Industry Profile

Automotive and Aerospace

Global Employee (millions, ILO estimates)

22.9

Trend outlook

Global trends and their impact on job creation

Trends most most likely to drive industry transformation and their expected impact job creation, ordered by net effect (share of organizations surveyed)

Job creator | Job displacer | Net effect | Global net effect

Trend	Net effect
Increased adoption of new and frontier technologies	67%
Consumers becoming more vocal on environmental issues	63%
Broadening digital access	63%
Broader application of Environmental, Social and Governance (ESG) standards	57%
Consumers becoming more vocal on social issues	45%
Climate-change induced investments into adapting operations	42%
Rising cost of living for consumers	-5%
Supply shortages and/or rising cost of inputs for your business	-21%

Technologies and their impact on job creation

Technologies most most likely to drive industry transformation and their expected impact job creation, ordered by net effect (share of organizations surveyed)

Job creator | Job displacer | Net effect | Global net effect

Technology	Net effect
Big-data analytics	78%
Education and workforce development technologies	65%
Encryption and cybersecurity	63%
Digital platforms and apps	63%
Artificial intelligence (e.g. machine learning, neural networks)	59%
Augmented and virtual reality	53%
Cloud computing	50%
Internet of things and connected devices	50%

Role outlook

Churn in five years

Five-year structural labour-force churn (percent)

19%

Global 23%

Key roles for business transformation

Roles most selected by organizations surveyed (as either growing, stable or declining), ordered by net role growth, and their net growth and structural churn (percent)

ROLES	NET GROWTH (-50% 0 50%)	INDUSTRY CHURN	GLOBAL CHURN
AI and Machine Learning Specialists		24%	40%
Mechanical Engineers		18%	20%
Ship and Aircraft Controllers and Technicians		18%	14%
Industrial and Production Engineers		19%	15%
General and Operations Managers		30%	14%
Assembly and Factory Workers		11%	17%
Accounting, Bookkeeping and Payroll Clerks		24%	29%
Business Services and Administration Managers		28%	22%
Administrative and Executive Secretaries		15%	35%
Data Entry Clerks		41%	42%
Material-Recording and Stock-Keeping Clerks		51%	32%

Human-machine frontier

Human-machine frontier

Tasks performed by humans and machines today and in 2027 (share of total)

Human | Machine | Industry Frontier | Global Frontier

ALL TASKS

	Human	Machine
Now	62%	38%
2027 Forecast	53%	47%

Workforce strategy outlook

Talent outlook in 2027

Expected change in talent availability, development and retention in the next five years (share of organizations surveyed)

Improving | Worsening | Global average | Global average

	Worsening	Improving
Talent availability when hiring	32%	53%
Talent development of existing workforce	0%	90%
Talent retention of existing workforce	15%	55%

Automotive and Aerospace

Global Employee (millions, ILO estimates)

22.9

Skill outlook

Core skills

Skills needed to perform well in key, stable roles within the company (share of organizations surveyed)

Skills, knowledge and abilities | Attitudes

24% | 13% | 17% | 26%

	INDUSTRY	GLOBAL
Cognitive skills	24%	26%
Engagement skills	6%	6%
Management skills	13%	12%
Physical abilities	3%	3%
Technology skills	17%	16%
Ethics	2%	3%
Self-efficacy	26%	23%
Working with others	9%	11%

Reskilling skill focus

Skills most prioritized for reskilling and upskilling in the next five years (share of organizations surveyed)

Skills, knowledge and abilities | Attitudes | ▲ Global average

Leadership and social influence	67%
Analytical thinking	57%
Technological literacy	52%
Curiosity and lifelong learning	43%
AI and big data	38%
Motivation and self-awareness	38%
Creative thinking	33%
Resource management and operations	33%
Service orientation and customer service	33%
Empathy and active listening	24%

Skill stability

Skills required by the workforce that are expected to remain the same (share of all skills required)

61 %

Global **56%**

Training type

Types of training prioritized by organizations surveyed for future reskilling and upskilling (share of organizations surveyed)

23% | 29% | 26%

ROLES	INDUSTRY	GLOBAL
Employer-sponsored apprenticeships	23%	15%
Internal training departments	29%	24%
Licensed training from professional associations	9%	13%
On-the-job training and coaching	26%	27%
Private-sector online-learning platforms	6%	12%
Universities and other educational institutions	7%	10%

Workforce strategy outlook

Business practices to improve talent availability

Top practices with the greatest potential to improve talent availability (share of organizations surveyed)

		INDUSTRY	GLOBAL
1.	Improve talent progression and promotion processes	65%	48%
2.	Provide effective reskilling and upskilling	40%	34%
3.	Offer higher wages	35%	35%
4.	Better articulate business purpose and impact	25%	24%
4.	Offer more remote and hybrid work opportunities within countries	25%	21%
6.	Improve people-and-culture metrics and reporting	15%	18%
6.	More diversity, equity and inclusion policies and programmes	15%	18%
6.	Tapping into diverse talent pools	15%	10%
9.	Improve internal-communication strategy	10%	19%
9.	Support employee health and well-being	10%	18%

Key components of DEI programmes

Most common components of DEI programmes (share of organizations surveyed)

		INDUSTRY	GLOBAL
1.	Run comprehensive DEI training for managers	70%	42%
2.	Run comprehensive DEI training for staff	50%	36%
3.	Enable inclusion and accessibility across physical and virtual spaces	40%	33%
4.	Set up Employee Representation Groups	35%	18%
5.	Provide greater flexibility on degree requirements for roles	30%	22%

Share of companies with DEI Programs

(share of organizations surveyed)

85%

Global **67%**