



Veteran Opportunity Report

Understanding an
untapped talent pool

Powered by LinkedIn data and insights

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Background

We created this report because we wanted to see if LinkedIn data would confirm observational patterns surrounding veterans and the opportunities they may or may not have access to.

In order to take full advantage of opportunities, veterans must possess the following: basic qualifications, a connection to a strong civilian network, and the ability to overcome common stereotypes surrounding veterans.

LinkedIn is uniquely positioned to drive more effective veteran-hiring practices by creating a better understanding of how skills, networks, and the perceptions of those holding the keys to opportunities affect a veteran's post-service journey.





Introduction

This report will focus on veterans. However, it isn't only for veterans. This report is intended to help anyone with hiring influence understand the challenges that many underrepresented groups face in the workplace. The goal is to understand the current state of veteran employment and how challenging it can be for veterans to face the realities of not doing work that makes full use of their skills and abilities.

Hiring veterans remains a challenge due to misconceptions. That's why diversity and inclusion in the workforce are so important. In relation to veterans, diversity may mean more than age, race, gender, and sexual orientation. In fact, it may have as much to do with the unique skill sets and experiences they bring to the workplace.

Powered by LinkedIn data and insights, this report is a resource for taking the first steps toward building a more diverse workforce, closing the network gap, opening up new opportunities to the veteran population, and helping corporations tap into this pool of untapped talent.

General veteran demographic data

~21M veterans in the United States

~6M veterans are work eligible (~6% of the US population)

~200K military members separate from the service every year



Research report overview

Understanding veterans' obstacles:
key insights found in our research

The military-experience hypothesis

An interesting contradiction lit the spark for this investigation: as the rate of veteran employment has improved, the issue of underemployment¹ has become a strong barrier to a meaningful post-service career.

We believed that this might have something to do with the perception that experience in the military is less relevant in corporate environments.

But why? Let's look at the facts about veterans entering the workforce compared to their nonveteran peers.

What is underemployment?

Underemployment is when a person engages in work that doesn't make full use of their skills and abilities.



Key findings about veterans entering the workforce

Our findings aim to provide insight into the veteran talent pool so companies can benefit from the skills veterans learned in the military, and be more inclusive of this population sector.



Retention

Veterans remain with their initial company 8.3% longer than nonveterans.



Promotions

Veterans are 39% more likely to be promoted earlier than nonveterans.



Education

Veterans are 160% more likely than nonveterans to have a graduate degree or higher.



Experience

Veterans with bachelor's degrees have 2.9x more work experience.

Who we sampled

Our study included LinkedIn members, both veterans and nonveterans, holding a bachelor's degree or higher.² In order to evaluate how veteran employment evolves over time compared to nonveterans, we divided members into three groups:

0–1 year of entering the civilian workforce³

1–3 years into transition

3–7 years into transition

Even though the military employs people in all professional fields, at every possible career level, veterans are still an undervalued talent pool in today's workforce.



The challenge

Understanding veteran underemployment

Underemployment risk in veterans

Whereas unemployment refers to the state of not having a job, underemployment refers to not having enough paid work, or not doing work that makes full use of a person’s skills and abilities.

Why are veterans underemployed?

The data suggests that when it comes to the corporate world, having a military background can get in the way.

Call of Duty Endowment and ZipRecruiter study:⁴



33% of veterans are underemployed.



Veterans are 15.6% more likely to be underemployed than nonveterans.

Potential effects of underemployment⁵

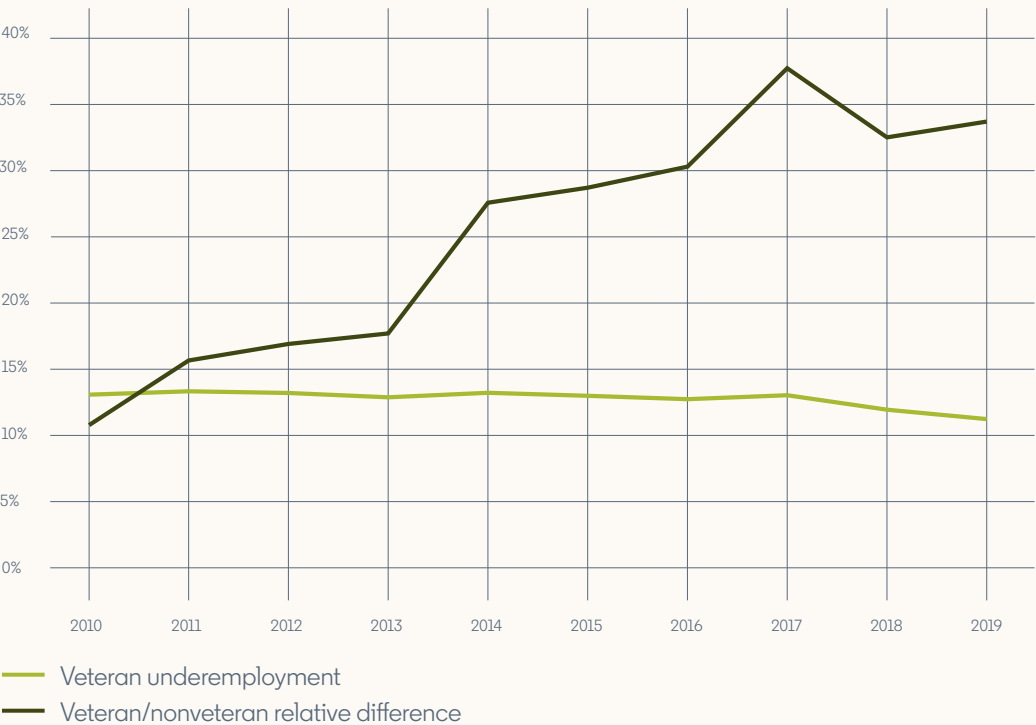
A stylized illustration of a person with dark hair, wearing a brown sweater and grey pants, leaning their arms on a white desk. The person is looking down. The desk is on a grey base.

