

# INSIGHTS REPORT 2020

NATION  
SWELL

BUILD  
IT BACK  
BETTER

DATA FOR GOOD

CULTURE OF CONNECTION, BRIDGING, AND BELONGING

# ECONOMIC OPPORTUNITY & FUTURE OF WORK

CLIMATE JUSTICE

EDUCATION



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# WELCOME



# FRIENDS

Welcome to ‘Build It Back Better’, a NationSwell initiative designed to surface and advance solutions to some of the world’s biggest challenges, to help build a more equitable, inclusive and resilient world for all. This report synthesizes the key insights and impact arising from the Economic Opportunity & Future of Work track within ‘Build It Back Better’, and we hope you will use it to inform your strategy, collaborations and solution-building going forward.

At NationSwell, our mission is to strengthen society and the planet by helping purpose-driven leaders and organizations take their impact to the next level. We do that by creating the conditions for impact to thrive:

- Creating forums where change-makers can access cross-sector expertise and inspiration to shape strategy and build confidence in solutions;
- Making connections that catalyze meaningful partnerships to accelerate and scale their work;
- Engaging stakeholders through experiences and content designed to drive awareness and action; and
- Providing proximity to resources that empowers innovators to find mission-aligned funders and investors for impact solutions.

‘Build It Back Better’ represents the culmination of many months of work from across our mission-driven team of strategists, creators, producers and community-builders, and would not have been possible without the inspiring partnership of AARP, the AARP Foundation, the Schultz Family Foundation, Pivotal Ventures, Verizon and Workday.

As a collective, these organizations envision a world where every individual has the right to economic opportunity.

Thank you to Tyra A. Mariani, Marie Groark and the team at Schultz Family Foundation; Lisa Marsh Ryerson, Jean Accius and the AARP and AARP Foundation team; Rose Stuckey Kirk and the team at Verizon; Carrie Varoquiers and the team at Workday; Katie Lillie and the team Pivotal Ventures; and to all those who participated with ideas and energy to make this track possible.

With gratitude,



Greg Behrman  
NationSwell Founder & CEO

# WHAT IS 'BUILD IT BACK BETTER'?





# WHAT IS 'BUILD IT BACK BETTER'?

As the human and economic impact of COVID-19, racial injustice and economic turbulence continue to be felt across the country, strong and informed leadership, and solution-building across sector boundaries, has never been more essential.

We created 'Build It Back Better' to give leaders and organizations — across business, philanthropy, investing, nonprofits, public office and entrepreneurship — the expert, action-focused forums they need to workshop solutions, share resources, spark new connections, raise their profile and form cross-sector coalitions for meaningful change.

In 2020, we facilitated six tracks for inspiration and collaboration around some of the world's most pressing challenges: Climate Justice, Culture of Connection, Bridging & Belonging, Data for Good, Economic Opportunity, Education, and the Future of Work.

Within each track, we worked with our partners to co-design, plan, curate, facilitate and produce a series of expert working sessions and high profile live events. Plus, we created bespoke thought leadership and social content to amplify the solutions and leaders involved, and have synthesized Insights Reports — including this one — for each track that capture the insights and imperatives to drive action.

In 2021, we will launch our next round of expert tracks focused on fostering cross sector 'collaboratives' around solutions to issues including sustainability, health equity, justice reform and more.





**“Building back better will require all sectors, in partnership with affected communities, to dramatically improve economic and social mobility for those who have been consistently pushed to the margins of our society, including our young people. NationSwell was able to convene and facilitate conversations with leaders across sectors to identify where and how we can use this unique moment in time to accelerate meaningful progress against this goal. We are excited about the energy and collaborations stemming from this work.”**

– Tyra A. Mariani, President, Schultz Family Foundation

# ECONOMIC OPPORTUNITY & FUTURE OF WORK: THE CONTEXT







# IT WILL TAKE A UNITED EFFORT IN ORDER TO BUILD A MORE RESILIENT, EQUITABLE, AND INCLUSIVE WORKFORCE.

The dual pandemics of 2020 exposed the vulnerabilities in our social safety net and have highlighted the ways in which our systems have left communities without the access to economic opportunities that can provide much needed stability and safety in a time of need. By May of 2020, more than 20.5 million Americans were left unemployed with minority populations amongst the hardest hit demographic during the economic downturn. While these numbers are staggering, it's important to remember that these inequities have roots in a history of federal policies (ie. Homestead Act of 1862 or the GI Bill of 1944) that have always left the American Dream out of reach for large swaths of our population.

Human rights and economic mobility expert Chike Aguh highlights, “Economic opportunity is not just about economics. It is also about us as a society and us as a country.” While Workforce Development is a hugely complex field, leaders across sectors and industries have identified that this unique moment in history is a once in a lifetime opportunity for systemic change. As the country begins to recover from the events surrounding COVID-19, it is clear that it will take a united effort in order to build a more resilient, equitable, and inclusive workforce.

With this context, the goal of our Economic Opportunity and Future of Work track was to identify and explore the big ideas and the most meaningful measures that the public, private and philanthropic sectors can take to create equal access to economic prosperity for all.

# EVENTS



NationSwell produced and hosted  
14 events in the Economic Opportunity  
and Future of Work tracks.

# ANTIRACISM AND THE POSSIBILITY OF THIS MOMENT

July 22, 2020

BIBB Overarching Kickoff Event



## Speakers

### DR. IBRAM X. KENDI

National Book Award winner, Professor of History and Founding Director of Boston University's Center for Antiracist Research

### CARMEN ROJAS PHD

President and CEO of the Marguerite Casey Foundation

## Moderator

### MEGAN MING FRANCIS

Associate Professor of Political Science, University of Washington

## Event Description

We held a virtual conversation with two leaders guiding our country towards a more just future — Dr. Ibram X. Kendi, National Book Award winner, Professor of History and Founding Director of Boston University's Center for Antiracist Research, and Carmen Rojas, PhD, President and CEO of the Marguerite Casey Foundation.

# HUMAN CENTERED CAPITALISM

## A CONVERSATION WITH ANDREW YANG AND WES MOORE

March 8, 2020

Opening Public Event



### Speakers

#### ANDREW YANG

Founder of Humanity Forward  
& NationSwell Council Member

#### WES MOORE

CEO of Robin Hood Foundation

### Moderator

#### MARIE GROARK

Director of Foundation Programs,  
Schultz Family Foundation

### Event Description

A conversation between two luminaries — Andrew Yang, Founder of Humanity Forward & Council member, and Wes Moore, CEO of Robin Hood — where we identified some of the most compelling and precise solutions for creating a more human-centered and dynamic national economy.

# CLOSING THE RACIAL WEALTH GAP: REPARATIONS AS A SOLUTION

Aug. 24, 2020  
Public Event



## Speakers

### A. KIRSTEN MULLEN

Writer, Folklorist, Museum  
consultant and Lecturer

### WILLIAM A. DARITY, JR.

Samuel DuBois Cook Professor of Public  
Policy, African and African American  
Studies, and Economics, Duke University

## Moderator

### AARON WALKER

CEO of Camelback Ventures

## Event Description

Drawing from their book *From Here to Equality: Reparations for Black Americans in the Twenty-First Century*, A. Kirsten Mullen, folklorist and writer, and William A. Darity Jr., Professor of Public Policy, African and African American Studies and Economics at Duke, lead us in an exploration of this solution — its history, its applications and its challenges.

# BUDGETS AS MORAL DOCUMENTS

## A CONVERSATION BETWEEN MAYORS

Aug. 31, 2020  
Public Event



### Speakers

**MICHAEL TUBBS**

Mayor of Stockton, California

**MELVIN CARTER**

Mayor of Saint Paul, Minnesota

### Moderator

**PATRICE BERRY**

Office of Oakland Mayor Libby Schaaf

### Event Description

It’s been said that a budget serves as a moral document — one that elucidates our priorities and dictates outcomes for our communities. Constituents and leaders across the country are calling for a rewrite of many of these documents, both on the local and national level, as a means to ensure our budgets more accurately reflect the needs of the people.

Together, we unpacked the bold and pragmatic policy and budgeting decisions being implemented across the country, and the role these decisions play in advancing opportunity for marginalized communities.



# SHAPING AN AGE - INCLUSIVE WORKFORCE

Sept. 9, 2020  
Working Group Session

## Event Description

How can equitable workforce and training solutions across the age spectrum help to break multi-generational poverty?

A working group on how we might leverage technologies, new employment models, tools, and training opportunities to meet the needs of all generations of workers, and begin to build solutions with multi-generational symmetry in mind. The working group — designed to be generative and solutions-oriented — surfaced ideas on what existing and innovative resources can achieve financial stability for older generations to affect outcomes for the youngest generations.

## Participants

### ANDY HALL

COO, San Diego Workforce Partnership

### EMILY ALLEN

SVP, AARP Foundation Programs, AARP Foundation

### GERSON MARTINEZ

SVP, Global Thought Leadership, AARP

### JEAN ACCIUS

SVP, Global Thought Leadership, AARP

### JESSICA WINN

Project Manager, AARP

### LAWRENCE KOSICK

Co-Founder, GetSetUp

### MARTHA HERNANDEZ

Co-Founder & CEO, madeBOS

### MATT GREENFIELD

Managing Partner, Rethink Education

### MAUREEN MCCOMSEY

Founder, Momentum for Good

### PARINA PARIKH

Director of Programs, San Diego Workforce Partnership

### PRASAD RAM

Founder/CEO, Gooru

### SUSAN WEINSTOCK

Vice President of Financial Resilience, AARP

### THALER PEKAR

CEO, Thaler Pekar & Partners

# AGING AND AUTOMATION

Sept. 21, 2020

Working Group Session

## Event Description

As millions of Americans face unemployment, and as our workforce experiences a seismic shift towards automation, there is an imperative for employers to protect mid-life or mid-career workers and reduce the disproportionate impact of job displacements on communities of color and low-wage workers. With this shift, we must overcome the myth that if a worker is not a “digital native,” they’re not capable of adapting to this increasingly automated and technology-driven world.

