Winning the War for Talent in the Health Professions

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Winning the War for Talent
Disruptive Demographics
Geographic Redistribution
Browning & Greying
Slowing Total Growth
White Population Loss
Declining Fertility
Decreasing Male Labor Force Participation
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A Diverse Workforce with a Strong Sense of Belonging

Gale Force Demographic Wind Gusts Ahead: Buckle Your Seatbelts!

MY BLUF

Bottom Line Up Front

Key Demographic Drivers of Change

- Moving & Grooving
- “Browning” & “Graying”
- Disappearing & Rebelling

Moving and Grooving

The South Rises—Again!

The South's Share of U.S. Net Population Growth 1910-2020

U.S. Regional Migration Flows

Net Regional Migration Flows, 2010-2015

Net Migration Trends by Region and Major Demographic Group, 2010-2015

	Northeast	Midwest	South	West
Total	-622	-331	+1,147	-193
White	-402	-267	+733	-64
Black	-89	-69	+220	-62
Asian	-58	-23	+58	+23
Hispanic	-51	+13	+122	-84
Elderly	-43	-72	+124	-9
Native born	-528	-304	+994	-161
Foreign born	-94	-27	+153	-32

(numbers in thousands) = Net Import = Net Export

Absolute & Percent Population Change, 2010-2020

Area	2020 Population	Absolute Population Change, 2010-2020	Percent Population Change, 2010-2020
United States	331,499,281	22,703,743	7.4
Northeast	57,609,148	2,291,908	4.1
Midwest	68,985,454	2,058,453	3.1
South	126,266,107	11,710,363	10.2
West	78,588,572	6,643,019	9.2
North Carolina	10,439,459	903,976	9.5

State Shares of South's Net Growth, 2010-2020

By the Numbers

April 1, 2020 – July 1, 2023

Cumulative Population Change by Region, April 1, 2020 to July 1, 2023

State Shares of South's Net Growth, April 1, 2020 to July 1, 2023

Percent of Population Growth Due to Net Migration, Top Destinations, April 1, 2020 – July 1, 2022

State	Percent Due to Net Migration	Absolute Population Change
Texas	72%	884,144
Florida	100%	706,587
North Carolina	96%	259,559
Arizona	100%	207,690
Georgia	83%	200,939
South Carolina	100%	164,205
Tennessee	100%	140,553
Utah	50%	109,186
Washington	56%	80,539
Nevada	95%	73,713
Oklahoma	100%	60,654
Alabama	100%	49,940
Indiana	94%	47,369
Montana	100%	38,670
Arkansas	100%	34,082

Net Exporters & Net Importers of Population, April 1, 2020 – July 1, 2022

Net Out-Migration				Net In-Migration			
Total Migration	Migrants/Day	Top Origin States	Top Destination States	Migrants/Day	Total Migration
-699,904	-864	California	Florida	985	797,809
-556,885	-687	New York	Texas	789	639,314
-238,576	-294	Illinois	North Carolina	307	248,898
-68,797	-85	Louisiana	Arizona	263	212,851
-52,712	-65	New Jersey	South Carolina	223	180,965
-49,603	-61	Massachusetts	Georgia	205	166,266
-34,987	-43	Maryland	Tennessee	195	157,821
-21,731	-27	Hawaii	Idaho	113	91,246
-19,856	-24	Washington DC	Alabama	89	71,884
-17,365	-21	Minnesota	Nevada	88	70,228
-16,923	-21	Michigan	Oklahoma	80	64,907
			Utah	67	54,712
			Indiana	55	44,951
			Washington	55	44,196
			Arkansas	53	42,809
			Montana	51	41,598

Absolute & Percent Population Change April 1, 2020-July 1, 2023

Area	Total Population 2023	Absolute Population Change 2020-2023	Percent Population Change 2020-20223
United States	334,914,895	3,449,947	1.0
Northeast	56,983,517	-630,624	-1.1
Midwest	68,909,283	-78,013	-0.1
South	130,125,290	3,856,761	3.1
West	78,896,805	301,823	0.4
North Carolina	10,835,491	396,032	3.8

