

Looking Ahead

Executive Talent Supply & Demand Forecast for 2026

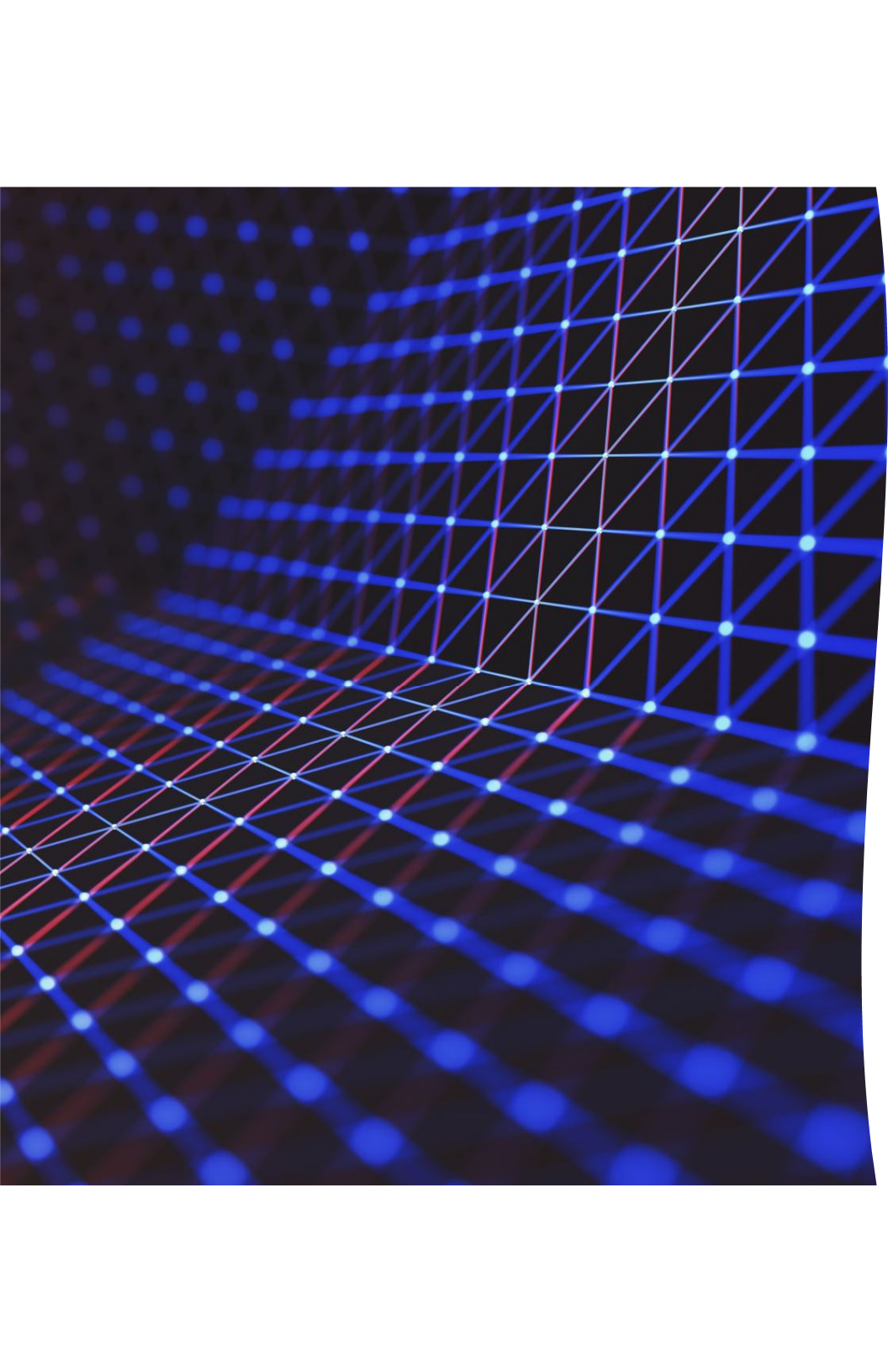


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Causes of the Current Talent Shortage

Demographic shifts.

Increased retirements.

Succession planning gaps.

