

Education Alert: Gale Force Demographic Wind Gusts Ahead!

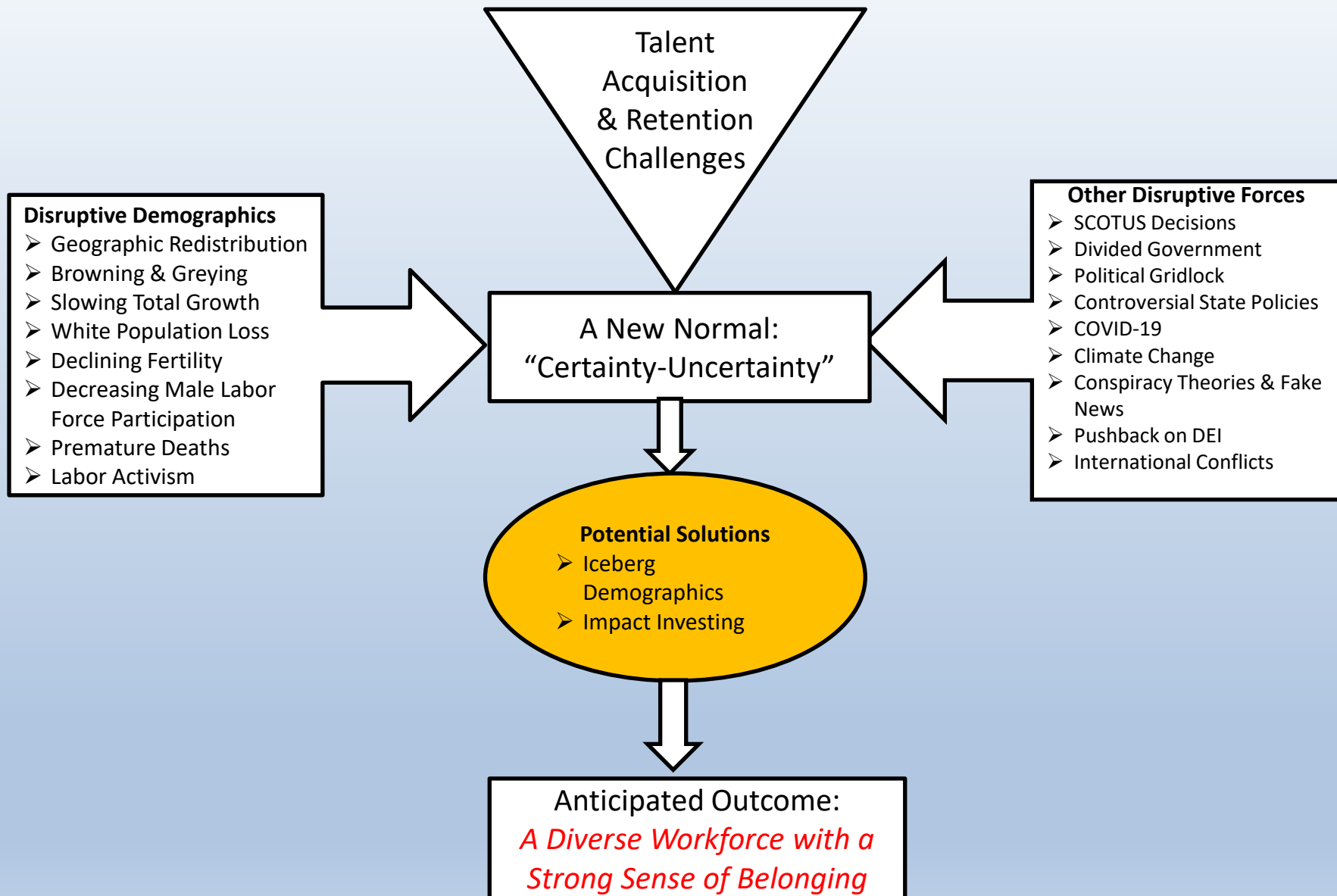
James H. Johnson, Jr., Ph.D.
Kenan-Flagler Business School
University of North Carolina at
Chapel Hill



OVERVIEW

- The New Normal
- Key Demographic Drivers
- Addressing the Talent Crisis
 - Iceberg Demographics
 - Impact Investing
- Key Takeaways & Discussion





Key Demographic Drivers of Change

Moving & Grooving

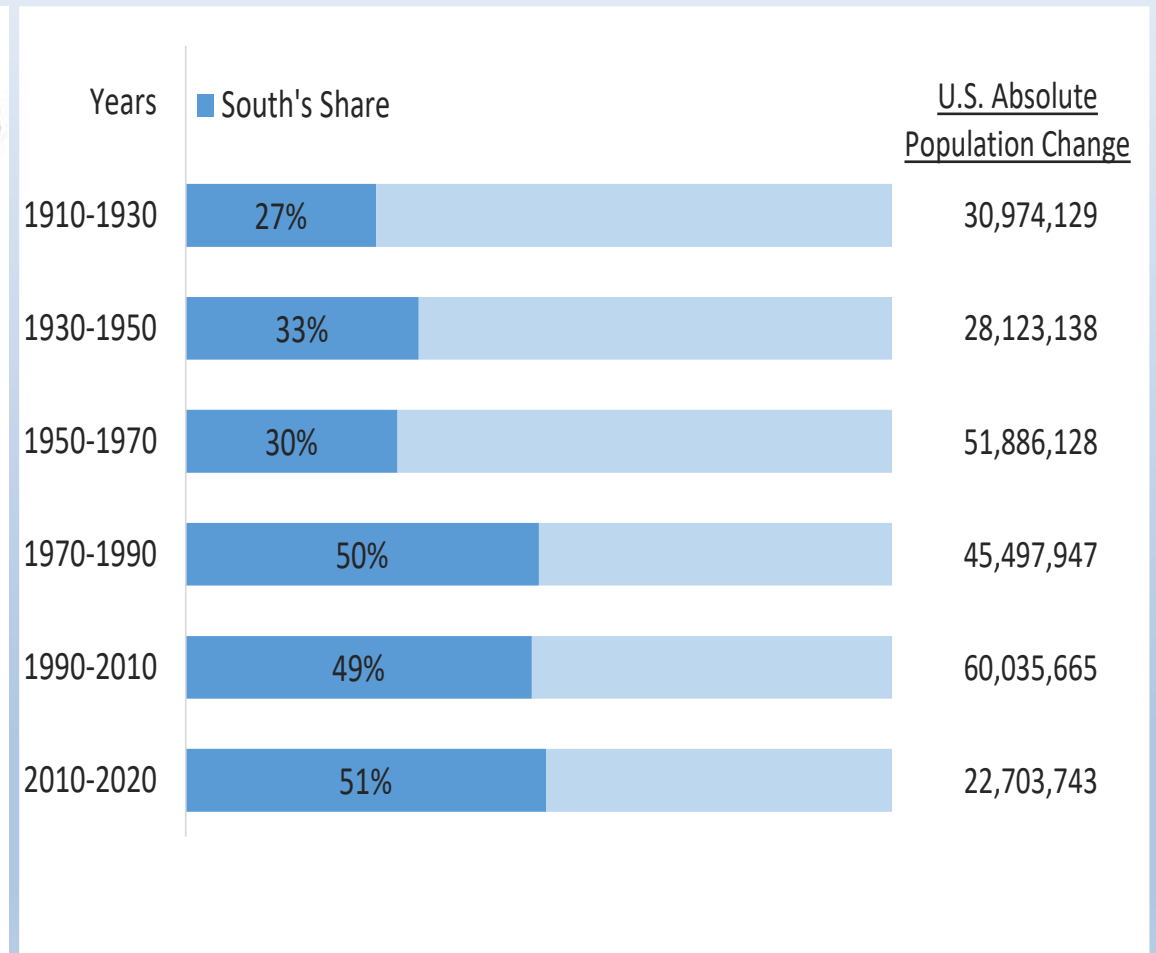
“Browning” & “Graying”

Disappearing & Rebelling

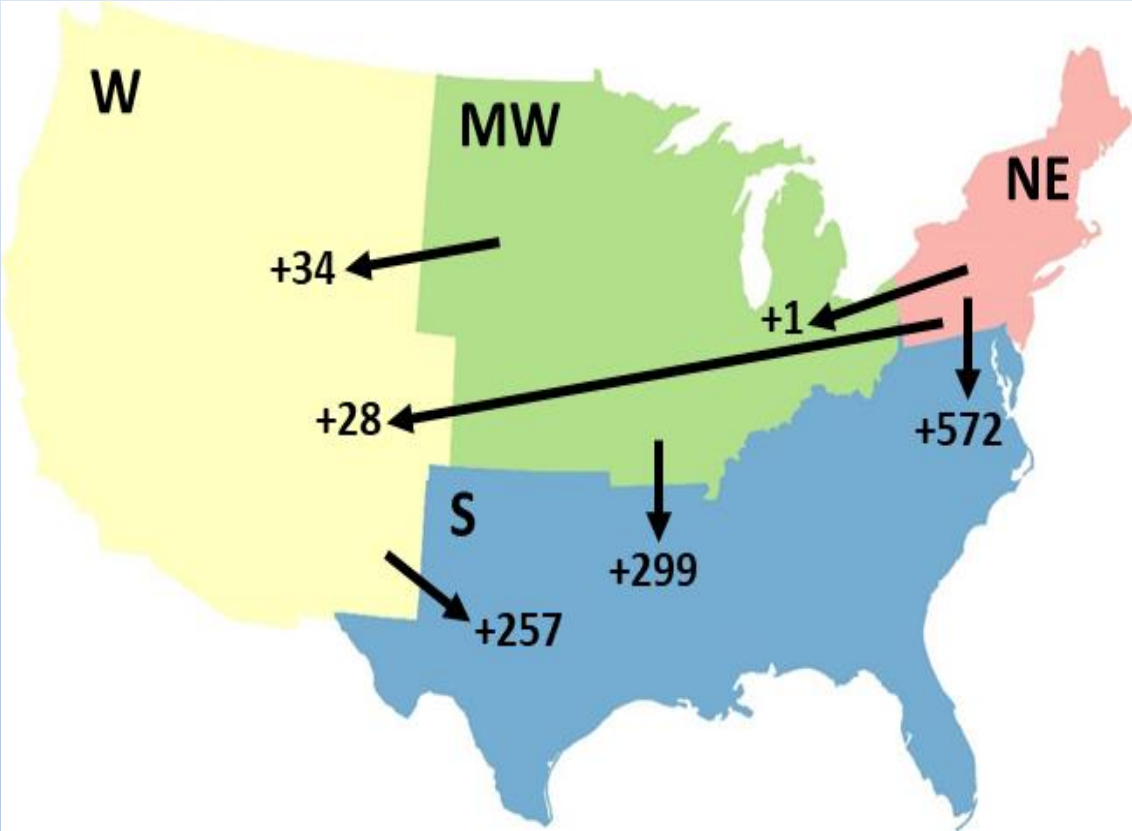
Moving and Grooving

The South Rises—Again!

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



Net Regional Migration Flows, 2010-2015



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

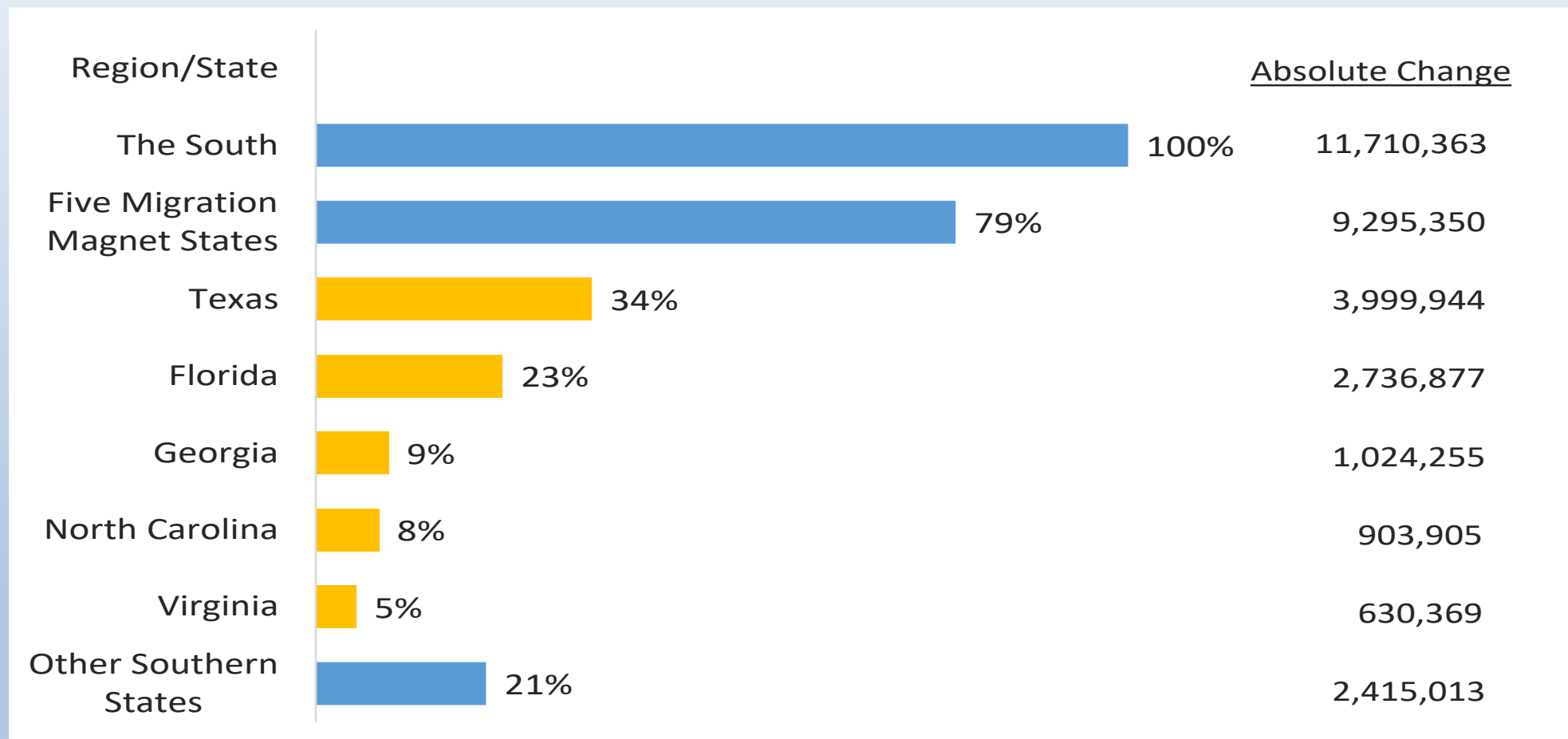
	Northeast	Midwest	South	West
Total	-622	-331	+1,147	-193
White	-402	-267	+733	-64
Black	-89	-69	+220	-62
Asian	-58	-23	+58	+23
Hispanic	-51	+13	+122	-84
Elderly	-43	-72	+124	-9
Native born	-528	-304	+994	-161
Foreign born	-94	-27	+153	-32

