

# Employer Attitudes to Fuller Working Lives

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**DWP ad hoc research report no. 21**

A report of research carried out by YouGov PLC on behalf of the Department for Work and Pensions

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# Background and method

The UK has an ageing population, which offers both challenges and opportunities for individuals, businesses and the economy. In June 2014 the government launched [Fuller Working Lives, a Framework for Action](#) aimed at making the business case for later life working, and for tackling the issue of involuntary labour market exit of people in their 50s and early 60s. The Framework looked at the benefits of fuller working lives, both to individuals, businesses, and society. The benefits include better retirement outcomes for individuals, greater labour supply and growth for the economy, and the retention of skills and experience for employers.

This poll was designed to build upon the evidence gathered in the Framework, and to complement the recent [Attitudes of the over 50s to Fuller Working Lives](#) polling research. This poll will explore employers' practices and attitudes towards retaining, recruiting, and retraining workers aged 50 and over. This insight will help shape policy in order to carry forward the actions laid out in the Framework.

In order to meet the research objectives, we commissioned a set of questions to be included in YouGov's weekly business omnibus poll, covering all business sizes. The omnibus poll draws a sample from YouGov's proprietary research panel. A total of 689 completed questionnaires were gathered from among people who identified as senior decision makers or above in private sector organisations. Fieldwork was conducted between the 16<sup>th</sup> and the 20<sup>th</sup> February 2015. The poll was conducted online.

Significant differences reported in this document are to the 95% confidence level unless otherwise stated.

The sample framework is nationally representative of private sector businesses within Great Britain by business size, and is weighted accordingly.

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Statistics used to weight the data are taken from figures supplied by The Department for Business, Innovation and Skills. A sample framework summary is provided below:

Figure 1: Sample Framework:

*Numbers in italics indicate sample size is too small to be considered representative of the target population.*

	<b>(N) Unweighted</b>	<b>(N) Weighted</b>
<b>Overall</b>	689	689
<b>Gender</b>		
Male	523	543
Female	166	146
<b>Age</b>		
18-24	<i>1</i>	<i>*</i>
25-34	65	74
35-44	151	173
45-54	220	229
55+	252	213
<b>Organisation Size</b>		
Small (2 to 49 employees)	379	252
Medium (50 to 249 employees)	107	100
Large (250+ employees)	203	337
<b>Sector</b>		
Manufacturing	100	108
Construction	53	47
Retail	64	56
Finance and Accounting	84	111
Hospitality and Leisure	35	29
Legal	<i>44</i>	<i>46</i>
IT & Telecoms	94	85
Media/Marketing/ Advertising/PR & Sales	<i>47</i>	<i>40</i>
Medical & Health Services	<i>15</i>	<i>20</i>
Education	<i>12</i>	<i>9</i>

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Transport & Distribution	15	20
Real Estate	10	9
Other	116	109

General note: Although every effort was made to design the survey to be nationally representative of businesses in Great Britain, it is important to note that all results are based on self-declared selection responses of business decision makers. Therefore although we believe the results are reasonable indications of employers' practices and attitudes, it should be recognised that a survey of this nature contains an element of variance within its results<sup>1</sup>.

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<sup>1</sup> 76 per cent of the respondents were male, and 69 per cent were aged 45 or over; we do not know how this reflects the wider population of business decision makers within companies, however this is considered typical for YouGov's Business Omnibus survey, and reflects the higher proportion of males and older people from the research panel who identify as business decision makers.

# Executive summary

*689 business decision makers in private sector businesses of all sizes were polled between the 16<sup>th</sup> – 20<sup>th</sup> February 2015, to explore their organisation's policies and practices around later life working. The following is a summary of the findings:*

- Eighty two per cent of respondents said their organisation currently has workers aged 50 or over. Nearly half (49 per cent) of respondents said that up to a quarter of their workforce was aged 50 or over and 12 per cent of respondents said that over half their workforce was age 50 or over.
- Forty one per cent of respondents said their organisation had hired someone aged 50 or over in the past 12 months.
- When asked what support for later life working was offered by their organisation, the most common response was the opportunity to work part time (35 per cent of respondents said their organisation offered this). This was followed by the opportunity to work flexibly (33 per cent) and the opportunity to gradually reduce hours (29 per cent). Nearly a third (32 per cent) of organisations do not offer any opportunities specifically to support later life working.
- Of those that did not have policies in place to support later life working, 28 per cent of respondents said it was because it was 'managed on a case by case basis by line managers'.
- When asked about retirement planning provision, 30 per cent of respondents said their organisation give workers information about pension planning. Seventeen per cent distribute printed information, and 17 per cent have external firms deliver retirement planning seminars. A third (33 per cent) of respondents said their

organisations do not currently offer any retirement planning provision.

- The vast majority of respondents (87 per cent) *disagreed* that the specific skills of workers aged 50 and over are *not* suitable for their business, compared with 11 per cent who agreed with this statement.
- Training for workers aged 50 or over was considered to offer a good return on investment by 71 per cent of employers, compared with 21 per cent who disagreed.
- Two thirds (66 per cent) of respondents *disagreed* that workers aged 50 or over in their organisation were often *not* willing to undertake training to learn new skills or tasks.
- Over three quarters (76 per cent) of respondents said that the 'experience of workers aged 50 or over' was a main benefit of having them in their organisation. This was followed by the 'reliability of workers age 50 or over' (65 per cent) and the 'mentoring workers age 50 or over can provide to new workers' (54 per cent). Only 3 per cent of respondents thought that there were no benefits to having workers aged 50 or over in their organisation.
- Over a quarter (26 per cent) of respondents said there are no challenges from having workers aged 50 or over in their organisation. Health related absence was most frequently cited by respondents as a main challenge of having workers aged 50 or over in their organisation, selected by 30 per cent of respondents. This was followed by concerns over employees retiring soon (28 per cent) and out of date skills or qualifications (21 per cent).
- Twenty one per cent of respondents said that workers aged 50 or over were more productive than younger workers (68 per cent said they were equally productive). Nearly a third (32 per cent)



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said that workers aged 50 or over were easier to manage than younger workers (54 per cent said they were equally easy to manage. Over half (53 per cent) said that workers aged over 50 were more reliable than younger workers (42 per cent said they were equally reliable).

# Employing workers aged 50 or over

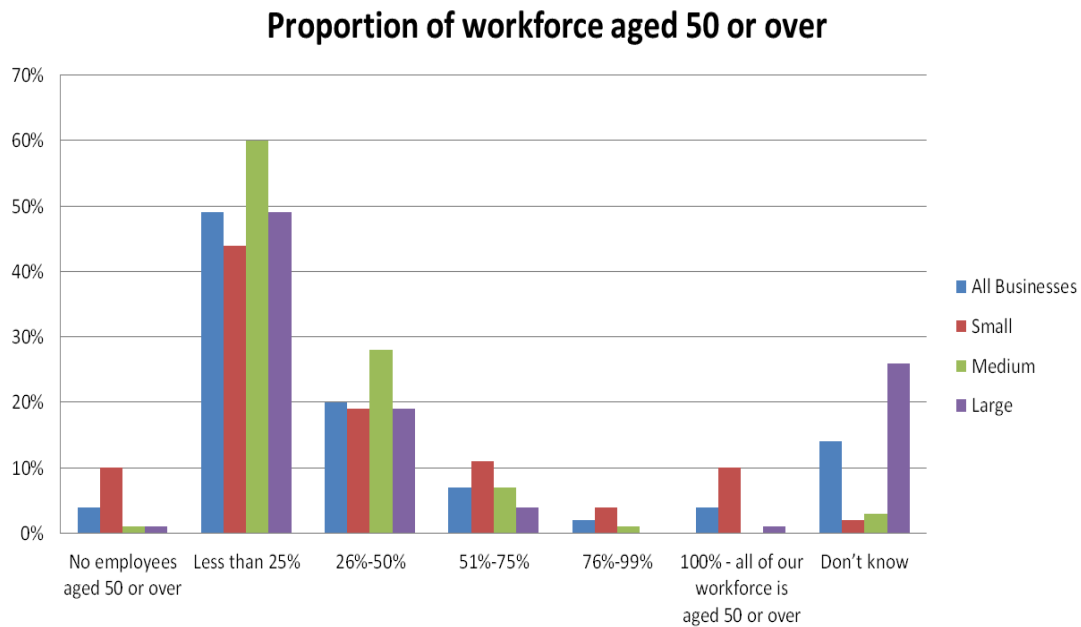
Respondents were asked about the current employment and recent recruitment of workers aged 50 and over.