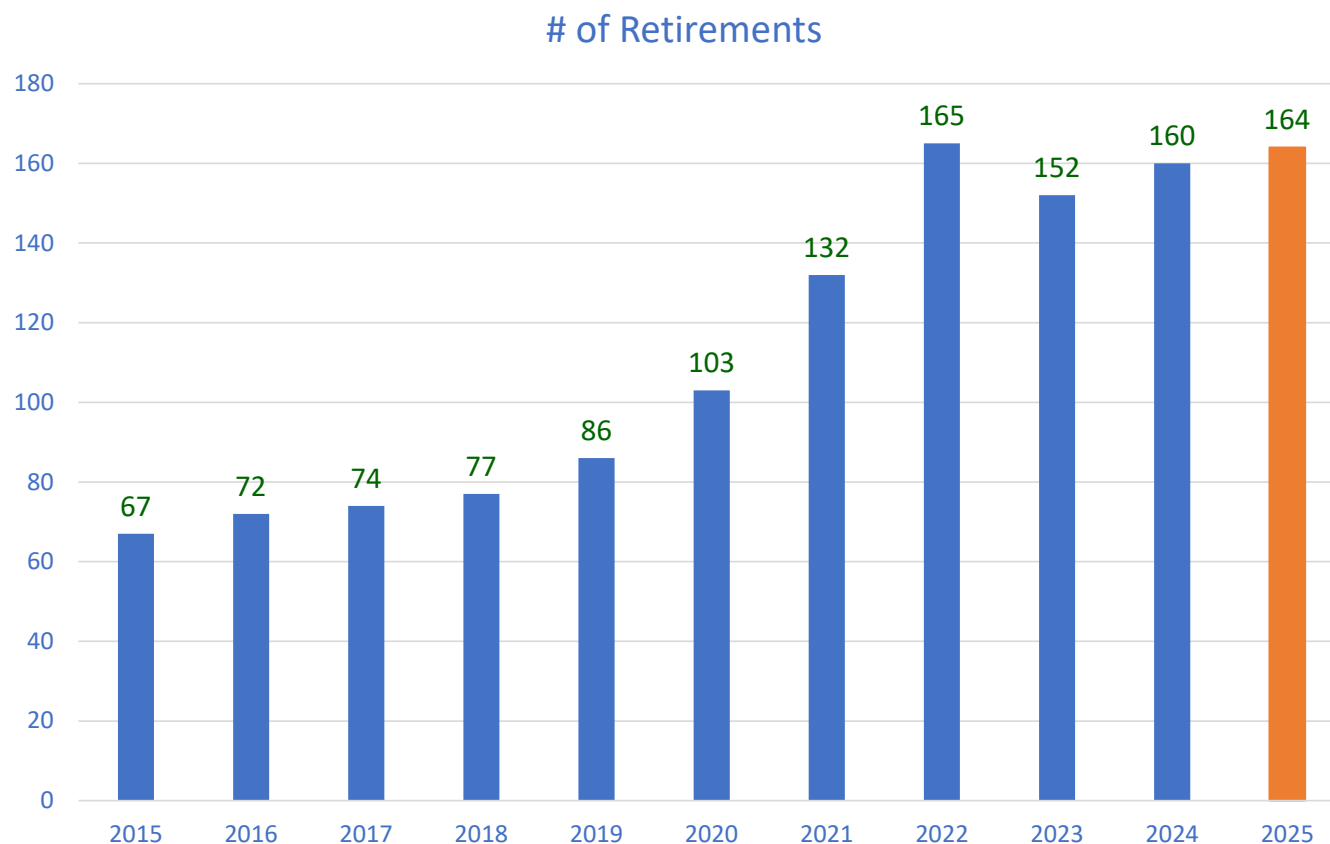
The need for new and evolving skillsets.

Heightened competition for qualified professionals.