The working group — designed to be generative and solutions-oriented — surfaced ideas on how employers can address any inherent age-specific biases and inequities that result from automation, how they can unlock and leverage the value older workers provide, and ultimately come away embracing positive approaches to building and supporting an age-inclusive workforce.

## Participants

### AMINA YAMUSAH

CTO, Bloc

### ANDREA MCGRATH

Principal, amplifiedimpact

### ART BARDIGE

CEO, What if Math

### CORINNE WARNSHUIS

Social Impact Consultant

### HEATHER TINSLEY-FIX

Senior Advisor, Financial Resilience, AARP

### JEAN ACCIUS

SVP, Global Thought Leadership, AARP

### KATJA ZASTROW

Former VP, CSR - Better World, Anheuser-Busch

### MARISSA LOWMAN

Head of Future of Work Practice, Village Capital

### MATT MCFARLANE

Founder, GROUT

### MATT GREENFIELD

Managing Partner, Rethink Education

### MIA HAUGEN

Media Executive & Impact Investor

### MINOLI RATNATUNGA

FUSE Executive Advisor

### SUSAN WEINSTOCK

Vice President of Financial Resilience, AARP

### TINA ATHERALL

CEO, Psycharmor

# SOLUTIONS TO CAREGIVING, PRE AND POST COVID

Sept. 10, 2020

Working Group Session

## Event Description

COVID has unearthed the deep-rooted problems with our nation's caregiving system. To compete with the rapidly changing landscapes of school and work, and to better support essential workers amidst times of crises, we must think strategically about how we can build community and reimagine a more adaptive and inclusive caregiving system.

## Participants

### AMON ANDERSON

Director, Acumen

### CAITLIN BEHRMAN

Assistant Director, AmeriCares Free Clinic

### DAVID BONFILI

Co-Founder, ACME General Corp.

### GEORGE TSIATIS

CEO, The Resolution Project

### HYESOOK CHUNG

President, Baltimore Civic Fund

### JIUN KIMM

Global Diversity & Inclusion Lead, Samsung NEXT

### JENNIFER STYBEL

Caregiving Lead, Pivotal Ventures

### JOHANNA ZEILSTRA

CEO, Gender Fair

### KARLYN ADAMS

Director, Business for Social Responsibility, BSR

### MEGAN ZAMORA

Manager, Global Responsibility, Starbucks

### PAURVI BHATT

Vice President, Philanthropy, Medtronic Foundation

### PATRICE MARTIN

Co-Founder, Holding Co.

### SARA ALLAN

Deputy Director, US Education, Bill & Melinda Gates Foundation

### STEPHANIE CORNELL

Managing Director, Draper Richards Kaplan Foundation

### SERINDA CATALANO

Programme Director, World Enabled

### RAJIV MEHTA

CEO, Atlas of Care

### SARAH KOCH

Former Vice President, Social Innovation, Case Foundation

### VICTORIA FRAM

Co-Founder & Managing Director, VilCap Investments

### SIMONE MAREAN

Co-Founder, Girls Leadership

# UNBOUNDING POTENTIAL: CREATING AN ECONOMY THAT LETS YOUNG PEOPLE THRIVE

Sept. 30, 2020  
Working Group Session

## Event Description

There are 15.3 million young people who are at risk of limited economic mobility – these young people are not on a solid path to financial freedom – and without the proper private, public and philanthropic investments, find themselves at risk of churning in low wage entry level jobs. Native Americans, African Americans and Latinx young people are more likely to be at risk. What can we do to foster an inclusive economy that enables these young Americans the support and access to opportunities they need to fulfill their potential?

## Participants

### AILUN KU

Chief Operating & Programs Officer, The Opportunity Network

### CARLOS VERA

Co-Founder & Executive Director, Pay Our Interns

### CELERIA WASHINGTON

Outreach Coordinator, Wrksolutions

### CHI KIM

CEO, Pure Edge Inc

### CORINNE WARNSHUIS

Social Impact Consultant, Girl Develop It

### ELLEN GARDNER

Senior Program Officer, Schultz Family Foundation

### EMILY SCHAFFER

Executive Director, Year Up

### LEE-SEAN HUANG

Founder & Creative Director, Foossa

### MARIE GROARK

Director of Programs, Schultz Family Foundation

### OMAR BUTLER

CEO, New Door Ventures

### PATRICE BERRY

FUSE Executive Fellow, Office of Mayor Libby Schaaf  
in Oakland, California

# BUILDING NEW PATHWAYS

Oct. 8, 2020

Working Group Session

## Event Description

COVID and shifting market forces have decimated the retail and hospitality sectors, which have long been critical entry points to the workforce. How do we pivot to ensure young workers have onramps to career pathways, especially given the digital divide and other barriers? We discussed how philanthropy, public policy and venture capital can work together to shape how youth training providers and companies react to swiftly create new entry level pathways.

## Participants

### ALICIA HANSEN

Founder & CEO, NYC Salt

### AMY NELSON

CEO, Venture for America

### CHARLINE ALEXANDRE-JOSEPH

Dir. of Workforce Development, MENTOR

### DEBORAH MINTZ

Senior Fellow, Third Sector Capital

### FRANCES MCGINLEY

Program Manager, Healing Dialogue and Action

### FRANK BRITT

CEO, Penn Foster

### GEORGE TSIATIS

CEO, The Resolution Project

### GREGG BETHEIL

President, PENCIL

### HENRY MONTALBANO

Program Officer, Veterans

### JENN WOLFF

Community Organizer, Backbones, UpgradeMedicaid

### JESSE COLVIN

CEO, Service Year Alliance

### JONATHAN JOHNSON

Founder & CEO, Rooted School

### JUSTIN COHEN

Chief Strategy Officer, Cambiar Education

### MADELINE KERNER

CEO, Matriculate

### MAGGIE KOZIOL

Education & Workforce Development Social  
Impact Leader, Deloitte

### MARIE GROARK

Director of Programs, Schultz Family Foundation

### MATTHEW CHACKO

Associate Director of Development, Classroom Inc.

### MICHELLE COOPER

Manager, Strata9

### NATALIE ROPER

Executive Director, Generation WV

### NATHANIEL COLE

Senior Director, America's Promise Alliance

### OMAR BUTLER

CEO, New Door Ventures

### RICK SHARMA

Chief Legal Advisor, Bridgewater Associates

### ROSYE CLOUD

Executive Vice President, The College Promise Campaign

### TODD FISHER

Global Chief Administrative Officer, KKR

### VICTOR HWANG

Vice President of Entrepreneurship, Kauffman Foundation

# SKILLS AS A CURRENCY

Oct. 13, 2020  
Working Group Session

## Event Description

With skills serving as the new currency for the future workforce, there is movement across industries, education systems and credentialing pathways to support skills-based training and hiring. However, in order for these much-needed changes to take root, a broader mindset shift towards embracing and prioritizing this new model of hiring needs to take place.

## Participants

### AILUN KU

President & CEO, The Opportunity Network

### AMON ANDERSON

Director, Acumen

### ANKUR GOPAL

CEO, Interapt

### CARRIE VAROQUIERS

President, Workday Foundation & VP of Global Impact

### GAYATRI AGNEW

Senior Director, Walmart

### JAMIRA BURLEY

Youth + Community Impact Strategist and Trainer

### JD GREER

VP, Dev., Marketing, + Comms, REDF

### JON SCHNUR

Chief Executive Officer, America Achieves

### KARAN CHOPRA

Partner and Co-Founder, Opportunity @ Work

### KATE BEHNCKEN

Vice President, Lead of Microsoft Philanthropies

### LIZ SIMON

Co-COO, General Assembly

### MARIE GROARK

Director of Programs, Schultz Family Foundation

### MEG GARLINGHOUSE

Head of Social Impact, LinkedIn

### NATALIE ROPER

Executive Director, Generation West Virginia

### NITZAN PELMAN

CEO, Climb Hire

### RACHEL HUTCHISSON

Vice President, Corporate Citizenship & Philanthropy, and Chair, Senior Women's Leadership Council, Blackbaud

### SEAN MURPHY

Senior Manager, Walmart

### STEPHANIE CORNELL

Managing Director, Draper Richards Kaplan Foundation

### TYRA MARIANI

President, Schultz Family Foundation

### VANESSA BISHOP

Executive Director, Citizen Schools



# BREAKING DOWN BARRIERS: HOW WE CAN USE THIS MOMENT OF REBUILDING TO DIVERSIFY OUR INDUSTRIES

Oct. 23, 2020  
Working Group Session

## Event Description

Diversifying our industries is one essential step in our nation charting a better, more equitable path forward. Underrepresentation and socioeconomic barriers to entry are two major hurdles we will need to innovate on and find solutions for as we undertake this issue. From coalition building to replicable models of success, creating more inclusive pathways to employment will take coordinated action, cross-sector leadership, and intention.

