

The Impact of the Silver-haired Talent Center on Elderly Workers Aged Between 50 and 65

Yangming Xu

*School of Economics and Management, Southwest Petroleum University, Chengdu, China
xiaoyi031005@outlook.com*

Abstract. With the intensification of global aging, the proportion of the population aged 0-14 has declined, while the proportion of the population aged 65 and above has risen to 10%. Coupled with the job replacement effect of artificial intelligence, the realization of the value of elderly workers has become a key issue. This study takes the "Silver Hair Talent Resource Center" in Japan and the "Generación Savia Project" in Spain as the research subjects. Research has found that the Japanese project targets people aged 65 and above, filling the labor gap with localized short-term low-intensity positions and improving the health of the elderly, which has driven the employment rate of this group to 25.2%. However, there is a problem of waste of high-tech talents. The Spanish project focuses on the unemployed risk group over 50 years old and builds a full-chain support system of "diagnosis - training - entrepreneurship". However, due to the reliance on external funds, the sustainability is insufficient. The root causes of these two types of problems lie in the single service model and the excessive concentration of operational forces. This study points out that policies for elderly employment should follow the logic of "localized positioning + stratified and classified design + government-enterprise collaborative operation", and be implemented based on the aging stage and group needs, balancing public welfare attributes and sustainability.

Keywords: Labor force, elderly workers, aging generations, Japan, Spain

1. Introduction

Over the past half-century, the proportion of the population aged 0-14 in the world's total population has been on a continuous decline. In 1965, the population aged 0-14 accounted for 38% of the world's population, but by 2024, it will only make up 25%. Meanwhile, the proportion of the population aged 65 and above has increased from 5% in 1960 to 10% in 2024. Based on this trend, it can be inferred that the future world will enter an overall aging society, which will not only increase the government's expenditure on social security for the elderly, but also add to the burden of the younger generation. At the same time, this era is also one of rapid technological development. The emergence and development of artificial intelligence will inevitably replace some jobs. How to enable elderly workers to keep up with The Times, not be eliminated by The Times, and still create their own value has become one of the problems of the new era.

This study systematically analyzed the policy logic, implementation effects, advantages and disadvantages of the "Silver Talent Resource Center" in Japan and the "Generación Savia Project" in Spain. Among them, the Japanese project targets the deeply aging group, filling the human resource gap with short-term low-intensity positions and improving the health of the elderly, while the Spanish project focuses on the unemployed risk group over 50 years old. Build a full-chain support covering "diagnosis - training - entrepreneurship". This research theoretically enriches the comparative analysis framework of high-age employment policies in countries at different aging stages and improves the three-dimensional value assessment system of "economy - health - social identity". It also provides "localized design" solutions for countries with different degrees of aging around the world in practice, and at the same time proposes solutions to pain points such as "waste of high-tech talents" and "poor sustainability of funds". At the social level, it further helps promote active aging, alleviate the pressure on pensions and medical security, create an age-fair employment environment, and provide a reference that is both theoretically profound and practically valuable for the global response to the challenge of aging.

2. The existing policies concerning elderly workers

2.1. Japan (for senior workers aged 65 and above)

2.1.1. Policy overview

In response to the intensifying aging population and labor shortage, Japan has established a Silver-haired Talent Resource Center, which adheres to the concept of "autonomy, self-reliance, collaboration and mutual assistance", and is distinct from ordinary human resource dispatch agencies. The policy sets goals from three aspects: at the social level, it helps the elderly find employment to fill the labor gap; at the individual level, it helps the elderly maintain health and self-identity through work; and at the market level, it avoids employment competition with young people through differentiated positions [1]. This policy operates on a local autonomous body basis. Residents aged 60 and above can join after attending training and paying membership fees. As of 2023, over 1,300 centers have been established, providing temporary and short-term universal and characteristic positions. This has not only boosted the employment rate of those aged 65 and above to 25.2%, but also effectively alleviated the pressure on the pension system [2].

