

Pregled dejavnosti, organizacije in ključnih dosežkov / Overview of activities, organisation and key achievements

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Dokument predstavlja poslanstvo in notranjo organizacijo IED, strokovne zmogljivosti, vire financiranja, področja delovanja ter raziskovalne in zagovorniške dosežke. Zajema izbrane zgodovinske podatke in razvoj do leta 2026; letni prihodki za leto 2025 so povzeti po letnem poročilu IED.

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This report presents IED's mission and governance practice, expertise, funding, main activities and research and advocacy achievements. It includes selected historical information and developments up to 2026; 2025 annual income is based on IED's annual report.

O inštitutu / About the Institute

Osnovni podatki / General information

Organizacija / Organisation	Inštitut za ekonomsko demokracijo (IED)
Sedež / Registered address	Prvomajska ulica 15, 1000 Ljubljana, Slovenia
E-pošta / Email	info@ied.si
Matična številka / Registration no.	8228850000
Davčna številka / Tax no.	21831629
Spletna stran / Website	ied.si
Leto ustanovitve / Established	2018

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Inštitut za ekonomsko demokracijo (IED) je nevladni, neprofitni zavod. Formalne pristojnosti odločanja in zastopanja imajo organi, določeni v aktu o ustanovitvi, zlasti svet zavoda in direktor. V vsakodnevni praksi delujemo participativno: aktivni člani se praviloma mesečno srečujejo na zboru aktivnih članov in sodelujejo pri letnem strateškem načrtovanju. Na srečanjih razpravljajo o razvojnih prioritetah ter oblikujejo priporočila za vodstvo in svet zavoda. Svet zavoda se z njihovimi stališči seznanja in jim praviloma sledi, formalne odločitve pa sprejema v okviru svojih pristojnosti. Zbor aktivnih članov je notranja posvetovalna praksa, ne samostojen statutarni organ. Po dosedanji praksi postane sodelavec aktivni član za potrebe notranjega sodelovanja po najmanj letu dni dela v obsegu vsaj polovičnega delovnega časa. Direktor dr. Tej Gonza vodi zavod, Kosta Juri pa je operativni direktor; predsednik IED je dr. David Ellerman.

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The Institute for Economic Democracy (IED) is a non-governmental, non-profit institute. Formal authority for decisions and representation rests with the bodies designated by the founding act, particularly the Institute Council and the Director. In practice, IED operates participatively: active members generally convene monthly and contribute to annual strategic planning. They discuss organisational priorities and formulate recommendations for management and the Institute Council. The Council considers and generally follows members' views, while retaining its statutory decision-making responsibilities. The active members' assembly is an internal consultative practice, not a separate statutory body. Under the existing practice, a colleague becomes eligible for active membership after at least one year of work at a minimum half-time commitment. Dr Tej Gonza serves as Director, Kosta Juri as Director of Operations, and Dr David Ellerman as President of IED.

Odgovorne osebe / Key persons

- **Dr. David P. Ellerman**, predsednik / President / david.ellerman@ied.si
- **Dr. Tej Gonza**, direktor / Director / tej.gonza@ied.si

- **Aleksandra Kanjuro-Mrčela**, predsednica Strokovnega odbora / President of the Experts' Committee / aleksandra.mrcela@ied.si
- **Kosta Juri**, operativni direktor / Director of Operations / kosta.juri@ied.si
- **Sebastjan Pikl**, vodja finančnega oddelka / Head of Finance / sebastjan.pikl@ied.si
- **Rachel Bachmann** / vodja strateških pobud / Head of Strategic Initiatives / rachel.bachmann@ied.si
- **Marko Stojković** / vodja komunikacijskega oddelka / Head of Communications / marko.stojkovic@ied.si
- **Tilen Božič** / vodja platforme Solastnik.si / Solastnik.si Lead / tilen.bozic@ied.si

Povezave (spletna stran, socialna omrežja, ...) / Links (website, social networks, etc.)

- IED spletna stran / IED Website: www.ied.si
- Solastnik.si spletna stran / website: www.solastnik.si
- LinkedIn: <https://si.linkedin.com/company/ekonomskademokracija>
- Facebook: <https://www.facebook.com/InstituteED/>
- Instagram: <https://www.instagram.com/institutzaekonomskodemokracijo/>
- Youtube: <https://www.youtube.com/channel/UClyfmMZaVG2QF-YjL3ilgtA/videos>

Financiranje in prihodki / Funding and income

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Letni prihodki: 37.431,45 EUR (2020), 50.700,00 EUR (2021), 105.425,26 EUR (2022), 113.763,76 EUR (2023), 202.105,08 EUR (2024) in 188.823,83 EUR (2025; letno poročilo 2025).

Dejavnost organizacije se večinoma financira iz nepovratnih sredstev. Drugi viri prihodkov vključujejo svetovalno dejavnost ter sponzorstva dogodkov, ki jih organizacija organizira.

- Leta 2020 sta bila glavna vira financiranja donacija v višini 13.500 € fundacije Rosa Luxemburg Stiftung South-Eastern Europe ter projekt SPIRIT Slovenija v vrednosti 17.500 € za izobraževalne delavnice in predavanja. Drugi tržni prihodki so znašali 7.500 €. Skupni prihodki so znašali 37.500,00 €.
- Leta 2021 sta bila glavna vira financiranja donacija v višini 15.000 € fundacije Rosa Luxemburg Stiftung South-Eastern Europe, projekt SPIRIT Slovenija v vrednosti 17.000 € za izobraževalne delavnice in predavanja ter projekt, financiran s strani Zadrugatorja (6.000 €), ki se je osredotočal na finančne vidike stanovanjskih zadrug. Dodaten vir prihodkov je bilo izvajanje pilotnih projektov ESOP v slovenskih podjetjih (10.000 €).
- Leta 2022 je organizacija poleg nadaljevanja sodelovanja z RLS (15.000 €) in SPIRIT Slovenija (21.000 €) začela tudi intenzivneje sodelovati s podjetji in izvajati pilotske projekte, med drugim z Inea, IneaRBT, Hudlife, Datalab, Optiweb in Dewesoft. Prihodki iz sodelovanja s podjetji so v letu 2022 znašali približno 50.000,00 €.
- Leta 2023 smo nadaljevali s podporo RLS (15.000 €) in SPIRIT Slovenija (21.000 €). Poleg tega smo prejeli donacijo v višini 41.000 € s strani Open Society Foundation ter donacijo v višini 4.990 € iz sklada Active Citizens Fund. Iz svetovalne dejavnosti smo prejeli približno 30.000 €.
- Leta 2024 so bili glavni viri financiranja program ChangemakerXchange (50.000 € za diseminacijske aktivnosti), donacija fundacije Rosa Luxemburg Stiftung South-Eastern Europe (30.000 €), projekt, financiran s strani Open Society Foundation (22.293 €) za zakonodajno in zagovorniško delo ter projekt Erasmus+ (16.000 €). Dodatni viri prihodkov so vključevali izvajanje pilotnih projektov ESOP v slovenskih podjetjih (3.000 €), sponzorstva ter druge manjše projekte.
- Leta 2025 so glavni viri financiranja vključevali Rosa Luxemburg Stiftung (38.000 €), MAG-NET (15.000 €), Ministrstvo za solidarno prihodnost (12.000 €), Erasmus+ (8.200 €), Etiketa (8.000 €), SRPP (8.700 €), SPIRIT Slovenija (11.532 €), sponzorstva KED (približno 8.000 €), Ministrstvo za kohezijo in regionalni razvoj (15.120 €) ter projekt Belmet ESOP (5.700 €).

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Annual income: EUR 37,431.45 (2020), EUR 50,700.00 (2021), EUR 105,425.26 (2022), EUR 113,763.76 (2023), EUR 202,105.08 (2024), and EUR 188,823.83 (2025; 2025 annual report).

