

Workforce Planning for 2030

How Today's HR Decisions Will Shape the Future Talent Market

Our Webinar Will Begin Shortly

January 14th, 2026

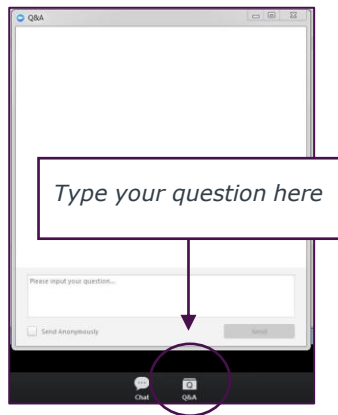
Housekeeping

Networking



Use the **chat** to connect with other participants and share ideas.

Asking a Question



Brief Exit Poll



We'd appreciate your **feedback** on today's presentation.



Glen Buickerood

*Associate Director, Partner
Development*

Seramount

Today's Expert Presenters



Joe Infantino

Senior Director, Insights
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Julius Probst, PhD

Senior Economist
Appcast



Steve Pemberton

Managing Director
Seramount

Four Talent Factors Impacting Workforce Planning

Joe Infantino

Senior Director, Insights
Seramount

1

Advancements in GenAI

*Separating Hype from Reality
and Ensuring AI Readiness*

2

Hybrid and Flexible Work

*Balancing Business Outcomes,
Hiring Competitiveness, and
Employee Engagement*

3

Employee Mental Health

*Quantifying the Challenge and
Prioritizing Strategies*

4

The Evolving Employee- Employer Compact

*Culture, Loyalty, Generations,
and the Gig Economy*



Pulse Check

What is your biggest workforce planning concern?

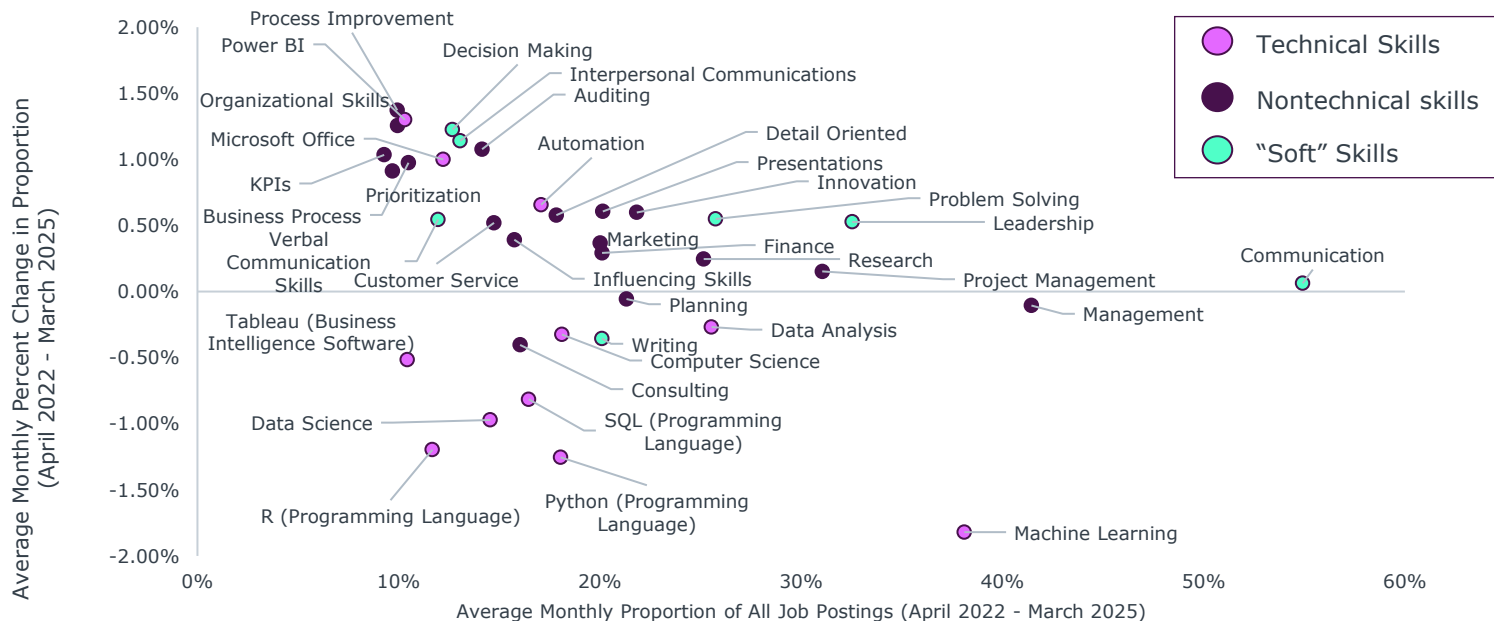
- 1 Succession and the retirement cliff
- 2 Automation and AI-driven work redesign
- 3 Early-career pipeline and next generation of leaders
- 4 Critical roles and skills architecture

Soft Skills to Grow in Importance?

