

# Workforce Planning for 2030

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

*Our Webinar Will Begin Shortly*

January 14<sup>th</sup>, 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*  
*Seramount*



**Julius Probst, PhD**  
*Senior Economist*  
*Appcast*



**Steve Pemberton**  
*Managing Director*  
*Seramount*

# Four Talent Factors Impacting Workforce Planning

**Joe Infantino**

*Senior Director, Insights*  
Seramount

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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?

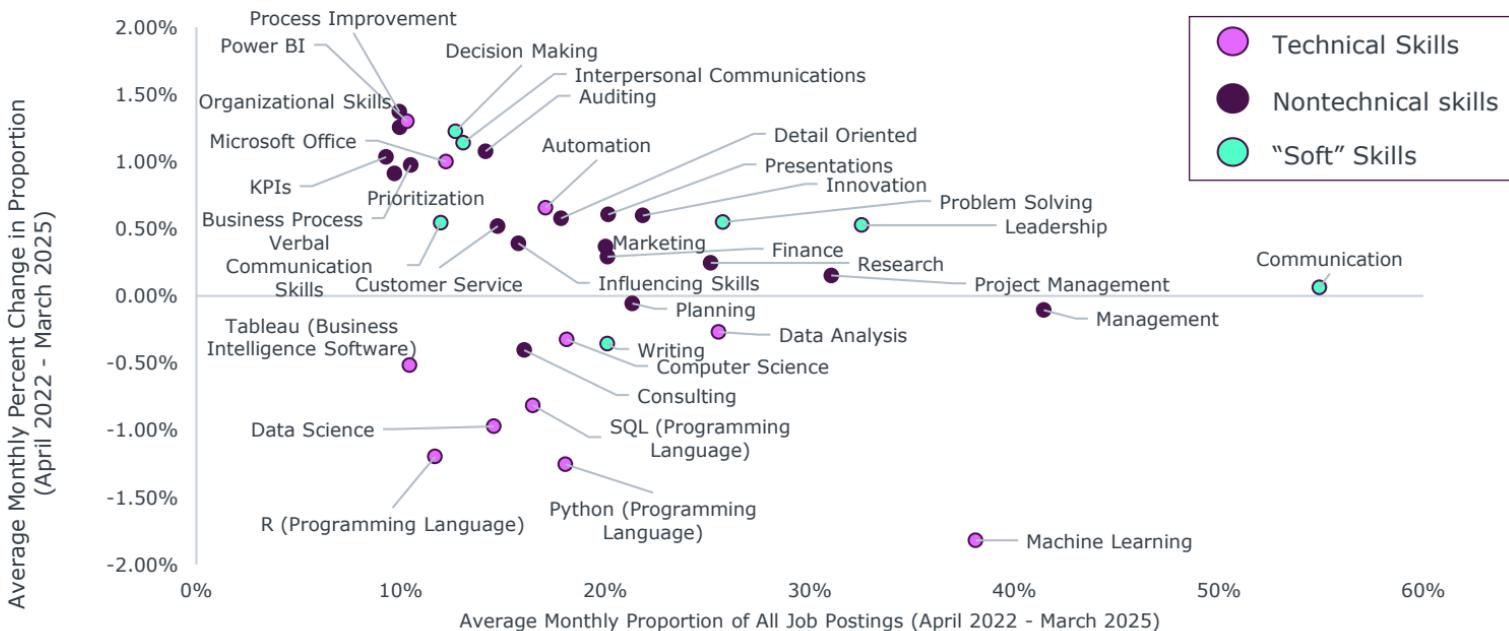
- 1** Succession and the retirement cliff
- 2** Automation and AI-driven work redesign
- 3** Early-career pipeline and next generation of leaders
- 4** Critical roles and skills architecture