The organisation's activities are financed primarily through grants. Other sources of revenue include consultancy work and sponsorships for events it organises.

- In 2020, two major sources of finance were a grant of €13,500 from Rosa Luxemburg Stiftung South-Eastern Europe and a SPIRIT Slovenija project grant of €17,500 for educational workshops and lectures. Other market income amounted to €7,500. Total income for the year was €37,500.
- In 2021, the main sources of finance included a grant of €15,000 from Rosa Luxemburg Stiftung South-Eastern Europe, a SPIRIT Slovenija project grant of €17,000 for educational workshops and lectures, and a Zadrugator-funded project (€6,000) focused on the financial aspects of housing cooperatives. An additional source of income came from implementing ESOP pilots in Slovenian companies (€10,000).
- In 2022, alongside continued support from Rosa Luxemburg Stiftung (€15,000) and SPIRIT Slovenia (€21,000), IED began working more intensively with companies and pilot projects, including Inea, IneaRBT, Hudlife, Datalab, Optiweb, and Dewesoft. Income from work with companies in 2022 amounted to approximately €50,000.
- In 2023, funding continued from Rosa Luxemburg Stiftung (€15,000) and SPIRIT Slovenia (€21,000). In addition, the organisation received a €41,000 grant from Mirovni Inštitut and a €4,990 grant from the Active Citizens Fund. Consultancy work generated approximately €30,000 in additional income.
- In 2024, major sources of finance included the ChangemakerXchange Programme (€50,000 for dissemination activities), a €30,000 grant from Rosa Luxemburg Stiftung South-Eastern Europe, an Open Society Foundation-funded project (€22,293) for legislative and advocacy work, the Slovenian Government, and an Erasmus+ project (€16,000). Additional income came from implementing ESOP pilots in Slovenian companies (€3,000), sponsorships, and several smaller projects.
- In 2025, the main sources of finance included Rosa Luxemburg Stiftung (€38,000), MAGNET (€15,000), the Ministry for a Solidarity-Based Future (€12,000), Erasmus+ (€8,200), Etiketa (€8,000), SRPP (€8,700), SPIRIT Slovenia (€11,532), KED sponsorships (approximately €8,000), the Ministry for Cohesion and Regional Development (€15,120), and the Belmet ESOP project (€5,700).

Ekipa in organizacijske zmogljivosti / Team and organisational capacity

Izbrani profili članov in sodelavcev / Selected team profiles

Dr. Tej Gonza (direktor / Director)

SLO Dr. Tej Gonza je direktor in soustanovitelj IED. Diplomiral je na Ekonomski fakulteti v Ljubljani, magistriral pa na Erasmus Univerzi v Rotterdamu. Leta 2024 je na Fakulteti za družbene vede Univerze v Ljubljani je doktoriral na temo analize lastniških modelov za zaposlene. Gonza je tudi prejemnik štipendije Rutgers Univerze za izredne dosežke. Na IED deluje na področju raziskovanja, zagovornišva, zakonodajnih predlogov in praktične implementacije modelov lastništva zaposlenih. Gonza je so-avtor evropskega ESOP, platformnega ESOP-a in Evropske Marcove, ki predstavljajo tri različne modele za spodbujanje lastništva zaposlenih.

ENG Dr. Tej Gonza is the Director and co-founder of the Institute for Economic Democracy (IED). He graduated from the Faculty of Economics in Ljubljana and obtained his Master's degree from Erasmus University in Rotterdam. In 2024, he earned a doctorate from the Faculty of Social Sciences at the University of Ljubljana, focusing on the analysis of employee ownership models. Gonza is also a recipient of the Rutgers University Fellowship, which is awarded for outstanding achievements. At IED, he mainly works in the fields of research, advocacy, legislative proposals, and the practical implementation of employee ownership models. Gonza is a co-author of the European ESOP, the platform ESOP, and the Marcove for Europe, which represent three distinct models for promoting employee ownership.

Kosta Juri (operativni direktor / Director of Operations)

SLO Leta 2020 je diplomiral iz mednarodnih in diplomatskih študij na Univerzi v Bologni. Podiplomsko izobraževanje je nadaljeval na univerzi London School of Economics and Political Science, kjer je magistriral iz Evropske politične ekonomije. Med letoma 2019 in 2020 je opravljal funkcijo člana italijanskega kolektiva Gibanja

za demokracijo v Evropi (DiEM25). Je tudi so-ustanovitelj mladinske politične organizacije 'L'Europa Futura'. Leta 2021 se je pridružil ekipi IED kot raziskovalec. Leta 2024 je postal vodja oddelka za politike in raziskave inštituta, od leta 2025 pa zaseda mesto operativnega direktorja. Na inštitutu skrbi za nemoten potek neprofitnih projektov ter se ukvarja z mednarodno diseminacijo in razvojem predlogov politik.

ENG He graduated in International and Diplomatic Studies from the University of Bologna in 2020. He continued his postgraduate studies at the London School of Economics and Political Science, where he obtained a Master's degree in European Political Economy. Between 2019 and 2020, he served as a member of the Italian collective of the Movement for Democracy in Europe (DiEM25). He is also co-founder of the youth political organisation 'L'Europa Futura'. In 2021, he joined the IED team as a Research Fellow. In 2024, he became Head of the Institute's Policy and Research Department, and since 2025 he has held the position of Director of Operations. At the Institute, he ensures the smooth running of non-profit projects and is involved in international dissemination and the development of policy proposals.

Dr. David Ellerman (predsednik / President)

SLO Dr. David Ellerman je dodiplomski študij filozofije znanosti zaključil na univerzi MIT, potem pa svojo študijsko pot nadaljeval na Univerzi v Bostonu, kjer je končal magisterija iz ekonomije in filozofije, nato pa še doktorat iz matematike. Z ekonomsko demokracijo se ukvarja že 50 let in danes velja za eno največjih avtoritet na tem področju. Je so-ustanovitelj organizacije Industrial Cooperative Association, podjetja Employee Ownership Services d.o.o. ter Inštituta za ekonomsko demokracijo, kjer trenutno opravlja funkcijo predsednika. Ellerman je so-avtor modela Evropski ESOP.

ENG David Ellerman, PhD completed his undergraduate studies in Philosophy at MIT. He then continued his academic journey at Boston University, where he earned Master's degrees in Economics and in Philosophy of Science, followed by a doctorate in Mathematics. He has been engaged in the field of economic democracy for 50 years and is considered one of the leading authorities in this area. He is a co-founder of the Industrial Cooperative Association, the company Employee Ownership Services Ltd., and the Institute for Economic Democracy, where he currently serves as President. Ellerman is also a co-creator of the European ESOP model.

Rachel Bachmann (vodja strateških pobud / Head of Strategic Initiatives)

SLO Rachel sodeluje s podjetji v lasti zaposlenih že od svojega 16. leta. Je ustanoviteljica podjetja Akiri Consultants, podjetja v lasti zaposlenih za svetovanje na področju upravljanja. Med letoma 2022 in 2024 je bila predsednica upravnega odbora organizacije Employee Ownership Canada (prej znane kot ESOP Association Canada). V tem obdobju je uspešno vodila združitev med Employee Ownership Canada in kanadsko koalicijo za lastništvo zaposlenih (Canadian Employee Ownership Coalition) – eden od glavnih podbudnikov nove zakonodaje na področju lastništva zaposlenih, ki je stopila v veljavo leta 2024. Kot vodja strateških pobud na Inštitutu še naprej prispeva k razvoju področja tako v Evropi kot po svetu.

ENG Founder of Akiri Consultants, an employee-owned management consulting firm, Rachel has been working for and with employee-owned companies since the age of 16. She was Chair of the board of Employee Ownership Canada (previously known as the ESOP Association Canada) from 2022 to 2024. During that time, she effectively managed the merger between Employee Ownership Canada and the Canadian Employee Ownership Coalition, which successfully lobbied for new E.O. legislation that came into effect in 2024. As the Head of Strategic Initiatives at the Institute, she continues to contribute to the cause in Europe, working on policy and research efforts in several European countries as well as at the E.U. level, and worldwide.