2.1.2. Policy objective

The founding concept of the Silver Hair Talent Resource Center is autonomy, self-reliance, collaboration and mutual assistance. Different from ordinary human resource dispatch agencies, the policy goals of SHRC mainly focus on three levels: The first aspect is at the social level. By assisting elderly workers in continuous employment and passing on their accumulated experience and capabilities, on the one hand, it can stimulate the activity of the elderly in the community, and on the other hand, it can also fill the human resource gap in some fields. The second is at the individual level. Through work, help the elderly participate in social activities, maintain a healthy life rhythm, ultimately achieve self-identity, rebuild life goals, and ensure the physical and mental health of the elderly. The third aspect is the market balance. The SHRC policy fully takes into account the physical functional characteristics of the elderly and avoids direct competition with young people for employment opportunities, ensuring that the policy does not trigger new employment conflicts [3].

2.1.3. Policy implementation

At the implementation level, the establishment of the Silver-haired Talent Resource Center is based on local autonomous bodies such as cities, towns, and villages. Although there are subsidies from the central government, they are basically independent operating entities. The participating members are mainly retired or local residents over 60 years old. As long as they attend the training and pay the membership fee, they can become members. Japan is based on this. More than 1,300 silver-haired talent centers have been established, making the silver-haired talent resource centers feature "precise matching and local characteristics". The main service targets are the silver-haired group who have the intention to work after retirement and hope to maintain a sense of achievement. The supply of positions is characterized by "temporary and short-term" features, avoiding high-intensity labor and adapting to the physical conditions of the elderly. The scope of work not only covers general basic positions such as plant care, weeding, cleaning, and housekeeping, but also encourages localities to develop characteristic positions based on their own resources. For instance, in some areas with a strong traditional cultural atmosphere, services related to writing with a brush are provided, while in regions with a foundation in handicrafts, carpentry positions are introduced, allowing the elderly with special skills to fully leverage their advantages [3,4].

2.2. Spain (for senior workers aged 50 and above)

2.2.1. Policy overview

The Generación Savia project is a special social support project jointly initiated and implemented by the Endesa Foundation and the Mashumano Foundation in Spain. Its service positioning is clearly targeted, focusing on the specific group of people over 50 years old, and specifically covers two types of people: One category consists of senior talents who are at risk of unemployment and may lose their jobs in the future, and the other category includes those who are already unemployed and have temporarily left the workplace. As a specialized social support project, it is not a single and scattered assistance activity, but a systematic support system built around the employment predicament of specific groups by relying on the resources and capabilities of the two major foundations. From the collaborative model of the project's initiating entities to the precise definition of service targets, it all reflects its specially designed project attributes to solve the unemployment problem of senior talents. It has laid a clear service framework and group foundation for the implementation of subsequent intervention measures [5].

2.2.2. Policy objective

The core of the Generación Savia project is to help senior talents over 50 years old who are at risk of unemployment or already unemployed to break through their current unemployment predicament through systematic intervention measures, and ultimately achieve re-employment or career transformation for this group. This goal is not merely about "helping with employment", but fully takes into account the age characteristics and career demands of senior talents. For those at risk of unemployment, the aim is to intervene in advance to avoid unemployment. For the unemployed group, the goal is to help them re-enter the workplace. At the same time, considering the possible need for career direction adjustment of some groups, "career transformation" is included in the target scope, forming a target system covering the entire chain of "prevention - re-employment -

transformation". Through systematic intervention, the problems faced by this group in the employment process are solved [5].

2.2.3. Policy tools

To ensure the realization of the project goals, the Generación Savia project has established a multi-dimensional and highly complementary policy tool system.

The first is the demand diagnosis tool. Through online tools, individual ability diagnosis is carried out to accurately grasp the strengths and weaknesses of the participants. At the same time, it collaborates with over 300 cooperative institutions to conduct market labor demand research, ensuring that the intervention measures can simultaneously meet individual circumstances and market demands, providing scientific data and theoretical basis for subsequent work.

