



Building a better working world



2021 Aerospace and defense (A&D) workforce study

The survey respondents represent a total global headcount of over 950,000 employees, with 370,000 employees with security clearances globally and more than 130,000 veterans in the US across all the organizations that participated.

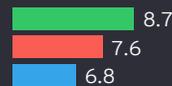
Overview of A&D workforce demographic trends in the US

Trend data is critical to effectively manage the A&D workforce in the US for the companies surveyed.

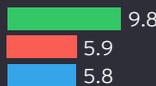
2021 2020 2019



% of workforce-women



% of workforce-Hispanic



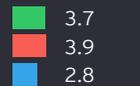
% of workforce-Black



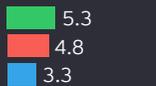
% of workforce-Asian



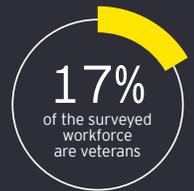
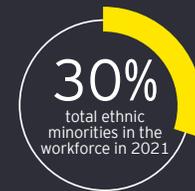
% of executives- Women



% of executives-Hispanic



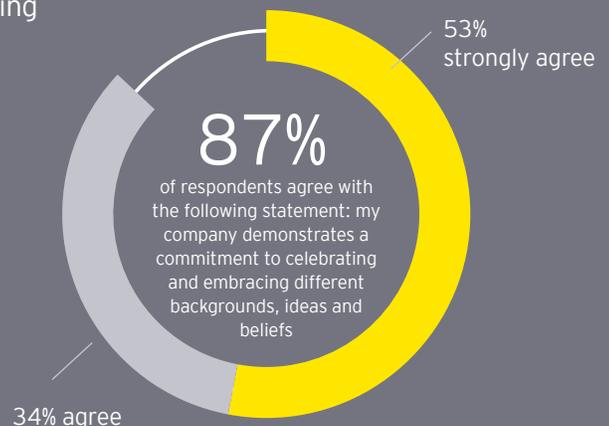
% of executives-Black



Historical data is from a separate survey. As a result, it is directionally informative. We expect to utilize this year's data to serve as a solid foundation for trend data going forward.

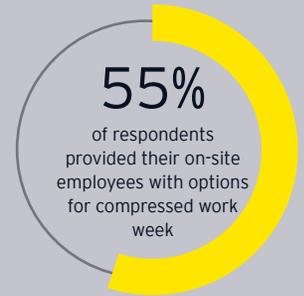
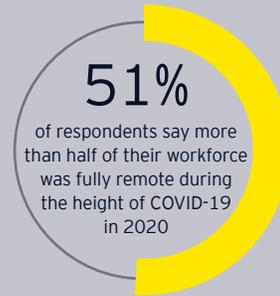
Diversity, equity and inclusion (DEI)

Organizations are increasingly focused on their DEI agenda, including improving their DEI metrics, investing in different initiatives and expanding their outreach.



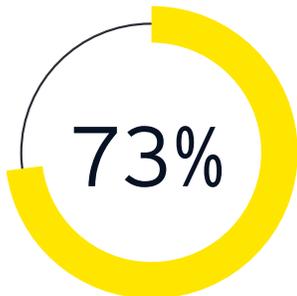
Reframing the future of work in the wake of COVID-19

A&D organizations are providing greater flexibility in where, when and how employees work.



Winning the battle for talent: how A&D companies are building a differentiated EVP

Organizations are looking at providing a differentiated employee value proposition (EVP) offering to attract and retain talent amid strong competition.



of respondents indicated that company culture (in terms of collaboration) improved since the beginning of the pandemic

The top three differentiated benefits provided are:

- 97% Recognition
- 94% Career development opportunities
- 94% Tuition reimbursement

Other top offerings included:

- 85% Flexible work arrangements
- 76% Overtime pay
- 70% Retirement



Employee and talent outlook

As the A&D industry evolves, re-skilling will be central to positioning the workforce to accommodate this evolution.

Top five areas of investment that companies are currently prioritizing in re-skilling are:

Leadership



Engineering skills



Cybersecurity



Digital skills



Manufacturing skills



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