Demographic Shifts



Baby Boomer Retirements in the Credit Union Industry



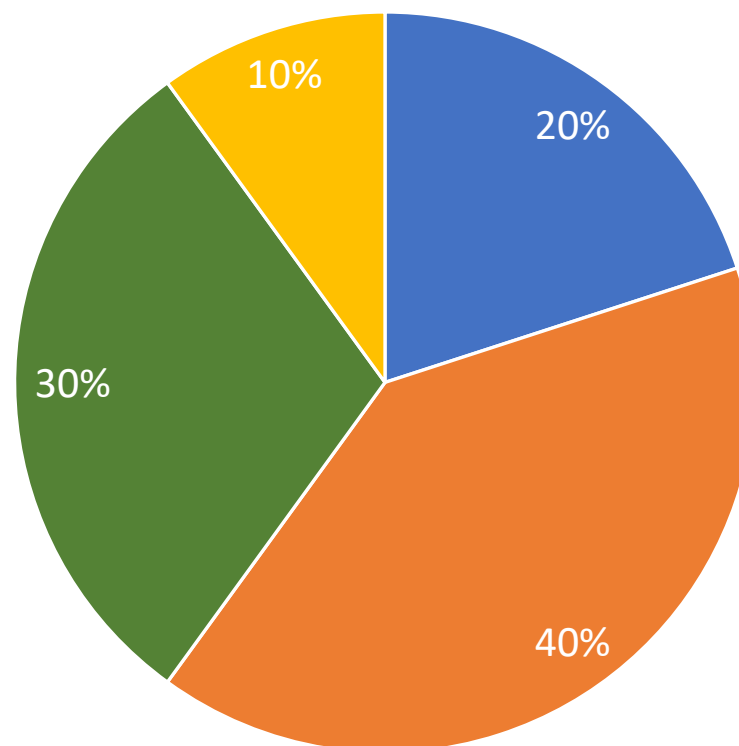
*Above information reflects CEO retirements among credit unions with \$500 million or more in assets.

Total credit union
employment continues to
grow, with more than
355,000 CU employees.

