss of authority in an environment of rapid technological change or the generational transformation of work teams.

Subordinate employees, on the other hand, may be more concerned with the question of workload, economic security, working conditions or the relationship with superiors. Some older workers may have a more pronounced need for respectful communication, a predictable working environment and a sense of security at work. The organisation's leadership style plays a significant role here.

Respectful and open communication can significantly increase the job satisfaction of older employees regardless of their position.

Long-Term Employees – Newly Hired Employees

Different attitudes to work may also exist between long-term employees and workers who were hired only at a higher age.

Long-term employees often possess a deep knowledge of the working environment, organisational culture and informal workplace relationships. For them, work may be associated with a sense of continuity, stability and long-term professional identity. At the same time, however, they may be more sensitive to organisational changes, the transformation of corporate culture or the loss of former job security. Some long-term employees may show a stronger emotional attachment to the organisation or the profession.

Newly hired older employees, on the other hand, may face greater insecurity, the need to adapt to a new environment and fears of being accepted by the work team. They may be more sensitive to a respectful approach, the quality of training or colleagues' willingness to help with their integration.

At the same time, however, they can bring new experience, a broader professional perspective or different working habits gained in previous jobs.

The quality of the working environment and the organisation's ability to promote an open and respectful corporate culture play a significant role here. It is precisely the feeling of acceptance, trust and dignified treatment that can significantly affect the work motivation and job satisfaction of older employees, regardless of their professional history.

3E Reasons for Taking Early Retirement

The decision to take early retirement is usually the result of a combination of health, work-related, economic, psychological and family factors. Although extending the economic activity of the population is a long-term goal of both the state and employers, some employees at a higher age seek to leave the work process earlier. This shows that raising the retirement age alone does not automatically mean that people are willing to work longer.

Health status, the quality of working conditions, the nature of the work performed and long-term mental and physical strain play a significant role in this decision. For some employees, early retirement represents an opportunity to end an exhausting working period, protect their health or gain more time for their personal life and family. Others, on the other hand, perceive it negatively because of lower financial security or fears of losing social contacts and a sense of purpose in life.

Main Reasons for Taking Early Retirement

One of the most significant reasons tends to be health status. Long-term physical strain, chronic health problems, wear and tear on the body or mental exhaustion can significantly reduce the ability of some employees to continue working until the standard retirement age. This problem particularly affects manual professions, shift work, healthcare, social services or jobs with high physical and mental demands.

Long-term work stress is also a significant factor. A fast pace of work, pressure to perform, staff shortages, technological changes or labour market uncertainty can lead to mental exhaustion and a gradual loss of motivation to remain in employment. Some older employees may feel that the working environment no longer meets their needs or that long-term work pressure is negatively affecting their health and quality of life.

Another important reason may be the loss of a sense of stability and security. Older workers may be more sensitive to organisational changes, restructuring, job insecurity or the pressure of constant adaptation. If an employee comes to feel that the working environment is ceasing to be stable, respectful or sustainable in the long term, they may begin to perceive early retirement as a more acceptable solution.

The quality of interpersonal relationships in the workplace also plays a significant role. Long-term conflicts, a lack of respect, generational tension or a feeling of being undervalued can significantly reduce employees' willingness to remain in the work process.

For some employees, the motivation may also be the desire to gain more time for their personal life, family, healthcare or rest after long years of work strain.

Early retirement therefore cannot be understood merely as an economic decision. In reality, it often represents a broader life decision linked to health protection, mental well-being and a change of life priorities.

Attitude to Further Education

The attitude of older employees to further education tends to be influenced by previous work experience, the level of education, the working environment and personal motivation. Some older workers perceive education positively and understand it as a way to maintain their employability, adapt to technological change or expand their competences. Other employees, however, may have a certain distrust of, or psychological barrier to, further education.

Generational experience plays a significant role here. The current generations of older workers often grew up in an environment where education was more closely associated with the initial phase of life and career, whereas today's labour market emphasises lifelong learning and the continuous updating of qualifications. Some employees may fear that they are no longer able to learn new things quickly enough or that they will not manage the training. These fears are often reinforced by negative experiences, low employer support or poorly organised training.

The way education is delivered can also be a significant barrier. An excessively fast pace, a lack of practical focus, a complicated digital form of teaching or an insufficiently individual approach can discourage some older employees from education. Conversely, education that is practically oriented, comprehensible and provided with sufficient support tends to be received considerably more positively.

Motivation also plays a major role. If an employee sees a clear purpose in education and understands its practical benefit for their work or future job security, they tend to be more open to further development. The employer's approach is also significant. Organisations that support the education of older workers in a respectful manner and without ridicule create considerably better conditions for employees to adapt to labour market changes.

Attitude to Different Types of Employee Benefits

The attitudes of older employees to employee benefits may differ from the preferences of younger generations of workers. At a higher age, there is often less emphasis on benefits focused on prestige or short-term motivation, while the importance of benefits supporting health, stability and quality of life grows.

Benefits related to healthcare, rehabilitation, the prevention of health problems or the possibility of flexible working arrangements tend to be very important. Longer holidays, contributions towards medical aids, the possibility of part-time work or support for an ergonomic working environment can also play a significant role. Older employees often place greater value on benefits that genuinely improve their working conditions and make it easier to reconcile work with their health status or family responsibilities.

Conversely, some benefits oriented primarily towards performance motivation or competitiveness may not be a priority for some older workers. A sense of fairness also plays a significant role. Older employees may be more sensitive to situations where benefits are aimed predominantly at younger workers or where their needs are not sufficiently taken into account in the organisation's HR policy.

The flexibility of benefits is also becoming an important topic. Different employees may have different needs depending on their health status, family situation or workload. A more individual approach to benefits can therefore significantly increase the job satisfaction of older employees.

Attitude to Mobility (Relocating and Commuting for Work)

The attitude of older employees to work mobility often differs from that of younger generations. At a higher age, the need for stability, a social support network and a familiar environment generally grows. Many older workers therefore have a lower preference for relocating for work or long-term commuting. Family ties, home ownership, social contacts and health factors play a significant role here. Older employees are often more strongly attached to their place of residence, community and family environment. Relocating for work may therefore be perceived as a significant disruption to life stability.

Long-term commuting may also be associated with greater physical and mental strain. At a higher age, employees may be more sensitive to the fatigue associated with travelling, irregular working hours or the time demands of transport. Health status and the need for a regular routine also play a significant role.

On the other hand, it is important to emphasise that attitudes to mobility are not the same for all older employees. Some workers may be willing to commute or change their place of work if the new job offers them better working conditions, greater security or more meaningful employment. The regional labour market situation is also a significant factor. In regions with a limited supply of jobs, older employees may be forced to consider longer commuting or work mobility despite their personal preferences.

At the same time, however, with increasing age the importance of working close to home, a stable working environment and a predictable life routine often grows. From the employers' perspective, it may therefore be important to offer flexible working arrangements, the possibility of working from home or support for part-time work, which can help reduce the burden associated with commuting.

In view of population ageing, the question of the work mobility of older employees is likely to gain increasing importance in the future.

3G Summary of the Attitudes of Older Employees towards Work

The attitudes of older employees towards work represent an important but often insufficiently discussed area of the labour market. In both public and expert debate, attention tends to focus

primarily on employment, the pension system or labour shortages, while less space is devoted to how older employees perceive work, what they fear, what they expect from employers and what conditions enable them to remain in the work process with dignity, safely and meaningfully.

The previous sections show that older employees do not form a uniform group. Their attitudes are influenced by health status, the type of work, education, professional experience, economic situation, family background and the quality of the working environment. For some workers, a positive attitude to work based on responsibility, experience, professional pride and the need for social involvement predominates. For others, their attitude to work may be affected by fatigue, health limitations, fears of technological change, economic pressure or the uncertainty associated with retirement.

Working at a higher age therefore cannot be understood merely as an economic activity. For many people, it represents part of their identity, a source of social contacts, the structure of everyday life and an opportunity to apply their acquired experience. At the same time, however, continuing to work should not be forced by economic necessity or fear of insufficient security. A good-quality labour policy should create conditions enabling older people to work longer when they want to and are able to, not because they have no other option.