## Participants

### ADRIAN HARO

CEO, The Workers Lab

### DEBBIE MCCOY

Managing Director of Portfolio Management and Strategy,  
BlackRock

### DWANA FRANKLIN-DAVIS

CEO, Reboot Representation

### GERSON MARTINEZ

Executive Director, Talbot Mentors

### GREGG BETHEIL

President, PENCIL

### JAMES WEINBERG

CEO, FUSE Corps

### JENNIFER GRESHAM

Founder, Work for Humanity

### JULIA RAFAL-BAER

COO, Chiefs for Change

### KARAN CHOPRA

Partner & Co-Founder, Opportunity@Work

### LAUREL YAMAGUCHI

Senior Program Strategy and Investment Manager,  
Pivotal Ventures

### MADELINE KERNER

CEO, Matriculate

### MARY PEARL

Dean, CUNY Macaulay Honors College

### NIKKA LEMONS

CEO, Global Citizens Development (GCD)

### RADHIKA NAYAR

Director, Arabella Advisors

### SALLY CHAN

Vice President, Community Engagement, Warner  
Bros. Entertainment

### STEPH SHARMA

CEO, New Door Ventures

# MOVING FROM MOMENTUM TO IMPACT

Oct. 27, 2020  
Working Group Session

## Event Description

While companies have publicly committed to hiring or advancing specific populations like BIPOC, Veterans and Opportunity Youth, how can we ensure that these commitments drive meaningful change?

As part of the Economic Opportunity Track of #BuildItBackBetter (#BIBB), and in partnership with Schultz Family Foundation, we hosted a working group to explore how we can move from momentum to impact. Using the sustainability movement, and the CSR embrace of environmental metrics to change internal behavior as a case study, we discussed how philanthropy, policy, and corporations themselves can leverage public commitments to improve outcomes.

## Participants

### AILUN KU

Chief Operating & Programs Officer, The Opportunity Network

### CARRIE VAROQUIERS

President, Workday Foundation & VP of Global Impact, Workday

### EMILY SCHAFFER

Executive Director, Year Up

### GISELLE LEUNG

Managing Director, Global Impact Investing Network (GIIN)

### JON SCHNUR

Chief Executive Officer, America Achieves (including Back to Work Project)

### JULIE SHAPIRO

CEO, Fund for Public Schools

### SEAN MURPHY

Senior Manager, Walmart

### SIMON WONG

Director, Transformation, The Hain Celestial Group

### TODD FISHER

Global Chief Administrative Officer, KKR

# DRIVING TOWARD EQUITY AND OPPORTUNITY FOR ALL GENERATIONS OF WORKERS

Nov. 17, 2020  
Public Event



## Speakers

### LISA MARSH RYERSON

President, AARP Foundation

### JEAN ACCIUS

Senior Vice President of Global Thought Leadership, AARP

## Moderator

### CHIKE AGUH

Head of Economic Mobility Micro-pathways, Education Design Lab

## Event Description

As part of the Future of Work and Economic Opportunity tracks, we hosted a conversation between three luminaries on the necessity for “adapting to a new world of work with an equity state of mind.” Through upskilling, practices and approaches to address longstanding disparities in the workforce, work-based learning opportunities and more, we explored equitable solutions to building better economic and employment pathways for low income and vulnerable older adults.

# GETTING AMERICANS BACK TO WORK: HOW AN EQUITY-FIRST APPROACH CAN YIELD HUMAN PROSPERITY

Mar. 2, 2021

Culminating Event



## Speakers

### ROSE STUCKEY KIRK

Chief Corporate Social Responsibility  
Officer, Verizon

### MAYOR FRANK SCOTT, JR.

Mayor of Little Rock, Arkansas

## Event Description

Due to COVID-19, 25% of U.S. adults lost their jobs, thousands of small businesses have shuttered and many Americans are out of work. These issues hit under-represented communities the hardest. Leaders across the country are thinking strategically about helping our country rebuild in a way that ensures equity and inclusivity so that all Americans, no matter their background or zip code, have a chance to better their lives and the lives of their families.

As part of the Future of Work track to #BuildItBackBetter, and in partnership with Verizon, we invite you to join us in discussion with Rose Stuckey Kirk, Chief Corporate Social Responsibility Officer at Verizon, and Mayor Frank Scott Jr. of Little Rock, Arkansas, about the role of technology in getting Americans back to work and the pathways that are necessary to enable human prosperity and social advancement. Together, we will explore solutions like digital inclusivity, upskilling and reskilling in building our workforce back to be more equitable, inclusive, and resilient.

# OVERARCHING INSIGHTS

# 5

# THE OPPORTUNITY GAP

As we build back the economy from the repeated challenges created by the pandemic, employers and policy makers must acknowledge that an opportunity gap existed long before 2020 began. There are many ways to dissect the intersecting inequities that have led to this gap, but one striking observation is the way age relates to employment opportunities.

## YOUNG PEOPLE

**15.3M**

young people are at risk of limited economic mobility without a solid path to financial freedom

**4.4M**

young people are defined as opportunity youth (disconnected from the workforce, unemployed and not in school)

**7.1M**

young people are low wage workers (53% of young people in this category don't have full-time positions/ have unstable jobs)

**3.1M**

young people are low-wage students (80% of young people in this category don't have full-time positions/ have unstable jobs)

**76%**

of young people who have low-wage jobs stay in low-wage jobs throughout their career

## OLDER AMERICANS

**85%**



of CEOs say they see the value of an intergenerational workforce, but less than 50% said age was included in their DEI policies

The U.S. Bureau of Labor Statistics (BLS) projects that by 2024, 13 million people age 65 and older will still be working



# EQUITY OFFERS OPPORTUNITY

## OPPORTUNITY FOR THE FUTURE OF WORK



IT IS ESTIMATED THAT BY GIVING OLDER EMPLOYEES MORE OPPORTUNITIES TO WORK COULD RAISE GDP PER CAPITA BY 19% OVER THE NEXT THREE DECADES



AGE DISCRIMINATION HAMPERS ECONOMIC GROWTH BY \$850B A YEAR



CLOSING THE OPPORTUNITY GAP BY ADVANCING RACIAL EQUITY WOULD SEE \$450B EXTRA GROWTH PER ANNUM AT A FEDERAL LEVEL, AND \$100B PER ANNUM AT STATE AND LOCAL LEVEL

Sources: Schultz Family Foundation Study, US Bureau of Labor Statistics, AARP, OECD

# IMPACT OF COVID-19 ON ECONOMIC OPPORTUNITY

- In May of 2020, the unemployment rate for youth was 22%, equivalent to 3-4 million jobs lost as a result of the COVID-19 pandemic
- Entry level jobs are more likely to be within the service & retail industries, two industries that have been hardest hit in the COVID-19 pandemic
- By May of 2020, more than 20.5 million Americans were left unemployed with minority populations amongst the hardest hit demographic during the economic downturn
- 25% of US adults lost their jobs due to COVID-19 during 2020

# TURN LIFEBOATS INTO BRIDGES

The future of work rides on the ability to create equitable economic opportunity and long-term progress across industries. We consistently heard that the key to long-term economic mobility is investing in solutions that look at the entire lifecycle of the individual and the system – setting them up for success at every touch point along the way.

COVID-19 has had a devastating effect on the unemployment rate. As we begin to rebuild our economy, **creating a resilient workforce is not just about connecting individuals to jobs, and low-entry and low-paying jobs aren't the silver bullet solution.** Short-term solutions don't equate to long term employment, and sustained economic mobility through access to better quality jobs will be crucial to driving progress. We need to turn lifeboats into bridges as we prepare people for what's next in a long-term future of work.

**“When we have recovery acts and stimulus for jobs, the jobs are there but they are always temporary. It’s important to think not just about how we get people to work, but to look at a career path over time. Rapid re-employment is a great moment in time solution but there is a question about mobility.”**

— Emily Schaffer, Year Up

**“If we only train people for short term jobs, their long-term-ability is never an option, because you're always in a cycle of retraining.”**

— AiLun Ku, Opportunity Network

**“We have a real issue in this country on job quality. The issue isn’t so much that we have so many people working in low quality jobs — if most people worked low quality jobs for a few years of their life or return to that as a part of the safety net, it's OK, provided they have access to better jobs.”**

— Emily Schaffer, Year Up

# THREE LEVERS TO DRIVE ECONOMIC MOBILITY

In order to drive long-term economic mobility for all, we have identified three levers for change that can be activated to service a variety of individuals across their career lifecycle – from young people starting out on their journey, to older Americans who want to return to the workforce.

A

## BUILDING AND CONNECTING THE FIELD

B

## SHIFTING BUSINESS MINDSETS

C

## CREATING MORE HUMAN CENTERED POLICIES AND FUNDING PRACTICES

## BUILDING AND CONNECTING THE FIELD

The field of workplace development and economic mobility is a vast network of programs and services aimed to close the opportunity gap. For the purposes of this report, this section focuses on the role these organizations and programs play as the connective tissue that help Americans reconnect with the economy.



# INSIGHTS

**The ‘aha’ moment that is crucial to build back a more equitable and resilient approach to economic opportunity.**

## 1

### **SOLUTIONS CAN’T SCALE IN A FRAGMENTED FIELD**

To create real, lasting change we must create a system that sets expectations for employers and supports them to change.

“There is a clear market failure in the connective tissue — there is a highly fragmented provider base that is of varying quality without connectivity to jobs. There are employers that say they want to hire non-traditional talent but don’t have the capability and approach to do that. “

— Todd Fischer, Year Up

“The three-legged stool is going to be a blend of policy, education, and operationalizing. And what is important is further alignment of all the pieces that are out there.”

— Sean Murphy, Walmart



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## WE NEED EVERYONE AT THE TABLE TO HAVE SKIN IN THE GAME

From policy makers to educators and those making decisions — a full coalition contributing resources and energy into a unified systemic approach is necessary to close the economic gap.

“Every sector has a different role to play, but if you want to unpack and make progress on the complex wicked problems, each sector must come to the table ready to fully utilize its resources and leverage from its vantage point. This must be done in a concerted manner. What took centuries to create — which was done with intentionality — will require the not equal but tenfold amount of effort to undo if we are going to realize a nation we all deserve and even more so if we are going to #BuildItBackBetter.”  
— Nikka Lemons, Global Citizens Development

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## CLOSING THE OPPORTUNITY GAP REQUIRES A UNITED EFFORT ACROSS MULTIPLE SECTORS

“We’re not a movement that has a collective approach to the work, but there is no sector that needs to be more integrated. If we are going to continue to apply pressure on the system and drive local solutions, we need to be better about working together.”  
— Marie Groark, Schultz Family Foundation

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## WHEN WE LIFT UP ONE PERSON, WE LIFT UP A LARGER COMMUNITY

Creating leverage and upward mobility across the job market will have ripple effects everywhere.