Average age: 43

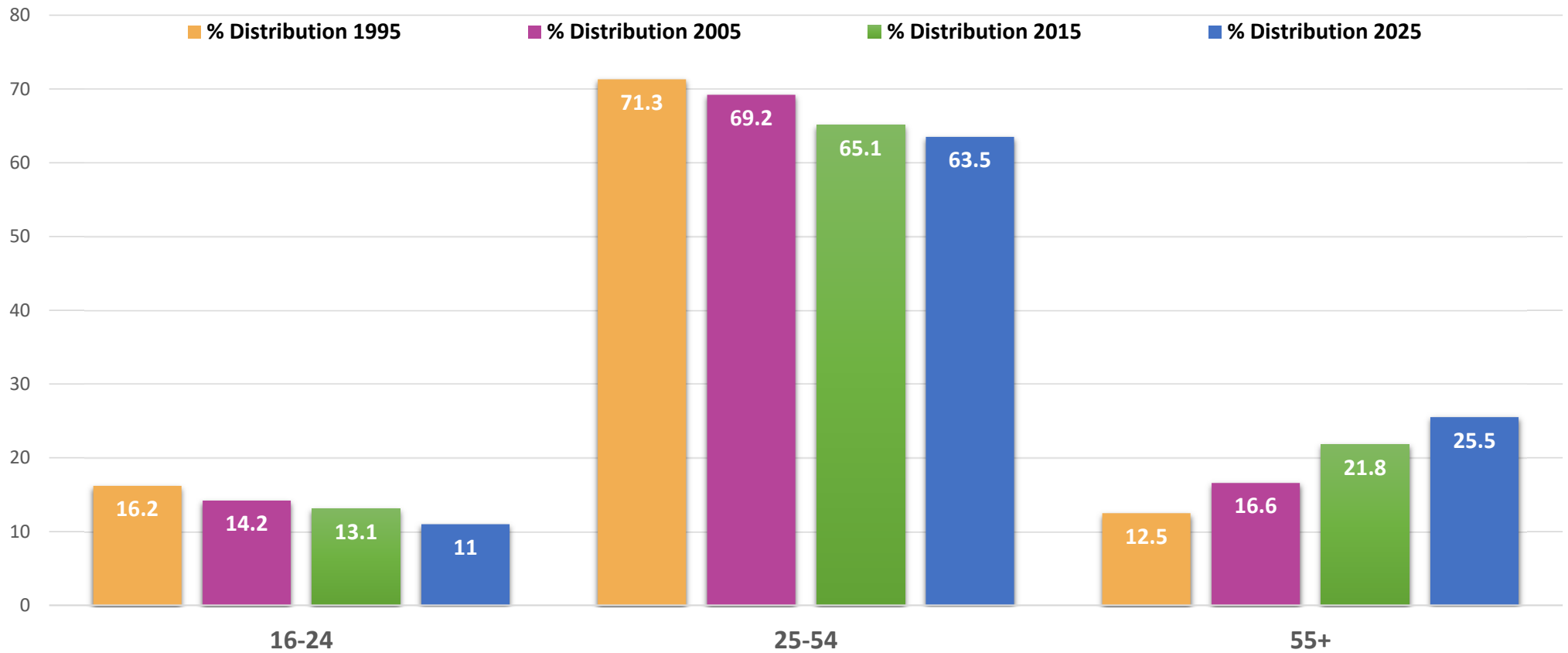
Median range: 40 - 45

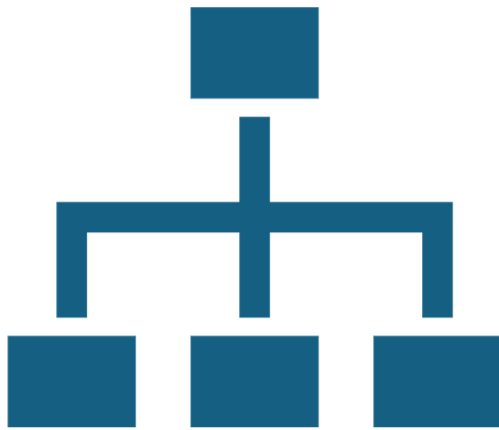
Workforce Age Distribution



■ < 30 ■ 30 - 44 ■ 45 - 59 ■ 60 or >

Distribution of Civilian Labor by Age Groups 1995, 2005, 2015, 2025

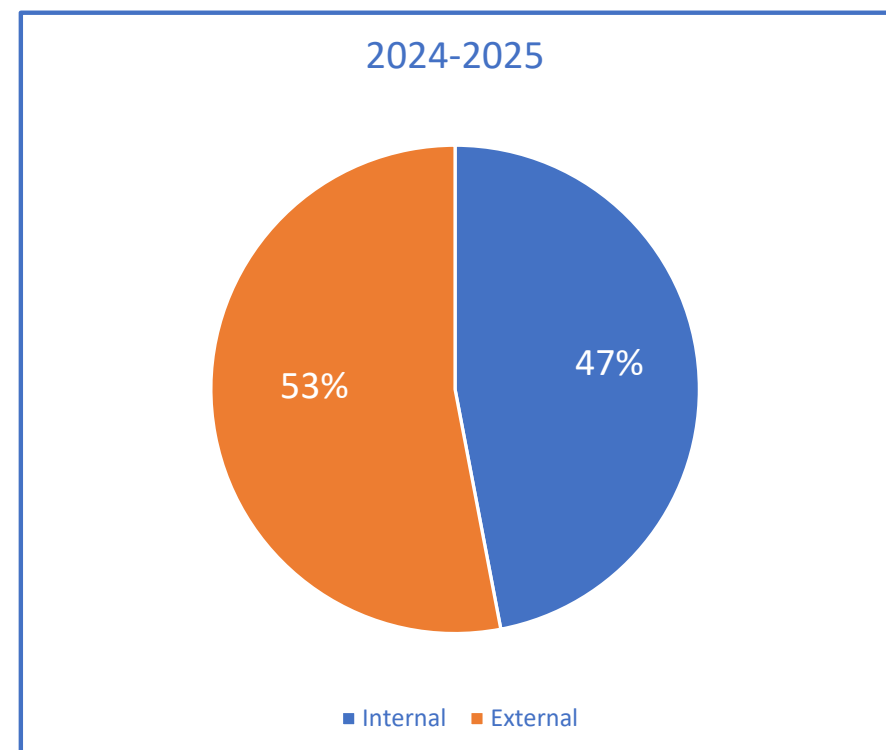
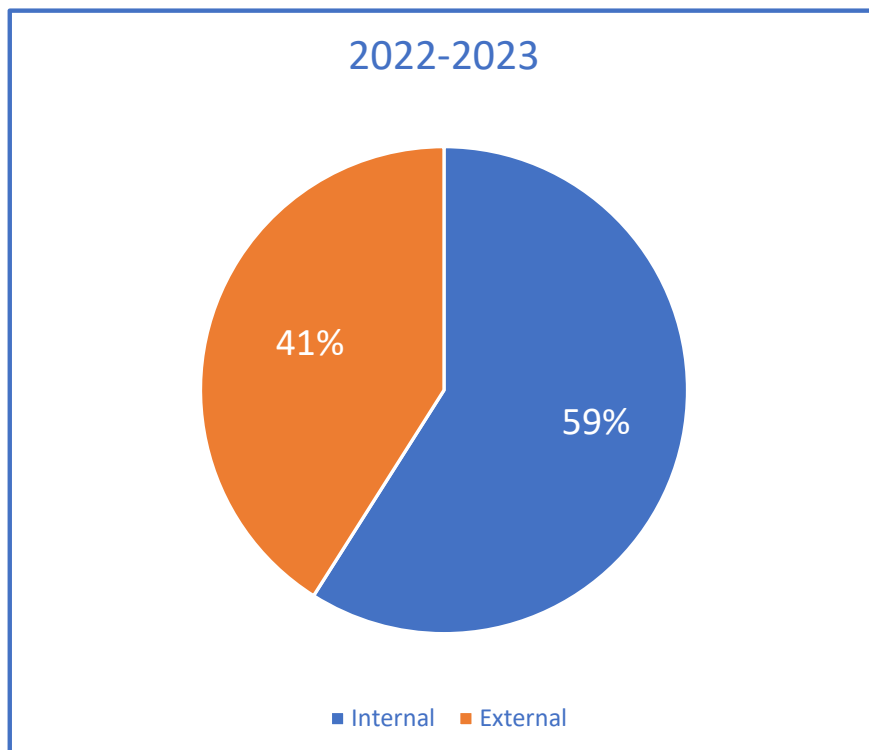




