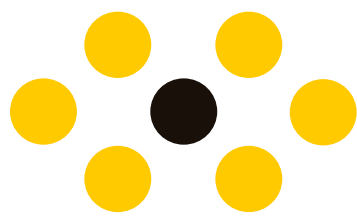


Workforce Trends in Advanced Manufacturing



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

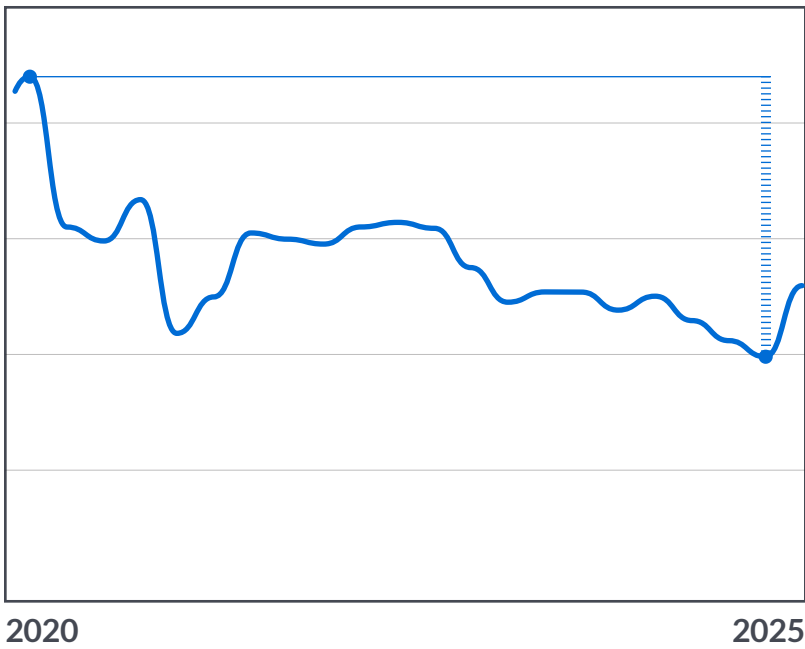
34%

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)