Eighty two per cent of respondents said that they currently have workers aged 50 or over in their organisations. Nearly half (49 per cent) of respondents said that up to a quarter of their workforce is aged 50 or over, 20 per cent said that between a quarter and a half of their workforce is aged 50 or over, and 12 per cent of respondents said that over half of their workforce is aged 50 or over. Only 4 per cent of respondents said that their organisation does not have any employees aged 50 or over.

A quarter (25 per cent) of respondents from small businesses said that over half of their workforce was aged 50 or over, this was higher than the 8 per cent of respondents from medium, and 4 per cent of respondents from large businesses. However, as figure 2 shows, those from small businesses were also more likely to have no workers aged 50 or over (10 per cent, compared with 1 per cent for respondents for both medium and large businesses).

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**Figure 2 - Question 1: Including yourself, approximately what proportion, if any, of your business' current workforce is aged 50 or over?. Base: All B2B Businesses Decision Makers (N=689)**



Fourteen per cent of respondents did not know the proportion of the workforce aged 50 or over. Respondents from large organisations were more likely to say that they did not know (26 per cent, compared with 2 per cent from small and 3 per cent from medium organisations).

Employers also responded on their recruitment practices over the last 12 months. Forty one per cent of respondents said that their organisation *had* hired someone aged 50 or over in the last 12 months<sup>2</sup>. A similar proportion of respondents, 42 per cent, said that their business has *not* hired anyone aged

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<sup>2</sup> This poll does not provide information on recruitment from other age groups or total recruitment over the past 12 months.

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50 or over in the last 12 months. Seventeen per cent said that they did not know whether their organisation had recruited someone aged 50 or over or not.

Half of respondents from large organisations said they had hired someone age 50 or over in the past 12 months, compared with 26 per cent of respondents from small businesses. Over half (53 per cent) of respondents from manufacturing organisations, and 60 per cent of respondents from construction organisations said they had hired someone aged 50 or over in the last 12 months. A lower proportion of respondents from retail organisations (35 per cent), and IT and telecoms organisations (33 per cent) said they had hired some aged 50 or over in the last 12 months<sup>3</sup>.

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<sup>3</sup> However, it should be noted that the results of this poll cannot control for size of organisation, so there is a possibility that the sector based difference may be accounted for by different concentrations of different size businesses in different sectors.

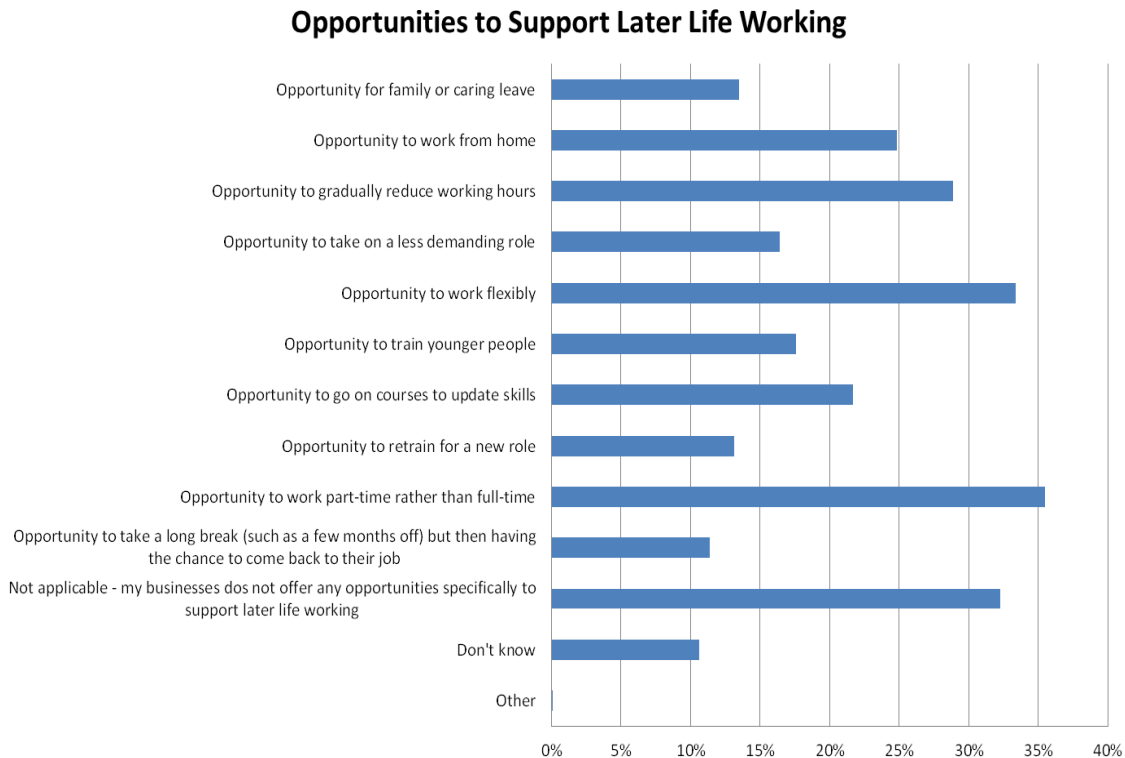
# Practices to support Fuller Working Lives

Respondents were asked about the current practices and policies their organisation has in place to support later life working.

When respondents were asked whether their organisation offers opportunities to support later life working, the most frequently offered were the opportunity to work part time (35 per cent of organisations offer this), the opportunity to work flexibly (33 per cent) and the opportunity to gradually reduce hours (29 per cent), see figure 3. Large businesses were more likely than small businesses to offer opportunities to retrain (20 per cent of large businesses compared to 4 per cent of small businesses), to go on courses to update skills (29 per cent of large businesses compared with 13 per cent of small businesses), or offer employees the opportunity to train younger people (24 per cent of large businesses compared with 10 per cent of small businesses).

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**Figure 3 - Question 3: For the following question, by "later life working" we mean employees working up to the retirement age. Which, if any, of the following opportunities does your business offer to support later life working? (Please select all that apply). Base: All B2B Business Decision Makers (N=689).**



Nearly a third (32 per cent) of organisations said that they *do not* currently offer provision to support later life working. Respondents from large businesses were more likely to say that they offered opportunities to support later life working, than those from both small and medium sizes businesses. Twenty per cent of respondents from large organisations said their organisation did not offer any opportunities to support later life working, compared to 39 per cent of respondents from medium and 46 per cent of those from small organisations.