Succession Planning is Critical NOW more than ever...

- Ensuring Continuity of Leadership and Mission
- Building a Future-Ready Leadership Pipeline
- Strengthening Organizational Resilience
- Balancing Internal Development & External Talent
- Supporting Talent Retention & Engagement
- Strategic Imperative for a Changing Industry

Internal vs External Hiring Trends



Retention Matters!

(And Your Executives are Looking)

A recent Gartner survey found that:

- 56% of executives said they are likely or extremely likely to leave their current role in the next two years.
- 27% said they are likely or extremely likely to leave in the next six months.
- Established executives are nearly 40% more likely to leave in the next two years than new executives.

High CxO Turnover Expected Through 2026

Likelihood of leaving current role
Percentage of CxOs

27% of CxOs are likely or extremely likely to leave their current role in the next six months.



In the next six months



In the next two years

56% of CxOs are likely or extremely likely to leave their current role in the next two years, with just 17% of those due to retirement.

n = 200 CxOs (excludes CHRO and CEO roles)

Source: 2024 Gartner C-Suite Effectiveness CxO Survey

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Gartner



Evolving Leadership & Skillsets



**The new leadership DNA is made up of
“hybrid” expertise:**

- **Digital & data-driven mindset**
- **Agility and resilience through change**
- **Transformational and visionary leadership**
- **Continuous learning and adaptability**
- **Expertise in mergers and integration**



Re-skilling

Learning new skills to prepare for a different job or career, usually in response to industry change.

Up-skilling

Expanding or enhancing current skills to advance in your present role or improve performance.

Cross-skilling

Gaining skills outside your main job enables you to perform tasks in other areas or departments.

Why are Executive Talent Needs Accelerating?



Regulatory Environment



Technology, Digital
Channels & Member-
Experience Expectations



Strategic imperatives



Succession Pressures



Compensation

Challenges in Finding Executive Talent

Experience/Skillset

Competition

Cultural Fit

Location/Asset Size

Call to Actions for 2026



Proactive Succession Planning

Executive Search and Recruitment Process

Internal Development

Compensation Strategy

Employer Value Proposition

Leadership Development & Adaptability



**The future of credit unions
will be shaped not by
caretakers, but by bold
innovators and change-
makers.**

11TH Annual

Total Rewards Symposium 2025



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