Components of Population Change, April 1, 2020-July 1, 2023

Area	Absolute Population Change	Natural Change	Net Migration
U.S.	3,449,947	915,797	2,534,150
Northeast	-630,624	46,475	-661,666
Midwest	-78,013	17,730	-111,617
South	3,856,781	337,647	3,508,262
West	301,823	513,945	-200,829
North Carolina	396,032	20,451	376,420

Sources of Migration, April 1, 2020 – July 1, 2023

Area	Total Migrants	International Migrants	Domestic Migrants
United States	2,534,150	2,534,150	X
Northeast	-661,166	520,534	-1,181,700
Midwest	-111,617	368,719	-480,336
South	3,508,262	1,071,260	2,4337,002
West	-200,829	574,137	-774,966
North Carolina	376,420	66,231	310,189

Per Capita Adjusted Gross Income (AGI) of
North Carolina In-Migrants, Out-Migrants and Non-Migrants by Age, 2017-2018

Source: IRS, Statistics of Income Division, Individual Master File, December 2019

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By the Numbers

April 1, 2020 – July 1, 2024

Cumulative Population Change by Region, April 1, 2020 to July 1, 2024

Absolute & Percent Population Change April 1, 2020-July 1, 2024

Area	Total Population 2024	Absolute Population Change 2020-2024	Percent Population Change 2020-2024
United States	340,110,988	8,595,252	2.6
Northeast	57,832,935	215,229	0.4
Midwest	69,596,584	597,614	0.9
South	132,665,693	6,384,156	5.0
West	80,015,776	1,398,253	1.8
North Carolina	11,046,024	604,525	5.9

Components of Population Change, April 1, 2020-July 1, 2024

Area	Absolute Population Change	Natural Change	Net Migration
U.S.	8,595,252	1,425,410	7,169,842
Northeast	215,299	101,205	134,818
Midwest	597,614	69,901	515,967
South	6,384,156	588,943	5,802,546
West	1,398,253	695,361	716,511
North Carolina	604,525	32,377	573,272

Sources of Migration, April 1, 2020 – July 1, 2024

Area	Total Migrants	International Migrants	Domestic Migrants
United States	7,169,842	7,169,842	X
Northeast	134,818	1,453,393	-1,318,575
Midwest	515,967	1,044,568	-528,601
South	5,802,546	2,986,619	2,815,927
West	716,511	1,685,262	-968,751
North Carolina	573,272	181,262	392,010

Two ‘colorful’ Demographic Processes are Drivers of Change

Browning and

Graying of America!

The “Browning” of America

Immigration-Driven Population Change

U.S. Immigrant Population, 1900-2018

U.S. Foreign Born Population by Race/Ethnicity, 2018

Race/Ethnicity	Foreign Population	Share of Total (%)
Total	44,728,721	100.0
Hispanic	19,814,823	44.3
White Alone, not Hispanic	7,916,984	17.7
Black Alone, not Hispanic	4,249,228	9.5
Asian Alone, not Hispanic	12,121,483	27.1
Other Alone, not Hispanic	626,203	1.4

U.S. Population Change by Race and Ethnicity, 2000-2010

Race	2010 Population	Absolute Change 2000 – 2010	Percentage Change 2000 - 2010
Total	308,745,538	27,323,632	9.7%
Non-Hispanic	258,267,944	12,151,856	4.9%
White	196,817,552	2,264,778	1.2%
Black	37,685,848	3,738,011	11.0%
AI/AN	2,247,098	178,215	8.6%
Asian	14,465,124	4,341,955	42.9%
NH/PI	481,576	128,067	36.2%
2 or More Races	5,966,481	1,364,335	29.6%
Hispanic	50,477,594	15,171,776	43.0%