- Brain drain
- Lower wages
- Fractional use of skill sets
- Lower personal/professional development
- Higher cost to employer

Veteran vs. nonveteran underemployment over time

2010-2019

Veteran underemployment compared to nonveteran underemployment



While underemployment was relatively similar among veterans and nonveterans in 2010,⁶ the gap has dramatically increased over the last nine years. The greatest gap occurred in 2017, when veterans were 38% more likely to be underemployed.

Takeaway: underemployment disproportionately affects veterans.



Debunking the turnover myth

An often-referenced study⁷ discussing veteran-retention trends is frequently miscited as “50% of veterans leave their first job within 12 months.” In reality, of the veterans who had already left their first company, half did so within the first year. It’s a subtle but essential difference.

By implying that veterans have a high turnover rate in corporate roles, this misrepresentation adds to the negative stereotypes around the veteran workforce. Our report shows that veteran retention is higher than that of nonveterans – a finding supported by other studies.⁸

Veteran performance and turnover

A 2017 study of veteran hiring, performance, and turnover found that veterans, on average, perform at higher levels and have lower turnover.

Source: CEB data⁹

Veteran retention rates

Veterans remain with the companies that initially employ them 8.3% longer than nonveterans.

Source: LinkedIn data



The seniority factor

It's important to remember that veterans facing underemployment already have years of military service and experience. Those with bachelor's degrees enter the corporate workforce with **2.9x more total work experience than nonveterans with bachelor's degrees**. They're also 160% more likely than nonveterans to have a graduate degree or higher.

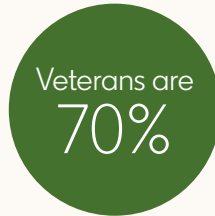
So why is underemployment so high?

One factor could be that veterans entering the civilian workforce are much more likely than nonveterans to take a step back in seniority.

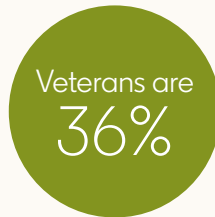
Once in the corporate workforce, veterans are much more likely to be promoted into a leadership role within their first few years. This fact backs up the idea that a large group of veterans starting their careers may be underemployed in their first corporate roles.

The data¹⁰ suggests that, depending on the desired industry,¹¹ veterans with degrees may be at a disadvantage because of their military service, more so than someone with no work experience at all.

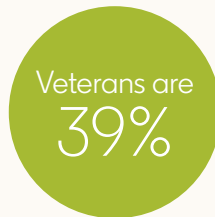
Overall, veterans perform well in corporate jobs, so part of the challenge is understanding how this pool of potential employees is facing higher degrees of underemployment.



more likely than nonveterans to take a step back in seniority.



less likely to make a seniority jump.



more likely to move into a leadership role within their first three years.

“

Empowering active duty service members and veterans to transition to careers in technology is a win-win for helping to sustain a vital population of our workforce while building a critical, diverse pipeline for in-demand talent.

Chris Cortez, US Marine Corps Major General (Ret.)

Vice President of Microsoft Military Affairs

An exploration of core drivers

Unemployment has had a major impact on society at large, particularly in 2011. An influx of service members entered the civilian workforce, and public and private entities developed new veteran programs and hiring incentives. These programs helped improve the unemployment issue.¹² However, the likelihood of veterans being hired for positions they're overqualified for increased.

Government laws and tax incentives

Veteran employment drivers in 2011

VOW¹³ to Hire Heroes Act of 2011

Federal agencies must treat active duty service members as veterans, disabled veterans, and preference eligibles for purposes of an appointment in the competitive service.

The Returning Heroes Tax Credit

Tax incentives were designed to hire veterans and help with the unemployment issues.

Changes in the military and its benefits

Post-9/11 GI Bill

This bill improved education benefits for veterans and possibly increased the number of veterans with degrees in the workforce around 2011 and 2012.¹⁴

Department of Defense

Plans to significantly reduce the size of the US armed forces have been announced.¹⁵

Corporate-social responsibility efforts

Veteran Jobs Mission

Founded in 2011, this coalition is now over 230 firms strong and plans to hire one million vets by 2025.¹⁶

Hiring Our Heroes

This initiative is aimed at helping veterans, transitioning service members, and military spouses find employment opportunities.¹⁷

A free LinkedIn Premium program

LinkedIn joined forces with the White House to make it easier for veterans to source relevant opportunities.¹⁸



Other possible drivers

Many top industries overindex on veteran recruiting, and recruiters seem more interested in veterans starting their post-military careers versus nonveterans.

- Overall, transitioning veterans received **26% more recruiter InMails** during initial recruitment¹⁹
- **38 of the top 50 industries** employ veterans at a proportionally lower rate than nonveterans

Our data found that the connection between interest and actually hiring is not as linear as you'd expect.

