



Building Talent in Today's World

Synopsis: In today's era of a shortage of skilled workers, companies have to do things differently. In addition to changes in recruitment strategy, Woodward started focusing on attitude and aptitude to build talent internally. This presentation will review Woodward's recruiting, hiring, and training journey for direct labor positions (i.e., machinist, mechanical assemblers).



WOODWARD AT A
GLANCE



HIRING CHALLENGES



RECRUITING, HIRING,
& TRAINING JOURNEY

Woodward was founded in 1870 – Over 150 years ago!

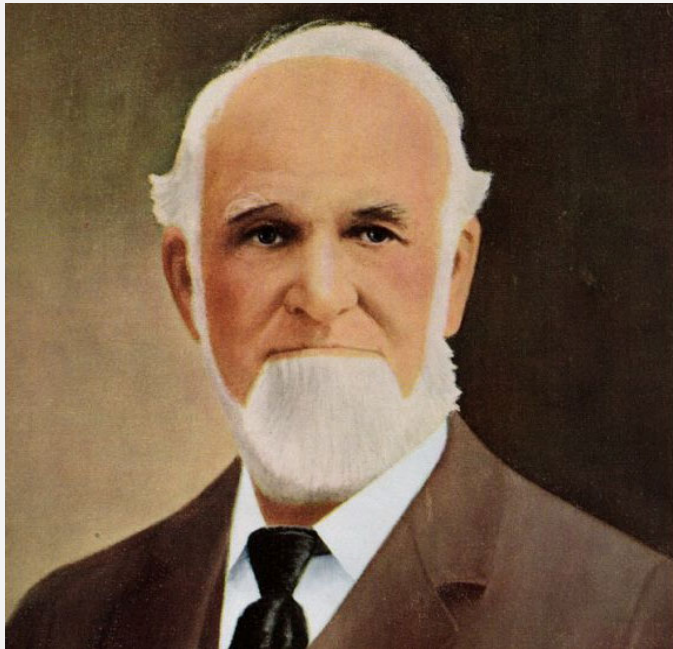


Woodward is the world's oldest and largest independent designer, manufacturer, and service providers of control systems and their components for aircraft engines, turbines, and various industrial equipment.

Our Industries: Aerospace, Industrial, Military, Power, Transportation

Our History

Founded by an Inventor



Amos Woodward

Our First Product



Waterwheel Governor

Woodward at a Glance



>8,000
EMPLOYEES



\$2.25
BILLION
FY21 SALES



MARKET SEGMENTS
AEROSPACE SALES
\$1.4 BILLION
INDUSTRIAL SALES
\$842 MILLION

BUSINESS SEGMENTS AEROSPACE



PARTNERING WITH INDUSTRY LEADERS

BOEING
RAYTHEON
GE
AIRBUS
SAFRAN

MTU
WEICHAI
GE
WÄRTSILÄ
CATERPILLAR
CUMMINS

WE DESIGN AND MANUFACTURE CONTROL
SYSTEM SOLUTIONS AND COMPONENTS



FOR THE AEROSPACE AND
INDUSTRIAL MARKETS

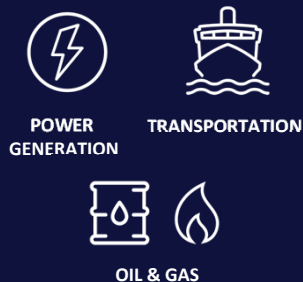


10.5 YEARS
AVERAGE EMPLOYEE
TENURE



WORLDWIDE
29
LOCATIONS

BUSINESS SEGMENTS INDUSTRIAL



OUR CUSTOMERS
ARE LEADING
ORIGINAL EQUIPMENT
MANUFACTURERS
AND END USERS OF
THEIR PRODUCTS

INNOVATIVE FLOW, COMBUSTION,
ELECTRICAL, AND MOTION
CONTROL SYSTEMS



HELP OUR CUSTOMERS OFFER CLEANER, MORE
RELIABLE, AND MORE EFFICIENT EQUIPMENT



152 YEARS
OF INNOVATION
(FOUNDED 1870)

13
COUNTRIES



NUMBER OF PATENTS
850 In Force
350 U.S.
500 non-U.S.

