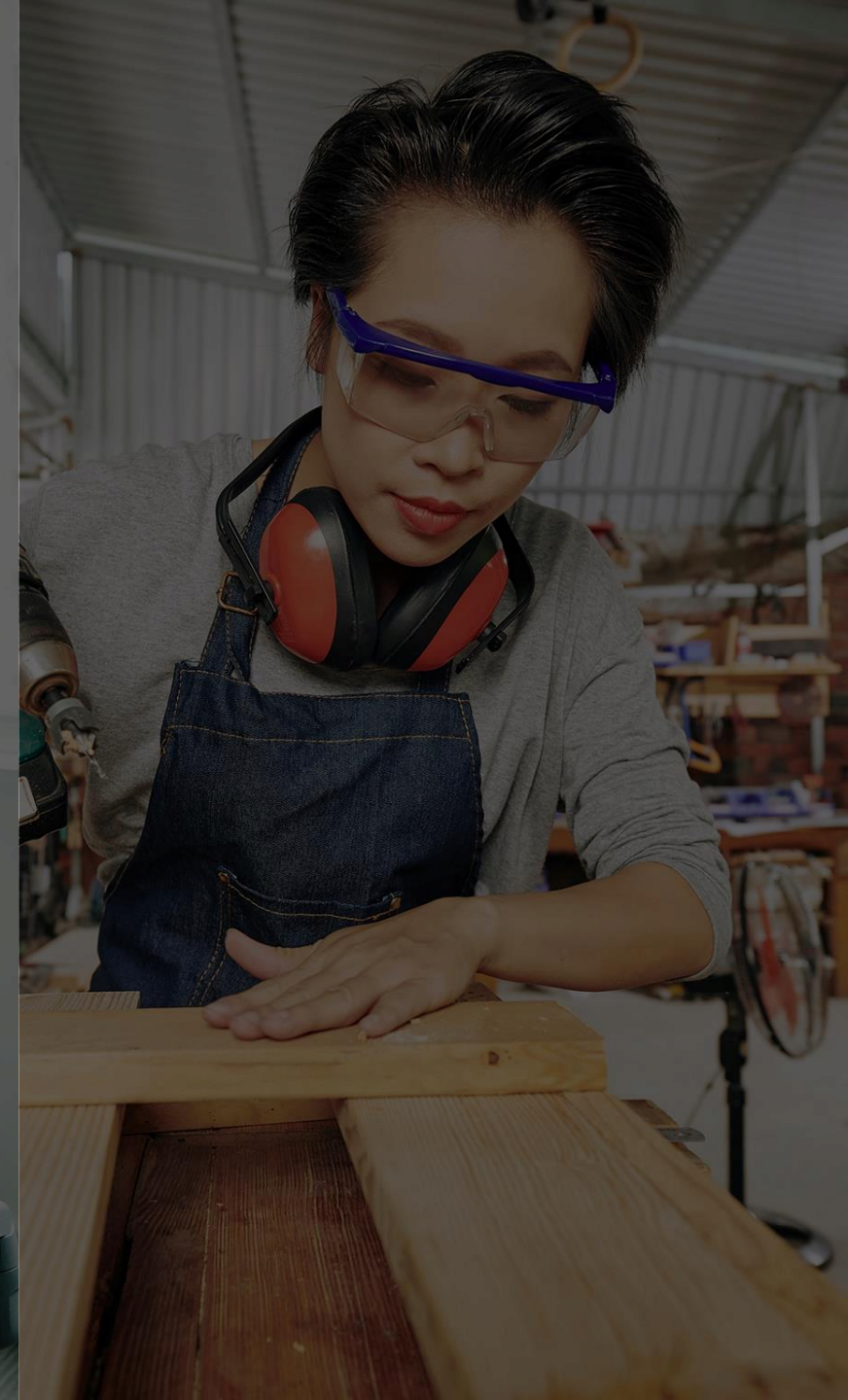


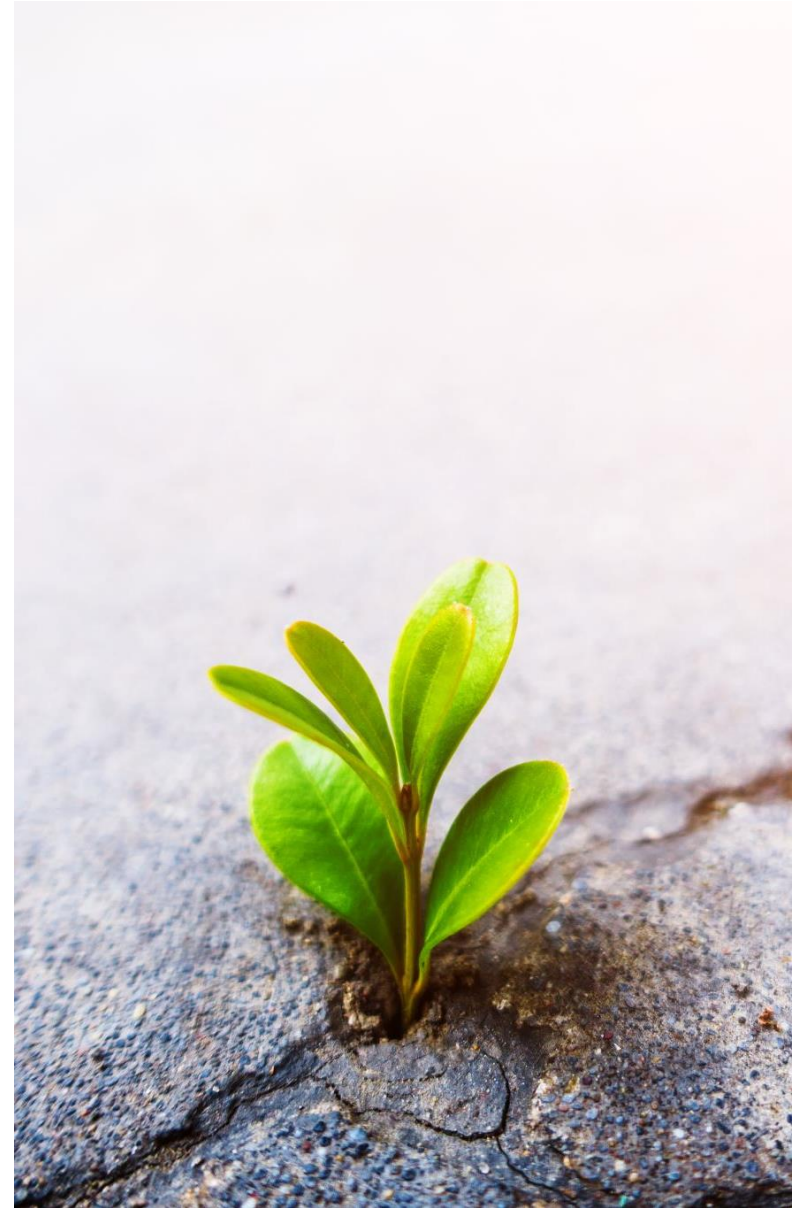
STATE OF THE WORKFORCE