(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
South Carolina	5,118,422	493,058	10.6

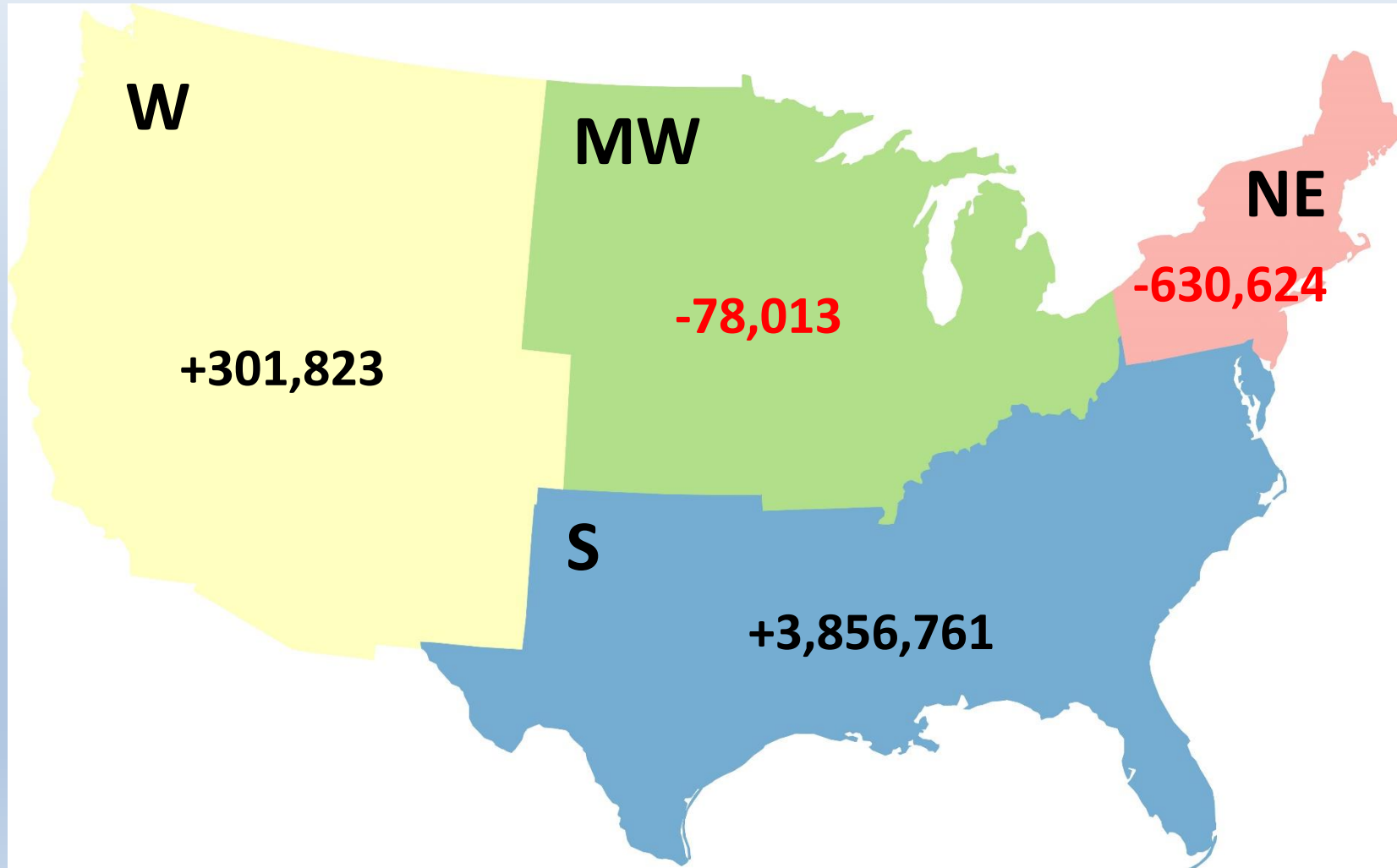
State Shares of South's Net Growth, 2010-2020



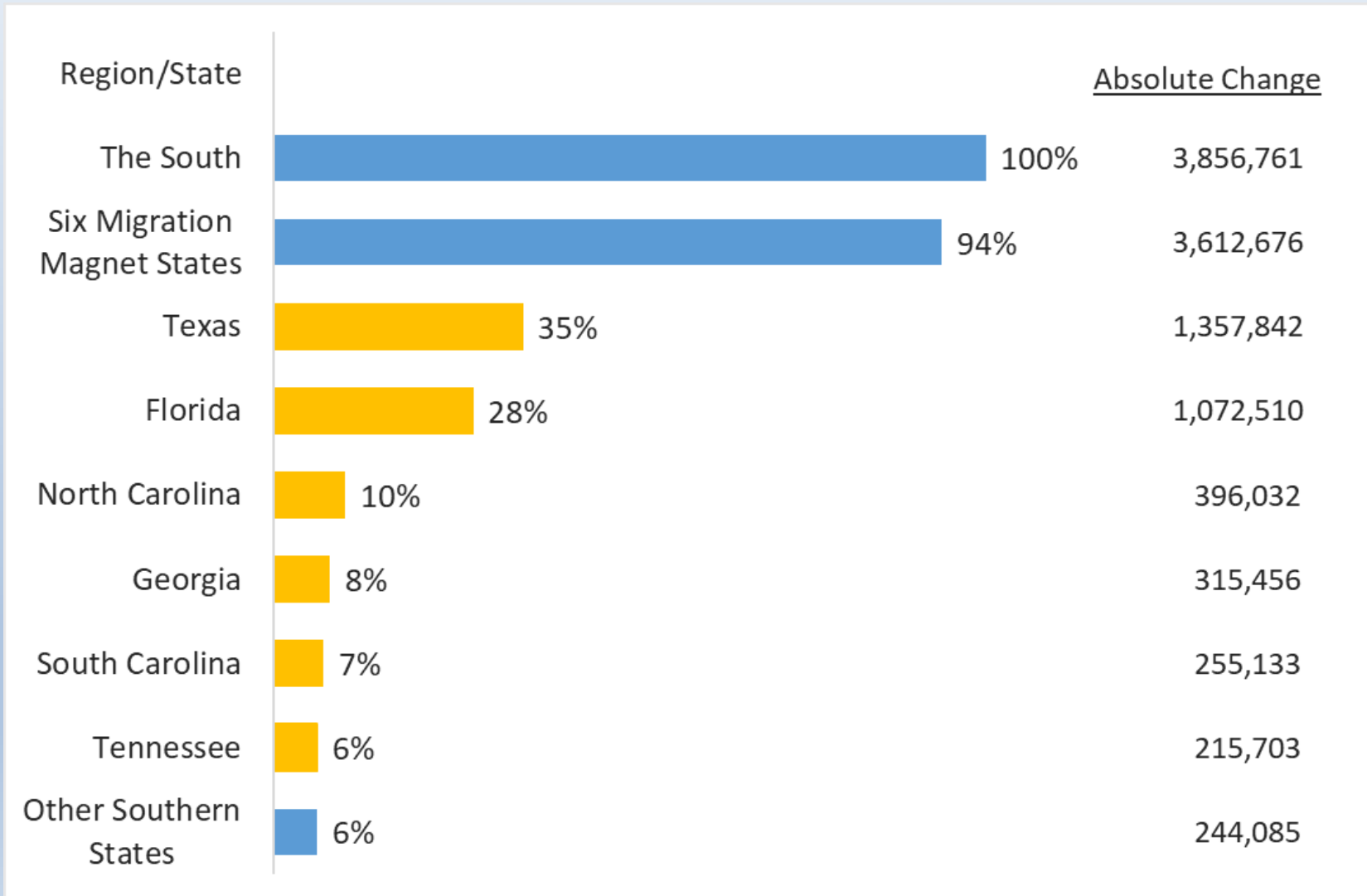
By the Numbers

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 2020-2023
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
South Carolina	5,373,555	255,133	5.0

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
South Carolina	255,133	-18,068	272,176

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
South Carolina	272,176	24,121	248,055

Net Migration Trends By Region and Major Demographic Group, 2017-2021

	Northeast	Midwest	South	West
Total	-982	-209	1,398	-206
White	-519	-67	628	-40
Black	-101	-85	271	-85
Asian	-44	-87	141	-9
Hispanic	-270	-62	342	-10
Elderly	-55	-25	26	29
Native born	-783	-141	961	-206
Foreign born	-200	-69	269	0

(numbers in thousands)

■ = Net Import

■ = Net Export

Source: U.S. Census, Geographical Mobility, Annual Profile, 2017-2021

Two 'colorful' Demographic Processes are Drivers of Change

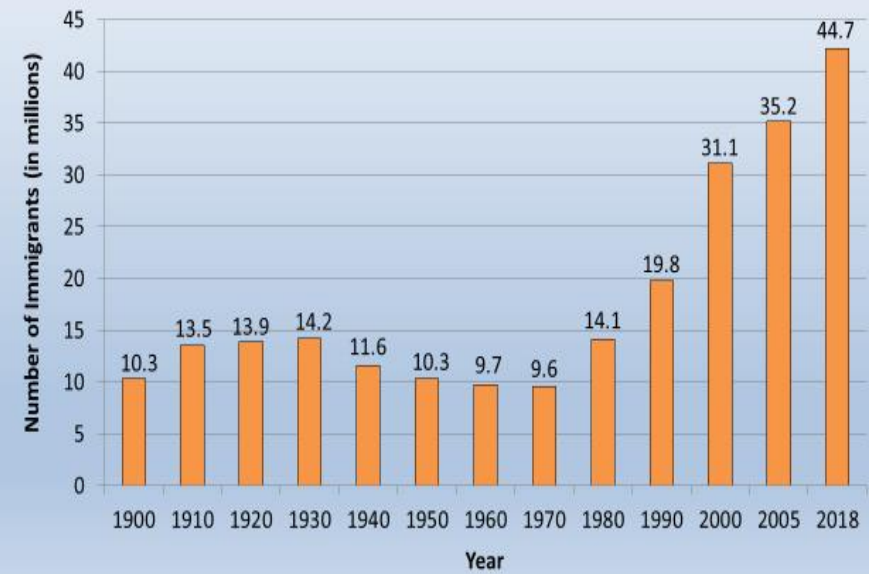
***Browning and
Graying of America!***



The “Browning” of America

Immigration-Driven Population Change

U.S. Immigrant Population, 1900-2018



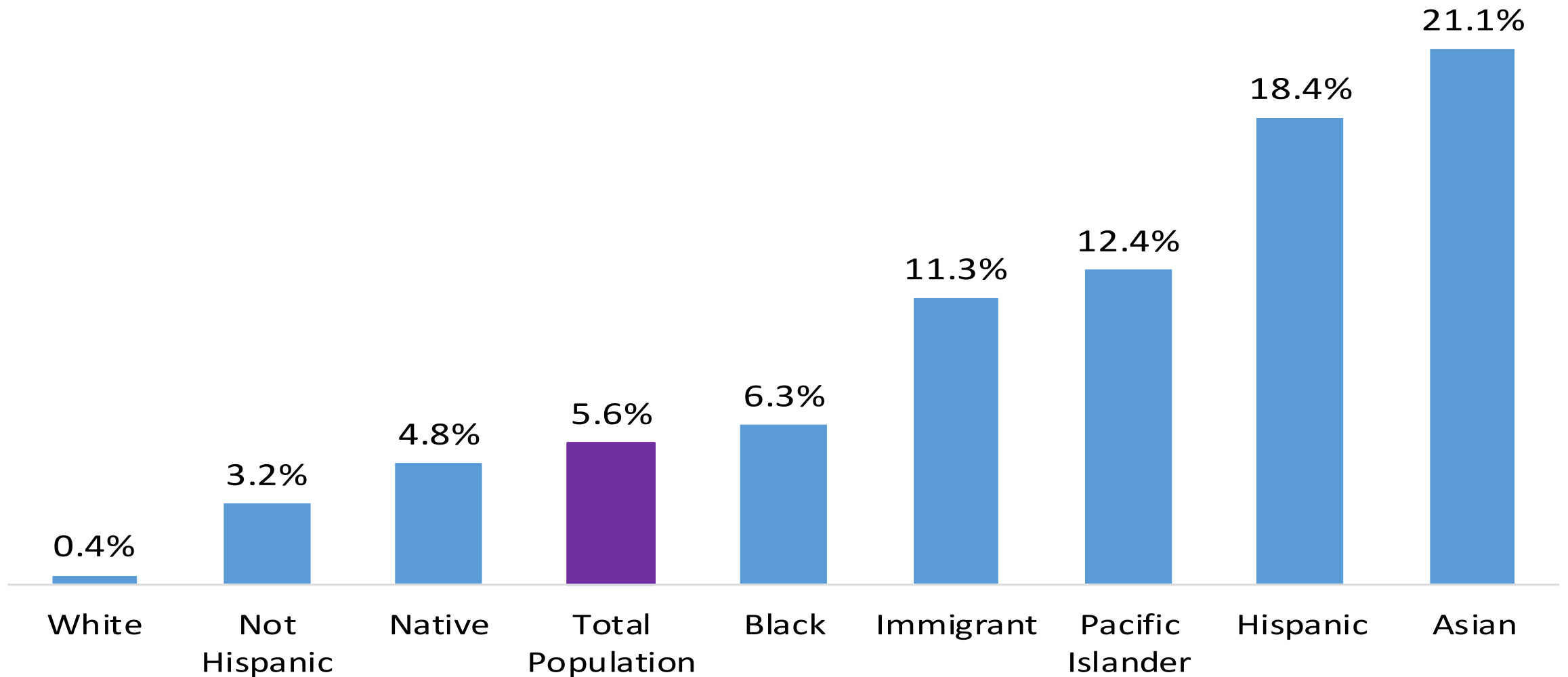
U.S. Foreign Born Population by Race/Ethnicity, 2018