“If we’re talking about skills and competencies we are really lifting up all young adults into the labor market and not just the ones that need a little bit of nudge to get over the finish line.”  
— Julie Shapiro, NYC Mayor’s Fund

5

## CENTERING COMMUNITIES IN SOLUTIONS MEANS USING DATA TO BUILD RELEVANT INTERVENTIONS

Every community has a different set of needs — we must diagnose the ecosystem at the local level in order to tailor solutions that consider the diversity of lived experiences.

“If our analysis is not by location, the sweeping proposals are not applicable. Solutions must acknowledge spatial circumstances and the impact of residents' living conditions and quality of life. Segregation wasn't just about race: it was about hoarding and allocation of resources by location. We now know with certainty that one's zip code indicates one's access to a grocery store, public school funding and even home valuation. If we fail to be refined in our analysis of location we will continue to fail to provide viable recommendations for stabilization and wellbeing.”

— Nikka Lemons, Global Citizens Development

“When we pull back the data of who is accessing the funds, they are young people of color, but they are not low income. We can't just use “people of color” as a blanket statement, we need to address the realities of young people.”

— Omar Butler, New Door Ventures

6

## THE SOLUTIONS ARE OUT THERE: BUILD COALITIONS TO SHARE BEST PRACTICES, FAILURES AND LEARNINGS

“The ability for organizations to not have to start at zero, when there is so much in the field already around what is effective and works. We think we have to make it up, but there is so many existing effective practices that exist. There are tweaks and hacks you can do to the system rather than scrapping the whole thing.”

— Gregg Bethel, PENCIL

“Nobody has to start at zero. The goal is to have real data to share on what to do, what has proven to work and what hasn't.”

— Dwana Franklin-Davis, Reboot Representation

7

## DATA, LOCATION AND NARRATIVE ARE ESSENTIAL TO MAKING COALITIONS EFFECTIVE

Paying attention to these three areas can give us a way to be specific and intentional as we approach the complex issue of changing systems.

## WE MUST OVERCOME INERTIA TO LET NEW SOLUTIONS THRIVE

“We keep applying force to the solutions, but we need to be better about diagnosing inertia — if the system does not uphold new practices there isn’t sustainability of the solutions.”

— AiLun Ku, Opportunity Network

“The work has already started. Build off of communities that are already creating the demands to expand lifelong learning.”

— Sean Murphy, Walmart







## SOLUTIONS WE NEED

**Solutions that our group of experts identified that address an urgent, unmet need**

## CONNECTING THE DOTS IN THE ECOSYSTEM BETWEEN TRAINING AND TRANSITIONING INTO A NEW JOB

“We can capitalize on the moment by engaging large employers to make commitments to hire Opportunity Youth at scale. But we also have to strengthen the connective tissue within the ecosystem by engaging with highly fragmented training universes and bringing them together to create clear pathways to high-quality, middle skill roles and providing the last mile transition management.” — Todd Fischer, Year Up

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## EMPOWERING PEOPLE TO NOT JUST FIND JOBS, BUT FORGE CAREERS

Having a human centered approach means we need to give people the opportunity to pursue their passions.

“What we’ve seen is that the longevity of those first jobs was not what we wanted to see because it did not put young people on that pathway for career longevity. We’ve learned that you have to marry promising fields and opportunities with passion.”

— Omar Butler, New Door Ventures

“How might we shift people’s mindsets from being job havers (takers) to being job creators/builders, in the driver’s seat of their career?”

— Amy Nelson, Venture for America



# SOLUTIONS WE NEED

## ELEVATING PEOPLE WITH LIVED EXPERIENCE OF RELYING ON THE SYSTEM TO DESIGN THE SYSTEM

“We have to remember that there are people that are forced to play within the systems -- many who are driving the conversations don’t actually have to depend on the systems to ensure that their children have access to opportunities.”

— Gregg Betheil, PENCIL

“It’s one of the most important things we work on: The world of philanthropy needs to do a better job of relinquishing power and autonomy... The power dynamic is real, but we need to understand... that people who are going to have the best ideas are the one who are closest to the ground.”

— Wes Moore, Robin Hood

# SOLUTIONS SPOTLIGHT

## FUSE CORPS

FUSE Corps understands that in order to unpack and make progress on complex problems, every single sector needs to come to the table with their resources and together align on a common set of goals. In order to address this need, they work directly with local governments and community stakeholders to craft 1-2 year projects and identify talent that has the most potential for impact for the role. They have found that the keys to success is in finding people who are dedicated to creating structural change but who also have and have a unique set of core competencies particularly around emotional intelligence that will allow them to build deep trust based relationships really quickly with a wide array of stakeholders. More importantly, FUSE Corps recognizes that every project is different and will need different skill sets.

**“There is a transformation effect that can only occur when the leader of the work has an authentic connection to the issues that the communities are facing and that they are serving.”**

— James Weinberg, CEO FUSE Corps



To find out more visit [fusecorps.org](https://fusecorps.org)



## OPPORTUNITIES & CALLS TO ACTION

### ENCOURAGE YOUNG PEOPLE TO LEARN FROM PLACES WHERE THEY ARE

Stop telling Opportunity Youth that the solution is to “get out” of their home communities; instead engage them in building within their communities with replicable toolboxes they can tap into that can earn them credentials (e.g. in entrepreneurship or in skills building). Local ecosystems can thrive if they’re invested in.

“When it comes to building robust workforce development ecosystems, it’s not an issue of people wanting to leave their home or flock to the same cities, that’s a pure function of where opportunity is. Give them a portable opportunity to contribute to the people and communities they love and have trust with.”

— Natalie Roper, Generation West Virginia

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### IN THE TIME OF COVID-19, ORGANIZATIONS HAVE BEEN CREATING SHORT TERM EMPLOYMENT OPPORTUNITIES IN THE DIGITAL SPACE AS A LOW STAKES WAY TO BUILD RELATIONSHIPS BETWEEN EMPLOYERS AND POTENTIAL EMPLOYEES

How can programs continue to leverage micro opportunities as an entry point for the workforce varying sectors and demographics?





# OPPORTUNITIES & CALLS TO ACTION

## CENTER SOCIAL EQUITY IN RESKILLING AND UPSKILLING INNOVATION

The Dept of Education and Dept of Labor have released about \$150M in funding available for reskilling and upskilling. How can you use your power and expertise to ensure that funding supports social equity-centered solutions?

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## HELP THE EDUCATION SYSTEM SEE INTO THE FUTURE AND CREATE OPPORTUNITIES FOR LIFE-LONG LEARNING

K12 and Higher-Ed are working to respond to the current and near-future job demand. How might we use “big data” to get predictive trends that help educators shape their solutions for the future?



# SHIFTING ORGANIZATIONAL/ OPERATIONAL/ BUSINESS MINDSETS

While studies have shown that employee diversity can lead to stronger organizations, this year has brought DEI practices to the forefront of conversations with new urgency. However, in order to create a truly inclusive workforce, our leaders have identified barriers and blind spots, solutions for implementation, as well as transformative opportunities that organizations can get behind.

A man with short dark hair and a goatee, wearing a dark blue long-sleeved shirt and a green lanyard, is sitting at a round wooden table. He is smiling and gesturing with his hands. In the background, there is a window showing a view of trees and a building.

# INSIGHTS

The ‘aha’ moment that is crucial to build back a more equitable and resilient approach to economic opportunity.

## 1

### A FIRST JOB CAN DETERMINE ECONOMIC MOBILITY AS MUCH AS ZIP CODES AND COLLEGE DEGREES

“In the before times, LinkedIn sponsored a coalition meeting that presented a set of stats where you can predict [young people’s] economic mobility through zip code, college, and first jobs.”

— Emily Schaffer, Year Up

2

## INTERNSHIPS AND ENTRY LEVEL OPPORTUNITIES PROVIDE PATHWAYS FOR AMERICANS OF ALL AGES TO ENTER THE WORKFORCE

“Programs like the ‘Senior Community Service Employment Program’ prove that paid internships — learning on the job — are a valuable way to provide older people effective pathways back into the workforce.”

— Lisa Marsh Ryerson, AARP Foundation

3

## BUT, IF WE DON'T ADDRESS THE UNEQUAL ACCESS TO SOCIAL CAPITAL, WE WON'T BE ABLE TO CREATE EQUAL ACCESS TO JOB OPPORTUNITIES

Access to a first smart job and paid internship is often determined by access to networks and social capital.

“There needs to be an undoing of social capital gatekeeping. We know that networks are not diverse and that our networks affect the types of opportunities we have access to. If there isn't an active undoing of that, then of course paid internships will continue to go to those that are more privileged.”

— AiLun Ku, The Opportunity Network

4

## DEI METRICS OFTEN LEAVE AGE OUT OF THE CONVERSATION

PwC found that only 8% of companies included age in diversity and inclusion programs.

# 5

## AS A LEADER, YOU NEED TO LISTEN, LEARN, AND MODIFY

“You have got to actually get on the ground as a leader and you have to listen, and understand what the need is and be willing to modify what you are thinking...We are not the corporate savior. We are a corporate partner, and in order to be a partner, it is a requirement that we are physically on the ground listening and learning.”