Many In-Demand Technical Skills Could Be Automated Away by AI

Prevalence of and Change in Skills Mentioned in Job Postings¹

Lightcast, April 2022—March 2025, United States

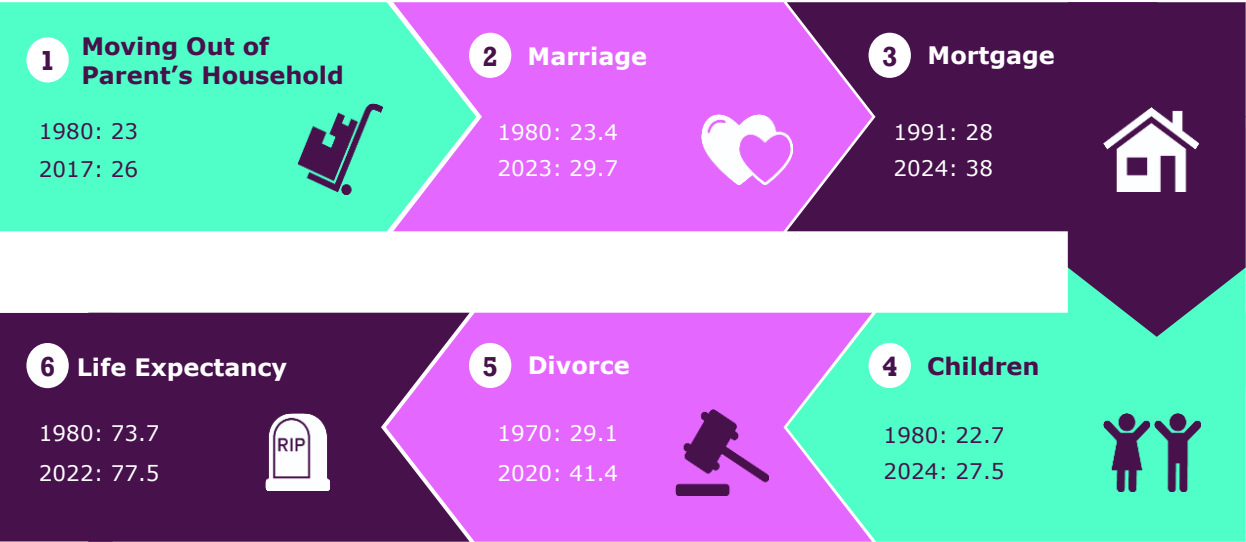


1) Skills for Business and Financial Operations SOC codes with Artificial Intelligence Skills in the United States.

New Rules for The Game of Life™

With Fewer Attachments Outside of Work, Younger Staff Feel Less “Tied Down”

Past, Current Average Age at Key Life Milestones and Median Age By Sector



Sources: "Median Age at First Marriage, 1890–2010," Infoplease, July 23, 2023; "How has marriage in the US changed over time?," USAFacts, Feb 27, 2025; Chernikoff, "The average age of first-time mothers continues to rise," USA Today, May 18, 2024; Julian, "Median Age at First Divorce, 2020," BGSU, 2022; Kochanek et al., "Mortality in the United States, 2022," CDC, March 2024; Lambert, "The vanishing young homebuyer...," ResiClub, Feb 10, 2025; McCallister, "US Life Expectancy 1950-2025 – Trends and Influences Over the Decades," NCHstats, Dec 11, 2024; Sparber, "States with the oldest and youngest newweds," Axios, Jan 11, 2025; Seramount interviews and analysis.

Friction Arises Within Multigenerational Workforce

Bias Against Younger Workers Impacts Hiring, Relationships

31%

Of hiring managers avoid hiring Gen Z employees in favor of older candidates

18%

Of managers have thought about quitting because of the stress of managing Gen Z staff

3x

Employees with managers 12 or more years older are three times as likely to report being unsatisfied in their job

Top Industries Among 16 to 24-Year-Olds



Leisure and Hospitality



Wholesale and Retail Trade



Education and Health Services

Top Occupations Among 18 to 27-Year-Olds with a Bachelor's Degree



Registered Nurses



Elementary and Middle School Teachers



Software Developers

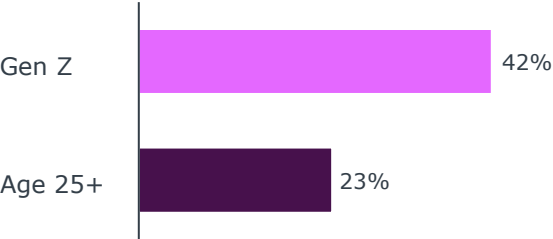
Sources: Crist, "31% of hiring managers say they steer clear of Gen Z," HR Dive, 2024; Crist, "Gen Z is stressing managers out, survey finds," HR Dive, 2024; Hogg, "Gen Z and millennial worker productivity is being crushed by bosses who don't understand them, top economics university research says," Fortune, 2024; Kaplan, "Millennials and Gen Zers in their first jobs out of college might actually tell the story of the economy," Business Insider, Aug. 29, 2025; Morse, "Here's why 1 out of 8 hiring managers plan to avoid hiring recent graduates," Fortune, 2025; Terrazas, "2024 Workplace Trends," Glassdoor, 2023; "Labor Force Statistics from the Current Population Survey," BLS, 2024; Seramount interviews and analysis.

It Will Get Worse Before It Gets Better

Majority of Future Workforce Shows More Acute Mental Health Needs

Percentage of Adults with Depression by Age Group

As of 2022

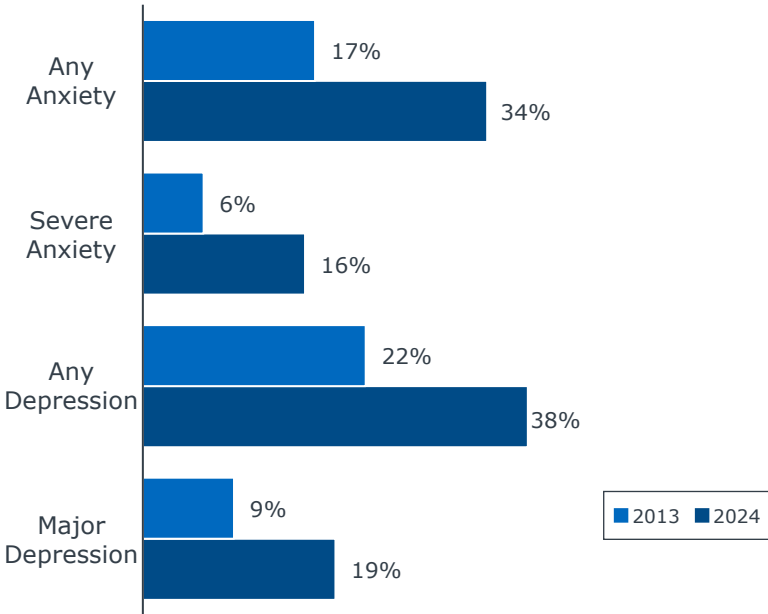


Percentage of Employees Experiencing Thoughts of Self-Harm by Age Group

As of 2024



Percentage of University Students Diagnosed with Anxiety, Depression





A 2026 Roadmap for AI

Up-to-Date Must-Dos, Mistakes to Avoid, Investments with Most Promising Returns, and Preparing for the Next Wave of Disruption