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%

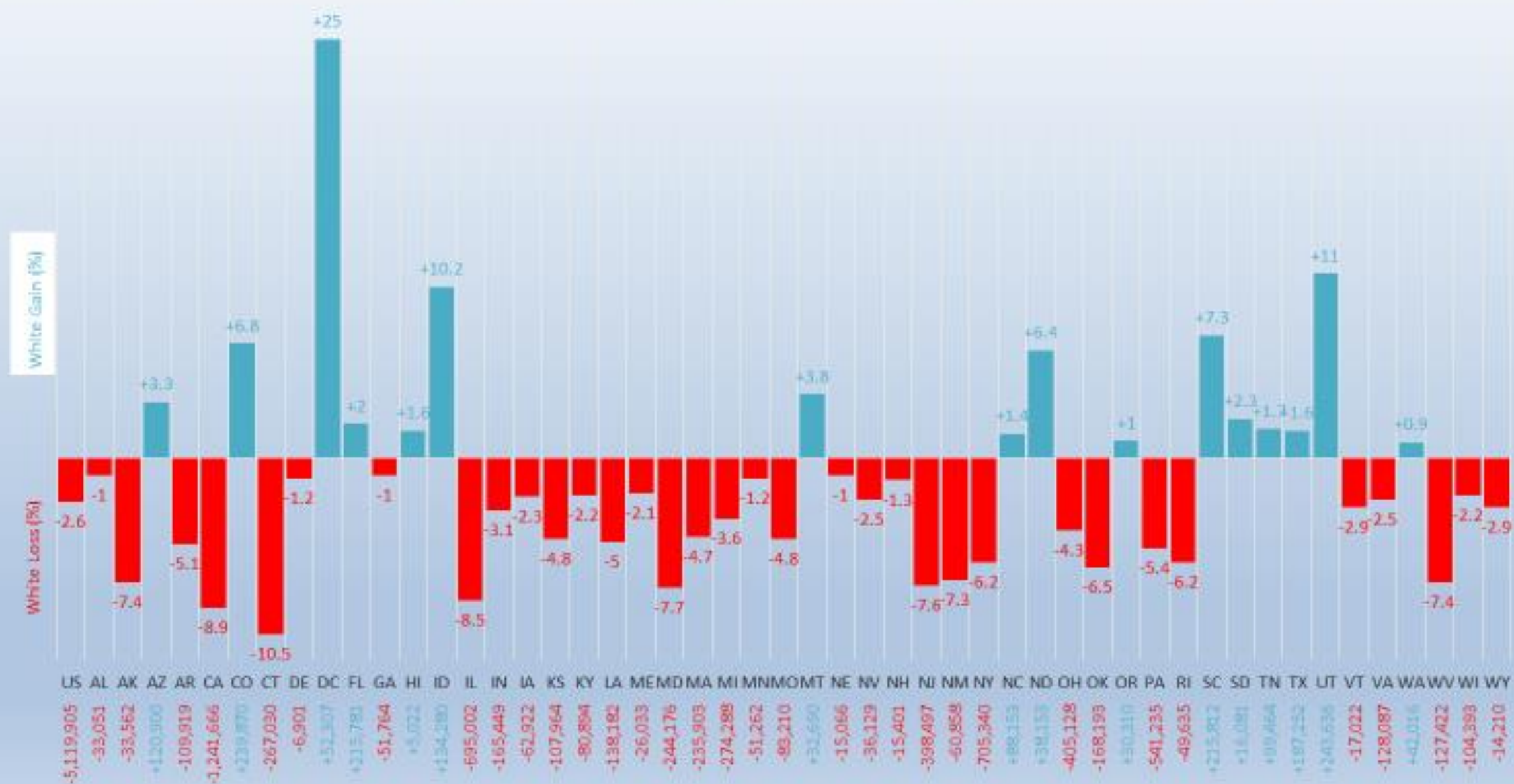
U.S. Population Growth by Nativity, Race, and Ethnicity, 2010-2017



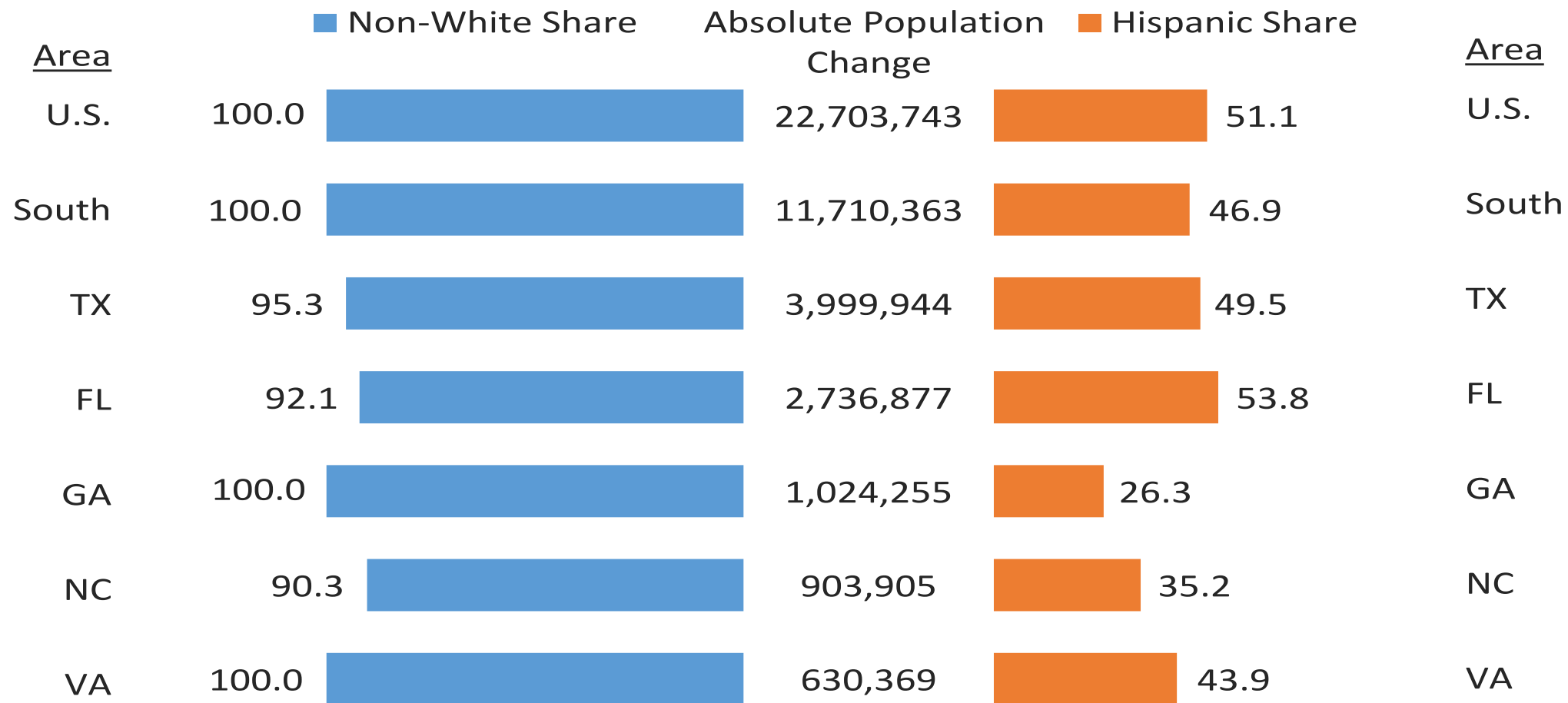
Absolute & Percent Change in U.S. White Population by Region, 2010-2020

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

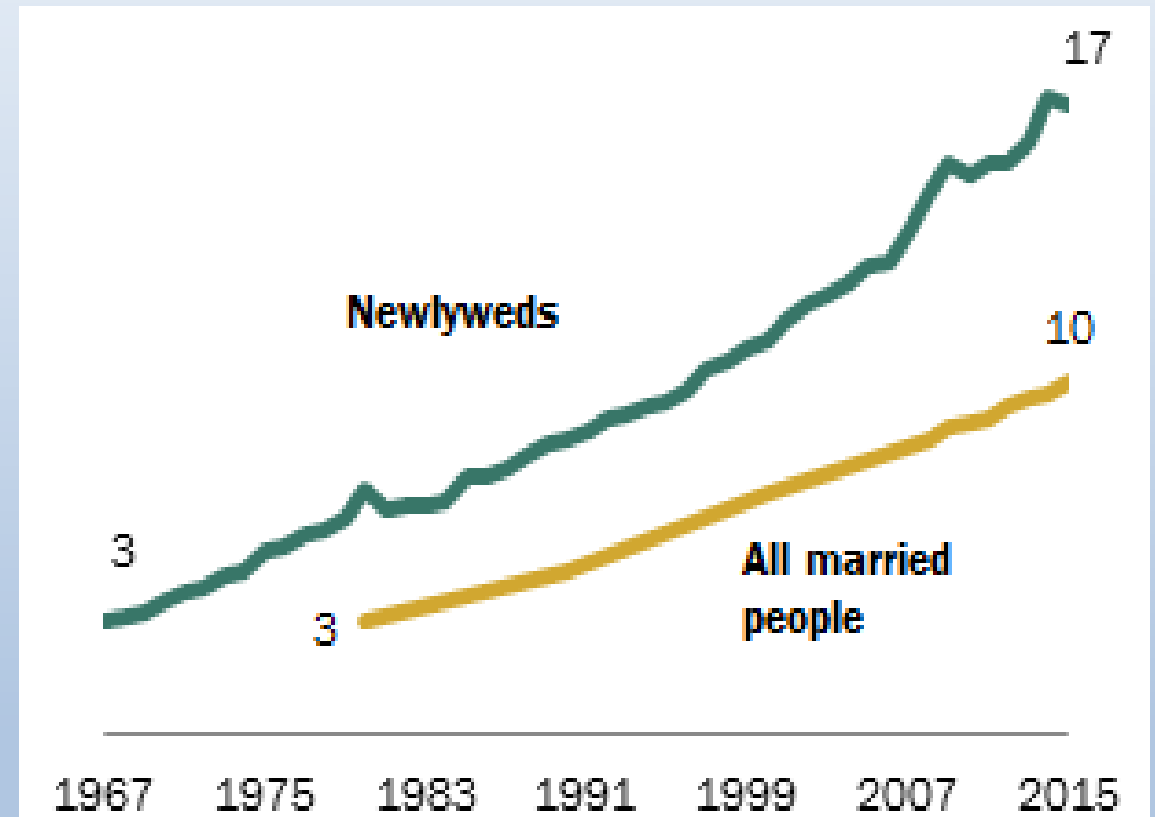
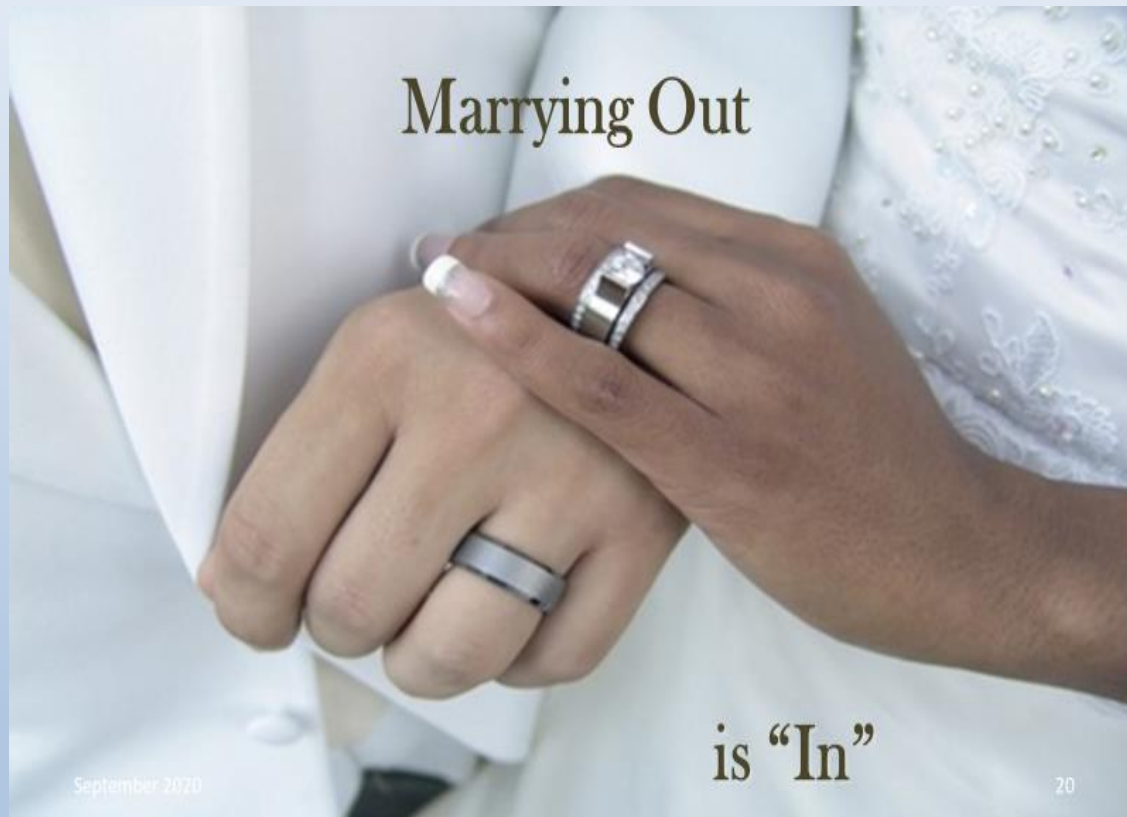
States Losing and Gaining White Population, 2010-2020