— Rose Stuckey Kirk, Verizon







# SOLUTIONS WE NEED

**Solutions that our group of experts identified that address an urgent, unmet need**

## **BUILDING A COALITION OF EMPLOYERS WHO ARE READY TO COMMIT TO LARGE-QUANTITY, MIDDLE SKILL, PERMANENT JOBS — TO CREATE DEMAND FOR NEW TALENT**

Focus on filling the gaps where supply is missing (healthcare, tech, etc) and actively seek out opportunity talent to fill those gaps.

“We’re in a unique moment in time to drive demand at scale — to drive specific jobs and demand to hire. We are seeing that employers see that it can’t be business as usual. We need to have a coalition of serious businesses that are willing to do this across various geographies which can then be a proof point. But it all has to start with demand.”

— Todd Fisher, Year Up

“If your first job adds a lot of cache to the resume, what would it look like if we pressured companies to reserve opportunities for low to moderate income groups?”

— Emily Schaffer, Year Up



## SOLUTIONS WE NEED

### RECOGNITION OF DEI EFFORTS NOT AS CHARITY BUT AS VALUE CREATION

“There needs to be a mindset shift within corporations to look at diversity hiring not as charity work but recognizing that it is smart business.”

— Nathaniel Cole, Senior Director of Strategic Initiatives & Partnerships, America’s Promise Alliance

“In a corporate setting there is a mindset where people thought of this as charity work, which has led these programs to be temporary.”

— Rick Segal, Rethink Capital

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### FOCUS ON SKILLS RATHER THAN PEDIGREE

Traditional markers of privilege and access (ie. education, internships) often translates to a better resume and can be a real roadblock to diverse hiring. To create a more equitable workforce employers must begin hiring based on skills (ie. stackable credentials).

“We operate on a system of privilege when we leverage college degrees and it’s hard to have those conversations to recognize those barriers that we’re going to live with the results of privilege that is based on privilege rather than based on accomplishments.”

— Emily Schaffer, Year Up





## **SOLUTIONS WE NEED**

### **CREATE BENEFITS THAT REMOVE BARRIERS TO ACCESSING QUALITY JOBS**

“The barriers are not just about training the talent. Oftentimes it’s about things like transportation and where people live. The future of work and virtual jobs can change that. Companies can also start thinking about putting in benefits around transportation or help offset moving costs.”

— Todd Fisher, YearUp

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### **PROVIDE EMPLOYEES WITH THE OPPORTUNITY TO STAY RELEVANT THROUGHOUT THEIR CAREER BY VIEWING LIFE AS A MULTI-STAGE JOURNEY**

How do we encourage anti-bias training beyond the hiring process to give people the space to confront how bias plays out more broadly?

“We need organizational cultures in which DEI becomes so ingrained that it becomes the new system, making the older system obsolete.”

— Lisa Marsh Ryerson, AARP Foundation

“Most companies like Danone are thinking about ESG initiatives. We’re not really measuring education equality (ie. racial, gender equity) — how do we have disruptive momentum to have a mindset change?”

— Simon Wong, The Hain Celestial Group



## **SOLUTIONS WE NEED**

### **EMBED DEI INTO CULTURE, NOT JUST THE HIRING PROCESS**

“2020 has proved that ‘older people don’t understand tech’ is a myth — if you train people continuously, providing opportunity and tools (including broadband), they will adapt as fast as anyone else.”

— Lisa Marsh Ryerson, AARP Foundation

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### **OFFER DIGITAL CONNECTIVITY AND INCLUSIVENESS TO HELP BUILD A THRIVING CITIZENRY OF THE FUTURE**

“We are doing the advocacy work to really make sure we’re putting the right policies in place at the federal and state level to ensure people can be connected. And we are making sure we are not just talking about the benefits of technology but getting it into critical areas of need and teaching people how to apply it because with this generation of young people, a lot of them will go on to be the entrepreneurs and employees that are going to fuel our economy and help build it back better.”

— Rose Stuckey Kirk, Verizon

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### **WORK THAT NEEDS TO BE DONE AROUND DEFINING “WHAT IS WORK”?**

This is a fundamental question that needs to be answered both in breaking down the traditional 40-hour work week construct and how we want to see it re-built so that it’s a win-win for the organization and hires of all demographics.

# SOLUTIONS SPOTLIGHT

## MADEBOS

madeBOS (made by own self), an AI driven, career pathing platform that empowers employees of entry-level jobs to drive their own career development. madeBOS delivers a configurable and customizable solution to address retail's short and long-term talent strategic goals and leverages machine learning to curate attainable career paths increasing diversity, engagement, retention and performance.

**“What I found in working closely with employers is that the employer and the processes they implement are not designed to have a level of inclusion. Regardless of age, etc. Most traditional systems are in a one-size-fits all approach that keeps individuals on the sidelines outside of promotability, etc. We’ve been working with employers primarily higher management in rebuilding their infrastructure that is accessible, understandable, and relatable. We have pillars we work with: equitable compensation plans, hiring based on core competency, management experience, performance management, employee handbooks that have a cultural approach.”**

— Martha Hernandez, Founder & CEO, madeBOS

## madeBOS

To find out more visit [madebos.com](https://madebos.com)

# SOLUTIONS SPOTLIGHT

## LIVING, LEARNING & EARNING LONGER

A Collaboration from AARP, OECD  
& World Economic Forum

AARP, OECD & World Economic Forum have partnered to launch an initiative to bring together 30+ (representing 7 million employees) global companies to collaborate and align on what it means to have an inclusive workforce. This learning collaborative is providing leaders the space to come together to talk about what's working and not. Together they are interrogating questions like: How do you sustain your workforce and address anxiety that people are experiencing (especially with COVID-19)? How do we leverage the fact that people are living longer and needing and wanting to work and how do we focus on programs that focus on life stage vs. chronological life age?



To find out more visit [aarp.org](https://aarp.org)



## OPPORTUNITIES & CALLS TO ACTION

### ADOPT INCLUSIVE HIRING PRACTICES SUCH AS SKILLS BASED HIRING

"What does it mean to require a college degree on a job description? We know it screens out a huge swath of the population. If we had a workforce that operates on pedigree and referrals for the job, it is a process that is systematically exclusionary. We need a system that translates skills and capabilities as well as policies that require the labor market to adopt better hiring practice. This is fundamental to how we achieve economic mobility at scale."

— Karan Chopra, Partner and Co-Founder, Opportunity@Work

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### CHANGE THE HEARTS AND MINDS OF EMPLOYERS AND GIVING THEM THE TOOLS AND COACHING THEY NEED TO CREATE SUCCESS FOR NEW RECRUITS

"There's no shortage of great content and learning materials on how to train and skill people. The real question is how do you break down the barriers to make the skills serve you in a new economic way. How do we intentionally connect them to jobs and change mindsets with employers to get them to hire people specifically and intentionally get them to work with the people so that they are successful."

— Emily Schaffer, Year Up





## OPPORTUNITIES & CALLS TO ACTION

### BUILD AN INTERNAL COMPANY INFRASTRUCTURE THAT IS ACCESSIBLE AND INCLUSIVE

Employer processes are not always designed for inclusion. Most traditional systems are a one-size-fits all approach that don't take into account best in class equitable practices that consider the range of human experiences and needs.

Some examples to get started include: designing equitable compensation plans, hiring based on core competencies, and developing employee handbooks that have a cultural approach.

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### CREATE OPPORTUNITY THROUGH INTERNAL MOBILITY

When we think about creating economic opportunity for people through jobs, we tend to think of moving talent outside the workforce into the workforce, but there's also an opportunity to show proof of concept by tracking movement of workers from one company to another company, or from one part of a company to another (internal mobility).

How might we create a "talent movement" inside companies: to promote workers for competency (not tenure), — especially for frontline workers who are disproportionately people of color? We could take learnings and hiring manager buy-in and apply them to external hiring.



# OPPORTUNITIES & CALLS TO ACTION

## BUILD A CROSS SECTOR COALITION OF CORPORATIONS TO HELP PEOPLE FIND LONG-TERM CAREER PATHWAYS

Corporations have an opportunity to create transferability across jobs in different industries and can provide pathways for their employees to apply their skills in new contexts. For example, a cashier at Walmart has the opportunity to transfer their skills to become a customer service agent at another company.

“People make decisions on jobs based on what they love and their particular aptitude. We know young people that do inventory and stocking and people that are greeters and cashiers. They take different functions. What if you can create clear pathways, where if you like inventory, you might like programming. You can take the same skills into a career that pays you more.”

— Emily Schaffer, Year Up





## OPPORTUNITIES & CALLS TO ACTION

### LOWER THE PERCEIVED EMPLOYER RISK WITH CLEAR TRANSITION PLANS

When we think about how to encourage companies to hire for skills and to consider nontraditional candidates, one of the biggest hurdles is the perceived risk on the part of the employer (HR professionals may feel obligated to hire people with previous experience to mitigate risk). The first 3-6 month period of time is the most critical time to engage with young adults and hiring managers to make sure the job becomes a fit and retention becomes clear.

Can we create clearer transition plans for this period, to “de-risk” the decision to hire for employers, and give employees clarity as they look to grow their careers?

At Interapt, they take on the perceived risk by staffing people who come through their training programs on large corporate contracts at slightly lower cost to the employer. Companies have the opportunity to see the benefits of hiring for skills, and employees gain career experience, and also a way to signal credibility to other employers.



# THE FUTURE OF LIFE AND WORK

The global pandemic has created increasing overlaps between landscapes of school, home, and work. More importantly, it has revealed the deep inequities and cracks within our caregiving system. When we look into factors that hold women back in their ability to participate in the workforce, caregiving is one of the biggest barriers. The widespread cultural framing of women as primary caregivers — whether that is in the home (care for children or parents) or within the workplace or broader community — has held women back in their ability to participate in the workforce.