Long-Term Employees – Newly Hired Employees

Significant differences in attitudes to work can be observed between long-term employees and older employees newly hired by the organisation. Long-term employees generally have a stronger bond with the employer, the work team, internal processes and the corporate culture. Their attitude to work tends to be shaped by many years of experience, their personal history within the organisation and a sense of belonging. They often know the work procedures, informal rules and history of the organisation well and represent a significant source of practical experience and organisational memory.

However, their work attitudes may be ambivalent. On the one hand, they tend to show high loyalty, responsibility and an effort to maintain the quality of work; on the other hand, they may be more sensitive to organisational changes, changes in management or a feeling that their long-term contribution is not sufficiently appreciated. Changes in work procedures, digitalisation or restructuring may cause insecurity and a sense of lost stability in some of them.

Newly hired older employees are in a different situation. They come into a new environment with rich work experience and established habits, but at the same time they must go through the process of adaptation, integration into the team and proving their abilities all over again. They may fear acceptance by the team, mastering new technologies or age-related prejudice.

Unlike long-term employees, they have not built up trust in the organisation or the support of long-term relationships. Good-quality training, respectful communication, clear expectations and support during adaptation are therefore important for them. Employers should be sensitive to these differences. Long-term employees need recognition, involvement in changes and respect for their experience, while newly hired older workers primarily need support with integration and a fair opportunity free of prejudice.

Positive Aspects of the Attitudes of Older Employees towards Work

The main positive aspects of the attitudes of older employees towards work include, above all, responsibility, stability, loyalty and a high level of work experience.

Many older workers perceive work as a commitment to be performed conscientiously, to a high standard and with personal responsibility. This attitude can be a significant asset for employers, especially in professions where reliability, continuity and compliance with work rules are important.

Professional experience is another significant positive. Older employees are often better able to estimate risks, anticipate problems, deal with crisis situations and evaluate work situations in a broader context. Their experience can be particularly valuable where not everything can be replaced by formal education, technology or short-term training.

The ability to pass on experience is also a significant asset. Older employees can act as mentors, trainers, guarantors of professional procedures or stabilising elements of work teams. They can help younger workers understand not only specific work procedures, but also the broader meaning of the profession, work responsibility and the practical context of performing the work.

Lower staff turnover is also among the positives. Older employees tend to be more oriented towards stability and long-term working relationships. For employers, this can mean lower recruitment costs, less loss of know-how and greater continuity of work processes.

Personal maturity is another important positive. Older employees can bring greater perspective, calm, patience and the ability to evaluate situations without unnecessary impulsiveness into the working environment. In work teams, they can act as a stabilising element, especially in periods of change, crisis or interpersonal tension.

A stronger relationship to the meaning of work is also a very important positive. Many older employees do not perceive work merely as earnings, but as an important part of their life, identity and social usefulness. If this attitude is properly harnessed, it can lead to high work motivation and quality performance.

Negative Aspects, Risks and Problematic Areas

In addition to the positives, there are also risks and problematic aspects that need to be viewed realistically and without idealisation.

One of the main risks may be health limitations. With increasing age, physical performance may decline, fatigue may increase, recovery may be slower or the ability to perform long-term physically demanding work may be limited. This problem is particularly significant in manual professions, shift work and positions with a high physical or mental workload.

Another area is adaptation to rapid change. Some older employees may need more time when new technologies, digital systems or organisational procedures are introduced. However, the problem is often not an inability to learn as such, but rather the pace of change, a lack of support and the fear of ridicule or failure.

Fixation on earlier work procedures may also be a risk. Long-term experience is of great value, but in some situations it may lead to caution towards new methods or a preference for procedures that may no longer correspond to the current needs of the organisation.

Another problematic factor may be a decline in motivation for formal career growth. For some older employees, advancement, greater responsibility or further professional competition may no longer be the main goal. This is not negative in itself, but employers must be able to work with it and offer other forms of involvement and recognition.

Psychological insecurity is also a significant risk. Older employees may fear job loss, lower wages, digitalisation, insufficient respect or the feeling that their experience is no longer valued. If these fears are not addressed, they can lead to reduced motivation, withdrawal from change or premature exit from the labour market.

A situation where an older employee remains in work purely out of economic necessity, not of their own free will, can also be problematic. In such cases, greater fatigue, frustration, health deterioration and a decline in the quality of working life may occur.

The negatives therefore do not lie in age itself, but often in a mismatch between the needs of the older employee and the design of the working environment. If the working environment does not allow for flexibility, respectful communication, education and the adjustment of the workload, the natural changes associated with age can turn into a serious work problem.

How to Work with These Positives and Negatives

Working effectively with the attitudes of older employees requires a balanced approach. It is not appropriate to idealise older workers as automatically loyal, experienced and stable, but nor is it right to perceive them as less productive, inflexible or difficult to adapt.

The basis is an individual approach. Older employees may differ considerably according to health status, profession, personality, education, motivation and life situation. HR policy must therefore be flexible enough to distinguish between the different needs of individual workers.

The first important step is recognising experience. Older employees should feel that their practice, knowledge and long-term contribution are of value to the organisation. This does not mean uncritically accepting all older procedures, but respectfully involving experienced workers in decision-making, changes and knowledge transfer.

The second step is supporting mentoring and intergenerational cooperation. Older employees can pass on experience to younger colleagues, while younger workers can help with mastering new technologies and modern work tools. If this cooperation is set up sensitively, rivalry does not arise; instead, the strengths of each side complement one another.

The third step is adapting working conditions. For some older employees, it may be appropriate to offer part-time contracts, flexible working hours, working from home, ergonomic adjustments of the workplace, a reduction of the physical workload or a move to less demanding roles.

The fourth step is education without humiliation. Older employees should have access to education that is practical, comprehensible, respectful and appropriate to their pace of learning. It is important to create an environment in which a person does not have to be ashamed of not understanding something or needing more time.

The fifth step is open and dignified communication. Managers should talk to older employees about their needs, plans, health limits and ideas about their further work involvement. It is essential to avoid stereotypes, infantilisation or the assumption that an older employee automatically no longer wants to grow, learn or change their work role.

The sixth step is managing the transition to retirement. Employers can offer a gradual reduction of working hours, advisory roles, mentoring, project cooperation or the possibility of a smooth exit from the work process. Such an approach can be beneficial for both the employee and the organisation, as it makes it possible to preserve know-how while respecting the worker's stage of life.

The seventh step is the prevention of discrimination and ridicule. The working environment must be designed so that age is not a reason for mockery, humiliation or the automatic questioning of abilities. A respectful culture is one of the key prerequisites for older employees to be able to genuinely apply their strengths.

Practical Significance for Employers, Trade Unions and the State

For employers, the attitudes of older employees represent important information for HR management. If an organisation understands what older workers need and what they fear, it can better design working conditions, reduce staff turnover and make more effective use of their experience.

For trade unions, this area is significant in terms of protecting dignified working conditions, preventing age discrimination and supporting employees of pre-retirement and retirement age. Trade unions can play an important role in promoting flexible working arrangements, health prevention, education and a dignified approach to older workers.

For the state, understanding the attitudes of older employees is important when designing employment policies, pension policy, support for lifelong learning and measures against social exclusion. If longer work activity of the population is to be truly sustainable, it must be linked to the quality of working life, not merely to pressure to extend working lives.

Final Summary

The attitudes of older employees towards work are multi-layered and cannot be reduced merely to the question of age, performance or financial need.

Older employees can be extremely valuable to the labour market thanks to their experience, responsibility, stability, professional know-how and ability to pass on knowledge to future generations.

At the same time, however, they may face concerns, health limitations, technological pressure, insecurity, the risk of discrimination and the need for more dignified working conditions.

The key to working successfully with older employees is the ability to harness their strengths while responding sensitively to their real limitations.

A well-designed HR policy should offer older employees respect, flexibility, education, health support and the opportunity for meaningful work involvement.

Such an approach is not only socially sensitive, but also economically rational. In a time of population ageing and labour shortages, the ability to work effectively with older employees is becoming one of the important prerequisites for the stability of the labour market and the long-term competitiveness of organisations.

4. Work-Related Needs of Older Employees

The work-related needs of older employees represent an important area of modern HR policy and the long-term stability of the labour market. With the growing share of older people among the economically active population, it will be increasingly important to create a working environment that meets the physical, psychological, social and professional needs of employees at a higher age. These needs are not merely a matter of social sensitivity or employee benefits. In the context of population ageing, they are becoming an important economic and strategic issue. If the working environment is unable to respond to the needs of older workers, higher sickness rates, premature exits from the labour market, the loss of experienced employees or growing problems with labour shortages may occur. Conversely, organisations that can create good conditions for the work of older employees can gain a stable, experienced and loyal workforce.