When asking respondents about why their organisations did not have policies in place to support later life working, the most common reason given was that it is 'managed by line managers on a case-by-case basis' (28 per cent). This was followed by 'there are not any benefits to our business' which was

selected by 17 per cent of respondents. Four per cent of respondents said that the reason they do not have policies in place is because their 'employees do not want to work up to the retirement age'. The same proportion (4 per cent) were concerned about the 'ability of older employees to be able to continue working'. Twenty five per cent of respondents did not know why their organisation did not have policies in place.

The poll also asked about the retirement planning provision offered by organisations. Thirty per cent of respondents said their organisation offers information about pension planning. Seventeen per cent said their organisation offers printed hand-out information; the same proportion (17 per cent) had an external firm who deliver retirement planning seminars. A third (33 per cent) of respondents said their organisation does not currently offer any retirement planning provision. Small firms were less likely to offer any retirement planning provision than large firms (65 per cent of small businesses compared with 12 per cent of large businesses). Forty one per cent of the respondents said their organisation automatically enrolls employees into a pension scheme.

# Employer attitudes to training workers age 50 or over

A series of questions were asked to gauge respondents attitudes towards the skills and training requirements of workers aged 50 or over.

The vast majority of respondents (87 per cent) disagreed that the specific skills of workers aged 50 or over are *not* suitable for their business, compared with 11 per cent who agreed with this statement (see figure 4). There were no significant differences between firms of different sizes, sectors or regions.

Seventy one per cent of respondents agreed that training for workers aged 50 or over offers a good return on investment, compared with 21 per cent who disagreed. Those who said that their organisation *had* hired workers age 50 or over in the last 12 months were more likely to agree that training offered a good return on investment (81 per cent, compared with 60 per cent of respondents who said that their organisation had not).

Two thirds (66 per cent) of respondents *disagreed* that workers aged 50 or over are often *not* willing to undertake training to learn new skills, compared with 28 per cent of respondents who agreed with this statement. Those in medium and large organisations were more likely to agree with this statement (32 per cent agreed for both business sizes), compared with those respondents in small organisations, where 21 per cent agreed.



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**Figure 4 - Question 6\_1. To what extent, if at all, do you agree or disagree with the following statement? - The specific skills of workers aged 50 or over are not suitable for my business.**

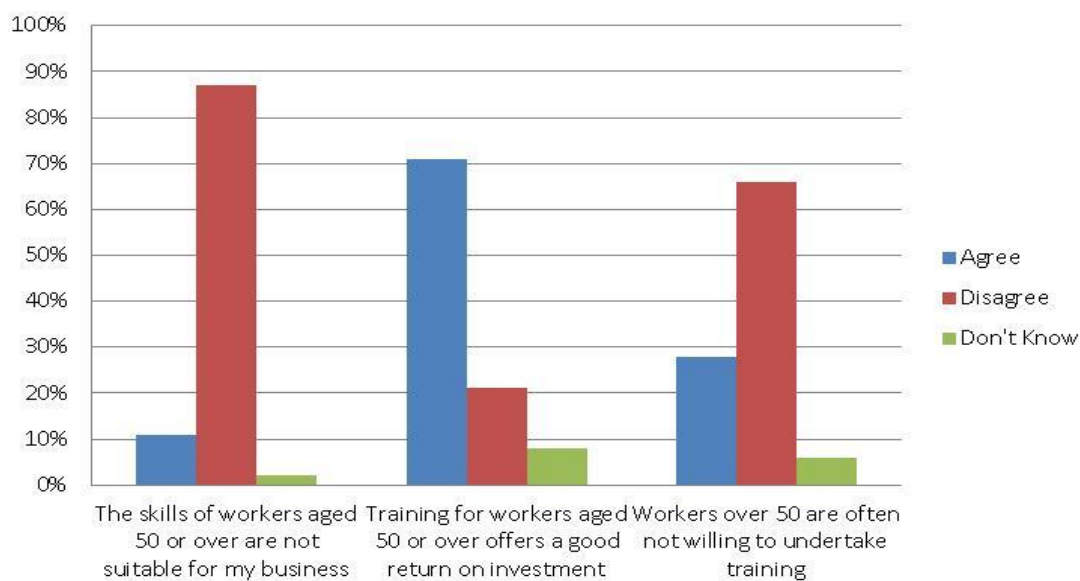
**Base: All B2B Business Decision Makers (N=689)**

**Question 6\_2. Training for workers aged 50 or over offers a good return on investment. Base: All B2B Business Decision Makers (N=689)**

**Question 6\_3. Workers aged 50 or over in my organisation are often not willing to undertake training to learn new skills/ tasks.**

**Base: All B2B Business Decision Makers who have workers aged 50 or over in their organisation (N=638).**

### Attitudes to skills and training of workers aged 50 or over



There were generally positive attitudes towards training for older workers. However, when looking at the responses by age of respondent, older respondents, those aged between 35 – 44 and 45 – 54, were more likely to say that the skills of older workers are suitable for their business. Only 11 per cent of respondents aged 35 – 44, and 7 per cent of respondents aged 45 and over agreed that specific skills of their workers aged 50 or over are *not* suitable. This is compared with 30 per cent of respondents aged 25 – 34 who agreed that the specific skills of workers age 50 or over were *not* suitable.

The respondents in age groups 35 – 44 and 45 – 54 were also more likely to agree that training for workers age 50 or over offers a good return on

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investment (75 per cent and 72 per cent) compared to only around half (52 per cent) of respondents aged 25 – 34 who agreed.

Similarly, over half (56 per cent) of respondents aged 25 – 34 agreed that workers aged 50 or over are often *not* willing to undertake training, compared with 26 per cent of respondents aged 35 – 44, 29 per cent of respondents aged 45 – 54 and 20 per cent of respondents aged 55 and over.

## Perceived benefits and challenges of employing workers aged 50 or over

Respondents were asked a set of questions around what they perceive to be the main benefits and challenges of having workers aged 50 or over in their organisation.

Figure 5 shows that the 'experience of workers aged 50 or over' was most commonly cited as the main benefit of having them in the business, with 76 per cent of respondents listing it as a main benefit. This was followed by the 'reliability of workers aged 50 or over' which was perceived to be a main benefit by 65 per cent of respondents and the 'mentoring workers age 50 or over can provide to new workers' (54 per cent). The 'productivity of workers aged 50 or over' was the least frequently selected as a main benefit, but this was still chosen by nearly a third of respondents (31 per cent). Only 3 per cent of respondents do not perceive there to be any benefits to employing workers aged 50 or over.