U.S. Population Growth by Nativity, Race, and Ethnicity, 2010-2017

Absolute & Percent Change in U.S. White Population by Region, 2010-2020

Area	2020 White Population	Absolute Change in White Population 2010-2020	Percent Change in White Population 2010-2020
United States	196,697,647	-5,119,905	-2.6
Northeast	35,752,998	-2,255,096	-5.9
Midwest	50,082,552	-2,014,081	-3.9
South	65,754,358	-1,229,817	-1.8
West	37,468,662	-537,701	-1.4

States Losing and Gaining White Population, 2010-2020

Source: https://www.census.gov/library/visualizations/interactive/race-and-ethnicity-in-the-united-state-2010-and-2020-census.html

Non-White and Hispanic Shares of Population Growth, 2010-2020

Intermarriage in the U.S., 1967-2015

Intermarriage Types – Newly Married Couples in 2015

Multi-Racial Population Growing Rapidly

- *Increased by 276% between 2010 (9 million) and 2020 (33.8 million).*

US & NC Population Change by Race/Ethnicity, 2020-2023

United States

Race/Ethnicity	2023 Population	Absolute Change	Percent Change
Total	334,914,895	3,449,947	1.0
Not Hispanic	269,695,750	497,519	0.2
• White	195,432,584	-2,118,372	-1.2
• Black	42,313,088	600,940	1.4
• AI/AN	2,432,721	22,584	0.9
• Asian	20,432,721	1,151,710	5.9
• NH/PI	649,184	31,335	5.1
• 2 or more races	8,182,748	605,849	8.0
Hispanic	65,219,145	3,155,631	5.1

North Carolina

Race/Ethnicity	2023 Population	Absolute Change	Percent Change
Total	10,835,491	396,032	3.8
Not Hispanic	9,597,070	273,765	2.9
• White	6,573,391	124,897	1.9
• Black	2,274,873	65,464	3.0
• AI/AN	111,460	2,871	2.6
• Asian	385,637	51,222	15.3
• NH/PI	7,745	568	7.9
• 2 or more races	243,964	28,734	13.3
Hispanic	1,238,421	122,267	10.9

The “Graying” of America

The Silver Tsunami is about to Hit!

Key Drivers

Changes in Longevity

Declining Fertility

Aging of Boomer Cohort

U.S. Life Expectancy at Birth

YEAR	AGE
1900	47.3
1930	59.7
1960	69.7
1997	76.5
2007	77.9
2010	78.3
2030	101.0

Centenarians in the U.S. & Worldwide

Year	Number
1950	2,300
2010	79,000
2016	82,000
2060	589,000

Source: https://www.statista.com/statistics/996619/number-centenarians-us/

Key Drivers of Fertility Declines

- Increasing Labor Force Participation & Career Orientation of Women
- Women delaying childbearing
- Some women opting not to have children—voluntary childlessness.
- Women aging out of the childbearing years

Other Contributors to Declining Fertility

Worldwide decline in the male sperm count?
Increase in the vasectomy rate among privately insured men aged 18-64 in the U.S. between 2014 and 2021.
Vasectomy rate increase greatest among men with no children (61%), with a wife of advanced maternal age (40.8%), who were single (40.6%), and aged 18-24 (36.7%).
Regionally, absolute & relative increases in vasectomies more likely in rural geographies than urban geographies, except in the Northeast.
Source: Szalinski, 2023; Huang, Hyman & Raheem, 2023.

Rise in Permanent Contraception Post Dobbs Decision

Among young adults (19-26):

- 70% increase in tubal sterilizations among biological females between May 2022 and August 2022
- 95% increase in vasectomies among biological males during this period
- Permanent sterilizations reportedly among young adults living in states more likely to ban abortions.

