



# PSR DEIB Training

## Rethinking Over-55s: Why Age Inclusion Matters

Summary and Key Takeaways  
April 2025

# Summary

On 10th April, as part of AMS DEIB Week, Sharon Bagshaw, AMS's Chief Client Officer, hosted a compelling session with AMS Diversity & Inclusion Alliance partner Lyndsey Simpson, Founder/CEO of 55Redefined Group, and Eleanor Mills, Founder of NOON. Together, they explored why embracing age diversity is essential for business growth, talent retention and innovation.

The session was hugely impactful, equipping the PSR team with the knowledge and confidence to have meaningful conversations around Age Inclusion.

**As populations live longer and birth rates decline, organisations face a pressing challenge: a shrinking pipeline of young talent and a rapidly growing over 50's workforce. Age inclusion is no longer a "nice-to-have"—it's a strategic imperative.**

**Over 1,000 AMS colleagues attended the live session**

Lyndsey Simpson shared:

“If you don't have an age strategy, you don't have a growth strategy.”

## The Speakers



Sharon Bagshaw

Chief Client Officer  
AMS



Lyndsey Simpson

Founder & CEO  
55/Redefined Group



Eleanor Mills

Founder  
NOON



# Key Takeaways

The session emphasised that tapping into older talent is essential for addressing growing workforce shortages amidst declining birth rates. Far from being a liability, the life experience and perspective that older employees bring can be leveraged as a powerful asset. Ageist assumptions can seriously hinder business performance, making training and awareness critical. By combining innovation with experience, organisations can unlock greater creativity, stability and impact. Attracting, engaging and retaining over 50's talent is key to harnessing the potential of a generation that still has so much more to contribute.

50%

By 2030, 50% of the workforce will be over 50.

70%

70% of women aged 50+ want to 'power up' their careers – contrary to assumptions of retirement planning.

288%

Data from Gartner shows a 288% uplift of financial performance when organisations intentionally combine experience with innovation across age groups.

“Retirement is not a beach and gin story—it’s six months of novelty, followed by decades of searching for purpose.”

*Lyndsey Simpson*

# Barriers to Age Inclusion

A major barrier to age inclusion is the persistence of stereotypes and assumptions. Older workers are often asked when they'll retire or are seen as being in their last job. This leads to typecasting, viewing those over 50 as inflexible or outdated rather than experienced and adaptable. Language like “49 and on the scrapheap” reinforces the idea that productivity ends with age. Addressing these stereotypes through education and training can help to challenge the status quo.

Many businesses fail to apply an ‘age lens’ to recruitment, marketing and product design. A strategic blind spot that overlooks a growing demographic of both talent and consumers, ultimately limiting relevance, innovation, and growth. Gendered ageism adds another layer of complexity, particularly for women, who face discrimination on both age and gender lines. Eleanor Mills shared how being made redundant at 50 shook her sense of identity. Her article in *The Daily Telegraph* drew over 10,000 responses, revealing the silent grief, quiet shame, and sadness many feel after midlife job loss. In response, she founded [noon.org.uk](https://www.noon.org.uk), a community for women navigating life's second half—because in a 100-year life, 50 is only halfway. Despite influencing 94% of household spending, women over 50 appear in only 6–10% of advertising, fuelling a cultural invisibility. Visible representation of over-50s in the workplace is vital for attracting older workers and consumers alike.

Structural barriers often hold older workers—especially women—back. Traditional career paths expect people to wind down mid-career, not power up, and flexible roles for this stage are rare. Most companies don't track the attrition of older talent, missing the chance to retain experienced, energised women—often in their most productive years post-menopause. This “Queenager brain drain” is largely invisible, with valuable expertise quietly exiting the workforce. As Dr. Lucy Ryan puts it, “the water just closes over them.” It's time for HR and leadership to rethink career longevity and actively support women in their second half of working life.

Intergenerational friction can arise from different communication styles and expectations—digital-first for younger employees versus more personal methods for older ones. Without open dialogue, these differences can cause misunderstandings. Many managers lack the training to bridge these gaps, reinforcing division. To thrive, organisations must equip leaders to foster collaboration across age groups and build truly multi-generational teams.

“50 is only halfway through.  
We're not winding down—  
we're powering up.”

*Eleanor Mills*



# Making Recruitment More Inclusive

Lyndsey Simpson advocates for recruiters and HR professionals to lead with data when discussing age inclusion with clients:

“No one rings us and says, ‘Can we just be nice to old workers, please?’ ... They ring us to say, ‘Can you fix our attrition problem?’”

Using recruitment data, such as attrition rates, talent shortages and productivity metrics, can make a compelling business case for inclusive hiring.

# The Business Case for Age Inclusion

Age Inclusion hiring can bring:

- › **Sustainable Talent Strategy:** with shrinking youth populations and rising life expectancies, older workers are key to future workforce sustainability. They are the only **growing talent pool** and are projected to make up **50% of the Western European workforce by 2030.**
- › **Improved Business Performance:** intergenerational teams drive innovation and better results.
- › **Stronger Team Dynamics:** provide balance and calm in high-pressure environments.

Attendees found the session ‘informative’, it gave them a “fresh perspective” and “opened new learning pathways to age inclusion”

## Suggested Reading

‘**Much More to Come**’ book by journalist and broadcaster Eleanor Mills provides an empowering guide for midlife women, offering inspiration and a blueprint for navigating the rollercoaster of what she calls women’s ‘Queenager years’.

[Read a free extract](#) (also available as Audio)