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**Figure 5 – Question 7: Which, if any, of the following do you perceive to be the main benefits of having workers aged 50 or over in your business? (Please select all that apply). Base: All B2B Business Decision Makers (N=689).**

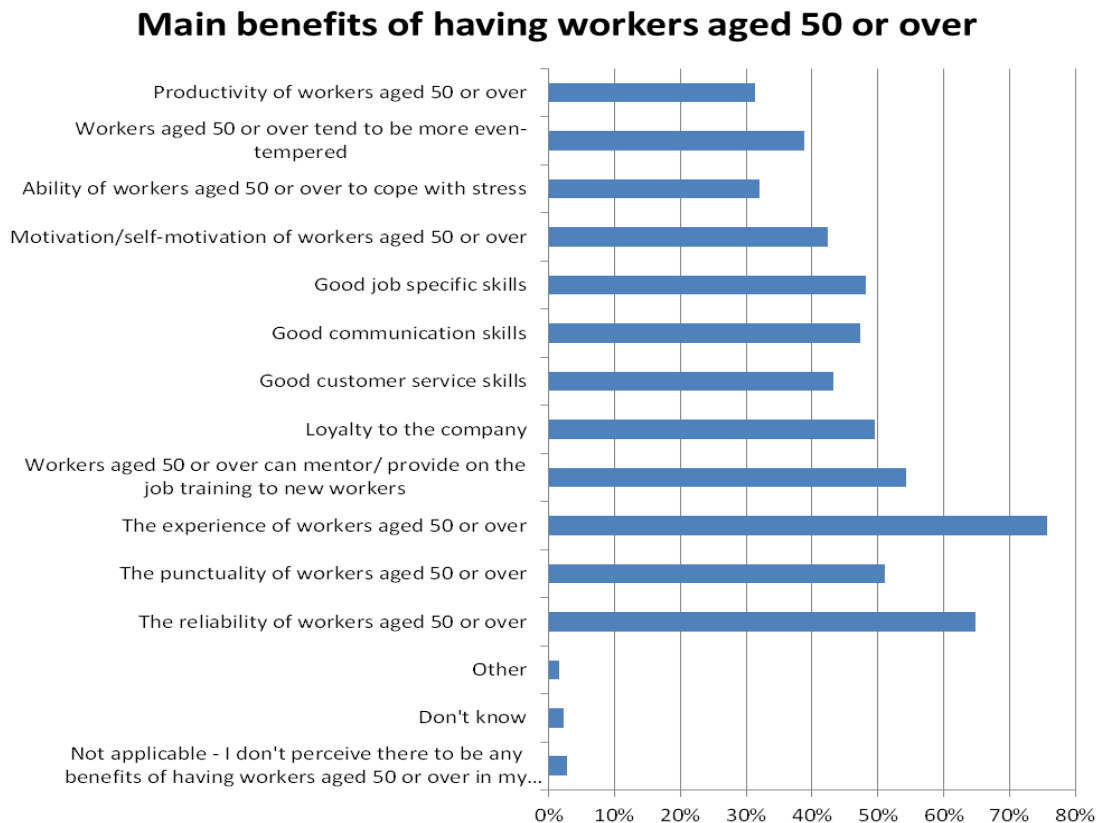


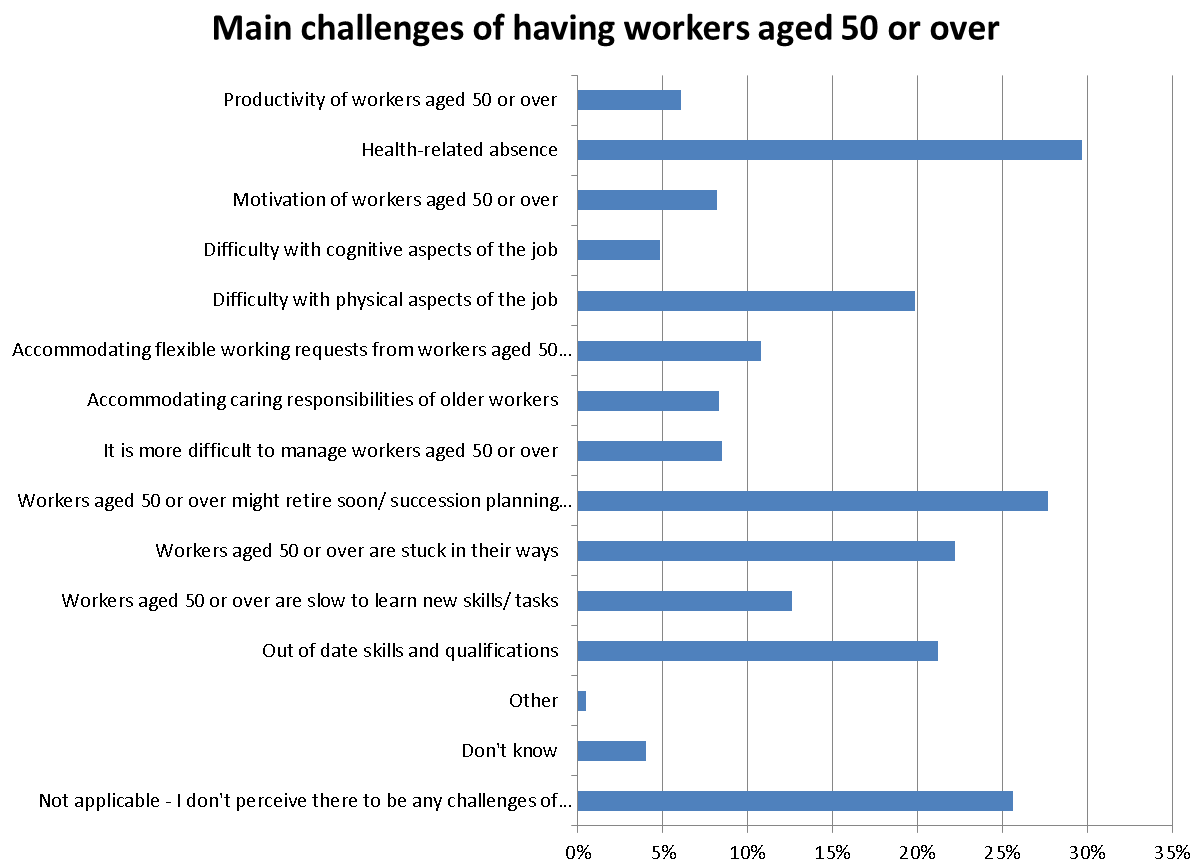
Figure 6 shows that 30 per cent of respondents reported that 'health-related absence' was a main challenge of employing workers aged 50 or over. This was followed by concerns over 'workers aged 50 or over retiring soon' (28 per cent) and 'out of date skills and qualifications' (21 per cent). Twenty per cent of respondents thought that difficulty with physical aspects of the job was a challenge, but only 5 per cent thought that difficulty with cognitive aspects of the job was a challenge associated with having workers aged 50 or over.

Just over a quarter (26 per cent) of respondents did not perceive there to be any challenges from having workers aged 50 or over in their organisation (see figure 6). Small businesses were more likely to report that they did not perceive any challenges of having workers aged 50 and over in the business,

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(35 per cent of those from small businesses, compared with 21 per cent of those from medium and 20 per cent of those from large businesses).

**Figure 6: Question 8 - Which, if any, of the following do you perceive to be the main challenges of having workers aged 50 or over in your business? (Please select all that apply). Base: All B2B Business Decision Makers (N=689)**



A set of questions asked respondents about how workers aged 50 or over compared to their younger counterparts. When compared to younger workers, workers aged 50 or over were said to be more productive by 21 per cent of respondents, compared with 6 per cent of respondents who said workers aged 50 were less productive. The majority, 68 per cent said they were equally productive (see figure 7).

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Nearly a third (32 per cent) of respondents said that workers aged 50 or over are easier to manage than younger workers, compared with 11 per cent who said that workers age 50 or over are *less* easy to manage. Over half (54 per cent) said that younger workers and workers age 50 or over were equally easy to manage. Older respondents were more likely to say that workers aged 50 or over are easier to manage; 45 per cent of respondents aged over 55, compared with 31 per cent of respondents aged 45 – 54, 22 per cent of respondents aged 35 – 44, and 19 per cent of respondents aged 25 – 34 said that workers age 55 or over were easier to manage.