Sebastjan Pikl (vodja finančnega oddelka / Head of Finance)

SLO Sebastjan je so-ustanovitelj in trenutni direktor Inštituta NOVUM, zavoda za strateške in aplikativne raziskave, ki delujejo na področju analize politik, političnega komuniciranja in vizualnih medijev. Sebastjan je tudi soustanovitelj in eden od sodelavcev v zadrugi "Dobrote", podjetju, ki deluje po načelih socialnega podjetništva. Dobrote je partner v inovativnem pilotnem projektu zbiranja in ponovne uporabe starih oblačil in tekstila v Sloveniji in trenutno zaposluje 6 težje zaposljivih oseb ob tem pa nenehno raste ter se razvija. Sodeloval je tudi kot svetovalec pri različnih komunikacijskih projektih, med drugim na kampanji za nekdanjega predsednika Republike Slovenije dr. Danila Türka v letu 2007. Njegovi hobiji so odrsko uprizorjanje, učenje igre in veslanje.

ENG Sebastjan is the co-founder and current director of the NOVUM Institute, a center for strategic and applied research focused on policy analysis, political communication, and visual media. He is also a co-founder and collaborator in the cooperative "Dobrote," a company operating under the principles of social entrepreneurship. Dobrote is a partner in an innovative pilot project for the collection and reuse of old clothing and textiles in Slovenia, currently employing six individuals with limited employability, while continuously growing and

developing. He has also worked as an advisor on various communication projects, including the campaign for former President of the Republic of Slovenia, Dr. Danilo Türk, in 2007. His hobbies include stage performance, acting instruction, and rowing.

Marko Stojković (vodja komunikacij / Head of Communications)

SLO Svojo kariero je začel leta 2015 s študijem vizualnih komunikacij na Fakulteti za dizajn, kjer je tudi diplomiral. V študijskem letu 2017/2018 je del študija opravil v tujini, na Leeds Arts University v Združenem kraljestvu, kjer se je osredotočil na tiskani dizajn in vizualno umetnost. Leta 2017 je bilo njegovo vizualno delo prvič razstavljeno v galeriji Lady Beck v Združenem kraljestvu, pod naslovom »Exhibition Under Duress«.

ENG He began his career in 2015 by studying visual communications at the Faculty of Design, where he also graduated. In the 2017/2018 academic year, he spent part of his studies abroad at Leeds Arts University in the United Kingdom, where he focused on print design and visual arts. In 2017, his visual work was first exhibited at the Lady Beck gallery in the United Kingdom, under the title "Exhibition Under Duress".

Klara Žerak (sodelavka / Team Member)

SLO Klara Žerak je študentka magistrskega programa sociologije na Fakulteti za družbene vede v Ljubljani. Leta 2023 je diplomirala iz kulturologije in je v času dodiplomskega študija delala v kulturnem sektorju. Sedaj se na svoji akademski poti osredotoča na širša sociološka vprašanja z željo, da bi aktivno prispevala h gradnji boljše in pravičnejše družbe, zaradi česar se je tudi pridružila IED.

ENG Klara Žerak is a master's student in Sociology at the Faculty of Social Sciences in Ljubljana. In 2023, she graduated in cultural studies and worked in the cultural sector during her undergraduate studies. She is now focusing on broader sociological issues in her academic journey, with the aim of actively contributing to the building of a better and fairer society, which is why she joined the Institute for Economic Democracy.

Maša Petrovič (pripravnica / Intern)

SLO Leta 2024 je diplomirala iz tržnega komuniciranja in odnosov z javnostmi. Trenutno je študentka magistrskega programa Sociologija - Menedžment človeških virov, znanja in organizacij na FDV. Že od začetka študija je aktivno sodelovala pri organizaciji dveh največjih dogodkov v Študentski sekciji Slovenskega društva za odnose z javnostmi in leta 2023 z ekipo skrbela za promocijo SKOJ-a. Leta 2023 je opravljala delo asistentke za odnose z javnostmi na Zdravniški zbornici Slovenije in pomagala pri pripravi brošure o evtanaziji. V absolventskem letu je v dveh različnih agencijah vodjam projektov pomagala pri komunikaciji z naročniki, strankami in organizacijo dela v ekipi.

ENG She graduated in 2024 with a degree in marketing communication and public relations. She is currently a master's student in Sociology - Human Resources, Knowledge and Organizational Management at the Faculty of Social Sciences. She has been actively involved in organizing two of the largest events in the Student Section of the Slovenian Public Relations Society since the beginning of her studies, and in 2023, she worked with a team to promote SKOJ. In 2023, she worked as a public relations assistant at the Slovenian Medical Association and helped prepare a brochure on euthanasia. In her final year, she assisted project managers at two different agencies with communication with clients, customers, and organizing team work.

Zunanji sodelavci IED / External associates of the IED

Sara Lucu

SLO Najprej je diplomirala iz sociologije – kadrovskega managementa na Fakulteti za družbene vede v Ljubljani, nato pa diplomirala in magistrirala iz gledališke režije na Akademiji za gledališče, radio, film in televizijo v Ljubljani, kjer je prejela tudi akademijsko Prešernovo nagrado. Ima bogate strokovne izkušnje v vodstvenih vlogah in na področju režije, delovne izkušnje pa je nabirala tako v vladnih institucijah, kot je slovenski parlament, kot tudi v nevladnem sektorju, nazadnje na UNICEF-u Slovenija kot organizatorka zbiranja sredstev. V zadnjem času se je osredotočila na sistematični razvoj orodij in programov za učenje in razvoj, ki organizacijam omogočajo preoblikovanje njihove organizacijske kulture v zdravo kulturo lastništva.

ENG She first graduated in Sociology/Human resources Management from the Faculty of Social Sciences in Ljubljana, and then completed both her bachelor's and master's degrees in Theater Directing at the Academy of Theatre, Radio, Film, and Television in Ljubljana, where she also received the prestigious Prešeren Award. She has extensive professional experience in leadership roles and in directing, with work experience in both government institutions, such as the Slovenian Parliament, and in the non-governmental sector, most recently at

UNICEF Slovenia as a fundraising organizer. Recently, she has focused on the systematic development of tools and programs for learning and development, which help organizations transform their organizational culture into a healthy culture of ownership.

Eva Kraljič

SLO Eva Kraljič je leta 2017 diplomirala (Chelsea College of Arts, UAL) in leta 2021 magistrirala (Slade School of Art, UCL) iz medijskih umetnosti (Fine Art Media). V njenem umetniškem in pedagoškem delu se osredotoča na oblikovanje kolektivnih umetniških praks in pedagoške prakse na področju umetnosti. V zadnjih letih deluje kot kreativna svetovalka in komunikacijska strateginja predvsem za nevladne in zasebne kulturne ustanove v Veliki Britaniji in Sloveniji. V svojem delu je specializirana za razvoj multimedijских komunikacijskih strategij. Z IED-jem sodeluje od leta 2023.

ENG Eva Kraljič graduated in 2017 from Chelsea College of Arts (UAL) and completed her master's degree in 2021 from Slade School of Art (UCL) in Media Arts (Fine Art Media). Her artistic and pedagogical work focuses on the development of collective artistic practices and teaching methods in the field of art. In recent years, she has worked as a creative consultant and communication strategist, primarily for non-governmental and private cultural institutions in the UK and Slovenia. She specializes in the development of multimedia communication strategies. She has been collaborating with IED since 2023.