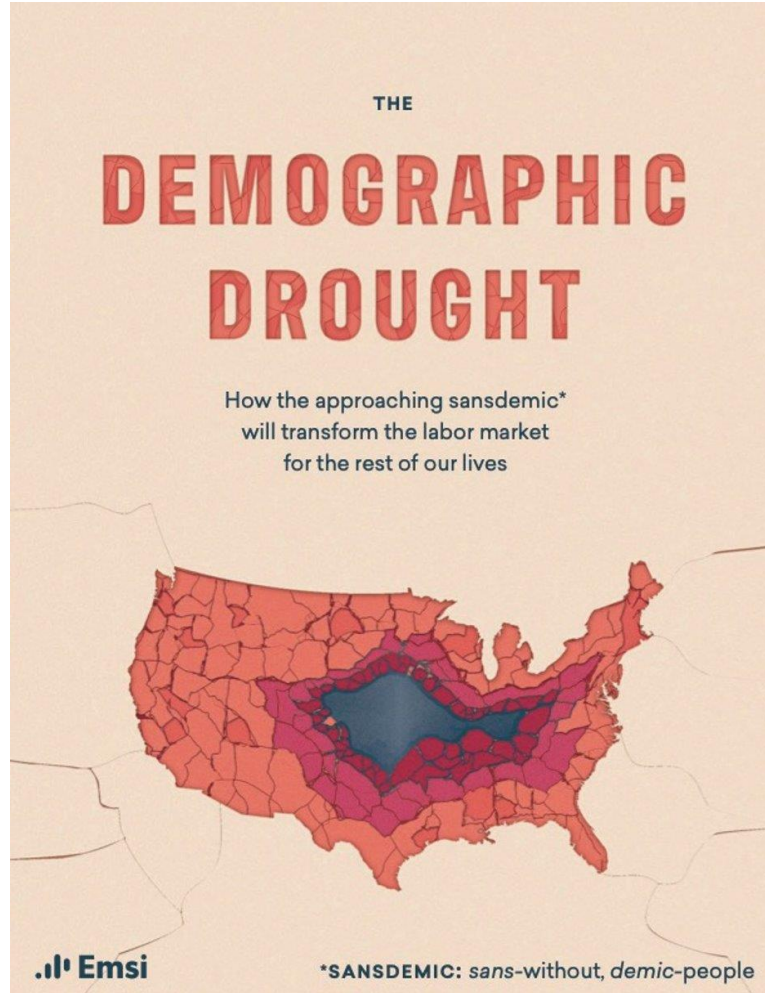
Strategies for Thriving In the New Labor Market





