



Measuring Progress:

ICF Demographics 2022–2024

A Reflective Analysis of Member Demographic
Trends from the ICF Member Values Survey

Executive Summary

The International Coaching Federation (ICF) is committed to building a diverse, inclusive, and equitable coaching community worldwide. This white paper presents a reflective analysis of demographic trends between 2022 and 2024. The intent of this work is not to measure success against rigid benchmarks but to illuminate where progress is happening, where deeper engagement is needed, and how ICF can better support all members in feeling a genuine sense of belonging.

These findings are situated within a broader organizational effort to collect demographic data with care, privacy, and cultural responsiveness. This work represents one part of a long-term commitment to inclusion and to learning how we can evolve our practices based on member voice, lived experience, and global insights.

The Role of Demographics in DEIB

Demographic data is foundational to Diversity, Equity, Inclusion, and Belonging (DEIB) work. At its core, DEIB is about understanding and valuing the richness of human difference—and demographic insights help illuminate who is present, who is participating, and whose voices may still be missing.

By collecting and reflecting on demographic data, ICF can:

- Identify patterns and gaps in representation and access.
- Tailor programs and outreach to meet the unique needs of different communities.
- Build accountability around our commitment to inclusion and equity.
- Support psychological safety and belonging by recognizing intersectional identities and lived experiences.

Importantly, demographic data is not about labels; it's about listening. When approached with cultural responsiveness, demographic analysis becomes a tool for amplifying member voice, elevating underrepresented groups, and making informed, values-aligned decisions about how we grow as an organization.

Background: Why We Began Asking Demographic Questions

ICF's decision to begin collecting demographic information was guided by a thoughtful needs assessment. Our intent was never simply to collect data, but to better understand *who* our members are so we can more meaningfully support them.

This process raised several critical questions:

- Who will be asked these questions, and when?
- How do we ensure privacy, trust, and respect in gathering such sensitive information?
- What categories do we use, and how do we ensure global relevance and cultural appropriateness?
- How can we collect information in a way that avoids harm, including the risk of further marginalization?

To answer these, we engaged both internal and external experts:

- Consultations with ICF Research showed that demographic data was only being gathered in limited ways (e.g., gender and age).
- Legal and DEIB experts emphasized that although this data collection is legal (since members are not employees), it must be approached with cultural responsiveness, legal care, and ethical clarity.

We learned that:

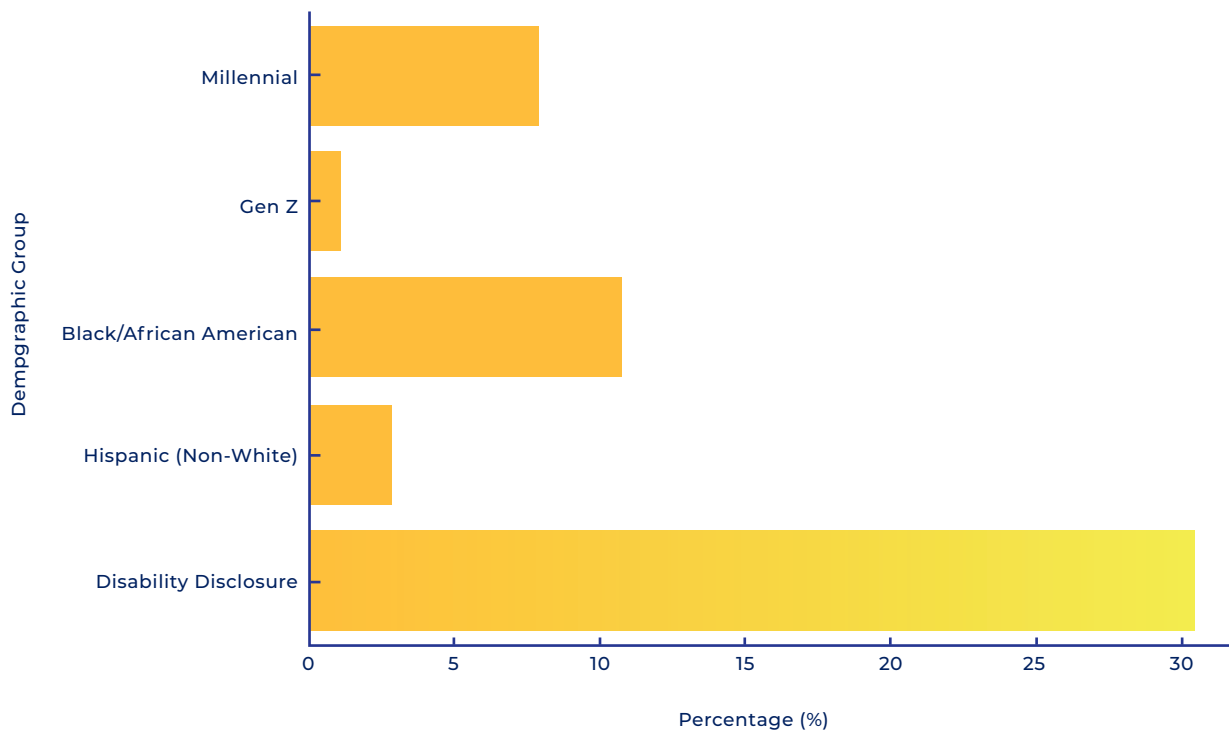
- Data privacy and dignity must be central.
- Demographic information should be used in ways that benefit and uplift historically marginalized communities.
- Transparency and education (through explanatory videos, FAQs, and global panel discussions) are essential to building trust.

