

The Unretirement Uprising

The retirement rebellion that could save our workplaces

Foreword

A retirement rebellion is brewing. It's time for 'unretirement' to become an accessible choice to fix the relationship between the over-50s and the workplace.

The relationship between the UK's over-50s and work is broken.

In a large-scale survey combining the views of more than 4,000 people, this report makes the case for 'unretirement' - the option to leave, re-enter or remain in a flexible workplace - as a choice.

This report revisits and builds on the findings of our Shut Out, Forced Out and Overlooked study in 2021, which highlighted the stark reality of ageism in UK workplaces. It considers the impact of the pandemic and the views of our older workforce in a time of crippling talent shortages and a tightening economy. Finally, it puts forward a vision of a truly age-inclusive workforce and provides the building blocks for businesses ready to not only support age inclusivity, but to champion it - in the workplace and beyond.



A world changed, but not for us.

The pandemic clearly intensified ageism issues. The Institute of Fiscal Studies found that a third of people made redundant during the pandemic were aged 50 or over¹, which no doubt contributed to the 1.5 per cent drop in the number of 50-64-year-olds in the workforce last year².

COVID-19 put the brakes on employment growth for older workers and widened the age employment gap - a worrying trend, when half of the UK's population is expected to be over 50 in the next two years and life expectancy is longer than ever before.

Thirty healthy years have been added to life expectancy in the last century³, making the age of 50 merely mid-life, rather than time to wind down. Ageism in the workplace is not an 'older' issue - it's an everyone issue.

The current situation cannot be dismissed as simply part of the post COVID 'Great Resignation'. This mass exodus or exclusion of older workers is not in employers', the nation's - or over-50s themselves - best interests, and must be halted.



There were more than 1.24 million job vacancies across the UK from July to September this year⁴. It does not make economic, business, or logical sense to ignore the potential of older workers to be the solution to the UK's significant talent shortage.

Slow progress.

While positive ageing is coming to the fore in other areas - from **influencers** grabbing life after the big 5-0 by the horns, to big beauty brands such as **Dove** celebrating growing older and the menopause movement gathering pace - is anything really changing in the workplace?

Our findings suggest not. Ageism is burning a hole in UK workplaces, and while over-50s are shaking off the bus pass, seeking purpose and fulfilment or even carving out their own side hustles, the mindset, vibrancy and health of this age group has completely changed. And yet, the relationship between this generation and the employment market is broken.



So, it's time to get noisy.

In a world where skills shortages continue, are we as a society comfortable with this huge untapped workforce feeling despondent about their future potential?

It really is a case of 'it's not us, it's you', yelled loudly from the over-50s in this study and beyond. Now more than ever, it's crucial employers tune in to the needs and aspirations of this valuable talent pool and empower them to choose 'unretirement' as a real and welcome option.

Get ready, we're bringing the revolution.

Lyndsey Simpson
Founder and CEO



55/REDEFINED

Contents

It's not us, it's you...

- PG 4-5 - The world we're in
- PG 6 - Work + over-50s - a relationship on the rocks?
- PG 7 - Railroaded into retirement



Unretirement Uprising...

- PG 8-10 - When you're out, you're out
- PG 11 - What's driving this?
- PG 12-13 - We'll go our own way

So, what's next...

- PG 14 - What's stopping an age inclusive workforce?
- PG 15 - Regional spotlight
- PG 16-17 - Let's make it work
- PG 18 - Employer spotlight
- PG 19 - Closing/summary

The world we're in...

Almost half

of UK workers will be aged 50+ within the next two years⁵



40%+

how much the over-60s population will grow by 2050⁷



25%

By 2050, our working age population will shrink by one quarter⁶

1/3

of the population that was made redundant during the pandemic were aged 50 or over⁸



67%

of businesses said they have no intention to report on age as a diversity measure in future⁹

Gendered ageism

On average, women in the UK hold 39 per cent less in their pension pots than men¹⁰

42%

of over-55s would consider retraining/reskilling (this increases to 57% of the unemployed over-55s)^{10.1}

89%

of over-55s would be prepared to take a drop in salary to retrain in a new role/industry^{10.1}

25%

of retired respondents would also consider reskilling/retraining to re-enter the workforce^{10.1}

The world we're in...



A storm is brewing as some of the biggest challenges facing the UK today collide.

An ageing population.

Severe labour shortages.

Cost of living crisis.

The threat of recession.

The list goes on.