The transformation of the older population itself also plays a significant role here. The current generations of older employees tend to be better educated, more active and have higher expectations of working life than previous generations. They strive not only for employment itself, but increasingly also for dignified working conditions, respect, the possibility of reconciling work and personal life, health protection and meaningful employment.

The work-related needs of older employees therefore cannot be reduced merely to the question of physical limitations or lower work performance. It is a complex area encompassing the quality of the working environment, work organisation, interpersonal relationships, job security, education and long-term mental well-being.

Stability and Job Security

For many older employees, job stability represents one of the most important work-related needs. At a higher age, there is generally a lower willingness to undergo high job insecurity, frequent job changes or the risk of long-term unemployment. Older workers are often more aware of the more limited opportunities for new employment, especially at pre-retirement age. Losing a job shortly before retirement can have very serious economic, social and psychological consequences. The fear of unemployment may therefore be considerably stronger at a higher age than among younger workers.

The fact that older employees often carry a greater economic burden of long-term living costs, such as housing, healthcare or supporting their family, also plays a significant role here. For them, job security is therefore not only a matter of career, but also a basic condition of social stability and psychological security.

The predictability of the working environment is also important. Frequent reorganisations, uncertain working conditions or constant changes can be mentally exhausting for some older employees. A stable working environment, on the other hand, can significantly support work motivation, loyalty and long-term work performance. From the employers' perspective, supporting job stability can also be economically advantageous. Stable employees generally know the working environment better, possess experience and can contribute to lower staff turnover and the continuity of work processes.

Flexible Working Hours (Part-Time Work, Home Office)

Work flexibility is becoming one of the most significant needs of older employees.

At a higher age, the importance of being able to adapt working arrangements to health status, family situation or individual life needs grows. Many older employees no longer strive for maximum work performance at the cost of long-term overload, but place greater value on a balance between work and personal life. Part-time contracts, flexible working hours, the possibility of working from home or a gradual transition to retirement are therefore gaining great importance.

Part-time contracts can help employees continue working even in situations where they are no longer able or willing to work at full capacity. At the same time, they can reduce both physical and mental strain and enable longer participation in the work process.

Working from home also plays a significant role. For some older employees, home office can be an important means of reducing the fatigue associated with commuting, better reconciling work with their health status or making more effective use of working time.

Work flexibility can also help employers retain experienced workers who would otherwise consider retiring or ending their work activity. At the same time, however, it is important that flexible working arrangements are not perceived as a sign of an employee's lower work value.

Older workers often need the assurance that work flexibility will not be associated with lower respect, a restriction of their professional standing or a deterioration of working conditions.

Ergonomic Working Conditions

With increasing age, the importance of a good-quality working environment adapted to health needs grows.

Work ergonomics is one of the key areas that can significantly affect the ability of older employees to remain in the work process over the long term. Long-term physical strain, unsuitable working positions, one-sided strain on the body or an unsatisfactory working environment can lead to chronic health problems, musculoskeletal pain or greater work fatigue. The importance of ergonomic measures therefore grows considerably with age. These may include, for example, good-quality office chairs, adjustable desks, suitable lighting, the limitation of excessive physical strain, better organisation of the workspace or technical aids making work easier.

The organisation of working time is also significant. An appropriate pace of work, the possibility of regular breaks or the limitation of long-term overload can significantly contribute to protecting the health of older employees. Ergonomic measures are not important only for manual professions.

Administrative or professional work can also, over the long term, cause health problems related to sedentary employment, stress or long-term mental strain. Investment in ergonomics can also be economically advantageous. Good working conditions can reduce sickness rates, work fatigue and the risk of employees leaving the labour market prematurely.

Health Care and Prevention

Health represents one of the most important work-related needs of older employees. At a higher age, the importance of preventing health problems, protecting mental well-being and creating working conditions that do not lead to excessive wear and tear on the body grows.

Long-term work stress, shift work, physical strain or chronic overload can significantly worsen employees' health and reduce their ability to continue working. Prevention is therefore significant. It may include regular medical check-ups, support for rehabilitation, the prevention of lifestyle diseases, psychological support or programmes focused on a healthy lifestyle.

The prevention of mental exhaustion is also important. Older employees may be more sensitive to long-term stress, an uncertain working environment or conflictual interpersonal relationships. Mental well-being is therefore just as important a component of health as physical condition.

The possibility of an appropriate workload also plays a significant role. If the working environment allows for flexibility, sufficient rest and respect for employees' individual health limits, it can significantly support longer work activity. Caring for the health of older employees therefore cannot be understood merely as a social benefit. It is an important investment in the stability of the labour market and the long-term employability of the population.

Meaningful Work and Recognition

At a higher age, the importance of meaningful work and the need for recognition often grows. Many older employees no longer strive primarily for rapid career growth or workplace competitiveness, but are more aware of the importance of dignified work, good interpersonal relationships and a sense of personal usefulness. Work that is perceived as meaningful and socially useful can significantly support employees' work motivation and mental well-being.

Recognition of experience and many years of work is also very important. Older employees often need to feel that their experience is of value to the organisation and that they are not perceived merely as a cost or a temporary workforce. A lack of respect, underestimation or ignoring of experience can significantly reduce work motivation and the willingness to remain in the work process. Conversely, an environment based on respectful communication, trust and appreciation of experience can significantly support job stability and loyalty.

The meaningfulness of work is also linked to the opportunity to pass on experience to younger colleagues. Many older employees perceive mentoring, professional guidance or supporting younger workers as an important part of their work mission.

Preparing for the Fact that by 2030 Older Employees Should Make Up as Much as 55% of All Workers

Demographic developments suggest that the importance of older employees will continue to grow significantly in the coming years. According to estimates, by 2030 older employees may make up a significant part of the workforce, in some sectors up to approximately half or more of all workers. This change will represent a fundamental challenge for employers, the labour market and the social system.

Organisations will have to adapt working conditions to the needs of older employees to a much greater extent. The importance of work ergonomics, flexible working arrangements, health prevention, lifelong learning and intergenerational cooperation will grow. At the same time, the very approach to age in the workplace will need to change. Older employees will no longer represent a "minority group", but an increasingly significant part of work teams. This will require changes in HR strategies, work organisation and the working environment.

Education will also be a major challenge. Rapid technological change will create pressure for the continuous updating of qualifications throughout working life. The ability to educate older employees effectively may therefore become one of the key factors in the competitiveness of organisations.

The prevention of health problems and support for long-term work capacity will also play a significant role. If the working environment is unable to respond to the needs of an ageing workforce, higher sickness rates, an increase in premature exits from the labour market or a deepening of labour shortages may occur. Conversely, organisations that can make use of the experience of older employees and create good conditions for their work may gain a significant competitive advantage.

Preparing for the ageing of the workforce is therefore not only a matter of social policy, but also a strategic economic issue for the future development of society.

4A Responsibility of Employers

In the coming years, employers will play an increasingly important role in creating working conditions for older employees and working pensioners.

Given the ageing of the workforce, it will no longer be possible to treat older employees merely as a marginal or temporary group of workers. On the contrary, the importance of their experience, stability and long-term work contribution will grow. At the same time, however, the need to adapt the working environment to the specific needs of older employees will also grow.

Employers' responsibility will not concern only work performance, but increasingly also working conditions, work organisation, health protection, the prevention of discrimination, support for education and the creation of a dignified working environment.

A Stable and Respectful Working Environment

Many older employees, including working pensioners, tend to be satisfied with their work over the long term if they have the assurance of a stable, predictable and respectful working environment. At a higher age, the importance of mental well-being, good interpersonal relationships and a sense of safety in the workplace often grows. Older employees are generally more sensitive to a conflictual working environment, long-term stress, constant organisational changes or a lack of respect. Conversely, a working environment based on trust, decent communication and recognition of experience can significantly support work motivation and the willingness to remain in the work

process. Leadership style plays a significant role here. Managers who can create a respectful working atmosphere and involve older employees in workplace changes can contribute significantly to the stability of work teams.