Industries and veteran recruiting (of the top 50 industries)

Industries that recruit veterans at

higher rates

- Defense and space
- Utilities
- Government administration
- Airlines and aviation
- Research
- Civil engineering
- Management consulting
- Nonprofit organization management
- Consumer goods
- Higher education

Industries that recruit veterans at

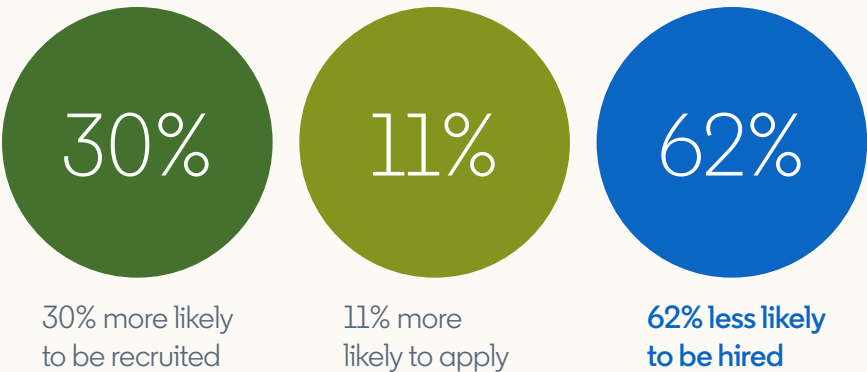
lower rates

- ✓ Marketing and advertising
- ✓ Real estate
- ✓ Computer software
- ✓ Education management
- ✓ Apparel and fashion
- ✓ Restaurants
- ✓ Wholesale
- ✓ Human resources
- ✓ Logistics and supply chain
- ✓ Entertainment

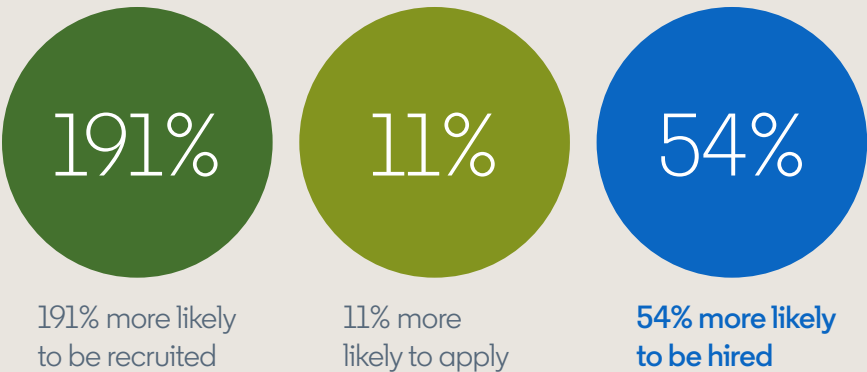
Industry case study

Here are two examples where veteran recruitment, applying, and hiring produce different results:

Accounting



Management consulting



Takeaway: while veterans are 54% more likely to be hired in management consulting, it's almost three quarters lower than the rate at which they are recruited.