Over half (53 per cent) of respondents thought that compared to their younger counterparts, workers age 50 or over were more reliable. This compared with just 2 per cent who thought that workers age 50 or over were less reliable, and 42 per cent who thought that both were equally reliable. Older respondents were generally more likely to say that workers aged 50 or over were more reliable.

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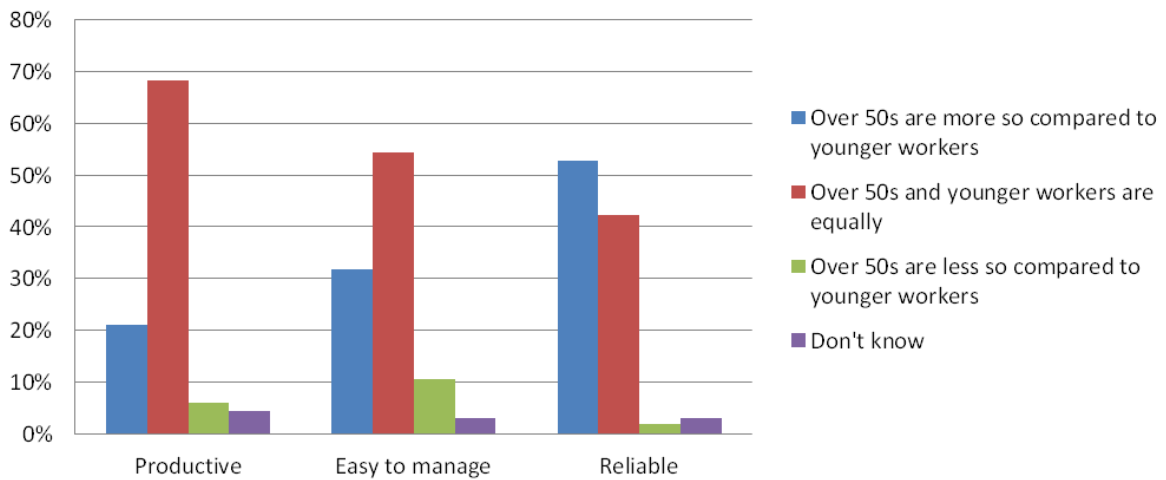
**Figure 7 - Question 9a: In general, compared to younger workers, do you think workers aged 50 or over are more productive or less productive in the workplace, or are they as equally productive as each other?**

**Question 9b: In general, compared to younger workers, do you think workers aged 50 or over are easier to manage or less easy to manage, or are they both equal?**

**Question 9c: And in general, compared to younger workers, do you think workers aged 50 or over are more reliable or less reliable in the workplace, or are they as equally reliable as each other?**

**Base: All B2B Business Decision Makers (N=689)**

### Perceptions of workers age 50 or over with younger counterparts



# Appendix A: Topline data

Q1\_ Including yourself, approximately what proportion, if any, of your business' current workforce is aged 50 or over?

	Total	Organisation size			Work industry (short list)												
	Base	Small	Medium	Large	Manufacturing	Construction	Retail	Finance and Accounting	Hospitality and leisure	Legal	IT & telecoms	Media/ marketing/ advertising/ PR & sales	Medical & health services	Education	Transportation & distribution	Real estate	Other
Unweighted base	689	379	107	203	100	53	64	84	35	44	94	47	15	12	15	10	116
Base: B2B decision makers	689	252	100	337	108	47	56	111	29	46	85	40	20	9	20	9	109
0 – we don't have any employees aged 50 or over	4%	10%	1%	1%	0%	2%	7%	4%	4%	4%	8%	6%	-	9%	2%	-	5%
1 to 10%	20%	24%	23%	15%	9%	15%	38%	18%	21%	11%	33%	42%	14%	14%	-	-	16%
11 to 25%	29%	20%	37%	34%	34%	33%	11%	30%	39%	49%	21%	17%	30%	9%	28%	38%	34%
26 to 50%	20%	19%	28%	19%	31%	34%	16%	15%	13%	17%	16%	18%	13%	36%	14%	36%	20%
51 to 75%	7%	11%	7%	4%	14%	5%	10%	4%	11%	3%	3%	5%	4%	11%	13%	13%	5%
76 to 99%	2%	4%	1%	-	1%	5%	4%	2%	-	2%	1%	-	2%	5%	-	-	1%
100% - all of our current workforce is aged 50 or over	4%	10%	-	1%	2%	4%	5%	3%	10%	1%	4%	3%	2%	5%	2%	13%	7%
Don't know	14%	2%	3%	26%	8%	2%	10%	24%	3%	14%	14%	9%	35%	11%	41%	-	14%



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Q2\_Regardless of whether or not they are still in the business, in the past 12 months (i.e. since February 2014), has your business hired any employees aged 50 or over?

	Total	Organisation size			Work industry (short list)												
	Base	Small	Medium	Large	Manufacturing	Construction	Retail	Finance and Accounting	Hospitality and leisure	Legal	IT & telecoms	Media/marketing/advertising/PR & sales	Medical & health services	Education	Transportation & distribution	Real estate	Other
<b>Unweighted base</b>	689	379	107	203	100	53	64	84	35	44	94	47	15	12	15	10	116
<b>Base: B2B decision makers</b>	689	252	100	337	108	47	56	111	29	46	85	40	20	9	20	9	109
Yes, it has	41%	26%	45%	50%	53%	60%	35%	44%	45%	52%	33%	26%	22%	38%	37%	24%	31%
No, it has not	42%	73%	43%	19%	35%	40%	48%	27%	46%	40%	54%	61%	42%	62%	13%	57%	48%
Don't know	17%	1%	12%	31%	11%	-	17%	29%	9%	9%	12%	13%	35%	-	50%	19%	22%

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Q3\_For the following question, by "later life working" we mean employees working up to the retirement age. Which, if any, of the following opportunities does your business offer to support later life working? (Please select all that apply. If your business does not offer any opportunities to specifically support later life working, please tick the "Not applicable" option)

	Total	Organisation size			Work industry (short list)												
	Base	Small	Medium	Large	Manufacturing	Construction	Retail	Finance and Accounting	Hospitality and leisure	Legal	IT & telecoms	Media/marketing/advertising/PR & sales	Medical & health services	Education	Transportation & distribution	Real estate	Other
<b>Unweighted base</b>	689	379	107	203	100	53	64	84	35	44	94	47	15	12	15	10	116
<b>Base: B2B decision makers</b>	689	252	100	337	108	47	56	111	29	46	85	40	20	9	20	9	109
Opportunity to take a long break (such as a few months off) but then having the chance to come back to their job	11%	7%	7%	16%	4%	8%	13%	14%	6%	21%	13%	14%	18%	-	-	4%	14%
Opportunity to work part-time rather than full-time	35%	31%	40%	38%	35%	22%	43%	38%	24%	50%	33%	29%	31%	47%	33%	32%	37%
Opportunity to retrain for a new role	13%	4%	13%	20%	16%	10%	12%	17%	7%	15%	12%	9%	27%	-	9%	19%	10%
Opportunity to go on courses to update skills	22%	13%	21%	29%	18%	17%	9%	27%	11%	34%	16%	21%	29%	29%	18%	24%	29%
Opportunity to train younger people	18%	10%	16%	24%	14%	18%	13%	15%	11%	22%	16%	19%	44%	11%	23%	24%	21%
Opportunity to work flexibly	33%	32%	31%	35%	29%	22%	34%	36%	24%	42%	36%	42%	47%	59%	18%	32%	32%
Opportunity to take on a less demanding role	16%	13%	13%	20%	14%	15%	21%	16%	13%	24%	15%	4%	27%	20%	14%	19%	19%
Opportunity to gradually reduce working hours	29%	26%	26%	31%	28%	20%	35%	27%	26%	46%	25%	25%	39%	25%	-	4%	37%
Opportunity to work from home	25%	20%	17%	30%	12%	19%	15%	35%	14%	32%	28%	33%	42%	30%	9%	13%	30%
Opportunity for family or caring leave	13%	11%	10%	16%	8%	10%	10%	12%	7%	30%	14%	23%	9%	25%	9%	13%	15%
Other (See RDO_Q3_other)	0%	0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1%
Don't know	11%	4%	6%	17%	9%	10%	7%	16%	3%	6%	9%	13%	18%	-	27%	19%	10%
Not applicable - my businesses does not offer any opportunities specifically to support later life working	32%	46%	39%	20%	34%	29%	37%	30%	49%	28%	34%	31%	13%	37%	22%	49%	32%

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Q4\_You said that your business does not currently have any policies in place to support later life working. Which, if any, of the following are reasons for this? (Please select all that apply).