SCARCITY DISRUPTION OPPORTUNITY



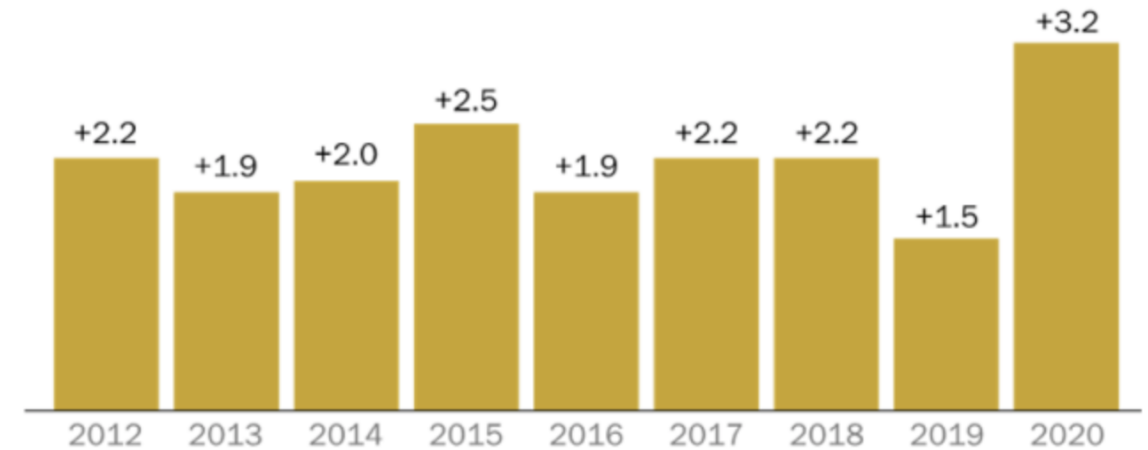


SCARCITY

THE NEW LABOR MARKET

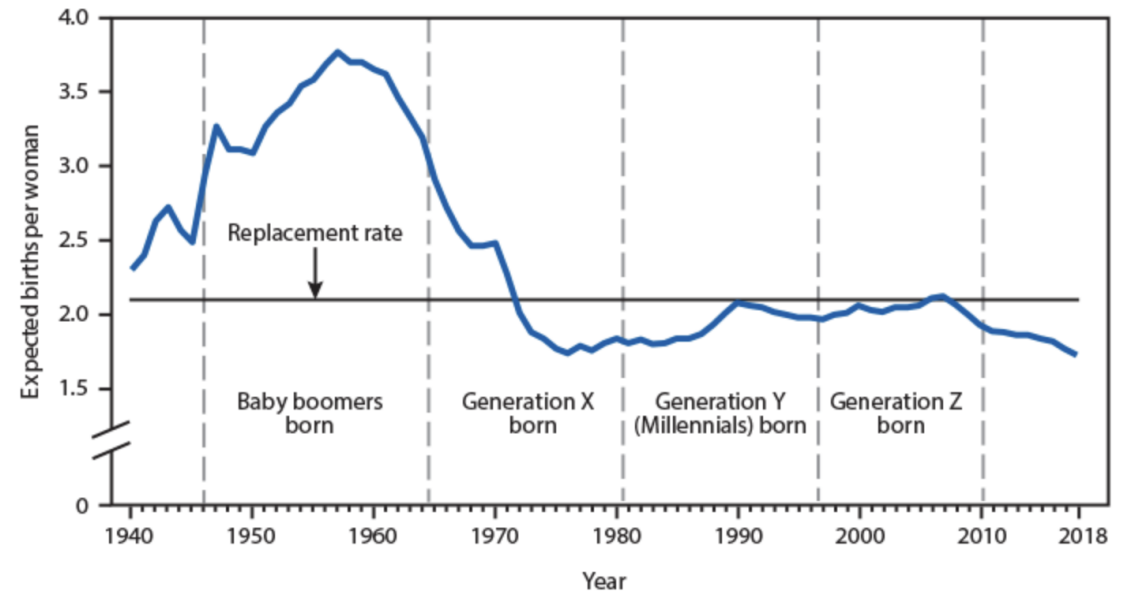


Annual increase in the retired U.S. Baby Boomer population (in millions)



Note: "Retired" refers to those not in the labor force due to retirement. Baby Boomers are those born between 1946 and 1964. Each year's retired Boomer population is based on the average of the July, August and September estimate. Pew Research Graphic