And yet ageism in the workplace remains - a barrier which if removed, could add up to an estimated £20 billion per year to the economy, if the employment gap between older and younger workers was halved¹¹.

Why are we failing to address ageism in the workplace and the barriers older people face when returning to work later in life, when it could just be the silver bullet we need.

So where are we, in reality?

A relationship on the rocks?

Work + the over-50s

Two thirds

(65 per cent) believe their age works against them when applying for jobs

4/5 have not been contacted by a recruiter in the past 12 months¹³
16% use LinkedIn

30%+

of those that have retired, felt forced to do so¹²

63%

would consider reskilling for a new job but 70% feel that it is difficult in your 50s to achieve these new career pathways¹⁴

48%

are worried about money due to the cost of living and 19% are struggling to afford essentials

One in five

feel they have been overlooked for promotion due to age

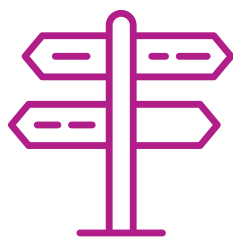
Despite this -

A 50-year-old founder is 1.8 times more likely to achieve upper-tail growth than a 30-year-old founder^{*16}

***Conditional on starting a firm**



Feeling railroaded into retirement?



When considered with the shocking headline from last year's report that 56 per cent did not want to retire by the age of 65¹⁷ - yet, almost one third of those that did retire 'felt forced' to do so¹⁸ - how much talent are we missing out on, or pushing out - due to an outdated retirement rhetoric?

For those still clinging on, or finding some joy in the workplace, what factors could be contributing to or steering the over-50s into retirement?

Blocked from progression

1 in 5 (19 per cent)¹⁹ feel they have been overlooked for promotion due to their age.

Lack of opportunities in the workplace

A quarter are looking for career progression beyond their current role²⁰, while 34 per cent are looking for as much leadership responsibility as possible²¹ - if they don't get opportunities to do so, there's a risk of disengagement.



When you're out, you're out?



Often in relationship breakdowns, looking inward, finding independence or trying something new can be key factors for finding a resolution.

This study tells us just that. A rising number of over-50s are looking to blaze their own trail instead of overcoming barriers to traditional jobs, with a quarter having started, or considering starting, their own business.

At 55/Redefined, we're champions of this side-hustling group - not least because of their go-getting attitude, but the fact is that 50-year-old founders are almost twice as likely to build a thriving enterprise when starting a firm than their 30-year-old counterparts. Why? Because they have built up the wisdom, experience, skills and networks to deal with the highs and lows of setting up a business.

Regional spotlight - the capital is a hub of entrepreneurial over-50s

In our survey, the amount of over-50s considering starting their own business is particularly high in Greater London, where over-50s are 208 per cent more likely to consider starting their own business than those in the North East.²²

This could be because people in Greater London have found it the hardest to re-enter the workforce aged over 50. Indeed, they are 43 per cent more likely to have tried and failed to return to the workplace, vs over-50s in Scotland who were the least likely to have done this.²³



When you're out, you're out?

While
16%

of over-50s are active on LinkedIn – **four in five of those surveyed have not been contacted by a recruiter in the past 12 months***, making the case for over-50s to embrace the platform and the employment market to find other means to engage this audience.

*Includes a combination of individuals that have not been contacted (60 per cent) or that do not recall being contacted in the past 12 months (23 per cent)

Communication in a digital landscape

Of more than 4,000 respondents to this study, 82 per cent said they had not been contacted by recruiters in the last 12 months²⁴ - despite the biggest shortfall in talent on record.

It may be that recruiters and job advertisements simply aren't reaching over-50s. 80 per cent of recruiters use social media to source candidates, of which LinkedIn is the most prominent. However, our survey found that the most popular social media platform used by respondents over-50 is Facebook, with nearly three quarters (72 per cent) saying they use this platform, followed by Instagram (31 per cent) and Twitter (24 per cent).

LinkedIn is a far less popular platform among the over-50s - only 16 per cent said they use it. The results suggest a change in tack is needed to further more inclusive candidate sourcing and recruitment, and to reach over-50s where they are. If looking for work - the over 50s should also consider using the platform - to ensure they are 'in the game' when looking for their next career move.

When you're out, you're out?

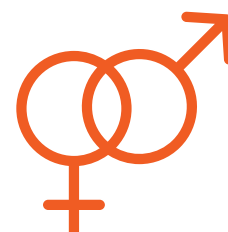
Regional spotlight - the best, and worst, regions for retirement attitudes

The appetite to work past the age of 65 in Greater London was higher than other regions. 26 per cent of the over-50s surveyed in Greater London wanted to work past the age of 65, compared to Yorkshire and the Humber, where only 17 per cent of respondents agreed.