# 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 Postings<sup>1</sup>

Lightcast, April 2022—March 2025, United States

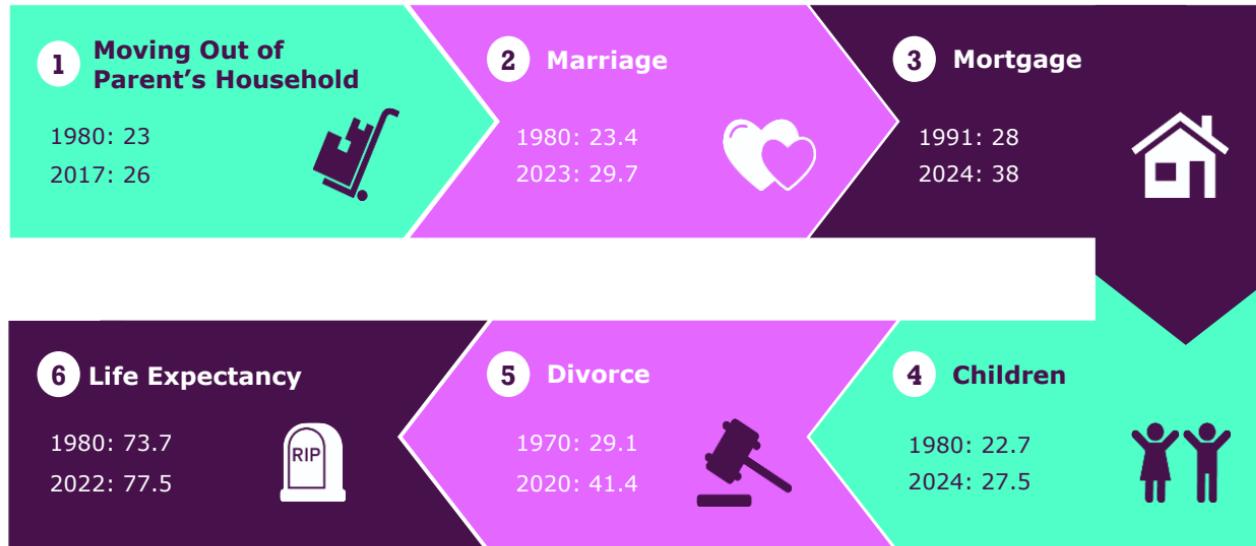


1) Skills for Business and Financial Operations SOC codes with Artificial Intelligence Skills in the United States.

# 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



 Leisure & Hospitality 32.5 years
 Information Sector 39.3 years
 Professional Services 42.4 years
 Manufacturing 44.1 years

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 newlyweds," *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

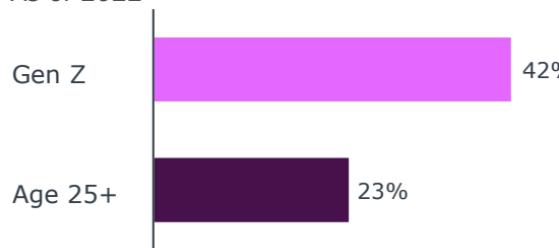
Sources: Crist, "31% of hiring managers say they steer clear of Gen Z," HR Dive, 2024; Crist, "Gen Z is stressing managers out, survey finds," HR Dive, 2024; Hogg, "Gen Z and millennial worker productivity is being crushed by bosses who don't understand them, top economics university research says," 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