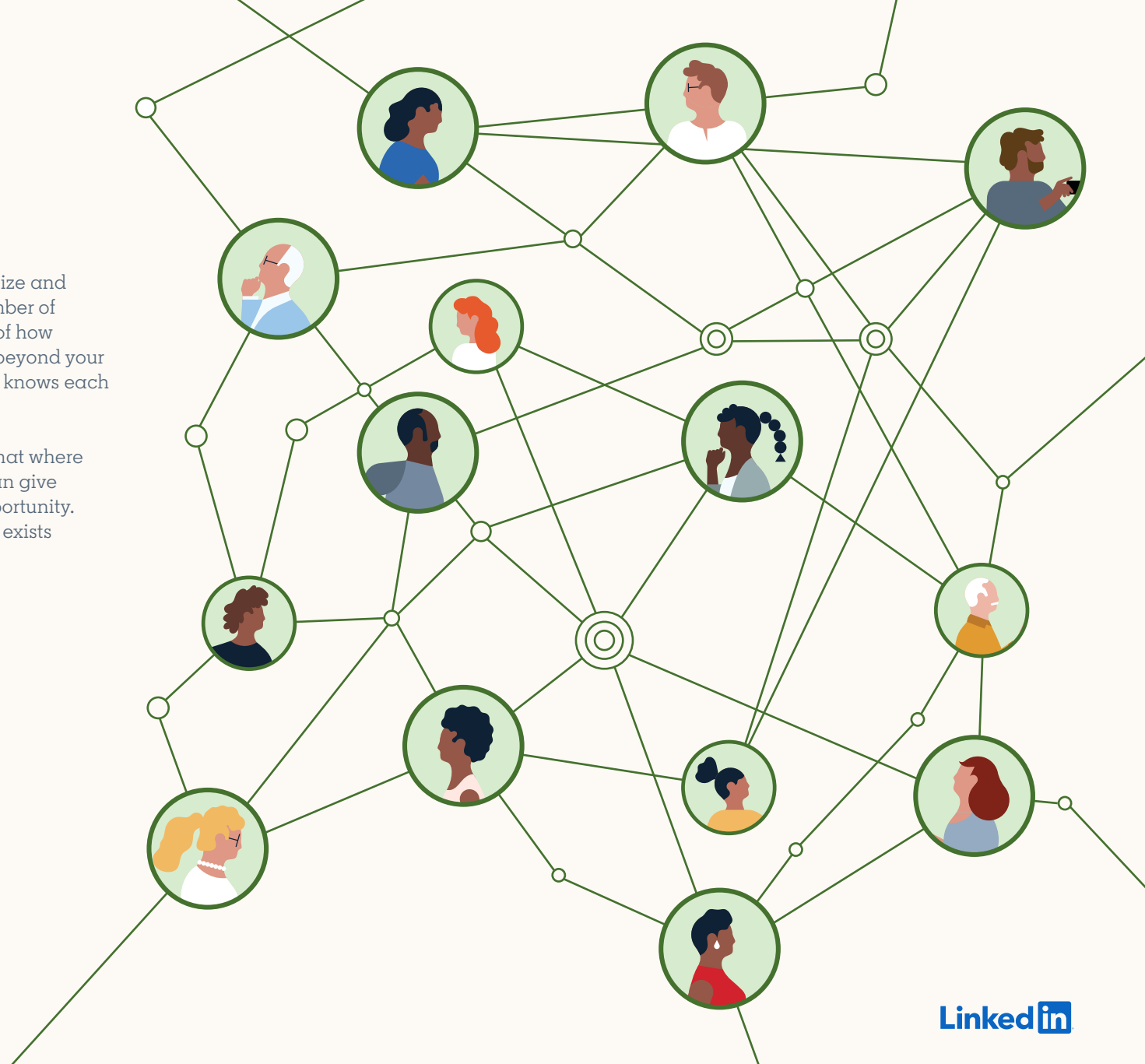
The reality

Understanding the challenges veterans face
in finding meaningful employment

Network strength

LinkedIn measures network strength based on size and openness. **Size** is the simple measure of the number of connections you have. **Openness** is a measure of how many of your connections engage with people beyond your immediate network. If everyone in your network knows each other, it's not very open.

That's why your network matters. The reality is that where a person grows up, goes to school, and works can give them a 12x advantage in gaining access to opportunity. This difference is called the network gap, and it exists across all industries.



The civilian-military divide

The civilian-military divide is a term used in veteran advocacy to talk about the gap in knowledge and understanding that exists between those who have served in the military and the general public. We generally see it manifested in veteran employment when trying to understand the value that military service can bring to nonmilitary environments.

Articulating experiences and achievements can be a challenge for veterans, because civilian hiring managers sometimes don't recognize military job titles and acronyms.

The probability of a hiring professional only recognizing a fraction of a veteran's capabilities makes it more likely that they'll be hired into a lower-paying job that's below their skill level.

The civilian-military divide is the network gap in action.



“

I've spent a lifetime using the skills that I learned in Army counterintelligence. But when I came out of the military, all that people thought I could be was a security guard.

Lisa Umali

Senior Director, Human Resources
CVS Pharmacy

The LinkedIn network

Veterans and nonveterans begin their careers with similarly sized networks on LinkedIn. However, veterans' networks are more closed, meaning they are more likely to be connected to other veterans. Civilians, by contrast, have more open networks and lack connections with the veteran community.

Proportion of veterans in the LinkedIn network

On average, in the first year of transition.²⁰



Veterans in
veteran networks



Veterans in
civilian networks

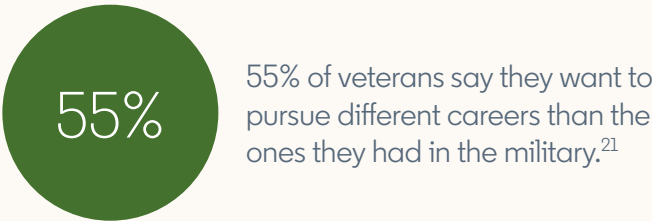


Applying

The transition from the military to a civilian job is hard. It's even more challenging for veterans interested in roles that differ from the ones they had in the military.

The civilian-military divide can lead to a cycle in which veterans concentrate in specific fields where their skills and experiences are most easily translated. Veterans experience high levels of concentration within a smaller number of industries.

Takeaway: even though more than half of veterans say they want to do something new, they are much more likely to be hired in similar industries as other veterans.



Veteran applications among the top 50 industries

Veterans apply at higher rates	Veterans apply at lower rates
^ Defense and space	^ Apparel and fashion
^ Government administration	^ Marketing and advertising
^ Airlines and aviation	^ Entertainment
^ Transportation, trucking, and railroad	^ Law practice
^ Logistics and supply chain	^ Health, wellness, and fitness
^ Building materials	^ Banking
^ Utilities	^ Computer software
^ Information technology and services	^ Research
^ Hospital and healthcare	^ Real estate
^ Construction	^ Pharmaceuticals