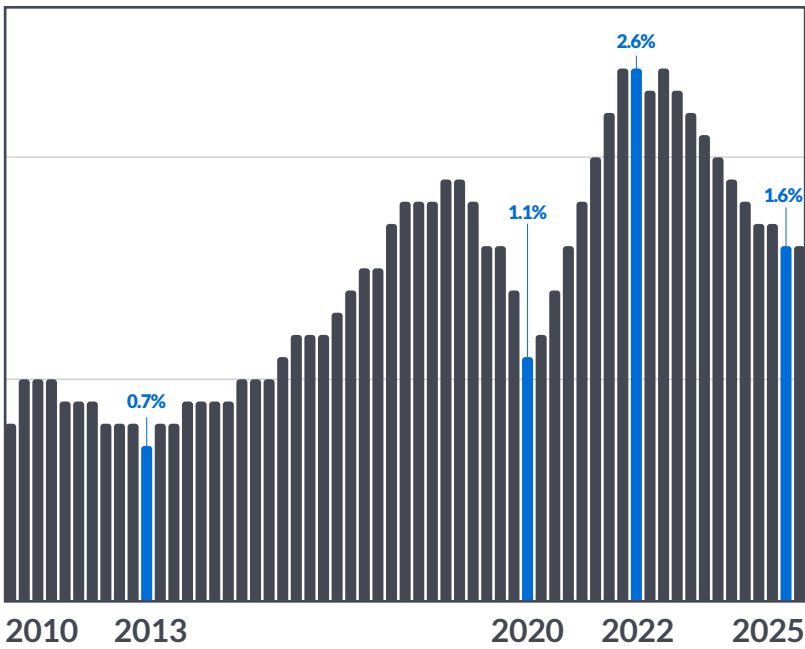


-1.2M

Employees have left the manufacturing sector over the past five years

Source: Eurostat; Amoria Bond analysis

EU manufacturing job vacancy rate



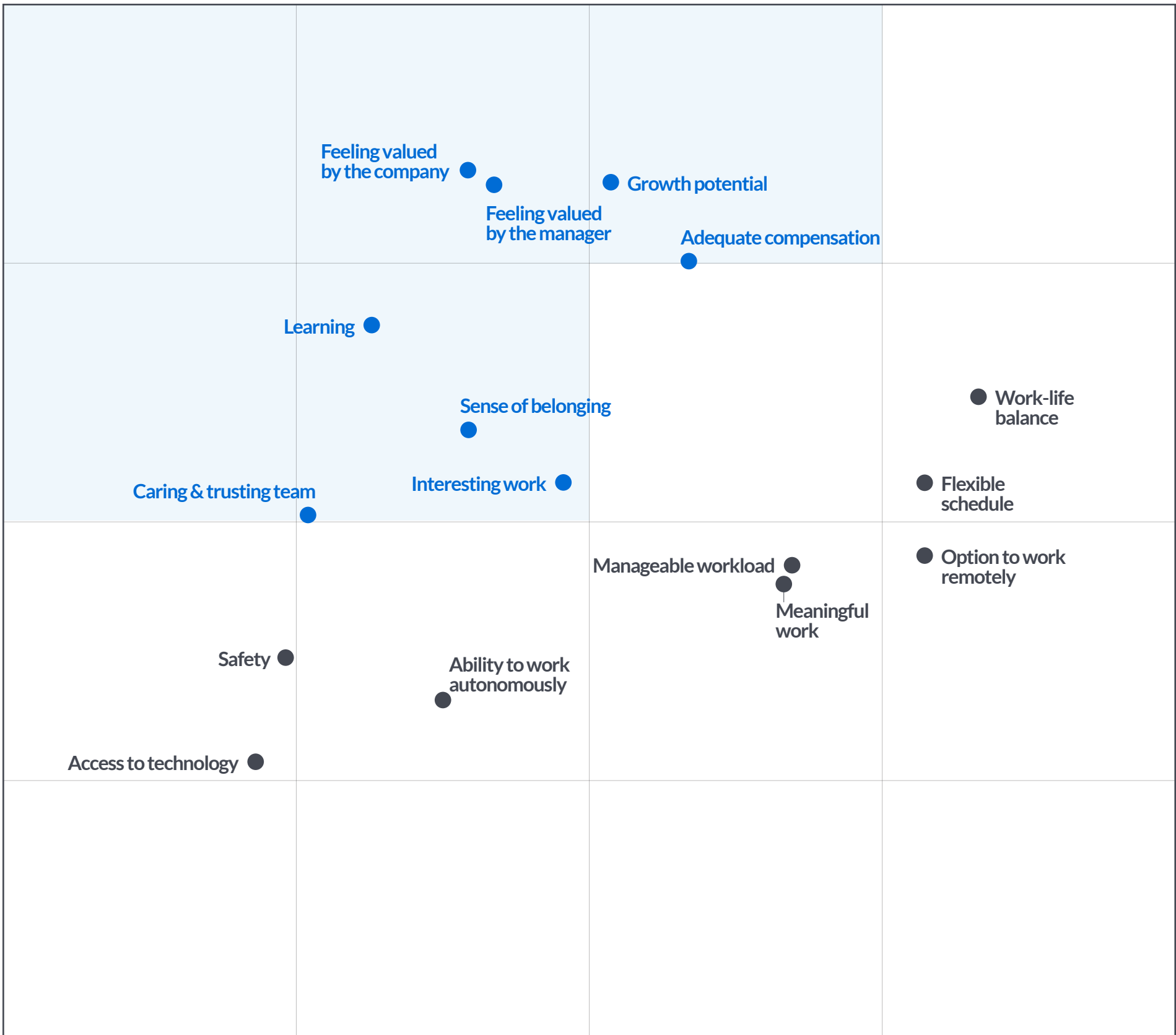
43%

Gap between the number of manufacturing job openings and hires since January 2020

Source: Eurostat, McKinsey & Company; Amoria Bond analysis

Manufacturing employers overlook the key factors responsible for workers leaving

● More important to employees than perceived by employers



2 in 5

People working in manufacturing cited 'Not feeling valued by their organizations', 'Not feeling valued by their managers' or 'Not seeing potential for advancement' as the top reasons for leaving a job.