■ 2013 ■ 2024



## **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*

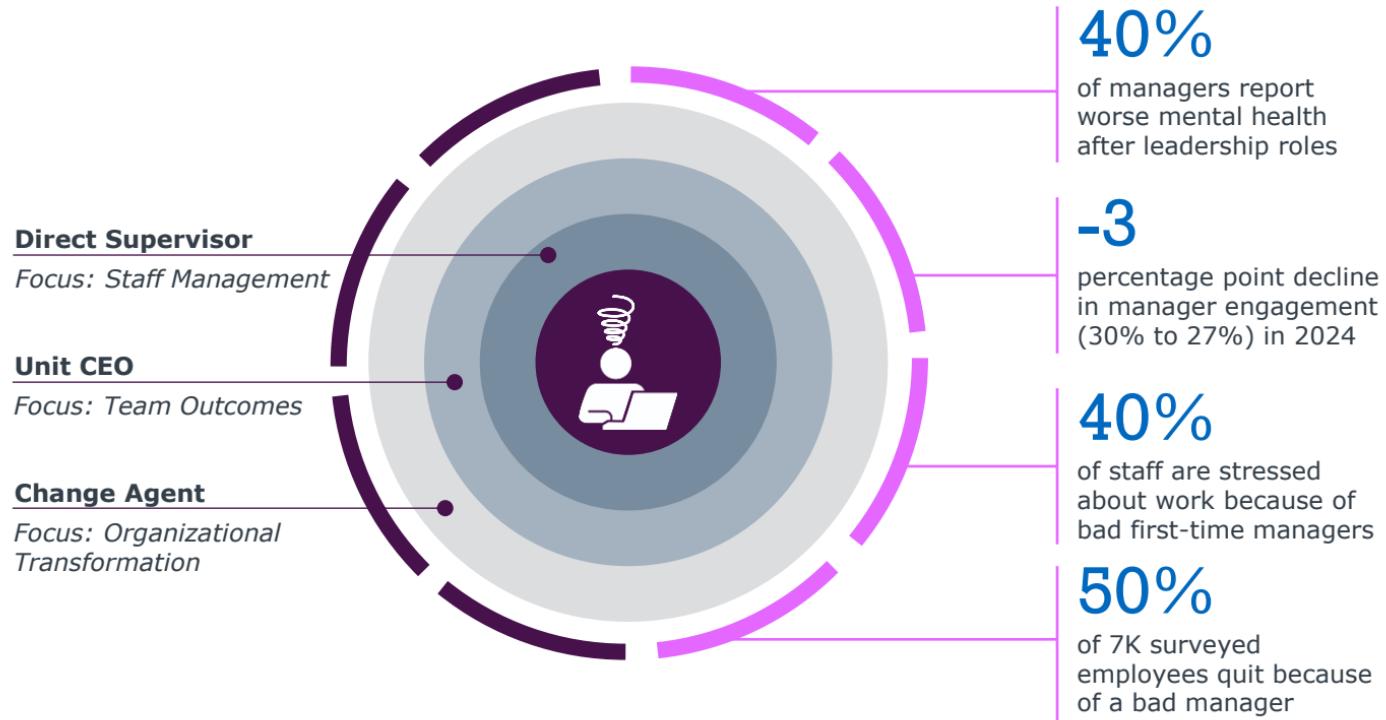


## **Towards Skill-Based Talent Strategy**

*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

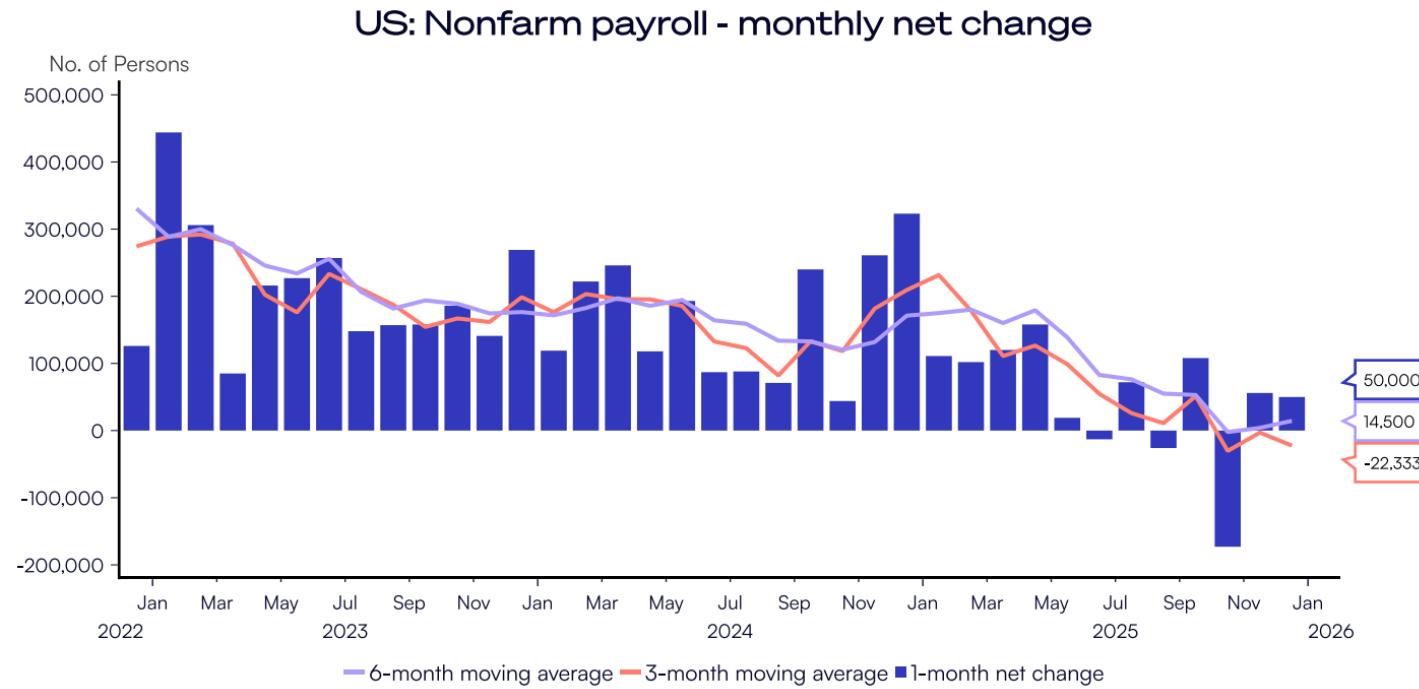
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# FIVE KEY ECONOMICS TRENDS

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- A slowing labor market