Mina Ličen

SLO Mina Ličen je diplomirala iz Finančne matematike na Fakulteti za matematiko in fiziko UL leta 2011, leta 2013 magistrirala iz računovodstva in revizije in leta 2019 zaključila doktorski študij na Ekonomski fakulteti UL. Od leta 2014 je zaposlena na katedri za Računovodstvo in revizijo na Ekonomski fakulteti UL, v letu 2021 je pridobila naziv docentke in v 2022 postala nosilka in sonosilka šestih računovodskih predmetov na Ekonomski fakulteti. Poleg predavanj je aktivna tudi na raziskovalnem področju. Raziskuje na področju poslovnega računovodstva, vedenjske ekonomije in nevroeconomije. Osredotoča se na proučevanje odločanja, sprejemanja tveganja in učinka denarnih in nedenarnih spodbud na vedenje, motivacijo in trud. Njena bibliografija obsega več izvirnih znanstvenih člankov in številne znanstvene in strokovne prispevke na uveljavljenih mednarodnih in domačih konferencah. Z Inštitutom za ekonomsko demokracijo sodeluje od leta 2022, kjer je zadolžena za področje finančne pismenosti in vodenja z odprtimi knjigami (open book management – OBM).

ENG Mina Ličen graduated in Financial Mathematics from the Faculty of Mathematics and Physics at the University of Ljubljana in 2011, obtained her master's degree in Accounting and Auditing in 2013, and completed her doctoral studies at the Faculty of Economics, University of Ljubljana, in 2019. Since 2014, she has been employed at the Department of Accounting and Auditing at the Faculty of Economics, University of Ljubljana. In 2021, she was appointed as an assistant professor and, in 2022, became the course leader and co-lecturer for six accounting courses at the faculty. In addition to teaching, she is active in research, focusing on management accounting, behavioral economics, and neuroeconomics. Her research centers on decision-making, risk-taking, and the effects of monetary and non-monetary incentives on behavior, motivation, and effort. Her bibliography includes several original scientific articles and numerous contributions to scientific and professional conferences, both internationally and domestically. She has been collaborating with the Institute for Economic Democracy since 2022, where she is responsible for financial literacy and open book management (OBM).

Gregor Berkopec

SLO Gregor Berkopec je diplomiral na Pravni fakulteti v leta 2013. Leta 2015 je, po nekaj letih dela v FMCG in nevladnem sektorju, sprejel zaposlitev v pravnem oddelku Deloitte v Ljubljani, kjer so bila njegova glavna področja dela investicije, združitve in prevzemi, gospodarsko pravo in korporativno upravljanje, pravo varstva osebnih podatkov in delovno pravo. Leta 2017 je sprejel pozicijo pravnika pri največjemu slovenskemu proizvajalcu električne energije (Holding Slovenske elektrarne d.o.o.), kjer je pokrival področja energetskih pogodb, prevzemov in drugih projektov (vključno z IT), korporativnega upravljanja, delovnega prava, prava varstva osebnih podatkov in delavskega sodelovanja pri upravljanju gospodarskih družb. Trenutno je Gregor neodvisni pravni svetovalec ter soustanovitelj in Vodja pravnega oddelka in svetovanja pri Inštitutu za ekonomsko demokracijo, kjer je njegov glavni fokus pravno svetovanje gospodarskim družbam (in njihovim družbenikom/delničarjem ter zaposlenim) pri prenosu lastništva na zaposlene.

ENG Gregor Berkopec graduated from the Faculty of Law in 2013. After several years of work in the FMCG and non-governmental sectors, he joined the legal department at Deloitte in Ljubljana in 2015, where his main areas of work included investments, mergers and acquisitions, business law, corporate governance, personal data protection law, and labor law. In 2017, he took on the position of lawyer at Slovenia's largest electricity producer,

Holding Slovenske elektrarne d.o.o., where he covered areas such as energy contracts, acquisitions, and other projects (including IT), corporate governance, labor law, personal data protection law, and employee participation in the management of business entities. Currently, Gregor is an independent legal advisor, co-founder and Head of the Legal Department and Advisory at the Institute for Economic Democracy, where his main focus is providing legal advice to businesses (and their partners/shareholders and employees) on transferring ownership to employees.

Vlasta Radan (Projektna pisarna/Projects officer)

SLO Po diplomi iz knjižničarstva na Univerzi Georgea Masona v Virginiji je diplomiral na Državni univerzi Kalifornije v San Joseju z magisterijem iz knjižničarstva in informacijske znanosti s poudarkom na arhivih in digitalizaciji. Leta 2011 je diplomiral na Univerzi Kalifornije v Riversidu z magisterijem iz zgodovine, s specializacijo za javno zgodovino in arhivsko upravljanje. Dekalo je delal v muzeju Autry Museum of American West v Los Angelesu, kjer je katalogiziral zbirke in sodeloval pri digitalizacijskih projektih.

ENG After an undergraduate degree on book arts at George Mason University in Virginia, graduated at State University of California San Jose, with the Master of Library and Information Science focused on archives and digitalization. In 2011 graduated from the University of California Riverside with a Master of Arts in History, with a specialization in public history and archival management. Worked for a decade in the Autry Museum of American West in Los Angeles, on cataloging collections and digitalization projects.

Strokovni odbor za ekonomsko demokracijo / Expert Committee on Economic Democracy

Spletna stran / Website: soed.ied.si

SLO Strokovni odbor za ekonomsko demokracijo je neodvisno strokovno-zagovorniško telo, povezano z Inštitutom za ekonomsko demokracijo. Sestavljajo ga svetovno priznani strokovnjaki s področij ekonomske demokracije, lastništva zaposlenih, odkupov s strani zaposlenih, kulture lastništva, in drugih povezanih področij. Strokovni odbor za ekonomsko demokracijo ima predsednika in podpredsednika, čigar mandat se obnavlja vsakih pet let na demokratičnih volitvah, na katerih sodelujejo vsi člani strokovnega odbora. Strokovni odbor za ekonomsko demokracijo se sestaja letno, ponavadi oktobra, na Letnem generalnem sestanku.

ENG The Expert Committee on Economic Democracy is an independent expert and advocacy body affiliated with the Institute for Economic Democracy. It consists of international experts in the fields of economic democracy, employee ownership, worker buyouts, ownership culture, and other related disciplines. The Expert Committee has a President and a Vice-President, elected every five years by the Committee members. It convenes at least once a year, usually in October, at the General Annual Meeting.

Vodstvo / Leadership:

Aleksandra Kanjuo Mrčela (predsednica Strokovnega odbora za ekonomsko demokracijo / President of Expert Committee on Economic Democracy)

SLO Aleksandra Kanjuo Mrčela je profesorica sociologije dela in ekonomske sociologije na Univerzi v Ljubljani, FDV. Od 1999-2001 je bila gostujoča raziskovalka na London School of Economics and Political Sciences. Od leta 2004 je članica ekspertnih mrež Evropske komisije na področju enakosti spolov. Na Fakulteti za družbene vede (2007-2011) je bila prodekanja. Leta 2015 je postala predstojnica doktorske šole Univerza v Ljubljani in od leta 2021 vodi Center za organizacije in kadrovske raziskave na FSS UL. Raziskuje in objavlja v Sloveniji in tujini na področju ekonomskega položaja žensk in na področju usklajevanja dela in zasebnega življenja. Je soustanoviteljica Inštituta za ekonomsko demokracijo ter Predsednica njegovega Strokovnega odbora.

ENG Aleksandra Kanjuo Mrčela is a professor of Sociology of Work and Economic Sociology at the Faculty of Social Sciences, University of Ljubljana. From 1999 to 2001, she was a visiting researcher at the London School of Economics and Political Science. Since 2004, she has been a member of the European Commission's expert networks in the field of gender equality. At the Faculty of Social Sciences, she served as vice-dean from 2007 to 2011. In 2015, she became the head of the Doctoral School at the University of Ljubljana, and since 2021, she has been leading the Center for Organizational and Human Resource Research at the Faculty of Social Sciences. Her research and publications, both in Slovenia and internationally, focus on women's economic status and the reconciliation of work and private life. She is a co-founder of the Institute for Economic Democracy and the President of the Expert Committee on Economic Democracy.