In September 2020, the Department of Labor reported that women are leaving the workforce at 4x the rate of men at the start of the school year and highlighted that married mothers do almost double the amount of care work (including household chores and parenting) as fathers.

Similar trends can be seen with women's social roles in the workplace and beyond. As Rajiv Mehta, CEO, Atlas of Care shared, “When we talk about care in the workplace, we restrict the conversation to caring for people at home while they are also working. But, there's a disproportionate load on women who take on caring roles in the workplace. Women take the lead in lending an ear to their colleagues and organizing extracurricular activities — it's disproportionately on women to support the wellbeing of society. We need to see care as a fundamental aspect of being human vs. it only being a role that we take on.”

As we talk about reframing caregiving, we have to look at what it means to build a culture centered on care where we are actually rewarded for caregiving rather than defining care as a burden. We also need to design a system that leverages policy beyond the workplace that ensures equity. Rather than a system that ties caregiving as a job benefit (as is the case with health insurance), there needs to be subsidies from the public sector. While we often look to employers to provide solutions to caregiving (ie. paid leave, flexible time), there are opportunities for the government to step in to provide critical support. As George Tsiatis shared, “Employers increasingly find themselves in a zero-sum game that does not serve society; they have to choose between offering benefits or losing productivity. It's a market failure that counts”.



## CREATING HUMAN-CENTRED POLICIES & FUNDING PRACTICES & PATHWAYS

Policy and funding are key tools to scale many of the solutions that are needed to close the opportunity gap. This section examines the bold approaches leaders are calling on to shake up the system.

"Equity is a financial, not just a social, imperative for the nation."

— Chike Aguh

Chief Innovation Officer, the Department of Labor



# INSIGHTS

**The ‘aha’ moment that is crucial to build back a more equitable and resilient approach to economic opportunity.**

## 1

### **HISTORY MATTERS. ACCESS TO ECONOMIC OPPORTUNITIES HAS NEVER BEEN EQUITABLE. WE NEED TO IMAGINE AND DESIGN FOR A FUTURE THAT DOESN'T YET EXIST**

“Acknowledge not that system is broken, but that there never was a system of pathways. For opportunity youth, and for those in school.”

— Gregg Betheil, PENCIL

“The structure of the current economy has been broken for some time. COVID didn’t break anything, it simply exacerbated already existing realities of inequality...We need to have the courage to understand how we got here in the first place... if we’re not willing to delve into our own truths, we are going to have a hard way forward. Loving your country does not mean you have to lie about it.”

— Wes Moore, Robin Hood Foundation

2

## THE MEASUREMENT OF ECONOMIC “SUCCESS” NEEDS TO BE REFRAMED TO PUT PEOPLE FIRST

“We need to change the very measurements of our economic progress from GDP, stock market values and unemployment rate to life expectancy, mental health, freedom from substance abuse and childhood success rates, and then you’d see how massive the problems are. You’d also see the massive disparities. If you had the right dashboard, you could have a capitalist set of incentives that reward human flourishing and human well being.”

— Andrew Yang, Humanity Forward

3

## WE NEED TO RETHINK POLICIES SO THAT THEY ARE IN SERVICE OF ALL PEOPLE, NOT JUST THE FEW AT THE TOP...

“Does our country exist to maximize stock price, or to advance people's well being? People are angry because they can't afford groceries but they're told "everything's great because our GDP is going up!"

— Andrew Yang, Humanity Forward

“We have to have a strong focus on equity. Understanding equity from a public policy or social impact standpoint is understanding representation, whether it's race, gender, sexual orientation or religion...that due to certain life circumstances, we have to have appropriate access to opportunities and resources to get to an equal result.”

—Frank Scott, Jr., Mayor of Little Rock, Arkansas

4

## ....AND SHIFT THE BURDEN FROM THE INDIVIDUAL TO THE SYSTEM THAT HAS CREATED THESE INEQUITIES

“There is nothing wrong with the people and everything wrong with policy and power.”

— Dr. Ibram X. Kendi

“This is about fairness, how do we create systems that work for people, not ones that actively works against them.”

—Wes Moore, Robin Hood Foundation



# 5

## PHILANTHROPY NEEDS TO BE A PART OF THIS RADICAL CHANGE BY STEPPING UP TO THE PLATE AND REDISTRIBUTING RESOURCES AND POWER

“In my practice, as the new president of a foundation, my work is to course correct and to not be afraid of owning the ways in which I can redistribute resources and power and to give leaders of color the room to begin sewing the seeds of a country we know is possible but much of philanthropy has underfunded or funded against.”

— Dr. Carmen Rojas, Marguerite Casey Foundation





# **SOLUTIONS WE NEED**

**Solutions that our group of experts identified that address an urgent, unmet need**

## **CREATE A DASHBOARD FOR HUMAN FLOURISHING**

People in power need to change the very measurements of our economic progress from GDP, stock market values and unemployment rate to life expectancy, mental health, freedom from substance abuse and childhood success rates.

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## **BUILD A TRUTH AND RECONCILIATION PROCESS**

To face up to the original sin of slavery and the continuing racism against people of color, just like other countries like Rwanda and Ireland and Chile have done.

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## **INVEST IN INSTITUTIONS THAT DON'T HAVE HUGE ENDOWMENTS (HBCUS, HISPANIC-SERVING INSTITUTIONS)**





## **SOLUTIONS WE NEED**

### **ENCOURAGE PUBLIC OFFICIALS TO PROACTIVELY COLLABORATE WITH NON-PROFITS**

Every mayor of every city should know and collaborate with the leading local non-profits to solve problems with a community perspective.

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### **GIVE EVERY AMERICAN 100 DOLLARS THEY CAN USE TO GIVE TO A NON-PROFIT EVERY YEAR**

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### **PHILANTHROPY SHOULD SEE ITSELF AS RISK-CAPITAL**

Philanthropy should be the thing that is able to nurture ideas that are scalable, prove they can work, then pass them on to our government partners. We should not be thinking about ourselves as a line item. Ask yourself: What's the problem you're trying to solve? And how are you trying to solve it?



## OPPORTUNITIES & CALLS TO ACTION

### GET CIVICALLY INVOLVED

Vote, adopt a candidate, lend a hand to local races, or consider running yourselves!

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### RETHINK BENCHMARKS OF MEASUREMENT

“We need to rethink our benchmarks. At the exact same time we were seeing record stock market gains and record inequality, where the bottom 90% hitting only 20% of the assets in the U.S.”

— Wes Moore, Robin Hood Foundation

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### TAKE RISKS AND RELINQUISH POWER

“As a sector philanthropy is overly reliant on reform. I always ask myself, who are we going slow for? And who suffers because of our slowness? Philanthropy should not be pragmatic, these are resources that are meant to seed imagination. It should be audacious and bold and evidence of what is possible.”

— Dr. Carmen Rojas, Marguerite Casey Foundation

“The benefit of being iterative is that you get to continue to improve for the good of everyone. And I think that's also a mindset that we have to embrace. We are going to learn, we are going to make some mistakes, we are going to make some things better, but in the process of doing that we're going to pull some people forward in a way that would not have been possible. Don't be afraid to take risks because the outcomes aren't going to be perfect. Move things forward, don't overthink it too much but make it solid as it needs to be.”

— Rose Stuckey Kirk, Verizon

# SOLUTION IN ACTION

## HUMANITY FORWARD

When COVID-19 left millions of American's unemployed, Humanity Forward began distributing checks from \$250-\$500 via social media as a part of a relief initiative to cash directly into the hands of those who needed it most. By lowering the barriers to entry, and meeting those in need where they are, the organization was able to deliver nearly \$10,000,000 in cash relief to over 20,000 American families impacted by the pandemic.

**“A lot of the time in developing settings you discover that if you skip the middleman and give cash directly to the people, there’s a positive impact even from dollar to dollar perspective. We know that 74% of Americans are pro cash relief. With the cares act bill we know that it's possible. People are realizing that we can do it and that cash is effective. We’re opening their eyes to cash in a whole new way because of the time we are in.”**

— Andrew Yang, Humanity Forward

**HUMANITY  
FORWARD**

To find out more visit [movehumanityforward.com](https://movehumanityforward.com)

# RESOURCES



# RESOURCES

Websites, books, news articles and organizations that offer vital context, detail and solutions on this issue

## ANTI RACISM AND THE POSSIBILITIES OF THIS MOMENT

Megan Ming Francis's class at Harvard Kennedy School on Philanthropy and Social Movements

Dr. Ibram X Kendi's Antiracist Research Institute at Boston University

Movement Capture And The Long Arc Of The Black Freedom Struggle

Dr. Carmen Rojas on The Problems With Philanthropy and What We Can Do To Fix It

### The Case for Reparations



### The Centuries Long Fight for Reparations

OpEd by Pastor Torli Krua on justice and Liberian Refugees

### BCorp Anti-Racism Resources

Beyond the Sentence - Understanding Collateral Consequences

## HUMAN CENTERED CAPITALISM



Five Days: The Fiery Reckoning of an American City - Wes Moore book

The War on Normal People: The Truth About America's Disappearing Jobs and Why Universal Basic Income Is Our Future - Andrew Yang book

### Project 100

Racial Equity Institute: "Groundwater Approach" Whitepaper

The Color of Law - Richard Rothstein

The Beautiful Struggle - Ta-Nehisi Coates

Not in My Neighborhood - Antero Pietila



The Tax Break For Children, Except the Ones Who Need it Most - NYTimes

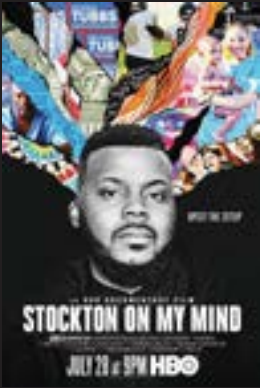
W.K.Kellogg Foundation 'Truth, Racial Healing and Reconciliation' Framework



# RESOURCES

Websites, books, news articles and organizations that offer vital context, detail and solutions on this issue

## BUDGETS AS MORAL DOCUMENTS - A CONVERSATION BETWEEN MAYORS



Stockton on My Mind  
- A Documentary  
Special from HBO

Dr. Bernice King and Mayor Michael Tubbs on How Universal Basic Income Can Help Address the Racial Wealth Gap - TIME

## CLOSING THE RACIAL WEALTH GAP

Police Reform, defunding, and abolition explained - Vox

From Here to Equality: Reparations for Black Americans in the 21st Century - by William and Kirsten

Repair: Redeeming the Promise of Abolition - by Katherine Franke

Homestead Acts

DC Compensated Emancipation Act

## AGE-INCLUSIVE WORKING GROUP

Join the AARP, OECD, WEF [Living, Learning & Earning Longer](#) collaborative and upcoming events!