Age Management at the Individual and Organisational Level in Companies

"Managers and supervisors play the most important role in promoting work ability, because they have the authority to organise and design work. They therefore need new competences in age management and in managing generationally diverse work teams." Juhani Ilmarinen (Promoting Longer Working Life and Maintaining Work Ability)

Age management represents a set of measures aimed at working effectively with different age groups of employees. Its aim is to create working conditions that enable employees to perform their work over the long term with regard to their abilities, health status and life situation.

At the individual level, age management may include, for example, adjusting working arrangements, ergonomic measures, support for education, the prevention of health problems or the possibility of gradually reducing the workload. At the organisational level, it involves, for example, developing intergenerational cooperation, supporting mentoring, planning the generational turnover of workers or adapting working conditions to an ageing workforce.

Long-term planning is also an important part of age management. Organisations should monitor the age structure of their employees and prepare for future demographic changes. Companies that are able to work effectively with older employees can gain more stable work teams, lower staff turnover and better use of workers' experience.

Addressing Prejudice against Employees 50+ and Working Pensioners

An important area of employers' responsibility is addressing stereotypes and prejudice against older employees. In society and in workplaces, simplistic notions may persist that older workers are less productive, less flexible or worse at coping with new technologies. However, these stereotypes may not correspond to the actual reality of work.

Many older employees possess a high level of expertise, stability, experience and the ability to solve complex work situations. If older workers are automatically underestimated or excluded from work opportunities, this can result not only in discrimination against individuals, but also in the loss of significant work potential.

Open communication, support for intergenerational cooperation and the creation of a working environment based on mutual respect are therefore important. Managers, who influence the working atmosphere and the manner of communication between employees through their approach, can also play a significant role.

Protection against Ageism

"Ageism harms our health and well-being and is a major barrier to healthy ageing. It also affects how policies and services are designed and delivered to people of different ages."
World Health Organization (Global Report on Ageism)

Ageism represents discrimination based on age. It may take the form of open disadvantaging of older employees, but also less visible forms of social or workplace exclusion. Manifestations of ageism may include, for example, disregarding the experience of older workers, limited access to education, fewer opportunities for career development, questioning of abilities or creating the stereotypical image of a "less promising employee".

The age segregation of work teams can also be a significant problem. If older employees are systematically separated from important work processes, technological changes or education, their gradual social and professional isolation may occur. Discrimination may also take a financial form, for example lower financial remuneration, limited access to benefits or lower support for professional development.

Social discrimination is also a significant area. Older employees may be exposed to ridicule, irony or the questioning of their abilities purely on the basis of age. Protection against ageism therefore represents an important part of modern HR policy and the protection of employees' dignity.

Age Management at the Level of the Region, the State and the European Union

The issue of the ageing workforce extends beyond individual companies and is becoming an important topic of regional, national and European policy. Regional employment policy can support the creation of working conditions suitable for older employees, support for retraining, health prevention or flexible forms of work.

At the state level, the areas of pension policy, support for the employment of persons aged 50+, lifelong learning and protection against discrimination are particularly important. Legislation governing working conditions, flexible employment or the protection of employees of pre-retirement age also plays a significant role.

The European Union has long supported the concept of active ageing and longer economic activity of the population. European strategies often include support for age management, lifelong learning, intergenerational cooperation and the prevention of the social exclusion of older people.

Support during Rapid Change, Digitalisation and AI

Rapid technological development represents a significant source of insecurity for some older employees. Employers therefore bear increasing responsibility for supporting employees during the introduction of organisational changes, new digital systems, automation or tools using artificial intelligence.

The manner in which changes are introduced is particularly important. If changes are communicated clearly, gradually and with sufficient support, employees' adaptation tends to be considerably more successful. Education plays a significant role. Older employees need the opportunity to master new work procedures without fear of ridicule or the loss of their position at work.

The psychological safety of the working environment is also important. Employees should be able to admit uncertainty, ask for help or learn new systems at their own pace. Companies that can combine the experience of older workers with modern technologies can gain a significant competitive advantage.

The Possibility of Paying Wages in Cash and the Issue of Digital Exclusion

The digitalisation of financial services brings many benefits, but at the same time it can create barriers for some older employees and seniors. Some older workers may find it more difficult to navigate internet banking, electronic communication or the increasingly complex security requirements of banking systems. Frequent changes to the rules, multi-level verification, the use of mobile applications or the reduction of in-person communication at bank branches can also be a problem.

Some older people may perceive the growing digitalisation of banking services as a source of stress, insecurity or fear of mistakes and financial abuse. A lack of a personal approach can also be a significant problem. Some seniors may have negative experience of being refused in-person communication or being pressured to use exclusively digital services.

In this context, the possibility of retaining alternative forms of wage payment, such as cash payments or simpler forms of banking communication, may be important for some employees. This is not merely a technical problem, but also a question of the social accessibility of services and the prevention of the digital exclusion of part of the older population.

From the perspective of employers and public institutions, it may therefore be important to seek a balance between the modernisation of services and the preservation of accessibility for employees with different digital skills. Given the continuing digitalisation of society, the question of the digital inclusion of older employees is likely to gain increasing importance in the future.

4B Specific Work-Related Needs

The work-related needs of older employees are not the same for all groups. They may differ according to gender, the type of work performed, health status, economic situation and the employee's stage of life. The difference between employees of pre-retirement age and working pensioners also plays a significant role.

While some employees of pre-retirement age are primarily concerned with the question of long-term job stability and securing their financial future, working pensioners may place greater emphasis on work flexibility, a lower workload or the need to maintain social contacts. Employers must therefore take into account that a universal approach may not be effective in the long term. A more individual and sensitive approach to different groups of older employees can significantly contribute to job satisfaction, the stability of work teams and employees' longer work activity.

Specific Work-Related Needs of Women and Men

The work-related needs of older women and men may differ in some areas. Women are more often employed in professions focused on care, administration, services, education or healthcare. These professions may be associated with a high mental workload, long-term stress or emotional demands. At a higher age, some women may therefore have a growing need for a stable working environment,

good interpersonal relationships, work flexibility and mental well-being. Reconciling working life with caring for the family, a partner or other family members may also play a significant role.

Men are more often employed in technical, industrial or more physically demanding professions. At a higher age, they may therefore be more concerned with the question of physical workload, health limitations or the possibility of continuing to work without excessive wear and tear on the body. For some men, work may be more strongly linked to professional identity and a sense of social standing. Losing a job or being forced to reduce work activity may therefore be perceived very sensitively by some men.

At the same time, however, individual differences tend to be more significant than the differences between the sexes themselves.

Specific Needs of Working Pensioners

Working pensioners represent a specific group of employees with different work priorities from employees of pre-retirement age. For some working seniors, the main motivation may no longer be career growth or the long-term building of a professional position. Instead, the importance of work flexibility, an appropriate workload, mental well-being and the possibility of maintaining an active lifestyle may grow.

Working pensioners often place greater value on the possibility of part-time contracts, shorter working hours or a less stressful working environment. Health status and the need for more regular rest may also play a significant role. At the same time, the opportunity to maintain social contacts, a daily routine and a sense of social usefulness tends to be important for some working seniors.

Unlike employees of pre-retirement age, some working pensioners may perceive work less as an economic necessity and more as part of an active life. At the same time, however, there are also seniors who continue working primarily for financial reasons. Employers should therefore respect the different motivations of individual employees and create working conditions enabling dignified and voluntary continuation of work.

Access to Quality Meals and Hydration

Quality meals and sufficient hydration represent an important part of the working conditions of older employees. At a higher age, the body may be more sensitive to irregular eating, long-term work overload or insufficient fluid intake. The availability of good-quality and regular meals during working hours therefore plays a significant role. The possibility of a hot meal, sufficient meal breaks or access to suitable foods supporting employees' health may be important.

The importance of hydration is often underestimated. Insufficient fluid intake can increase fatigue, impair concentration or negatively affect employees' health. In some professions, especially in physically demanding work or work in high temperatures, ensuring hydration can be a very important preventive measure.

From the employers' perspective, this is not merely a matter of employee comfort, but also part of the protection of employees' health and work capacity.

Pre-Retirement Counselling

Good-quality counselling before retirement may also be a significant need of older employees. Many employees may not have enough information about the future level of their pension, the possibilities of combining a pension with employment or the conditions for continuing to work after reaching retirement age. Uncertainty about the future financial situation can create psychological stress and complicate the planning of the next stage of life.