Secondly, there is the training course system, which is designed around three core modules: digital skills, employability, and entrepreneurial support. It is specifically aimed at addressing the potential issues faced by employed individuals aged 50 and above, such as insufficient digital capabilities, weak employment competitiveness, and lack of entrepreneurial ideas. At the same time, an online learning model is adopted to enhance the convenience of participation, and official certifications from UNIR University are introduced. Enhance the authority of the course and the competitiveness of the participants.

The next step is to build an employment and entrepreneurship connection platform. The "Savia Talent Pool" can be established as the core platform for job matching, breaking down the information barriers between job seekers and enterprises. The institution will hold both online and offline job fairs to broaden employment channels. For those with entrepreneurial intentions, The institution will provide comprehensive support such as legal consultation, idea sorting, and course teaching to lower their entrepreneurial threshold and risks. The last one is the tracking and collaboration mechanism. By regularly tracking the development dynamics of participants every quarter, problems can be identified in a timely manner and strategies can be adjusted dynamically.

By applying the division of labor mechanism where the Endesa Foundation leads the project operation, the Mashumano Foundation is responsible for coordinating services, and the UNIR University provides course accreditation, the policy ensure that all participants work together to guarantee the long-term and stable progress of the project [5,6].

3. The advantages and disadvantages of the existing policies

3.1. The advantages of the Japanese senior talent center

For retired employees, the emergence of SHRC not only helps their desire to earn additional income after retirement but also satisfies their psychological need to contribute to society [7]. More importantly, according to research, participating in SHRC has a significant effect on the early improvement of aging. Those who participate in SHRC less than a few times a month are regarded as having low-intensity work and are named the "less work group". The improvement rate was 28.9%. The improvement rate of the moderate working group working 1-2 times a week was 40.2%, and that of the frequent working group working more than three times a week was 36.9% [8]. This proves that appropriate work has a certain boosting effect on helping the elderly delay aging. From another perspective, it also reduces the pressure on the government in terms of medical security.

Meanwhile, SHRC prioritizes the development of positions such as community elderly care assistance, traditional skills inheritance, and light physical public services. These positions mostly

rely on life experience, have moderate physical demands, and young people have a relatively low willingness to participate. They avoid fields where young people are concentrated, such as technology and finance, thereby reducing competition from the source. SHRC also offers corresponding skills adaptation training, customizing courses based on the health and skills background of the elderly to help them quickly adapt to their positions, rather than pushing them into high-intensity fields dominated by youth. Its operation mode achieves a win-win situation of increasing income for the elderly through employment and ensuring employment security for the youth [9].

3.2. The shortcomings of the Japanese senior talent center

The vast majority of the work at SHRC is temporary, short-term, and low-tech. For elderly people who merely hope to find something to do in their retirement life, SHRC is very suitable for them. However, for those who were engaged in high-tech work before retirement and hope to contribute to society with their knowledge, SHRC is difficult to take advantage of their rich work experience and also hard to fulfill the burden in their hearts. Moreover, the salary gap is too large compared to before retirement. Retired employees of this group could have continued to do what they could in their positions and worked as regular staff. Therefore, SHRC is not applicable to this group [10].

3.3. The advantages of the Generación Savia project in Spain

The Generación Savia project targets unemployed people over 50 years old who are at home, providing this group with positions that match their working capabilities, various types of skills training courses, and all kinds of information and resources related to work. For those who wish to start a business, entrepreneurship training and corresponding entrepreneurship competitions are also provided to offer an entrepreneurial platform and some start-up funds.

3.4. The shortcomings of the Generación Savia project in Spain

Various links such as skills training courses, entrepreneurship competitions, and entrepreneurship training require a large amount of financial support. This project overly relies on external financial subsidies, especially government financial subsidies, and its self-sustaining ability is seriously insufficient. External economic fluctuations have a significant impact on this project.

