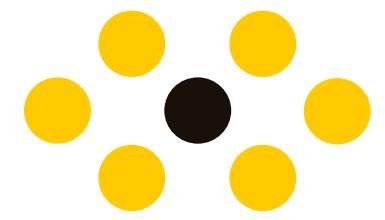


# Workforce Trends in Advanced Manufacturing



**31 740 000**

People employed in the EU manufacturing industry – the largest sector as of 2024

**50.6%**

Manufacturing employees are frontline workers, e.g. assemblers, operators, and machinery workers

**17.9%**

Manufacturing employees work in high-tech occupations, e.g. scientists, engineers, technology experts

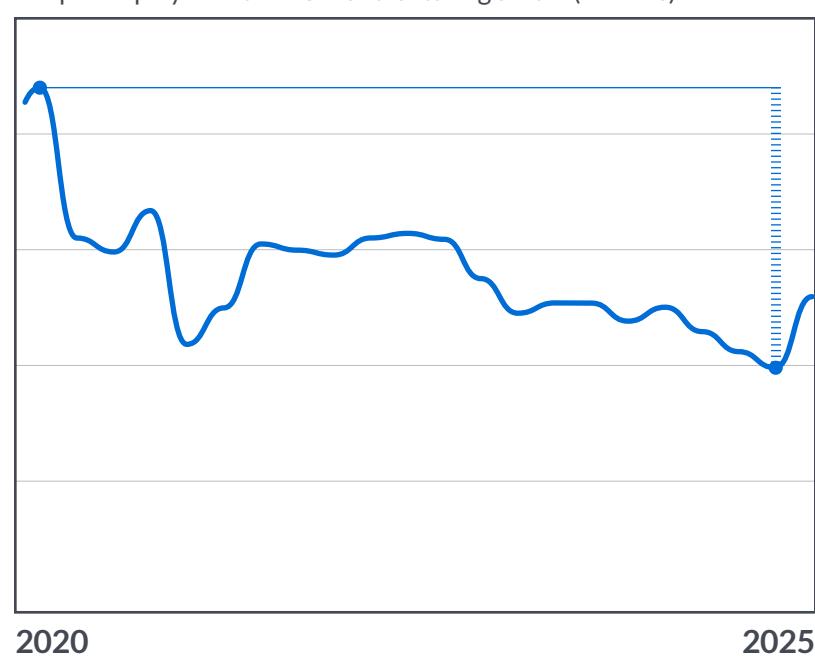
**34%**

Of manufacturing workforce is 50 or older

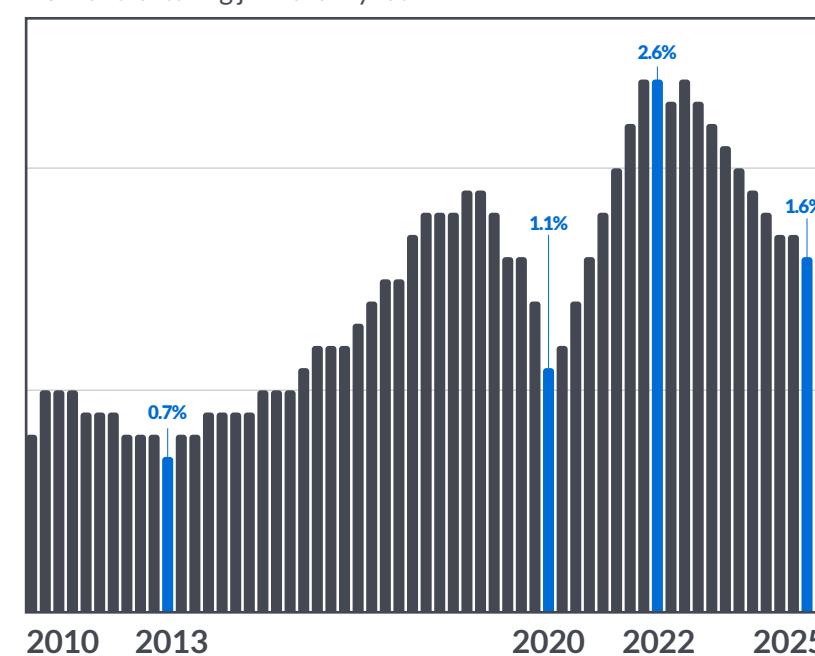
Source: Eurostat, EU Labour Force Survey (EU LFS), Cedefop; Amoria Bond analysis