On the flip side, the North East had the lowest rates of over-50s 'feeling forced' to retire at 21 per cent.

Gendered ageism is on the rise

The shocking stats don't stop there. Similarly, it is 25 per cent more important for women than men to have flexible working which suggests that women still bear the main responsibilities as care giver to elderly parents or grandchildren.



Retirement rebel - The gender ageism activist - Siobhan Daniels, 62

“Ageism could inspire the next #MeToo movement. It needs to be spoken about and workplace culture needs to change. It's not just an older persons' issue, it's a societal issue.”



Siobhan worked in the media industry for more than 30 years as a presenter, reporter and producer. During her fifties she felt bullied at work and believed she faced ageism. She felt sidelined when it came to big projects, with work given to more junior members of staff whom she then had to guide and support throughout the process.

Siobhan felt disrespected in meetings by team members and was conscious of its impact on her work and personal life - seemingly a subtle way of forcing older women like herself out of the workforce. She even felt suicidal and had to take time off work with stress.

Her experience has inspired her to fight ageism and make sure no other women are made to feel the same way at work. She has 'unretired', bought a motorhome and for the last two years has been travelling Great Britain campaigning for and championing positive ageing, and challenging ageist stereotypes, using her adventures to change perceptions of what society thinks retirement should be. She aims to fire a spark in older women that it is never too late for adventure and aims to support disillusioned women that feel forced out of the workplace to find a sense of purpose.

She has just launched *Retirement Rebel* - a new book, showcasing her adventures aiming to eradicate ageism and promote positive ageing, through encouraging a cultural shift and conversation between different generations to deliver long-term progress.



”

But what's driving this?



So, what's driving over-50s to unretire? Our study uncovered a wide range of motivations. While 'money' appeared to be the main motivator to work (cited as a reason by 58 per cent of respondents) which could also be related to the 48 per cent that are worried about money due to the cost-of-living crisis, almost a third (32 per cent) were looking for fulfilment/purpose.

Positively, many people surveyed said 'health and mental health' (22 per cent) and/or 'enjoyment' (21 per cent) drove them to want to work. In addition, the majority (71 per cent) of respondents told us they were either 'very happy' or 'somewhat happy' in their current job.

It's clear many older workers love their jobs and receive a sense of fulfilment and enjoyment from working. **They Just. Don't. Want. To. Quit.** They're getting the same thrill and enjoyment from their career over the age of 50 that they always have. Why, then, should those who are getting so much out of their careers suddenly want to retire in their 60s?

It's sometimes the case that the 'dream' of retirement just didn't quite fit the reality. Whether that be down to financial pressures, loneliness, a lack of purpose or a desire to maintain physical and mental health, to name just a few reasons - their expectations were not met by a 'traditional' retirement.

A small proportion of the over-50s in our study that have worked previously have clocked the potential pitfalls of retirement, with 17 per cent expecting that their mental health will take a hit should they retire²⁷.

So, regaining that sense of purpose over-50 through unretirement is what is driving the surge in this demographic wanting to ditch retirement altogether.



Regional spotlight - Wales is the home to reskillers

Beyond the entrepreneurs, 63 per cent would consider reskilling for a new job but 70 per cent feel it is difficult²⁸ to achieve these new career pathways in your 50s.

This is more acutely felt in the East Midlands where the perceived difficulty rises to 75 per cent, vs Wales, the most open to new pathways with only 59 per cent feeling this would be a barrier.

Switching up - the career swappers



Unretirement upriser story – The Career Changer, Mary, 55

Unsatisfied with the pace of retirement after selling her property business four years ago, Mary unretired to pursue a complete career change to teaching.

Mary wanted an opportunity to give something back while continuing to grow and develop both personally and professionally.

'Unretirement' seemed the obvious option.

Teaching was always something she was interested in, and she was inspired to start a new career as a secondary school teacher. With support from Now Teach, a charity specialising in helping career changers become teachers, she has now qualified and started as a history teacher in the West Midlands.

"I had no wish to follow the traditional route of retirement, I feel I still have much to offer. Teaching is probably one of the most important professions in our society and I feel honoured and proud to have the opportunity, later in my life, to join it."