4. The inspirations gained from these two projects

4.1. Policy positioning: anchor on local demands and avoid a one-size-fits-all design approach

The core experience of the projects in the two countries indicates that policies for high-age employment should first be matched with the aging stage and labor market characteristics of the respective countries, and blind copying should be avoided. For countries with a deep aging population (such as the proportion of people aged 65 and above exceeding 20%) and a significant labor shortage, the "high-age adaptation" approach of Japan's SHRC can be adopted. This approach takes the retired group aged 60 and above as the core and quickly fills the human resource gap in basic service sectors (such as domestic services and community services) through short-term and low-intensity positions, while also alleviating the financial pressure on pensions. For countries where the aging population is in an "accelerated period" (such as 10%-20% of the population aged 65 and above) and need to take early precautions against the risk of unemployment among the

elderly, the "early intervention" strategy of Generación Savia in Spain can be referred to. The service age threshold can be lowered to 50 years old, covering two groups: those at risk of unemployment and those already unemployed. Avoid idle labor resources through early training.

For instance, South Korea (where the proportion of the population aged 65 and above is 17.5%) can draw on Japan's experience of "local characteristic positions" to develop positions such as traditional handicrafts and community cultural inheritance. At the same time, it can draw on Spain's logic of "preventing unemployment" to provide job transfer training for manufacturing workers over 50 years old to deal with the unemployment risk brought about by industrial upgrading. India (with an aging rate of 6.2%) can give priority to referring to the "civil collaboration" model of Spain, relying on enterprise foundations to build a training platform for elderly skills, and reserve the service capacity for elderly employment in advance to avoid policy lag when the aging population intensifies in the future.

4.2. Policy design: build a "stratified and classified" system to cover the needs of different elderly groups

The differences between the projects of the two countries reveal that a single service model cannot meet the diverse needs of the elderly. Services can be designed in a stratified way based on their ability levels and employment intentions. For the "low-skilled and short-term employment intention" group, the "job matching" experience of Japan's SHRC can be drawn upon to provide universal basic positions (such as cleaning and garden maintenance) and local characteristic positions. At the same time, it emphasizes "health-friendly" design - limiting labor intensity, setting flexible working hours, and even introducing an "aging improvement" assessment mechanism to combine employment with health security.

For the group with "high-tech and long-term career demands", the "ability empowerment" logic of Generación Savia from Spain is mainly adopted to build a full-process chain of "skill diagnosis - certification training - career matching". For instance, provide digital skills upgrade courses (such as online teaching and industrial software operation) for retired engineers, teachers, etc., and collaborate with enterprises to set up "silver-haired expert positions", enabling their professional experience to be transformed into employment advantages and avoiding the waste of high-tech silver-haired resources.

For those with the intention to start a business, the government can directly draw on Spain's entrepreneurship support system, providing legal consultation, financial subsidies and entrepreneurship competition platforms. At the same time, they can combine Japan's experience of "local autonomy" to encourage local governments to offer venue discounts and tax reductions to elderly entrepreneurs, lowering the threshold for starting a business.

4.3. Operation mode: integrate the forces of both the government and society, and balance public welfare and sustainability

Relying solely on government or private forces has limitations. It is necessary to build a collaborative model where the government and society work together. At the government level, the government should play a role in providing basic guarantees and formulating rules. Drawing on the framework of central subsidies and local autonomy of Japan's SHRC, the government does not need to operate directly but can empower through three aspects. The first is to provide basic financial subsidies. Ensure that the project covers remote areas or low-income groups; Second, legal guarantees should be introduced. For instance, the age limit for enterprise employment can be

relaxed by referring to Japan's "Law on the Stability of Employment of the Elderly", and the training for elderly employment can be included in the scope of public service procurement by drawing on Spain's experience. Third, build a data platform to integrate the supply and demand information of the elderly labor force across the country, and avoid the waste of resources caused by local authorities acting independently.