**With over a million people leaving the industry over the past 5 years, the European manufacturing sector is struggling to fill the open jobs**

People employed in the EU manufacturing sector (millions)



EU manufacturing job vacancy rate

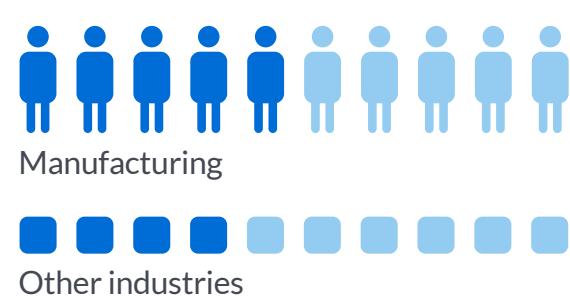


**Manufacturing employers overlook the key factors responsible for workers leaving**

● More important to employees than perceived by employers

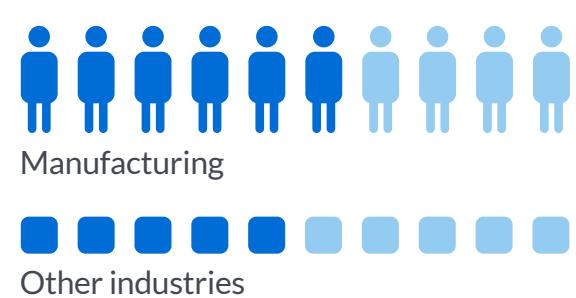


# Spotlight: Why Manufacturing Companies Are Struggling to Attract and Retain Gen Z Employees



**1 in 2**

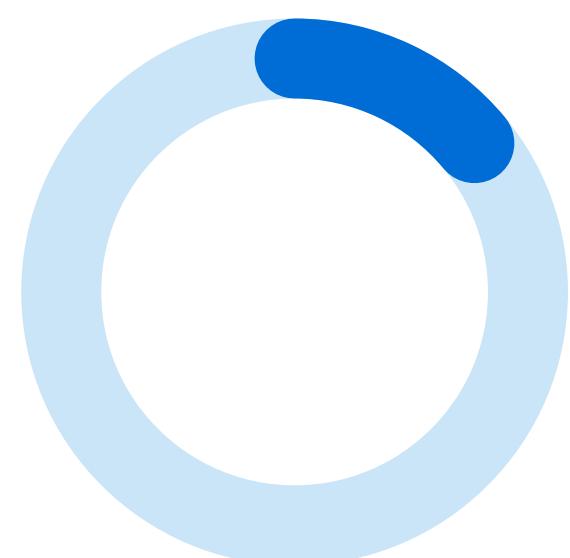
Gen Z employees consider leaving their jobs within the next 3-6 months



**3 in 5**

Gen Z manufacturing workers feel disengaged in their current job

Gen Z hold a low opinion of a career in manufacturing due to rigid hours, unsafe work conditions and below average pay



**14%**

Of Gen Z are open to consider an industrial career

**25%**

Believe that industrial jobs have unsafe working conditions

**20%**

Consider the salaries low

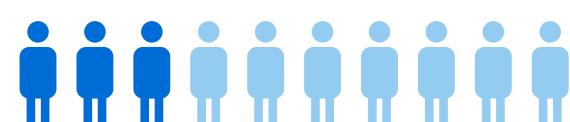
**26%**

Believe that manufacturing working hours are inflexible

**14%**

Believe the benefits are lacking

Younger professionals are more open to consider corporate or technology roles



**32%**

Of Gen Z would consider industrial work if there was a clear progression path or opportunity to move into a corporate position