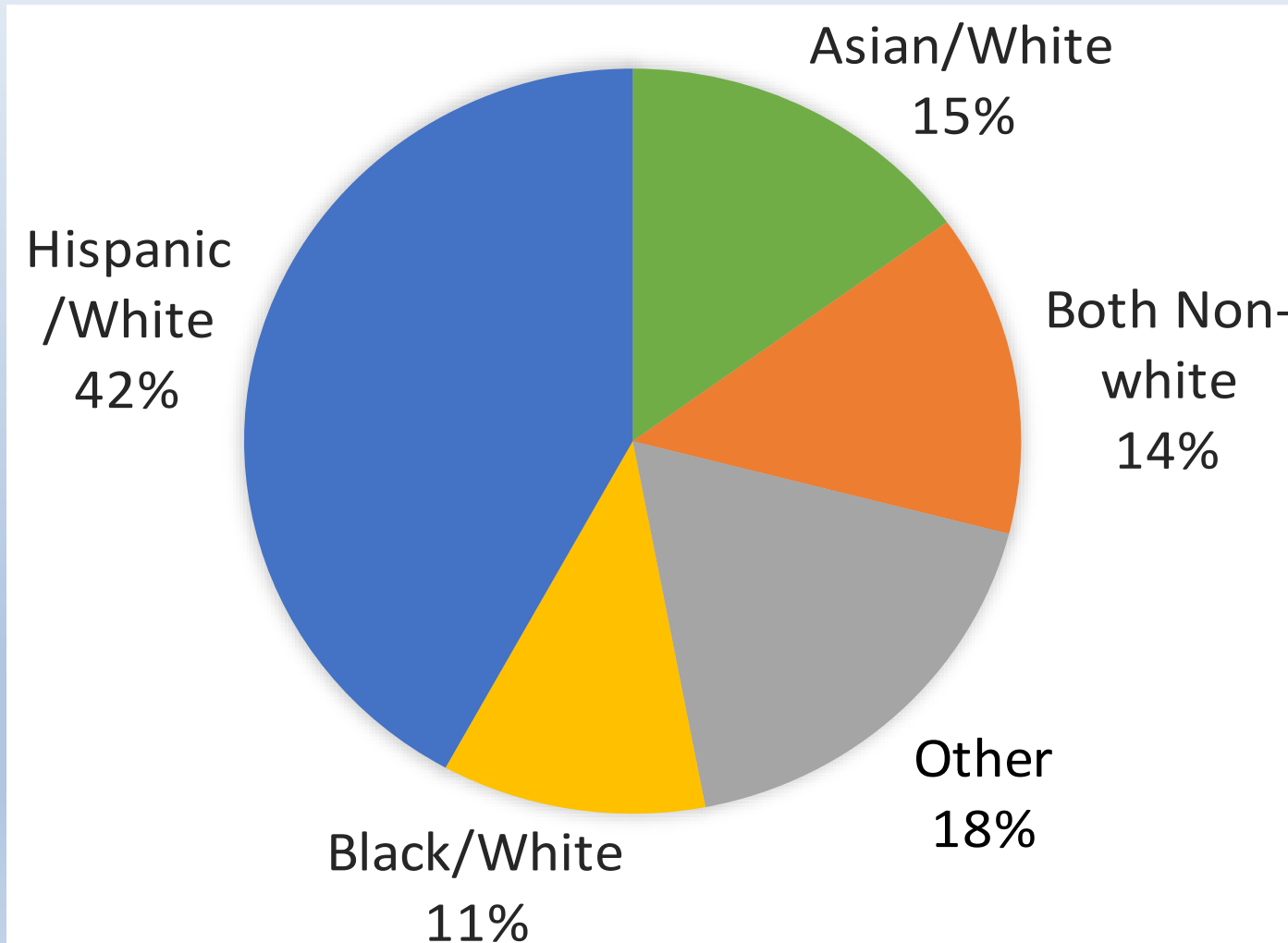
Non-White and Hispanic Shares of Population Growth, 2010-2020



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).*



U.S. Population Change by Race/Ethnicity, April 1, 2020 – July 1, 2022

Race/Ethnicity	July 1, 2022 Population	Absolute Population Change April 1, 2020-July 1, 2022	Percent Change April 1, 2020-July 1, 2022
Total	333,287,557	1,838,037	0.5
Not Hispanic	269,623,211	-150,613	-0.05
• White	196,225,966	-1,660,619	-0.8
• Black	42,070,471	338,097	0.8
• AI/AN	2,420,972	17,248	0.7
• Asian	20,276,025	727,834	3.7
• NH/PI	635,928	20,279	3.3
• 2 or more races	7,993,849	406,548	5.4
Hispanic	63,664,346	1,988,150	3.2

South Carolina Race/Ethnic Change

South Carolina Population Change by Race/Ethnicity, 2010 – 2020

Race/Ethnicity	2020 Population	Absolute Population Change 2010-2020	Percent Change 2010-2020
Total	5,118,429	493,065	10.7
Not Hispanic	4,804,290	405,608	9.2
• White	3,251,554	283,991	9.6
• Black	1,343,662	61,002	4.7
• AI/AN	18,754	2,014	12.0
• Asian	93,480	34,243	57.8
• NH/PI	3,009	821	37.5
• 2 or more races	93,831	32,537	53.1
Hispanic	314,139	78,457	33.3

South Carolina Population Change by Race/Ethnicity, April 1, 2020 – July 1, 2022

Race/Ethnicity	July 1, 2022 Population	Absolute Population Change April 1, 2020-July 1, 2022	Percent Change April 1, 2020-July 1, 2022
Total	5,282,634	164,205	3.2
Not Hispanic	4,934,475	130,185	2.7
• White	3,352,165	100,611	3.1
• Black	1,354,319	10,657	0.7
• AI/AN	19,274	520	2.8
• Asian	102,276	8,796	9.4
• NH/PI	3,377	368	12.2
• 2 or more races	103,664	9,833	10.5
Hispanic	348,159	34,020	10.8

The “Graying” of America

The Silver Tsunami is about to Hit!



Key Drivers

**Changes in
Longevity**

**Declining
Fertility**

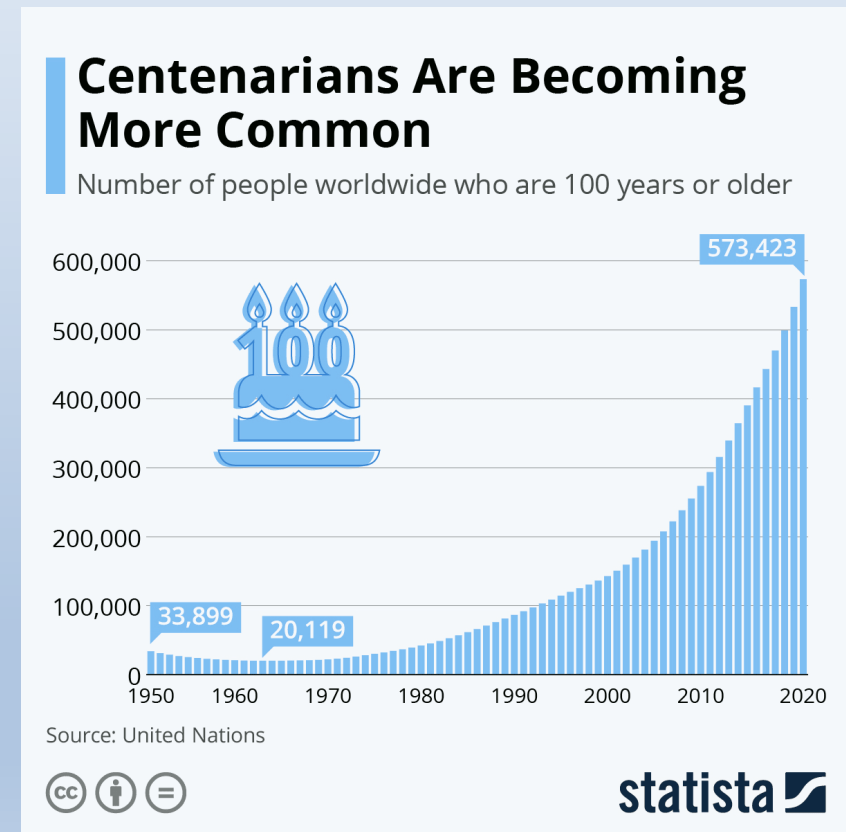
**Aging of
Boomer
Cohort**

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](#).

U.S. Population Change by Age

2000-2010

<u>2010 Population</u>			<u>Absolute Change 2000-2010</u>
308,745,538	All Ages	<div><div></div>9.7%</div>	27,323,632
104,853,555	<25	<div><div></div>5.4%</div>	5,416,289
82,134,554	-3.4% <div></div> 25-44		-2,905,697
81,489,445	45-64	<div><div></div>31.5%</div>	19,536,809
40,267,984	65+	<div><div></div>15.1%</div>	5,276,231

2010-2019

<u>2019 Population</u>			<u>Absolute Change 2010-2019</u>
328,239,523	All Ages	<div><div></div>+6.3%</div>	19,493,985
103,258,356	-1.5% <div></div> <25		-1,585,199
87,599,465	25-44	<div><div></div>+6.6%</div>	5,464,911
83,323,439	45-64	<div><div></div>+2.2%</div>	1,883,994
31,483,133	65-74 (young old)	<div><div></div>+45.0%</div>	9,110,004
15,969,872	75-84 (middle old)	<div><div></div>+22.3%</div>	2,908,750
6,604,958	85+ (oldest old)	<div><div></div>+20.2%</div>	1,111,525
73,931,970	55-74 (Boomers)	<div><div></div>+27.0%</div>	15,735,812

Greying U.S. Population

U.S. Population Change by Age 2010 - 2020

Age	2020 Population	Absolute Population Change 2010-2020	Percent Population Change 2010- 2020
All Races	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

U.S. Population Change by Age April 1, 2020 - July 1, 2022

Age	July 1, 2022 Population	Absolute Population Change April 1, 2020-July 1, 2022	Percent Population Change April 1, 2020-July 1, 2022
All Races	333,287,557	1,838,037	0.5
<18	72,450,827	-1,119,114	-1.5
18-64	203,041,878	-307,468	-0.1
65+	57,794,852	3,264,619	5.9

Greying of South Carolina Population

South Carolina Population Change by Age 2010 – 2020

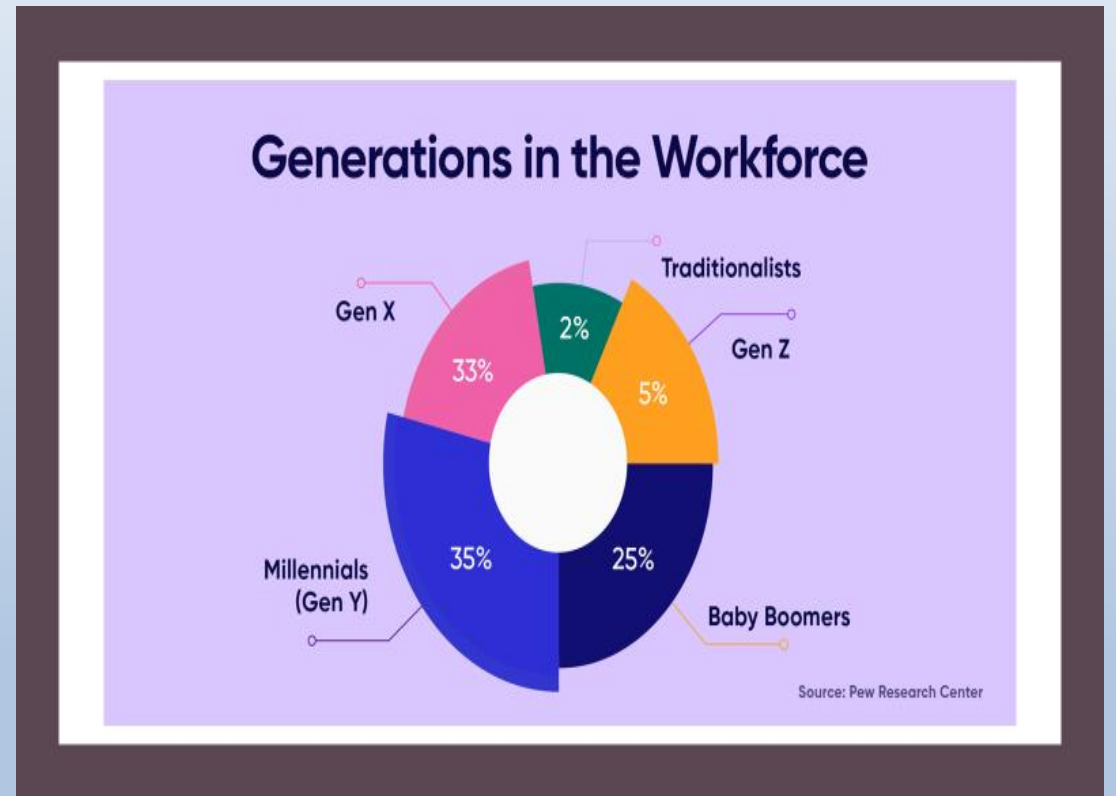
Age	2020 Population	Absolute Population Change 2010-2020	Percent Population Change 2010-2020
All Ages	5,118,429	493,065	10.7
<18	1,100,944	20,470	1.9
18-64	3,085,349	172,333	5.9
65+	932,136	300,262	47.5