- Immigration, wages, and job growth
- Tariffs and economic uncertainty
- 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



Source: BLS via Macrobond created on 1/12/2026

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

## The labor market bathtub



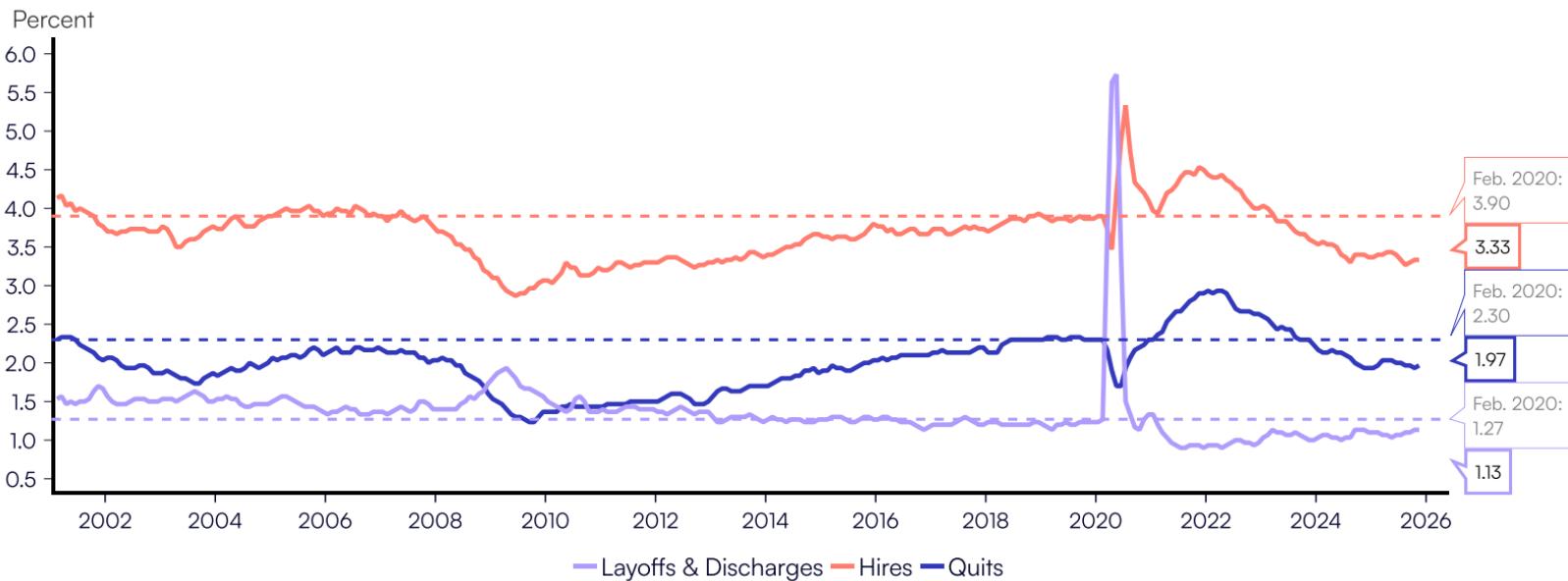
**fast inflow during booms, faster drain during recessions.**