Unretirement upriser story – The Reskiller, Deepak, 57

When Deepak retired from his high-flying career and wound down his own start-up, he found himself searching for a new purpose in life and found it in unretirement.

He embarked on a new path to challenge himself with a complete career change at 55 - and hasn't looked back.

After ten years as a partner at EY, leading their global automation and artificial intelligence team, Deepak retired and was almost immediately unsatisfied with the pace of retirement.

Fuelled by the need for a renewed purpose in life, he 'unretired' with support from Now Teach, a charity that helps career changers, to become a maths teacher in a secondary school in London during the height of the pandemic.

He believes employers need to do more to invest in retraining and reskilling older workers in their current roles, while society must leverage their skills more and give them a new purpose.

"Wanting to do something with a social purpose drove me to teaching. Full of passion I felt younger as I trained and then unretired to be a full time teacher. Now I am enjoying how my past experience is helping inspire the next generation."

Switching up - the career swappers



Unretirement upriser story – The Mid-Life Adventurer, Jo, 57

At 57, after experiencing gendered ageism as a freelancer, Jo is shattering perceptions of what women in their 50s can achieve. She has embarked on a career change in her new role working with volunteers and is using her unretirement to give back and make a difference in the world.

As the first woman to stand up paddleboard coast to coast from Liverpool to Goole in just 11 days, while collecting plastic pollution and raising money for the 2MinuteBeachClean Foundation and The Wave Project, Jo aims to promote healthy ageing as an activist and midlife adventurer. She's also aiming to shift perceptions around environmental activism as a problem only younger people care about.

She is also an author, podcast host and freelancer to boot. Jo has grabbed unretirement by the horns, using her freedom to choose how she balances her time to make a positive difference in the world.

Jo represents a growing contingent of older people wanting to give back and make a difference to the world by designing their own unretirement.

"Healthy ageing is the next frontier in fighting ageism, and unretiring is central to that."

What's stopping an age inclusive workforce?



32%

work for a sense of fulfilment and purpose



21%

would select an employer based on their clear and transparent diversity policy including age

48%

want either a flexible/part time job or a job that fits around their lifestyle or out-of-work responsibilities. 8 per cent more women wanted these options than men - suggesting they still have the lion's share of caring responsibilities



Regional spotlight

Northern Ireland

Has the highest proportion of people wanting to work past the age of 65 and one in five want career progression beyond their current role

Scotland

A third (34 per cent) of over 50s feel they have experienced ageism in the workplace

Yorkshire & The Humber

Over two-thirds believe their age will work against them in applying for a new role

Wales

Over a third would consider reskilling for a new job - however, 59 per cent feel that it is difficult to achieve these new career pathways in your 50s

London is an entrepreneurial hub

Nearly a third in London are considering entrepreneurial endeavors - higher than any other UK region

Let's make it work



So, how do we look to patch up the rocky relationship between the UK's over-50s and the working world?

Our partner HR Data Hub has found that more than two thirds (67 per cent) of businesses said they have no intention of reporting on age as a diversity measure.²⁹ In vast contrast, our research revealed almost a quarter of over-50s look for an employer that has clear age-inclusive policies.

And therein lies the problem.



By taking a positive and inclusive approach to the over-50 talent pool, forward-thinking firms will not only be doing the 'right thing' by standing up and seeking out opportunities for change, but they will win the talent - and the edge over their competition in the long term.

Age inclusive practices and policies not only help over-50s talent feel welcome and seen, but act as an example for other firms to follow suit.

External age accreditation is available, and at 55/Redefined to achieve our Age Inclusive Accreditation, employers must demonstrate positive actions and commitments to support over-50s including e-learning on age unconscious bias to improve education and reduce hiring biases.

By engaging with organisations already involved in supporting and advocating for the over-50s - such as 55/Redefined, Ageing Better, Age UK or other age-related membership organisations - employers can gain valuable insight and guidance on best practice. Our accreditation is just one of the many available, and like others, can be exactly what over-50s talent needs to see to feel that an employer will be right for them.

Where do we go from here?

So, as an employer, where do you start to ensure you attract, retain and engage over-50 talent? How do we bridge the gap between the UK's over-50s and prospective employers?