South Carolina Population Change by Age April 1, 2020 – July 1, 2022

Age	July 1, 2022 Population	Absolute Population Change April 1, 2020-July 1, 2022	Percent Population Change April 1, 2020-July 1, 2022
All Ages	5,282,634	164,205	3.2
<18	1,117,872	16,928	1.5
18-64	3,156,753	71,404	2.3
65+	1,008,009	75,873	8.1

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

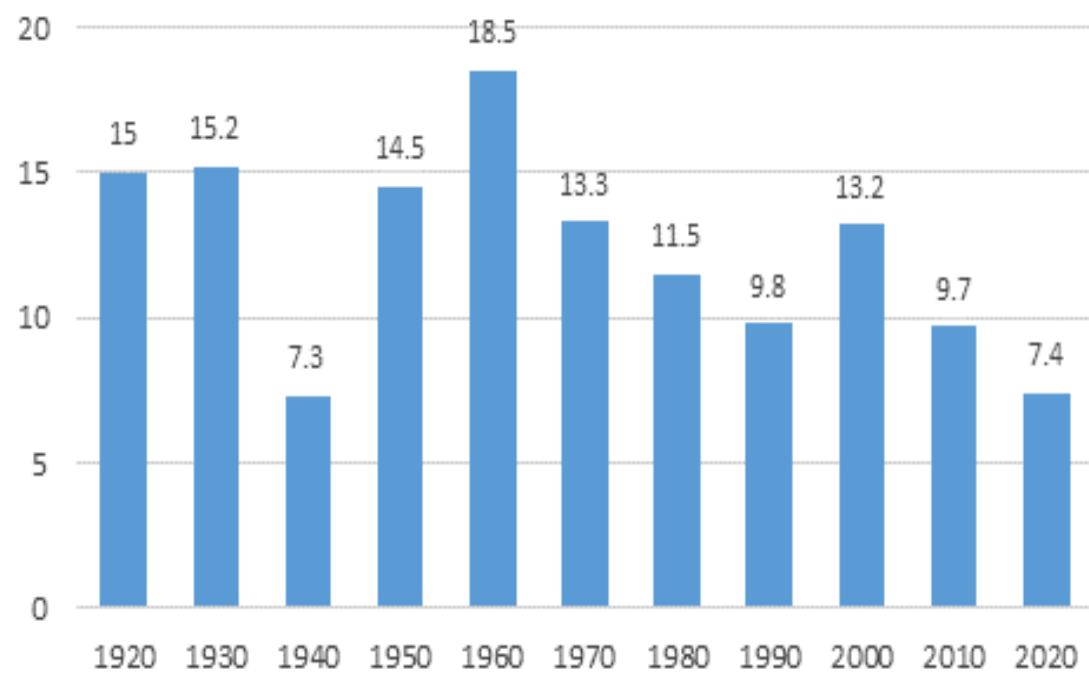
***Organizational Game
Changers!***



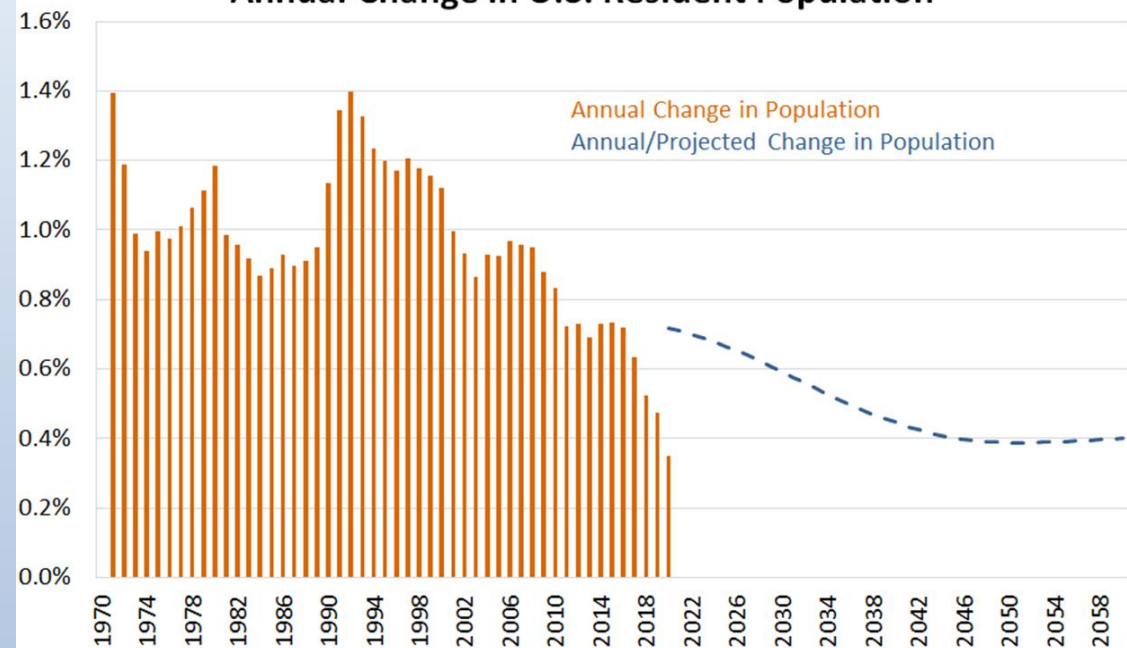
Disappearing & Rebelling



Percent Increase in U.S. Population, 1920-2020



Annual Change in U.S. Resident Population



NOTES: The actual change in population is as of Dec. 22. The projected change is as of April 16 and displays the actual change from 1970 through 2019.

SOURCES: Census Bureau and Haver Analytics.

Federal Reserve Bank of St. Louis

Absolute & Percent Population Change, United States, 1990-2020

Total

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

Foreign Born

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

U.S. Non-Hispanic White Population Change, 1990-2020

Absolute & Percent Change

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

Share of Net Growth

Census Period	Percent
1990-2000	19.6
2000-2010	8.2
2010-2020	0.0

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

Area	2020 White Population	Absolute White Population Change, 2010-2020	Percent White Population Change, 2010-2020
United States	196,697,647	-5,119,905	-2.6
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Midwest	50,082,552	-2,014,081	-3.9
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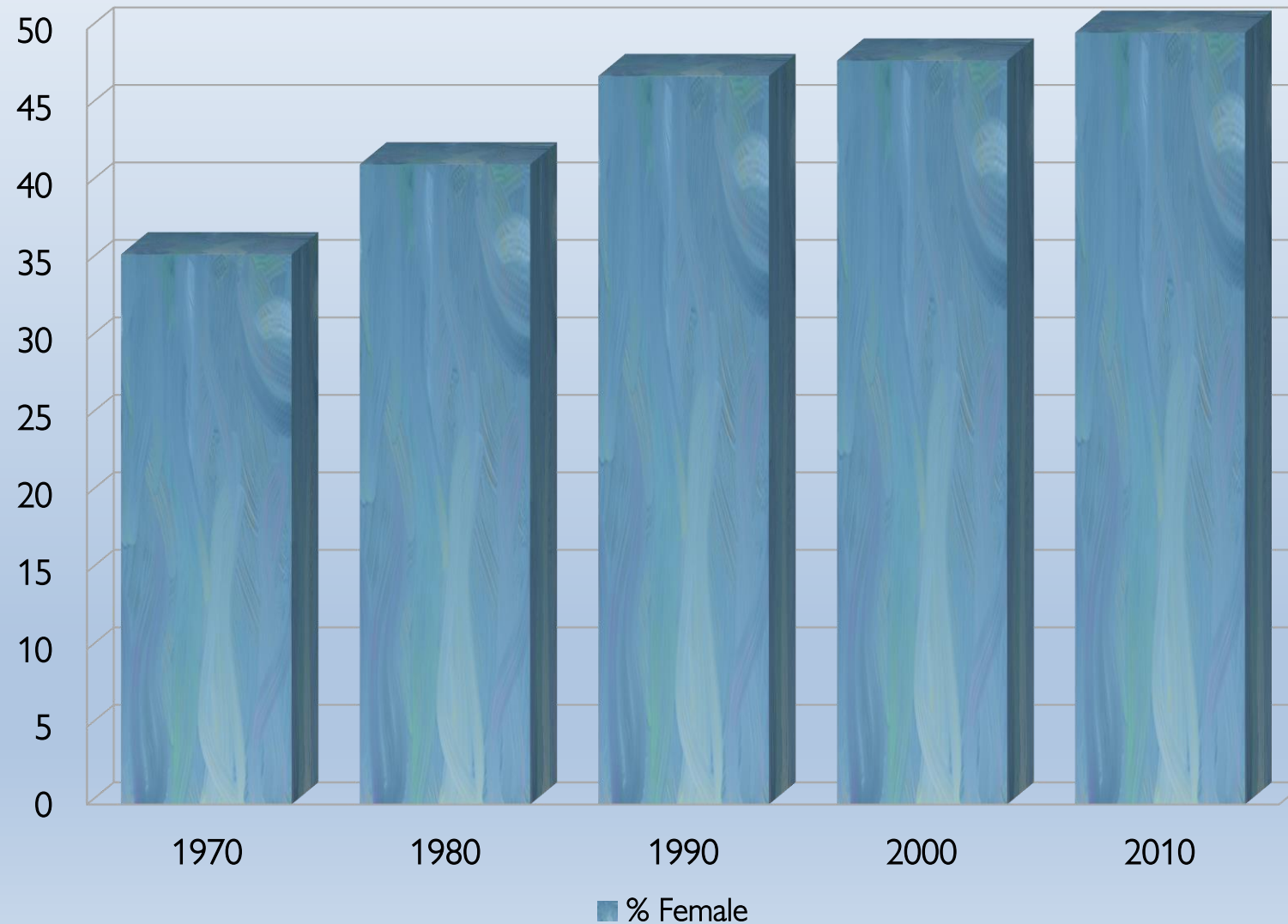
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• NH/PI	635,928	20,279	3.3
• 2 or more races	7,993,849	406,548	5.4
Hispanic	63,664,346	1,998,150	3.2



The End of Men?

Female Workforce Participation



The Plight of Men

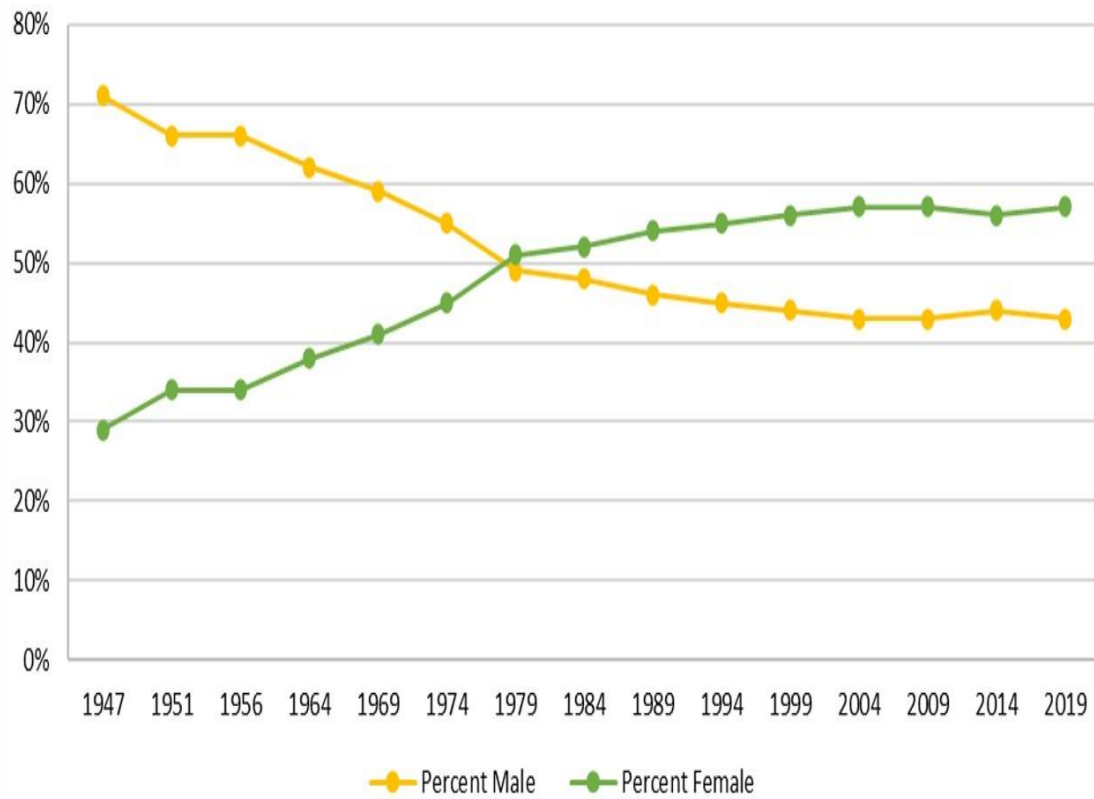
Selective withdrawal from the
labor market

Skills mismatches, disabilities,
incarceration

Median wage decline

Sex ratio imbalance in college
enrollment

College Enrollment in the U.S. by Gender, Selected Years, 1947-2019



THE WALL STREET JOURNAL.

A Generation of American Men Give Up on College: 'I Just Feel Lost'

The number of men enrolled at two- and four-year colleges has fallen behind women by record levels, in a widening education gap across the U.S.





Daniel Briles in his room at home in Red Wing, Minn. TIM GRUBER FOR THE WALL STREET JOURNAL.

