A&D WORKFORCE

The U.S. aerospace and defense (A&D) industry leads the world in innovation, but we cannot take that for granted. With competitors investing heavily in their own aerospace sectors and technology, it is essential that we continue to attract and retain the skilled, diverse 21st-century workforce that will drive our industry into the future. Industry leaders and policymakers must work together on an urgent basis to address the forecasted demand for highly-skilled workers and maintain America’s global leadership.

INDUSTRY OVERVIEW

2.19M jobs, 58% attributed to supply chain
Nearly $909B in sales revenues
Salaries 46% higher than the national average
Positive trade balance of $79B
$46B contributed in federal tax revenue

INDUSTRY CHALLENGES

OPEN JOBS

<table>
<thead>
<tr>
<th>Year</th>
<th>OPEN JOBS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>30,649</td>
</tr>
<tr>
<td>2020</td>
<td>58,417</td>
</tr>
</tbody>
</table>

AGING WORKFORCE

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;30</td>
<td>18%</td>
</tr>
<tr>
<td>30-55</td>
<td>53%</td>
</tr>
<tr>
<td>&gt;55</td>
<td>29%</td>
</tr>
</tbody>
</table>

Average age: 46

CLEARANCE PROCESS

1 year
Processing times as of Q3 2020:
- TOP SECRET
- SECRET

GENDER GAP

76% 24%

LACK OF DIVERSITY

- 73% White
- 11% Asian American
- 8% Hispanic/Latino
- 6% Black/African-American
- 2% Other

VOLUNTARY ATTRITION

- <25: 7%
- 26-30: 8%
- 30-35: 7%
- 36-45: 9%
- Retirements: 2%

INDUSTRY NEEDS

- Transform current educational paradigms
- Increase diversity and foster inclusion
- Retain U.S. educated foreign STEM graduates
- Invest in STEM education and cutting-edge technologies

February 2021

Data sources: Aviation Week Network 2020 Workforce Study
Aerospace Industries Association 2020 Facts and Figures