Leadership Development for a New Paradigm of Work

Best-in-Class Approaches to Identifying Potential, Developing Leaders, and Equipping Managers to Lead Teams in Today's Workplace

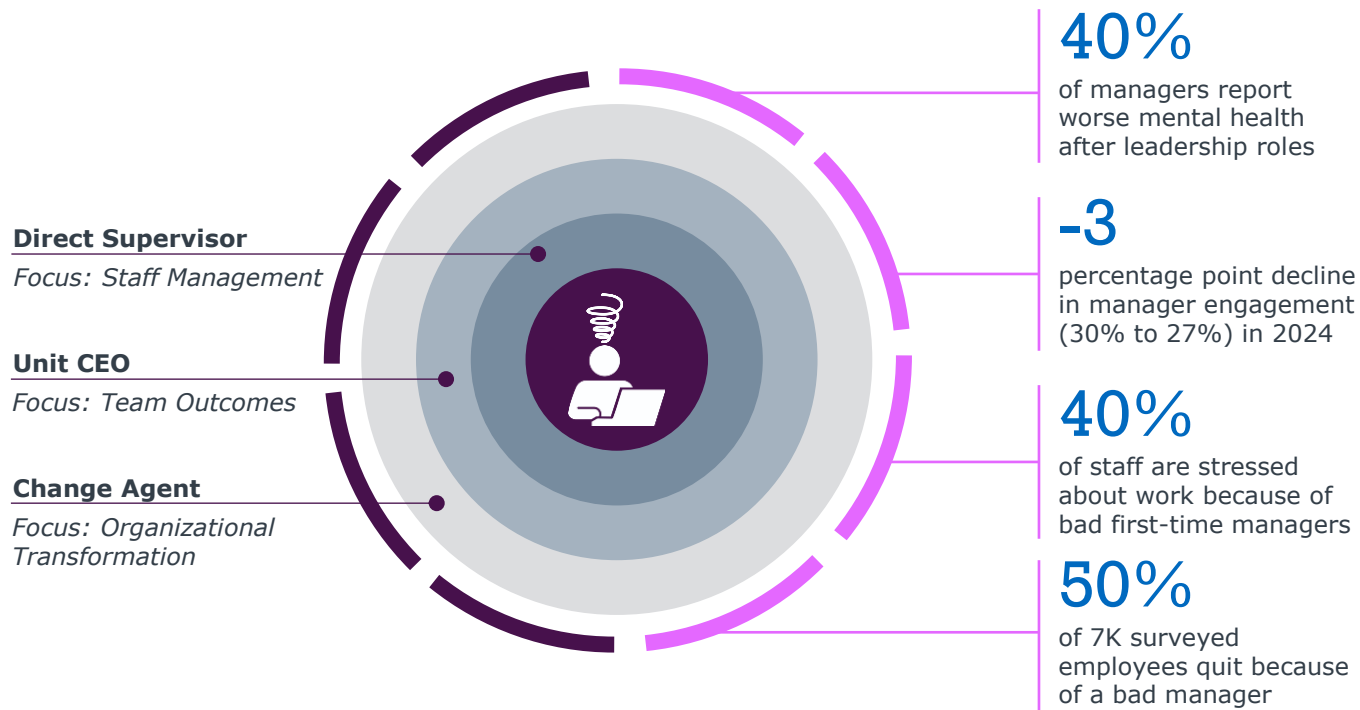


Towards Skill-Based Talent Strategy

Practical Frameworks for Reshaping A Skill-First Talent Management Strategy Across Talent Acquisition, Development, Mobility, and Workforce Planning.

Scope of the Manager Role Getting Even Bigger

13



Source: Gallup, *State of the Global Workplace 2025*; Deloitte, "[2025 Global Human Capital Trends](#)," *Deloitte Insights*, 2025; "[92% of managers feel unprepared for future of work – here's how HR can help](#)," *HRD Canada*, 2025; Wharton School, "[New Leaders Need Training. Here's How to Help Them Succeed.](#)," *Wharton Executive Education*, Sept. 2024; Gallup, "[Why Great Managers Are So Rare](#)," *Gallup Workplace*, 2025; Seramount interviews and analysis.

Five Economic Trends Impacting Workforce Planning

Julius Probst, PhD
Senior Economist
Appcast

FIVE KEY ECONOMICS TRENDS

■

A slowing labor market

■

Immigration, wages, and job growth

■

Tariffs and economic uncertainty

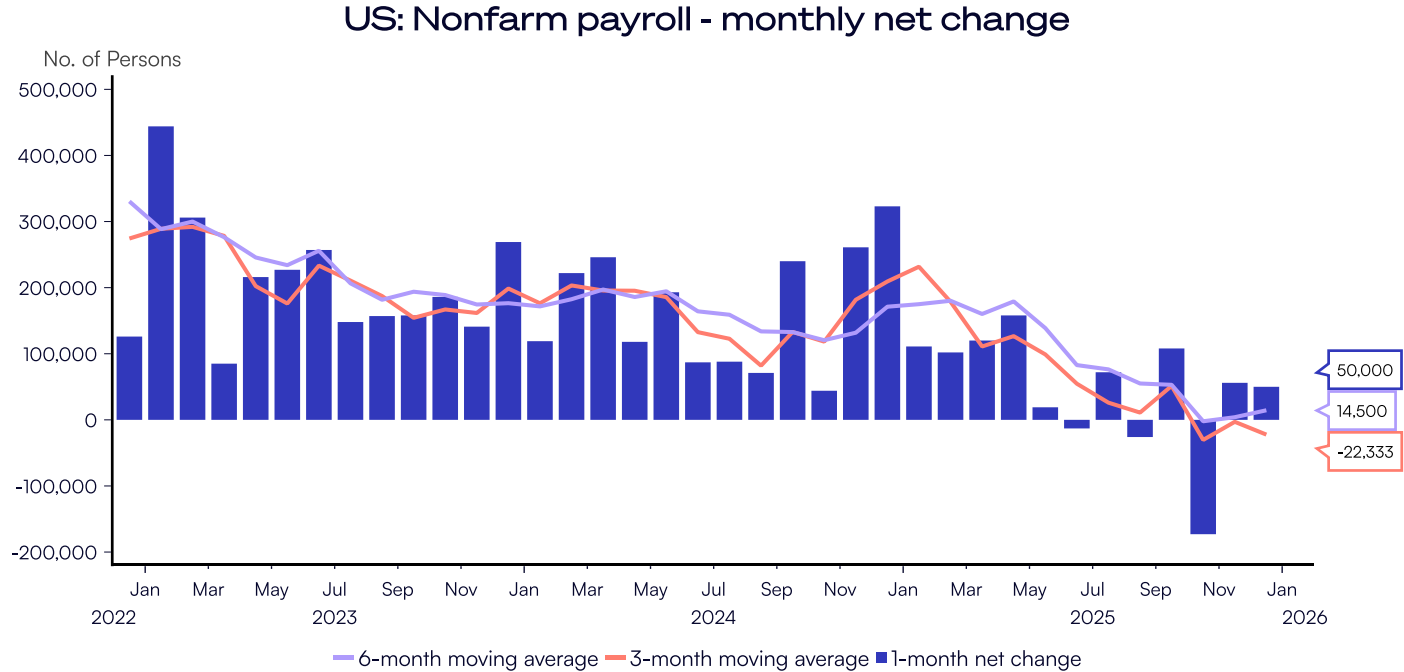
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A.I. Trends: Data Center boom, talent wars, and potential labor displacements