RETIREMENTS

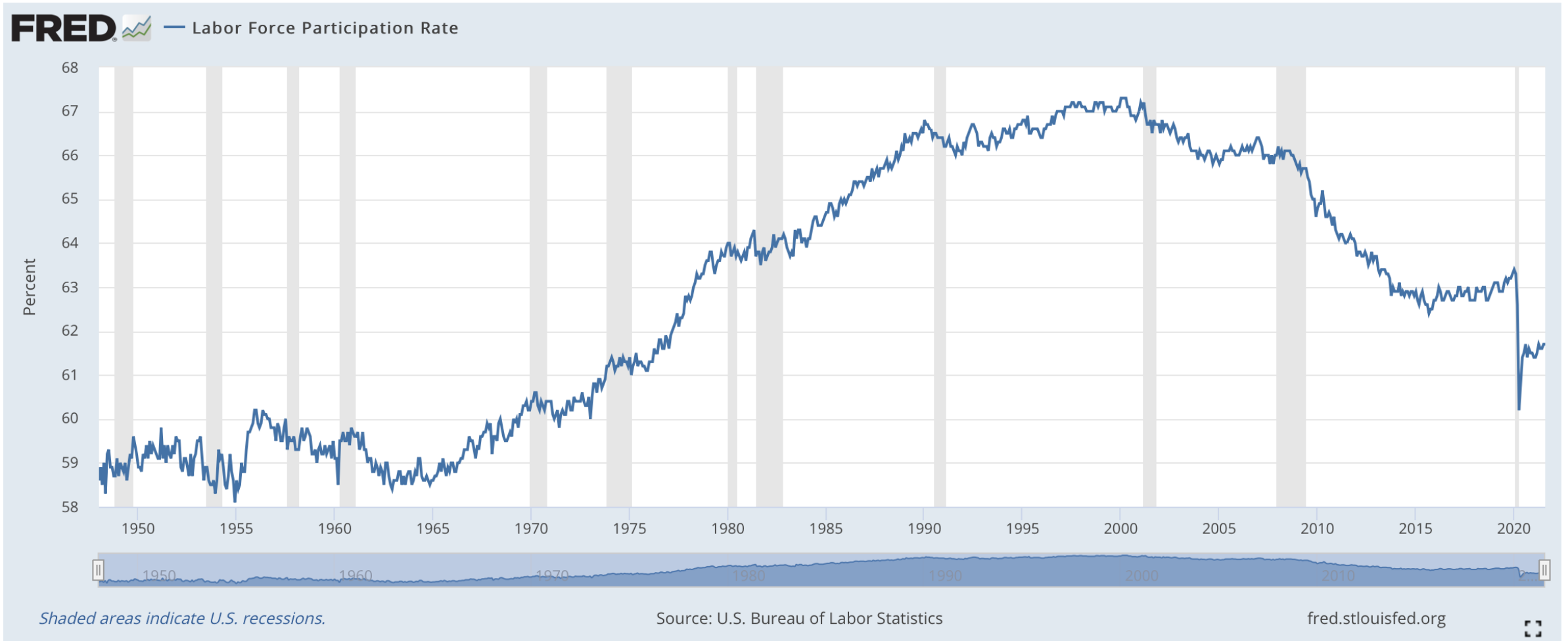


BIRTH RATES

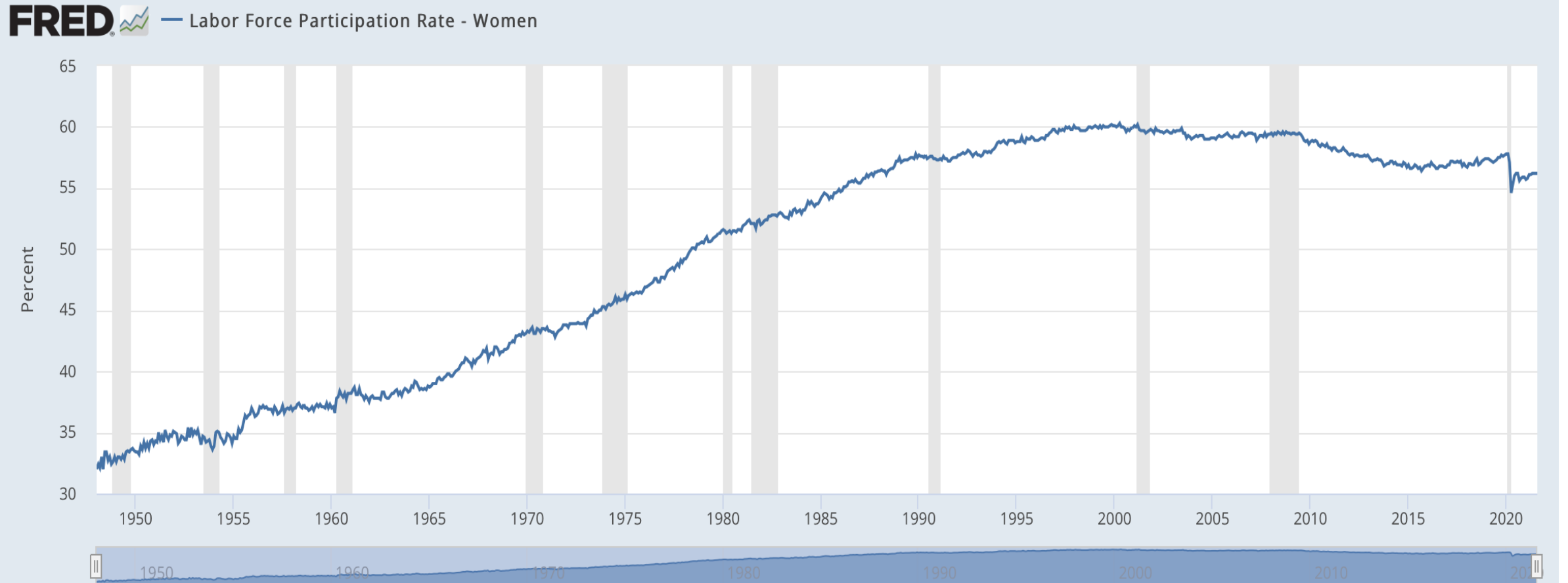


LABOR FORCE PARTICIPATION