Source: https://publichealth.gwu.edu/study-reveals-rising-interest-permanent-contraception-after-roe-v-wade-was-overturned

U.S. Population Change by Age

2000-2010

2010-2019

Greying of US Population

2010-2020

Age	2020 Population	Absolute Change	Percent Change
All Ages	331,449,520	22,703,982	7.4
<18	73,569,941	-611,526	-0.8
18-64	203,349,346	9,053,259	4.6
65+	54,530,233	14,262,249	35.4

2020-2023

Age	2023 Population	Absolute Change	Percent Change
All Ages	334,914,895	3,499,947	1.0
<18	72,831,861	-1,584,568	-2.1
18-64	202,834,673	235,283	0.1
65+	59,248,361	5,009,232	9.4

Graying of NC Population

2010-2020

Age	2020 Population	Absolute Change	Percent Change
All Ages	10,439,414	903,931	9.5
<18	2,282,578	943	0.04
18-64	6,420,705	400,936	6.6
65+	1,736,131	502,052	40.7

2020-2023

Age	2023 Population	Absolute Change	Percent Change
All Ages	10,835,491	396,032	3.8
<18	2,336,623	15,959	0.7
18-64	6,590,379	187,049	2.9
65+	1,908,489	193,024	11.2

The Multi-Generational Workforce

Generation	Birth Years
Pre-Boomers	1925-1945
Boomers	1946-1964
Generation X	1965-1976
Generation Y (aka Millennials)	1977-1995
Generation Z	1996-2015

Succession Planning and Accommodations for Elder Care

Organizational Game Changers!

Disappearing & Rebelling

Slowing Total Population Growth

U.S. & N.C. Population Change, 1990-2023

United States

Census Period	Absolute Change	Percent Change
1990-2000	32,712,033	13.2
2000-2010	27,323,632	9.7
2010-2020	22,703,743	7.4
2020-2023	3,499,947	1.0

North Carolina

Census Period	Absolute Change	Percent Change
1990-2000	1,420,676	21.4
2000-2010	1,486,170	18.5
2010-2020	903,905	9.5
2020-2023	396,032	3.8

Contributors to Slowing Growth

White Population Loss

Census Period	Absolute Change	Percent Change
1990-2000	6,424,478	3.4
2000-2010	2,264,778	1.2
2010-2020	-5,119,905	-2.6
2020-2023	-2,118,372	-1.2

Declining Foreign Born Population Growth

Census Period	Absolute Change	Percent Change
1990-2000	11,340,573	57.4
2000-2010	7,567,123	24.3
2010-2019	5,336,858	13.7
2016-2019 (Trump Years)	1,193,556	2.7

Declining Fertility

Fertility Declines Have Been Most Severe for Hispanics, American Indians

Institute for Family Studies

Difference between 2008-2016 counterfactual births using actual cohort sizes and 2007-fixed age-specific birth rates, and actual annual births, divided by 2008-2016 sum total counterfactual births.

Figure 1: Difference Between Actual Births and Births if 2008 Fertility Rates Had Persisted, 2009-2019
White Non-Hispanic
Black Non-Hispanic
Asian or Pacific Islander Non-Hispanic
American Indian or Alaska Native Non-Hispanic
Hispanic
Total difference between actual and counterfactual births
0
-500,000
-1,000,000
-1,500,000
-2,000,000
-2,500,000
-3,000,000
-1,954,651
-859,702
-211,193
-81,109
-2,704,017
Source: CDC WONDER data, author's calculations
Institute for Family Studies

Absolute & Percent Change in Births by Age of Mother, 2022-2023

Age	2023 Births	Absolute Change 2022-2023	Percent Change 2022-2023
All Ages	3,591,328	-76,430	-2.1
10-14	11,763	-62	-3.4
15-19	140,801	-2,988	-2.1
20-24	616,139	-22,546	-3.5
25-29	985,309	-28,108	-2.8
30-34	1,096,696	-22,091	-2.0
35-39	603,798	-2,800	-0.5
40-44	136,096	1,981	1.5
45-54	10,726	184	1.7
Source: Hamilton, Martin, & Osterman, 2024			