■

The hiring recession for white-collar workers and graduates

U.S. job growth has slowed tremendously in H2 2025



The labor market as a bathtub: slow drip in (labor supply) and slow drip out (hiring demand)

The labor market bathtub

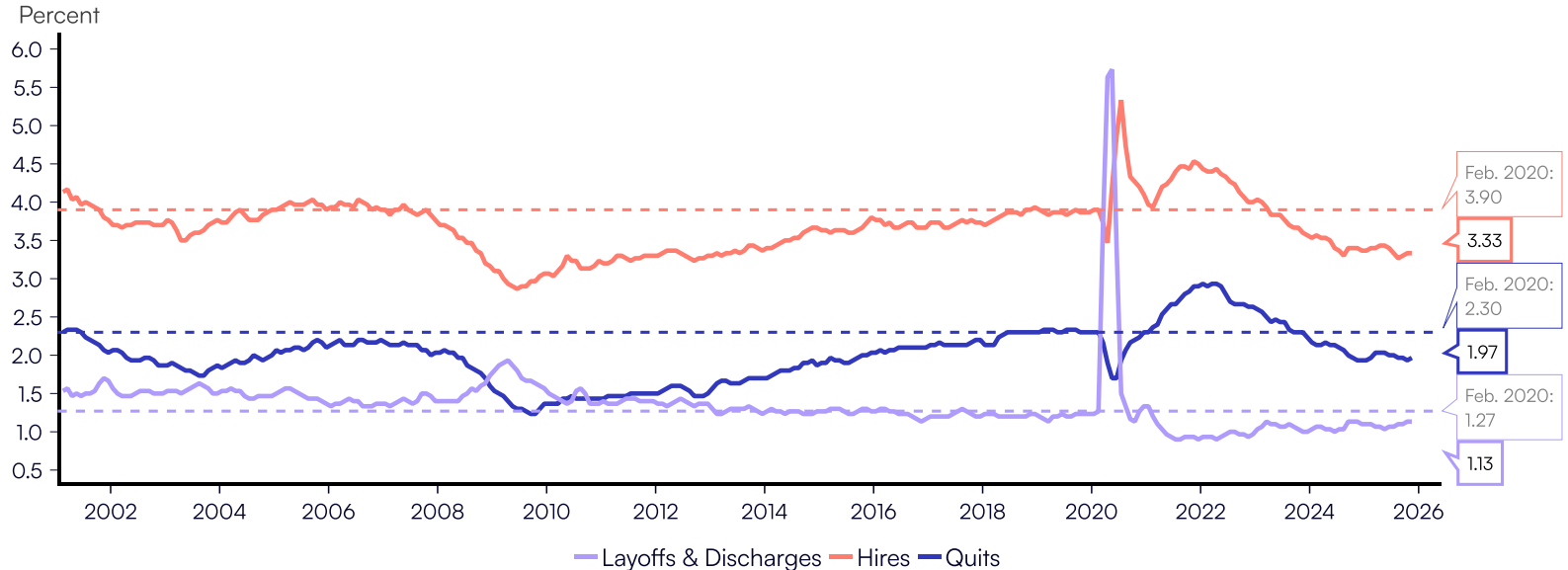


fast inflow during booms, faster drain during recessions.