Counselling can help employees better prepare for the economic, social and psychological changes associated with retirement. An important part may be, for example, explaining the conditions of the old-age pension, the options for early retirement, working while drawing a pension or navigating the social system.

The offer of a gradual transition to retirement can also play a significant role. Some employees may not want to end their work activity suddenly, but may prefer a gradual reduction of the workload or part-time work. At the same time, employers can offer the possibility of continuing to work in the form of mentoring, consultancy or more flexible working cooperation.

Such an approach can be beneficial for both sides. Employees gain greater security and a smoother transition to a new stage of life, while organisations can benefit from the experience and professional knowledge of long-serving workers for longer.

4C Other Specific Work-Related Needs

In addition to basic work-related needs such as job stability, health protection or flexible working arrangements, there are also other specific needs of older employees. These needs relate mainly to the organisation of work, the opportunity to use long-term experience, the degree of work involvement and the overall quality of working life. At a higher age, the opportunity to perform work meaningfully, with dignity and with a certain degree of control over the working environment is often more important.

Employers who can take these needs into account can significantly increase job satisfaction and employees' willingness to remain in the work process.

Flexible Work Organisation

Flexible work organisation represents one of the most important needs of older employees. At a higher age, it can be more difficult to cope over the long term with a heavy workload, shift work or irregular working hours. The possibility of individually adapting working arrangements to the employee's health status, family situation and current work capabilities therefore plays a significant role.

One option is gradual retirement. Instead of a sudden end to work activity, an employee can gradually reduce their working hours or move to a less demanding position. This approach can help mitigate the psychological and social impact of leaving working life.

Shift planning is also a significant area. Older employees may be more sensitive to irregular working hours, night shifts or long-term shift work. A more sensitive organisation of working time can contribute to reducing fatigue, protecting health and improving employees' well-being at work.

Another option is job sharing. This model allows one position to be divided between several employees and may be suitable, for example, for people who no longer want or are no longer able to work full time. Flexible work organisation can also help employers retain experienced workers even in situations where they would otherwise consider leaving the labour market.

The Possibility of Moving to Another Position within the Company

The possibility of changing position within the organisation may be a significant need of older employees. At a higher age, some employees may not be able to perform physically or mentally very demanding work over the long term. Instead of a complete exit from the labour market, however, it may be appropriate to offer a less demanding position, consultancy, administrative support or professional specialisation.

The possibility of a job transfer can be advantageous for both the employee and the employer. Organisations can retain an experienced worker, and the employee can continue working under conditions corresponding to their current capabilities.

Open communication is important here. Employees should have the opportunity to discuss their health or work limitations in good time without fear of losing their job or a deterioration of their position at work. Retraining or the acquisition of new work competences can also play a significant role.

The Opportunity to Pass On Experience

Many older employees have a need to use their long-term experience in a meaningful way. The opportunity to pass on experience can be important not only for the organisation, but also for the employees themselves. Older workers often possess practical knowledge, professional experience and the ability to solve complex situations on the basis of long-term practice. This experience can be very valuable for younger workers and for the stability of the organisation.

Mentoring, professional guidance of new employees, training or consultancy can play a significant role. The opportunity to pass on experience can also strengthen the sense of being useful at work, recognition and the meaningfulness of work. If older employees feel that their experience is valued and used, their work motivation tends to be higher.

The Opportunity to Participate in Decisions on Actions and Plans Affecting Their Work

The opportunity to participate in decisions on workplace changes and measures affecting their working life may also be a significant need of older employees. Many experienced workers may perceive negatively situations where fundamental organisational changes are introduced without communication or without the opportunity to express their own experience and comments.

Involving employees in decision-making processes can increase trust in the organisation, work motivation and the willingness to accept change. At the same time, thanks to their experience, older

employees can point out practical problems or risks that may not be sufficiently taken into account when planning changes.

Respectful communication and an open corporate culture play a significant role here. If employees feel that their opinions matter and that they are not merely passive recipients of management decisions, the working environment tends to be more stable and trustworthy.

Meaningful Employee Benefits

At a higher age, employees' expectations of employee benefits often change as well. Older employees generally place less value on benefits based purely on prestige or short-term motivation and prefer benefits that genuinely improve the quality of their working and personal lives.

Benefits focused on health support, rehabilitation, the prevention of health problems, flexible working arrangements or support for mental well-being can be of great importance. Longer holidays, the possibility of part-time work, contributions towards healthcare or support for education may also be important.

An individual approach also plays a significant role. Different employees may have different needs depending on their health status, family situation or the nature of the work performed. Meaningful benefits therefore do not necessarily have to be the most expensive, but above all those that correspond to employees' real needs.

From the employers' perspective, well-designed benefits can contribute to higher job satisfaction, employee stability and lower staff turnover. At the same time, they can support a positive working atmosphere and strengthen employees' trust in the organisation.

4D Safety and Relationships

"Good work ability is an important condition for a longer working life. Good work at the same time supports active ageing and cooperation between the younger, middle and older generations."

Juhani Ilmarinen (Promoting Active Ageing in the Workplace)

Occupational safety and the quality of interpersonal relationships represent a very important part of the work-related needs of older employees. At a higher age, the importance of physical safety, mental stability, a predictable working environment and respectful communication may grow. A long-term conflictual or unsafe working environment can significantly increase work stress, the health burden and the risk of employees leaving the labour market prematurely. Conversely, an environment based on trust, safety and good interpersonal relationships can significantly support job satisfaction, the stability of work teams and employees' willingness to continue working.

Occupational Safety

Occupational safety represents one of the basic needs of all employees, but at a higher age its importance often grows further. With increasing age, physical fitness may deteriorate, the body may recover more slowly or sensitivity to long-term physical and mental strain may increase. Older

employees may therefore be more sensitive to a hazardous working environment, excessive physical demands or long-term work stress.

The prevention of occupational injuries and health complications plays a significant role. Particularly important are the adaptation of working conditions to employees' physical capabilities, good ergonomics of the working environment, sufficient breaks and the limitation of excessive workload. In physically demanding professions, the possibility of moving to a less strenuous position may also be significant.

However, occupational safety does not cover only physical health. Psychological safety is also gaining increasing importance. Long-term stress, pressure to perform, an uncertain working environment or fear of failure at work can negatively affect employees' mental well-being and their health.

A working environment in which employees can communicate openly about problems, ask for help or point out work risks without fear of negative consequences therefore plays a significant role. The area of training and information is also important. Older employees should have access to clear and comprehensible information about safety rules, new technologies or changes in work procedures.

If changes are introduced too quickly or without sufficient support, the risk of work errors and psychological stress may increase. From the employers' perspective, good occupational safety represents not only a legal obligation, but also an important investment in the stability of the work team, the protection of employees' health and workers' long-term work capacity.

Workplace Relationships

The quality of interpersonal relationships in the workplace can have a fundamental influence on the job satisfaction of older employees. At a higher age, greater emphasis is often placed on a stable working environment, respectful communication and mental well-being. Long-term conflicts, inappropriate communication or tense working relationships can be very burdensome for some older employees.

A sense of respect plays a significant role. Older employees often expect their experience and many years of work to be recognised in the working environment. If they feel underestimated, ridiculed or disadvantaged because of their generation, this can significantly reduce their work motivation and trust in the organisation.

The quality of relationships between different generations of employees is also important. Intergenerational cooperation can be very beneficial if it is based on mutual respect and a willingness to share experience. Younger employees can bring new technological knowledge and dynamism, while older workers can provide experience, stability and a broader work perspective. A problem can arise when distrust, stereotypes or the mutual questioning of abilities develop between generations.

Corporate culture and the style of managing employees play a significant role here. Managers can significantly influence the working atmosphere, the manner of communication and conflict resolution. A working environment based on open communication, a fair approach and respect can significantly support the stability of work teams. Conversely, an environment based on long-term pressure, rivalry or a lack of trust can lead to increased stress, job dissatisfaction and higher staff turnover.

Workplace relationships therefore cannot be understood merely as a personal matter of individuals. They are an important factor affecting work performance, employees' mental well-being and the overall stability of the organisation.