Saša Muhič Pureber (podpredsednica strokovnega odbora / Vice-President of the Expert Committee on Economic Democracy:

SLO Saša Muhič Pureber je diplomirala na Fakulteti za računalništvo in informatiko v Ljubljani. Leta 2009 je v podjetju INEA prevzela vodenje poslovne enote Proizvodna informatika ter postala solastnica podjetja. Z več kot 15-letnimi izkušnjami na področju vodenja domačih in mednarodnih raziskovalnih, razvojnih ter izvedbenih projektov je leta 2018 razširila svoje odgovornosti ter postala direktorica prodaje in marketinga. Je pobudnica in zagovornica solastništva zaposlenih, ki so ga v Inei uspešno uvedli, ter aktivna članica skupine ambasadorjev solastništva zaposlenih pri inštitutu IED.

ENG Saša Muhič Pureber graduated from the Faculty of Computer and Information Science in Ljubljana. In 2009, she assumed the leadership of the Production Informatics business unit at INEA and became a co-owner of the company. With over 15 years of experience in managing domestic and international research, development, and implementation projects, she expanded her responsibilities in 2018 to become the Director of Sales and Marketing. She is an initiator and advocate for employee ownership, which was successfully implemented at INEA, and an active member of the Employee Ownership Ambassadors group at the Institute for Economic Democracy.

Člani Strokovnega odbora za ekonomsko demokracijo / Members of the Expert Committee on Economic Democracy:

- Aleksandra Kanjuo Mrčela
- Saša Muhič Pureber
- Isabelle Ferreras
- Christopher Mackin
- Graeme Nuttall
- Kyla Alterman
- Jon Shell
- Ginny Vanderslice
- Nicolas Aubert
- Jack Moriarty
- Pascale Nieuwland-Jansen
- Matjaž Čemažar
- John Case
- David Erdal
- Marko Jaklič
- Rudi Rizman
- Vladimir Kreačić
- Timothée Duverger
- Ermanno Celeste Tortia
- Miguel Ignacio Córdova Espinoza
- Anja Kopač
- Adria Scharf
- Douglas Kruse
- Joseph Abdel-Nour
- Primož Kokalj
- Rachel Bachmann
- Marco Lomuscio

Kadrovska ureditev / Staffing

SLO V letnem poročilu za leto 2025 je IED predstavil devet aktivnih sodelavcev. Obseg in sestava sodelovanja se prilagajata projektom in potrebam organizacije.

ENG IED listed nine active team members in its 2025 annual report. Staffing and external collaboration are adjusted to project requirements and organisational needs.

Administrativne kapacitete / Administrative capacities

SLO Finančni oddelek IED spremlja finančne obveznosti in skladnost delovanja s pogodbenimi zahtevami. Projektna pisarna podpira sodelavce pri načrtovanju, vodenju in spremljanju projektov. IED uporablja standardizirana projektna in administrativna orodja, spletno pisarno Microsoft Teams in Microsoft 365 ter fizične pisarniške prostore.

ENG The IED finance department monitors financial obligations and compliance with contractual requirements. The Project Office supports colleagues in project planning, management, and monitoring. IED uses standardised project and administrative tools, the Microsoft Teams workspace and Microsoft 365, as well as physical office facilities.

Dejavnosti in vpliv / Activities and impact

Vizija in poslanstvo / Vision and mission

SLO Na Inštitutu za ekonomsko demokracijo spodbujamo lastništvo zaposlenih in participativno kulturo lastništva, ki zaposlene opolnomoči, da razmišljajo in delujejo kot lastniki podjetja, v katerem delajo. Aktivni smo predvsem na področjih raziskovalnega dela in oblikovanja predlogov politik, lastniškega prestrukturiranja, razvoja in implementacije razvojno-izobraževalnih programov za ključne deležnike ter na področju storitev ozaveščanja in zagovorništva za podjetja v lasti zaposlenih. Z uvajanjem inovativnih modelov lastništva zaposlenih in participativnega upravljanja podjetij spodbujamo socialno pravičnost, ekonomsko učinkovitost, družbeno in okoljsko trajnost, dostojanstvo delavcev in v skupnost zasidrano lastništvo podjetij.

ENG At the Institute for Economic Democracy, we promote employee ownership and participatory ownership culture, which empowers employees to think and act as owners. Our activities focus primarily on research and policy proposal development, ownership restructuring, the creation and implementation of training and development programs for key stakeholders, as well as awareness-raising and advocacy services for employee-owned companies. By introducing innovative models of employee ownership and participatory governance, we foster social justice, economic efficiency, social and environmental sustainability, worker dignity, and community-rooted business ownership.

Strateško delovanje organizacije / Strategic operations of the organisation

SLO Na IED smo zavezani k zagotavljanju skladnosti vseh dejavnosti, ki jih opravljamo, s strategijo organizacije za srednji in dolgi rok, ki je opredeljena v dokumentu »Vizija 10-30«. Naša prizadevanja na področju zagovorništva potekajo na treh političnih ravneh – občinski, državni, in evropski –, pri čemer imamo za vsako raven tudi jasno opredeljene srednjeročne in dolgoročne cilje, tem ciljem pa prilagajamo vsebino naših projektov. Na ta način zagotavljamo, da smo pri našem delu učinkoviti in da so naše dejavnosti usmerjene k rezultatom. Kratkoročno strategijo definiramo letno glede na učinke preteklih projektov in potrebe, ki jih narekujejo razmere v politični sferi, gospodarstvu in družbi nasploh.

ENG At IED, we are committed to ensuring that all activities we perform are in line with the organization's medium- and long-term strategy, as defined in the "Vision 10-30" document. Our advocacy efforts take place on three political levels – municipal, national, and European – and we have clearly defined medium- and long-term goals for each level, and we tailor the content of our projects to these goals. In this way, we ensure that our work is effective and that our activities are focused on results. We define our short-term strategy annually based on the effects of past projects and needs dictated by the situation in the political sphere, economy, and society in general.

Področja dela in pretekle reference / Areas of work and previous references

SLO

Inštitut za ekonomsko demokracijo je vodilna organizacija na področju lastništva zaposlenih in ekonomske demokracije v Sloveniji in širši regiji. Z izvajanjem raziskovalnih, zagovorniških in svetovalnih dejavnosti zasledujemo cilj demokratizacije lastništva podjetij in delovnih razmerij. S tem želimo prispevati k ustvarjanju bolj trajnostno naravnane, konkurenčne, vključujoče, do človeka prijazne in za mlade in talente atraktivnega gospodarstva, ki pravično nagraduje delo in inovativnost. Na Inštitutu za ekonomsko demokracijo smo razvili Evropski ESOP, inovativen demokratičen model lastništva zaposlenih, ki temelji na dobri praksi iz VB in ZDA ter evropski zadružni tradiciji.

Z uporabo naprednih komunikacijskih strategij ključne deležnike in javnost ozaveščamo o pomenu lastništva zaposlenih za ustvarjanje v prihodnost usmerjenega gospodarstva in pravičnejše družbe. Napačne predstave in predsodke o lastništvu zaposlenih o lastništvu zaposlenih, ki so še posebej v bivših socialističnih državah zelo razširjeni, odpravljamo z izvajanjem spletnih in nespletnih komunikacijskih kampanj, organizacijo dogodkov, kot je Kongres ekonomske demokracije, rednim objavljanim prispevkov v medijih ter nastopi na radijskih in televizijskih oddajah.