ALWAYS INNOVATING
FOR A BETTER FUTURE

AMERICAS

EUROPE

ASIA & MIDDLE EAST



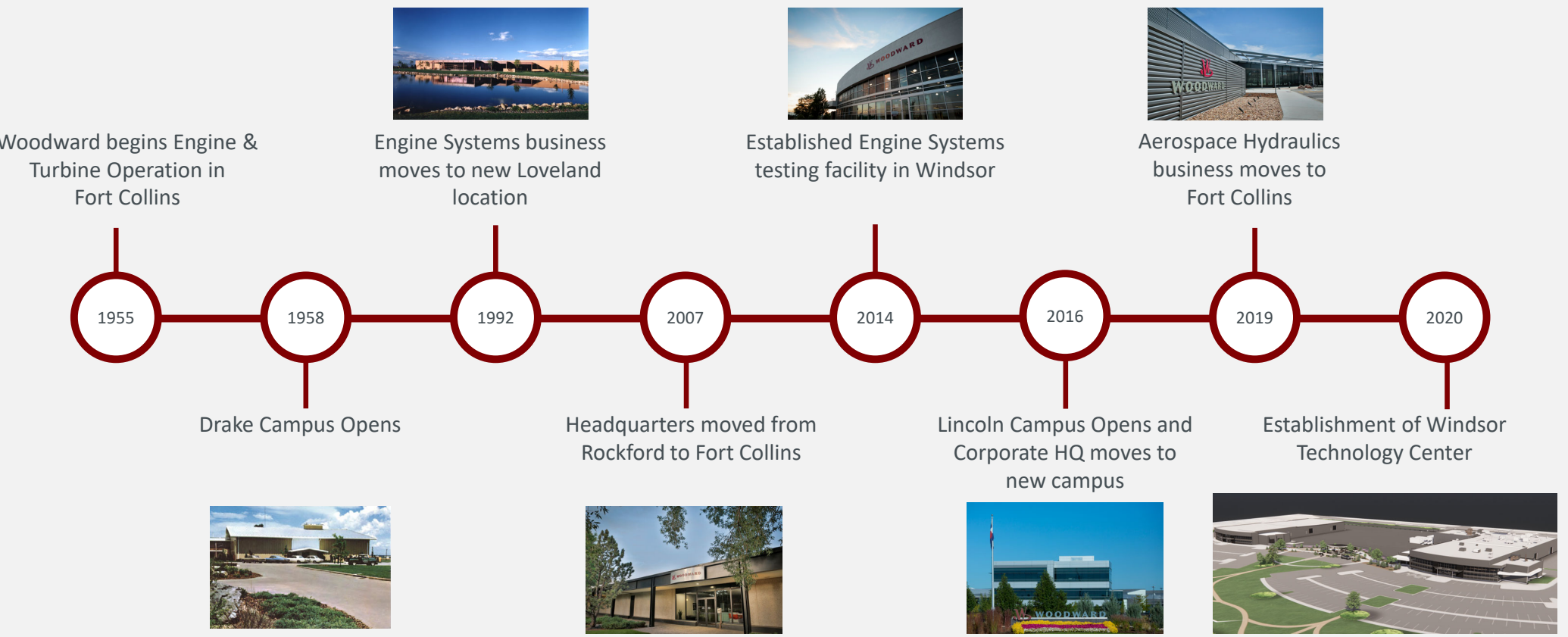
8,430 Members Globally

Why Fort Collins?





Woodward in Colorado





Lincoln Campus HQ



Windsor Technology Center



Drake

1,561 Members in Colorado

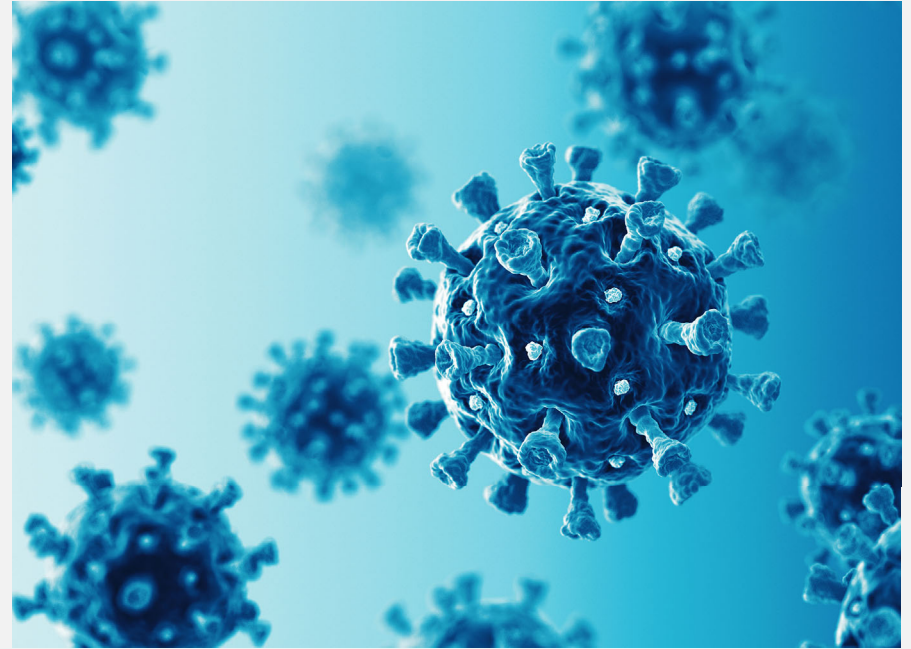


Hiring Challenges

A graphic featuring a central red and orange textured sphere. Overlaid on this sphere is the text "Coronavirus Disease 2019 (COVID-19)" in white. The background of the entire graphic is dark grey, with red, spiky virus-like structures visible at the top and bottom edges.