	Total	Organisation size				Work industry (short list)											
	Base	Small	Medium	Large	Manufacturing	Construction	Retail	Finance and Accounting	Hospitality and leisure	Legal	IT & telecoms	Media/marketing/advertising/PR & sales	Medical & health services	Education	Transportation & distribution	Real estate	Other
<b>Unweighted base</b>	266	184	40	42	37	19	30	29	17	14	39	17	2	5	5	6	46
<b>Base: B2B decision makers who business does not support later life working</b>	222	117	39	66	37	14	20	34	14	13	28	12	3	3	4	5	35
It is too costly	7%	8%	6%	7%	6%	3%	7%	5%	-	-	10%	12%	-	-	41%	17%	9%
Employees do not want to work up to the retirement age	4%	3%	3%	5%	5%	-	4%	13%	-	-	-	8%	-	-	-	-	1%
There are not any benefits to our business	17%	14%	25%	16%	18%	30%	16%	10%	15%	15%	11%	24%	-	87%	41%	9%	13%
We are concerned about the ability of older employees being able to continue working	4%	3%	10%	3%	-	11%	6%	-	-	3%	3%	-	-	24%	41%	-	6%
Later life workers would not work well with the business needs	6%	7%	6%	4%	3%	3%	8%	-	27%	-	4%	21%	-	-	-	-	7%
It is managed by line managers on a case-by-case basis	28%	24%	19%	42%	40%	20%	4%	32%	27%	36%	29%	19%	30%	24%	22%	-	36%
<b>Other (RDO_Q4_other)</b>	21%	31%	11%	10%	14%	12%	34%	13%	24%	35%	22%	34%	70%	13%	-	35%	19%
Don't know	25%	22%	36%	22%	22%	29%	27%	28%	36%	16%	26%	9%	-	-	37%	39%	24%

## Attitudes of Employers to Fuller Working Lives

Q5\_Which, if any, of the following retirement planning provision (i.e. advice or guidance) does your business currently offer to any employees? (Please select all that apply. If your business does not currently offer any retirement planning provision please tick the "Not applicable" option)

	Total	Organisation size				Work industry (short list)											
	Base	Small	Medium	Large	Manufacturing	Construction	Retail	Finance and Accounting	Hospitality and leisure	Legal	IT & telecoms	Media/marketing/advertising/PR & sales	Medical & health services	Education	Transportation & distribution	Real estate	Other
<b>Unweighted base</b>	689	379	107	203	100	53	64	84	35	44	94	47	15	12	15	10	116
<b>Base: B2B decision makers</b>	689	252	100	337	108	47	56	111	29	46	85	40	20	9	20	9	109
An external information website	13%	3%	5%	23%	6%	9%	6%	25%	13%	6%	10%	13%	35%	-	18%	19%	14%
Printed handout information (e.g. leaflets, factsheets etc.)	17%	4%	16%	28%	25%	15%	13%	22%	11%	19%	7%	4%	62%	-	9%	-	18%
Information about pension planning	30%	10%	35%	44%	36%	16%	22%	42%	14%	44%	28%	19%	57%	-	-	38%	29%
Information about managing finances in retirement	13%	4%	10%	21%	17%	6%	7%	17%	10%	12%	9%	5%	53%	-	-	-	16%
An external firm delivers retirement planning seminars	17%	3%	15%	27%	18%	20%	7%	22%	12%	21%	15%	9%	44%	-	-	-	18%
Internal colleagues deliver retirement planning seminars	7%	1%	6%	13%	7%	4%	7%	14%	-	11%	7%	-	-	-	-	-	10%
Automatic enrolment of employees into a pension scheme	41%	16%	53%	55%	47%	33%	38%	51%	30%	55%	35%	37%	59%	22%	18%	19%	35%
Other (RDO_Q5_other)	1%	2%	-	0%	1%	-	1%	0%	-	-	2%	3%	-	5%	-	-	1%
Don't know	9%	6%	5%	13%	4%	10%	9%	13%	5%	4%	8%	21%	-	11%	27%	19%	8%
Not applicable - my business does not currently offer any retirement planning provision to employees	33%	65%	26%	12%	27%	43%	46%	21%	42%	28%	40%	24%	20%	62%	46%	43%	36%

## Attitudes of Employers to Fuller Working Lives

Q6\_1. To what extent, if at all, do you agree or disagree with the following statement? - The specific skills of workers aged 50 or over are not suitable for my business

	Total	Organisation size			Work industry (short list)												
	Base	Small	Medium	Large	Manufacturing	Construction	Retail	Finance and Accounting	Hospitality and leisure	Legal	IT & telecoms	Media/marketing/advertising/PR & sales	Medical & health services	Education	Transportation & distribution	Real estate	Other
<b>Unweighted base</b>	689	379	107	203	100	53	64	84	35	44	94	47	15	12	15	10	116
<b>Base: B2B decision makers</b>	689	252	100	337	108	47	56	111	29	46	85	40	20	9	20	9	109
Strongly agree	2%	3%	3%	2%	2%	6%	2%	1%	3%	2%	6%	2%	-	-	-	-	1%
Tend to agree	9%	9%	12%	7%	11%	8%	9%	8%	16%	2%	10%	13%	-	14%	2%	-	7%
Tend to disagree	39%	40%	52%	35%	34%	42%	51%	37%	59%	38%	38%	45%	30%	16%	24%	48%	40%
Strongly disagree	48%	45%	31%	54%	52%	40%	35%	51%	18%	58%	45%	38%	61%	70%	65%	52%	51%
Don't know	2%	3%	2%	2%	2%	4%	4%	3%	3%	-	1%	2%	9%	-	9%	-	1%
<b>Agree</b>	<b>11%</b>	<b>12%</b>	<b>15%</b>	<b>9%</b>	<b>13%</b>	<b>14%</b>	<b>11%</b>	<b>9%</b>	<b>20%</b>	<b>4%</b>	<b>16%</b>	<b>15%</b>	<b>0%</b>	<b>14%</b>	<b>2%</b>	<b>0%</b>	<b>8%</b>
<b>Disagree</b>	<b>87%</b>	<b>85%</b>	<b>83%</b>	<b>90%</b>	<b>85%</b>	<b>82%</b>	<b>86%</b>	<b>88%</b>	<b>77%</b>	<b>96%</b>	<b>83%</b>	<b>83%</b>	<b>91%</b>	<b>86%</b>	<b>89%</b>	<b>100%</b>	<b>91%</b>

## Attitudes of Employers to Fuller Working Lives

Q6\_2. To what extent, if at all, do you agree or disagree with the following statement? Training for workers aged 50 or over offers a good return on investment.