"The Great Stay": Hiring and quitting decline has plateaued, layoffs remain low

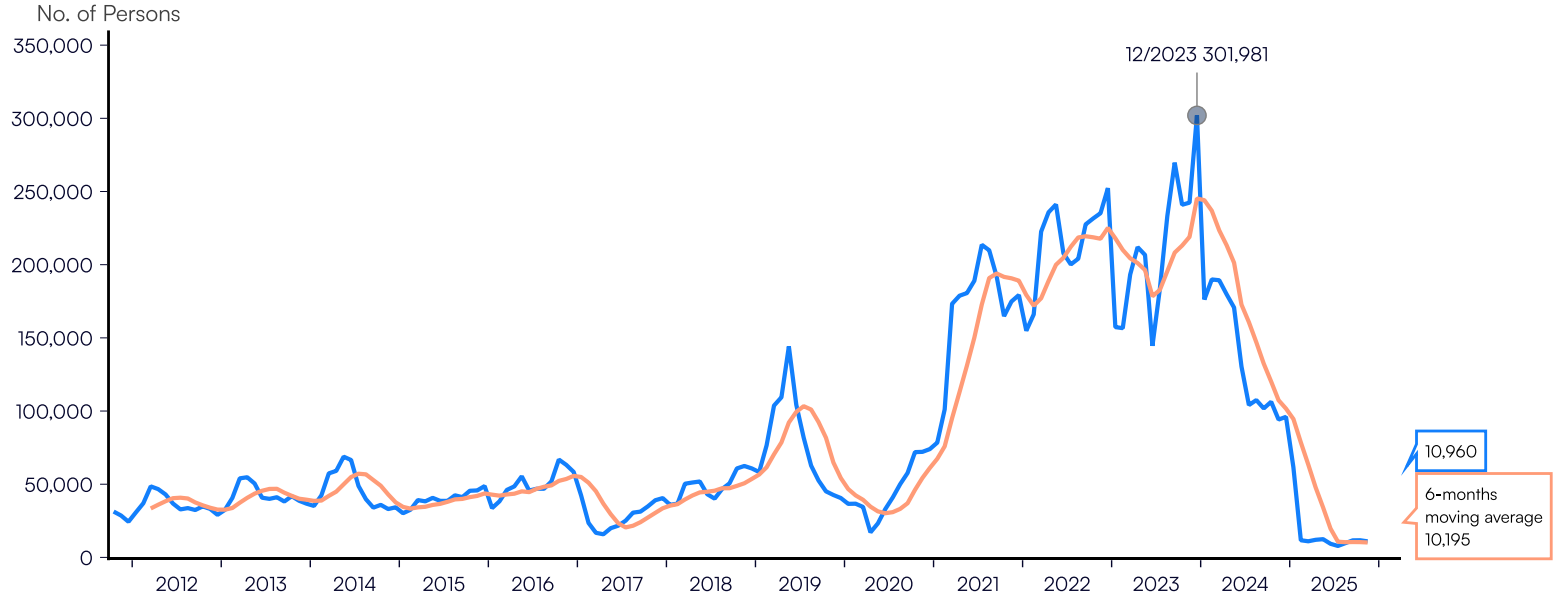
The "Great Resignation" has become the "Great Stay"

Hires, layoffs and quits %, three-month average, seasonally adjusted



Immigration: Border crossings have plummeted

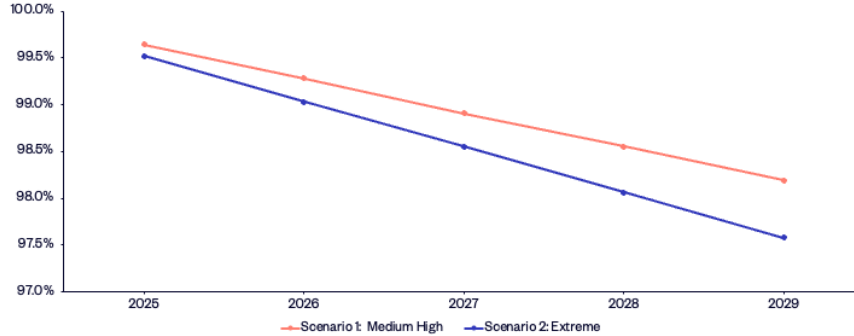
Southwest Land Border Encounters



Source: CBP via Macrobond created on 1/11/2026

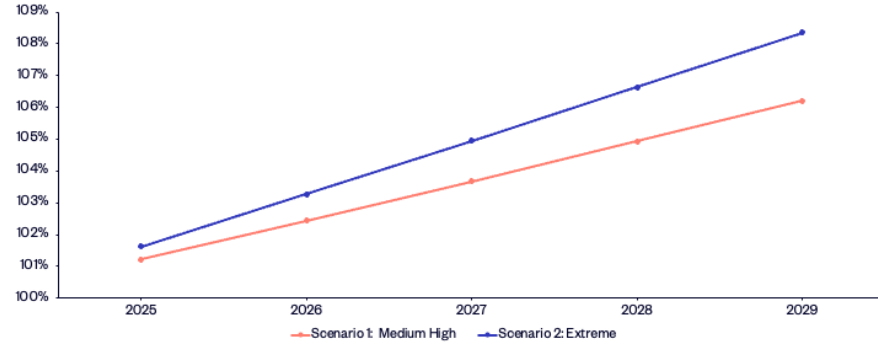
Lower immigration implies slower GDP growth and higher wages

Cumulative GDP loss
Relative to baseline



Source: Author's calculation

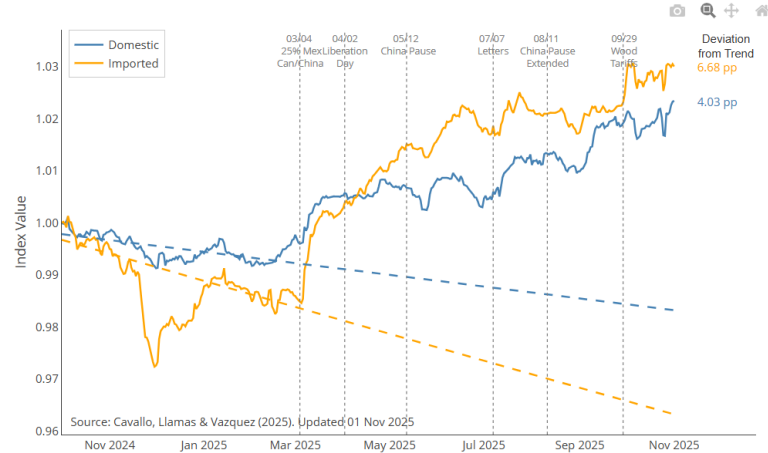
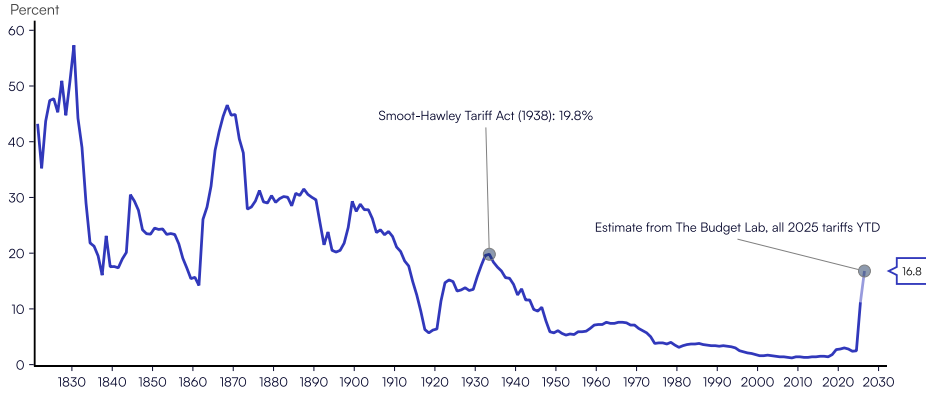
Cumulative wage gain of non-college-educated workers
Relative to baseline