Absolute & Percent Change in Births by Race/Ethnicity, 2022-2023

Race/ Ethnicity	2023 Births	Absolute Change	Percent Change
All Races	3,591,328	-76,430	-2.1
American Indian/Alaskan Native	24,479	-1,247	-4.8
Asian	215,599	-3,395	-1.5
Black	490,667	-20,772	-4.1
Native Hawaiian/Pacific Islander	10,096	-26	-0.3
White	1,783,962	-56,777	-30.7
Hispanic	943,957	6,536	0.7
Source: Hamilton, Martin, & Osterman, 2024			

US & NC Population Change by Age, 2020-2023

United States

Age	2023 Population	Absolute Change	Percent Change
All Ages	334,914,895	3,449,947	1.0
Pre-school age (<5)	18,511,160	-889,082	-4.6
School age (5-17)	54,220,701	-695,486	-1.3
Working age(18-64)	202,834,673	-64,717	-0.03
Older adults (65+)	59,248,361	5,099,232	9.4

North Carolina

Age	2023 Population	Absolute Change	Percent Change
All Ages	10,835,491	396,032	3.8
Pre-school age (<5)	606,455	6,776	1.1
School age (5-17)	1,730,168	9,138	0.5
Working age (18-64)	6,590,379	187,049	2.9
Older Adults (65+)	1,908,489	193,024	11.7

Impact of Shifts in Fertility Behavior of Women

- Deaths exceed births among whites nationally for the first time in U.S. history in 2016.

- Deaths outnumbered births among whites in more than half of the nation's fifty states in 2018.

States Where Deaths Exceeded Births, April 1, 2020 to July 1, 2021

North Carolina Natural Population Change by County, April 1, 2020 – July 1, 2023

Counties Experiencing More Births than Deaths Counties Experiencing More Deaths than Births

Source: U.S. Census Bureau

The End of Men?

Female Workforce Participation

The Plight of Men

- Selective withdrawal from the labor market
- Skills mismatches, disabilities, incarceration
- Median wage decline
- Sex ratio imbalance in college enrollment

Shifting Gender Composition of U.S. College Enrollment

Number of Students Enrolled in Post-Secondary Institutions by Region and Gender, 2023

Region	Total Enrollment	Male Enrollment	Percent Male
All Regions	19,427,907	8,216,910	42
New England	1,105,112	450,720	41
Mid-East	2,702,522	1,163,211	43
Great Lakes	2,589,208	1,113,793	43
Plains	1,372,898	569,238	41
Southeast	4,636,644	1,914,072	41
Southwest	2,618,608	1,074,532	41
Rocky Mountains	1,030,522	449,440	44
Far West	3,357,254	1,470,887	44
North Carolina	566,112	229,938	41

Number of Students Enrolled in Post-Secondary Institutions by Type of School & Program, 2023

Institution/Program Type	Total Enrollment	Male Enrollment	Percent Male
All	19,427,907	8,216,910	42
HBCU	292,524	106,539	36
4-Year	14,323,127	6,055,503	42
2-Year	4,815,928	2,064,491	43
Undergraduate	16,214.020	6,953,884	43
Graduate	3,213,887	1,263,026	39

Number of Students Enrolled in Post-Secondary Institutions by Race/Ethnicity, 2023

Race/Ethnicity	Total Enrollment	Male Enrollment	Percent Male
All Races	19,427,907	8,216,910	42
American Indian/Alaskan Native	125,407	47,092	37
Asian	1,369,069	628,940	46
Native Hawaiian/Other Pacific Islander	43,831	18,582	42
Black	2,371,847	851,146	36
Hispanic or Latino	3,932,481	1,588,646	40
White	8,910,594	3,809,261	43
2 or more races	790,619	327,396	41
Race/ethnicity unknown	867,783	390,708	45
U.S. Nonresident	1,016,276	555,139	55

Number of Degrees Awarded in Post Secondary Institutions by Region and Gender, 2023