	Total	Organisation size			Work industry (short list)												
	Base	Small	Medium	Large	Manufacturing	Construction	Retail	Finance and Accounting	Hospitality and leisure	Legal	IT & telecoms	Media/marketing/advertising/PR & sales	Medical & health services	Education	Transportation & distribution	Real estate	Other
Unweighted base	689	379	107	203	100	53	64	84	35	44	94	47	15	12	15	10	116
Base: B2B decision makers	689	252	100	337	108	47	56	111	29	46	85	40	20	9	20	9	109
Strongly agree	20%	19%	20%	21%	19%	23%	13%	21%	17%	19%	17%	29%	22%	29%	37%	19%	22%
Tend to agree	50%	49%	45%	53%	46%	51%	52%	51%	54%	59%	45%	48%	52%	35%	43%	64%	55%
Tend to disagree	19%	20%	22%	18%	21%	18%	24%	21%	26%	11%	25%	12%	27%	27%	15%	4%	12%
Strongly disagree	2%	2%	2%	3%	5%	2%	1%	-	-	5%	5%	2%	-	-	-	-	3%
Don't know	8%	10%	12%	5%	9%	7%	10%	7%	3%	7%	8%	9%	-	9%	5%	13%	9%
<b>Agree</b>	<b>71%</b>	<b>68%</b>	<b>64%</b>	<b>75%</b>	<b>65%</b>	<b>73%</b>	<b>65%</b>	<b>72%</b>	<b>71%</b>	<b>77%</b>	<b>62%</b>	<b>77%</b>	<b>73%</b>	<b>64%</b>	<b>80%</b>	<b>83%</b>	<b>76%</b>
<b>Disagree</b>	<b>21%</b>	<b>22%</b>	<b>24%</b>	<b>21%</b>	<b>26%</b>	<b>19%</b>	<b>25%</b>	<b>21%</b>	<b>26%</b>	<b>15%</b>	<b>30%</b>	<b>14%</b>	<b>27%</b>	<b>27%</b>	<b>15%</b>	<b>4%</b>	<b>15%</b>

## Attitudes of Employers to Fuller Working Lives

Q6\_3. To what extent, if at all, do you agree or disagree with the following statement? Workers aged 50 or over in my organisation are often not willing to undertake training to learn new skills/ tasks.

	Total	Organisation size				Work industry (short list)											
	Base	Small	Medium	Large	Manufacturing	Construction	Retail	Finance and Accounting	Hospitality and leisure	Legal	IT & telecoms	Media/ marketing/ advertising/ PR & sales	Medical & health services	Education	Transportation & distribution	Real estate	Other
Unweighted base	638	331	106	201	99	51	56	78	33	41	81	42	15	11	14	10	107
Base: B2B decision makers who have workers aged 50+ in their business	661	228	99	334	107	46	52	107	28	44	78	38	20	8	19	9	104
Strongly agree	5%	5%	5%	6%	5%	8%	7%	6%	-	3%	2%	5%	2%	10%	9%	-	8%
Tend to agree	23%	16%	27%	27%	29%	20%	23%	20%	47%	18%	23%	27%	30%	-	33%	32%	14%
Tend to disagree	40%	38%	49%	40%	41%	50%	36%	43%	37%	42%	42%	38%	25%	65%	18%	36%	41%
Strongly disagree	25%	35%	15%	22%	23%	20%	26%	25%	11%	33%	26%	26%	29%	25%	23%	32%	29%
Don't know	6%	6%	4%	6%	2%	2%	9%	5%	4%	4%	6%	5%	14%	-	17%	-	8%
<b>Agree</b>	<b>28%</b>	<b>21%</b>	<b>32%</b>	<b>32%</b>	<b>34%</b>	<b>28%</b>	<b>30%</b>	<b>26%</b>	<b>47%</b>	<b>21%</b>	<b>26%</b>	<b>32%</b>	<b>32%</b>	<b>10%</b>	<b>42%</b>	<b>32%</b>	<b>22%</b>
<b>Disagree</b>	<b>66%</b>	<b>73%</b>	<b>64%</b>	<b>62%</b>	<b>64%</b>	<b>70%</b>	<b>62%</b>	<b>68%</b>	<b>49%</b>	<b>75%</b>	<b>68%</b>	<b>63%</b>	<b>54%</b>	<b>90%</b>	<b>41%</b>	<b>68%</b>	<b>70%</b>

## Attitudes of Employers to Fuller Working Lives

Q7\_ Which, if any, of the following do you perceive to be the main benefits of having workers aged 50 or over in your business? (Please select all that apply).

	Total	Organisation size			Work industry (short list)												
	Base	Small	Medium	Large	Manufacturing	Construction	Retail	Finance and Accounting	Hospitality and leisure	Legal	IT & telecoms	Media/marketing/advertising/PR & sales	Medical & health services	Education	Transportation & distribution	Real estate	Other
<b>Unweighted base</b>	689	379	107	203	100	53	64	84	35	44	94	47	15	12	15	10	116
<b>Base: B2B decision makers</b>	689	252	100	337	108	47	56	111	29	46	85	40	20	9	20	9	109
The reliability of workers aged 50 or over	65%	65%	64%	65%	66%	61%	68%	59%	64%	75%	60%	63%	76%	91%	62%	87%	64%
The punctuality of workers aged 50 or over	51%	53%	49%	50%	58%	53%	55%	50%	46%	51%	41%	42%	64%	80%	62%	51%	47%
The experience of workers aged 50 or over	76%	73%	73%	79%	76%	70%	67%	79%	61%	88%	71%	69%	96%	90%	77%	87%	78%
Workers aged 50 or over can mentor/provide on the job training to new workers	54%	47%	56%	60%	58%	41%	41%	51%	40%	76%	53%	54%	75%	50%	71%	66%	55%
Loyalty to the company	50%	47%	47%	52%	49%	42%	56%	52%	59%	55%	40%	41%	72%	37%	66%	70%	45%
Good customer service skills	43%	48%	44%	39%	30%	45%	45%	42%	41%	54%	42%	37%	56%	37%	44%	60%	51%
Good communication skills	47%	45%	50%	48%	40%	27%	47%	50%	51%	64%	51%	42%	70%	52%	37%	28%	51%
Good job specific skills	48%	43%	51%	51%	56%	45%	32%	41%	39%	72%	45%	42%	73%	62%	41%	52%	50%
Motivation/self-motivation of workers aged 50 or over	42%	46%	38%	41%	40%	53%	52%	33%	37%	55%	32%	25%	52%	55%	39%	52%	51%
Ability of workers aged 50 or over to cope with stress	32%	32%	33%	32%	40%	36%	26%	26%	30%	40%	28%	27%	42%	41%	43%	24%	32%
Workers aged 50 or over tend to be more even-tempered	39%	37%	44%	38%	44%	35%	41%	35%	36%	48%	34%	27%	69%	31%	34%	51%	38%
Productivity of workers aged 50 or over	31%	30%	34%	31%	29%	21%	33%	20%	31%	41%	31%	41%	51%	37%	50%	24%	35%
Other (RDO_Q7_other)	2%	2%	1%	2%	2%	1%	3%	2%	-	-	1%	3%	9%	-	-	-	1%
Don't know	2%	3%	2%	2%	1%	3%	2%	4%	-	2%	3%	5%	-	-	-	-	2%
Not applicable - I don't perceive there to be any benefits of having workers aged 50 or over in my business	3%	4%	5%	1%	4%	-	6%	1%	7%	2%	2%	4%	-	-	-	4%	4%