2

# “The Great Stay”: Hiring and quitting decline has plateaued, layoffs remain low

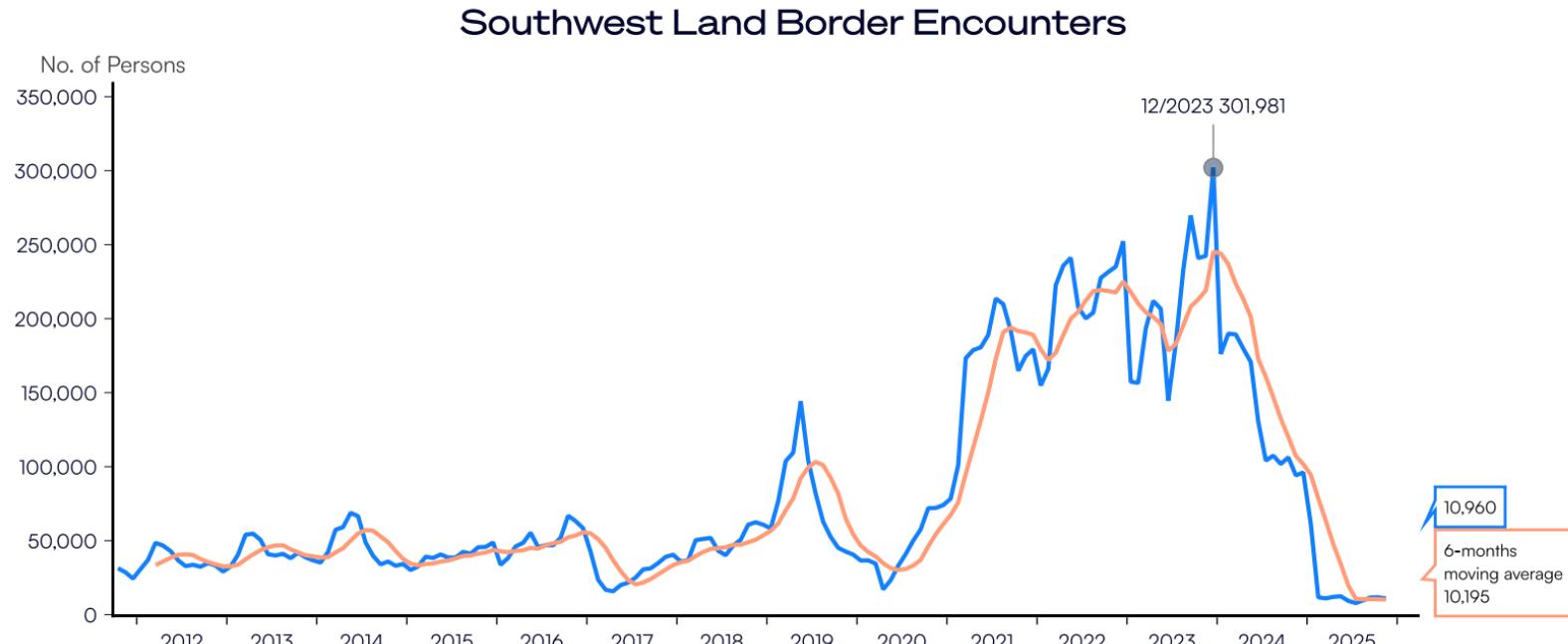
The "Great Resignation" has become the "Great Stay"

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



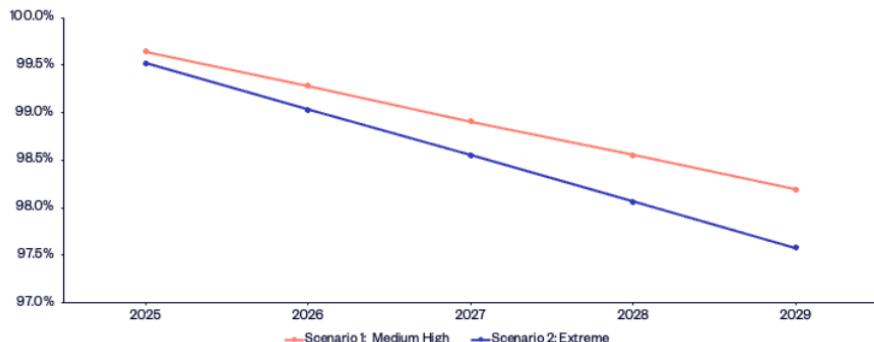
Source: BLS via Macrobond created on 1/11/2026