Uspehi na področju zagovorništva

- Državna raven: IED je več let strokovno sodeloval pri oblikovanju rešitve za sistemsko ureditev lastništva zaposlenih in pri razvoju predloga Zakona o lastniški zadrugi delavcev (ZLZD). Državni zbor je zakon sprejel 23. oktobra 2025, uporabljati pa se je začel 1. januarja 2026. Zakon vzpostavlja pravni okvir za postopne odkupu podjetij prek demokratično upravljane lastniške zadruge delavcev.
- Model Evropski ESOP (eurESOP) je omenjen v številnih uradnih dokumentih in publikacijah Evropske Unije, vključno z (1) Načrtom za prehod za lokalno in socialno gospodarstvo (objavljen s strani Evropske Komisije), (2) poročilom PEPPER V (objavljen s strani Eurofound), (3) raziskavo o finančnih instrumentih, ki jo je naročila Evropska Investicijska Banka in ki naj bi bila objavljena v letu 2025.
- Vse od leta 2022 enkrat letno organiziramo Kongres ekonomske demokracije – osrednji javni dogodek na temo lastništva zaposlenih v regiji, ki je v svojih preteklih izvedbah gostil vodilne predstavnike gospodarstva, slovenske vlade, evropskih institucij in slovenskih občin ter vodilne mednarodne in slovenske strokovnjake iz področja lastništva zaposlenih.
- Danska je decembra 2025 sprejela zakonodajo za spodbujanje kolektivnega lastništva zaposlenih prek posebne pravne osebe z združenim upravljanjem.
- Evropski parlament je 20. januarja 2026 sprejel resolucijo o 28. režimu, ki priporoča možnost ESOP prek ločene pravne osebe ter načela transparentnega in demokratičnega upravljanja. IED je bil član zagovorniške koalicije, ki si je prizadevala za vključitev določb o lastništvu zaposlenih v predlog.
- Poročilo mednarodnega strokovnega odbora za demokracijo pri delu, predstavljeno španskemu ministrstvu za delo 2. februarja 2026, posebej obravnava združni model ESOP in se sklicuje na delo strokovnjakov IED (Gonza, Ellerman in Juri).

ENG

The Institute for Economic Democracy is the leading organization in the field of employee ownership and economic democracy in Slovenia and the wider region. We pursue the goal of democratizing company ownership and working conditions through research, advocacy, and consulting activities. We aim to contribute to the creation of a more sustainable, competitive, inclusive, humane, and attractive economy for young people and talents, which fairly rewards work and innovation. At the Institute for Economic Democracy, we have developed the European ESOP, an innovative democratic employee ownership model based on best practices from the UK and the US, as well as European cooperative tradition.

We use advanced communication strategies to raise awareness among key stakeholders and the public about the importance of employee ownership in creating a forward-looking economy and a more just society. We are addressing misconceptions and prejudices about employee ownership, which are particularly widespread in former socialist countries, by implementing online and offline communication campaigns, organizing events such as the Congress of Economic Democracy, regularly publishing articles in the media, and appearing on radio and television programs.

Advocacy successes

- National level: IED contributed expertise over several years to the development of a systemic framework for employee ownership, including the Employee Ownership Cooperative Act (ZLZD). Slovenia's National Assembly adopted the Act on 23 October 2025; it has applied since 1 January 2026. The Act enables employee buyouts through a democratically governed employee ownership cooperative.
- The European ESOP (eurESOP) model is mentioned in numerous official documents and publications of the European Union, including (1) the Roadmap for the transition to the local and social economy¹ (published by the European Commission), (2) the PEPPER V report² (published by Eurofound), and (3) a study on financial instruments³ commissioned by the European Investment Bank, which is expected to be published in 2025.
- Since 2022, we have been organizing the Economic Democracy Congress once a year – a central public event on the topic of employee ownership in the region, which in its past implementations hosted leading representatives of the economy, the Slovenian government, European institutions, and Slovenian municipalities, as well as leading international and Slovenian experts in the field of employee ownership.
- In December 2025, Denmark adopted legislation to support collective employee ownership through a separate legal entity governed on cooperative principles.

- On 20 January 2026, the European Parliament adopted a resolution on the 28th Regime recommending an optional ESOP vehicle through a separate legal entity and transparent, democratic governance. IED participated in an advocacy group leading the campaign to include provisions on employee ownership in the proposal
- The report of the international expert committee on democracy at work, presented to Spain's Ministry of Labour on 2 February 2026, discusses the cooperative ESOP and cites research by IED specialists (Gonza, Ellerman and Juri).

Skladnost agende IED z agendami mednarodnih institucij / Compliance of the IED agenda with the agendas of international institutions

SLO

Združeni narod i

Z našimi prizadevanji prispevamo k doseganju različnih ciljev trajnostnega razvoja Agende 2030 Združenih narodov. S spodbujanjem vključujočih in participativnih modelov lastništva zaposlenih neposredno prispevamo k doseganju naslednjih ciljev:

- Odprava revščine – Cilj #1,
- Dostojno delo in gospodarska rast – Cilj #8,
- Zmanjšanje neenakosti – Cilj #10.
- Hkrati s spodbujanjem lastništva zaposlenih ustvarjamo pogoje za večjo
- Enakost spolov – Cilj #5,
- Pospeševanje inovacij – Cilj #9 in
- večjo okoljsko odgovornost podjetij – Cilj #13.

Evropska Unija

V naših prizadevanjih se močno odražajo temeljne človekove pravice in vrednote Evropske unije, kot so demokracija (vzpostavitev demokratičnih struktur v podjetjih, spodbujanje aktivne udeležbe zaposlenih v procesih odločanja in soupravljanja), socialna pravičnost (zagotavljanje enakih možnosti in pravic zaposlenim, zmanjšanje neenakosti in ustvarjanje bolj uravnoteženega gospodarstva), pravica do lastnine (zagotavljanje solastništva produkta s strani zaposlenih, ki ga ustvarijo), pravica do dostojnega dela (vključenost zaposlenih v odločitve, povezane z njihovim delom in delovnim okoljem) in pravice do obveščenosti delavcev.

Participativni modeli solastništva zaposlenih za podjetniške organizacije so prav tako ena izmed pomembnih smernic Evropske Komisije (v nadaljevanju »EK«), ki je v zadnjih 30 letih izdala številne študije, poročila in politična priporočila za spodbujanje participacije zaposlenih v so-lastništvu, dobičku ali delniških opcijah. Del tega opusa so poročila PEPPER ('Participation of Employed Persons in Profit and Enterprise Results') iz 1991, 1997, 2006, 2009 in 2023.

- Septembra 2007 je takratna francoska ministrica za finance Christine Lagarde napovedala nov 'Evropski participativni model';
- Oktobra 2010 je Evropski ekonomsko-socialni odbor nadaljeval s pobudo v okviru njihovega programa za finančno participacijo zaposlenih v Evropi;
- Decembra 2012 je Evropska Komisija v svojem akcijskem načrtu za evropski gospodarski zakon in korporativno upravljanje podprla strategijo vzpostavljanja bolj odgovornih in trajnostnih lastniških modelov in pri tem izpostavila lastništvo zaposlenih, ki ima v Evropi dolgo tradicijo in se je pogosto izkazalo kot zelo uspešno (EC 2012, str. 11, 15).
- V resoluciji 15. Septembra je leta 2016 (2015/2320(INI)) in leta 2018 tudi Evropski parlament pozval Evropsko komisijo, da spodbuja države članice ter lokalne in regionalne institucije za širjenje uspešne prakse v sektorju MSP, kar vključuje tudi različne modele participacije zaposlenih v lastništvu podjetij.
- Po ugotovitvah EFES iz leta 2019 akcijski načrt EK na ravni EU ni bil realiziran, zaradi česar je sektor MSP še vedno ogrožen (EFES 2018, str. 12-13, 17)

- Novembra 2022 je Generalni direktorat EK za notranji trg, industrijo, podjetništvo ter mala in srednja podjetja izdal Načrt za prehod za lokalno in socialno gospodarstvo, v katerem se države članice EU poziva k vzpostavitvi podpornega okolja za delavske odkupe preko modela Evropski ESOP (EC 2022, str.18).
- Na dogodku, FI Campuss 2023, v soorganizaciji EIB in EC v Bruslju, je bil organiziran panel „Delivering financial instruments for workers buyout: employees taking over their company“, kjer so se poudarile možnosti in potrebe po vzpostavitvi finančnih instrumentov, ki bi podpirali odkupe podjetij s strani zaposlenih.
- Evropska komisija je junija 2026 sprejela priporočilo o prenosih MSP, ki izrecno prepoznava delavske odkupe in združne modele ter spodbuja razvoj ustreznih finančnih in davčnih spodbud.
- Evropski parlament je 20. januarja 2026 sprejel resolucijo o 28. pravnem režimu za podjetja, ki predlaga harmonizacijo pravil za lastništvo zaposlenih, vključno z modeli ESOP, ter poudarja načela vključevanja zaposlenih in demokratičnega upravljanja.