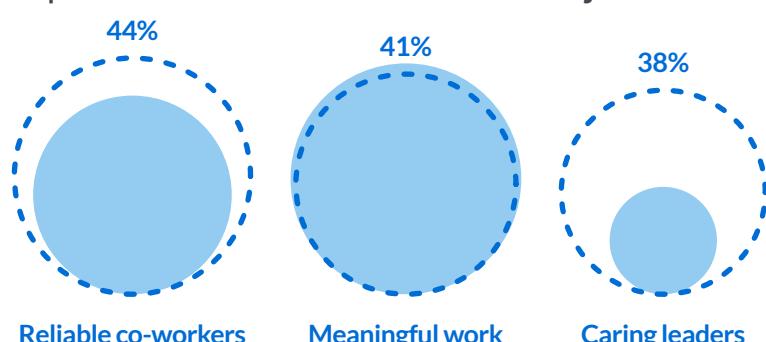


**27%**

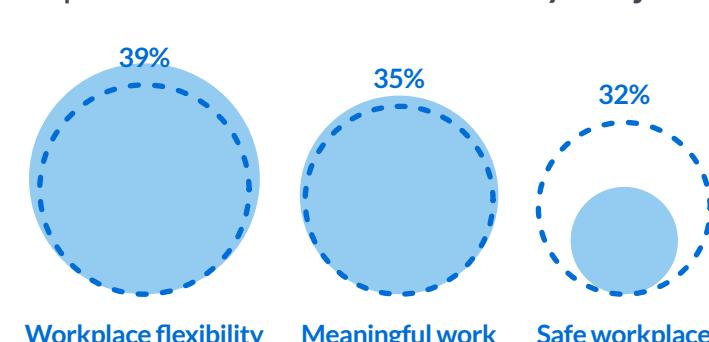
Of Gen Z would prefer to work with innovative technologies such as AI, virtual reality and connected devices

Gen Z employees look for purpose, good work relationships and flexibility in their career decisions

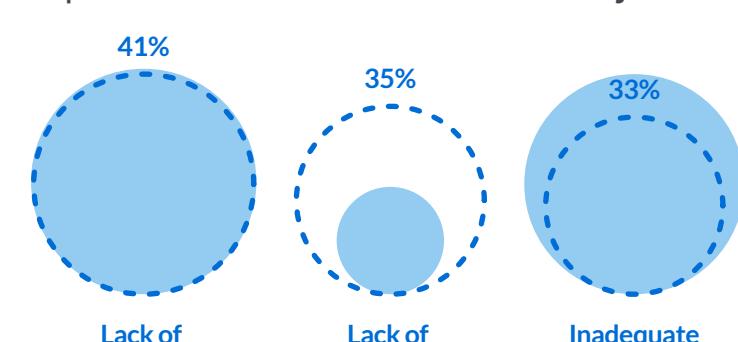
Top-3 reasons Gen Z workers take a job



Top-3 reasons Gen Z workers stay in a job



Top-3 reasons Gen Z workers leave a job



 Gen Z manufacturing workers

 Manufacturing workers of all ages

## Introducing upskilling and wellbeing initiatives is shown to improve employee retention and productivity

Some manufacturing companies are already shifting from a pay-focused mindset to a people-first approach. Instead of reacting to increased turnovers with higher salaries, they treat employees as long-term investments, offering more flexibility, engagement and upskilling opportunities.

The case studies show that this approach successfully improves employee satisfaction and retention. At the same time, comprehensive wellbeing and leadership initiatives, ranging from mental health support to highly engaged managers and digital upskilling, are reducing absenteeism and building a culture where employees feel recognised and supported.

Source: WEF, McKinsey & Company

**40-80%**

Reduction in turnover by investing in learning and upskilling of workers

**40%**

Drop in daily absenteeism by investing in wellbeing initiatives

**50%**

Increase in onboarding speed by introducing interactive training programmes

**20%**

Rise in productivity by offering more flexibility and career opportunities

## Advanced Manufacturing companies expect that it will be harder to attract talent to the industry by 2030

 **69%**

Expect that skill gaps will hinder their transformation efforts

 **40%**

Expect inability to attract talent to the industry

 **42%**

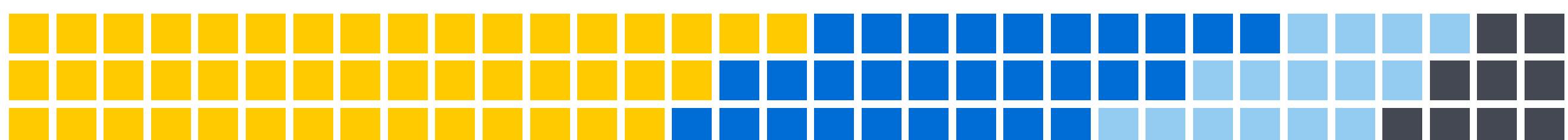
Expect difficulties with talent availability when hiring