LABOR FORCE PARTICIPATION



LABOR FORCE PARTICIPATION: FEMALE



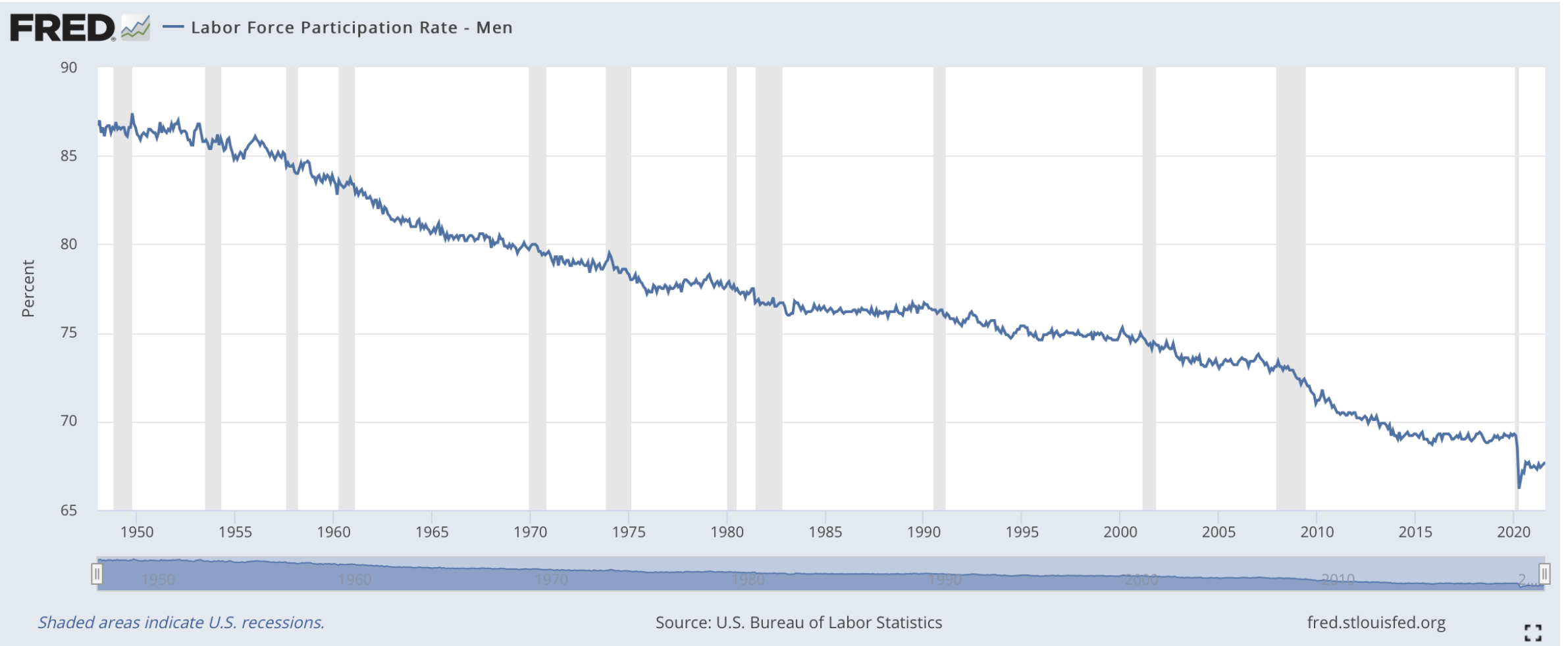
Shaded areas indicate U.S. recessions.