By [Douglas Belkin](#)
Sept. 6, 2021 112 pm ET





Number of Students Enrolled in Post-Secondary Institutions by Region and Gender, 2018-2019

Region	Total Enrollment	Male Enrollment	Percent Male
All Regions	26,321,518	11,191,430	43
New England	1,369,170	566,697	41
Mid-East	3,685,029	1,586,569	43
Great Lakes	3,622,549	1,567,727	43
Plains	1,916,908	801,441	42
Southeast	6,007,419	2,495,832	42
Southwest	3,541,772	1,463,214	41
Rocky Mountains	1,293,206	551,285	43
Far West	4,869,888	2,146,888	44
North Carolina	709,602	290,021	41

UNC System Total Enrollment by Type of Institution & Gender, Fall 2022






Type of Institution	Percent Male	Total Enrollment
UNC System	 40.8%	239,663
PWIs	 42.5%	197,017
MSIs	 37.3%	42,646
HBCUs	 32.9%	34,980

UNC System Black Student Enrollment by Type of Institution & Gender, Fall 2022






Type of Institution	Percent Male	Total Enrollment
UNC System	 34.0%	50,284
PWIs	 36.1%	22,126
MSIs	 32.2%	28,264
HBCUs	 32.0%	26,039

Five Year Degree Totals by Gender, UNC System, 2017-18 – 2021-22

All Degrees Awarded

Type of Institution	Absolute Number of Graduates	Percent Female	Absolute Female-Male Difference in Graduates	Female/Male Graduation Ratio
UNC System	300,706	 59.3	56,206	1.5
PWIs	259,065	 58.0	41,371	1.4
MSIs	41,641	 67.8	14,835	2.1
HBCUs	33,971	 68.0	12,259	2.1
UNC-CH	41,618	 58.1	6,742	1.4



























Degrees Awarded to Black Students

Type of Institution	Absolute Number of Graduates	Percent Female	Absolute Female-Male Difference in Graduates	Female/Male Graduation Ratio
UNC System	51,146	 67.8	18,246	2.1
PWIs	25,890	 66.6	8,615	2.0
MSIs	25,256	 69.0	9,630	2.2
HBCUs	22,959	 69.2	8,805	2.2
UNC-CH	3,130	 65.6	980	1.9

Source: Interactive Data Dashboards, UNC System, available at

<https://www.northcarolina.edu/impact/stats-data-reports/interactive-data-dashboards/>.

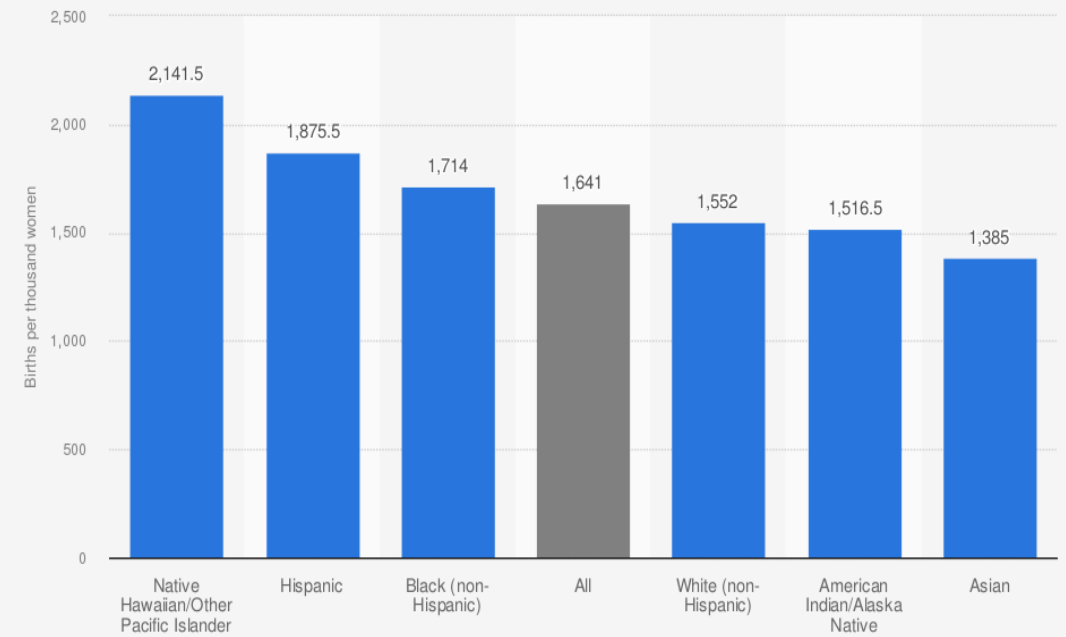
U.S. Male Population and Labor Force Change by Age, 2015-2021

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

Declining Fertility



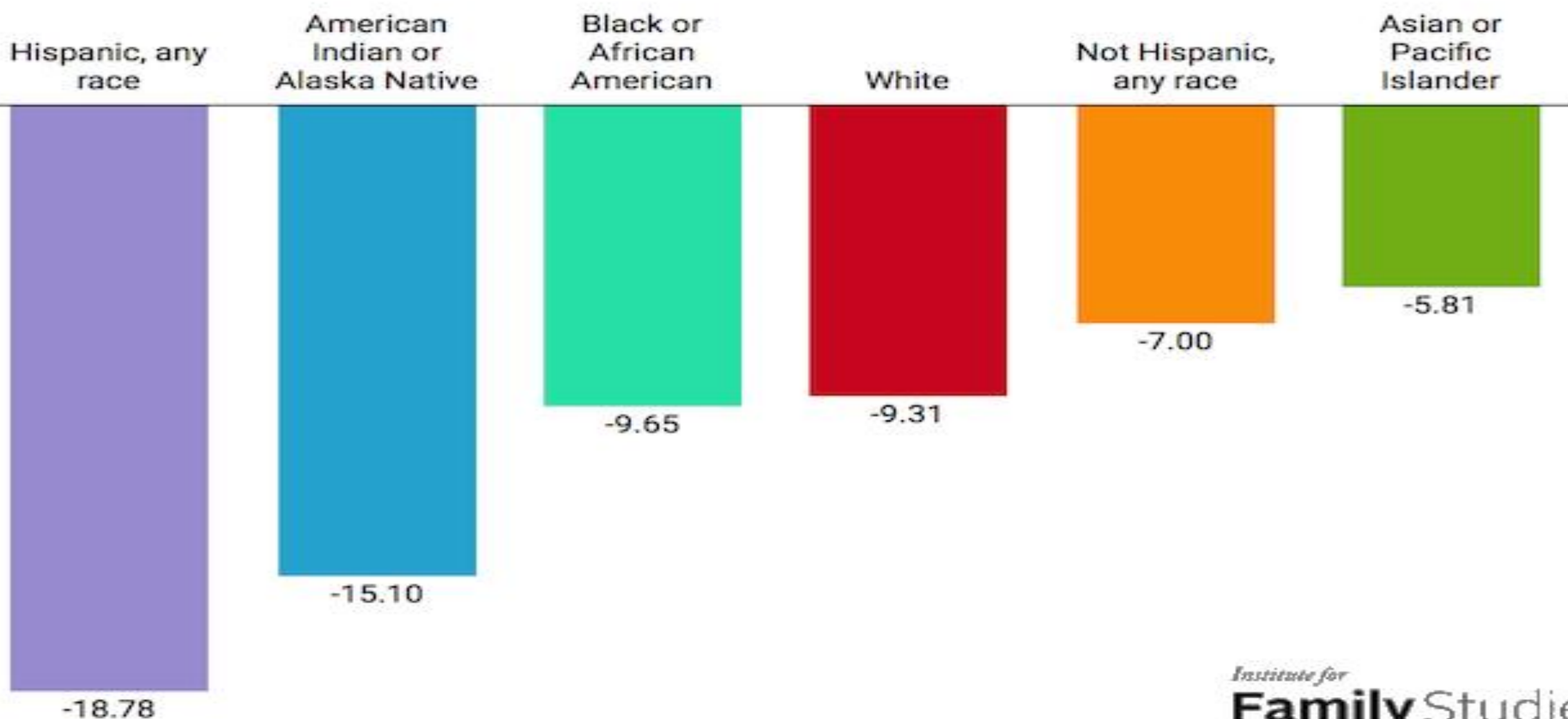
Total fertility rate in the United States in 2020, by ethnicity of mother (births per 1,000 women)



Source
CDC
© Statista 2023

Additional Information:
United States; CDC; NCHS (NVSS); 2020

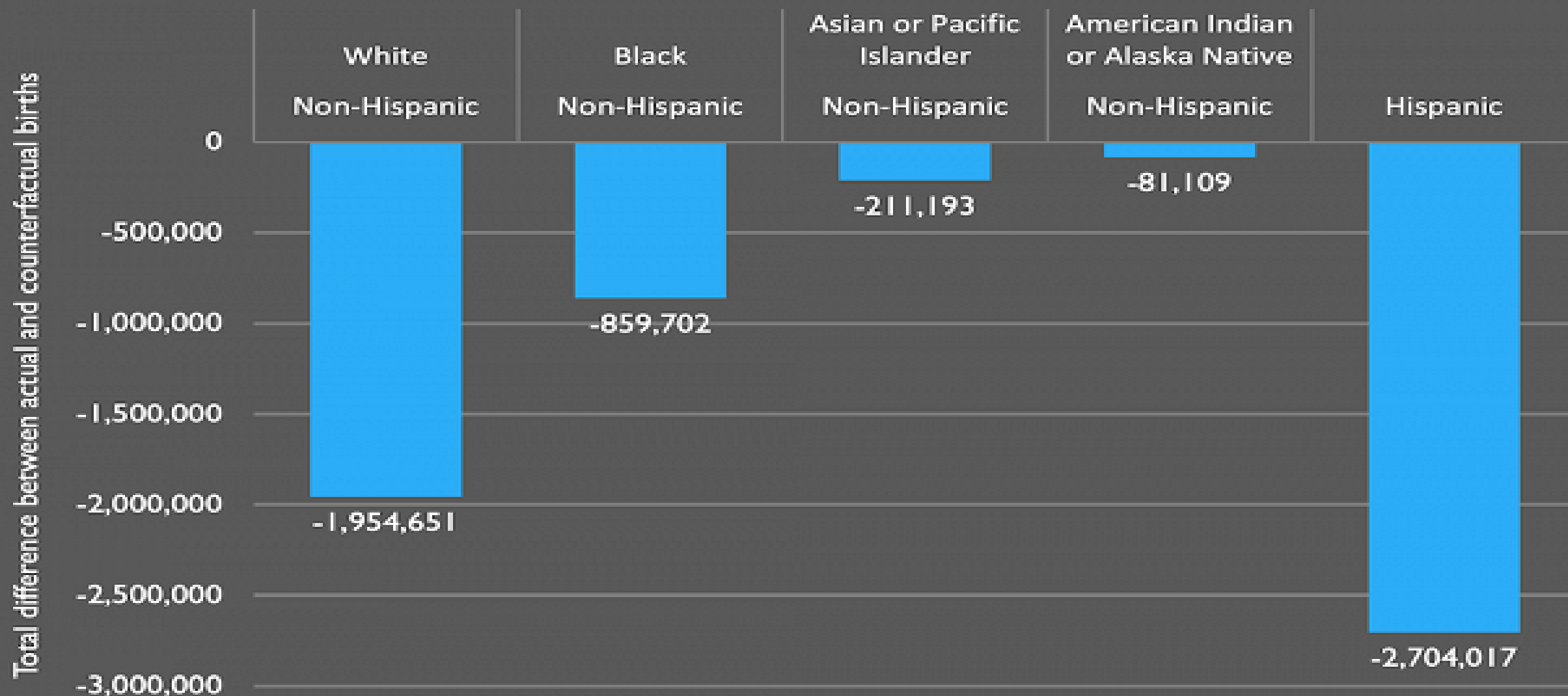
Fertility Declines Have Been Most Severe for Hispanics, American Indians



Institute for
Family Studies

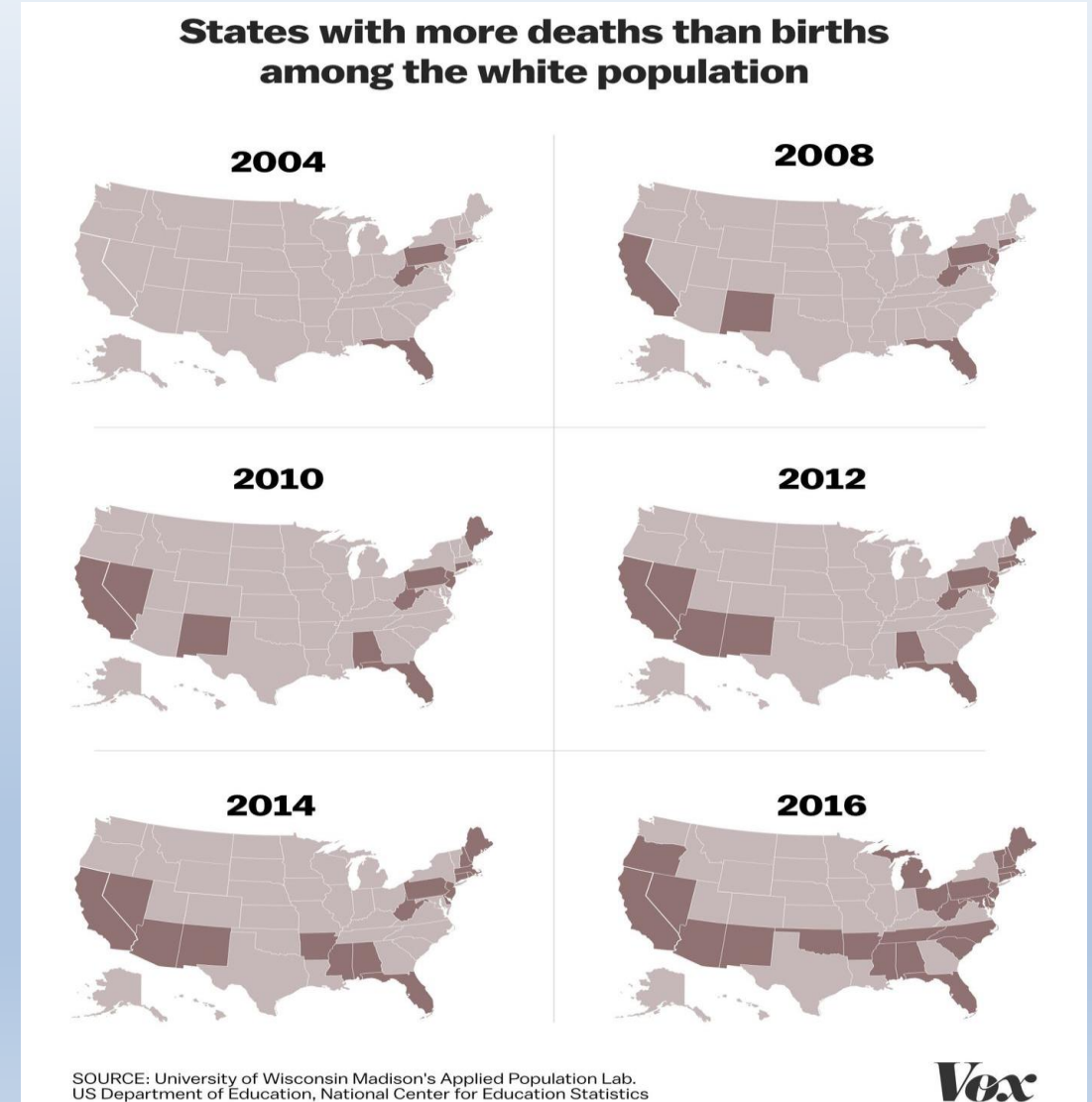
Difference between 2008-2016 counterfactual births using actual cohort sizes and 2007-fixed age-specific birth rates, and actual annual births, divided by 2008-2016 sum total counterfactual births.

