datapoints

Forward's look at the changing workforce
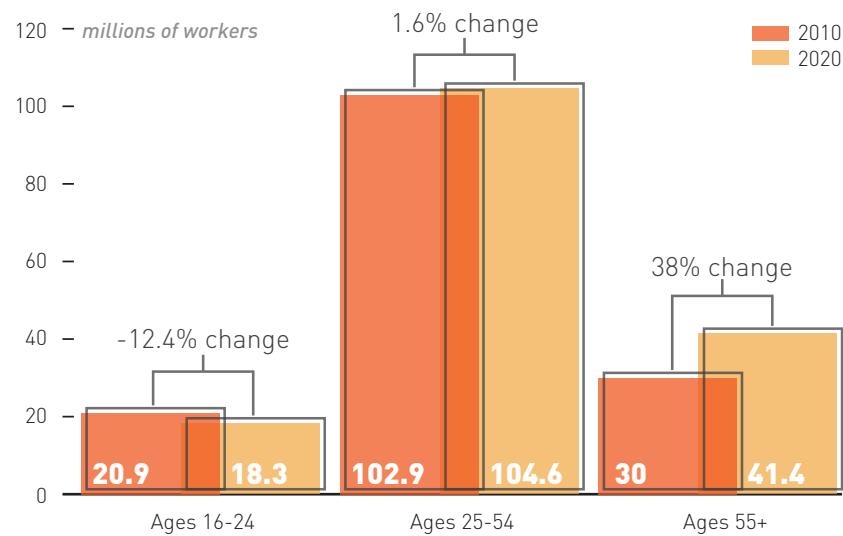
An Aging Labor Force
As U.S. employees age and Baby Boomers retire, Millennials are filling the void.

**Projected change in U.S. workforce between 2010 and 2020:**

millions of workers

Legend: 2010 / 2020

- Ages 16-24: 20.9 (2010), 18.3 (2020) — -12.4% change
- Ages 25-54: 102.9 (2010), 104.6 (2020) — 1.6% change
- Ages 55+: 30 (2010), 41.4 (2020) — 38% change

10,000
Number of Baby Boomers who **will turn 65 each day until 2030**

Median age of a manufacturing worker in 2013
44.9
10.9% higher than in 2000

56 Average age of a high-skilled* manufacturing worker

*High-skilled manufacturing workers include machinists, welders, industrial machinery mechanics and industry engineers

Seeking: Skilled Workers

82%
Portion of manufacturing executives who say there's a moderate to severe shortage of high-skilled applicants

80,000-100,000
Current shortage of high-skilled manufacturing workers
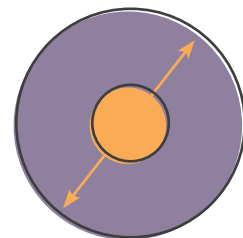
875,000
Projected shortage of high-skilled manufacturing workers by 2020

Sources: Pew Research Center, Manufacturing Institute, Bureau of Labor Statistics, The Boston Consulting Group, PwC, The Brookings Institution, Deloitte, ThomasNet

From Minority to Majority
Today, Millennials—people 34 and younger—make up a quarter of the workforce

75% Millennials' projected share of the workforce by 2025

73% Manufacturers who say the industry's reputation deters younger employees from joining

Great Expectations
Younger workers say they want their employers to take a cue from high-profile innovators like Apple and Google.

78% of Millennials are influenced by how innovative a company is when deciding to work there

What do Millennials value in an employer?

1. 52%
2. 44%
3. 31%
4. 35%
5. 21%
6. 20%
7. 15%
8. 15%
9. 15%
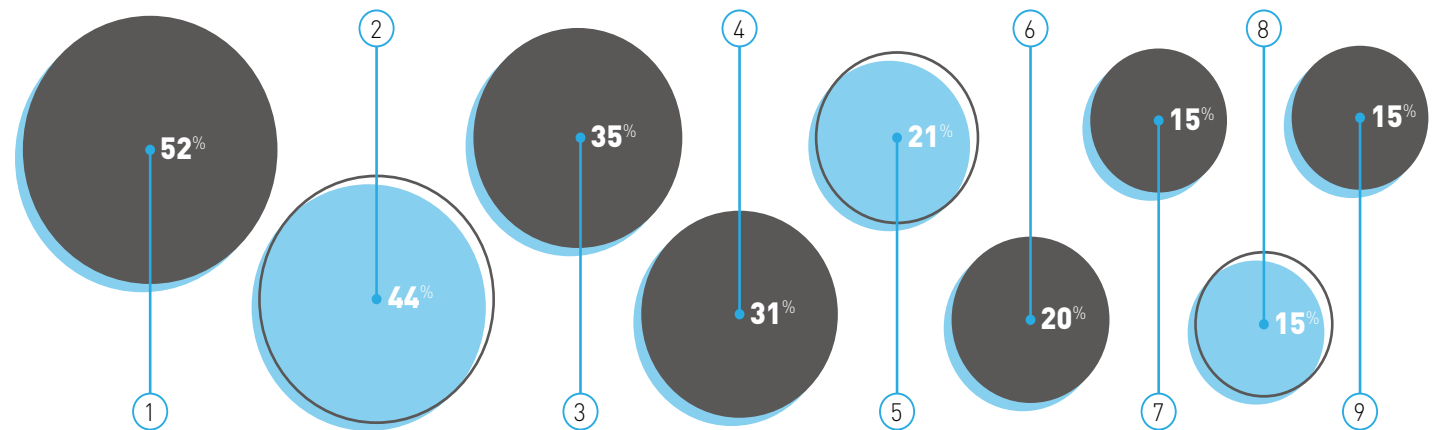
1. Opportunities for career progression
2. Competitive wage/financial incentives
3. Excellent training/development programs
4. Good benefits packages
5. Flexible working arrangements
6. International opportunities
7. Reputation for good ethics
8. Corporate values
9. Reputation as employer of the best and brightest

On-the-Job Idealism
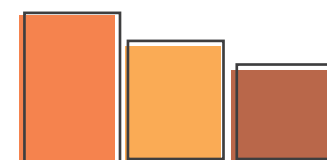
63%
Portion of Millennials who want their employer to contribute to social or ethical causes, compared to:
50% of older Gen Xers/older Baby Boomers
46% of younger Baby Boomers

64%
Portion of Millennials who prefer a $40,000/year job they love to a $100,000/year job they find boring