Source: U.S. Bureau of Labor Statistics

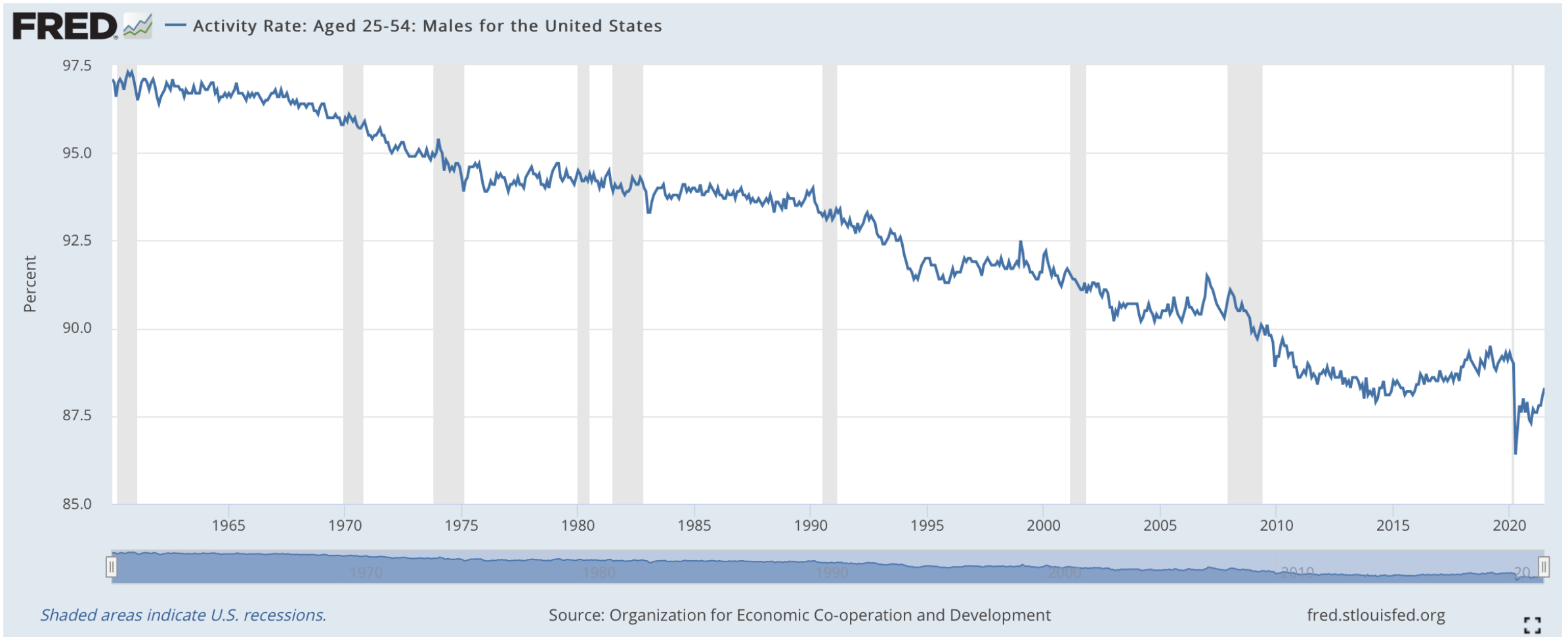
fred.stlouisfed.org



LABOR FORCE PARTICIPATION: MALE



LABOR FORCE PARTICIPATION: 25-54 MALE





DISRUPTION

WHAT WORKED THEN, WON'T
WORK NOW!