Region	Total Degrees Awarded	Female Degrees Awarded	Male Degrees Awarded	Female-Male Absolute Degree Difference	Female/Male Degree Ratio
All Regions	4,737,195	2,840,212	1,896,983	943,229	1.5
New England	277,311	164,597	112,714	51,883	1.5
Mid-East	693,486	412,064	281,422	130,642	1.5
Great Lakes	664,059	390,655	273,404	117,251	1.4
Plains	328,636	199,565	129,071	70,494	1.5
Southeast	1,180,699	710,713	469,986	240,727	1.5
Southwest	608,651	369,733	238,918	130,815	1.5
Rocky Mountains	241,205	146,041	95,164	50,877	1.5
Far West	739,737	445,912	293,825	151,687	1.5
North Carolina	140,338	83,877	56,461	27,416	1.5

Number of Degrees Awarded in Post Secondary Institutions by Award Level, 2023

Award Level	Total Degrees	Female Degrees	Male Degrees	Female-Male Absolute Degree Difference	Female/Male Degree Ratio
Associate's	881,009	548,159	332,850	215,309	1.7
Bachelor's	1,937,730	1,131,700	806,030	325,670	1.4
Master's	927,635	568,514	359,121	209,393	1.5
Doctor's	204,123	118,813	86,010	32,803	1.4

Number of Degrees Awarded by Type of Post Secondary Institution, 2023

Type of Institution	Total Degrees Awarded	Female Degrees Awarded	Male Degrees Awarded	Female-Male Absolute Degree Difference	Female/Male Degree Ratio
All Institutions	4,737,195	2,840,212	1,896,983	943,229	1.5
HBCUs	49,907	33,219	16,688	16,531	2.0
All Other Institutions	4,687,288	2,806,993	1,880,295	1,898,698	1.5

Deaths of Despair & Declining Life Expectancy

Suicide, alcohol, drug, and coronavirus-related deaths creating a demographic depression

Deaths of Despair

Deaths of Despair

Deaths Due to Substance Use Disorders, 1990-2019

Time Period	Absolute Deaths	Mean Deaths	Range of Deaths
1990-1999	158,899	15,899	12,628 - 21,197
2000-2009	339,461	33,746	23,192 – 41,958
2010-2019	613,206	61,206	43,629 – 79,761

Pandemic Deaths of Despair

Drug Overdose Deaths Soar During the Pandemic

- CDC data indicate there were 90,000 drug overdose deaths in 2020, representing a 21,000 or 30% increase over the 2019 death toll.
- Commenting on these recently released statistics, a Stanford University expert on addiction and drug policy is quoted as saying,

  It's terrifying. It's the biggest increase in overdose deaths in the history of the United States, it's the worst overdose crisis in the history of the United States, and we're not making progress. It's really overwhelming.

- For far too many individuals struggling with drug addiction, the pandemic-induced forced isolation combined with the shutdown of in-person drug treatment and counseling services proved to be deadly.
- According to the CDC the 2020 causalities brings the total to more than 900,000 overdose deaths since the U.S. drug epidemic began in the late 1990s.

UNC

Disability-Adjusted Life Years (DALYs) Due to Substance Use Disorders, 1990-2019

Time Period	Average DALYs/100,000 Population	Percent Years of Lost Life (YLL)	Average Absolute Years of Lost Life (YLL)/100,000 Population
1990-1997	995	25	245
1998-2005	1,187	35	422
2006-2014	1,567	41	640
2015-2019	2,127	47	1,020

Substance Abuse Death Rates by Age: U.S., Both sexes, 2019

COVID-19 & Other Health Threats

COVID Impacts

- 1.2 million cumulative COVID Deaths (March 28, 2020 - February 1, 2025)
- 550,000 U.S. kids orphaned (10 million globally)
- 2 million women with caregiving responsibilities forced out of the labor market
- 1.5 million baby boomer males forced into involuntary retirement with a median savings of $9K (mainly Black men with less than a college degree)