Where veterans apply and where they're getting hired

(10 of top 50 industries)*

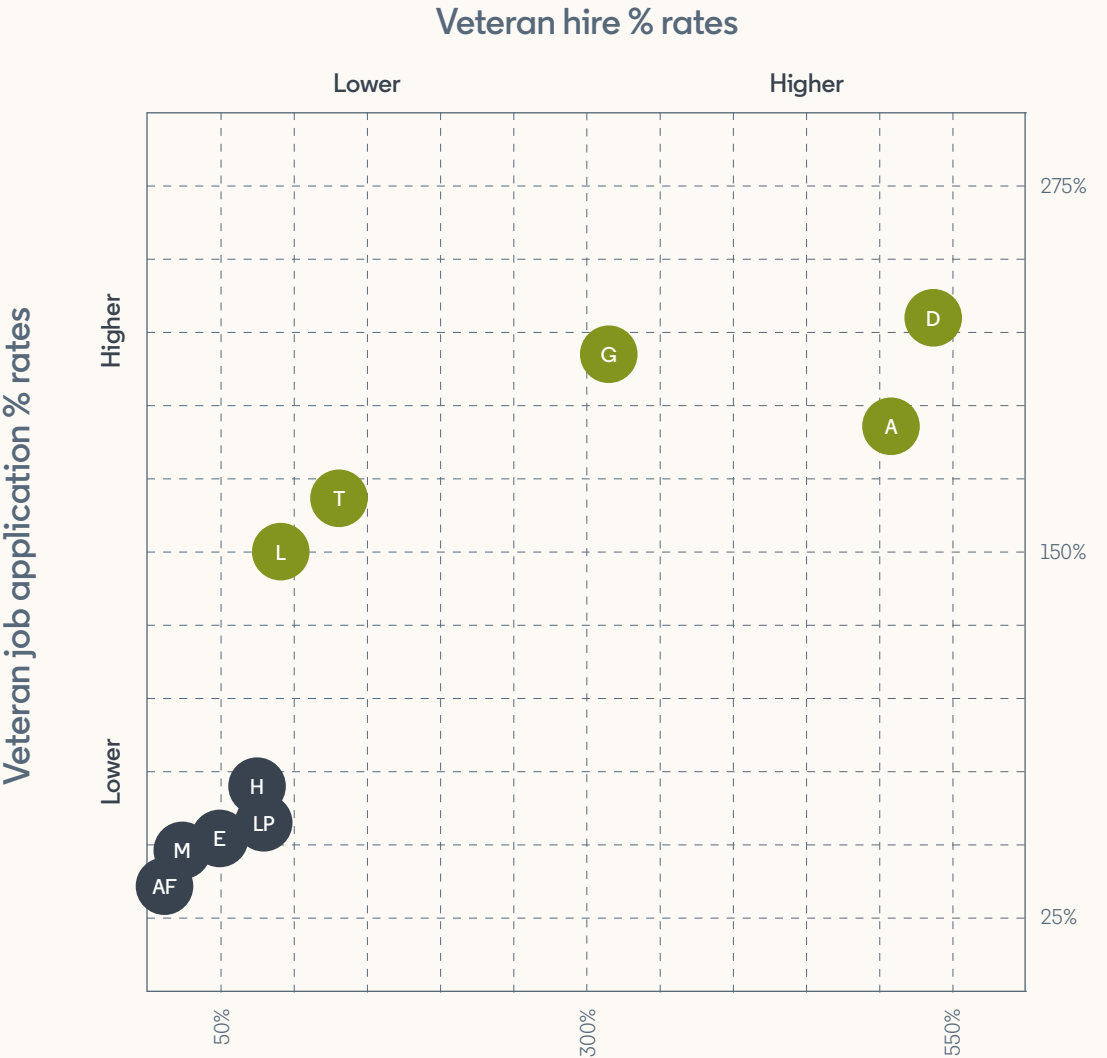
Takeaway: veterans are applying to jobs in industries, like defense and space, that have better hiring rates for veterans.

Industries that hire veterans at higher rates

- D = Defense and space
- A = Airlines and aviation
- G = Government administration
- T = Transportation, trucking, and railroad
- L = Logistics and supply chain

Industries that hire veterans at lower rates

- H = Health, wellness, and fitness
- LP = Law practice
- E = Entertainment
- M = Marketing and advertising
- AF = Apparel and fashion



*See all 50 industries on pages 31-32

Hiring

Hiring is best seen holistically, looking across industries to find the ones that are hiring veterans. Veterans transitioning into their first jobs after the military are confronted with the stark reality that **38 of the top 50 industries** employ them at a lower rate than nonveterans. This figure reveals the difficulty for members of this community as they look to build upon and expand their post-military expertise.

Takeaway: veterans represent 6% of the US population. However, they don't represent 6% of the average US company. Veterans are an underrepresented population in the workforce. By not hiring veterans, you might be missing out on a community with a diverse set of skills, experience, and thoughts.