# Immigration: Border crossings have plummeted



# Lower immigration implies slower GDP growth and higher wages

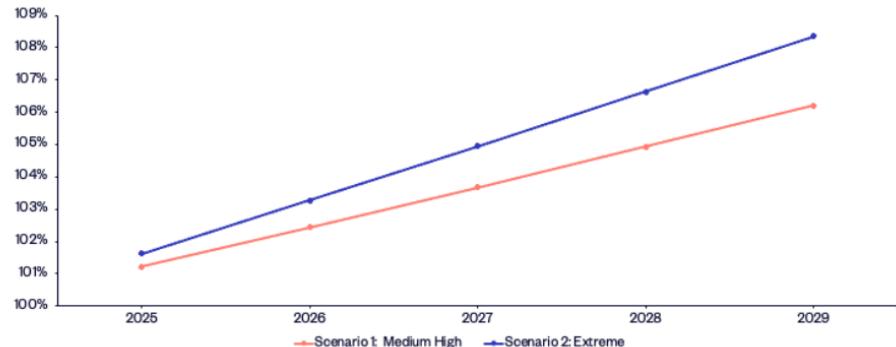
Cumulative GDP loss  
Relative to baseline



Source: Author's calculation

appcast

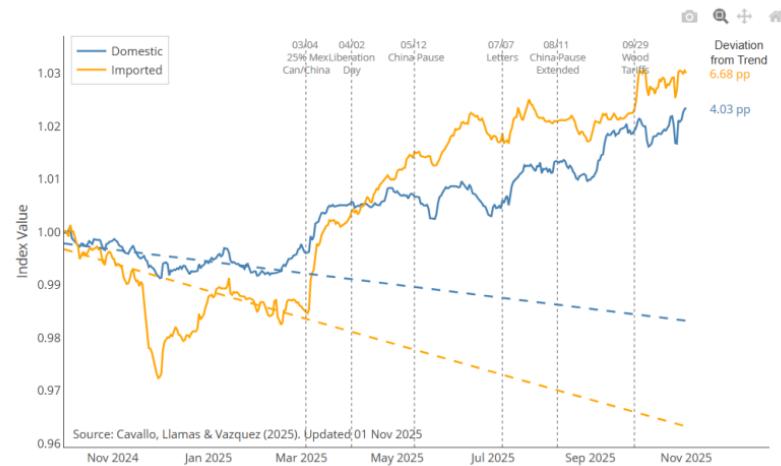
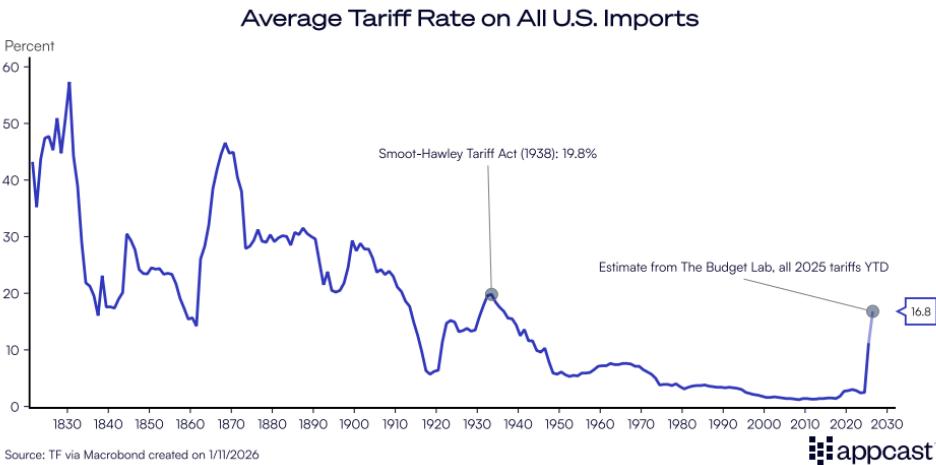
Cumulative wage gain of non-college-educated workers  
Relative to baseline



Source: Author's calculation

appcast

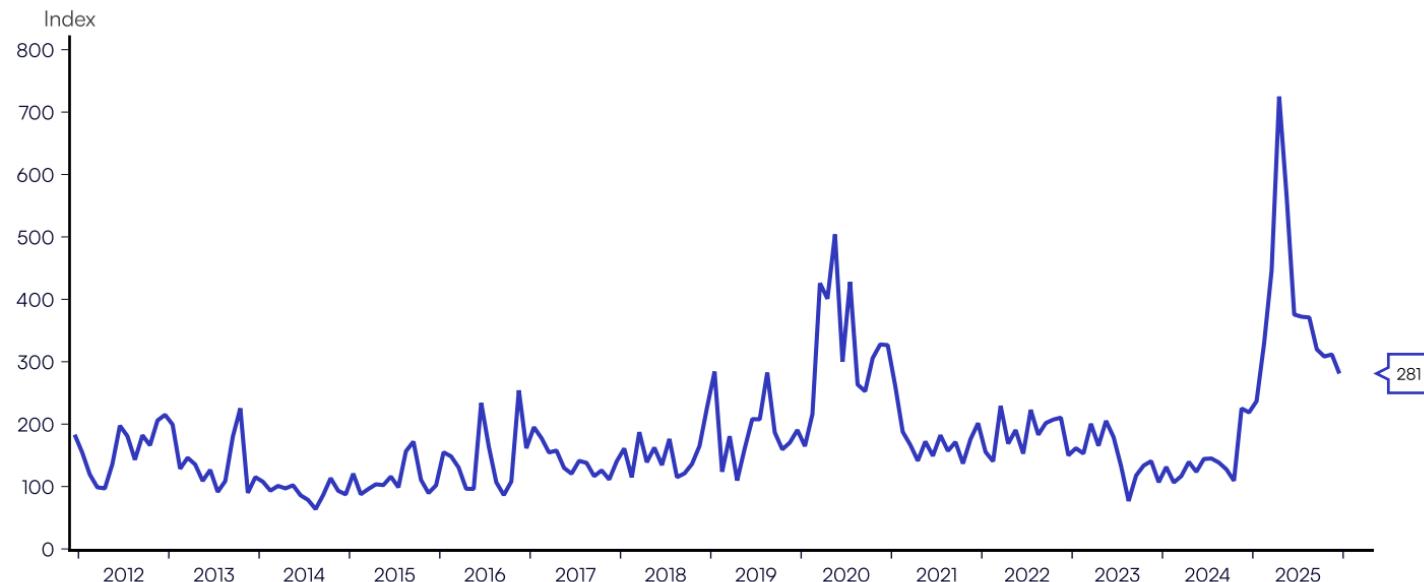
# Tariffs: Lower than announced but adding to inflation