Source: Author's calculation

Tariffs: Lower than announced but adding to inflation

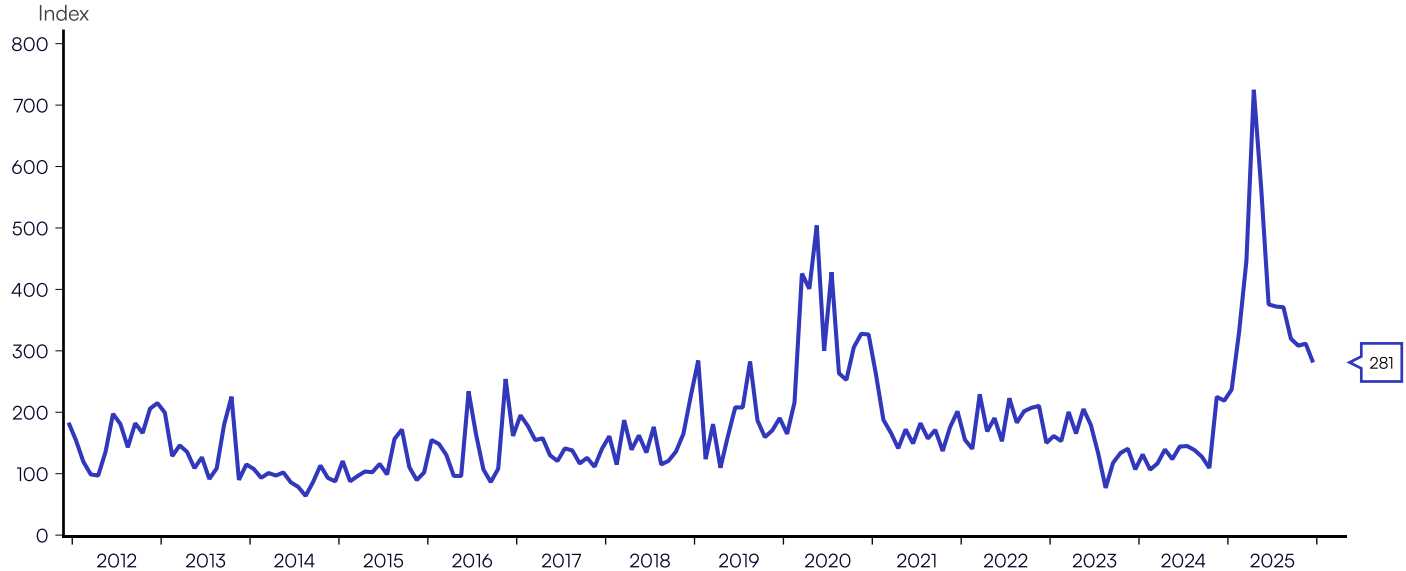
Average Tariff Rate on All U.S. Imports



Policy uncertainty remains elevated, impacting business and consumer sentiment

Economic Policy Uncertainty index

Index tracking news of economic uncertainty

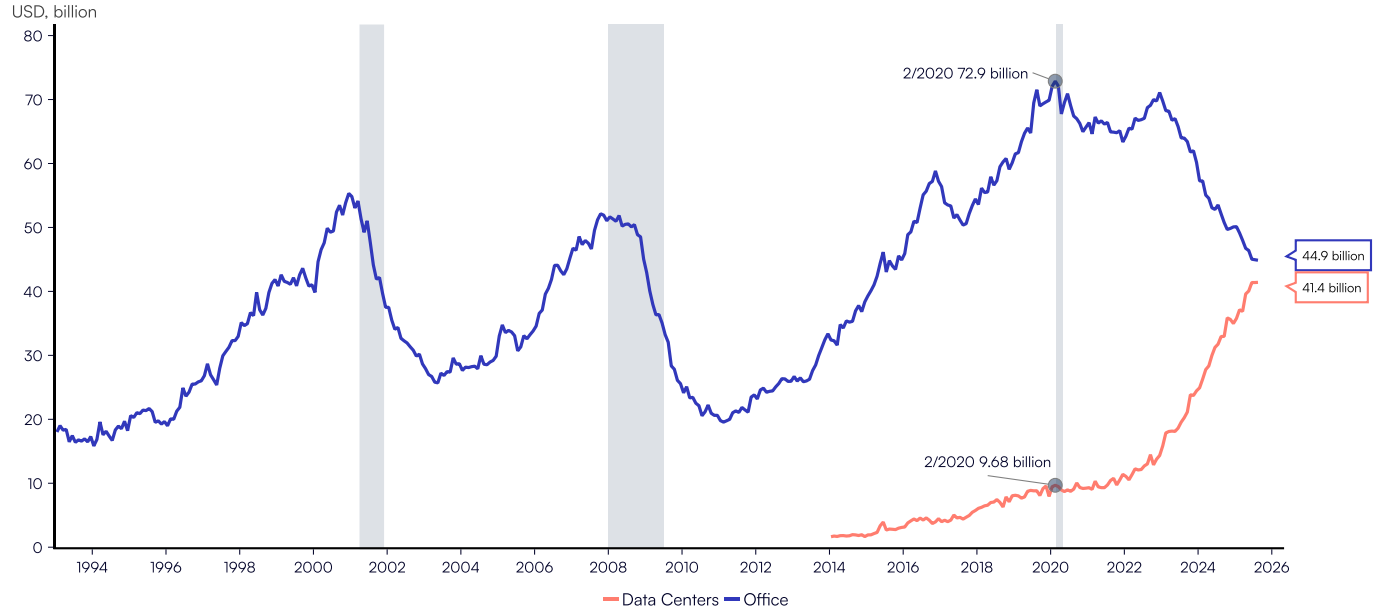


Source: Economic Policy Uncertainty via Macrobond created on 1/11/2026

AI data center boom: Investment has quadrupled and on pace to eclipse office construction