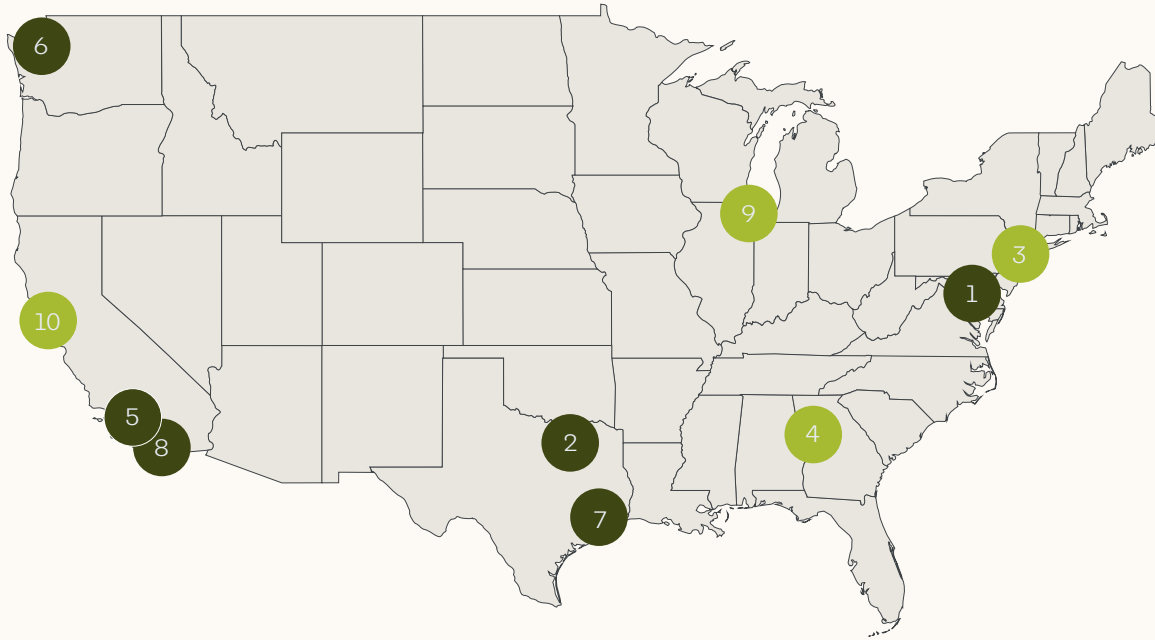
“

Veterans bring diversity of thought to an organization. The way they look at problems is unique, and that brings a different perspective on how to frame and engage in problem-solving. Veterans are expected to bring leadership and discipline to organizations, but their thought process is often what sets them apart from their peers.

Beau Higgins
Senior Manager
Amazon Military Affairs

Veteran hiring among the top 50 industries

Industries that hire veterans at higher rates	Industries that hire veterans at lower rates
^ Defense and space	^ Apparel and fashion
^ Airlines and aviation	^ Marketing and advertising
^ Government administration	^ Entertainment
^ Utilities	^ Restaurants
^ Information technology and services	^ Accounting
^ Management consulting	^ Hospitality
^ Transportation, trucking, and railroad	^ Banking
^ Mining and minerals	^ Financial services
^ Oil and energy	^ Leisure, travel, and tourism
^ Machinery	^ Food and beverages



Top 10 veteran locations

- | | |
|-------------------|-------------------|
| 1. Washington, DC | 6. Seattle |
| 2. Dallas | 7. Houston |
| 3. New York City | 8. San Diego |
| 4. Atlanta | 9. Chicago |
| 5. Los Angeles | 10. San Francisco |

Likelihood of being hired²²

- Higher chance of being hired for jobs they apply for
- Lower chance of being hired for jobs they apply for

Where veterans live and work compared to nonveterans

There's a lot we can learn about the locations where veterans tend to settle and get hired.²³

Why this matters for employers: they should be aware that the number of veterans that live in the cities where they're looking to hire can vary wildly. They may need to adjust their hiring strategies by location.

Why this matters for veterans: if they want to live in a city that hires veterans at a lower rate, they'll need to leverage veteran employment programs to help set them up for success.

Cities where veterans are more likely to live²⁴

- 5x more likely to live in Norfolk, VA
- 3x more likely to live in San Antonio, TX
- 2x more likely to live in Jacksonville, FL, Washington, DC, or San Diego, CA

Veterans are more likely than nonveterans to live in these areas. They also tend to get hired there at a higher rate than nonveterans.

Education

While veterans tend to be better educated than nonveterans, their educational experience is not always linear. This nontraditional education path has little overlap with the traditional education path.

Veterans are 160% more likely to have a graduate degree than nonveterans. However, there is only about a 25% overlap in the 50 most-attended schools by veterans and the 50 most-attended schools by nonveterans.²⁵ This likely worsens the gaps in understanding between the two communities.

Facts and insights

A full **66%** of veterans are first-generation college students who experience many similar challenges faced by other nontraditional students.²⁶

We also see a higher focus on certain degree concentrations. For example:

426% more likely to study computer and information systems security or information assurance

310% more likely to study organizational leadership

292% more likely to study criminal justice or police science

263% more likely to study human resources

Top 10 schools for

veterans

1. Community College of the Air Force
2. University of Phoenix
3. US Military Academy at West Point
4. United States Naval Academy
5. University of Maryland University College
6. United States Air Force Academy
7. Embry-Riddle Aeronautical University
8. American Military University
9. Central Texas College
10. The Naval Postgraduate School

Top 10 schools for

nonveterans

1. University of Phoenix
2. Penn State University
3. The University of Texas at Austin
4. The Ohio State University
5. Arizona State University
6. Texas A&M University
7. University of Illinois at Urbana-Champaign
8. Purdue University
9. University of California, Berkeley
10. Michigan State University



Opportunities

Leveraging these insights for the veteran community

Recommendations

Top considerations for veteran inclusivity

So how do we take the learnings from this report and apply them to our workplaces? Start by identifying opportunities within your organization to increase veteran representation, with a focus on the skills and cultural additions that veterans bring to your teams.

Include veterans

If you have a more developed veteran-hiring program and find that you have a high concentration of functions or roles among your veteran employees, look beyond the idea that you have “jobs for veterans.” Explore all possibilities for veteran-employment opportunities.

Focus on finding veterans who would be great additions to your organization, even if they don’t have the years of industry or role experience you are looking for. Give them the opportunity to quickly learn the nuances of your particular company, industry, or role.

Here’s a list of other things you can do:

Shift your focus

Think holistically about workforce development, rather than about talent acquisition alone. Conduct an audit of your current veteran-hiring program and identify where in the hiring process veterans are most likely to be removed from the hiring funnel. Additionally, explore veteran employment in your organization beyond the overall percentages. Consider functional dispersion, full time vs. hourly or skilled roles, seniority, etc.

Train to raise awareness

Develop programs and share best practices to elevate hiring managers’ understanding of veteran value and educational experience. Whenever possible, include veterans on hiring or interview panels and leverage veteran hiring managers.