# Policy uncertainty remains elevated, impacting business and consumer sentiment

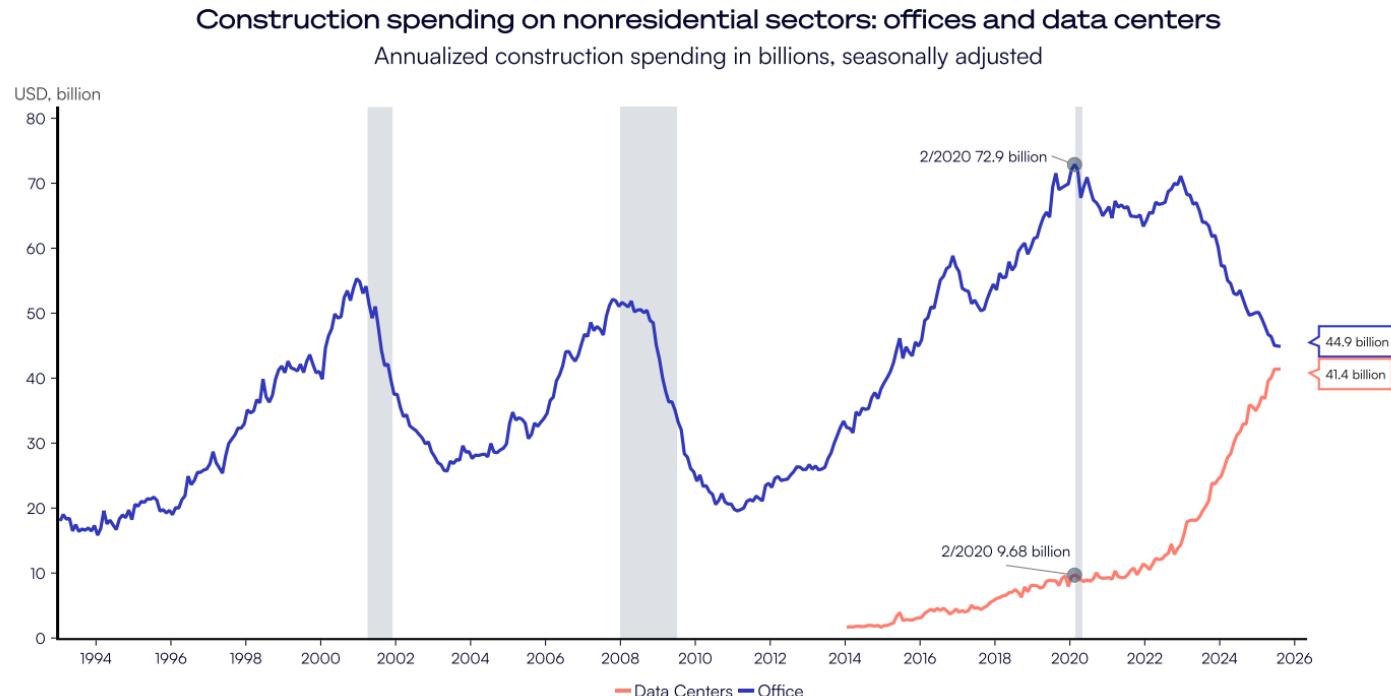
Economic Policy Uncertainty index

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

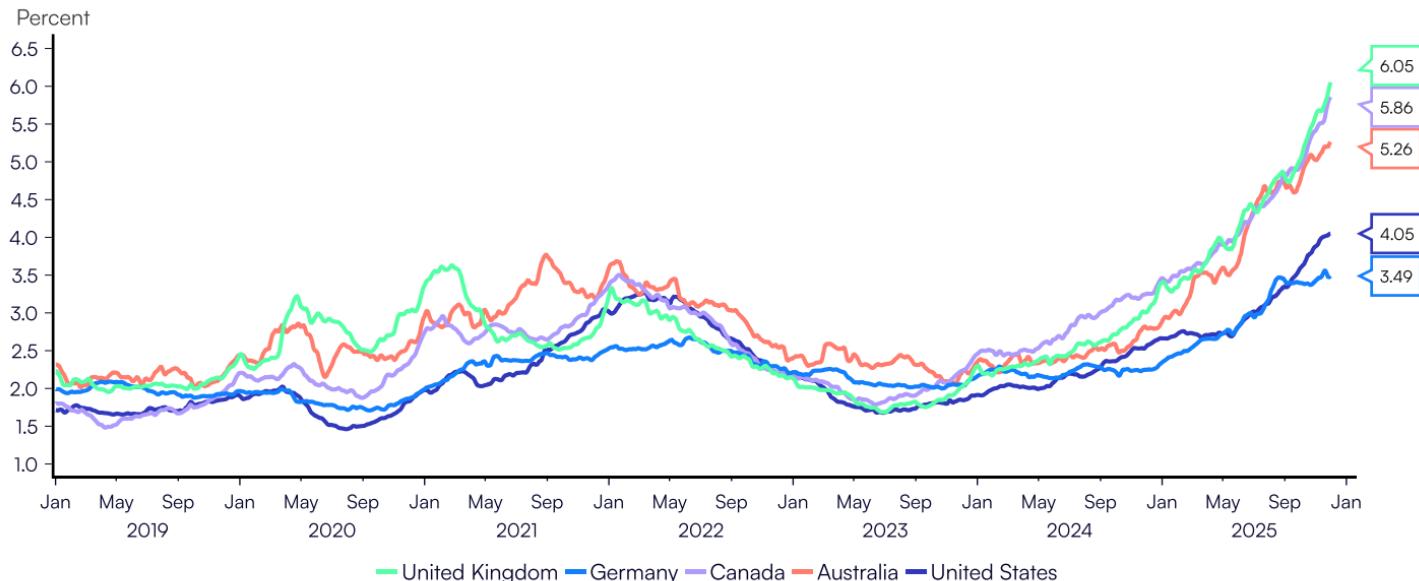


Source: USCB via Macrobond created on 1/11/2026

# 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 Artifical Intelligence

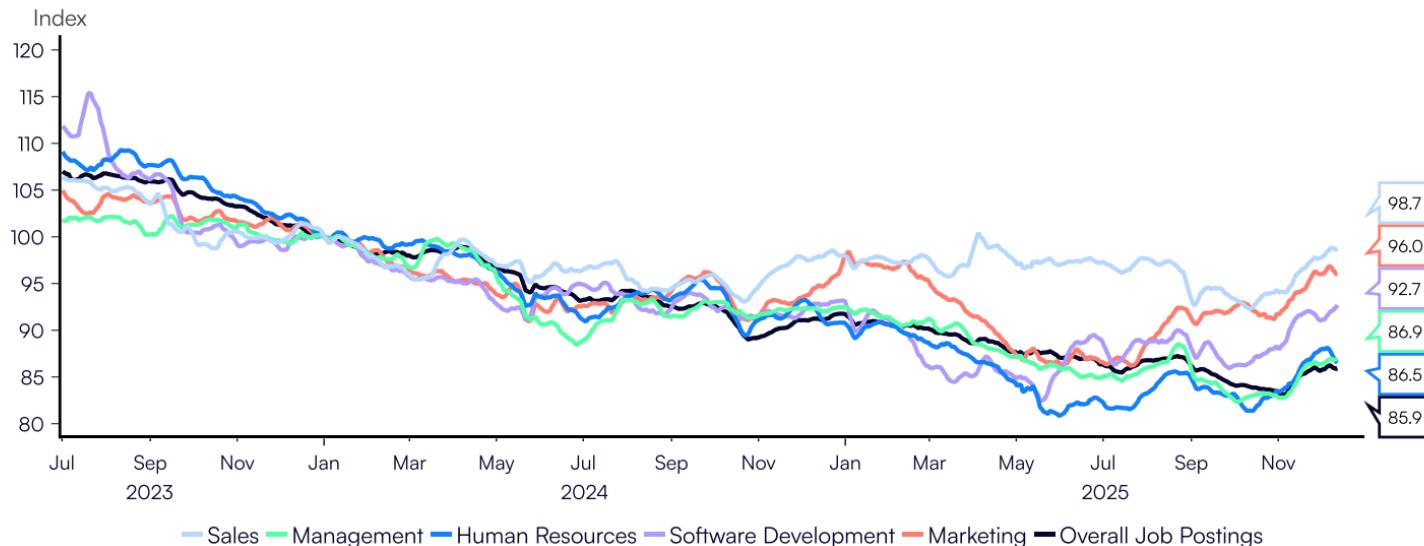


Source: Indeed Hiring Lab via Macrobond created on 1/11/2026

# White-collar job postings continue to perform poorly

## Indeed Job Postings Index, white-collar occupations

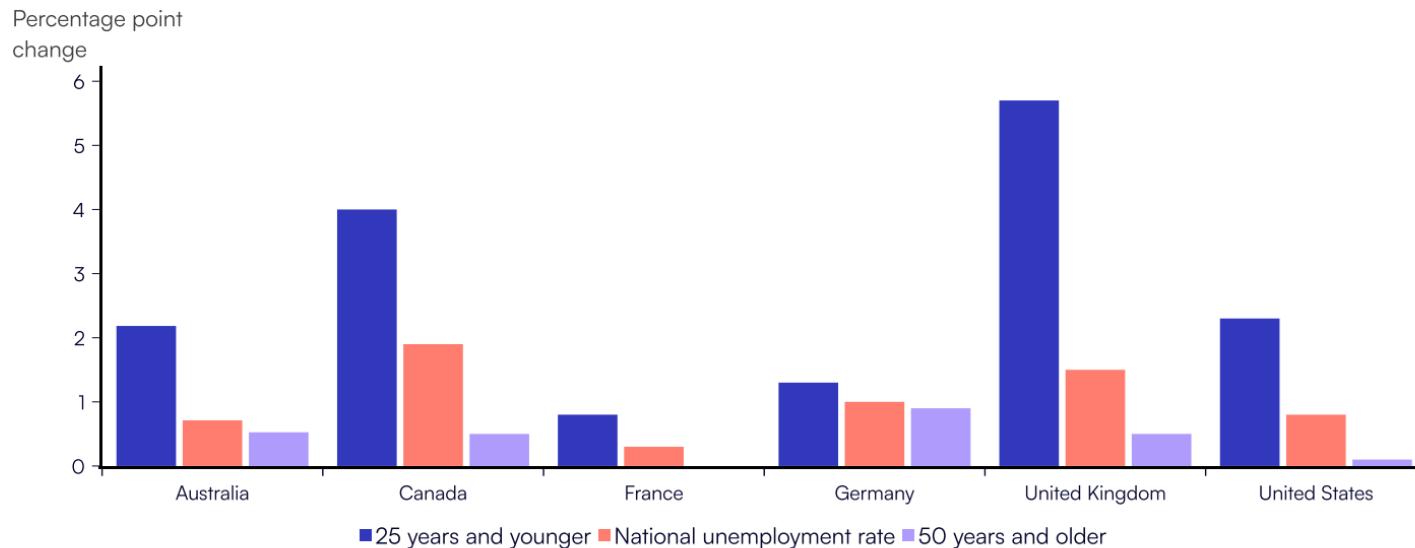