Construction spending on nonresidential sectors: offices and data centers

Annualized construction spending in billions, seasonally adjusted

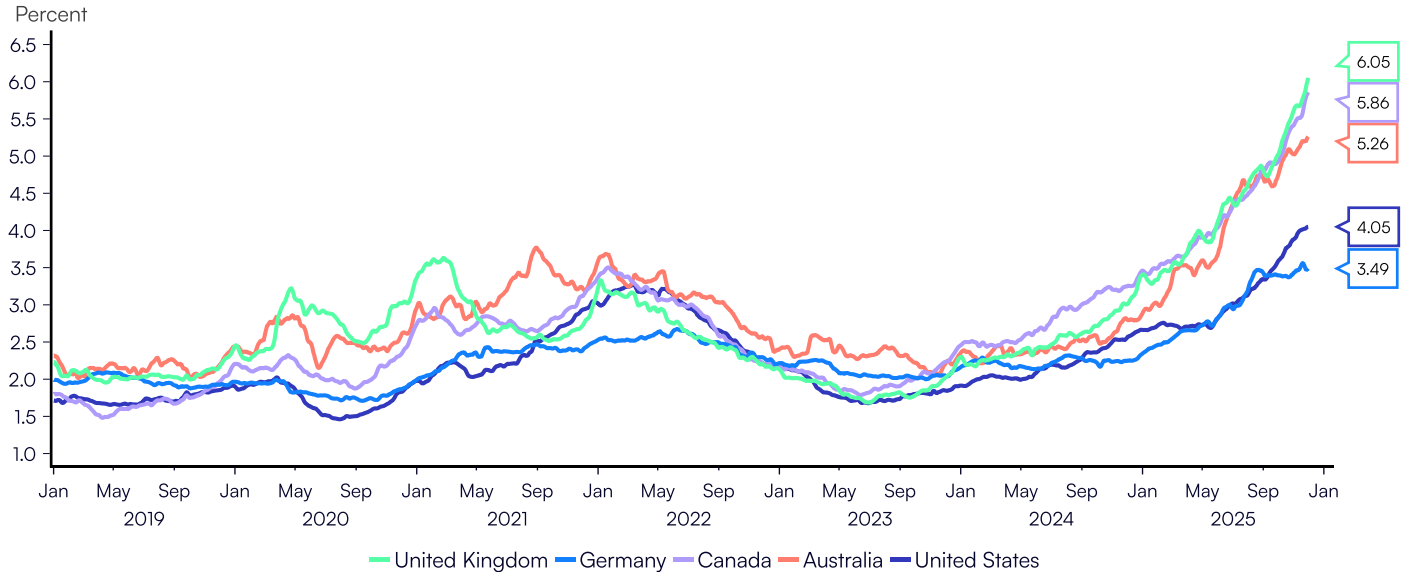


Source: USCB via Macrobond created on 1/11/2026

AI skills being mentioned more frequently in job postings

Indeed AI tracker: percent of job postings mentioning AI skills

% of Indeed job postings mentioning AI skills like Machine Learning, Data Science or Artificial Intelligence