Coronavirus Disease 2019 (COVID-19)

Centers for Disease Control and Prevention



The Great Resignation

Turnover is 25% higher than pre-pandemic levels.

40% are at least somewhat likely to leave their current job in the next 3-6 months.



Source: McKinsey Quarterly, July 13, 2022

scheduler
purchasing
assembler
machinist
manager
engineer
supplier
buyer
logistics
supervisor

Colorado Sites – Recruiting Numbers

85

Separated

181

Open Positions

67 (Indirect)

41 (Direct)

Days to Fill

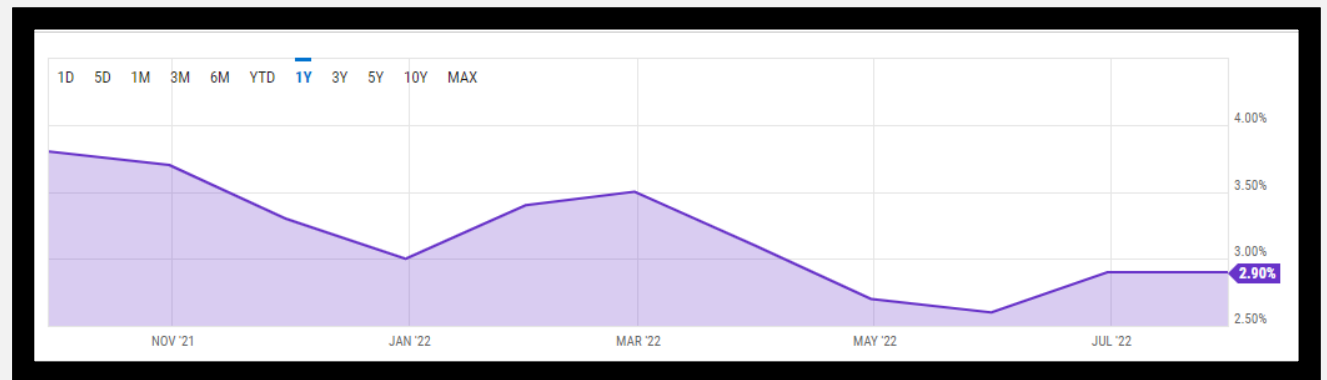
458

Hired

Larimer County, CO Unemployment Rate

Unemployment Rate at 2.9%
July 2022 compared with
4.7% in 2021.