Figure 1: Difference Between Actual Births and Births if 2008 Fertility Rates Had Persisted, 2009-2019

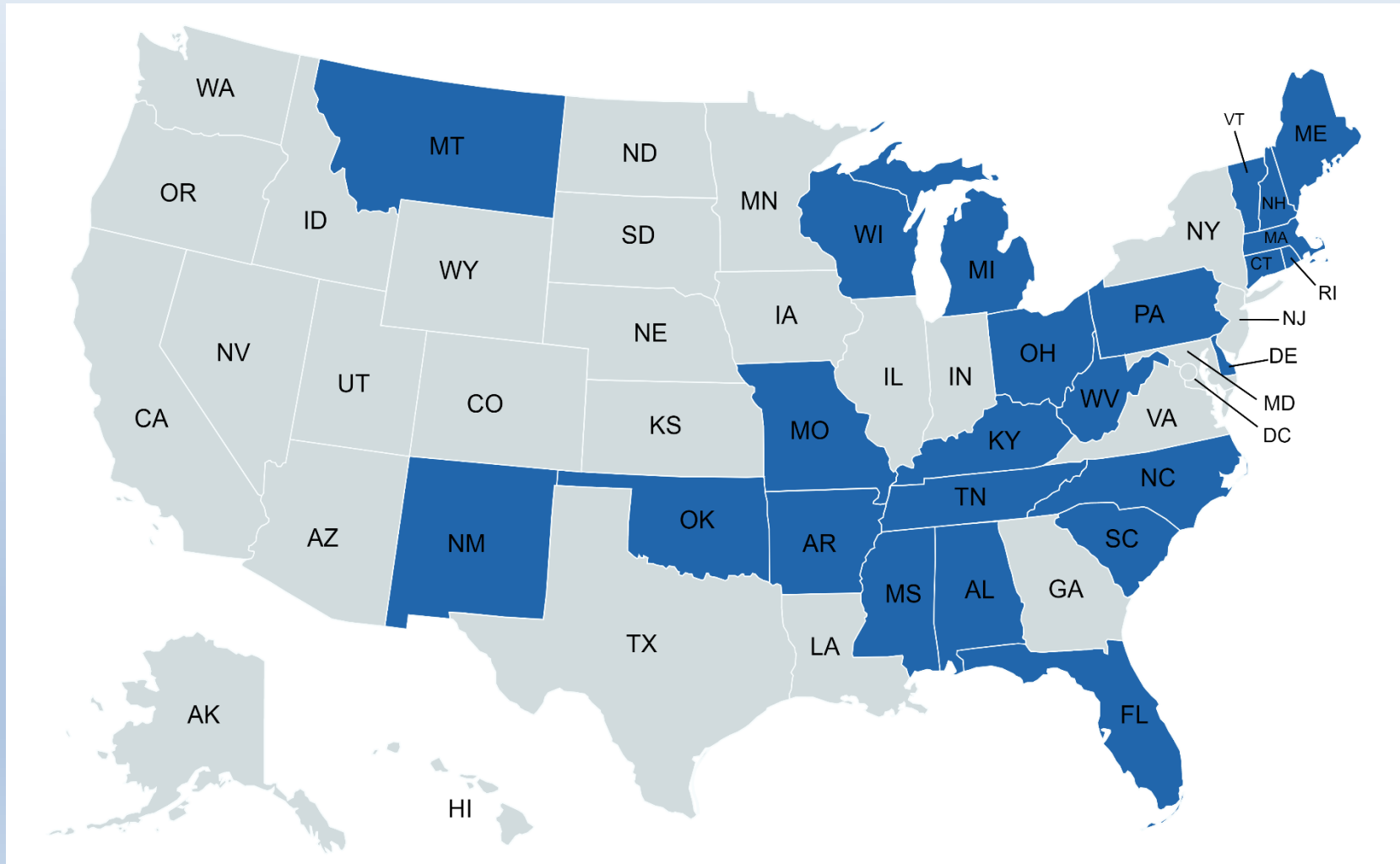


Impact of Shifts in Fertility Behavior of Women

- 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



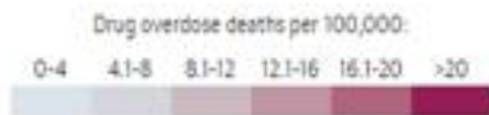


Deaths of Despair & Declining Life Expectancy

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

Deaths of Despair

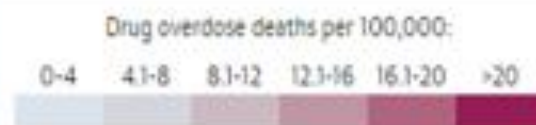
The Drug Overdose Crisis in 1999



1999 2014



The Drug Overdose Crisis in 2014



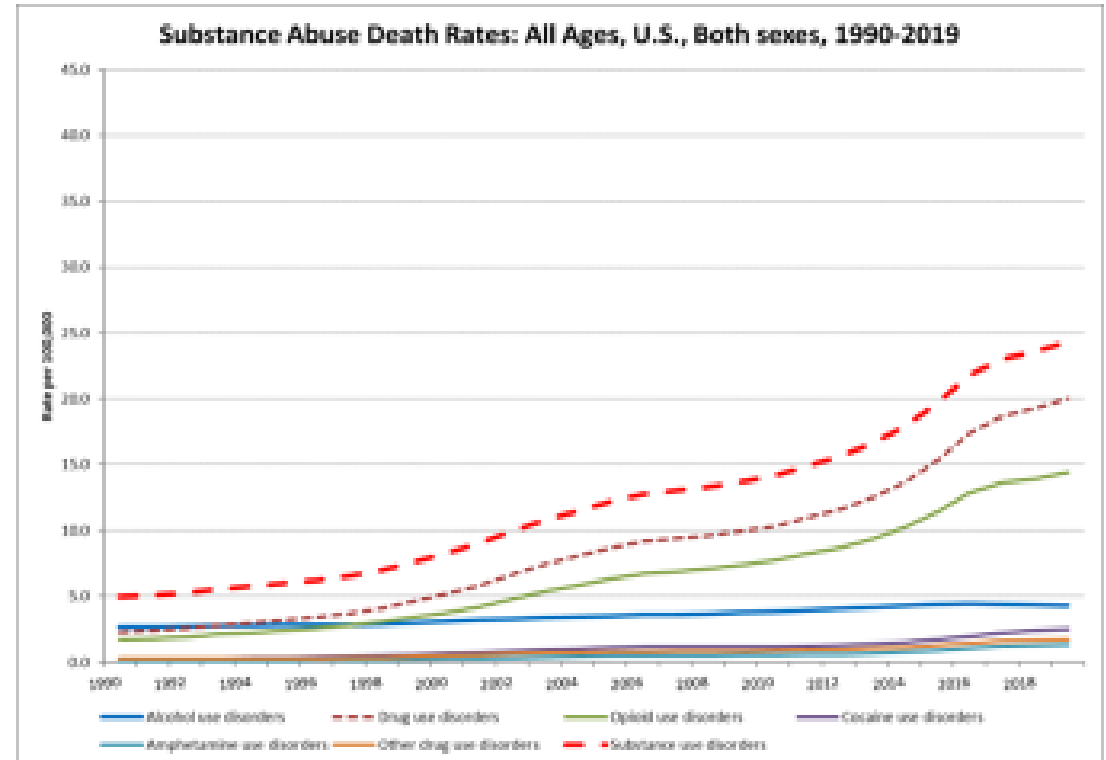
1999 **2014**



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.

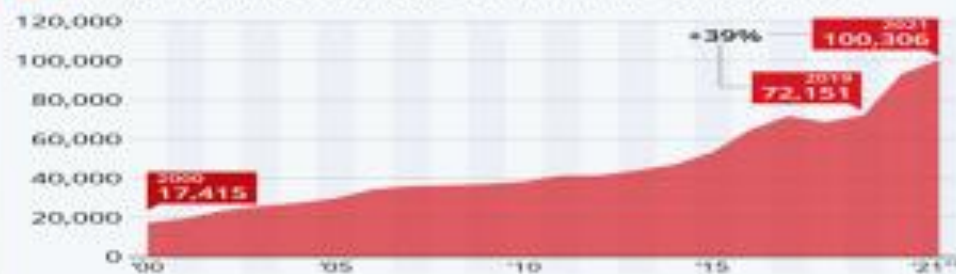
- For far too many individuals struggling with drug addiction, the pandemic-induced forced isolation combined with the shutdown of in-person drug treatment and counseling services proved to be deadly.

- According to the CDC the 2020 casualties brings the total to more than 900,000 overdose deaths since the U.S. drug epidemic began in the late 1990s.



U.S. Drug Overdose Deaths Spike Amid the Pandemic

Number of drug overdose deaths in the United States*



* Estimates for 2020 and 2021 are based on provisional data.





** 2021 estimate refers to 12-month period ending April 2021

Source: Centers for Disease Control and Prevention

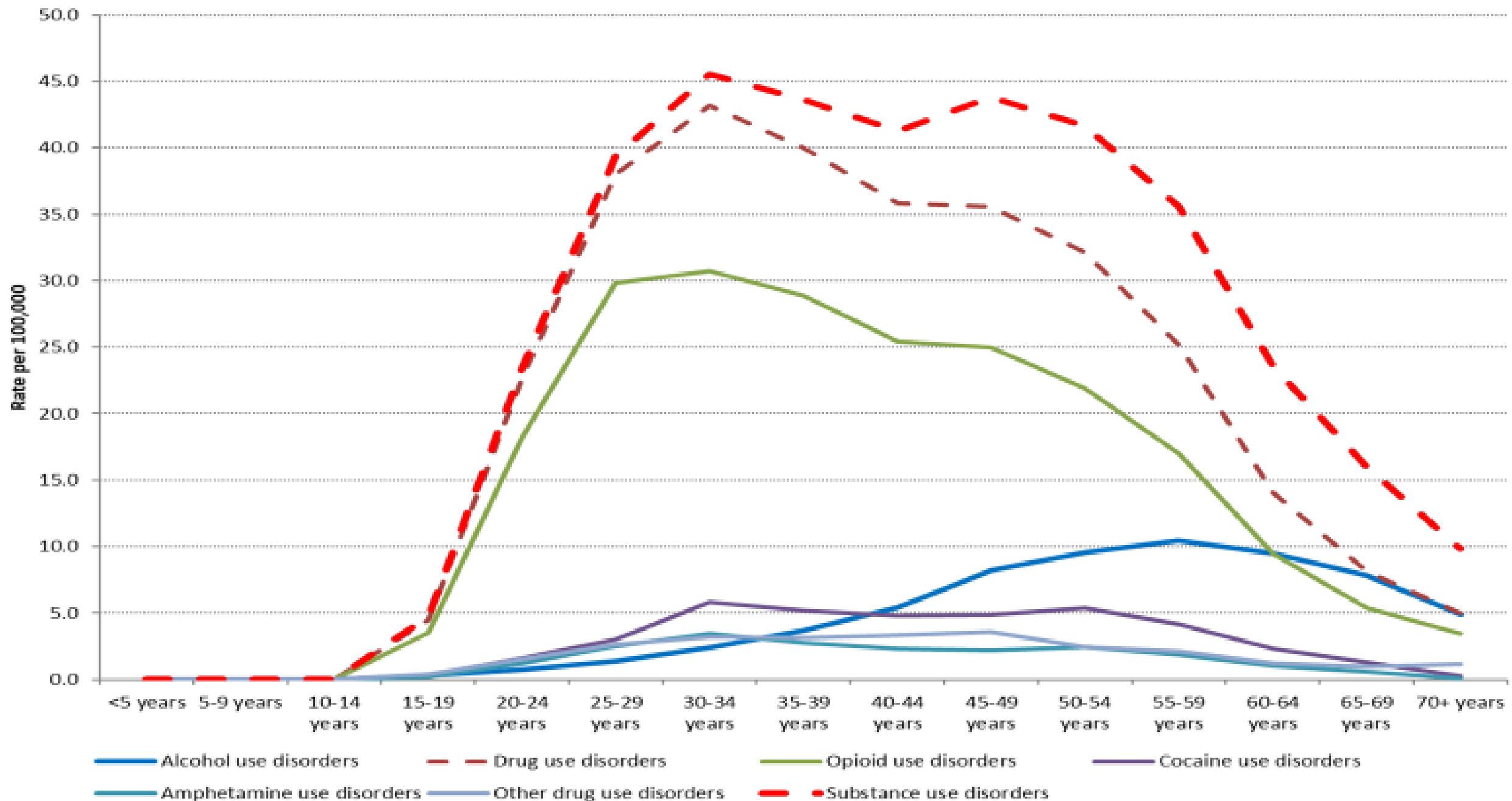


statista

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



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

Children's Lives Upended by “Orphanhood”

- *COVID-19 Drove an estimated 15% increase in Orphaned Children*

COVID-19 Deaths	Number of Children Orphaned
Primary Caregiver	122,000
Secondary Caregiver	22,000

Declining Female Labor Force Participation & Involuntary Retirements

Women's COVID-19 Burden

"And no offense to all the guys on this [Zoom], but it's [the pandemic] really been detrimental to women. The majority of the burden has been placed on not only the schooling, the childcare, the nutrition—it's a lot. I've seen women cry just like, 'I'm just so tired I don't know what to do'"
(Western NC key informant)



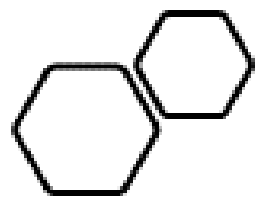
COVID-19 reportedly has forced more than 2 million women out of the workforce (Barry & Gupta, 2021).