40%

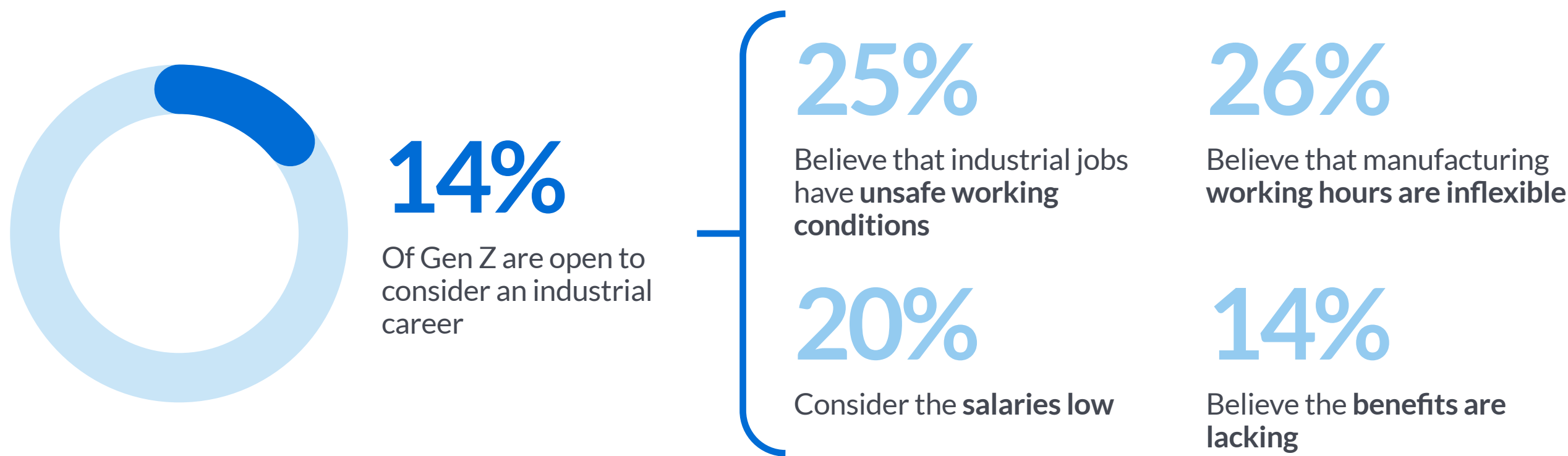
Of frontline workers face financial insecurity (despite a cumulative 22% wage increase since January 2020), leading to high turnover and staff shortages.

Source: McKinsey & Company, WEF

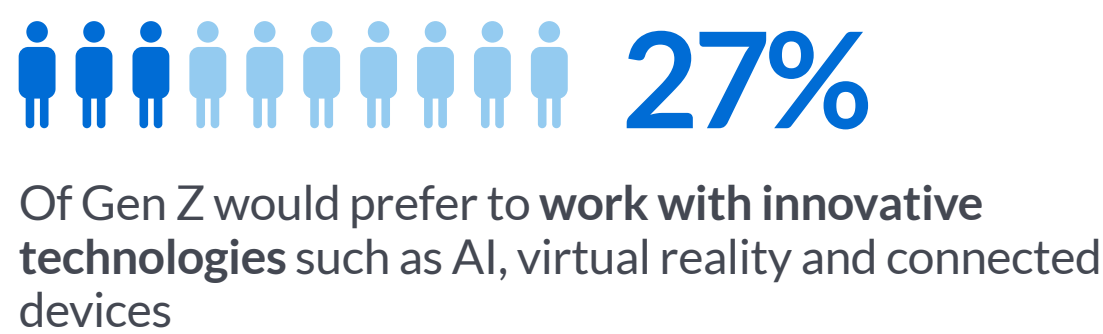
Spotlight: Why Manufacturing Companies Are Struggling to Attract and Retain Gen Z Employees



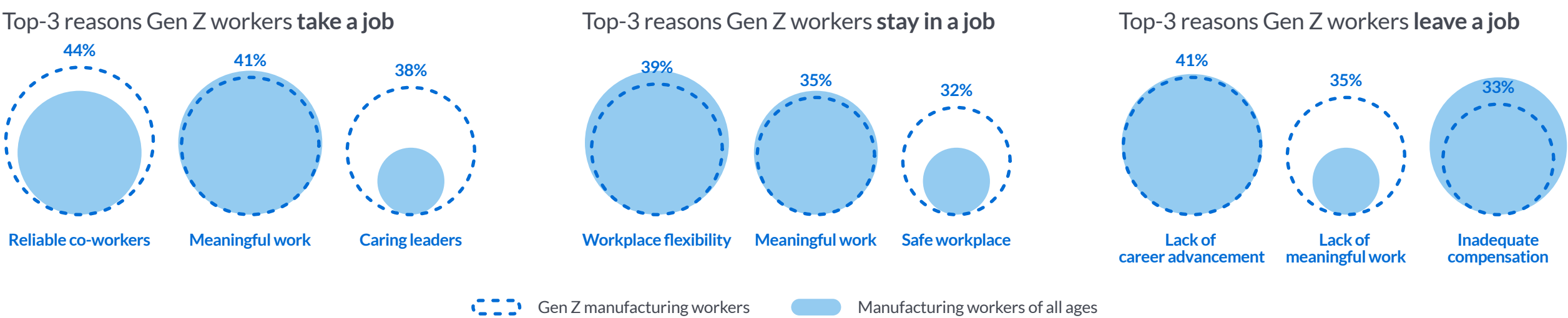
Gen Z hold a low opinion of a career in manufacturing due to rigid hours, unsafe work conditions and below average pay