## Attitudes of Employers to Fuller Working Lives

Q8\_ Which, if any, of the following do you perceive to be the main challenges of having workers aged 50 or over in your business?  
(Please select all that apply)

	Total	Organisation size				Work industry (short list)											
	Base	Small	Medium	Large	Manufacturing	Construction	Retail	Finance and Accounting	Hospitality and leisure	Legal	IT & telecoms	Media/marketing/advertising/PR & sales	Medical & health services	Education	Transportation & distribution	Real estate	Other
<b>Unweighted base</b>	689	379	107	203	100	53	64	84	35	44	94	47	15	12	15	10	116
<b>Base: B2B decision makers</b>	689	252	100	337	108	47	56	111	29	46	85	40	20	9	20	9	109
Out of date skills and qualifications	21%	19%	32%	20%	16%	22%	26%	25%	9%	29%	22%	25%	26%	27%	20%	19%	17%
Workers aged 50 or over are slow to learn new skills/ tasks	13%	12%	14%	13%	18%	4%	26%	11%	3%	10%	13%	12%	17%	9%	7%	27%	10%
Workers aged 50 or over are stuck in their ways	22%	20%	31%	21%	24%	24%	29%	20%	17%	44%	16%	12%	39%	18%	11%	43%	18%
Workers aged 50 or over might retire soon/ succession planning problems	28%	18%	26%	36%	30%	28%	26%	35%	11%	33%	26%	29%	25%	23%	70%	19%	16%
It is more difficult to manage workers aged 50 or over	8%	6%	11%	9%	8%	5%	3%	14%	7%	9%	10%	6%	13%	9%	9%	19%	5%
Accommodating caring responsibilities of older workers	8%	7%	10%	9%	5%	12%	3%	8%	4%	11%	10%	8%	9%	40%	16%	-	7%
Accommodating flexible working requests from workers aged 50 or over	11%	8%	13%	12%	9%	15%	8%	15%	11%	10%	9%	12%	16%	29%	-	38%	7%
Difficulty with physical aspects of the job	20%	22%	21%	18%	32%	24%	30%	9%	20%	6%	18%	17%	22%	29%	43%	16%	16%
Difficulty with cognitive aspects of the job	5%	6%	3%	4%	2%	8%	7%	2%	4%	-	9%	5%	5%	-	2%	-	9%
Motivation of workers aged 50 or over	8%	2%	15%	11%	13%	3%	6%	11%	21%	3%	5%	7%	22%	13%	13%	-	3%
Health-related absence	30%	27%	31%	31%	36%	26%	31%	32%	18%	23%	26%	22%	31%	42%	36%	8%	33%
Productivity of workers aged 50 or over	6%	6%	7%	6%	10%	9%	5%	6%	12%	2%	5%	3%	9%	9%	-	19%	3%
Other (RDO_Q4_other)	1%	1%	1%	-	1%	-	-	-	-	1%	-	2%	-	9%	-	-	1%
Don't know	4%	4%	5%	4%	2%	2%	4%	7%	-	2%	6%	7%	-	-	-	8%	4%
Not applicable - I don't perceive there to be any challenges of having workers aged 50 or over in my business	26%	35%	21%	20%	20%	17%	22%	20%	47%	29%	28%	28%	22%	35%	14%	33%	34%

## Attitudes of Employers to Fuller Working Lives

Q9a. In general, compared to younger workers, do you think workers aged 50 or over are more productive or less productive in the workplace, or are they as equally productive as each other?

	Total	Organisation size			Work industry (short list)												
	Base	Small	Medium	Large	Manufacturing	Construction	Retail	Finance and Accounting	Hospitality and leisure	Legal	IT & telecoms	Media/ marketing/ advertising/ PR & sales	Medical & health services	Education	Transportation & distribution	Real estate	Other
<b>Unweighted base</b>	689	379	107	203	100	53	64	84	35	44	94	47	15	12	15	10	116
<b>Base: B2B decision makers</b>	689	252	100	337	108	47	56	111	29	46	85	40	20	9	20	9	109
Workers aged 50 and over are more productive	21%	24%	19%	20%	24%	20%	11%	18%	18%	19%	17%	37%	43%	34%	5%	4%	26%
Both are equally productive	68%	67%	69%	69%	65%	75%	71%	68%	76%	73%	69%	53%	43%	57%	84%	76%	69%
Workers aged 50 and over are less productive	6%	5%	7%	6%	6%	2%	7%	8%	4%	7%	8%	7%	9%	9%	-	19%	3%
Don't know	5%	4%	5%	5%	6%	3%	11%	6%	1%	1%	6%	3%	5%	-	11%	-	1%

## Attitudes of Employers to Fuller Working Lives

Q9b\_In general, compared to younger workers, do you think workers aged 50 or over are easier to manage or less easy to manage, or are they both equal?

	Total	Organisation size			Work industry (short list)												
	Base	Small	Medium	Large	Manufacturing	Construction	Retail	Finance and Accounting	Hospitality and leisure	Legal	IT & telecoms	Media/marketing/advertising/PR & sales	Medical & health services	Education	Transportation & distribution	Real estate	Other
Unweighted base	689	379	107	203	100	53	64	84	35	44	94	47	15	12	15	10	116
Base: B2B decision makers	689	252	100	337	108	47	56	111	29	46	85	40	20	9	20	9	109
Workers aged 50 and over are more easy to manage	32%	35%	30%	30%	36%	44%	28%	31%	30%	14%	24%	44%	41%	18%	30%	13%	36%
Both are equally	54%	53%	57%	54%	54%	48%	48%	50%	53%	56%	60%	39%	46%	82%	61%	87%	60%
Workers aged 50 and over are less easy to manage	11%	8%	8%	14%	7%	8%	18%	12%	15%	25%	9%	16%	13%	-	9%	-	3%
Don't know	3%	4%	5%	2%	2%	-	6%	6%	1%	4%	6%	1%	-	-	-	-	1%

## Attitudes of Employers to Fuller Working Lives

Q9c\_ And in general, compared to younger workers, do you think workers aged 50 or over are more reliable or less reliable in the workplace, or are they as equally reliable as each other?

	Total	Organisation size			Work industry (short list)												
	Base	Small	Medium	Large	Manufacturing	Construction	Retail	Finance and Accounting	Hospitality and leisure	Legal	IT & telecoms	Media/ marketing/ advertising/ PR & sales	Medical & health services	Education	Transportation & distribution	Real estate	Other
Unweighted base	689	379	107	203	100	53	64	84	35	44	94	47	15	12	15	10	116
Base: B2B decision makers	689	252	100	337	108	47	56	111	29	46	85	40	20	9	20	9	109
Workers aged 50 and over are more reliable	53%	54%	56%	51%	62%	47%	45%	51%	63%	46%	41%	55%	76%	41%	80%	45%	54%
Both are equally reliable	42%	41%	35%	45%	34%	49%	46%	44%	37%	43%	51%	42%	24%	59%	20%	55%	43%
Workers aged 50 and over are less reliable	2%	3%	3%	1%	3%	4%	3%	-	-	7%	2%	2%	-	-	-	-	1%
Don't know	3%	2%	6%	3%	1%	-	5%	5%	-	4%	7%	1%	-	-	-	-	2%