5. Further Considerations and Conclusion

Measuring the Work Ability Index

"Work ability is the most important capital of employees. The better the work ability, the higher the productivity tends to be. Work ability can and should be supported throughout working life." Juhani Ilmarinen (Promoting Longer Working Life and Maintaining Work Ability)

One of the possible tools for working with older employees is the measurement of the Work Ability Index (WAI). This tool makes it possible to assess an employee's ability to perform work with regard to their health status, workload, mental well-being and working conditions. The results can help employers better adapt the working environment, work organisation or preventive measures to employees' needs. Regular monitoring of work ability can also contribute to the prevention of health problems and premature exits from the labour market.

Age Management Audits

An age management audit can also be a significant tool. The aim of the audit is to evaluate how the organisation works with different age groups of employees and whether working conditions correspond to the needs of an ageing workforce. The audit may cover, for example, working conditions, education, intergenerational cooperation, work ergonomics, the flexibility of working arrangements or the prevention of discrimination. The results can help employers better prepare the organisation for future demographic developments and make more effective use of the experience of older employees.

Conclusion

Population ageing represents one of the most significant social and economic changes of the present day. The importance of older employees in the labour market will continue to grow in the coming years, and the question of their employment will become an important topic for employers, trade unions and public policy. **Older employees represent a significant source of experience,** professional knowledge, stability and professional know-how. At the same time, however, they may face health limitations, technological pressure, labour market uncertainty or the risk of discrimination.

The key task of the future will be to create working conditions that enable older employees to continue working with dignity, safely and voluntarily. Flexible work organisation, health protection, a good working environment, lifelong learning and support for intergenerational cooperation will be of great importance. **Strengthening respect for older employees and preventing ageism will also be important. The ability to work effectively with an ageing workforce may become one of the key factors in the stability of the labour market, social cohesion and the long-term competitiveness of the economy.**

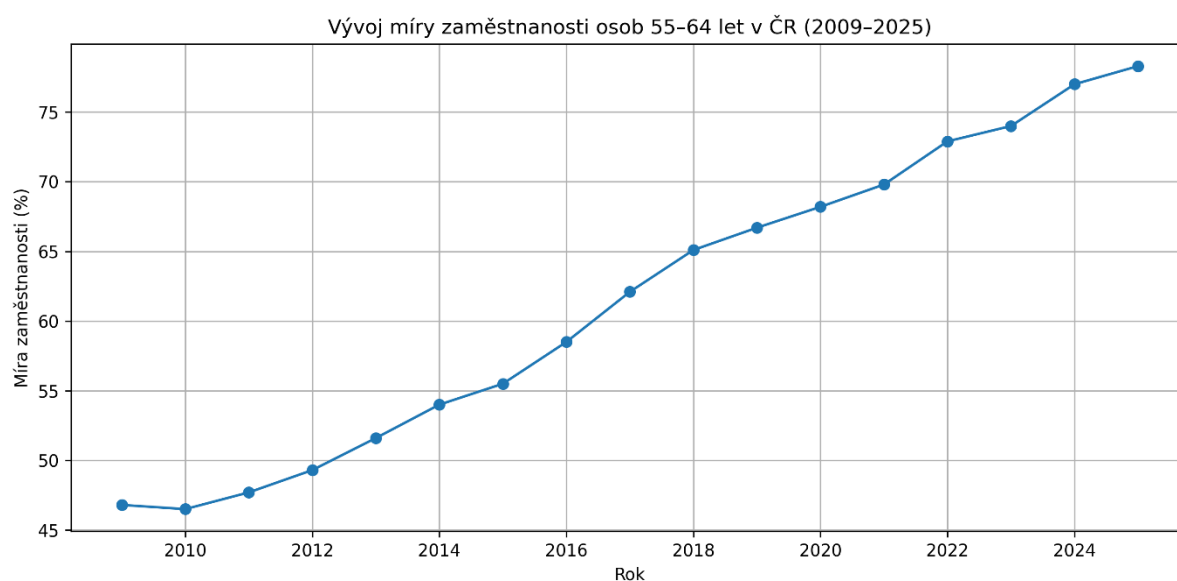
The issue of older employees is therefore not merely a question of social policy or HR management. It is a broader societal topic concerning the dignity of work, intergenerational relations, the quality of working life and the future functioning of society as a whole.

Infographics

Chart 1 – Development of the Employment Rate of Persons Aged 55–64 in the Czech Republic (2009–2025)

Official Eurostat indicator

Share of employed persons aged 55–64 in the population of the same age in 2009–2025.

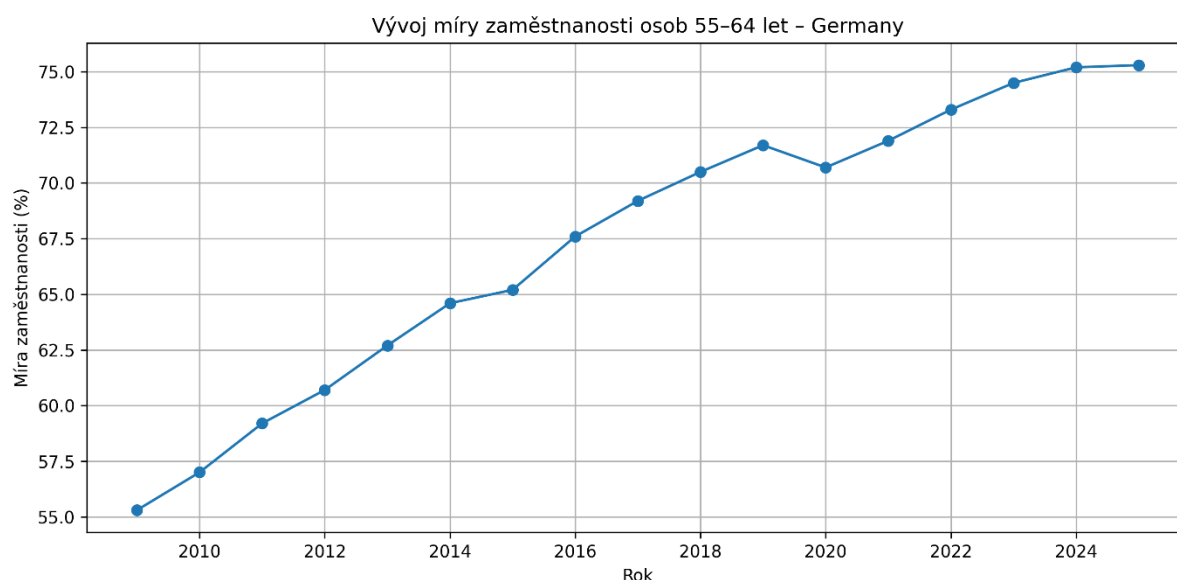


Source: Eurostat

Chart 1: Development of the employment rate of persons aged 55–64 in the Czech Republic in 2009–2025 (%). The chart shows the long-term growth in the employment of older workers. The employment rate rose from 46.8% in 2009 to 78.3% in 2025, an increase of 31.5 percentage points. The development reflects population ageing, the extension of the economic activity of the population and the growing involvement of older people in the labour market.

Chart 1 B:

Development of the employment rate of persons aged 55–64 in Germany in 2009–2025 (%)