Think locally

Shift from a national strategy to regional strategies. Geographical implications influence veterans’ employment experience and what opportunities may exist.

Opportunities



Partner up

These programs enable meaningful connections between veterans and nonveterans within a work context:

- American Corporate Partners
- Hire Heroes USA
- Hiring Our Heroes
- DoD SkillBridge Program
- Call of Duty Endowment Seal of Distinction Winners
- Corporate America Supports You (CASY)

Conclusion

Awareness of veteran underemployment is one piece of the puzzle. There are many actions employers can take to ensure veterans aren't being left out. Every meaningful action starts with great information.

Information from a network of over 660 million members, 20 million jobs, and tens of thousands of skills and titles, helps us provide insight into various talent pools. The veteran talent pool is an important one to our LinkedIn community, and to communities all across the US.

Applying the knowledge from this report will lead to building a more diverse and inclusive workforce together.

“

Veterans bring discipline and responsibility. A lot of times, a veteran is the first person there or the last person to leave. You're so used to giving everything to the team. Our level of dedication is huge.

Ritchie Thomas

Deputy Director of IT, Georgia Municipal Association
(US Army, 2001–2006)

[Read more about Ritchie's journey here.](#)





Methodology

Methodology

- Only LinkedIn members holding bachelor's degrees or higher were included in our analysis.
- Veterans were identified on the platform through 12 common military organizations and educational institutions.
- **Definitions of career periods (veterans and nonveterans) based on the report's definition of career start are as follows:**
 - "0–1 year" represents those who started their careers between June 1, 2018, and June 1, 2019
 - "1–3 year" represents those who started their careers between June 1, 2016, and May 31, 2018
 - "3–7 year" represents those who started their careers between June 1, 2012 and May 31, 2016
- We did not analyze either group after seven years.
- For veterans, career start date is based on the first job after military or bachelor's degree, whichever came later. For nonveterans, this is the first job after a bachelor's degree.
- **Underemployment is quantified as the percentage of members (in a veteran or nonveteran group) who have at least a bachelor's degree and are in skilled and hourly jobs based on LinkedIn taxonomy.**
 - For jobs that have more than one job level (professional vs. skilled and hourly) associated with them, the highest job level is used. This is a conservative adjustment that could underestimate underemployment.
 - Additionally, if a member has more than one role, and the roles have different job levels, the highest job level is used there also (an additional conservative adjustment).
 - The net effect of these two conservative adjustments is that if there was any indication a veteran was fully employed, that is how they were categorized. This increases confidence in our results.
- "Leadership roles" refers to veterans and nonveterans who started their corporate careers in individual contributor roles, then compares the proportion of each group that moved to a manager-level role or above within the three years following their corporate-career start dates.

Methodology

- For the metrics featured on pages 5 and 10 (“The seniority factor”), the veteran cohorts were compared to nonveterans making their first career-industry transitions (subsets of the nonveteran cohorts described above).
- Nonveteran cohorts were adjusted to represent gender parity with the veteran cohorts.
- For network-strength analysis, network strength is defined by the size of the network. The analysis excluded outliers of members with 1,000+ connections and compared median connections of cohorts rather than average.
- For “top skills added” analysis, we filtered for skills added in the last 12 months and only included explicit skills. We excluded skills belonging to Army, Navy, and Air Force skill groups and ones with “military” in the name.
- For “fastest-growing skills” analysis, we filtered for skills added in the last 12 months and only included explicit skills. We excluded skills belonging to Army, Navy, and Air Force skill groups and ones with “military” in the name. Skills must have ≥ 250 current year members and ≥ 10 members last year to be allowed for inclusion in list.
- Limitations of the demographics, specifically for veterans on LinkedIn: ~50% of veterans in the study are officers, based on educational records (the military is only ~15% officers). Given the focus on veterans with bachelor’s degrees, this study is not indicative of the broader veteran community.
- Nontraditional students: Horn (1996) uses seven characteristics to classify postsecondary students as “nontraditional”: delayed enrollment, part-time enrollment, financial independence, full-time employment while enrolled, having dependents, single parent, and did not receive standard high school diploma.²⁷
- Traditional students: characterized as people who earn high school diplomas, enroll full time immediately after finishing high school, depend on their parents for financial support, and either do not work during the school year or work part time.²⁸
- When considering locations where veterans are more or less likely to live, the rates represent a range across the three defined cohorts.