This is not a short-term project. It is a long-term organizational practice grounded in curiosity, accountability, and the desire to grow in service of our members.

Overview of Member Demographic Trends (2022–2024)

The following demographic shifts were identified through three years of survey data. This analysis is focused not on meeting quotas, but on observing movement, listening to member stories, and refining our approach to inclusion.

Demographic Group	2022 %	2023 %	2024 %	Change Over Time
Millennial	6.43%	7.5%	8.0%	+1.57%
Gen Z	0.06%	0.8%	1.2%	+1.14%
Black/African American	9.48%	10.5%	10.8%	+1.32%
Hispanic (non-White)	2.27%	2.6%	2.9%	+0.63%
Disability Disclosure	27.0%	29.0%	30.5%	+3.5%



Reflections on Specific Demographic Trends

Millennial Representation

Millennials, generally defined as those born between 1981 and 1996, represent an important segment of the coaching profession. These individuals are typically in mid-career stages, balancing leadership responsibilities, career transitions, and personal development goals. Coaching often serves as a strategic resource for Millennials navigating complex work environments and leadership pathways. Their representation in ICF increased from 6.43% in 2022 to 8.0% in 2024, indicating ongoing relevance. Continued efforts to connect with this group can support both individual growth and broader organizational impact.

Gen Z Representation

Gen Z, born approximately between 1997 and 2012, is the newest generation entering the coaching profession. This cohort values authenticity, inclusion, and purpose-driven work—principles that align strongly with coaching. The increase from 0.06% to 1.2% from 2022 to 2024 reflects early engagement with this population. Strengthening pathways for professional entry, mentorship, and certification can help retain and support these younger members, who represent the future of the profession.

Black / African American Representation

From 9.48% in 2022 to 10.8% in 2024, this trend shows meaningful but gradual growth. It is important to acknowledge the broad diversity encompassed by the label “Black / African American,” which may include individuals born in the U.S. as well as those from the African continent and throughout the global African diaspora. Understanding this nuance helps ICF recognize that retention, visibility, and belonging are just as critical as outreach.

Hispanic (Non-White) Representation

This group saw modest increases across the three years, reaching 2.9% in 2024. However, the term “Hispanic” carries significant nuance, especially within a global professional body like ICF. While widely used in the United States to refer to people of Spanish-speaking heritage, the term is not universally embraced. For example, individuals from Spain may not identify with the term “Hispanic,” and across Latin America, people often identify more closely with national, regional, or Indigenous identities than with this broad pan-ethnic label. Moreover, in some countries, the term may have different or even contested meanings.

ICF fully embraces the use of “Hispanic” in alignment with how some members choose to self-identify, while also recognizing the diverse cultural, geographic, and linguistic realities behind this term. Our approach is to be responsive to these complexities by ensuring language access, regional relevance, and inclusive programming that meets members where they are. Continued investment in culturally responsive outreach and listening will help deepen engagement across Spanish-speaking and Latin-heritage communities globally. The upward trend suggests that efforts to engage Hispanic coaches are having an effect. Continued investment in language access, inclusive programming, and regional collaboration will be vital.

Disability Disclosure

Disability disclosure increased from 27.0% to 30.5% over three years. But numbers alone don’t tell the whole story. Collecting data in this area has surfaced critical considerations about language, identity, and disclosure:

- Preferences around identity-first (“disabled person”) vs. person-first (“person with a disability”) language vary across communities and cultures.
- Many members live with multiple, non-visible, or evolving disabilities, which influence if and how they disclose.
- Some members expressed concern about being asked these questions at all, highlighting ongoing trust-building work ahead.

In recognition of these complexities, ICF uses disclosure language rather than identity labels. Our aim is to create an environment where disclosure is a choice made in safety, not a requirement or assumption. We will continue to refine our approach in collaboration with disability advocates and with care for legal, cultural, and personal sensitivities.

Considerations for Future Action

- **Foster Belonging Beyond Representation**

Demographics offer a partial view. True inclusion comes from how members experience the organization, connect to each other, and see themselves reflected in leadership, programming, and priorities.

- **Center Psychological Safety in Disclosure**

Members must trust that their information is handled with confidentiality and care. Explaining the purpose behind data collection and showing how it leads to tangible change are vital to building this trust.

- **Grow with Global Cultural Responsiveness**

One-size-fits-all solutions do not work in a global organization. Legal frameworks, cultural norms, and historical contexts all shape how members experience inclusion. Responding to these differences with intention and care is essential.

- **Build on Momentum**

Encouraging trends among Gen Z and Hispanic members show that targeted outreach matters. Let's build on what is working.

Conclusion: A Commitment to Continuous Learning

ICF's demographic inquiry is part of a longer journey to understand our community and serve it more fully. This white paper does not declare outcomes. It invites conversation, reflection, and collective action. As we look ahead, we remain committed to evolving with our members, learning from their lived experiences, and continuing to create a profession that reflects and respects the full diversity of humanity.