GetSetup: Live classes for older adults

San Diego Workforce Partnership

madeBOS

AARP Employer Pledge Program

AARP Job Board + Resume Tool

## UNBOUNDING POTENTIAL: CREATING AN ECONOMY THAT LETS YOUNG PEOPLE THRIVE



The Students Left Behind by Remote Learning (ProPublica)

Mathmatica youth unemployment data

Student Survey Report (NACE)

Types of Occupations in Subsidized Employment Programs (Center on Poverty and Equality, Georgetown Law)

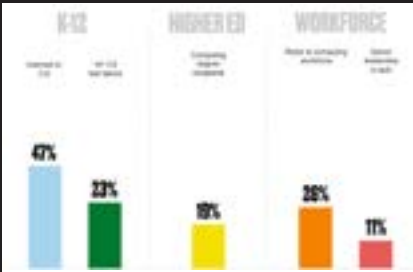


# RESOURCES

## MOVING FROM MOMENTUM TO IMPACT

US Chamber of Commerce Foundation  
Talent Pipeline Management Resource Guide

NYC’s CareerReadiness Framework



Reboot

France Offers Employers Aid To Hire Young People

Websites, books, news articles and organizations that offer vital context, detail and solutions on this issue

Verizon’s new upskilling program + Citizen Verizon Corporate Responsibility

Grow with Google

SkillUp

MLT’s Black Equity At Work Certification

Education Design Lab’s Accelerator Fund for Community Colleges

Opportunity Occupations report

How to Adopt Skills-Based Hiring Practices

Per Scholas

## DRIVING TOWARD EQUITY AND OPPORTUNITY FOR ALL GENERATIONS

Jean’s op-ed, “To Build It Back Better, We Must Make Equity Core to Everything We Do.”

The Economic Impact of Age Discrimination — AARP

CFR Report on “The Work Ahead, Machines, Skills, and U.S. Leadership in the Twenty-First”



Pearson’s Future of Skills research



Work for Humanity report on reimagining inclusive economies

Jamie Merisotis’ new book Human Work

Hechinger Report on first gen students from Detroit to Rio Grande

Living Learning and Earning Longer AARP (to foster an age-diverse workforce)

# RESOURCES

Websites, books, news articles and organizations that offer vital context, detail and solutions on this issue

[Louisville Skills](#) — An Evaluation of the Humana Foundation-funded Partnership between Interapt, University of Louisville, and General Assembly

WEF [Future of Jobs Report](#), October 2020

[Disrupt Aging Classroom, AARP](#) — changing perceptions of older workers through education

[‘The Business Case for Racial Equity’](#) — Kellogg Foundation

[Senior Community Service Employment Program](#)

[Incredible Health’s](#) equitable nurse recruitment approach [receives Silicon Valley funding](#)

[New York Jobs CEO Council](#) pledges to hire 100,000 low income BIPOC residents

[CEO’s responsibility in building equity](#) by NSC Council member AiLun Ku, CEO The Opportunity Network

[Back To Work 50+ AARP](#)



[Built for All: A Global Framework for Building Inclusive Economies](#)

## BREAKING DOWN BARRIERS: HOW WE CAN USE THIS MOMENT OF REBUILDING TO DIVERSIFY OUR INDUSTRIES

[The Rebooting Representation report with McKinsey + Tools & Resources](#)

[Chiefs for Change analysis](#) about the current state of women and leadership in education

Khalil Gibran Muhammad at Harvard who leads the [Institutional Antiracism and Accountability Project](#) at Harvard Kennedy School + [Why DEI efforts fail](#)

Pamela Newkirk’s book [Diversity Inc.: The Failed Promise of a Billion Dollar Business](#)

[DegreesNYC](#)



[Kapor Center’s work](#) focused on women of color in higher education + the workforce

[BIAS INTERRUPTERS: Tools for Organizations](#)

National Academies of Science, Engineering and Medicine: [Addressing the Underrepresentation of Women of Color in Tech](#)

# RESOURCES

Websites, books, news articles and organizations that offer vital context, detail and solutions on this issue

National Center for Women Innovation and Technology

NYCDOE-CUNY data share work + their recent 10 year report

Foundation for Inclusion

Women of Color in Computing

Thomas Friedman’s column from 10.22 on how work and education need to change

Fortune article on the fundamental issues in the labor market

Raj Chetty + Opportunity Insights

Ready to Lead a report by GirlsLeadership.org  
Black and Latinx girls are our most skilled and most ambitious leaders

Don Clifton + his work on StrengthsFinder 2.0 assessment

World After Capital

Opportunity@Work’s STARS program - skilled through alternative routes



## SKILLS AS CURRENCY

Workday Skills Cloud: A Big Idea With Much More To Come

Analytics-based platform, powered by Accenture, that facilitates continued employment

A few thoughts from Ankur Gopal based off of our brainstorming

Climb Hire

The White House Endorsed Skills-Based Hiring. Why Aren’t Workforce Wonks More Excited?

National Skills Coalition

America Achieves

Opportunity@Work + Black STARS

GenerationWV

Opportunity Network + Raising the Stakes from Jobs to Justice

Interapt

15percentctpledge

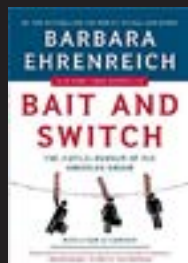
Shining a Light on Skills not Resumes: LinkedIn hiring program

# RESOURCES

Websites, books, news articles and organizations that offer vital context, detail and solutions on this issue

## AGING AND AUTOMATION

AARP Employer Pledge Program



[Bait and Switch](#), by Barbara Ehrenreich

[GetSetUp](#), a Rethink portfolio company that helps retired educators

[Girl Develop It](#)

[GLG](#) - business model that reframes how expertise is shared

[JobPath](#) - platform for veterans

[Minoli Ratnatunga's work to meet the needs of a fast-growing older adult population in L.A. County](#) - Aging and Tech conference

[Natural Causes](#), by Barbara Ehrenreich

[Path Forward](#) - "Returnships"

[PsychArmor](#) - provides critical resources to Americans so they can effectively engage with and better support military service members

[RBG + Grace & Frankie](#) TV shows and movies that show vibrant older people

[Taika Waititi's Voice of Racism](#) is an interactive website



[The Curb-Cut Effect](#): Laws and programs designed to benefit vulnerable groups, such as the disabled or people of color, often end up benefiting all of society.

[The Longevity Economy® Outlook](#), an interactive report from AARP

[Therese Tucker](#), the former CEO and founder of [BlackLine](#), a \$2billion startup [Crescendo](#) (DEI training), a Village Capital company [Live In Their World](#) (VR training), a Village Capital company

## SOLUTIONS TO CAREGIVING

[Atlas of Care](#) - caremapping exercise

Book: [Working Daughter](#)

Forbes: [865,000 women dropped out of the workforce in September](#)



[Genderfair.com](#) - soon to release an app that will allow consumers to scan products/brands

# RESOURCES

Websites, books, news articles and organizations that offer vital context, detail and solutions on this issue

TCare is focused on helping at home family caregivers manage burnout - not necessarily helping afford it, but they are getting their services incorporated as a benefit in long term care insurance plans

The Holding Co

Wellthy (a partner of Holding, Co)



Worklife  
- touches on the need for navigation of resources and services

# RELEVANT CONTENT





A portrait of a man with short, graying hair, wearing a dark quilted jacket over a light blue button-down shirt. He is looking slightly to the left of the camera with a serious expression. The background is blurred, showing what appears to be a bookshelf.

# TO BUILD IT BACK BETTER, WE MUST MAKE EQUITY CORE TO EVERYTHING WE DO

Aug. 2020

by Jean Accius, PhD

For #BuildItBackBetter, NationSwell asked some of our nation's most celebrated purpose-driven leaders how they'd build a society that is more equitable and resilient than the one we had before COVID-19. We have compiled and lightly edited their answers.

The challenges of 2020 are our chance to address the longstanding inequities that, for far too long, have cutoff opportunities that prevent everyone from living longer and healthier lives. This is our chance to innovate. It's our chance to be bold and courageous as architects and innovative pioneers of our individual and collective future. It's time that we fully embrace our humanness and interconnectivity — and build something new and better.

To Build It Back Better, we must ensure equitable access to resources to address the pandemic, and we must rebuild a health and social system that is more equitable than it was before. Every conversation we have about public health and economic recovery in the wake of COVID-19 must include a discussion of equity, because inequity reaches every system in our society.

Solutions must be as expansive as the problem. They must involve all sectors — public, private and non-profit.

On the private sector side, it is important to make the business case for creating healthier communities. Employers, for example, should be motivated to improve the social determinants of health in their own region, thus fostering a healthier pool of workers and keeping health care costs down. At the community level, solutions must come out of collaboration between community members, decision makers and experts; a community doesn't need to be told what their problems are, nor should it have a solution thrust upon them without their input.