COVID-19 Causalities

1.7 million workers 55 and older reportedly forced into involuntary retirement (Davis, et al, 2021).

Black workers without a college degree were more likely than other groups to involuntarily retire during the pandemic.

Involuntary retirees' median savings of \$9,000.00.



Invisible Overtime: Making Matters Worse

“One in 5 workers are balancing paid work with part-time care duties, putting them at heightened risk of resigning...” (Lerner, 2022).



Growing Labor Activism

Women and
people of color
**are fired up
for change**



Growing Labor Activism

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

Return to Office Mandates (RTOs)



Three Groups Disadvantaged by RTOs

Women with young children

People with physical or mental health disabilities

Individuals facing economic housing limitations (i.e., the so-called super commuters).

Workforce Challenges

Commitment to Diversity in the Midst of the Great Resignation?

- One Chief Talent Officer is quoted as saying:
- In this hiring climate, we are going to struggle to find qualified candidates for our roles, much less meet our diversity hiring goals. Most of our leaders are hiring the first qualified person they can find, without any consideration of diversity.” (quoted in Woods, 2021).

The Grand Reckoning

- “How can we design a workplace where employees feel valued, connected, and with a good work-life balance? It’s clear that the old “normal” is never returning. It’s up to all of us to create a new normal that makes workers excited to stay.” (Lisa Curtis, Founder & CEO, KULI KULI Foods, 2021)

Discrimination in the Workplace, 2019

Witnessed or Experienced in the workplace:	All Countries	U.S.	U.K.	France	Germany
Discrimination based on age, gender, race or LGBTQ status	49%	61%	55%	43%	37%
Ageism	34%	45%	39%	29%	22%
Gender discrimination	33%	42%	37%	30%	24%
Racism	30%	42%	31%	28%	21%
LGBTQ discrimination	24%	33%	25%	22%	15%

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

Visible Diversity Traits

Race/Skin Color

Gender

Visible Disability

Age Group

Physical Attributes

Ethnicity

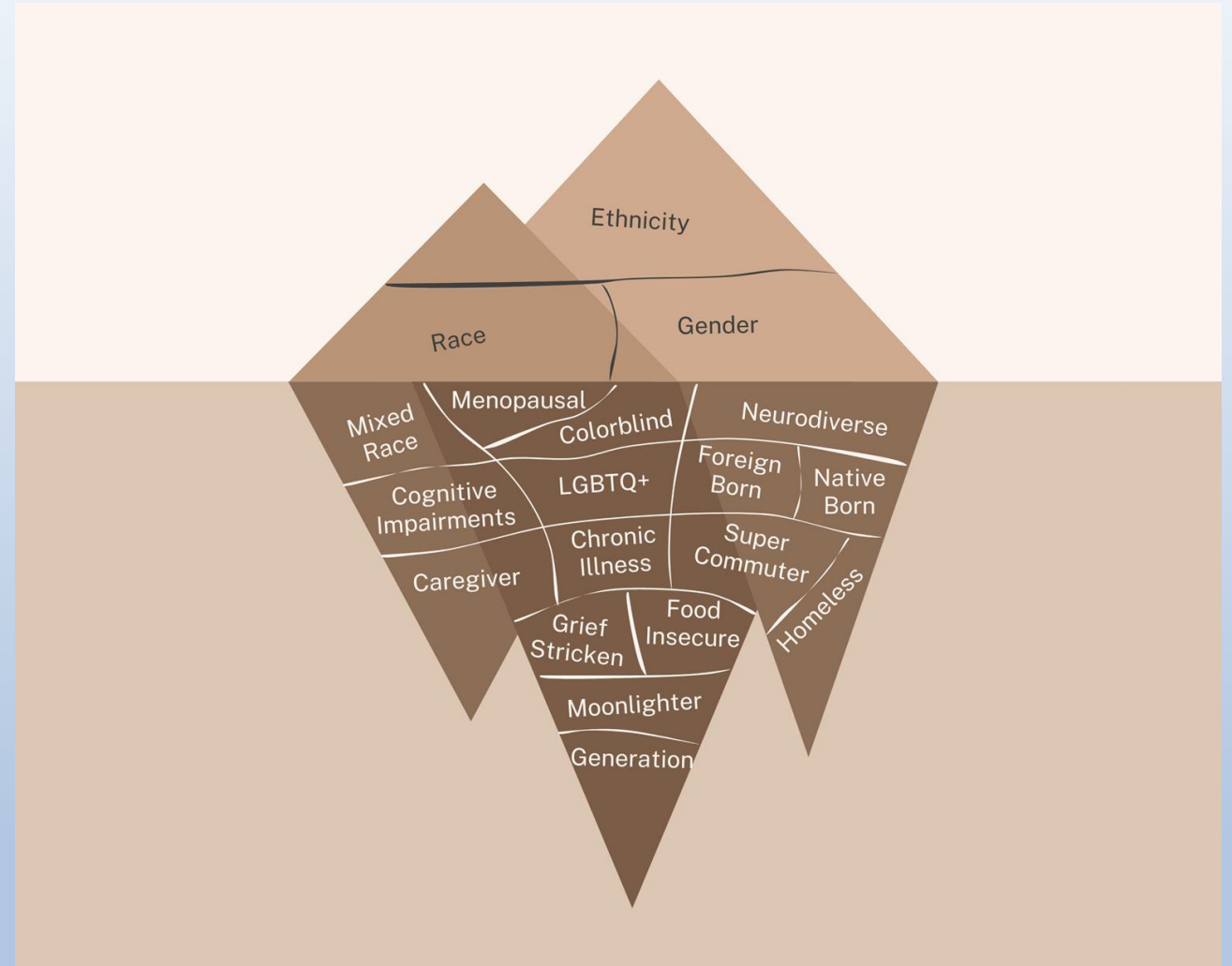
*If all I
know
about you
is what I
can see...*



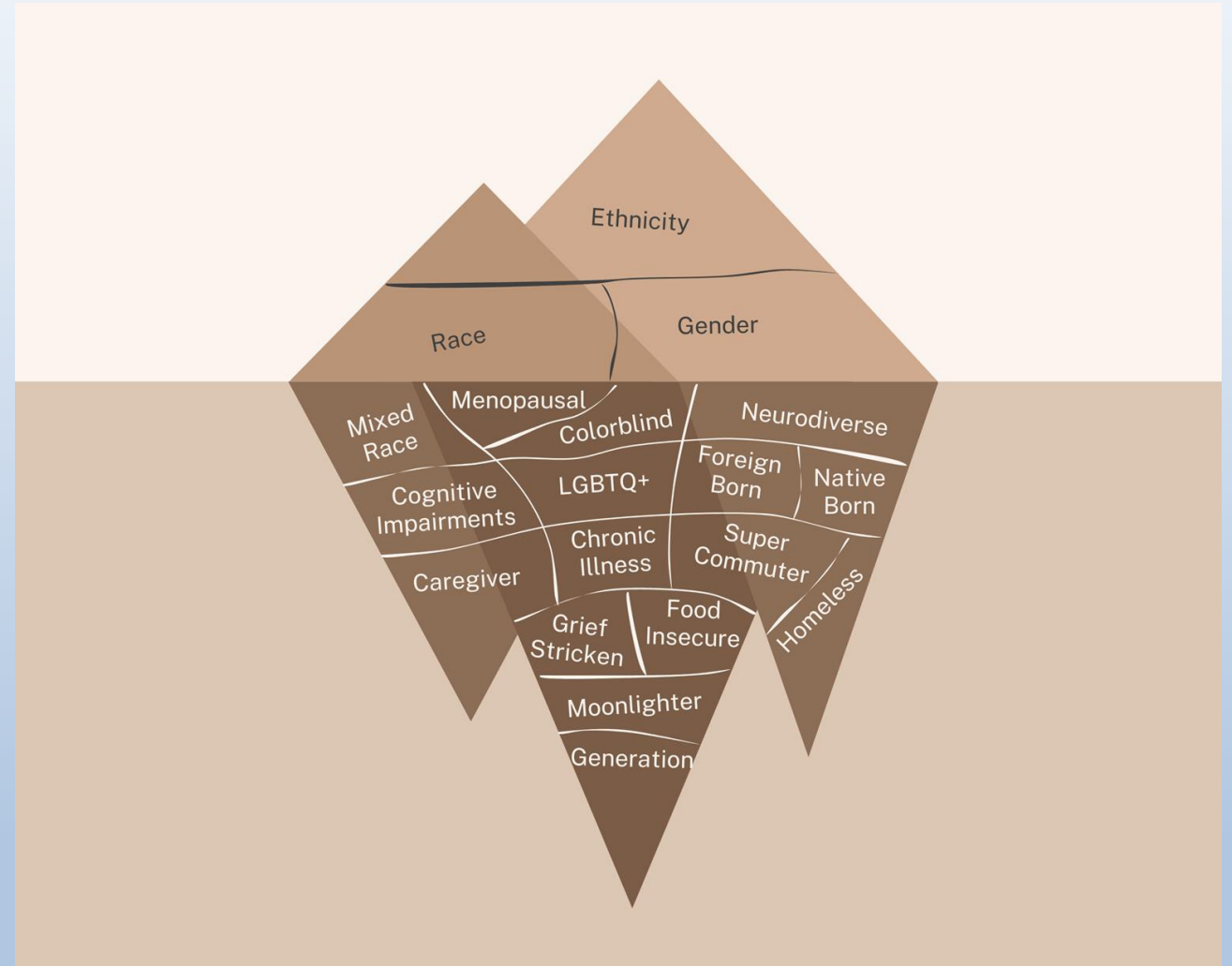
Invisible Diversity Traits

Level in Organization **Culture** **Marital Status** **Values** **Education** **MBTI**
Religion/Religious Experiences **International Cultural Immersion**
Communication Style **Conflict Style** **Beliefs** **Teaching Style** **Recreational Habits**
IQ **Learning Styles** **Academic Discipline** **Literacy** **Sexual Orientation**
Personality Style **Orientation to Time** **Family Relationships** **Orientation to Tasks**
Physical Abilities/Qualities **EQ** **Military Experience** **Socioeconomic Status**
Geographic Background **Work Background** **Smoker/Non-Smoker**
Parental Status **Native Born/Non-Native Born** **Political Ideology** **Thinking Style**

Iceberg Demographic Schema



Iceberg Demographic Schema



Multi-Racial Population Growing Rapidly

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



Workers with Cognitive Impairments

- U.S. working age people with a disability who are employed increased by 1.5 million since 2020
- Most of increase due to long COVID concentrated among workers under age 40
- Experiencing problems with brain fog--remembering, concentrating, and making decisions.
- Some suffering from long Covid induced neurovascular changes resulting in brain injury.

Menopause in the Workplace

Let's talk about the menopause...

More than 3 out of 4 women experience menopause symptoms at some time.

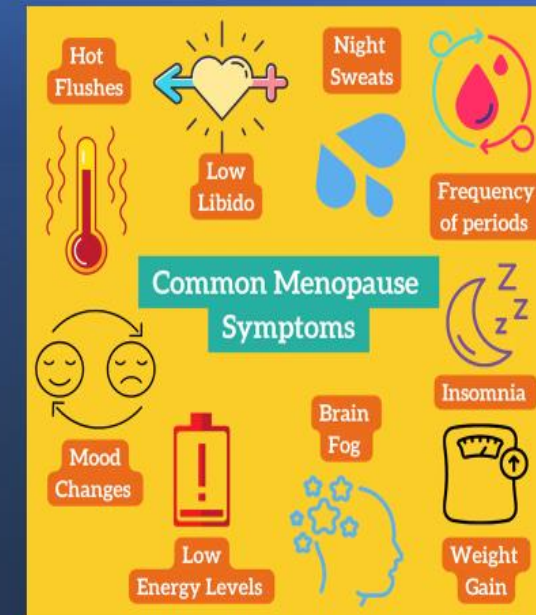
But menopause isn't something just women need to know about - men should be aware too so they can support colleagues, friends and family.

Did you know?

- 51** is the average age women reach menopause
- 1 in 4** women experience serious symptoms
- 2 in 5** women said their menopause symptoms had been worse than they had expected
- 8 in 10** women of menopausal age are in work
- 1 in 100** women reach menopause before the age of 40

The majority of women are unwilling to disclose menopause-related health problems to their line managers.

 **PROUD**
to display
the **BADGE**



Execution Strategies

- Conduct pulse surveys to determine prevalence of iceberg demographic identities in existing 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 the 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