ENG

United Nations

Our efforts contribute to achieving various goals of the United Nations' 2030 Agenda for Sustainable Development. By promoting inclusive and participatory employee ownership models, we directly contribute to achieving the following goals:

- no poverty – Goal #1,
- decent work and economic growth – Goal #8,
- reducing inequalities – Goal #10.
- At the same time as promoting employee ownership, we are creating conditions for greater
- gender equality – Goal #5,
- industry, innovation and infrastructure – Goal #9 and
- climate action – Goal #13.

European Union

Our efforts strongly reflect the fundamental human rights and values of the European Union, such as democracy (establishing democratic structures in companies, promoting active participation of employees in decision-making and co-management), social justice (ensuring equal opportunities and rights for employees, reducing inequality and creating a more balanced economy), the right to property (ensuring co-ownership of the product by the employees who create it), the right to decent work (involving employees in decisions related to their work and work environment), and workers' rights to information.

Participatory employee ownership models for business organizations are also one of the important guidelines of the European Commission (hereinafter "EC"), which has issued numerous studies, reports, and policy recommendations over the past 30 years to promote employee participation in co-ownership, profit, or stock options. This opus includes the PEPPER (Participation of Employed Persons in Profit and Enterprise Results) reports from 1991, 1997, 2006, 2009, and 2023.

- In September 2007, then French Minister of Finance Christine Lagarde announced a new "European participatory model";
- In October 2010, the European Economic and Social Committee continued its initiative as part of their program for employee financial participation in Europe;
- In December 2012, the European Commission, in its action plan for European economic law and corporate governance, supported the strategy of establishing more responsible and sustainable ownership models, highlighting employee ownership, which has a long tradition in Europe and has often proven to be very successful (EC 2012, p. 11, 15).
- In its resolution of September 15, 2016 (2015/2320(INI)) and 2018, the European Parliament also called on the European Commission to encourage member states and local and regional institutions to disseminate successful practices in the SME sector, which includes various models of employee participation in company ownership.

- According to the 2019 EFES report, the EC's action plan at the EU level has not been realized, leaving the SME sector still at risk (EFES 2018, pp. 12-13, 17).
- In November 2022, the European Commission's Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs published the Transition Plan for the Local and Social Economy, which calls on EU member states to establish a supportive environment for worker buyouts through the European ESOP model (EC 2022, p. 18).
- At the event, FI Campuss 2023, co-organized by the EIB and the EC in Brussels, a panel titled "Delivering financial instruments for workers buyout: employees taking over their company" was organized, where the possibilities and needs for establishing financial instruments that would support employee buyouts were presented.
- In June 2026, the European Commission adopted a recommendation on SME business transfers, explicitly recognising employee buyouts and cooperative models and encouraging appropriate financial and tax incentives.
- On 20 January 2026, the European Parliament adopted a resolution on the 28th legal regime for companies, proposing harmonised rules for employee ownership, including ESOPs, while emphasising employee participation and democratic governance.

Geografski doseg / Geographical reach

SLO IED se intenzivno povezuje z organizacijami in posamezniki iz različnih krajev sveta. Glavnina projektov poteka v sodelovanju s partnerji iz balkanske regije, se vedno bolj povezujemo z organizacijami in posamezniki iz drugih evropskih držav in širše. Poleg dela v Evropi so naša prizadevanja opažena tako v ZDA (Tej Gonza, direktor IED, je raziskovalec na Univerzi Rutgers in redno sodeluje na osrednji akademski konferenci Louis Kelso, ki poteka enkrat letno v New Yorku) in Latinski Ameriki (IED je sodeloval na projektu mednarodne diseminacije Adelante2 Triangular Cooperation, v okviru katerega smo preverjali možnosti za uvedbo modela Evropski ESOP v Mehiki, Peruju, Kolumbiji in Argentini).

Leta 2026 je mednarodno delovanje IED dobilo novo razsežnost z zagovorništvom v okviru razprav o 28. pravnem režimu EU ter organizacijo prve vseevropske serije dogodkov o lastništvu zaposlenih v Bruslju – EO Days 2026. Obe pobudi predstavljata izhodišče za nadaljnje mednarodno delovanje, usmerjeno predvsem v povezovanje organizacij s področja lastništva zaposlenih ter razvoj skupnih zagovorniških orodij.

ENG IED is intensively connecting with organizations and individuals from various parts of the world. The majority of projects are carried out in cooperation with partners from the Balkan region, and we are increasingly connecting with organizations and individuals from other European countries and beyond. In addition to our work in Europe, our efforts are also being noticed in the United States (Tej Gonza, the director of IED, is a researcher at Rutgers University and regularly participates in the annual Louis Kelso central academic conference in New York) and Latin America (IED has participated in the Adelante2 Triangular Cooperation international dissemination project, in which we explored the possibilities of introducing the European ESOP model in Mexico, Peru, Colombia, and Argentina).

In 2026, IED's international activities entered a new phase through advocacy related to the EU's 28th legal regime and the organisation of EO Days 2026 in Brussels, the first pan-European series of events dedicated to employee ownership. Both initiatives lay the groundwork for future international efforts focused primarily on connecting organisations working in employee ownership and developing joint advocacy tools.

Vključenost v partnerstva in sodelovanja / Involvement in partnerships and collaborations

SLOVENŠČINA

- **DIESIS:** IED je polnopravni član mreže DIESIS, ene največjih mrež, specializiranih za podporo razvoju socialnega gospodarstva, socialnega podjetništva in socialne inovativnosti, ki organizira mednarodne panele in javne zagovorniške dogodke o ekonomski demokraciji in zlasti lastništvu zaposlenih. Članstvo v DIESIS nam omogoča uporabo platforme za širjenje ozaveščenosti o lastništvu zaposlenih in modelu ESOP na evropski ravni, prek forumov, okroglih miz in drugih mednarodnih dogodkov, ki jih obiskujejo ustrezni strokovnjaki in deležniki.

ENGLISH

- **DIESIS:** The IED is a full and active member of the DIESIS Network—one of the largest networks specialised in supporting the development of the social economy, social entrepreneurship and social innovation, organising through it international panels and public advocacy events on the topic of economic democracy and employee ownership in particular. Membership in DIESIS enables us to use the platform to spread awareness of employee ownership and of the ESOP model at the European level, through panels, round tables, and other international events attended by relevant experts and stakeholders.

Nagrade in priznanja / Awards and recognition

SLOVENŠČINA

- **3M GRANT:** Naša prizadevanja na področju zagovorništva in razvoja ekonomske demokracije so prepoznali tudi čez lužo. Na IED prejeli donacijo organizacije GlobalGiving, namenjeno podpori našemu delu na področju ekonomske demokracije in zagovorništva solastništva zaposlenih. Za donacijo smo bili predlagani s strani ekipe 3M, s katero smo sodelovali v okviru programa 3M Impact Global, ki ga je omogočila Pyxera Global.
- **SOZIALMARIE AWARD FOR SOCIAL INNOVATION 2022**
Mnenje žirije: "Most people lack sufficient funds to acquire property or become business owners. At the same time, companies are confronted with the problem of succession and run the risk of bankruptcy or buy-outs due to real estate speculations. By enabling employees to become owners of the companies they work for and take part in decision-making processes, the project tackles more issues at once. It not only secures employees' jobs but also reduces wealth inequality. European ESOP – Pilot Programme in Slovenia establishes new forms of employee-led ownership and democratises property and business ownership."