From a social perspective, society needs to invigorate market vitality and encourage all social organizations to participate in this project. For instance, referring to the Spanish *Generación Savia*, it is encouraged that enterprise foundations, universities, and industry associations participate in the service. Enterprises can provide job resources and practical bases, while universities are responsible for skills training and certification. Industry associations have formulated service standards for elderly employment to prevent uneven service quality.

5. Conclusion

This study, by analyzing the "Silver Talent Resource Center" in Japan and the "Generación Savia Project" in Spain, found that the two countries have formed differentiated policy paths based on the aging stage: Japan matches the needs of deep aging with localized, short-term and low-intensity positions, while Spain uses the "diagnosis - training - entrepreneurship" chain to prevent the risk of unemployment among the elderly. Both types of policies have exposed prominent problems: Japan has wasted high-tech senior talents due to low job positioning, while Spain is facing a financial sustainability predicament because it relies on external subsidies. The core reason lies in the mismatch between a single service model and diverse demands, as well as the excessive concentration of operational forces.

The research conclusion indicates that the employment policy for the elderly should follow a logic that combines "localized positioning, stratified and classified design, and government-enterprise collaborative operation": precisely match the policy focus based on the degree of aging, provide differentiated services according to the "ability-willingness" dimension, and balance the public welfare attribute and sustainability through government guarantee and social participation.

This research has theoretically improved the comparative framework and three-dimensional value assessment system for elderly employment policies. In practice, it provides localized solutions that can be implemented for different aging countries, and at the social level, it helps alleviate the pressure of elderly care and create an age-fair environment.

However, this study only focuses on the cases of two countries, and the adaptability analysis for countries with different economic levels and cultural backgrounds is insufficient. In the future, the sample coverage can be expanded to deeply explore the enabling role of digital technology in elderly employment and the enterprise incentive mechanism for policy implementation, providing a more comprehensive reference for global active aging.

References

- [1] Tai, W. (2014). Making the Best Use of Senior Human Resources: Taking Japan's "Silver-Haired Talent Resource Center" as an Example. *Economic Outlook*, 155, 21–25.
- [2] Statistics Bureau, Ministry of Internal Affairs and Communications. (2023). *Labor Statistics Handbook (Reiwa 5)*. <https://www.mhlw.go.jp/stf/roudouyoran.html>
- [3] Wang, L., & Hao, J. (2020). The Practice and Implications of Elderly Human Resource Development in Japan: A Case Study of Elderly Talent Centers. *Research on Aging Science*, 8(3), 68–80.
- [4] Alidoust, S., Bosman, C., & Holden, G. (2019). Planning for Healthy Ageing: How the Use of Third Places Contributes to the Social Health of Older Populations. *Ageing and Society*, 39(7), 1459–1484.

- [5] Endesa. (2018). SAVIA: Senior Talent to Light the Way to the Future. Accessed 2025-10-25. <https://www.endesa.com/en/projects/all-projects/social/talent/savia-senior-talent-light-way-future>
- [6] Generación Savia. (2024). Premios 50+ Emprende. Accessed 2025-10-25. <https://www.generacionsavia.org/info/premios-50-emprende>
- [7] Hanssen, M., & Fujita, N. (2025). From Workplace to Third Place: How Japan’s Silver Human Resource Center Combines Work and Social Engagement after Retirement. *Journal of Gerontological Social Work*, 1–22.
- [8] Morishita-Suzuki, K., Nakamura-Uehara, M., & Ishibashi, T. (2023). The Improvement Effect of Working through the Silver Human Resources Center on Pre-Frailty among Older People: A Two-Year Follow-Up Study. *BMC Geriatrics*, 23(1).
- [9] Matsukura, R., Shimizutani, S., Mitsuyama, N., et al. (2018). Untapped Work Capacity among Old Persons and Their Potential Contributions to the “Silver Dividend” in Japan. *The Journal of the Economics of Ageing*, 12, 236–249.
- [10] Bass, S. A., & Oka, M. (1995). An Older-Worker Employment Model: Japan’s Silver Human Resource Centers. *The Gerontologist*, 35(5), 679–682.