Reduced Life Expectancy Due to Covid-19 Pandemic

Group	Years Shortened	Life Expectancy at Birth
All Races	1.13 years	77.48
Blacks	2.10 years	72.78
Latinos	3.05 years	78.77
Whites	0.68 years	77.84

Growing Labor Activism

Growing Labor Activism

- Walkouts
- Strikes
- Resignations
- Silent Quitting
- Pushback on Mandatory RTO

White House Executive Orders

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Executive Orders Impacting Communities

- Immigration
- Birth Right Citizenship
- Diversity, Equity, & Inclusion (DEI)
- Sanctuary Cities (300 jurisdictions)
- Paused Infrastructure, Inflation Reduction & Chips Acts Funding
- Massive federal lay offs
- Scientific Research Funding

International Migration as a Share of U.S. Net Population Growth, 2020-2024

Year	Share	Absolute Population Change
2020	32.1%	61,984
2021	72.0%	522,040
2022	88.3%	1,917,561
2023	82.2%	2,798,910
2024	84.3%	3,304,757
2020-2024	83.4%	8,596,252

U.S. Population Change by Age, 2020-2023

Age	2023 Population	Absolute Change	Percent Change
All Ages	334,914,895	3,449,947	1.0
Pre-school age (<5)	18,511,160	-899,082	-4.5
School age (5-17)	54,320,611	-695,576	-1.3
Young adults (18-24)	30,553,272	423,624	1.4
Prime Working Age Adults (25-44)	89,933,209	1,444,209	1.6
Aging Adults (45-64)	82,348,192	-1,932,545	-2.3
Older Adults (65 and older)	59,248,361	5,099,232	9.4

U.S. Male Population and Labor Force Change by Age, 2015-2021

Absolute Population Change	Percent Population Change	Age	Percent Change in Labor Force	Absolute Change in Labor Force
91,511	1.0%	16-19	3.5%	111,727
-326,816	-6.7%	20 & 21	-6.8%	-224,808
-230,530	-3.4%	22-24	-2.7%	-146,018
602,165	5.5%	25-29	5.6%	532,195
739,752	7.0%	30-34	6.9%	649,968
1,099,187	5.4%	35-44	5.2%	938,725
-876,792	-4.1%	45-54	-2.8%	-513,397
607,953	6.0%	55-59	7.5%	585,693
536,452	14.4%	60 & 61	17.6%	448,465
776,453	15.2%	62-64	23.7%	657,534
1,500,201	21.8%	65-69	30.8%	753,828
1,643,026	33.8%	70-74	37.2%	383,641
1,079,515	13.8%	75 & Over	23.2%	162,807

Moving Forward

Innovations Will be Required to Respond to Disruptive Demographic Forces

Demographic Gale Force Wind Gusts

Moving Forward Cont'd

- Manage the simultaneous "browning" and "graying" of America
- Prepare for enrollment cliffs in K-12 and Higher Education
- Lobby for evidenced-based immigration reforms
- Advocate for family friendly business policies
- Attack the workforce housing & childcare crises
- Aggressively address deaths of despair
- Strategically promote population aging as driver of economic growth & business development
- Pushback on the DEI Pushback

Personal Attributes & Skills Required to Weather Turbulence

- Internal Locus of Control
- Diverse Networks
- Contextual Intelligence
- Political Acuity
- Reputational Power
- Cultural Elasticity
- Discernment

Mastering “people analytics” will be a key driver of talent recruitment, development & retention moving forward.