OPPORTUNITY

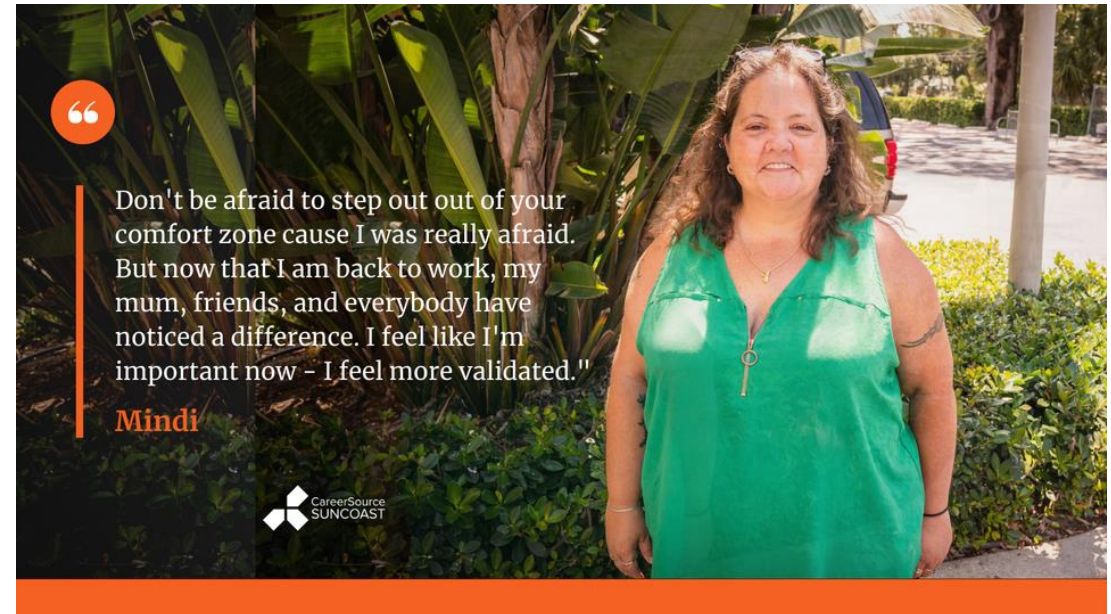
- Recruitment
- Training
- Retention



A photograph of two elderly men on an outdoor basketball court. The man on the left, wearing a brown sweater and a flat cap, has his arm around the shoulder of the man on the right. The man on the right, wearing a blue vest and glasses, is smiling and holding a basketball. The background shows trees with autumn foliage and a clear sky. A semi-transparent brown banner is overlaid at the bottom of the image.

BRING BACK THE WORKFORCE