- #1 Walk the talk** - One-in-five over 50s said they want employers to have a clear strategy to address ageism in the workplace. Seeing is believing and without such a policy - and public reporting on age diversity - your words may fall flat. Prioritise age as much as you would any other diversity and inclusion characteristic across your recruitment process.
- #2 Spot the signs and talk it out** - Much like a relationship between two people that's on tricky ground, the signs are often there way before an eventual parting of ways. We always advise employers to talk to their existing over-50s workforce about what changes they would like to enable them to remain productive at work for longer. These open conversations are vital to building a truly inclusive and supportive culture.
- #3 Check your culture** - Ensure employees are not encouraged to retire at a set age. This can be inadvertent, possibly due to previous staff retiring as they approach 'retirement age', or an unsaid expectation based on outdated assumptions. And we all know what assumptions do.
- #4 Relevant rewards** - Review benefits and rewards policies and practices, ensuring the overall employee proposition for over-50s is as strong as it can be.
- #5 Flex appeal** - Consider creating flexible roles that appeal to this over-50 talent pool - and beyond. Could job-shares be an option? Staggered or flexible hours, part time, even term time? Flexible roles can unlock untold talent.
- #6 Put yourself out there** - It's time the workplace put itself out there front and centre with the over-50s - and that means meeting them where they are.
Our study revealed that 80 per cent had not heard from a recruiter in the past 12 months and less than one fifth used LinkedIn. Employers need to work harder to ensure their roles are being seen. Look at where you advertise vacancies and what channels you use. Could you go further to ensure your roles are being seen by and attracting the over-50s?
- #7 Advocate for unretirement as a choice** - Be a true champion of the over-50s by actively working and championing unretirement as an attractive option for the over-50s - and their employers.

Go even further by:

Creating technical training programmes to enable career swappers/role changers internally and externally

#1

Offering apprenticeship schemes and roles that would appeal to the over-50s around in-demand skills

#2

Developing returner programmes to promote unretirement and flexible roles while providing refresher industry training

#3

Becoming an age accredited company - adapt to promote age diversity and access to opportunities

#4

Employer spotlight



Those fighting the good fight



Earlier this year, the health and beauty retailer further demonstrated its commitment to a diverse workforce by completing our Age Inclusive accreditation, which identifies the organisation as an age-friendly business that has adapted to give everyone, including the over-50s, access to equal employment opportunities.

More than a quarter of its team members (27 per cent) are over the age of 50.³⁰

The business went further still by announcing earlier this year that it will cover the cost of team members' prescriptions for Hormone Replacement Treatment (HRT).



Donna Hodgins, Head of Recruitment at Boots UK:



At Boots, we're passionate about embracing the diversity of our team members and providing a positive and inclusive working environment for all.

With over 2,200 stores across the UK, recruiting and retaining a diverse mix of team members who are representative of the diverse communities we serve, enables us to have access to a broader range of ideas and perspectives so we can better understand and respond to the unique challenges and needs of our customers and team members.

We also recognise that the labour market is changing too, and we need to adapt to give everyone access to equal opportunity of employment and to attract and retain the best talent.



Age-inclusive employers like Boots are not only reaping the benefits of having access to an underutilised pool of talented, committed and resilient workers, but are playing a leading role in reshaping attitudes towards older workers in their own businesses and the wider community.



Dedicated to tackling ageism and improving representation of over-50s in the advertising industry, dentsu UK partnered with 55/Redefined in July this year. Our alliance saw dentsu become accredited as an age-aware employer and commit to a number of initiatives, including investing in technical training and re-skilling for over-50s, including a brand-new apprenticeship programme aimed at re-training this age group across the organisation.



Anne Sewell, Chief People Officer, dentsu UK:



We're focused on building a truly inclusive network that thrives on diversity of thought and experience.

Prioritising attracting and retaining people at a time when they typically choose to take their careers in a different direction is not only the right thing to do but it also makes sound business sense to hold on to this community's vast talent, knowledge and experience.



Other 55/Redefined Age Inclusive accreditation employers include ITV, Hargreaves Lansdown, Rank and TheWorkshop.

Summary/closing Reed Talent Solutions

Older workers are an integral part of any workforce.

They bring experience, knowledge of the internal workings of their business, exceptional levels of resilience and a real depth of skills.

While the 'Great Resignation' can be traced directly to the pandemic, many of the problems that led to the relationship breakdown between older workers and businesses - as outlined in 55/Redefined's comprehensive report - were already in place.

A lack of training for older workers - our own recent whitepaper, 'Internal mobility and the ageing workforce[CL1]' revealed less than half of employees said their companies offer opportunities for learning and development - age discrimination, and out-of-date perceptions such as that older people have less technical prowess are symptoms of a wider problem.

It is a situation that has to be addressed if we want to retain and reattract this rich vein of talent.