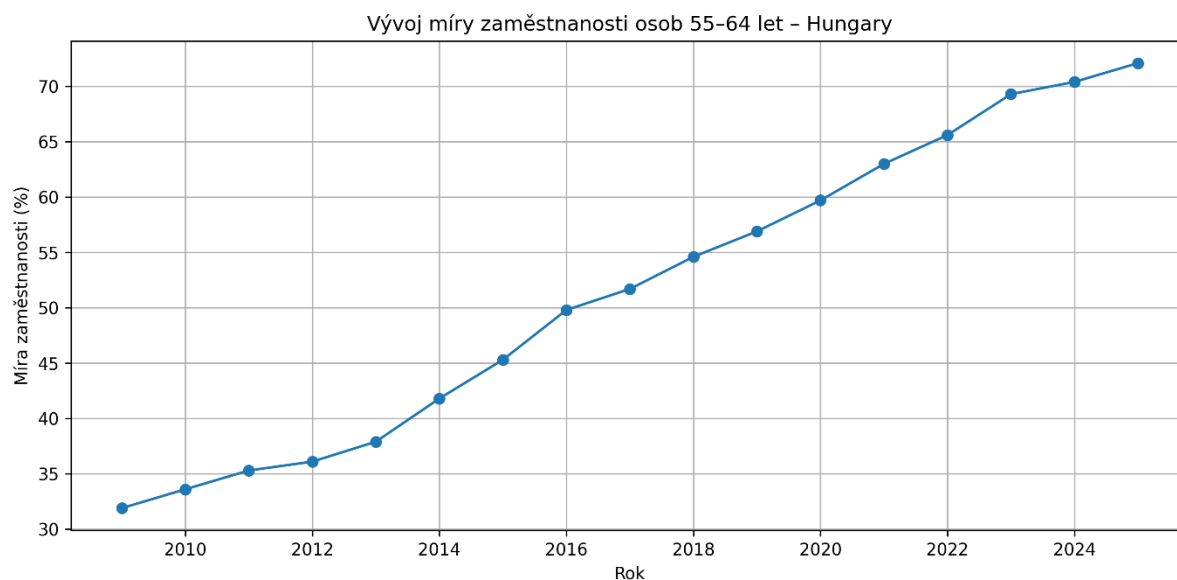


The chart shows the long-term development of the employment of persons aged 55–64 in Germany. The data show a gradual growth in the employment of older workers, which is related to the extension of the economic activity of the population, changes to the pension system, population ageing and the growing involvement of older people in the labour market. **The employment rate rose from 55.3% in 2009 to 75.3% in 2025, an increase of 20.0 percentage points.** Germany has long been among the European countries with high employment of older workers and is a frequently cited example of the successful integration of people at a higher age into the work process.

Source: Eurostat

Chart 1 C

Development of the employment rate of persons aged 55–64 in Hungary in 2009–2025 (%)

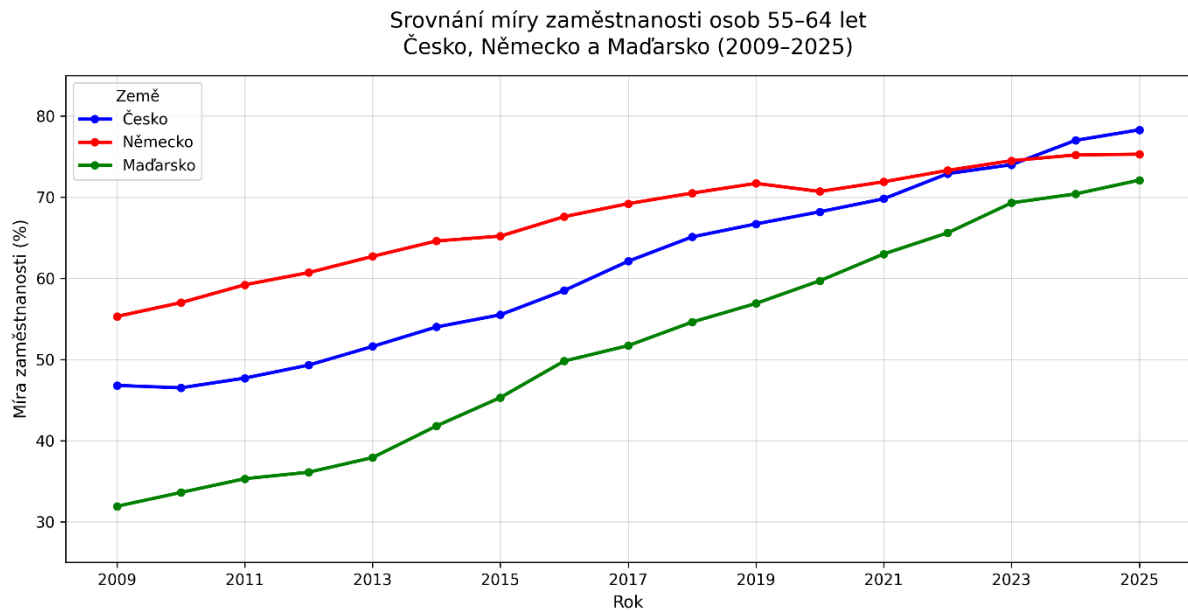


The chart shows the development of the employment of persons aged 55–64 in Hungary. Over the period under review, a marked growth in the employment of older workers is evident, reflecting labour market changes, demographic developments and the gradual extension of the economic activity of the population. **The employment rate rose from 31.9% in 2009 to 72.1% in 2025, an increase of 40.2 percentage points.** The development confirms that the employment of older people represents a significant factor in the stability of the labour market in Central European countries as well.

Source: Eurostat

1 D Comparative Chart

Development of the employment rate of persons aged 55–64: Czechia, Germany, Hungary



Zdroj: Eurostat, dataset TESEM050 – Employment rate of older workers (55–64 years), zpracování vlastní.

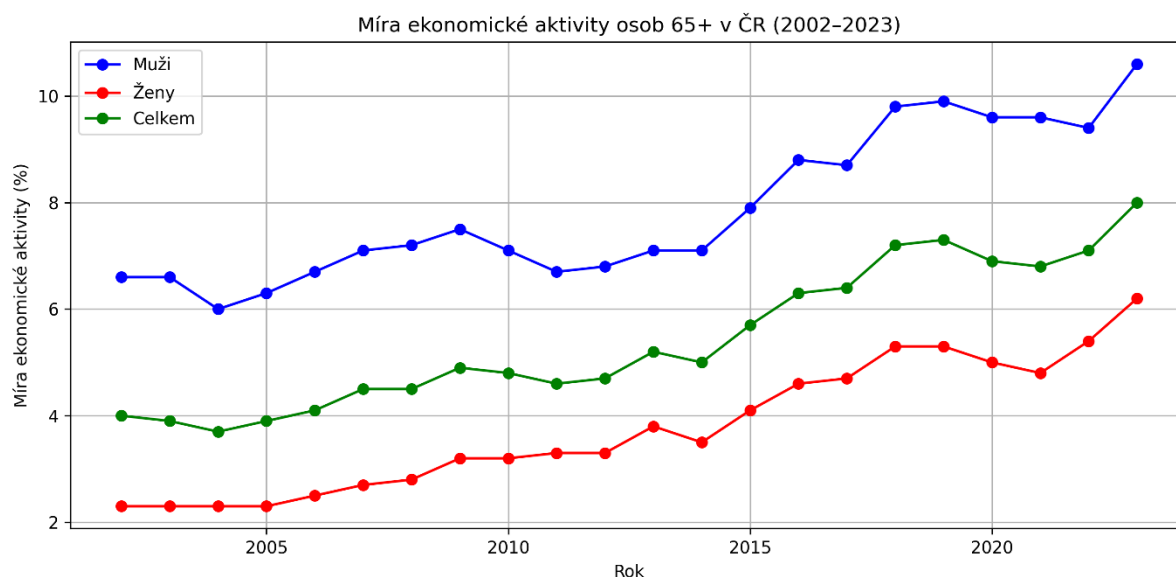
Czechia: 46.8% → 78.3%, an increase of 31.5 pp

Germany: 55.3% → 75.3%, an increase of 20.0 pp

Hungary: 31.9% → 72.1%, an increase of 40.2 pp

Chart 2

Development of the economic activity rate of persons aged 65 and over in the Czech Republic in 2002–2023 (%)