Appendix

Appendix

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Citations and references

- Underemployment is quantified as the percentage of members (in a veteran or nonveteran group) that has at least a bachelor's degree and is employed in skilled and hourly jobs based on LinkedIn taxonomy.
- Veterans were identified on the platform through known employers, companies, or educational institutions related to military organizations (~75% coverage of veterans on the platform).
- Limitations of the demographics, specifically for veterans on LinkedIn: ~50% of veterans in the study were likely to be officers, based on education levels indicated on LinkedIn.com profiles (the military is only ~15% officers). Given the focus on veterans with bachelor's degrees, this study is not indicative of the broader veteran community.
- https://www.callofdutyendowment.org/content/dam/atvi/callofduty/code/pdf/ZipCODE_Vet_Report_FINAL.pdf
- <https://sredfunding.com/2016/03/03/how-slower-growth-of-rd-in-canada-is-leading-to-intellectual-underemployment/>
- Includes veterans and nonveterans on the platform prior to 2010. <https://sredfunding.com/2016/03/03/how-slower-growth-of-rd-in-canada-is-leading-to-intellectual-underemployment/>
- <https://ivmf.syracuse.edu/wp-content/uploads/2016/10/VetAdvisor-ReportFINAL-Single-pages.pdf>
- https://www.callofdutyendowment.org/content/dam/atvi/callofduty/code/pdf/ZipCODE_Vet_Report_FINAL.pdf
- CEB (Gartner), "The Veterans Imperative: Strategies for Improving Veteran Recruiting and Retention," Briefing to ReimagineHR Conference, Washington DC, 2017.
- See pages 31 and 32.
- See appendix chart for an industry breakdown.
- Efforts listed are not exhaustive. They are examples of initiatives that focus on unemployment.
- This acronym refers to "Veterans Opportunity to Work."
- https://en.wikipedia.org/wiki/Post-9/11_Veterans_Educational_Assistance_Act_of_2008
- https://www.rand.org/content/dam/rand/pubs/research_reports/RR1000/RR1008/RAND_RR1008.pdf
- <https://veteranjobsmission.com>
- <https://www.uschamberfoundation.org/hiring-our-heroes>
- <https://blog.linkedin.com/2011/11/07/veterans>
- Initial recruitment of passive candidates.
- The percentage given is measured within the first year of entering the workforce.
- <http://surface.syr.edu/cgi/viewcontent.cgi?article=1006&context=ivmf>
- "Likelihood of being hired" data is only for the 0–1 year cohort.
- When considering locations where veterans are more or less likely to live, the rates represent a range across the three defined cohorts.
- "Likelihood of being hired" data is only for the 0–1 year cohort.
- Top schools are by total volume.
- https://studentveterans.org/images/Reingold_Materials/mrp/download-materials/mrp_Full_report.pdf
- https://studentveterans.org/images/Reingold_Materials/mrp/download-materials/mrp_Full_report.pdf
- <https://nces.ed.gov/pubs2002/2002012.pdf>

Comparing veteran and nonveteran rates in the hiring process

This is a breakdown, by industry, comparing veteran and nonveteran rates of recruiter outreach, apply rates, and hiring rates. We believe this can be used to inform veteran-hiring strategies.

Industry	Likelihood of being recruited compared to nonveterans	Likelihood of applying compared to nonveterans	Likelihood of being hired compared to nonveterans
Accounting	30% more likely	11% more likely	62% less likely
Airlines and aviation	361% more likely	89% more likely	428% more likely
Apparel and fashion	40% less likely	57% less likely	82% less likely
Automotive	4% less likely	As likely to apply	25% less likely
Banking	30% more likely	28% less likely	51% less likely
Building materials	52% more likely	44% more likely	10% less likely
Chemicals	21% more likely	6% less likely	34% less likely
Civil engineering	297% more likely	As likely to apply	22% less likely
Computer software	43% less likely	23% less likely	44% less likely
Construction	36% more likely	18% more likely	16% less likely
Consumer goods	149% more likely	14% less likely	35% less likely
Defense and space	1198% more likely	132% more likely	445% more likely
Education management	42% less likely	As likely to apply	35% less likely
Electrical and electronic manufacturing	30% more likely	As likely to apply	10% less likely
Entertainment	25% less likely	42% less likely	70% less likely
Financial services	21% more likely	17% less likely	49% less likely
Food and beverages	56% more likely	As likely to apply	46% less likely
Food production	100% more likely	11% more likely	26% less likely
Government administration	567% more likely	120% more likely	213% more likely
Health, wellness, and fitness	34% more likely	29% less likely	32% less likely
Higher education	129% more likely	16% more likely	38% less likely
Hospital and healthcare	88% more likely	18% more likely	As likely to
Hospitality	7% more likely	14% less likely	58% less likely
Human resources	31% less likely	As likely to apply	9% less likely
Information technology and services	39% more likely	30% more likely	64% more likely

Industry	Likelihood of being recruited compared to nonveterans	Likelihood of applying compared to nonveterans	Likelihood of being hired compared to nonveterans
Insurance	28% less likely	19% less likely	33% less likely
Internet	86% more likely	As likely to apply	33% less likely
Law practice	8% more likely	40% less likely	31% less likely
Leisure, travel, and tourism	67% more likely	As likely to apply	49% less likely
Logistics and supply chain	29% less likely	50% more likely	As likely to
Machinery	42% more likely	As likely to apply	As likely to
Management consulting	191% more likely	11% more likely	54% more likely
Marketing and advertising	59% less likely	40% less likely	78% less likely
Mechanical or industrial engineering	83% more likely	As likely to apply	15% less likely
Medical device	51% more likely	13% less likely	7% less likely
Military	10% more likely	359% more likely	1424% more likely
Mining and metals	23% more likely	As likely to apply	31% more likely
Nonprofit organization management	174% more likely	14% more likely	32% less likely
Oil and energy	117% more likely	17% more likely	9% more likely
Pharmaceuticals	19% more likely	20% less likely	37% less likely
Real estate	52% less likely	22% less likely	33% less likely
Research	350% more likely	23% less likely	6% less likely
Restaurants	40% less likely	6% less likely	69% less likely
Retail	2% more likely	As likely to apply	40% less likely
Staffing and recruiting	22% more likely	9% less likely	27% less likely
Telecommunications	27% less likely	10% more likely	As likely to
Transportation, trucking, and railroad	6% more likely	68% more likely	33% more likely
Utilities	835% more likely	36% more likely	71% more likely
Wholesale	33% less likely	7% more likely	23% less likely