One finding I cannot avoid mentioning is the large number of respondents who said they had not been contacted by recruiters in the last 12 months.

This is clearly a statistic that shouldn't be ignored, and recruiters and talent acquisition teams need to be inclusive of all applicants - whatever their race, gender and, of course, age.

While we at Reed Talent Solutions pride ourselves on having already embraced such inclusivity. For example, we don't ask people for their age when we recruit them and the date of birth is removed from their CVs before our recruiters send them over to prospective employees.

One challenge all companies and recruiters face now is how to develop an employee value proposition which is wholly inclusive.

Better training for older workers, more flexible working options, mid-life MoTs, and an inclusive environment mean workers will stay longer, learn new skills, and remain motivated and at the top of their game.

Conversely, older workers need to realise the power of their own experience and skill set - and promote it. 55/Redefined's survey shows only 16 per cent of older people are active on LinkedIn, a number which needs to increase if these people are not to be lost to the world of work.

These steps will help bring back these workers into the workforce - a vital step on the way to healing the damaged relationship, identified here by 55/Redefined, between older workers and employers.

And that's something which would bring huge benefits for everyone.



Lee Gudgeon,
Managing Director
Reed Talent Solutions

[Understanding 'Internal mobility and the... | Reed Talent Solutions \[CL1\]](#)

Research conducted by Censuswide between 10.08.2022 and 15.08.2022. The survey reached 4,006 respondents aged 50 or over in the UK. Censuswide abides by and employs members of the Market Research Society which is based on the ESOMAR principles.

Appendix

- 1 IFS, Employment and the end of the furlough scheme
- 2 ONS, A05 SA: Employment, unemployment and economic inactivity by age group (seasonally adjusted) – August 2022
- 3 ONS, <https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/lifeexpectancies/articles/howhaslifeexpectancychangedovertime/2015-09-09>
- 4 ONS, Vacancies and Jobs in the UK: October 2022
- 5 Legal & General Retail Retirement and Centre for Economics and Business Research, Working Late: Over 50s and employment
- 6 ONS, National population projections: 2020-based interim
- 7 ONS, National population projections: 2020-based interim
- 8 ONS, Over 50s Lifestyle Study
- 9 HR Data Hub, Outlook 2022 Report
- 10 ONS, Gender Pay Gap 2021
- 10.1 Shut Out, Forced Out and Overlooked, 55/Redefined 2021 report <https://life-redefined.co/careers/shut-out-forced-out-and-overlooked-an-ageism-report>
- 11 Ageing Better - A silver lining for the UK economy?
- 12 This combines those who selected "Felt forced" or "Both" (i.e., at the same time as "My choice")
- 13 This combines "1-2 years ago", "More than 2 years ago, please specify in years", "Never" and "Can't remember"
- 14 Combines "Very difficult" and "Somewhat difficult"
- 15 This combines "Strongly agree" and "Somewhat agree"
- 16 Age and High-Growth Entrepreneurship
- 17 55/Redefined: Shut Out, Forced Out and Overlooked. Available to download online
- 18 This combines those who selected "Felt forced" or "Both" (i.e., at the same time as "My choice")
- 19 This combines "Strongly agree" and "Somewhat agree"
- 20 This combines "Strongly agree" and "Somewhat agree"
- 21 This combines "Strongly agree" and "Somewhat agree"
- 22 More than twice the amount of respondents from Greater London said this compared to those in the North East (27 per cent compared to 13 per cent)
- 23 43 per cent more likely calculated based on 13 per cent of those from Scotland stating they had done this and 18 per cent of those from Greater London stating they had done this
- 24 This combines "1-2 years ago", "More than 2 years ago, please specify in years", "Never" and "Can't remember"
- 25 The Phoenix Group, <https://www.thephoenixgroup.com/sites/phoenix-group/files/phoenix-group/Phoenix%20Insights/Publications/Great%20expectations/Phoenix%20Insights%20Great%20Expectations%20Report.pdf>
- 26 This combines "Somewhat negatively" and "Very negatively"
- 27 This combines "Somewhat difficult" and "Very difficult" as well as a combination of those that answered 'yes' (39 per cent) and 'not sure' (24 per cent) to whether they would be willing to retrain or re-skill for a new or 'better' job, vs 37 per cent that reject the idea of reskilling
- 28 HR Director, Ageism Perpetuated By Dated Stereotypes And Lack Of Accountability
- 29 Boots - Figures as of June 2022

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