Indexed to 100 starting Jan. 2024, seasonally adjusted



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

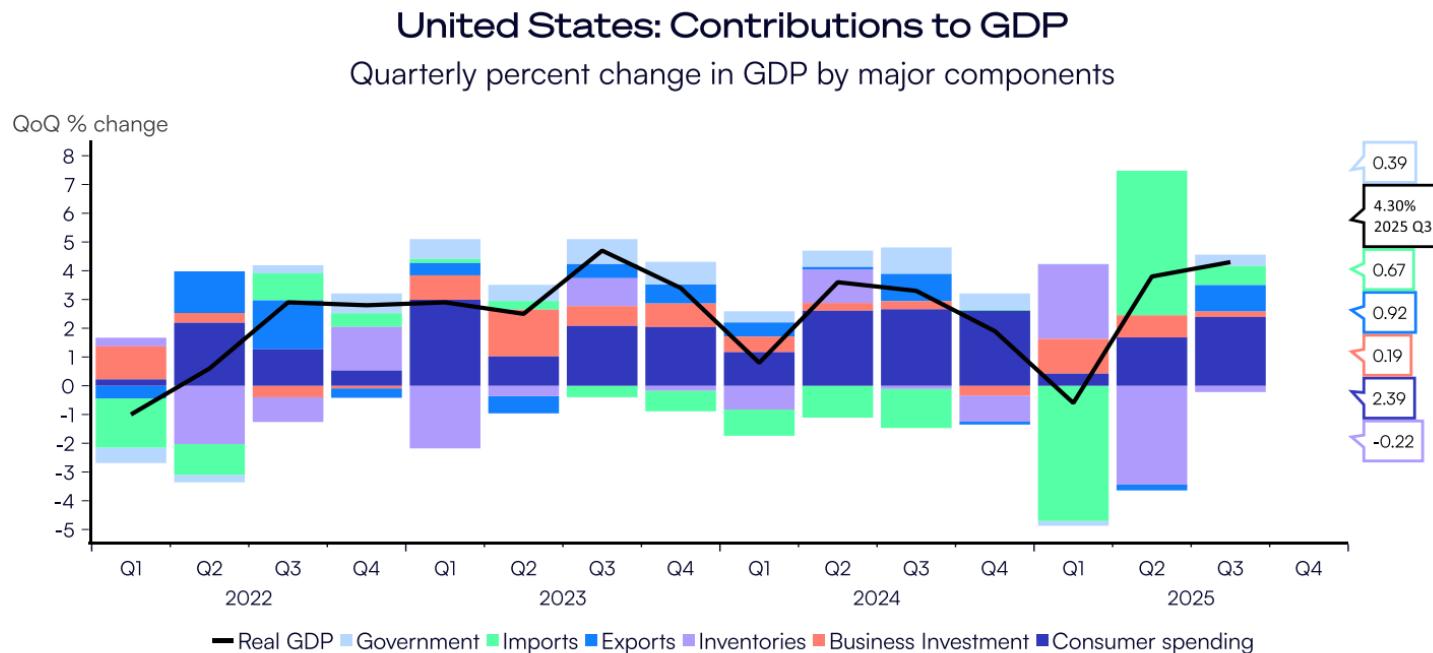
# Youth unemployment has surged across advanced economies

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?



# Fireside Chat – Responding to These Workforce Trends

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# 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"

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# Live Q&A: Workforce planning for 2030

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*Type your questions into the Q&A box*

# Thank You!



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