ENGLISH

- **3M GRANT:** Our efforts in the field of advocacy and the development of economic democracy have also been recognised across the Atlantic. At SMO IED, we received a donation from the organisation GlobalGiving, intended to support our work in economic democracy and advocacy for employee ownership. We were nominated for the donation by the 3M team, with whom we collaborated within the 3M Impact Global programme, facilitated by Pyxera Global.
- **SOZIALMARIE AWARD FOR SOCIAL INNOVATION 2022**
Appreciation of the jury: "Most people lack sufficient funds to acquire property or become business owners. At the same time, companies are confronted with the problem of succession and run the risk of bankruptcy or buy-outs due to real estate speculations. By enabling employees to become owners of the companies they work for and take part in decision-making processes, the project tackles more issues at once. It not only secures employees' jobs but also reduces wealth inequality. European ESOP – Pilot Programme in Slovenia establishes new forms of employee-led ownership and democratises property and business ownership."

Vpliv dela organizacije / Impact of the organization's work

SLOVENŠČINA

- **RAZVOJ ESOP MODELA:** Med letoma 2019 in 2022 smo razvijali poseben model in ustrezno predlog za politiko, ki bi posnemala najbolj uspešne mednarodne prakse, s poudarkom na Mondragon zadrugah v Baskiji, UK Employee Ownership Trust (EOT) in US Employee Stock Ownership Plan (ESOP). Čeprav model Mondragon ponuja najbolj napredne, trajnostne in ekonomsko izvedljive strukture za demokratično podjetje, ne ponuja možnosti za ponovljivost in ga na splošno štejejo za edinstven pojav. Po drugi strani, čeprav modeli ZDA in Združenega kraljestva niso najbolj demokratične oblike široke lastniške udeležbe zaposlenih, so ustvarili učinkovite spodbude in priložnosti za vključitev široke lastniške udeležbe zaposlenih v mainstream (v ZDA je 7000 podjetij z ESOP, ki zaposlujejo več kot 13 milijonov lastnikov zaposlenih, kar predstavlja skoraj 10 % zasebnega delovnega trga, v Združenem kraljestvu pa je bilo od leta 2014 zaradi zakonodaje EOT skoraj 2000 odkupov zaposlenih). Združili smo izkušnje iz Mondragona, ZDA in Združenega kraljestva, da bi ustvarili zadružni ESOP ali evropski ESOP. Model vzpostavi mehanizem financiranja prek vzvoda, s tem pa delavcem bistveno olajša vstop v lastništvo podjetja. Model je bil nagrajen z nagrado SozialMarie za socialno inovacijo, poleg tega pa se ga v številnih publikacijah izpostavlja kot obetavno rešitev za širjenje lastništva zaposlenih.
- **DRŽAVNA RAVEN:** IED je pripravljala strokovna izhodišča za zakonodajo o lastništvu zaposlenih, sodeloval v delovnih skupinah ministrstev ter v dialogu s sindikati, delodajalci in drugimi deležniki. Prizadevanja so bila del širšega večletnega procesa, ki je prispeval k sprejetju Zakona o lastniški zadrugi delavcev (ZLZD) v Državnem

zboru 23. oktobra 2025. Zakon se uporablja od 1. januarja 2026. IED nadaljuje delo na podpornih instrumentih, informiranju podjetij in praktični uporabi zakona.

- **LOKALNA RAVEN:** Leta 2024 smo objavili priročnik za občinske funkcionarje na temo spodbujanja lastništva zaposlenih, ki je bil oktobra 2024 v sklopu delavnice predstavljen funkcionarjem iz različnih slovenskih občin. V okviru lanskega Kongresa ekonomske demokracije (letni dogodek na temo lastništva zaposlenih v organizaciji IED) je bil organiziran panel, ki je gostil tri slovenske župane, osrednji govorec pa je bil direktor Evropske pobude za mesta. Od leta 2024 je IED partner v projektu MAG-NET, ki ga vodi MO Celje.
- **MEDNARODNA RAVEN:** IED sodeluje pri evropskih raziskavah, mednarodnem povezovanju in oblikovanju politik lastništva zaposlenih. Leta 2026 je Evropski parlament v resoluciji o 28. režimu podprl razvoj evropskega okvira za ESOP, španski strokovni odbor za demokracijo pri delu pa je v svojem poročilu izpostavil raziskave IED. Novembra 2026 IED v Bruslju organizira EO Days, prvo vseevropsko serijo dogodkov o lastništvu zaposlenih, namenjeno povezovanju organizacij in skupnemu zagovorništvu.
- **DELO S PODJETJI:** Model Evropski ESOP spodbujamo tudi neposredno – z implementacijo v podjetjih. Doslej smo pri prehodu na model ESOP pomagali štirim slovenskim podjetjem. Največji projekt je bil Inea d.o.o. s 110 zaposlenimi, ki je zdaj na poti, da postane 100-odstotno demokratična družba.

ENGLISH

- **DEVELOPMENT OF THE ESOP MODEL:** Between 2019 and 2022, we have been working on developing a special model and a corresponding policy proposal that would replicate the most successful international practices, focusing on the Mondragon cooperatives in the Basque Country, the UK Employee Ownership Trust (EOT) and the US Employee Stock Ownership Plan (ESOP). While the Mondragon model offers the most advanced, sustainable and economically viable structures for a democratic enterprise, it does not offer a replicability potential and is generally considered as a unique phenomenon. On the other hand, while the US and the UK models are not most democratic types of broad-based employee ownership, they created effective incentives and opportunities to bring broad-based employee ownership into the mainstream (in the US, there are 7,000 ESOP companies employing more than 13 million employee owners, representing nearly 10% of the private workforce, and in the UK, there have been nearly 2,000 employee buyouts since 2014 as a result of EOT legislation). We have combined the experiences from Mondragon, the US, and the UK, to create the Cooperative ESOP or the European ESOP. The model establishes a leveraged financing mechanism, thereby significantly facilitating employees' entry into company ownership. The model was awarded the SozialMarie Prize for social innovation and is highlighted in numerous publications as a promising solution for the expansion of employee ownership.
- **NATIONAL LEVEL:** IED developed technical proposals for employee ownership legislation, participated in ministerial working groups and engaged with trade unions, employers and other stakeholders. This multi-year effort contributed to the process leading to the adoption of the Employee Ownership Cooperative Act (ZLZD) on 23 October 2025. The Act has applied since 1 January 2026. IED continues its work on financing tools, business awareness and practical implementation.
- **LOCAL LEVEL:** In 2024, we published a handbook for municipal officials on promoting employee ownership, which was presented to officials from various Slovenian municipalities in a workshop in October 2024. As part of last year's Congress of Economic Democracy (an annual event on employee ownership organized by IED), a panel was organized hosting three Slovenian mayors, with the keynote speaker being the director of the European Cities Initiative. Since 2024, IED has been a partner in the MAG-NET project led by the City Municipality of Celje.
- **INTERNATIONAL LEVEL:** IED contributes to European research, international networking, and policy development on employee ownership. In 2026, the European Parliament supported the development of a European ESOP framework in its resolution on the 28th regime, while Spain's Expert Committee on Democracy at Work highlighted IED's research in its report. In November 2026, IED is organising EO Days in Brussels, the first pan-European series of events dedicated to employee ownership, aimed at connecting organisations and strengthening joint advocacy.
- **WORK WITH COMPANIES:** We also promote the European ESOP model directly – through implementation in companies. So far, we have assisted four Slovenian companies in transitioning to the ESOP model. The largest project was Inea d.o.o. with 110 employees, which is now on its way to becoming a 100% democratic company.