MORE INCLUSION FOR THOSE SEEKING A NEW WAY



PARTNER IN OUR
SUCCESS NOW



THE FUTURE
IS READY NOW



EXPERIENCE STARTS NOW

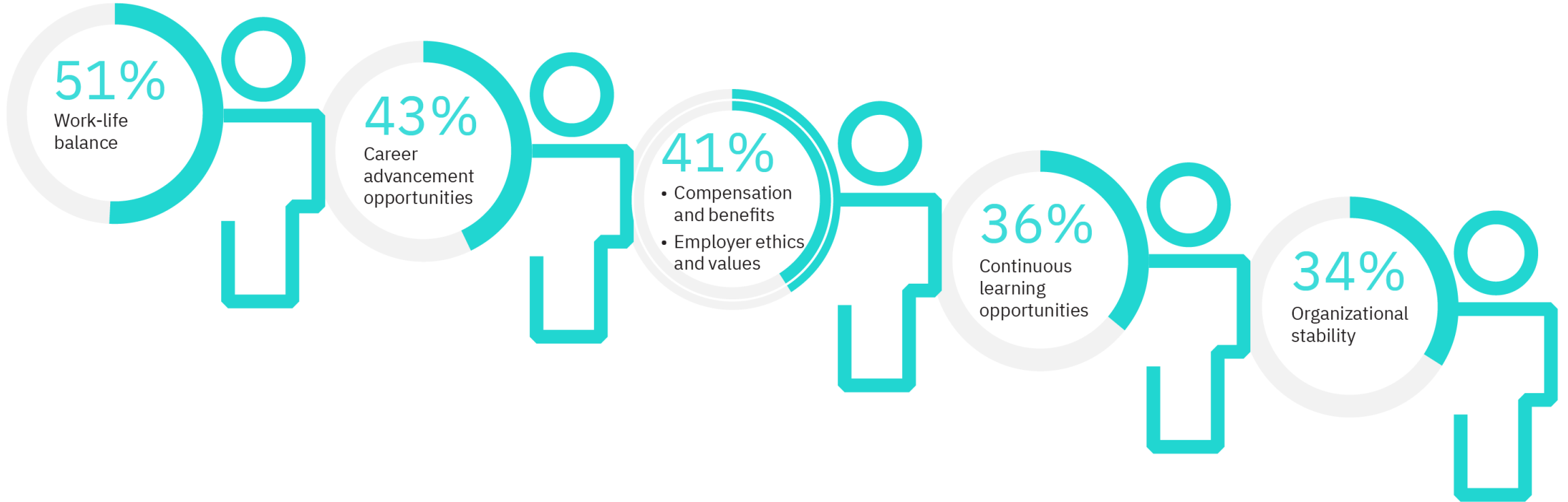


A person wearing safety glasses and a dark shirt is working on a large aircraft engine in a hangar. The person is reaching up into the engine's internal components. The background shows other aircraft and hangar equipment.

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WHAT EMPLOYEES WANT FROM US IN 2021



SEEING
BUSINESSES
THRIVE