 **21%**

Think it will be harder to retain the existing workers

Source: WEF Future of Jobs Report 2025

## By 2030, almost half Advanced Manufacturing workers will have to upskill



**46%**

Would not need training by 2030

**29%**

Upskilled in their current role

**15%**

Upskilled and redeployed

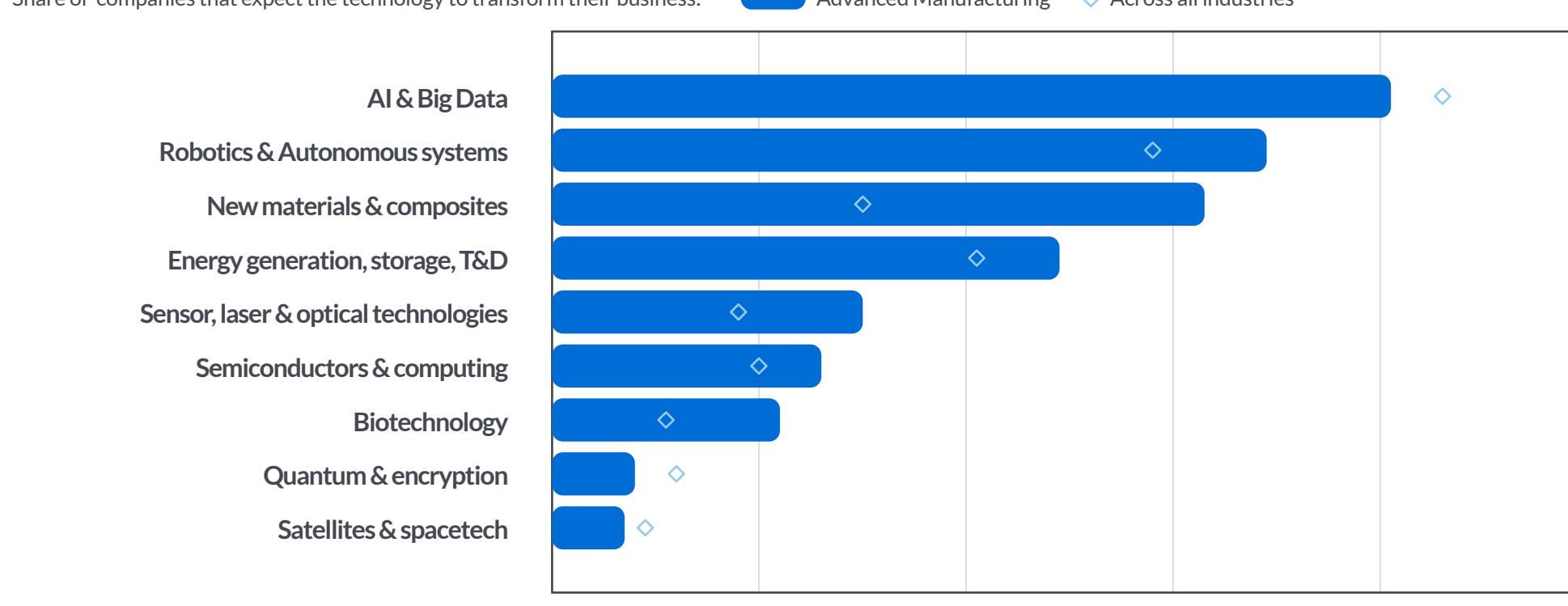
**9%**

Unlikely to upskill

## AI and Big Data, Robotics, and new materials technologies are predicted to shape the Advanced Manufacturing industry over the next 5 years

Share of companies that expect the technology to transform their business:

Advanced Manufacturing    Across all industries



Source: WEF Future of Jobs Report 2025

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