The COVID-19 pandemic has exposed longstanding economic and racial inequities. According to the Centers for Disease Control and Prevention, Black and Native American people are five times as likely to be hospitalized with COVID-19 as White people, and the hospitalization



rate for Latinx people is four times the rate for their White counterparts. This may be in part because those deemed “essential workers” are disproportionately people of color — putting them at greater risk of contracting the virus.

The structural inequities that cause many of these health disparities did not happen by accident, so we must make racial equity a central part of our plans to confront COVID-19 and recover from its economic aftereffects. We must be deliberate in our efforts to ensure the solutions to this health crisis do not uphold existing patterns of racial disparities. Communities of color shouldn’t be contracting and dying from COVID-19 — and other diseases and disorders — at rates higher than anyone else. Communities of color shouldn’t be living shorter lives than their counterparts just a few blocks away. And no one should be dying of hunger, experiencing homelessness, poor health and a speedier death as a result of loneliness as an older American.


Residents of Harlem deserve to live to celebrate their 90th birthday as much as residents of the Upper East Side do. Everyone in Baltimore should live well into their eighties or longer. That should be our expectation, and those are the expectations we must build systems and supports to deliver upon.

We all have a role and responsibility to advance equity and ensure that everyone has the opportunity to live a longer, healthier and productive life. It is important to make equity part of the conversations you’re having with your family, friends, and co-workers and holding your leaders whether that is in private industry or the public sector accountable to address the COVID-19 crisis. These are critical and foundational measures of success.

The danger is that we will think these problems are too big to solve. But no matter how tired we are of hearing bad news, we must continue to believe that a better future is possible. We must act with purpose, unite against hate and lead others to do the same. I believe in fighting against all attempts to divide us, and I will continue to fight against any form of racism in thought, word, action, practice, or policy.

We are at a turning point. On one hand, we can continue to operate with a patchwork approach whereby inequities continue to fester and harm the most vulnerable among us. Or we reimagine and not just rebuild but rebuild our communities better in ways that expand opportunities for all.

I’m ready to take the second path. You with me?



# TO BUILD IT BACK BETTER, REIMAGINE A FUTURE WHERE ALL YOUNG PEOPLE CAN FIND A MEAN CAREER

Feb. 2021

by Tyra A. Mariani

Neither my mother nor I can remember my first job.

It was either as a data entry and filing clerk where my mother worked in insurance or a cashier at our local grocery store. Neither were all that fulfilling or memorable.

But I do remember experimenting with how quickly I could type in the numbers with each insurance claim to help pass the time. And what I remember from being a cashier was getting as many hours as possible to increase my wages, and the stress from ensuring my cash drawer lined up with the receipts. Anything outside of that is a blur.

These two jobs would introduce me to the world of work, but it was not my life's work.

In an ideal world, a first job is a chance to earn money and gain skills that are transferable to a second job, a third job, and onward to a fulfilling career. For educated and connected young people, navigating this path is fairly straightforward. For others, including myself, it is more involved, but it is still achievable with determination and support from caring adults.

But for those without a safety net, the path forward is uncertain, fraught with the risk of missteps along the way.

This was true before the COVID-19 crisis, and the pandemic has only further exacerbated the inequities and injustices at the root of our country's decline in upward mobility.

As we seek to Build It Back Better, it is critical to understand the educational and economic challenges young people face, so we can create a future where everyone is supported in their journey to cultivate and utilize their talents that lead to a rewarding career.





Though I did not know this when I was filling out my college applications, education is not a guarantee of a good job after college though those making the investment would like to believe it to be so. Each year, 1.2 million low-income and first-generation students go to college, and only one in four emerge with well-paying jobs with growth potential. Still, some form of postsecondary experience is better than none.

For young people with limited education, who often lack social capital and experience, securing a full-time job that offers good pay is even more challenging. According to a report released by Burning Glass Technologies, nearly half of young workers aged 16 to 24 not in school, without college degrees, and lacking work experience, were unsuccessful in progressing to better-paying jobs within five years.

This is troubling, obviously. But the promising news is that means that roughly half of young people are successful in progressing to better-paying jobs. What can we learn about their success that would allow us to create the context for more young people to succeed? How many successfully completed some form of postsecondary

training? How did they begin to develop a social network that would help them build on that first job? Which employers invested in their success? Which employers evaluated their recruitment and hiring practices to give these young people a fair shake?

There are more questions than answers, but to Build It Back Better, these are the questions we should be asking, ones that are broader than which skills and education a young person needs to get the next job. Each of us has a role to play in helping our young people reach higher heights — both by giving them the tools they need to succeed but also by removing the systemic barriers that prevent them from being successful.

We know this is possible, and we know no one of us can solve this alone. Together, working across sectors, we can reimagine and create a future where all young people can thrive.

# EMERGING IMPACT

At NationSwell, our goal is to create the conditions for impact to thrive — and specifically, this track was designed to surface solutions, diversify experts' perspectives and catalyze new collaborations to accelerate impact around Economic Opportunity and the Future of Work. We are excited to share one way in which that impact is starting to emerge.



NationSwell Council members came together in a Future of Work Affinity group to discuss caregiving and the future of work.

Together we published [this article](#) highlighting insights and resources to address the challenges in this intersection of work and life, including:

1

## BETTER AWARENESS IS NEEDED IN THE WORKPLACE SO THAT WE CAN ALL UNDERSTAND CAREGIVING AS A UNIVERSAL EXPERIENCE THAT WE WILL LIKELY ALL FACE AS WE GET OLDER

“Caregiving – once one of the most personal and private matters in family life – is a growing public issue. The costs of caregiving impact individual workers, employers and society as a whole,” Jean C. Accius, Senior Vice President AARP Global Thought Leadership, said.

“When it becomes stressful to juggle caregiving activities with work and other family responsibilities, or if work requirements come into conflict with caregiving tasks, some employed caregivers make changes in their work life, including leaving the labor force altogether, resulting in loss income at the individual level, loss of productivity that impacts the bottom line for employers and we all suffer due to the loss of opportunities for economic growth. As the nation faces unprecedented economic challenges due to the coronavirus pandemic, it is a critical time to consider support for working family caregivers as part of a larger strategy for economic recovery and growth.”

2

## WHETHER YOU ARE A NEW CAREGIVER OR SUPPORTING A LOVED ONE THROUGH A LATER STAGE CHALLENGE, TRUSTED TOOLS CAN HELP CAREGIVERS NAVIGATE THE SYSTEM TO GET THE SUPPORT THAT THEY NEED

“There are so many resources for different groups, people just don’t know where to access them or need a ‘coach’ to find the right resources,” Jenn Wolff, a community organizer, said. “That’s why I’m currently working on a new virtual space to share resources for people with disabilities and would like to have several others trained to be Community Health Workers so folks can talk with someone they relate to.”



### 3

## CAREGIVERS NEED TO REMEMBER THE IMPORTANCE OF CARING FOR THEMSELVES IN ADDITION TO THEIR LOVED ONES, AND THEY SHOULD RECRUIT HELP IN THEIR ONGOING EFFORT

“Self-care is not something to put off or see as a luxury, it is an essential part of survival,” Elissa Yancey, author and co-founder of A Picture’s Worth, said. “Believing, truly believing, that you are worth taking care of is, in itself, a revelation for many caregivers. Especially those of us who define ourselves, consciously or not, by our value to others. Without a grounding in self-worth, your caregiver duties can become an excuse for self-pity and resentment, neither of which are deserving of your precious time.”

### 4

## CAREGIVING AND BALANCING WORK REQUIRES A SUPPORT SYSTEM FOR THE FAMILY CAREGIVER AND THE PERSON IN NEED. EMPLOYER BENEFITS ARE KEY; BUT HOME HEALTH AGENCIES AND COMMUNITY-BASED ORGANIZATIONS WHO BRING CARE HOME ARE OFTEN MISSED AS PART OF OUR SYSTEM. WE NEED THEM WHEN CARING FOR OUR LOVED ONES

“Getting out of homes right now is tough for any of us, but it’s even harder for the folks that we care for,” Paurvi Bhatt, President of Medtronic Foundation and NationSwell Council member, said.

5

## EMBRACE HOSPICE CARE

“End of life is a part of life that we don’t talk enough about; It’s easy to forget about hospice care as a critical part of our healthcare system,” Adam Dole, Managing Director of Not Impossible Labs, said. “When my father-in-law recently passed away, I had a really positive experience with hospice — it was a night and day difference for me, in terms of what the end-of-life experience can mean when it’s done right, proactively with dignity and thoughtfulness, versus left to chance.”

7

## MANY PEOPLE DO NOT EVEN KNOW THAT THEY ARE CAREGIVERS. HOW DO WE DEFINE “CAREGIVER” TODAY, AND HOW DO WE CHANGE THE IMAGE OF CAREGIVERS TO BE A MORE ACCURATE REPRESENTATION?

“I do believe people need to know this work is so noble, so compassionate – perhaps the most important role we’ll ever have,” Zach Weismann, founder of MAG Impact Collective, said.

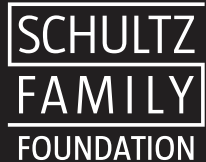
6

## WE NEED TO HAVE END-OF-LIFE CONVERSATIONS WITH OUR LOVED ONES (AND FOR OURSELVES) WHEN THEY ARE THEORETICAL, RATHER THAN PRESSING

“Planning ahead helps caregivers so much,” Dr. Lori Choi, a vascular surgeon and founder of I’ll Have What She’s Having it, said. “It relieves so much of the guilt and pressure, and lets us respect our loved ones’ wishes.”

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For more information,  
contact the NationSwell team at  
[new@nationswell.com](mailto:new@nationswell.com)

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