Embrace the Iceberg Model of Diversity

Iceberg Model of Diversity

Organizations must practice empathy and compassion to win the war for talent

Iceberg Demographic Schema

Menopause in the Workplace

Cognitive Impairments in the U.S. Population, 2025

Total Population (18 & older)	Indicator	Percent with Impairment	Absolute Number
260,383,623	Limits in understanding or being Understood	7	17,930,089
260,127,410	Difficulty Remembering/Concentrating	33	85,583,353
260,180,894	Feeling Anxiety	52	134,583,262
260,005,859	Not Able to Control/Stop Worrying	42	108,579,469
260,066,506	Little Interest/Pleasure in Doing Things	35	92,074,228
260,339,165	Feeling Down, Depressed or Hopeless	38	99,500,641
260,516,582	Feeling Lonely	38	98,280,278

U.S. Households Facing Economic Challenges, 2025

Total Households	Indicator	Percent of All Households	Absolute Number
129,321,512	Loss Employment Income in last 4 weeks	8.0	10,333,984
129,321,521	Difficulty Covering Household Expenses	49.4	63,851,500
129,565,076	Shortage of Prescribed Medication/Medical Equipment	9.8	12,662,245
129,373,263	Not Enough Food to Eat	7.0	9,030,865
129,443,934	Unable to Pay Energy Bill or Full Amount of the Bill	13.7	17,762,572

U.S. Households Facing Housing Challenges, 2025

Number of Households	Indicator	Percent of Households	Absolute Number
129,248,026 (all households)	Household Kept at Unsafe or Unhealthy Temperature	12.9	16,667,270
49,823,876 (owners)	Behind on Mortgage Payments	4.0	1,993,824
1,993,824 (owners behind on mortgage payment)	Likely to Leave Due to Foreclosure	27.5	549,717
45,648,565 (renters)	Behind on Rent Payments	9.8	4,457,041
4,457,041 (renters behind on payments)	Likely to be Evicted	31.1	1,386,272

U.S. Households with Childcare Challenges, 2025

Total Households	Indicator	Percent of Households with Children	Absolute Number
46,155,469 (with children)	Unable to access Childcare	9.7	4,325,709
4,325,709 (With childcare constraints)	Took unpaid leave to care for children	26.6	1,149,820
4,325,709 (With childcare constraints)	Used vacation, sick days, or other paid leave to care for children	36.8	1,593,036
4,325,709 (With childcare constraints)	Cut work hours to care for children	27.1	1,173,611
4,325,709 (With childcare constraints)	Left a job to care for children	9.6	415,527
4,325,709 (With childcare constraints)	Lost a job because of time away to care for children	9.2	396,470
4,325,709 (With childcare constraints)	Did not look for a job in order to care for children	20.2	874,754
4,325,709 (With childcare constraints)	Supervised one or more children while working	24.5	1,059,425

U.S. Households with Children Needing Mental Health Treatment, 2025

Total Households	Indicator	Percent to Households	Absolute Number
44,765,752 (with children)	Some or all children need mental health treatment	10.9	4,896,464
4,896,464 (with mental health needs)	Access to treatment difficult or unavailable	52.9	2,590,842
4,896,464 (with mental health needs)	Only some or none who needed treatment received it	19.8	969,624

U.S. Population with Transportation Challenges, 2025

Total Population	Indicator	Percent of Total Population	Absolute Number
257,677,578 (all)	Not enough transportation to meet needs	6.3	16,201,635
16,201,635 (With transport issues)	Options not available when needed	38.8	6,289, 589
16,201,635 (With transport issues)	Option require more excessive travel time	16.5	2,668,158
16,201,625 (With transport issues)	Options are unpredictable	29.5	4,781,898
16,201,635 (With transport issues)	Options unaffordable	33.5	5,438,809
16,201,635 (With transport issues)	Options feel unsafe	6.8	1,101,633
16,201,635 (With transport issues)	Disability limits travel options	13.2	2,151,582

Execution Strategies

- Conduct pulse surveys to determine prevalence of iceberg demographic identities your workforce.
- Create employee resource groups (ERGs) based on prevalence of iceberg demographic identities.
- Solicit input from various groups regarding what can be done to accommodate them in your workplace (i.e., make them feel like they belong).
- Institute required accommodations and leverage newly created ERGs to recruit new workers with similar demographic identities.

THE END