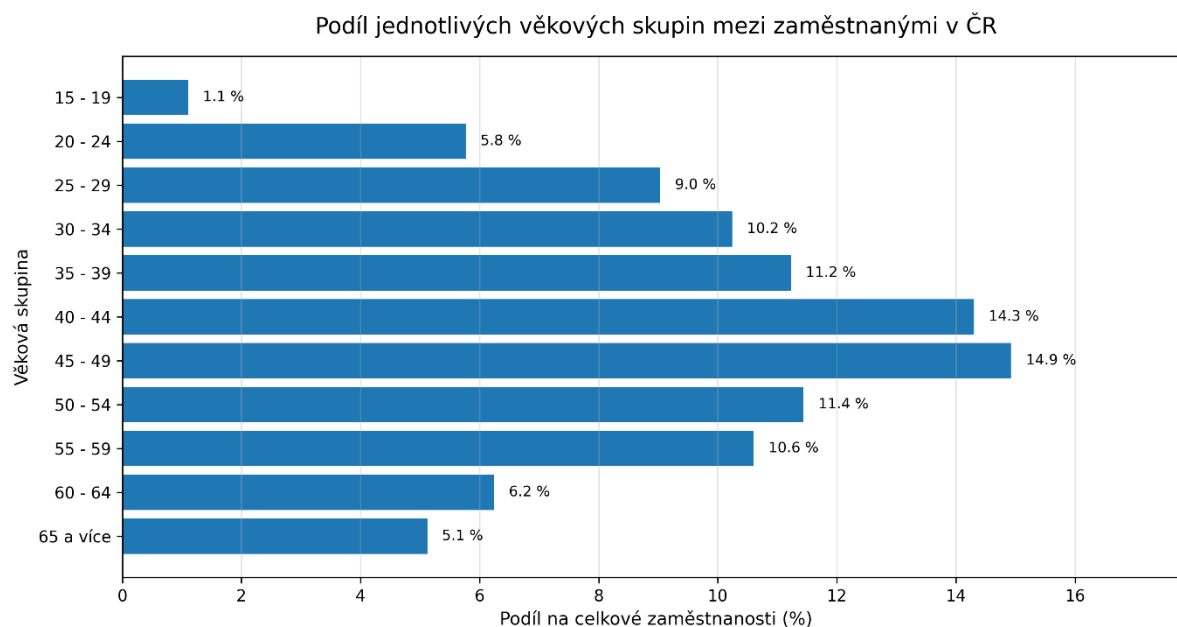


The chart shows the long-term development of the economic activity rate of persons aged 65 and over in the Czech Republic by sex and in total. For men, the economic activity rate rose from 6.6% in 2002 to 10.6% in 2023, i.e. by 4.0 percentage points. For women, it increased from 2.3% to 6.2%, an increase of 3.9 percentage points, while the overall figure rose from 4.0% to 8.0%, i.e. by 4.0 percentage points. Throughout the period under review, men show higher economic activity than women, but growth is evident in both groups. The development confirms the growing involvement of seniors in working life and their increasingly significant position in the labour market.

Source: Czech Statistical Office

Chart 3

Persons aged 55+ make up approximately 22% of all employed persons in the Czech Republic



Pozn.: Podíl je vypočten jako počet zaměstnaných v dané věkové skupině / celkový počet zaměstnaných (5 290 071 osob).

Zdroj: ČSÚ, Veřejná databáze, tab. Zaměstnaní podle postavení v zaměstnání a podle pohlaví a věku, Sčítání 2021; zpracování vlastní.

The chart shows the share of individual age groups in total employment in the Czech Republic according to CZSO data from the 2021 Census. The largest share among employed persons was held by the 45–49 age group, at 14.9%. Persons aged 55–64 together represented 16.8% of all employed persons, and persons aged 65 and over a further 5.1%. In total, persons aged 55 and over thus made up 22.0% of all employed persons in the Czech Republic, confirming their significant representation in the labour market.

List of References

Statistical and Institutional Sources for the Czech Republic

1. Český statistický úřad. Projekce obyvatelstva České republiky / Senioři v datech. Prague: CZSO, continuously updated.
2. Český statistický úřad. Počet, struktura a projekce obyvatel. Prague: CZSO, continuously updated.
3. Český statistický úřad. Zaměstnanost a nezaměstnanost podle výsledků Výběrového šetření pracovních sil. Prague: CZSO, continuously updated.
4. Český statistický úřad. Životní podmínky domácností (EU-SILC). Prague: CZSO, continuously updated.
5. Česká správa sociálního zabezpečení. Statistická ročenka z oblasti důchodového pojištění. Prague: CSSA, annual edition.
6. Ministerstvo práce a sociálních věcí. Statistiky nezaměstnanosti a Úřad práce ČR. Prague: MoLSA / Labour Office of the Czech Republic, continuously updated.
7. Ministerstvo práce a sociálních věcí. Důchodová reforma, důchody a související tiskové zprávy. Prague: MoLSA, continuously updated.
8. Státní úřad inspekce práce. Bezpečnost práce a pracovněprávní ochrana zaměstnanců. Opava: SLIO, continuously updated.

European and International Statistical Sources

1. Eurostat. Employment rate of older workers, age group 55–64. Luxembourg: Eurostat, dataset tesem050.
2. Eurostat. Labour Force Survey. Luxembourg: Eurostat, continuously updated.
3. OECD. Working Better with Age. Paris: OECD Publishing, 2019.
4. OECD. Pensions at a Glance. Paris: OECD Publishing, annual/periodic edition.
5. Eurofound. Keeping older workers in the labour force. Dublin: Eurofound, 2025.
6. Eurofound. Ageing workforce. Dublin: Eurofound, continuously updated.
7. European Commission. Age discrimination. Brussels: European Commission, continuously updated.
8. European Commission. Green Paper on Ageing. Brussels: European Commission, 2021.

Age Management, Work Ability and Occupational Health

1. Ilmarinen, J.; Tuomi, K. Work ability of aging workers. *Scandinavian Journal of Work, Environment & Health*, 1992, 18(Suppl. 2), pp. 8–10.
2. Ilmarinen, J. Work Ability — a comprehensive concept for occupational health research and prevention. *Scandinavian Journal of Work, Environment & Health*, 2009.
3. Tuomi, K.; Ilmarinen, J.; Jahkola, A.; Katajarinne, L.; Tulkki, A. *Work Ability Index*. Helsinki: Finnish Institute of Occupational Health, 1998.
4. European Agency for Safety and Health at Work. *Safer and healthier work at any age*. Luxembourg: Publications Office of the European Union, 2016/2017.
5. European Agency for Safety and Health at Work. *Older workers*. OSHwiki. Bilbao: EU-OSHA, continuously updated.
6. MoLSA. *MPSV a EU podpoří zavádění age managementu do firem*. Prague: MoLSA, 2022.
7. Age Management z.s. *Age management pro zaměstnavatele*. Prague / Brno: Age Management z.s.
8. Národní vzdělávací fond / Asociace institucí vzdělávání dospělých / Age Management z.s. *Metodiky age managementu pro práci s osobami 50+*. Available via EPAL and other methodological portals.

Lifelong Learning, Digitalisation and Competences

1. Tikkanen, T.; Nyhan, B. (eds.). *Promoting lifelong learning for older workers: An international overview*. Luxembourg: Cedefop / Office for Official Publications of the European Communities, 2006.
2. Cedefop. *Innovative learning measures for older workers*. Luxembourg: Cedefop, 2008.
3. Cedefop. *Skills forecast and adult learning resources*. Thessaloniki: Cedefop, continuously updated.
4. European Commission. *Digital skills and jobs*. Brussels: European Commission, continuously updated.
5. UNESCO Institute for Lifelong Learning. *Lifelong learning and adult education resources*. Hamburg: UIL, continuously updated.

Ageism, Discrimination and the Social Dimension of Ageing

1. World Health Organization. *Global report on ageism*. Geneva: WHO, 2021.
2. United Nations Department of Economic and Social Affairs. *Ageing and ageism resources*. New York: UN DESA, continuously updated.
3. International Labour Organization. *Older Workers Recommendation, 1980 (No. 162)*. Geneva: ILO, 1980.

4. International Labour Organization. Age discrimination: Older than 50, so what? Geneva: ILO, 2011.
5. AARP. The Value of Experience: Age Discrimination Against Older Workers Persists. Washington, DC: AARP Research, 2024.
6. AARP. A Business Case for Workers Age 50+. Washington, DC: AARP, 2015.

Sociology of Work, Retirement and Work Motivation

1. Walker, A. Combating Age Barriers in Employment. Luxembourg: European Foundation for the Improvement of Living and Working Conditions, 1997.
2. Phillipson, C. Ageing. Cambridge: Polity Press, 2013.
3. Higgs, P.; Gilleard, C. Rethinking Old Age: Theorising the Fourth Age. London: Palgrave Macmillan, 2015.
4. Sennett, R. The Corrosion of Character: The Personal Consequences of Work in the New Capitalism. New York: W. W. Norton, 1998.
5. Standing, G. The Precariat: The New Dangerous Class. London: Bloomsbury Academic, 2011.
6. Kohli, M.; Rein, M.; Guillemard, A.-M.; van Gunsteren, H. (eds.). Time for Retirement: Comparative Studies of Early Exit from the Labor Force. Cambridge: Cambridge University Press, 1991.