Younger professionals are more open to consider corporate or technology roles



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



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

42%

Expect difficulties with talent availability when hiring

40%

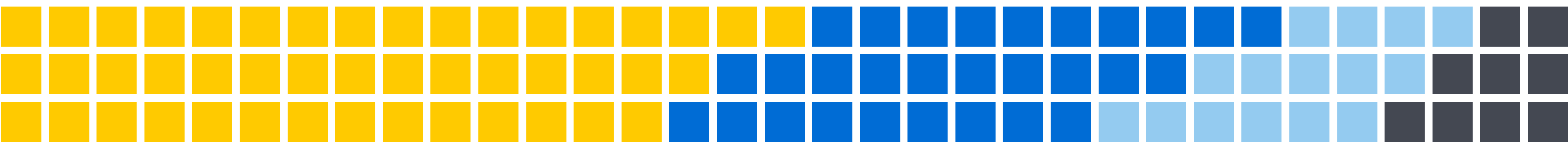
Expect inability to attract talent to the industry

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

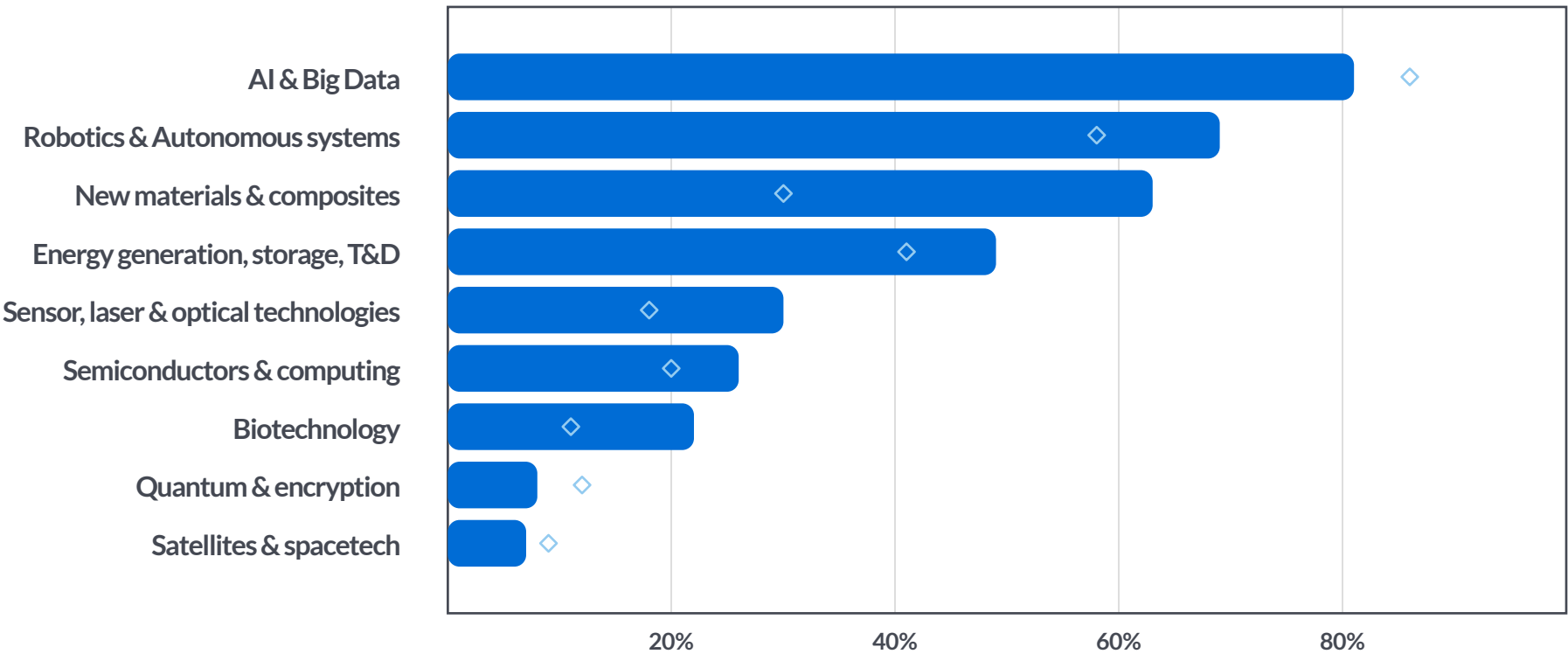
9%

Unlikely to upskill

Source: WEF Future of Jobs Report 2025

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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