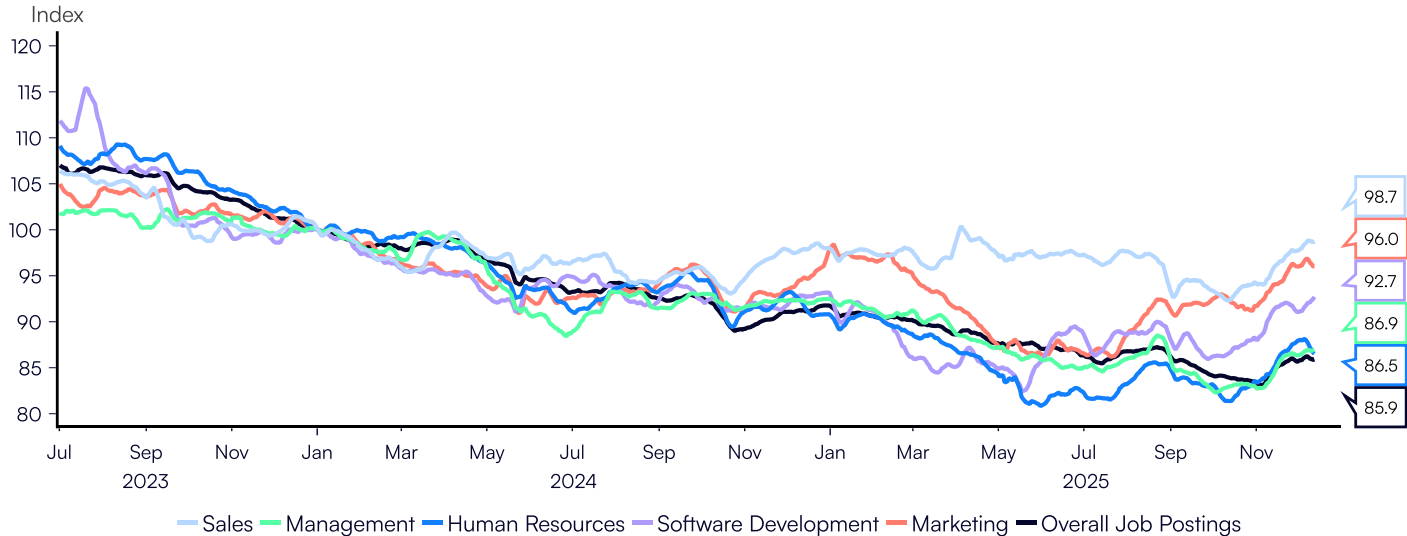


Source: Indeed Hiring Lab via Macrobond created on 1/11/2026

White-collar job postings continue to perform poorly

Indeed Job Postings Index, white-collar occupations

Indexed to 100 starting Jan. 2024, seasonally adjusted

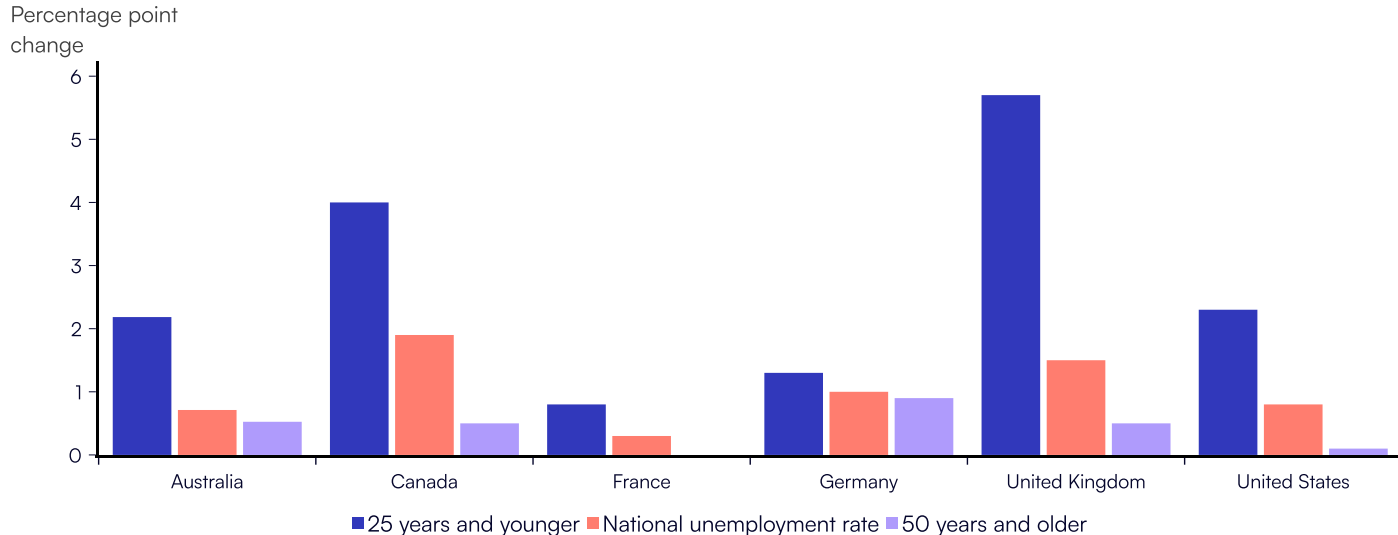


Source: Indeed Hiring Lab via Macrobond created on 1/11/2026

Youth unemployment has surged across advanced economies

Change in the unemployment rate since Q2 2023 by age group

The definition of the two age buckets varies slightly by country

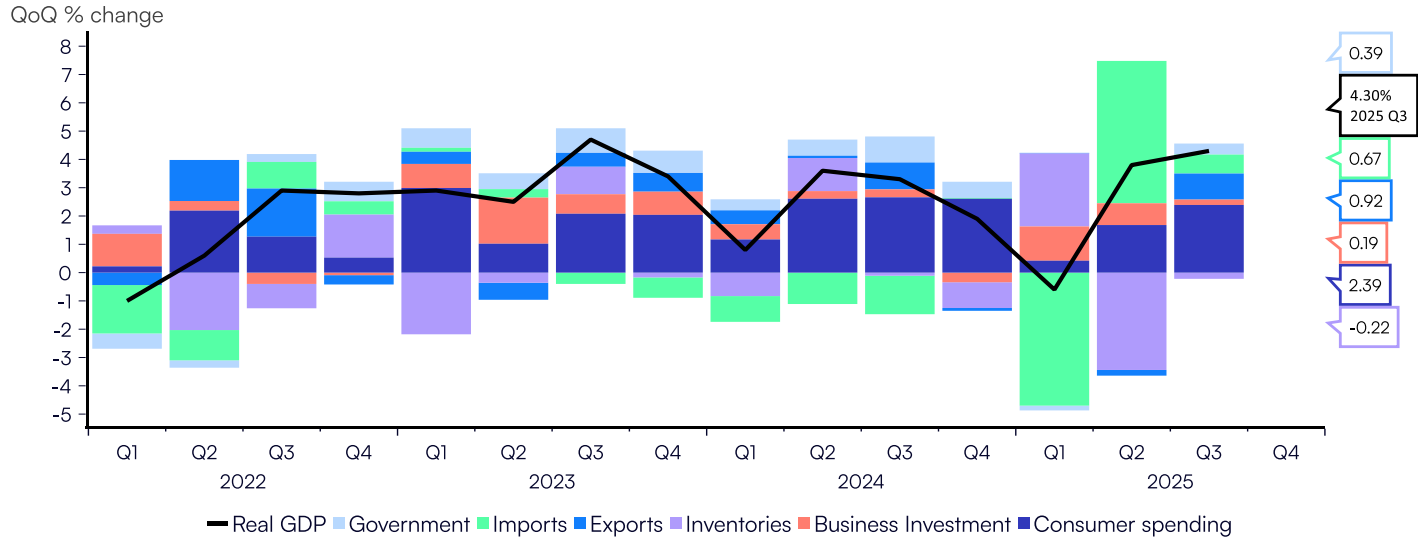


Source: BLS, StatCan, ABS, ONS, INSEE, German Federal Employment Agency (Bundesagentur fuer Arbeit) via Macrobond created on 1/12/2026

Where does that leave us?

United States: Contributions to GDP

Quarterly percent change in GDP by major components



Source: BEA via Macrobond created on 1/11/2026

Fireside Chat – Responding to These Workforce Trends

How Else Can We Help?

Take Our Poll

I'm interested in...

- 1 **Reviewing the slides and insights shared today**
- 2 **Discussing what the 2030 labor market trends mean for my organization's workforce and talent pipeline**
- 3 **Exploring our guide on combating the succession cliff and strengthening leadership pipelines**
- 4 **Joining our next executive exchange on January 23, "The Talent Crisis No Manufacturer Can Afford to Ignore"**

Live Q&A: **Workforce planning for 2030**

Type your questions into the Q&A box

Thank You!



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