Long-Term average
unemployment 4.32%

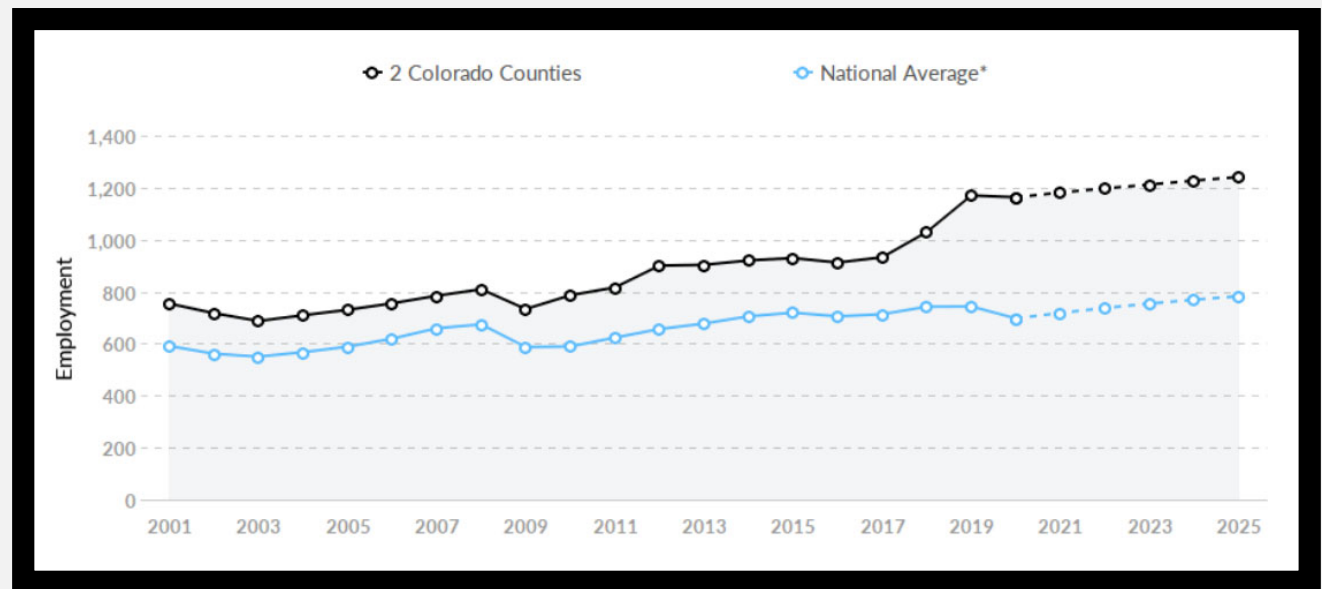


Source: Bureau of Labor Statistics

Skilled Labor - Machinists

Regional employment for Machinists is at a higher level in Larimer & Weld Counties than national average.

Source: EMSI study of Machinist Job Family in Larimer & Weld Counties



Focus: Increase Applicant Pool



Social Media

Partnerships

Move from temp to
hire model to
primarily direct hire

Relocation

Recruitment Events

Contract Hires

Referral Bonus

Sign On Bonus

Total Rewards
Evaluation



Attitude

- Respect for the individual
- Integrity and Ethics
- Accountability
- Teamwork
- Customer Satisfaction
- Initiative
- Results Driven

Aptitude

- Ability to learn
- Mechanical

Focus: Increase Applicant Pool



Social Media



Partnerships



Move from temp to
hire model to
primarily direct hire



Relocation



- Where is the Talent?
- Third Party
- Lump Sum v. Full Relocation

Recruitment Events



Jul 21 • ⚙️

We're Hiring Machinists!

Are you looking for a growth-based career instead of just a job? We're hiring machinists for our Fort Collins, Colorado locations. Come to our job fair on Friday, July 29th from 7am – 12pm, and 3pm to 7pm and meet our Operations and HR teams. Job offers may be made onsite with a \$1,500 sign-on bonus. Relocation services may be available.

1041 Woodward Way
Fort Collins, CO 80524

Can't make it to our job fair? Apply Online today!
<http://ow.ly/wTCV50K1uwk>

Woodward is a values-based organization that emphasizes teamwork and collaboration. Our record of internal promotions demonstrates the focus we have on developing our members to meet their career goals. Our members enjoy a clean, air-conditioned facility located in Fort Collins, CO.

Contract Hires



Increase Production
Capabilities



Labor Shortage



Bridge Training
Gaps

Referral Bonus

Refer a friend to an open position at Woodward.

When they are hired, YOU get rewarded

\$1,000!

Contact your local HR for more information

Woodward Members,

Do you know someone that would be a great addition to Woodward? Refer them, TODAY!

If your referral is hired, you will earn a bonus of \$1,000. New positions are being posted daily. Be sure to check the careers page Woodward.com/careers, for the most up to date postings. Please instruct your referral to enter your name as a referral when they create their online applicant profile.

Please reach out to your local HR department with any questions.

Sign On Bonus



Cash Bonus

- The Company will pay you a sign-on bonus in the amount of \$1,500. The sign-on bonus will be payable in your first regular paycheck in accordance with the Company's standard payroll practice and subject to applicable withholding taxes. Should you voluntarily resign or be terminated from the Company within 2 years of your hire date, you will be responsible for reimbursing this amount to the Company.

Total Rewards
Evaluation

Foundational

- Compensation
- Health Care
- Life Insurance

Total
Rewards

Career &
Environmental

- Member
Development
- Training

Performance-
Based

- Bonuses
- Merit Increases

Not one solution



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Total Rewards
Evaluation



Training





INSPECTION GAGES WORKSHEET

Once Validated,
Check box (right)

Borescope- Station 2 WT-150885 Training Block

Record the word or anagram found in each hole in the space provided below. Note all holes have writing at the bottom, and some holes also have writing on the sidewall. A dark grey box below means there is nothing on the sidewall in that quadrant.

Dedicated Hands-On Training Center

Week 1- Onboarding

All Shop Floor Workers Attending

Week 2- Skills Tracks

Machinist Skills Track

Assembler Skills Track

Production Worker Skills Track

Target Jan-2023 - Logistics Worker Skills Track



MEMBER ENGAGEMENT



INTERNAL TRAINING



RETENTION



ALWAYS INNOVATING FOR A BETTER FUTURE

